



Request for Proposals

St. Clair Place Neighborhood Revitalization

Planning & Implementation

Invitation & Introduction

Indy-east Asset Development (I•AD), a non-profit Community Development Corporation (CDC) serving the Near Eastside of Indianapolis, Indiana, is inviting highly qualified teams to submit planning and development proposals for a time-sensitive, large-scale urban neighborhood revitalization project.

We seek to engage a collaborative, professional team whose experience and work products are closely aligned with the community values expressed by I•AD, the Near Eastside Community Organization (NESCO), and residents of the St. Clair Place neighborhood.

We seek to undertake a neighborhood-wide assessment and planning process focusing on the St. Clair Place neighborhood. Our goal will be to develop a **detailed implementation strategy** that is at once sensitive to existing residents, the architectural fabric of this turn-of-the-century urban neighborhood, and the current economic realities of the Indianapolis downtown housing market.

We seek to identify a team with the capacity and experience to facilitate a smooth, expedient transition from *planning* to *implementation*, either by demonstrated ability to serve in both capacities, or through experience working with a master developer. In this way, the distillation of stakeholder values and professional expertise embodied in the *plan* will not be lost during *development*.



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Background

Like many historic turn-of-the-century neighborhoods on the Near Eastside of Indianapolis, Willard Park and St. Clair Place languish as “neighborhoods of last resort” despite their proximity to downtown. Vacant lots, vacant homes, and occupied structures in poor condition account for over 75% of the properties. As a leader in combating this housing blight the City of Indianapolis established the Near Eastside Redevelopment Area in May 2006. This crucial designation paved the way for the creation of a Housing TIF District (HoTIF) within the Redevelopment Area; the HoTIF has already enabled the City to finance road, sidewalk, and sewer infrastructure improvements in Willard Park and St. Clair Place.

In May 2007, I•AD, in partnership with the City of Indianapolis, Riley Area Development Corporation, neighborhood organizations, and other stakeholders began working with Capital Access, Inc. (Philadelphia) to develop a comprehensive Revitalization Implementation Strategy for a portion of the Willard Park neighborhood. Following a similar collaborative model, I•AD is now shifting focus to the adjacent St. Clair Place neighborhood. St. Clair Place contains 915 parcels and lies wholly within the 46201 ZIP code area. The neighborhood is bordered on the north by East 10th Street, the east by Rural Street, the south by Michigan Street, and the west by Tecumseh Street. East 10th Street is a “main street” commercial corridor, Rural Street is a north-south connector street, Michigan Street is multi-lane one-way corridor heading west toward downtown, and Tecumseh street is a one-way residential street separating St. Clair Place from the historic Woodruff Place neighborhood to the west.

The revitalization of both Willard Park and St. Clair Place will constitute a significant portion of I•AD’s work in the coming years. I•AD’s business plan, and our desired planning and implementation model, have at their core the values embodied by *comprehensive community development*. I•AD will approach the revitalization of these Near Eastside neighborhoods from this inclusive, collaborative perspective by leveraging the community organizing expertise of NESCO and the social service delivery capacity of the John H. Boner Community Center. The Near Eastside Quality of Life Plan offers additional detailed information about the Great Indy Neighborhoods Initiative (GINI), a resident-led approach to comprehensive community development designed to catalyze systemic change in six Indianapolis neighborhoods, including the Near Eastside.

In order to engage various critical stakeholders and insure that the implementation strategy is compatible with the range of priorities and values held by each group, I•AD



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has assembled a *Redevelopment Planning Working Group* to guide the planning process, which includes representatives from the following organizations:

- John H. Boner Community Center (Super Bowl Legacy Project Coordinator)
- Indy-east Asset Development
- Riley Area Development Corporation
- City of Indianapolis Local Public Improvement Bond Bank
- City of Indianapolis Community Economic Development
- City of Indianapolis Planning
- City of Indianapolis Mayor's Neighborhood Liaison
- LISC Indianapolis
- Historic Landmarks Foundation of Indiana
- Near Eastside Community Organization (NESCO)
- St. Clair Place Neighborhood Association
- Willard Park Neighborhood Association

I•AD has also begun working with NESCO to reach out to a broader cohort of residents and stakeholders in the St. Clair Place neighborhood. Several liaisons and champions have been identified by neighborhood leaders to participate in the planning process, and a document outlining *St. Clair Place Neighborhood Values* has been vetted. Establishing this critical engagement mechanism from the beginning stages of the development process will prove invaluable in not only understanding “on the ground” housing issues affecting residents in the St. Clair Place neighborhood, but also in interpreting the shared community vision and securing resident and stakeholder support.

