



## **REQUEST FOR PROPOSALS**

**Double Oaks School Site**

**1326 Woodward Avenue**

**City of Charlotte**

**Economic Development**

**600 East Fourth Street**

**Charlotte NC 28202**

**Issuing Date: 07/13/23**

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## ATTACHMENTS

- A. Maps
- B. Understanding of Procedures, Terms and Conditions
- C. MWSBE Utilization Form
- D. North Graham/North Tryon Playbook

## 1 INTRODUCTION

The City of Charlotte (“The city”) is pleased to invite qualified developers to submit a proposal for the redevelopment of our property the Double Oaks School, located at 1326 Woodward Ave, Charlotte, NC 28206. This Request for Proposal (RFP) outlines the project details, requirements, and evaluation criteria. The purpose of this RFP is to select a developer who can create an innovative, sustainable, economically viable and mixed-income project that meets the needs of the community and aligns with the overall vision for the area while preserving the natural environment and providing necessary infrastructure improvements.

The city will utilize a competitive sealed proposal process to facilitate a comparative evaluation of differing price, quality, and contractual factors to determine the most advantageous offering. The sealed proposal process allows the City of Charlotte to conduct discussions with responsive proposers and allow an open opportunity for the best and final offer to be selected from responsive proposers.

### **Corridors of Opportunity Mission Statement**

This RFP is part of the city’s Corridors of Opportunity program located within the North Tryon/North Graham corridor. Corridors of Opportunity are beautiful, safe, and prosperous communities where families can grow strong and build legacies for the future.

## 2 BACKGROUND

### **2.1 Introduction and Overview**

The redevelopment project encompasses the property located at 1326 Woodward Ave in Charlotte, NC (the “site” or “development site”). The site has a total area of 11 acres and currently has a building on the property and pedestrian bridge, subject to demolition. The goal of the redevelopment project is to transform the property into a vibrant mixed-income community in the North End community (neighborhood).

The successful proposer will prepare a redevelopment plan to enhance and promote the development site that will

- Create a mixed-income development that includes affordable and workforce housing options.
- Develop new city streets to improve connectivity and access within the community if required per the subdivision ordinance.
- Preserve the required number of acres for tree save area to protect the natural environment.
- Preserve at least one acre of open space for a stormwater catch basin to enhance stormwater management and provide recreational opportunities.

- Ensure proper stream buffers are preserved to protect water quality and biodiversity.
- Incorporate environmentally friendly design and construction practices.
- Create a vibrant and sustainable development that enhances the local community.
- Enhance the aesthetics, character and overall quality of the neighborhood.
- Provide amenities and services that meet the needs of the community.
- Maximize the site's potential and value.
- Promote economic growth.
- Contribute to the on-going revitalization of an important area of Charlotte and increase the tax base.

While the city presently owns the development site, we are open to a variety of development scenarios, including the developer taking ownership of the majority of the development site and operate the completed development.

With the tremendous amount of history associated with this neighborhood, it is imperative that development occur in a process that aligns with the community goals outlined by the North End Community Coalition and community stakeholders in the [North Tryon/North Graham Playbook](#), the [Applied Innovation Corridor](#), and the City of Charlotte [Corridors of Opportunity Program](#).

## **2.2 The Parcels and Vicinity**

The development site is located on Woodward Avenue and can be accessed from the west by Eureka Street and accessed from the east by Statesville Avenue. It is the former home of the Double Oaks School. The school was built in the early 1950s but closed in 1981. The buildings were used for a few more years as a community center and daycare but are currently vacant. The structural reports at the time of purchase identified the buildings on these parcels as needing considerable rehabilitation, making them infeasible to preserve, so a large portion of the school was demolished in 2019 with the remaining structures subject to demolition in 2023.

The remaining buildings will be demolished during the RFP process.

The site is adjacent to multiple notable properties including the Ivory Baker Recreation Center, Anita Stroud Park, and the Double Oaks Pool (all owned by Mecklenburg County), and the Brightwalk neighborhood and Camp North End developments.

The northern trailhead for the Irwin Creek Greenway is also nestled between the Double Oaks School site and Anita Stroud Park.

## **2.3 Confidentiality and the Right to Reject Proposals**

All proposals and accompanying documents will be treated as confidential information and will only be used for the purpose of evaluating the proposals.

