



# REQUEST FOR URBAN PLANNING AND LAND USE SERVICES

**Request for Proposals**

## **Abstract**

The Tampa Bay Economic Development Council seeks an experienced urban/land use planner to help us visualize and develop a plan to create the East Tampa Columbus Drive Industrial District.

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September 9, 2021

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## REQUEST FOR PROPOSALS FOR URBAN PLANNING AND LAND USE SERVICES

### Introduction

The Tampa Bay Economic Development Corporation (“TBEDC” or “We” or “Our”) is soliciting proposals from firms to provide urban planning and land use services. ***We seek a consulting firm or team to help craft a vision for an industrial district and provide direction for the physical and financial aspects of redeveloping the district.*** Should your firm have an interest in providing such services, please submit one original and four copies of your proposal, tabulated as instructed in the Proposal Requirements Section, to us by **5:00PM EST on or before November 12, 2021**, directly to our office at the following address:

Tony T. Brown  
Director, Community development  
Tampa Bay Economic Development Corporation  
101 E. Kennedy Blvd.  
Suite 1750  
Tampa, FL 33602  
[tbrown@tampabayedc.com](mailto:tbrown@tampabayedc.com)

### Registration and Due Dates

Should you have an interest in submitting a proposal to us, please contact Tony Brown via email ([tbrown@tampabayedc.com](mailto:tbrown@tampabayedc.com)) and in the Subject Line Type: “Intend to Reply to Urban Planning RFP” by September 24, 2021 at 5:00PM (EST). All questions regarding this procurement service should be sent to Tony Brown by October 8, 2021, at 5:00PM (EST). We will forward a response to all questions received to vendors who registered by the deadline. We will endeavor to publish responses to questions by October 25, 2021, by sending emails to firms that registered. All proposals must be received in our office by 5:00PM (EST) on November 12, 2021.

### Background/Our Organization

#### Mission

Our mission is to develop and sustain a thriving local economy by focusing on the attraction, expansion and retention of high wage jobs and capital investments.

#### Vision

We are recognized nationally as a community transformed by job growth, business

innovation and international trade.

## Placemaking Goal

To drive projects and initiatives that promote Tampa Bay's competitiveness as a destination for business and talent by showcasing the region's quality of place. We are committed to an inclusive economy and helping to bring economic opportunity to all of Tampa Bay's region and market segments.

- In 2020, TBEDC announced its Placemaking Goal to develop and promote an Opportunity Zones program.
- In February 2021, TBEDC hired a fulltime employee as Director of Community Development to lead its Placemaking activities.

## Services Required

The TBEDC seeks an urban/land use planner ("Consultant") **to help us visualize and develop a plan to create the East Tampa Columbus Drive Industrial District ("District or Target Area")**. There is an increasing realization in the United States that organized industrial parks may be a powerful tool for community industrial development. TBEDC has set its sights on the E. Columbus Area in Tampa, Florida (census tract #12057003500 and #12057003600) for redevelopment as an industrial District or branded hub for manufacturing, logistics and distributions.

At the publication of this RFP, the TBEDC intends to respond to the Build Back Better Regional Challenge Grant – Phase 1 (BBBRC Grant) offered by the Economic Development Agency (EDA) of the U.S. Department of Commerce. The BBBRC Grant will offer funding to transform regional economies through a collection of complementary, aligned construction and non-construction projects organized under a singular vision and designed to grow new industries and scale existing ones. The TBEDC began its vision for the Industrial District before the EDA announcement. The funding of this contract is not dependent on the planning award. The prospect of an implementation award from \$25 million to \$75 million would allow the Consultant's recommendations to be implemented and therefore many of the tasks outlined below are intended to foster the requirements to complete the Phase 2 application of the BBBRC Grant should the TBEDC be extended an invitation to apply.

As Tampa Bay's leading business recruitment agency, TBEDC is well suited to transform a blighted light manufacturing and transportation center in East Tampa, into an attractive industrial district with regional economic impact. The work required of the Consultant is explained below.

### DESIRED QUALIFICATIONS

- Knowledge and experience in the preparation of master plan development for heavy and light industrial parks.
- Knowledge and experience of applicable land use regulations and zoning for Tampa,

Florida.

