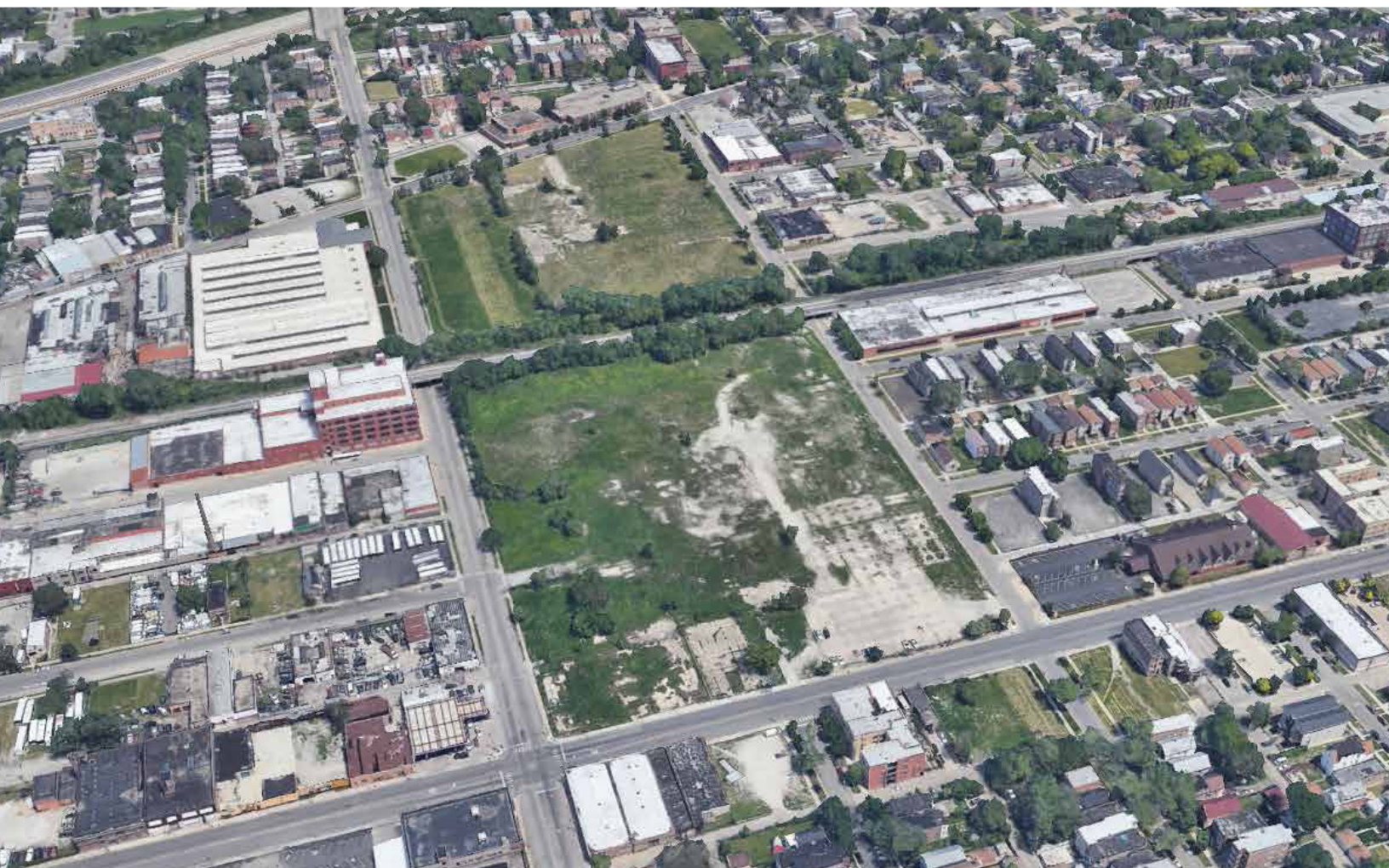




**City of Chicago**  
Lori E. Lightfoot, Mayor

# Request for Proposals

# 4300 W. Roosevelt Road



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

**September 28, 2020**



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

## 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. It includes the largest piece of vacant land on the West Side of Chicago, presenting a unique opportunity to create a development that benefits North Lawndale families, workers and visitors.



Its location and scope were coordinated following years of community discussion led by Ald. Michael Scott Jr. involving residents, businesses and other stakeholders.

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. Additionally, the RFP includes renderings of potential development concepts that were provided on a pro bono basis through a partnership between DPD and students at the Illinois Institute of Technology's College of Architecture.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Maurice D. Cox". The signature is stylized with a large, sweeping "M" and a long, trailing "C".

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 twenty five publicly-owned parcels at 4300 W. Roosevelt Road and 4301 W. Fifth Ave. Collectively, these parcels make up the Roosevelt & Kostner site (the “Site”). Responses to this RFP should build on the recommendations of related area plans, including the Roosevelt/Cicero TIF Redevelopment Plan and the 2018 North Lawndale Neighborhood Quality-of-Life Plan. In addition, development plans should reflect the City’s commitment to high-quality design, as outlined in the recently released Design Excellence Guidelines.

## THE OPPORTUNITY

The Site constitutes the largest piece of vacant land on the West Side of Chicago. The City, community, and selected respondent have an opportunity to create a development that is truly of benefit to the people of North Lawndale.

### **Local Jobs & Economic Empowerment**

The main goal of the RFP is to redevelop this former industrial site with job-generating opportunities for local residents, according to community priorities stated at the end of Section 4. In addition to local jobs, RFP respondents should address in their proposals training and advancement as well as unique ownership and wealth-building opportunities. As a long-vacant site that many have had to live around, there is a chance to build a better industrial space that economically empowers the surrounding area.

### **A Good Neighbor**

Increasing modern industrial jobs brings with it more noise and traffic than this vacant property has seen in decades. Because of these concerns, a thoughtfully designed site that minimizes negative effects of the land use and maximizes community wellness is also a priority for the RFP. This document includes Development and Design Guidelines in Section V, which include recommendations for parking & access, the site design, massing & facade, and interaction with the public realm.



**Figure 1:** Aerial of development site (view from the southwest)

## **INVEST South/West**

INVEST South/West is an unprecedented community improvement initiative from Mayor 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 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 priority sites. In addition, as noted in the following sections, a host of incentives and supportive investments have been advanced to spur development on this important site, and the City is committed to building on the momentum of the Roosevelt & Kostner development to transform this important site.

## **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. In doing so, the initiative will help create a more equitable Chicago in which everyone has what they need to thrive, no matter who they are or where they live.

INVEST South/West's definition and overall framework of community wealth building comes from Democracy Collaborative. The definition is as follows: "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.

The Roosevelt & Kostner development presents the opportunity to serve as a demonstration of eTOD best practices, leveraging considerable access to transit while encouraging 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/>) and the Metropolitan Planning Council (<https://www.metroplanning.org/work/project/30/subpage/5>).

## THE VISION - A VIBRANT EMPLOYMENT HUB

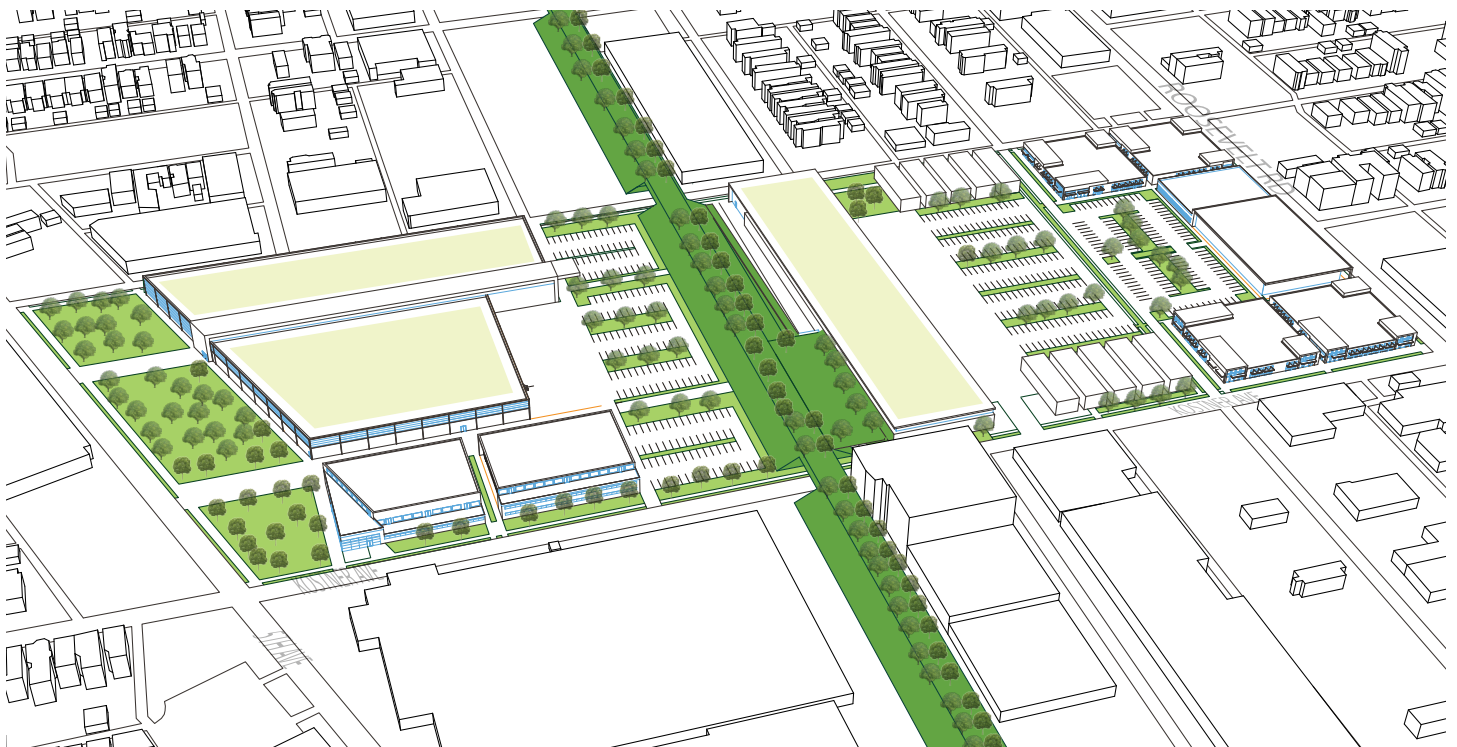
The development concept shown in this document includes landscaped public space along the current CSX rail corridor to imagine a potential future connection to a “rails with trails” project. This plaza space allows pedestrian spaces and community activities ensuring a sense of place. The result is a substantial revitalization of one of North Lawndale’s key sites, and in turn, the catalyzation of redevelopment for the entire industrial corridor

Finally, new investment such as this needs to create opportunities for local wealth creation by either the participation of local developers in the development and construction and/or partnerships with local organizations, local business tenants, and local property ownership opportunities.

