



City of Chicago
Lori E. Lightfoot, Mayor

Request for Proposals

3400–18 W. Ogden Ave.



Department of Planning and Development
Maurice D. Cox, Commissioner
City Hall Room 1000
121 N. LaSalle St.
Chicago, IL 60602

November 30, 2020



Austin, Humboldt Park and
North Lawndale INVEST
South/West Kickoff

A LETTER FROM THE COMMISSIONER

Greetings,

On behalf of the City of Chicago, the Department of Planning and Development (DPD) is pleased to present this Request for Proposals (RFP) for a prime development site within the North Lawndale community.

The RFP is a key component of Mayor Lori E. Lightfoot's INVEST South/West neighborhood revitalization strategy for Chicago's South and West sides. Its location and scope were coordinated through an extensive community engagement process involving local residents, businesses, elected officials and other stakeholders. Through new quality-of-life amenities, jobs, and other outcomes, the selected development's potential impact on North Lawndale is expected to resonate for generations to come.

As one the first RFPs to be issued by the City through a coordinated, commercial corridor revitalization strategy, the RFP includes renderings of potential development concepts that were developed on a pro bono basis through a partnership between DPD and Studio Gang. In the spirit of INVEST South/West, the RFP also includes a pre-qualified list of design teams that can help a selected respondent fulfill the City's diversity and inclusivity goals.

DPD staff and our community partners appreciate your interest in the site. Please consider other INVEST South/West opportunities at chicago.gov/investsw. We look forward to demonstrating the incredible potential of the South and West sides in the months to come.

Sincerely,

Maurice D. Cox



Commissioner



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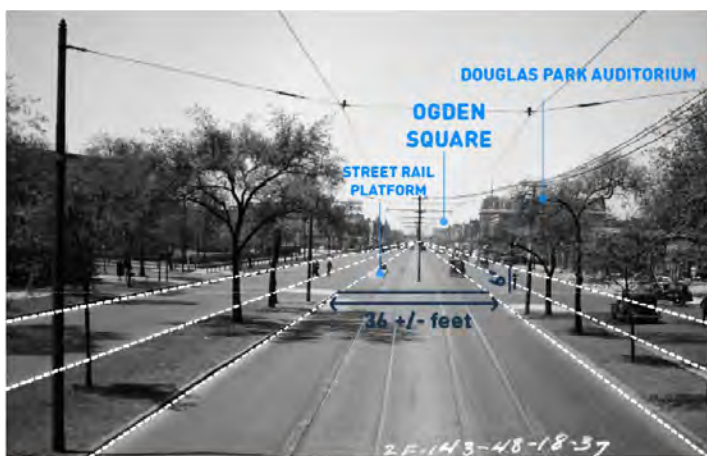
I. Executive Summary

INTRODUCTION

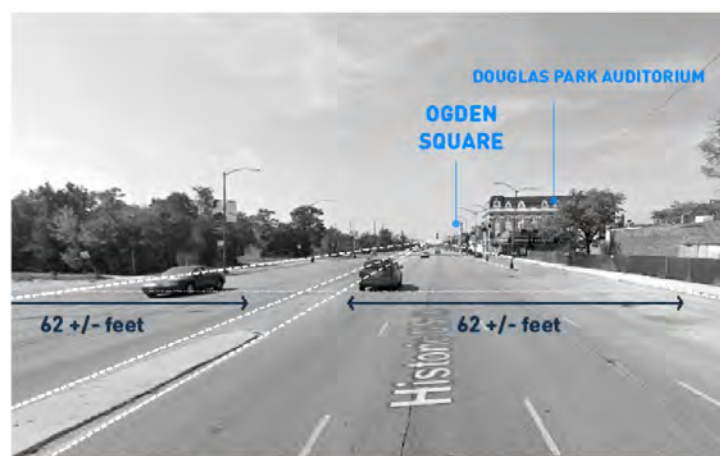
The Department of Planning and Development (DPD) of the City of Chicago is pleased to issue this Request for Proposals (RFP) for the acquisition and development of six City-owned parcels at 3400, 3408, 3412, 3414 and 3418 W. Ogden Ave. and 1819 S. Trumbull Ave.; and one privately-owned parcel at 3410 W. Ogden Ave. Collectively, these parcels make up a block-long development site on West Ogden Avenue between South Trumbull Avenue to the west and South Homan Avenue to the east (the “Site”). Responses to this RFP should build on the recommendations of related area plans, reflect community desires and offer opportunities to build local wealth for west side residents. Additionally, development plans should reflect the City’s commitment to high-quality design, as outlined in the recently released Design Excellence Guidelines (included in the appendices).

THE OPPORTUNITY

Ogden Avenue holds key historic significance to both the community of North Lawndale and the City of Chicago as a radial street that extends from the Loop to Chicago’s Lower West Side to suburban communities beyond. It follows the route of the former Southwest Plank Road, one of the first major roads established in the City in the mid-1800s. In later years it was designated as the eastern terminus of Route 66, one of the country’s first and most iconic highways, which connected Chicago and Los Angeles. Historically, Ogden Avenue was known as a densely developed, mixed-use district with a street car running down the middle and adjacent neighborhood streets lined with the greystone buildings that have become symbolic of North Lawndale. However, disinvestment and segregation began to



Looking west at the intersection of Ogden Avenue and Albany Avenue, IDOT Chicago Traffic Photographs. UIC University Library Special Collections Department May 17th, 1937.



Looking west at the intersection of Ogden Avenue and Albany Avenue, 2020. Google Image Street View.

Figure 1: Ogden Avenue right-of-way comparison, 1937 and 2020

Credit: Studio Gang

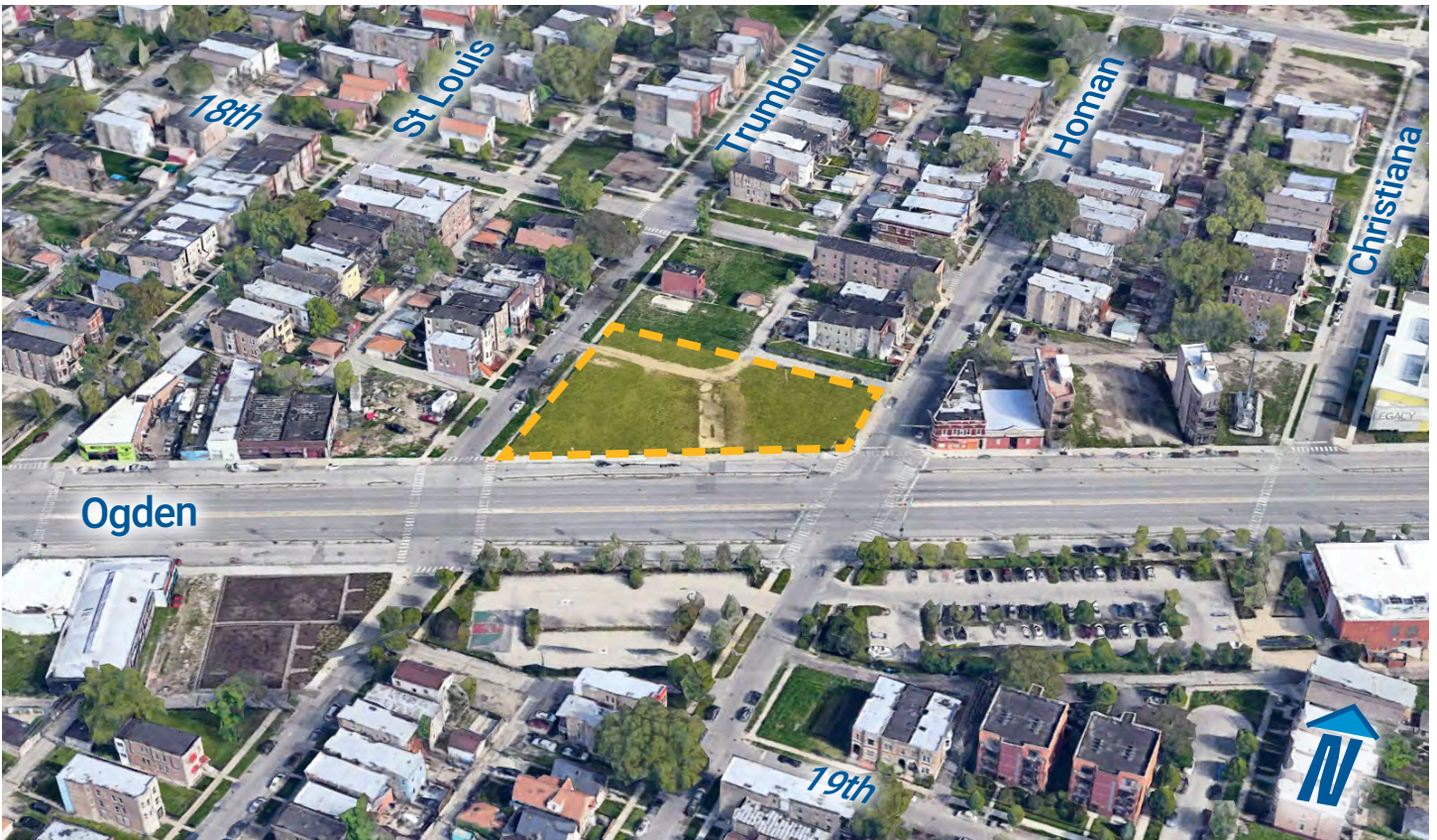


Figure 2: Birdseye aerial of site

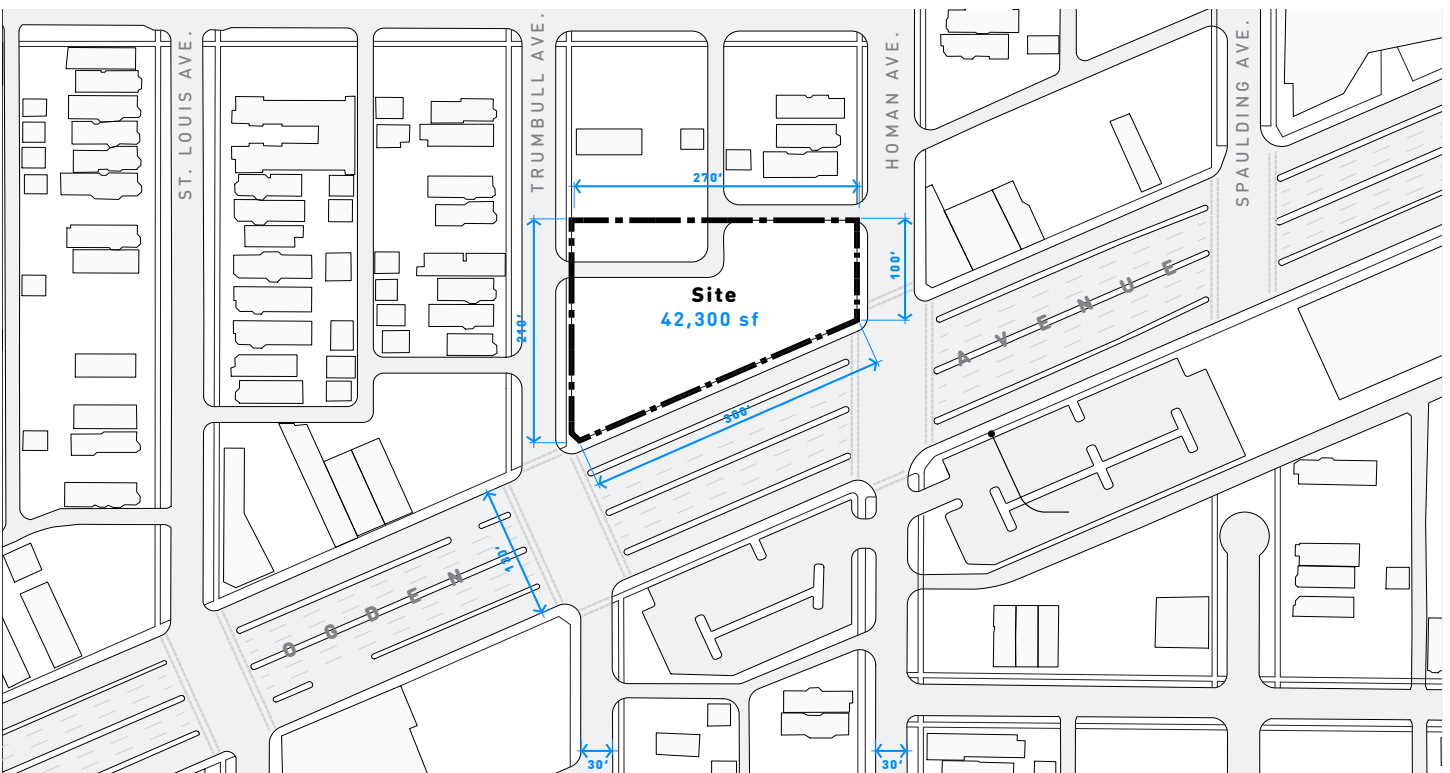


Figure 3: Site Dimensions

Credit: Studio Gang

negatively impact the vitality and character of the corridor in the mid-20th century and, today, many of the mixed-use, pedestrian-oriented buildings that once lined Ogden have been replaced by vacant lots, unoccupied buildings and automobile-centric development.

The main goal of this RFP is to activate this large vacant site with a community-based development and continue the work of restoring Ogden Avenue to a district where North Lawndale residents can live, shop and socialize. It will build on recent efforts of local stakeholders to leverage Ogden's historic past to rebrand it as a sustainable and innovative corridor with a mix of commercial, healthcare and institutional uses. The Site has proximity to several community assets that include the CTA Pink Line, #157 CTA Bus Route, the recently-renamed Douglass Park and the healthcare centers of Lawndale Christian and Sinai, which are also among the largest employers on the City's West Side. By prioritizing development on property that is City-owned, DPD has the ability to influence development outcomes in partnership with community stakeholders.

For the release of this RFP, DPD has partnered with the design firm Studio Gang, who have provided pro bono architecture and planning services that include development concepts and programming of the Site. Studio Gang has previous involvement in North Lawndale on the Ogden Corridor with the Polis Station project that reimagined the 10th District Police Precinct and surrounding area with a community-oriented focus. Their work, in partnership with DPD's efforts and community participation around INVEST South/West efforts on Ogden Avenue has informed the content of this RFP.

INVEST South/West

INVEST South/West is an unprecedented community improvement initiative from Mayor Lori E. Lightfoot to marshal more than \$750 million in public funding while coordinating across multiple City departments, community organizations and corporate partners in order to realize the re-activation of 12 key commercial corridors across 10 neighborhoods on Chicago's South and West sides.

The INVEST South/West neighborhoods (Auburn Gresham, Austin, Bronzeville, Greater Englewood, Greater Roseland, Humboldt Park, New City, North Lawndale, South Chicago and South Shore) were determined through a multi-departmental analysis. Each neighborhood has the existence of at least one well-developed community plan and the existence of at least one active commercial area. Leveraging existing plans and local partners, the City's focus on these initial neighborhoods will enable swift investments that create sustainable improvements, foster additional investment on adjacent blocks, and elevate cultural and artistic vibrancy.

The need for urgent investment in these neighborhoods has come into even sharper focus in the recent months. Chicago has the opportunity to address inequities by rethinking the social, cultural, and economic fabric of the city. Through the collaboration of multiple public and private partners, INVEST South/West will engage community stakeholders throughout the South and West sides to build consensus around neighborhood needs and goals, prioritize specific geographies, identify immediate and long-term needs, and ensure future investments will be developed through an equity lens.

The issuance of this RFP is one step towards the implementation of INVEST South/West by focusing on the redevelopment of vacant City-owned land. In addition, as noted in the following sections, a host

of incentives and supportive investments have been advanced to spur development in this important corridor, and the City is committed to building on the momentum of the Phase I development to transform this important site.

THE VISION - OGDEN SQUARE

The 2018 North Lawndale Quality of Life Plan envisions a revitalized Ogden Avenue that supports a mix of land uses and transportation modes with commercial development that provides both employment opportunities and community amenities. Community engagement has further informed this model as it relates to the Site and surrounding area by recommending restaurants and retail uses in a walkable environment that allows residents to meet their shopping needs within their own neighborhood. A greener and safer pedestrian environment with public gathering space will make for an improved public realm that is more supportive of private development. A mix of housing products with both affordable and market-rate housing will encourage inclusive growth.

