

City of Hammond Redevelopment Commission
Request for Development Proposals for Hammond Gateway
Mixed-Use Transit-Oriented Development

July 21, 2026

The Hammond Redevelopment Commission (“HRC”) invites proposals for the development of a Transit-Oriented-Development (“TOD”) site within the vicinity of the Northern Indiana Commuter Transportation District (“NICTD”) South Shore Rail Gateway Station as detailed within this Request for Development Proposals (“RFP”). The development of this site is part of the City of Hammond’s strategy to realize the implementation of TOD at the Hammond Gateway Train Station (new station for South Shore and Monon Corridor Rail lines. The site offered in this RFP is within the Hammond Gateway Transit Development District (“TDD”), which was authorized as an economic development district by the State of Indiana supported by the Northwest Indiana Regional Development Authority (“RDA”) and City of Hammond in 2022.

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A. Introduction

Transit-oriented development (“TOD”) in the City of Hammond (“the City”) provides a once-in-a generation opportunity for developers and investors to be part of the anticipated \$2.7 billion dollars in private investment flowing into the Northwest Indiana Region following \$1.5 billion in public funding (Federal, State, and Local) which has been used to modernize the South Shore Line and construct a new 9-mile Monon Line, along which Hammond has two Transit Development Districts (TDDs). In 2017, the Indiana State Legislature enabled the Northwest Indiana RDA to work with local units to establish TDDs that function similarly to TIF districts to enable economic development within the TDD areas. The Hammond Gateway TDD District was established in 2022 and will be in effect until at least 2047 and includes the area being offered for development as part of this RFP. Information on the approved Hammond Gateway TDD Boundary is located in Appendix [X].

This is also an opportunity to contribute to the sense of presence and redevelopment momentum occurring in Hammond driven by Mayor Thomas M. McDermott Jr.’s implementation-focused agenda, being led by his team of professional staff, and the City’s recent public investments designed to ready the market for private investment and development. These drivers signal that the time is right to invest in a project in Hammond. The Project will further enhance and create value for Hammond as it will contribute to the infusion of new residents, jobs, and amenities which will add substantial new life to the City of Hammond.

To continue the investment and redevelopment of Hammond, the Hammond Redevelopment Commission (HRC) through this RFP is soliciting proposals for the development of vacant parcels bounded generally by Gostlin Street to the north; Sheffield Avenue to the east; the NICTD rail line to the south.

Proposers are encouraged to respond to this RFP with project concepts consistent with the Project’s Design and Development Standards, information provided in the RFP, and Hammond’s redevelopment goals/objectives. These documents are meant to provide guidance; however, innovative concepts are encouraged.

B. Project Overview

I. Project Overview

The HRC seeks a qualified developer with experience in mixed-use and multi-family residential development to envision and bring to life a walkable mixed-use transit-oriented development neighborhood center at the Hammond Gateway station.

As the closest South Shore Line station in Indiana to the City of Chicago, the Hammond Gateway station is a prime TOD opportunity. The Hammond Gateway development will capitalize on recent major capital infrastructure investments:

- The new Hammond Gateway Station, at the union of the South Shore’s traditional east/west Line and new north/south Monon Line, with easy access to Downtown Chicago in 40 minutes; and

- The construction of a roundabout at Gostlin Street and Sheffield Avenue, defining the site's north and east sides and providing roadway connectivity and access.

Through this RFP, the HRC is seeking a developer to capitalize on the infrastructure investments and the connectivity they provide between Chicago and the City of Hammond. A mixed-use TOD has the potential to create tax increment from increased property value and people who live and work in the district (property tax and incremental local income tax) as part of the TDD. This creates a fund that can support development, increase NICTD ridership, and increase the economic vitality of the City of Hammond.

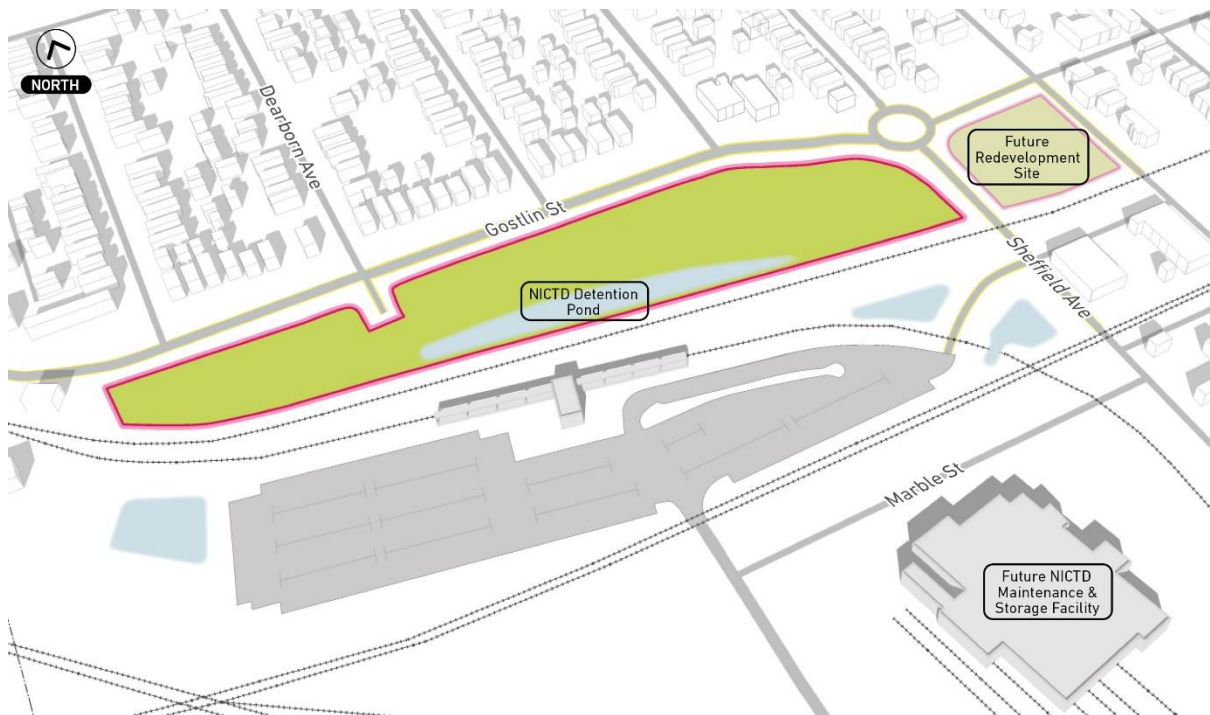
II. City and HRC Objectives

The City along with the HRC's objectives and goals for the Project include (in no particular order of importance):

- Deliver a mixed-use TOD development, which embodies a high-quality walkable development, with a blend of multi-family unit types, and includes ground floor activation to generate a sense of place and foster connections to the NICTD Hammond Gateway Station.
- Connect to existing neighborhoods and potential future development, using the building blocks of the TOD Priority Thoroughfare (Gostlin Street), TOD Connector (Sheffield Avenue), and Key Pedestrian Routes as defined in the Hammond Gateway & Downtown TOD Strategic Implementation Plan. These typologies are summarized below in Section B.IV: Development Guidelines and defined in the Hammond Gateway & Downtown TOD Strategic Implementation Plan in Appendix [X].
- Embrace high-quality architectural design reflecting the local character of Hammond.
- Emphasize multi-modal mobility that considers the movement of people to and from the Hammond Gateway using: foot; bikes or scooters; ride sharing services; and personal vehicles.
- Provide a mix of housing unit sizes and price points, including market rate and workforce housing.
- Maximize developable area and public open space on the site by consolidating NICTD's stormwater management ponds north of the rail lines into underground stormwater management with that for any vertical development.
- Bolster the economic vitality of Downtown Hammond as a revitalized commercial core.
- Provide neighborhood-oriented commercial establishments to support anticipated new residents and surrounding neighbors.
- Provide enhanced pedestrian connections to the station and the possibility for a future connection across the rails.

III. Description of the Site

The Hammond Gateway site is approximately 9 acres immediately adjacent to the (revenue service for Monon Line is anticipated in to begin in spring 2026) Hammond Gateway Station. The site is bounded by Gostlin Street to the north; Sheffield Avenue to the east; the NICTD rail line to the south; and is bisected by Dearborn Avenue, from which the site is accessed. The site benefits from improved circulation and access from the new roundabout at Sheffield Avenue and Gostlin Street. In preparation for infrastructure improvements and redevelopment, the City of Hammond acquired the land and removed existing buildings, resulting in this shovel ready development opportunity.



Parcels that comprise the site are owned by the HRC.

The Hammond Gateway development site is currently governed by several zoning districts, reflecting the parcel aggregation and changes in infrastructure enabling this development. Existing zoning districts for the parcels include R1-U Urban Single Family Residential District, S1 Open Space and Recreational Facilities District, and C1 Local Commercial District.

To facilitate the desired redevelopment of this site, the City will rezone the parcels to appropriate TOD zoning, enabling redevelopment. The recommended underlay zoning is R4 High Density Residential District with the Hammond Gateway TOD Overlay District. Design and Development Standards are located in Appendix [X].

The Hammond Gateway Development shall be developed in accordance with all other regulations of the Hammond Zoning Ordinance, the Hammond Municipal Code, and requirements of any additional, applicable authorities having jurisdiction, such as but not limited to: Indiana Department of Transportation (“INDOT”), Indiana Department Environmental Management (“IDEM”), Hammond Sanitary District (Construction Stormwater General Permit – MS4).

IV. Development Guidelines

The Hammond Gateway development is envisioned as Mixed-Use Neighborhood TOD Typology, as defined in the Hammond Gateway & Downtown TOD Strategic Implementation Plan included in Appendix [X]. With its proximity to the commuter rail line and a short 40-minute ride from downtown Chicago, the Hammond Gateway development is envisioned as walkable with multi-modal access, and exemplifying a quality public realm and sense of place. Development should vertically integrate active ground-floor commercial uses with upper floor residential uses, and horizontally integrate a compatible mix of uses across the site.

As referenced in the Hammond Gateway & Downtown TOD Strategic Implementation Plan as part of Appendix [X], Mixed-Use Neighborhoods are activity centers of various building types and scales from 3 stories to 5 stories tall (although taller building types may be considered). Compact development emphasizes connectivity and walkability. A welcoming public realm and storefronts engage the street and draw in passers-by. The development pattern should be of appropriate scale in relation to the street and may include vertically and horizontally mixed uses. Plazas, pocket parks, and activated sidewalks should serve as public spaces for residents, employees, and visitors. The Mixed-Use Neighborhood provides retail and services to surrounding neighborhoods in a pedestrian-friendly environment, making it possible to accomplish several errands in a single trip. Design and Development Standards are located in Appendix [X].

