

REQUEST FOR QUALIFICATIONS: PREMIER RIVERFRONT REDEVELOPMENT SITE

Fort Wayne, Indiana



3.44-acre Site

Promenade Park
(opens June 2019)

Future Riverfront
Public Space

Described as the 'lynchpin' of riverfront redevelopment and surrounded by significant public and private investment, this premier site presents an unparalleled opportunity to participate in the rediscovery of the riverfront and the revitalization of downtown Fort Wayne.

The City of Fort Wayne Department of Redevelopment is accepting qualifications from developers to create a signature project on one of the most high-profile sites in the region.

RFQ Release Date: March 4, 2019

Responses Due: March 22, 2019

REQUEST FOR QUALIFICATIONS

DUE DATE AND TIME FOR RESPONSE SUBMITTALS:

Friday, March 22, 2019 @ 4 PM EST

SUBMIT PROPOSAL TO:

City of Fort Wayne Department of Redevelopment
Attn: Nancy Townsend, Redevelopment Director
200 E. Berry St, Suite 320
Fort Wayne, IN 46802

Additional information such as addenda or clarifications will be posted to the City's website under the "Public Bidding Opportunities" link. (<http://bidding.cityoffortwayne.org/city.php>). To receive updates directly please email Joe.Giant@cityoffortwayne.org.



Harrison Street Bridge, from the St. Marys River

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Purpose

We appreciate your interest in this project. This RFQ process is designed to assist the City of Fort Wayne Redevelopment Commission (the "City") in selecting the most qualified developers with the capacity to plan, finance, and construct a mixed-use residential building with integrated parking in alignment with the Guiding Principles, Policies, and Development Vision described herein.

During this process, the City will learn about each development team's previous experience with similar projects and about each team's financial capacity and experience with public-private partnerships. A Selection Committee will review team qualifications and develop a short list of top candidates who will be invited to participate in a subsequent Request for Proposals (RFP).

1. Introduction and Development Opportunity

A District-Defining Opportunity

Few sites possess the combination of opportunity, significance, and location as does this prime riverfront site in downtown Fort Wayne, Indiana. Situated at the intersection of two important commercial corridors, surrounded by parks and trails, and footsteps from the banks of the St. Marys River, this 3.44-acre site (the “Site”) could not be better positioned for development.

What is most compelling about the Site, however, is its potential to define an entire district. Fort Wayne was founded on the rivers, and they are our most important natural asset. With tremendous community support, the City is amidst an unprecedented effort to reintegrate the riverfront into our urban fabric at a total public investment in excess of \$100 million.

A key concept of this initiative is creating opportunities for private-sector development, and no site is better situated to accomplish that goal than this one. Successful redevelopment of the Site will establish a standard of excellence for the type of world-class development we envision and expect throughout our riverfront area.



Middle Waves Music Festival at Headwaters Park

Overview of Downtown Fort Wayne

Downtowns are being revitalized and waterfronts are being rediscovered across the country. What sets Fort Wayne apart from others? It is our unmatched sense of collaboration, cooperation, and determination. Developers entering the market are impressed by our innate ability to work across organizations and overcome challenges in pursuit of common civic goals. We are all rowing in the same direction, which is no small feat for a city of a quarter-million people in a region of over 700,000.

As one of the “Best-Run Cities in the Country” (*WalletHub*), we are fiscally responsible, but we know a good investment when we see it. Public-private partnerships such as the \$30 million Parkview Field (2007) and the \$98 million Ash Brokerage/Skyline Tower (2017) highlight a long list of collaborative projects that, collectively, have transformed our downtown from a place to leave into a place to live, and have propelled Fort Wayne onto the national scene. Listed below are some of the recent accolades Fort Wayne has earned:

#1 Place to Raise a Family (smartasset.com, 2018)

#2 Hottest Housing Market (realtor.com, 2018)

#9 State for Competitive Tax Climate (The Tax Foundation, 2018)

#4 Upcoming Hipster Market (yelp, realtor.com, 2017)

#6 Affordable Place to Live (livability.com, 2017)

In just over ten years, more than \$700 million has been committed to downtown public-private partnerships.

Hundreds of new apartments and condominiums have hit the downtown market over the past three years, and more are planned or under construction. The demand for downtown housing confirms the findings of a 2014 study which indicated that approximately 1,500 new housing units could be absorbed downtown over the next five to seven years.

Parkview Field, home of the Fort Wayne TinCaps, has been ranked as the No. 1 ballpark experience in Minor League Baseball by Stadium Journey magazine for the last four years.

As the regional center for arts and culture, downtown is home to the Arts Campus, which includes facilities such as the Fort Wayne Museum of Art and Arts United Center (a performing arts venue). The City's commitment to the arts was taken to a new level last year as the City Council adopted a Public Art Program with a dedicated source of funding.

Downtown's overall momentum is impressive, but the level of investment near the Site is particularly noteworthy.

Less than two blocks from the Site, a \$28 million, 125-room 'boutique' hotel co-developed by Vera Bradley founder Barbara Baekgaard in partnership with Portland, Oregon-based Provenance Hotels will break ground in early spring.

Continuing north, work is nearly complete on a project that seeks to breathe new life into the city's oldest commercial district. Listed on the National Register, "The Landing" was originally a canal boat landing on the Wabash and Erie Canal. This \$35 million project will not only restore this group of buildings, but restore a sense of vibrancy to the area by bringing restaurants, nightlife, commercial and entrepreneurial space, and 70 apartments to the area.

Between The Landing and the Site sits the "Cambray Building." For more than 100 years, this two-story brick structure sat at the location of the new riverfront park. Rather than see the structure demolished, a local restaurateur [moved the building down the street](#) and will turn the century-old building into a riverfront dining destination with a two-story outdoor patio.

