



*City of Alexandria Planning and Economic Development  
(Informational and Qualifications Study)*

**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT  
Notice of Intent—Request for Information for Public Partnering  
*Downtown Alexandria Now!*—Phase R.I.V.E.R. Act—Scope**

**Section 1.0 Purpose:**

The City of Alexandria (“Alexandria” or the “City”) seeks a collaborative effort to create a more vibrant and robust downtown and riverfront. At the same time the community discovers new opportunities, Alexandria should continue development and promotion of downtown festivals, events, and cultural and tourism draws. The City enjoys street-style festivals (e.g., dinner on the bricks, *AlexRiverFête*), parades, Mardi Gras events, retail support and related events, and downtown image-development campaigns and related large athletic-sporting events (such as Third Thursday on Third and Komen-Race for the Cure).

Thus, Alexandria is engaging in more “continuous” and “event-based” activities. Strolling, jogging, biking, driving, and parking are supported along the length of the riverfront in downtown Alexandria, whereas event-based programs will happen in strategic locations to maximize synergies with existing destinations. Diverse, yet open-ended, activities and events have the capacity to change and adapt over time to reflect the needs and desires of all visitors to the riverfront.

Through better alignments of mission and collaborations with existing economic development organizations (“EDOs”), Alexandria wishes to more fully involve representative businesses, property owners, and stakeholders in a process to “scope” those investments, opportunities, and challenges within the downtown and riverfront of the City for presentation of a plan for redevelopment. This may call for creation of improvement zones or districts, but at minimum shall require a robust team of EDOs, merchants, historic preservationists, and other stakeholders within the civic realm—public and private—to spur large-scale development. Alexandria ultimately seeks to physically and materially alter through design the entire landscape of the Alexandria riverfront as it meets its downtown, in conjunction with other large-scale initiatives and powered by the Riverfront Improvement Venture and Essential Recreation Act (“R.I.V.E.R. Act”).

February 27, 2015

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**Phase R.I.V.E.R. Act—Scope**

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It should be noted this process—the RFI/RFQ—is geared toward the RFI side of the house. Alexandria is in the *information-gathering stage*, but does not desire foreclosing qualified narratives based on developed ideas. However, the most likely scenario is an RFI followed by intense public input, a second-stage RFQ for qualified professional assistance, and then core projects through individualized RFPs. The reason for this approach is because redevelopment on this scale faces numerous logistical, financial, and environmental obstacles.

The industrial and government-civic complexes of many downtowns have been the subjects of continuous debate relative to incentives, especially for the past few decades. Alexandria is prepared to engage in fair, smart planning valuing historic commitments and new development.

Detractors say downtown public investment is “throwing good money after bad.”<sup>1</sup> Supporters claim downtowns are critical aspects of city infrastructure—lost to suburbanization—but still usable since the reasons they were created (and then lost) in the first place are now favorable to their proliferation, once again. They say mounting evidence shows reinvestment into downtowns is “good investment” and creates lasting infill reuse of areas that have huge negative costs as “closed” or deteriorating infrastructure.<sup>2</sup>

Alexandria would achieve heightened “economic restructuring” and new housing opportunities within the downtown and alongside the riverfront. Perhaps, optimally, the proponent-opponent dilemma outlined here is a false dilemma, with no need to make a choice between two models as opposed to a more holistic approach by the City that carefully balances choices and incentives with measurable results. Smart planning is the key in this model of address.

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<sup>1</sup> Detractors say downtown investment involves civic choices outside of market forces. These critics assert that downtowners, through poor opportunity cost assessments, fail to consider the market determines where to develop. They would compare public downtown investments to other areas where “organic growth” may be occurring, and argue this necessarily is the “more logical choice.” Locally, one might contrast downtown with Highway 28W as illustrative of this “choice.”

<sup>2</sup> Proponents say densification avoids costs of sprawl infrastructure (suburbanization) because of the thinning of resources—at one time close to and now running away from city urban areas. Because of the interaction of changes in hygiene and health, mobility brought by the automobile, and other socio-economic perceptions, America “went off to suburbia.” Both sides point to the interest of a new generation of renters who want “hip” properties close to a cultural, diverse quality-of-life center—with downtowners saying that should result in reuse and detractors saying that should result in planned urban and suburban developments with “town centers.” Transportation costs, the cost of advancing infrastructure (fire, police, etc.) to suburban areas, health initiatives, urban food policy, and walkability militate in favor of densification these days according to new urbanists.

The City has invested largely in recreation-related infrastructure on the riverfront. The next large-scale public-sector investments should focus on infrastructure that supports private-sector development, friendly toward our existing cultural- and recreation-centered assets. The City also is awaiting what appears to be the first private-sector housing developments within the historic downtown, most particularly condominiums, loft-living, and above-retail apartments.

In historic downtowns, incentives for the right housing opportunities would, in and of themselves, drive private-sector development, friendly toward our existing cultural- and recreation-centered assets. Housing is at once a consequence of smart downtown development and, perhaps in many cases, the progenitor (initial cause) of smart downtown development. This genesis effect spurs development and follows development, leading to citizen involvement in all future downtown development, and that leads to ever-increasing levels of community buy-in because the downtown is “real” and residents have vested interests in promoting and maintaining its vibrancy.

In historic downtown Alexandria, we long have enjoyed a medical-government-legal complex. In the last few years, we have witnessed the maturing of an arts and cultural district. Most recently, we have secured and now await our soon-to-be realized education complex. It should be noted that research reveals a common thread in successful downtown resurgence is the coexistence of community desire and at least one of the “med,” “ed,” or arts-entertainment cornerstones upon which to build.<sup>3</sup> All three of these cornerstones already exist in the historic downtown Alexandria, along with a dual-use (recreation and commercial) navigable body of water, the Red River. And, the greater downtown Alexandria offers interstate and rail access, tied to the Red River at its port, which is immediately adjacent to the downtown area.

Critically, Alexandria recently completed a resiliency analysis of the entire City, called *Think.Alex*. This unique opportunity offers the potential developer fresh, evidence-based insight identifying the need, appropriateness, and viability of downtown mixed-use development and housing.

Against this backdrop, the potential is incredible for redevelopment of the river and connected downtown areas. Alexandria has resources to aid in offering and expanding opportunities to citizens and stakeholders throughout Central Louisiana and the State, while simultaneously reinvigorating its downtown and creating a more usable and contributive riverfront.

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<sup>3</sup> “Med” refers to medical and “ed” to educational, e.g., hospitals and universities.

## **Section 1.1 Introduction to the Process:**

The issuance of future Requests for Qualifications or Proposals and selection of awards for public grants, investment, or participation in future redevelopment of Alexandria downtown infrastructure—i.e., those involving public dollars—may require multiple stages of cooperative public-private partnering. This Request for Information is neither designed to supplant nor be a requirement for private-sector development in the downtown; instead, it is designed to ensure public and private development work together, when that benefits and is desired by the public, and to provide opportunities to create a first-class downtown arts, retail, food-and-beverage, residential, and quality-of-life venue in part by leveraging recent investment. On the public side, examples of large infrastructure investment involve the **Downtown Hotels Initiative**, **Downtown Community College Initiative**, and the related acts to coalesce and create the **Riverfront Improvement Venture and Essential Recreation** initiative. More importantly, on the private side, the investments in hotels, retail, restaurants, the arts, and residential uses indicate the emergence of a willingness to invest privately in a new vision embracing the revitalization of historic Downtown Alexandria.

Until a different process is established by stakeholders, the Alexandria administration will engage relevant stakeholders to determine the best collaborative model.<sup>4</sup> At this time, Alexandria will continue to: (i) conduct due diligence through city planning, public works, and the Mayor’s Office of Economic Development; (ii) facilitate access to and resources regarding multiple sites and additional planning professionals (directed to the legislation enactments constituting the Riverfront Improvement Venture and Essential Recreation initiative (“R.I.V.E.R. Act”));<sup>5</sup> (iii) provide continued augmentation and new strategies to the

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<sup>4</sup> The Greater Alexandria Economic Development Authority (“GAEDA”) likely is the principal partner in the public sector for this work. However, the Central Louisiana Chamber of Commerce (the “Chamber”), Central Louisiana Business Incubator (“CLBI”), the Louisiana Community and Technical College System (“LCTCS”), Louisiana State University of Alexandria (“LSUA”), and the Central Louisiana Economic Development Alliance (“CLEDA”) are important linkages to several Alexandria collaborations in the downtown and, potentially, the riverfront. This RFI seeks responses from all of these potential partners. Perhaps, most importantly, the Rapides Foundation (“TRF”) and Central Louisiana Community Foundation (“CLCF”) might provide support—to the extent *DOWNTOWN ALEXANDRIA NOW!* activities align with their missions—much like the Baton Rouge Foundation has provided support for its namesake city.

<sup>5</sup> Alexandria’s *DOWNTOWN ALEXANDRIA NOW!* seeks to reinvigorate downtown businesses and promote partnerships through capital programming to benefit the region—truly making our city and region the Place Where Louisiana Connects. The *DOWNTOWN ALEXANDRIA NOW!* initiative is the larger set of activities geared to Alexandria downtown resurgence, including the Downtown Hotels Initiative (“DHI”), SPARC-Third Street AUMP, the Community College Initiative, and others. The entire set of activity here is referred to as “the Project.”

transportation assets within downtown and the City; and (iv) upon final selection of publicly developable sites, provide assistance as outlined herein and as provided later.

This is *neither* a Request for Proposals (“RFP”), *nor* a stand-alone Request for Qualifications (“RFQ”). It is a Request for Information/Qualifications (“RFI/RFQ”). Based on those RFI/RFQ findings, an additional RFQ *could* be issued to find appropriate consultants or experts to craft an eventual RFP (seeking formal proposals leading to bids for construction), or to further hone the process for additional information or qualifications requests.