TOD Priority Thoroughfare, TOD Connector, and Key Pedestrian Routes

Gostlin Street is the primary thoroughfare frontage of the Hammond Gateway development. In the Hammond Gateway & Downtown TOD Strategic Implementation Plan included in Appendix [X]: Other Additional Information, Gostlin Street is defined as a TOD Priority Thoroughfare, a street type identified to function as a Complete Street and support the highest intensity of uses.

TOD Priority Thoroughfares, like Gostlin Street, support the highest intensity of activity, at local and regional scales. The function of these corridors is primarily to provide multi-modal access to the station area and to generate street-level activity for a mix of uses. These corridors will likely carry a high volume of traffic, but at lower vehicle speeds to also accommodate safe, highly walkable conditions for pedestrians and bicyclists. An attractive, high-quality public realm provides abundant amenities for pedestrians and bicyclists, creating a safe and comfortable environment and establishing an identity/sense of place. Buildings are typically oriented toward the sidewalk with active ground floor uses. Sidewalks should be wide enough to accommodate a clear walking path along with amenities such as street trees, planters, landscaping, outdoor dining, and gathering areas. Transit is also highly accessible along TOD Priority Thoroughfares, and bus stops and other first and last mile connections (bike share, ride share, scooters, etc.) should be included as part of the public realm.

TOD Connectors (Sheffield Avenue) provide access to TOD Priority Thoroughfares, transit-oriented development, and the station area. TOD Connectors are multi-modal in design with lower vehicular speeds, connected pedestrian and bicycle networks, and transit stops. Bicycle infrastructure may be on-street or in dedicated facilities. A high-quality public realm should continue along these corridors, but may be less intense or less frequent than a TOD Priority Thoroughfare. Buildings oriented towards the sidewalk contribute to ground floor activity.

Additional connectivity within the Hammond Gateway development should provide key pedestrian routes, connecting pedestrians to key destinations, not least of all the Hammond Gateway Transit Station. Key Pedestrian Routes primarily serve to connect key destinations, transit access, and the station area. These routes may exist alongside vehicular corridors or they may exist in the form of a pedestrian pathway or trail. In the case of a trail, bicycles should also be accommodated. Amenities and landscaping should be designed at pedestrian-scale and either contribute to the surrounding character or to particular brand if part of a larger trail network. Wayfinding and signage are particularly important to highlight access points and destinations across the community. New key pedestrian routes should be planned to avoid vehicular conflicts such as driveways, and these conflicts should be reduced to the extent possible along existing key pedestrian routes.

Should the developer provide enhanced pedestrian connections to the station and a future connection across the rails, please see Appendix [X] for applicable NICTD pedestrian connection requirements.

Stormwater Management

Providing adequate detention for current and future stormwater volumes is a necessity of development. The Hammond Gateway Development should account for on-site stormwater detention in accordance with Hammond Zoning Ordinance, Hammond Municipal Code, and Lake County Stormwater Management Commission regulations.

Surface detention in stormwater ponds is a land-intensive strategy at odds with the creation of a vibrant, walkable mixed-use district. The application of robust on-site Best Management Practices (“BMP”) is strongly encouraged. The integration of BMP should be considered early in the design process and can include, but is not limited to: permeable paving; green roofs; bioswales or rain gardens; dry wells; and rainwater harvesting for irrigation or building operations. Underground storage, such as vaults or chambers, can supplement site-based BMP to meet detention and volume control requirements as well NICTD stormwater.

South of the Hammond Gateway development site, NICTD has constructed three detention ponds (#1, #2, and #4) to manage stormwater run-off from the station area south of the rails. Pond #3, as shown in the graphic above, is located north of the station and rails within the development site area. The Proposers are strongly encouraged to explore options to combine the NICTD Pond #3 detention volume with the stormwater management strategies for the Hammond Gateway site development. This will enable more developable land for the Hammond Gateway Development. Two options to hold stormwater from the development site and the NICTD Pond #3 (roughly 80,000 cubic feet): a concrete vault or pre-engineered chambers. It will be the responsibility of the Best Value Proposer to complete all site engineering.

Site Access

Access to the Hammond Gateway development site exists from Dearborn Avenue, a public right-of-way. The existing intersection of Dearborn and Gostlin provides a signaled intersection capable of all turning movements. Due to the recent reconstruction of Gostlin Avenue with a center median and the proximity to the traffic circle, Dearborn Avenue is the only location for left-turn movements. The Dearborn Avenue right-of-way may be retained and used for access to the site, or Dearborn Avenue may be vacated and incorporated into the development area.

Wabash Avenue is also a dedicated public right-of-way which may be used for right-in/right-out access to the development site or may be vacated and incorporated into the development area.

New access points into the development site may be proposed as private access roads or private streets.

Site Utilities

A cursory engineering review of the existing utilities (power, sewer, water, gas) found adequate capacity to accommodate the anticipated intensity of new development on the site, but should be confirmed by the developer. The recent reconstruction of Gostlin Street included new water mains and sanitary and storm sewers, both with stubs to the property edge in anticipation of redevelopment. West of Dearborn Avenue, existing utilities are located beneath the former alley paralleling Gostlin Street. It is anticipated that utilities beneath the former alleyway may be vacated and replaced upon site redevelopment.

An electrical utility corridor runs parallel to Gostlin Street and Sheffield Avenue. The existing right-of-way for Gostlin Street includes a roughly 27-foot setback from the back-of-curb accommodating the overhead powerlines. These utilities were recently improved in conjunction with the Gostlin Street improvements. All development shall comply with requirements of the utility company and National Electrical Safety Code for required clearance distances and design considerations in proximity to the utility. Proposers should also consider necessary shoring or stabilization of utility poles during construction. To maximize developable land, the proposals may want to evaluate relocation or burial of overhead electrical utilities.

A survey of the site is located in Appendix G.

V. Development Agreement

A Development Agreement shall be negotiated with the accepted Proposer.

VI. Financial Incentives / Support Available

The City's commitment to support the implementation of the Project highlights the Project's significance to the continued growth and development of surrounding neighborhood, the City of Hammond, and the Northwest Indiana region.

Proposers are encouraged to explore and consider potential sources for financial incentives and support listed below in developing their Proposal. This list is not exhaustive and there may be other sources for financial incentives that are not listed below and Proposers are encouraged to pursue any they think may be beneficial to the Project and their Proposal. Utilizing these potential financial incentives and others that apply to the Project will deliver value for both the City and the Proposer. Per the evaluation criteria in Section [X], the HRC will review Proposers' financial plans to see if they include ways to leverage public and private investment in the Project.

More financial incentive information and sources can be found in Appendix [X].

Project Financial Incentives	
City's Financial Incentives	Description
<p>All potential City Incentives are available and negotiable in the final Development Agreement including but not limited to reduced land price, tax abatement, TOD/TDD financing, and support for other state/federal incentives.</p>	<ul style="list-style-type: none"> •
Other Potential Financial Incentives / Support	Description
<p>Internal Revenue Service (“IRS”) – Opportunity Zones</p>	<ul style="list-style-type: none"> • Opportunity Zones provide capital gains tax advantages for investments made in designated economically distressed census tracts. • This Project is located within designated census tract, 18089020400, and intended to attract capital investment into the area. • To qualify for Opportunity Zone benefits, the Project would need an investment from a Qualified Opportunity Fund (“QOF”) which would temporarily defer tax on the amount of eligible gains the QOF invests.
<p>Indiana Economic Development Corporation (“IEDC”) – Redevelopment Tax Credits</p>	<ul style="list-style-type: none"> • Redevelopment tax credits provide companies and developers an assignable income tax credit for investing in the redevelopment of communities, improving quality of place, and building capacity at the local level. • This Project is eligible for the redevelopment tax credits as it is a redevelopment or rehabilitation of a qualified redevelopment site. The City, HRC, and the Indiana RDA will support applications for tax credits.

Other Potential Financial Incentives / Support	Description
<p>U.S. Department of Treasury (Community Development Financial Institutions Fund) – New Market Tax Credits (“NMTC”)</p>	<ul style="list-style-type: none"> • NMTC permits investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (“CDE”). • This Project is located within a NMTC-eligible census tract and therefore the NMTC may be available to developers. The City, HRC, and RDA will support applications for tax credits.
<p>Federal Housing Administration (“FHA”) / Housing and Urban Development (“HUD”) – HUD 221(d)4 Loans</p>	<ul style="list-style-type: none"> • The FHA / HUD 221(d)4 loan program provides attractive, federally insured financing for new construction and substantial rehabilitation of multifamily apartment rental development projects. • Market-rate 221(d)4 loans are attractive to the City, as are Developers with a successful track record of obtaining such funding
<p>Indiana Housing and Community Development Authority (“IHCDA”) – Rental Housing Tax Credits (“RHTC”)</p>	<ul style="list-style-type: none"> • The IHCDA is empowered to act as the housing credit agency for the State of Indiana to administer the allocation of 9% and 4% RHTC, also known as Low-Income Housing Tax Credits (“LIHTC”), pursuant to Section 42 of the Internal Revenue Code. • The amount of 9% RHTC allocated to any project may not exceed \$1,300,000. For Applications to the IHCDA requesting 4% RHTC and tax-exempt bond financing, the credit allocation may exceed \$1,300,000.

C. Procurement Process

The HRC is issuing this RFP in accordance with the provisions of Indiana law. The HRC will finalize the Development Agreement with to the Proposer that submits the Best Value Proposal. The HRC's selection of the Best Value Proposal will be based on the evaluation of information submitted in Proposals and such evaluation will be undertaken in accordance with Section E (Proposal Evaluation Process) and Section F (Evaluation Criteria).

The evaluation process will be by the HRC in coordination with local stakeholders and advisors so that the HRC may determine an outcome that is best for the City of Hammond. The HRC reserves the right, in its sole discretion, to reject a Proposal based on any changes made to the Proposal following its submission.

I. Receipt of RFP Documents and Communications

Proposers are responsible for reviewing the RFP and any Amendments issued by the HRC prior to the Proposal Due Date, and for raising any questions or comments in respect of the RFP including requesting clarification or interpretation of any perceived discrepancy, deficiency, ambiguity, error or omission contained therein, or of any provision which the Proposer fails to understand.

Failure of the Proposer to make such review and to request such clarification will be at its sole risk, and no relief for error or omission will be provided by the HRC.

Communications regarding this RFP should be submitted via email only to the Procurement Contact in Section D: Submission Requirements. Proposers should not directly communicate to any other person within the HRC except as advised otherwise within this RFP.

II. RFP Questions and Responses

i. RFP Questions

Proposers must submit any questions in respect of the RFP and associated documents, the Project and the procurement in accordance with Appendix [X]: Question Form. The HRC will only consider questions that are submitted in accordance with the Appendix [X]: Question Form.

