



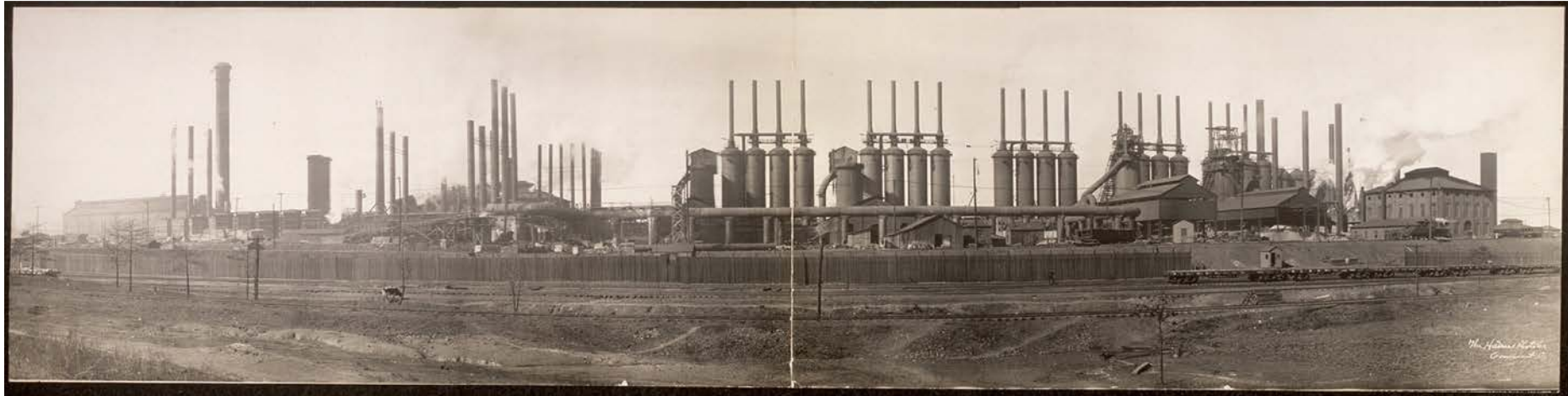
# Downtown Ensley Revitalization

We are coordinating a **comprehensive economic and community development strategy** for Ensley, marshalling public and private resources and anchored by the vision and guidance of local merchants and residents.

Ensley: Then and Now  
The Approach: Industrial, Commercial,  
Retail and Residential  
Ramsay McCormack Development  
RFP Process  
Ensley District Developers

# **Ensley: Then and Now**

Ensley was founded in 1887 to service the workers of the Tennessee Coal and Iron Company's Ensley Works, later bought by U.S. Steel in 1907.



Haines Photo Co.; Conneaut, Ohio. January 14, 1909. Library of Congress.

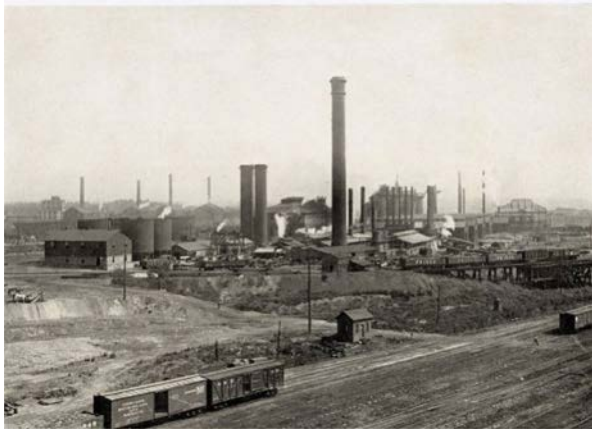
Ensley



Ensley Works



As Ensley Works grew, so did Ensley.



Isidore Newman & Son Photographs, 1908, Birmingham Public Library.



