
Request for Proposals

Downtown Manitowoc Master Plan

City of Manitowoc
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Request For Proposals: Downtown Manitowoc Master Plan Manitowoc, WI

I. Introduction

The City of Manitowoc (City) is soliciting proposals from highly qualified planning and urban design firms (Consultants) to lead the creation of a new Downtown Master Plan. The selected firm must have a deep portfolio in results-proven city planning and design projects and have a working understanding of the urban redevelopment process. It must demonstrate competence in developing and translating context-minded plans into actionable implementation strategies resulting in built projects. These projects must be clearly attributable to the Consultant's own work. The firm must be capable of creating an exciting and supportable vision for downtown that is grounded in local opportunities and realities.

A. Project Goals and Objectives

The following statement of goals and objectives outlines the City's overall desires for the results of this planning process. The selected firm can expect to perform the work in each of these areas. The City staff team and other local resources will be available to assist, but the Consultant is needed to lead the process and develop and deliver the final products.

- 1.** Develop a consensus-based vision for downtown that provides a compelling and realistic picture of the future (10 to 15 years).
 - a.** Cultivate broad community participation in, and support for, the downtown vision.
 - b.** Integrate key elements of land use and redevelopment, transportation and parking, and implementation.
 - c.** Utilize an appropriate level of real estate market analysis to ensure that the vision and plan recommendations are grounded in reality.
 - d.** Review and bring forward any valid concepts of the 2009 Port of Manitowoc Downtown and River Corridor Master Plan.
- 2.** Incorporate the following land use and redevelopment priorities:
 - a.** Throughout the downtown, identify opportunities for new urban housing, employment, entertainment, and specialty retail.
 - b.** Identify catalytic sites and potential projects to spur downtown and waterfront redevelopment. These may include private developments and public amenities, and must also identify possible funding sources.
 - c.** Identify the top 3 to 5 priority private development/redevelopment sites and create a marketing piece for each site to include site data, a mock proforma to reach shovel-ready, and a conceptual design plan with 3d and plan views (or other compelling visuals). This must include the site of the former Mirro Plant #9.
- 3.** Incorporate the following transportation and parking related priorities:
 - a.** Identify opportunities for improving walking, bicycling, and transit connectivity between key destinations and other downtown assets.

- b. Dovetail the findings of this project with the parking demand assumptions of the Downtown Parking Analysis project (contracted separately, already underway).
 - c. Review the impacts of, and provide recommendations on, the existing one-way streets in the downtown.
- 4. Clarify the downtown's identity:
 - a. Utilize the public participation process to build consensus around a shared definition of the location, urban form/design, and extent of the downtown.
 - b. Provide recommendations on downtown wayfinding and gateway identification/monumentation.
- 5. Incorporate a detailed implementation plan:
 - a. Identify multiple funding sources for public improvements.
 - b. Identify incentive options and possible public-private deal structures for key redevelopment sites.
 - c. Recommend proposed zoning changes including general recommendations on downtown design guidelines as applicable.

B. Addenda, Rejection, Cancellation, Preparation Cost

The City reserves the right to revise any part of this RFP by issuing an addendum at any time prior to the submittal deadline. The City reserves the right to accept or reject, in whole or part, all proposals submitted and/or to cancel this announcement if any such action is determined to be in the City's best interest. All materials submitted in response to this RFP become the property of the City. The City will not be responsible for costs associated with preparing proposals. By submitting a proposal, each Consultant agrees to be bound in this respect and waives all claims regarding such costs and fees.

C. Proprietary Information

All restrictions on the use of data contained within a proposal and all confidential information must be clearly stated on the attached "Designation of Confidential and Proprietary Information" form. Proprietary information submitted in a proposal, or in response to the RFP, will be handled in accordance with the applicable Wisconsin State Statute(s) and Wisconsin Open Records Law.

II. Project Background

A. The City

The City of Manitowoc, Wisconsin's Maritime Capital, is a charming and historic community situated on the west shore of Lake Michigan. It is generally believed that the meaning of Manitowoc is derived from the Chippewa for "home of the Great Spirit." The main segments of the Manitowoc economy consist of manufacturing, tourism, and health and educational services. According to ACS 5-Year Estimates, the City of Manitowoc had a 2015 population of 33,010 with the downtown study area having a population of 2,514 individuals. The City of Manitowoc contributes to 41% of Manitowoc County's population of 80,521.