An RFP *could* be issued representing detailed proposals for award, the most formal step in the process.

Contrastingly, in this RFI/RFQ, Alexandria allows for a more nimble approach by way of community input *and* the submission of *early* qualification narratives by professionals, firms, or persons wishing to respond, now. Citizens, professionals, and community stakeholders (with their own professional teams) may respond. This hybrid version focuses on community information gathering, allows for efficiencies if the right plan emerges early, and protects the process for additional input and process. While it carries additional risks for the professional respondent, it could reward the “early bird with the worm.”

A full RFQ response, for example, might be submitted early<sup>6</sup>—at the RFI/RFQ stage—and be used throughout the process; or, the City may only treat the submissions as information. The City reserves the right to carry forward on additional processes or, if information is detailed enough, to make partnering and proposal decisions in a more immediate fashion.

## **Section 1.2 Executive Summary of City Involvement:**

*The RIVER Act, like SPARC, is designed to aid a Project of this type.*

- Alexandria embarked on the largest redevelopment project in its history, an infrastructure enhancement project called SPARC. Millions of dollars have been allocated to the Cultural Restoration Area (“CRA”) that encompasses the downtown and immediately adjacent areas.

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<sup>6</sup> “Early” here means within the RFI/RFQ period as opposed to waiting until it is formally determined whether other processes will occur. The “benefit” is that Alexandria might engage an “early” submitter before requiring another process; the “risk” is that an early submitter might expend valuable resources and still be required to submit again at the formal time and thereby sustain “losses” and potential dilution of its intellectual contribution as its “early” submission is absorbed in the public discourse.

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- Specifically, Alexandria determined that special attention to the microeconomies of several local areas (basically comprising S.P.A.R.C.-CRA-1 and including Alexandria’s downtown convention and hotel microeconomy) is necessary because dysfunctional uses were having a compromising effect on the overall Alexandria economy.
  - Convention and visitor data support this statement.
  - Alexandria has engaged professionals to provide empirical evidence of such general findings and determine the capacity and feasibility of multiple methods to address these problems. In reports compiled by RKG, Lose and Associates, and J-Quadd, Alexandria has data to undergird its need for targeted interventions.
  - Alexandria concluded a high level of attention was necessary to overcome these problems and is vital to the best interest of the region, and thus a matter of public policy by Resolution of *Alexandria City Council* in February though April of 2009, Resolution Nos. 8561-2009, 8562-2009, and 8594-2009.
- Alexandria authorized use of the cooperative economic development activities and powers prescribed and conferred by its home rule charter and state law, finding that the initial proposals of SPARC were for a definitive public purpose for which public money may be expended.
- The SPARC initiatives allowed the City to address economic distress, to: (i) employ effective, innovative steps in the planning, promotion, and financing of local economic development; (ii) benefit the City and its citizens by providing economic stimulus and improving city and other properties; and (iii) allow entry into intergovernmental and cooperative endeavor agreements with public and private entities, including other political subdivisions, the State, the United States and its agencies and with other public or private associations, corporations and individuals.
- The R.I.V.E.R. Act, like SPARC, allows the City to address large-scale change through collaboration.

*Alexandria will provide incentives to aid in the development of the Project.*

- Alexandria will provide a set of incentives to the Project based upon the actions and commitments of the private sector. Alexandria generally seeks at least a 4:1 ratio of private to public dollars, at least over a meaningfully connected period of time.

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- Alexandria is determining the best ways to protect its interests, time the influx of public sector monies, and create protection for the City’s investment. The proverbial “bridge to nowhere” cannot be allowed in this age of scarce public resources.

*Alexandria policy-makers promote policies for Central Louisiana to capitalize on recreation assets, natural resources, and its riverfront; allow the process to be driven by the participants and not be government dominated, start to finish; and are building this process in a manner recognizing past investment in recreation infrastructure while not limiting potential contributive built environments to recreation.*

*Alexandria requires feasibility assessments to determine the most viable sites consistent with Alexandria goals.*

- Feasibility is the key to unlock Alexandria partnering to ensure the long-term stability and viability of the Project.
- Feasibility uncovers protection of City resources and keeps players tethered to best practices and real returns on investment.

*Alexandria suggests as a starting point using these overarching considerations to answer the six (6) feasibility questions. Consider how your responses:*

- **Create a Riverfront for all.** The riverfront should engage the entire city. It should be a place for locals and visitors alike—a place where everything comes together and commingles effortlessly.
- **Put the riverfront and innovative, sustainable design at the forefront.** The riverfront will improve the waterline and reflect Alexandria’s commitment to sustainability and innovation.

- **Connect the city to its riverfront.** The riverfront should provide a front porch to the downtown and the City. It will build a network of public spaces that connect the riverfront to important destinations, nearby neighborhoods, the city and region.
- **Improve access and mobility.** The future riverfront should accommodate safe and efficient travel by pedestrians, cyclists, vehicles and river traffic.
- **Create a bold vision that is adaptable over time.** The vision for the riverfront should clearly define how the riverfront will take shape and the essential character of key elements. At the same time, the vision must be flexible to adapt over time.
- **Develop consistent leadership from concept to construction to operations.** It is necessary to have strong leadership tasked with realizing the riverfront vision. This leadership needs to ensure design excellence and root the process in a broad and transparent civic engagement.

*Ultimately, the feasibility determinations would answer six (6) questioned areas:*

- 1) **Alternative Models Welcomed.** If you believe this RFI model for accomplishing *DAN!* projects outlined in the RFI is deficient, identify why and propose alternative models to achieve the goals outlined, or state why those goals are not responsive to regional needs and how the City might better target its assistance.
  - a. **Riverfront Development versus Downtown Development.** What are the primary logistical and site needs as these ideas relate with one another? How are they different?
  - b. **Merchants versus Developers.** What are merchant needs? Developer needs? Is one more critical to “get right” than the other? E.g., merchants have different goals than greenfield developers—what are your suggestions for allocating public resources? Why?
- 2) **Parking Issues.** What are the logistical needs? How do we meet them? How do we unlock existing parking retained by private landowners?
  - a. Explain the existing parking in terms of safety, visibility, accessibility, etc.
  - b. Explain the immunities and other legal impediments.
  - c. Explain any other parking needs.



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- d. Explain parking as economic development, such as the former Weiss and Goldring building and Hotel Bentley needs.
  - e. Consider transit solutions through *ATrans* and use of the City elevated parking garage.
- 3) **Milestones.** What are Project milestones for the City and for the private sector? What are the phases of completion, and how would they be measured? What are the additional phases of the Project beyond the RFI's scope—to determine long-term needs and site logistics?
- 4) **Return on City Investment.** How can you help the Project serve and be assimilated into a larger regional and city plan to use multiple assets in combination optimizing existing master and comprehensive city and regional planning? Will you review these plans and commitments in conjunction with your decision, such as:
- a. Do you support transit augmentation to create a regional transit system? How so?
  - b. Can the Project be leveraged with other intergovernmental needs?
  - c. What is your view of how the Project stabilizes and helps educational stakeholders, medical stakeholders, and recreation-cultural-arts stakeholders?
  - d. Will you consider how the development goals of the City can be integrated into and achieved in conjunction with questions 2 through 5 by stakeholder dialogue, before concluding the process, such as:
    - i. What, if any, housing needs exist for the Project – in any phase?
    - ii. What are the professional-service needs and how and by whom will those selections be determined?
- (Be thoughtful and creative; while there is no guarantee of resources, the wish here is to solicit as many ideas to be vetted as possible.)**
- 5) **Life Cycling of the Project (Sustainability).** Is your interest in the Project sufficiently budgeted for operations and maintenance of your purposes given its scale—how is your plan life cycled? If not, why not? If not, how will funds be provided? What about operations and maintenance funds to match capital funds expended by the City?
- a. Will you solicit assistance from the business community?
  - b. Are grants available?

- c. What are your specific operations and maintenance requirements gaps?
- 6) **Feasibility Highpoints.** Compared with every feasible alternative, how may the City partner to determine:
- a. **Timely Completion** - The feasibility of completing the Project within a reasonable time to achieve a return on investment. What obstacles were identified? How does the public ensure its investment is matched within a reasonable time by private investment?
  - b. **Feasibility of Cost Estimates** - A determination of whether the costs are hard costs or estimates from dash-board-style assessments? If hard, is there reviewable support data?
  - c. **Job Creation.** – Projects that create opportunities for new employment contribute to the economic vitality of the community in a variety of ways. Projects creating full-time equivalent jobs would be considered to have a significant positive impact on the economic well being of the area. Comments?
  - d. How have stakeholders ascertained any economic impacts? Who performed them? Is this study requested of the City of Alexandria? Will you consider such information prior to its conclusion and site selection if the City provides authoritative data?
  - e. Have you determined any special public services needed, such as fiber optic capability or achieving at-grade connections of your proposal to the river?
  - f. How will the stakeholders objectively assess and grade proposals, if a secondary RFP process is used?
  - g. **Tax generation.** – How does the Project positively add to the local tax base? Are any estimates or studies in this regard that may be shared with the City? What about in other comparable areas around the state or nation?
  - h. **Relationship of public and private investment.** – The relationship of private investment to public investment of a project should be significant enough to ensure prudent investment of public funds within the renewal project? What is private-sector contribution to the Project? What are the enforcement mechanisms?

- i. Does your proposal sufficiently address these areas?
  - square feet for retail, residential, and other mixed use of buildings,
  - modular growth or expandability quotient of the site,
  - parking availability adjacent or proximate to site,
  - public service efficiencies,
  - sufficient acreage for construction with access and visibility relative to major thoroughfares and interstate,
  - transit system availability,
  - utility tie in and incentives availability,
  - varying proximity to ancillary and related services and amenities (banks, hospitals, etc.),
  - proximity to hotel and convention space,
  - proximity to performing arts facilities,
  - proximity to governmental services complex, and
  - proximity to any other large-scale development sites, such as SPARC, DHI, DCCI, and Pineville development.