In order to draw residents and visitors through downtown to important community destinations, the City is planning an Urban Trail along Harrison and Superior Streets. The Urban Trail will be a multi-use pathway situated between the sidewalk and the street, built at the same elevation as the sidewalk. Resembling the [Cultural Trail](#) in Indianapolis, the ten-foot-wide path will be comprised of decorative pavers, lined by landscaping beds, and punctuated by trees, seating, and other amenities. The pathway will initially extend along Harrison Street from the river to Parkview Field, and along Superior Street from

the Wells Street Bridge to Lafayette Street. The two segments intersect at the Site, further amplifying its position as the premier location for Riverfront development.

Even though the first phase of Riverfront is still a few months from completion, thousands of residents and visitors already take part in events and activities in the area. Headwaters Park, a 30-acre park nestled in the "thumb" of the St. Marys River (adjacent to the north and east sides of the Site) hosts dozens of festivals, events, and concerts every year, as well as ice skating in colder months.



Promenade Park (Riverfront Phase I)

Overview of Riverfront Fort Wayne

For decades, community members have considered ways to take advantage of the history and beauty of the city's three rivers. In 2015, the community came together to create a bold vision for the Riverfront area embodied in the [Riverfront Conceptual Plan](#). This plan offered the following Vision and Guiding Principles:

Vision

To realize the value of reconnecting with our rivers and the riverfront areas as economic, social, and cultural assets to the downtown, the community, and the region.

Guiding Principles:

Development of the riverfront district should:

- Seek to balance ecology, recreation, and the built environment.
- Promote and support a variety of activities and uses that encourage people to live, invest, socialize and recreate on and along the rivers.
- Celebrate and preserve the cultural history of our rivers.
- Ensure creative, sustainable, authentic, high-quality architecture and development.
- Improve river quality and enhance the riverfront environment.
- Seek innovative and ecologically appropriate solutions to river and riverfront initiatives.
- Increase connections between the rivers, the greenway, downtown, and collar neighborhoods.
- Provide, protect, and improve public access along and to the rivers.
- Create unique scenic opportunities to view the river.

Implementation and Future Phases:

The vision established in the Riverfront Conceptual Plan is coming to life with work nearly complete on Promenade Park. This new \$25 million park, located directly across Harrison Street from the Site, is the “front door” to Fort Wayne’s rivers. It extends along both sides of the St. Marys River and includes a tree canopy trail, amphitheater, boat docks and ramps, sculptures, a playground, and a pavilion. A three-day grand opening begins June 21, 2019.

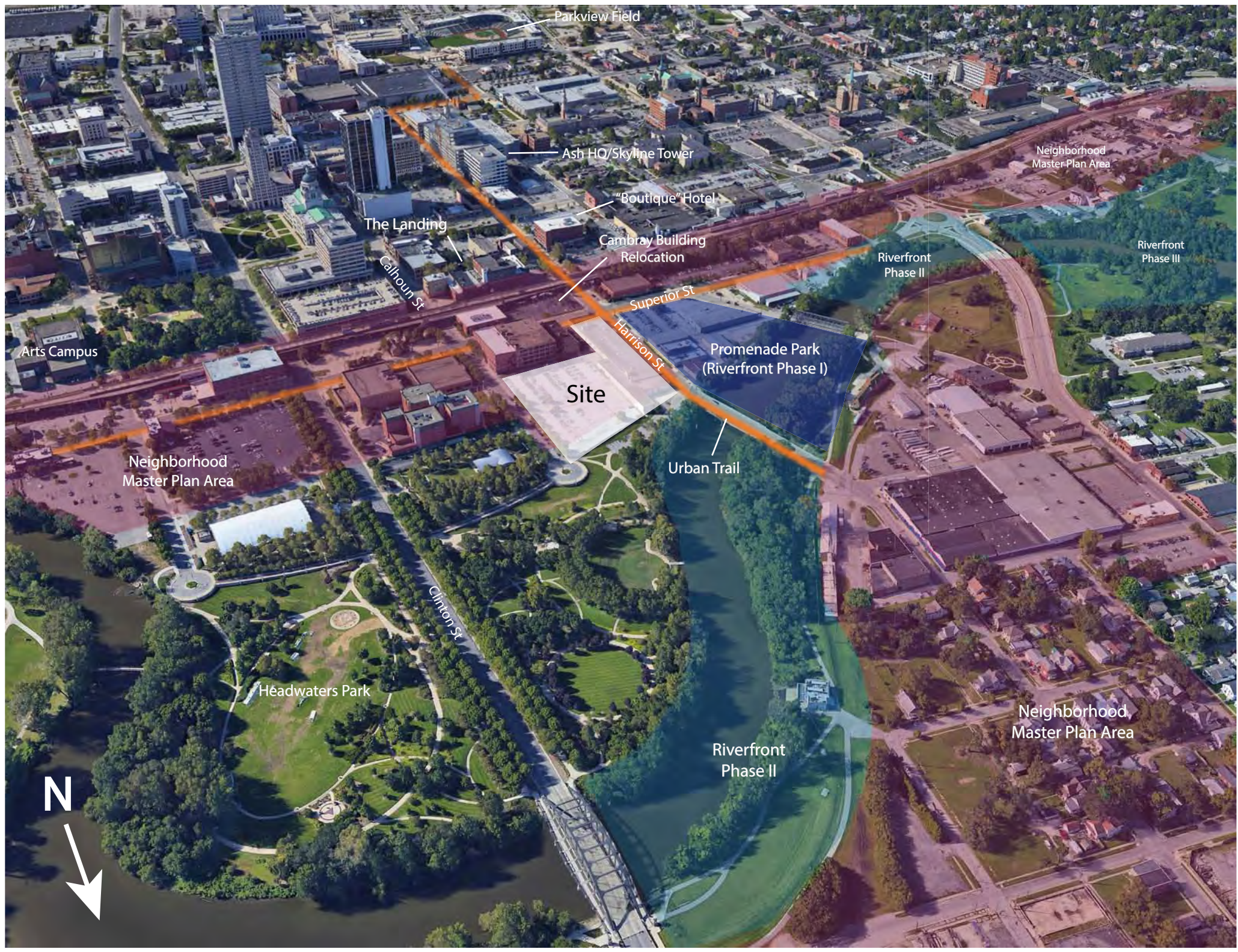
Planning for future phases of Riverfront is underway. Led by Philadelphia-based landscape and urban design firm [DAVID RUBIN Land Collective](#), Phases II & III will create additional public spaces along the riverfront and develop a neighborhood master plan in an effort to define private-sector development opportunities and re-integrate the area into the urban fabric. Phase II construction will begin in 2020. Phases I, II, & III of Riverfront Fort Wayne constitute a planned public investment of more than \$100 million.

