



REQUEST FOR PROPOSALS



National Development Council

THE NORTHWEST TRIANGLE REDEVELOPMENT SITE

City of York Redevelopment Authority
50 West King Street
York, PA 17401

Attention Respondents:

Your firm is hereby invited to submit a formal response to the Redevelopment Authority City of York (hereinafter RDA) request for proposals (RFP) for the five acres of publicly-owned land located within the Northwest Triangle (NWT) Redevelopment Area. It is the intention of the City of York and RDA that a successful respondent(s) will be selected as a result of this process.

The RDA and City of York envision the creation of a niche neighborhood replete with high density market rate residential units, new retail and commercial development and waterfront open space improvements conducive to pedestrian and bicycle traffic. This is a premiere, showcase development project. It should employ quality materials, energy and environmentally efficient design, and attention to smart urban development theory.

Proposals may be submitted for the entire redevelopment area, or selected tracts of land therein. Pre-proposal conferences will be held on January 17th and 18th at 10:00 a.m. in the conference room of Stock & Leader Attorneys at Law, located in the Susquehanna Commerce Center, 221 West Philadelphia Street, York, PA 17401, in the 6th floor of the east building. Complete responses to this RFP must be received by the Authority at York City Hall, 50 West King Street, York, PA 17401, no later than 3:00 p.m. on March 30, 2012. Submissions should include one (1) clearly marked original document, an electronic copy and nine (9) bound copies of the document. Absolutely no submissions will be accepted after 3:00 p.m. on March 30, 2012.

At the conclusion of this document is a visual preference survey. This appendix shows projects that both the RDA and City believe were successful urban infill projects, employing skillful design, land use and materials. This RFP and supplemental documents are available online at www.yorkcity.org/nwt. Any addendum information or Frequently Asked Questions will be posted to the same site. It is the responsibility of the respondent to monitor the web site for any such updates.

The awarded Northwest Triangle project should complement the surrounding economic development that has occurred and serve as a catalyst for future development within proximity of the site. It is highly preferred that the Northwest Triangle redevelopment conform to the principles outlined in the City's comprehensive vision to:

1. Improve curb appeal;
2. Promote walkable and bikeable streets;
3. Be a market rate residential destination;
4. Be an entertainment, commercial and cultural destination;
5. Be designed to incorporate public space and extension of York Heritage Rail Trail;
6. Be a job creating development, both directly and indirectly; and
7. Be a sound economic and community investment, by enhancing the tax base and promoting ancillary development.

Thank you for your consideration of this RFP. We look forward to selection and project development.

Sincerely,



Kevin J. Schreiber
Secretary, Redevelopment Authority
Director, Department of Economic & Community Development
City of York

REQUEST FOR PROPOSALS
FOR
THE NORTHWEST TRIANGLE REDEVELOPMENT SITE

Issue Date: January 1, 2012
Pre-submission Meeting/Site Visit: January 17-18, 2012
Responses due no later than: March 30, 2012 at 3:00 p.m.

All proposals must be delivered in sealed envelopes.

No proposals will be opened until after 3:00 p.m. on March 30, 2012

Proposals Delivered to City Hall, 50 West King Street, York PA 17401

Information and Project Contacts:

Kevin Schreiber
Director
City of York
Department of Economic & Community Development
Secretary, Redevelopment Authority
50 West King Street
York, PA 17401
kschreib@yorkcity.org

Shilvosky Buffaloe
Deputy Director
City of York
Department of Economic & Community Development
Assistant Secretary, Redevelopment Authority
50 West King Street
York, Pennsylvania 17401
717-849-2875 (Desk)
717-812-0557 (Fax)
sbuffaloe@yorkcity.org

City of York

Northwest Triangle Redevelopment Project

Table of Contents

I.	Request for Proposals Overview	4
II.	Redevelopment Project Description	7
III.	Development Objectives	14
IV.	Economic Incentives	16
V.	Minimum Submission Requirements	17
VI.	Selection Process	20
VII.	Selection Criteria	21
VIII.	Conditions, Limitations, & Waivers	22
	Appendix - Visual Project Preference Survey	23

Request for Proposals Overview

(A) General Overview:

The City of York, Pennsylvania is requesting proposals from a qualified developer(s) for the redevelopment of a strategically located parcel of land publicly owned by the RDA. The Authority is seeking proposals that will build upon recent developments made in and around Sovereign Bank Stadium, the Arts & Market District and the Codorus Creek waterfront and adhere to the neighborhood character. The parcel is located within the Northwest Triangle (NWT) Redevelopment Area created by the City of York in 2006.

The Northwest Triangle Project is a priority redevelopment effort, the goal of which is to leverage additional downtown revitalization, provide new employment opportunities for City residents and stimulate private investment in a formerly blighted and underutilized corner of the City. The City of York and the RDA seek to expand upon recent development successes in the adjacent Stadium District, that includes, but is not limited to, new market-rate residential, new retail and restaurants, the location of the new York Academy, an International Baccalaureate Charter School, and to ensure that the Northwest Triangle redevelopment serve as an impactful, urban infill project and vibrant Gateway to the City's downtown.

