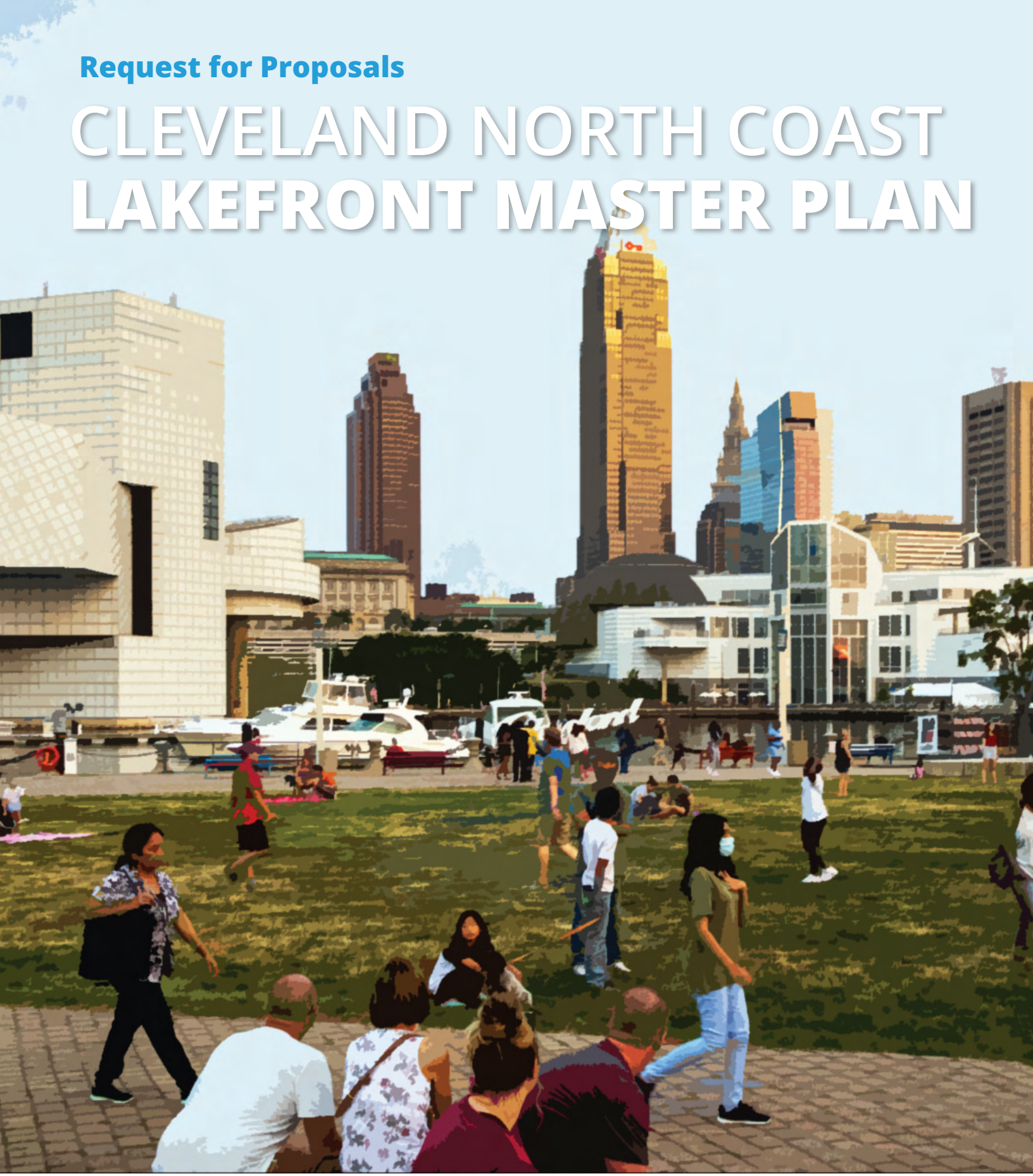
## Request for Proposals

# CLEVELAND NORTH COAST LAKEFRONT MASTER PLAN



CITY OF CLEVELAND
Mayor Justin M. Bibb

**Issued** September 21, 2022

**Issuing Office**
City of Cleveland - City Planning Commission
601 Lakeside Avenue, Rm 501, Cleveland, OH, 44114
216-664-2210

**Proposals Due**
Monday, October 17, 2022 5:00PM EST

**ALL RESPONSES SHALL BE IDENTIFIED AS:**
Request for Proposals for Preparation of a Cleveland North Coast Lakefront Master Plan

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## To prospective firms,

The City of Cleveland is soliciting proposals to produce a Master Plan for Cleveland's North Coast, transforming our community's relationship to Lake Erie. Cleveland is a lakefront city, and for too long, we have turned our back on the region's greatest asset. Further, the waterfront has been a source for physical, social and racial division in the city with the riverfront dividing east and west. My belief is that the waterfront can become a source of healing for Cleveland's communities and my vision is to provide access to all fourteen miles of Cleveland's Lakefront with the guiding principles of racial equity, economic opportunity, and climate resiliency.

The goal of the Cleveland North Coast Lakefront Master Plan is to create a world class, people-centric, place-based, holistic plan with a guiding vision for connecting community, including current and future Cleveland residents, to the lakefront. As disparities continue to widen, we must act with urgency to ensure that the millions, if not billions, of dollars invested in and generated by the creation of a new, connected lakefront prioritizes inclusivity and resiliency.

My administration and its partners are excited to advertise this opportunity to provide unequivocal waterfront access and economic opportunity for all Clevelanders and the region. Response requirements are found in Section 6 of this RFP. No proposal will be accepted after the required postmarked date and time unless a notification by the Project Team extends the deadline by a written addendum. Should you have any questions regarding this solicitation, please contact Director Joyce Pan Huang, Director of City Planning at jhuang@clevelandohio.gov.

We look forward to reviewing your responses.

Sincerely,

Mayor Justin Bibb

## The Purpose

The purpose of this Cleveland North Coast Lakefront Master Plan Request for Proposals (RFP) is to identify a consultant team to the City of Cleveland to create a world class, community-based, adoptable, and fundable Master Plan document for a new neighborhood in the defined geography.

In the plan, new and revitalized public spaces should be integrated into mixed-use public and private redevelopment opportunities, as well as the development plans of existing Lakefront stakeholders, through a lens of people-oriented design, meeting the needs and desires of the City and the region, now and for generations to come. The City of Cleveland seeks a comprehensive planning effort inclusive of visible and intensive community input to ensure a spirited, identity-centered place that is fun and accessible for people of all ages and abilities. The final deliverable expected of the selected consultant team is a Cleveland City Planning Commission adopted, implementable plan document that will be used to seek funding and shared with future development teams.