Located at the heart of the Riverfront district, no development site is better positioned to benefit from this transformative initiative.



Construction of Promenade Park (right foreground), Site to left





Parkview Field

Ash HQ/Skyline Tower

"Boutique" Hotel

The Landing

Cambray Building Relocation

Neighborhood Master Plan Area

Riverfront Phase III

Riverfront Phase II

Arts Campus

Calhoun St

Superior St

Harrison St

Promenade Park (Riverfront Phase I)

Site

Urban Trail

Neighborhood Master Plan Area

Clinton St

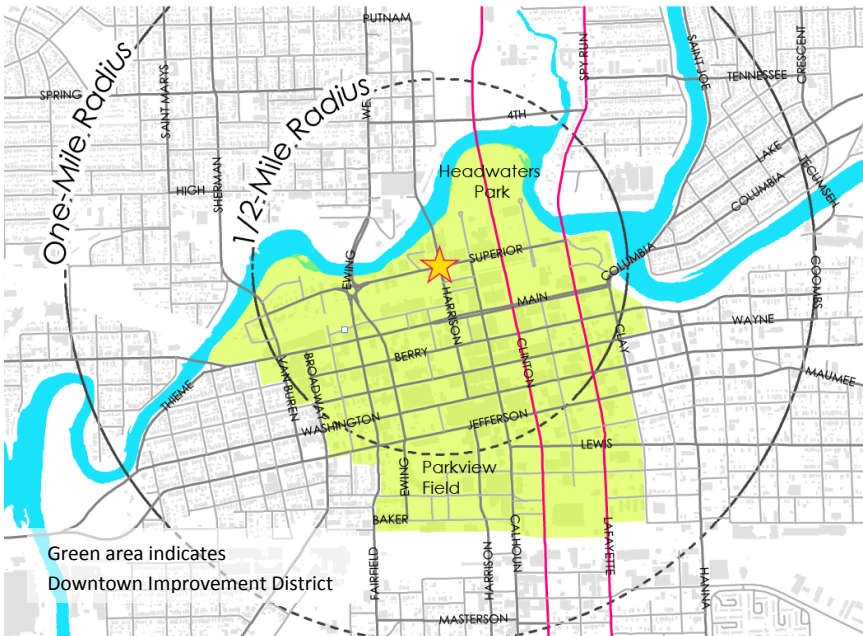
Headwaters Park

Riverfront Phase II

Neighborhood Master Plan Area

N

2. Site Information



General Information*

Location	Bounded by Harrison St to the west, Superior St and a public alley to the south, Calhoun St to the east, and Headwaters Park and the St. Marys River to the north.
Property ID	021202254010000074 (west portion – Lots 574 & 575); 021202254011000074 (east portion – Lot 577)
Area (total)	3.44-acres (approx. 150,000 square feet)
Ownership	City of Fort Wayne Department of Redevelopment controls all parcels
Current Use	Vacant (western 1/3 - Lots 574 & 575); Surface parking lot (eastern 2/3 - Lot 577)

*See survey on attached [Exhibit A](#).

Adjacent Uses

North	St. Marys River and Headwaters Park
West	Promenade Park (Riverfront Phase I)
South	Superior Lofts mixed-use residential; Boyden & Youngblutt advertising and marketing firm; Cambay Building (across Superior), to be repurposed as a restaurant
East	Headwaters Park, Allen County Correctional Facility

Zoning Summary

The Site is in the Downtown Core (DC) zoning district. It is the city's highest density district. Development is guided by the [Downtown Design Standards](#) (City Code §154.507). The development pattern in the district should serve to promote an active, attractive, and pedestrian-friendly atmosphere while maintaining the unique and historic character of the downtown, so certain characteristics such as minimum building setbacks and single-story buildings are discouraged. There are no minimum parking requirements in the district. The zoning ordinance can be found on the [website](#) of the Allen County Department of Planning Services.

Environmental Conditions

The City has conducted extensive environmental testing and remediation on the Site. The western portion (Lots 574 & 575) has been fully remediated, and the City is expecting a Comfort Letter issued by Indiana Brownfields for the eastern portion (Lot 577). Additional activities, if required, will be determined by site layout and ground floor uses.

Floodplain

A portion of the site is located in the Flood Fringe. As part of the City's site preparation activities, compensatory fill requirements have already been accommodated. A map of the Floodplain can be found in [Exhibit B](#) and a recent topographical survey delineating the flood elevation can be found in [Exhibit A](#).

Economic Development Zones

The geography of the Site enables eligibility for certain economic development incentives. Incentives contained in the following table, as well as additional incentives, are described in greater detail in [Section 4](#). Note that eligibility for an incentive does not guarantee incentive approval.

Economic Development Zone	Name and/or Description
TIF District	Riverfront I Columbia Street Economic Development Area
Qualified Census Tract	Enables eligibility for New Markets Tax Credits as well as certain HUD incentives
Opportunity Zone	Federal program established in 2017 through Tax Cuts and Jobs Act
Downtown Dining District	Site is not subject to Citywide quota on liquor licenses. Administered by Indiana Alcohol & Tobacco Commission

Infrastructure

The Site is located within the downtown core and is adjacent to and served by a multitude of existing infrastructure. City-provided infrastructure serving the Site (water, sewer, and stormwater) will be sufficient to accommodate the type of high-density mixed-use development that is envisioned.