The City of Charlotte reserves the right to reject any or all proposals received as a result of this RFP if the requirements of this RFP are not met, or to cancel this RFP in part or in its entirety.

We look forward to receiving your proposal and working with a qualified developer to realize the full potential of the property at 1326 Woodward Avenue.

#### **2.4 Other Studies and Information About the Property**

The selected developer should be familiar with North Tryon/North Graham playbook, the Applied Innovation Corridor project, and the Corridors of Opportunity. The proposer is encouraged to establish a working relationship with neighborhood groups and the Corridors of Opportunity program, become familiar with the documents referenced and conduct site visits. This will help proposers further understand the need for future development in the neighborhood.

The Corridors of Opportunity North Tryon/North Graham playbook serves as a framework for the project. The document, completed in 2022, outlines the community's goals and objectives for the site and the neighborhood. The playbook recommends any future development on the site include homeownership opportunities alongside any provisions for affordable housing and for any future developer include the community in the process.

The city has completed a Phase I Environmental Site Assessment (ESA). It is available for your review. If a Phase II ESA is required, completing a Phase II ESA will be the responsibility of the selected developer. The city recommends the selected developer review the completed Phase I ESA report and determine if a new report should be conducted and if remediation is necessary.

A storm water upgrade assessment of the current catch basin was also conducted by the City of Charlotte in 2020.

#### **2.5 Market Impact and Potential**

According to the Charlotte Quality of Life Explorer, 1326 Woodward Avenue is located in NPA 295. The population within the NPA is 2,001 persons. Over 71% of the population is 18 years or older and the median age is 31 with 12.8% of the population being 65 or older. Approximately 22.6% of the residents have a bachelor's degree, while an overwhelming majority have only a high school diploma. The median household income is less than \$33,000; and 46% have an income that qualifies them for food and nutrition services.

This neighborhood has a long history and is excited at the possibility for continued growth and development, as well as transformation. With the current development climate in Charlotte, traditional, established neighborhoods need to be preserved but also enhanced. The city would like this development to consider creating a mixed-income development that includes market rate housing options, with limited affordable housing options to diversify the incomes in this community.

## **Market Rate and Affordable Housing**

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The redevelopment of the Double Oaks school site presents an opportunity to address the housing needs of our community by incorporating both market rate and affordable housing components. We recognize the importance of providing a diverse range of housing options to accommodate the needs of residents at various income levels. Therefore, we expect proposals to demonstrate a clear understanding of and commitment to the value of market rate, affordable and workforce housing within the development plan at the 50-80% and 80-120% AMI levels.

## **Market Rate Housing**

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Developers are encouraged to propose market rate housing units that align with the preferences and demands of the target market. The market rate housing component should prioritize high-quality design, modern amenities, and sustainable features to attract a wide range of potential residents. Proposals should outline the proposed number of market rate units, unit types, and pricing strategies to ensure the viability and marketability of the housing units.

## **Affordable Housing**

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To promote economic diversity and provide housing opportunities for low- and moderate-income households, the development project must include an affordable housing component. We expect proposals to incorporate a number of affordable housing units that are accessible to individuals and families at various income levels. Developers should propose affordable housing options that comply with local regulations and meet the affordability criteria established by the local AMI.

## **Mixed-Income Integration**

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Developers are encouraged to integrate market rate and affordable housing units within the development to foster a sense of community and inclusivity. Proposals should outline how the integration of market rate and affordable housing units will be achieved, such as through a dispersed model or a designated area specifically dedicated to affordable housing. The goal is to create a development that provides housing opportunities for a diverse range of residents, promoting social interaction and neighborhood cohesiveness.

## **Long-Term Affordability**

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To ensure the long-term affordability and sustainability of the affordable housing units, proposals should include strategies for ongoing management, income verification, and resident support services. Developers are encouraged to explore partnerships with local housing organizations or nonprofit entities that specialize in affordable housing to leverage their expertise and resources.

## **Community Benefits**

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Proposals that provide innovative solutions to address the affordable housing crisis and contribute to the overall well-being of the community will be highly regarded. Developers

should highlight any additional community benefits associated with the inclusion of market rate and affordable housing, such as job creation, local economic impact, community programs, or public space enhancements.