The preferred development concept shown in this document is representative of the community's vision, based on DPD's outreach efforts, and a market analysis of the potential for new development on the corridor. These images are intended to capture the site's potential and inspire creative proposals. However, there are multiple approaches that could be taken to support new development on the site. Considering its size, the opportunity exists to divide the Site into multiple complementary developments that include a mix of uses and design approaches.

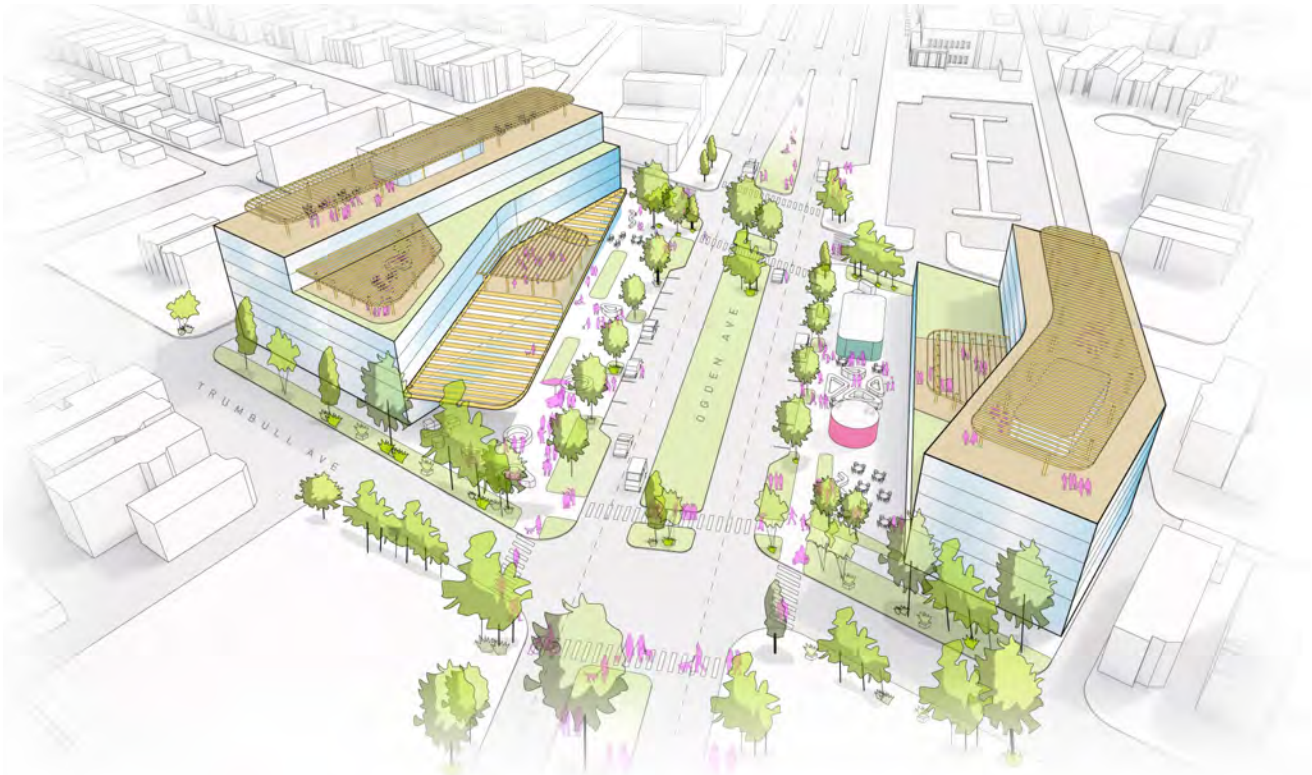


Figure 4: Preferred concept rendering

Credit: Studio Gang

The preferred concept shows portions of Ogden Avenue's wide right-of-way as reclaimed pedestrian space with landscaping and plazas that will activate the corridor with programming such as outdoor dining, cultural performances and other community events. Located roughly at the heart of the Ogden ISW corridor, the redevelopment of this site is a chance to transform this entire block and reimagine it as a new take on the traditional town square that simultaneously embraces the corridor's rich past and bright future: "Ogden Square."

Ogden Square will be catalytic to development on the corridor by breathing life into a block previously occupied by a parking lot and vacant land. It offers the chance to bring tangible benefits to North Lawndale in the form of affordable housing to prevent displacement, commercial space to foster local business growth and retail amenities, and public spaces to give North Lawndale residents a reason to frequent Ogden Avenue. Additionally, it provides the community an opportunity to shape its own future by participating in the development and evaluation process and creates wealth building opportunities for local developers, small business owners and other tenants who have the chance to build and occupy the future development.

Development Goals

DPD is seeking a developer with experience in Chicago's West Side and/or similar communities to build a mixed-use project that embraces high standards of architecture and urban design, and reflects the priorities and needs of the community, as communicated in this document. The project will consist of multiple retail and/or commercial units on the ground floor that support local business and employment opportunities. Recommended storefront uses include restaurants, a small-format grocer, cafés, general merchandising, business incubator/co-working space and programmable community space. Above the ground-floor DPD seeks using like housing, ideally a mix of affordable and market-rate dwelling units with features and amenities appropriate for urban living.

Additionally, DPD encourages prospective developers to consider the potential to build multiple distinct

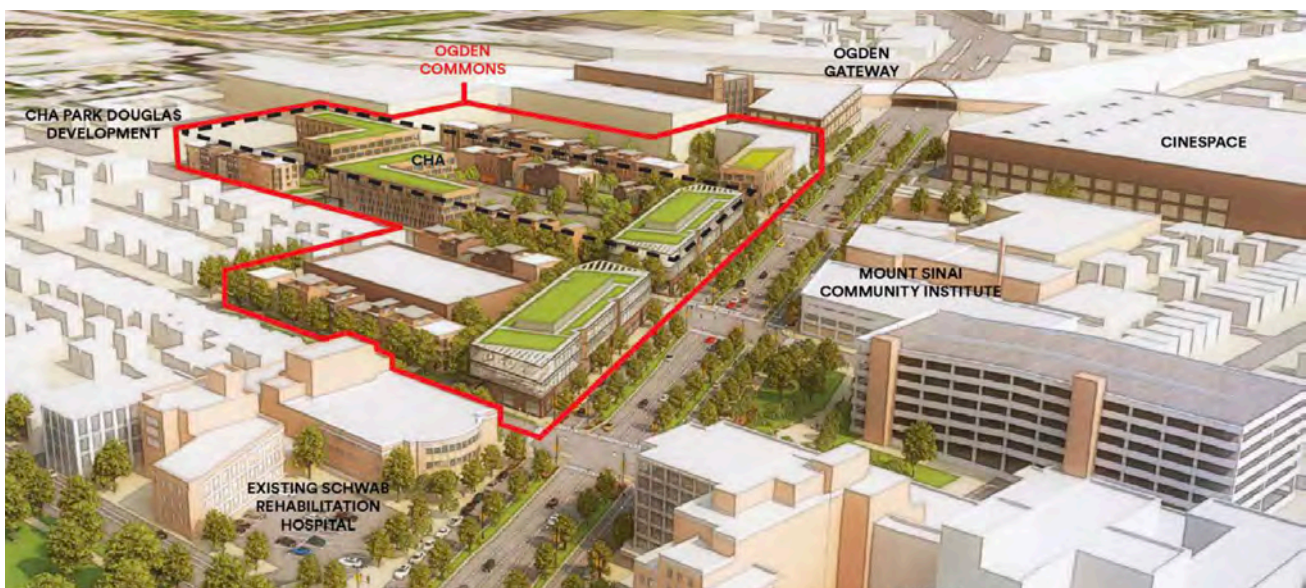


Figure 5: Rendering of Ogden Commons

Credit: Solomon Cordwell Buenz

development projects on the Site, due to its size. With proximity to two major healthcare centers (Lawndale Christian and Sinai), as well as a major film production studio (Cinespace), the Ogden corridor is a potential location for supportive commercial uses beyond traditional storefront retail, such as office space or a hotel.

Most importantly, the proposal should be representative of the greater vision for North Lawndale and the Ogden ISW corridor established in the 2018 Quality-of-Life Plan and the community engagement completed as part of the RFP process. *Community benefits should be prioritized, not only in the housing, services and amenities that may result from a new development, but also in the financial and economic benefits it will generate over time.*

Complementary Developments

Directly across from the Site, on the south side of Ogden between Trumbull and Homan, plans are underway to construct a mid-rise, multi-family building with affordable housing and ground floor retail. This property is currently auxiliary parking for the 10th District Police Precinct that includes a public basketball court, inspired by Studio Gang's Polis Station project. This forthcoming project will complement the RFP development site by helping to establish an active node of new development on the corridor where supportive pedestrian improvements can be implemented in a focused manner.

Several blocks to the east, Ogden Commons is a large, multi-phase development that spans several blocks of Ogden and the adjacent side-streets between Fairfield to the east and Rockwell on the west. This development is estimated to be \$200 million in total project costs and is slated for completion in 2024. It brings together public agencies – Chicago Housing Authority, the City of Chicago – and private development partners – The Habitat Company, Mount Sinai Health System, and CineSpace Film Studios – to create an unprecedented space for North Lawndale: a surgical and ambulatory care center, 120,000 square feet of commercial space, and 350 mixed-income housing units. The first phase, which is currently under construction, includes a new Sinai outpatient facility, a bank, and ground floor retail headlined by Ja' Grill and Steak 'n Shake, two minority-owned and run businesses that received grants through the City's Neighborhood Opportunity Fund. Additionally, the City of Chicago awarded \$7 million to Sinai for its Ambulatory Surgery Center, that is part of the project's first phase.

SITE QUICK FACTS

- » **Property Area:** roughly 42,300 square feet
- » **Site Location:** The north side of Ogden Avenue between Trumbull (east) and Homan (west) plus the adjacent parcel immediately across from the alley on the east side of Trumbull Avenue.
- » **Address:** 3400-3418 W. Ogden Ave., 1819 S. Trumbull Ave.
- » **PINs:** 16-23-410-002, -009, -010, -011, -012, -013, -014
- » **Community Area:** North Lawndale
- » **Ward:** 24th - Alderman Michael Scott, Jr.
- » **TIF:** Ogden/Pulaski
- » **Zoning:** C1-2 Neighborhood Commercial District, RT-4 Residential Two-Flat, Townhouse and

Multi-Unit Districts

RFP AVAILABILITY

This RFP will be available for download starting on November 30, 2020 from the City's INVEST South/West website at <https://www.chicago.gov/investsw>.

KEY MILESTONES

An informational conference will be held on January 20th, 2021 at 2:00 p.m. C.S.T. virtually via Zoom. Meeting invites will be sent to applicants who register via the website above. Attendance is not required, but is encouraged.

PROPOSAL SUBMISSION DEADLINE

All responses to this RFP must be returned no later than 4:00 p.m. C.S.T. on March 30, 2021 to:

City of Chicago
Department of Planning and Development
Maurice D. Cox, Commissioner
121 N. LaSalle St. , Room 1000
Chicago, IL 60602
Attention: Brian Hacker, AICP

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II. Neighborhood Context

OVERVIEW

The Ogden Avenue ISW Corridor extends from Pulaski to the west and Kedzie to the east. It runs just north of the southern border of North Lawndale, serving as a transition zone between North Lawndale and South Lawndale. Along with Ogden Avenue, Roosevelt Road and 16th Street make up the primary commercial corridors in the community, although they all face similar challenges with pervasive vacant lots, deteriorated building stock and sparse retail.

To the north and south of the corridor are residential districts predominantly made up of two- to three-flats and single-family homes, although many have been demolished over the years, leaving blocks that are commonly interrupted by vacant lots. Many vacant parcels in this area are City-owned with roughly 950 in total in North Lawndale. The 1,000 Homes project, led by the community organizations Lawndale Christian Development Corp. and United Power for Action and Justice aims to leverage the City's property resources for infill homes that are affordable to working-class families.

The ISW corridor is anchored on the western end by the Lawndale Christian Health Center campus, a linear medical district that extends from Springfield to Central Park and occupies multiple buildings. In addition to providing healthcare to residents, Lawndale Christian is active in community development with such community-oriented projects as the Farm on Ogden, an urban agriculture facility, and The Firehouse Community Arts Center, which provides arts programming to local youth.

Northeast of the CTA Pink Line viaduct, the corridor becomes more sparsely developed. The 10th District Police Station is located on the south side of Ogden between Trumbull and Kedzie and a recently constructed charter school occupies the block between Spaulding and Christiana Avenues. On the eastern end of the corridor, at the northwest corner of Kedzie and Ogden, is the Douglas Park Auditorium, a historic structure that is underutilized and a potential renovation opportunity.

Beyond the eastern boundary of the ISW corridor is Douglass Park, part of Chicago's historic boulevard system, which includes many recreational amenities and is also home to North Lawndale College Prep/Collins High School. Located immediately east of the park is the Sinai Medical Center, which is anchored by Mount Sinai Hospital, and Cinespace Chicago, a film production company with a footprint that spans multiple blocks south of Ogden along Rockwell.

The transitional nature of the Ogden corridor towards a mix of land uses centered on healthcare institutions, technology and sustainable development provides the setting for a future development on the RFP opportunity site that should complement and interact with these characteristics.



Figure 6: Community map

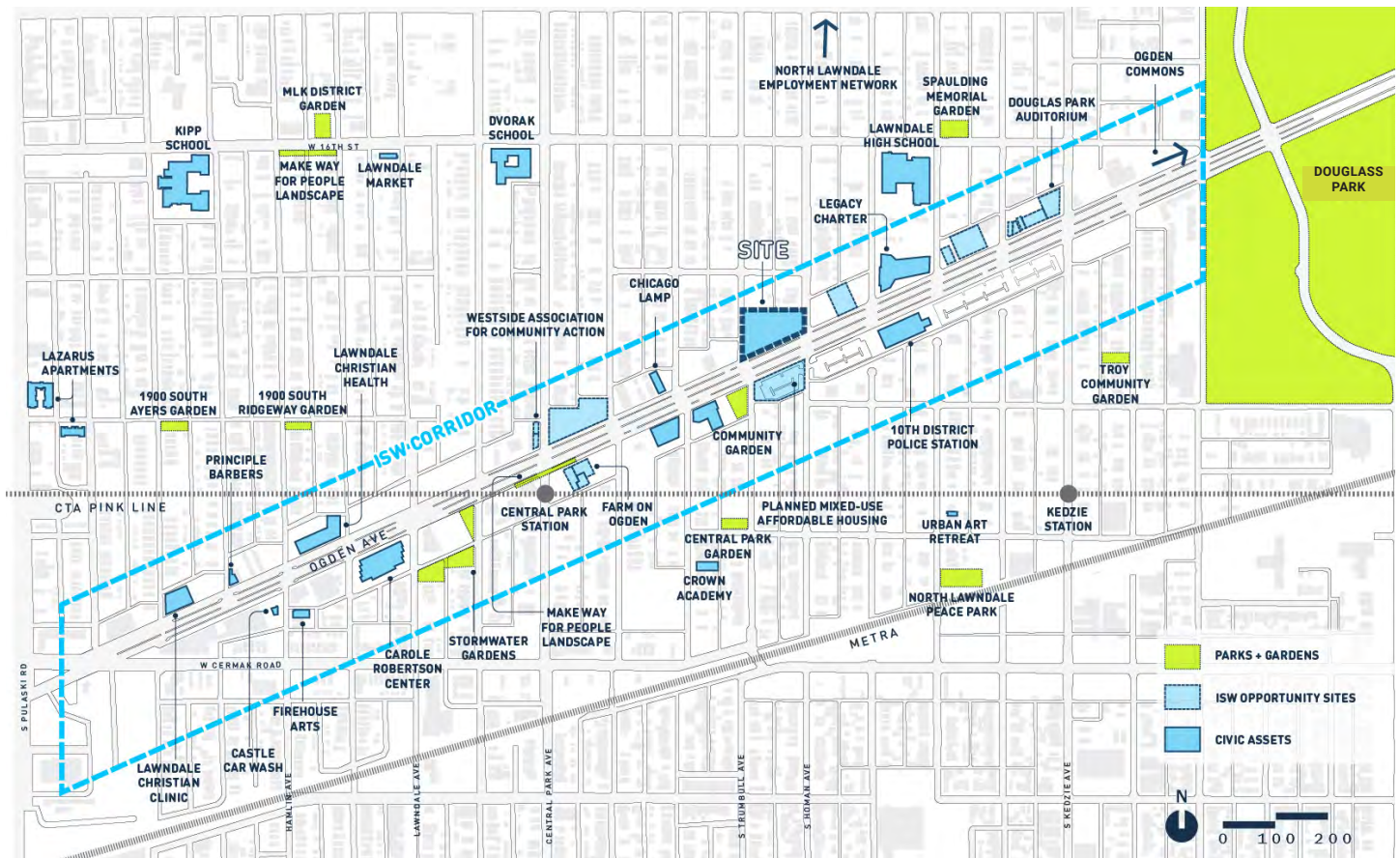


Figure 7: Corridor asset map

Credit: Studio Gang

Community History

The Site is located in the southern-central part of the North Lawndale community area. North Lawndale is located west and south of The Loop with its western boundary on the western border of the City of Chicago and Cicero. According to the 2014-2018 American Community Survey it has a population of 33,854, a number that is down by roughly 19% since 2010.

