

City of Gary Redevelopment Commission (GRC)



Request for Qualifications
2018 Comprehensive Plan Update
Technical and Professional Support Services
July 2017

Response Date: August 11, 2017
Notification of Interest: Week of August 25, 2017

PURPOSE

The purpose of this Request for Qualifications (RFQ) is for the City of Gary Redevelopment Commission (GRC) to develop a list of pre-qualified individuals, entities (i.e. academia, non-profit organizations) or specialty firms that may be called upon to contribute 'state of the practice' urban planning subject matter expertise and professional services support for various aspects of City's 2018 Comprehensive Plan Update (2018 Comp Plan). Respondents to this RFQ may submit qualifications for a single or multiple areas of expertise; as individuals or in specialized teams. Creativity and a commitment to innovation and emerging urban land transformation thought-practice is essential.

GENERAL INFORMATION

The 2018 Comprehensive Plan Update will be managed by City of Gary staff, who will lead all aspects of plan development including internal and external meetings, citizen engagement and communications. Individuals and entities identified through this RFQ and other means will support current staff in these tasks, as necessary. Qualified persons will serve as a 'cadre of experts,' working with staff and other selected specialists to maximize staff time, and to leverage consulting expertise and all available resources.

The City of Gary has qualified staff resources but lacks extensive IT infrastructure and software. Therefore, the use of open source, non-enterprise, non-propriety tools and resources is paramount. The City anticipates the 2018 Comp Plan will be completed within 18 months of formal kick-off expected late summer 2017.

Gary's rich ecological heritage paired with its stark economic reality provides the context for this planning process, with environmental sustainability, economic transformation and fiscal responsibility as the primary directives. The plan will build upon the City's previous planning efforts, integrating existing plans, projects, initiatives, and asset inventories with an eye toward innovation and flexibility for implementation. A citizen-centric public involvement process will inform, engage and activate individuals, organizations, businesses, and thought-leaders throughout the city and beyond.

We are interested in hearing from qualified individuals, entities (i.e. non-profits, academia), and firms with appropriate and specific expertise who are committed to dynamic thinking and provocative urban transformation ideas.

BACKGROUND INFORMATION

The history of Gary is long and complex. From its inception through the Gary Land Company formed by U.S. Steel around 1907 to the height of its population at around 180,000 people in 1960, the "City of Century" continued to expand geographically through annexation. The City of Gary currently covers a large and unique geography of almost 57 square miles with a population of approximately 80,000 people. Gary has extensive transportation assets and utility infrastructure and is served by robust interstate access (free and tolled), the Gary-Chicago Airport, the South Shore Line commuter rail line, regional bus service, an expansive roadway network and an ever growing system of trails

and greenways. The City of Gary’s physical geography is unique in its natural setting along the Indiana Lakeshore; from beachfront to Oak Savannah, all stages of Duneland Succession are extant in Gary. The presence of the Indiana Dunes National Lakeshore, and the Paul H. Douglas Center for Environmental Education located in the heart of the Miller Neighborhood, establish environmental conservation, tourism and quality of life as dominant themes of the 2018 Comprehensive Plan.

The existing City of Gary Comprehensive Plan: 2008-2028 was adopted/completed in December 2008; A copy is provided at <http://www.gary.in.us/redevelopment/gary-comprehensive-plan/>. Since 2008, a combination of regional changes and advancement in planning practices have refocused the City’s priorities for how it needs to adapt in order to grow and prosper in the future. Specifically, the City is highly focused on economic development, green infrastructure planning, and fiscal resiliency after decades of declining population and tax revenues.

The City has commissioned or participated in numerous planning studies addressing all aspects of municipal interests. Implementation is well underway on various development projects and initiatives, including strategic creation and use of Tax Increment Financing (TIF) districts; sub-area plans associated with the University Park Area, the Lakefront District Area and Transit Oriented Development (TOD) planning in Miller and the Northside Redevelopment Area; the long awaited runway expansion at the Gary-Chicago Airport; and many others. The City looks to build upon previous efforts, and to integrate and synthesize existing plans, projects, and initiatives, to the extent possible. The 2018 Comp Plan is uniquely suited to bring the goals of all of these plans together in a single document, providing a framework for creating context-sensitive strategies that will leverage resources to address multiple issues at the same time.