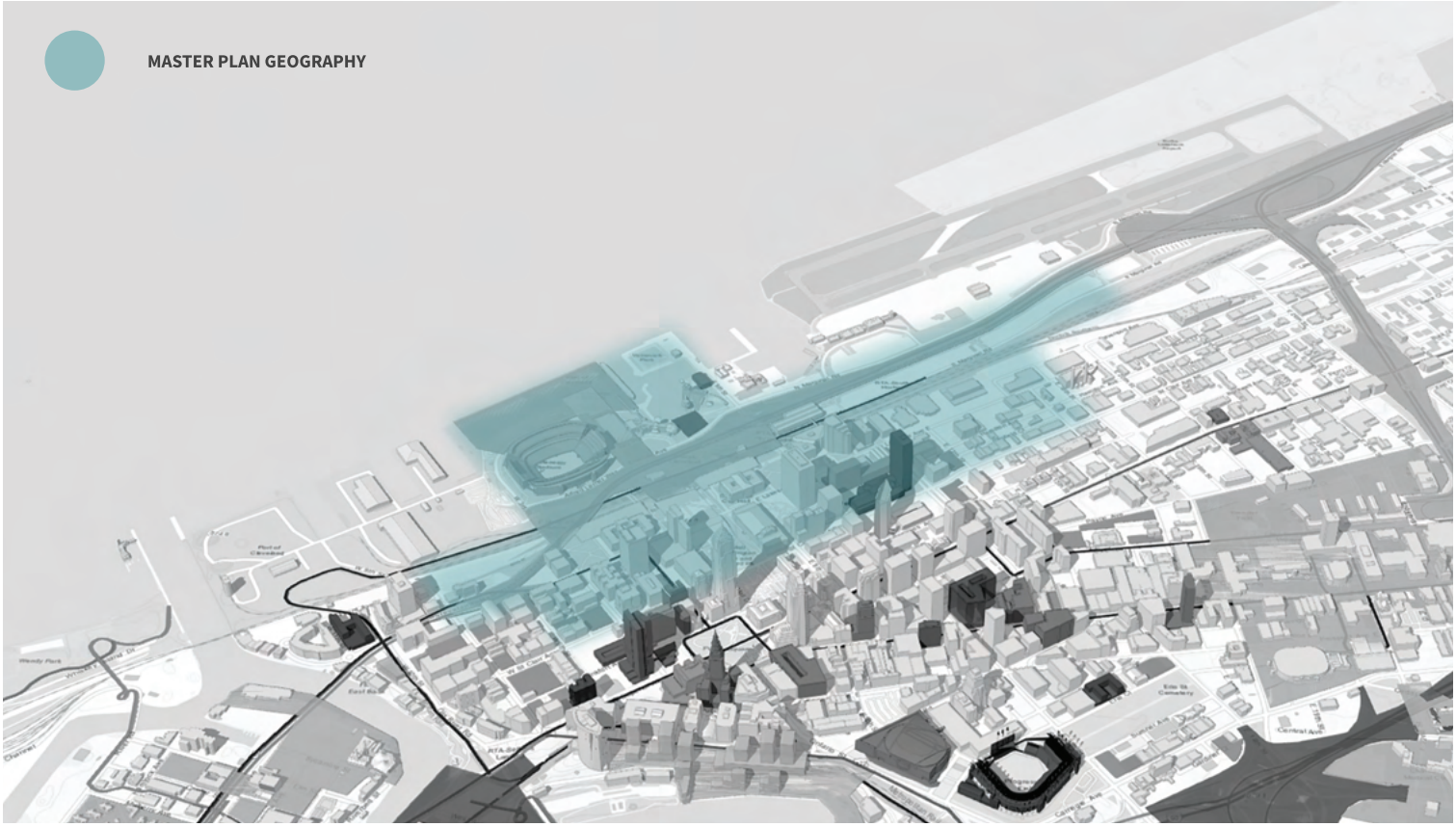
The Master Plan is a vital component of the the overall vision to enhance connectivity to Cleveland's Lakefront, hereafter referred to as 'North Coast Lakefront' and as defined throughout this RFP. The Lakefront is our differentiator and embracing it will enhance our ability to be a great region on a Great Lake, appeal to the next generation, and achieve population growth by attracting and retaining talent. Reconnecting the community to the North Coast Lakefront will catalyze significant economic opportunity, benefiting not only the City of Cleveland, but also the entire region.

The North Coast Lakefront is now at a critical juncture with several catalytic infrastructure and development projects in the pipeline. They require community vision and a coordinated approach to ensure the redevelopment achieves the City of Cleveland's strategic priorities for community benefits, including economic opportunity, racial equity and inclusion, multi-modality and climate resiliency. The resulting North Coast Lakefront Master Plan document shall become the guiding star that instructs and enables private development as well as new public spaces and infrastructure in the coming decade.

**"The Master Plan is a *vital component* of the overall vision to enhance connectivity to Cleveland's North Coast Lakefront."**

## Project Boundaries

The Lakefront functions as a residential, commercial, industrial, institutional, educational, and recreational district along the shores of Lake Erie, to the east of the confluence of the Cuyahoga River. The geographic area of this study shall be in and around North Coast Harbor and its approaches, approximately bounded by E.18th Street to the East, W.6th Street to the West, Lake Erie to the North and Lakeside Avenue to the South **(see map on following page).** This area represents approximately 150 acres of land, of which at least 60 acres are anticipated as a result of the Lakefront Connector project to become available for redevelopment into both open space and real estate investments. In addition to this core planning area, adjacent neighborhoods such as The Flats, nearby development activity such as Sherwin Williams World HQ, riverfront development plans and transportation systems such as the planned E.9th to E.55th Lakefront Connector Multi-Purpose Trail must be considered by the Master Plan consultant as secondary or reference study areas. Connectivity to regional planning, development efforts and adjacent districts - including but not limited to The Mall, Public Square, Port of Cleveland, several publicly-owned parking lots and the property currently utilized by Burke Lakefront Airport – shall be reflected upon and incorporated into Master Plan research and recommendations. Additionally, a future "Phase 2" to the consultant's contract may be authorized by the City of Cleveland for the purposes of planning the City-owned land currently occupied by Burke Lakefront Airport.



## The Challenge

The North Coast Lakefront belongs to everyone. For too long the community has been physically and socially disconnected from the area due to historic land-use, infrastructure, and other policy decisions that did not prioritize pedestrian access and socioeconomic diversity. Further, there is a lack of diversity, frequency of events and density of uses and destination to draw Clevelanders year-round. While some people engage in recreational activities along the Lakefront's spaces, other Clevelanders do not find value in visiting the North Coast Lakefront today. The Master Plan shall identify how to integrate multiple user groups' desires and needs into a framework that is rooted in the City's Lakefront priorities for racial equity, economic inclusion through redevelopment, and climate resiliency.

Ideally, world-class passive and active recreational spaces at the North Coast Lakefront will invite increased usage of the Lakefront by families, encouraging people to visit the Lakefront more often and for longer durations. The transformational, iconic redevelopment of the Lakefront will encourage more people to live, work, and visit the City of Cleveland. The development shall provide enhanced and efficient venues for programming, events, and activations of multiple scales – we endeavor to imbue fun and public art into the development of these places, capturing the spirit and culture of Cleveland. The public space infrastructure shall be further activated and integrated into the fabric of a vital neighborhood, comprised of mixed-use developments. The type, scale, balance, and other considerations - such as preservation of existing view sheds - of proposed vertical investments shall be discussed and determined over the course of the consultant's engagement, considering the community's priorities for redevelopment and with the goal of maximizing economic inclusion for all.