Today's community population is far below that of the early 1900s when North Lawndale became known as an industrial district and the home of Sears, whose headquarters was centered on the intersection of Homan and Arthington, roughly a mile north of the Ogden ISW corridor. The arrival of major manufacturers during this era fueled an economic boom with an International Harvester plant at 26th Street and California and Western Electric's Hawthorne plant at Cicero and Cermak.

Between 1910 and 1920, North Lawndale doubled its population from 46,226 to 93,750, and added 18,000 more people by 1930, when almost half of the 112,000 residents were Russian Jews. During this era, Ogden Avenue was a bustling commercial and cultural corridor.

By the mid-20th century, North Lawndale began to experience a narrative common to many other communities on Chicago's South and West Sides. As white residents began to move out of the community to the suburbs, many Black Americans migrated to North Lawndale and its population peaked in the 1960s at 125,000 with over 90% of those residents being Black-American. During this time, poverty levels grew and even prompted Dr. Martin Luther King, Jr. to briefly become a resident of the neighborhood, in 1966, to call attention to the issue.

The riots that occurred following Dr. King's assassination in 1968 were the beginning of a downward trend for the community. North Lawndale's two major employers, Sears and International Harvester, both left the community in the 1970s. These jobs were not replaced and by 2000 the population fell to just over 40,000 residents while the community suffered from the effects of poverty, crime and disinvestment.

KEY ASSETS & RECENT COMMUNITY INVESTMENTS

Urban Fabric & Land Use

The eastern section of the Ogden ISW corridor, where the site is located, differs from the western, more densely developed section that is home to the Lawndale Christian campus. Vacant lots are more widespread and commercial buildings are predominantly auto-oriented uses or fast food. Development on this section of the corridor is also challenged by the 10th District Police Station, which includes two blocks of parking in either direction of the station building. The Legacy Charter School is located directly across from the 10th District Station building, on the north side of Ogden between Christiana and Spaulding.

Anchor Institutions

The Ogden ISW corridor is heavily institutional with healthcare, social service, education and public safety uses.



Figure 8: *The Farm on Ogden*

Credit: *Chicago Botanic Garden*

- » **Lawndale Christian Health Center:** The campus is centered on four blocks of Ogden, between Springfield and Lawndale. It includes the Main Clinic, Immediate Care Clinic and Pharmacy, the Health & Fitness Center and a Senior Center, among other offices. Lawndale Christian employs over 400 staff members across its locations and has developed community-oriented projects such as the Farm on Ogden and the Firehouse Arts Center.
- » **Illinois Department of Human Services (IDHS):** Located at the western end of the corridor next to the Lawndale Christian Immediate Care Center, IDHS provides a range of social services related to healthcare, childcare, legal services and others.
- » **Sinai Health System:** Located at the eastern edge of Douglass Park between California and Talman, Sinai Hospital is the largest West Side hospital outside of the Illinois Medical District and employs over 2,000 staff members.
- » **Chicago Police District 10:** Located on Ogden between Kedzie and Trumbull, the western edge of the station property is across Ogden from the Site.
- » **Schools and churches:** Several schools are located near the site including Legacy Charter School, North Lawndale College Prep, Dvorak Public School and Collins Academy. The Ogden Avenue Church of Christ is located just west of Central Park and several storefront churches are located in the surrounding area.

Transportation & Infrastructure

The most significant transportation characteristic of the Ogden ISW corridor is the great width of the roadway. At roughly 130 feet in width, it consists of three travel lanes in each direction, separated by a

center median, as well as a service drive on each side consisting of a drive lane and street parking. In some sections the travel lanes expand to four in each direction. This extreme right-of-way width is in a category more consistent with an interstate highway, rather than an urban arterial. Although Ogden is a state route, under Illinois Department of Transportation (IDOT) jurisdiction, the service drives are under the control of the Chicago Department of Transportation (CDOT). According to IDOT counts, the section of Ogden where the Site is located had an annual average daily traffic count of 18,600 in 2018. This is similar to traffic levels on other arterials in North Lawndale, such as Roosevelt Road and Cermak Road.

Sidewalk, curb, and gutter repairs were recently completed by CDOT throughout the Ogden ISW corridor to maintain the existing infrastructure. However, greater investments are needed to address its challenging pedestrian environment and complex traffic patterns with the goal of creating a “complete street” that is safer for pedestrians and supports multi-modal travel and economic development. The redesign and reconstruction of Ogden would be a multi-year process, beginning with a Phase I engineering study. Although funding for a study has not been identified at this time, sources are being pursued.

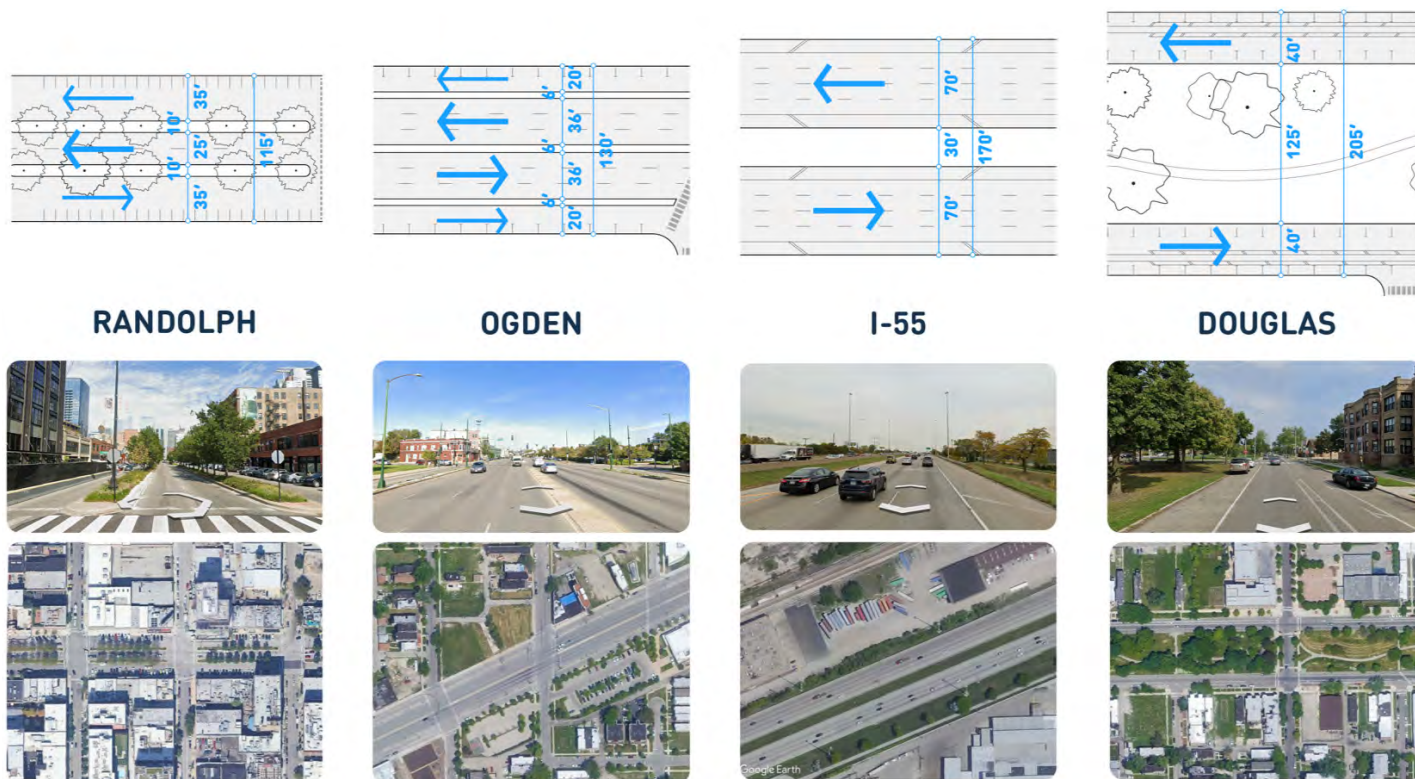


Figure 9: Ogden cross-section comparisons

Credit: Studio Gang

The site is located roughly a quarter of a mile from the Central Park CTA Pink Line station, which provides transit connections to The Loop and other points on the West Side. It is also served by the #157 CTA bus route, which was extended in summer of 2020 from its former terminus at Ogden and California out to Ogden and Pulaski where the route turns north before ending at the Pulaski Pink Line

station. This extension is the result of a year-long pilot, begun in summer of 2020, that will be evaluated for permanent status at the end of the pilot phase. The \$550,000 project was funded by CTA. The nearest Divvy bikeshare station is located at the Central Park station. Divvy will be expanding in the area by 2021, as well as introducing its new fleet of dockless electric bikes that improve the program's distribution.

Parks

The site is just less than a half-mile from the recently-renamed Anna & Frederick Douglass Park, a 162-acre regional park that is one of the largest and most iconic in the entire Chicago Park District. The park features a wide range of programming that includes numerous sports fields, a football stadium, fishing lagoons, a golf practice range, a pool, two gymnasiums and the Douglass Park Cultural Center, which offers arts programming. Construction was completed in 2020 on a new turf soccer field and various building improvements that totaled \$3.1 million. Three playgrounds in the park were renovated in 2016. The Site is also within walking distance of several neighborhood playlots that are located to the north and south of the Ogden ISW corridor.

Education and The Arts

The Site is in the attendance boundaries of the Farragut Career Academy High School and Johnson Elementary School, which recently received building exterior improvements from Chicago Public Schools. The Site is also within walking distance of the Legacy Charter School, a LEED-certified elementary school opened in the fall of 2017 at 3318 W Ogden, and the Christiana Campus of North Lawndale College Prep, a charter high school located just to the north of Legacy at 1615 S. Christiana Ave.

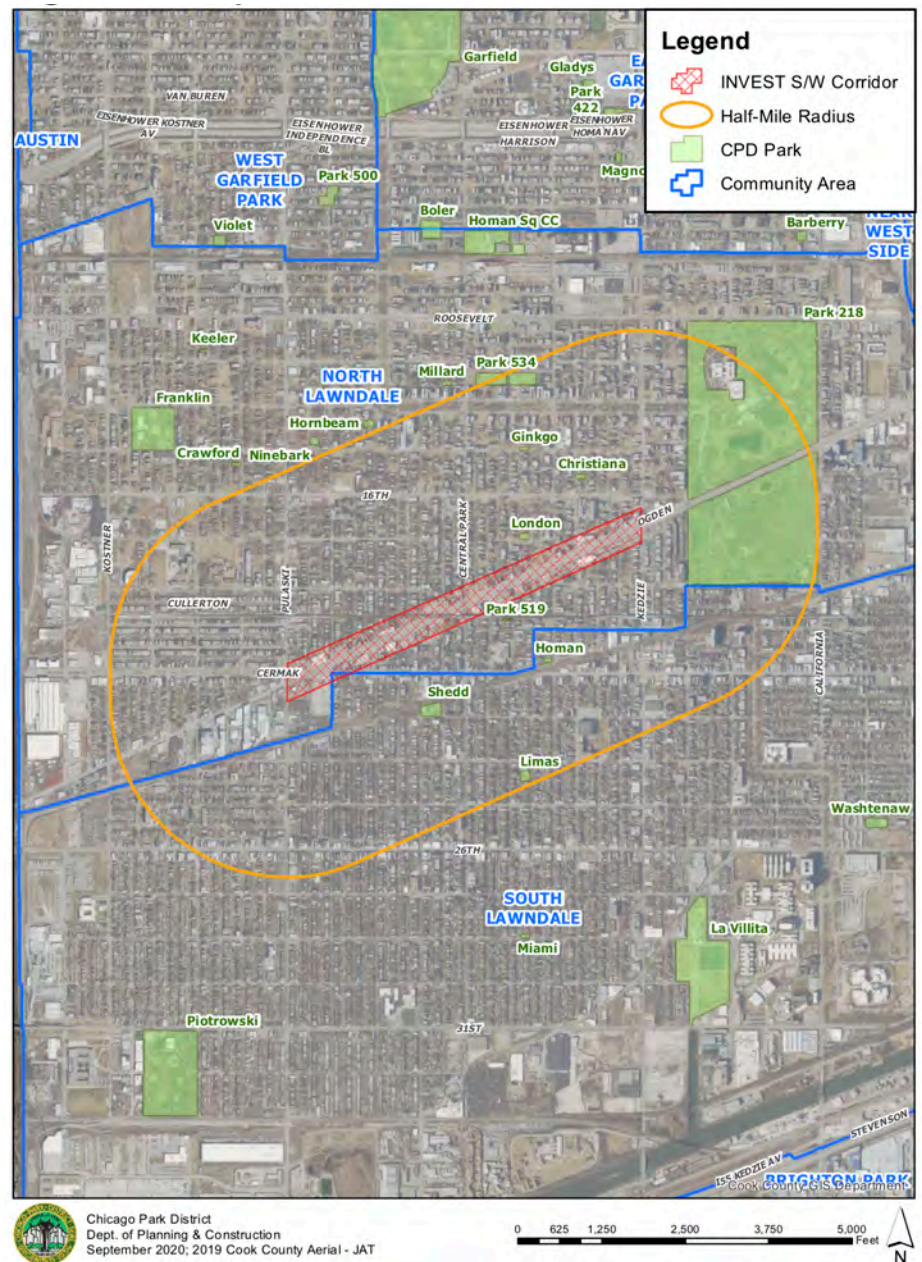


Figure 10: Chicago Park District assets

The Ogden ISW corridor has cultural facilities located at its east and west ends, respectively, with Lawndale Christian's Firehouse Arts Center and the Douglass Park Cultural Center. The Firehouse Arts Center hosts multi-disciplinary arts programming for teens with a focus on mentorship and violence reduction. The Douglass Park Cultural Center has programming for all ages in a variety of artistic disciplines and also houses a computer learning lab for children. The Park District recently received TIF financing (as part of the \$6.6 million in TIF spending for North Lawndale Invest South/West projects to-date) for physical improvements. In addition to TIF funds for physical improvements, Douglass Park Cultural Center is also a recipient of \$600,000 in public funding from Chicago Parks District and the Department of Cultural Affairs and Special Events (DCASE). These funds are part of ongoing joint cultural programming spanning 18 centers across the city which will pave the way for more robust community programming.

Housing and Other Development

In the neighborhood surrounding the Site there are multiple housing developments in the planning stages that will complement this future development and the Ogden ISW corridor, as a whole. Opposite the site, on the south side of Ogden between Trumbull and Homan, a mixed-use multi-family affordable building is planned on an existing surface parking lot for the Chicago Police 10th District. The sponsor of the development is a church with deep ties to the North Lawndale community and the project is receiving financial support from the Department of Housing (DOH) and Chicago Housing Authority (CHA).

