



**THE ENTERPRISE CENTER**

# REQUEST FOR PROPOSALS

Chattanooga Innovation District  
Space Utilization and Land Use Study

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## Background

In January, 2015, Chattanooga and Hamilton County leaders [announced](#) the creation of a 140-acre downtown area as an [Innovation District](#) (ID). [The Enterprise Center](#) simultaneously issued an RFP for the redevelopment of a 90,000-square foot building as the City's first Innovation Center (the [Edney](#)) and a front door to the ID. (A map of the Innovation District may be found [here](#))

Guided by the work of the [Brooking's Institution](#) on the [Rise of Innovation Districts](#) as drivers of metropolitan economies, TEC focused on creating an ID that capitalized on the density of innovation economy generators in its downtown. The district includes such innovation economy assets as start-up incubators and accelerators, venture capital firms, co-working space, growing tech companies, housing, multimodal transportation, parks and plazas, coffee shops, bars and eateries, and a portion of the [UTC](#) campus and all served by [EPB's](#) publicly owned smart grid and 10 gigabit fiber network.

While The Enterprise Center has a strategic plan with three primary goals, one of which is the establishment of the Innovation District, it has no spatial or land use component of this plan other than to create and advance the Edney Innovation Center and to promote qualities of place within the district. Several things now point to the need for a more deliberative look at how to maximize the development potential for the district.

1. The [Edney Innovation Center](#) is nearing full occupancy and this raises questions of where and what the next moves should be to further enable the growth and economic potential of the district and its surrounding areas.
2. The [City of Chattanooga](#) owns and/or occupies seven buildings and two large surface parking lots and other building-associated parking in the ID and wants to evaluate city office space needs for the maximum efficiency of city government and the highest and best use of city-owned real estate in the district.
3. Other plans are currently in place to advance the overall development and qualities of place in the downtown, leaving examination of real estate opportunities in the ID a next logical step in having comprehensive plans in place. These other plans include River City Company's [Center City Plan](#) (2013), and the Miller Park District [Master Plan](#) (2016) that is guiding the redevelopment of three key downtown parks in the ID. Further, [River City Company](#) and [CARTA](#) are partnering on a downtown parking study and the [Benwood Foundation](#), in cooperation with the M.L. King Blvd District, is working on improvements to the MLK Corridor in the ID.

In addition to this there are several building and parcels that argue for attention in the short term such as the largely vacant 150,000 square foot AT&T building at Lindsay and 10th street, the vacant block between Market and Broad, 10th and 11<sup>th</sup> Streets, and the city owned lot along 10<sup>th</sup> street between

Lindsay and Houston. These need to be further examined in the context of district needs and opportunities.

The Enterprise Center is looking for qualified professionals with relevant experience to undertake this study in a timely manner.

## Purpose

The purpose of this study is to create an Innovation District plan that guides and promotes highest and best use of public and private real estate assets, public infrastructure and the public realm, that is informed by prior and adjacent area plans, provides meaningful public engagement in the process, and takes advantage of the area's innovation economy and entrepreneurial assets and culture.

## Scope of Work

It is anticipated that the study of city space needs and city owned real estate and buildings in the district will be used to inform the creation of plans for the development of the ID as a whole and therefore get underway first. However, to the extent practical, work on the ID plan shall proceed alongside the city asset analysis. With this understanding, the work is described in the two sections below.

### **SECTION 1**

#### **City Space Study and Real Estate Asset Evaluation**

- Work with city staff to obtain necessary information on at a minimum, existing building occupancy, function, and condition.
- Work with city staff to determine existing and anticipated staffing and technology needs for the next five-ten years as possible.
- Review information as appropriate in Section 2.
- Determine any additional space needs or reduction in space needs for the next five – ten years.
- Develop recommendations as to any major renovation needs of current buildings and the associated cost estimates.
- Determine what if any city owned real estate should be made available for sale and redevelopment by the private sector while ensuring the current and future anticipated space needs for city staffing and functions. Determine likely sale value of same.
- Develop highest and best use scenarios and recommended phasing for the re-use of any city owned buildings and/or lots as part of Section 2.
- Coordinate parking needs with ongoing downtown parking study.
- Develop order of magnitude cost estimates for any projected new city buildings/facilities as part of this study.

## **SECTION 2**

### **Innovation District Redevelopment Plan**

- Review prior plans relating to the district and adjacent areas
- Review relevant literature on US Innovation Districts and plans for the local Innovation District
- Determine any geographical area of focus or influence beyond the district
- Review existing conditions of the District to include at a minimum
  - ❖ Transportation infrastructure
  - ❖ Property ownership
  - ❖ Public facilities
  - ❖ Zoning and usage
  - ❖ Street furniture and amenities
  - ❖ Open space, public art and recreation
  - ❖ Office space locations, conditions, vacancy
  
- With public input, refine the vision and values for next phases of advancement of the Innovation District consistent with the overall initial vision and mission established in 2015.
  
- Develop a set of layered diagrams to address the following ten-year program elements:
  - ❖ Real estate development scenarios for existing buildings and vacant lots, public and private, use and massing by commercial and residential uses.
  - ❖ Public facility improvements including parks, sidewalk amenities, lighting, signage
  - ❖ Improved connections within and outside of the district
  
- Determine priorities for district redevelopment and for these priorities, phasing, program, and simple proforma for up to three possible short term developments.

## **Proposal Requirements**

To be reviewed, proposals must adhere to the following:

### **Deadline**

Complete proposals must be received by email at The Enterprise Center, [nancy@theenterprisectr.org](mailto:nancy@theenterprisectr.org) no later than 4:00 pm Eastern Time on Monday, March 13.

### **RFP Required Sections**

(Total pages submitted for sections A-D must not exceed 15)

- A. Qualifications. A description of the firm(s)' qualifications to perform the proposed scope of work.
- B. Project Approach. Provide a brief description of how the work will be approached, including phasing, engagement of public and stakeholders, and specific outcomes and deliverables.
- C. Relevant Experience. A description of work performed that is directly relevant to the proposed scope of work. Work with Innovation Districts is preferred but not required.
- D. Principal Resumes. Attach resumes of all people who will act as project manager or any other substantial professional role in the project.

- E. References. Provide up to three references along with contact information.
- F. Projected Timeline for Completion of the Work. Submit a timeline showing completion of milestones in the project, any visits to Chattanooga as necessary, and completion of all project deliverables.
- G. Cost Estimate. Submit a cost estimate in sufficient detail to create an understanding of various component parts of the project and the relative value of various aspects of the work.

Issuance of Response to Proposal Questions

The Enterprise Center will only respond to questions about this RFP as follows:

All questions must be received in writing by email to Nancy Tucker, [nancy@theenterprisectr.org](mailto:nancy@theenterprisectr.org) no later than 12:00 pm on Tuesday, February 28, 2017. A written answer will be issued, as quickly as possible after February 28, to all who send questions.