



Church Hill

Redevelopment Opportunity:
2503 Q Street

Request for Qualifications

Release Date: October 6, 2026

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1. Executive Summary

1.1 Introduction

The City of Richmond Department of Housing and Community Development (HCD) is seeking a qualified development team (the “Respondent”) to redevelop 2503 Q Street (the “Site”), an approximately 0.93-acre City-owned property in the Church Hill North neighborhood. This Request for Qualifications (RFQ) is the first stage of a two-stage RFQ-to-RFP solicitation process through which HCD intends to identify one or more development partners capable of delivering a high-quality, income-diverse residential development that reflects the character of the surrounding neighborhood and the City's affordable housing priorities.

The Site fronts North 25th Street and extends through the block to North 26th Street. It is the former site of the Richmond Police Department's (RPD) First Precinct station, which the City occupied from 1989 until April 2026, when RPD relocated to a newly constructed facility near the Richmond City Justice Center. The Site was identified as surplus property by the City in 2024 and is being disposed of as part of a broader initiative by the City to redevelop underused, City-owned properties into affordable and mixed-income housing.

The Site is located in the Church Hill North, which has experienced meaningful transformation over the past decade. Since 2014, population in Church Hill North has increased 16%, a faster rate than the City of Richmond or the Richmond MSA overall. This has resulted in over 1,200 units of multifamily housing being delivered in that span, including the Flats at 25th, which is part of a mixed-use development that is anchored by a grocer. The redevelopment of 2503 Q Street has the opportunity to continue this momentum to spark broader reinvestment in Church Hill North, anchoring revitalization of this historic community and corridor.

Based on the findings of market analysis, stakeholder interviews, and community engagement, HCD envisions a housing-forward, mixed-income development that may include a range of housing types and tenures. At least 20% of the housing units developed on the Site must be affordable to households earning up to 80% of Area Median Income (AMI). The development may also incorporate commercial or other complementary uses where supported by project feasibility. HCD does not prescribe a single site plan and welcomes Respondents to propose a development program and site plan that best achieves project feasibility and the project goals.

Figure 1: Neighborhood Context Map



1.2 Project Goals

The redevelopment of 2503 Q Street is envisioned to deliver quality mixed-income housing that can also serve as a catalyst for further development along the 25th Street corridor, supporting long-term neighborhood revitalization. Through this Project, HCD seeks to accomplish the following goals:

- **Deliver a high-quality mixed-income project** that catalyzes new investment in Church Hill North.
- **Advance equitable development in Church Hill North** by ensuring that at least 20% of the housing units developed on the Site are affordable to households earning up to 80% of Area Median Income (AMI).
- **Support broader revitalization efforts along the 25th Street corridor** by advancing a development vision that adds housing, supports existing and future neighborhood-serving businesses, and contributes to the continued vitality of the corridor.
- **Advance a financially feasible and sustainable development approach** that leverages private capital and non-local funding sources and minimizes reliance on local public incentives or subsidies

- **Maximize value to the City and the community** through project delivery, the financial offer to the City, and broader fiscal, economic, and community benefits.

1.3 Solicitation Process

This solicitation will follow a two-step process whereby qualified and financially capable Respondents to this RFQ will be shortlisted and invited to respond to a subsequent Request for Proposals (RFP). During the RFQ phase, Respondents are invited to present information on their qualifications, past project experience, approach to development, and capacity and approach to securing financing to support this development. HCD will evaluate all complete responses using the criteria outlined in Section 6. Evaluation Criteria.

HCD will host a Pre-Response Conference on **October 13th at 10:00 AM ET**. HCD will accept clarifying questions before **October 20th at 3:00 PM ET**.

Shortlisted Respondents will receive an RFP that will seek greater detail from Respondents about development approach, proposed program, financial plan, and management structure for construction and property management, as well as a financial offer to HCD. The selection panel will select one or more Respondent teams to enter negotiations to ultimately enter into a development agreement.

