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## Invitation

The Manitou Springs Urban Renewal Authority (the Authority) is pleased to announce a redevelopment offering in its urban renewal area (the Area) (see map below). This Request for Proposals (RFP) is intended to provide an opportunity for interested developers to demonstrate their interest and capability to acquire land and develop a project (the Project) in the Area.

Specifically, the Authority is seeking responses from experienced developers (and development teams) willing to enter into a public-private partnership in accordance with the principles and procedures outlined here.

This invitation, together with its attachments, comprises the RFP. The object of this RFP is to ask prospective development teams to submit sufficient information regarding their development expertise to enable the Authority to select a short list of finalists who will be invited to present their project concepts to an appointed Selection Committee.

RFP responses are due by **xx pm**, on **date**. We look forward to your submittal.



## Team

The Authority seeks qualifications from comprehensive development teams who can acquire property and carry their Project through to occupancy. Therefore, development teams should include any discipline that would be appropriate. Team members may include:

- /// Development entity (lead team member);
- /// Architect (experience with “Green” development a bonus);
- /// Civil engineers;
- /// General contractor;
- /// Marketing/sales support;
- /// Financial partner; and
- /// Any other partners deemed appropriate.

## Partnership

This RFP is designed to identify a firm or coalition of firms who will become The Authority’s partner to fulfill the vision for the Project. As a public-private partnership, the Project will demonstrate the win-win outcomes of a collaborative process. Thus, the Authority seeks partners who:

- /// Understand the significance of advancing the City’s *Rainbow Vision Plan* (Comprehensive Plan) and *East Corridor Urban Renewal Plan* (Urban Renewal Plan) goals, specifically ...
  - a) Eliminate and prevent blight
  - b) Implement the Comprehensive Plan
  - c) Ensure orderly growth of the City of Manitou Springs
  - d) Stimulate development of underutilized land in the Area
  - e) Provide for desirable annexation opportunities
  - f) Improve relationship between this area and surrounding areas
  - g) Increase property values and strengthen the City’s economic base
  - h) Provide uses supportive of and complementary to planned improvements (transportation)
  - i) Encourage a mix of uses and projects
  - j) Promote a variety of products to address multiple segments
  - k) Encourage continued presence of businesses consistent with the Urban Renewal Plan vision
  - l) Provide a range of financing mechanisms for private property re-investment and investment
  - m) Mitigate impacts from future transportation improvements
  - n) Encourage public-private partnerships to implement the Urban Renewal Plan

- o) Facilitate cooperation among government agencies including, without limitation, the City and County in development of the Area
- p) Develop higher design standards including flexible lighting and signage standards
- q) Landscape streetscapes to unify uses and Urban Renewal Plan components

have ...

- ~~///~~ Experience in developing, financing, marketing and selling, and/or managing projects of similar size, scope and nature;
- ~~///~~ Demonstrated ability to develop projects which are an asset and a “correct fit” with the community;
- ~~///~~ Experience in project management and compliance with budgets and schedules;
- ~~///~~ Capacity, experience, and willingness to enter into a public-private partnership;
- ~~///~~ Sufficient financing capacity to complete the Project;
- ~~///~~ Proposed concept that positively contributes to the community – fiscally, socially, and environmentally.

### About the Urban Renewal Area

While the City of Manitou Springs has continued to see a reasonable level of development in residential and non-residential projects over the last several decades, a significantly limited amount has occurred directly in the East Corridor. This lack of investment and reinvestment ultimately led to the presence of significant conditions contributing to “blight” which continue today. Knowing that a weak urban corridor in a regionally-significant community like Manitou Springs could negatively impact the sound growth of the community at-large, the City of Manitou Springs authorized preparation of the *Manitou Springs East Corridor Urban Renewal Plan*. The purpose of the Urban Renewal Plan was to “reduce, eliminate and prevent the spread of blight within the Area and to stimulate growth and investment.”

Recognizing that housing and mixed-use development are a core component of every successful corridor redevelopment as they add vitality to the streets, projects which bring a diversity to the building edge will be received favorably. Market studies prepared in concert with the Urban Renewal Plan illustrated support for housing and commercial uses that satisfy demand for lifestyle-oriented living that is currently lacking in Manitou Springs, much less within the Area. For these reasons, the project represents a unique opportunity to capture part of the region’s burgeoning market for urban housing and associated commercial uses in a mixed-use, lifestyle-oriented format.