We believe that a balanced approach to housing, encompassing both market rate and affordable housing, will contribute to the long-term success and sustainability of the redevelopment project. We encourage developers to consider these factors when preparing their proposals.

Additionally, according to the Quality of Life Explorer, 0% of housing units in this NPA are within proximity to a full service grocery store, compared to 30% for Mecklenburg County. While we don't consider this site a prime area to provide the community with that needed amenity, we'd like if your team can ideate innovative solutions.

Though, it will be difficult to have a large, full-service grocery chain move into this neighborhood at this location, it is not unreasonable for a farmers' market to utilize the open space, or some other group. You may also consider a small commercial element be added to this development for the benefit of the neighborhood, though not required.

The selected developer needs to recognize the market analysis of its demographics. This site can connect the neighboring areas; and provide an interesting small-scale centralized mixed-income live play opportunity with potential for a small commercial, retail, or community space adjacent.

### 3 RFP SCHEDULE

The deadline for receiving proposals in response to this RFP is August 16, 2023. The timeline for the RFP is as follows:

<b>July 13, 2023</b>	<b>RFP issued</b>
July 26, 2023	Deadline for submitting questions
July 13 - July 31, 2023	Site Tours
August 4, 2023	Answers to Questions posted on Website
<b>August 16, 2023</b>	<b>Proposals due</b>
August 17 - August 31, 2023	Evaluation
September 1 – September 8, 2023	Proposal Ranking Process
September 11, 2023	Recommendation to Executive Committee
September 11 - September 30, 2023	Executive Team to Confirm Recommended Proposal
<b>September 30, 2023</b>	<b>Notify Selected Proposer</b>
September 30 - December 15, 2023	City Council + Public Approval Process

Please note that this timeline is subject to change at the discretion of the City of Charlotte.

All proposals shall remain firm for ninety (90) calendar days after the Proposal opening.



## 4 PROPOSAL SUBMISSION REQUIREMENTS

Proposals shall be submitted as follows:

- One (1) original and one (1) copy of the proposal
- One (1) USB Drive of the Proposal in pdf format

Proposals and any supporting documentation must be submitted in a sealed envelope marked "Double Oaks School RFP" to:

City of Charlotte  
Economic Development  
Attn: Liliias Folkes John  
600 E. 4th Street, Suite 201  
Charlotte, NC 28202

The RFP and its supporting documents can be found on the City's Procurement site.

### Scope of Work

The selected developer will be responsible for the following:

- Conducting a thorough analysis of the site and its surroundings.
- Preparing a comprehensive redevelopment plan that meets the project objectives.
- Designing and constructing a mixed-income development that meets affordable and workforce housing requirements.
- Constructing new infrastructure to improve connectivity and access as required by city ordinance.
- Preserving any required tree save areas, buffers, or any other required environmental mitigations
- Presenting a unique solution to the one acre of open space that serves as a stormwater catch basin.
- Incorporating proper stream buffers to protect water quality and biodiversity.
- Obtaining all necessary permits and approvals.
- Overseeing the design and construction processes.
- Managing the project budget and timeline plus quality control.
- Marketing and leasing/selling the developed space as applicable.
- Providing ongoing property management services, if applicable.

### Complete Proposal Components

Complete Proposal shall include the following:

#### Design Criteria

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Provide a comprehensive document outlining your understanding of the project requirements, your proposed design approach, and the value you can bring to the property.

### **Site Analysis**

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Conduct a thorough site analysis, including an assessment of the property's location, topography, environmental factors, and any other relevant considerations that may impact the design.

### **Conceptual Design**

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Present your initial design concept for the property, including sketches, mood boards, or visual references that capture the overall vision and aesthetic direction.

### **Compliance and Permitting**

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Address any local regulations, zoning requirements, or permits necessary for the project, demonstrating your understanding of the legal and regulatory landscape.

### **Landscape Design**

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Develop landscape design plans that integrate outdoor spaces, greenery, hardscaping, and amenities to enhance the overall appeal and functionality of the property.

### **Sustainability and Energy Efficiency**

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Highlight any sustainable design strategies, such as green building materials, energy-efficient systems, renewable energy integration, or water conservation measures, to promote environmental responsibility.