Figure 2: Anticipated Solicitation Schedule

Milestone	Date
RFQ Released	October 6, 2026
Pre-Response Conference	October 13, 2026, at 10:00 AM ET
RFQ Questions Due	October 20, 2026, at 3:00 PM ET
Response to Written Questions	October 26, 2026
RFQ Response Due	November 20, 2026, at 3:00 PM ET
RFP Release to Shortlist	Winter 2027
RFP Response Due	Spring 2027

2. Project Background and Objectives

2.1 Project Background

2503 Q Street is a City-owned parcel, approximately 0.93 acres, located in the Church Hill North neighborhood, east of Richmond's downtown. The site is surrounded by underutilized retail space, newer townhome development, and is proximate to the East End Branch Library and the Market at 25th development. Beginning in 1989, the Site was used for RPD's First Precinct. In April 2026, the precinct relocated, leaving the property available for redevelopment. The former RPD building and an outdoor storage unit are the only structures remaining on-site.

This disposition is part of a broader push by the City of Richmond, under Mayor Danny Avula's Administration, to activate surplus and underused City-owned real estate to expand the supply of affordable housing.

2.2 Project Goals

HCD has identified the following project goals for the development of the 2503 Q Street site. Respondents should consider maximizing value to the public when considering these goals and any potential tradeoffs between them:

- **Deliver a high-quality mixed-income project** that catalyzes new investment in Church Hill North. Create a quality place that is driven by new housing and improves the quality of life for Church Hill North residents.
- **Catalyze equitable development activity in Church Hill North** by ensuring at least 20% of the housing units on site are affordable to households making up to 80% AMI.
- **Support broad revitalization efforts along the 25th Street corridor** by advancing a development vision that brings new housing units to Church Hill North that can support future small businesses. Deliver a development vision that supports additional residential units and encourages proximity to retail and potential employment uses. Enhance connections to the broader Church Hill North neighborhood and to Downtown Richmond by establishing high standards for walkability, connectivity, and transit access.
- **Advance a financially feasible and sustainable development approach** that demonstrates strong financial capacity, leverages private investment, and minimizes reliance on local incentives or subsidies. Where public financing tools are proposed, Respondents should clearly identify their role in the financing strategy and demonstrate the project's ability to proceed if such resources are limited or unavailable.
- **Maximize value to the City and the community** through the proposed development program, financial offer to the City, project delivery, and broader fiscal, economic, and community benefits.

2.3 Design Parameters

HCD is not prescribing a specific design or development program for this RFQ outside of the requirement for 20% of the units to be affordable for households making up to 80% AMI. Respondents should ensure that proposed development concepts achieve the goals stated in Section 2.2. Based on market analysis and preliminary discussions with experienced developers, HCD anticipates that the site suits a housing-forward development approach that can range in scale depending on the tenure mix, while still fitting with overall neighborhood character. For example, projects that prioritize for-sale units may require a development concept that advances three-story townhomes, whereas a for-rent approach may achieve a four-to-five story apartment complex with ground floor commercial space.

The Site is currently zoned Urban Business (UB) and Single-Family Attached Residential (R-6). It is anticipated that development strategies may require a rezoning or special use permit, and Respondents should consider the prospect of such in their development approach.

At the RFQ stage, HCD is seeking a narrative description of Respondents' development approach and vision for the Site rather than detailed massing or architectural plans. Illustrative diagrams or precedent imagery may be included at the Respondent's discretion but will not be independently scored.

3. Regional Context

3.1 Market Context

Richmond is Virginia's capital and the fifth largest city in the Commonwealth, with a population of nearly 230,000 residents. The 2503 Q Street site is nestled in Church Hill North, which has benefited from Richmond's recent growth, increasing its population by 16% since 2014, compared to 9% citywide growth during the same period. Additionally, median incomes increased by 83% since 2019, supporting an increased retail base in this historic neighborhood. This growth has led to recent momentum for mixed-use projects, such as the Market at 25th development, which includes multifamily apartments anchored by a local grocery store.