The City has a limited number of tools available to assist landowners, developers and investors undertaking development and redevelopment projects in the urban renewal area, therefore the Manitou Springs Urban Renewal Authority is leading this effort and is committed to dedicating future Tax Increment Financing (TIF) revenues (property and sales tax) to meritorious projects which advance the community’s vision for the Area.

## Project Vision and Principles

The Authority is seeking to select a developer who shares their enthusiasm for a vibrant gateway to Manitou Springs as a place to live, work, shop, and play. The plan for the Area envisions a moderately dense mix of uses with a major emphasis on housing and / or office over supporting commercial uses. A central approach for the renaissance of the Area and East Corridor consists of encouraging strategic investment in a compact environment that contains an appropriate mix of land uses, gives greater emphasis to multiple forms of access, and creates a unique sense of place. A description of the vision for the Project is presented below.

### Vision

*A well-crafted vision should be realistic and recognize economic, optical and environmental constraints. Successful visions must have its roots in the community and must accurately reflect the views and aspirations of those who live and work there. It should be regularly evaluated and if necessary modified. Implementation of the vision requires consistent and disciplined public policy.*  
-- Urban Land Institute (ULI)

The East Corridor will be a “high quality commercial and mixed-use enclave which integrates a range of non-residential uses with residential uses above ground floor commercial (where appropriate), as well as property improvements in established business areas, supported by strategic public improvements to infrastructure (including roadways), facilities and parking within and adjacent to the Area boundaries.” This mixed-use urbanized environment will feature a concentration of housing units, commercial uses, jobs and public spaces supporting a range of transit modes, pedestrian activity and a sense of place. Predominant land uses could be residential, commercial and public. Catalyst projects within the Area will be designed to attract an active and vital mix of uses in a pedestrian-friendly, transit-supportive format. Within this compact geographic area, different land uses will be found side by side or within the same structures. The mix of uses will be located in a development with minimal setbacks (at appropriate node locations), reduced parking requirements, and taller structures, all in an effort to achieve higher densities necessary to support “the place.” They will serve as catalysts for public and private investment and economic activity, effectively building off the strengths of the surrounding area and connecting to adjacent neighborhood.

The desired components of this critical catalyst project (some combination) include the following:

- ✍ Highest and best use of respective sites / areas
- ✍ Mid-rise buildings, as well as low-rise components
- ✍ Mix of uses -- residential (both lease / own), office, retail, service, entertainment, institutional, employment (primary jobs), etc.
- ✍ Public spaces that are seamlessly integrated with surrounding development for activation, programming, passive vigilance, etc.
- ✍ Superior building design and site planning
- ✍ Primary job generating uses
- ✍ Sustainability (fiscal, social, environmental)

Goals statements prepared for the Project include:

- ✍ Advance a successful public-private partnership
- ✍ Expand the area tax base
- ✍ Positively impact the community (environmentally, socially, economically)
- ✍ Complement existing uses
- ✍ Honor diversity
- ✍ Promote sustainability
- ✍ Address underserved market niche (s)
- ✍ Support stabilization and diversification
- ✍ Provide direction for targeting and leveraging public investment
- ✍ Advance a market-tested stakeholder vision over the near- and long-term (as expressed herein)
- ✍ Advance a physically and economically sustainable plan

## Development Principles

The Project will be located in the urban renewal area, a region-serving commercial corridor. As a catalyst in such a significant location, the Project will embody the best of Smart Growth and “Green” development principles and will be an urban design showcase. Development plans which incorporate the following principles as a fundamental component will be considered more favorably:

- ✍ Smart Development Principles, as defined by the American Planning Association (APA), 1998:
  - ✍ Efficient use of land resources
  - ✍ Full use of urban services
  - ✍ Mix of uses
  - ✍ Transportation options
  - ✍ Detailed, human-scale design
- ✍ Positively impacting the community at several levels
- ✍ Expanding the local (and regional) tax base
- ✍ Providing maximum opportunities for viable mixed-use retail development
- ✍ Contributing to the overall character of Manitou Springs
- ✍ Providing a variety of urban housing opportunities
- ✍ Maintaining interesting and active façades at the street level
- ✍ Respecting and interacting surrounding property values and land uses

## Incentives

The Authority recognizes the physical and financial challenges that can accompany infill redevelopment, especially when compared with development of vacant “greenfield” sites. Consequently, it is the Authority’s intent to consider actions that may help to “level the investment and regulatory playing fields.” The Authority further recognizes that no single action will address this objective, but rather that this will be dependent on a series of actions designed to capitalize on market opportunities and overcome barriers.