Questions submitted in accordance with this section must be submitted prior to the due date and be submitted via email to the Procurement Contact specified in Section C (Receipt of RFP Documents and Communications).

The Proposer must include the name, address, telephone number, and email address of the representative of the Proposer submitting the comments or questions.

ii. RFP Responses

The HRC may, at its option, respond to comments and questions submitted in accordance with this section. To the extent responses are provided, responses will be in writing and any responses made will be sent to all Proposers via email.

The HRC intends to provide responses to comments and questions that the HRC deems to be general in nature and material or not otherwise adequately addressed in

the RFP, or any Amendment to the RFP, within the timeframe specified in the Procurement Schedule.

The HRC does not undertake to respond to comments or questions in the order they are received, and the HRC reserves the right not to respond to any comment or question. Such responses may not be relied upon.

III. RFP Amendments and Revised Versions

The HRC reserves the right, in its sole discretion, to revise, modify, or change the RFP at any time before the Proposal Due Date.

Any such revisions, modifications or changes will be implemented through issuance of:

- a. an Amendment to the most recent version of the RFP, or
- b. a revised version of the RFP.

Each version of the RFP and any Amendment will be posted to <https://www.gohammond.com/departments/planning-and-development/active-rfps/> website and Proposers will be notified.

If the HRC issues a revised version of the RFP, the new version will replace the RFP in whole. If the HRC issues an Amendment to the RFP, the Amendment will supplement or replace the most recent version of the RFP in part as indicated in the Amendment.

If any Amendment or revised version of the RFP significantly impacts the content of the RFP, the HRC may, in its sole discretion, change any date in the procurement schedule including the Proposal Due Date. The announcement of any such new dates will be included in the Amendment or revised version of the RFP.

In preparing the RFP, the HRC will consider the input from Proposers in the questions provided and during any one-on-one meetings conducted.

IV. One-on-One Meetings

The HRC anticipates conducting one-on-one meetings with each Proposer.

The HRC may conduct additional one-on-one meetings, as the HRC deems necessary in its sole discretion.

One-on-one meetings will be conducted to discuss issues and clarifications regarding the Project and Project-related documents or communications provided by the HRC or the Proposers (including the RFP), including a Proposer's questions and comments on the RFP.

During one-on-one meetings, Proposers may ask questions, and the HRC and its agents, representatives, advisors and consultants may provide responses. However, such responses provided during one-on-one meetings may not be relied upon.

The HRC shall notify each Proposer in writing of the scheduled time, place, date and duration of its one-on-one meeting.

V. Changes in Proposer's Organization and Key Personnel

After submission of its Proposal, if a Proposer wishes to make changes in Major Team Members, including, without limitation, additions, removal, reorganizations, replacements (including with an Affiliate thereof) and role changes in or of any of the foregoing, the Proposer must notify the Procurement Contact in Section D: Submission Requirements via email and provide details within the notification on any changes.

VI. No Participation in More than One Proposer

Any member of one Proposer's Team is prohibited from participating, in any capacity, on another Proposer's team. Any Affiliate of a member of one Proposer's Team is prohibited from participating, in any capacity, on another Proposer's Team. Upon discovery of such participation the HRC may disqualify any Proposer or disqualify a Proposer Team member from participating in the procurement.

VII. Finalization of Development Agreement

If the Development Agreement cannot be finalized with the Best Value Proposer, the HRC may formally suspend or end finalization with that Best Value Proposer and take action consistent with the direction provided by the HRC. Such action may include:

- a) rejection of all Proposals or cancellation of the procurement of the Project; or
- b) proceeding to the next most highly ranked Proposal to finalize or attempt to finalize a Development Agreement with that Proposer.

VIII. Other Information

i. Errors

If any mistake, error or ambiguity is identified by the Proposer at any time during the procurement process in any of the documents supplied by the HRC, the Proposer must notify the HRC of such mistake, error or ambiguity and recommend a correction in writing.

ii. Improper Conduct

If a Proposer Team member, or anyone representing a Proposer Team member, offers, gives, solicits, accepts or receives, directly or indirectly, any advantage, gift, gratuity, discount, bribe, or loan of any sort to the HRC, the Board, or officers, administrators, advisors., staff or consultants of the City, or HRC, including agents or anyone representing them at any time during the Project procurement process:

- I. The HRC may immediately disqualify the Proposer, and
- II. The HRC may pursue litigation or other claims against the Proposer for damages.

iii. Conflict of Interest

No later than 21 days prior to the submittal of a Proposal, Proposers must proactively identify and divulge to the HRC any known or potential conflicts of interest of the Proposer Team members, which may preclude certain individuals, firms and their affiliates from participating as a Proposer Team member for the Project. If a potential

conflict of interest is identified and the Proposer still desires to have the potentially conflicted firm as a Proposer Team member, the Proposer must present the pertinent information in writing to the HRC.

iv. Open Records Laws

Proposers should obtain and thoroughly familiarize themselves with the Open Records Laws and Indiana's Access to Public Records Act applicable to public information and the requirements of the RFP with respect to the same. The HRC will not advise a Proposer as to the nature or content of documents or other records entitled to protection from disclosure under the Open Records Laws, as to the interpretation of such laws, or as to the definition of "trade secret."

Each Proposer will be solely responsible for all determinations made by it under Applicable Laws. Each Proposer is advised to consult with legal counsel concerning the effect of applicable Open Records Laws to that Proposer's own circumstances.

D. Submission Requirements

I. Proposal Due Date

Proposals are due no later than the Proposal Due Date stated in Section C. Proposals must be delivered to:

***City of Hammond Redevelopment Commission
Hammond City Hall, Room 315
5925 Calumet Avenue Hammond, IN 46320
Attn: Anne Taylor, taylora@gohammond.com***

The HRC reserves the right to cancel this RFP at any time and/or reject in whole or in part any or all responses. The HRC also reserves the right to waive minor irregularities, and/or conduct discussion with Proposers responding to this RFP.

II. Commitment in the Proposal

The Proposal must be submitted without reservations, qualifications, conditions or assumptions. Any Proposal submittal subject to any reservations, qualifications, conditions or assumptions may result in the HRC's rejection of the Proposal as non-responsive, or giving it a lower score.

The HRC will give no consideration to tentative or qualified commitments in the Proposal. For example, phrases such as "we may" or "we are considering" will be given no consideration in the evaluation process as they do not indicate a firm commitment.

III. Submission Format

i. Proposal Format

Proposals should follow the Appendix [X]: Submittal instructions and Checklist. The Proposal should include deliver to the HRC one (1) electronic PDF version and five (5) hard copy versions of the Proposal in a clear and legible format.

Proposals must be complete in all respects; incomplete Proposals will not be deemed responsive. All materials submitted become the property of the HRC.

Proposals hard copies shall be prepared on 8½" x 11" letter size paper, double-sided, with all appendices. Expensive papers are discouraged. The HRC encourages the use of materials containing recycled content.

The Proposal should be no more than fifty (50) pages (both sides included in page count), excluding all appendices listed in the Appendix [X]: Submittal Instructions and Checklist. Drawings, design or other graphics should be limited to 11"x17".

ii. Financial Model Format

As an appendix to the Financial Proposal the Proposal is to include a Financial Model submittal. Proposers should provide this model in the Financial Proposal as a PDF, but also provide a separate soft, editable, Microsoft Excel copy for review and evaluation. Hidden or password protected sheets in the Microsoft Excel copy are not permitted and will not be reviewed as part of the proposal evaluation process.

IV. Technical Proposal

Proposers are required to submit a Technical Proposal by following the outline below. Each Proposer should clearly identify and separate each section according to the Appendix [X]: Submittal Instructions and Checklist. Failure to respond with the requisite information may result in a Proposer being deemed non-responsive. As part of the Technical Proposal requirements, Proposers will need to include the following:

Section 1: Introduction

Section 1.1: Title Page

The title page must show the RFP number and title, the Proposer's name, address and telephone and e-mail address of the contact person(s) for Proposer and the date of the Proposer's Proposal.

Section 1.2: Table of Contents

The table of contents must outline and index the contents of the Proposal according to the Appendix [X]: Submittal Instructions and Checklist.

Section 1.3: Letter of Introduction

The letter of introduction must include the following components:

- The Proposer's interest in the project;
- Understanding of the work to be performed;
- Commitment to perform the work;
- Reason(s) why the Proposer believes it is the best qualified firm(s) to perform the work;
- A certification that the Proposal is being made on behalf of the Proposer, and that the signatory is the Project Executive.

Section 1.4: Executive Summary

The executive summary must include the following components:

- Overview of the Proposer's Team;
- The legal name and structure of the Proposer and the entities that comprise the Proposer;

- Key highlights within the Technical Proposal including, at a minimum, a summary of the Proposer’s qualifications, experience, proposed development program, and how the Project achieves the City and HRC’s goals and objectives;
- Key highlights within the Financial Proposal including, at a minimum, a summary of the funding/financing plan, total project cost, and any financial incentives.

Section 1.5: Project Team Information

The Project Team information must include the following components:

- An organizational chart including the Proposer’s management structure and corresponding individual resumes for each the Project Executive, Equity Member(s), and Major Non-Equity Member(s) of the individuals listed on the organizational chart provided. Resumes should include projects of similar scope and size;
- The domicile where each entity comprising is organized, including entity name, brief history of the entity, years the firm has been in business, contact name, address, and phone number as well as the legal structure of the entity. In the case where the Proposer is a partnership, joint venture, or affiliation of two or more firms, please provide information for all participants and the nature of the relationship;
- Any outstanding disputes or business relationships between the Proposer and the HRC, NICTD, Indiana RDA, United State Department of Transportation (“USDOT” or “DOT”), Federal Transit Administration (“FTA”), INDOT, Lake County, and other Indiana state and local governmental entities.

Section 2: Development Team and Experience

Section 2.1: Developer and Team Experience (including Finance Experience)

To allow the HRC to have a full understanding of the Proposer’s Team’s track record, The Proposer should provide the Team’s experience working together on successfully financed and completed similar projects.

The developer and team experience information must include the following components:

- Experience related to developing transit-oriented developments, including where joint development or federal funds were involved;
- Experience with joint public-private partnerships, specifically including projects involving governmental property for private development and where public sector or infrastructure uses were connected with the project;
- Experience with various financing mechanisms and structures. This may include tax credits, tax increment financing (“TIF”), opportunity zones, and HUD/DOT program;
- Experience of the Proposer’s team that are not employed by the Proposer, e.g., its Major Non-Equity Members, architects, engineers, and consultants.

Section 2.2: Developer and Team Capacity

The developer and team capacity must describe the Team’s readiness and ability to proceed on the Project, including the Lead Developer and Major Non-Equity Members, along with consulting firms.

Please highlight other project commitments, both time and financing, which demonstrate the Team's ability to proceed quickly and efficiently to achieve the Project's goals and timeline.