### **Section 1.3 Feasibility of the Proposed Model:**

A proper determination of feasibility also includes considerations of: transportation usages and logistics; public safety concerns related to transit and parking at the sites; parking deficiencies at the sites; coordination-with-other-assets considerations to optimize uses and planning with public assets, green space and private sector community partners and initiatives; participation by other stakeholders in the decision-making process, and devising a long-term use and marketing strategy consistent with Alexandria goals for the corridor and city/regional goals. Alexandria values are optimized with a properly vetted and feasible plan of action in a best-practice model. Prior to Alexandria contributing value, feasibility and other determinations should be made.<sup>7</sup>

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<sup>7</sup> As outlined, to meet Alexandria's requirements for a cooperative endeavor, deliverables of a commensurate nature (proportionality for Alexandria's value in exchange for future and actual values created by the location of the Project) must be defined and evaluated. The City ensures (i) the expenditure or transfer of public funds or property, or the pledge, donation, or aid of public or private endeavor by public funds is based on a legal obligation (*e.g.*, a valid statute, ordinance, charter or contract); (ii) the expenditure is also for a public purpose; and (iii) the expenditure creates a public benefit proportionate to its cost (*i.e.*, the amount expended by the City is met with a comparable return or real and substantial obligation to create a future return).<sup>7</sup> "Deliverables" or returns on investment are necessary.

This Request for Information (“RFI”) is issued to stakeholders.<sup>8</sup> Your proposal, should you respond beyond simply providing information, must consider feasibility determinations. Limitless “visionary” proposals exist, but Alexandria is not seeking a master or comprehensive development plan at this time. If such a plan is provided, it might be assimilated into the public discourse, but it will be at the risk and peril of the proposer and is not subject to remuneration. Feasible plans, on the other hand, are subject to award and selection to potentially provide professional services.

### **Section 2.0 Letters of Intent/Feasibility Responses:**

The City asks that firms, individuals, and any other stakeholders (“respondent” or “proposers”) indicate their willingness to partner and submit questions, on or before **March 26, 2015**.<sup>9</sup> Thereafter, a respondent shall respond to the six (6) feasibility questions in Section 1.2 on or before **May 15, 2015, (See Attachments B & A)**.

Upon receipt of the questions/responses and an indication of intent, Alexandria commits to the following courses of action to accommodate stakeholders and protect the public’s interest:

- Alexandria will dedicate a team of individuals to address stakeholder needs in expedited fashion. The City has appointed professional “point persons” for development and operations familiar with all issues.
- Alexandria will reasonably support, and provide staff support to, requests for transportation, parking, corridor planning, and other logistical services.
- Alexandria will use the RFI/RFQ findings to conduct any additional feasibility study of the general site(s) and support the conclusion(s) of that feasibility study to aid in, and to the extent feasible, co-develop or otherwise support the site(s) as it (they) relate(s) to the larger overall plan for the Project and completion of the RIVER Act.

If plans can be determined from the completion of this RFI/RFQ process, modifying the needs for the second RFQ or RFP processes, then Alexandria will make every effort to render public determinations and commitments on or before **July 24, 2015, by 4:30 p.m.,**

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<sup>8</sup> The decisions should be privately driven. Alexandria is willing to craft and financially support such a process to ensure viability of the Project and other related assets, as long as Alexandria goals are met.

<sup>9</sup> This determination would mean the partners and Alexandria would enter into a non-exclusive exhaustion analysis of the multiple downtown sites proposed by submitters, with the aim of selecting one or more of those sites for location of the Project’s components.

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**C.S.T.** for final determinations and actions by the Alexandria City Council. If a stand-alone RFQ follows this first process because a plan was not determinable on the existing information provided by submitters and stakeholders, then Alexandria may issue a stand-alone RFQ for more professional assistance and planning, or commence a new process based on the existing information, or issue specific RFPs for development nodes. If the determination is for a stand-alone RFQ, then it will be issued on or around **July 24, 2015**, and narratives will be due approximately thirty (30) days from issuance. Adherence to this timeline allows any final processes—such as RFPs—to be concluded before year’s end.

Alexandria requires a response to the feasibility questions on or before **May 15, 2015**, to ensure qualification and exhaustion analysis of your idea or proposal.

On or before **May 29, 2015**, any submitter wishing to provide a professional narrative to the RFQ aspect of this solicitation shall do so by **4:30 p.m. C.S.T.**, in the form and according to the requirements set forth in Sections 4-7.

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2015 Timeline of Activity

<b>March 26</b> LOI/Submit Questions	<b>May 15</b> Feasibility Responses	<b>May 29</b> Professional Narratives	<b>July 24</b> Official Responses	<b>July 24</b> Additional Processes	<b>August- September</b> Announce
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THE FLOWCHART AND DESCRIPTIONS THAT FOLLOW SHOW THE PROCESSES DYNAMICALLY.

PROCESS 1

ON MARCH 26, 2015, THROUGH MAY 29, 2015, STAKEHOLDERS CERTIFY INTENT IN ACCORD WITH ATTACHMENTS A AND B OF THE RFI/RFQ. THIS COMMITS TO PARTNERING AND THE VETTING PROCESS, WHILE PRESERVING THE OTHER STAGES OF VETTING IF NEEDED. FEASIBILITY OCCURS THROUGHOUT THIS STAGE.



THE PROCESS OUTLINED BY THIS RFI/RFQ IS THE FIRST OF A THREE-STAGE RESPONSE TO THE ISSUES INVOLVED WITH THE PROJECT.

**PROCESS 1:** THE REQUEST FOR INFORMATION (“RFI”) PROCESS IS AN INTERACTION BETWEEN THE CITY OF ALEXANDRIA AND STAKEHOLDERS TO DETERMINE COMMUNITY NEEDS, DESIRES, AND EXPERTISE BY RESPONDING TO FEASIBILITY QUESTIONS. IT IS POSSIBLE THIS PROCESS WILL IDENTIFY CORE PROJECTS, DEVELOPMENT NODES AND ARRANGEMENTS FOR COMPLETION OF THE ENTIRE OR ASPECTS OF THE LARGER R.I.V.E.R. ACT. IN THAT EVENT, OTHER PROCESSES ARE REFINED, UNNEEDED, OR AT LEAST CURTAILED.

PROCESS 2-3

FROM JULY 24, 2015, THROUGH AUGUST OF 2015, ALEXANDRIA AND STAKEHOLDERS—NOT HAVING CONCLUDED THE PROCESS AFTER INITIAL FEASIBILITY DETERMINATIONS IN THE PREVIOUS PROCESS—MAY DECIDE ON FURTHER RFQs, A NEW PROCESS, OR RFPs. NEW TIMELINES WILL BE SET.

WHILE THIS MAY NOT OCCUR, PARTIES WILL BE CONSULTED THROUGHOUT PROCESS 1 TO ENSURE FEASIBILITY AND OBJECTIVE DETERMINATIONS. A FINAL DATE FOR FUTURE NARRATIVE RESPONSES WILL BE PROVIDED. BUT, IT IS ANTICIPATED ANY SECOND RFQ WILL BE CONCLUDED IN AUGUST OR SEPTEMBER OF 2015. A THIRD PROCESS—AND RFP—WOULD FOLLOW.

**PROCESS 2-3:** A STAND-ALONE REQUEST FOR QUALIFICATIONS (“RFQ”) IS A PROCESS WHEREBY PROFESSIONAL QUALIFICATIONS ARE SUBMITTED FOLLOWING VETTING THE STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS POSED BY THE RFI/RFQ CONCLUSIONS OF PROCESS 1.

DURING THE RFI PERIOD, PARTIES WILL HELP DETERMINE THE SPECIFIC RESPONSES REQUIRED FOR ANY FURTHER RFQ NARRATIVE. IN THIS RFI/RFQ, THE QUALIFICATIONS NARRATIVE IS GENERALLY OUTLINED TO AID THE PARTIES IN THEIR DETERMINATIONS AND PROVIDE A GLIMPSE OF WHAT A NARRATIVE MAY REQUIRE IN AN EVENTUAL RFP.

SECTIONS 4, 5, 6 & 7 OF THIS DOCUMENT APPLY TO BOTH RFI AND RFQ IN THE ABSENCE OF DIRECTION TO THE CONTRARY.

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## **REQUEST FOR QUALIFICATIONS**

### **REQUEST FOR QUALIFICATIONS FOR PURPOSES OF PUBLIC PARTNERING—R.I.V.E.R. ACT**

The City asks the professional or expert individuals or firms for a response to the RFI/RFQ contained in the sections that follow by submitting a Letter of Intent by **March 26, 2015, 4:30 p.m., C.S.T.**, and by responding to the feasibility questions by **May 15, 2015, 4:30 p.m., C.S.T.** In addition to other submitters, professional firms shall submit additional information. **(See Attachment C.)(This form will be provided later.)**

#### **Section 3.0 Evidence of Private Value Participation:**

A stakeholder may be required to provide Alexandria a financing schedule and suggested financial plan for private contribution to the Project for evaluation purposes, by **May 29, 2014, 4:30 p.m., C.S.T.**, if a proposer submits plans for an actual project within the larger RIVER Act Project. **THE CITY IS NOT SEEKING MASTER OR COMPREHENSIVE PLANNING OF THE DOWNTOWN AT THIS TIME.** Such planning would be included in RFPs or financed by private sector developers. In this RFQ, submitters (perhaps composed of developers and firms already with final plans) may submit final plans in accord with these narrative requirements and **Attachment C** to obviate further processes because these submitters possess viable plans. Any such plan is still subject to the community feasibility being conducted in this RFQ.