Prior to the conclusion of the winning consultant's contract with the City of Cleveland, a community-based, fundable, implementable, emblematic of Cleveland Master Plan document shall be adopted by the City of Cleveland's Planning Commission. The North Coast Lakefront Master Plan document shall have sufficient detail and tangible recommendations so that public and private development can be accelerated in conformance with the Master Plan. The Master Plan document must also take into account funding considerations for its recommendations and integrate economic impact analyses, to be provided by the City of Cleveland through a separate but concurrent contract. Details on expectations of scope and timeline appear on the following pages.

## Project Budget

Essential to the success of the North Coast Lakefront Master Plan will be its ability to be implemented. The first step to implementation is the selection of a consultant team. As part of the proposal response, consultants are required to submit a proposal for compensation based on the Tasks outlined in Section 5 of this document. The City of Cleveland anticipates awarding a locally funded contract to the selected consultant, exclusive of the Communication and Community Engagement consultants' work to be contracted separately and as identified in this RFP. The City of Cleveland anticipates allocating an award not-to-exceed $500,000 to the selected consultant team, exclusive of the Community Engagement consultants to be contracted separately and as identified in this RFP.

## Lakefront Planning

There exists a rich history of Lakefront planning, the context of which is important to the North Coast Lakefront Master Plan. The City of Cleveland's current vision builds off of the iterative planning and implementation of the past, from the indigenous uses of the waterfront to the 1903 City Beautiful Movement-inspired Burnham Plan for The Mall. A brief history of the last century of planning of the North Coast Lakefront is available as an **exhibit** to this RFP.

A primary objective of the North Coast Lakefront Master Plan includes aligning existing development and planning efforts into a cohesive whole, and identifying and determining a land use vision for the current automobile-centric and under-utilized land. An extension of historic Daniel Burnham-designed Mall, north to the water's edge via a new land bridge of substantial scale will connect public spaces and create multi-modal access for all to Lake Erie. To that end, the North Coast Lakefront Master Plan is required to integrate the land bridge concept and other proposed connections at West 3rd Street, East 9th Street and other arteries to be determined into its overall study by coordinating with the City of Cleveland and its consultants on the previously awarded "North Coast Connector Feasibility Study".

The "North Coast Connector Feasibility Study" (led by the City of Cleveland's Mayor's Office of Capital Projects and its prime consultant Osborn Engineering) is the exploration of how we get to the Lakefront. The Master Plan effort shall become the framework for what we do at the Lakefront. Therefore, the work of the Master Plan consultant must include close coordination with the City's ongoing Feasibility Study effort to determine a 'preferred alternative' to the current configuration of State Route 2 as a limited access highway, as well as the construction of a land bridge from The Mall to the North Coast Lakefront. Pre-identified consultants for communication and community engagement work related to the North Coast Lakefront Master Plan are also serving as consultants to the Feasibility Study, ongoing through Fall 2023. Additional information about the Feasibility Study including milestones shall be provided to the winning consultant early in the contract period. Other known planning efforts by surrounding stakeholders shall also be provided to the winning consultant for integration into the plan.

## Community Development

Key to the success of the North Coast Lakefront Master Plan will be integrating community priorities into the future identity of the Lakefront. A component of the Master Plan therefore must include a robust community engagement effort aimed at soliciting input not only from current users of the North Coast Lakefront, but also those who do not currently utilize the asset, with a focus on City of Cleveland residents. While we recognize that many prospective firms will bring extensive communications and engagement experience to the project, the North Coast Lakefront Master Plan engagement effort shall be led by the pre-identified consultant team also working on the "North Coast Connector Feasibility Study", in collaboration with the City of Cleveland and the Greater Cleveland Partnership. As of the release of this RFP, the pre-identified consultants are concurrently leading the communication and stakeholder/public engagement plan associated with the "North Coast Connector Feasibility Study". The City of Cleveland has determined that it is beneficial to retain the same community engagement-focused consultants for the North Coast Lakefront Master Plan to ensure coordinated messages and strategies reach the community regarding the City's overall Lakefront vision. Contracting of the community engagement consultants for the Master Plan shall be handled separately by the City of Cleveland. The communication and engagement consultants' contact information and contract terms shall be provided to the winning North Coast Cleveland Master Plan consultant. The pre-identified consultants are: MurphyEpson (ME), Compass Consulting, Third Space Action Lab and John MacAdams DBA AppsbyJohn.

> **"What happens at the North Coast Lakefront over the next decade will impact *more than a million people...*"**

A robust and coordinated public engagement plan developed by the pre-identified consultants will ensure optimal coordination and fundability of current and future contracts by following a federal NEPA-approved process, allowing the City of Cleveland to gain a clear understanding of the needs and desires of the community as it relates to accessing, living, playing and working on the North Coast Lakefront. The Master Plan consultant will still develop content for and participate in engagement efforts, and work collaboratively with the communication and engagement consultant to design and implement the stakeholder and public engagement strategy. This approach is also intended to build trust and relationships with community as well as eliminate redundancy and confusion when approaching stakeholders regarding North Coast Lakefront development.

What happens at the North Coast Lakefront over the next decade will impact more than a million people over time and throughout the Greater Cleveland region. Success of the transformative project will enable our community to achieve its goal of becoming a great region on a Great Lake.

## Project Team

The City of Cleveland is the sponsor of this RFP and ensuing contract, and as such has full contractual authority, rights and obligations. The City has requested the Greater Cleveland Partnership (GCP), the region's chamber of commerce, to convene and coordinate around its North Coast Lakefront vision. As such, GCP will serve alongside City of Cleveland's Administration, Council and other appointed individuals on the Project Team. It is the City's intention that the composition of the Project Team shall be made known to the prospective firms prior to interviewing with the Project Team in November.

In close coordination with the City, a multi-tiered North Coast Lakefront coordination structure has been created by GCP. The North Coast Lakefront Master Plan consultant shall be guided by GCP to make use of multiple committees and working groups throughout the contract. Each group is made up of representatives of Lakefront stakeholders and Cleveland residents as well as non-profit, civic and government partners from the region. For example, the 'Leadership Committee', the 'Urban Design and Land Use Working Group' and the 'Funding, Advocacy and Deal Structures Working Group' - each convened by GCP to advance the North Coast Lakefront vision alongside other topic-focused groups - shall be made available so that the consultant can strategize with, provide information to and solicit input from these groups throughout the process. The Communication and Engagement consultant will interact in a similar way with the 'Communication and Engagement Working Group.'

## Cleveland Mayor Bibb's Lakefront Values

The North Coast Lakefront Master Plan is part of a larger, ongoing Lakefront vision to reconnect the community to Lake Erie in a holistic manner that ensures the benefit of the entire region – from pre-development through construction and to post-development occupancy. The Mayor of Cleveland believes that the "Lakefront belongs to all of us and therefore must be a place for all of us". Planning must account for the well-being of all Lakefront users so that everyone feels welcomed to the Lakefront. This is especially important for a historically disadvantaged, majority-minority community where prior planning decisions have resulted in the segregation of the community from Lake Erie. Planning approaches that are innovative, equitable and relatable are welcome.