Church Hill North is a predominantly renter household community (72% of households are renters) but has seen recent momentum for for-sale housing, adding nearly 800 homeowner households since 2019. The Church Hill North multifamily market has performed strongly over the past decade, quickly absorbing new units within a year of delivery. Since 2015, occupancy rates have quickly returned to approximately 95% following the delivery of new units, demonstrating strong market demand that is expected to continue as the area grows. There have been approximately 1,000 new units of multifamily housing delivered in Church Hill North since 2015, including nearly 200 units constructed in 2025. During the same time, rents have increased by 27%, demonstrating both the viability of market rate development and the need for diverse housing options to support ongoing affordability and reduce displacement pressure on long-term residents.

Commercial activity in Church Hill North favors small-scale, neighborhood-serving uses, but has continued to experience modest growth as the neighborhood's retail base expands. The neighborhood has added over 28,000 square feet of retail space and 82,000 square feet of office space since 2015, increasing local job opportunities and enhancing amenities for Church Hill North residents. Development at 2503 Q Street provides the potential to spark additional commercial activity, supporting overall neighborhood revitalization that will continue to build momentum in Church Hill North, while delivering additional affordability for existing residents.

3.2 Church Hill Neighborhood & Church Hill North Sector

Church Hill is one of Richmond's oldest neighborhoods and is home to local and national histories that shape Richmond's identity. It is perhaps most well known as the site of Patrick Henry's "Give me liberty or give me death!" speech, which occurred at St. John's Episcopal Church in 1775 as part of Virginia's second revolutionary convention. Today, in addition to historic charm, Church Hill is known for its nationally-recognized restaurants, panoramic parks, walkability, and easy access to downtown.

The Site is located in Church Hill North, a sector within the larger Church Hill neighborhood. This immediate area has undergone significant reinvestment over the past decade. The Church Hill North

Retail Center, anchored by the Market at 25th grocery store, opened in 2019 at the intersection of North 25th Street, Fairmount Avenue, and Nine Mile Road. The \$30.7 million mixed-use project was supported in part by a \$3.0 million New Markets Tax Credit investment and has served as a catalyst for further commercial activity along the North 25th Street corridor, which has added independent coffee shops, restaurants, and other small businesses over the past several years.



Photo Credit: Timmons Group

Project Spotlight: The Market at 25th

The Market at 25th was delivered in 2019 by Church Hill North Holdings, a local development team focused on investing in the Church Hill North neighborhood. The mixed-use project is anchored by a grocery store and coffee shop, and includes the Flats at 25th, a modern apartment community. The development is just over two blocks away from the 2503 Q Street site, providing future residents a six-minute walk to this new amenity.

Church Hill North benefits from a concentrated mix of nearby community amenities, including Henry Marsh Elementary School, the East End Public Library, Bon Secours Richmond Community Hospital, the Linwood Robinson Senior Center, and Farm Fresh Grocery, along with direct access to GRTC bus service. The area also maintains quality connections to Downtown Richmond, the heart of Richmond's overall economy. The site is immediately adjacent to a bus stop that provides a 12-minute bus ride to Downtown.

Downtown Richmond is home to over 36,000 jobs and contains a high concentration of some of the largest and highest earning employment sectors in the Richmond Metropolitan Statistical Area (MSA), including real estate and rental leasing (17% of regional jobs) professional, scientific, and technical services (12%), health care and social assistance (11%), finance and insurance (11%), and

management of companies and enterprises (10%).¹ Further, through connections to the existing East-West Pulse BRT, planned North-South Pulse BRT, and Downtown Transfer Hub, the Site provides access to a transit network providing rapid and reliable service to neighborhoods and employment hubs across the region.

4. Development Opportunity

Section 4 provides an overview of the 2503 Q Street site, including physical characteristics, zoning and environmental conditions, ownership status, and considerations related to site readiness, funding, and financing. This information is intended to provide respondents with a clear understanding of existing conditions and HCD's approach to advancing redevelopment.