### 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. 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 were developed by the Department of Planning and Development in collaboration with series of stakeholders. They have informed an environment of Design Excellence in Chicago.



**Figure 2:** Rendering of possible development

**Image Source:** Illinois Institute of Technology College of Architecture, Chicago DPD

- » **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. In addition, the Department of Planning and Development has forthcoming Neighborhood Design Guidelines to assist developers and designers in the application of Design Excellence to their projects. Proposals are expected to follow these Guidelines, which will be available online in the near future.

## SITE QUICK FACTS

- » **Property Area:** 905,590 SF (20.8 Acres)
- » **Site Location:** The area bounded by Roosevelt Road on the south, Fifth Avenue on the north, and Kostner and Kildare Avenues on the west and east (not including CSX owned rail right-of-way that bisects the Site)
- » **Address:** 4300 W. Roosevelt Road & 4301 W. Fifth Ave..
- » **Community Area:** North Lawndale
- » **Ward:** 24th - Alderman Michael Scott Jr.
- » **TIF:** Roosevelt/Cicero TIF
- » **Zoning:** PD 1352 (south property, underlying zoning C3-1) & PD 1351 (north property, underlying zoning M2-2)
- » **PINs:** 25 individual PINs on the Site, listed in page 18

## RFP AVAILABILITY

This RFP will be available for download starting September 28, 2020 at [https://www.chicago.gov/city/en/sites/invest\\_sw/home.html](https://www.chicago.gov/city/en/sites/invest_sw/home.html).

## KEY MILESTONES

### Pre-Submission Conference

An informational conference will be held on October 20, 2020 at 2 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](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 as soon as practical. Department staff will be available to answer questions regarding the property, the goals and objectives of the RFP, and the submission requirements..

## **PROPOSAL SUBMISSION DEADLINE**

All responses to this RFP must be returned no later than 4 p.m. C.S.T. on December 24, 2020 to:

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

# II. Neighborhood Context

## OVERVIEW

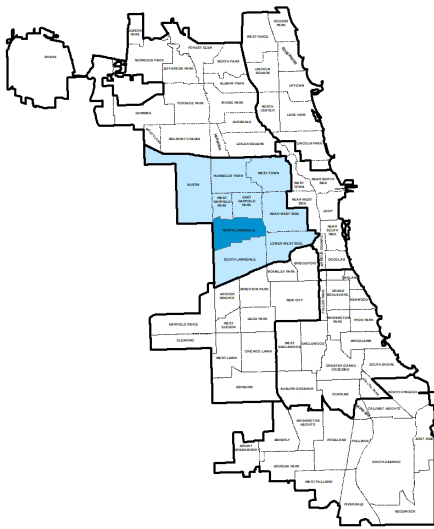
The subject property is located in North Lawndale, one of the 77 official community areas of the City of Chicago. The property is within the Roosevelt/Cicero industrial corridor and contains other industrial land uses to the west. Residential districts and commercial corridors flank the corridor to the north, east, and south, and complement a solid urban fabric in the area.

### Community History

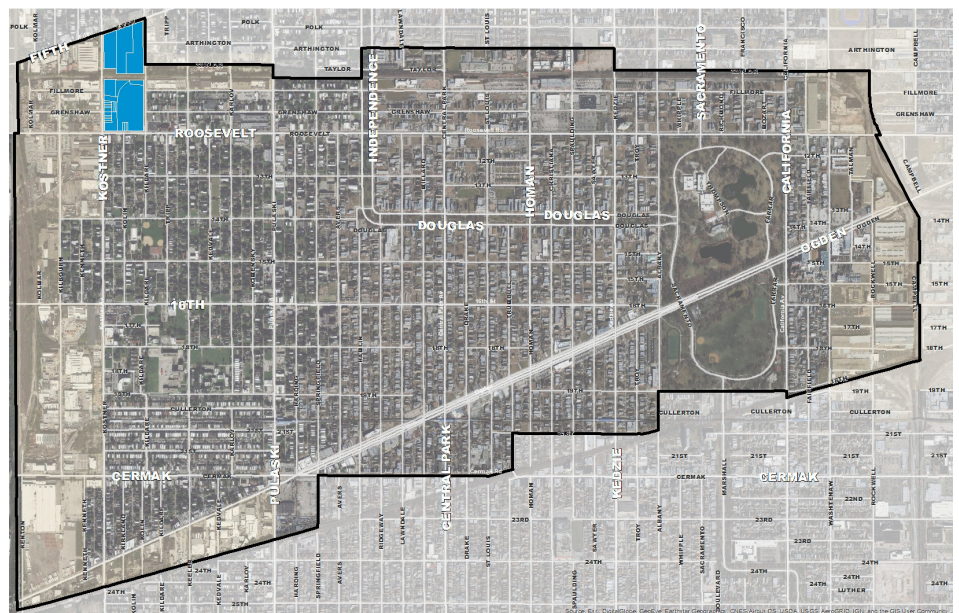
The Site is located on the western side of the North Lawndale community. The community covers the part of the western border of the City of Chicago and is adjacent to the suburb of Cicero.

North Lawndale has a long industrial history. The development of major employers within and adjacent to the community lead to the first population boom. These employers included the McCormick Reaper Works, the Western Electric Plant in nearby Cicero, and the headquarters of Sears, Roebuck & Co. in what is now known as Homan Square.

Decades of racial change and disinvestment created a modern-day neighborhood that is substantially smaller than its peak population. Changes in industrial technology and employment have transformed the nature of work in the community.



**Figure 3:** North Lawndale within City of Chicago and DPD's West Planning Region



**Figure 4:** The Site within North Lawndale (industrial corridors shown in light yellow)

## KEY INVESTMENT ASSETS

### Urban Fabric & Land Use

The property is within the Roosevelt/Cicero Industrial Corridor and along major arterials Roosevelt Road, Kostner Ave, and Fifth Ave. Industrial uses extend west from the Site as well as residential neighborhoods north, east, and south of the Site. Roosevelt Road is a major commercial corridor extending along the southern border of the South Property. Major industrial users include various manufacturing businesses and furniture wholesalers. Retail extends east from the corridor, including a Dollar General, Subway, and small strip retail centers east of the RFP site. Outside of the Roosevelt/Cicero industrial corridor, all adjacent land is residential, composed of largely 1- to 4-unit properties.

### Anchor Institutions

Key neighborhood institutional anchors and employers spread throughout North Lawndale. The Site is along a stretch of Roosevelt Road with active retail uses, including a nearby Dollar General, Subway, and other stores. Stable residential uses are located beyond the corridor, primarily one- to three- unit buildings.

- » **Lawndale Christian Health Center** provides wellness and quality, affordable healthcare for Lawndale and neighboring communities
- » **North Lawndale Employment Network (NLEN)**, serves under- and unemployed residents of the community with a focus on citizens returning from incarceration and many others facing day-to-day hardships
- » **Mt. Sinai Hospital** is a 288-bed, Level 1 Adult Trauma Center and teaching hospital, and has the second highest number of newborns delivered of any hospital in Chicago
- » **New Covenant CDC** is a community development organization with a mission of economic development, workforce training, and other services
- » **UCAN**, serves at-risk children, youth, and families with a continuum of care for healing from trauma and empowering future leaders
- » **Chicago Police District 11** is located 1-mile east of the Site on South Kedzie Avenue, and serves the Site.
- » **Chicago Police District 10** serves most of the North Lawndale community, including the larger part of the community area south of Roosevelt Road.
- » **Schools and churches** serve as important anchors in North Lawndale. The community contains 24 schools (18 elementary schools and 6 high schools). North Lawndale also has over 20 churches serving a variety of faiths and congregations in the community.

## **Transportation & Infrastructure**

The property is located along major arterials in West Roosevelt Road and South Kostner Avenue. Per the Illinois Department of Transportation (IDOT) West Roosevelt Road has a traffic count of approximately 16,600 cars per day and South Kostner Avenue has a traffic count of approximately 14,600 cars per day. The subject property is approximately quarter-mile south of Interstate 290.

The Site is a walkable half-mile southwest of the CTA Blue Line Pulaski station, which saw average weekday boardings of 1,825 people in 2019. The Site is also along CTA bus routes #12 Roosevelt Road and #7 Fifth Ave.