- Knowledge, experience, and legal requirements pertaining to the Community Redevelopment Act (FS Chapter 163, Part III) and the federal Opportunity Zones and New Markets Tax Credit Programs.
- Knowledge and experience in working with economic development organizations.
- Proven track record of customer service and responsiveness to clients in a high contact setting.
- Insight in understanding the needs of a challenged community with demographic trends similar to East Tampa with knowledge and experience for developing an inclusive economic development program and strategy.

### Task 1: Area Definition

The chosen consultant (“Consultant or Team”) will define the boundaries of the Columbus Drive Industrial District (“District”) with emphasis on access to highways, railways, and the Port within census tracts #12057003500 and #12057003600. The Consultant shall ensure that the boundaries are within a federally Qualified Opportunity Zone, primarily; and the East Tampa Community Redevelopment Area, secondarily. Selection of the area’s boundaries should establish a distinct sense of place through enhanced wayfinding, landscaping, lighting, and other ideas generated by the Team.

### Task 2: Community and Business Involvement

The Consultant shall conduct in-person and/or virtual public outreach meetings during the engagement through meetings, workshops, social media promotions, interviews, and other public participation as directed by TBEDC staff. The purpose of the public involvement component is to engage the active participation of targeted businesses, organizations and community groups in the EDC’s efforts and to continue building consensus around the vision for the area and to inform TBEDC investors of the progress and recommendations of the vision and redevelopment plans. The following community engagement meetings are the minimum to be included in Consultant’s response.

#### A. Initial Meetings.

The Consultant shall hold two meetings with the TBEDC Staff and meetings with the Business Development and/or Competitiveness Committee (assume up to 4 meetings), announcing the kick-off of the East Tampa Columbus Drive Industrial District Visioning and Redevelopment Plan. The meetings will validate goals and objectives of the Visionary Redevelopment Plan and the purpose of the Industrial District initiative will be presented. The Consultant will have the opportunity to identify additional issues at these meetings to incorporate in the scope of work.

B. Target Area Business Meetings.

In consultation with TBEDC staff, the Consultant shall conduct two workshops with area businesses to voice their ideas for the Industrial District and secure their formal participation as a “Business Partner.” The activities of the Business Partner shall be defined to include, but necessarily limited to, an agreed member of the District;<sup>1</sup> be in support of the vision of the District and its economic growth strategies;<sup>2</sup> and participate in a community benefits program to be developed by members of the District.

C. Community Outreach Meetings

In consultation with TBEDC staff, the Consultant shall conduct two workshops or presentations (virtual or in-person) to the East Tampa community. The workshops or presentations should garner community input and support for the vision of the Industrial District and ensure equity (i.e., economic inclusion) and other related considerations as a cornerstone of the planning efforts. The key themes and engagement framework should focus on how improvements and redevelopment activities can support broader community goals relating to job access, walkability, housing affordability, minority business incubation and inclusion, etc.

D. Final Meeting.

The Consultant, at the direction of the TBEDC staff, shall present the final report to up to three audiences that will include two internal TBEDC audiences and possibly one external public group (City of Tampa Community Redevelopment Agency Board).

### Task 3: Planning & Project Development

The TBEDC envisions the East Tampa Columbus Drive Industrial District as a “regional innovation cluster.” We desire to mobilize the region for growth and success; and the Consultant’s work will define our role in leading this cluster strategy to economic prosperity. The plan should include both near-term actions that can be accomplished in the first year and a longer-term strategy to drive durable change. The Consultant shall focus closely on this important task which shall commence immediately upon notification to proceed from the TBEDC. This task will serve as an umbrella for the entire project and formulate steps for a five-year action plan and beyond.

A. Placemaking

1. The Consultant shall create a master plan for the area taking into consideration the varied ownership of real estate parcels and create a shared vision for architectural design, streetscape, and common area amenities<sup>3</sup>. Attention should be given to Crime Prevention Through Environmental Design (CPTED) principles, walkability, and

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<sup>1</sup> Responsibilities and amenities to be defined

<sup>2</sup> Ideas include wage growth, scaling and growth of area businesses or industries, and a common vision for the District’s physical designs,

<sup>3</sup> food truck locations, recreational amenities to promote employee wellness, walkability and connectivity. A place that feels special (placemaking).

visual appeal.

