



Request for Proposal

**Economic Development Sites  
& Job Growth Zones Study**

City of Columbus, Ohio

Mayor Michael B. Coleman

August 1, 2005

Department of Development  
Planning Division  
109 N. Front Street  
Columbus, OH 43215



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### Economic Development Sites & Job Growth Zones Study City of Columbus, Ohio

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#### Study Objectives

The City of Columbus seeks a consultant to prepare an independent inventory and analysis of potential economic development sites (job growth zones) for long-range planning and strategic thinking relative to job creation and revenue generation. Such sites will be appropriate for new development, redevelopment, and reuse of existing underutilized sites. The study will be used by the Administration and City Council in policy-making about future land use, zoning, capital improvements, and economic incentives.

The City is in an increasingly competitive environment in which suburban and exurban communities offer significant incentives and abundant developable land. The state of the national economy and global economic trends create additional pressure. The City continues to grow physically, in particular adding more residential development, but must become more aggressive in targeting future office and industrial development to offset the costs of growth.

Economic development sites are located within the urbanized portion of the City and in its projected growth areas. Such sites include locations appropriate for: industrial uses (heavy to light); warehouse, distribution, and logistics; office, research, and flex-office; health care and institutional uses; and neighborhood business, professional services, and retail. Opportunities for "green" development should also be considered. All priority sites should be easily served by appropriate transportation and utility infrastructure, or improvements necessary to support such sites identified in this study. The City derives a bulk of its revenue from personal income taxes and, as a result, realizes the most significant net positive fiscal return from office and industrial uses.

The study area is the Columbus MSA, of which the City occupies about 225 square miles. Fifteen to 20 major sites should be prioritized for detailed analysis. For the purpose of this study, there is no limit as to the size of a "site", which is presumed to be a collection of existing tax parcels uniquely situated for development or redevelopment.

The City is completing a major initiative of Mayor Michael B. Coleman. The 21<sup>st</sup> Century Growth Team, a consensus-based, leadership-driven process, is establishing new policies relative to growth management, fiscal considerations, and economic potential. A list of recommended job growth locations has been prepared as part of this process and will serve as a starting point for the consultant (see exhibit).

Current planning and other studies should be utilized as appropriate to maximize the quality of the final product given the available resources. The Planning Division will assist in gathering existing documents. As an example, a list of preliminary sites has already been collected and mapped, and in 2000 the Downtown Strategic Business Plan was prepared by Hamilton, Altschuler & Rabinovitz.

## Consultant Qualifications

The consultant shall be a firm or team of national caliber that offers the following knowledge base, services and relevant experience:

- Economic development planning.
- Real estate market analysis.
- Real estate economics.
- Corporate site selection services.
- Economic development incentives.
- Fiscal impact analysis.
- Land planning, site planning, landscape architecture, engineering, and GIS.

The lead firm need not be located in Columbus, but a local presence is helpful to provide immediate access, reduce project costs, and assist with data collection and other localized services.

## Scope of Services

The Scope of Services prepared by the consultant should address the following tasks, at a minimum. The consultant will work throughout the process with an in-house team of staff from the Department of Development and other City entities.

- Real Estate Market Study. The consultant prepares five- and ten-year forecasts of demand for retail, office, institutional, health care, and industrial uses for the City and the Columbus MSA based on a real estate market analysis. Findings should be presented for the entire study area and broken down by quadrant or sub-region.
- Competitive Evaluation. The consultant evaluates the competitive environment within the Columbus MSA relative to land inventory and incentive policies of the City's local competitors (suburban and exurban).
- Finalize Site List. The consultant reviews the initial list of economic development sites prepared by the City and identifies additional sites for consideration through research, interviews, and other means. These additional sites should be located within the corporate limits, as well as within forecasted growth areas outside the corporate limits.
- Analysis. The consultant conducts an initial analysis of the development potential of economic development sites taking into consideration natural constraints, land use, zoning, utilities, transportation (road network, transit, and rail), market conditions, proximity of housing, and other related factors. This analysis shall take into account sites that may be jointly developed with neighboring jurisdictions under separate development agreements.
- Consensus and Prioritization. The consultant shares preliminary findings with an internal working group established by the City and facilitates a process to prioritize likely sites for development, redevelopment, and reuse.
- Conceptual Development Plans. The consultant prepares conceptual development plans for each priority development site that identify the following attributes. Conceptual plans should be consistent with current area plans.
  - Property ownership and contact information.
  - Parcel data.
  - Preferred land uses/businesses (including square footage and potential employment at build-out).
  - Conceptual site layout.