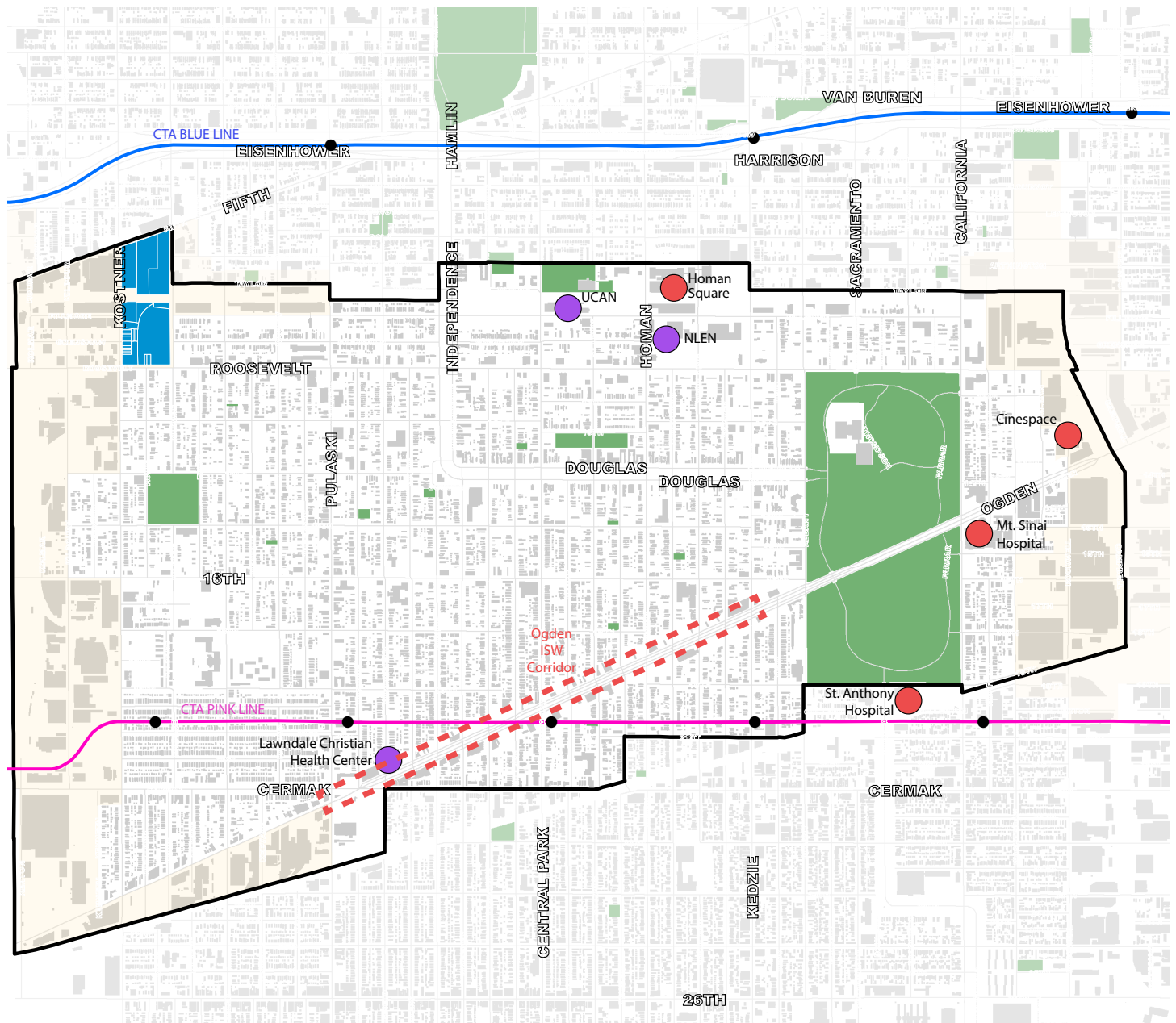
There is a Divvy bike sharing station at Pulaski Road and Interstate 290. Additional stations are located at half-mile increments north and east of the property.

## **Parks**

The Site is located 0.75-miles southwest of Garfield Park and 1.5-miles west of Douglas Park. Benjamin Franklin Park is two blocks south of the Site. Multiple smaller parks are located throughout North Lawndale and adjacent community areas.

## **Other Development: 1,000 Homes**

A consortium lead by United Power, the Lawndale Christian Development Corporation, and the Department of Housing is advancing a “1,000 homes for North Lawndale” project, to complete 1,000 affordable new construction homes for households making \$45,000 a year, and sell to existing neighborhood residents.



**Figure 5: Community Assets & Parks**  
**Image Source: Chicago DPD**

# III. Property Description

## IDENTIFICATION OF THE PROPERTY

The subject property is located in the North Lawndale community area at 4300 W. Roosevelt Road and 4301 W. Fifth Ave., approximately 6 miles west of downtown Chicago. The property is bounded by West Roosevelt Road on the south, West Fifth Avenue on the north, South Kildare Avenue on the east, and South Kostner Avenue on the west. Please refer to the addenda for maps and other site information.

## OWNERSHIP

The City owns the entire Site (excluding the CSX railroad right-of-way that bisects the property). The City will convey the Site to the selected respondent under the terms of an executed Redevelopment Agreement. The City will not provide assistance in acquiring or securing rights to any of the adjoining properties.

## SITE DESCRIPTION

The subject site is 25 individual parcels that collectively make up two large properties, the southern property totaling 11 acres and the northern property totaling 9.8 acres. These two properties collectively make up the Site. The former Copenhagen Snuff factory has been demolished and vacant for decades. The site is level at street grade with a above-grade CSX railroad line bisecting the Site between the north and south properties. The property is served by public alley to the north. Please refer to the addenda for a survey, maps, and photographs.

This site of a former Copenhagen snuff plant has a long history as a vacant property. After clearance of the land, the site sat vacant for years and was an illegal dump. Most recently, Alderman Scott Jr.'s office has received numerous development proposals for the site. A private entity had a redevelopment agreement on the site but did not complete new development and the RDA has since expired. The RFP is intended to create a transparent process by which many proposals can be evaluated to determine the best match for City and community priorities.

## EXISTING IMPROVEMENTS

The property contains nearly 21 acres of vacant industrial land. Utility connections available to the Development Sites include sanitary sewer, water, storm sewer, electric, gas, phone, and stormwater management.



**Figure 6:** South property looking northeast Roosevelt & Kostner Aves



**Figure 7:** South property looking northwest Roosevelt & Kostner Aves

	<b>South Property</b>	<b>North Property</b>
Property Index Number(s)	16-15-415-22-0000, 16-15-425-01-0000, 16-15-425-02-0000, 16-15-425-03-0000, 16-15-425-04-0000, 16-15-425-05-0000, 16-15-425-12-0000, 16-15-425-13-0000, 16-15-425-14-0000, 16-15-425-15-0000, 16-15-425-16-0000, 16-15-425-17-0000, 16-15-415-12-0000, 16-15-415-13-0000 , 16-15-415-14-0000, 16-15-415-15-0000, 16-15-415-16-0000, 16-15-415-17-0000, 16-15-415-18-0000, 16-15-415-19-0000, 16-15-415-20-0000, 16-15-415-21-0000	16-15-415-01-0000, 16-15-415-02-0000, 16-15-415-03-0000,
<b>Ownership</b>	City of Chicago	City of Chicago
<b>Address</b>	4300 W. Roosevelt Road	4301 W. Fifth Ave.
Lot Size (SF)	484,704 (11.1 acres)	424,886 (9.7 acres)
<b>Lot Shape</b>	Rectangular	Trapezoidal
<b>Location</b>	Full Block	Full Block
Frontage	W Roosevelt Road : 625 ft S Kostner Ave: 800 ft S Kildare Ave: 800 ft	W Fifth Ave.: 650 ft S Kostner Ave: 865 ft S Kildare Ave: 835 ft
<b>Condition</b>	Vacant Industrial	Vacant Industrial
<b>Zoning</b>	PD 1352 (underlying zoning C3-1)	PD 1351 (underlying zoning M2-2)

**Figure 8:** Property description table

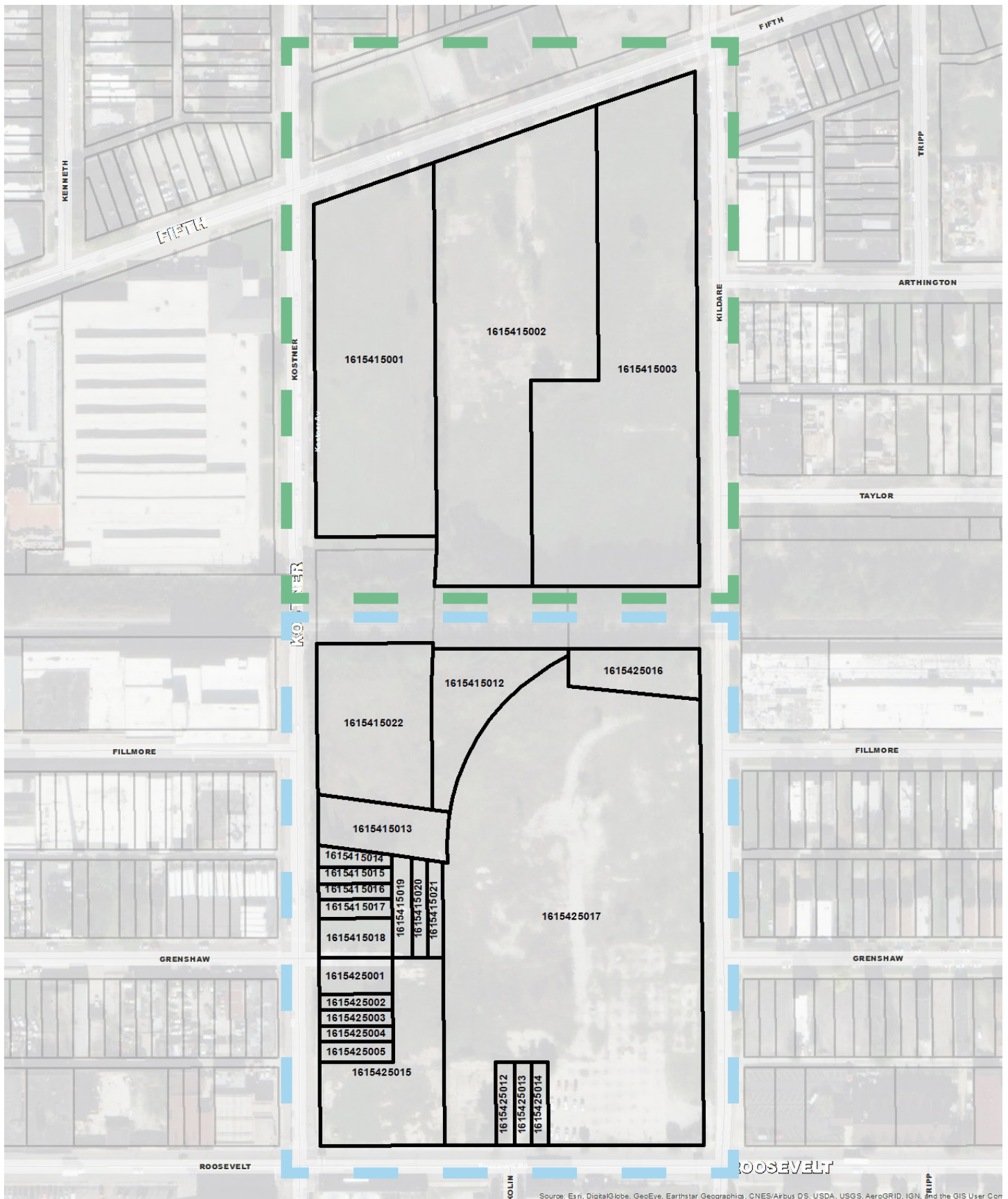


Figure 9: Site parcels

## 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.

The selected respondent is also responsible for reconstructing sidewalks and relocating street lighting standards, fire hydrants, or other facilities within the public way if such work is necessitated by the redevelopment project. Any construction in the public way must be made according to the City's specifications, and the work must be fully bonded.

