



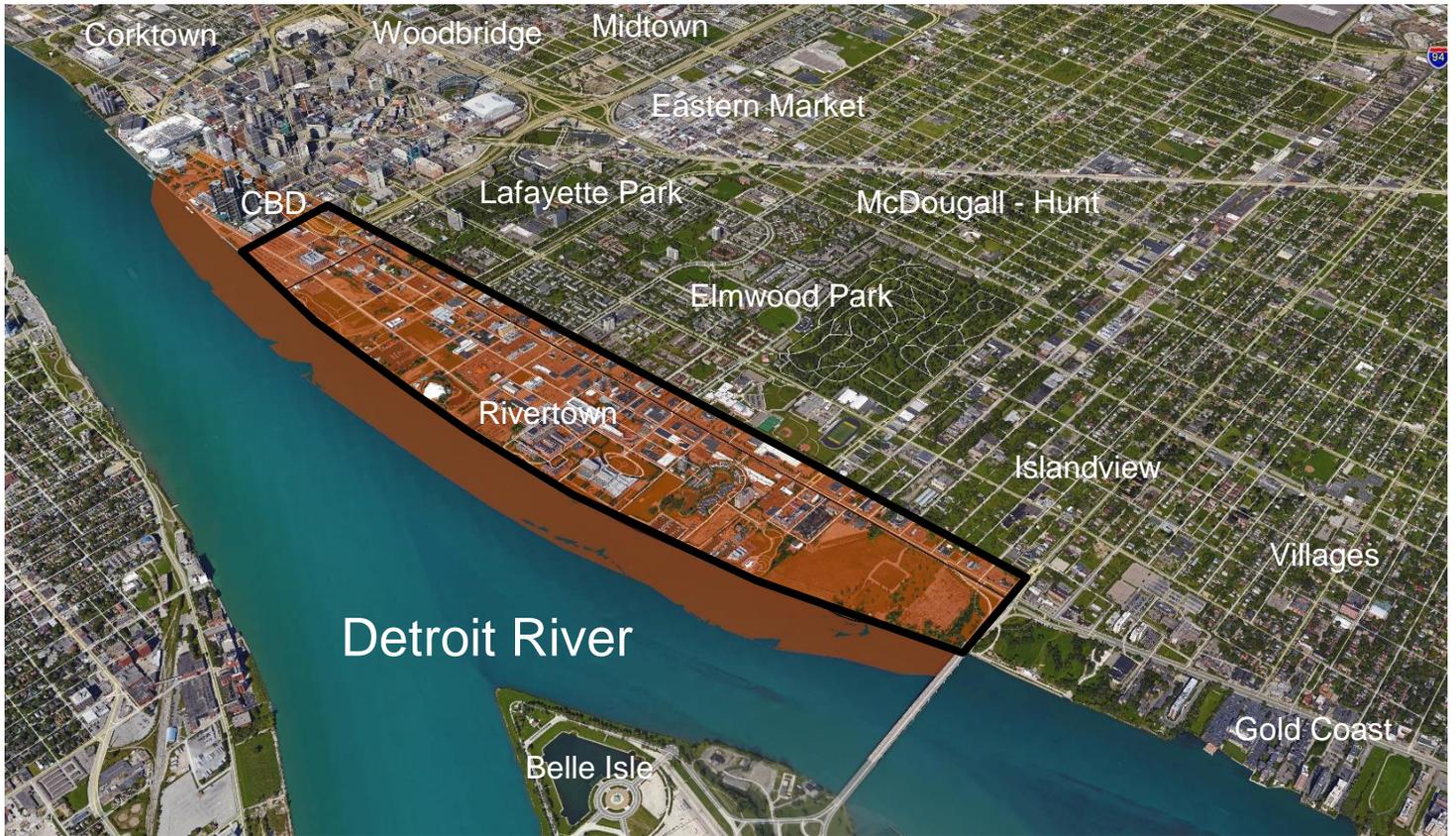
REQUEST FOR QUALIFICATIONS
November 5, 2015

The Detroit RiverFront Conservancy
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MAP OF NEIGHBORHOODS NEAR THE EAST RIVERFRONT

PROJECT CONTEXT

The City of Detroit Planning & Development Department (the “City”) in collaboration with the Detroit RiverFront Conservancy (the “DRFC”) is seeking proposals from qualified firms to develop a comprehensive district plan and real estate development framework which will spur new investment and guide future development in the area bounded by St. Antoine Street, East Grand Boulevard, Larned Street and the Detroit River (the “East Riverfront”).

Since its founding, the City of Detroit has been defined by its waterfront, and today, it remains a major focal point for economic, cultural and physical development within the City and its region. The Detroit RiverFront Conservancy, a 501(c)(3) organization, is responsible for the establishment, improvement, operation, maintenance, security, programming and expansion of the Detroit RiverWalk and associated green spaces. Through the efforts of the DRFC, the riverfront has been completely transformed from an unimproved waterfront into a tremendously popular public greenway system.

Detroit is now in the midst of an incredible resurgence and the time is right to focus efforts upon developing a comprehensive framework plan for the East Riverfront. Since 2003, the Detroit Riverfront has been transformed from an industrial area to a beautiful public amenity that has spurred \$1 billion in total public and private investment. It is the intent of this plan to build upon the success of the Detroit RiverWalk and advance economic activity to attract new residents and greater commercial investment, tourism, mobility, culture, recreation and entertainment within the district and to the greater downtown area. The East Riverfront district is comprised of nearly 400 acres of land. Despite the significant investment of the Detroit RiverWalk, most of this land is either vacant or underutilized. The real estate development framework created through this project is intended to plan for new investment, drive development and increase the economic activity within the area.