### **MWSBE Utilization**

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Utilization of MWSBE contractors, subcontractors, and/or suppliers is highly encouraged. Please see the attached MWSBE Utilization form and return with your proposal. Please provide details as to your approach to incorporate MWSBE certified businesses into your development.

### **Connectivity**

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Provide detailed descriptions and designs as to the connectivity improvements on the site, the proposed cross sections, and identification of who will own and maintain any streets, paths, improvements following construction.

### Client References and Portfolio

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Include examples of past projects relevant to the property type, along with client references or testimonials that showcase your expertise and successful track record.

### Transmittal Letter

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A transmittal letter that includes:

- Developer's name and mailing address
- Developer's current legal status (corporation, partnership etc.)
- Federal Tax ID number or Social Security Number
- Contact person's name, title, phone number(s), and e-mail address
- Signature of authorized principal of the developer
- Project description

### Statement of Qualifications

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A Statement of Qualifications that includes:

- The composition and structure of the developer and development team that sets forth all key members and describes their roles and responsibilities
- Information on past projects, including but not limited to location, type, development costs, development funding sources, and status
- Disclosure and summaries of all lawsuits (including any mediation, arbitration, or civil litigation of any nature) those members or any principals of the development team have been or are a party to within the last five (5) years
- Marketing and leasing/selling strategies, if applicable.
- Sustainability and environmental impact considerations.
- Community engagement and outreach plan.

### Project Schedule

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A Project Schedule that includes:

- Proposed project timeline and milestones.
  - Anticipated time to finalize financing,
  - Securing of permits and approvals, and
  - Commencement of construction, length of likely construction period, and
  - Identification of contingencies that might alter the timing.
  - Include how work would be phased to accommodate adequate on-site parking for the public and construction crews at each phase of development if necessary.

### **Project Financing**

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A project financing plan that includes:

- Financing plan and sources of capital
- Land structure and transaction offers
- Documentation demonstrating the ability to obtain the necessary equity and debt financing
- A comprehensive budget plan that outlines the projected costs for the project, including both one-time expenses (such as design and development costs) and ongoing expenses (such as maintenance and support fees). Clearly indicate the cost estimates for each phase or milestone of the project.
- Proof of insurance coverage, including general liability insurance, professional liability insurance, and workers' compensation insurance

### **Joint Venture Proposals**

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Joint venture proposals shall be permitted provided that the proposal, in addition to all other requirements set forth in this RFP are met and includes the following items:

- A signed statement as to each of the firms stating their joint and several liability.
- An executed joint venture agreement describing the responsibilities of the joint venture parties, including details of the organizational structure.

## 5 QUESTIONS / SITE TOURS

Proposers are encouraged to contact the City of Charlotte Economic Development Office with all proposal questions. All questions are due by July 26, 2023. Answers will be posted on the RFP website no later than August 4, 2023. During the submission process, communication by interested parties to or with City Council members, any department, bureau, or employee, for the purpose of lobbying or soliciting support for selection, is prohibited. Inquiries involving procedural or technical matters shall be in writing, e-mail acceptable, to the following:

City of Charlotte  
Economic Development  
Attn: Liliás Folkes John  
600 E. 4th Street, Suite 201  
Charlotte, NC 28202  
[Liliás.john@charlottenc.gov](mailto:Liliás.john@charlottenc.gov)  
[Cell: \(704\) 574-4090](tel:(704)574-4090)

To facilitate a better understanding of the property and its surroundings, we will be conducting a site tour for interested developers. Access to the property for due diligence investigations will be available to interested respondents, coordinated by Liliás Folkes John, during the time period provided in Part 3 above.

Attendance at the site tour is not mandatory but is strongly encouraged. To confirm your participation, please contact Liliás Folkes John no later than July 31, 2023.

## 6 AREA DESCRIPTION

### UTILITIES

The development site is served by natural gas, electric, public water/sewer and broadband infrastructure. Duke Energy Corporation services the electric. The natural gas service is provided by Piedmont Natural Gas, while the public water and sewer are served by the city. It will be the selected developer's responsibility to undertake any and all work related to utility service at the development site.

### REGULATIONS

The parcel is zoned N2B, which allows for a mix of housing types. Please refer to the city's Unified Development Ordinance for more specifics regarding uses.