The City is seeking a development team to redevelop the subject area, in its entirety or as multiple sub-projects within the defined site area as identified in Figure 1, converting this area into a vibrant mixed-use urban neighborhood which is economically sustainable and will positively impact the surrounding community and the City-at-large. This targeted waterfront area is part of the larger, multi-municipal Codorus Corridor *River of Opportunity* area. In the broader context, the Corridor plan calls for physical and economic connections between projects, areas and neighborhoods that will enhance the collective impact of the Corridor. The concept recognizes the fundamental role of the Codorus Creek as an organizing feature for development throughout York's history. The focus on redevelopment of the corridor will help return the Codorus to its original stature as a common community asset.

The selected Developer(s) would be responsible for the redevelopment of approximately 5.2 acres bounded by the Codorus Creek to the North and West, Philadelphia and North Streets to the South, and North Beaver Street on the East. **Proposals may be submitted for the entire redevelopment area, or selected tracts of land therein.** The RDA is considering the complementary effects of the overall site. The RDA will evaluate each proposal with scoring criteria for the highest and best use of the land either in aggregate or individually by parcel. In the event of complementary proposals, the RDA may facilitate coordinating parties for compatible uses and development of the site.

The subject development site is bifurcated by two rail lines of the York Rail Company. It is anticipated that the rail lines will, due to substantial financial cost, remain in place and any subsequent development plan would have to be configured accordingly. In addition, situated on the parcel is the former Keystone Color Works building, an historic industrial structure that should be incorporated into a final redevelopment plan as an adaptive reuse commercial or residential product.



Figure 1: Existing Site

(B) RFP Process Overview:

Questions concerning this request for proposals shall be submitted in writing to the City of York's Department of Economic Development by February 3, 2012. Questions about the proposal submission process and requirements should be directed to the Department of Economic Development. Questions may be faxed to: (717) 849-2329 or e-mailed to Shilvosky Buffalo, the Deputy Director of Economic Development at sbuffaloe@yorkcity.org.

Substantive questions about the project details will also be referred to Mr. Buffalo for follow-up. Members of all proposing firms or teams shall refrain from contacting or discussing this project with any other York public official, professional staff person, or elected official. Proposing firms that do not adhere to this requirement shall be disqualified from further consideration.

A pre-proposal conference will be held on January 17 and 18, 2012 at 10:00 a.m. to present the project to interested development teams. **The pre-proposal conference will be held in the conference room of Stock & Leader Law Firm, located at 221 West Philadelphia Street, in the 6th floor of the Susquehanna Commerce Center East Building.** An overview of the project will be presented, including a presentation of the Northwest Triangle Redevelopment Plan, which illustrates the City and RDA's overall redevelopment vision. Relevant City staff persons will be present to answer questions posed by potential respondents. In addition, a walking tour of the Northwest Triangle site will be conducted to familiarize proposing firms with the project area and to answer any questions.

The RDA and City of York reserve the rights to amend, modify, or withdraw this RFP, to waive any requirement of this RFP, to accept or reject any or all proposals, to negotiate or hold

discussions with one or more of the proposers which may result in a redevelopment agreement, to issue a subsequent request for a shortlist of proposers, or a list based upon a new competitive basis, to correct deficient responses that do not completely conform with the RFP, to reject any or all proposals and to cancel this RFP, in whole or in part, for any reason, or no reason, in the RDA's sole discretion. The RDA may exercise any such rights at any time, without notice or liability to any proposer(s).

Final approval is subject to approval by the York Redevelopment Authority Board of Directors.

(C) Schedule for Solicitation of Development Plans:

The schedule for this Request For Proposal solicitation is as follows:

ACTIVITY	DATE
Advertise Solicitation	January 1-2, 2012
Pre-Proposal Conference Stock & Leader Law Firm 221 West Philadelphia Street Susquehanna Commerce Center East 6 th Floor York, PA 17401	January 17-18, 2012
Final Date for Written Submission of Questions	February 3, 2012
Submissions of Responses Due to Questions	February 13, 2012
Proposals Due Kevin Schreiber, Director City of York City Hall Department of Economic & Community Development 50 West King Street York, PA 17401	March 30, 2012 by 3:00 p.m.
Distribute Proposals to Evaluation Team Members	April 2, 2012
Selection of Developer Short List	April 19, 2012
Developer Presentations and Interviews	May 4, 2012
Committee Recommendations to RDA Board	May 16, 2012

Redevelopment Project Description

Beginning in 2003 an ad hoc Northwest Triangle Initiative project committee comprised of several public and private community stakeholders convened to discuss general concepts for redevelopment of this area. From these efforts several early charettes were developed that explored and envisioned what this area will eventually become. As such, in 2004 efforts began in earnest with environmental assessments, engineering reports, rail relocation analysis, market studies, and design studies.

From June of 2004, when the first envisioning report conceptualizing the area as a mixed-use neighborhood was published, until October 19, 2009, when the city began demolition of the last site to be acquired and cleared, approximately five-and-a-half years had elapsed. During that time, the Redevelopment Authority and the City joined forces to acquire and demolish structures, conduct environmental studies and perform environmental remediation on all parcels.