The Authority has identified the following incentives and is willing to discuss their potential application to an appropriate redevelopment project:

- ✍ Provision of a lead staff contact for the Project to facilitate and expedite permit approvals among various City departments, consistent with the development goals identified in the RFP; <sup>1</sup>
- ✍ Citizen outreach and assistance with public meetings;
- ✍ Tax Increment Financing. Authority funds may be made available to help finance public components, such as public open space, infrastructure, and public parking.
- ✍ Other incentives not listed above.

Incentives potentially available from the Authority are not intended to replace other project financing from private or public sources. Rather, they are intended to be flexible resources that can potentially bridge funding gaps which may be created by the difficult and sometimes costly nature of such purposeful developments.

Once Authority-identified criteria are satisfactorily addressed, staff will work with the developer or development team to further analyze specific details about the Project's financial pro forma and other factors as warranted. Any financial assistance to the Project will be determined based upon the nature and extent of the "gap" between -- project costs (considering required level of public improvements) and private investment, and assuming a market-average rate of return on the private investment. Based upon this information, Authority staff will then determine the extent of the Authority's potential participation in the Project. Moreover, the level of any Authority participation will be dependent, in part, on the fiscal impact of the Project to the community and expected private investment-leverage resulting from its participation. The ultimate goal will be to make the Project economically self-supporting as quickly as possible.

## Selection Process

### Process

Upon receipt of developer qualifications, an Evaluation Committee (the Committee) will review the qualifications and project concepts proposed by the respondents to this RFP. Additionally, the Authority will contact references and brief City Council on those findings. Also, if needed, the committee will review any supplemental written responses.

For each RFP respondent, rankings of the Committee will be used to determine a composite ranking of respondents. Based upon the composite rankings, the committee will select finalist RFP respondents to be invited to present their concepts to the Committee and possibly City Council. Based on the number and type of responses received, the Authority reserves the right to group projects by specified thresholds or product types and potentially advance multiple awards.

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<sup>1</sup> The City of Manitou Springs, as a partner with the Urban Renewal Authority, is prepared to retain the services of area consultants that are experts in environmentally sensitive design (LEED principles) to assist with project reviews and entitlements.

## Evaluation Criteria

Submittals will be evaluated based on the following criteria, whose relative weight follows the order of their appearance:

1. **Written Response:** Prepare a written response, not-to-exceed 3 pages (no smaller than 10 point font, single spaces with reasonable margins), describing how the Project will advance the following three goals: successful public-private partnership, expansion of tax base; and, positive community impact (broadly).
2. **Qualifications of Firm and Relevant Experience/Projects:** The Authority seeks a partner with demonstrated experience in mid- to large-scale mixed-use projects and infill housing, as well as with the financial capacity to develop such projects.
3. **Relevant Public/Private Partnership Experience:** Since the Project will likely constitute a public-private partnership; any relevant prior experience in similar partnerships should be noted.
4. **Statement of Development Concept.** Proposals should include a statement about the proposed development concept(s) and its ability to advance, at a minimum, the following three key objectives: equitable public-private partnership, expanded tax base, and positive community impact. This should be accompanied by any relevant illustrations or supporting exhibits.
5. **References:** The Authority will contact references to evaluate past performance and working relationships.

Developer teams are cautioned not to undertake any activities or actions to promote or advertise their submittal, other than discussions with either Authority or City staff as described in this RFP. After the release of this RFP, developers and their representatives are not permitted to make any direct or indirect contact with members of the Evaluation Committee, Manitou Springs City Council, Manitou Springs Planning Commission, or media on the subject of this RFP, except in the course of Authority-sponsored presentations. Violation of these rules is grounds for disqualification of the development proposal and team.