While the nature of industry and trade has changed since the City's founding in 1870, the City's strong manufacturing base and natural resources, combined with its hardworking residents and innovative businesses, have enabled it to maintain a high quality of life. The City has benefited from its picturesque shoreline, quality schools and safe neighborhoods, as well as strong regional connections.

The City is located along major ground and water transportation corridors connecting it to regional markets, population, and economic cores of the Midwest and beyond. The downtown is fed by two highway systems, US Highways 10 and 151. USH 10 runs through the downtown as a two-lane, one-way pair and links up with the S.S. Badger car ferry which is an official segment of USH 10. In addition, USH 151's eastern terminus is in downtown. The average daily traffic counts on the two highway segments in the downtown are between 10,200 and 13,400 vehicles per day. The Manitowoc River flows through the city center and is a unique asset providing recreational and economic opportunities. Due to its deep channel, Great Lakes cargo ships up to approximately 600' in length can navigate roughly 2 miles upriver to the "working" portion of the Manitowoc River. The downriver section of the Manitowoc River has more retail, office, tourism, and cultural land uses.

B. Downtown Context

Manitowoc's downtown is a relatively dense, mixed-use environment covering roughly 1.12 square miles consisting of 105 blocks of varying sizes near the confluence of the Manitowoc River and Lake Michigan. It consists of various shops and restaurants, lodging, small- to medium-sized office buildings, limited upper-story residential uses, and many community and institutional uses. Like many other communities, the downtown serves as a center of employment and tourism, and as a community gathering place for various festivals and events. Manitowoc is the County Seat of Manitowoc County with the downtown being the home for City Hall, Public Library, and the County Courthouse. Most of the government institutions and entertainment venues are located south of the Manitowoc River with most restaurants and bars being north of the river.

Historically, the downtown economy was driven by large industries such as Mirro Aluminum, Kelvinator, Manitowoc Shipbuilding, Lakeside Foods, Anheuser-Busch, and Rahr-Malting, these and other businesses employed thousands of workers in the downtown. In addition, the downtown was the retail and professional office center for the entire County; medical and legal offices were prevalent along with small specialty shops and large department stores on every block (e.g., Boston Store, Sears, Kresge's and Schuette's). Similar to other urban communities throughout the country, the development of the Interstate along the western edge of the City has attracted many of the retail uses, and the industrial parks have also developed outside of the city center.

There appears to be increasing desire for downtown living options, and facilitating downtown residential growth is a City goal. Median household incomes are currently lower in the project area when compared to the City as a whole, but an uptick is expected as higher quality urban housing options are added. It is estimated that there are 2,514 people living in the downtown project area with a median age of 31.7, which compares to a median age 42.5 for the entire City. In the downtown, there are an estimated 428 businesses accounting for 6,050 employees, which is 26.6% of all jobs located in the City. Some distinguishing features of Manitowoc's downtown today:

- The SS Badger car ferry with daily service from May through October
- The Wisconsin Maritime Museum and U.S.S. Cobia WW II submarine
- The Capitol Civic Centre which opened in 1921 originally as a venue for vaudeville and movies but later restored and reopened currently hosts live stage entertainment and other various performing arts
- The Mariner's Trail connecting the downtown with City of Two Rivers and Point Beach State Park to the north
- The impending designation of Lake Michigan's first National Marine Sanctuary

- Laboratories and corporate headquarters for the nation's second largest provider of dermatology services

Throughout the calendar year there are many festivals and civic events in the downtown such as: Farmers' Market, Balloon Glow, Garden Fair, Sub Fest, Lobster Fest, St. Patrick's Day and Christmas Parades, sidewalks sale in addition to the roughly 50 events held at the Capitol Civic Centre. Almost all of the festivals or community events are either located in the downtown or within walking distance of the downtown.