The 1,000 Homes project, a partnership between the Lawndale Christian Development Council and United Power for Action and Justice, is an effort that is underway to develop vacant City-owned parcels with single-family homes. The first phase of the project will focus on 125 infill properties in North Lawndale, including the area surrounding the Ogden ISW corridor, with a goal of stabilizing blocks that have been negatively impacted by vacancy and offering a pathway to home ownership for West Side residents. While still in planning stages, the City is exploring the use of Tax Increment Financing (TIF) to support the project.

Economic Development

The City is focused on supporting the small business community in North Lawndale, which will be critical to the overall success of the RFP and the Invest S/W initiative. The City has recently announced the Regional Business Center program, which will build on the capabilities of strong existing business service organizations through public investment. In North Lawndale, Accion Chicago will receive \$500K for additional staff resources, training in city licensing, and physical improvements. This will help the organization serve as a true neighborhood resource hub to provide entrepreneurial assistance to small business owners. In 2019 and 2020, four local businesses received Neighborhood Opportunity Fund grants of \$5.4 million in total, and five received Small Business Improvement Fund grants for \$207,000 in total.

The City of Chicago is also active in supporting community-based organizations in North Lawndale. North Lawndale Employment Network (NLEN) is developing new headquarters, a café, and an apiary for its acclaimed social enterprise, Sweet Beginnings, at Homan Square, less than five minutes north of the Ogden corridor. The City is partnering with NLEN to deploy New Market Tax Credits to support the

project.

In September of 2020, DPD announced the organizations selected as Corridor Managers for all of the 12 priority ISW corridors. New Covenant CDC, an established economic development organization in North Lawndale that provides business training and technical assistance, was chosen as the Ogden Avenue Corridor Manager. The roles of the Corridor Managers are to work in cooperation with DPD planners to manage new development activities, identify new opportunities for investment and market potential developments.

III. Property Description

IDENTIFICATION

The Site is located at 3400-3418 W. Ogden Ave., between Trumbull and Homan Avenues, as well as 1819 S. Trumbull Ave., which is located across an alley from the northwest portion of the Ogden properties. Property Identification Numbers (PINs) are 16-23-410-002, -009, -010, -011, -012, -013 and -014. The property is bounded by South Homan Avenue on the east, South Trumbull Avenue on the west, West Ogden Ave on the south, and a public alley to the north. The section of alley that provides access to South Trumbull Avenue would be relocated to the north, in line with the alley serving Homan Avenue, to consolidate the 1819 S. Trumbull parcel with the Ogden-fronting parcels. Please refer to the appendices for maps and other site information.

OWNERSHIP

The City of Chicago owns six of the seven parcels that constitute the development site and is in the process of obtaining acquisition authority from City Council for the one privately-owned parcel. The parcels will be conveyed to the selected respondent under the terms of an executed Redevelopment Agreement.

SITE DESCRIPTION

The subject site is a polygon-shaped parcel with a total area of roughly 42,300 square feet or 0.97 acres. The site is level at street grade and unimproved. The property is served by a public alley to the north that will be relocated (at the developer's expense) concurrent with the construction of the project to consolidate the parcels. Please refer to the appendices for maps and photographs.

SITE PREPARATION

The selected respondent will assume the cost of clearing and disposing of existing infrastructure and debris such as paved surfaces, foundations, curbs and gutters, fill, fencing, and lighting. The selected respondent is solely responsible for bearing all costs and making all arrangements associated with the abandonment, relocation or installation of private or public utilities.

ENVIRONMENTAL CONDITIONS

Environmental Site Assessment

A Phase I Environmental Site Assessment (ESA) is currently underway for all parcels that make up the

site in advance of the RFP release, however, results are not available at the time of the RFP release. The City will make the results of the assessment available at a date to be determined. If needed, the costs and actions of obtaining a Environmental Assessment (EAs), or No Further Remediation (NFRs) documentation, including necessary remediation, will be borne by the applicant.

Environmental Requirements

The successful respondent will be responsible for performing all actions associated with meeting environmental remediation requirements, including any additional investigation and reporting to the Illinois Environmental Protection Agency and all necessary remediation and engineered barrier construction to obtain a No Further Remediation (NFR) letter. Funding assistance for the costs associated with the below environmental requirements will be negotiated between the City and the selected respondent; however, any costs not covered by the City will be the responsibility of the selected respondent.

The City will grant the selected respondent a right-of-entry for the purpose of conducting geotechnical and environmental tests. The respondent must provide the City with an acceptable certificate of insurance, and the respondent must agree to provide the City with copies of any and all geotechnical, environmental or other test reports.

The selected respondent shall cooperate and consult with the City at all relevant times (and in all cases upon the City's request) with respect to environmental matters. The City shall have the right to review and approve the sufficiency of any reports. If assessments are to be performed by others, a reliance letter naming the City of Chicago (City) as an authorized user must be provided by the environmental professional.

TARGET PRICE

The target price is equal to the fair market value of the Site as estimated by an appraisal. The process of obtaining an appraisal is underway, but has not been completed at the time of release. When available, appraisal information will be shared on the DPD website where the RFP is posted. The appraised value assumes that the property is free and clear of all improvements and environmental contamination. The allocation of demolition and environmental clean-up costs will be negotiated between the City and the selected respondent; therefore, the proposed purchase price should assume that the property is free and clear of environmental contamination. The appraisal also assumes C1-2 and RT-4 zoning.

The target price is not a minimum bid; however, applicants are advised that purchase price will be considered in DPD's evaluation of responses to the RFP.

PIN	16-23-410-014 16-23-410-013	16-23-410-012	16-23-410-011 16-23-410-010 16-23-410-009	16-23-410-002
Address	3400-3408 W. Ogden Avenue	3410 W. Ogden Avenue	3412-18 W. Ogden Avenue	1819 S. Trumbull Avenue
Size (acres)	0.321	0.057	0.407	0.144
Shape	Irregular	Irregular	Irregular	Irregular
Location	Corner	Interior	Corner	Interior
Frontage	S. Homan Ave.: 96' W. Ogden Ave.: 76'	S. Homan Ave.: 25'	S. Trumbull Ave.: 164' W. Ogden Ave.: 167'	S. Trumbull Ave.: 51'
Condition	Vacant	Vacant	Vacant	Vacant
Ownership	City of Chicago	Private	City of Chicago	City of Chicago
Zoning	C1-2	C1-2	C1-2	RT-4

Figure 11: Property description table



Figure 12: Parcel map



Figure 13: Bird's eye view of the site

Source: Steven Vance



Figure 14: Site as viewed from corner of W. Ogden Avenue and S. Trumbull Avenue

IV. Planning Framework and Development Potential

Development of the Site should align with North Lawndale's planning priorities, as established in previous plans and ongoing community engagement to ensure that redevelopment activity contributes to the revitalization of the community. Additionally, development is governed by the land use regulations contained in the Chicago Zoning Ordinance as well as other ordinances that govern specific aspects of development such as the Stormwater Management Ordinance. The following sections describe the community's planning priorities, current market conditions, zoning regulations and plans that affect the property. Copies of the ordinances and plans are available from DPD.

2020 COMMUNITY PLANNING PRIORITIES

Approach

To understand community planning priorities, a three-part approach was undertaken. Initially, previous plans were reviewed to identify the community's vision, objectives and strategies for both North Lawndale, at large, as well as the Ogden Avenue corridor. Direction was predominantly taken from the 2018 Quality of Life Plan, which stakeholders frequently reference as a vital roadmap for future development.

Community outreach for INVEST South/West began on the West Side in January 2020 with a large kickoff event that drew hundreds of attendees who had the opportunity to provide feedback via several engagement activities. Input specific to North Lawndale and the Ogden Corridor was gathered at this meeting and distilled into a Summary Report that has since informed DPD's planning priorities.

Despite the community outreach challenges posed by the COVID-19 pandemic, DPD has continued ISW outreach efforts on a frequent basis via monthly Community Roundtable meetings that involve community stakeholders, residents and local elected officials. Members of the Community Roundtable, as well as other stakeholders, also took part in a visioning workshop led by DPD and Studio Gang that gathered pointed feedback on the community priorities for the RFP Site. The workshop was followed by several key stakeholder interviews to elaborate on feedback from the visioning workshop.

2020 North Lawndale Community Development Priorities

ECONOMIC DEVELOPMENT BY AND FOR THE COMMUNITY

The community has consistently expressed a desire to not only have a say in, but also a stake in, local economic development. New commercial development should be pursued with the goals

of building local wealth, lowering unemployment and supporting entrepreneurship. Retail space should provide opportunities for Black-owned, indigenous businesses to grow. Businesses adding jobs to the community should prioritize local hiring and invest in job training assistance. A broader variety of retail and service options are also needed to address the current lack of amenities in North Lawndale, which forces residents to travel far outside their community to purchase basic necessities and leads to roughly \$100 million of consumer spending leaving the community each year .

INCLUSIVE AND EQUITABLE GROWTH

North Lawndale's current population stands at roughly a third of its peak in the 1960's and 20% of its housing units sit vacant, indicating significant capacity for infill development and growth. The community's future success in attracting new businesses and new development is tied to its potential to grow and ability to add new residents. However, it was strongly stated in public comment that new development should not occur at the expense of current residents by raising the cost of living and driving displacement. Ideally, future growth should be driven by local development corporations or pursued in cooperation with local stakeholders.

PATHWAYS TO HOME OWNERSHIP

Only 26% of North Lawndale housing units are owner-occupied, compared to 39% city-wide . To retain current residents and grow the community in an equitable manner, a diverse range of housing products are needed at price points that are affordable to working-class households. Alternative approaches to home-ownership, such as cooperative housing, should also be considered to expand economic opportunities for current residents.

PEDESTRIAN-ORIENTED DESIGN

Due to its width and a roadway design that encourages drivers to pass through the community at high speeds, Ogden Avenue poses challenges to pedestrians, cyclists and transit riders and is not conducive to economic development. To the extent that private development can impact the public way, new development should seek to improve the multi-modal experience on Ogden Avenue by embracing design features that improve the pedestrian experience. This may include landscaping, public plazas, street furniture and vehicular access that is oriented to the rear of the site.

ACCESS TO HEALTHY FOOD

With no full-service grocery store and limited dining options within the community, North Lawndale residents face significant challenges to obtaining healthy food. This is represented in market data, which shows large amounts of consumer spending on groceries and dining leaving the community. To address this disparity, new commercial development should pursue tenants that provide these amenities.

MARKET POTENTIAL

Demographic Trends

A market area was defined by drawing a half-mile buffer around the boundaries of the Ogden corridor to capture specific demographic data and study the development potential. Within the market area there are just over 12,000 households with a population slightly over 40,000. The median age is 30, the median household income is just under \$32,000 and unemployment is high at a rate of 16.3%. A majority of households are renter-occupied at 54% compared to owner-occupied at 26% with a high percentage of vacant housing units at 20%.

Retail & Housing Market Trends

The inability to shop for basic necessities or enjoy leisure activities, such as dining out, within the community is a commonly-voiced issue for North Lawndale residents. This issue is confirmed by an annual amount of spending leakage—or dollars being spent by North Lawndale residents in places outside of the neighborhood for retail and dining— that totals over \$100 million.

Despite the lack of retail on the corridor, there are signs of demand for the existing retail space with a low vacancy rate of two percent and a healthy average rent per square foot of \$18. These factors indicate potential for growth and a retail leakage analysis by industry sector indicates opportunities on the corridor for the following:

- » A small-format grocery store, such as Aldi or Fresh Market;
- » Possibly multiple limited-service restaurants, such as Panda Express or Panera, or one full-service restaurant, such as Olive Garden or Outback Steakhouse;
- » General merchandise retailers and stores that sell durable goods, such as lawn and garden equipment, sporting goods, or books and music.



Figure 15: Average commercial rent, Ogden ISW corridor

Source: CoStar

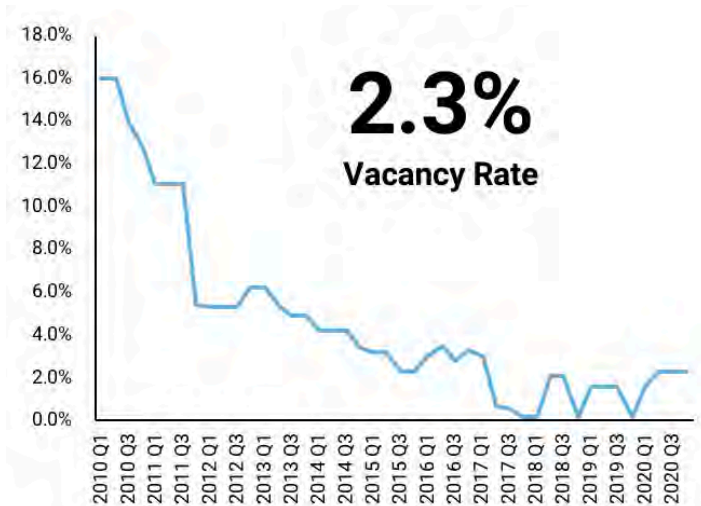


Figure 16: Commercial vacancy rate, Ogden ISW corridor

Source: CoStar

Other advantages of the corridor are its proximity to major employers and institutions (Lawndale Christian Health Center, Sinai Hospital, Cinespace), significant traffic volumes, and public transit access with both CTA bus and rail service within walking distance. The opportunity for restaurants may be particularly strong as local healthcare representatives indicated that workers employed locally rarely eat out due to the lack of nearby restaurants and often order delivery instead.

In regard to housing, the corridor and market area have not seen any recent multi-family residential development, indicating that there may be a demand for it, although it is also a challenge to evaluate the market due to a lack of comparable data.

Gap Financing

The corridor also has development challenges that will need public subsidy to overcome. There is a notable lack of density in the surrounding area due to the high vacancy rate and the prevalence of vacant lots. Although there are positive signs in the current market, the commercial rent is still below the cost of new construction and the challenges facing “brick-and-mortar” retailers in recent years have been exacerbated by the COVID-19 pandemic, which has forced many businesses to close permanently. Despite the high traffic volumes on Ogden Avenue, the medians that separate the drive lanes from the service drives make it difficult for drivers to park and patronize businesses.

The proposed development approach identifies building affordable housing as financially feasible given the potential subsidies available. The units indicated in the development concepts have been modeled with rents affordable to households with incomes at 60% AMI (area median income) and 80% AMI (with a Chicago median household income of \$63,700). The estimated rent from affordable housing will not cover the construction and operating costs, creating a financial gap. Financial incentives (subsidies, incentives, grants and loans) are being reviewed to fill that financial gap. Incentives under consideration include:

- » Neighborhood Opportunity Fund
- » TIF
- » Enterprise
- » IRS Opportunity Zones
- » New Market Tax Credits
- » Low Income Housing Tax Credits

RELEVANT PROJECT AREA PLANS

This RFP and the Invest South/West Initiative build upon recommendations from the 2018 North Lawndale: The Next Chapter, Quality-of-Life Plan.

North Lawndale: The Next Chapter Quality of Life Plan, 2018

Led by the North Lawndale Community Coordinating Council (NLCCC) with assistance from LISC Chicago and the Chicago Metropolitan Agency for Planning (CMAP), the 2018 North Lawndale Quality of Life Plan is a comprehensive community plan that emphasizes the need to stabilize the housing market, attract new commercial businesses and employment opportunities, expand transportation options and improve access to healthy food, among other recommendations.

The plan identifies Ogden Avenue as a key corridor and recommends strategies for improvement around green infrastructure, “smart city” technology, and the tech industry. It also focuses on the need to activate empty lots through new development and greening efforts, and proposes roadway redesign concepts that support a more broad range of options that include walking, cycling and public transit.



Figure 17: 2018 North Lawndale Quality of Life Plan

Ogden/Pulaski TIF Redevelopment Plan

The Ogden/Pulaski TIF was established in 2008 to promote new commercial development along Ogden Avenue and other arterial streets, mixed-income residential investments on area side streets, and transit-oriented development near the area’s rapid transit stations.. Relevant goals from the plan include:

- » A revitalized commercial base highlighted by Ogden Avenue as the main corridor.
- » Strengthen Ogden Avenue as the main commercial street and encourage new commercial and mixed use development opportunities along Pulaski Road, Roosevelt Road and at key nodes along Cermak Road and 16th Street.
- » Assemble or encourage the assembly of land into parcels of appropriate shape and sufficient

size for redevelopment in accordance with this Redevelopment Plan.