The early submitter, as described in footnote 5, shall be required to demonstrate certain financial wherewithal, which information shall be placed for limited review at a reputable financial institution for viewing and eventual public consumption if a conditional award is extended. Section 3.0 provides fair warning to submitters to pay particular attention to **Attachment A**, when placing the information required by **Attachment C** in the trust of a financial institution. In this way, design firms are protected from some of the risk discussed in footnote 5.

#### **Section 4.0 Narrative Responses:**

An original, four (4) hard copies, and one electronic version (in *.pdf*) of narrative proposals shall be submitted to Jonathan Bolen, Office of the Mayor, by **May 29, 2014, 4:30 p.m., C.S.T.** To aid in your preparation, the general parameters of the RFQ are provided herein.

The respondent will be encouraged to include as much material as is necessary; quality content is more important than form. However, at a minimum, the response shall include:

1. Title Page: Listing the names and addresses of respondent contributors, names of any firms, and all relevant contact information, with the title stated as: **“Plan of Action for Riverfront Improvements and Recreation Support in the Downtown.”**
2. Letter of Transmittal (*Intent*)(LOI): Identifying the RFI/Q, stating your understanding of the scope of the response and commitment to certain aspects of that response, providing the name(s) and address(es) of the person(s) authorized to represent you, and your willingness and ability to provide financial value when due. **(Initial LOI due March 26, 2015; the LOI should be updated and included with an executed Attachment C.)**
3. Full Narrative: Detailing your proposal’s special attributes; any feasibility determinations (see Section 1.2 and **Attachment A**); current estimates or appraisals “as is” of any proposed property (if you submit a final plan); transit system availability; comprehensive and master plan sketches; any other transportation usages and logistics; public safety concerns related to transit and parking at sites; parking deficiencies; the ability to maximize use of other assets to optimize uses and planning with public assets, green space and private sector community partners and initiatives; responses to questions posed by Alexandria in order to consider a public-private partnership and cooperative endeavor and development agreement (“CEDA”), and responses to any future incorporated Term Sheet(s) as more fully set forth herein and as instructed in the process. The “needs” as expressed by Alexandria to include at minimum those concepts contained in Section 1.0, the Purpose. You may follow the model and order contained in **Attachment A**; in addition, the City will provide a frequently asked questions response (“FAQ”) and template for response in the near future.
4. A Disclosure Statement as referenced in Section 7.9 and according to 7.9.4. The Disclosure Statement is separate from the Qualification Narrative but shall be submitted at the same time. **(Due May 29, 2014, by 4:30 p.m., C.S.T.)**

**Section 5.0 Narrative Requirements:** You will be asked to address specific details in your full narrative as previously discussed in Section 4.0(3).

**Section 5.1 Special Attributes:** **Attachment A** provides information relative to the downtown—regarding parking, green space, public safety, visibility, proximity to population served, and site visibility. Make your case for the feasibility of any ideas or plans using City data from *ThinkAlex* or **Attachment A**. This attachment is evidence-based and you may request data points for items listed in it from the City. Alexandria considers that feasibility is defined as being required to: analyze objectives, requirements, and system concepts of a proposed project, system, or facility use, including the project justification, schedule, and end products. If there are comparators or other alternatives, these should be vetted against the



proposed project as part of whether it is feasible. The objectives of project or plan are defined based on the needed functions sought. In many cases, public or private business entities attempting to decide whether to do a certain project conduct some level of feasibility. Included in these system objectives are functional and performance objectives and any assumptions and constraints. When the system objectives have been identified, the various alternatives for satisfying those objectives are determined. For each alternative, the costs in time and resources are estimated. A determination is then made as to the most feasible development alternative.

It is most simply the study of the viability of an idea.

*Infrastructure readiness* regarding multiple ideas and sites may be determined generally feasible for a particular subpart of the overall Project, or be able to be made feasible at varying costs. Those sites most feasible when considering Section 5.1 are superior. Several sites may be logistically feasible; however, the sites offer varying degrees of quantifiable and qualifiable values relative to parking, public safety, access, ancillary amenities, urban renewal planning, and contiguous or near-contiguous development. (*Provided by graphics in attachment A.*)

(See **Attachment A** for additional information and which may be used as the template for a narrative response.)

**Section 5.2 Stakeholder/Professional Qualifications**  
**(required of professional RFQ submissions):**

The minimum qualifications are detailed in the following sections.

Experience OR Uniqueness (0-20 points):

- Direct, hands-on experience and participation in similar projects.
- Objective measures of success, such as awards or commendations resulting from previous projects. -OR-
- Unique community ties, knowledge, or placement to effect best practices in the development of business models, historic preservation, riverfront activity, or downtown-style development.

Project Manager leadership (0-40 points):

- Detailed information on the qualifications and relevant experience of the project manager, listing all professional degrees, certifications, awards, and commendations and providing points of contact for work on similar projects.

Key Project Staff and Sub-consultants (0-30 points):

- Detailed information on the qualifications and relevant experience of all key staff, listing all professional degrees, certifications, awards, and commendations and providing points of contact for work on similar project.
- An explanation of what each key staff member will individually bring to the project and how their individual contribution is not duplicative or unnecessary.
- If any sub-consultant will be employed, they shall be clearly identified in the qualification. The prime consultant shall notify the City, in writing, of any changes in key staff, and the COA shall have the right to terminate or renegotiate the contract if those changes affect the work product or the time schedule.

Project Methodology and Approach (0-10 points):

- Provide detailed information on your methodology and availability in meeting the scope of work and unique local or similar expertise.

Total Possible Points: 100

**Section 6.0 Communications:**

- 6.1 The City desires to make the process transparent. While it acknowledges the right of any citizen to come before its elected bodies, individual communication by competitors should not include “lobbying,” influence peddling, or contacts of or with the Alexandria City Council without first responding to this Request for Information and complying with its rules; thereafter, the City Council shall direct how to conduct further discussions. Disqualification may occur for failing to adhere to Section 6.0. Any attempts to influence the process by exerting influence outside of the working group’s personnel and the channels established therein (the “process”) shall be grounds to disqualify the respondent, applicant, proposer, or potential partner. Freedom of information and exchanges in public meetings will not be affected by this limitation regarding the formal competitive process.
- 6.2 Communication should occur through established lines of contact since this is a desired process by the legislative and executive branch of city government. A proposer is restricted from making contacts outside of the process (i.e., an oral, written or electronic communication which a reasonable person would infer as an attempt to influence the award, denial, or amendment of this process) from issuance of this RFI through final award and approval of the resulting contract by the City Council (“restricted period”).

**Notice of Intent—Request for Information for Public Partnering**

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(Downtown Alexandria Now! *Information and Qualifications Study*)

**Phase R.I.V.E.R. Act—Scope**

**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT**

- 6.2.1 During the restricted period, any contacts outside the City’s designated staff for the competitive RFQ process, defined as the working group, shall be expressly prohibited.
- 6.2.2 During the restricted period, no “lobbying” of City Council members or other elected or employed officials will be tolerated, even through agents, and violation of this restriction may result in rejection of a proposal and debarment for the RFQ process and beyond. However, criticism of this process may be directed to the Mayor or City Council at any time.
- 6.3 All communications<sup>10</sup> shall commence by telephoned, mailed, and electronically submitted contact to:

**Jonathan Bolen**  
**Office of the Mayor**  
**915 Third Street**  
**Alexandria, Louisiana 71301**  
**(318) 449-5009**  
[jonathan.bolen@cityofalex.com](mailto:jonathan.bolen@cityofalex.com)

- 6.4 Addenda, Rejection and Cancellation. Alexandria reserves the right to revise any RFI/RFP, MOU, or Term Sheet by issuing an addendum at any time. Issuance of a letter of intent to negotiate or Term Sheet in no way constitutes a commitment to award a contract at any time even after the completion of the process. Alexandria reserves the right to accept or reject, in whole or part, and/or cancel this announcement if it is determined to be in Alexandria’s best interest. Alexandria also reserves the right, at its sole discretion, to waive administrative formalities contained in any future RFP, RFI, or RFQ.
- 6.5 Preparation Costs. Alexandria shall not be responsible for costs associated with preparing a response or for any other costs, including attorney fees associated with any challenge (administrative, judicial or otherwise). By submitting a response, Term Sheet, or engaging in this Request for Information/Qualifications/Proposals, the respondent or any other stakeholders, and their agents, consultants, and staff, agree to be bound in this respect and waive all claims to such costs and fees.

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<sup>10</sup> Alexandria will be available for questions and assistance with responses. This period shall be the primary, though not exclusive, means for ensuring compliance with the process and ensuring a Narrative is complete.

**Notice of Intent—Request for Information for Public Partnering**

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(Downtown Alexandria Now! *Information and Qualifications Study*)

**Phase R.I.V.E.R. Act—Scope**

**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT**

6.6 Confidentiality. The content of all responses is a public record. Please Note: Louisiana has a very broad public records law. Your private financial information provided in trust to a private party, marked confidential, shall be treated as nonpublic to the extent allowed by Louisiana law. Understand these limitations and that, at some point if you receive a conditional or final award, certain financial information or information you consider trade secrets may be in jeopardy of disclosure in order to receive public support. During the competitive period of the process(es), information is nonpublic to avoid unfair trade and business practices to the extent allowed by Louisiana law.

6.6.1 If you are expecting confidentiality, please call the City Attorney before forwarding information for an advisory opinion.

6.6.2 This office will be liberal in its interpretation in favor of disclosure.<sup>11</sup>

**Section 7.0 Universal Terms of Engagement:**

7.1 A final *draft* of any Memorandum of Understanding (“MOU”) or Term Sheet, outlining terms for cooperative endeavors needed to accomplish agreed-upon goals, will be a requirement before approaching the City Council, with certain minimum conditions and terms, as more fully set forth herein and as contained in any referenced or utilized Term Sheets.