The Mayor and his Administration are focused on revitalizing and repurposing vacant and under-utilized land through strategic redevelopment, catalyzed in part by the North Coast Lakefront Master Plan. Moving forward, development opportunities shall maximize our Great Lake asset through water-dependent investments that provide job opportunities for a broad constituency.

The Mayor envisions the "future of our Lakefront as green, multi-modal, and resilient" so that it can be enjoyed in the near future as well as for generations of Clevelanders to come. Land-use and transportation decisions shall prioritize people of all ages and abilities over automobiles and encourage enhancements to public, sustainable and shared transit options. Resilient design of infrastructure shall ensure the viability of the City's investment against climate change. These aspirational statements shall guide various projects and plans, including the North Coast Lakefront Master Plan, towards the larger vision for broad Lakefront access through the pillars of equity, economic opportunity through redevelopment, and sustainability.

The North Coast Lakefront Master Plan consultants must be coordinated with all aspects of the Mayor of Cleveland's larger vision as well as concurrent projects, including but not limited to the "North Coast Connector Feasibility Study", which is examining multiple configurations of a land bridge and the Shoreway and will result in a preferred alternative for both infrastructure projects by year end of 2023.

**"The Lakefront *belongs to all of us* and therefore must be a place for all of us."**

## Lakefront Planning Context & Opportunity

Between regional amenities including the Great Lakes Science Center (GLSC) and unique-in-the-world offerings such as the Rock and Roll Hall of Fame (R&RHOF), the North Coast Cleveland Lakefront is visited by hundreds of thousands of people annually. This number is set to significantly increase in the next decade, as the R&RHOF will be commencing an expansion in 2023, the Cleveland Browns propose to renovate their stadium to enhance usability and connect to the planned Lakefront land bridge, and the Port of Cleveland attracts new and larger cruise ships through its recently constructed TSA checkpoint at the northwest corner of North Coast Harbor. In addition to these advanced proposals and plans, the region's overall vision for accessing, developing, and protecting the Lakefront continues to evolve with the input of thousands of community stakeholders and the planning efforts of multiple agencies.

Since the Wisconsin glacier receded, forming the Lake Erie basin, the Lakefront has been physically separated from the North Coast by an approximately 90' tall bluff. The Lakefront has been further bifurcated from the civic core of the North Coast by a century of transportation decision-making focused on the automobile. Today, residents as well as visitors must navigate a challenging auto-oriented district to experience our region's cultural and natural assets.

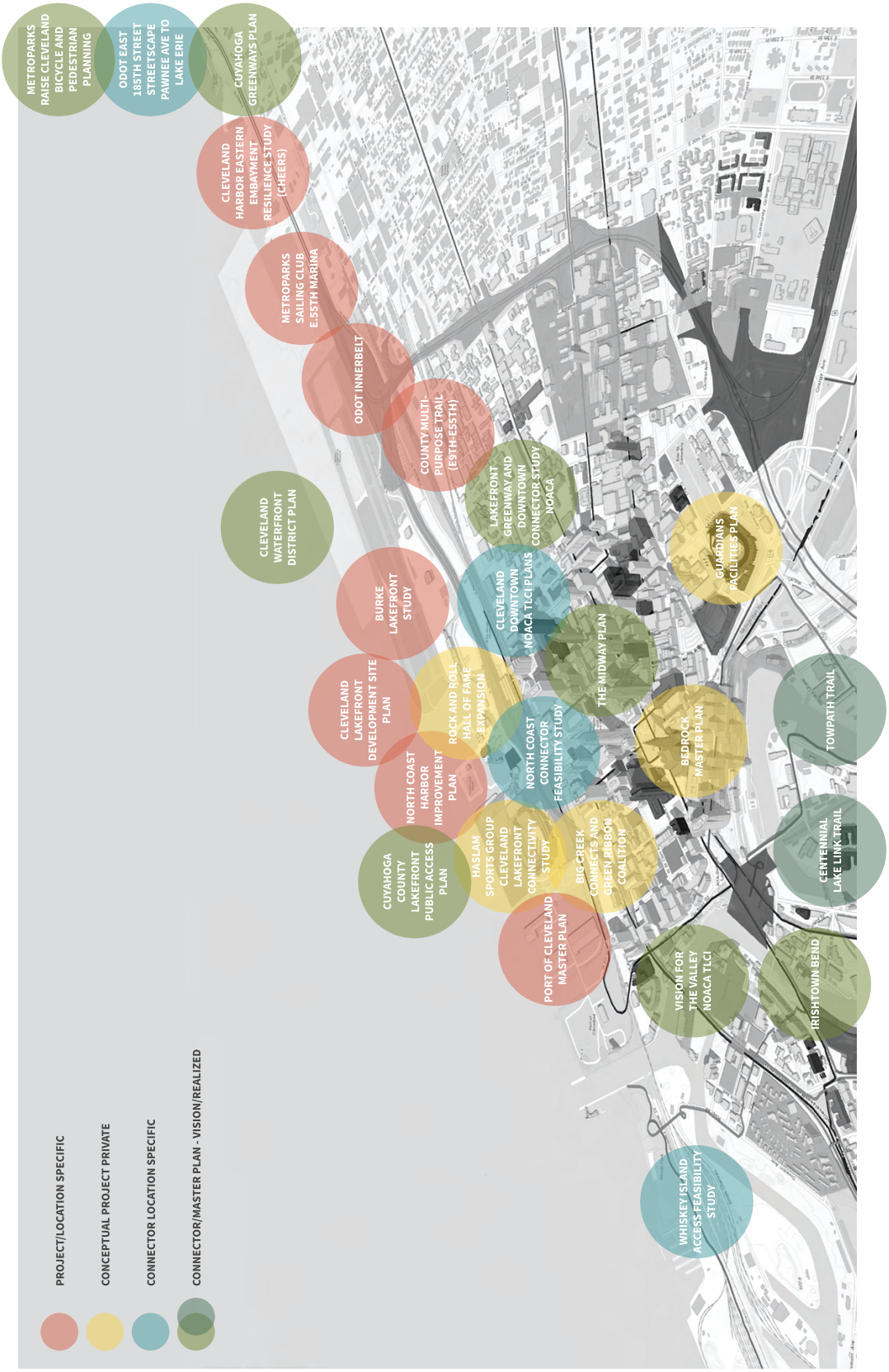
Our Great Lake has been significant to the region dating back to the first Indigenous peoples who lived in what is now known as Cleveland. The Erie people inhabited most of the southern shore of Lake Erie until the 1650's, when the Iroquois Confederacy won the war. Their early trails to and along the shoreline are well-traveled roads today. Nearly 150 years later, Moses Cleaveland founded the City of Cleveland around the natural resources of Lake Erie and the Cuyahoga River while surveying the Connecticut Western Reserve. By 1900, Cleveland was the seventh largest city in the United States with nearly 400,000 residents and growing. The North Coast Lakefront, in particular, has been the subject of modern planning efforts dating back to the 1903 City Beautiful Movement plan led by Daniel Burnham. The resulting formal greenspaces, referred to as The Mall, were intended to connect Public Square to a train station at the north end of the parks. Over time, railroad tracks carrying passengers and heavy rail were constructed at this northern terminus, in addition to a limited access highway with multiple interchanges into the Lakefront and North Coast.