According to a City-wide survey conducted as part of the City's Comprehensive Plan, 85% of respondents rated more downtown retail development as either a high or medium priority; 75% of the respondents felt promoting development of the waterfront's was a high or medium priority; and 73% and 80% of the respondents would like to either shop or dine downtown.

The City has made its Downtown a top priority for 2017 and beyond by budgeting for a parking analysis and associated improvements (Rich & Associates will be preparing the study this summer with an expected completion date in late summer to early fall of this year), this downtown master plan project, bicycle route improvements, car ferry dock improvements, wayfinding signage, brownfields redevelopment, and various other initiatives.

III. Anticipated Scope of Work

The respondents are given broad latitude to scope the project in a way that effectively achieves the stated objectives. The City's needs for Consultant support in this project include planning process management, graphics and map development, plan writing, document production, and leading the delivery of all community and stakeholder participation elements. Consultant value will be measured in terms of the ability to lead the overall planning process, to synthesize community input into a coherent plan, to provide recommendations and generate ideas toward the content of the downtown plan, and to produce high quality deliverables.

The City of Manitowoc Community Development staff team will contribute to this planning project. This may include, data collection, map production, meeting organization/facilitation, and idea/design development. City staff will provide the following work items toward the project scope.

- Securing all meeting venues
- Publication of notices/announcements with local media and on the City website
- Publication/posting of any legally required meeting agendas and minutes
- Attendance at, and assisting with facilitation of, all events in the public participation process
- Data collection toward an updated inventory of existing land use in the project area
- Data collection toward an updated inventory of building uses and occupancy in the project area
- Provide any requested outputs from Esri Community Analyst software
- All applicable results of the Downtown Parking Analysis
- Review all draft plan materials and provide timely feedback
- Formation of a Citizen Steering Committee that represents a broad cross-section of downtown stakeholders
- Provide all previous and existing plans, maps, and studies applicable to the project area

In addition to the City staff team, the Bay-Lake Regional Planning Commission has provided a Technical Assistance Award for approximately 40 hours of work toward the Downtown Master Plan. Preference will be given to Consultants whose approach and scope involve City and Bay-Lake staff in meaningful ways to help execute the planning process and collaborate with the Consultant.

The following outlines a minimum scope of work that each proposal should consider as guidance and context.

A. Data Gathering and Analysis

Collection and analysis of data should be carefully focused on what is necessary to support the planning process. City Staff contributions include data collection for existing land use and building occupancy. Data gathering and analysis deliverables should address at a minimum the following components:

- *Existing Land Use Analysis*: inventory existing land use, building utilization, occupancy/vacancy status within project boundary
- *Property Value Analysis*: compile history and status of downtown TIF districts; trace changes in downtown property values and relate to key public investments
- *Housing Analysis*: review and analyze readily available housing data as it applies to the project area; consider unit counts, units in structure, rents, assessed values
- *Market Analysis*: perform developer, broker, lender interviews; gather subscription market data; gauge market demand for various classes of real estate
 - City staff can provide outputs from Esri Community Analyst software.
 - Technical data should be kept to a minimum and encapsulated in appendices or technical memos, not in the main body of the plan.
- *Redevelopment Opportunity Analysis*: identify and prioritize potential sites; create redevelopment proformas
- *Land Use Demand Projection*: provide future land use projections for the downtown as an input to a concurrent Downtown Parking Analysis
- *Transportation System Summary*: assemble existing data on pedestrian, transit, and bicycle systems; incorporate findings of recent transit studies, traffic studies, etc. where applicable; analyze 8th and 10th Street one-way conditions
- *Urban Design Analysis*: understand current downtown fabric; characterize the existing forms of downtown architectural and site design

B. Alternative Scenarios Development

The planning process should include the development of several alternative future scenarios for community and stakeholder consideration. Consensus will be developed around preferred scenarios to be adopted as part of the plan. Alternatives scenarios development deliverables should address at a minimum the following components:

- *Broad Alternatives*: depict the future approach to the project area as a whole, for overall development, design, branding, etc.; incorporate wayfinding and gateways
- *Catalytic Alternatives*: identify multiple potential catalytic sites and projects; include private developments and public amenities; depict locations of catalytic projects and sites in maps
- *Detailed Alternatives*: conceptualize designs for three to five top priority, catalytic, private development sites/areas; must include site of former Mirro Plant #9; communicate with 3d and

plan views (or other compelling visuals); create a mock proforma to reach shovel-ready; compile data and results in a marketing piece

