



STATEMENT OF WORK/PROPOSAL – City of Douglas. Property Redevelopment Action Plan.

Background

The City of Douglas seeks a proactive approach to property development in support of housing supply for local, year-round residents. The City owns several properties that could be available for development if the right project is proposed. Moreover, there is continued interest from private developers to build more seasonal and high cost housing in the community. The City Council would like to explore how to leverage local demand to generate more housing that serves the local year-round community.

Before considering a specific development proposal, it is important that community decision makers have a shared understanding of the opportunities and limitations in the current marketplace to address local and regional development expectations. The City desires to create the conditions for the successful redevelopment of publicly-owned properties as well as to support the creation of more year-round housing for a variety of household sizes and incomes across the community.

The City has requested a preliminary scope of services to ensure the community is prepared to make its local sites and neighborhoods housing ready. This proposal is designed to provide a series of options that may be helpful to the City as it prepares to release publicly owned property for development and to support the types of housing development that will most benefit the community over the long term. Each of these options are intended to build upon one another but not all options are necessary. Consider the following to be an a la carte menu of options.

Workshop 1.0

Ryan Kilpatrick and Flywheel Community Development Services will work closely with Douglas City staff to plan for and execute a housing incentive workshop with the Douglas City Council that is designed to build upon previous presentations and provide public officials with a clear understanding of how local and state incentives can influence the cost of development, how to effectively negotiate those incentives, and how to partner with private and/or nonprofit developers for the benefit of the community. The goal of the initial workshop will be to foster a healthy and productive dialogue among the Council members and to establish a shared understanding of the tradeoffs that must be considered when prioritizing public assets to support housing needs of various types and price points. The focus of this workshop will be on housing incentives, subsidies, and mechanisms to offset costs. However, we will provide a brief refresher on the types of housing that were selected as a priority of the majority of City Council in the recent preference survey and we will review the cost of those housing types in the current market environment without subsidies.

Outcomes: The City Council should feel comfortable talking about the use of various incentives and layering in state or federal subsidy programs as appropriate. Working knowledge of these programs will help to facilitate a more productive process of reviewing proposals for private development in the future.

Budget: \$1,800



Workshop 2.0

Our team at Flywheel will create a series of preliminary development plans for the City-owned 17 acre site. These plans can be paired with financial proformas which reflect the likely market prices for the types of homes proposed. We can also illustrate how specific tax incentives and subsidies can offset home prices - weaving in the learnings from Workshop 1.0.

These plans can be developed with a basic approach to site layout and building configuration or with a more detailed eye toward building form and landscape design. The budget will adjust accordingly.

We can also prepare these plans as part of an in-person and interactive design charrette in which the residents and stakeholders in the City of Douglas can participate in the process. Or, we can provide 2-3 different sample options and share them with the Council for reaction and feedback. Increased public participation typically requires additional staff time and results in somewhat higher project costs.

If requested, the Flywheel has team expertise in planning and facilitating community engagement workshops and events. Where a project may require a more in depth process of community input and involvement, our team has deep expertise in crafting unique experiences that allow all members of the community to feel welcome, engaged and empowered to share their thoughts. We simultaneously work to ensure that all community members have a general understanding of the constraints that can limit development proposals or require the support of government or philanthropic partners.

Budget: \$5,000 - \$15,000 depending on the level of detail and interaction with the community desired. This budget can be tailored to the specific needs and desires of the community.

RFP/RFQ Process

The Flywheel team will provide a facilitated process for the City Council to establish the terms and priorities that will inform an RFP or RFQ to solicit a developer that is capable of providing the types of housing desired by the City. This will include drafting a document for staff review and for the Council to release to developers. We will support the community throughout their review and decision making process. Flywheel will assist with articulating the housing types desired by the city as well as price points and residency restrictions expected (i.e. year-round resident vs seasonal). We will also help to articulate which programs can be considered available to support financing and which state or local funding sources should be pursued (if any). Finally we will facilitate outreach to regional development partners with a positive track record of building the types of housing desired to ensure the City receives multiple competitive bids which are in alignment with the expectations of the City.

Budget: \$3,500



Ongoing Support

Following selection of a developer or development proposal, Flywheel will be available to support the City through the process of finalizing a site plan, pursuing development incentives from state and federal agencies as applicable, and supporting the City through the process of considering any local economic development incentives. This may include supporting staff with the drafting of brownfield policy, payment in lieu of tax policy, or other incentive policy as requested by City Council and as necessary to support the preferred development proposal. Flywheel is also available to support the development team in their pursuit of state or federal funding as needed.

Budget: Time and materials as requested.

If requested, the Flywheel team, in partnership with Pure Architects and Fabrick Design, is also available to assist with activities related to specific site planning, architectural drawings, engineering plans, landscape design, and cost estimates for any proposed development. We are also capable of working with local investors and property owners interested in participating in new development within the community who may be uncertain of how to proceed.



Experience:

Ryan Kilpatrick is the founder and owner of Flywheel Community Development Services. He has 19 years of experience with public facilitation, planning and zoning best practices, economic development, housing finance, and design thinking for social innovation. He has a background in housing (market-rate, workforce, and affordable) as well as the economic development tools and incentives available to support both housing and mixed-use development at preferred price points. Ryan also has a deep background in community engagement, urban and regional planning, and economic development. He is a certified planner among the American Institute of Certified Planners and a certified Economic Development Finance Professional.

Sam Kallen is the Lead Data Analyst and GIS Specialist for Flywheel. Sam applies his background in organizational behavior management, process improvement, diversity, equity and inclusion (DEI), and research analysis to engage with complex systems that span and support an entire community. He has a Master's degree in Industrial/Organizational Psychology from Western Michigan University.

Arielle Leipham Ellis, Director of Operations. Arielle has a background in community organizing, project management, and technology. She has deep experience managing neighborhood and small-town business districts, placemaking, and community engagement. This includes in-depth knowledge of tax increment finance, community development block grants, and small-scale infill development. Arielle currently chairs Uptown Grand Rapids Inc., Cultivate, and the East Fulton Business Association.

Adam Weiler, Community Design & Facilitation Manager. Adam is a designer and facilitator based in the US/midwest. He is a senior executive education coach at Stanford's D-school and passionate about supporting communities pursuing more equitable, vibrant, and sustainable futures. He is the founder of multiple social impact initiatives and was most recently the Global Manager of Social Innovation for Steelcase.

Additional Services: In addition to the proposed scope of work, Flywheel has capacity to provide site design and preliminary project planning, market data assessments, community engagement, growth modeling, corridor planning, community master planning, zoning amendments, entitlement negotiations, and developer matchmaking services. Flywheel also works closely with architects, land planners, engineers, GIS mapping technicians, and multiple financial institutions capable of providing a complete development, finance, and construction package as desired. Flywheel can be contracted with on a per-service basis or be contracted on a monthly or quarterly retainer basis.

Contact

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This proposal may be accepted by signature on the line below. A formal contract may also be drafted and delivered upon request.

Lisa Nocerini , City Manager
City of Douglas

Date

Ryan Kilpatrick, Owner
Flywheel Community Development Services, LLC

Date