Section 2.3: Relevant Project Experience (including Finance Experience)

In order for the HRC to understand the experience and capabilities of the Proposer, the Proposer's Proposal must include the following components below. If the Proposer is a partnership or joint venture, then each Member of the Proponent must provide the following components below.

Project Experience with Comparable Large Commercial, Residential, Hospitality, Institutional and/or Mixed-Use Development Projects

Within the last ten (10) years, Proposers should describe, at a minimum, each of the following components for no more than five (5) relevant, successfully completed mixed-use and/or urban infill projects with a minimum collective real estate asset base of \$25m:

- Experience with TOD projects that demonstrate strong integration of uses and/or with the surroundings, quality of design, attention to detail, integration into existing community fabric, joint development efforts, and public-private partnering
- Experience with different types of housing types;
- Experience with medium rise residential, and;
- Experience working with federal, state and local governments, quasi-governmental entities, and public agencies and authorities, specifically public transit agencies.
- Experience including, but not limited to, within the broader Midwest region;

The Proposer must include, at a minimum, the following information for no more than five (5) relevant, successfully completed mixed-use and/or urban infill projects requested above.

- Scope of the project;
- Land and building size;
- Summary of the project schedule (including start/completion dates, on-time/late completion)
- Financing mechanism and structure (including the utilization of public financing incentives such as tax credits, TIF financing, opportunity zones, HUD/DOT programs)
- Approximate development budget and/or value;
- Specific role(s) of individuals and firms expected to work on the Project (if applicable)
- Client, community, or direct public sponsor references with contact information and authorization to contact them, including public agencies, if any.

Section 2.4: Relevant Project References

The relevant project references information must include the following components:

- A completed set of the tables in Appendix [X]: Relevant Project References that include a list of at least three (3) written reference letters and/or statements from the Proposer's clients, communities, or direct public sponsor with respect to completed projects similar to the services being procured by this RFP;

Section 3: Development Proposal

Section 3.1: Statement of Understanding

The statement of understanding must include a narrative discussion of how the Proposal meets the Project's requirements and the development guidelines. The Proposer should describe the significance of the Project site and how the Project will benefit Hammond and the broader Chicago metro area. The narrative should describe the Proposer's intent, strategy and implementation plan.

Section 3.2: Project Scope

The Project Scope information must include the following components:

Project Concept and Vision

The Proposer must detail the Project's development concept and vision. The concept and vision should briefly include proposed uses, square footages by use type, and/or unit count, and floor plans as well as how the Project achieves the City and HRC's goals and objectives.

For the HRC to fully visualize and understanding the concept and vision, the Proposer must provide a contextual site plan for the Project and a schematic illustration showing massing, project scale, design character, and how the Project connects to the surrounding area. This will be included as an Appendix item.

Development Program

The Proposer must detail the Project's development program and how the proposed uses meet the Project's requirements. The development program should include a summary of the mix of uses within the Project including:

- **Residential:** amount and type of residential (including, without limitation, workforce housing units);
- **Commercial:** amount and type of commercial (including retail, hotel, office, and civic spaces)
- **Amenities:** amount and types of amenities (including parking, outdoor spaces, parking, co-working spaces, community halls, fitness center, and others)
- **Other:** amount and type of other uses (including cultural, institutional, and infrastructure).

The narrative to the development program must include the estimated total square feet of land area, gross and net densities, public green space, number of parking spaces, and an estimated total cost of the development program once the Project achieves substantial completion. The Proposer must explain how the development program complies with the City's Downtown Plan, Design and Development Standards, and TOD plan.

Project Approach

The Proposer must detail their approach to executing the Project's pre-development, construction, operations and maintenance, and project management phases. The Proposer must describe how they will execute the following components that make up the Proposer's approach to the Project:

- **Pre-Development:** The pre-development approach section should describe how the Proposer will approach key pre-development activities such as land entitlement, environment assessments, surveying, design, seeking approvals, arranging construction financing, and others;
- **Construction:** The construction approach section should describe how the Proposer will approach key construction activities such as general construction, marketing/pre-leasing, arranging permanent financing (if applicable), arranging for a property manager, and others;
- **Operations and Maintenance:** The operations and maintenance approach section should describe how the Proposer will approach key operations and maintenance activities such as ongoing marketing/leasing, strategy, property management, achieving stabilization, and others;
- **Project Management:** The project management approach should describe how the Proposer will approach the coordination and management of the Project's activities listed above alongside the HRC, City, and relevant federal, state, and local stakeholders including NICTD.

Community Engagement

The Proposer must detail how the Proposer Team will work with the HRC, City, Northwest Indiana RDA, and Lake County residents, business, and property owners within the Project site and in the surrounding neighborhoods to keep them informed as the development moves forward.

Section 3.3: Description of Alignment with City and HRC's Objectives

The description of alignment with the City and HRC's objectives must include a narrative discussion of how the Project aligns with the City and HRC's objectives, listed in Section B. The Proposer should describe how the Project will catalyze future development within surrounding neighborhoods and be a model for future TOD along the South Shore Line.

Section 3.4: Project Schedule

The project schedule must include the following components. If the project schedule includes multiple components or phases, the Proposer should include major milestones.

- Timeframe and key milestones for the Project, including the start/end of design, start/end of construction, and operational period;
- Any time-sensitive aspects relating to the construction or operation of the new Hammond Gateway station;
- Entitlement process;
- The process for the receipt of necessary approvals by both the HRC and entities external to it.

Depending on the Proposer's planned design, third-party approvals may include the following (note this list is not necessarily sequentially, and several may be ongoing simultaneously):

- Hammond Water Works
- Department of Homeland Security
- IDEM

V. Financial Proposal

Section 4.1: Project Budget

The project budget information must include the following components:

- A preliminary project budget based on Project’s design including a break-out of all hard and soft cost estimates. All cost estimates shall be as of the Proposal Due Date and apply an escalation forecast methodology (i.e., all costs shall be nominal). Cost estimate must clearly identify the following:
 - Direct costs, including labor, materials, equipment, and other direct and hard costs;
 - General conditions and general requirements, design costs, insurance, and other soft costs;
 - Escalation (including the methodology for estimating escalation);
 - Financing (including interest, loan fees, and other financing costs);
 - Profit and contingency;
 - All fees.

Proposers must provide relevant supporting documentation and/or a narrative explaining the cost estimating methodology and how the cost estimates were developed/sourced.

Section 4.2: Sources and Uses

The sources and uses information must include the following components, at a minimum:

- **Sources:** All anticipated funding sources (including, but not limited to the general partner/limited partner equity, mezzanine debt, traditional debt, federal/state/local grants, TIF funds, tax credits, etc.) that are to be obtained and each of their respective costs to capital (approximate interest rates, amortization type, period and debt coverage ratio, required internal rate of return, tax credit amounts, etc.) for the payment of the uses in the Project.
- **Uses:** An itemization of the Project’s total uses (at minimum and as applicable) into the anticipated lease/acquisition, predevelopment, financing, capital expenditures, operations and maintenance, and any planned deferred development fees.

Section 4.3: Funding and Financing Plan

The HRC seeks an overall commercial and financial structure that provides best value to the HRC over the term of the Development Agreement. The Proposer’s funding and financing plan shall be based on market-based risk transfer between the public and private sectors. Proposers that provide funding and financing plans that place a high degree of risk on the HRC or do not show significant private sector “skin in the game” will not be evaluated favorably.

The funding and financing plan information must include the following components:

Funding and Financing Approach

The Proposer must provide the approach and strategy to fund and finance the Project. The Proposer is expected to propose funding and financing sources along with capital

provider names. The Proposer must provide a summary table of all the funding and financing sources for the Project, in dollar and percentage format.

While the requirement to provide sources and uses information will give quantitative insight into how the proposed sources of funding and financing will be used, the Proposer should provide a description as to how the proposed funding and financing sources will be used for the Project. Other key requirements of the funding and financing approach must include:

- The approach must be consistent with the Financial Model.
- The approach must clearly define the assumptions and caveats of identified funding and financing sources deployed within the lifecycle of the Project.
- The approach must describe the Proposer's expectations in regard to terms, conditions, limitations and circumstances for re-financings.

To demonstrate the Proposer's commitment, the HRC expects the Proposer to infuse direct, cash equity to the Project. Proposers may request an exception. However, the Proposer Team must demonstrate its ability to show value to the HRC and secure commercial financing as the HRC believes this requirement is in line with commercial lending standards.

Financial Incentives

Included in the Proposer's funding and financing approach, the Proposer must identify any proposed potential sources of public funding (e.g., tax credits, TDD, and other public funding sources).

As stated above, the Proposer must describe how and when the sources of public funding identified will be used in the lifecycle of the Project. The Proposer is expected to provide a description of the Proposer's experience securing public funding sources.

The HRC would like to ensure adequate funding is allocated for pre-development costs as well as initial phases of site improvements and construction investments will be funded. After the Proposer combines public and private sources and a gap remains, the Proposer must develop a solution for filling the gap.

Estimate of Economic Impacts

The Proposer must include a preliminary estimate of both direct and indirect economic impacts from the Project. Direct impacts would include projected commercial and service sales and jobs, as well as the property, sales, utility and real estate excise taxes arising from them. Indirect impacts include estimates of induced development and/or induced commercial activity as a result of the Project.

Section 4.4: Schedule to Commercial and Financial Close

The schedule to commercial and financial close information must include the following components:

- An indicative schedule to reach commercial and financial close, at a minimum, including timing for due diligence, approvals needed from the HRC or other entities, and approvals needed from lenders and/or equity investment committees;
- An estimate of major milestones, at a minimum, including the target financial close date and the date of certificate of occupancy.

All dates must be consistent with the schedule defined in the Financial Model.

Section 5: Financial Plan Support

Section 5.1: Financial Model

The Financial Model submittal shall be a ten (10) year financial pro-forma analysis. The Financial Model will include all Project development and construction costs and operating cash flow with Project returns. While the Financial Proposal will include a PDF of the Financial Model, Proposer must submit the Financial Model as a separate soft, editable, Microsoft Excel copy. The Financial Model submittal must include the following components:

Financial Model Organization: The Financial Model should have three distinct elements:

- **Inputs:** The inputs should include data and assumptions but no calculations.
- **Calculations:** The calculations should support each line of all outputs and reports. There must be no duplication of calculations nor shall input cells be hard coded in calculations sheet(s).
- **Outputs:** The outputs should not include input and calculations except for simple formulae such as sums and check totals.
- **General:** The Financial Model should have time periods across the columns and calculations down the rows. All calculations should be coded to provide exactly what they purport to represent, i.e., no balancing figures. The use of macros is acceptable provided they are functional, appropriately documented in the Financial Model and in the assumptions book. For purposes of clarity, the Financial Model should present all formulae, not simply “pasted values.” If the Financial Model includes circular references, the Proposer should note or highlight them. Neither the Financial Model, nor any part, shall be password protected.