In 1936, a temporary, wooden bridge was constructed to carry pedestrians from The Mall to the North Coast Lakefront, for the World Exposition. The desire to connect city to lake would become a major theme in

planning efforts in future decades but remains unrealized in any meaningful way today. For instance, a narrow concrete bridge connecting the Cleveland Browns FirstEnergy Stadium is now shuttered. A recent plan for a sculptural bridge lacked political and funding support.

The North Coast Lakefront Master Plan effort desired now by the City of Cleveland marks the 16th time since 1903 that this small area will be studied. Many differences exist between the state of planning now and in the past, most especially the aligned civic and business communities' imperative to appeal to the next generation of workforce to reinvigorate not just the City but the entire region. To out-perform our peer Midwest cities by retaining and attracting talent, investments must be made in physical development such as public parks. This is true throughout the City, but especially so in the North Coast, the living room and front door to our region.

**"To out-perform our peer Midwest cities by *retaining and attracting talent,* investments must be made in physical development..."**


PROJECT/LOCATION SPECIFIC
CONCEPTUAL PROJECT PRIVATE
CONNECTOR LOCATION SPECIFIC
CONNECTOR/MASTER PLAN - VISION/REALIZED
METROPARKS RAISE CLEVELAND BICYCLE AND PEDESTRIAN PLANNING
ODOT EAST 185TH STREET STREETSCAPE PAWNEE AVE TO LAKE ERIE
CUYAHOGA GREENWAYS PLAN
CLEVELAND HARBOR EASTERN EMBAYMENT RESILIENCE STUDY (CHEERS)
METROPARKS SAILING CLUB E.55TH MARINA
ODOT INNERBELT
COUNTY MULTI-PURPOSE TRAIL (E9TH-E55TH)
LAKEFRONT GREENWAY AND DOWNTOWN CONNECTOR STUDY NOACA
CLEVELAND WATERFRONT DISTRICT PLAN
BURKE LAKEFRONT STUDY
CLEVELAND DOWNTOWN NOACA TLCI PLANS
GUARDIANS FACILITIES PLAN
CLEVELAND LAKEFRONT DEVELOPMENT SITE PLAN
ROCK AND ROLL HALL OF FAME EXPANSION
THE MIDWAY PLAN
NORTH COAST HARBOR IMPROVEMENT PLAN
NORTH COAST CONNECTOR FEASIBILITY STUDY
BEDROCK MASTER PLAN
TOWPATH TRAIL
CUYAHOGA COUNTY LAKEFRONT PUBLIC ACCESS PLAN
HASLAM SPORTS GROUP CLEVELAND LAKEFRONT CONNECTIVITY STUDY
BIG CREEK CONNECTS AND GREEN RIBBON COALITION
CENTENNIAL LAKE LINK TRAIL
PORT OF CLEVELAND MASTER PLAN
VISION FOR THE VALLEY NOACA TLCI
IRISHTOWN BEND
WHISKEY ISLAND ACCESS FEASIBILITY STUDY

## Scope of Work

The scope of this contract will first be to understand the historical context, existing operations, site conditions and challenges as well as future planned assets in the North Coast Lakefront Master Plan area. As the North Coast Lakefront Master Plan shall establish land-use redevelopment and successful connectivity to the North Coast and Lakefront, understanding the history of the North Coast Lakefront and its users as well as present management, programming, and maintenance of The Mall and North Coast Harbor by the Downtown Cleveland Alliance, is expected through this contract. Many planning and transportation studies have been completed within the North Coast Lakefront project area.

The scope includes but is not limited to:

- Studying and understanding all past applicable studies, planning, and programming efforts related to this project, such as the 2004 "Connecting Cleveland: The Waterfront District Plan" and the most recent conceptual plan developed by Haslam Sports Group in 2021.

- Understanding recent public survey results, and other data collected by the "North Coast Connector Feasibility Study" as well as the recent Downtown Cleveland Public Space Study.

- Coordinating and engaging in collaboration with the Communication and Engagement consultant, key public and private sector stakeholders in the project, including communities historically absent from lakefront activity due to physical or social disconnection. Effective participation of these stakeholders will be essential to the success of this project.

The North Coast Lakefront Master Plan consultant shall identify the real estate and public space needs of the Lakefront, including an analysis of real estate trends in Cleveland for residential, office, and retail. Input from the Project Team, committees, working groups as well as the broader community (all who live, work, and visit the area as well as groups who historically have not been users of North Coast Harbor or Cleveland's lakefront in general) will be critical to the Master Plan's success. Once the scale and balance of real estate investment to public space investment is defined - through public engagement (meetings, surveys and other tools), documentation, and analysis - the consultant team will work to create a fundable and implementable plan that meets those needs and effectively infuses the North Coast Lakefront with world-class public spaces and mixed-use development.

The consultant's work shall make recommendations to the City of Cleveland on zoning and land-use changes as well as provide recommended design guidelines to the City, keeping in mind the priority for sustainable, resilient architecture, streetscapes and landscape forms that comply with the City's Complete and Green Streets Ordinance. Finally, the Master Plan consultant must have a strong grasp of engineering challenges presented by its proposed plan and include solutions for potential resolution of these issues in its final deliverable document.

# Final Deliverable

The final deliverable of the North Coast Lakefront Master Plan shall be a planning document that captures its year-long process, including findings shaped by the engagement and analysis. **The Communication and Engagement consultant will assist with the writing and design of this deliverable to ensure brand and messaging consistency as well as summarize the engagement efforts and input.**

## Document Requirements

- Make realistic (adoptable and fundable) quantified recommendations through text, mapping, and images.
- Be revised through conversations with the Project Team, committees and working groups, and City Planning Commission members.
- Be revised through conversations with the community through three distinct rounds of public engagement during the Master Plan process (to be jointly planned and implemented with the Communication and Community Engagement consultant) and are aligned with the Feasibility Study (anticipate Winter/Spring 2023, Summer 2023 and early Fall 2023).
- Following the last round of engagement, and once changes are made incorporating all community feedback and refinement, the document shall ultimately be presented to the Cleveland Planning Commission for adoption in late 2023.
- Site plans, renders, and charts including units of proposed development types and other collateral to explain the vision of North Coast Lakefront development shall be delivered to the City digitally and in print, quantities to be determined.
- Document must also include funding and engineering considerations for the City and Project Team to consider, as well as identification of critical areas to be resolved in connection with the Master Plan.
- Materials and approaches may be suggested by the prospective firms during the interview process.