- » Provide opportunities for women-owned, minority-owned and local businesses and local residents to share in the redevelopment of the Project Area.

CDOT Vision Zero: West Side Plan

The Vision Zero West Side Plan identifies traffic safety priorities and implementation strategies for the Austin, North Lawndale and Garfield Park communities. These communities were chosen for having high rates of traffic fatalities and a targeted need for pedestrian safety improvements. The “five corners” intersection of Ogden, Pulaski and Cermak was of particular focus for Ogden, as a notoriously complicated intersection that creates many conflicts for pedestrians. Recommendations include demonstration projects for Ogden to envision a more bike and pedestrian-friendly roadway, small-scale pedestrian safety improvements at the “five corners” intersection and at CTA transit stations.

SUPPORTIVE CITY INITIATIVES

Community Wealth Building

The City of Chicago is committed to closing the racial and ethnic wealth gap and to promoting economic growth and prosperity for Black and Latinx individuals, households and communities. To support this, the INVEST South/West initiative is committed to equitable economic development that includes a community wealth building framework.

The INVEST South/West initiative addresses a long pattern of disinvestment in predominantly Black and Latinx neighborhoods, and it aims to include wealth building opportunities for these historically under-invested communities.

INVEST South/West’s definition and framework of community wealth building comes from Democracy Collaborative: “community wealth building is a systems approach to economic development that creates an inclusive, sustainable economy built on locally rooted and broadly-held ownership.”

In other words: The “community” in community wealth building indicates an investment not just in the place, but also in the people. The “wealth” in community wealth building considers who owns the development, who controls it, and who benefits from it. Wealth relies on the development of capital in multiple forms – financial, human and social. Together, it calls for the meaningful participation of neighborhood residents in the planning, design, ownership and governance of new development.

This Request for Proposals strongly encourages responses that incorporate innovative implementation of the City’s community wealth building goals. For more information, see the “Community Wealth Building” section of Chapter IV: Planning Framework and Development Potential.

Equitable Transit-Oriented Development.

The City of Chicago is committed to advancing racial equity, public health, economic growth, and climate resilience through equitable Transit-Oriented Development (eTOD). Transit-oriented developments are a type of community development that include a mix of residential, commercial, and public land uses in a walkable environment that is convenient for people to safely travel by transit,

bicycle, or by foot within a 10-minute walk of quality public transportation. Equitable TOD includes development that prioritizes investments and policies that close the socioeconomic gaps between predominately Black and Brown neighborhoods and those that are majority white. Development opportunities that exist within transit-rich yet historically under-invested communities are critical candidates for eTOD.

In 2013, the Chicago City Council approved a new policy to incentivize transit-oriented development (TOD) near CTA and Metral rail stations. In 2015, the Ordinance was amended to extend the catchment area around stations; encouraging the inclusion of affordable housing units. In January 2019, the City's Transit Oriented Development (TOD) ordinance was again updated to include an explicit equity focus and expand policy provisions to include dense residential zone areas and several high-frequency bus corridors including the 63rd Street bus corridor. To see the City of Chicago's recently released eTOD Policy Plan, visit chi.gov/etod.

Currently, the City is working with its departments, partner agencies, and community stakeholders to develop an eTOD Policy Plan that will be published in the fall of 2020. The Plan will outline recommendations to ensure development within designated TOD zones advance equitable outcomes.

The Ogden Avenue development site presents the opportunity to serve as a demonstration of eTOD best practices, leveraging transit access to promote equitable development. For more on the benefits of eTOD and to see great examples, see resources from the Center for Neighborhood Technology (<https://etod.cnt.org/>), the Metropolitan Planning Council (<https://www.metroplanning.org/work/project/30/subpage/5>) and Elevated Chicago (<http://www.elevatedchicago.org/whats-etod/>).

Design Excellence

Design Excellence represents the City's commitment to a high-quality built environment, which celebrates and enhances Chicago's unique architectural and urban design legacy. The idea of Design Excellence applies to development downtown and in our neighborhoods - to streetscapes and open spaces - to residential, commercial, and industrial uses.

Design Excellence comprises a range of policies and processes to shape the City's framework for planning, implementation, and evaluation of development. The following principles were developed by DPD in a collaboration with a series of stakeholders.

» **Equity & Inclusion**

Fair treatment, targeted support, and prosperity for all citizens

» **Innovation**

Creative approaches to design and problem-solving

» **Sense of Place**

Celebrating and strengthening the culture of our communities

» **Sustainability**

Committing to environmental, cultural, and financial longevity

» **Communication**

Fostering design appreciation and responding to community needs

Responses to this Request for Proposals will be expected to adhere to the Design Excellence Principles. To assist in this goal, the appendices include a list compiled by the Chicago Architecture Center of pre-qualified local design firms whose work exhibits Design Excellence. In addition, DPD recently released its draft Neighborhood Design Guidelines to assist developers and designers in the application of Design Excellence to their projects.

REGULATORY CONTEXT

Zoning

The Ogden-fronting parcels are located in a C1-2 Neighborhood Commercial District and the Trumbull-fronting parcel is located in the RT-4 Residential Two-Flat, Townhouse and Multi-Unit District. Rezoning will be required to assemble these parcels into a single, developable site. Additionally, the parcels should be rezoned to either a B dash 3 or C dash 3 district to take advantage of certain density and parking bonuses that apply to Transit-Served Locations (TSL) within 1,320 feet of a CTA or METRA rail station entrance. DPD will coordinate with the selected respondent to determine the appropriate zoning designation to allow for development of the property according to the goals and objectives of the RFP. The City will be supportive of projects that seek re-zoning to better achieve development goals.

Chicago Landscape Ordinance

The Chicago Landscape Ordinance establishes standards for on-site and parkway plantings. Landscaping permits are obtained as part of the normal process of building and zoning permit applications. Landscape plans must be approved by DPD to meet on-site requirements and by the Chicago Department of Transportation (CDOT) and Bureau of Forestry for public way requirements. All projects impacting the public way must comply with the CDOT Rules & Regulations regarding restoration and permitting.

Chicago Parking Garage Ordinance

The Chicago Parking Garage Ordinance establishes urban design standards for free-standing and accessory parking structures. An application for parking garage review must be submitted to the DPD before applying for a building permit.

Chicago Townhouse Ordinance

The Chicago Townhouse Ordinance establishes special zoning requirements for townhouse developments (two or more single family dwellings that share party walls). Townhouse permits are obtained as part of the zoning process.

Stormwater Management Ordinance

The Stormwater Management Ordinance took effect on January 1, 2008. Regulated developments include projects that disturb over 15,000 square feet of land or projects that will create an at-grade impervious surface of 7,500 square feet or more. The developer of such projects will be required to prepare a stormwater management plan for submission to the City for review. The plan must include

rate control (by using the City's calculations guideline or by using Chicago vortex restrictors) and volume control (by using stormwater BMPs to capture up to 0.5 inch of rain from impervious areas or by achieving a 15% reduction in impervious surfaces from an established baseline).

Affordable Requirements Ordinance

The current City of Chicago's Affordable Requirements Ordinance requires residential developments that receive city financial assistance or involve city-owned land to provide a percentage of units at affordable prices. The ordinance applies to residential developments of 10 or more units and requires that developers provide 10% of their units at affordable prices (20% if financial assistance is provided). The ordinance also applies if a zoning change is granted that increases project density or allows a residential use not previously allowed. A new ARO program ordinance is expected by early 2021 and the City will issue an addendum if a new ARO program ordinance changes the affordability requirements set forth in this RFP.

Updated Chicago TOD Ordinance (2019)

The 2019 Chicago TOD Ordinance revision expands the catchment area to include key bus corridors and emphasizes equity in transit-oriented development; elevating and prioritizing investments and policies that address socioeconomic disparities in Black and Latinx communities.

Construction Requirements

The selected respondent must comply with the City of Chicago's construction requirements. During construction, at least 26% of qualified project costs must be paid to City-certified Minority Business Enterprises (MBEs) and at least six percent must be paid to City-certified Woman Business Enterprises (WBEs). In addition, Chicago residents must perform at least half of all construction-worker hours. Projects that receive Tax Increment Financing (TIF) must pay prevailing wage rates for all construction jobs.

SUSTAINABLE DEVELOPMENT POLICY

The City expects that all proposals will employ strategies that will (1) maximize the environmental, social and economic value of the project and (2) improve the resiliency of the local community area. Proposals that are seeking TIF assistance or Department of Housing financial incentives will need to meet the requirements of the Chicago Sustainable Development Policy. The menu of strategies that projects can choose from to meet the policy requirements can be found at the following web page https://www.chicago.gov/city/en/depts/dcd/supp_info/sustainable_development/chicago-sustainable-development-policy-update.html.

Additionally, a comprehensive list of resources has been compiled to assist development projects with incorporating sustainable and resilient strategies into their proposal. The list of resources can be found in the appendices.

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V. Development & Design Guidelines

The Department of Planning and Development has established multiple goals and objectives for the RFP. The goals are intended to ensure that the chosen submission will be compatible with the City's objectives of revitalizing valuable urban land, creating new development in sympathetic relationship with the surrounding community, accommodating the needs of the community, and fostering additional new development along Ogden Avenue and in the North Lawndale community. The development goals are as follows:

- » Develop vacant City-owned property with uses that promote the Ogden Avenue ISW corridor as a community-oriented, mixed-use district.
- » Expand retail options so North Lawndale residents can shop and dine in their own community.
- » Create new development that produces opportunities for local wealth creation, by either the participation of Black-owned, local businesses in development and construction and/or local business tenants and property ownership.
- » Construct housing units that are affordable to West Side residents and offer opportunities for home-ownership.

DEVELOPMENT PRINCIPLES

Based on DPD's goals and objectives, the following principles should guide development on the site. They align with input from previous planning efforts and community outreach to support a future vision for Ogden Avenue as a vibrant and safe corridor where residents can meet their practical needs and gather for social activities.

ECONOMIC DEVELOPMENT

- » Pursue opportunities to building community wealth by partnering with Black-owned local businesses throughout the development process (design, engineering and construction) and in the leasing and ownership of the property.
- » Provide desired community amenities, including revenue-generating businesses such as a restaurant, small-format grocer, café, general merchandise store or other community-serving retail.
- » Attract new businesses that offer living-wage jobs and emphasize local hiring and career training.
- » Integrate space to promote local entrepreneurship, such as a business incubator or co-working offices, into new commercial development.

SOCIAL EQUITY

- » Include neighborhood stakeholders in the process of implementing the vision and goals in this plan by acknowledging community needs established in previous planning efforts and collaborating with local community-based organizations involved in business development and planning.
- » Work with local economic development organizations to seek out Black-owned, local businesses as tenants for new commercial space.
- » Improve public safety by developing a new node of activity on the Ogden corridor that increases eyes-on-the-street and generates positive social interaction.

SENSE OF PLACE

- » The Ogden corridor and North Lawndale community, overall, have a rich history that includes Route 66, Martin Luther King, Jr. and its industrial past; the community identity should be integrated with the development in features such as murals or other public art displays.

DESIGN GUIDELINES

The concept of “design excellence” represents the City of Chicago’s commitment to a high-quality built environment that celebrates and enhances the City’s unique architectural and urban design legacy. DPD’s Neighborhood Design Guidelines provide developers a framework for achieving high-quality projects that complement their surroundings by addressing key design elements.

LAND USE MIX

- » The development should contribute to a mix of uses on the block and reflect uses that are desired by the community and recommended in previous plans.
- » The ground floor should contain active uses such as retail, food service, and social spaces. Residential space on upper floors will promote an active street.
- » Identify opportunities to provide spaces that support local economic development. For example, a small, flexible space for “pop-up” retail, food, or events would support local entrepreneurs.

SITE DESIGN

- » Primary pedestrian site access should be prioritized from the main street frontage and be provided from other street frontages. Public-facing uses should be accessed from Ogden Avenue, while private uses (e.g. residential entries) should be accessed from the side streets.
- » Pedestrian, bicycle, and vehicular conflicts should be minimized or eliminated, with vehicular site access provided via alleys whenever possible. In addition, parking and loading access should be combined to minimize driveways.

- » Encourage physical and visible porosity by breaking up development and encouraging through-site pedestrian routes.
- » Whenever possible, create open spaces that are accessible and inviting to the public and located to leverage interior uses, such as providing an outdoor dining area for a restaurant space.



1938 USDA Site Aerial Photograph

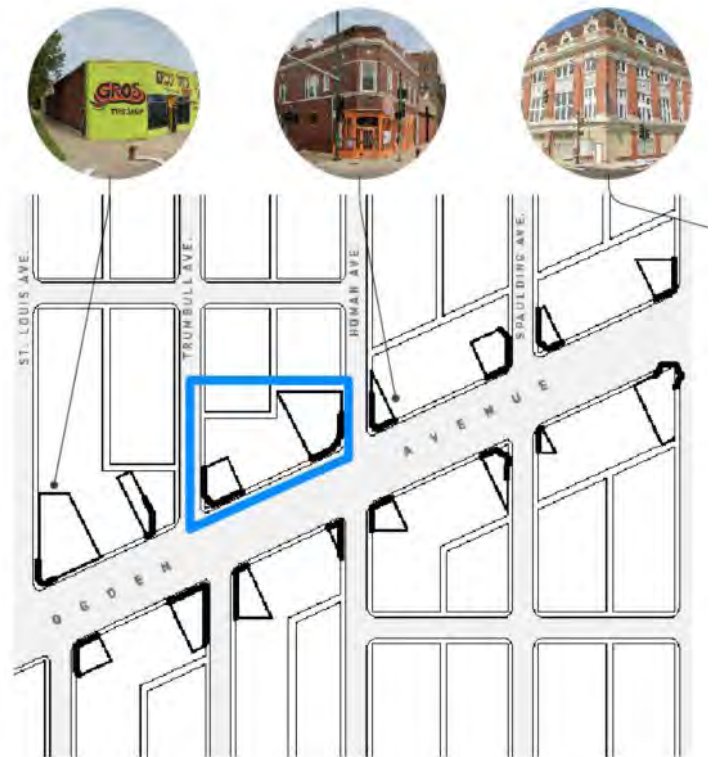


Figure 18: Study of historic design features on corridor showing variation of buildings on corridor and rounded corners that can create more inviting pedestrian spaces

Credit: Studio Gang

MASSING

- » Where a building is taller than surrounding developments, the height should gradually transition by stepping down to better relate to adjacent buildings.
- » When creating massing options, investigate several variations that maximize natural light and determine if elements can be integrated into the final design.
- » Identify opportunities for outdoor space, including porches, balconies, and roof decks, that are consistent with surrounding buildings and sensitive to the public realm, such as on top of a step-back.
- » Reinforce the architectural definition of the corners of the block by building to the corner. Strategies for strengthening and “holding” the corner include blunting the corners of the facade so that two facades are blended into one, adding an architectural feature, special façade treatment, primary building entrance, or other variation in massing.

- » For buildings three stories and above, provide clear differentiation between the base, middle, and top of buildings to promote legibility and interest in the building's form from the street.

FACADE

- » Clearly identify building entrances as seen from the street using elements such as architectural details, awnings, or canopy structures.
- » On ground floor frontages, introduce transparency and visual interest to contribute to the street's vitality. For retail, ground floor frontages should be primarily clear, non-reflective windows that allow views of indoor commercial space or product display.