DEQUINDRE CUT AND RIVERFRONT FIT PARK

The Detroit Riverfront is quickly becoming one of the most regionally significant mixed-use areas in the City. This request for qualifications aims to cultivate an innovative approach to develop and support the creation of a vibrant mix-use district along the Detroit Riverfront. In addition to developing a comprehensive district plan, the qualified team shall identify, prioritize, and demonstrate funding for a list of potential sites for near-term rehabilitation, reuse and redevelopment.

The East Riverfront Framework Plan targets an area with a mix of recently renovated and underutilized buildings, vacant land and parks located within a half mile of, and with direct access to, a 2-mile stretch of the Detroit Riverfront. The City of Detroit Zoning Code classifies the East Riverfront as a special use district (SD4). The SD4 code was created by the City of Detroit specifically for the riverfront area, as the area holds a regional significance and unique locational attributes and amenities. The consulting team will review the current zoning code for the district against the recommended development capacity to propose adjustments, as appropriate. The current development capacity for the East Riverfront is Floor Area Ratio (FAR) between 1 - 4.5, representing an estimated 7.8 – 33.6 million square feet of possible development.

The question being posed is; what tools and strategies are required to accelerate a sustainable and inclusive redevelopment of the East Riverfront? This plan must establish a strong vision for the district that both capitalizes on the demand of urban living by all generations, and boosts connectivity to the City's greatest natural resource, the Detroit River. The City and the DRFC, as advised by the consulting team, must ensure that transit mobility, infrastructure, land-use and economic development incentives maximize the redevelopment potential of the district by setting the stage, identifying resources, and providing policy and development requirements to create a vibrant urban destination.



THE DEQUINDRE CUT CONNECTS THE RIVERFRONT TO NEARBY PUBLIC AMENITIES, SUCH AS DETROIT'S HISTORIC EASTERN MARKET

PROJECT GOALS

The City of Detroit and the Detroit RiverFront Conservancy aim to stimulate mixed-use development, draw new investment, and increase the economic potential of the area, while re-connecting the City and its neighborhoods to the waterfront through the implementation of sound urban design practices and public space improvements. The qualified team will create a comprehensive district plan and real estate development framework that builds upon recent area investments that have created new active and passive recreational opportunities, strengthened visual and physical access to the river, improved circulation between riverfront sites, and provided a variety of tourism opportunities. Greater downtown has an estimated population of 35,037 people and density of 4,278 people per square mile. The area's current population provides a solid base, but there is significant room for growth. The residential offerings of the downtown area are at a ninety-eight percent (98%) occupancy rate and waiting lists grow as more and more Detroit residents and employees want to live closer to downtown and riverfront employers. This planning effort will explore options for expanding public transit, M1 light rail, and non-motorized connections to the Riverfront District from East Jefferson Avenue – the area's primary thoroughfare that holds great potential for additional residential development.

The City of Detroit and the Detroit RiverFront Conservancy will engage a team to create a plan for immediate implementation - creating detailed strategies using economic development incentives, prioritizing potential sites for implementation and developing a comprehensive revitalization framework for growing the East Riverfront in a dynamic, inclusive and economically viable manner.

GUIDING PRINCIPLES

The planning principles for the riverfront district will:

1. Create a vibrant, mixed-use district
 - Provide cohesive and interactive mixed-use development which encourages retail, housing and office space through appropriate urban design
2. Build an inclusive community
 - Offer diverse residential stock and density at a variety of price points, with a mix of ownership and rental options, and a balance of market rate and affordable units
3. Spur investment
 - Increase the rate of development to allow the district to quickly achieve its full potential
4. Energize a healthy active living environment through connectivity
 - Introduce a network of walkable and bike-able linkages which bridge the riverfront to adjacent neighborhoods
5. Diversify transportation options
 - Connect transit systems which will foster both economic activity and mobility (e.g., water taxi, shuttles, rail, bus, bike)
 - Offer affordable and accessible parking options which support unabated public use of space
6. Encourage access for all
 - Maintain the riverfront as a true public open space, accessible to all
 - Elevate the riverfront as a regional asset and a family-friendly gathering place for people of all ages
7. Engage the community
 - Incorporate inclusive design to capture the interests of the current stakeholders, project future uses, and acknowledge cultural and historic significance
 - Allow community engagement throughout the entire planning process, placing a strong emphasis on capturing the diversity of space, people and neighborhoods
8. Promote environmental stewardship and community health
 - Include environmental justice, health and sustainability in both the natural (e.g., wet lands, natural plant species) and built environment (e.g., storm water mitigation, LED lighting, renewable energies)