- Transportation and utility improvements with preliminary cost estimates
- Appropriate economic incentives.
- Fiscal Analysis. The consultant prepares an analysis of city income for the contributions that priority sites may add to the City. As part of this analysis, the consultant identifies position and salary benchmarks.
- Implementation. The consultant addresses implementation both at the macro level relative to City policies for economic development, land use, zoning, and infrastructure, as well as at a micro or site level. The consultant should identify the appropriate strategies that maximize the City's ability to be successful both in the short- and long-term.
- Final Report. The consultant prepares and delivers a final report, with presentations to the City working group, City Council, and related audiences as identified by the City.
- Workshops. The consultant should propose an adequate number of workshops and meetings with key stakeholders, working group, and other interested parties and individuals sufficient to complete the Scope of Services and build consensus regarding the final recommendations.

**Deliverables**

The following deliverables are required, at a minimum.

- Preliminary and final report with text and mapping that addresses the Scope of Services.
- Final document shall be delivered in hard copy (50 copies) and digital versions on disk (PDF and Word).
- Database (can be in Excel) and related ArcInfo mapping compatible with the City's GIS system that identifies the inventory and related data.

**Fee**

The fee for professional services and all project-related expenses shall not exceed \$150,000.

**Timeframe**

This project is on a fast track to complete the entire process. The draft final report should be delivered between 90 and 120 days from contract execution.

**Selection Process**

A committee of staff, which may be augmented by stakeholders (e.g. Greater Columbus Chamber of Commerce) will review proposals, participate in the interview process, and select the consultant. The process will contain the following steps:

TENTATIVE DATES	STEP
August 1	Request for Proposals issued by direct mail to list of consultants
August 6	RFP announcement published in City Bulletin
August 12 at 2 pm	Pre-submittal meeting (Training Center at 109 N. Front Street). Consultants should register by contacting the Planning Division at 614-645-8036
August 31 at 5 pm	Proposals Due to Department of Development, Planning Division
September 19	Short List announced
September 23	Interviews (Training Center at 109 N. Front Street)
September 27	Consultant selection announced

## Proposal Outline

The proposal should contain the information identified below in the order provided. Proposals should not exceed 50 pages. Supporting materials, such as brochures and report examples, should be included in an appendix or accompany the proposal in a separate envelope. Please mark the exterior of the envelope: *Proposal – Economic Development Sites & Job Growth Zones Study*. Please submit 15 copies of the proposal and five sets of any accompanying material.

1. Cover Letter.
2. Team Contacts. The firm(s) included in the proposal, all related contact information for each firm, and identifying the firm(s) principal-in-charge/project manager.
3. Team Overview. The firm(s) services, qualifications, and related project experience (within the past five years).
4. Personnel and Experience. The personnel to participate on this project, including roles and responsibilities, resumes and qualifications, and related experience within the past five years.
5. Scope of Services. The proposed scope of services and approach. The proposal may propose alternative approaches and methodologies to the proposed scope, which will be evaluated by the selection committee.
6. Fee. The proposed fee with expenses presented as a line item within the overall fee. Hourly rates should be provided for each person proposed by the consultant.
7. References. Five references for related projects completed by the key staff in the past five years.
8. Appendix.