7.2 Alexandria (or stakeholders, if applicable) shall be able to deliver or guarantee full control and use of the facilities involved to Project partners without legal, or with commercially acceptable, impediments.

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<sup>11</sup> Most written communications to or from the City of Alexandria or its officials are public records available to the public and media upon request. Your e-mail address, submitted materials, and communications may therefore be subject to public disclosure. Please consider this in your messages to the City and in your submissions. While some e-mails, documents, or materials may contain confidential and privileged material (e.g., ongoing litigation, proprietary plans of a business entity seeking to locate in Alexandria, or security measures of a municipality), and are therefore for the sole use of the intended recipients, the submission for purposes of this initiative by you in all likelihood is purely public. Accordingly, use professional discretion and assume any information you forward is public. The City will respect proprietary information disclosing methods or plans clearly marked as such when in compliance with La.R.S. 44:1 et seq. If, however, the information becomes material to a decision, it may force its inclusion in the public domain. Please be aware the safest approach is to submit directly and with the understanding your submittal is public.

- 7.3 A proposer should have an implementation plan, including proposed funding mechanisms and federal and state matches, credits, and grants available. All terms proposed and related to Alexandria by persons or entities as future development partners shall be subject to certifiable evidence the development partner can immediately obtain any private financing at any agreed-upon levels. **THERE SHALL BE NO EXCEPTIONS TO THIS REQUIREMENT.** Any misrepresentation shall be considered bad faith.
- 7.4 The proposers shall research all potential industry constraints or issues that could affect the project’s feasibility, timing, and impact to the community—including the current economic climate and other budgetary constraints.
- 7.5 The operation of any assets shall meet sound commercial operations as defined by the parties.
- 7.6 All performance incentives shall reflect agreed-upon deliverables and provide guarantees and claw backs to ensure compliance.
- 7.7 The City’s larger goal through the development of this catalytic Project is to provide a positive economic impact resulting in income to the City, contribute to the urban fabric of the City, add quality jobs to the Alexandria region’s workforce, increase tax revenues, provide opportunities for minority- and women-owned business enterprises (M/WBE) to participate in the Project development and operation, and contribute to the City’s long-term economic growth.
- 7.8 Those aspects to be vetted by any selection and feasibility committee, formed with relevant stakeholders to conduct feasibility and select sites, include adherence to the parameters in **Attachment A**.
- 7.9 As part of any submittal you intend to make for a project, you may be required to include a **Disclosure Statement** that answers the following specific questions:
- 7.9.1 Describe any business transactions occurring within the prior three years between your firm and Alexandria.
- 7.9.2 Describe any gift, loan, gratuity, discount, favor, hospitality, service, or benefit of any nature that your firm has provided to Alexandria officials within the prior one-year period, with the exception of legally disclosed campaign contributions.

- 7.9.3 A conflict of interest is defined as any action, decision, or recommendation by a person acting in a capacity as a public official, the effect of which would be to the private monetary or financial benefit or detriment of the person, the person's relative, or any business with which the person or a relative is associated. A potential conflict of interest is defined as any action, decision, or recommendation by a person acting as a public official, the effect of which could be to the private monetary or financial benefit or detriment of the person, the person's relative, or any business with which the person or relative of the person is associated. The potential conflict of interest is viewed from the perspective of a reasonable person who has knowledge of the relevant facts. Based upon these two definitions, and with the exception of legally disclosed campaign contributions, describe any conflict of interest or potential conflict of interest that your firm has with Alexandria. A Disclosure Statement should be dated and signed by an authorized representative for the Proposer. Please note there are more specific conflicts set forth in Louisiana Revised Statutes, Title 42 and the Alexandria Home Rule Charter, section 7-02, among other laws and regulations.
- 7.9.4 The Proposer shall contact the City Attorney for a method of orally disclosing whether a written disclosure of the following issues is merited:
- Any litigation in the past seven (7) years.
  - The outcome and experience with the litigation.
  - Any claims or letters of demand in the past seven (7) years regarding questions of performance or threats of litigation.
  - Any instances in which your firm or a member thereof has ever been removed from a contract or failed to complete a contract as assigned or refused to sign a contract at the original bid amount submitted.
- 7.9.5 Only one (1) original Disclosure Statement is required and should be submitted at the time the Qualifications Narrative is submitted as a **separate document under a separate cover. (Do not include the Disclosure Statement in the bound Qualifications submittal.)**
- 7.10 As to all material in this and any Term sheet, an applicant understands the Term Sheet and this RFI/RFQ in no way constitute an agreement, and are merely recitations of the goals needed to achieve a binding agreement with the City of Alexandria. Specifically, you understand until a valid ordinance is adopted, allowing for a contract, which is then negotiated and executed, any discussions, Term Sheets,

or MOUs are merely expressions of possibility, except as designated by the Mayor by separate writing as falling under an existing ordinance or authority to contract.

- 7.11 As to all material in any Term sheet, any applicant understands the Term Sheet and this RFQ in no way constitute a guarantee of participation or the advance of incentives by any party, including Alexandria.



*City of Alexandria Planning and Economic Development  
(Informational and Qualifications Study)*

## **PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT**

**DESIGN AND PROGRAM ELEMENTS AND GUIDELINES (ver. 2.27.15)**

**CITY OF ALEXANDRIA, LOUISIANA**

**JANUARY-FEBRUARY 2015 REQUESTS FOR COOPERATIVE DEVELOPMENT**

**DOWNTOWN ALEXANDRIA NOW!**

(A)

Service and Amenities

The issuance of a future Request for Proposals and selection of any awards for public grants, investment, or participation in future redevelopment of Alexandria downtown infrastructure—i.e., those involving public dollars—may require multiple stages of cooperative public-private partnering. This Request for Information is neither designed to supplant nor be a requirement for private-sector development in the downtown; instead, it is designed to ensure public and private development work together, when that benefits and is desired by the public, and to provide opportunities to create a first-class downtown arts, retail, food-and-beverage, residential, and quality-of-life venue in part by leveraging recent investment. On the public side, examples of large infrastructure investment involve the **Downtown Hotels Initiative**, **Downtown Community College Initiative**, and the related acts to coalesce and create the **Riverfront Improvement Venture and Essential Recreation** initiative. More importantly, on the private side, the investments in hotels, retail, restaurants, the arts, and residential uses indicate the emergence of a willingness to invest privately in a new vision embracing the revitalization of historic Downtown Alexandria.

A faint, light-colored map of downtown Alexandria, Louisiana, showing a grid of streets and the Mississippi River. The map is centered on the downtown area, with the river flowing through it.

**Riverfront Improvement Venture  
& Essential Recreation**

**R.I.V.E.R. ACT**

February 27, 2015 (rel.1.9.15)

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*Downtown Informational and Qualifications Study*  
**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT**  
*City of Alexandria Planning and Economic Development*