The City of Fort Wayne provides Online GIS maps containing detailed public infrastructure data (<https://maps.cityoffortwayne.org/maps/>).

Transportation

The Site is located on the north side of downtown and is served by a wide array of transportation infrastructure. The Site is well served by sidewalks which provide excellent access by foot to nearby amenities. Access to the community's 110-mile regional trail network and Rivergreenway is adjacent to the north side of the Site. A multi-modal Urban Trail is expected to be constructed along sections of Harrison Street and Superior St adjacent to the Site.

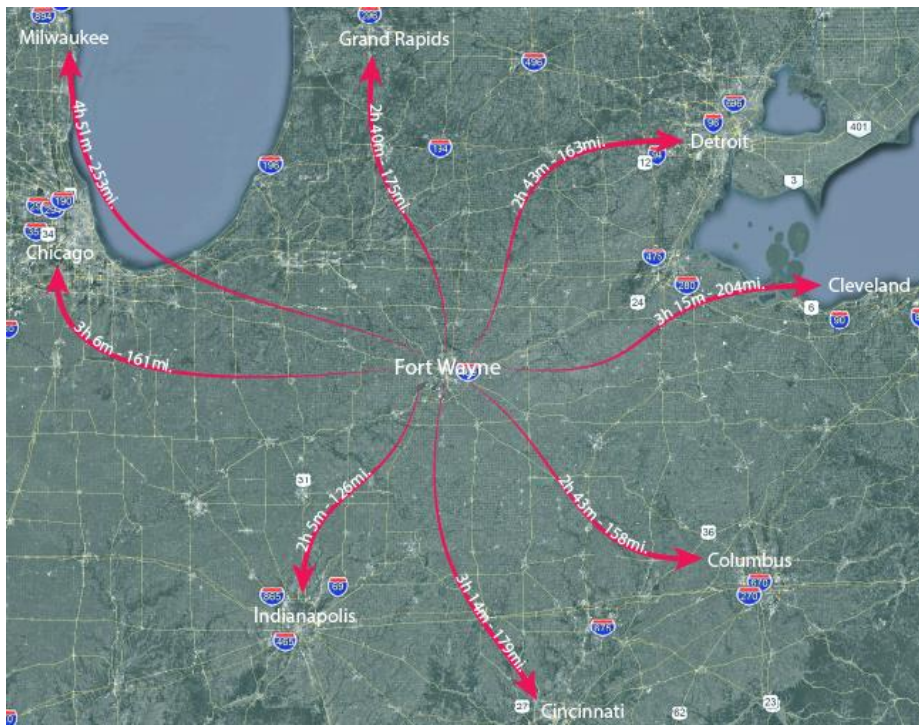
Harrison, Superior, and Calhoun are two-way streets, and the intersections of Superior and Harrison, and Superior and Calhoun are signalized. Portions of Harrison and Superior near the Site will be redesigned to include one travel lane in each direction. Redesign will also include enhanced streetscapes, on-street parking, and the Urban Trail.

Clinton Street (US 27 South) and Lafayette Street (US 27 North), the primary north/south arterials through downtown, are respectively two blocks and four blocks east of the Site. Washington Boulevard and Jefferson Boulevard, the primary east/west arterials through downtown, are respectively five blocks and six blocks south of the Site. The Site is 3.8 miles from I-69, and 8.6 miles from Fort Wayne International Airport.



Cultural Trail in Indianapolis, as inspiration for the Fort Wayne Urban Trail

3. Market Analysis Summary



Market Overview

With a population of approximately 260,000, Fort Wayne is the second-largest city in Indiana and 76th largest nationally. Fort Wayne is the center of the 11-county Northeast Indiana region, which has a population of 783,000. The city is growing faster than peer communities like Cincinnati, Omaha, and Louisville, and the region has set an ambitious goal of reaching a population of one million by 2030.

Weekend and business trips abound, as Fort Wayne is a short drive from many of the largest cities in the Midwest, as displayed on the map above.

For those traveling farther afield, Fort Wayne International Airport serves 12 non-stop destinations including Phoenix, Minneapolis, Philadelphia, Chicago, Dallas, and several locations in the Southeast and Florida.

(Fun Fact: Outside of the New York area, more people live within a 150-mile radius of Ft. Wayne than within 150 miles of ANY city in the country! [Stats America Big Radius Tool](#))

Summary of Key Market Studies

The following studies and resources are the most current and/or extensive materials that describe the downtown Fort Wayne market.

[Downtown Residential Market Potential \(Zimmerman/Volk, 2014\)](#)

This study analyzed the demand for market-rate and affordable rental, and for-sale housing in downtown Fort Wayne. It found that up to 1,500 new dwelling units could be created and absorbed downtown over the next 5 to 7 years (between 2014 and 2021).

[Strategic Market Analysis \(RCLCO, 2018\)](#)

This analysis was conducted for the proposed [Electric Works](#) project to explore the demand, market position, and likely absorption of residential, office, and retail in the downtown Fort Wayne sub-market. The study found strong demand for all three product types over the next five years:

- **Residential:** 700 units with rents at \$1.25-\$1.50/square foot
- **Retail:** Downtown is underserved from a retail standpoint. Likely rents of \$14.50-\$15.00/square foot (triple-net) are attainable
- **Office:** 650,000 square feet downtown with rents at \$25/square foot

Note: Electric Works will contain 90-100 residential units, 224,000 SFT of office (including 83,000 SFT dedicated to innovation space), and 83,000 SFT retail (including food hall). These totals are not represented in the RCLCO findings.

[Riverfront District Market Analysis \(HR&A, in progress\)](#)

An economic and market analysis is underway as part of planning for Phases II & III of Riverfront. If possible, this information will be provided to participants in the ensuing RFP process. Preliminary results show that the downtown housing market can support the creation of more than 500 housing units over the next 5 years. This figure takes into account those units that are approved but not yet

constructed at developments such as The Landing (70 units) and Electric Works (90-100 units).

