



Request for Proposals: Affordable Housing Development - Keel Ave and 5th 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 at the corner of Keel Avenue and 5th Street in the Uptown 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 additional affordable housing at a prime corner lot in the Uptown Neighborhood.



II. OPPORTUNITY

The Memphis and Shelby County Community Redevelopment Agency (CRA) is seeking qualified and experienced developers for the development on a property located at the intersection of Keel Avenue and 5th Street in the Uptown Redevelopment Area.

The Greenlaw Neighborhood in Uptown is a historic area rich in culture and community spirit. The vacant lot at 677 N Fifth Street presents a unique opportunity for development that aligns with the neighborhood’s vision for inclusive growth and community enhancement. This Request for Proposals (RFP) invites developers to submit proposals for the development of affordable housing units and/or a small third-place amenity that will contribute positively to the Greenlaw Neighborhood.

Housing for this property 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, affordable housing in an urban context.
- 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 affordable housing development.
- Present a development concept that meets the goals of this RFP and the Uptown Community Plan.
- Please see pages 52, 62, 63, 68 of the plan.

Developers must demonstrate their capacity and experience in developing affordable, well-designed infill housing. 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.
- Develop housing that supports the creation of distinct neighborhood identities that foster a sense of belonging and neighborhood pride.
- Create fully occupied residential neighborhoods with a mix of incomes and ages in which people share a sense of belonging.
- Utilize energy-efficient fixtures and construction principles that provide a high-quality indoor environment and enable residents to save money.
- Maintain housing affordability over the long-term within the TIF district.

THOUGHTFUL DESIGN CONSIDERATIONS

- Maximize potential for housing affordability and promote housing diversity by considering alternative or innovative housing models.
- Promote biodiversity through landscape planning.
- Design housing that is architecturally relevant and contextually appropriate, reflecting the scale and character of the neighborhood.
- Engage the community throughout the development process by interacting with neighbors, presenting plans, and requesting feedback at Uptown Advisory Committee meetings.

LINKS & RESOURCES

[“THOUGHTFUL DESIGN APPENDIX” on page 24](#)

[Link - Photos of contextual housing design](#)

[Links - Univeristy of Tennessee Extension Service “Plants for Tennessee Landscapes” & “Tennessee Smart Yards: Rain Garden Recommendations”](#)

IV. PROPERTY/SITE DETAILS

This site is located in the Uptown Neighborhood in North Memphis. The property is vacant and is just over a quarter of an acre. 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 property is situated near prominent establishments such as the new Memphis Fire Department Station #1, Varsity Spirit HQ, The Kent Event Venue, Greenlaw Community Center, and Soul & Spirits Brewery.

The table below provides basic information about the property. The current zoning allows single-family dwellings, two-family dwellings, and limited institutions. A context map is provided on the next page.

Property Address	Parcel ID	Lot Area (acres/sq. ft)	Zoning
677 N Fifth St	001077 00002C	0.253/11,020	Uptown District, Moderate-Density Residential (MDR)



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-owned, woman-owned, and/or locally owned small business enterprise (M/WBE or 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 plan that outlines community engagement throughout the design and implementation process that demonstrates an understanding of the collaborative nature of this project and 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 possible or 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 M/WBE and/or LOSB.

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). Suggested percentages or degrees of participation by certified M/WBEs and LOSBs are:

1. For all projects, 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. The LOSB participation goals remain at 10%.
3. 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.
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 how they will communicate with the surrounding community on the project and how they will incorporate community feedback and input on the project.



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 **March 6, 2024** using the subject line “5th and Keel RFP.” Responses to questions submitted by the deadline will be posted on the CRA website by **March 13, 2024**.

B. SUBMISSION DUE DATE

All proposals to this RFP must be submitted to the CRA by 1:00 PM CST on **April 8, 2024**. Respondents must submit a digital PDF of the entire submission via email to andrew.murray@cramemphis.org (subject line should read “5th and Keel 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. For any use of CRA funds, the minimum 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
February 28, 2024

Questions Due
March 6, 2024 by 5:00 PM CST

Answers posted on CRA website
March 13, 2024

RFP Submittals Due
April 8, 2024 by 1:00 PM CST

Selection Committee Review
May 2024

Development Agreement Executed
GOAL: July 2024

Start of Construction
GOAL: Q4 2024

Key Links:

[Housing Design and Construction Guidelines](#)

[Photos of Nearby Housing for Contextual Design](#)

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 housing for North Memphis residents.