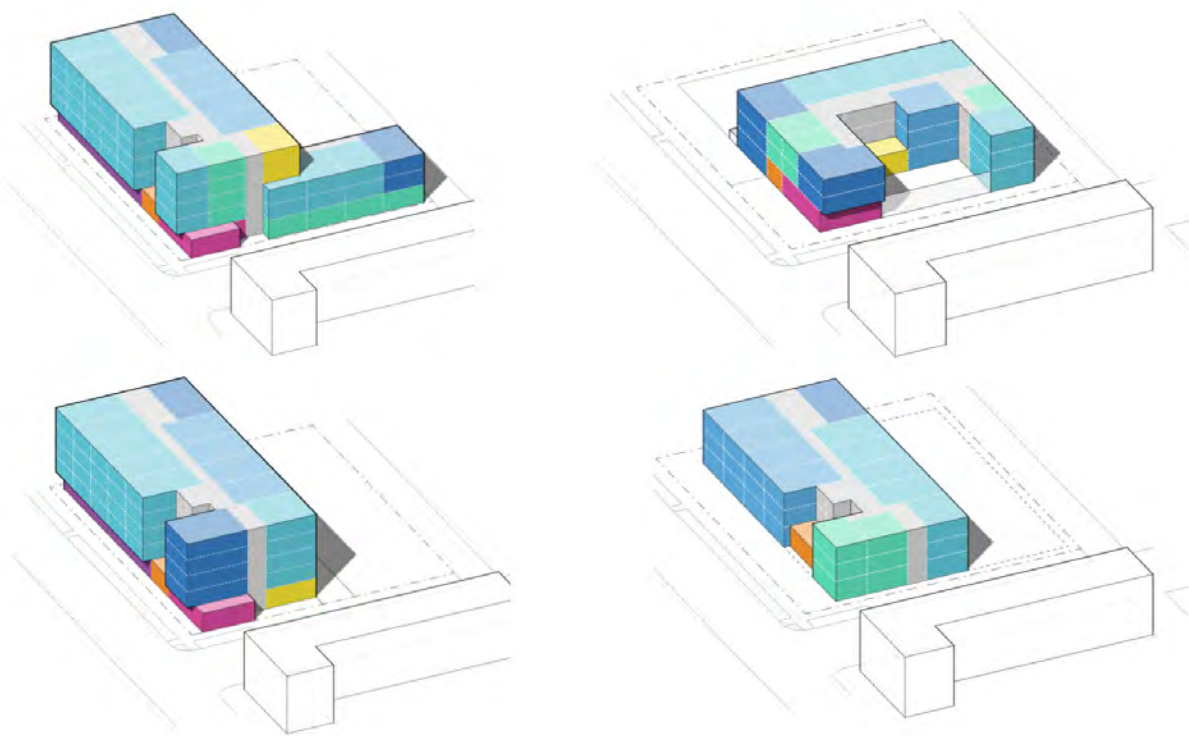


Figure 19: An example image showing multiple massing options that engage a site in different manners

Credit: Studio Dwell, Brooks + Scarpa

- » All façades that are visible to the public should be treated with materials, finishes, and architectural details that are of high-quality, durable, and appropriate for use on the primary street-facing façade.

PUBLIC REALM

- » Streetscape improvements should promote active transportation modes through the creation of complete streets.
- » Where existing sidewalks are too narrow to adequately support site uses (e.g. restaurant outdoor seating), identify ways to set the building back from the property line and expand pedestrian

pavement within the site boundary.

- » When designing existing or additional public realm space, consider options for activation and programming to promote vibrancy in the neighborhood.
- » Plant a diverse selection of street trees within the parkway according to the Landscape Ordinance.
- » Install pedestrian amenities such as seating, lighting, wind blocks, overhead canopies, and receptacles where there is high pedestrian traffic or active gathering areas. These elements should be located either within site boundaries or within the parkway.
- » Allow for an open visual field within the public realm for both safety and accessibility.

SUSTAINABILITY

- » Design buildings with a flexible approach to infrastructure delivery and interior systems (e.g. furniture, ceiling systems, and partitions), allowing the building to support multiple uses and users over time.
- » Celebrate sustainable landscape design through native plantings, stormwater features, and urban agriculture.



Figure 20: An example image of a building massing that creates active public spaces along the pedestrian way

Credit: Sitio Architecture

PREFERRED DESIGN CONCEPT - “ECHO”

DPD has synthesized recommendations from past plans, feedback from community stakeholders and market data to present a preferred concept for development on the Site that represents community desires and embraces design excellence principles. Working collaboratively with DPD, Studio Gang has created a development concept to offer a vision of future development possibilities, meant to inspire and spark creativity for the Site’s potential. Although not included in the RFP Site, the south site across Ogden Avenue was considered in the concepts as the future site of a mixed-use, affordable housing development that will complement the RFP Site. New development on these two sites along with improvements to the public realm has the potential to create a node of activity that will reinvigorate the Ogden ISW corridor with retail, amenities and public space designed with North Lawndale residents in mind. The interaction of these two sites has inspired the concept name of “Echo.”



Figure 21: Echo concept rendering

Credit: Studio Gang

Site Forces

The Echo massing responds to the environmental forces that govern the site—sun, wind, and the unique angle of Ogden Avenue. Together, these forces dictate what massing and program type will best complement the site conditions and how the site can be sensitively activated for the benefit of its users and the community at large.

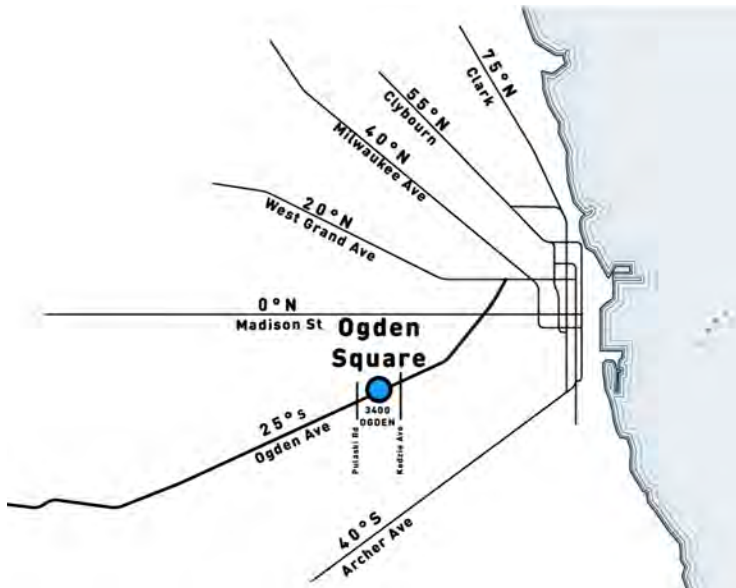


Figure 22: Chicago's orthogonal streets

Credit: Studio Gang

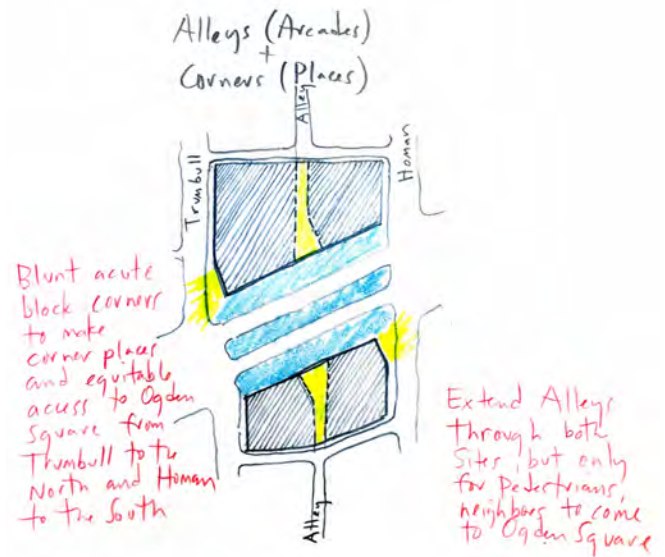


Figure 23: Site analysis sketch

Credit: Studio Gang

During the day, the orthogonal streets in Chicago's grid usually have a sunny side and a dark side, leaving buildings in full sun or full shadow. In contrast, Ogden Avenue is part of a family of Chicago streets that radiate diagonally from the city center. All buildings along Ogden Avenue gradually receive light on one side of the street in the morning and afternoon and then on the other side of the street in the afternoon and evening. The Ogden Square Site receives significant year round sunshine in the morning and early afternoon, but this sunshine ends early in the day, which should be considered during programming and design. Similarly, the building footprint and massing has been shaped to counter extreme prevailing winds. In Spring and Summer, winds from east-northeast and west-southwest blow up and down Ogden. In fall, the Site's facade is exposed to winds from south-southwest. In winter, Chicago's winds are the most variable, swinging from west-southwest up to west-northwest, exposing the Site's facades to harsh gales.

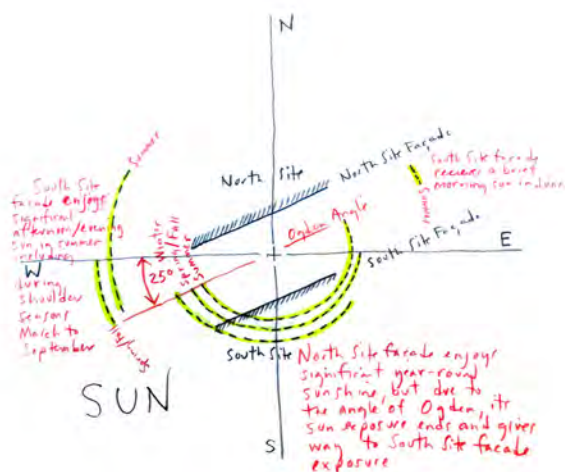
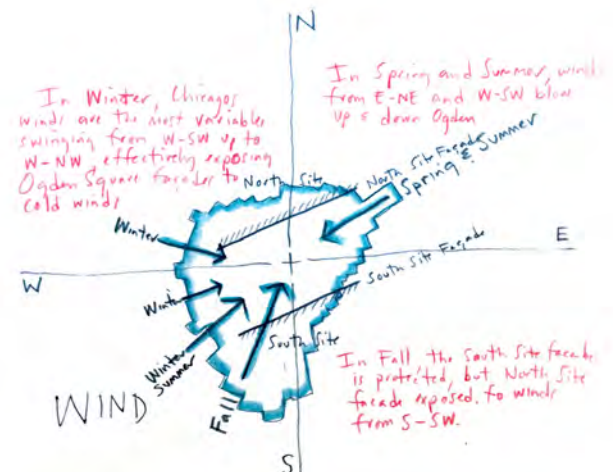


Figure 24: Solar and wind studies of the site

Credit: Studio Gang



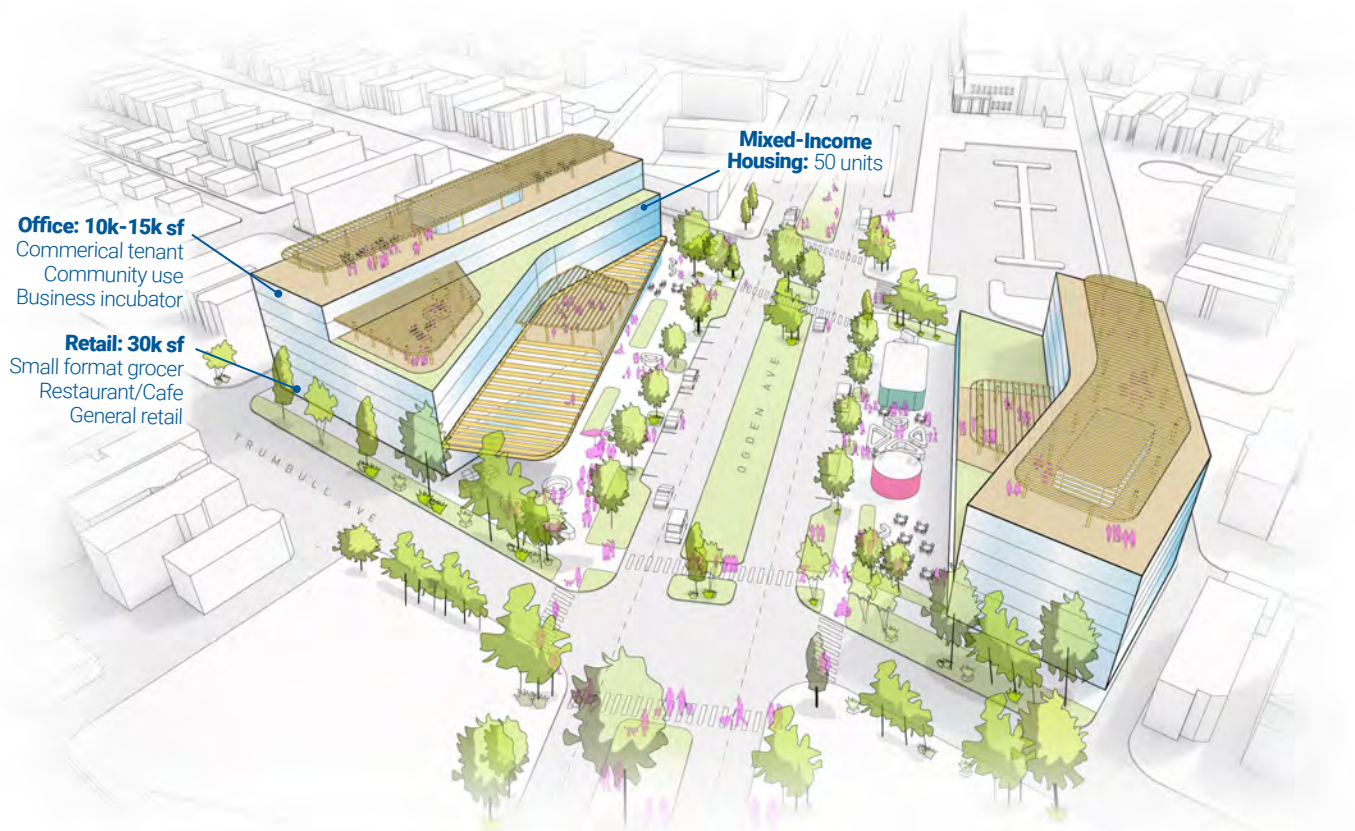


Figure 25: Echo massing concept and programming

Credit: Studio Gang

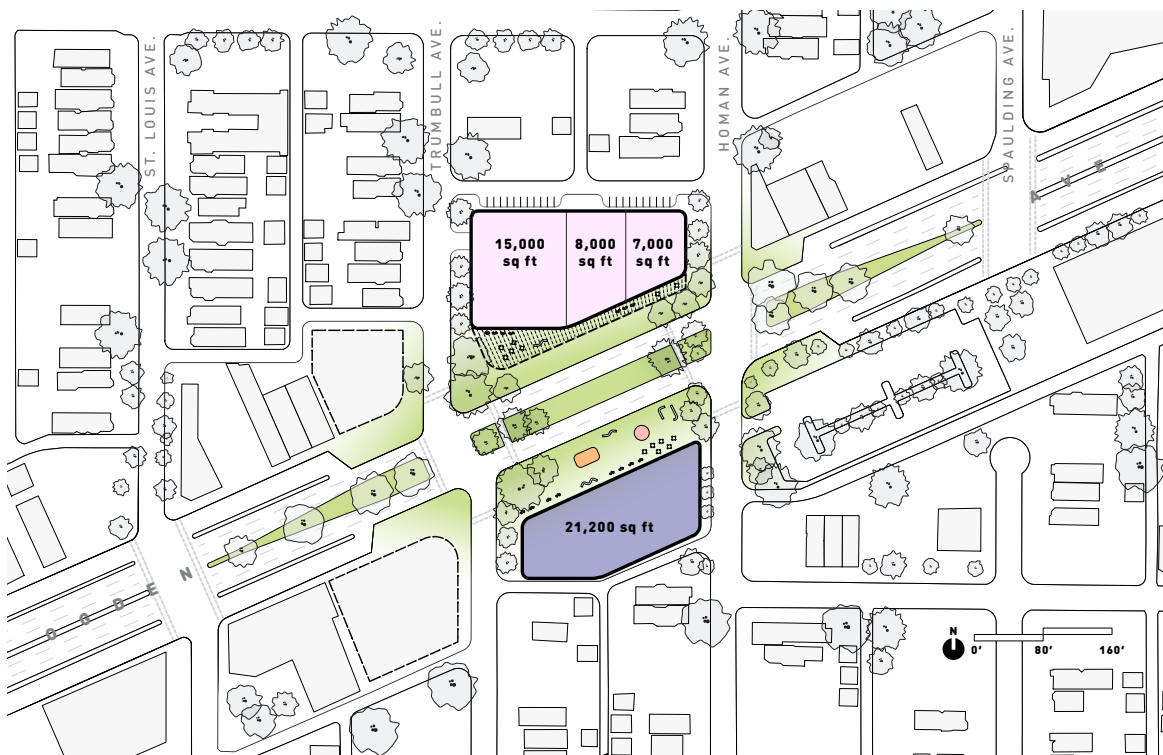


Figure 26: Echo site plan

Credit: Studio Gang

Site Plan

To emphasize its pedestrian orientation, the building footprint creates a street-wall effect for the majority of its Ogden frontage with a slight setback to allow for a generous pedestrian thoroughfare. Towards the western end of the block the building's front facade makes a slight curve to create an "outdoor room" that can serve as an extension of the ground-floor commercial spaces, for use as outdoor dining, or a public gathering space that can be programmed with temporary installations, pop-up retail or performances.