## ENVIRONMENTAL AND SOIL CONDITIONS

The City of Chicago makes no representations, warranties or covenants as to the suitability of the land for any purpose whatsoever. The City has not performed a geotechnical analysis of the site, and the City makes no representations, warranties or covenants as to the suitability of the land for any purpose whatsoever. It is the responsibility of the selected respondent to investigate the environmental and geotechnical conditions of the site, and any studies performed will be at the respondent's cost. 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.

A Phase I Environmental Site Assessment (ESA) conducted in conformance with American Society for Testing and Materials (ASTM) E- 1527-13 is required and must be performed within 180 days prior to acquisition.

Many environmental investigations and remedial activities have occurred at the Site since January 1996, when the City began properly disposing of illegally dumped material as part of the Silver Shovel cleanup. Numerous reports for each of the portions of the Site have been performed in the subsequent years and approved by the Illinois Environmental Protection Agency (IEPA) Site Remediation Program (SRP), including Phase I and II Environmental Site Assessments, Comprehensive Site Investigation/ Remediation Objectives Report/Remedial Action Plans (CSIR/ROR/RAP).

Results of the investigations show the Site contains low levels of volatile organic compounds (VOCs) polynuclear aromatic hydrocarbons (PAHs), lead, arsenic and polychlorinated biphenyls (PCBs) above industrial/commercial (I/C) remediation objectives (ROs). The results of the previous CSIR/ROR/RAP indicated that an engineered barrier is required across the entire Site, consisting of either asphalt; concrete; or an approved geomembrane and 18 inches of clean fill. Modeling was performed that showed that a soil vapor barrier is not needed for any future buildings.

Based on the results of previous investigations, the Site must be re-enrolled in the Illinois Environmental Protection Agency's (IEPA) Site Remediation Program (SRP) and a comprehensive No Further



**Figure 10:** North property looking southeast from Fifth & Kostner Aves



**Figure 11:** North property looking southwest from Fifth & Kildare Aves

Remediation letter that meets applicable future land use criteria obtained prior to occupancy.

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.

The City is in the process of removing underground storage tanks (USTs) that are thought to be located on the Site. Any additional USTs discovered during the redevelopment activities, must be removed, and closed in accordance with applicable regulations including Title 41 of IAC Part 175, and any identified leaking USTs must be properly addressed in accordance with 35 IAC Part 734.

City shall have the right to review in advance and approve all SRP documents prior to submittal to IEPA and any changes thereto. In addition, for developments that will include residential use, an environmental performance deposit may be required.

## TARGET PRICE

The City does not have a target price for the property. The successful respondent to this RFP will provide the best overall offer to the City, which will consider a combination of factors, such as (a) commitment to local employment growth and ownership opportunities; (b) building out the remainder of the site with uses that maximize benefits to the surrounding residents; and (c) offering a financial package that will maximize the overall value to the City while ensuring the long-term viability of the proposed development.

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# IV. Planning Framework & Development Potential

Development of the property 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. Plans have been prepared for designated Redevelopment Project Areas to ensure that redevelopment activity contributes to the revitalization of the community. The following sections describe the zoning regulations, landmark requirements, and plans that affect the property. Copies of the ordinances and plans are available from DPD.

## REGULATORY CONTEXT

### Zoning

The property is located in PD 1352 (south property, underlying zoning C3-1) & PD 1351 (north property, underlying zoning M2-2) and is within the Roosevelt/Cicero Industrial Corridor. This zoning designation will allow for most developments of the property that follow the goals and objectives of the RFP. The City will be supportive of projects that seek re-zoning to better achieve the 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 and Bureau of Forestry for public way requirements.

### 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 percent reduction in impervious surfaces from an established baseline).

### **Updated Chicago TOD Ordinance (2019)**

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

### **Affordable Requirements Ordinance**

The current City of Chicago's Affordable Requirements Ordinance (ARO) 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 percent of their units at affordable prices (20 percent if financial assistance is provided). At the Site, 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.

### **Construction Requirements**

For any projects that request City assistance, the selected respondent must then comply with the City of Chicago's construction requirements. During construction, at least 26 percent of qualified project costs must be paid to City-certified Minority Business Enterprises (MBEs) and at least 6 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 TIF financing must pay prevailing wage rates for all construction jobs.

The department will not require MWBE compliance on soft costs. If the selected respondents choose to get credit for MWBE participation on soft costs, at least 26 percent of the selected respondent's "Project Costs," (defined below) must be paid to City-certified Minority Business Enterprises (MBEs) and at least 6 (six) percent of the selected respondent's Project Costs must be paid to City-certified Woman Business Enterprises (WBEs). For purposes of this response, "Project Costs" means the sum of (i) soft construction costs paid to MBEs and WBEs and (ii) all hard construction costs for the proposed project.

## **RELEVANT PROJECT AREA PLANS AND CITY INITIATIVES**

This RFP and the Invest South/West Initiative builds upon recommendations from the 2018 North Lawndale Quality-of-Life Plan and the Roosevelt/Cicero TIF Redevelopment Project Plan.

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

Released in 2018, the North Lawndale: The Next Chapter Plan envisions a comprehensive strategy to improve quality of life. Key to this plan is that economic revitalization occurs for and by the North Lawndale community. Per the Plan, success will be measured by:

1. Increased the number of businesses in North Lawndale, including the number that locate within targeted economic development areas
2. Increased the circulation of retail dollars spent within the community by North Lawndale residents
3. Increased number of residents who successfully obtain jobs that lead to careers
4. Increased high-quality jobs offering a living wage within our community
5. Decreased North Lawndale unemployment rate that aligns with the rate across the City of Chicago

Economic and workforce development focuses on three keys areas, first of which is to Increase locally owned and high-quality retail and service businesses.

- » Establish an entrepreneurial incubator—including space for offices, classrooms, and technology resources—and increase entrepreneurship programs.
- » Create new construction for commercial development throughout our commercial areas.
- » Open smaller-scale demonstration businesses to stimulate activity and showcase market potential for North Lawndale.
- » Attract a major grocer, as well as additional amenities like dry cleaners, healthy entertainment options, and community gathering spaces, along a walkable corridor.
- » Enforce existing regulations for local businesses and adopt commercial design guidelines to ensure high standards along our commercial corridors.
- » Use existing municipal incentives such as low interest loans, tax credits, and savings match to retain, expand, and attract businesses.
- » Decrease the number of liquor stores in the community through tools such as code enforcement.

Increase the wealth and buying power of residents.

- » Connect youth and adults to existing vocational job training and mentoring opportunities.
- » Increase the impact of existing local wealth building programs to help residents.
- » Encourage businesses to hire local residents and identify and address the barriers to doing so.

- » Prepare residents for employment in growing sectors that offer middle-skill, middle-wage job opportunities.
- » Perform frequent site visits and check-ins of clients at workforce development locations to ensure the programs' effectiveness.
- » Keep in contact with alumni of workforce development programs, creating a network who can build off of each other's skills, work through challenges, and celebrate successes together.

Market and strengthen North Lawndale as a business hub.

- » Promote North Lawndale's assets to the business community, including promotional video, online and social media, and a "Buy North Lawndale" ad campaign.
- » Set-up neighborhood tours to promote assets to prospective developers and businesses.
- » Preserve and grow local employment opportunities in industrial and advanced manufacturing sector.
- » Improve technology infrastructure, from basic computer proficiency to broadband Wi-Fi and fiber optic capacity, to support residents and new businesses.

#### **Equitable Transit-Oriented Development.**

In 2013, the Chicago City Council approved a new policy to incentivize transit-oriented development (TOD) near CTA and Metra 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 Chicago Avenue bus corridor.

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.

#### **Roosevelt/Cicero Tax Increment Financing Project Redevelopment Area**

The following goals and objectives are provided to guide development in the Project Area and directly relate to the industrial redevelopment goals of the Site:

1. Establish a pattern of land use activities arranged according to modern urban industrial park standards which can include groupings to increase efficiency of operation and economic relationships of industry in a compact area.
2. Encourage coordinated development of parcels and structures in order to achieve attractive and efficient building design, unified off-street parking, adequate truck and service facilities, and appropriate access to nearby arterial streets.

3. Achieve development which is integrated both functionally and aesthetically with adjacent and nearby existing development.
4. Encourage high standards of building and streetscape design to ensure the high quality appearance of buildings, rights-of-way and open spaces.

### **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 racial and ethnic wealth gap is the difference in wealth (what you own minus what you owe) between White households and Black and Latinx households. It is the legacy of racist policies and practices intentionally designed to enable economic prosperity for white families while excluding Black and Latinx families from those very same opportunities. These policies include discriminatory zoning, taxation, and subsidies as well as the explicit practice of redlining that labeled Black neighborhoods as high risk and systematically denied them of insurance-backed mortgage loans.