PROCESS & DELIVERABLES

TARGET	DELIVERABLES
COMMUNITY ENGAGEMENT	<ul style="list-style-type: none"> ▪ Community engagement process, which includes; <ul style="list-style-type: none"> – Thoughts and ideas of community stakeholders demonstratively translated into a district planning framework – Solicit, analyze and translate public input into responsive recommendations for additional amenities and programming (e.g., sport, event, recreation, entertainment, etc.)
PHYSICAL SPACE LAND-USE	<ul style="list-style-type: none"> ▪ Urban design guidelines ▪ Land-use plan with density and height standards <ul style="list-style-type: none"> – Evaluation of master plan and zoning ordinance, and recommended modifications in accordance to the land-use and urban design plans ▪ Historic product inventory and adaptive reuse strategies ▪ Proposed retail corridors including ideal commercial nodes, parcels and typologies for development ▪ Development parcel strategies with a prioritized list of potential sites for near-term rehabilitation, reuse, and redevelopment <ul style="list-style-type: none"> – Include feasibility analysis and financing model, development summary and incentives structure for each site (e.g., use of TIF, CRP, CDBG, NMTC, etc.) ▪ Analysis of economic development incentives, and creation of a concepts tool-kit for financial and regulatory incentives
INFRASTRUCTURE	<ul style="list-style-type: none"> ▪ Conceptual framework plan for transit including: <ul style="list-style-type: none"> – Implementation strategy – Connectivity and expansion of M1 Rail via East Jefferson Avenue, including proposed design, budget and financing – Improved connections to DDOT bus system, and recommended service and station improvements (e.g., enhanced bus stops and pedestrian infrastructure accessibility) – Proposed incentives for infrastructure – Identification of priority streets and recommended streetscape improvements for pedestrian, cycling and vehicular circulation and riverfront access (including recommended access improvements along the RiverWalk) ▪ District parking plan developed in relation to the land-use and density plan <ul style="list-style-type: none"> – Suggested locations of public or private-decks – Recommended zoning to support plan – Construction cost estimate and financing pro forma – Implementation strategy ▪ Streetscape and open-space designs for increasing walkability, connectivity, outdoor seating and accessibility to the riverfront, neighborhoods and redevelopment parcels ▪ Utilities assessment (e.g., gas, water, electrical capacity) <ul style="list-style-type: none"> – Future growth model for utility infrastructure
MARKET ASSESSMENT	<ul style="list-style-type: none"> ▪ Analysis of retail market potential and proposed retail development strategies ▪ Recommendations for maximizing housing opportunities (<i>See Appendix C “Residential Market Study for Greater Downtown”</i>) ▪ Public financing strategy for recommended municipal improvements (e.g., infrastructure upgrades, parking decks, and affordable housing components) ▪ Summary of competitive advantages of the area
STAKEHOLDER ENGAGEMENT	<ul style="list-style-type: none"> ▪ Evaluation of regulatory impediments to improve urban redevelopment ▪ Policy concepts, and an implementation plan for financing projects, as well as the long-term management of the district ▪ Identification and clear distinction of private, public and non-profit sector roles in implementation of action items

QUALIFICATIONS TO COMPETE

The East Riverfront Framework Plan is a once-in-a-generation opportunity to project the future development of the East Riverfront district in the City of Detroit. The ideal team is a world-class leader in urban planning, design and development and ready to frame a bold and ambitious vision for the area which is inclusive, collaborative and action-oriented.

1. TEAM CHARACTERISTICS AND COMPOSITION

- Provide a diverse set of characteristics, experience on relevant projects, meaning a collaborative team capable of successfully achieving the goals of vibrant district development
 - This may include architectural, landscape, urban design, public finance, economic analysis and real estate development or other disciplines with experience in place-making, district planning and public space activation
- Offer strong competencies in the following areas of local economic development; Teams should have an exceptional track record of economic development visioning, strategic planning and project implementation
 - Public/private partnerships and economic development financing programs
 - Transformative revitalization of urban commercial and industrial areas and obsolete facilities through redevelopment, rehabilitation and other available means
 - Infrastructure financing to support development and capital improvements
 - Preservation and enhancement of historic assets and adaptive reuse of older commercial structures
- Demonstrate a proven track record of developing connected networks of right of way improvements, streetscape improvements, in addition to investigating, identifying and resolving infrastructure and utility issues
- Illustrate experience with integrating green infrastructure and/or sustainable water features into development projects and public open space
- Indicate partnership with local development project teams or project experience in or near the project area
- Specify experience with municipal zoning code review and land-use analysis pursuant to transformative district planning recommendations
- Show an exemplary record of partnering with public agencies on similar projects and implementing robust community engagement strategies to reach goals

2. DESIGN APPROACH

- The team's written or diagrammatic description of the approach and design philosophy should highlight the team's attitude toward design and demonstrate an understanding of the project
- The response to this criterion should include recognition of the unique design constraints presented by this project and how the proposed team is exceptionally suited to solve these issues

3. RELEVANT PROJECT EXAMPLES (MAXIMUM OF 5)

- Team members should have experience working with multidisciplinary teams and on projects similar in size and complexity to this project
- The project team should demonstrate experience in projects which have been implemented
- The project examples should show specialized design expertise, technical competence and familiarity with sustainability principles

4. TEAM BACKGROUND AND INDIVIDUAL EXPERIENCE

- The response to this criterion should identify the key roles of each team member and the deliverables for which they will be responsible
- The team's principals shall have the qualifications and experience required in the RFQ

SUBMISSION FORMAT AND REQUIREMENTS

Respondent submissions should be limited to twenty (20) pages, including a *maximum of five (5)* work samples. Each respondent shall provide the following information:

1. Cover letter indicating interest (not included in 20 page limit), project understanding, and composition of team.
2. Description of qualifications (limited to 20 pages, including 5 works samples) , including:
 - The respondent's relevant experience with similar projects
 - A statement of design intent and philosophy which describes how the work samples are relevant to the approach (no more than 2 pages)
 - The respondent's demonstrated expertise and ability to plan and execute work effectively, meet deadlines, and interface professionally with public agencies such as the Department of Public Works (DPW), the Detroit Department of Parks and Recreation, and the State of Michigan Department of Natural Resources (MDNR)
2. A resume for each key member of the team who will be working on the project. Provide information on how long the members of the firm have been working together and a list of similar projects the firm or individuals have worked. Resumes should be no more than one-page per person and will not be counted against the 20-page limit.
3. A full written description and color images of five (5) relevant projects that have been completed along with contact information (email and phone numbers) for the clients who engaged the respondent's team. Project examples shall be comparable to the proposed project, and with which the respondent team or their key personnel have had primary involvement.
4. Ten (10) copies of your submission along with a cover letter and one (1) electronic PDF version of the same proposal on a USB flash drive. **Incomplete submissions will not be considered.**
5. The RFQ submission must be completed and sent via registered mail to the Office of the Detroit RiverFront Conservancy, Attn: Ritchie Harrison, by 4:00 PM EST on December 4, 2015. Proposal to be clearly marked: **RFQ East Riverfront Framework Plan.**

SCHEDULE AND SELECTION PROCESS

1. SCHEDULE

- RFQ issuance on November 5, 2015
- Deadline for clarification questions: November 12, 2015
- Responses to questions will be provided by November 17, 2015
- RFQ responses are due on December 4, 2015 at 5:00 PM ET
- Interviews will be held prior to January 14, 2016
 - Short-listed firms will be required to provide estimated cost of study
- Scope of work to begin in March 2016
- Community engagement to begin immediately
- Project work to be completed in 120 days

2. QUESTIONS

All questions and communication regarding this RFQ should be submitted in writing to Ritchie Harrison at ritchie.harrison@detroitriverfront.org. Questions must be received by November 12, 2015. Questions initiated after November 12, 2015 will not be considered. Any additional information and/or clarification regarding this RFQ will be issued in the form of an addendum to this RFQ by November 17, 2015.