## 19th Street became a bustling commercial thoroughfare...

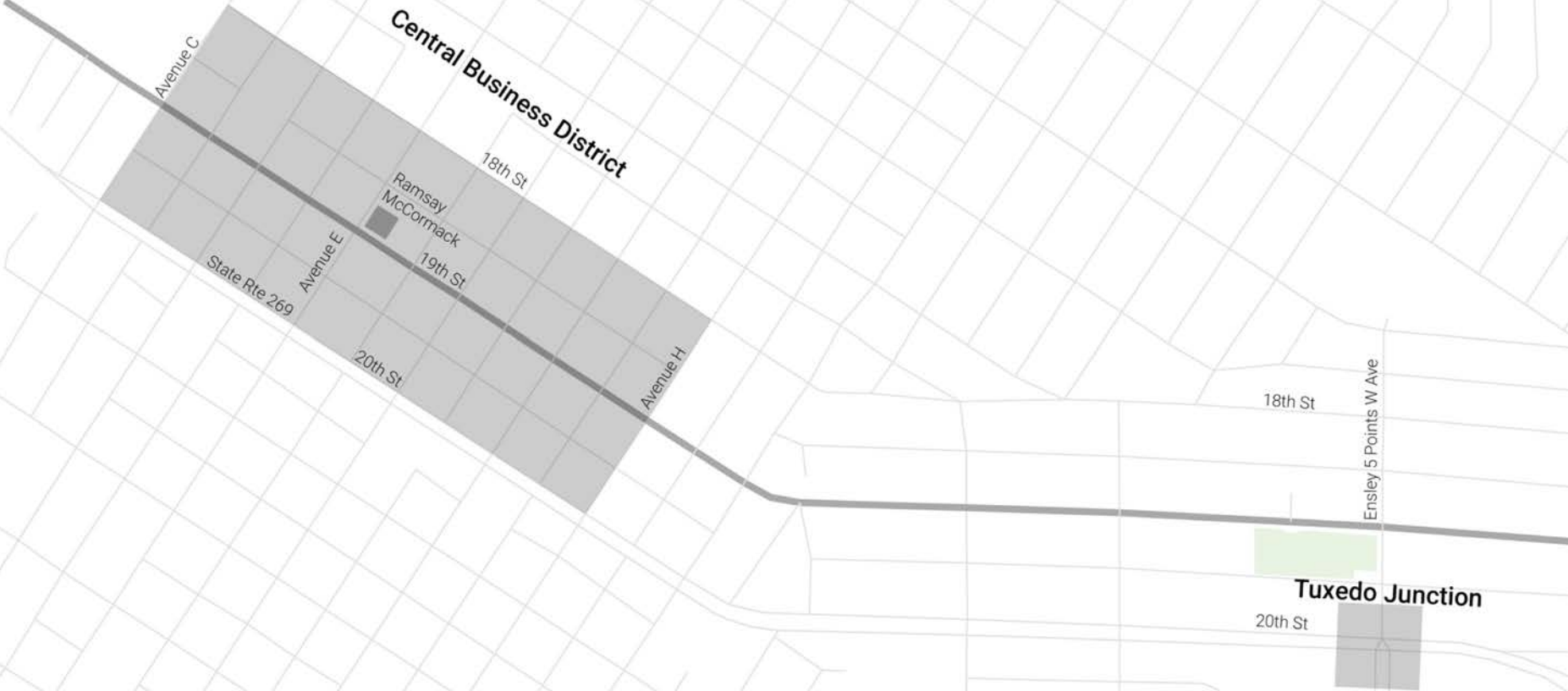


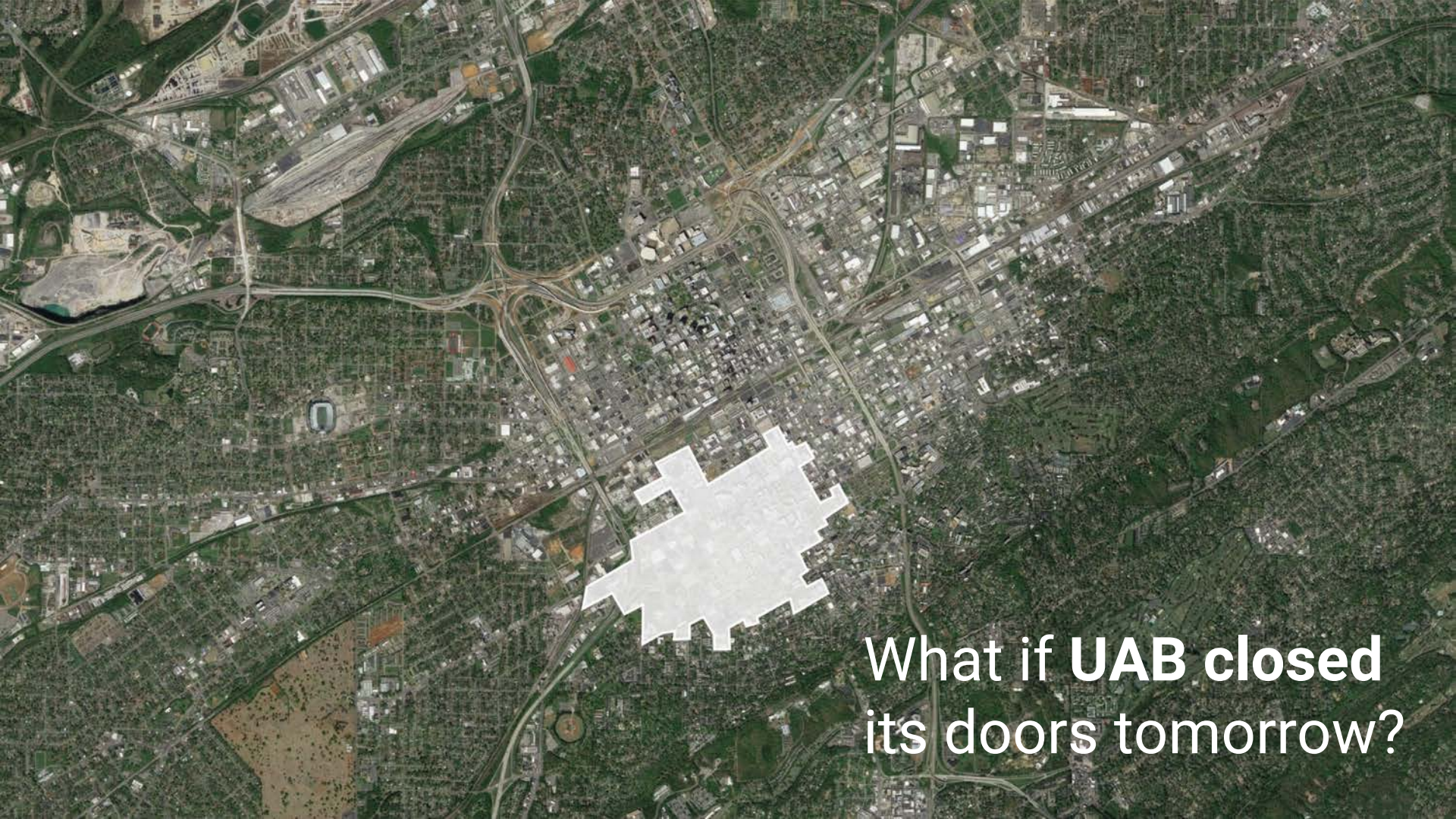
19th Street Ensley, looking toward Belle Theater, 1927. Birmingham Public Library



Theodore Roosevelt addressing crowd at Ensley, Ala., on the occasion of National Child Labor Committee Conference at Birmingham. Attributed to Lewis Hine, 1911. Library of Congress.

A central business district formed along 19th Street.





What if **UAB** closed  
its doors tomorrow?

U. S. Steel closed its open hearths in 1975 and closed the last major operating section of the Ensley Works, the melt shop, in 1976.



Leland Kent, *Abandoned Southeast*.



Leland Kent, *Abandoned Southeast*.

The works were shuttered in 1979 and all activity on the site ceased in 1984.

**34,000**

jobs lost

**90%**

population decline  
since 1960s peak

**45,000**

residents at peak

**4,500**

residents today

# **Ensley Today**



IDEAL

FURNITURE

EASY TERMS



# **Future Vision**

How can we restore  
this former industrial  
and cultural hub to its  
earlier **vibrancy**?

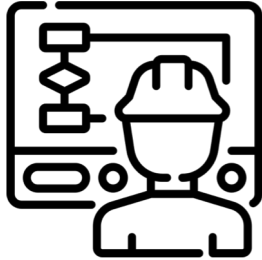


# VISION

Ensley will become a model for place-based economic and community development that elevates the quality of life of current residents and local merchants while attracting external investment.

# GOAL

Restore Ensley as a vibrant hub in 10-15 years, creating jobs, growing neighborhood businesses, and creating wealth through entrepreneurship, spurring and supporting other large-scale developments in the historic downtown commercial district.