Access to surface parking is available via the alley to the north of the Site, to separate vehicular uses from pedestrian space, and limited spaces are provided at the rear of the building.

Massing & Facade

Taking cues from the diverse historic development on Ogden Avenue, the Echo concept consists of multiple heights that transition from low to high as the distance from Ogden Avenue increases. The rooftop spaces created by these step-backs offer opportunities for resident amenities, such as decks, a pool or recreational spaces. At each end of the block the building engages the corner, either by fully extending to it or by rounding two facades into one, in a curve that echoes traditional development styles.

Public-facing frontages on Ogden, Homan and Trumbull Avenues feature high-quality materials, such as glass, steel and brick with maximum transparency provided on the ground floors to strengthen the connection with the pedestrian realm.

Land Use Program

Two primary storefront spaces are included in the concept on the ground floor to accommodate retail uses that are fitting with community needs and desires. A larger storefront space of roughly 15,000 square feet is sufficient to support a small-format grocer or general merchandise retailer with the option to be divided into smaller spaces that could support other styles of retail. A smaller storefront space is aimed at food and beverage uses with the potential to accommodate multiple tenants, such as restaurants and cafes, with the potential include flexible space that could be devoted to community-



Figure 27: Conceptual Ogden Avenue public way improvements - first phase

Credit: Studio Gang



Figure 28: Conceptual Ogden Avenue public way improvements - second phase

Credit: Studio Gang

supportive issues, such as a business incubator or shared commercial kitchen.

The upper floors of the building accommodate 10,000 to 15,000 square feet of office space that offers an opportunity to bring jobs to the community by attracting a potential commercial tenant that would benefit from the concentration of healthcare and institutional uses on the corridor, as well as its transit access and proximity to The Loop. Additionally, the office space is large enough to provide flexible space that could be set aside for community-supportive uses, to potentially be occupied as a coworking space, job-training facility or community center.

The middle floors, between the retail and office uses, support roughly 50 units of mixed-income housing at 60% and 80% area median income (AMI), as well as market-rate units. A range of housing price points keeps new units affordable to community members while also appealing to a broad range of tenants. Adding residential units on the Site and immediately across Ogden, on the current site of the 10th District parking lot, will support the retail uses and generate pedestrian activity that provides “eyes on the street.”

Public Realm

To truly provide an environment fitting of a neighborhood “main street” corridor, improvements beyond the property lines will be considered to mitigate the features of Ogden that are threatening to its non-automobile users. The Echo concept reflects multiple steps that could be taken to improve pedestrian safety and promote place-making on the Ogden Avenue corridor. The service drives, under the jurisdiction of CDOT, can be considered for closure as either a short-term pilot project or long-term, permanent improvement. This would create an opportunity for a larger public space that could be improved with public art, landscaping and community branding to create a sense of place. This space can be used as a flexible community venue to host events such as music performances, pop-up retail and street fairs. Beyond this conceptual redesign of the Ogden right-of-way, longer term safety improvements may be implemented through the process of an engineering study involving the City and IDOT, which controls the drive lanes between the service drives.

VI. Finance & Development Incentives

FINANCIAL PRO FORMA

Development Program

Based on this community-preferred development concept, the City has modeled a mixed-use new construction project on the Site consisting of 50 units of mixed-income housing that includes LIHTC affordable housing units with 25,000 square feet of retail space. Anticipated project details for the estimated pro forma are as follows:

PROGRAM		
Use	Square Feet	Units
Retail	25,000 sf	
Residential	50,000 sf	50
Total Built SF	75,000 sf	
Total Land Area	42,300 sf	

Figure 29: Development program

- » Multifamily, mixed-income residential with a mix of unit sizes
- » Ground level retail (retail / service / community space)
- » Environmental remediation and site preparation
- » Surface parking in the back of the development accessible via public alley
- » Street tree planting in accordance with the Landscape Ordinance

Funding Implications

Given the market conditions in North Lawndale, it is difficult for new construction to achieve financial feasibility without significant financial assistance. The proposed development approach identifies building affordable housing as financially feasible due to the potential subsidies available. The goal is to create affordable housing products to support 50% AMI (area median income) where the Chicago median income is \$63,700 and 50% AMI is \$31,850. The estimated rent from affordable housing will not cover the construction and operating costs, creating a financial gap. Financial incentives (subsidies, incentives, grants, loans, and land write-downs) are being reviewed to fill that financial gap. The preferred development concept was analyzed to determine the amount of combined City financing needed to complete the project. As shown in the pro forma tables on the following page, an estimated “non-serviceable gap” of about \$9,529,177 has been identified. Pending a more rigorous underwriting process, the City is prepared to provide assistance as needed to complete the proposed project that best meets the development goals of the RFP.

Financial Pro Forma

Sources	\$	%
Debt Capacity	\$7,505,390	34%
Equity	\$1,188,774	5%
LIHTC - 4%	\$4,138,619	19%
Non Servicable Gap	\$9,529,177	43%
Total	\$22,361,960	100%

Uses	\$	%
Acquisition Cost	\$2,026,900	9%
<i>Land</i>	\$126,900	6.3%
<i>Site Prep</i>	\$860,000	42.4%
<i>Financing & Fees</i>	\$1,040,000	51.3%
Hard Cost	\$16,812,500	75%
<i>Commercial</i>	\$4,500,000	27%
<i>Residential</i>	\$12,312,500	73%
Soft Cost	\$3,522,560	16%
<i>Commercial</i>	\$1,024,000	29%
<i>Residential</i>	\$2,498,560	71%
Total	\$22,361,960	100%

Operating Pro Forma	
Gross Rentable Revenue	\$1,354,752
Effective Rental Income	\$1,197,014
Total Operating Expenses	(\$483,750)
Net Operating Income (NOI)	\$713,264
"All In" DCR	\$1
Debt Payment	(\$594,387)
Cash Flow after Debt	\$118,877

Figure 30: Financial pro forma

DEVELOPMENT INCENTIVES

Federal Incentives

Respondents are encouraged to consider federal development incentives in their proposals:

OPPORTUNITY ZONE

The subject property is in a census tract that has been designated an opportunity zone. Opportunity zones are designed to spur economic development by providing tax benefits to investors. First, investors can defer tax on any prior gains invested in a Qualified Opportunity Fund (QOF) until the earlier of the date on which the investment in a QOF is sold or exchanged, or December 31, 2026.

If the QOF investment is held for longer than five years, there is a 10% exclusion of the deferred gain. If held for more than seven years, the 10% becomes 15%. Second, if the investor holds the investment in the Opportunity Fund for at least ten years, the investor is eligible for an increase in basis of the QOF investment equal to its fair market value on the date that the QOF investment is sold or exchanged.

Cook County Incentives

Respondents can choose any single Cook County Tax Incentive Classification from the following:

CLASS 7A AND CLASS 7B PROPERTY TAX INCENTIVE CLASSIFICATION

The Class 7a Property Tax Incentive Classification (Class 7a) and Class 7b Property Tax Incentive Classification (Class 7b) were created by the Cook County Board of Commissioners to encourage the full utilization and new construction of commercial buildings in areas in need of commercial development. The Class 7a is for projects in which the development costs do not exceed \$2,000,000.00. The Class 7b is for projects in which the development costs exceed \$2,000,000.00.

In Cook County, commercial properties are assessed at an assessment level of 25%. Properties classified as Class 7a or Class 7b receive a reduced assessment level of 10% of fair market value for the first ten years, 15% for the eleventh year, and 20% for the twelfth year. The assessment returns to the full 25% level in the thirteenth year. While a certified ordinance from the City of Chicago supporting a Class 7a or Class 7b classification is required from the City of Chicago, such classification is ultimately determined by the Cook County Assessor. More information can be found in the Cook County Real Property Assessment Classification Ordinance.

City Incentives

Multiple City of Chicago incentives may be combined to provide financial support to the project:

ENTERPRISE ZONE

The subject property is located in Enterprise Zone 1. Exemptions are available for companies

that make minimum statutory investments that either create or retain a certain number of jobs. Such exemptions include, but may not be limited to, exemption on retailers' occupation tax paid on building materials, an exemption on the state utility tax for electricity and natural gas, and an exemption on the Illinois Commerce Commission's administrative charge and telecommunication excise tax. More information on the Enterprise Zone program's tax incentives can be found at <https://www2.illinois.gov/dceo/ExpandRelocate/Incentives/taxassistance/Documents/ezqa%202014.pdf>

NEIGHBORHOOD OPPORTUNITY FUND (NOF)

The Neighborhood Opportunity Fund receives funds from downtown development in order to support commercial corridors in many of Chicago's neighborhoods. Business and property owners may apply for grant funding that will pay for the development or rehabilitation of real estate and projects that support new or expanding businesses or cultural assets. More information can be found in the Neighborhood Opportunity Fund program manual.

NEW MARKET TAX CREDITS (NMTC)

Commercial or industrial development of the property can benefit by attracting investment from a qualified Community Development Entity. The investment can consist of a loan or equity participation. Residential projects are not eligible.

The NMTC program works by providing investors in a qualified CDE with a federal tax credit worth 39% of the initial investment. The credit is distributed over seven years and is provided in addition to any return on the investment in the CDE. In order to qualify as a CDE, the entity must be a corporation or partnership whose mission is to provide investment capital or services for low-income persons or communities. All of the money invested in the CDE must be used for investments in low-income communities.

In order to find a qualified CDE partner for your development, go to the U.S. Treasury's Community Development Financial Institutions Fund website at www.cdfifund.gov/programs. Select the link to the NMTC program and then scroll down to supplemental resources. You can download lists of qualified CDEs by name or by state.

TAX INCREMENT FINANCING (TIF)

TIF assists development projects by using the increased property tax revenue generated by these projects. TIF may provide reimbursement for eligible development costs such as land acquisition, site preparation, environmental remediation, building rehabilitation and repair, public infrastructure, professional fees, leasing commissions, up to 30% of the construction period interest costs, and job training. New construction is not an eligible expense except for development of low-income housing.

TIF assistance will be considered for projects that provide significant public benefits. Residential

projects over 10 units that receive TIF assistance must set aside 10% of the units for sale to or occupancy by households with incomes no greater than 60% of the Chicago Area Median Income for rental developments, or no greater than 100% of the Chicago AMI for for-sale developments, and 10% of the units for sale to or occupancy by households with incomes no greater than 50% of the Chicago Area Median Income for rental developments, or no greater than 80% of the Chicago AMI for for-sale developments. Non-residential developments or residential developments of less than 10 units must provide tangible public benefits such as affordable housing units, new or retained permanent jobs, new retail services in an underserved community, cultural activities, preservation of a historic building, social services, fiscal benefits, innovative environmentally sustainable features or other desired benefits identified in the TIF district's redevelopment plan.

Projects that receive TIF financing must pay prevailing wage rates for all construction jobs.

The amount of TIF assistance provided to a project is a function of the increased tax revenue that will be generated by the project over the remaining life of the TIF district, the demonstrated need for financial assistance, and the existence of eligible development costs. Applications for TIF assistance are processed by DPD. The selected respondent will be expected to work with the department in processing the TIF request.

LOW INCOME HOUSING TAX CREDITS (LIHTC)

Low-Income Housing Tax Credits (LIHTC) is a public-private partnership in which investors provide equity for low-income rental properties in exchange for a federal tax credit over several decades. Without the equity generated from the credit, affordable rental housing projects do not yield sufficient funds to remain financially viable. The City of Chicago Department of Housing (DOH) receives a limited number of these housing tax credits to allocate based on its population. LIHTC is the most significant resource for creating affordable housing in the United States today, making it highly competitive.

There are two types of LIHTC available through this program: 9% and 4%. The pro forma model presented in this RFP assumes an allocation of 4% tax credits.

A project selected through this RFP process is not guaranteed a LIHTC award through the DOH process. All RFP responses contemplating the use of LIHTC or other City financing for affordable housing will be subject to DOH's funding application requirements and must process separate applications in addition to the Invest South/West RFP process.

If your RFP response contemplates use of City financing for an affordable housing component, you are strongly encouraged to schedule an intake meeting with DOH to review any questions or concerns about the use or application of these resources. Please use the linked intake form, found here: <https://webapps1.chicago.gov/eforms/housingdevelopment>.

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VII. Submission Requirements

Respondents are advised to strictly adhere to the submission requirements described below. Failure to comply with the instructions may be cause for rejection. All submittals are subject to the Illinois Freedom of Information Act.

PRE-SUBMISSION CONFERENCE

An informational conference will be held on January 20th, 2021 at 2:00 p.m. C.S.T. virtually via Zoom. Meeting invites will be sent to applicants who register via this website: https://www.chicago.gov/city/en/sites/invest_sw/home.html. Attendance is not required, but is encouraged. All questions received prior to and during the Pre-Submission Conference, as well as the list of attendees, will be posted to the website above as soon as practicable. Department staff will be available to answer questions regarding the property, the goals and objectives of the RFP, and the submission requirements.

COMMUNICATION WITH THE DEPARTMENT

Respondents should refer to the INVEST South/West website for updates and additional information regarding this RFP: https://www.chicago.gov/city/en/sites/invest_sw/home.html. In addition, questions should be directed to Brian Hacker, AICP - Coordinating Planner, West Region - at brian.hacker@cityofchicago.org.

GOOD FAITH DEPOSIT

All responses must include a Good Faith Deposit of 10% of the appraised value (to be determined) in the form of a cashier's check or certified check made payable to the City of Chicago. Proposals submitted with an improper form of deposit or an insufficient dollar amount may be disqualified. Deposits will be returned to all non-selected respondents .

In the event a proposal is accepted, one-half of the deposit will be credited to the purchase of the property at closing and one-half will be retained by the City until the construction of the improvements is completed to the satisfaction of the City in accordance with the terms and conditions of the Redevelopment Agreement to be executed by the City and the selected developer. All respondents must complete and submit the Offer to Purchase form, which is provided in the Appendices.

SUBMISSION FORMAT

Submissions must be prepared as 8.5-by-11 inch PDF files. Drawings included with submissions must be formatted as no larger than 11-by-17 inches. If the respondent considers that certain portions of the

submission contain proprietary information, such portions should be clearly marked CONFIDENTIAL. All submittals are subject to the Illinois Freedom of Information Act.

One original and five copies of the proposal must be submitted, along with an electronic version on CD-flash drive. The original must be left unbound, contain original signatures and be marked ORIGINAL.

SUBMISSION CONTENTS

The submission must be organized so that each of the following numbered sections is included in the report in order and identified by tabs. All of the items described below must be provided.

1. Cover Letter and Proposal Summary Form

This section must include a cover letter that briefly describes the proposed development project, indicates the offer price, identifies the benefits that the project will create for the city and the neighborhood, and describes the respondent's experience in similar development efforts. The cover letter must be signed by an authorized representative of the responding entity. Insert the Proposal Summary Form, a sample of which is provided in the Appendices, immediately following the cover letter.

2. Respondent's Organization

This section must provide information concerning the respondent's organizational structure. Teams are strongly encouraged to engage in meaningful diversity, inclusion, and "partnership" in structuring a design team. The following information must be provided.

- a. A statement describing the legal form of the development entity, including identification of the principal representatives and individuals authorized to negotiate on its behalf. Provide a description of the contractual structure of the respondent (joint venture, partnership, etc.) and duties of respondent parties. DPD is likely to require copies of agreements, organizational documents, or letters of intent before selecting the winning proposal.
- b. An organizational chart that clearly illustrates the role of each team member, including developer(s), financier(s), architect(s), landscape architect(s), engineer(s), and community partners.