According to the Urban Institute's 2019 report "State and Local Approaches to the Chicago Region's Racial and Ethnic Wealth Inequality", Black and Latinx Chicago residents are far less well off than white Chicago residents when it comes to homeownership, asset poverty, and debt and credit:

- » The homeownership rate for Black families (35%) and Latinx families (43%) is lower than the rate for white families (54%).
- » The median home value for white homeowners is \$275,000, considerably higher than the median home value for Black homeowners (\$145,000) and Latinx homeowners (\$180,000).
- » An estimated 67% of Black households and 71% of Latinx households do not have enough saved to live above the poverty level for three months, compared with 49% of all households.
- » Predominantly white neighborhoods have a higher average credit score (732) than neighborhoods that are predominantly home to people of color (586).

These disparities are even more extreme at the neighborhood level.

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.

In doing so, the initiative will help create a more equitable Chicago in which everyone has what they need to thrive, no matter who they are or where they live.

INVEST South/West's definition and overall framework of community wealth building comes from Democracy Collaborative. The definition is as follows: "community wealth building is a systems








approach to economic development that creates an inclusive, sustainable economy built on locally rooted and broadly-held ownership.

- » Locally-rooted ownership means that full or partial ownership is held by residents of the neighborhood in which the development is being built.
- » Broadly-held ownership means that the ownership is in the hands of the many, not a privileged few. (One example of broadly-held ownership is a worker cooperative in which all employees of the business are co-owners, as opposed to a model where only senior management or a few investors own the business and benefit from its financial success).

DPD's focus on local and broad-based ownership is an attempt to expand equity for residents of historically underserved and under-invested communities. To further explain, DPD relies on the research of Drexel University Nowak Metro Finance Lab, Accelerator for America and Blueprint Local that have articulated the four ways community wealth builds equity:

- » Growing the individual incomes and assets of neighborhood residents by equipping them with marketable skills and enabling full or partial ownership of homes, commercial properties, and businesses;
- » Growing the collective assets of neighborhood residents by endowing locally-run organizations with the ability to create, capture, and deploy value for local priorities and purposes;
- » Improving access to private capital that has high standards, fair terms, a long-term commitment to the neighborhood, and reasonable expectations around returns and impact;
- » Enhancing inclusion by bringing fairness and transparency to neighborhood revitalization so that community voices are heard and respected and trust is restored, and local residents have the opportunity to participate in wealth that is created.

#### Two Approaches to Economic Development

Drivers	Community Wealth Building	Traditional Approach
 Place	Develops under-utilized local assets of many kinds, for benefit of local residents.	Aims to attract firms using incentives, which increases the tax burden on local residents.
 Ownership	Promotes local, broad-based ownership as the foundation of a thriving local economy.	Supports absentee and elite ownership, often harming locally owned family firms.
 Multipliers	Encourages institutional buy-local strategies to keep money circulating locally.	Pays less attention to whether money is leaking out of community.
 Collaboration	Brings many players to the table: nonprofits, philanthropy, anchors, and cities.	Decision-making led primarily by government and private sector, excluding local residents.
 Inclusion	Aims to create inclusive, living wage jobs that help all families enjoy economic security.	Key metric is number of jobs created, with little regard for wages or who is hired.
 Workforce	Links training to employment and focuses on jobs for those with barriers to employment.	Relies on generalized training programs without focus on linkages to actual jobs.
 System	Develops institutions and supportive ecosystems to create a new normal of economic activity.	Accepts status quo of wealth inequality, hoping benefits trickle down.

**Figure 12:** Community Wealth Building vs Traditional Economic Development  
**Image Source:** Democracy Collaborative "Cities Building Community Wealth" (2015)

There is no one-size-fits-all model of community wealth building. Rather, community wealth building is a framework with multiple drivers that work together to create a system where all people, especially those historically excluded, can prosper and thrive.

Democracy Collaborative articulates the seven main drivers of community wealth building as follows: place, ownership, multipliers, collaboration, inclusion, workforce and system. See Figure 14 for how to utilize these drivers as a lens through which to contrast community wealth building with a traditional economic development approach.

## COMMUNITY PRIORITIES

### Approach

To understand community priorities, a multi-step process was undertaken. First, past and ongoing plans were reviewed to identify recurring themes. While each plan examined North Lawndale from different perspectives, there were consistent mentions of economic and workforce development, health and wellness, youth programs, safety, housing, and the renewal of community & cultural life. Second, the initial findings were validated through recent community stakeholder meetings. These listening sessions were intended to expand current understanding and to inform how potential development at the Roosevelt & Kostner RFP site could respond to the community priorities.

#### PREVIOUS/ONGOING PLANS

- » North Lawndale: The Next Chapter Quality of Life Plan (2018)

#### AUGUST 2020 COMMUNITY STAKEHOLDER WORKSHOP

- » Ald. Michael Scott Jr., 24th Ward
- » North Lawndale Employment Network (NLEN)
- » Lawndale Christian Development Corporation
- » Mt. Sinai Hospital
- » New Covenant CDC
- » UCAN

### Community Priority: Accessible, Local Jobs with Training, Advancement, and Ownership Opportunities

#### LOCAL EMPLOYMENT OPPORTUNITIES.

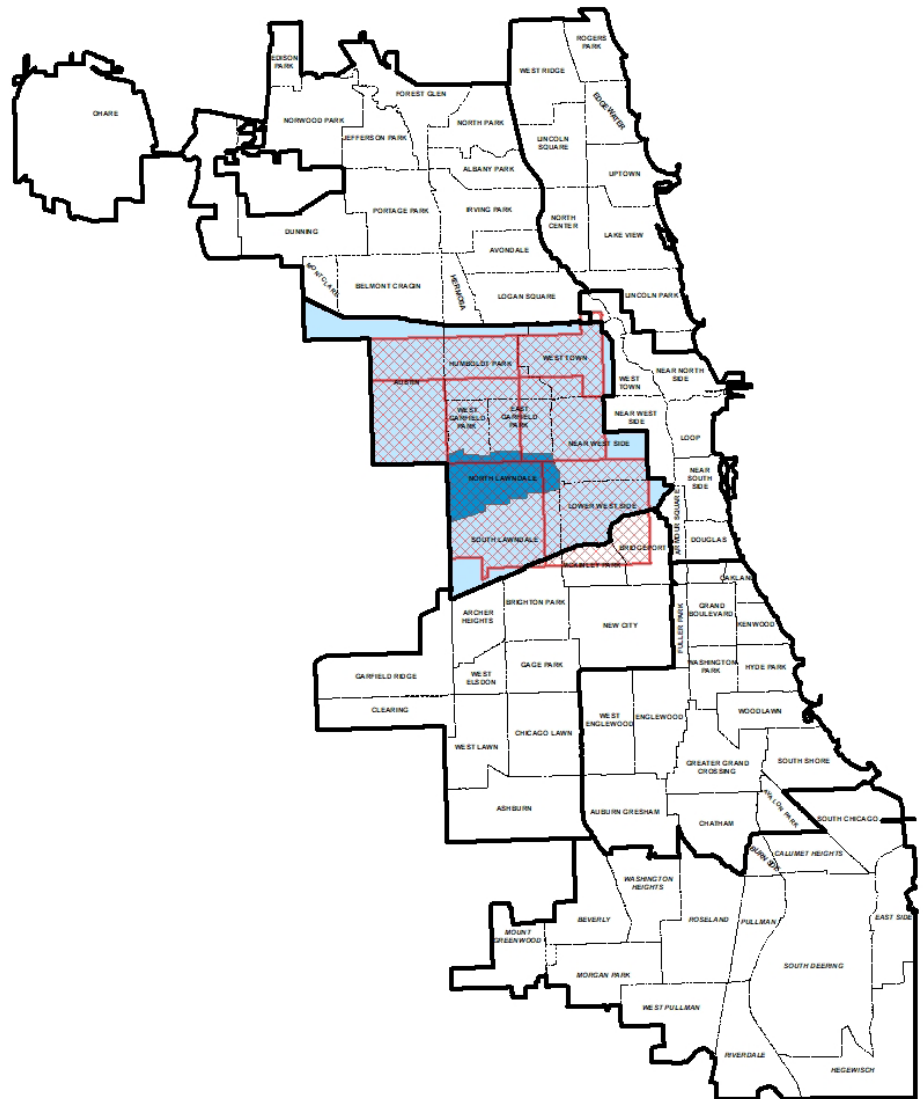
To the greatest extent feasible, the Developer and each Employer within the proposal shall present opportunities for training and employment of low and moderate income residents of the community and the City. In addition to meeting the City's minority-owned and women-owned business (MBE/WBE)

and local hiring requirements, Respondents are encouraged to and must create a strategy for local hiring. Please highlight any other benefits you will provide to community residents.

Ownership and employment for on the site will be viewed more favorably when ZIP Codes from North Lawndale and Chicago's West Side are prioritized. These include U.S. ZIP Codes: 60608, 60612, 60622, 60623, 60624, 60644, and 60651. Full-Time Equivalent (FTEs) and Part-Time Equivalent (PTEs) jobs from Qualifying Westside ZIP Codes shall receive additional weighting when considering RFP respondents.

#### LOCAL OWNERSHIP & WEALTH-BUILDING OPPORTUNITIES

As shown within the Executive Summary, community wealth-building is a consistent priority for the City and the INVEST South/West program. Thus, RFP responses that include local property or business ownership that reflects the community (co-ops, partnerships, alternative equity models) shall receive additional weighting when considering RFP respondents.



**Figure 13:** ZIP Codes of North Lawndale and adjacent communities for local hiring purposes

**Image Source:** Chicago DPD

# 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 Roosevelt Road and within the industrial corridor. The development goals are as follows:

- » Create accessible jobs for local employees
- » Create ownership and equity building opportunities
- » Create an industrial space or mix of uses that transition well at this site, which serves as a gateway between a residential community and the rest of the industrial district to the west.
- » Create new development that produces opportunities for local wealth creation, by either the participation of Black/local businesses in development and construction and/or local business tenants and property ownership.