Respondents will be responsible for keeping abreast of the addenda as they are posted. All such addenda shall become a part of the RFQ, and all respondents shall be bound by such, whether or not received by the respondent.

3. SELECTION PROCESS

A selection committee composed of staff from the City of Detroit, Detroit RiverFront Conservancy and a panel of leading local and national experts in real estate development, economic development and urban planning and design shall screen and rate all responses submitted (**See Appendix D “Selection Committee”**). A list of shortlisted respondents will be chosen based on qualifications, previous completed works, and approach to community engagement (see full criteria below). The group of shortlisted respondents will be interviewed. The selection committee may request additional meetings with respondents to gather further information before making a final selection.

A maximum of 100 points will be awarded to complete submission based upon the following criteria:

- Qualifications and capacity to perform work (50 points)
- Related district planning experience, design intent and philosophy (25 points)
- Experience with, or understanding of, related technical issues such as infrastructure (10 points)
- Understanding of local planning and development practices (10 points)
- Approach to community engagement and local participation (5 points)

GENERAL RFQ INSTRUCTION

1. Legal Obligations: This Request for Qualifications is not intended as, and does not constitute, a binding agreement, but is merely intended to specify some of the proposed terms and conditions of the transaction contemplated herein. Neither party may claim any legal right against the other party by reason of signing this Request for Qualifications nor by taking any action in reliance thereon. Each party hereto fully understands that no party shall have any legal obligations to the other, or with respect to the proposed transaction, unless or until all of the terms and conditions of the proposed transaction have been negotiated, and agreed to by all parties. **Ownership of materials and design concepts will become property of the Client.**
2. News Releases: Public disclosure regarding this RFQ and subsequent awards will be coordinated by the City of Detroit and DRFC Partnership.
3. Inquiries: All questions and communication regarding this RFQ should be submitted in writing to Ritchie Harrison at ritchie.harrison@detroitriverfront.org. Questions must be received by November 12, 2015. Questions initiated after November 12, 2015 will not be considered.
4. Signature Requirements: The RFQ must be signed by the Lead Designer.
5. Delivery: Submit RFQ (Ten (10) hard copies and one (1) electronic file in PDF format on a USB flash drive) must be sent via registered mail to the Office of the Detroit RiverFront Conservancy, Attn: Ritchie Harrison – December 4, 2015 by 4 PM EST/COB.
6. RFQ Addenda: In the event that it becomes necessary to revise any part of this RFQ, or if additional information is necessary to enable the proposing teams to make an adequate interpretation of the provisions of this RFQ, an addendum(s) to this RFQ will be posted to the RFQ website.
7. Rejection Rights: The DRFC reserves the right, at any time, to modify, waive or otherwise vary the terms and conditions of this RFQ including, but not limited to, the deadlines for submission and submission requirements. The DRFC further reserves the right to reject any or all RFQs, and to cancel or withdraw this RFQ at any time. Proceeding with the selected team is dependent upon the negotiation of a mutually acceptable A/E Agreement.
8. Cost of Preparing RFQs: No reimbursement will be made by the DRFC for any costs incurred in the preparation of the RFQ.
9. RFQs to be in Effect: Each RFQ shall state it is valid for a period of not less than 90 days from submission due date.
10. Prohibited Interest: No consulting service contract will be awarded to any firm or corporation for a period of one (1) year after they have employed any exempt management employee directly from the City of Detroit and DRFC Partnership, provided, however, that this provision will not apply in the event the employee so hired is not involved in any way with work being performed by the firm or corporation for the City of Detroit and DRFC Partnership.
11. Nondiscrimination: It is the policy of the City of Detroit and DRFC Partnership to provide workplaces free from discrimination, harassment and related inappropriate behavior. The City of Detroit and DRFC Partnership does not condone or tolerate any behavior that is discriminatory, harassing or otherwise inappropriate when such behavior is based on an individual's or group's race, color, national origin, religion, gender, marital status, age, disability, sexual orientation, genetic information or other protected category. Gender includes but is not limited to sex, pregnancy, childbirth or medical conditions related to childbirth, and gender-related self-identity which can be shown by evidence such as medical history, care or treatment of the gender-related identity, consistent and uniform assertion of the gender-related identity or any other evidence that the gender-related identity is sincerely held. Teams are encouraged to adopt such policies and provide workplaces free of discrimination in terms of conditions of employment, including benefits.
12. Ownership and Reuse of Documents: All documents prepared and submitted in response to this RFQ project shall become the property of the City of Detroit and DRFC Partnership, and the City of Detroit and DRFC Partnership shall own all ideas, documents and materials developed or prepared in response to this RFQ.

All documents prepared are subject to reuse by the City of Detroit and DRFC Partnership in accordance with the provisions of Michigan statutes.