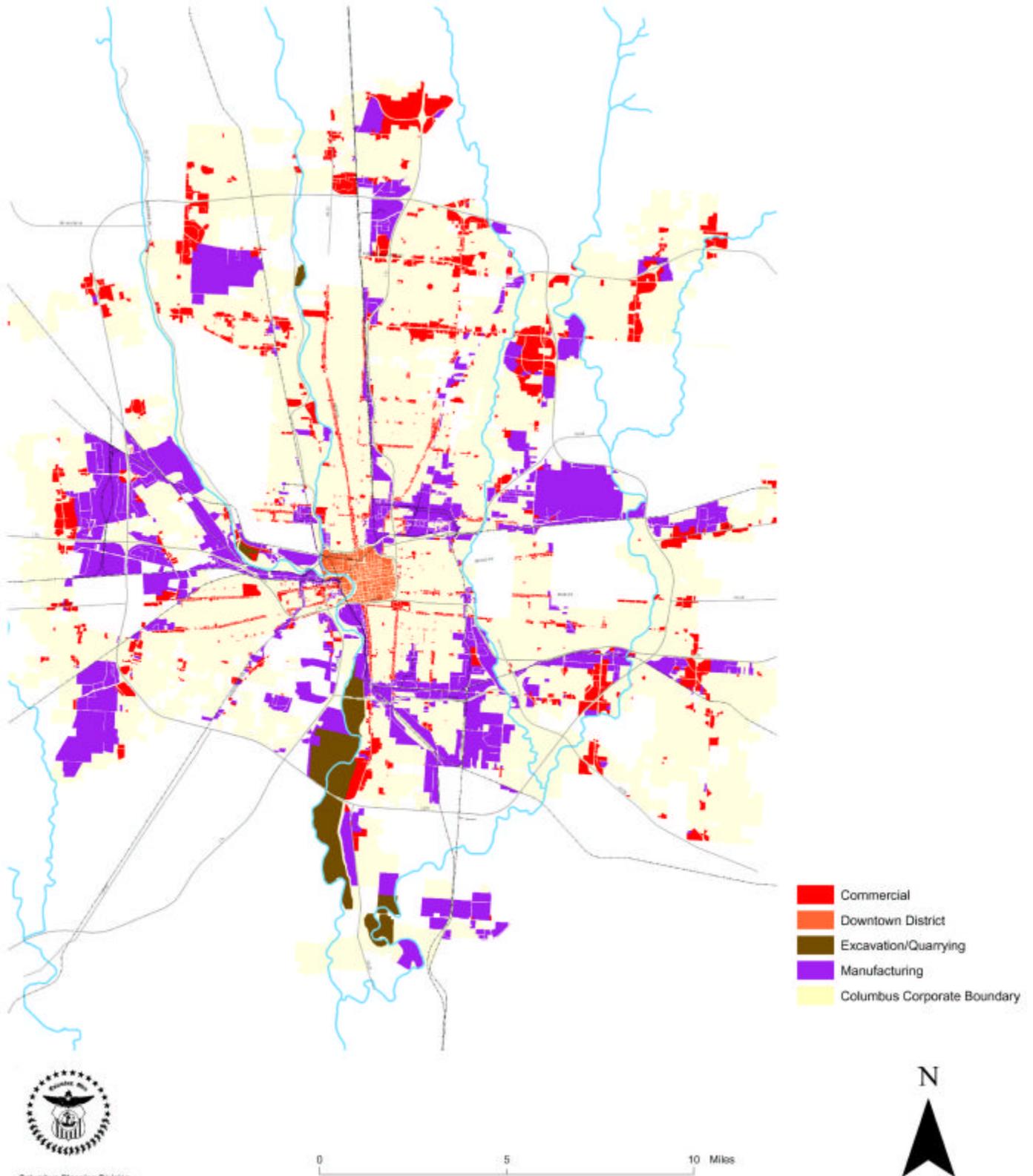
## Questions

All questions may be directed to Vince Papsidero, AICP, Planning Administrator at [vapapsidero@columbus.gov](mailto:vapapsidero@columbus.gov) or at 614-645-8030. Responses will occur quicker if via email.