Over the lifespan of this project the City of York has expended over \$11 million on site acquisition and preparation anticipating this future development. This funding was comprised primarily of federal, state and local public sources. The entire cost of implementing the proposed development shall be the sole responsibility of the selected developer(s).

The initial redevelopment area encompassed 45 acres and proposed phased development to include the now developed Sovereign Bank Stadium, home of the Atlantic League York Revolution baseball team, and the 5-acre commercial site, now underway with the 44,000 square foot Class-A commercial construction of the Thomas Somerville building and Western Maryland Railroad Head House, and the 40,000 square foot York Academy International Baccalaureate charter school. As noted in the Figure 2 below the subject of this RFP is Phase III.

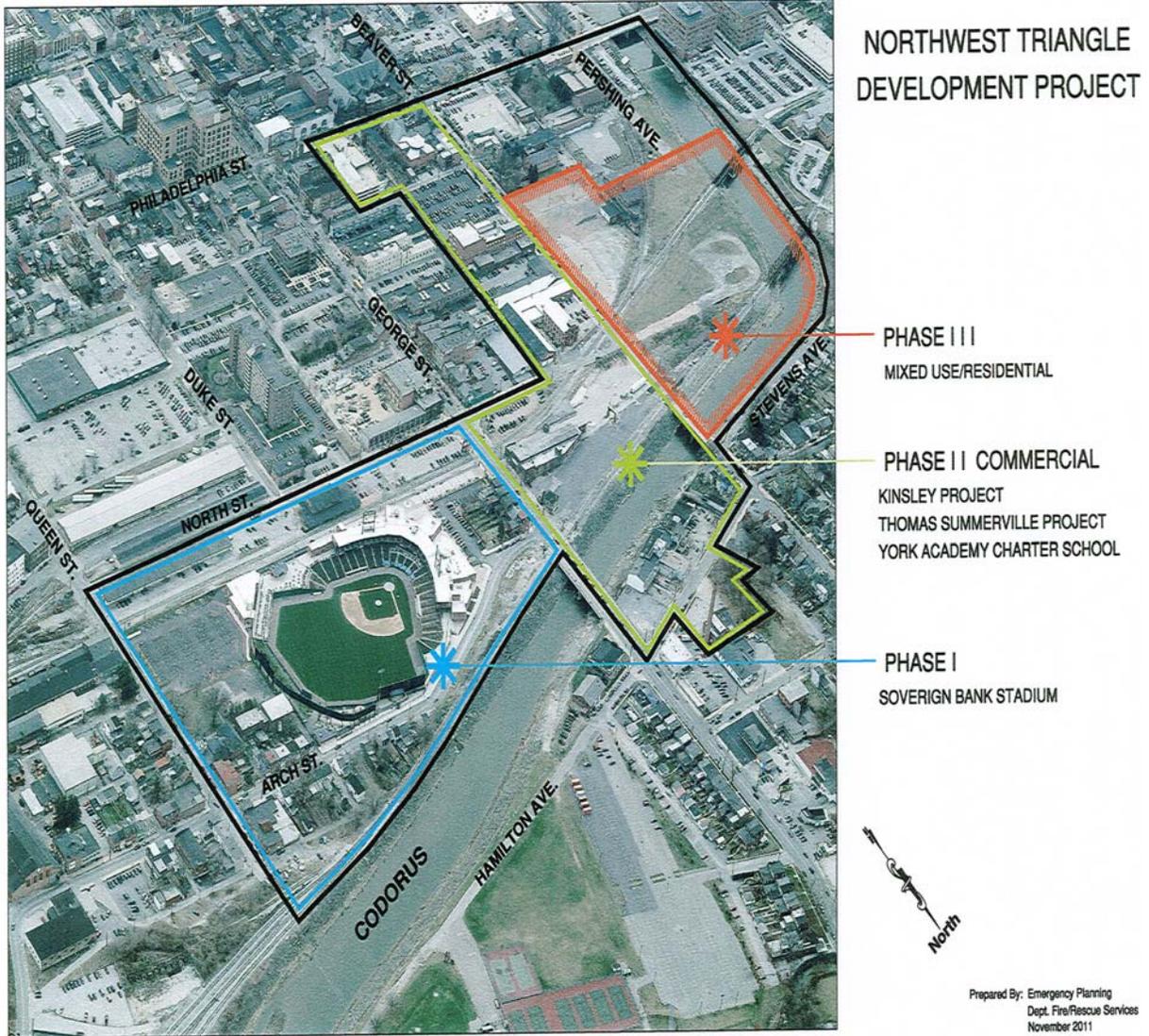


Figure 2: Redevelopment Phases

Now two-thirds complete through the phasing, the final acreage west of Beaver Street and bounded by the Codorus Creek is proposed for development and the subject of this RFP. The Redevelopment Area, referred to as the “Northwest Triangle Area,” for purposes of this RFP involves the fifteen RDA-owned parcels, comprising over five acres of developable area located along the Codorus Creek. The City and RDA recognize that the development of the Northwest Triangle must be market-driven. A mix of uses is critical to achieve a successful and impactful long-term development. While we anticipate and recommend certain uses across the site, the ultimate mix will be determined by market demand, developer creativity and the ability to finance such uses.