## Authority Discretion and Authority (Terms and Conditions)

- a. The Authority may accept such responses as it deems to be in the public interest and furtherance of the purposes of the Manitou Springs *Rainbow Vision Plan* (Comprehensive Plan), or it may proceed with additional selection processes.
- b. The Authority reserves the right to reject any and all RFP respondents at any time, to waive minor irregularities and to terminate any negotiations implied in this RFP or initiated subsequent to it.
- c. The Authority reserves the right to request clarification of information submitted, and to request additional information from any respondent.

- d. The Authority reserves the right to revise this RFP and the RFP evaluation process. Note: Such revisions will be announced in writing to all RFP respondents depending upon the timing of the change.
- e. The Authority reserves the right to award any contract to the next most qualified contractor, if the successful contractor does not execute a contract within thirty (30) days after the award of the proposal.
- f. The Authority will determine from the information submitted in the responses, the most qualified developer or development team to meet the stated duties as evaluated under the criteria set forth herein. The Manitou Springs Urban Renewal Authority, together with City Council, will make final selection of those respondents who will be invited to proceed to the interview process.
- g. The issuance of the RFP and the receipt and evaluation of submissions do not obligate the Authority to select a developer and/or enter into any agreement.
- h. Any submission does not constitute business terms under any eventual agreement.
- i. The Authority will not pay costs incurred in responding to this RFP.
- j. The Authority may cancel this process at any time prior to the execution of any agreement without liability.

# Submittal Requirements

## Submittal Document

The following information must be included in the submittal response:

1. A letter of introduction signed by the principal(s) of respondent firm(s).
2. Statement of Understanding and Project Concept: Discuss the significance of the Area and their Project within it; the team's willingness to negotiate a private-public partnership with the Authority; the Respondent's view of the roles and responsibilities of the partners; and, an understanding of the role of a mix of uses and housing in an urban corridor. In addition, the respondent shall provide a written statement of the Project concept(s). In no way is this statement of the Project concept binding on eventual proposal submittals. It is intended to demonstrate the respondent's initial ideas and programmatic response to the Area's development opportunities. (See No. 1 under Evaluation Criteria)
3. Team Information: Name, addresses, and phone numbers of firm(s) responding (include contact information for each team member if the acquisition and development team includes other firms); location of principal offices of the developer and each member firm of the team; description or form of organization (corporation, partnership, etc.); statement of years the

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firm has been in business under current name and a list of other names under which the firm has operated.

4. Résumés: For firm(s) principals and officers and consultant principals to be involved.
5. Description of Relevant Experience: Specific projects completed by the purchaser, developer and design team with an explanation of key team member roles. Descriptions or resumes should address individual experience and qualifications.
6. Project Examples: List and briefly describe relevant, successfully completed, mixed-use projects that demonstrate a strong residential focus and integration of other commercial components, quality design, attention to detail, integration into an existing community fabric, and public-private partnering. Projects must have been completed within the last five (5) years. Project examples may be from the individual experience of the team principals or from firm projects. At a minimum, include examples of projects from the development and design teams.
7. References: For each firm, submit a *minimum* of three (3) references from public agencies, private companies, or individuals with whom respondent has had relevant experience. Include contact names, addresses and telephone numbers.
8. Financial Information: Provide preliminary financial and development cost information relating to the proposed development concept, including preliminary pro forma financial analyses. Include an estimate of the proposed public participation in the Project, if any, or other significant “deal points.”

Submissions to this RFP shall be in the order specified above.

Qualifications must be submitted by no later than **xx** p.m. on **Date**. It is the responsibility solely of the respondent to see that its qualifications are received by the date and time stated in this RFP. Respondents are asked to submit **xx** (**xx**) copies. No oral submittals will be considered. Materials in response to the RFP may not be submitted via facsimile or e-mail. Materials must be received by the date and time specified in this RFP.

Submit all materials to:

Name: xx

Title: xx

Agency: xx

Address (deliveries): xx

## Contact

Inquiries regarding all aspects of this RFP should be directed to:

xx

xx

xx

xx

Phone: xx

Fax: xx

Email: [xx](#)

## Pre-Submittal Meeting (OPTIONAL)

A pre-submittal meeting may be called by the Authority, depending on the numbers of inquiries and/or requests for information prior to the RFP submittal deadline. If called, all parties known to have inquired about the RFP will be invited, and a notice will be placed on the City's website.