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.



THOUGHTFUL DESIGN APPENDIX

Housing Diversity and Innovative Development

To maximize the potential for housing affordability and promote housing diversity within the Uptown Redevelopment Area, developers are encouraged to consider alternative housing models and innovative development strategies. The following options can be explored:

1. **Building Smaller:** Embrace the concept of building smaller, compact housing units (700 sq. ft. – 1,300 sq. ft.) designed to be efficient in space utilization and construction costs. Smaller footprint homes can provide affordable housing options for individuals or small families while minimizing environmental impact and reducing overall development costs.
2. **Cottage Court Development:** Explore the possibility of developing a cottage court—a cluster of small, detached dwellings arranged around a central courtyard or green space. Cottage courts offer a sense of community and shared amenities while providing individual privacy and autonomy. This approach allows for the creation of multiple housing units on a single lot, maximizing land use efficiency and affordability.
3. **Consolidating or Subdividing the Lot:** Consider consolidating or subdividing parcels to accommodate multiple housing units. Reconfiguring lots can facilitate the development of additional housing options, such as single-family homes, townhouses, or duplex/triplex configurations. This approach enables developers to create a diverse mix of housing types that cater to different household sizes and income levels within the community. Creating more units to choose from helps with scale, sustainability, and financial attainment.
4. **Accessory Dwelling Units (ADUs):** Integrate accessory dwelling units (ADUs) into the development plan to increase housing supply and affordability. ADUs, also known as granny flats, in-law suites, or backyard cottages, are secondary dwelling units located on the same property as a primary residence. These smaller, self-contained units provide flexible housing options for extended family members, renters, or homeowners looking to generate supplemental income.
5. **Duplex/Triplex Construction:** Consider constructing duplexes or triplexes to accommodate multiple households within a single building structure. Duplex/triplex configurations offer the benefits of shared infrastructure and construction costs while providing individual housing units with separate entrances and living spaces. This approach maximizes land use efficiency and promotes affordability through economies of scale.

Sustainability

Incorporating sustainable design principles and environmentally friendly practices into the development is essential to minimize environmental impact, promote biodiversity, and enhance overall sustainability. In addition, we advise that all erosion control measures during construction are considerate of the native ecosystem and the surrounding residences. The final landscape package for developments should pull from species native to Tennessee, the southeast, or North Americas. We highly recommend consulting these two species lists ([1](#) & [2](#)) produced and provided by the UT extension office.

Developers are encouraged to consider the following strategies:

1. **Utilizing Native Plant Species:** Integrate native plant species that are indigenous to Tennessee or the southeastern region of the United States into the landscape design. Native plants are well-adapted to local climate conditions and soil types, requiring less water, fertilizer, and maintenance compared to exotic species. By incorporating native vegetation, developers can support local ecosystems, provide habitat for wildlife, and enhance the aesthetic appeal of the site.
2. **Promoting Biodiversity:** Design landscaped areas to incorporate a diverse range of plant species, including trees, shrubs, grasses, and flowering perennials. Creating habitat diversity within the site encourages a variety of native wildlife species, such as birds, pollinators, and beneficial insects, to thrive in the urban environment. Incorporating features such as birdhouses, and butterfly gardens can further enhance biodiversity and ecological resilience.
3. **Green Infrastructure:** Implement low-impact development (LID) techniques to manage stormwater runoff and reduce the burden on municipal drainage systems. Examples of green infrastructure elements include permeable pavements, rain gardens, and bioswales. These systems help to capture, treat, and infiltrate stormwater onsite, reducing erosion, flooding, and water pollution while replenishing groundwater supplies.
4. **Sustainable Site Design:** Optimize site layout and orientation to maximize energy efficiency, minimize heat island effects, and promote passive solar heating and cooling. Incorporate features such as solar panels, rainwater harvesting systems, and energy-efficient lighting to reduce utility costs and environmental impact. Preserve existing trees and vegetation where possible to provide shade, improve air quality, and mitigate urban heat stress.

Third Place Amenity

If proposing a third-place amenity, describe the concept, its intended use, and how it will benefit the community. For neighborhoods to maintain a vibrant fabric, healthy community amenities are often needed in addition to housing. Looking back at how towns were developed historically – often corner lots featured an amenity that was in walking distance to residences and helped them care for themselves. The CRA encourages small scale amenities to be infused into developments when possible.