



## **STATEMENT OF WORK/PROPOSAL – City Council Housing Workshop and Ongoing Technical Assistance.**

### ***Background***

The City of Douglas seeks to establish a shared understanding of the opportunities and limitations in the current marketplace to address local and regional housing needs. The City desires to create the conditions for the successful redevelopment of at least one city-owned property as well as to support the creation of more year-round housing for a variety of household sizes and incomes.

The City has requested a preliminary scope of services to facilitate a City Council workshop and best practice sharing as pertains to the current state of the housing market, resources to offset housing costs for the local workforce, and a process for collective prioritization of housing types and price points. This proposal is intended to articulate a strategy to begin establishing a broad-based understanding of the regional market conditions that have led to the current housing shortage and best practices to alleviate the shortage through both market-based and government/philanthropically supported initiatives.

### ***Proposal***

Ryan Kilpatrick of Flywheel Community Development Services and Brooke Oosterman of Housing Next will work closely with Douglas City staff to plan for and execute an initial workshop with the Douglas City Council that is designed to provide public officials with a clear understanding of the tradeoffs and decisions required to move forward with a redevelopment strategy for City-owned property. 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. This will include discussions about housing types (both building form and ownership vs rentals), price points, subsidies, incentives, zoning, and environmental concerns.

Our team will also work with City staff and Council to recognize factors which are in their direct control and those which they can only influence with policy and/or incentives. We will help to provide an outline for a path forward to assist with the redevelopment of the City-owned site(s) and present the Council with various factors to prioritize as pertains to potential development partners, funding sources, and incentive structures to achieve the goals of the City Council.

If desired, our team will also 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.

**Budget:** \$3,500

If the City chooses to move forward, our team can assist with activities related to specific site planning, preparation and dissemination of a final request for proposals (RFP) or request for qualifications (RFQ) and pursuit of local, county, state, and federal resources to offset costs related to infrastructure, site cleanup, and construction of new housing or mixed-use buildings. An additional scope of services and budget can be prepared for any of these activities depending on the desires of the City Council and staff.



## **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, 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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