4.1 Site Description

The Site is located at 2503 Q Street in Church Hill North, with the larger Church Hill neighborhood of Richmond, Virginia, and comprises approximately 0.93 acres, fronting North 25th Street and extending through the block to North 26th Street. The Site is the location of the former First Police Precinct building. The Richmond Police Department (RPD) used the site until April 2026 and has since relocated. HCD is open to redevelopment strategies that consider either adaptive reuse or demolition of the structures on site.

The surrounding area includes a mix of uses, including low-density residential townhomes, small-scale multifamily apartments over ground floor commercial space, four-to-five story apartments, and institutional uses, such as local churches and the East End library.

4.1.1 Zoning

The Site is zoned Urban Business (UB) and Single-Family Attached Residential (R-6). A Special Use Permit was required for the Site's prior police precinct use, and a new Special Use Permit is expected to be required to redevelop the Site for a residential or mixed-use program.

The City of Richmond is in the process of updating its zoning ordinance. In the most recent proposal, Code Refresh 3.0, the site is proposed to be zoned MX-3, which allows up to a three-story residential, commercial, or mixed-use building.

4.1.2 Environmental

The City has not conducted a Phase I or Phase II Environmental Site Assessment. The selected development partner will be expected to conduct further site due diligence upon execution of a development agreement.

¹ Lightcast (2025)

4.1.3 Additional Due Diligence

Survey, title, utility, and geotechnical information for the Site are not yet available.

4.2 Current Ownership

The City of Richmond is the sole owner of the 2503 Q Street site. The property served as the City's First Police Precinct from 1989 through April 2026 and has since been declared surplus, creating an opportunity for redevelopment in partnership with a selected development team.

Consistent with HCD's approach to comparable dispositions, the Site may be offered for sale or through a 99-year ground lease, which would allow for long-term redevelopment while maintaining City ownership of the land. The City may also consider other transaction structures proposed by Respondents. No single transaction structure has been identified as preferred at this stage, and Respondents will be asked to identify their preferred structure as part of Section 5.2, Solicitation Requirements.

4.3 Project Funding and Financing

The selected development partner will be responsible for financing the project and developing a feasible financing plan. Respondents should demonstrate strong financial capacity and the ability to advance the proposed development with limited reliance on local incentives or subsidies.

Financing plans may incorporate federal, state, or local funding sources where eligible and appropriate; however, the availability of such funding should not be assumed. Respondents should clearly identify anticipated funding sources, financing assumptions, and any public investment or incentives necessary to support the proposed development.

5. Submission Requirements

5.1 Procurement Process

The selection of a Developer will occur in two phases. In this first phase, interested parties are required to present information on their qualifications, past project experience, approach to development, and capacity to secure financing to support the Project. The selection panel will evaluate all complete responses using the criteria outlined in Section 6. Evaluation Criteria of this RFQ.

HCD then intends to invite selected Respondents from the RFQ phase to respond to an RFP that requests greater detail on the proposed program, financing structure, and implementation strategy. The selection panel will select one or more teams to enter negotiations to reach a development agreement by the summer of 2027. HCD expects that the selected Developer will break ground on the site by the summer of 2028.

5.1.1 Pre-Response Conference

HCD will host a virtual pre-response conference to discuss the requirements of this RFQ for all interested parties **10:00 AM ET October 13, 2026**, for prospective Respondent teams to ask questions. Attendance is highly recommended but is not mandatory. All potential Respondents can join the meeting using the link below:

Microsoft Teams meeting

The Microsoft Teams meeting link will be posted on the HCD website closer to the meeting date.

5.1.2 Questions and Answers

Questions relating to this RFQ and requests for clarification must be submitted via email to HCD.Development@rva.gov no later than Tuesday, **October 20, 2026, at 3:00 PM ET**.