The Financial Model submittal must include, at a minimum, the following inputs, calculations, and outputs. The Proposer must break-out inputs, calculations, and outputs by development use, gross square footage, and net rentable square footage of the Project (when applicable). The Proposer must clearly show the Financial Model’s escalation factors.

Key Inputs and Calculations	
General	<ul style="list-style-type: none">• All Dates (including construction and operations start and end, occupancy stabilization, sale date, if applicable)
Design and Construction	<ul style="list-style-type: none">• Land Costs• Hard Costs• Soft Costs• Profit and Contingency• All Fees
Operations	<ul style="list-style-type: none">• Revenues• Vacancy• Operating Expenses and Non-Recoverable Operating Expenses• Real Estate Taxes• Capital Expenditures• Net Operating Income

Key Inputs and Calculations	
	<ul style="list-style-type: none"> • Debt Service (include indicative terms) • Cash Flows • Exit Value (include cap rate and commission costs)
Key Outputs	<ul style="list-style-type: none"> • Net Present Value • Equity Internal Rate of Return and Equity Multiple • Cash-on-Cash Return • Unleveraged Return on Cost • Debt Service Coverage Ratio

Section 5.2: Market Analysis

To support the Proposer’s funding and financing plan and Financial Model, the Proposer must provide a market analysis of current real estate demand and absorption relevant to its Proposal, using third-party, independent market sources.

The Proposer’s market analysis will be reviewed as part of the evaluation.

Section 5.3: Lender Information and Support Letter(s)

To the extent possible, the lender information and support letter(s) should include the following components to support the Proposer’s funding and financing plan:

- Prior experience with identified potential lenders including the project’s name, location, total project cost, and loan size.
- If applicable, the identity of the primary bank lender, with a letter of support demonstrating support for the funding and financing plan and indicating:
- Subject to final terms, in principle they are willing to provide financing for the Project; and
- Confirmation of their receipt and review of Proposer’s funding and financing plan.

Section 5.4: Equity Information and Commitment Letter(s)

The equity information and support letter(s) should include the Proposer’s source of equity that can meet the Project’s full equity needs and include the following components to support the Proposer’s funding and financing plan:

- The identity of the equity investors;
- The amount of funds that each shareholder is expected to commit and the timing of such subscription;

Section 6: Financial Capacity (Appendix)

Given the nature of this Project, the HRC needs to understand the Team’s financial capability to undertake and successfully complete the Project.

The following financial capacity submittal components required as part of the Proposal will apply to the following Team members:

- Financial Statements: The Developer(s), Equity Members, and any Guarantor(s)
- Litigation History: The Proposer's Team
- Bankruptcy / Insolvency: The Proposer's Team

The Proposer's response to this section should be included in an appendix and will not count towards the 50-page limit.

Section 6.1: Financial Statements

The Developer(s), Equity Members, and any Guarantor(s) must provide audited financial statements for the three (3) most recent annual periods, as well as interim unaudited statements for the period since the most recent completed fiscal year. Whether for the three (3) most recent annual periods or for the period since the most recent completed fiscal year, these statements must meet the following requirements:

The annual financial statement information must include:

- Opinion Letter (Auditor's Report)
- Balance Sheet
- Income Statement
- Cash Flow Statement
- Footnotes

The annual financial statement information must meet the following requirements:

- **GAAP/IFRS:** Annual financial statements must be prepared in accordance with U.S. Generally Accepted Accounting Principles (U.S. GAAP) or International Financial Reporting Standards (IFRS). If the financial statements are prepared in accordance with principles other than U.S. GAAP or IFRS, a letter must be provided from a certified public accountant discussing the areas of the financial statements that would be affected by a conversion to U.S. GAAP or IFRS. A restatement of the financial information in accordance with U.S. GAAP or IFRS is not required.
- **Audited:** Fiscal year-end annual financial statements must be audited by an independent party qualified to render audit opinions (e.g., certified public accountant). If audited financial statements are not available for the Developer(s), Equity Members, or Guarantor(s), the Proposal shall include unaudited financial statements for such entities, certified as true, correct, and accurate by the chief financial officer or treasurer of the entity.

Regarding the submittal of financial statements, the HRC will need to know other important information and requirements including:

- **Newly Formed Entity:** If the Developer(s), Equity Members, or Guarantor(s) are newly formed entities, the Developer(s), Equity Members, or Guarantor(s) must expressly state that they are a newly formed entity and do not have independent financial statements.
- **Guarantors:** If annual financial statements of a Guarantor are provided to demonstrate the financial capability of an Equity Member, a letter from such entity must be provided confirming that it will guarantee all the obligations of such Equity Member with respect to the Project. However, if an Equity Member

intends to fund its equity contribution in full at financial close; or post a letter of credit to lenders at financial closing to secure its obligations to fund its equity contribution and evidence of the foregoing is provided to the HRC, the foregoing guarantee shall not be required.

- **Off-Balance Sheet Liabilities:** A letter from the chief executive officer, chief financial officer, treasurer, or certified public accountant for each entity for which financial information is submitted, identifying all off-balance sheet liabilities.
- **Lender References for the Lead Developer(s) and/or Equity Members**
- **Proof of Equity Funds**

The information required under this section must be packaged separately in the appendix for each separate entity with a cover sheet identifying the name of the organization and its role on Proposer's team. The financial statements must be provided in electronic, searchable PDF format.

Section 6.2: Litigation History

The Proposer must state whether any Team member has been involved in any accounting/auditing related litigation, false claims act or other fraud related litigation, action or claim of projects of same or similar size, including but not limited to any action against or by any owner, whether active, pending, or concluded, at the mediation, arbitration, trial or appellate level, within five (5) years preceding the submission of the Proposal.

For each instance, include the following information:

- The style/caption of the matter;
- The case number;
- The forum/venue of the action;
- A description of the claim, action, or litigation;
- Evidence of satisfactory resolution of the claim, action, or litigation by affirming or providing documentary evidence that a final judgment has been rendered in favor of the firm or any final judgment rendered against the firm is satisfied within ninety (90) days of the date that the judgment becomes final.

If "No" litigation or regulatory action has been filed against any Team member, the Proposer must provide a statement to that effect.

For joint venture or team responses, the Proposer must submit the requested information for each member of the joint venture or team. For firms with a parent or holding company or related subsidiary, the Proposer must submit requested information for all parties.

Truthful and complete answers to this question will not disqualify a firm from consideration but will be a factor in the selection process. Untruthful, misleading, or false answers to this question shall result in the disqualification of the Proposer for this project.

Section 6.3: Bankruptcy / Insolvency

The Proposer must disclose if any Team member has ever declared bankruptcy, otherwise been declared insolvent, has had a delinquency judgement issued against it in any court of competent jurisdiction, or been placed in receivership.

If yes, attach a statement indicating the date, court jurisdiction, trustee or receiver's name, telephone number, amount of liabilities, amount of assets, and current status of the bankruptcy, insolvency, delinquency, or receivership.

E. Proposal Evaluation Process

I. Initial Pass/Fail and Responsiveness Review

The HRC will evaluate each Proposal in accordance with the RFP requirements to determine if it meets responsiveness criteria.

Proposals that are determined to be non-responsive to the RFP requirements or are deemed incomplete may be disqualified.

The HRC reserves the right to request additional information or clarification to submitted responses, and to waive minor informalities, irregularities, and apparent clerical mistakes that are unrelated to the substantive content of the Proposal.

II. Proposal Evaluation

Following completion responsiveness review, Proposals determined to be response will be evaluated by the HRC.

The HRC reserves the right to request additional information or clarifications throughout the evaluation or to reject any and all Proposals at the sole discretion of HRC.

III. Best Value Determination

The HRC intends to designate a Best Value Proposer whose Proposal:

- a. is responsive; and
- b. receives the highest evaluation.

The HRC will select the firm with the Proposal that best meets its needs as described in the RFP, at the sole discretion of the HRC.

F. Responsiveness Criteria

Following or in conjunction with evaluation of the Proposal, the HRC will review each the Proposal for responsiveness, to evaluate:

- a. the responsiveness of the Proposer to the requirements set out in this RFP, including (without limitation) any:
 - a. failures to disclose fully requested information;
 - b. incomplete, inaccurate, vague or misleading submissions; and
 - c. reservations, qualifications, conditions or assumptions (as referred to in Section D (Commitment in the Proposal); and
- b. any failure to comply with the requirements of Section C (Other Information) or to abide by a determination of the HRC in connection with that section.

G. Appendix

I. Appendix A: Glossary

“Affiliate” means in relation to any person, any entity which, directly or indirectly, through one or more intermediaries:

- a) has a 10% or more voting or economic interest in such Person; or
- b) controls, is controlled by, or is under common control with such Person.

“Amendment” means written revisions, modifications or changes to the provisions of the RFP Documents posted to the website after the release date of the RFP.

“Applicable Laws” means any statute, law, code, regulation, ordinance, rule, common law, judgment, judicial or administrative order, decree, directive, or other requirement having the force of law or other governmental restriction (including those resulting from the initiative or referendum process) or any similar form of decision of or determination by, or any interpretation or administration of any of the foregoing by, any governmental entity which is applicable to the Project, or any relevant person, whether taking effect before or after the date of this RFP. Applicable Law excludes governmental approvals.

“Best Value Proposer” means the Proposer whose Proposal was determined to provide the Best Value to the HRC as approved by the Board. The following Proposal criteria must be met to be selected as the Best Value Proposer:

- a) Proposal is deemed responsive; and
- b) Proposal receives the highest Proposal Evaluation.

“Board” refers to the governing body of the HRC.

“City” refers to the City of Hammond, Indiana.

“Developer” means an individual, association, corporation, or other legal entity that proposes to construct, own, or operate, a Project.

“Development Agreement” means the legally binding development contract between the HRC and the selected developer.

“Development Guidelines” are detailed in Section B (Project Overview).

“Downtown Plan” refers to the Downtown Hammond Master Plan included in Appendix [X]: Other Additional Information.

“Effective Date” means the date the Parties execute the Development Agreement, in accordance with the schedule contemplated in Section C (Procurement Process).

“Equity Member” means a member or joint venture participant of a team proposing a Project that will directly or indirectly contribute equity as part of the financial plan for the Project.

“Financial Model” is defined in Section D (Submission Requirements)

“Financial Proposal” is defined in Section D (Submission Requirements)

“Guarantor” means an entity or individual that will guarantee all the obligations of such Equity Members with respect to the Project.

“Major Non-Equity Member” means the team’s lead contractor, and lead design and/or engineering firm. If any of these entities qualify as an equity member, then that entity shall not be treated as a Major Non-Equity Member.