## DEVELOPMENT PRINCIPLES

The following major principals have been established to guide development of the property. The future of North Lawndale is a future that underscores economic development for Black wealth-building, cultural celebration, and promoting a safe and accessible neighborhood for all residents and visitors.

### ECONOMIC

- » This site remains within an industrial district, and should successfully introduce productive, job creating industrial uses in a neighborhood that needs the economic activity.
- » Preserve and promote existing assets on the corridor.
- » Increase commercial offerings to expand the existing shopping district, create jobs for local residents, strengthen the sense of community, and reduce the negative impact of environmental degradation.

### SOCIAL

- » Include and build trust with neighborhood stakeholders in the process of implementing on the vision and goals in this plan.

- » The site must balance this industrial use with the need to be a “good neighbor” and complete best practice in creating community amenities, environmental remediation, and other public benefits.

## ENVIRONMENTAL

- » Extend the dignity of design excellence to the North Lawndale neighborhood through thoughtful massing, high-quality materials, and innovative integration with the site.
- » Improve neighborhood safety by activating eyes-on-the-street, generating activity and positive, memorable environments
- » Prioritize a pedestrian-oriented public realm including buildings that address the street, high-quality streetscapes, accessible open spaces, and minimization of extensive industrial-related parking needs.

## SUSTAINABILITY

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, Department of Housing financial incentives or Class L tax credits 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](https://www.chicago.gov/city/en/depts/dcd/supp_info/sustainable_development/chicago-sustainable-development-policy-update.html)

In addition, 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 Addenda B of this document.

## LAND USE & DEVELOPMENT GUIDELINES

The development concept illustrated in this RFP is a reflection of both community desires and market realities. It is the expectation of DPD and the community that the selected respondent will build upon this scheme to bring forth a proposal that reinterprets the various characteristics of this concept after further study and feasibility analysis by the respondent.

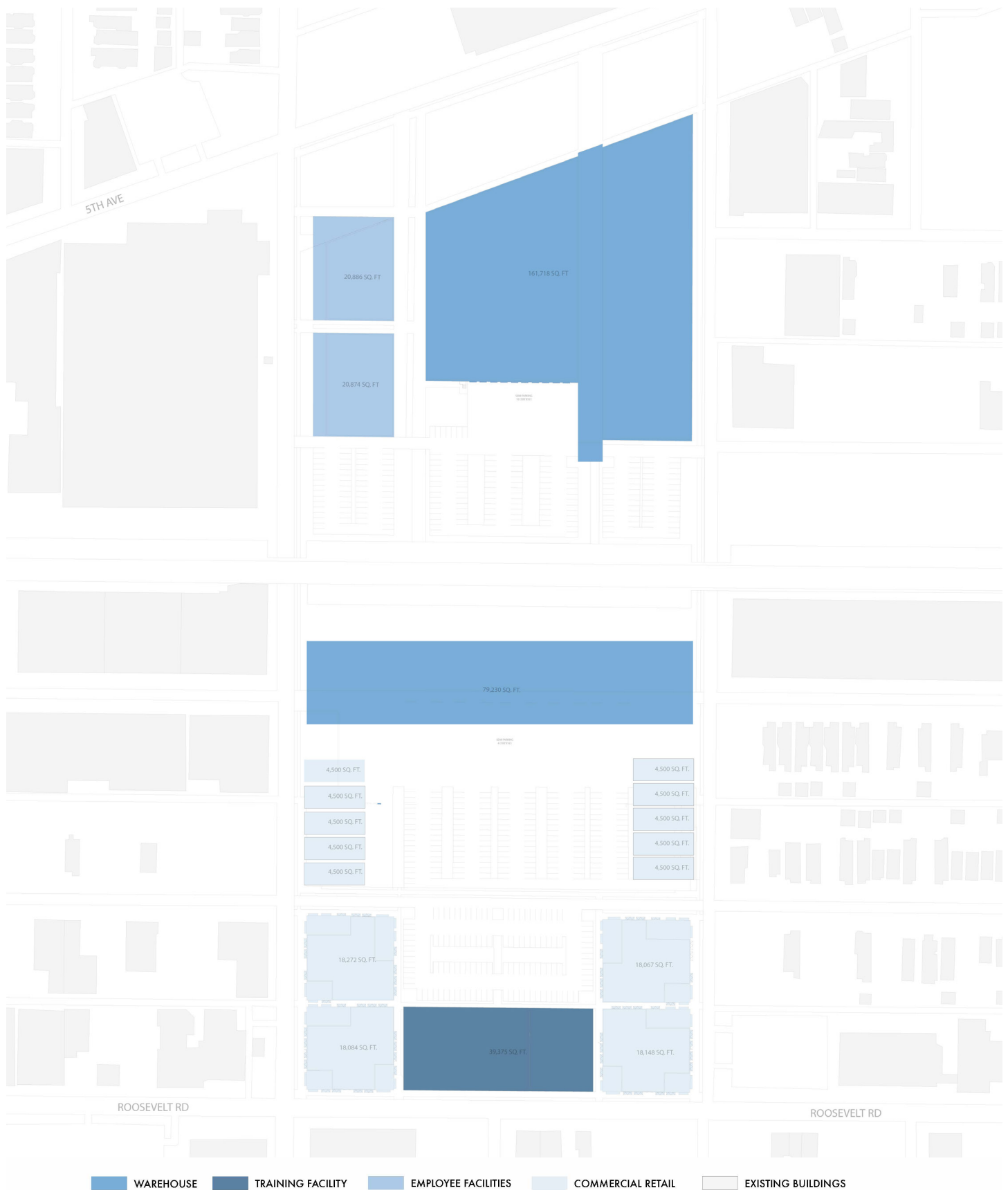
The Site is a largest piece of vacant industrial land on the West Side of Chicago. Goals for the Site include the creation of new industrial space with an emphasis on high-quality jobs, training, and ownership opportunities that are accessible to the local population.

### Community's Preferred Concept

The development program shown on the adjacent page shows a larger industrial use for the north property and a mix of industrial, commercial, and job training uses on the southern parcels. These uses re-energize the industrial site, and may allow a variety of development forms and types of users. This flexibility may allow a single large business to operate a 150,000-square foot facility, or that same structure can be internally divided into a multi-tenant building, or broken-up into multiple structures depending on developer vision, community preferences, and market conditions.

This program reflects many of the industrial proposals that the Alderman has received, along with land uses desired by the community. As shown by the Urban Design Guidelines on the following pages, there are a few guiding principles that a proposal may want to consider when developing the Site.

Land Use	Square Footage
Industrial - North Property	203,500 SF
Industrial - South Property	79,500 SF
Live/Work Entrepreneurial & Small Business Space	36,000 SF
Commercial/Flex	72,000 SF
Workforce Training	39,375 SF



**Figure 14:** Preferred development concept - perspective **Image Source:** IIT

## URBAN DESIGN GUIDELINES

Aiming to extend the dignity of design excellence to industrial areas and in the North Lawndale neighborhood, this development concept is built on the foundation of the Design Excellence Principles and the recently released Neighborhood Design Guidelines developed by the City of Chicago. The guidelines offer recommendations on massing, facades, site design, public realm, program and sustainability. Development on the Site should abide by these guidelines as well as other regulations put forth by the Zoning Ordinance, Landscape Ordinance, and Complete Street Guide.

### Urban Design Goals for Roosevelt & Kostner Site

#### 1 FOCUS COMMUNITY AMENITIES ON ROOSEVELT ROAD

Increasing density is crucial for sustaining activity on the corridor. Non-industrial uses can be focused along Roosevelt Road in order to catalyze amenities along the area's major commercial corridor. Focusing the active uses will help create catalysts for economic commercial revitalization, increased safety, and growth of neighborhood amenities on the corridor.

#### 2 MINIMIZE THE IMPACT OF TRUCK TRAFFIC AND PARKING

Truck and van traffic should, to the extent possible, be focused on the internal portions of the Site and away from residential areas. Passenger vehicle parking areas should be separated from truck loading/parking and not front Roosevelt Road or other commercial corridors.

