



Request for Proposals: Infill Housing Development - Hickory Ave and 2nd St

DEVELOPMENT OPPORTUNITY IN MEMPHIS, TN

The Uptown Community comprises several neighborhoods in North Memphis, each with a rich history and a bright future.

Over the last 20 years, significant redevelopment and new housing construction have taken place, mainly in Uptown proper which is located immediately adjacent to Downtown Memphis.

Directed by the 2018 Uptown Community Plan, the Community Redevelopment Agency (CRA) is working with residents, property owners, institutions, businesses, and the City to support and facilitate the revitalization of the community. To further community goals related to creating fully occupied residential neighborhoods, increasing homeownership, and protecting housing affordability, the CRA is pleased to offer this RFP for affordable housing development on Hickory Avenue in the Bearwater neighborhood.

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Uptown Redevelopment Area

I. REINVESTING IN NORTH MEMPHIS

The Uptown Redevelopment Area is located immediately adjacent to the northern edge of Downtown Memphis and encompasses a number of different neighborhoods in North Memphis, including: Greenlaw, Uptown, Smokey City, New Chicago, Bickford, Bearwater, Mud Island, and the Medical District.

The purpose of the Uptown Redevelopment Area is to fund affordable housing construction, building repair/retrofit/rehabilitation, building demolition and/or site preparation, and infrastructure improvements that will create and ensure the continued economic vitality of these neighborhoods. Over the last 20 years, the Memphis & Shelby County Community Redevelopment Agency (CRA) has been instrumental in the ongoing revitalization of the Uptown area, with 850 homes and apartments built and 30,000 square feet of roads, sidewalks, and alleyways improved.

The CRA's work is guided by the [Uptown Community Plan](#). This plan provides a shared vision for the district and outlines areas of focus, community priorities, and recommended projects. A major recommendation of the plan is to acquire vacant and unoccupied properties to facilitate infill housing.

This RFP represents an important opportunity to provide quality, in-fill housing and small-scale, neighborhood-serving commercial uses on a key site in the Bearwater neighborhood in North Memphis. The CRA is excited to partner with experienced development teams to bring this vision to reality.



II. OPPORTUNITY

The Memphis and Shelby County Community Redevelopment Agency (CRA) is seeking qualified and experienced developers for the development of housing on a 1.26 acre property located at the corner of Hickory Avenue and Second Street in the Bearwater neighborhood in North Memphis. The inclusion of housing that is affordable to low and moderate-income households is preferred. In addition, a small-scale, ground-floor commercial use at the corner of Hickory and Second Street would also be appropriate. The CRA recently replatted and consolidated multiple parcels to facilitate redevelopment. The property was also recently rezoned from Employment (EMP), which does not allow residential uses, to Residential Urban-3 (RU-3) to allow moderate density residential development. RU-3 zoning also allows certain smaller-scale commercial uses - such as office, convenience store, and art gallery - with special use or conditional use approval.

This site is part of the Burkle Park community anchor as outlined in the [Uptown Community Plan](#). While the plan does not prescribe specific uses for this property, it generally recommends higher density residential uses west of Second Street, as well as medium density residential uses, such as townhouses, as a transition to single-family homes to the east.

The site is located close to major public and private community investments, including the mixed-use Snuff District development to the southwest, the Grind City Brewery to the north that adaptively reused an industrial site, and the Bearwater Greenline adjacent and to the north that will connect this property directly to Washington Park and the larger greenway trail system in Memphis and Shelby County.

Housing for these properties can be a rental or owner-occupied product. The



CRA will ultimately convey the property to the selected developer(s) subject to the terms of a development agreement. The selected developer(s) will be responsible for marketing and renting or selling the units.

Housing proposed for the site may be tailored to different income levels, but developers are strongly encouraged to provide a robust level of quality, affordable housing. Affordable housing for this project should be affordable for low- to moderate-income residents whose income does not exceed 80% of the Memphis MSA's median income, based on family size:

Family Size	1	2	3	4	5	6
Annual Income Limits	\$45,400	\$51,850	\$58,350	\$64,800	\$70,000	\$75,200

Through this RFP, the CRA seeks proposals from qualified developers that:

- Possess experience in developing infill housing and/or small-scale mixed-use projects in an urban context. Affordable and workforce housing development experience is also preferred.
- Propose a realistic strategy for starting construction within 6 months from the date of the executed development agreement.
- Demonstrate the ability to obtain and work efficiently with private and public financing for development, particularly for affordable housing development.
- Present a concept that aligns with the RFP goals and the Uptown Plan.