**ATTACHMENT A**

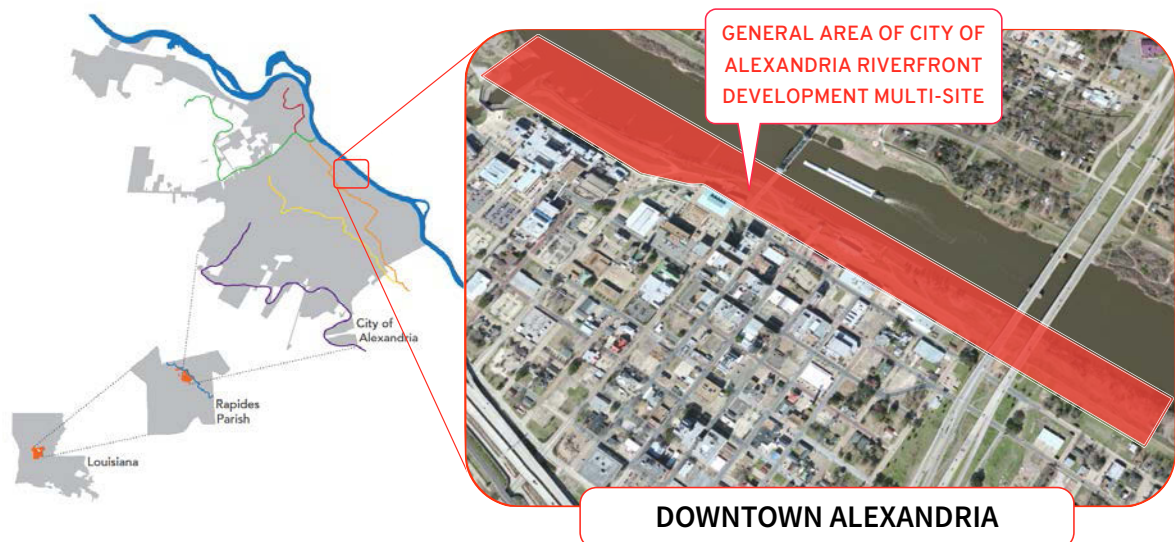


## What is the R.I.V.E.R. Act?

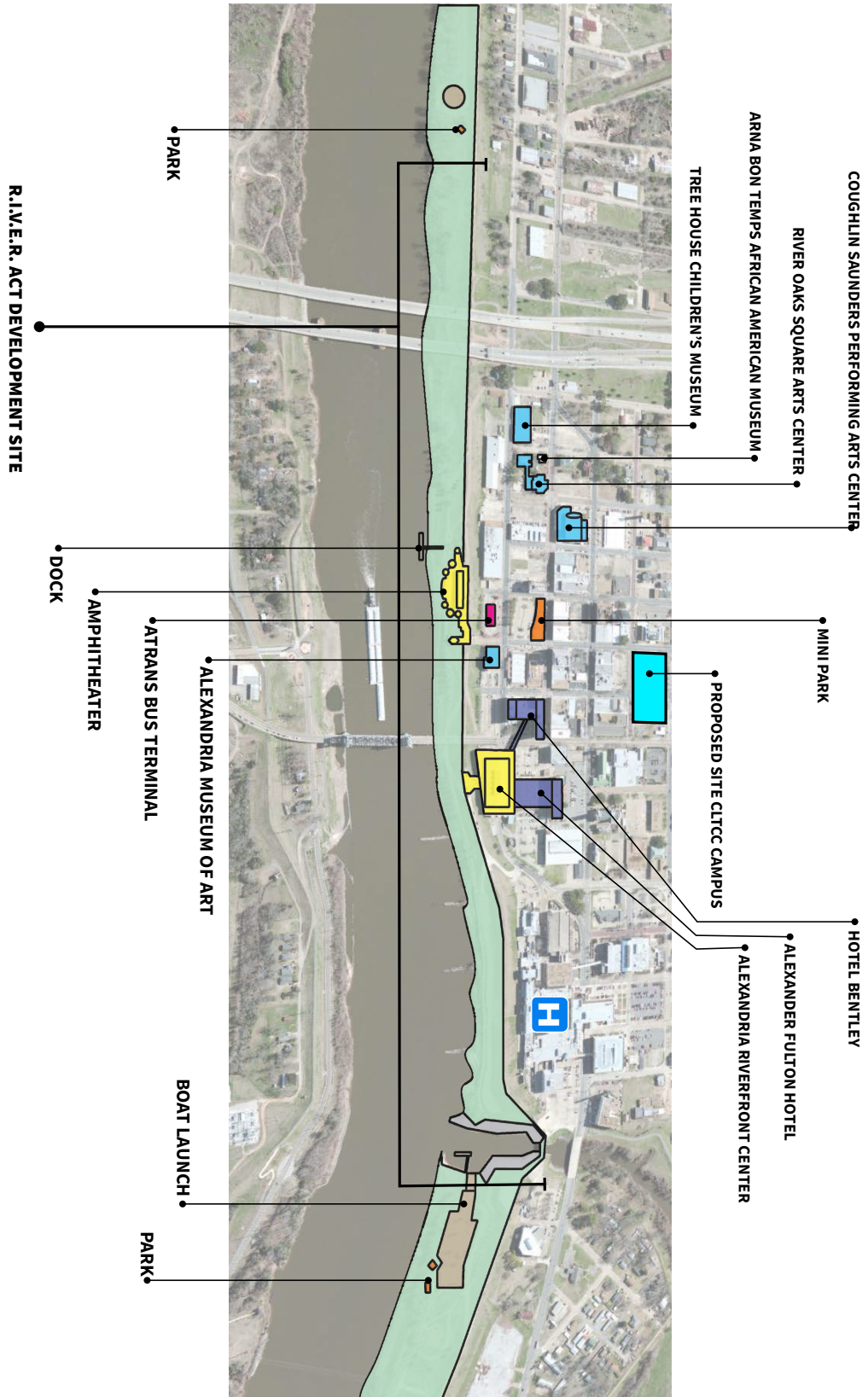
- **A multi-site riverfront development project focusing on revitalization, housing, recreation and business stabilization.**
- **A cultural, community approach to the redevelopment of the Alexandria/Pineville riverfront.**

While there is *no* approved budget as of this RFI/RFO, there is an expected range of total improvement budgeting that will be recommended and programmed by the Administration, in the nature of public infrastructure contribution, of up to \$8,600,000. *(These funds are designated as permanent, publicly owned infrastructure in support of private endeavors and do not contemplate funding for private uses, in the absence of commensurate returns and public purposes through valid cooperative endeavors.)* The City and its partners already have identified funding to support first-class design strategies and marketing of the Project. The City expects this level of public investment should result in four (4) to five (5) times that amount from private or other stakeholder investment—by the end of the development lifecycle.

### CITY OF ALEXANDRIA, LOUISIANA



(Downtown Alexandria Now! *Information and Qualifications Study*)  
**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**



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(Downtown Alexandria Now! *Information and Qualifications Study*)  
**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**

Any selected respondent, or consortium of respondents, is expected to conduct feasibility determinations and make proposals that contribute data and solutions regarding the following:

Infrastructure Concerns (Transportation, Technical, Parking and Economic Feasibility):

Improvement of Public Services - The Project’s ability to improve public services such as water, sewer, sidewalks, parking, improved traffic circulation, recreation, and recreation-friendly commercial activity, etc., to an area currently underserved or congested. The Project’s cancellation of any other viable alternative use for the site, or opportunity to use another site for the same project in a higher and better fashion.

Urban Renewal Goals - The Project’s ability to significantly further specific goals found in the current Urban Renewal Plan, such as Main Street™-styled approaches integrating comprehensive planning in these areas:

- *Organization* involves representative businesses, property owners, and stakeholders.
- *Promotion* through our downtown festivals, events, and cultural and tourism components—“street festivals, parades, retail events, and image development campaigns.”
- *Design* enhancing physical landscape.
- *Economic Restructuring* involves analyzing current market forces to develop long-term solutions. \*The City has invested largely in recreation-related infrastructure on the riverfront. The next large-scale public-sector investments should focus on infrastructure that supports private-sector development, friendly toward our existing cultural- and recreation-centered assets.\*
- *New Housing Opportunities* involves analyzing current housing needs in support of downtown development through short-, medium-, and long-term solutions. \*The City is awaiting what appears to be the first private-sector housing developments within the historic downtown, most particularly condominiums, loft-living, and above-retail apartments. In historic downtown, incentives for the right housing opportunities would, in and of themselves, drive private-sector development, friendly toward our existing cultural- and recreation-centered assets.\*

Environmental Impacts - The Project’s impact, positive or negative, on the environment in terms of noise, dust, pollution, public safety, traffic congestion, pedestrian access, visual aesthetics, riverfront accessibility (including at-grade considerations), etc.

Technical Contributions - The Project’s address of obsolete design, configurations, or technological capabilities. Does the Project further technical compatibilities with surrounding infrastructure—e.g., fiber-optic capabilities—or create new obstacles? Is the technology and technical design a good investment for long-term future needs or a “patching up” of past problems?

Geographic Location - The Project’s location. How have the stakeholders determined the location as highest and best use for private investment along the riverfront?

Project Feasibility - A determination of feasibility is made based on the strength of the market demand for the Project goals as contained primarily on pro formas, financing commitments, and market studies, such as the RKG and later reports from hotels and other related industry data. Feasibility is defined as being required to: *analyze objectives, requirements, and system concepts of a proposed project, system, or facility use, including the project justification, schedule, and end products. If there are comparators or other alternatives, these should be vetted against the proposed project as part of whether it is feasible. The objectives of the system, project, or facility use or plan are defined based on the needed functions sought by the feasibility determiners, in many cases public or private business entities attempting to decide whether to do a certain project. Included in these system objectives are functional and performance objectives and any assumptions and constraints. When the system objectives have been identified, the various alternatives for satisfying those objectives are determined. For each alternative, the costs in time and resources are estimated. A determination is then made as to the most feasible development alternative. Consideration of Pineville riverfront development—in an optimum world—would be made a part of the discussion and plans at the feasibility level.*

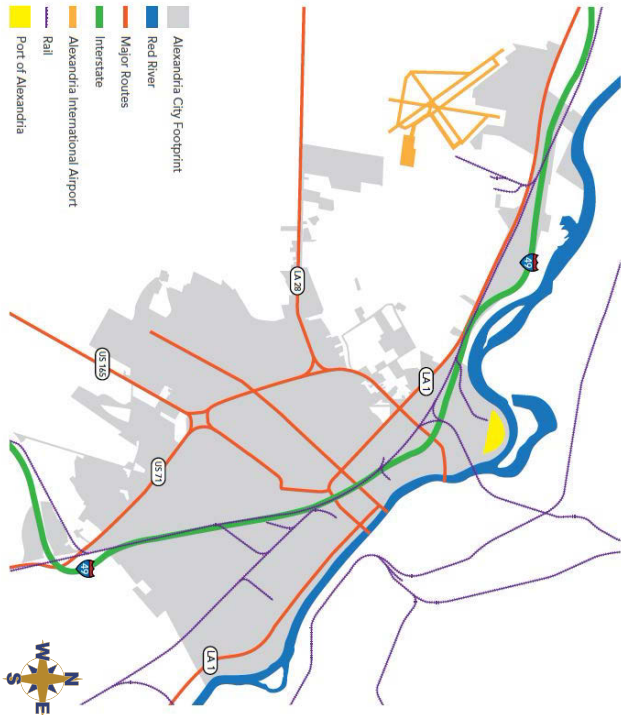
(Downtown Alexandria Now! *Information and Qualifications Study*)  
**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**

## Infrastructure

Although Alexandria has a population around 50,000, our infrastructure accommodates more than 150,000 people **EVERY DAY.**