2. The Consultant shall identify and interview major businesses, property owners and devise a land use plan consistent with the long-term interests and growth potential of these stakeholders.
3. The Consultant shall interview University of South Florida (USF) officials for establishing a Smart Manufacturing Innovation Institute (SMII) as an anchor in the District. The goal of SMII is to accelerate the digital transformation of manufacturing throughout the state. The TBEDC desires for the SMII to be a showcase service in the District and for firms to utilize SMII to grow revenues and quality jobs. The Consultant shall document how SMII and the TBEDC can collaborate to recruit companies and outline the success measures to be tracked.

#### B. Market Analysis

1. The Consultant is expected to understand the goals, objectives, and programs of the East Tampa CRA to inform its recommendations. The East Tampa Strategic Action Plan (“SAP”) as completed (or in draft) for the East Tampa Community Redevelopment Area (CRA) shall be reviewed. The Consultant shall highlight any significant ideas not included in the SAP as possible new public-private partnerships, particularly as it relates to business and economic development initiatives. The Consultant should denote recommendations that may require tax increment financing and thus impact the East Tampa CRA Budget.
2. Consultant will gather pertinent demographic data and other economic information and projections to report current jobs in the Target Area and the potential for new jobs and increased wages. Information may be gathered from area businesses, state and local demographers and economic development officials to determine nuances/niches in market characteristics that may not be readily apparent. The demographic and economic analysis is a foundation piece for the more specific and meaningful market analysis to be projected for the District.
3. Use data analysis to identify the businesses in the Target Area active in TBEDC’s key target industries and strategic growth areas. Cluster businesses by industry groups and recommend actions to foster the clusters’ opportunities for growth (e.g. access to rail, waterways, university resources, supply chain and other factors). The TBEDC staff can assist in business identification and industry clusters.
4. Graphically depict the Region’s (Hillsborough, Pasco, Pinellas and Polk County) cluster of industrial areas and compare it to the Target Area showing location to the District, total square feet, vacant industrial space, number of businesses, types of businesses (industry sectors) and other pertinent data identified by the Consultant. The clusters

should be mapped and indicate if within a federally Qualified Opportunity Zone and/or one of Tampa’s Community Redevelopment Areas (CRA).

5. Further identify and map major manufacturing businesses in the region and show their location in relation to the District.
6. Interview major businesses in the Target Area to determine the mix of businesses whose primary markets are local, regional, national, or international.

#### C. Infrastructure and Environmental Scan

1. The Consultant shall review the draft report (or final depending on timing) of the East Tampa CRA Strategic Action Plan (SAP) to assess recommendations made for infrastructure and services in the Target Area pertaining to Roadways, Stormwater, Public Safety, Transportation, and other factors deemed important. The Consultant should be particularly knowledgeable of the roadway conditions required for heavy industrial transport.
  - a. Where relevant, the Consultant shall include the recommendations or findings in the District Redevelopment Plan.
  - b. The Consultant shall recommend any additional studies or services required for the District if findings in the SAP do not address the required or documented needs.
2. Using readily available market data, determine the conditions of various properties in the Target Area and classify properties under a variety of conditions: Vacant lots or Buildings, Blighted or Dilapidated Structures, For-Sale, For-Lease, Government-Owned (Developable<sup>4</sup>), Government-Owned (Environmental Protected<sup>5</sup>)
3. Identify known sites that are contaminated (Brownfields) or businesses whose productions or services can cause contaminant leakages into the environment.

#### D. Market Impediments

1. Interview businesses in the Target Area and discuss the companies’ current operations relative to the impact of COVID, market share opportunities and key products. Describe the life cycle status of the companies interviewed (Emerging, Growing, Maturing or Declining) and outline any impediments they mention that might stifle their efforts to grow or expand.
2. Interview businesses in the Target Area to determine if their facilities are adequate, need to be expanded or modernized and if there are plans for capital expenditures. To the extent possible, quantify and categorize the amount of capital expenditures

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<sup>4</sup> Property is government owned and available for private development

<sup>5</sup> Property is government but held for flood mitigation or other environmental use



planned by businesses in the Target Area and outline any impediments they mention that might impede their access to capital.