- *Branding Alternatives*: explore various options for wayfinding and gateway identification and monumentation; visually depict the selected alternatives in maps and renderings or graphics
- *Connectivity*: integrate transportation connectivity enhancements into future vision; include pedestrian, transit, bicycle considerations; address one-way versus two-way street recommendations
- *Parking Strategies*: incorporate any relevant recommendations from concurrent study (e.g., future parking ramp location(s), parking demand projections, mode-share projections, etc.)

C. Implementation Planning

The Consultant must prepare a detailed implementation plan that identifies recommendations to carry out the vision for downtown. The final product will be highly graphic with an illustrated master plan that can be used for City marketing efforts. Implementation plan development deliverables should address at a minimum the following components:

- *Vision Statement*: define downtown district in geographic scope; identify comprehensive components of desired future; reflect strongest and most compelling points of community consensus
- *Recommendations*: represent in both written and graphic form as appropriate the results of the planning process; clearly and concisely address each of the project objectives
- *Action Plan*: highlight the appropriate actors, potential funding sources, organization(s) responsible for carrying out desired actions; define appropriate timeline of completion for each recommendation; ensure plans are detailed, specific, realistic, and attainable
- *Creative Funding*: formulate strategies to fund key public investments and private redevelopment projects; include strategies to leverage external funds

D. Community and Stakeholder Participation

This planning process will be founded on meaningful public participation that engages specific stakeholder groups and the community at large. Stakeholder groups that should be afforded the opportunity to be involved in the public participation campaign include, among others:

- Mayor and Common Council
- Plan Commission
- Community Development Authority
- Applicable City departments
- Downtown Manitowoc Association
- Chamber of Commerce
- Nearby neighborhoods
- Downtown property and business owners
- Downtown residents
- Downtown visitors in the community at large
- Diverse demographic cross-section (age, race, gender, etc.)

The successful Consultant will propose a public participation process that includes the full spectrum of participation tools from informing/educating to collaborating/empowering, and that includes modern means of garnering input from community segments that do not have the time to participate in traditional planning meetings or charrettes. The use of web-based collaboration or online interactive

forums is strongly desired. At a minimum, community and stakeholder involvement must include the following components:

- *Project Team Communication*: regular meetings with City staff and the project working committee; possible on-site, all-day staff work sessions early in the process to share knowledge and participate in the design process; regular phone or web-based communications
- *Stakeholder Participation*: regular meetings and communication with a core group of participants (i.e., the Citizen Steering Committee); individual stakeholder interviews
- *Community Involvement*: large-group, hands-on events and/or drop-in design charrettes; web and social media presence; possible e-newsletter
- *Interactive Forum*: web-based interactive feedback opportunities to vet alternative design concepts or elements of future vision and to draw in participation of millennial generation, busy professionals, young families, and even visitors
- *Project Deliverables*: must include multiple working drafts of plans and concept graphics

City staff will take an active role in delivering the public participation process. Potential City staff tasks include assisting with meeting coordination and facilitation, providing meeting agendas and summaries/minutes, assisting with public presentations, media communications, mailings, survey/questionnaire design, compiling responses, creating standard (non-interactive) website and social media sites, and various forms of traditional stakeholder outreach. Consultant collaboration and support are desired relative to the participation campaign as a whole, and Consultant would be entirely relied upon for delivery of the interactive online forums.

E. Project Timeline and Budget

The anticipated timeline for planning process completion is 10 to 12 months from initiation. The City's anticipated budget for consultant services is \$80,000.

F. Estimated Deliverables

The Consultant will prepare a master plan for downtown Manitowoc encompassing the area shown in the attached project area map. The work will also include detailed design plans for up to five key sites selected by the City in consultation with the Consultant. It is expected that the deliverables will include multiple working draft (i.e., sketch-plan) versions of the design plans that will be refined in consultation with City staff and the project steering committee. The Consultant will collaborate with City staff to present the contents in the appropriate forums.