HCD will compile responses to timely submitted questions and post the official Questions and Answers (Q&A) on the City of Richmond Department of Housing and Community Development website at rva.gov/housing-and-community-development by **Monday, October 26, 2026**.

Respondents are responsible for reviewing the website for posted responses, clarifications, and other updates related to this RFQ.

5.1.3 Acknowledgement of Amendments

If this solicitation is amended, then all terms and conditions, which are not modified, remain unchanged.

It is the responsibility of the offeror to check the City website for any amendments to the solicitation. Amendments will not be mailed or faxed.

Offerors shall acknowledge receipt of any amendment to this solicitation by identifying the amendment number and date in the space provided for this purpose on any Acknowledgement of Amendments Schedule, which they will submit as part of their response to this RFQ.

5.1.4 Submission Instructions

Responses must be submitted electronically via email to HCD.Development@rva.gov. No paper or fax submissions will be accepted. The solicitation will remain open until **3:00 PM, November 20, 2026**. Respondents may submit responses at any time before this deadline.

Prospective Respondents must direct all inquiries to HCD.Development@rva.gov. Contact with any other party may result in rejection of your bid.

5.1.5 Solicitation Schedule

The anticipated schedule for this solicitation is found in Figure 3 below. HCD reserves the right to make changes to the schedule. All such changes shall be made by an amendment to the solicitation. Firms should frequently check the City website for information concerning this solicitation, including amendments.

Figure 3: Anticipated Solicitation Schedule

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5.2 Solicitation Requirements

HCD invites development teams of one or more firms with a track record of delivering mixed-income or mixed-use development and activated public realm space to submit statements of qualifications in response to this RFQ. Complete teams should include firms with necessary design, development, and management expertise to propose, finance, and execute the project.

Respondents are discouraged from providing responses generated by A.I. HCD understands that A.I. may be utilized to support responses but expects respondents to have a human review and edit responses before delivery. Evidence of excessive use of A.I. may result in lower ratings, or having a response deemed non-responsive.

Responses should be limited to no more than 30 pages not including a title page, table of contents, resumes, or any optional illustrations provided. For development teams to be considered for invitation to the RFP phase, Respondents must clearly and completely address each of the following areas in response to this RFQ:

1. **Cover Letter:** Responding teams should prepare a cover letter stating their interest in the opportunity, outlining the capability and suitability of the assembled team, and summarizing the materials presented to support the RFQ response. This letter should also include identification of the primary contact person and signature of their authorized representative.
2. **Description of Organization and Experience:** Respondents should provide a description of all team members comprising the team. Respondent teams should include a description of each organization, their mission and values, an organizational chart summarizing the overall team structure, a list of any MBEs/ESBs/local organizations, and identification of contact persons and key firm management.

Respondents should include a description of the team's collective knowledge and experience with state and local building codes, regulations, sources of funding, financing for residential and commercial development as well as any experience securing and deploying specific sources that are anticipated to be part of the team's eventual capital stack (e.g., LIHTC, NMTC, et al.).

Respondents should demonstrate an ability to execute development of the site, highlighting completed or nearly completed projects in which team members were directly involved.

These projects should demonstrate experience with:

- a. Mixed-income or affordable housing projects,
- b. Neighborhood revitalization efforts, corridor development and reinvestment strategies, or catalytic investments; and
- c. Public-private partnership.

For all projects submitted as examples of relevant previous experience, Respondents should provide: project location; project size and program description; the Respondent member's role in the project; project completion date or expected completion date; public sector involvement, if any; total project cost and financing structure, if available; a representative image or images of the project; and a reference with contact email and phone number.

Respondent teams should include no more than seven (7) prior projects total.