3. Interview businesses in the Target Area to assess any disruptions in the supply chain that might adversely impact sales or cashflows. Document recommendations that could improve the supply chain system.
4. Interview businesses in the Target Area to assess workforce needs and obtain recommendations for the recruitment, retention, and training needs of workers for target employment opportunities (workforce development). Determine the business' willingness to report anticipated job creation, employment statistics to include wage growth and demographic factors.
5. Review land development regulations and make recommendations to help existing businesses grow and to attract new companies in growth industries where zoning regulations and road conditions may appear to restrict business attraction and growth.

#### E. Market Solutions

1. The work completed above will enable the Consultant to identify various development opportunities in East Tampa Columbus Drive Industrial District that are both supportable and compatible with activity-generating uses already in place. Thus, the identification of supportable opportunities will facilitate the development of specific strategies for City-owned property, vacant property reclamation, property assemblages for redevelopment, opportunities to attract private capital, and strategic use of tax increment funds.
  - a. In applying for the BBBRC Grant, the TBEDC will recruit a group of eligible entities to be part of the application to include the University of South Florida, Hillsborough Community College and others for the Phase 1 application. If successful in securing a Planning Grant, the Consultant shall assist TBEDC to refine the proposal of services outlined in the application to support an industry growth strategy to enhance Phase 2 of the BBBRC Grant application. Though the EDA grant would be a significant and timely benefit, the market solutions recommended by the Consultant should not solely depend on the receipt of Phase 2 BBBRC Grant award.
  - b. Recommend capital improvements for the area ensuring adequate utilities, broadband, environmental mitigation, and parking. Include a probable budget for capital improvements and potential sources of funding.
  - c. Recommend the location and facility requirements of the Smart Manufacturing Innovation Institute (SMII) and if in a new facility or the acquisition and rehab of an existing facility. The minimum facility size will be

25,000sf and the Consultant, with assistance from USF and the TBEDC, identify sites suitable for this structure.

- d. Interview property and business owners to develop a set of architectural design guidelines, landscaping features, transportation, and parking principles. The intent of this exercise is to establish a façade and landscape improvement program to enhance the Target Area’s visible attraction as a vibrant work environment.
  - e. Propose a land acquisition/land banking program: identify targeted sites, including an estimated budget for feasibility, site control, ownership and annual maintenance of properties acquired. A suitable location for the SMII will be a high priority. A well-planned industrial district should provide sufficient land to permit the expansion of factory space in the future. The Consultant will collaborate with the Director of Community Development in estimating probable acquisition and carrying costs.
2. Identify any opportunities for the TBEDC or a collaborative partner to develop a business accelerator program for key industry type(s), or an offering of shared services, to enhance the District’s attraction and retention of businesses.
    - a. In collaboration with TBEDC’s Office of Community Development, define the program’s management or operations requirements when the District is developed.
    - b. From interviews with business owners determine the level of interest to be part of the Industrial District, and to utilize the services developed in the SMII and if the accelerator can be a complimentary component to SMII.
  3. Recommend employment and workforce development programs to attract nearby residents to job opportunities for businesses in the Target Area, including the types of jobs and skills required. The Consultant may collaborate with CareerSource Tampa Bay for ideas.

#### F. Funding & Finance Strategies

1. The Consultant will develop a non-proprietary TIF projection model that will calculate projected increment growth associated with property value increases associated with market driven escalations, as well as property improvements occurring through redevelopment in the Target Area. Where appropriate, the Consultant will recommend a financing plan for private projects and suggest public/private partnerships that may be warranted.
2. Identify opportunities to attract sources of private capital whether debt or the attraction of equity through New Markets Tax Credits or from Qualified Opportunity

Funds. The Consultant may consult and collaborate with TBEDC staff for ideas and projects.

3. From interviews with USF and other proposed Coalition Members to the BBBRC Grant application, provide a budget for implementing the cluster growth strategy with details sufficient to meet the requirements of the BBBRC Grant application.