Community & Economic Development Profile of Fort Wayne (Greater Fort Wayne, Inc., 2018)

Created by the chamber of commerce and economic development organization for Fort Wayne and Allen County, this document provides general community information and describes the major drivers of the local economy. It also contains a summary of state and local economic incentives.

Fort Wayne’s Downtown Residents, Workers (Community Research Institute - Purdue University Fort Wayne, 2018)

Contains an analysis of the residents, businesses, and workers in the Fort Wayne Downtown Improvement District and surrounding neighborhoods in comparison to the city as a whole.

Zacher Company Market Insight Reports (2018 & 2019)

The Zacher Company, a leading commercial real estate brokerage in Northeast Indiana, creates annual profiles of local industrial, office, and retail markets. The report divides the area into sub-markets and describes major transactions, vacancy levels, trends, available sites, and more.

Links to these and additional resources can be found in Exhibit C.

Key Local Partners

Economic development organizations throughout the region recognize the importance of riverfront development as a means to attract and retain residents and citizens. The following organizations in particular can provide information and support:

 <p>GREATER FORT WAYNE INC.</p>	<p>Greater Fort Wayne: Chamber of commerce and economic development resource for market data, investor benefits, and business development. https://www.greaterfortwayneinc.com/</p>
 <p>NORTHEAST INDIANA REGIONAL PARTNERSHIP</p>	<p>Northeast Indiana Regional Partnership: Regional economic development organization created to build, market, and sell Northeast Indiana. https://neindiana.com/</p>
 <p>DOWNTOWN improvement district</p>	<p>Downtown Improvement District: Economic Improvement District tasked with improving the downtown business climate. http://downtownfortwayne.com/</p>
 <p>VisitFortWayne</p>	<p>Visit Fort Wayne: Convention and visitors bureau whose purpose is to expand Fort Wayne’s economy by attracting convention and leisure visitors. https://www.visitfortwayne.com/</p>

4. Development Vision & Project Components

Redevelopment of this flagship property offers the opportunity to define the architectural character of an entire district. The Site is located at arguably the most prominent and pedestrian-friendly intersection in the Riverfront area, is situated between two signature parks, and is adjacent to the river. As such, the structure that is ultimately built will have a pivotal role in shaping the identity, brand, and appeal of Riverfront Fort Wayne. We are committed to choosing a developer who shares our vision and who can establish a standard of excellence that will set a high bar for future investment.

The project components and design considerations described below establish a broad framework from which the development team can draw inspiration. In addition, resources contained in [Exhibit C](#) can help to provide a baseline of understanding regarding the opportunities and constraints of the project.

Project Components

A mixed-use, multi-story structure with a substantial multi-family residential component. The building should be a unique, differentiated product type for downtown, fulfilling its aspirations of being a flagship of the Riverfront District.

Uses capable of activating the sidewalk and contributing to the pedestrian environment at ground floor are desirable, particularly retail, food and beverage, and other semi-public gathering spaces. Semi-private and private uses should be avoided along ground-floor river-facing edges.

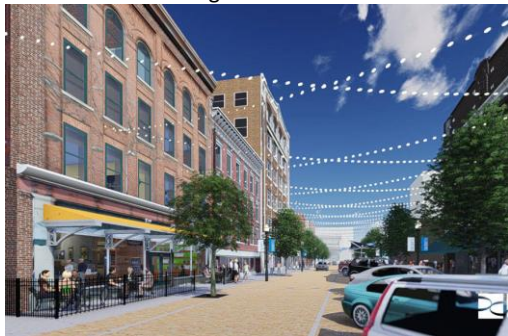
A parking structure that is harmoniously and discreetly integrated into the urban form of the project. Please note that the City is contractually obligated to provide approximately 400 parking spaces for off-site parking users in a new parking structure built at this location. The new parking structure will also be expected to provide public parking spaces capable of absorbing a portion of future parking demand.

Design Considerations

A context-sensitive product that is unique to the Riverfront District. Design excellence will be achieved with careful consideration for architectural character whereby the development complements downtown Fort Wayne’s architecturally significant buildings. Respondents shall find cues from the historical context of Fort Wayne’s river and canal vernacular and synthesize a contemporary design response. Exterior building materials shall be carefully selected, reflecting aspirations for design excellence, and should include use of authentic materials such as brick, stone, metal and glass whenever possible. Consideration should also be given to sustainable building materials and operation.

A pedestrian-forward design that is seamlessly linked to its surroundings. All four facades are prominently visible from important public spaces, so thoughtful design consideration must be given to the way the building is experienced from all sides. An effective design will leverage the character of surrounding uses and ensure that no façade feels like the “back” of the building.

Local contextual design references



The Landing



Randall Lofts



Superior Lofts



Club Soda (Indiana Textile Building)

Service areas (i.e. trash and loading) should be discrete, and thoughtfully located as to minimize effect on pedestrian experience along the street edge. Parking and loading entries should be integrated into the building architecture to minimize visual impact.

Building frontage, massing, architectural rhythm, and materiality should be appropriate in dimension and scale to foster an active urban pedestrian environment. Façade components and divisions should reduce the perceived visual scale of the development. Balconies and/or rooftop access are encouraged, where appropriate, in order to activate the façade above street level.

The design should recognize the physical definition of streets and public spaces as places of shared use. An engaging street-level interface between the building and the public realm is particularly important. Visual permeability, transparency on the ground floor, and circulatory permeability (strategic placement of entrance locations) will promote a pedestrian-forward experience.

A project that enhances the Riverfront Fort Wayne experience for everyone.

Investments in public space and placemaking have contributed significantly to the desirability of the Site. The project should leverage the growing momentum of these public investments and support a mutually beneficial synergy that contributes to the success of the Riverfront District. Consideration and appropriate design response will recognize the burgeoning retail/entertainment corridors of Superior and Harrison Streets, and the emergence of the riverfront as a corridor unto itself.