The Redevelopment Plan may be accessed online at www.yorkcity.org/nwt.

(A) **Infrastructure**

Parking: The NWT is located within the City of York Central Business District (CBD). Pursuant to the City of York Zoning Ordinance there are no mandatory parking requirements within the CBD. While a successful project will be predicated upon convenient and available parking, it is anticipated that some of the site may be utilized for site-specific accessible parking. As well, the site is located within close proximity to additional available parking, both municipal and privately owned. The closest publicly owned parking is available at the West Philadelphia Street Parking Garage, located one-block from the NWT. The garage recently underwent approximately \$750,000 in repairs to include, concrete restoration, access control equipment, signage, lighting and traffic flow. The total capacity of this conveniently accessible garage is 385 total spaces with approximately 145 current spaces available to monthly parking access or transient parking. A map of available adjacent parking is online at www.yorkcity.org/nwt.

Environmental Remediation: In 2007, the City of York utilized a \$1,125,000 Growing Greener II grant from PA Department of Environmental Protection to perform all environmental remediation on site required for an unrestricted land use and Act 2 clearance. The environmental reports are available as supplemental information online at www.yorkcity.org/nwt.

Streetscape: In 2010, the City of York performed approximately \$1.1 million worth of paving, infrastructure, and streetscape improvements to North Beaver Street, between West Philadelphia and North Street, and to North Street, between Beaver and George. The focus of this investment was primarily on updating and improving the underground infrastructure, repaving and enhancing the streetscape with trees, benches, ornamental lighting and planters. The City worked closely with local utility companies to ensure that while construction was underway that these companies be involved to upgrade and improve their existing underground infrastructure, to include sanitary sewer, Columbia Gas, York Water Company and Metropolitan-Edison First Energy Company. The resulting work puts a new face to the NWT that includes new sidewalks, stamped concrete, curb cuts, trees, benches, lighting, planters and crosswalks.

Utilities: In 2010, while the North Beaver Street paving project was underway, the City of York worked with local utility providers to update and enhance existing infrastructure while the street was under construction. All utility work was done to support future development and capacity on site.

Columbia Gas: Replaced the last of 24" round cast iron line with a 20" round treated steel line and replaced a 12" round bare steel gas line with 6" round plastic line along Gay Avenue, North Pershing and North Beaver Streets.

Metropolitan Edison/First Energy: Relocated a sub-transmission line along Park Avenue to eastern side of North Beaver Street. Relocated and eliminated portions of 4.8kV line from Park Avenue to eastern side of North Beaver Street.

York Water Company: Replaced main line throughout existing site, along North Beaver Street and Gay Avenue.

(B) Economic Development Snapshot

In 2010, the City's Bureau of Permits, Planning, and Zoning processed over 2,000 building permits paving the way for over 110 new businesses and private ventures, further in 2011 more than 140 new businesses have sprung up.

A snapshot of major new projects, new businesses and expansions since 2009 is:

- The 34,000 square foot expansion of York City Industrial Park-based, Tooling Dynamics, a manufacturer of precision micro-metal stamping for the electronic, solar, computer and automotive industries, adding 30 new jobs.
- New \$4.8 million CODO 28, the first LEED-certified residential building in York County, featuring, market-rate apartments and a first floor restaurant.
- The \$13.5 million CODO 241 mixed use, combined adaptive reuse and new construction, 35 market-rate residential apartments and three ground level commercial tenants, located at George and North Street.
- Over \$5 million West End Salem Square Revitalization Plan, a partnership with the YMCA York Community Development Corporation, de-converted 11 blighted, multi-units into single-family, owner-occupied homes. The Plan also replaced six blighted properties with five new single-family, owner-occupied homes, acquired and closed a nuisance bar, and made streetscape improvements.
- A private-public initiative for several years, C-Town Supermarket, York's first supermarket since 2007, opened in July 2011 at the Yorktown Mall on North Duke Street. The 14,000 + square foot store is independently owned and operated and adds 35 new private jobs to the city, with most held by city residents.
- The new \$9 million Logos Academy, a private K-8 school, on the banks of the Codorus, and the expansion of New Hope Academy Charter School. Connecting the two is a repaved King Street and King Street Bike Lane, part of the **Rebuild York** citywide streetscaping initiative.
- The over \$4 million Market District Revitalization Project, which includes millions of public and private investment in both Central Farmers Market and Penn Street Farmers Market, the construction of a shared commercial kitchen incubation space for food entrepreneurs and demonstration, and the \$2.5 million Market View Arts Center, a cultural development center comprised of public artist studios, York College of Pennsylvania student artist studios and the PA Arts Experience Orientation Center.
- The opening of new restaurants and eateries including, but not limited to, Mudhook Brewing Company, Liquid Hero Brewing Company, New Ground Roasting Company, The Green Bean Roasting Company, Essan Thai restaurant, Park Street Pantry, Lotus Moon Yoga, multiple new market vendors, and the recently expanded White Rose Bar & Grille.
- The multi-million dollar adaptive re-use project featuring over 90 market-rate apartments, off-street parking, and landscaped gardens at 700 Linden Avenue, a property constructed in the 1800s.