#### G. Final Report

The Consultant's final report should illustrate an attractive and vibrant Industrial District with excellent graphics depicting TBEDC's vision for the District. The Consultant shall provide 20 hard copies of the Redevelopment Visualization Plan, along with an electronic version on a jump drive. The report will contain:

1. Maps: The Consultant Team shall produce graphics that depicts a strong vision for the District to include but not limited to:
  - a. East Tampa Columbus Drive Industrial District
    - i. Bounded by the federally Qualified Opportunity Zone
    - ii. Show boundaries for The East Tampa CRA
    - iii. Connectivity to rail, highway, and Port
    - iv. Proximity to other industrial clusters in the region; showing concentration of companies and employment by cluster.
    - v. Illustrative depictions of streetscapes, lighting, and facades to enhance visualization of a unified industrial district.
    - vi. Location of the proposed USF Smart Manufacturing Innovation Institute (SMII) facility
    - vii. Proposed City capital projects, including roadway improvements
    - viii. Known private sector development initiatives within the District
    - ix. City-owned properties, including large retention pond areas
    - x. Major private property owners
    - xi. Potential sites eligible for property acquisition
    - xii. Proximity to Ybor City, Central Park (The Encore and Gas Worx redevelopment)
2. Administrative Recommendations
  - a. Zoning Modifications
  - b. Special Assessment/Business Improvement District

- c. Industrial Data and Analysis
- 3. Financial Recommendations
  - a. Budget compilations of proposed component projects for the EDA's BBBRC Grant, if applicable
  - b. TIF Projection Model
  - c. Infrastructure Costs and Implementation
  - d. Ongoing maintenance/carrying costs (land bank recommendation)
  - e. TBEDC/City/Business Responsibilities
- 4. Key Public Action Investments and Programs
  - a. Prioritized based on East Tampa Community Redevelopment Plan
  - b. Prioritize based on East Tampa Strategic Action Plan
  - c. Prioritized based on successful urban industrial parks
- 5. Private Sector Strategies
  - a. Strategies for private sector investments
    - i. Prioritize based on business and property owner interviews
    - ii. Required incentives to attract private investments
    - iii. Land availability/ land swaps
    - iv. Identify short-term (one-year) projects
    - v. Identify catalytic development projects (four plus years)

Please note: The TBEDC, City of Tampa and the East Tampa CRA are resource partners and available to the Consultant for data collection, analysis, and reviews. Additionally, the TBEDC shall provide coordination to assist the Consultant with data needs for the East Tampa Columbus Drive Industrial District Vision and Redevelopment Plan, including contacts with public and private officials.

## Proposal Requirements

The Proposal should include, at a minimum, the following information presented in a clear, comprehensive, and concise manner to illustrate the firm's capabilities and technical expertise. All proposals should be in Letter-sized portrait format and include 5 bound hard copies and a digital copy (flash drive is acceptable).

1. Cover Letter expressing interest, lead firm, point of contact, and generalized approach (2 pages max). **(Tab 1)**
2. Organizational Chart showing specific personnel and their roles. Specify the name of the key contact, title, email, and telephone number. **(Tab 2)**
3. Describe the experience or profile of the firm(s) (1-page max per firm) and a list of comparable projects (8 max for entire team), including a reference name, email contact and telephone number for each project. Project experience should emphasize urban and/or land use planning for industrial areas in an urban environment, community redevelopment area (CRA), or Opportunity Zone. **(Tab 2)**
4. Add an exhibit, if applicable, explaining the firm's commitment to economic inclusion and denote the team member knowledgeable of the needs and economic conditions of East Tampa and whether such business is minority or woman owned. Provide a copy denoting any M/WBE ownership certification with the City of Tampa, Hillsborough County or Florida state agency. **(Tab 3)**
5. Describe your plan for completing the scope of services outlined above. Limit up to five pages. **(Tab 4)**
6. Tabulate your plan in an easy to reference table showing the timetable (Action, Start Date, Completion Date, and Deliverable) required to complete services for each Task outlined above. **(Tab 5)**
7. In a separate seal envelope, provide a detailed breakdown of fees for services by key actions or deliverables, including professional fees and out of pocket expenses. Please include rates by level of professional or staff member.
8. An electronic copy of your proposal should be supplied on a flash drive and should be in the order of the written proposals provided.