**A breakdown of the suggested tasks under the consultant's scope of work is captured under the contract performance timeline on the following pages.**

The tasks and timelines are intended to be a guide for the prospective firms to understand the City of Cleveland's intent as it pertains to activity, deliverables and schedule. It is incumbent upon the prospective firms to provide a cost associated with the contract performance metrics as described.

## Contract Performance Tasks & Milestones

The Project Team will conduct interviews of select responders to this RFP. Those will be conducted in-person or virtually, format to be determined, November 1-2, 2022. Specific times will be coordinated with selected firms on or before October 26, 2022. Please note the interview date range on your firm's calendar. Invited firms will be expected to make themselves available during this range.

It is anticipated that notice of selection will be provided to the chosen consultant the week of November 7, 2022. Additional correspondence will be made to all responding applicants thereafter.

Upon final negotiation of contract terms with the winning consultant, a contract shall be awarded, an agreement entered into, and notice to proceed provided on or before December 12, 2022.

The contract is anticipated to be a 12-month contract, with work under the contract to begin before the end of 2022, on or around December 15, 2022. Initial work shall include meeting with the City of Cleveland, the Project Team and the pre-identified Communication and Engagement consultants to coordinate a kick-off of the North Coast Lakefront Master Plan process and gather information on history, current plans and projects. It is imperative that the Master Plan document be adopted by the end of 2023 to ensure the City of Cleveland is best positioned to submit competitive grant applications incorporating the adopted Master Plan recommendations in early 2024.

Please indicate when and how each of the Tasks outlined below will be accomplished in the 12-month desired timeline to ensure the City of Cleveland's success in achieving its stated values and goals.

**Task One**

## Project Kick-off & Data Assesment: Existing Data and Studies

The selected firm will conduct a review of available data, studies, recent and concurrent planning efforts related to the North Coast Lakefront, as well as the Cleveland Lakefront more broadly. Information and data to be reviewed shall include the study area's demographics, trends, land use patterns, parcel by parcel ownership and lease structures (including with the City and State through Submerged Land Leases), transportation use and demand observations (including pedestrian counts), North Coast Harbor event permits and use data as well as North Coast Cleveland tenant mix, leasing, sales, and other real estate-related-market performance data to support future projections for use of the public realm along the North Coast Lakefront. The Master Plan consultant will also review the North Coast Connector Feasibility Stakeholder/Public Engagement Plan. Existing infrastructure, utilities, and soil conditions must be considered along with adjacent operators and land uses impacting past, present and future development of the Master Plan area.

After the consultant has synthesized the information provided together with its own research, a project kick-off meeting will be held where the consultant's initial findings will be presented to the Project Team – and later one or two committees or working groups - for feedback and input. At these meetings, the North Coast Lakefront Master Plan goals, schedule, and scope of work (particularly including community engagement efforts planned in collaboration with the Communication and Engagement consultant) shall be discussed. Recurring biweekly project check-ins will be established between the Project Team and the consultant. The City expects the Master Plan and Communication and Engagement consultants also meet bi-weekly to ensure collaborative engagement strategy development and ongoing coordination.

**Task Two**

## Area Assessment: Historical Context & Existing Conditions Documentation

In task two, the consultant team will develop a recounting of the history of the North Coast Lakefront, identifying user groups over time as well as decision points that led to the current development. The City of Cleveland acknowledges that through planning, demolition, programming and other activities, the North Coast Lakefront became severed from the community, both physically and socially. The City intends to correct these actions and structural deficiencies by respecting and integrating the history and culture of all communities represented in the region – past and present. We anticipate that the consultant team will make an additional effort to listen/engage/represent underrepresented communities. The historical context of the North Coast Lakefront shall inform the community engagement approach and source decisions for future consultants, contractors, operators and business owners.

The consultant team will also conduct an on-the-ground existing conditions report of the public realm in the Master Plan study area. The volume and quality of parks and open spaces, plantings, street furniture and other park-like elements in the public realm shall be documented and compared to other relevant spaces around the country. A level of service analysis shall be conducted for existing park spaces and high-volume pedestrian nodes, using data provided by partners such as the North Coast Cleveland Alliance. As part of this documentation, concurrent plans such as the "North Coast Connector" will also be reviewed to identify target sites for new park spaces along the land bridge. The Master Plan must also consider anticipated Lakefront development projects, including the R&RHOF expansion and FirstEnergy Stadium renovation.

**Task Three**

## Community Engagement & Needs Assessment

A rigorous and thoughtful community engagement process is an essential part of the North Coast Lakefront Master Plan. The selected consultant team will be expected work with City, GCP and the pre-identified communication and engagement consultant team (separately contracted to the City of Cleveland) to coordinate a series of external-facing activities to effectively engage key stakeholders and the general population in the planning for the North Coast Lakefront Master Plan.

Three rounds of engagement are expected under the public involvement plan for the North Coast Lakefront Master Plan. To the best of the team's ability, all outreach shall be coordinated with the language, methodology and meetings of the "North Coast Connector Feasibility Study". To that end, the first round of engagement is anticipated to occur in winter/early spring of 2023, the second round in summer 2023 and the third round in fall of 2023, prior to the review and formal adoption of the North Coast Lakefront Master Plan by the Cleveland Planning Commission by year-end of 2023.

Over the contract period, the North Coast Lakefront Master Plan consultant should plan for their participation in a minimum of 10 public meetings of varying scales and locations, which will be held with broadly distributed, advance notifications. At each meeting, participants shall be able to directly react to ideas and plans and share specific thoughts and reactions with the consultant team. The Master Plan consultant will prepare content in collaboration with the Communication and Engagement consultant for use in notification materials, surveys, newsletters, the website, social media and other mediums for engaging stakeholders. Innovation is welcomed. A scope of services provided by the communications and engagement consultants - hired separately and directly by the City of Cleveland - will be provided to the selected Master Plan consultant team.

The selected North Coast Lakefront Master Plan consultant will take learnings from task one and two as well as feedback from the community engagement process to carry out a needs assessment conveying the requirements for success of the North Coast Lakefront Master Plan.

**Task Four**

## Plan Draft

Once the needs assessment has been completed in Task 3, the consultant will participate as an advisor in the process of selecting the North Coast Connector feasible alternative(s). Once the feasible alternative(s) has been identified, the North Coast Lakefront Master Plan consultant will begin to draft the Master Plan document, with writing, editing and design support from the Communications and Engagement consultant. The plan will be a data- and community-driven document that clearly outlines improvements to be made and target sites for new park, trail and public spaces, in addition to integrated economic development opportunities to meet the current and future needs of the community. A challenge for the consultant shall be to design a neighborhood plan that affords opportunities for private real estate development with opportunities for local, small business representation into the fabric of an open space plan that is physically and socially accessible to varying user groups of diverse cultural, socioeconomic identities and of varying ages and abilities.