The project should enhance the Riverfront Fort Wayne experience for the hundreds of thousands of people who will visit the area every year. It should embrace inclusivity and accessibility for residents and non-residents alike.



General (non-local) Design references



Additional General (non-local) Design References

Public-Private Partnership

The City anticipates working with a development team with a proven track record of successful public-private partnerships involving multiple sources of public and private funding and finance. Below are some tools that may be considered for use on the project depending on financial need, the mixture of uses and alignment with City goals. Please note that inclusion on this list does not guarantee the availability of the incentive:

- **Land Conveyance:** The City controls the land so conveyance of the land for a nominal cost or favorable lease terms is possible.

- **Tax Increment Financing:** This site is located in a “TIF District” called the Riverfront I Columbia Street Economic Development Area. Public improvements that could include, but are not limited to structured parking, open/public space, site preparation and streetscapes could be financed by capturing incremental increases in tax revenue attributable to the project.
- **Riverfront Local Income Tax (LIT):** In 2017, with enthusiastic endorsement from the local community, the Fort Wayne City Council voted to increase local income taxes to provide a dedicated source of funding for future phases of Riverfront Fort Wayne development.
- **State of Indiana Incentives:** The Indiana Economic Development Commission (IEDC) and other state-wide agencies administer a number of significant incentives. Information regarding these incentives is easily accessible on [the IEDC website](#).
- **New Markets Tax Credits:** The Site is in a “Qualified Census Tract” where this incentive is available. Facilitated by a Community Development Entity (“CDE”), Qualified Projects are eligible for loans or equity investments that may offer subordinated debt, below-market interest rates, lower than standard origination fees, longer than standard interest-only payments, higher than standard loan-to-value, and longer than standard amortization periods. The City has an in-house CDE, but any CDE can participate. More information is available [HERE](#).
- **Opportunity Zone:** The Site is located in a “Federal Qualified Opportunity Zone.” Opportunity Zones are designed to spur economic development by providing tax benefits to investors who defer capital gains for a specific amount of time. More information is available [HERE](#).
- **Entitlement and Permitting Assistance:** City staff is well-versed in local processes and has experience with many different types of economic development incentives. Staff expertise can minimize the inefficiencies often encountered when entering a new market.
- **Support for Parking:** The City contracts with a parking management company with a proven track record of maximizing the use and efficiency of parking assets. The City has found that efficient parking management is also an opportunity to generate revenue.
- **Riverfront Liquor License:** The Site is in a district that is exempt from the quota requirements that exist in most areas, substantially reducing the cost and risk of obtaining a liquor license.

5. Submission Requirements and Selection Process

Submission Requirements

All submittals must include the information in the order listed below. Note that a detailed development plan is not being requested at this stage. The purpose of this RFQ process is to assist the City in selecting the most qualified developers based upon the information described below.

A. Cover Letter

Please limit the cover letter to no more than two pages.

B. Development Team Organization & Approach

Describe the lead development organization (“Developer”) and identify other members of the development team (such as architecture or engineering firms). Please provide the following information for the Developer:

- Development philosophy and business model;
- Name, address, email, and phone number of the person who will serve as the contact regarding this RFQ process;
- Resumes of key project personnel (can be included as an attachment);
- Location of principal offices;
- Description or form of organization (corporation, partnership, etc.);
- Number of years the firm has been in business under the current name;
- List of other names under which the firm has operated;

Describe the other participating firms with regard to characteristics such as history, services offered/general experiences, number of employees, and location of offices.

C. Concept / Vision for the Site

Provide a statement of project understanding based on the content of this RFQ and describe your team’s preliminary development concept and vision for the site. Discuss the elements/uses you anticipate including in redevelopment of the site, and discuss how you envision your concept relating to the Riverfront Fort Wayne initiative.

D. Financial Capacity of Team

Describe the financial capacity of the Developer to undertake the project, the ability of Developer to access and leverage public and private financial resources, and the experience of Developer as it pertains to successful public-private partnerships. Evidence provided may include non-binding letters of support from financial partners.

In addition, provide the following information:

- Private sources of financing used by Developer for recent projects;
- Public sources of financing/incentives used by Developer for recent projects;
- Past bankruptcies or pending financial litigation involving the Developer.

Please indicate in the response whether the team desires for the financial elements to remain confidential.

E. Relevant Experience

Describe the relevant experience of the development team by profiling no more than seven projects with a scope and complexity comparable to the project envisioned on the Site. It is not necessary that every project included be a public-private partnership or waterfront project, but it is important that the collection of projects illustrate Developer’s ability to successfully complete this type of development. If applicable, examples should also demonstrate Developer’s successful partnership with other members of the development team. No less than half of the respondent’s projects must be substantially complete.

At a minimum, each project description should include the following:

- Project name, location and description, including project size;
- A combination of pictures, site plans, layouts, written descriptions, and/or renderings. These materials should effectively demonstrate the project’s compatibility with the surrounding area;
- The members of the development team that were involved and the services they performed;

- Project construction budget and sources of financing;
- Project start and end dates; and
- At least one reference with contact information for each project.

F. References

In addition to those project-specific references provided above, please provide name and contact information for three references who can attest to the Developer's capacity and experience for completing the type of project envisioned herein. Provide a brief description of the nature of your relationship with each reference.

Include at least one public sector development partner able to speak to the Developer's experience on similar projects.

Appendices:

If necessary, include additional and relevant information such as supplementary information from similar projects, non-binding letters of support from financial partners, financials from completed projects of a similar nature to this project, testimonials from projects or stakeholders, resumes, and other materials as deemed necessary by the development team.

Submittal Instructions

Please provide **five (5)** hard copies and **one (1)** electronic copy of the response to the following address no later than **FRIDAY, MARCH 22, 2019 @ 4 PM EST.**

City of Fort Wayne Department of Redevelopment
Attn: Nancy Townsend, Redevelopment Director
200 E. Berry St, Suite 320
Fort Wayne, IN 46802
Nancy.Townsend@cityoffortwayne.org

Mailed responses not received by this date, but postmarked by Wednesday, March 20, 2019, will be accepted.