Table 1: Existing Plans, Projects and Initiatives

Existing Plans, Projects and Initiatives; Inform and Integrated into 2018 Comprehensive Plan	Synopsis, Relevancy and Link(s)
City of Gary, 2008 Comprehensive Plan	Most recent planning document. Excellent resource for historical and physical information.
Gary GreenLink	Creates a network of ecosystems and trail networks, highlighting Gary’s unique environmental context and habitats.
University Park Plan	Through several iterations, provides a framework to leverage Indiana University Northwest and Ivy Tech Community College.
East Lakefront District Plan	A sub-area plan focusing on Transit-Oriented Development along the South

Existing Plans, Projects and Initiatives; Inform and Integrated into 2018 Comprehensive Plan	Synopsis, Relevancy and Link(s)
	Shore Railroad and providing better access to lakefront amenities.
Airport Master Plan	An ongoing master development plan for the Gary-Chicago International Airport.
Green Print (GI Plan)	Looks at Gary through a natural lens to marry conservation, stormwater management, infrastructure management, and open space planning.
GSD- Long Term Control Plan (Stormwater)	Mandated stormwater control plan under the Gary Sanitary District.
Gary Northside Redevelopment Project	A combination of four sub-area district plans ranging from the Horace Mann medical district on the north central side of Gary, through Downtown-Emerson, to the East Lakefront District.
Emerson Spotlight Program	Community-driven action plan highlighting local capacity building, focusing largely on urban agriculture and leveraging a strong coalition of faith-based organization.
Miller Spotlight Program	Community-driven action plan highlighting local capacity building, focusing largely on access and quality of place improvements in Gary's beach community.
Northwest Indiana Regional Development Commission (NIRPC)	Regional Partner and Metropolitan Planning Organization (MPO)
<ul style="list-style-type: none"> • Transportation Improvement Plan (2016-2019) 	http://www.nirpc.org/2040-plan/transportation/transportation-improvement-program-tip/
<ul style="list-style-type: none"> • 2040 Comprehensive Plan 	http://www.nirpc.org/2040-plan/
<ul style="list-style-type: none"> • The Marquette Plan 	http://www.nirpc.org/2040-plan/growth-conservation/marquette-plan/the-marquette-plan-2015-the-lake-shore-reinvestment-strategy/
Redevelopment Authority (RDA) of Northwest Indiana	http://www.rdatransformation.com/

PROJECT DESCRIPTION/STATEMENT OF NEEDS

GRC's primary objective is to identify a list of pre-qualified individuals, entities (i.e. academia, non-profit organizations) and specialty firms that may be called upon to contribute 'state of the practice' urban planning subject matter expertise and professional services support for various aspects of City's 2018 Comprehensive Plan Update (2018 Comp Plan). This Request for Qualifications (RFQ) seeks to draw out those entities that are ready to support the City as it embarks upon a transformative comprehensive planning process.

Our Comprehensive Plan update will diverge from the ubiquitous framework of 'standard and traditional' data sets and chapters led, and often developed, by a single professional services firm. The City of Gary's 2018 Comp Plan will reflect this once in a generation opportunity to re-set the future of Gary; this is not a run-of-the-mill comprehensive plan update that is often appropriate for other communities. We are building a team of thinkers rather than hiring a single firm.

While the 2018 Comp Plan will address traditional comprehensive planning topic areas such as land-use, transportation, housing, education, utility infrastructure, economic development, community facilities, etc., the planning will go well beyond developing traditional inventories and static data-sets. The City will remodel the 2018 Comp Plan to better address the issues, challenges and opportunities facing the community. The plan is intended to be streamlined in a way that limits the use narrative, maximizes the use of maps, graphics, charts and tables with technical information contained in appendices. Successful respondents will demonstrate their ability to provide services and creative solutions in a highly complex urban setting where social equity, economic parity, and community resiliency are foundational elements of the comprehensive planning process.

To effectively and efficiently develop the 2018 Comp Plan, the City seeks expertise in several technical and professional disciplines including:

1. **Data Analyst, Modeling and Scenario Development (data nerd):** Robust data collection, integration and analysis using non-enterprise dependent Geographic Information System (GIS) and other tools, utilizing a myriad of data sets, including, but not limited to:
 - a. Asset inventories
 - b. Physical geography
 - c. Water and ecological resources
 - d. Parcel level data
 - e. Socio-economic data
 - f. Cultural resources (historic and archaeological)
 - g. Vacant land and abandoned buildings
 - h. Managed lands
 - i. Community facilities

- j. Businesses and economic data
- k. Land-use
- l. Stormwater management and green infrastructure
- m. Many others, as needed

These critical data sets will be used for data-forward land-use modeling, scenario development, and evaluation; economic and fiscal impact analysis; and sustainability modeling to inform the decision-making process. Other desired skills sets include the ability to produce high quality visual outputs such as maps, graphics, tables and charts that help convey technical information to non-technical audiences. Ideally, the end product will be a tool or series of tools that can be employed after the completion of the plan itself.