Your entire proposal should not exceed twenty-five (25) pages in length, excluding the cover letter and organization chart.

## Schedule & Timing

We will evaluate all proposals on a qualitative basis which will include our review of your written proposal; evaluation of the senior engagement personnel to be assigned by your firm; results of discussions with client references; and your fee in comparison to other proposals. In addition, we will consider each firm's demonstrated commitment to furthering the mission and success of TBEDC. The Evaluation Process is further defined in the section below.

The following key dates apply:

1. Registration of Interest Deadline: September 24, 2021 at 5:00PM EST
2. Last Day for Questions: October 8, 2021 at 5:00PM EST
3. Response to Questions: October 25, 2021 (sent to pre-registered firms)
4. Deadline for Submitting a Response to RFP: November 12, 2021 at 5:00PM EST
5. Vendor Interviews: To be determined
6. Target Selection Date: December 22, 2021

## **Evaluation Process**

Professional teams will be evaluated on the following criteria. These criteria will be the basis for review of the written proposals.

### Scope of Proposal & Approach: 15 Points

Evaluate the Applicant's scope and presentation of information. Evaluate the Applicant's approach for working with the TBEDC on the master plan.

### Consultant Experience: 30 Points

Evaluate the Applicant's qualifications, credentials, experience and performance in similar work for other municipalities or developers.

### Assigned Personnel & Availability: 25 Points

Evaluate the personnel assigned to the TBEDC. Do they have the necessary experience, availability, background, and support staff to complete the master plan?

### Firm Capability: 15 Points

Does the firm have the knowledge and ability to work in a brownfield, manufacturing, community-based environment and with applicable local, county, state and federal agencies?  
Does the Applicant have any conflicting interest?

### Diversity of Team and Inclusion: 15 Points

Does the firm or its team demonstrate TBEDC principle of diversity and inclusion? The score will reflect achievement of one or more of the following criteria as documented in an exhibit:

1. Ownership of Firm: The principal applicant is 51% or more minority, women-owned, or certified as a local small business with the city of Tampa or Hillsborough County. Provide a copy of the certificate.
2. Sub-Consultants: The identification of sub-consultants that are at least 51% or more minority or women-owned businesses and is certified as such by the city of Tampa, Hillsborough County, or the state of Florida. Specify the percent of the proposed fee that these minority vendors will earn subject to a final and agreed upon contract amount; and how they will be engaged in the delivery of the scope of services. Provide a copy of the certificate.

3. **Community Advisor:** The firm includes a not-for-profit organization whose mission serves the East Tampa community (located within the boundaries of the East Tampa CRA) or their services are beneficial to the residents of the East Tampa community. The Consultant should explain how this community partner will be engaged in the delivery of the scope of services; and how their mission or services benefit the East Tampa community. Provide a letter from the organization specifying how its mission or services benefit the East Tampa community.

Reference Evaluation

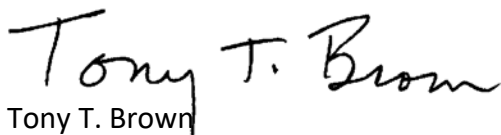
The TBEDC may check references using the following criteria. The evaluation rankings will be labeled Satisfactory/Unsatisfactory.

| <b>QUALIFICATION</b> | <b>STANDARD</b>  |
|----------------------|--|
| Overall Performance  | Would you hire this Professional again? Did they show the skills required?   |
| Timetable            | Was the original Scope of Work completed within the specified time? Were interim deadlines met in a timely manner?                       |
| Completeness         | Was the Professional responsive to client needs; did the Professional anticipate problems? Were problems solved quickly and effectively? |
| Budget               | Was the original Scope of Work completed with the project budget?  |
| Job Knowledge        | a) If a study was conducted, did it meet the Scope of Work? Were problems corrected quickly and effectively?                             |

Fees for Services

The Consultant’s fees will be evaluated in consideration to the scope of services and TBEDC reserves the right to select the firm that we believe will provide both value and service.

Sincerely,



Tony T. Brown  
 Director  
 Community Development