- Opening of the new International Baccalaureate Charter School, within the Northwest Triangle redevelopment area, this charter school is the first of a kind in PA and involves the partnership of York City, York Suburban and Central York School Districts.
- The public and private investment to create Foundry Park on the Codorus, a boat launch area, a grassy embankment and natural amphitheater, a whimsy Gear Garden - which is a large, colorful sculptural art garden, and a series of beautification, benches, scaping and native plants.

(C) Site Development Options

Multiple parcels exist within redevelopment sections as shown in Figures 3 and 4. Proposals may be submitted for the master development of the entire project area or individual proposals may be submitted for one or more of the five distinct redevelopment sections.



Figure 3: Possible Redevelopment Sections

City of York Redevelopment Authority
Request for Proposals Northwest Triangle Redevelopment

Section A: 0.473 Acres (one parcel)

Section B: 2.154 Acres (five parcels)

Section C: 0.333 Acres (one parcel)

Section D: 1.572 Acres (seven parcels)

Section E: 0.62 Acres (one parcel)

Total: 5.152 Acres

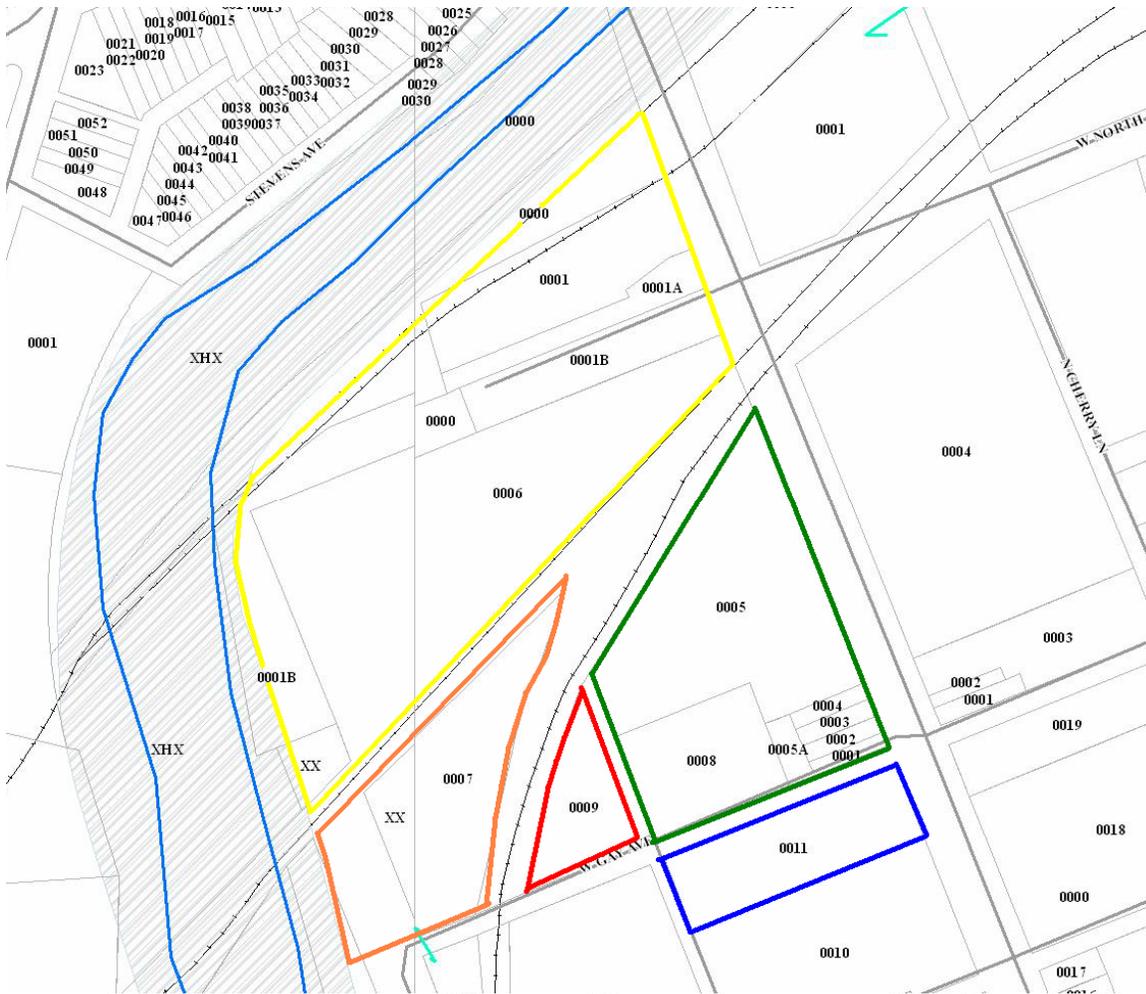


Figure 4: Redevelopment Area Parcel Map

It is anticipated that the Keystone Colorworks building (Figure 5 also shown as Section C of Figure 3) will be adaptively reused and developed for mixed use, commercial and/or residential conversion with or without the addition of contiguous new construction.