2. **Expert Economist(s):** Fiscal and economic impact analysis that will dovetail with land-use scenario development is critical to the success of the 2018 Comp Plan and, ultimately, its implementation or action plan elements. Qualified entities must demonstrate the ability to quickly assess the existing and near term Fiscal Context of the City to further explore, evaluate and assess needs such as:
 - a. The relationship between property taxes, land use and geographic location of planned improvements
 - b. Economic and fiscal scenario development (based on zoning, land-use and others constraints)
 - c. Return on Municipal Investment Analysis
 - d. Context specific Market Analysis
 - e. Economic Impact Analysis
 - f. Revenue Forecasting and Fiscal Impact Analysis.
 - g. Asset management expertise to establish a sustainable approach framework to guide future efforts regarding infrastructure management, operations and maintenance.
 - i. This will include the development of a sustainable infrastructure framework to assist the City with prioritizing infrastructure improvements to optimize the use and functionality of its existing resources to reduce capital costs.

Interested entities should address qualifications relative to these needs and provide ideas and consideration of other economic and fiscal aspects of urban planning that relate to Gary's economic context. The City is interested in state-of-the-practice as incubating constructs that will assist in meaningful fiscal stability and economic growth.

3. **Comprehensive Land-Use Planning Expertise:** The City seeks subject matter expertise for the critical land-use planning that is an essential component to completing the 2018 Comp Plan.

- a. Thorough land-use evaluations, including modeling and scenario analysis, and the development of a new, future land-use map are key components of the plan. Land-use planning expertise will also will inform the update of the City Zoning Code.
4. **Zoning Code, Legislative and Policy Analysis Expertise:** The City also seeks expertise to assist in assessing complex legal issues associated with updating the City's Zoning Code and legislative and policy analysis relative to future efforts, including, but not limited to,
- a. A thorough evaluation of the current Code, to identify areas of conflict and/or ambiguity and to propose legally defensible Code Ordinance changes/updates in the short term to accommodate near term developments and for generally improving the overall functionality of the code.
 - b. Another critical task will be to formulate an overhaul of the Code to meet the long-term needs of the City and in conjunction with the recommendations in the 2018 Comp Plan. The City is interested in developing a more context-appropriate code that leans toward "Pink Zoning" for greater economic development flexibility.
5. **Documentation Management and Other Support Services:**
- a. Professional services associated with document management, including formatting and technical editing, graphic development and other elements, as required, for developing and publishing the 2018 Comp Plan and its various technical appendices.
 - b. Community engagement support including graphic design and interpretation of technical elements to make them relatable to a wide-audience, support for strategic communications including the development of content and production of newsletters, fact sheets, surveys for print media, social media and video development and production. Some meeting logistic support including calendar management, engagement exercises, and location coordination support activities may also be required.

We encourage any individual or organization who feels that they can make a meaningful contribution to our transformative efforts to respond to this RFQ; thinkers, dreamers, futurists, and beyond.

SUBMITTAL PREPARATION AND SUBMISSION

Submission of Qualification Packages

Deliver at least two (2) complete sets (one original clearly marked or stamped “original,” and one (1) copy and one electronic copy (on CD or USB drive) of the required submittals, in a sealed envelope or box clearly marked with the words “RFQ for 2018 Comprehensive Plan Update Technical and Professional Support Services” to the GRC Executive Director, at the following address:

Gary Redevelopment Commission

504 Broadway, Suite 200

Gary, IN 46402

Attn: Joe van Dyk, Executive Director

Respondents may also choose to present aspects of qualifications in creative formats (i.e. web-enabled presentation, video, interactive mapping formats, etc.). However, a minimum of two (2) hardcopies, one (1) original and at least one (1) copy are still required, as appropriate.

Interpretations/Questions

During the period between issuance of this RFQ and the qualification due date, questions or requests for interpretation may be submitted in writing only and emailed to Joseph Van Dyk, Executive Director, at jvandyk@ci.gary.in.us with the subject heading “RFQ for 2018 Comprehensive Plan Update Technical and Professional Support Services.”

Addendum and Update Procedures for the RFQ

During the period of advertisement for this RFQ, GRC may wish to amend, add to, or delete from, the contents of this RFQ. In such situations, GRC will issue an addendum to the RFQ setting forth the nature of the modification(s). GRC will post all addenda pertaining to this RFQ on its website at <http://www.gary.in.us/redevelopment/>.

The front cover of the proposal must bear the name of the RFQ, the date, and the respondent’s name, address, phone, email, and fax number.