13. Prohibited Communication: All teams, their agents and representatives are prohibited from lobbying City Council, the Mayor, elected officials and their staff, City departments, selection committee members or city project consultants relative to this RFQ. Non-compliance with this provision will result in disqualification of Offeror from consideration.
14. Debarment and Suspension: By signing and submitting an RFQ, the team certifies that no principal (which includes officers, directors, or executives) is presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation on this project by any federal or state department or agency.
15. Discrepancies, Errors and Omissions: Any discrepancies, errors, or ambiguities in this RFQ or addenda (if any) should be reported in writing to the City of Detroit and DRFC Partnership's contact person identified in this RFQ. Should it be found necessary, a written addendum to this RFQ will be issued. The City of Detroit and DRFC Partnership will not be responsible for any oral instructions, clarifications, or other communications.
16. Disqualification: The City of Detroit and DRFC Partnership reserves the right to disqualify any team, firm(s) or individual(s) before or after opening of the RFQ, upon evidence of violation of this RFQ or collusion with intent to defraud or other illegal practices on the part of the team, firm(s) or individuals.
17. Information Designated a Trade Secret and/or Confidential and/or Proprietary: All RFQ (including all documentation and materials attached to the RFQ or provided in connection with this RFQ) submitted to the City of Detroit and DRFC Partnership are subject to Michigan's public records law, which require disclosure of public records, unless exempt, if a public records request is made. All RFQ (including all documentation and materials attached to the RFQ or provided in connection with this RFQ {even if in a separate envelope}) submitted to the City of Detroit and DRFC Partnership cannot be returned. **THE CITY OF DETROIT AND DRFC PARTNERSHIP WILL NOT CONSIDER ANY RFQ IF THE ENTIRE RFQ IS LABELED A TRADE SECRET AND/OR CONFIDENTIAL AND/OR PROPRIETARY.**

If a firm or individual believes that its RFQ (including all documentation and materials attached to the RFQ or provided in connection with this RFQ) contains information that is a trade secret (as defined by Michigan law) and/or information that is confidential and/or proprietary and therefore exempt from disclosure then such information must be submitted in a separate envelope and comply with the following requirements. In addition to submitting the information in a separate envelope, the firm or individual must include a general description of the information designated as a trade secret and/or confidential and/or proprietary and provide reference to the Michigan statute or other law which exempts such designated information from disclosure in the event of a public records request.

The City of Detroit and DRFC Partnership does not warrant or guarantee that information designated by a firm or individual as a trade secret and/or confidential and/or proprietary is a trade secret and/or confidential and/or proprietary and exempt from disclosure. The City of Detroit and DRFC Partnership offers no opinion as to whether the reference to the Michigan statute or other law by a firm or individual is/are correct and and/or accurate. The City of Detroit and DRFC Partnership will only notify firm or individual of a public records request if such public records request asks for information that is designated by firm or individual as a trade secret and/or confidential and/or proprietary and firm or individual, at its own expense, will have forty-eight (48) hours after receipt of such notice (email notice is acceptable notice) to file the necessary court documents to obtain a protective order.

Please be aware that the designation of information as a trade secret and/or confidential and/or proprietary may be challenged in court by any person or entity. By designation of information as a trade secret and/or confidential and/or proprietary, firm or individual agrees to defend the City of Detroit and DRFC Partnership, its employees, agents and elected and appointed officials ("Indemnified Parties") against all claims and actions (whether or not

a lawsuit is commenced) related to its designation of information as a trade secret and/or confidential and/or proprietary and to hold harmless the Indemnified Parties for any award to a plaintiff for damages, costs and attorneys' fees, and for costs and attorneys' fees (including those of the City of Detroit and DRFC Partnership's office) incurred by the City of Detroit and DRFC Partnership by reason of any claim or action arising out of or related to firm's or individual's designation of information as a trade secret and/or confidential and/or proprietary.

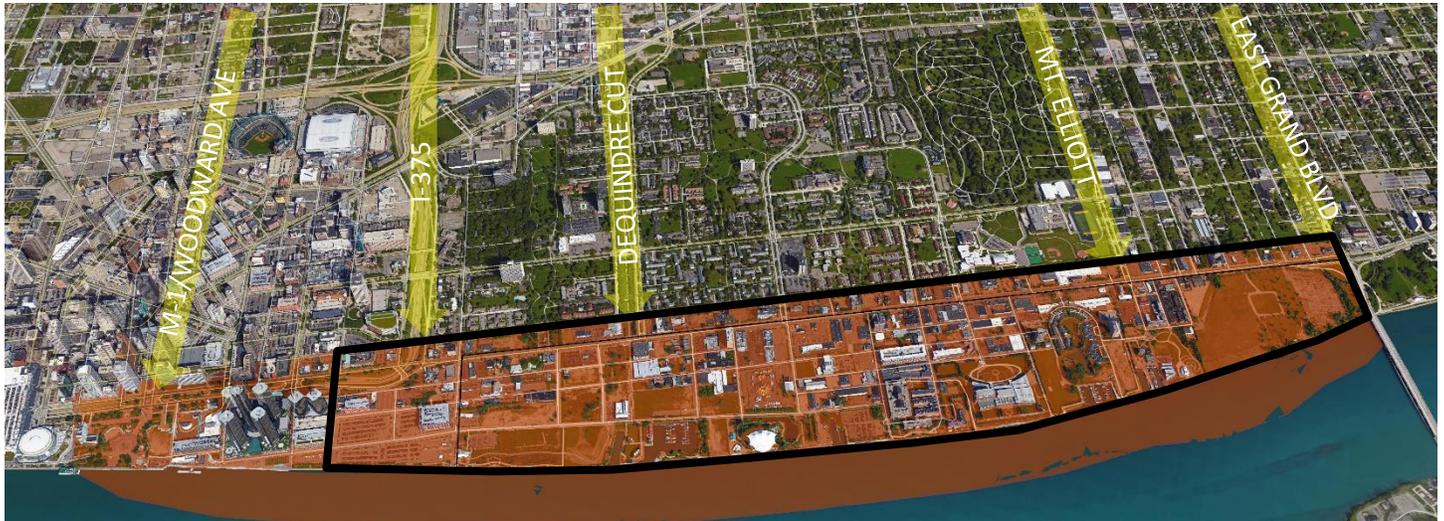
Failure to comply with the requirements above shall be deemed as a waiver by firm or individual to claim that all additional information in its response is a trade secret and/or confidential and/or proprietary regardless if such information is labeled trade secret and/or confidential and or proprietary. Firm or individual acknowledges and agrees that all information in firm's or individual's RFQ (not including information submitted in a separate envelope) will be disclosed, without any notice to firm or individual, if a public records request is made for such information.