3. Respondent's Qualifications

This section must substantiate the ability of the development entity and key design / development team members to successfully complete the proposed project. The following information must be provided.

- a. Qualifications and experience of each entity and key staff person involved in the project.
- b. A description of the project development capability of the entity as evidenced by the ability to complete projects of similar scope, use or complexity within the last 10 years.

Submitted examples must include project identification, a brief description, duration, total development cost, and current status. Describe the involvement of the team or team member in the development, implementation, or management of the project and the names and roles of key personnel. Provide contact information for references.

- c. A description of the financial capacity of the entity as evidenced by the ability to finance projects of similar scope, use or complexity completed within the last 10 years. Submitted examples must include project identification, a brief description, current status, type of financial structure, sources of debt financing, public financial support if any, and the size of the equity investment.
- d. A description of the project design capability of the entity as evidenced by the ability to complete projects of similar scope, use, or character within the last 10 years. Submitted examples must include project identification, a brief description, duration, total development cost, and current status. Describe the involvement of the team or team member in the design, implementation, or management of the project and the names and roles of key personnel. Include examples from all appropriate professions (e.g. architecture, landscape architecture, urban design, interior design, engineering, etc.). Provide contact information for references.
- e. A description of experience redeveloping sites with environmental contamination, including remediation performed and NFRs obtained from IEPA.
- f. A description of experience rehabilitating and adaptively reusing historic buildings.

4. Commitment to Design Excellence

Describe respondent's approach to excellence in design across development projects. Reference previous work in communities like the South and West Sides of Chicago to illustrate the caliber of design in similar settings. Describe how the team will achieve the goals of the City's Design Excellence Principles in this project.

5. Project Narrative

This section must provide a detailed description of the project and the ways in which it satisfies the goals and objectives of the RFP. The following information must be provided.

- a. A detailed description of the proposed project, including how environmental and community requirements will be met
- b. A description of intended users of the development and identification of proposed tenants or end-users if known
- c. A justification of any request for financial assistance or land price write-down

6. Plans and Drawings

The urban design and development drawings and descriptions provided in this RFP represent a starting point for the design of the site. The uses, massing, and site design shown in this document have been reviewed by DPD and community members and have been determined to meet the desired development principles. Still, the Department expects that proposals may amend or revise these plans to implement unique development visions.

Provide scaled drawings that illustrate the overall character and planning of the development. Each drawing should be no larger than 11-by-17 inch format and be included in each of the submissions. At a minimum, the following drawings, plans, and descriptions must be provided:

- a. A site plan showing proposed site configuration, building footprint, landscaping, ingress and egress, parking and loading
- b. At least three massing alternatives for the proposal, including the preferred alternative
- c. Floor plans showing floor area totals
- d. Elevations of all facades; elevations shall identify building materials, building heights, openings, and other facade details.
- e. Color eye-level renderings, including renderings of the landmark firehouse as appropriate
- f. Other plans, drawings, or models at the respondent's option.

7. Financial Information

Each respondent must submit a complete financial plan. In this section, respondents must present the applicable financial forms, which must follow the format indicated in the sample documents presented in the appendices. The City reserves the right to request from the respondent and/or each team member a complete set of current audited financial statements or any other financial documentation. The following financial information must be provided.

- a. A narrative overview of the financial structure of the proposal. The respondent must identify the sources of equity investment and the sources and terms of lender financing. If the property will be a rental development, describe the development team's management experience and plan. If the property will be owner-occupied, provide evidence of the financial capacity to maintain and operate the property long-term.
- b. Sources and uses of funds statement, Development budget including costs to meet the environmental requirements, and Pro-forma cash flow projection for rental projects or sales revenue projection for for-sale projects. (Sample format provided in appendices).
- c. Project completion schedule with key dates.

8. Affirmative Action Plan

The respondent must commit to implement an affirmative action program designed to promote equal opportunity in every aspect of procurement of goods and services. The affirmative action program shall include, but not be limited to the following:

- a. A statement of commitment to achieving the minimum participation in contract expenditures of 26% for MBEs and six percent for WBEs.
- b. A written plan outlining a strategy for utilization of women and minority business enterprises in the proposed development. The plan must include designation of sufficient staff to administer the program and a description of the procedures that will be instituted to assure achievement of the program's goals.

9. Economic Impact

The respondent must provide an estimate of any new or retained permanent jobs that will be generated by the project and include an analysis in support of these claims. An estimate of the number of temporary construction jobs expected to be generated by the project must also be provided.

10. Legal Actions

The respondent must provide a listing and description of all legal actions of the past three years in which the firm (or any team member) has been:

- a. A debtor in bankruptcy.
- b. A defendant in a lawsuit for deficient performance under a contract.
- c. A defendant in an administrative action for deficient performance on a project.
- d. A defendant in any criminal action.

11. Special Conditions

This section is reserved for a description of any special conditions that the respondent may offer to, or request from, the City.

12. Forms and agreements (refer to appendices for documents)

All necessary forms and agreements should be included in this section, as follows:

- a. Confidentiality Agreements signed by each principal, project manager, and key team member identified in the proposal. The signed confidentiality agreements must be received before the submission will be considered final.
- b. Offer to Purchase to be signed and dated by the authorized representative of the respondent.

SUBMISSION ADDRESS AND DEADLINE

The original and five copies of the proposal, as well as a flash drive containing all digital files, must be delivered to the location below in a sealed envelope no later than 4:00 p.m. C.S.T., March 30, 2021. Upon request DPD will confirm acceptance of the delivery in writing. Late deliveries will not be accepted. The respondent is solely responsible for ensuring timely delivery, and any proposal received after the deadline will be returned unopened.

Submit proposals to the following address:

City of Chicago
Department of Planning and Development
Maurice D. Cox, Commissioner
City Hall Room 1000
121 N. LaSalle St.
Chicago, IL 60602
Attention: Brian Hacker, AICP

The outside of each envelope must be labeled as follows:

Request for Proposals
For the Purchase and Development of
Ogden Avenue INVEST South/West RFP Site
Respondent: Name of Respondent
Package Number __ of __

VIII. Selection Process

EVALUATION AND APPROVAL

The Department of Planning and Development will review the submissions in accordance with the evaluation criteria described below. The Department may recommend a shortlist of respondents who may be asked to answer the department's questions, provide additional information, or make an oral presentation.

The DPD Commissioner may recommend that negotiations be commenced with one or more selected development teams. As a result of these negotiations, the selected proposal(s) may be amended or revised in order to best serve the city's interests. The selected proposal will be presented to the Community Development Commission (CDC) for a recommendation to the City Council. If recommended, a redevelopment agreement will be drafted for submission to the City Council. Only the City Council is empowered to provide final approval of the redevelopment agreement and permission for conveyance of the property. Following City Council approval, DPD will have authority to enter into the redevelopment agreement and there will be authority for the property to be conveyed as described in the agreement.

Evaluation Criteria

The City is committed to inclusive economic development that increases the capacity of and participation from racial and ethnic minorities, and residents who are members of other historically disadvantaged groups.

As part of INVEST South/West, this RFP has dual goals: one is to build development sites in an identified community area on the South and West Sides of Chicago, and another is to maximize the participation of residents and ownership of businesses reflecting the diversity of the INVEST South/West communities in all phases of a project – including, but not limited to, design, development, construction, financing, and operations.

For these reasons, the following three criteria will be critical in the review and evaluation of submitted proposals:

Promotion of Short-term and Long-term Community Wealth Building

The RFP is seeking:

- » Bidding teams formed through creative / innovative “partnership” models that showcase equitable control, ownership, and/or decision-making authority of historically disadvantaged business partners reflecting the demographics of the INVEST South/West community areas, which are predominantly Black and Latinx; proposal must include details about how the

proposed respondent will be structured (e.g., corporation, limited partnership, limited liability company, etc.), including the name of its executive officers, directors, general partner, managing member(s), etc., as applicable, that directly or indirectly control respondent's day-to-day management and the percentage of interest of each therein.

- » Inclusion of entities in said "partnership" with a proven track record of commitment to promoting equity and racial justice (e.g., record of work to dismantle policies and practices that compromise the well-being of communities of color), and/or bidder(s) that are Black or Latinx-owned businesses, and/or bidder(s) that prioritize employment of Black and Latinx employees, especially in corporate leadership/decision-making roles or Board positions
- » Inclusion of bidder(s) with a proven track record of working and making investments in South and West Side communities of Chicago
- » Collaboration with and support from community-based organizations, community residents, historically disadvantaged business owners, and Alderpeople)
- » Commitment to economic development and other benefits to the city and, in particular, the surrounding community, including but not limited to, opportunities (through development itself or through intended end-use) for newly-created jobs focused on employment from the community
- » Level to which the intended end-use will create opportunities to promote local small business development, arts/cultural-based businesses, community space, and/or entrepreneurial opportunities for community residents
- » Beyond the composition of bidding teams/partnerships themselves, bidders are required to unequivocally commit to a strategy for diversity in participants during implementation, aligned with the goals of the City of Chicago¹. Respondents shall provide the following:
 1. Verifiable percentages of actual MBE/WBE participation achieved on at least three representative projects in the last three years. Applicable to any member of the design-build entity (lead entities' experience preferred);
 2. Verifiable percentages of minority, female, and Chicago resident labor actually employed on three representative projects in the last three years. Compare these percentages to any employment goals to which the firm was committed; and
 3. Demonstrated plan for this project to utilize meaningful percentages of minority, female, and Chicago resident labor (e.g., description of bidding process and plan to hold contractors accountable)

¹ MBE/WBE participation requirements will be based on the aggregate value of the agreement for both professional and construction / general contracting services. The MBE participation goal for this project is 26%; the WBE participation goal for this project is 6%.

Professional & Technical Competence

The RFP is seeking:

- » Completeness and responsiveness of the proposal
- » Professional and technical competence as evidenced by the professional qualifications and specialized experience of development team, current and past performance of the development team on projects similar to the proposed project, and current and past performance on other projects
- » Quality of the development concept and conformity of that concept to the development program, goals, objectives, requirements, and parameters set forth in the RFP; in particular, quality of the development concept aligned with the community's Quality-of-Life plan(s) and/or committed to preservation of local cultural heritage
- » Innovation demonstrated by the project in terms of achieving programmatic goals, urban design objectives, and environmental benefits. Special consideration will be given to those proposals that exhibit new and creative ways of attaining the goals stated in the RFP
- » Commitment to high-quality design and an exhibition of adherence to the recently released Design Excellence Principles
- » Project completion schedule

Economic Feasibility

The RFP is seeking:

- » Respondent's financial qualifications as evidenced by the proven ability to obtain financing for similar projects, by the ability to raise equity capital, by indications of lender interest in the proposed development, and by financial statements, annual reports or other submitted documentation
- » Amount of public assistance requested, if any, and the proportion of public assistance to the total project cost
- » Total project cost, amount of equity contribution, and proportion of equity contribution to the total project cost

Note: The City of Chicago reserves the right to contact all partners to clarify their proposed roles in the project to clarify the details of the partnership structure.

SELECTION PROCESS

The City of Chicago will review the submissions in accordance with the evaluation criteria described above. Evaluation will be made in three steps:

4. The City of Chicago will review all submissions according to required criteria and feasibility.
5. The Department of Planning and Development will engage community members and Alderpeople via the INVEST South/West Neighborhood Roundtables on a short-list of proposal submissions. Community members will have the opportunity to ask the bidders/bidding teams questions about their (sanitized) proposals and provide feedback.
6. The City of Chicago will make a final determination of the chosen submission based on evaluation criteria described above.

All bidders/bidding teams that are not chosen will have the opportunity for detailed feedback from the Department of Planning and Development. The objective is to improve submissions to future RFPs in INVEST South/West community areas, as well as contribute to the capacity building of developers across the city – in particular, Black and/or Latinx developers.

The selected respondent will be invited to complete a Multi Family Financing Application with the Department of Housing for consideration of financial assistance for the residential components of the proposed development.

CANCELLATION

The City reserves the right, at any time and in its sole and absolute discretion, to reject any or all submissions, or to withdraw the RFP without notice. In no event shall the City be liable to respondents for any cost or damages incurred by respondents, team members, consultants, or other interested parties in connection with the RFP process, including but not limited to any and all costs of preparing the preliminary cost budget, architectural drawings and renderings or other submitted materials, and participation in any conferences, oral presentations or negotiations.

CONDITIONS OF ACCEPTANCE

The City reserves the right to request clarification and/or additional information from the respondents during the evaluation and selection process. Any respondent that makes a material misrepresentation will be eliminated from further consideration. The City reserves the right to disregard any informality in the submission.

All submitted materials are the property of the City. Any release of these materials for publication without the prior written permission of DPD is cause for disqualification.

Prior to consideration of the selected proposal by the CDC and the City Council, the selected respondent will be required to disclose additional information concerning the structure and ownership of the development entity. Before the proposal can be considered by either body, all individuals having an economic interest in the project must be free of all delinquent City fines, tickets, fees, or penalties,

and must not be in arrears of child support payments. DPD will provide the necessary forms.

Prior to consideration of the selected proposal by the CDC, the respondent will be required to provide notification of the pending project to several minority and women contractor's associations (DPD will provide contact information), and to inform the department's workforce specialists of permanent job opportunities. Prior to the start of construction, the selected respondent will be required to meet with a representative of the City's monitoring and compliance division to review the respondent's plan for satisfying the City's construction hiring and MBE/WBE goals.

The selection of a winning proposal does not commit the City to action until the City enters into a redevelopment agreement with, and conveys the land to, the selected respondent. The redevelopment agreement must be consistent with the terms of the RFP and all representations made by the applicant regarding the identification of the development team and description of the redevelopment project. The redevelopment team must demonstrate, without limitation, the wherewithal to complete the proposed redevelopment project.

Prior to completion of the project and issuance of a Certificate of Completion by the City, the developer may not, without the prior written consent of the City, directly or indirectly do any of the following: sell the property or any interest in it; create any assignment with respect to the proposal or the redevelopment agreement; contract or agree to sell the property or any interest in it; or contract or agree to create any assignment with respect to the proposal or the redevelopment agreement. The City may require that the preceding conditions extend for a period of time beyond the issuance of a Certificate of Completion.

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Acknowledgments

North Lawndale INVEST South/West Roundtable

As part of the INVEST South/West Initiative, a North Lawndale Community Roundtable was assembled by the Department of Planning and Development (DPD). This group of stakeholders includes local Aldermen, community organizations, institutional leaders, business owners, and residents. This group also participated in the June 2020 Visioning Workshop, which helped shape the ultimate development vision for the site. DPD is grateful for the input of this group, as well as those members of the community who are not listed, but who also joined occasional Roundtable sessions on an ad hoc basis.

- » Alderman Michael Scott, Jr., 24th Ward
- » Alderman Michael Rodriguez, 22nd Ward
- » Commissioner Dennis Deer, Cook County District 2
- » Apratha Boxton, North Lawndale Community Coordinating Council
- » Pastor James Brooks, Lawndale Christian Health Center
- » Rodney Brown, New Covenant Community Development Corporation
- » Haman Cross III, Freedom House Studios
- » Christyn Freemon, North Lawndale Employment Network
- » Jessie Green, North Lawndale Community Coordinating Council
- » Rochelle Jackson, North Lawndale Community Coordinating Council
- » Angela Mason, Chicago Botanic Garden
- » Sheila McNary, North Lawndale Community Coordinating Council
- » Bruce Miller, Lawndale Christian Health Center
- » Brenda Palms-Barber, North Lawndale Employment Network
- » Mara Ruff, Sinai Health System
- » Richard Townsell, Lawndale Christian Development Corporation
- » Debra Wesley, Sinai Community Institute

Pro-Bono Consultant Team

Studio Gang provided planning and design assistance in the development of this RFP. Their staff collaborated with DPD to engage stakeholders, study the site conditions and create a development vision. The following staff members contributed to this effort:

- » Jeanne Gang, Founding Principal and Partner

- » Mark Schendel, Managing Principal, Partner
- » Gregg Garmisa, Principal and General Counsel
- » Chris Bennett, Senior Project Leader
- » Caroline Acheatel, Design Team Member