Acceptance of Qualifications

Submittals must be signed, sealed and received in completed form at the GRC Administrative Office at 504 Broadway, Suite 200, Gary, IN 46402 no later than the proposal submission time and date.

GRC reserves the right to accept or reject any or all proposal or to take exception to these RFQ specifications. Respondent may be excluded from further consideration for failure to fully comply with the specifications of this RFQ.

Withdrawal of Proposals

Negligence on the part of the Respondent in preparing its Submittal confers no right of withdrawal or modification of its proposal after the due date and time.

Certification of Legal Entity

Prior to execution of the contract agreement, the respondent must certify that joint ventures, partnerships, team agreements, new corporations or other entities that either exist or will be formally structured are, or will be legal and binding under Indiana law.

Costs Borne by Respondent

All costs related to the preparation of this RFQ and any related activities are the responsibility of the respondent. GRC assumes no liability for any costs incurred by the respondent throughout the entire selection process.

Best Available Data

All information contained in this RFQ is the best data available to GRC at the time the RFQ was prepared. The information given in the RFQ is not intended as representations having binding legal effect. This information is furnished for the convenience of respondents and GRC assumes no liability for any errors or omissions.

Respondent Responsibilities

Each respondent is presumed by GRC to have thoroughly studied this RFQ and become familiar with the package’s contents. Any failure to understand completely any aspect of this RFQ or the proposed site is the responsibility of the respondent.

RFQ Schedule

RFQ Available	July 2017
Response Date	August 11, 2017
Notification to Respondents of Interest	August 25, 2017
Interviews, Selection and Negotiations	By September 29, 2017

Sealed responses to this solicitation will be received by the Gary Redevelopment Commission until 2:00 p.m. local time on August 11, 2017.

A copy of the RFQ package may be downloaded from GRC’s website at <http://www.gary.in.us/redevelopment/>

Submission Checklist

Outlined below are the sections that must be included in the written response to be considered for pre-qualification by the GRC. Each section must be clearly labeled using

the bold-faced titles listed below, and be assembled in the order described herein. The required submission must be bound and each section tabbed.

Letter of Interest

The cover letter must list the qualified individual, entities or special specialty firms and a primary contact person. Please include phone number and e-mail address. The letter must be signed by an authorized decision-maker and include a statement that the response, including identified and available personal, will remain valid for not less than 180 days from the date of the GRC Board of Commissioners' selection of pre-qualified respondents.

Profile of the Respondent

Provide an overview of the Respondents experience as it relates to the elements of the scope of services/statement of need. Respondents may submit qualifications for all or individual need items.

- a. List **relevant projects and experience** germane to the service or services identified for consideration and provide a description of how these examples related to the context of Gary and the work of the GRC.
- b. Provide profiles/resumes and roles of **key staff**, including Technical and Support Leads, who will be involved in the effort. Specify the availability of key staff to support this effort over the next 18 months. Any and all staffing changes are subject to consideration and approval of the GRC. Provide an organization chart of the team and/or participating subject matter experts, as applicable indicating their specialization(s) and how work flow will be managed.
- c. Respondents may provide written narrative describing **lessons learned** through experience, cutting-edge concepts and considerations emerging in a specific field of expertise and any other thoughts, ideas or considerations that add value to the submittal and to the GRC's stated purpose of the RFQ.
- d. Indicate whether the Respondent or any team member has ever been terminated from a contract or been sued by a Redevelopment Authority, City, Housing Authority, or other such public or quasi-public entity and if so, describe the circumstances and outcome. Also indicate whether Respondent, any affiliated entity or related property manager has ever been cited with any program violations by any state housing finance agency or other funding entity.
- e. Provide contact information for at least three references that can speak to the quality of service provided, value of outcomes or execution of work products. Please reference the name of the project with which the reference is familiar. Insure that all names and phone numbers are current.

Selection/Consideration Criteria

- Relevance of experience and its value to the GRC for the specific area(s) of expertise germane to the development of the 2018 Comprehensive Plan.
- Aptitude of technical leads and their availability over the next 18 months as the plan is development; committed staff will be given broader consideration.
- Prior positive working relationship with the City of Gary and/or the GRC, specifically, is a plus but not required.
- Responsiveness, quality and creative contributions to the RFQ requirements.

All responses submitted are subject to these Instructions and Supplemental Instructions to Offerors, General and Supplemental Conditions, and all other requirements contained herein, all of which are made a part of this Request for Qualifications by reference. The Gary Redevelopment Commission reserves the right to reject any or all submittals and to waive any informalities in the submission process if it is in the public interest to do so.