Developers must demonstrate their capacity and experience in developing well-designed infill housing or small-scale mixed-use development. The ideal respondents will have the financial and organizational capacity to complete the project within 12-16 months of the executed development agreement.

III. PROJECT GOALS

The CRA seeks proposals from qualified housing developers who support and can fulfill the following project goals:

- Provide quality, affordable housing for long-term and new residents.
- Create fully occupied residential neighborhoods with a mix of incomes and ages in which people share a sense of belonging.
- Develop housing that supports the creation of distinct neighborhood identities that foster a sense of belonging and neighborhood pride.
- Provide high-quality architectural design that reflects the scale and character of the neighborhood.
- Provide energy-efficient housing that provides a high-quality indoor environment and enables residents to save money.
- Maintain housing affordability over the long-term within the TIF district.

SITE DATA
TOTAL AREA: 1.25 AC ±

- 8 COMPACT TOWNHOMES (FACING HICKORY AVE)
32' X 52' ±
2-STORY, 2ND FLOOR MASTER
2 CAR GARAGE
REAR LOADED WITH 20' SERVICE DRIVE
- 4 TOWNHOMES (FACING N 2ND ST)
32' X 70' ±
2-STORY, 1ST FLOOR MASTER
2 CAR GARAGE
REAR LOADED WITH 20' SERVICE DRIVE
- 12 TOTAL UNITS (9.6 DU/AC)
- 5 ON-STREET PARKING SPACES



IV. PROPERTY/SITE DETAILS

The site for this project is located in the Bearwater neighborhood in north Memphis. Formerly made up of several small parcels, the 1.26 acre site was recently consolidated into one parcel and rezoned to Residential Urban-3 (RU-3) to allow moderate density residential uses as called for in the Uptown Community Plan. RU-3 zoning also allows certain smaller-scale commercial uses with special use or conditional use approval. The site is located close to both new private development and public infrastructure investments, including the Snuff District mixed-use development to the south and the Bearwater Greenline trail that is immediately adjacent to the property. In addition, 2nd Street provides easy access to amenities and destinations to the south, including the Uptown/Greenlaw neighborhood, downtown Memphis, and St. Jude Children’s Research Hospital.

The site is located adjacent to a channelized stream and low area that detains water during certain rain events. Development teams should design their project with this site constraint and opportunity in mind. Innovative on-site stormwater management techniques are encouraged, as well as designs that address the detention area as a potential future recreational amenity.

An environmental threat assessment completed in 2012 shows that a drycleaner was located at the corner of Hickory and Second (former address of 937 N Second St) in the 1940s and 1950s. This historical use means there is a higher risk of the release of hazardous substances which may require remediation to safely allow residential uses. More information is available in the environmental threat assessment document, [linked here](#).

The site is being offered in as-is condition. The CRA makes no representation, guarantee, or warranty concerning any property conditions, including the possible presence of hazardous materials. The CRA will not bear any responsibility or expense in removal or treatments of asbestos, lead, or any other hazardous materials. The table below provides basic information about the site. A context map is provided on the next page.

Property Address	Parcel ID	Lot Area (acres/sq. ft)	Zoning
① 0 Hickory Ave	022001 00014C	1.26/54,885	Residential Urban-3 (RU-3)



V. FINANCIAL ASSUMPTIONS

The selected developer(s) will be expected to identify and secure all necessary pre-development financing.

The selected developer(s) will be required to provide financial analysis and a plan of the likely costs required to undertake the proposed project, including the potential sources and uses for the development budget. The financing plan must demonstrate a sensitivity and approach in using public funds and resources in the most efficient manner.

If public funding or incentives are required to fill a financing gap, the CRA may be able to provide funding for the project.



VI. EVALUATION CRITERIA

Proposals will be reviewed and ranked based on a 100-point scale. Criteria used in evaluation of proposals include, but are not limited to, the following:

Quality of development concept and alignment with project goals (30 points)

1. Proposal meets the project goals and requirements outlined in this RFP.
2. Overall scope and quality of the proposed development.
3. Quality of the design of the proposed development, as well as its compatibility with the surrounding neighborhood.