Figure 5: Keystone Colorworks Building

Development Objectives

In recent years, York has experienced a renaissance in its downtown and downtown adjacent neighborhoods with the development of the Sovereign Bank Stadium, a 6,000 seat multi-use stadium and home to the York Revolution Atlantic League baseball team. Capitalizing on this development, York has had an economic ripple effect consisting of the development of new market-rate residential ownership and rental units, boutique retail establishments, restaurants, the creative arts, an arts incubator, revitalization of two historic downtown farmers markets, further development of the York Heritage Rail Trail, and new entrepreneurial businesses. These public and private efforts have all lent to the enhanced beautification and physical appearance of York's Downtown and the Codus waterfront, as well as the overall improved critical mass of individuals with disposable income living and working within walking and biking distance of these urban amenities.

The awarded Northwest Triangle project should be complementary to the surrounding economic development that has occurred and serve as a catalyst for future development adjacent to the site. It is highly preferred that the Northwest Triangle redevelopment conform to the principles outlined in the City's comprehensive vision to:

1. Improve curb appeal;
2. Promote walkable and bikeable streets;
3. Be a market rate residential destination;
4. Be an entertainment, commercial and cultural destination;
5. Be designed to incorporate public space and extension of York Heritage Rail Trail;
6. Be a job creating development, both directly and indirectly; and
7. Be a sound economic and community investment, by enhancing the tax base and promoting ancillary development.

The project envisions the creation of a niche neighborhood replete with high-density market rate residential units, new retail and commercial development. This is a premiere, showcase development project. It should employ high style materials, energy and environmentally efficient design, and attention to smart urban development theory. Contained within the appendix of this document is a visual preference survey to show elements of other successful projects preferred and referenced by the City of York.

Preferred Development Characteristics

- **Functional and aesthetic features:**
 - Walkable, bikeable, mixed use urban neighborhood
 - Identifiable Niche Neighborhood
 - Safe social community
 - Augments existing downtown amenities and other development efforts
 - Connective with surrounding community
 - Clear evidence of attention to design
 - Inclusion of functional public space and public artwork

- **High Density Market Rate Residential Community targeting:**
 - Empty Nesters
 - Young Single Earners
 - Urban Families
 - Professionals and Downtown Employees

- **Development of First Floor Commercial Retail with Upper Floor Residential:**
 - Multiple, flexible 1,500 – 2,500 square foot retail storefront spaces compatible for boutique retail merchant use
 - Anchor commercial retail or restaurant tenant
 - Upper floor, market-rate residential apartments or condominiums

- **Site Improvements:**
 - Inclusion of Recreation/Public Use facilities
 - Extension of the York Heritage Rail Trail Pedestrian/Bicycle area
 - Waterfront green space improvements
 - Common amenity open space

The selected developer(s) will be responsible for the construction of all necessary site infrastructure improvements. The cost of all infrastructure improvements, including but not limited to utilities expansion, road and building improvements, on-site landscaping, fixture and equipment installation, will be incurred by the selected developer(s), while maintaining compliance with all Pennsylvania Prevailing Wage regulations. In addition, the selected developer(s) will be responsible for securing performance bonds for site improvements such as infrastructure, sidewalks, landscaping and stormwater management, as well as providing bonds for the maintenance of these improvements for a period of no less than two years after completion of construction.

Economic Incentives

The selected developer(s) will be responsible for securing all of the necessary capital to finance the project. This may include private funds, public funds or any combination thereof. The entire cost of implementing the proposed development, including design, engineering, entitlements and development costs, shall be the responsibility of the selected developer(s).

The City of York maintains a Tax Abatement Program to assist in the revitalization of the City. Developers should note that the City of York's Residential Tax Abatement Program ("RETAP"), provides a 100% tax abatement for ten (10) years of City and County property taxes, and a phased in ten (10) year abatement for School District property taxes for the development of residential housing. In addition, a Local Economic Revitalization Tax Abatement ("LERTA"), which provides a ten (10) year, phased in tax abatement program across City, School District, and County property taxes. The LERTA program commences at 100% abatement on the value of improvements in year one, 90% in year two, 80% in year three and continues forth at ten percent per year until full valuation is reached in year eleven. Both RETAP and LERTA apply to new construction or redevelopment and both programs run with the land for the ten-year period.

State and Federal incentives may apply but are predicated upon proposed development and availability.

Federal historic tax credits may apply to adaptive reuse and restoration of the Keystone Colorworks building.

Minimum Submission Requirements

Qualifications should be submitted on company letterhead containing the following information in the following order.

1. **Formal Letter of Interest on Lead Developer's Letterhead**

The person who signs the letter on behalf of the Lead Developer must be someone vested with the authority to represent the development team. Such cover letter shall also designate the developer's main contact person to represent and communicate on behalf of the developer and to provide additional information as requested or required.