PLEASE BE ADVISED THAT FIRM'S OR INDIVIDUAL'S RFQ, INCLUDING THE INFORMATION SUBMITTED IN A SEPARATE ENVELOPE IN ACCORDANCE WITH THE REQUIREMENTS SET FORTH ABOVE, WILL BE DISTRIBUTED TO THE EVALUATION COMMITTEE MEMBERS, CITY OF DETROIT AND DRFC PARTNERSHIP STAFF AND CONSULTANTS TO ALLOW FIRM'S OR INDIVIDUAL'S ENTIRE RFQ, INCLUDING THE INFORMATION SUBMITTED IN A SEPARATE ENVELOPE, TO BE EVALUATED AND CONSIDERED FOR AWARD OF THIS AGREEMENT.

THE ENTIRE CONTENTS OF FIRM'S OR INDIVIDUAL'S RFQ INCLUDING THE INFORMATION SUBMITTED IN A SEPARATE ENVELOPE, MAY BE DISCUSSED AT MEETINGS THAT ARE OPEN TO THE PUBLIC, SUBJECT TO THE REQUIREMENTS SET FORTH IN MICHIGAN STATUTES.

18. Public Entity Crimes: A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit a bid on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity.
19. Truth in Negotiations Certificate: For a lump sum, salary multiplier or cost-plus-a-fixed-fee professional service contract over the threshold amount provided in Michigan statutes, the respondent shall, if selected, execute a Truth in Negotiations Certificate stating that the wage rates and other factual unit costs supporting the compensation are accurate, complete and current at the time of contracting. If requested by the City of Detroit and DRFC Partnership, financial statements including balance sheet, profit and loss and statement of changes in financial position for the latest annual report for each participating firm shall be submitted together with the name of banks and other financial institutions with which the respondent conducts business.
20. Dispute and Complaints: All complaints or grievances should be first submitted orally or in writing to the Selection Committee. The Selection Committee shall investigate the validity of the complaint and present the findings in writing to the firm or individual. If the firm is dissatisfied with the findings, firm may then make an appeal to the City of Detroit and DRFC Partnership. The firm's appeal will be heard by the City of Detroit and DRFC Partnership once recommended by the Selection Committee.

APPENDIX A. INVESTMENT, AMENITIES AND PROGRAMS



AMENITIES ALONG THE EAST RIVERFRONT

The redevelopment of the riverfront via the RiverWalk has had a profound effect on reenergizing the City of Detroit and the greater downtown area. Waterfront parks, plazas and pavilions now provide enjoyment to a wide range of visitors. The Detroit Riverfront attracts more than 3 million visitors each year and has greatly increased biking and walking activities; propelling the area into a major non-motorized connection between the Detroit River and the surrounding communities. Significant public and private investment neighboring the Detroit Riverfront has included the \$279 million renovation of Cobo Center, which is one of the largest convention centers in the nation and \$500 million redevelopment of the Renaissance Center, the home of General Motors global headquarters and its 5,000 employees. Since 2006, more than \$9 billion has been invested in real estate projects in Detroit’s greater downtown, making the area a significant target for new investment.

The greater downtown area has added more than 16,000 employees in the past five years, bringing the total number of jobs in the area to more than 150,000. Major employers include General Motors, Blue Cross Blue Shield of Michigan, Compuware, DTE Energy and Rock/Quicken Loans family of companies. Employment growth has helped to increase annual spending along the riverfront to an estimated \$43.7 million, generating an estimated \$4.5 million in additional annual tax revenue.

RECENT PRIVATE INVESTMENTS



WATERS EDGE AT HARBORTOWN – 134 UNITS RESIDENTIAL RENTAL



ORLEANS LANDING – 278 UNITS RESIDENTIAL RENTAL



RIVERTOWN NEIGHBORHOOD SENIOR COMMUNITY – 80 UNITS ASSISTED LIVING | 50 UNITS INDEPENDENT LIVING



ROBERTS RIVERWALK HOTEL AND CONFERENCE CENTER – 106 ROOMS

Summary of Recent Investments	Timing	Investment \$M
<i>Renaissance Center Redevelopment</i>	2004	500.0
<i>Riverfront Improvements (City of Detroit/DEGC)</i>	2001-07	85.4
<i>Riverfront land value (City of Detroit/DEGC)</i>	2001-08	103.5
<i>East Riverfront/Riverwalk Improvements</i>	2004-15	70.0
<i>East Riverfront land value</i>	2004-13	16.0
<i>West Riverfront/RiverWalk Improvement (DRFC)</i>	2008-13	5.0
<i>West Riverfront land value</i>	2008-13	12.5
<i>Milliken State Park: Phase I & II completion (DRN)</i>	2009	11.0
<i>University Prep Math and Science High School</i>	2010	17.0
<i>Blue Cross/BlueShield</i>	2010	32.0
<i>Port Authority</i>	2011	32.0
<i>Alden park (450 rental units): rehabilitation</i>	2011	10.0
<i>Cobo Center Improvements</i>	2013	279.0
<i>*Rivertown Neighborhood Senior Community (Presbyterian Village)</i>	2013	40.3
<i>Globe Building: Outdoor Adventure & Discovery Center</i>	2014	12.8
<i>*Roberts Riverwalk Hotel Renovation and Construction</i>	2014	2.0
<i>*Water's Edge at Harbortown (under construction)</i>	2015	18.0
<i>Dequindre Cut</i>	2015	13.0
<i>M-1 Rail</i>	2016	140.0
<i>Orleans Landing (under construction)</i>	2017	60.0
<i>East Jefferson Neighborhood Brownfield Redevelopment</i>	Pending	38.0
<i>Uniroyal Development</i>	Pending	20.0
<i>Hart Plaza</i>	Pending	50.0
<i>Other Projects</i>	Various	42.0