Project feasibility (30 points)

1. Project is economically sound and supported by realistic assumptions.
2. Proposed capital stack and financing strategy.
3. Project may be accomplished in a timely manner.
4. Project does not face insurmountable regulatory hurdles or constraints.

Developer capacity and experience (20 points)

1. Developer has a track record of delivering high-quality residential infill projects of a similar scale and level of complexity.
2. Proven ability to obtain sufficient financial resources for similar projects.

Economic and community inclusion (20 points)

1. Proposal provides a plan that outlines the minority- and women-owned business (M/WBE) and locally owned small business (LOSB) participation in the proposed site development, including a preliminary list of M/WBE and LOSB consultants, financial institutions, and employees who will be asked to participate.
2. Proposal provides a brief plan that outlines community engagement throughout the design and implementation process that demonstrates an understanding of the need for strong community partnership.



VII. RFP SUBMISSION REQUIREMENTS

The submitted proposal should articulate the vision for the property and explain how the project will meet the evaluation criteria set forth in this RFP. **It is understood that the preparation of exact budgets and detailed architectural drawings is not necessary at this point in the process. A successful proposal will include as much detail as practical, with the understanding that architectural drawings will be conceptual and budgets will be subject to further revisions.**

Please include the following components:

A. Cover Letter

The cover letter should explain your interest in the opportunity, outline the main elements of your development concept, and identify the primary contact person (name, address, phone number and email address).

B. Development Team Details

This section should provide information on all members of your development team and relevant experience, expertise, and capacity. Identify the development entity's name and contact information, and specify the legal form of the organization (e.g. corporation, partnership, joint venture, other).

Provide relevant experience and qualifications for each team member – including architects, engineers, contractors, financial and equity partners, lenders, or any other consultants or entities. This section should include a resume, a description of previous projects, and the team members' role in the cited project and proposed project. Provide information on whether any of these team members are a certified MWBE business.

C. Developer Experience and Qualifications

Provide descriptions for completed projects similar to the proposed project and their respective locations. Include project timelines, showing all pertinent dates of the project development. Include all funding sources utilized for the project. Provide the names and

telephone numbers of project references (private and/or public sector) for each project described.

D. Initial Design Concept, Timeline, and Financial Feasibility

1. Provide a narrative of the proposed development concept and how it addresses the project goals. Identify your team's vision for this development and how it would fit into your overall business strategy. Proposals should illustrate the development team's understanding of Memphis, the Uptown TIF district neighborhoods, and the importance of a successful project. Include any conceptual site plans, building elevations, floor plans, or renderings as needed to communicate the concept and design. Applicants shall comply with local development and construction codes, as well as with the minimum housing design and construction guidelines found in the attachment linked on page 21 of this document. The proposal should illustrate that the developer understands legal requirements and property disposition restrictions.
2. Provide an estimated development budget indicating the likely costs of the project. This budget should include the purchase offer (this can be nominal) that will be made by the developer to the CRA as well as the estimated hard and soft costs. Provide a summary of the assumptions on which these estimates are based, such as previous comparable projects or estimates provided by contractors.
3. Explain the proposed capital stack and financing strategy. If possible, provide a Sources and Uses Statement estimating the amount of debt and equity by source.
4. Provide a clear overview of identified/desired CRA funding, if needed, in order to make the project viable.
5. Provide a project timeline with key milestones listed. Explain any project phasing, if planned.

E. Financial Capacity of Developer

Provide information that demonstrates the development team has the financial capacity and willingness to carry out the proposed project and to initiate development within 6 months of completing the development agreement. Submittals should include the following information:

1. Identify the team's capacity to secure the equity and financing required to construct, market, and sell the proposed development. Include the developer or related entities' financials and holdings.
2. Provide a basic pro forma and identify the potential amount of gap financing required and the gap financing resources related to underwriting the cost of development and operations. Define the firm's experience with securing sources of gap financing that may be used for the project. The CRA may be able to provide funding for financial gaps identified in the pro forma.