**Exhibits**  
**Economic Development Sites & Job Growth Zones Study**  
21<sup>st</sup> Century Growth Team

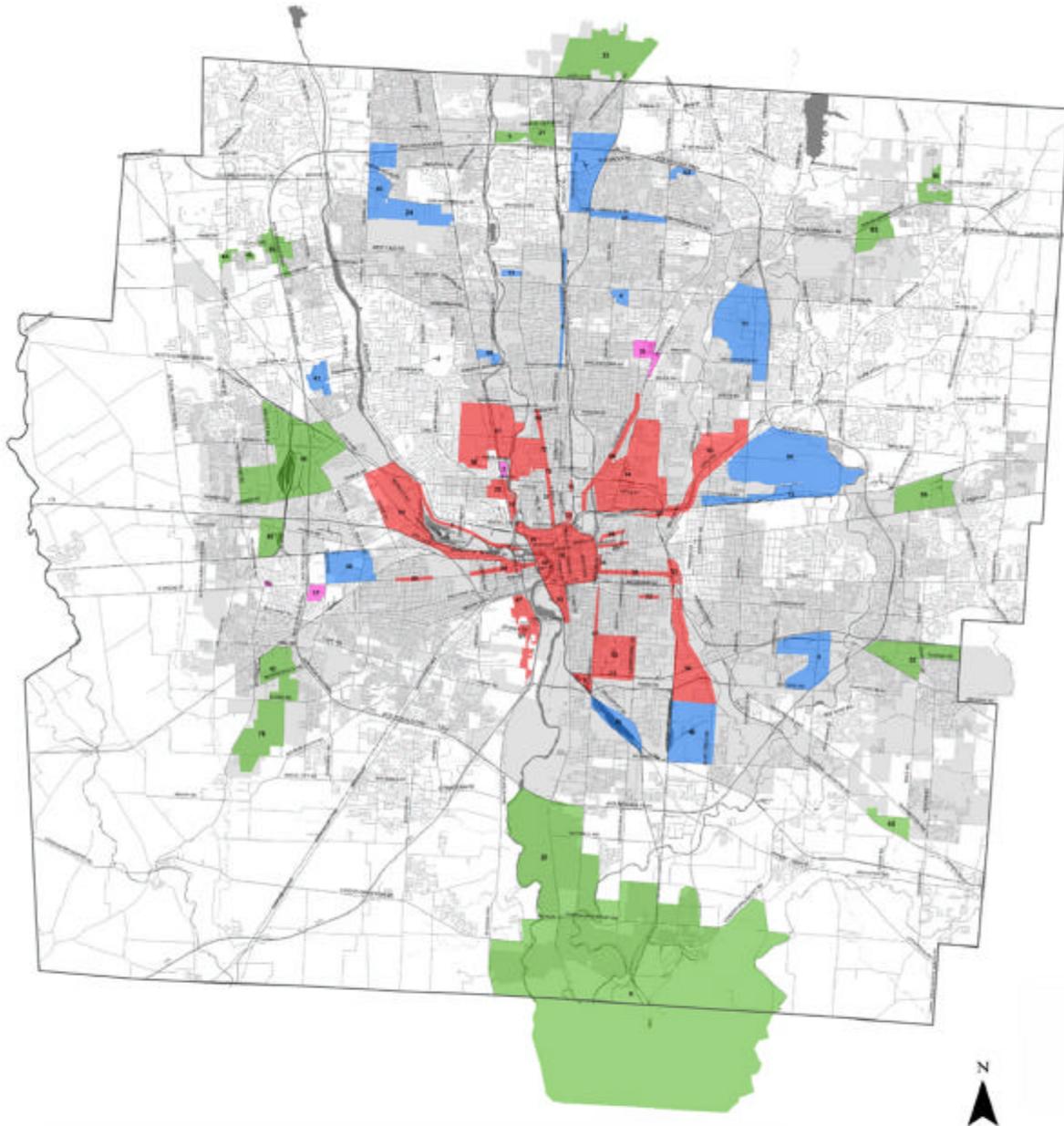
1. Commercial, Downtown, Manufacturing, and Excavation/Quarrying Zoning Districts Map
2. Potential Columbus Job Centers Map
3. Inward Growth Opportunities Map
4. Inward Growth Opportunities Map - Accompanying narrative

### Commercial, Downtown, Manufacturing, and Excavation/Quarrying Zoning Columbus, Ohio



Columbus Planning Division  
Source: Columbus Zoning GIS Layer, June 16, 2005





## Potential Columbus Job Centers Draft

### Job Center Category

- Downtown and Core City
- Middle City
- Outward Growth
- Township



Prepared by:  
City of Columbus  
Department of Development  
Planning Division

September 21, 2004



## 1. McKinley Avenue Neighborhood Employment District

A 4.5-mile manufacturing/industrial corridor located approximately 1.5 miles from downtown Columbus. Bounded by Souder Avenue and Trabue Road. 70 local, regional, and national businesses with an aggregate of 5,000+ employees... half of these companies have been at their present location(s) for more than 10 years.

- McKinley Avenue was recently widened
- M (Manufacturing) zoning classification
- Many sites are underdeveloped
- Accessible from I-670, I-70, W. Broad Street, and U.S. 33
- Active business association (McKinley Avenue Employers Association)

## 2. Holtzman-Main Neighborhood Employment District

Located approximately 2 miles east of downtown Columbus, along Main Street between Nelson Road and Alum Creek. A "gateway" to Bexley. A mix of light industrial, automotive, office, wholesale, and retail commercial uses.

- 15 employers
- M (Manufacturing) and C (Commercial) zoning classifications
- Streetscape plan developed in 2001 by the CNDAC
- Accessible from Main Street and I-70 via Alum Creek Drive
- Highly visible location in close proximity to downtown Columbus
- Active business association (Holtzman-Main Business Association)

## 3. Consolidated Freight

103-acre site located at the intersection of Watkins Road and Alum Creek Drive. Formerly used as a trucking/freight distribution site and currently idle.