As part of a successful bid to host the 2012 Super Bowl, portions of the Near Eastside Quality of Life Plan were selected for the 2012 Super Bowl Legacy Projects. The revitalization of the St. Clair Place neighborhood will be directly linked to the Super Bowl Legacy Housing Project. Beyond the initial *planning*, we anticipate that the group managing the *implementation* of this transformational-scale project will be a partnership between I•AD and Riley Area Development Corporation, an established local CDC. **There is also the potential to structure the implementation group to include additional financing and development partners.** The implementation group will be guided by the *Super Bowl Legacy Housing Committee*. The structure and makeup of this committee has not been finalized at this time, but will likely include key stakeholders that will transition from the Redevelopment Planning Working Group, as well as additional financial and logistical partners.



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Scope of Services & Deliverables

Process

Respondents (“**the team**”) may consist of a single firm, or a group of collaborators from several firms. Respondents submitting group proposals must identify a single firm, and a single point of contact at that firm, to lead the team through the course of the project and serve as a point of administrative contact.

The team will exhibit servant-leadership, cultivate a climate of communication, cooperation, and collaboration throughout the project, and consider all stakeholders in a professional and respectful manner.

The team will report progress toward benchmarks and present all drafts, as well as the final plan, directly to the Project Review Team: *Senior Project Manager (I•AD)*, Bill Gray (Riley Area Development Corporation), *Senior Project Manager (Indianapolis DMD)*, Will Pritchard (Indianapolis LISC.)

The team will convene and facilitate monthly planning meetings with the I•AD Redevelopment Planning Working Group. The monthly meetings will serve as the forum for engaging key stakeholders, milestone decision-making, coordinating logistics, and reviewing progress. Directors and staff members of each of the participating organizations will be invited to attend the monthly planning meetings.

The team will engage in a collaborative, charrette-like planning process that acknowledges and incorporates the following broad principles:

- Smart Growth principles create healthy, sustainable, *sustaining* communities
- green building creates value for developers, communities, and homeowners
- historic preservation is compatible with green building
- historic preservation is an effective tool for creating affordable housing
- historic preservation preserves property values

The team will deliver text documents in Microsoft Word format (.doc), spreadsheets and databases in Microsoft Excel format (.xls), and presentation graphics in Adobe PDF format. All interim and working documents must be unlocked in their native format to facilitate electronic editing and collaboration.



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Existing Conditions

The team will critically analyze existing conditions in this distressed urban neighborhood relative to metrics that define healthy neighborhoods. Toward this end, the team will create a GIS property database and conduct shoe-leather visual surveys to determine the likely current use of each property in order to succinctly describe each parcel in the St. Clair Place neighborhood. Parcel level data points will include:

- current property ownership
- current property condition
- current building occupancy (homeowner, renter, vacant, abandoned, commercial)
- building type (single family, double, multi-family, commercial)
- outstanding code violations & penalties
- zoning

The team will present these data as a color-coded existing conditions parcel map using Indy GIS base maps. This map will be a valuable tool that the team will use to quickly and intuitively convey complex information “at a glance”, identify opportunities and threats, and postulate various revitalization scenarios and strategies in concert with the Redevelopment Planning Working Group.

The team will leverage this objective data to direct key informant interviews with a representative sample of St. Clair Place stakeholders. These *subjective* data will enable the team to more fully understand the specific principles and values held by each group, especially as they relate to the physical and socioeconomic attributes of the neighborhood.

Opportunities

The team will refine a vision for the St. Clair Place neighborhood that considers existing conditions, complements planned initiatives, and leverages the assets of the East 10th Street commercial corridor, the Woodruff Place historic District, anchor institutions including public and private schools, infrastructure improvements, and proximity to downtown Indianapolis.

The team will identify *cost-effective opportunities* to calm and minimize traffic flowing through the neighborhood and more effectively manage the parking needs of residents and visitors.



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The team will identify *cost-effective opportunities* to increase walkability and connectivity in conjunction with the development of additional green space within the neighborhood.

Strategies & Budgets

The team will develop a detailed revitalization strategy that seeks to revive the housing market in the St. Clair Place neighborhood and catalyze private investment.