F. Commitment to Diversity & Inclusion

Applicants should include as part of their proposal a Diversity Plan that is both attainable and workable. The Diversity Plan shall identify goals for participation of Minority/Women Business Enterprises (M/WBE) and Locally Owned Small Businesses (LOSB). **Applicants should also outline their commitment to hiring firms and businesses that are based in the Uptown TIF district neighborhoods.** Suggested percentages or degrees of participation by certified M/WBEs and LOSBs are:

1. For any use of CRA funds, the CRA sets an overall combined goal of 40% M/WBE participation for Professional Services, with a 26% for MBE and a 14% goal for WBE, as defined by Shelby County ordinance.
2. Within this overall goal for M/WBE participation, the CRA sets goals for goods and services categories consistent with those of the City of Memphis as outlined in Ordinance 5384, Sec. 2-327, using the ratio of the M/WBE participation goals for each sector. These goals are to be updated when the City of Memphis revises their goals.
3. For any use of CRA funds, the LOSB participation goals remain at 10%.
4. The CRA will monitor its projects, requiring contractors to submit regular reports, and reviewing the goals on an annual basis.

Upon approval, the Applicant will be responsible for implementation of the Diversity Plan and for filing with the CRA staff quarterly reports that reflect the names of the certified firms involved, the amount of money received by such firms and the total amount spent.

Respondents should also outline their experience and commitment to community collaboration and provide a brief plan for community engagement throughout the design and implementation process.



VIII. RFP SUBMISSION PROCESS

A. QUESTIONS

Submit questions in writing to Andrew Murray via email at andrew.murray@cramemphis.org by **5:00 PM CST on January 29, 2024**, using the subject line “Hickory Ave RFP.” Responses to questions submitted by the deadline will be posted on the CRA website by **February 5, 2024**.

B. SUBMISSION DUE DATE

All proposals to this RFP must be submitted to the CRA by 5:00 PM CST on **March 11, 2024**. Respondents must submit a digital PDF of the entire submission via email to andrew.murray@cramemphis.org (subject line should read “Hickory Ave RFP” prior to the deadline described above. Please format the document to fit 8.5 x 11 size. **A maximum length of 20 pages is preferred.**

IX. OTHER REQUIREMENTS

A. EQUAL OPPORTUNITY STATEMENT

The CRA is an equal opportunity employer and will select a development proposal without regard to age, disability, religion, creed or belief, political affiliation, race, sex, or ethnicity.

B. CRA’S DIVERSITY AND INCLUSION GOALS

The CRA requires that a best-faith effort is made to proactively avail any potential contracting or subcontracting opportunities to qualified minority and women-owned businesses and locally owned small businesses. Our minimum overall goal is 40% combined M/WBE participation and 10% LOSB participation. Please reference the Commitment to Diversity & Inclusion section on page 18 for additional details.

C. RIGHT TO REVISE OR REISSUE RFP

The CRA may need to request additional information from the respondents as part of the selection process once finalist firms have been identified. The CRA reserves the right to not select a proposal as a result of this process. In that event, the CRA may, or may not, elect to reissue the RFP if deemed necessary to solicit additional interest in the property.



X. TIMELINE AND KEY DEADLINES

RFP Published

January 10, 2024

Questions Due

January 29, 2024 by 5:00 PM CST

Answers posted on CRA website

February 5, 2024

RFP Submittals Due

March 11, 2024 by 5:00 PM CST

Selection Committee Review

March/April 2024

Development Agreement Executed

GOAL: July 2024

Start of Construction

GOAL: September/October 2024

Key Links:

- [Housing Design and Construction Guidelines](#)
- [Hickory & N Second Survey \(2023\)](#)
- [Recorded Plat \(2023\)](#)
- [Sanborn Map of Site \(1950’s\)](#)

Please send questions to: Andrew Murray, President
andrew.murray@cramemphis.org

This RFP presents an exciting opportunity to contribute to the continuing revitalization of neighborhoods in North Memphis in partnership with the CRA.

While not without challenges inherent with any urban, infill affordable housing development, redevelopment of this property will help address long-standing blight and vacancy issues and represents a meaningful opportunity to provide new, high-quality, affordable homes for existing and new North Memphis residents alike.

For decades, these neighborhoods have experienced disinvestment and the negative impacts of blight. In concert with additional CRA investments in infrastructure, housing rehab, and community services and amenities, the provision of new, affordable housing options will advance the positive momentum in North Memphis.