Additional information such as addenda, clarifications or changes to the timeline will be posted to the City's website under the "Public Bidding Opportunities" link (<http://bidding.cityoffortwayne.org/city.php>). If you are

interested in receiving updates directly, or if you have questions or clarifications regarding this RFQ, please email Joe.Giant@cityoffortwayne.org.

Review Criteria

The City will evaluate responses according to the following criteria:

- **Creative and compelling vision for the Site;**
- **Approach to the Site with regard to the Riverfront Fort Wayne initiative;**
- **Overall quality of the development organization and team;**
- **Demonstrated expertise and success in developing projects of similar scope, setting, and scale;**
- **Experience in successfully structuring and implementing innovative public/private partnerships;**
- **Development team's approach, including anticipated local presence, as applied to project planning, construction, and operation;**
- **Financial capability and organizational capacity to undertake the project;**
- **Feedback from references; and**
- **Compliance with the submittal instructions.**

Review Process

The City will evaluate all RFQ responses with the intent of creating a short list of candidates who will be offered the opportunity to respond to a Request for Proposals (RFP) for the site.

The City will inform RFQ respondents of its decision on or about Monday, April 8, 2019.

Selection will be made by a selection committee comprised of Redevelopment Commissioners, City staff, and a representative from Land Collective (the consultant team leading the Riverfront Implementation Framework).

The City may amend this schedule by posting notice on the City's bidding website. To receive updates and addendums directly by email please contact Joe.Giant@cityoffortwayne.org.

Reserved Rights

- The City reserves the right to reject any and all proposals submitted.
- Although the City anticipates an RFP process following this RFQ process, the City is under no obligation to undertake an RFP process.
- The City will not reimburse any costs incurred by a respondent in the preparation of a response to this RFQ.
- Should it become necessary to revise any part of or provide additional information necessary to adequately interpret provisions and requirements of this RFQ, or respond to written inquiries concerning this RFQ, the City reserves the right to issue an addendum to this RFQ by posting on the City's public bidding website.
- The City reserves the right to extend any portion of the timeline communicated in this RFQ.
- Responses to the RFQ, once tendered to the City, become the property of the City. Any restrictions on the use of data in a proposal must be clearly stated in the proposal, and although the Commission will try to accommodate requests for confidentiality, the Commission does not guarantee the security of any element of a proposal.
- No member, officer or employee of the Department of Redevelopment or member of the Redevelopment Commission, or of a local public body or agency having jurisdiction over the Site, may have any interest, direct or indirect, in any sales and/or development agreement or proceeds thereof.
- The City reserves the exclusive right to own, possess and utilize all work products, schematics, financial information and other documentation obtained as a result of this RFQ as the City determines in its sole discretion. Submittal of a response to this RFQ shall be deemed the respondent's agreement to this reserved right without the necessity of any further agreement between the parties.