Industrial job growth



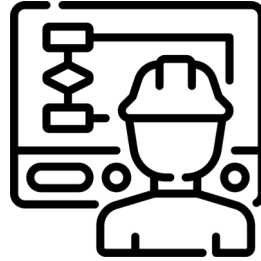
Stimulating housing and residential opportunities



Retail and commercial real estate development

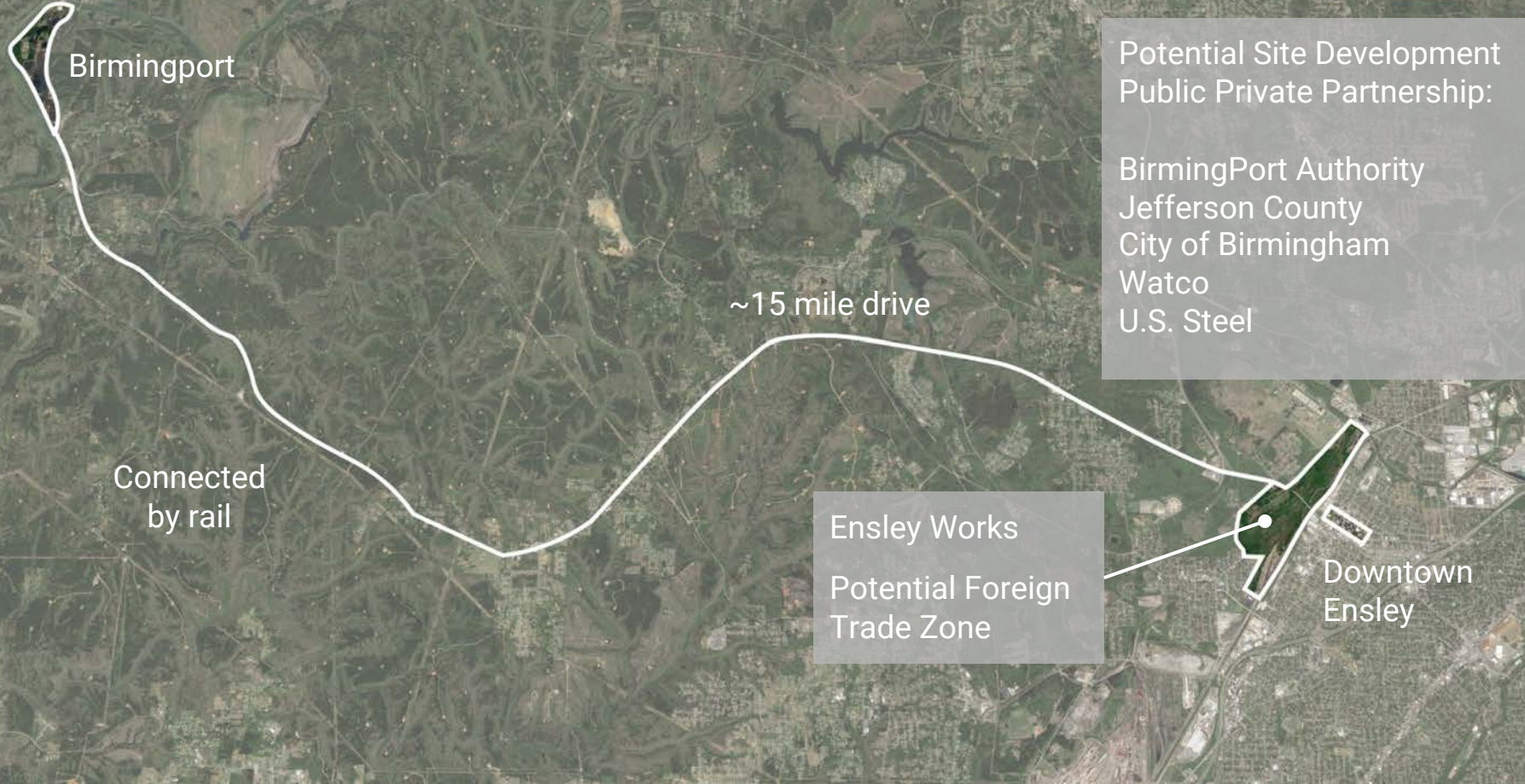


Supporting new civic infrastructure



Growing Quality Jobs

# Leverage connectivity between the Port and Ensley.



Birminghamport

~15 mile drive

Connected  
by rail

Potential Site Development  
Public Private Partnership:

BirminghamPort Authority  
Jefferson County  
City of Birmingham  
Watco  
U.S. Steel

Ensley Works  
Potential Foreign  
Trade Zone

Downtown  
Ensley

Growing Quality Jobs

## Invest in Ensley as a “job hub” for logistics.

Birmingham sits at the nexus of major automotive manufacturers and OEMs (Mercedes, Hyundai, Honda, and Toyota-Mazda). With four major highways, three Class I rail lines, and a competitive regional airport, Birmingham has deepened its strength in logistics and supply chain management.