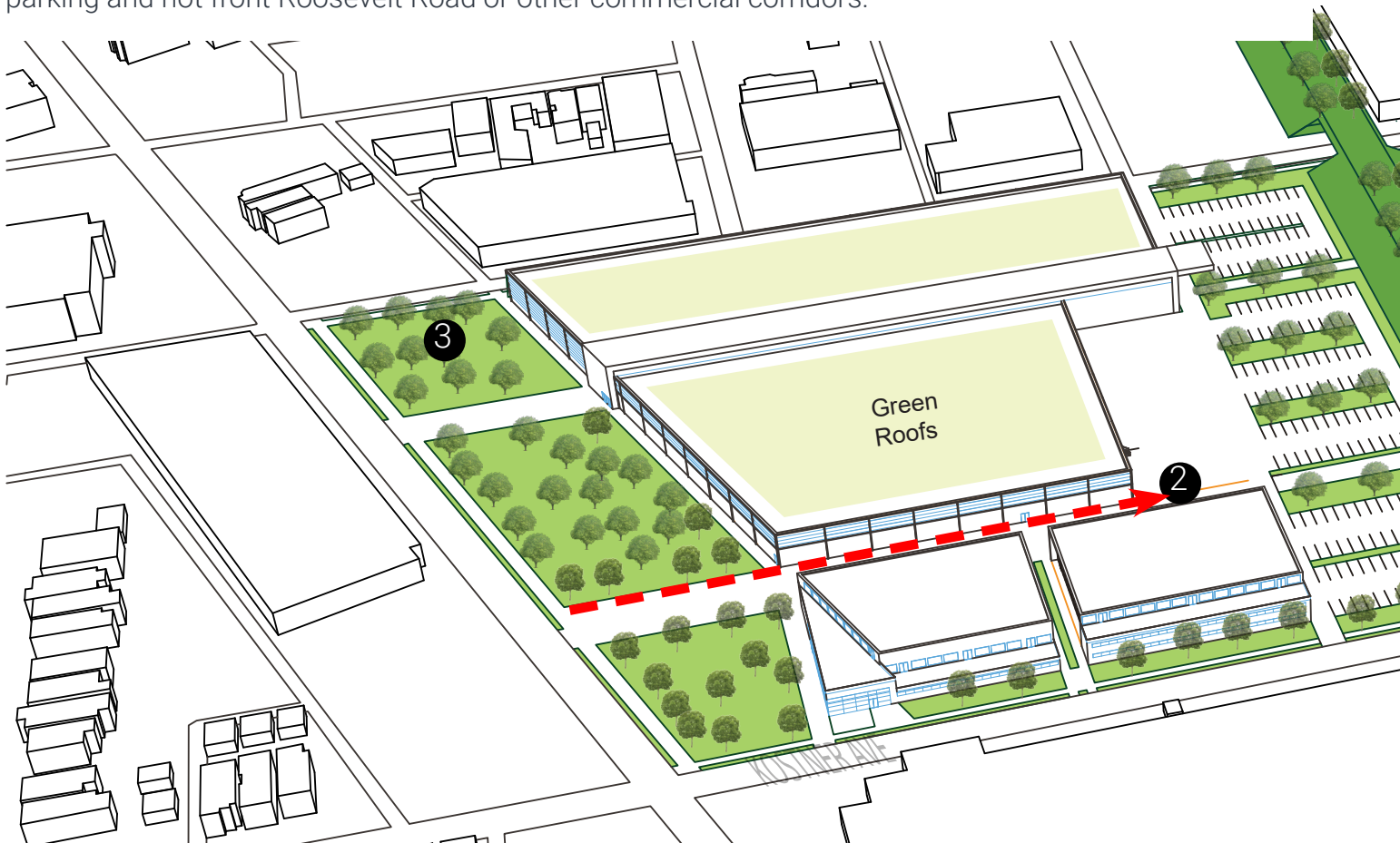


Figure 15: Proposed development concept Image Source: Illinois Institute of Technology, Chicago DPD

### 3 TRANSITION FROM INDUSTRIAL TO NEIGHBORING RESIDENTIAL

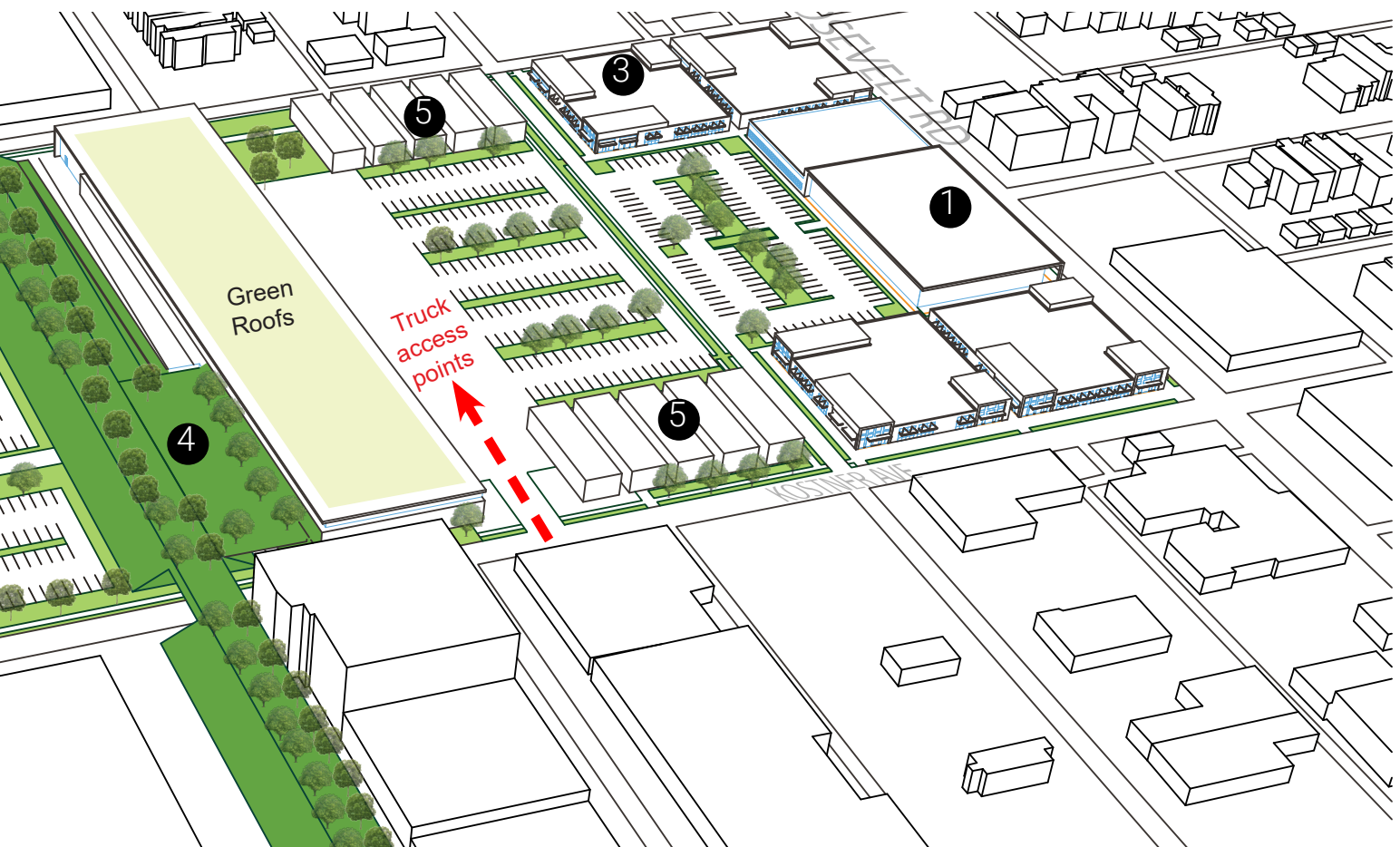
The Roosevelt/Cicero industrial corridor is a successful Planned Manufacturing District promoting quality jobs in the community. However, the Site is at the eastern end of the industrial corridor and must be a “good neighbor” for the residential communities to the north, east, and south. Create quality open space between industrial buildings and the pedestrian realm. Use landscaping, fencing, and smaller buildings, to the extent possible, to create easier transitions between industrial and residential areas.

### 4 CREATE OPEN SPACE NEAR FUTURE GREENWAY

The City and community are beginning initial analysis about the potential of a “rails with trails” greenway along the current CSX Altenheim line rail corridor. As a major potential greenspace and community amenity, the Site should create or reserve open space near the rail line that bisects the Site, allowing recreation areas and/or access points to a future trail project.

### 5 CREATE SPACES FOR MULTIPLE USERS

Use multiple sizes of buildings and multi-tenant spaces in order to support a variety of businesses. Smaller spaces can increase the participation of local entrepreneurs and small businesses in the economic revitalization of the area. Shown below, smaller “live/work” buildings have specifically been designed to incubate local businesses.



## SITE DESIGN BEST PRACTICE

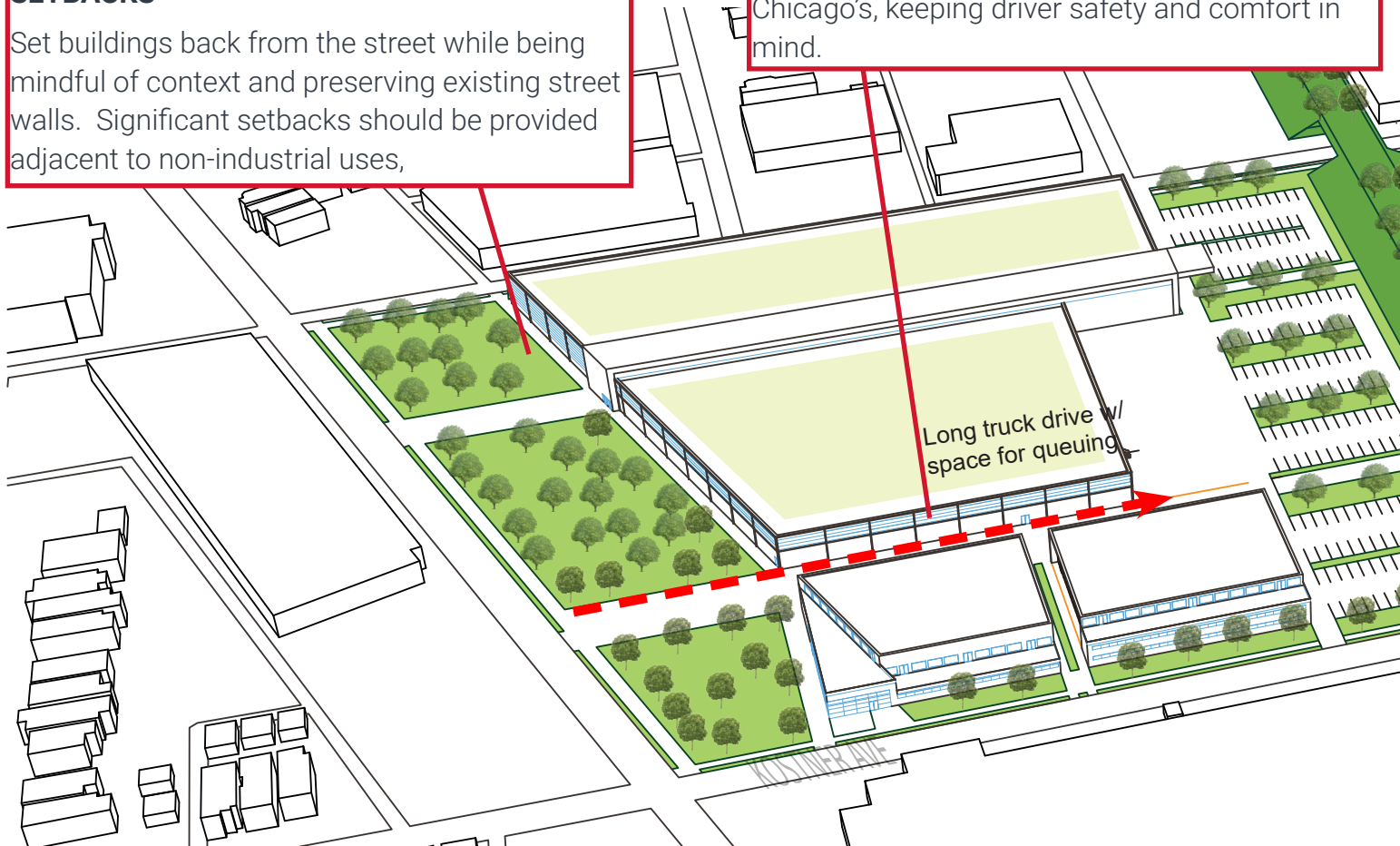
While the previous two pages detailed urban design goals specific to the Site, the following are best considered by DPD as some best practices for designing an industrial site. The proposed development concept annotated below provides examples of each of these.