Market realities must be carefully considered along with community values and priorities in order to achieve the benchmarks that define healthy neighborhoods. We seek to achieve a homeownership rate that is concordant with the national urban homeownership rate; 53% to 67%. We also seek to achieve a sustainable mix of subsidized, affordable, and market-rate housing. Recent research suggests that specific proportions of each of these housing typologies will be crucial to the successful revitalization and long-term health of distressed urban neighborhoods. Through the rehabilitation of existing owner-occupied homes and the development of new housing opportunities, we hope to create a healthy neighborhood that *may* include up to 15% subsidized housing, including permanent supportive housing, and up to 45% rental housing. We seek to transform St. Clair Place into a “neighborhood of choice” that serves young and old, rich and poor, owners and renters, by providing a continuum of opportunities along the housing spectrum.

The team will develop and recommend a specific intervention for each parcel within St. Clair Place that will:

- serve existing homeowners
- address chronically problematic rental properties
- eliminate blight, vacancy, and abandonment
- increase the number of high-quality rental and homeownership opportunities available to long-time Near Eastside residents
- create housing opportunities for new residents who earn a range of incomes

The team will create an extensible, user-friendly development proforma that is linked to parcel level data describing existing conditions, facilitates parcel level “what if” analysis, accommodates project-scale financial and cash flow modeling, and provides summary information.



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Guidelines

The team will develop specific, objective criteria that define “blight” within the St. Clair Place neighborhood.

The team will develop an objective assessment tool that will be used to guide selective demolition with a bias toward preservation.

The team will compile design and building standards that seek to preserve the urban fabric of the neighborhood, maintain the architectural and historic character of existing homes, blend new houses into the context of the neighborhood, and minimize visual clutter. *The team will draw from existing standards and guidelines already recognized and/or adopted by the City of Indianapolis.*



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Submission Requirements

Please address all questions and requests for clarification of submission requirements to Tyson Domer by Friday, November 14th.

- **All proposals must be received by 7:00am on Monday, December, 8th 2008.**
- **All proposals must be submitted to:**

Indy-east Asset Development
2236 East 10th Street
Indianapolis, IN 46201
Attn: Tyson Domer, Project Manager
tdomer@gmail.com
(317) 808-2308

Electronic submissions preferred; printed submissions not required.

- **In addition to addressing the Scope of Services & Deliverables, all proposals must include the following:**
 1. *Core competencies of firm or firms that comprise the team, experience working together (group submissions), organization chart*
 2. *Representative sample of demonstrated capacity and experience with similar projects, references from past clients*
 3. *Suggested additions to scope of work and deliverables (if any) based on past experience with similar projects*
 4. *Estimated timeline to complete planning phase, fee schedule keyed to deliverables*
 5. *Narrative describing desired role in development phase or participation on the implementation group (if any), including outline of proposed work plan, estimated development timeline, proposed fee schedule*



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Selection Process

1. *Vetting and narrowing of qualified submissions by RFP review team*
2. *Review of prospective teams by I•AD Redevelopment Planning Working Group*
3. *Contract award and notification by December 19th, 2008.*



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Appendix

The following documents and publications were considered while preparing this RFP:

I•AD Press Kit (attached)

Near Eastside Quality of Life Plan; Near Eastside Collaborative Taskforce and Indianapolis Local Initiative Support Corporation (LISC)

<http://www.indyeast.org/>

Saint Clair Place Neighborhood Values; St. Clair Place Neighborhood Association (attached)

A Community Guide to Green Affordable Housing in Indianapolis, Indianapolis DMD Green HOME Program

<http://www.hundredyear.org/housing.aspx>

GreenPrint Community Principles; Indianapolis-Marion County Green Commission (attached)

Preservation & Property Values In Indiana; Donovan D. Rypkema for Historic Landmarks Foundation of Indiana

<http://www.ci.valparaiso.in.us/HPC/PDFs/HistoricLandMarksPDF1.pdf>

Historic Preservation and Affordable Housing: The Missed Connection; Donovan D. Rypkema for the National Trust for Historic Preservation

<http://www.placeeconomics.com/pub/PlaceEconomicsPUB2003b.pdf>

Going Comprehensive: Anatomy of an Initiative that Worked; Local Initiatives Support Corporation (LISC)

<http://www.lisc.org/content/publications/detail/5396>

Great Neighborhoods, Great City: The Healthy Neighborhoods Approach in Baltimore, 2004 Update; David Boehlke for the Goldseker Foundation

<http://www.goldsekerfoundation.org/GNGC.pdf>