2. **Project Summary**

A detailed narrative Project Summary with the following information:

- Project Name
- Project Description
- Project Impact
- Development program including:
 - Proposed Project Footprint: specifically identify this proposal is for all or a portion of the project section areas
 - Height of Buildings
 - Aesthetic adaptation to surrounding community
 - Number of Units Residential (if proposed)
 - Retail/Commercial square footage (if proposed)
- Proposed ownership structure
- Detailed description of how you would propose to undertake this work and identify any modifications you request to the scope of work. A narrative statement reflective of your thoughts and concepts as to how the site may best be developed to realize the City's goals
- Project team should include:
 - The respondent, developer and co-developer (if applicable)
 - Architect
 - Engineer
 - Landscape Architect / Urban Planner
 - Professional Public Artist
 - General contractor or construction manager (if known), management company, and other professionals

3. **Sketches, Renderings, & Preliminary Concept Plans**

Sketches, renderings, and preliminary plans for the respondent's proposed design and facility must be proposed. Respondents should provide two (2) large-scale copies of conceptual design or schematic drawings that show all of the components of the proposed development. Site plan should include boundaries, setback distances, percent of building coverage, and other zoning data establishing conformance with local standards. These should be prepared in a way which provides the RDA with a conceptual view of the firm's proposed project.

4. Approximate estimate of any additional costs required by Municipality or RDA.
5. Detailed description of the incorporation of public art into the development. Public art may be incorporated as static three-dimensional artwork, it may be proposed as elements within the building aesthetic or the common/green space aesthetic, or it may involve the incorporation of functional artwork, i.e. fencing, railings, fixtures, paving, signage, and etcetera.
6. Detailed programming plan for operations of commercial and residential elements of project.
7. Detailed information on experience of the development team

Provide the following information on the development team:

- Detailed narrative statement describing the previous experience of the developer and project team, especially with regard to projects that are relevant to the development proposed and emphasizing aspects in which the respondents' qualifications are believed to be exceptional and unique
- A list of relevant projects undertaken by the developer including dollar value of the development, the financial structures utilized, sample photographs, and the project manager's name and current status of the project
- Resumes of all members of the project development team
- References: this should include at least one reference from the lead developer's Bank and two (2) from Municipal Officials from a community in which the developer has completed a project within the last five (5) years

8. Financial Capability

Respondents must demonstrate the financial capability to plan, implement, and successfully complete the project. Respondents must provide a detailed narrative and appropriate financial information that clearly demonstrates the financial structure of the proposed project. This should include:

- A detailed project budget that itemizes all of the development costs, including but not limited to all costs in the following categories:
 - Acquisition
 - Construction costs (including general conditions, profits and overhead for the general contractor)
 - Professional fees
 - Finance costs
 - Developer fees
 - Other soft costs
 - Reserves
- A description of financial resources immediately available for negotiation of development agreements, entitlements, and other approvals and predevelopment activities

- The developer's capability to secure capital for this project through internal capitalization and/or external financing
- The project's team experience in securing private equity and/or debt for public/private ventures of this scale and if applicable, their ability to maximize the use of internal capital over debt financing
- Proposed acquisition price for the land and terms for acquisition of the development property
- Construction Sources and Uses
- Permanent Sources and Uses
- Letter of Interest and/or Term Sheet for all sources of senior debt, subordinated debt, and equity, as available
- 10 year operating pro forma through cash flow for the residential or commercial portions of the development
 - The pro forma should also include a set of assumptions to support the assumptions that were factored for unit rents, vacancy factors, and operating expenses
- Intended exit strategy

If short-listed, respondents will be required to provide the following information for review:

- References and contact information from at least two commercial lenders, two financial partners, and two major commercial tenants
- Confidentially and under separate cover, present evidence that the development team and principal participants in any business entity formed specifically for this project has the financial capability to carry out the proposed commitments. The preferred evidence consists of the audited financial statements of the lead individual/firm, including all owners of 10% or more ownership of the project, for the four most recent years. Other evidence may be submitted at the respondent's discretion
- A demonstration of the ability to provide assurance for project completion, e.g., surety bond, letter of credit, etcetera
- Identification and quantification of financial support required from the City, if any

9. Proposal Fee

A proposal fee of \$500.00 must accompany the proposal submission. A business or cashier's check may be made payable to the Redevelopment Authority of the City of York. This fee is non-refundable and will support administrative costs of the RFP process.

10. Proposed Development Schedule

Provide a detailed schedule and phasing plan for all components of the proposed project. Include all predevelopment and development activities including mandatory and interim milestones, phasing start dates and durations, completion dates, etc.

Any conditions which could affect either the time schedule or your ability to provide services must be clearly identified with your qualifications.

City of York Redevelopment Authority
Request for Proposals Northwest Triangle Redevelopment

All responses are due by 3 PM on March 30, 2012 without exception. The RDA will not consider any responses received after this time. Responses must be delivered to 50 West King Street. All proposals must be submitted in sealed envelopes. No proposal will be opened prior to 3 PM on March 30, 2012. Respondents should include one (1) clearly marked original document, an electronic copy and nine (9) bound copies of the document to:

Mr. Kevin Schreiber, Director
City of York
Department of Economic & Community Development
50 West King Street
York, PA 17401

Selection Process

A review committee has been established to analyze all submissions.