### SETBACKS

Set buildings back from the street while being mindful of context and preserving existing street walls. Significant setbacks should be provided adjacent to non-industrial uses,

### MINIMIZE QUEUING AND IDLING

Provide long drive aisles for freight vehicles and set back access points within the site to eliminate queuing in the public way. Implement an anti-idling policy consistent with the City of Chicago's, keeping driver safety and comfort in mind.



**Figure 16:** Example: Testa Produce, Chicago



**Figure 17:** Example: Method Factory, Chicago

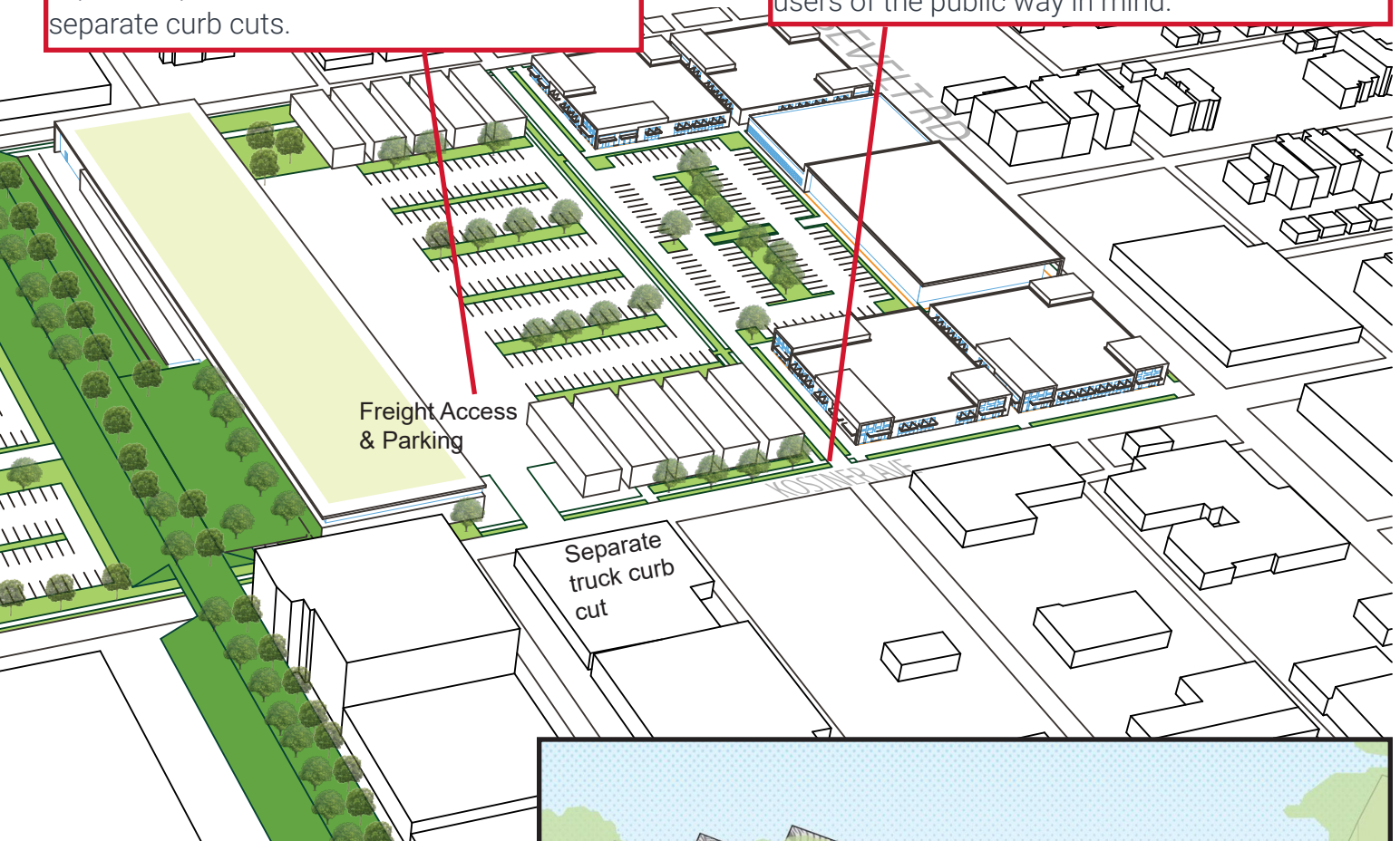
## PARKING

Parking areas should be located away from the street and screened by any proposed buildings. Separate freight parking and loading berths from employee and public parking.

Freight and passenger traffic should be kept on separate drive aisles and access via separate curb cuts.

## MINIMIZE CURB CUTS

In order to provide a safe and comfortable environment for pedestrians, curb cuts should be kept to a minimum and should always provide a consistent pedestrian travel path. Additionally, they should be located to minimize congestion and designed with the safety of all users of the public way in mind.



**Figure 15:** Proposed Development Concept

**Figure 18:** Example: Brush Park Framework Plan, Detroit MI

This plan demonstrates many of the same site plan and development concepts that this RFP is demonstrating

**Image Source:** Utile Design, 2019



# VI. Finance & Development Incentives

## DEVELOPMENT INCENTIVES

### Federal incentives

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

#### NEW MARKETS 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](http://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.

#### 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 5 years, there is a 10% exclusion of the deferred gain. If held for more than 7 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 million. The Class 7b is for projects in which the development costs exceed \$2 million.

In Cook County, commercial properties are assessed at an assessment level of 25 percent. Properties classified as Class 7a or Class 7b receive a reduced assessment level of 10 percent of fair market value for the first ten years, 15 percent for the eleventh year, and 20 percent for the twelfth year. The assessment returns to the full 25 percent 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 of Chicago Incentives**

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

#### 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.

#### 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 percent of the units for sale to or occupancy by households with incomes no greater than 60 percent of the Chicago Area Median Income for rental developments, or no greater than 100 percent of the Chicago AMI for-sale developments, and 10 percent of the units for sale to or occupancy by households with incomes no greater than 50 percent of the Chicago Area Median Income for rental developments, or no greater than 80 percent 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, employ Chicago residents for half of all construction worker hours, and comply with the City's affirmative action plan for minority- and women-owned business enterprises (MBE/WBE).

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.

#### ENTERPRISE ZONE

The subject property is located in the City of Chicago's 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>

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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 October 20, 2020 at 2 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](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 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](https://www.chicago.gov/city/en/sites/invest_sw/home.html). In addition, questions should be directed to Ethan Lassiter, AICP - West Region Planner / Project Manager - at [ethan.lassiter@cityofchicago.org](mailto:ethan.lassiter@cityofchicago.org).

## 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-ROM or USB 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. If a multi-parcel RFP, clearly identify the parcels proposed for purchase. 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 addenda, immediately following the cover letter.

### 2. Respondent's Organization

This section must provide information concerning the respondent's organizational form. 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. Local Hiring & Ownership Strategy**

Describe respondent's strategy to maximize local employment and local ownership opportunities:

- a. A written plan outlining a strategy to increase local wealth and ownership via business partnerships, co-ops, partnerships with community organizations, and any other unique equity & ownership models.
- b. A written plan outlining the development's local hiring strategy, which may include partnerships with workforce training organizations, community development organizations, and on-site programming.

#### **5. 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.

#### **6. 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.

## 7. 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 revised 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 minimum, 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 a rendering along Roosevelt Road.
- f. Other plans, drawings or models at the respondent's option..

## 8. 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 addenda. 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 and Pro-forma cash flow projection for rental projects or sales revenue projection for-sale projects. (Sample format provided in addenda).
- c. Project completion schedule with key dates.

## **9. Affirmative Action Plan & Local Wealth Creation Strategy**

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 percent for MBEs and 6 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.

## **10. 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.

## **11. 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.

## **12. Special Conditions**

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

## **13. Forms and agreements (refer to addenda 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.

## **SUBMISSION ADDRESS AND DEADLINE**

The original and five copies of the proposal and a USB drive or CD-ROM with the same files must be delivered to the location below in a sealed envelope no later than 4 p.m. C.S.T. on December 24, 2020. 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: Ethan Lassiter, AICP

The outside of each envelope must be labeled as follows:

Request for Proposals  
For the Purchase and Development of 4300 W Roosevelt Road & 4301 W Fifth Ave.  
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 may be amended or revised in order to best serve the city's interests. The 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, the redevelopment agreement will be executed and the property 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 identified community areas 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. The expectation is that bidding teams/partnerships reflect the demographics of the community area where the development will take place.

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

### Promotion of Short- 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; (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 bidder(s) 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, Black and/or Latinx 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 Chicago<sup>1</sup>. 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).

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<sup>1</sup> 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%. See construction requirements section on page 25.

## 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 Guidelines
- » 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:

1. The City of Chicago will review all submissions according to the evaluation criteria.
2. 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.
3. The City of Chicago will make a final determination of the chosen submission based on evaluation criteria described above and community feedback.

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.

## 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 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 redevelopment agreement has been fully executed. 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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