“The biggest reason for our new facility in Birmingham is logistics,” he said. “Having a warehouse in [Ensley] logistically allows us to get products to the Southeast more efficiently, quicker and at a better price for customers. Any production facility that is close by logistically helps everyone throughout the channel, from the lumberyard all the way down to the homeowner.”

— Simpson Door Co.

August 9, 2019  
AL.com



# Catalyzing Investment in Commercial Development

Catalyzing Commercial and Retail Development

## Invest in Ramsay McCormack redevelopment.

Ensure that Ramsay McCormack is fully revitalized, creating jobs, growing neighborhood businesses, and creating wealth through entrepreneurship, spurring and supporting other developments in downtown Ensley.



# Request-for-Proposals: A Process for Redevelopment

- **February 25, 2019:** RFP released by City of Birmingham via website, published locally and on national industry sites.
- **April 12, 2019:** Four RFP responses received by the City
- **May 3 & 6 2019:** Selection committee scores applications and meets to discuss proposals. *9-person Selection committee comprised of representatives from Mayor's office, IEO, Finance, Transportation, Community Development, Planning & Engineering, 19<sup>th</sup> street property owners and the business community.*
- **May 14, 2019:** Scores are compiled and Historic District Developers emerges as highest scored application.

# Selection Criteria: Three Primary Areas

1. **Vision** for project that is in line with goals of RFP, including job growth and inclusivity of local, women- and minority-owned businesses
2. **Demonstrated experience** in completing projects of similar size and scope
3. **Demonstrated ability to secure the financial resources** needed to pull off a project of this magnitude.

# Scoring

<b>Selection Committee Member</b>	<b>Proposal 1</b>	<b>Proposal 2</b>	<b>Proposal 3</b>	<b>Historic District Developers</b>
1	23	19	23	45
2	16	21.5	32	33.5
3	17	28	23	46
4	3	0	9	10
5	28	26	33	40
6	41	36	41	47
7	26	31	29	41
8	33	38	34	37
9	25	26	20	37
<b>Total</b>	<b>212</b>	<b>225.5</b>	<b>244</b>	<b>336.5</b>
<i>Average</i>	<i>24</i>	<i>25</i>	<i>27</i>	<i>37</i>

# Ramsay McCormack: Agreement for Consideration Today

Summary for milestones and City payments (\$4 million total):

- **Phase 1: Workplan.** Upon the effective date of the agreement, the City will pay Ensley District Developers \$200,000 to complete a comprehensive work plan by December 6, 2019.
- **Phase 2&3: Property Conveyance and Pre-Construction.** Upon approval of the work plan, the City will provide \$1.3 million to the developers for pre-development. This will include engaging local firms to manage the project, hiring designers, architects and engineers and sustained community engagement with Ensley property owners and residents. The City will also convey the land on an “as is, where is” basis to the developers and provide \$1.3 million.
- **Phase 4: Initial Site Development.** Upon commencement of construction and after certain definitive milestones are achieved, or August 1, 2020, whichever is earlier, the City will provide \$2.5 million toward the rehabilitation of the historic site toward a commercial use.
- **Phase 5-8 Site Development Work, Project Completion and Occupancy.** The building will be prepared for one or more tenants on or before August 1, 2023, focusing on leveraging uses for logistics, commercial and retail space, and potentially modern, co-working office space.

# Ramsay McCormack Winning Proposal: Historic District Developers

## DIRECT INVEST DEVELOPMENT PRINCIPALS



**Carlton Brown**  
Principal, Concept, Design & Marketing

- Over three decades of real estate development experience focused on “Creating Restorative Human Settlements”
- Developed over 1,000 DU of mixed income and affordable housing in emerging urban markets
- Responsible for development of over 3 million SF of corporate space for AT&T
- One of the founders of the Green Building movement in the United States



**Mike Abebe**  
Principal, Land Acquisition, Zoning and Rental Operation

- Over 20-years in construction and real estate development business
- Over a two decade span, has built a formidable land bank with a concentration of assets in West Atlanta
- Has built over 1,000 homes in major inner city neighborhoods of Atlanta, Baltimore and Minneapolis, with 70% qualifying under affordable housing guidelines