3. **Personnel Experience and Qualifications:** Teams should demonstrate that they include personnel with the experience and expertise necessary to deliver high-quality mixed-income development and public open space. Teams should include:
 - a. Identification of key personnel, including title and role on the proposed team;

- b. An explanation of team members' working relationships in the past and approach to project management;
 - c. Detailed resumes for key personnel, including qualifications (within the current firm or in previous roles). Key personnel should at minimum designate individuals for the following roles:
 - i. Project lead
 - ii. Project manager
 - iii. Construction lead
 - iv. Design lead
 - v. Community engagement lead
- 4. **Development Approach:** Teams should include a description of their vision for the development of the Project, which should be a narrative accompanied by **optional** illustrations or simple diagrams to articulate the development approach. This section should cover at least the following aspects:
 - a. An overall vision for the site that articulates the potential mix of uses for the site and how the development will shape the surrounding urban fabric;
 - b. An approach to financing the project, including any tax credits, public incentives, or development tools that the developer may try to seek;
 - c. An approach integrating a mix of incomes and a potential mix of uses within a single development site; and
 - d. An approach to managing cost escalation throughout predevelopment and development to ensure project implementation.
- 5. **Financial Capacity:** Respondent teams should provide detailed information about their ability to financially fulfill the requirements of the project. Teams should provide the following:
 - a. Information about the Respondent's history of raising capital and a summary of the resources available to complete this project;
 - b. Information about the Respondent's history of attracting public and other nontraditional financing mechanisms that may be applicable to this project;
 - c. Narrative detailing experience using anticipated financing sources such as LIHTC, Affordable Housing Performance Grant, and other state and local programs;
 - d. A proposed approach securing financing in a challenging development environment, including examples of how the Respondent overcame similar challenges in other projects;
 - e. A general description of the sources of debt and/or equity that the Respondent believes will be interested in this project, including any supporting documentation readily available. Respondents must include:
 - i. Statements or letters of support from any potential debt and/or equity sources;
 - ii. Respondent audited financial statements covering the last three years; and
 - iii. 10-k filings to the Securities and Exchange Commission, if applicable.

- 6. Respondent Questions:** Respondent teams must provide a brief narrative addressing the following topics.
- a. Preferred transaction structure (answers regarding the preferred transaction structure will not be assessed under the evaluation criteria in 6. Evaluation Criteria, but must be provided for the response to be considered complete).
 - b. (Scored) Approach to positioning this site to catalyze broader commercial and neighborhood revitalization, including providing 1-2 examples of redevelopment efforts that were part of a broader neighborhood revitalization strategy, particularly where the project was the first phase of a broader revitalization effort.
 - c. (Scored) Approach to community engagement, including providing 1-2 examples of community engagement efforts your team led specific to a site redevelopment process.
 - d. Any additional suggested project parameters that HCD might want to consider that would assist in enhancing project feasibility and implementation success.

5.3 Confidentiality of Submissions

HCD is subject to the Virginia Freedom of Information Act (FOIA). Therefore, the contents of this RFQ and the Respondent's proposal submitted in response to this RFQ shall be considered public documents and are subject to the Virginia FOIA statutes. As such, all proposals submitted to HCD will be available for inspection and copying by the public after the selection process has been concluded. There are, however, various items that may be exempt under public disclosure laws. If any proprietary, privileged, or confidential information or data is included in the Contractor's proposal, each page that contains this information or data should be marked as such (e.g., "Proprietary," "Confidential," "Business Secret," or "Competition Sensitive") in order to indicate your claims to an exemption provided in the Virginia FOIA. It is HCD's sole right and responsibility, however, to make the determination whether these items are exempt or not under the Virginia FOIA statutes.

Subject to FOIA, by submitting a response to the RFQ and any subsequent information, Respondent and any affiliated organizations acknowledge that if the Respondent's team is eliminated from the evaluation process, HCD will not provide feedback on reasons for the elimination prior to the completion of all legal actions required by HCD for the selected Respondent team(s) and associated Project for this RFQ and subsequent RFP.

All data, documentation and innovations developed as a result of these contractual services shall become the property of HCD.