### CONNECTIVITY

The development Site is located along the Irwin Creek, adjacent to Anita Stroud Park. There is also a one-acre open space under which the storm water catch basin exists for the seven neighborhoods surrounding this area. This open space area can provide a much-needed outdoor element to the new neighborhood that will only help it to succeed.

Improving the connection of this site to the surrounding communities is also desirable. Therefore, completing a connection from Eureka Street to Stroud Park Ct should also be contemplated and incorporated into your design. Please confer with the city's development center to confirm whether any additional connections are required.

This site is also a part of the Urban Arboretum Trail which recommends a redevelopment that offers an aesthetically pleasing environment, that is walkable with a trail connection and ending at Anita Stroud Park.

## 7 EVALUATION CRITERIA

In reviewing proposals, the following criteria will be used, in no particular order:

- Developer's qualifications and experience.
- Track record and financial and organizational capacity of the development team to complete the type of redevelopment project proposed. Alignment with project objectives and vision.
- Innovation and creativity in the redevelopment plan.
- The proposal's ability to achieve a high quality development that enhances the architectural character and economic viability of the community, including but not limited to tax revenue, etc.
- Financial viability and feasibility
- The proposal's likelihood to achieve a substantial financial benefit to the City of Charlotte and Mecklenburg County, both through the sale of the development site, tax revenue or other means. The sale price for the development site, though a factor, will not be the overarching determination reason. Bid price shall not be the sole criteria.
- Sustainability and environmental impact
- Community benefits and social impact
- MWSBE Participation
- Project timeline and deliverables
- Adherence to the goals of the Corridors of Opportunity

Notwithstanding the foregoing, the city reserves the right to select all or a portion of any proposal or a combination of the proposals. In addition, the city reserves the right to award a proposal in phases, with the ability to reevaluate the selected proposal upon substantial completion of any phase. The terms and conditions of the ultimate structure of the project are subject to negotiation and will be set forth in a comprehensive developer's agreement that will survive closing.

## 8 Proposal Selection Process

All proposals will be reviewed by a committee consisting of representatives from the City of Charlotte. The committee will be entrusted to conscientiously evaluate the submitted proposals within identified guidelines. The committee will be required to evaluate the proposals without prejudices and bias and maintain confidentiality with regards to content of the proposals.

The evaluation and selection process will consist of the following steps:

### Proposal Evaluation

A review committee comprised of representatives from The City of Charlotte will evaluate each proposal received by the deadline based on the evaluation criteria outlined here in Section 7. No further information shall be accepted after the deadline. The committee may request additional information or clarification from the developers, if necessary.

### Shortlisting

The review committee will shortlist the most promising proposals based on their evaluation results and send to the executive team of the City of Charlotte for review.

### Presentations (if applicable)

Shortlisted developers may be invited to make presentations to the executive committee. Further details regarding the presentation format and requirements will be provided to the shortlisted developers.

### Final Selection

Based on the evaluation of the proposals and, if applicable, the presentations, the review committee will make a final selection of the developer that best meets the project objectives. The selected developer will be notified in writing and enter into contract negotiation with the City of Charlotte.



## 9 AWARD OF CONTRACT

This RFP does not commit the City of Charlotte to award a contract for the scope of work described herein.

All information submitted in response to this RFP shall become the property of the City of Charlotte, and as such, may be used by the city in any manner.

The city has the sole discretion and reserves the right to cancel this RFP at any time prior to entering into a formal agreement. The city reserves the right to reasonably request additional information or clarification of information provided in proposals without changing the terms of this RFP. The city reserves the right to waive any technicalities or irregularities in any proposal. Neither the city nor any of its officers, agents, consultants or employees shall be responsible for the accuracy of any information provided as part of this RFP.

If a contract is to be awarded, the city will give the apparent successful Proposer a Notice of Intent to Award.

Upon selection, the chosen developer will enter into contract negotiation with The City of Charlotte to finalize the terms and conditions of the redevelopment project. The negotiation period is expected to commence promptly after the final selection and will include discussions on project scope, budget, timeline, and other relevant matters before presenting the final terms to the Charlotte City Council for public approval.

We appreciate your interest in this redevelopment opportunity and look forward to receiving your proposal. Together, we can create a transformative project that enhances the community and contributes to the growth of Charlotte.

Sincerely,

Lilias Folkes John  
Public Private Partnership Advisor  
City of Charlotte, Economic Development Department