## Questions

Questions regarding this RFP process must be directed in writing (e-mail, fax, or mail) to the above contact. The Authority will respond to all questions in writing. If questions are deemed substantive to the submittal and evaluation process, the Authority will distribute a list of questions and responses to all registered respondents through an RFP Addendum(s). **The deadline for submitting questions to the Authority shall be Date at Time, PST.**

## Schedule

The selection process to be carried out as part of this Request for Proposals (RFP), includes the following steps:

Publication and distribution of RFP:	xx
Mandatory pre-submission conference:	xx
	Time
Last day to submit questions to the Authority in writing:	xx
RFP Response Deadline:	xx
	Time
Review period:	Dates: xx
Notification to highest-ranked teams (if desired):	Date: xx

## Appendices

Attached to this RFP is background information describing the Area and relevant documentation as follows:

Exhibit 1	Area Boundary Map
Exhibit 2	Urban Renewal Plan Map
Exhibit 3	Formal Legal Notice/Advertisement
Exhibit 4	Criteria for Public-Private Partnerships
Exhibit 5	RFP Review and Selection Process
Exhibit 6	Urban Renewal Plan

### Additional Information

All facts and opinions stated in this RFP and all supporting documents and data are based on information available from a variety of sources. No representation or warranty is made with respect thereto.

Exhibit 4:

## Criteria for Public-Private Partnerships

Preference for public participation will be given to projects that rate highly with regard to the following guidelines and/or objectives:

- ✍ The proposed development is of superior site and building design, including use of high-quality materials. Parking facilities (both surface lots and structures) are aesthetically pleasing and integrated into the design of the overall Project. Parking structures include street-level uses and/or are preferably be wrapped by other uses, where possible, to reduce their apparent bulk and mass.
- ✍ The proposed development is located within the Area and is of sufficient scale and scope to have a substantial impact on the image and desirability of the Area and suggests a high probability of inducing additional, spin-off development;
- ✍ The proponent can provide a solid track record with similar private development (previous experience in public-private partnerships desirable);
- ✍ The Project is projected to provide additional jobs at a variety of levels. Projects with family-wage and higher-paying jobs will rate more highly against this guideline.
- ✍ The proponent provides an economic impact analysis. A detailed analysis and estimate of the Project's direct economic impact in increased property, utility, and sales taxes, as well as an analysis and estimate of indirect economic impacts by multiplier effects throughout the local economy.
- ✍ When selected for partnership consideration, the proponent provides a detailed financial "gap" analysis, including development costs, projected revenue, disclosure of developer's desired capitalization rate, internal rate of return (based on other portfolio projects), etc., in order to determine the necessary level of public participation.

Exhibit 5:

## RFP Review and Selection Process

Within forty-five (45) days of selection, the developer or development team will be required to submit:

- ✍ Detailed financial and development cost information relating to the proposed development concept, including preliminary pro forma financial analysis;
- ✍ Proposed public participation in the Project, if any, or other significant “deal points;”
- ✍ Project site plan, exterior elevations, dimension of site and building (s) and dimensions of property liens, and project sections;
- ✍ Discussion of proposed program for major building material, finishes and colors;
- ✍ Landscaping plan and destination of public and semi-public areas; and vehicular and pedestrian circulation patterns, including parking layouts.

The Authority, together with City staff and consultant assistance, will review proposals from invited respondents. It is anticipated that respondents will make a public presentation of their proposals and be available for in-person interviews.

The selected developer or development team will negotiate jointly with the Authority to reach mutually agreeable terms for development. It is envisioned that these terms will first be outlined in a Memorandum of Understanding (MOU) and then finalized in a Disposition and Development Agreement (DDA).

After final selection, the selected developer or development organization will be required to provide detailed financial statements and agree to a criminal background check. Control of sensitive financial documents will be reviewed by an independent agent (i.e., CPA) under attorney client privilege and will not be made public. Further, the selected developer must agree to an “open book” process in which the Authority can review on-going financials and assure that there is no inappropriate windfall profit arising from public property.