**Our hospitals and airport service an area of more than 415,000 people.**

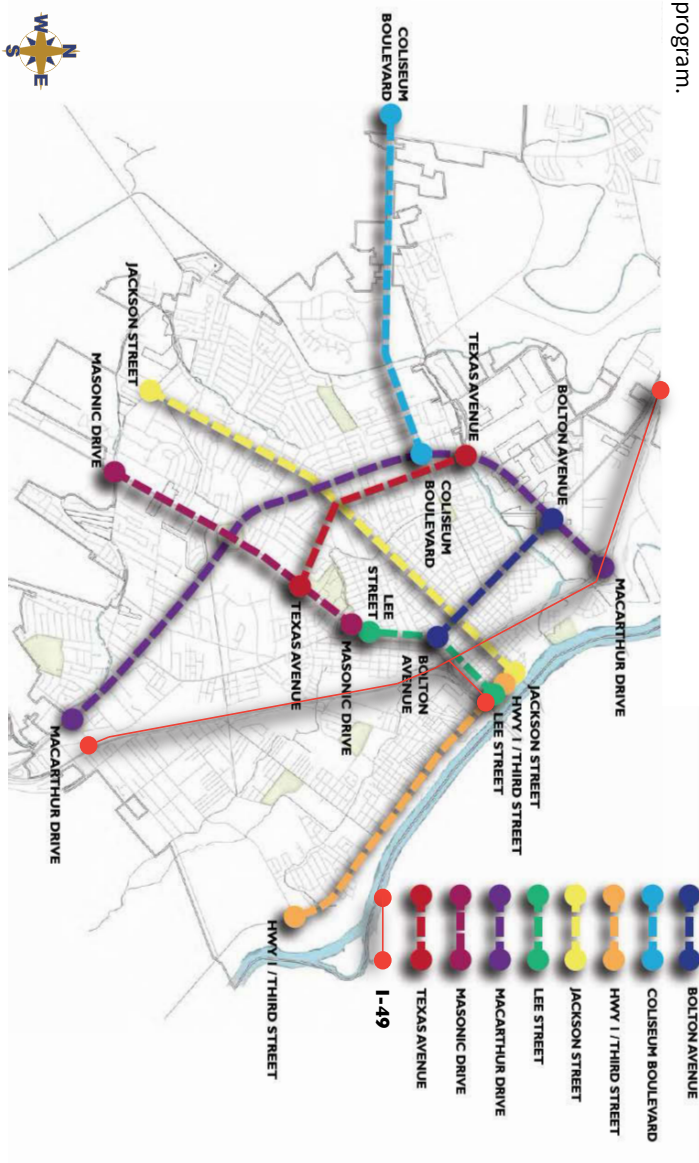
The City of Alexandria benefits from a well-connected network of highway, rail, water, and air transportation. The city lies along one interstate corridor, I-49, and along two Class I freight railroads, the Union Pacific Railroad (UP) and the Kansas City Southern Railway (KCS). Additionally, the Port of Alexandria facilitates commercial and industrial commerce of the region via the Red River. This transportation system also supports passenger and goods movement via air travel from the Alexandria International Airport. The city continues to improve and add bicycle paths and pedestrian walkways.



(Downtown Alexandria Now! *Information and Qualifications Study*)  
**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**

# Primary Corridors

**NOTE:** This diagram is a citywide map locating the Major, or Primary, Corridor locations. These Primary Corridors are also the focus of the City’s SPARC program.



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*(Downtown Alexandria Now! Information and Qualifications Study)*  
**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**

Logistical Feasibility and Initial Lay Outs of Downtown Riverfront Site:

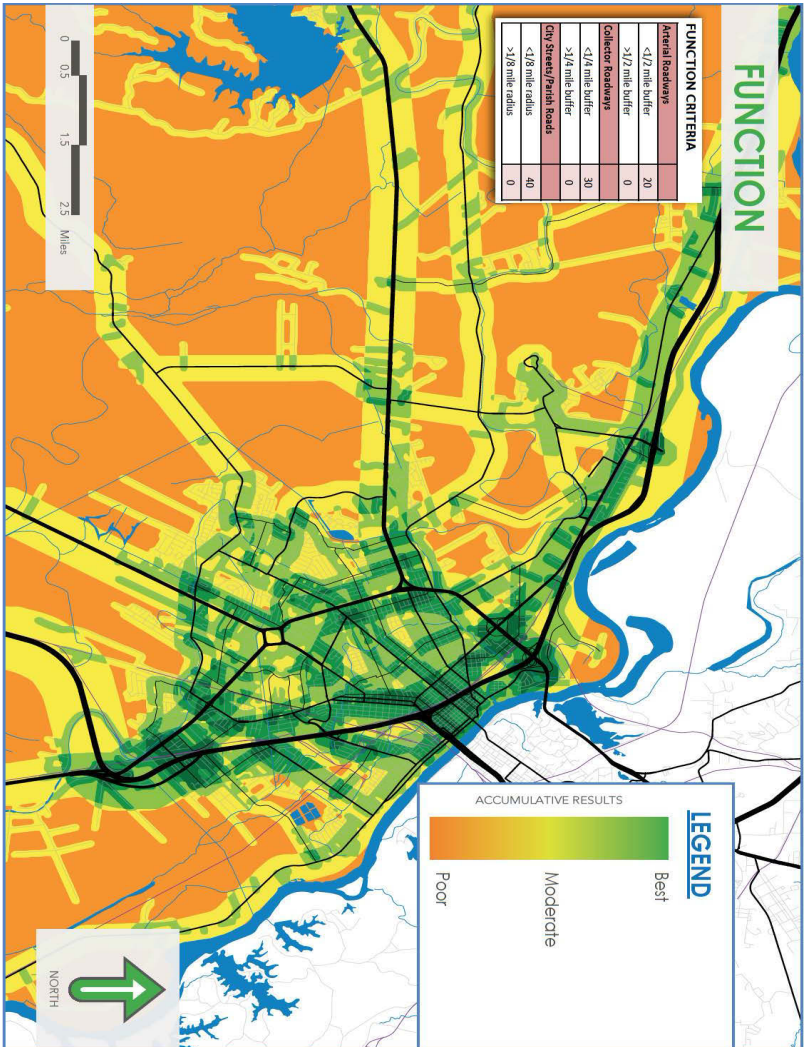
Published plans give various views of the Project areas under study showing preliminary viability meeting needs. The Project area demonstrates particular availability for large-scale public-private cooperation along these parameters:

- square feet for retail, residential, and other mixed use of buildings,
- modular growth or expandability quotient of the site,
- parking availability adjacent or proximate to site,
- public service efficiencies,
- sufficient acreage for construction with access and visibility relative to major thoroughfares and interstate,
- transit system availability,
- utility tie in and incentives availability,
- varying proximity to ancillary and related services and amenities (banks, hospitals, etc.),
- proximity to hotel and convention space,
- proximity to performing arts facilities,
- proximity to governmental services complex, and
- proximity to any other large-scale development sites, such as SPARC, DHI, DCCI, and Pineville development.

*(Remainder of Page Intentionally Left Blank.)*

(Downtown Alexandria Now! *Information and Qualifications Study*)  
**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**

# Function



The map illustrates the result of the function analysis. Orange areas have the fewest mobility/connectivity options, and green areas have the most.

**As can be readily viewed, the downtown area exists at the heart of connectivity.**

Data were assigned values based on their proximity to three levels of roadways: arterials, collectors and local city streets/parish roads. Values were assigned according to the size and capacity of the roadway, and according to its ability to provide connectivity.

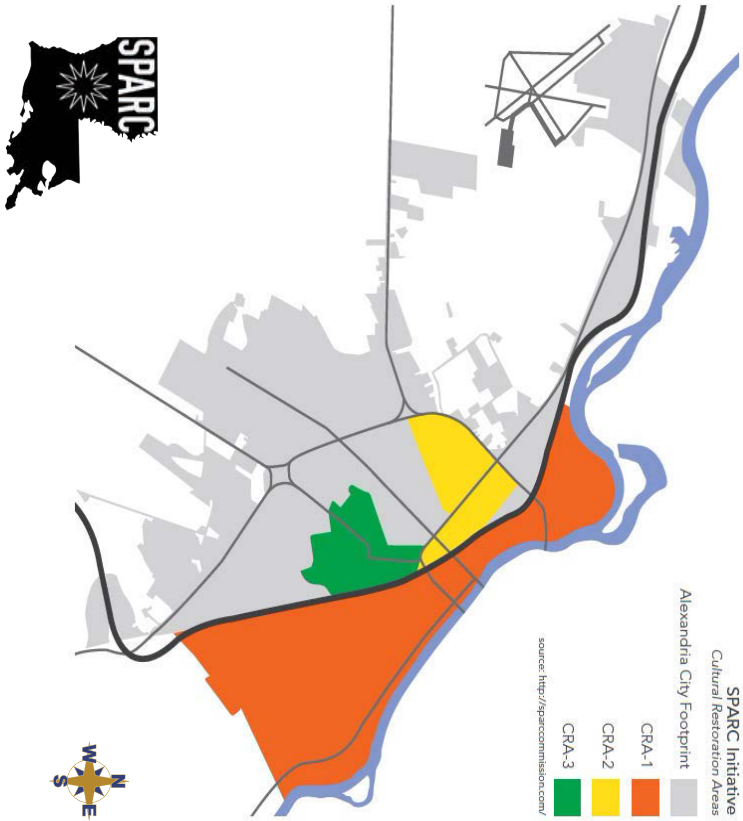
Objective data available for the function analysis was limited to existing streets and roadways; representing an enormous financial investment.





(Downtown Alexandria Now! *Information and Qualifications Study*)  
**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**

# SPARC



The SPARC (Special Planned Activity Redevelopment Corridors) Initiative is a City of Alexandria effort to invest \$96 million in infrastructure improvements and the revitalization of Alexandria's most underserved neighborhoods. The plan concentrates its work in three specific "Cultural Restoration Areas" (CRAs):

- CRA-1 (the downtown, riverfront, and Lower Third),
- CRA-2 (North MacArthur Drive and Bolton Avenue),
- CRA-3 (Masonic Street and Lee Street).

**The initiative's guidelines are to:**

- "Leverage financial value with the immediate influx of substantial public spending"
- "Create the opportunity for rehabilitation tax credits and/or New Market Tax Credits...as they relate to preserving community character, affordable housing, central business districts, and Main Street economic development activity"
- "Alleviate urban flight (and blight)"
- "Provide potential for mixed-use"
- "Promote diverse ownership and partnering"
- "Preserve not displace, separate, or marginalize our city and its neighborhoods and people"

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(Downtown Alexandria Now! *Information and Qualifications Study*)  
**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**

Operational Concerns (Marketing, Projections, Management/Administration-Legal and Scheduling):

These issues relate to how well problems posed by the current system are corrected by the proposed Project. The critical factors might be identified as follows: Management factors (environmental, multi-agency climate, personnel, leadership); Proposed System factors; and Alternative System factors.