The Consultant will prepare information to present via the City's website (i.e. plans, images, concepts, implementation strategy, and maps). The final plan will be in a format that the City can update, as it deems necessary. The Consultant will provide an online interactive forum for discussion of plan elements and community designs. The final details of project team roles and Consultant deliverables will be negotiated between the City and the Consultant prior to award notification.

IV. Proposal Requirements

A. Proposal Content and Organization

To achieve a uniform review process and a degree of comparability, the proposals should be organized in the following order and contain all of the following information:

1. Title Page

Show the proposal title, the name of firm, address, telephone number(s), name of contact person, the date, and other relevant company information.

2. Cover Letter

Identify the project for which the proposal has been prepared. Briefly state your understanding of the services requested and make a positive commitment to provide the services as specified. Provide the name(s) of the person(s) authorized to make representations for your firm, their title(s), address, and telephone number(s). A corporate officer or an individual who has the authority to bind the firm must sign the cover letter. Include a list of and contact information for any proposed sub-consultants and the work they will perform.

3. Table of Contents

Clearly identify the materials by section and page number.

4. Proposal Narrative

a. Project and Community Understanding

Provide a brief written summary of your understanding of the work and the City's expectations for the project. Explain your familiarity with the City of Manitowoc, the downtown area, and the unique needs and challenges of the project.

b. Experience and Project Examples

Describe your firm's experience in similar areas of expertise, and its adaptability to provide the required services for this project. Include examples for which your firm has supplied the same or similar services and successfully executed similar projects for other municipalities. Provide at least three, but no more than eight, project example summaries (one or two pages) describing similar work. The project examples must include information on the project results, which team members were involved, and client reference contact information.

c. Key Project Staff

Identify the designated project manager and key project staff, along with their availability, experiences, and capacity to properly align with the unique needs for this project. Include resumes for each of the individuals and clearly identify any sub-Consultants. The Consultant shall notify the City, in writing, of changes in key staff, and the City shall have the right to terminate or renegotiate the contract if these changes will affect the work product or time schedule.

d. Project Approach and Scope

Describe your approach to the project and your proposed scope of work. Identify specific planning tools and methods that will achieve the project goals and objectives. Provide a generalized project timeline indicating the discrete phases of the project and major milestones. Describe the public participation process/events, and provide detail on how you propose to integrate staff in developing plan content. Provide details on what deliverables can be expected at each phase. Address your

firm's ability to work effectively within the 10 to 12 month timeline for project completion.

e. Project Cost

Indicate the total cost of the proposed project approach and scope of services. A range of total costs may be provided if multiple alternatives have been included in the scope, but the alternative costs should be clearly tied to choices in the scope or approach. Provide a specific cost estimate for the proposed approach to the web-based interactive feedback element as described in the Anticipated Scope of Work (Section III.D.). Provide the billing rates for the individuals that are anticipated to be involved with the project.

B. Submittal Requirements

Proposals must be received by the City of Manitowoc by 4:00 PM on June 7, 2017. It is recommended that all proposals be submitted via certified mail or other commercial courier services in order that the applicant will have a written record of the delivery. The following requirements must be completed in full:

1. Three (3) bound originals of the completed proposal
2. At least one (1) electronic copy via one of the following devices: CD, DVD, or USB
3. Please send the identified information to the City of Manitowoc at the address listed below:
City of Manitowoc Planning Department
Attn: Nicolas Sparacio, AICP
900 Quay Street
Manitowoc, WI 54220

V. Selection Process and Criteria

A. Selection Criteria

The selected firm will demonstrate deep city planning experience in mature, transitioning cities presenting the full range of urban challenges and opportunities. This requires an excellent urban design portfolio and a working understanding and appreciation of the urban real estate (re)development process in softer-market, middle-tier cities. The selected firm must couple superior design abilities with expertise in urban redevelopment to deliver pragmatic ideas on how to spur new downtown reinvestment. The firm must bring a cross-discipline mind/skill set, and have outstanding collaborative and communication instincts in order to assimilate knowledge from multiple sources into achievable planning outcomes. The following are specific examples where solid capabilities and experience are needed in delivering solutions:

- Facilitating meaningful public participation through a variety of means and media
- Strategies to incent urban infill, adaptive use, and quality market rate housing
- Public-private financing tools and deal structures
- Bicycle-pedestrian-transit optimization
- Waterfront reclamation strategies
- Brownfields
- Fragmented property ownership
- Neglected historic buildings
- Commercial vacancy

- Historic Design Preservation

The proposals will be reviewed and scored by City staff and the project selection committee using the following point system.