**Gizman Abbas**  
Principal, Capital Formation, Finance & Structuring

- Engineer with financial expertise
- Southern Company, Exxon Mobil, Morgan Stanley, Goldman Sachs
- Has invested \$7Bn+ during investment career
- Founding Partner of Apollo Global Management commodities business
- Core member of team that produced 60%+ IRR in Goldman Sachs IPP business<sup>1</sup>



**Irvin Henderson<sup>2</sup>**  
Principal, Henderson & Company

- Thirty-five years in construction and real estate development business
- Expertise in the areas of community development finance and capital structure, historic preservation, tax credit development and structuring
- Trustee emeritus of the National Trust for Historic Preservation, Executive Committee Member and Past Chair of the National Community Reinvestment Coalition, and Audit Chair of the National Main Street Center



**Who We Are?**

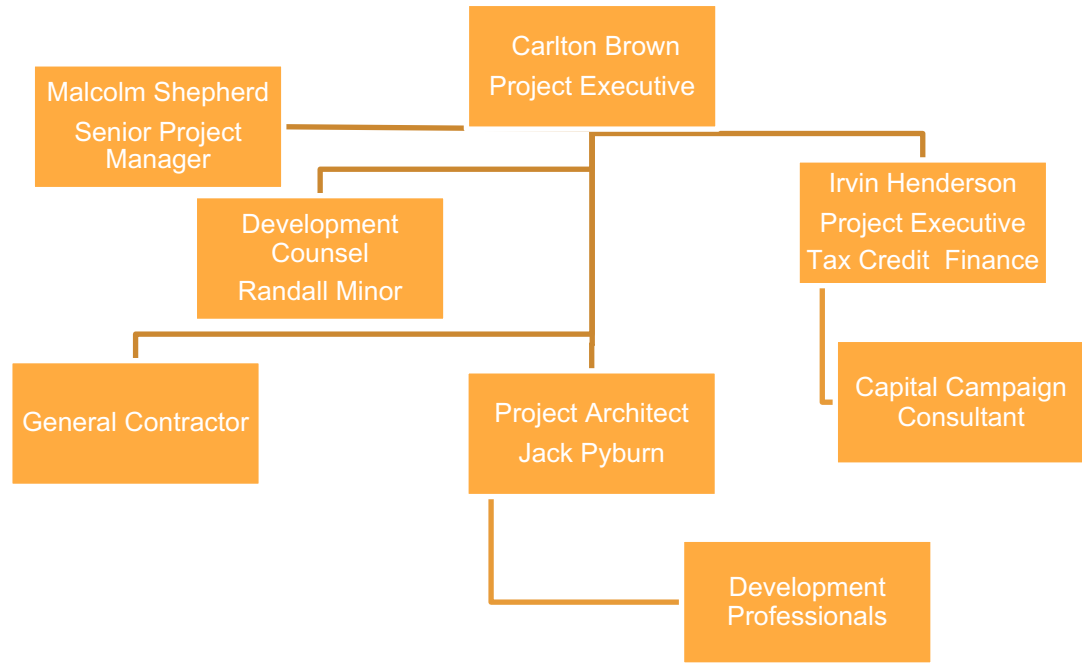
**Historic District  
Developers, LLC**

*Direct Invest Development, LLC*

*Henderson & Company*

*Lord Aeck Sargent, Architect*

*Maynard, Cooper & Gale, Attorneys*



## Broad Experience

Historic Preservation Tax Credit Projects

Preservation of significant African  
American Properties

Working in Birmingham

Working with organizations like the F&A  
Masons

- 16<sup>th</sup> Street Baptist Church, Birmingham, AL
- A.G. Gaston Motel, Birmingham, AL
- Montgomery Bus Station, Montgomery, AL
- Selma-Montgomery Civil Rights Trail, AL
- Paschals Restaurant, Carousel Lounge and Hotel, Atlanta, GA
- Ebenezer Baptist Church, Atlanta, GA
- MLK Birth Home, Atlanta, GA
- Trevor Arnett Hall, Clark Atlanta University, Atlanta, GA
- Oglethorpe Hall, Clark Atlanta University, Atlanta, GA
- Hubbard Equalization School, Lumkin, GA
- Pleasant Hill Neighborhood, Macon, GA
- Modjeska Simkins House, Columbia, SC
- Slave Quarters, Oakland Plantation, LA
- Infirmary, Magnolia Plantation, LA