RIVERWALK BEFORE AND AFTER



TALON CENTER RIVERWALK - BEFORE



AFTER



RIVARD PLAZA - BEFORE



AFTER



GABRIEL RICHARD PARK - BEFORE



AFTER



MT. ELLIOTT PARK - BEFORE



AFTER

DETROIT RIVERFRONT PROGRAMMING



TOUR DE TROIT – DETROIT'S LARGEST CYCLING EVENT



DETROIT FREE PRESS MARATHON



FREE MT. ELLIOTT PARK WATER FEATURE



SOIREE ON THE GREENWAY



RIVER WALKERS – SENIOR WALKING PROGRAM



POLAR PLUNGE



GM RIVER DAYS



MOONLIGHT YOGA

APPENDIX B. DEVELOPMENT LINKS

Heading: "\$60M east riverfront development in Detroit to bring housing, streetscape"

Link: <http://archive.freep.com/article/20130723/BUSINESS04/307230014/Detroit-riverfront-development-apartments-291-units-Globe-Building>

Heading: "Riverfront Towers Apartment Buildings for Sale"

Link: <http://www.craigslist.com/article/20150731/BLOG016/150739960/riverfront-towers-apartment-buildings-for-sale>

Heading: "New Cobo Plans Busy Future"

Link: <http://www.detroitnews.com/story/business/2015/08/02/newly-renovated-cobo-center-prepares-busy-future/31042857/>

Heading: "Detroit Street Art: 25 Must-See Pieces"

Link: <http://www.freep.com/longform/entertainment/arts/mark-stryker/2015/08/21/detroit-street-art-must-see-pieces/32145547/>

Heading: "Public Bike Share Coming to Detroit"

Link: <http://www.freep.com/story/news/local/michigan/detroit/2015/08/23/semcog-awards-millions-bike-sharing/29966255/>

Heading: "Pre-leasing begins for Water's Edge at Harbortown apartments on Detroit River"

Link: <http://www.craigslist.com/article/20150728/NEWS/150729855/pre-leasing-begins-for-waters-edge-at-harbortown-apartments-on>

Heading: "\$5M gift to help finish senior living community on Detroit riverfront"

Link: <http://www.craigslist.com/article/20141112/NEWS/141119875/-5m-gift-to-help-finish-senior-living-community-on-detroit-riverfront>

Heading: "Home Prices Double Along Woodward, Riverfront, but Plummet in Other Parts of Detroit"

Link: <http://www.craigslist.com/article/20150823/NEWS/308239982/home-sale-prices-double-along-woodward-riverfront-but-plummet-in>

Heading: "Luxury High-Rise Condos Next Project on Detroit's Riverfront?"

Link: <http://www.freep.com/story/money/business/michigan/2015/08/28/luxury-condos-detroit-riverfront-uaw/71291610/>

Heading: "Dequindre Cut Extension Nears Completion in Detroit"

Link: <http://wearemodeshift.org/dequindre-cut-extension-nears-completion-detroit>

Heading: "Renaissance of Detroit Riverfront Invites Public Participation"

Link: <http://www.knightfoundation.org/blogs/knightblog/2015/9/9/knight-cities-podcast-mark-wallace-episode-51/>

Heading: "New Developments in Lafayette Park"

Link: <http://detroit.curbed.com/archives/2015/09/new-construction-ducharme-place-lafayette-park-herman-kiefer-hospital-the-griswold.php>

APPENDIX C. DOCUMENT LINKS

7.2 SQ MI | A Report on Greater Downtown Detroit | 2nd Addition

http://detroitsevenpointtwo.com/resources/7.2SQ_MI_Book_FINAL_LoRes.pdf

Detroit RiverFront Conservancy | Detroit Riverfront 2013 Economic Impact Study

<http://detroitriverfront.org/sites/default/files/pressroom/annual-reports/drfceconomicimpactstudyfinlores.pdf>

Detroit Riverfront Conservancy | Riverfront Guide

<http://detroitriverfront.org/sites/default/files/pressroom/annual-reports/riverfront-official-guidereprintfinal.pdf>

Greater Downtown TOD Strategy

http://downtowndetroit.org/wp-content/uploads/2014/04/20120119_Greater-Downtown-TOD-Strategy_Executive-Summary.pdf

Residential Market Study for Greater Downtown

<http://downtowndetroit.org/wp-content/uploads/2014/04/Downtown-Residential-Market-Study-2014.pdf>

<http://downtowndetroit.org/wp-content/uploads/2014/04/Main-Tables-plus-maps.pdf>

APPENDIX D. SELECTION COMMITTEE



Maurice Cox, Planning Director
City of Detroit

Cox, the newly appointed Planning Director for the City of Detroit, is an urban designer, architectural educator and former mayor of the City of Charlottesville, VA. He most recently served as Associate Dean for Community Engagement at Tulane University, School of Architecture and Director of the Tulane City Center, a university-affiliated practice operating at the intersection of design, urban research and civic engagement throughout the New Orleans community. Cox has taught at Syracuse University, the University of Virginia and Harvard University's Graduate School of Design. His experience merging architecture, politics and design education led to his being named one of "20 Masters of Design" in 2004 by Fast Company Business Magazine. He served as Design Director of the National Endowment for the Arts from 2007-2010 where he led the NEA's Your Town Rural Institute, the Governor's Institute on Community Design, the Mayors' Institute on City Design and oversaw direct design grants to the design community across the U.S. In 2013, Cox was named one of the Most Admired Design Educators in America in the annual ranking of Design Intelligence.