Timely Completion - The feasibility of completing the Project within a reasonable time to achieve a return on investment. What obstacles were identified? How does the public ensure its investment is matched within a reasonable time by private investment?

Feasibility of Cost Estimates - A determination of whether the costs are hard costs or estimates from dashboard-style assessments? If hard, is there reviewable support data?

Job Creation. – Projects that create opportunities for new employment contribute to the economic vitality of the community in a variety of ways. Projects creating full-time equivalent jobs would be considered to have a significant positive impact on the economic well being of the area. Comments?

How have stakeholders ascertained any economic impacts? Who performed them? Is this study requested of the City of Alexandria?

How will the stakeholders objectively assess and grade proposals, if a secondary RFP process is used?

Tax generation. – How does the Project positively add to the local tax base? Are there any estimates or studies in this regard that may be shared with the City? What about in other comparable areas around the state and nation?

Relationship of public and private investment. – The relationship of private investment to public investment of a project should be significant enough to ensure prudent investment of public funds within the renewal project? What is private-sector contribution to the Project? What are the enforcement mechanisms?

Cooperation Concerns (Intergovernmental Partnering, Obstacles, Communication):

The City and other stakeholders are working together to meet City planning and Urban Renewal goals. There are many partners and potential partners in the larger *Downtown Alexandria Now!* initiative. The partners should work together to aid all stakeholders.

The partners should plan in conjunction with all stakeholders in the region.

There should be discussion about how any project may affect private development plans unknown to all stakeholders. Interested parties must carefully avoid discovery of private information, confidential information, and trade secrets. Interested parties also must respect that public timelines may not coincide with private development. Moreover, public and private developments follow very different rules of engagement.

Investment Spin-off - The Project's potential for investment spin-off in a blighted or underserved area, especially within the City's SPARC-CRA-1. Accordingly, other public and private entities need to share plans so they may be integrated into this Project.

Unique Opportunities - The Project's potential to present a unique opportunity, meet a special need, or address specific CRA or community goals such as filling a market niche or provide an unmet community need. Also, the City should consider reuse of existing assets and associated costs compared to green-acre siting.

(B)

No Limitation on Proposal

The above is not intended to limit proposers' creativity or ability to propose an alternative scale or set of features and amenities deemed to better suit the goals of the City through this Project. The City is open to proposals that offer distinctive features and amenities that go above and beyond those outlined above and set Alexandria apart from other destinations. The City reserves the right of final approval of the Project scale, features, and amenities.

**This plan involves the fair and inclusive distribution of the costs and benefits of development.**

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**It is based on community notions for the City of Alexandria into the next twenty years:**

- **Avoids sprawl and strengthens infill opportunities**
- **Expands options for transportation, housing, & employment**
- **Values sustainable long-range regional considerations.**

(C)

Development Team Requirements

The City seeks (i) information on the best practices involved in programming, managing, and providing for the capital needs of, and improvements to, the Project and/or (ii) responses to this request in the form of a qualifications narrative in the event a respondent desires to make a global proposal. Firms wishing to submit a qualifications narrative may do so as provided by the requirements contained in the body of the RFI, as explained in (E).

(D)

A.F.E.A.T.

It is the policy of the City to involve Minority and Women-owned Business Enterprises (M/WBE) to the greatest extent feasible. In the Proposal Statement, the Developer must provide their proposed method for M/WBE participation in compliance with the *Alexandria Fairness, Equality, Accessibility and Teamwork* program. The City has a program to aid small, emerging, minority- and women-owned businesses, ensuring such interests are given an equal opportunity to conduct business with the City of Alexandria. It promotes: (i) The competitive viability of small business, minority, and women business enterprise by providing contract, technical, educational, and management assistance; (ii) business ownership by small business persons, minority persons, and women; and (iii) the procurement by the City of professional services, articles, equipment, supplies, and materials from business concerns owned by small business persons, minority persons, and women.

(E)

Right to Sever

The City and any Working Committee reserve the right to recommend the City Council accept a combination of proposals, multiple proposals, or any portion of a proposal for the City's consideration. Respondents to the RFI/RFQ process will be evaluated and ranked by the City staff and Committee and their proposals presented to the City Council following the recommendations of the Committee. Following this and depending on whether a secondary RFP process is adopted, a proposal(s) will be selected and will be entered into a MOU leading to formal negotiations for a development and operating agreements with the COA, including multiple MOUs and selected applicants.

(F)

Public Participation Policy

It is the City's goal to minimize the level of public financial participation in the Project and to attain the most distinctive, highest-quality and marketable Project possible. Eventually, respondents will be expected to help the COA determine (as owner's representative) or actually provide (as proposal winner) information regarding sources of debt and equity, and are urged to consider creative development and financing structures that will accomplish these ends. Preference will be given to those developers who minimize the use of public financing, emphasize private sector financing and/or participation and provide the greatest economic opportunity for the City.

**Total project cost is  
estimated at \$40 million.**

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**It requires \$32 million  
from private or non-local  
resources.**

(G)

Assumptions Evidence Based

Qualification narratives and actual development proposals should include a financial plan detailing the assumptions used in the recommended development. The assumptions should include operating projections supported by market research. In addition, a financing plan and Project schedule must be submitted. As part of the submission, the developer shall identify practical financial sources that could be considered to support the Project. Proposals should break down all financial assumptions for the project. The City of Alexandria is not seeking a planning document or comprehensive Master Plan. Instead, much like the SPARC project, the City is seeking conceptual proposals supported by quantitative data and comparable examples from other cities with similar opportunities and challenges. The types of support might be in the form of published and well-accepted studies, Main Street™ activity in other cities, urban renewal principles, and housing data. For example, but not by way of limitation, consider the following recommendations for turning around downtowns:

- **STEP 1** - Capture the Vision
- **STEP 2** - Develop a Strategic Plan
- **STEP 3** - Forge a Healthy Private/Public Partnership
- **STEP 4** - Make the Right Thing Easy
- **STEP 5** - Establish Business Improvement Districts and Other Non-Profits
- **STEP 6** - Create a Catalytic Development Company
- **STEP 7** - Create an Urban Entertainment District
- **STEP 8** - Develop a Rental Housing Market
- **STEP 9** - Pioneer an Affordability Strategy
- **STEP 10** - Focus on For-Sale Housing
- **STEP 11** - Develop a Local-Serving Retail Strategy
- **STEP 12** - Re-create a Strong Office Market

**SOURCE:** *Turning Around Downtown: Twelve Steps to Revitalization*; The Brookings Institution; March 2005.

(H)

Weight for Actual Experience/Financial Objectives

The City will give weighted consideration to a Development Team or Consortium with significant experience in developments similar in scope and quality to the proposed Project, and who also demonstrate significant financial resources to support a guarantee of completion in accordance with a fixed schedule. The City generally understands the economics of large-scale development, its unique challenges, and the financing options available for public-private financing. The City has the following financial objectives; the City seeks to:

- Limit financial participation by and risk to the City.
- Leverage economic gains of the Project for the general benefit of the S.P.A.R.C. CRA-1 and/or City.
- Specifically, create leveraged development along the riverfront and within the area of the Downtown Community College area.

(Downtown Alexandria Now! *Information and Qualifications Study*)  
**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**

(1)

Community Observations and Comments

Merchant needs and developer needs are not one and the same. Pay attention to what can be done to make business easier in downtown now without big steps.

Consider how commercial trash pick-up and transportation/parking will change as more business comes on line. Can the City create a special district for downtown to address these issues?

Leave holiday lighting up for longer periods and create more lighting. Check lighting often and continue the great job of keeping streets clean downtown.

Even though it is perception and not borne out by evidence, if people perceive downtown is unsafe we need to correct it. Use patrols or other image changes to counteract this false narrative about the downtown.

Run the trolleys to and from parking for image building events and create surprise events and “spectator happenings” downtown. We want people to ask, “What is going on downtown tonight”?

Let businesses know of any special code requirements (or relaxation) for downtown in the form of a diverse use corridor or mixed-use zoning?

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(Downtown Alexandria Now! *Information and Qualifications Study*)  
**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**

(J)  
Questions Submitted

In the space provided or by attachment, you may submit questions for response by the COA. Please note these questions are due on or before March 26, 2015.

Respondent’s Representative:

Name:

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Position:

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Business Mailing Address:

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Telephone:

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Facsimile:

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E-mail:

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Questions? Send completed form to [jonathan.bolen@cityofalex.com](mailto:jonathan.bolen@cityofalex.com)

**ATTACHMENT B  
NOTICE OF INTENT TO RESPOND  
CITY OF ALEXANDRIA, LOUISIANA  
February 2015 REQUESTS FOR INFORMATION  
R.I.V.E.R. ACT**

\_\_\_\_\_ (Individual or Company) received the Alexandria Request for Qualifications for information, interest or qualifications relative to the R.I.V.E.R. Act.

We anticipate submitting a proposal that will include:

- Our own detailed plan for downtown or riverfront development;
- Recommending modifications to this RFI and process;
- Suggesting what components should go into future processes; or
- Other (recommendations) \_\_\_\_\_

Term of proposal: \_\_\_\_\_

Please indicate whether any of the following apply:

- Present or prior experience; developments; businesses.
- Experience in culture, arts, or downtown and historic revitalization and development.

Proposed Points of Agreement:

Respondent's Representative:

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Business Mailing Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Facsimile: \_\_\_\_\_

E-mail: \_\_\_\_\_

**Please send completed form to [jonathan.bolen@cityofalex.com](mailto:jonathan.bolen@cityofalex.com)**