5.4 Disclaimers

HCD reserves the right, at its collective sole discretion to:

- Request clarifications;
- Terminate consideration of any Respondent for any reason and at any time;
- Modify, suspend, discontinue, or terminate the process described herein at any time for any reason;

- Change or deviate from the dates identified in this RFQ;
- Conduct investigations regarding the qualifications and experience of any development team or partner thereof; and
- Take any other action regarding the property that it deems is in the best interest of the City of Richmond.

All costs directly or indirectly related to preparation of a response to this solicitation or any oral presentation to supplement and/or clarify a proposal which may be required by HCD shall be the sole responsibility of and shall be borne by the offeror.

6. Evaluation Criteria

The selection panel will review all submissions for quality, completeness, and compliance with the submission requirements and project goals outlined above. The selection panel will evaluate RFQ Respondents primarily based on experience and financial capacity but will also assess their development approach. Evaluation will be based on the evaluation criteria defined below to select a shortlist to advance to the RFP phase:

Development Approach

- Alignment of the Respondent's proposed development strategy with the priorities and project goals outlined in this RFQ.
- Demonstrated understanding of applicable market conditions and the ability to develop a program responsive to market demand.
- Integration of the anticipated development and design approach with the project goals, Site context, and surrounding urban fabric.
- Demonstrated understanding of key implementation considerations, including entitlement, financing, phasing, and project delivery.

Firm Experience

- Alignment of the Respondent's organizational structure, experience, and demonstrated capabilities with the needs and objectives of the project.
- Demonstrated ability to successfully execute complex development projects in a financially sound and timely manner.
- Demonstrated experience completing projects of similar complexity, type, and scale, particularly mixed-use, mixed-income, multifamily, and other projects involving multiple uses, stakeholders, or financing sources. **Highly rated Respondent teams will be able to demonstrate experience across their team with:**
 - At minimum, three (3) mixed-income or mixed-use development projects completed within the past 10 years, each with either a total project value equal to or exceeding \$20 million or each with a total program of at least 100,000 gross SF;
 - At minimum two (2) public-private partnership projects completed within the past 10 years;

- At minimum two (2) projects completed within the Southeast or Mid-Atlantic within the past two years.

Individual Experience

- Alignment of the qualifications and relevant expertise of key personnel proposed for the project with the project scope and objectives.
- Demonstrated individual experience in completing projects similar in complexity, type, and magnitude. ***Highly rated Respondent teams will be able to demonstrate that designated individuals in the Key Personnel section have at least the following number of years of experience:***
 - Project lead: 15 years
 - Project manager: 10 years
 - Construction lead: 10 years
 - Design lead: 7 years
 - Community engagement lead: 5 years

Financial Capacity

- Demonstrated financial strength, stability, and capacity to undertake and successfully complete a development of the anticipated scale and complexity.
- Demonstrated access to private debt and equity capital and a successful track record of securing financing and achieving financial close on comparable development projects.
- Demonstrated ability to structure and advance financially feasible projects with limited reliance on local public incentives.
- Demonstrated ability to manage financing, construction cost, market, and other implementation risks under changing or challenging economic conditions.
- Adequate evidence of the Respondent's financial strength and stability, including satisfactory review of financial statements, 10-K filings where applicable, and other relevant financial information, as well as credible evidence of relationships with debt and equity partners.
- Projects that rely on local subsidies or incentives will be deducted points.

Respondent Questions

- Demonstrated track record of advancing development that support broader community revitalization efforts, a corridor redevelopment strategy, or other development that was the first phase of a broader reinvestment effort.
- Demonstrated ability to facilitate meaningful community engagement that is responsive to community needs while also delivering the project within a reasonable time frame.

Scores of shortlisted Respondents will not be carried over to the RFP stage, which will be evaluated separately.

Appendix 1. Relevant Plans and Reference Documents

Program Name	Description
City of Richmond Zoning Ordinance	Current zoning ordinance for the City of Richmond
Code Refresh 3.0 Draft Zoning Code	Draft updated zoning code for the City of Richmond.
Richmond 300	City of Richmond Master Plan