- Zoned M-1 (Manufacturing)
- Institutional, warehouse, and office uses recommended by the SACNP
- Alum Creek Drive will be widened to 5 lanes in 4-5 years
- Accessible from State Route 104 and I-270
- Some contiguous sites are vacant/underdeveloped

## 4. Commercial Shopping Center

Under-utilized retail strip center located at the intersection of Groveport Road and Lockbourne Road. Less than 50% occupied.

- Zoned C-4 (Commercial)
- Identified as a redevelopment priority by the TriSouth Neighborhood Plan
- Eleven neighborhoods are situated within two miles of the site
- Recent development activity north of the site ("U-Wrench-It"), along Groveport Road

## 5. Groveport Road Corridor

Underdeveloped corridor between State Route 104 and Williams Road (the segment is approximately 2 miles long). Adjacent to the CSX railroad yard along Corr Road.

- Properties along the south side of Groveport are zoned M (Manufacturing)

- Targeted for light industrial/commercial development (TriSouth Neighborhood Plan)
- Direct access to State Route 104
- Limited residential encroachment

## 6. Shoe Company of America Site

A vacant manufacturing site on Innis Avenue, between Cleveland Avenue and Westerville Road. A large facility with multiple loading docks. Idle for several years. The North Linden Neighborhood Plan recommends that the site be redeveloped with office uses or converted into a small-business incubator.

- Located within close proximity (1.5 miles) of Easton
- Accessible from I-71 via Weber Road and I-670 via Cassady Avenue

## 7. Columbus Coated Fabrics Site

Approximately 20 acres located east of Grant Avenue, between E. 5<sup>th</sup> Avenue and E. 11<sup>th</sup> Avenue. The site is currently owned by Decorative Surfaces International, Inc. Campus Partners has an option to purchase that will expire in December of 2004.

- Environmental remediation costs may be significant (\$2-3 million dollars, or more)
- COTA has some interest in the site as a possible future light rail maintenance facility
- Linear configuration is suitable for mixed-use development

## 8. 3M Building

An existing, vacant structure on approximately 7 acres of property. Frontage on E. 5<sup>th</sup> Avenue and Fourth Street. Owned by 456 Group LLC.

- Some environmental issues (asbestos)
- Large enough for a residential or mixed-use development

## 9. Vacant Property West of Grant

Two contiguous blocks (8 acres) of property adjacent to the Columbus Coated Fabrics site. Owned by Decorative Surfaces International, Inc.

- Currently zoned C-4 Commercial and C-2 Commercial
- Surrounding properties to the west and north are zoned R-4 Residential
- Infill housing is recommended

## 10. Techneglas Site

Vacant industrial site south of Frebis Avenue, between Parsons Avenue and Champion Avenue. Approximately 62 acres in size.

- Adjacent to single-family residential neighborhoods (west, east, and north)
- Recently vacated (2004)
- Trucks must travel through neighborhoods to access S.R. 104
- Zoned Manufacturing (M)

### 11. Worley Terrace Apartments

HUD public housing complex for seniors and the developmentally disabled. Owned by the Columbus Metropolitan Housing Authority. 226 units on 16.7 acres. Bordered by S. Central Avenue to the east and W. Town Street to the south.

- Functionally obsolete
- CMHA has submitted an application to HUD to proceed with demolition
- Market feasibility analysis and redevelopment strategy completed in July 2004
- Mixed-use development recommended (Vogt Williams & Bowen, LLC)

### 12. Long Street

Mixed-use corridor within the King-Lincoln District. Hamilton Avenue to Champion Avenue.

- Revitalization efforts in the King-Lincoln District are already underway
- 100+ new/remodeled homes and apartments planned for Taylor Avenue (east of Long)
- Close to downtown, the Arena District, and Columbus State Community College
- King-Lincoln District Plan initiated by Mayor Coleman in 2001 and adopted in 2002

### 13. Property South of I-670

Approximately 54 acres between Champion Avenue and Nelson Road, north of Maryland Avenue. Landowners include ODOT, Columbus Urban Growth, Montgomery Ward, Istar HQ (VA clinic site), the Jerusalem Tabernacle Baptist Church, and others.

- Extensive frontage along I-670 with access via the Taylor Avenue interchange
- ODOT property is a brownfield
- COTA regards the adjacent (northern) rail line as a potential light rail corridor
- Zoned M and LM (Manufacturing), C-4 (Commercial), and R-4 (Residential)