## Direct Invest Development Harlem



Henderson & Company  
740 15<sup>th</sup> Street DC

Henderson  
& Company  
-ICA  
GreenRise -  
Chicago





# NATIONAL ECONOMIC JUSTICE CENTER – WASHINGTON, DC

HENDERSON & COMPANY

## What We Believe About Ensley



All of the parts must fit together to make a successful economic district. The whole is greater than the sum of the parts



Individual Buildings cannot be viewed as stand alones but as part of an integrated historical and contemporary economic fabric



The District must have twin economic engines of logistics and entertainment to generate the jobs, small businesses, foot traffic and residents needed for a vibrant community

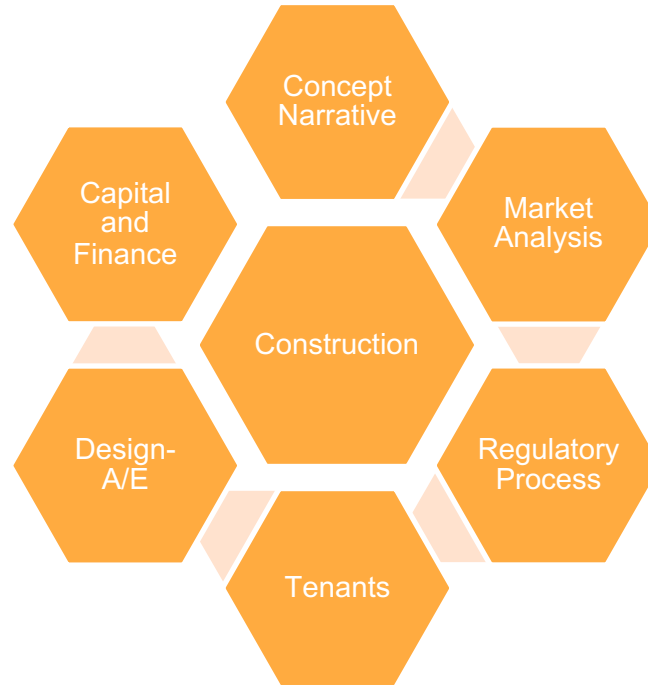


Economics alone will not reestablish this once vibrant community. The sense of community and collaboration will be built upon the foundations established there by current pioneers



A market for this disinvested community must be constructed piece by piece based on a shared grand vision for the future

# THE DEVELOPMENT PROCESS





# Ensley District Developers, LLC is a team with proven experience

- Have Completed More than 2 dozen HSRs
- Have Completed More than 100+ Historic Buildings
- Have Structured Historic Tax Credits and New Market Tax Credits for more than \$1 Billion in Real Estate Value
- Have Collectively Completed Over 10,000,000 SF of Building Projects
- We Manage the Process of Design, Finance, Construction, Rent up and Stabilization as a Continuous Integrated Process

# Collaborate with current landowners to develop retail.

Current property owners in downtown Ensley have proposed repurposing their buildings to open up opportunities for retail investments. Dine-in restaurants, jazz clubs, coffee shops, and creative co-working spaces are critical components of downtown Ensley's future and its past.





# Catalyzing Investment in Retail Development

# Support Ensley small businesses.

Small businesses are a crucial source of job growth and neighborhood spirit in our community. We will continue to drive resources to build capacity among local business owners in the Ensley area, assisting existing owners and fostering new ones.

- Entrepreneurial training
- Technical assistance
- Facade improvement grants





# Renewing Residential Investment

# Develop the Ensley High School site.

Having recently purchased Ensley High School from the School District, the City will issue an RFP for mixed used redevelopment of site, collaborating with HABD to leverage the site's proximity to Tuxedo Terrace and other HABD property. Located in an Opportunity Zone, the site is eligible for Opportunity Zone capital and other public financing tools.





Rebranding Ensley as a  
Place Of Opportunity And  
Civic Strength

Rebranding Ensley as a Place of Opportunity and Civic Strength

## Develop civic capacity in young people.

Civic leadership has defined Birmingham's greatest periods, and it will do so again. Cultivate committed leaders at Jackson-Olin High School to take on challenges near their schools, co-create development plans on blocks in Ensley, and engage in projects that meaningfully elevate the quality of life for Ensley residents.



Jackson-Olin Students



ENSLE

X