The National Development Council (NDC) will serve as the technical advisor to the City providing a framework for reviewing and evaluating all submissions in a fair manner. NDC is a not-for-profit economic and community development advisory firm that is contracted by the City of York under a general services agreement. NDC will complete a financial analysis for each of the submissions focusing on the structure and feasibility of the proposed developments.

Following the review, the Committee may elect to interview some or all of the respondents or may otherwise seek clarification of the materials. Upon completion of the review, the committee will make its recommendation to the York Redevelopment Authority. The recommendation may include:

1. Take no further action-rejection of all submittals
2. Selection of one or more respondents to interview and possibly request the submission of a more detailed development proposal
3. Selection of one respondent to enter into exclusive negotiations

Upon selecting a respondent, the City and the selected respondent will have a 60-day exclusivity period within which to negotiate the terms of a Redeveloper's Agreement. The City of York and the selected respondent may mutually agree to extend this exclusivity period.

Selection Criteria

The highest ranked respondent will be invited to negotiate a contract for all services described above. In the event that a negotiated agreement cannot be reached with the highest ranked respondent, then the next ranked respondent will be contacted for consideration. This process will continue until an agreement for services is executed, at which time all respondents to this RFP will be notified.

The selection criteria that will be used to rank the respondents will be as follows:

CRITERIA	% SCORING
Purchase Price of Land: or other such offers that inure to the benefit of the City.	10%
Project Impacts: This will be evaluated by considering the ability of the proposed development to comply with and further the <i>Development Objectives</i> and <i>Development Concept and Design Guidelines</i> as described in earlier sections of this RFP.	15%
Strength and readiness of the development team: The capacity of the development team to successfully complete the proposed project. Factors to be considered include but are not limited to, successful completion of projects similar in size and scope to the proposed project, experience and background of the key personnel assigned to the project, record of accomplishment of the developer and the ability to raise sufficient capital and equity for project completion.	20%
Feasibility of Development Proposal: A respondent's financing plan must be considered feasible. Estimated construction costs must be within current industry parameters. Proposed project components, rents and/or sales prices must be deemed realistic based upon proposal information and market conditions.	20%
Quality of the Proposed Design: Overall quality of the design and construction will be given significant consideration. Site planning, building arrangements and planning, massing, interior layouts, building materials, amenities, streetscapes, lighting, and use of green building technologies will all be considered.	20%
Project Readiness: This means the capacity of the development team to accomplish the proposed project, and each of its phases where phasing is proposed, within a reasonable time frame established in its proposed schedule.	15%
TOTAL:	100%

Conditions, Limitations, & Waivers

The evaluation of the Developer/s proposals in response to this RFP does not constitute any form of commitment by the City or RDA. It is anticipated that each submission will be evaluated based on the information submitted plus any other independent information developed by the evaluation team. The Authority's evaluation team reserves the right to request clarification or additional information from a respondent if necessary. The respondent shall not offer any gratuities, favors, or anything of monetary value to any official or employee of the City, for the purpose of influencing consideration of a proposal.

This RFP does not represent a commitment or offer by the City or RDA to enter into a lease or other agreement with the respondent or to pay any costs incurred in the preparation of a proposal responding to this request. The proposals and any information made a part of the proposals will become part of the RDA's official files without any obligation on the part to return them to the individual respondents. This RFP and the selected firm proposal may, by reference, become a part of any formal agreement between the respondent and the City resulting from this solicitation.

The term contractor includes proprietors or proprietorships, all partners of partnerships, and all officers, directors, and holders of 10 percent or more of the outstanding shares of corporations. A statement disclosing the names and business addresses of each of those persons will be required to be submitted with each signed agreement. The respondent shall not collude in any manner or engage in any practices with any other firms that may restrict or eliminate competition or otherwise restrain trade. Violation of this instruction will cause one's proposal to be rejected. The prohibition is not intended to preclude joint ventures or subcontracts.

All proposals submitted must be the original work product of the respondent. The copying, paraphrasing, or otherwise using of substantial portions of the work product of another respondent is not permitted. Failure to adhere to this instruction will cause the proposal to be rejected.

The RDA has sole discretion and reserves the right to reject any and all proposals received in response to this RFP and to cancel the RFP at any time prior to entering into a formal development agreement. Further, the RDA reserves the right to waive any irregularities in any or all proposals or any part thereof. Failure to furnish all information requested may disqualify a respondent.

The respondent must provide a Certificate of Authority, signed by the chief executive officer or managing partner of the company, with its proposal. The Certificate should list the specific officers who are authorized to execute agreements on behalf of the company. The proposal shall be signed by a person or persons authorized to legally bind the respondent and shall contain statement that the proposal shall remain firm for a period of 180 days from the-date of receipt of the proposal by the Authority.

Appendix

Visual Preference



College Row, Franklin and Marshall, Lancaster, PA



Arena District, Columbus, OH

City of York Redevelopment Authority
Request for Proposals Northwest Triangle Redevelopment



South Gateway, Ohio State Univ., Columbus, OH



Merrill Gardens, Corydon, WA

City of York Redevelopment Authority
Request for Proposals Northwest Triangle Redevelopment



Museum Place, Portland, OR



Portwalk, Portland, ME