“Lead Developer” means the Developer that leads the majority of the Project.

“Major Team Member” means the following members from the Proposer’s Team including the Project Executive, Equity Member(s), and Major Non-Equity Member(s).

“Procurement Contact” refers to the designated individual serving as the point of contact for this procurement process as detailed in Section D (Submission Requirements).

“Project” is defined in Section B (Project Overview).

“Project Executive” means the Developer’s lead executive and point of contact of the Project.

“Project Scope” is defined in Section D (Submission Requirements).

“Proposal” means both the Technical and Financial Proposals.

“Proposal Due Date” is defined in Section C (Procurement Process).

“Team” means the entire Proposer’s team members including subcontractors and consultants.

II. Appendix B: Approximate Legal Parcel Description

Parcel Number	Legal Description
45-02-25-153-001.000-023 96 Gostlin Street	Eschenberg's State Line Add Blk 16 Lots 1 to 16 Ex S'ly part
45-02-25-180-001.000-023 134 Gostlin Street	Eschenburg's State Line Add Blk 17 Lots 1 to 26
45-02-25-182-001.000-023 242 Gostlin Street	Eschenberg's State Line Add Blk 11 Lots 43 to 48 (Ex R/W) & Lot D & Phillips Add W'ly pt Lot 24 & Northside Add Blk 6 Lots 31 to 35 (Ex R/W)
45-02-25-329-001.00-023 4518 Sheffield Avenue	North Side Add Bl. 5 Lot 14 Ex Pt of E 16.78 ft in R/W
Part of 45-02-25-506-005.000-023 103 Brunswick Avenue	Part of Parcel 1 Parcel 4 Parcel 5
Part of 45-02-25-506-008.000-023 238 Brunswick Avenue	Parcel 6
Part of 45-02-25-500-009.000-023 4520 Sheffield Avenue	Parcel 7

Parcels do not include the adjacent Rights-of-Way of Brunswick Street, Dearborn Avenue, Wabash Avenue and adjacent alleys. Vacation of said Rights-of-way is pending.

Parcel 4's South boundary curve corresponds to a 25 foot measurement from the North side of the North South Shore Railroad Track.

THE FOLLOWING DESCRIPTIONS WERE PREPARED BY JOSEPH TRTAN, P.S. - INDIANA #LS21500003 OF JQOL AS PART OF A SURVEY PERFORMED UNDER JOB NO. 2024.205, DATED 09/13/2024.

PARCEL 1:

PART OF LOTS 14 THRU 17 IN BLOCK 16 OF J. WM. ESCHENBURGS'S STATE LINE ADDITION AS RECORDED IN PLAT BOOK 2, PAGE 2 IN THE OFFICE OF THE RECORDER OF LAKE COUNTY, INDIANA, SAID PART BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

BEGINNING AT THE NORTHEAST CORNER OF LOT 17 OF SAID BLOCK 16; THENCE SOUTH 00 DEGREES 44 MINUTES 35 SECONDS WEST ALONG THE EAST LINE OF SAID LOT 17, 93.00 FEET; THENCE SOUTH 63 DEGREES 15 MINUTES 31 SECONDS EAST, 55.63 FEET; THENCE SOUTH 67 DEGREES 04 MINUTES 35 SECONDS EAST, 27.00 FEET; THENCE SOUTH 00 DEGREES 44 MINUTES 35 SECONDS WEST, 6.00 FEET TO THE NORTH RIGHT OF WAY LINE OF THE PUBLIC ALLEY; THENCE NORTH 88 DEGREES 49 MINUTES 00 SECONDS WEST ALONG SAID NORTH RIGHT IF WAY LINE, 100.00 FEET TO THE SOUTHWEST CORNER OF SAID LOT 17; THENCE NORTH 00 DEGREES 44 MINUTES 35 SECONDS EAST ALONG THE WEST LINE OF SAID LOT 17, 133.00 FEET TO THE SOUTH RIGHT OF WAY LINE OF GOSTLIN STREET; THENCE SOUTH 88 DEGREES 49 MINUTES 00 SECONDS EAST ALONG SAID SOUTH RIGHT OF WAY LINE, 25.00 FEET TO THE POINT OF BEGINNING, CONTAINING 0.11 ACRES, MORE OR LESS.

PARCEL 4:

PART OF BLOCK A IN BLOCK 16 OF J. WM. ESCHENBURGS'S STATE LINE ADDITION AS RECORDED IN PLAT BOOK 2, PAGE 2 IN THE OFFICE OF THE RECORDER OF LAKE COUNTY, INDIANA, AND LOTS 5 THRU 13 IN BLOCK 6 OF NORTH SIDE ADDITION AS RECORDED IN PLAT BOOK 1, PAGE 77, SAID PART BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

BEGINNING AT THE SOUTHEAST CORNER OF SAID BLOCK A; THENCE NORTH 88 DEGREES 48 MINUTES 58 SECONDS WEST ALONG THE NORTH RIGHT OF WAY LINE OF BRUNSWICK STREET, 175.50 FEET TO A LINE PARALLEL WITH AND 25 FEET NORTH OF THE NORTH RAIL OF THE SOUTH SHORE RAILROAD; THENCE NORTH 80 DEGREES 25 MINUTES 36 SECONDS WEST ALONG SAID PARALLEL LINE, 12.28 FEET; THENCE CONTINUING ALONG SAID PARALLEL LINE, 274.35 FEET ALONG A CURVE TO THE RIGHT, SAID CURVE HAVING A RADIUS OF 550.00 FEET AND CHORD BEARING NORTH 66 DEGREES 28 MINUTES 39 SECONDS WEST, 271.52 FEET TO THE SOUTH RIGHT OF WAY LINE OF A PUBLIC ALLEY; THENCE SOUTH 88 DEGREES 49 MINUTES 00 SECONDS EAST ALONG SAID SOUTH RIGHT OF WAY LINE, 437.98 FEET TO THE WEST RIGHT OF WAY LINE OF SOUTH DEARBORN AVENUE; THENCE SOUTH 00 DEGREES 44 MINUTES 35 SECONDS WEST ALONG SAID WEST RIGHT OF WAY LINE, 105.00 FEET TO THE POINT OF BEGINNING, CONTAINING 0.82 ACRES, MORE OR LESS.

PARCEL 5:

PART OF BLOCKS B AND C OF BLOCK 17 OF J. WM. ESCHENBURGS'S STATE LINE ADDITION AS RECORDED IN PLAT BOOK 2, PAGE 2 IN THE OFFICE OF THE RECORDER OF LAKE COUNTY, INDIANA, AND LOTS 1 THRU 17 IN BRIDGE'S BRUNSWICK STREET ADDITION AS RECORDED IN PLAT BOOK 6, PAGE 4, SAID PART BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

BEGINNING AT THE SOUTHEAST CORNER OF SAID BLOCK C; THENCE NORTH 88 DEGREES 48 MINUTES 58 SECONDS WEST ALONG THE NORTH RIGHT OF WAY LINE OF BRUNSWICK STREET, 329.37 FEET; THENCE NORTH 79 DEGREES 40 MINUTES 05 SECONDS WEST, 333.27 FEET TO THE EAST RIGHT OF WAY LINE OF SOUTH DEARBORN AVENUE; THENCE NORTH 00 DEGREES 44 MINUTES 35 SECONDS EAST ALONG SAID EAST RIGHT OF WAY LINE, 52.01 FEET TO THE NORTHWEST CORNER OF SAID BLOCK B; THENCE SOUTH 88 DEGREES 49 MINUTES 00 SECONDS EAST ALONG THE SOUTH LINE OF A PUBLIC ALLEY, 658.00 FEET TO THE WEST RIGHT OF WAY LINE OF SOUTH WABASH AVENUE; THENCE SOUTH 00 DEGREES 44 MINUTES 35 SECONDS WEST ALONG SAID WEST RIGHT OF WAY LINE, 105.00 FEET TO THE POINT OF BEGINNING, CONTAINING 1.39 ACRES, MORE OR LESS.

PARCEL 6:

PART OF LOTS 9 THRU 13 IN BLOCK 5 IN NORTH SIDE ADDITION AS RECORDED IN PLAT BOOK 1, PAGE 77 AS RECORDED IN THE OFFICE OF THE RECORDER OF LAKE COUNTY INDIANA, SAID PART BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

BEGINNING AT THE NORTHEAST CORNER OF SAID LOT 13; THENCE SOUTH 00 DEGREES 39 MINUTES 11 SECONDS WEST ALONG THE WEST RIGHT OF WAY LINE OF THE PUBLIC ALLEY, 109.91 FEET TO A LINE PARALLEL WITH AND 25 FEET NORTH OF THE NORTH RAIL OF THE SOUTH SHORE RAILROAD; THENCE NORTH 80 DEGREES 25 MINUTES 36 SECONDS WEST ALONG SAID PARALLEL LINE, 209.69 FEET; THENCE NORTH 01 DEGREES 20 MINUTES 09 SECONDS EAST, 79.32 FEET TO THE SOUTH RIGHT OF WAY LINE OF BRUNSWICK STREET; THENCE SOUTH 88 DEGREES 48 MINUTES 58 SECONDS EAST ALONG SAID SOUTH RIGHT OF WAY LINE, 206.21 FEET TO THE POINT OF BEGINNING, CONTAINING 0.45 ACRES, MORE OR LESS.

PARCEL 7:

LOT 15 IN BLOCK 5 IN NORTH SIDE ADDITION AS RECORDED IN PLAT BOOK 1, PAGE 77 AS RECORDED IN THE OFFICE OF THE RECORDER OF LAKE COUNTY INDIANA, CONTAINING 0.11 ACRES, MORE OR LESS.

To view parcel-level data in Hammond, IN, please refer to:
<https://www.gohammond.com/tools/maps/main/HammondGIS.html>.

III. Appendix C: Submittal Instructions and Checklist

The Proposer should review the submittal instructions and checklist below to confirm that all elements have been included in their Proposal. A completed checklist should be submitted along with the Proposal. The HRC reserves the right to request further information as needed.