In drafting this plan, the consultant will need to reference feedback gained from ongoing community engagement as well as future trends and growth projections found in the data assessment, historical context, existing conditions report, the "North Coast Connector Feasibility Study" and all other relevant information gathered in Tasks 1 through 3. The plan shall inform a concurrent economic impact analysis contracted separately by the City of Cleveland. As a "Phase 2" planning effort may be authorized by the City of Cleveland at a future time, including the land currently occupied by the City's Burke Lakefront Airport, it will be imperative that the Master Plan consultant reference the City's Burke Lakefront Airport Feasibility Study and gather feedback from the community so as to inform the ideation of this Master Plan area as well as the future of Burke. For instance, the consultant's work shall take into account the impact of releasing the Master Plan area from current FAA flight path restrictions on building heights.

**Task Five**

## Near-term Interventions

Developing and adopting the North Coast Lakefront Master Plan is a critical step in a multi-year process to move the community's vision to implementation. Upon carrying out Tasks 1 through 4, the North Coast Lakefront Master Plan consultant shall identify near-term interventions that will improve offerings at the Lakefront for the next one to three years. At this stage in the contract (anticipated to occur in Summer 2023 alongside the second round of community engagement), the consultant team shall recommend to the Project Team (and a working group) a minimum of three near-term "Phase 0" interventions supported by community feedback and relevance to the Master Plan study area. Recommendations shall be detailed with suggested locations along the North Coast Lakefront, partners, sources and uses of funds and shall be easily implemented by the City of Cleveland and/or partners. Types of activations might include public art, programming and events as well as seasonal commercial or recreational activities such as pop-up retail, food vendors and temporary rinks or courts and rentals.

Recommendations must respond to community needs and address existing gaps in the public space offerings at the North Coast Lakefront. Recommendations will be reviewed for impact and ease of installation by the Project Team (and a working group) for possible implementation in future years.

**Task Six**

## Plan Redrafting & Finalization

Throughout the contract period, the consultant will present the City of Cleveland and the Project Team with iterative draft outlines for the North Coast Lakefront Master Plan before completing all sections of the plan. The City of Cleveland and the Project Team will review and provide feedback on the outlines of the plan on a rolling basis. Status reports and draft reports by the consultant are expected to be shared at regular project check-ins.

In Task 6, prior to the creation of the final draft of the plan, the third round of public engagement shall occur in Fall 2023, in coordination with the public meetings and other outreach of the "North Coast Connector Feasibility Study". Community feedback on the plan is expected to necessitate at least one additional revision of the plan by the consultant. Once a final draft of the North Coast Lakefront Master Plan is created, capturing community input, it shall be presented to the Cleveland Planning Commission for review and adoption by the end of 2023. Capturing all feedback from the Cleveland Planning Commission, the completed plan document shall be prepared and presented to the City of Cleveland's Director Joyce Pan Huang. The plan shall be the basis for promoting development opportunities as well as seeking large federal grant funds beginning in 2024.

## Critical Milestones

- A series of public meetings associated with the "North Coast Connector Feasibility Study" is anticipated to occur in winter or early spring 2023. It will be important for the North Coast Lakefront Master Plan consultant to listen, attend and participate in these meetings for gathering the public's input on the Shoreway/Route 2 highway reconfiguration and land bridge proposals.

- Stakeholder/public engagement is expected to occur throughout the North Coast Lakefront Master Plan contract period, with requirements and opportunities to intersect with the North Coast Lakefront working groups established through GCP, the "North Coast Connector Feasibility Study" public meetings and the summer 2023 activation of the Lakefront through pop-up events and activities centered on bringing new people to experience the Lakefront and provide input on future development and park space.

- A North Coast Lakefront Master Plan near final report roll-out to the community will be required in fall 2023, followed by final revisions based on community input and the adoption of the plan by City Planning Commission. The City requires this plan document in digital and print form to be delivered on or about December 15, 2023. Digital file types and quantity of print documents to be determined by consultant and Project Team at a later date.

## Consultant Selection Process

The responding consultant team shall be evaluated by the City of Cleveland, GCP and other stakeholders comprising the Project Team. Firms selected to interview with the Project Team will be provided with a list of names of participants prior to the interview. A consultant selection rating form is provided in this RFP and will be used throughout the selection process to objectively compare consultants' responses. The following process has been established for evaluating consultants.

### Response Requirements

Responses to this request for proposals are due close of business (5pm EST) on Monday, October 17, 2022. The submission shall not exceed more than 25 pages in PDF format and must include the following:

**01** Letter of intent and project understanding explaining how your work and qualifications are particularly well suited to this project;

**02** Brief biography of firm(s), including office location and certifications, if any. While it is the responsibility of the proposers to determine the composition of their consultant team, it is anticipated that the consultant team may include planning, landscape architecture and/or architecture. If the proposed team is composed of multiple firms or organizations, please list joint-venture or sub-consultant status and provide a summary of roles. Provide your inclusion of vendor diversity. It is understood that the team shall additionally include the pre-identified community engagement consultants;

**03** Summary of proposed team structure and individual staff roles for this engagement that clearly highlights day-to-day project management staff. Indicate consultants and sub-consultants workload and availability to perform the work as well consideration for current City project workload. Describe the methods utilized to track progress, budget and deadlines. Include resumes of project team members;

**04** Three client references for similar projects led by the proposed project manager(s) completed within the past five years;

**05** Statement of the primary firm's commitment to equity and inclusion;

**06** Three to five examples of related public space, economic development and/or Master Plan work that demonstrate capacity to fulfill the purpose of this project. Projects that have been successfully implemented are preferred. Fundable plans with community support are important to the Project Team;

**07** Project Approach. Describe how you will achieve the goals of this project with regards to the values set forth by the City of Cleveland. Please be explicit and include a specific and complete list of proposed deliverables. Also, include your approach for working with community engagement consultants, other consultants and relevant studies to the project area;

**08** Project Schedule (within the 12 month contract period suggested by the City of Cleveland, provide the estimated number of hours of work and timelines for each identified Task). The selected consultant must be prepared to commence work immediately after the execution of a Contract for Professional Services;

## Consultant Selection Process **continued**

In a separate PDF submitted via email, please submit the following. The below requested documents do not count against your 25 page limit, but must be received before the proposal response deadline.

**01** Compensation. A Lump Sum Fee Proposal broken down by Tasks shall be submitted as a separate PDF document from the Professional Services Proposal. The proposal shall indicate the proposed fee for each component of the Master Plan RFP as defined under Tasks in Section 5 of this document. In addition to the Tasks, Lump Sum proposals shall include a reimbursable allowance and a 10% contingency. The compensation submittal shall also include a Professional Services Fee Schedule including hourly rates for each discipline and staff level. The consultants' proposed compensation will be evaluated separately from other criteria herein and submitted with the proposal.

**02** Certification of Insurance form indicating limits of professional services and general liability coverage. At all times during the term of the contract resulting from this RFP, maintain the insurance coverage required to do business with the City of Cleveland.

**03** Certificate of Authorization or Certificate of Exemption to practice in the State of Ohio issues by the State of Ohio for each professional discipline to be performed.

Proposal documents shall be submitted in PDF format. Proposal documents may be sent as attachments or via embedded link. Questions may be submitted via email to Joyce Pan Huang, Director of City Planning at jhuang@clevelandohio.gov no later than October 3, 2022 at 5PM in advance of the pre-proposal meeting at 4PM EST on October 5, 2022.