6. Exhibits

Exhibit A: Site Survey

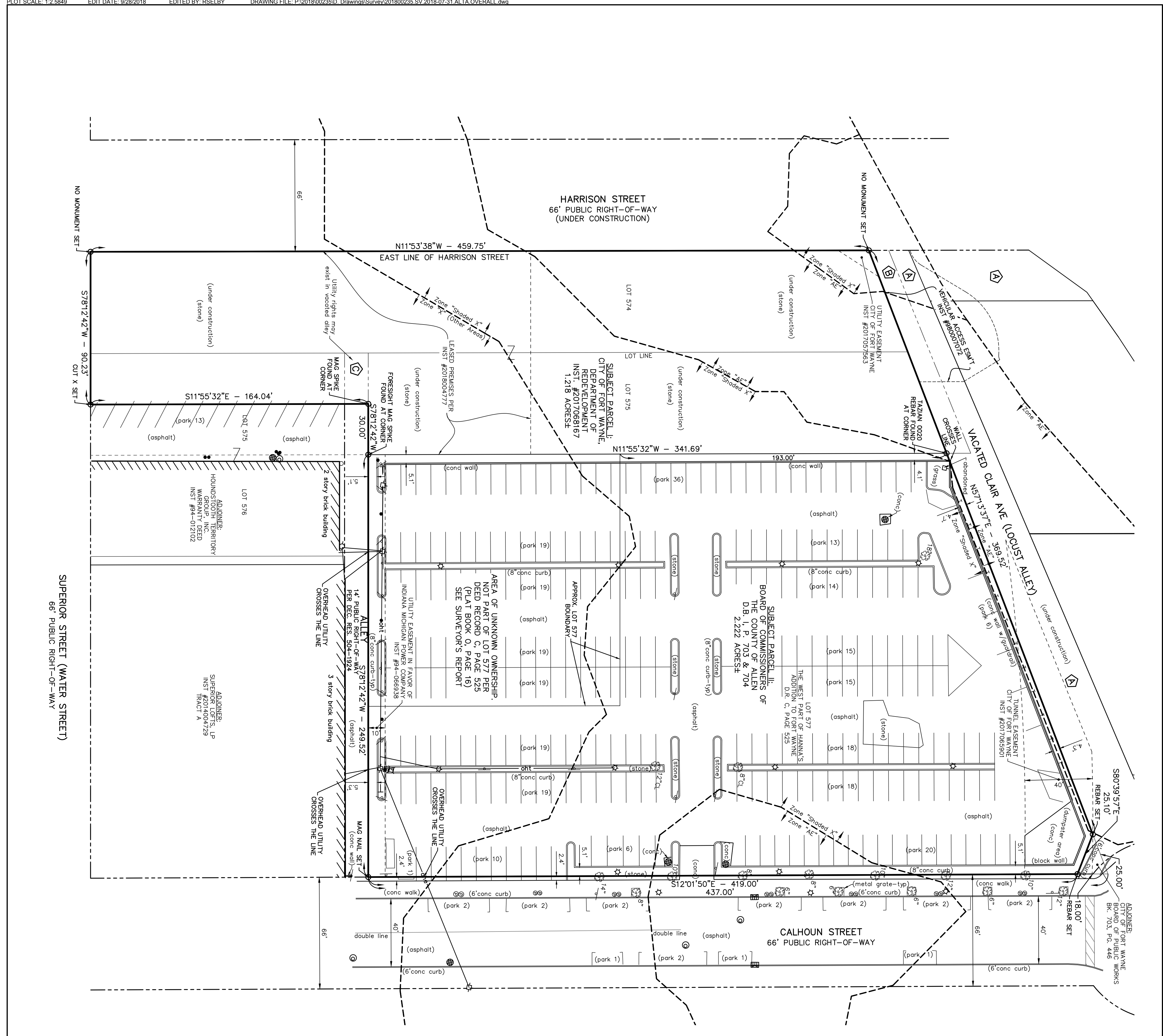


Exhibit B: Floodplain Map

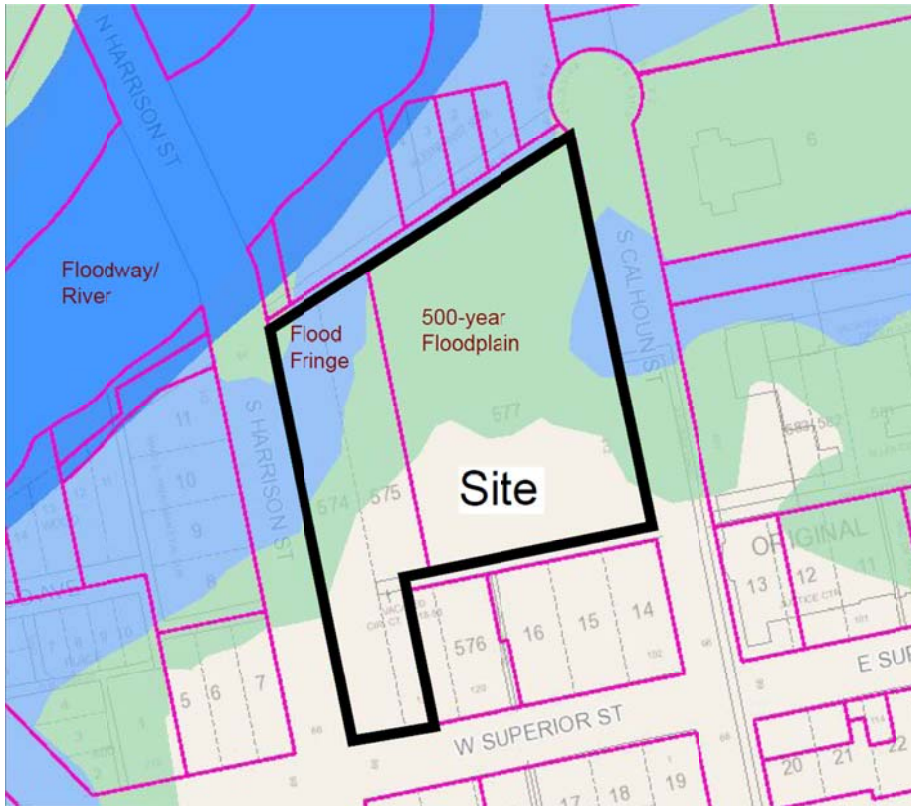


Exhibit C: Relevant Plans and Studies

Riverfront Conceptual Plan (SWA, 2015): Broad framework describing the vision for the revitalization of the riverfront area.

http://www.fwcommunitydevelopment.org/images/reports_studies/Riverfront_Conceptual_Plan_-_Web.pdf

Downtown Blueprint 2016 Update (City of Fort Wayne, 2016): Effectively the Downtown Master Plan, the “Blueprint” identifies high-priority development sites and proposes public investments expected to support those projects. Goal #3 of the plan states “Support the priorities and recommendations of the Riverfront Fort Wayne Conceptual Plan.”

http://www.fwcommunitydevelopment.org/images/City-Blueprint2016-Epub_fixed_name.pdf

An Analysis of Residential Market Potential: The Downtown Fort Wayne Study Area (Zimmerman/Volk, 2014)

http://www.fwcommunitydevelopment.org/images/housing/docs/2014_Downtown_Housing_Market_Potential_FINAL.pdf

Electric Works Strategic Market Analysis (RCLCO, 2018): Describes demand for residential, office, and retail in the downtown Fort Wayne sub-market.

<https://fortwayneelectricworks.com/wp-content/uploads/2018/06/Electric-Works-Public-Presentation.pdf>

Community & Economic Development Profile of Fort Wayne (Greater Fort Wayne, Inc., 2018): Provides facts and figures regarding the community, and describes the major drivers of the local economy. Also contains a summary of state and local economic incentives.

<https://www.greaterfortwayneinc.com/wp-content/uploads/2015/07/choose-fort-wayne-2018-final.pdf>

Fort Wayne’s Downtown Residents, Workers (Community Research Institute – Purdue Fort Wayne, 2018): An analysis of the residents, businesses, and workers in the Fort Wayne Downtown Improvement District and surrounding neighborhoods in comparison to the city as a whole.

<http://downtownfortwayne.com/wp-content/uploads/2018/01/CRI-Report.pdf>

Plan-It Allen Comprehensive Plan (City of Fort Wayne and Allen County, 2007):

The comprehensive plan for Fort Wayne and Allen County contains goals, objectives, and policies regarding the physical development of the community.

<http://www.planyourcommunity.org/images/stories/files/plan-it%20allen%20compplan-web.pdf>

GIS information: City of Fort Wayne GIS

<https://maps.cityoffortwayne.org/maps/map.htm>

Property Information: Allen County Property Information

<http://www.lowtaxinfo.com/allencounty/#/SearchView>

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