Proposal Section	Proposal Checklist
Submittal Instructions	<input type="checkbox"/> Completed checklist <input type="checkbox"/> One (1) electronic PDF copy <input type="checkbox"/> Five (5) hard copies versions of the Proposal on 8½" x 11" letter size paper, double-sided, with all appendices <input type="checkbox"/> Proposals should be no more than fifty (50) pages (both sides included in page count), excluding appendices, drawings, and financial model/statements. Drawings or other graphics should be limited to 11"x17". <input type="checkbox"/> Appendix: Excel Financial Model in PDF <input type="checkbox"/> Appendix: Individual resumes for the Project Executive, Equity Member(s), and Major Non-Equity Member(s) <input type="checkbox"/> Appendix: Development renderings and site plans <input type="checkbox"/> Appendix: Financial capacity information
Technical Proposal	
Section #1: Introduction	<input type="checkbox"/> 1.1: Letter of Introduction
	<input type="checkbox"/> 1.2: Executive Summary
	<input type="checkbox"/> 1.3: Project Team Information
Section #2: Development Team Experience and Capacity	<input type="checkbox"/> 2.1: Developer and Team Experience (including finance experience) <input type="checkbox"/> 2.2: Developer and Team Capacity <input type="checkbox"/> 2.3: Relevant Project Experience (including finance experience) <input type="checkbox"/> 2.4: Relevant Project References
Section #3: Development Proposal	<input type="checkbox"/> 3.1: Statement of Understanding
	<input type="checkbox"/> 3.2: Project Scope
	<input type="checkbox"/> 3.3: Alignment with City and HRC's Objectives and Priorities
	<input type="checkbox"/> 3.4: Project Schedule
Financial Proposal	
Section #4: Financial Plan	<input type="checkbox"/> 4.1: Project Budget
	<input type="checkbox"/> 4.2: Funding and Financing Plan

	<input type="checkbox"/> 4.3: Schedule to Commercial and Financial Close
Section #5: Financial Plan Support	<input type="checkbox"/> 5.1: Financial Model (Appendix)
	<input type="checkbox"/> 5.2: Market Analysis
	<input type="checkbox"/> 5.3: Lender Information and Support Letter(s)
	<input type="checkbox"/> 5.4: Equity Information and Commitment Letter(s)
Section #6: Financial Capacity (Appendix)	<input type="checkbox"/> 6.1: Financial Statements
	<input type="checkbox"/> 6.2: Litigation History
	<input type="checkbox"/> 6.3: Bankruptcy/Insolvency

IV. Appendix D: Relevant Project References Tables

A completed set of tables in Appendix [X]: Relevant Project References that include a list of at least three (3) written reference letters and/or statements from the Proposer's clients, communities, or direct public sponsor with respect to completed projects similar to the services being procured by this RFP

Organization Name:		
Contact Name:		
Contact Number:	Email Address:	
Address:		
City:	State:	Dates of Service:
Project Name and Service Description:		

Organization Name:		
Contact Name:		
Contact Number:	Email Address:	
Address:		
City:	State:	Dates of Service:
Project Name and Service Description:		

Organization Name:		
Contact Name:		
Contact Number:	Email Address:	

Address:		
City:	State:	Dates of Service:
Project Name and Service Description:		

A completed set of tables in Appendix [X]: Relevant Project References that include a list of at least three (3) past and present clients, communities, or direct public sponsor the Proposer has worked for or with over the last five (5) years.

Customer Name:			
Customer Address:			
Year:	Contract Price:	Contract Type:	Location of Work:

Customer Name:			
Customer Address:			
Year:	Contract Price:	Contract Type:	Location of Work:

Customer Name:			
Customer Address:			
Year:	Contract Price:	Contract Type:	Location of Work:

V. Appendix E: Question Form

Proposer Name: [TO FILL IN]	Proposer Representative: [TO FILL IN]	Proposer Address: [TO FILL IN]	Proposer Contact Information: [TO FILL IN] [TELEPHONE NUMBER] and [EMAIL]
Question #	Question	RFP Section/Exhibit Reference	Category 1, 2, or 3*

* Please indicate whether the question is a Category 1, 2 or 3 question:

- a) "Category 1" means a potential "go/no-go" issue that, if not resolved in an acceptable fashion, may preclude the Proposer from submitting a Proposal;
- b) "Category 2" means an issue that, if not resolved in an acceptable fashion, will significantly affect value for money or, taken together with the entirety of other issues, may preclude the Proposer from submitting a Proposal; and
- c) "Category 3" means an issue relating only to typographical errors, incorrect cross-references, or other minor and non-substantive issues.

[To insert]

VI. Appendix F: Design and Development Standards

Purpose

The Design and Development Standards, or (“Standards”), are for the property subject to this RFP. They are intended to create a Mixed-Use Neighborhood near the Hammond Gateway Transit Station. These Standards shall apply to those parcels created by the realignment of the NICTD South Shore Line, the vacation of the former Hammond South Shore Line station, and the realignment of Gostlin Street. These standards set up the format for the development of further guidelines in the Hammond Gateway TDD Overlay District.

Mixed-Use Neighborhoods are medium-scale mixed-use centers. They embody compact development and emphasize connectivity and walkability. A welcoming public realm and storefronts engage the street and draw in passers-by. The development pattern is to be of appropriate scale to the street and may include vertically and horizontally mixed uses. Public open spaces, including plazas, pocket parks, or activated sidewalks and alleys, should serve residents, employees, and visitors. Mixed-Use Neighborhoods provide retail and services to surrounding neighborhoods in a pedestrian-friendly environment, making it possible to accomplish several errands in a single trip and reducing reliance on personal vehicles to get around.

Application. The provisions of the R-4 High Density Residential District base zoning and other applicable provisions of the Zoning Ordinance apply unless modified by the provisions of this overlay zoning district. If these standards are in conflict with provisions of other titles of the Zoning Ordinance, these standards shall apply. See Appendix (X) Additional Information for link to the Zoning Ordinance

Permitted Uses

1. Permitted uses under T/S 6.10, unless otherwise provided herein.
2. Multi-family residential buildings.
3. Mixed-use buildings comprised of commercial space on the ground floor and multi-family residential above or office/commercial above the ground floor.
 - a. Commercial ground floor uses shall only be permitted fronting arterials and local collectors designated in the City of Hammond’s Road Classification Map in the Comprehensive Plan.
4. Ground floor commercial uses in a mixed-use building can include:
 - a. Permitted uses include those numbered 1-7 only permitted in Section 7.10, C-1 Local Commercial District; and
 - b. Restaurants with a gross floor area less than 5,000 sf.
5. Upper floor commercial uses in a mixed-use building includes offices, such as those offering professional services; business incubation; co-working spaces where professionals share centralized resources; and similar.
6. Accessory buildings.
7. Accessory uses listed in T/S 18.70, except:
 - a. 18.70-F is prohibited.

- b. 18.70-G requires written permission from the property owner.
 - c. 18.70 -J is prohibited.
 - d. 18.70-M must be installed with a minimum setback 10 feet from the primary building façade and maximum height 10 ft above the primary roof.
8. Accessory restaurant open air or outdoor seating, in accordance with T/S 18.71.
 9. Accessory residential common amenity spaces provided exclusively for the use of building tenants and incidental to the primary building function as multi-family residential. Such common amenities spaces include fitness center, roof deck, community kitchen, community room, or similar.

Conditional Uses

The following conditional uses are permitted on the ground floor only.

1. Restaurants with a gross floor area of 5,000 sf or greater.
2. Childcare center.
1. Event space, limited

Uses Not Permitted

1. Drive-thru and Drive-In facilities.
2. Off-street parking, as a principal land use.
3. Fireworks.
4. Bed and Breakfast, Lodging House, Boarding or Rooming Houses, Short-Term Rental
5. Library

Development Provisions

Height Regulations

The following regulations apply to all uses in the district:

1. Minimum 3 stories; and
2. Any penthouse that encloses 25% or less of the floor area is excluded from the overall building height calculations.

Lot Area and Width Regulations

The following regulations apply to all uses in the district:

1. Minimum lot width is 40 feet; maximum lot width is 400 feet.
2. No minimum lot area.
3. Lot size shall not govern unit density.

Yard/Setback Requirements

The following regulations apply to all uses in the district:

1. All buildings must front a street on at least one side. Streets may be public or private.
2. Front yard setback will be measured from the centerline of the street. On a lot bounded by two intersecting streets, both streets shall apply the front yard setback.

3. Parking is not permitted in the front yard setback.
4. Accessory structures are not permitted in the front yard setback.
5. Setbacks shall be provided as follows:

Frontage	Front	Side	Rear
Buildings, fronting an arterials and local collector (including Gostlin and Sheffield Streets)	40 ft min 60 ft max	0 ft min	10 ft min
Buildings, fronting other streets (including internal streets, public or private)	35 ft min 45 ft max	0 ft min	10 ft min
Accessory Building or Structure	N/A	10 ft min	10 ft min

- a. Zero lot line setback is subject to applicable Building Code and Fire Code requirements and applicable easements (NICTD and Gostlin and Sheffield Streets).
- b. Where properties are bounded by a traffic circle, the development shall continue a front setback measured from the edge of curb that is consistent with the other bounding street setbacks, as measured from edge of curb, and responsive to the context of the roadway geometry.

Rail Setback

The development of the site shall be guided by the following specific rail setback stipulations due to the necessity of ensuring safety in the vicinity:

- a. **Development Exclusion Zone (Within 25 feet):** The area within 25 feet on either side of the center line of the Hammond Gateway NICTD rail shall be reserved as a clear zone with no development (structural or non-structural) being permitted. This stipulation is derived and enforced with safety as the highest priority.
- b. **Limited Development Zone (25 feet – 40 feet):** The area extending from 25 feet to 40 feet from the center line of the Hammond Gateway NICTD rail is designated as a Limited Development Zone. Within this zone, only certain non-structural development may be permitted, including, but not limited to, landscaping, implantation of subterranean utilities, access road construction, and other minor features. Please note that any form of building or other structural element, regardless of size or nature, will not be permitted within this zone.
- c. **Development Zone (After 40 feet):** The area beyond 40 feet of the center line of the Hammond Gateway NICTD rail, i.e. the development site area, will be developed by the Developer in order to achieve the City and HRC’s goals and objectives of the Project.

Lot and Building Coverage

The following regulations apply to all uses in the district:

1. A maximum of 60% of the total site area may be covered by buildings or structures. Building coverage calculations include all buildings 100 sf or greater.
2. A maximum of 80% of the lot area may be covered by impervious surfaces, inclusive of buildings. The use of green infrastructure or Best Management Practices, in accordance with the Lake County Watershed Development Ordinance, are encouraged to reduce the impacts of development.
3. Remaining lot areas not calculated as lot coverage shall be landscaped, in accordance with the requirements of Title XXII and herein.

Open Space

1. A minimum of 250 sf of usable shared open space per residential unit or 20% of the overall site area shall be provided, whichever is lesser
 - a. A minimum of 50% of shared open space must provide unrestricted access to the public, such as parks, plazas, or similar.
 - b. A maximum of 50% of the open space may be provided in a rooftop accessible only to residents. Private shared open space may be in the form of amenities such as pool, patio, terrace, roof deck, or similar.
 - c. Shared open space may be located in required yard setbacks.