Firms wishing to be considered in the selection process must submit one (1) copy of their proposal electronically delivered to Joyce Pan Huang, Director of City Planning by October 17, 2022 by 5PM EST. The director's email is: jhuang@clevelandohio.gov. If the attachments are too large to attach via email, please include a link to the documents and include download instructions.

Physical copies shall be addressed to:

Joyce Pan Huang
Director, City Planning Commission
601 Lakeside Avenue Suite 501
Cleveland, OH 44114

The successful consultant team shall be required to execute an agreement substantially in the form of the Sample Professional Services Agreement as amended to incorporate the full range of services described in this RFP. Where a conflict arises between the terms and conditions of the RFP and the consultant proposal then the terms and conditions of the RFP shall prevail, unless specifically addressed in the Professional Services Contract.

## Vendor Diversity

The City of Cleveland is committed to maintaining a diverse supplier and vendor base and building relationships with suppliers and vendors that reflect the diversity of Cleveland and its communities. Vendors are required to demonstrate that ownership/leadership, and personnel working on this engagement reflect the City's diversity objectives, especially racial and gender diversity.

### Cleveland Small Business / Minority Business Enterprise / Female Business Enterprise (CSB / MBE / FBE) Participation Goals

Under the Cleveland Area Business Code, the City of Cleveland is firmly committed to assisting Minority Business Enterprises (MBEs), Female Business Enterprises (FBEs), and Cleveland- area small businesses (CSBs) by providing and enhancing economic opportunities to participate in City contracts. The successful proposer for this contract will be a firm that shares that commitment. Accordingly, a proposer is strongly encouraged to utilize the services of qualified MBE/FBE/CSB sub-consultants that are certified by the Mayor's Office of Equal Opportunity (the "OEO") in its proposal. This Project has an established sub-contractor participation goal of 20% Cleveland Area Small Business (CSB) Proposers are required to make a good-faith effort to subcontract portions of the work to certified Minority Business Enterprise ("MBE"), Female Business Enterprise ("FBE"), and CSB firms, consistent with the subcontracting goal(s) applicable to this RFP.

To document its good-faith effort to utilize certified MBE, FBE and CSB subconsultants, each proposer must complete Schedules 1 through 4 found in the Cleveland Area Business Code - Notice to Bidders and Schedules. These schedules identify the Proposer's proposed use of MBE, FBE and CSB subconsultants on the project, which evidences the proposer's good-faith effort to obtain the participation of certified sub-consultants. The Proposer shall submit the completed forms with its proposal and they will be forwarded to the City's Office of Equal Opportunity for evaluation. Failure to submit complete schedules may result in the rejection of a proposal. Proposers may obtain a listing of firms certified by the OEO as CSBs, MBEs and FBEs by checking the City's website at http://www.clevelandohio.gov. On the home page, select "Equal Opportunity" from the drop-down menu of City departments. On the Office of Equal Opportunity page, you will find a selection in the right-hand column for "Certified Vendor Directory". Proposers are responsible for obtaining the most current list and for contacting potential CSB/MBE/FBE sub-consultants. The City assumes no responsibility for matching prime consultants with qualified, certified MBE, FBE, and/or CSB sub-consultants. The City Office of Equal Opportunity will monitor participation of MBE, FBE, and/or CSB sub-consultants throughout the duration of the engagement or project.

The successful proposer, as contractor, will be responsible for providing the OEO with all information necessary to facilitate this monitoring. The Cleveland Area Business Code, any Regulations promulgated under the Code, and the OEO Notice to Bidders & Schedules are, by this reference, incorporated in and made part of this solicitation and any resulting contract as fully as if written in it or attached.

# Important Dates

North Coast Cleveland Lakefront – Master Plan Request for Proposals, important dates:

| | |
|---|---|
| SEPTEMBER **21** | **RFP Released**<br>**Questions** will be accepted by the City **no later than October 3, 2022**<br>Questions must be emailed to **jhuang@clevelandohio.gov** |
| OCTOBER **05** | **The City of Cleveland will host a virtual, non-mandatory pre-proposal meeting at 4pm** |
| OCTOBER **17** | **RFP responses due by 5pm EST** |
| OCTOBER **26** | **Notice of Invitation to Interview**<br>Interviews of prospective firms to occur between **November 1-2, 2022** |
| *Week of* NOVEMBER **07** | **Notice of Selection provided to selected consultant** |
| *On or Around* DECEMBER **12** | **Notice to Proceed Issued to selected consultant** |
| *Beginning* DECEMBER **15** | **Contract for Professional Services Period to begin December 15, 2022 and end December 15, 2023** |

**Exhibit One**

## Consultant Selection Rating Form

Consultant Selection Rating Form for Cleveland North Coast Lakefront Development Master Plan RFP.

Firm Name _____

| Category | Total Value | Scoring Criteria | Score |
|---|---|---|---|
| Quality of Proposal (Organization of Consultant Team, Ability and Capacity to Perform) | 10 | See Note 1, Exhibit 1 | |
| Credentials of Key Personnel | 10 | See Note 2, Exhibit 1 | |
| CSB/FBE/MBE Participation in/Exceeding Compliance with the City's Goals; and Cultural Competency and Humility | 15 | See Note 3, Exhibit 1 | |
| Demonstrated Ability to Complete the Work on Time and on Budget, Create Implementable Plans | 25 | See Note 4, Exhibit 1 | |
| Project Approach and Understanding – Evidence of Alignment with the City's Statement of Values | 30 | See Note 1, Exhibit 1 | |
| **TOTAL** | 100 | | |

1. Quality of Proposal includes Organization of the Firm, Specific Approach to this Project, Ability to Perform the Scope of Services, Capacity to Perform Work, including consideration for current City project workload.
2. The experience and strength of the assigned staff, including subconsultant staff, should be ranked and scored as noted for Number 1 above, with higher differential scores assigned on more difficult projects. Any subfactors identified in the project notification should be weighed heavily in the differential scoring.
3. Each proposer shall make and document its good-faith efforts to meet any CSB, MBE, and FBE goal that applies to the contract for which the consultant is submitting a proposal. The City may consider a proposer's good-faith efforts to meet or exceed CSB, MBE, and/or FBE subcontractor participation goals set by the Director of the Office of Equal Opportunity. Definitions: Unless defined in this paragraph or elsewhere in this solicitation of proposals, the following terms shall have the meaning(s) given them in the Cleveland Area Business Code, Chapter 187 of the Codified Ordinances of Cleveland, Ohio, 1976. "Cleveland Area Small Business" or "CSB". "Female Business Enterprise" or "FBE". "Minority Business Enterprise" or "MBE".
4. The consultants' past performance on similar projects shall be ranked and scored on a relative, differential scoring type basis, with the highest ranked consultant receiving a commensurately greater number of points. The differential scoring should consider the complexity of the project and any subfactors identified in the project notification.

# Exhibits A-F

**Exhibit A**

**Exhibit B**

**Exhibit C**

**Exhibit D**

**Exhibit E**

**Exhibit F**