William A. Gilchrist, FAIA
Director of Place-Based Planning, City of New Orleans

Gilchrist is Director of Place-Based Planning for the City of New Orleans. He was appointed by Mayor Mitch Landrieu in August 2010. Prior, he was Senior Associate at EDAW and Director of the Department of Planning, Engineering, and Permits for Birmingham, AL, where the work of his department was honored by the American Institute of Architects, the American Planning Associates, and the National League of Cities, among other civic and professional groups.

Gilchrist is a graduate of MIT's schools of management and architecture, with a master's degree from each, as well as a degree from Harvard's Kennedy School of Government. He was among the first Aga Khan traveling fellows, documenting the Swahili architecture of coastal Kenya. Gilchrist has chaired the committee AIA Committee of Design Assistance that oversaw the AIA Regional/Urban Design Assistance Teams and is a trustee of the Urban Land Institute where he also served as vice chairman of its executive committee and chairman of ULI in the Community Committee. He now serves as the chair of the Public Private Partnership Blue Flight for ULI.

He is a member of the Congress for the New Urbanism, serves on the departmental visiting committee of the MIT School of Architecture and served for ten years on the Advisory Board to Auburn University's Center for Architecture and Urban Design.



Jed Howbert

Executive Director, Jobs and Economy Team, Office of the Mayor
City of Detroit

Jed Howbert is the Executive Director of the Jobs and Economy Team in the Detroit Mayor's Office. In this position, he works with City agencies, other public partners and the non-profit and business communities in order to design and execute programs that create jobs and attract residents to Detroit. Areas of focus include land use and real estate development, business attraction and retention programs, small business and entrepreneurial promotion and transportation and logistics.

Jed has worked previously in several roles related to urban development and real estate, including as a Senior Policy Advisor to the Deputy Mayor for Economic Development in the Bloomberg Administration in New York, and as a Vice President in the Urban Investment Group at Goldman Sachs, which specializes in the financing of complex urban redevelopment projects often in partnership with municipal governments. Earlier in his career, Jed was a Consultant with the Boston Consulting Group.

Jed has an MBA from the Wharton School at the University of Pennsylvania, a Masters of International Affairs from the School of Advanced International Studies at Johns Hopkins University and an AB from Harvard College.



Christopher B. Leinberger

Nonresident Senior Fellow at the Brookings Institute
Washington, DC.

Leinberger, a land use strategist and developer, combines an understanding of business realities with a concern for our nation's social and environmental issues. As a Visiting Fellow at the Brookings Institution in Washington, DC, he focuses on research and practice that help transform traditional and suburban downtowns and other places that provide "walkable urbanism", as well as research and practice that operationalizes the Blueprint for American Prosperity initiative in metropolitan areas throughout the country. Chris is also a Professor of Practice and Director of the Graduate Real Estate Development Program at the University of Michigan. This program trains the next generation of real estate developers in the building of sustainable walkable urban places. Leinberger is a founding partner of Arcadia Land Company, a New Urbanism development firm dedicated to land stewardship and building a sense of community. His partners are Robert Davis, the developer of Seaside, Florida, and Joe Duckworth, who has run two Builder 100 home building companies and was the National Home Builder of the Year in 1992. The firm has developments in the Philadelphia metropolitan area, a 1,400-acre development in Independence, Mo., a joint venture with Forest City Enterprises and was the catalytic developer for the revitalization of downtown Albuquerque, N.M.



Elizabeth Meyer

Dean, University of Virginia, School of Architecture

Meyer, a landscape architect, theorist and critic, joined the UVA faculty in 1993, and has served as Landscape Architecture Department Chair and Director of the Graduate Landscape Architecture Program. Currently Meyer is Dean and Edward E. Elson Professor and Merrill D. Peterson Professor of Landscape Architecture. Previously, Meyer taught at Harvard Graduate School of Design and Cornell University. For the last three years, DesignIntelligence has recognized Meyer as one of the most admired design educators in the United States. Meyer, a Fellow of the American Society of Landscape Architects, is a registered landscape architect who worked for EDAW Alexandria and Hanna/Olin (now, Olin Partnership) in Philadelphia before beginning her academic career. Meyer was part of the MVVA Team that won the City+Arch+River competition in 2010 that focused on revitalizing the context around the St. Louis Gateway Arch Grounds, a modernist landmark designed by Eero Saarinen and Daniel Kiley. She has served on ten national design competition juries over the past twenty years; most recently she served on the jury for Rethink. Restore. Rebuild, the Trust for the National Mall’s design competition for three sites within the monumental core landscape.

In 2012, President Obama appointed her to the US Commission of Fine Arts, the design review board for Washington, DC’s monumental core as well as major public buildings and public spaces within the boundaries of the 1902 McMillan Commission plan for the District of Columbia.



Mark C. Wallace

President & CEO, Detroit RiverFront Conservancy

Prior to joining the Conservancy in August 2014, Wallace was a director with Hines Interests LP from 2003 to 2014. From 2007-2011, Wallace was in charge of leasing the GM Renaissance Center in Detroit. In 2010, he completed the lease of 435,000 square feet of office space to Blue Cross Blue Shield of Michigan – the largest lease in Detroit during the past decade.

Also in 2010, Wallace was named one of the “40 Under 40” award winners by Crain’s Detroit Business and also received Crain’s “Deal of the Year” award. He sits on the YMCA Boll Center Board of Directors.

Additionally, Wallace is a licensed real estate associate broker with the State of Michigan. He earned his bachelor’s degree from Princeton University in 1999 and his master’s degree from the Gerald R. Ford School of Public Policy at the University of Michigan in 2003. Mark grew up in Hillsdale and Chelsea and currently lives in the Corktown neighborhood of Detroit. In 2014, Wallace launched Wallace Detroit Guitars, which manufactures guitars using reclaimed wood from abandoned homes in Detroit.

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