Parking

1. Off-street parking requirements for vehicles will be in accordance with the provisions of Title XX, with the following exceptions:
 - a. Off-street parking for residential uses shall be provided at a rate of 1 parking space per 1 dwelling unit.
 - b. Parking facilities for commercial uses only may be provided collectively if the total number of spaces so provided is no less than 67% of the sum of the separate requirements.
 - c. Off-street parking may not be located within the front yard setbacks.
 - d. Off-street parking may be accommodated by public or private parking lots or structures. Shared parking and Common parking lots or structures are encouraged.
2. Off-street bicycle parking is encouraged at a rate of one bicycle space for every 20 off-street spaces provided, providing no fewer than two bicycle parking spaces.
 - a. A maximum of 75% of bicycle parking may be provided in the building as a common amenity space.
 - b. A minimum of 25% of bicycle parking shall be provided within 100 feet of a building entrance.

Signs

Sign requirements will be in accordance with the provisions of Title XXI. Residential uses shall comply with Section 21.20. Commercial uses shall comply with C-1 District requirements in Section 21.23.

Trees and Planting Areas

Trees and planting areas shall be installed and maintained in accordance with the provisions of Title XXII and per the requirements herein.

1. Materials and Specifications

- a. All plant material shall comply with the Hammond Arboricultural Specifications Manual.
- b. All trees shall be 1.5” caliper at time of planting.
- c. All landscaped planting areas are recommended to have a minimum of 3 ft soil depth.
- d. All canopy trees planted in tree pits are recommended to have a minimum of 600 cubic feet of soil.
- e. Where planting areas are designed for green infrastructure stormwater management, function, design, and plant selection may deviate from provisions herein and will be reviewed for performance as stormwater green infrastructure.

2. Building Foundation Landscaping

- a. Along all facades, provide building foundation landscaping for the length of the building, excepting those areas that function to provide building access, outdoor seating or similarly designated amenity space, bicycle parking, HVAC units or utility meters, or other similar functions.
- b. Building foundation landscaping may be located away from the face of the building if providing a function for green infrastructure stormwater management.

3. Parking Lot Interior Landscaping

- a. Parking Lot interior Landscaping shall be installed and maintained in accordance with the provisions of T/S 22.71 except as modified herein.
- b. Parking planting islands shall be 180 sf minimum.
- c. Use of parking lot planting islands as green infrastructure stormwater management areas is encouraged.

Building Standards

1. Fronting. Any façade facing a street (public or private) shall be considered a front. The primary building entrance shall be located on the primary street front facade.
2. Façade Articulation. The purpose and intentions of the façade articulation regulations are: to inspire four-sided architecture that presents visual interest on all faces of the building; to guard against monolithic buildings and blank or flat façades; and to promote architecture that relates to human scale and proportions, responds to the scale of surrounding context, and reflects vernacular building patterns traditional to Hammond.
 - a. Facades longer than 80 feet in length shall be articulated to provide visual interest. Articulation may be horizontal, vertical, or a combination used in a thoughtful and cohesive manner. Façade articulation may include the elements shown in the table below, or similar. A combination of a minimum of two of the elements is recommended.
 - i. Changes in depth of façade, such as projections and recesses.
 - ii. Change in materials.

1. Changes in primary materials should be accompanied by a change in the depth of façade to reflect the traditional application of building materials and avoid a flattened appearance.
- iii. Changes in roof line or style.
 1. Changes in roofline or style should be accompanied by a change in material and/or a change in depth of façade.
 2. Parapet walls must provide a perpendicular return to appear as a fully enclosed volume, as visible from the street or adjacent properties.
- iv. Architectural features such as pilasters, cornices, or other ornamentation
- v. Windows and doors.
- vi. Architectural awnings and canopies, balconies.
- b. Where two buildings share a 0 ft lot line party wall, the architectural appearance should not be mirrored or duplicated. The two adjoining buildings may share similar elements, features, and materials, but be identifiably distinct.

3. Exterior Building Materials.

- a. Each façade shall be composed of no more than three exterior building materials. Visual interest and variation can be achieved through varied applications of the selected materials.
- b. A side façade abutting a public open space shall be treated as a front façade.
- c. All materials not listed herein require approval by the Plan Commission.
- d. Materials shall be provided as follows:

Materials	Front	Side, Rear
Class A	50% min	25% min
Class B	50% max	50% min
Class C	25% max	50% max

- e. Class A Material. Building facades shall be composed of durable, high-quality materials that reflect traditional building methods and the local character of Hammond.
- f. Class B Materials. Class B materials may be used to supplement Class A durable, high-quality building materials. Class B materials are of medium-to-high quality that may be a lower construction cost, but require more lifetime maintenance. These materials facilitate design expression and visual interest through scale, texture, and pattern.
- g. Class C Materials. Class C materials are the most cost-effective to install but are less durable requiring additional lifetime maintenance or

replacement. These materials are often monolithic in appearance, offering less visual interest.

- h. Acceptable materials are listed by their classification in the table below. Materials found to be substantially similar to those listed may be permitted.

Class A	Class B	Class C
<ul style="list-style-type: none"> ▪ Brick. ▪ Natural and manufactured stone. ▪ Terra cotta. ▪ Architectural concrete masonry units. ▪ Architecturally finished concrete, pre-cast or cast-in-place. 	<ul style="list-style-type: none"> ▪ Siding (natural wood or composite materials), in a lap, vertical beaded or batten board, or shake application. ▪ Composite board or fiber cement board with a maximum 2 ft by 4 ft joint pattern. ▪ Architectural metal panels with a maximum 2 ft x 4 ft joint pattern. 	<ul style="list-style-type: none"> ▪ Natural and synthetic stucco, including EIFS. ▪ Composite board or fiber cement with a maximum 4 ft x 8 ft joint pattern. ▪ Architectural metal panels with a maximum 4 ft x 8 ft joint pattern.

- i. Other materials, dissimilar to those listed herein, may be accepted as determined by the Plan Commission.

4. Transparency.

- a. Transparent glazing area shall be calculated as a percentage of the contiguous façade area measured from interior finished floor to the top of the first floor doors.
- b. Glazing shall not be mirrored nor heavily tinted to appear opaque.
- c. For ground floor commercial uses or common amenity spaces shall provide transparent glazing:
 - i. A minimum 70% on the ground floor front façade.
 - ii. A minimum 40% on the ground floor of a building with two street-facing facades, where the other facade meets the requirement above
 - iii. Predominantly, a sill located at the interior finished floor.
 - iv. Visibility to the interior maintained during hours of operation and unencumbered by interior walls, window displays, signage, or other installations.

5. Openings.

- a. Windows shall be predominantly vertically oriented.
- b. Windows and doors shall be aligned vertically and horizontally to create a visually compelling hierarchy.
- c. Back-of-house or utility doors visible from a street or public space shall be of the same design as primary entrance doors to the building.

Utilitarian lettering or numbering shall be limited to fulfilling the minimum building code requirements.

- d. Overhead doors securing parking or loading shall setback a minimum of 4 feet from the face of the building and selected to match the building façade materials.
- e. The visual impact of mechanical ventilation louvers, including dryer vents, shall be minimized through:
 - i. Locating louvers on side walls of recesses or projections.
 - ii. Grouping louvers with other openings in a cohesive hierarchy.
 - iii. Selecting finish materials for louvers to blend with surrounding exterior building materials.

6. Screening

- a. All rooftop equipment shall be screened on all four sides to fully conceal the equipment from view from all adjacent streets. Materials for roof top screening shall complement the exterior building materials.
- b. Ground-level enclosures 6 ft high shall be provided trash or recycling receptacles and constructed of the same primary exterior building materials as the principal building.
- c. Ground-level enclosures for HVAC and electrical equipment shall be provided and constructed of the same primary exterior building materials as the principal building.
- d. Equipment screening shall be configured to accommodate practical requirements for accessing the equipment.

Driveways/Sidewalks/Bicycle Access

- 1. Common and shared driveways or access points shall be used when connecting to the City streets. Internal common and shared driveways are to be used within the development.
- 2. Sidewalks that cross over driveways shall be constructed according to the requirements for the City Engineer and maintain a continuous elevation and be in compliance with ADA standards.
- 3. Site development shall provide a minimum 10 ft wide sidewalk or paved multi-use path along arterial thoroughfares, a minimum 8ft sidewalk for collector thoroughfares, and a minimum 5 ft wide sidewalk for all other streets.
- 4. Provide continuous and accessible walkways connecting sidewalks, adjacent buildings, parking areas, and building entrances.

Lighting

Outline lighting is prohibited. Outline lighting is the use of string, rope, or similar lighting to trace and define architectural elements such as windows, rooflines, or other features.

VIII. Appendix [X]: Environmental Information – ordering Phase I

IX. Appendix [X]: Other Additional Information

A. Downtown Hammond Master Plan

To view the Downtown Hammond Master Plan, please refer to:
https://www.gohammond.com/wp-content/uploads/Downtown_Hammond_Masterplan_v011520-1.pdf

B. City of Hammond Zoning Ordinances

To view the City of Hammond Zoning Ordinances, please refer to:
<https://www.gohammond.com/wp-content/uploads/departments/zoning/Zoning-Ordinance-8514.pdf>

C. Potential Financial Incentives Web Links

Financial Incentive	Website Link
Federal Housing Administration (“FHA”) / Housing and Urban Development (“HUD”) – HUD 221(d)4 Loans	https://www.hud.loans/fha-221d4
Internal Revenue Service (“IRS”) – Opportunity Zones	https://www.in.gov/gov/governors-office/opportunity-zones/
Indiana Economic Development Corporation (“IEDC”) – Redevelopment Tax Credits	https://iedc.in.gov/indiana-advantages/investments/redevelopment-tax-credit/overview
U.S. Department of Treasury (Community Development Financial Institutions Fund) – New Market Tax Credits (“NMTC”)	https://www.cdfifund.gov/programs-training/programs/new-markets-tax-credit

Financial Incentive	Website Link
Indiana Housing and Community Development Authority (“IHCDA”) – Rental Housing Tax Credits (“RHTC”)	https://www.in.gov/ihcda/developers/rental-housing-tax-credits-rhtc/
Northwest Indiana Regional Development Authority (“RDA”) – Transit Development District (“TDD”) Financial Assistance	https://www.nwitdd.com/

D. Parcel Opportunity Zone Eligibility

Census Tract 18089020400 Opportunity Zone Boundary



To view opportunity zone data in Hammond, IN, please refer to:
<https://www.in.gov/gov/governors-office/opportunity-zones/>

E. Downtown Market Analysis

F. Hammond Gateway and Downtown TOD Strategic Implementation Plan

To view the Hammond Gateway and Downtown TOD Strategic Implementation Plan, please refer to:

https://issuu.com/mksk/docs/hammond_gateway_tod_strategic_implementation_plan

G. Hammond Gateway TDD Summary, Boundary, and Resolution

To view the Hammond Gateway TDD Summary, please refer to:

https://issuu.com/mksk/docs/22_0617_-_nwitdd_summary_document_-_hammond_gateway