Project Approach and Scope	30
Experience and Project Examples	25
Project and Community Understanding	15
Key Project Staff	10
Proposal Document Quality	10
Project Cost	10
Total Possible Points	100

B. Selection Process

The Consultant selection process will involve three primary steps.

1. Proposal Review

Consultants will submit their proposal documents to the City of Manitowoc who will then select a “short-list” of firms to advance in the selection process. Proposal review will be based on a comparative assessment and scoring of each document in accordance with the Selection Criteria described in Section A.

2. Interviews

The short-listed firms will present their experience, proposed approaches, and personnel in an interview presentation to members of the City selection committee. (Further instructions will be provided to the firms selected for interview presentations.) The City of Manitowoc will then review the presentations and select a Consultant to advance in the selection process. The City may, at their discretion elect not to interview any of the consultants if they feel comfortable with one of the firms.

3. Contract Negotiation

The selected Consultant will submit a proposed scope of services, then work cooperatively with the City to develop the final scope and project cost. Development of a project management tool, such as a Gantt chart, will be required at that time. Proof of the required insurance coverage will also be required at that time. Refer to Sections C and D below for further details related to insurance, contract award, and notification.

C. Selection Timeline

The following is the anticipated schedule for Consultant selection but is subject to change.

Submittal Deadline	June 7
Interview Scheduling	June 20-22
Consultant Interviews	July 12-14
Consultant Selection	July 17
Contract Negotiation and Award	July 18-August 21

D. Rules Governing Competitive Evaluation

1. Examination of Request for Proposals

Applicants should carefully examine the entire RFP, any addenda, and all related materials and data referenced in the RFP. Applicants should become fully aware of the nature of the work and the conditions while performing the work. An electronic version of this RFP and supplemental materials can be found at <http://www.manitowoc.org>

2. Proposal Acceptance Period

The selection of a Consultant with which to begin contract negotiation is expected to occur within eight weeks of the submittal deadline. Short-listing of Consultants for interview and Consultant interviews will take place within this time period.

3. Contract Negotiations

The highest-ranked applicant will enter into negotiations with the City. If an agreement cannot be met, the City will notify the applicant and stop negotiations. Then the second highest applicant will enter into negotiations. This process may continue until a successful negotiation(s) occurs. The City reserves the right to cease any negotiations with any applicant should it be in the City's best interest.

4. Personnel Changes

Prior to the execution of any contract for the requested services, the Consultant shall notify the City, in writing, of changes in key staff. The City shall have the right to terminate or renegotiate the contract if these changes will affect any work product or agreed upon timetables.

5. Compensation

Compensation will be based upon a negotiated fee between the Consultant and the City determined by the actual unit cost for items of work required to perform a specific task.

6. Contract Time

The Consultant shall proceed with the services specified after the execution of the contract and upon written notice from the City. The estimated contract duration for the requested services is 10 to 12 months. The actual duration will be specified in the contract along with options for renewal and extension.

7. Insurance Requirements

The successful Consultant will be required to provide proof of required insurance coverage, naming the City as an additional insured, to the City Attorney prior to the start of work. The minimum requirements include at least \$2,000,000 general liability on an occurrence basis, evidence of automobile liability, and statutory workers compensation.

E. Questions and Comments

All questions shall be submitted in written form to the contact information provided below. Answers will then be provided, via the City website, in written form as a part of an addendum to this RFP.

City of Manitowoc Community Development Department
Attn: Nicolas Sparacio, AICP
900 Quay Street
Manitowoc, WI 54220
Email: nsparacio@manitowoc.org
Phone number: (920)686-6930

For additional context on the downtown, past planning efforts, and the digital version of this RFP, please visit our website at <http://www.manitowoc.org>.