

Recommendation re: Task Authorization with Ayres Associates, Inc. for the Memorial Boulevard Economic Development Strategy, as part of the Community Planning Technical Assistance Grant Award from the Florida Department of Commerce

CRA staff seeks approval to enter into a Task Authorization with Ayres Associates, Inc. (Ayres) for the development of the Memorial Boulevard Economic Development Strategy, in accordance with the terms and conditions of the City's Continuing Contract for Planning, Design and Development Professional Services with Ayres. The proposed Task Authorization is for all professional services necessary to complete the strategy, in a not-to-exceed amount of \$86,000. The project scope includes:

Phase 1: Corridor Studies and Data Assessment

- Task 1: Engagement
- Task 2: Data Collection, Site Studies, and Mapping
- Task 3: Regional, Sub-regional, and Local Economic Development Analysis
- Task 4: Opportunities and Challenges and Initial Positioning

Phase 2: Economic Development Strategy

- Task 1: Engagement
- Task 2: Economic Development Basis, Vision, and Corridor Branding
- Task 3: Draft Economic Development Strategy
- Task 4: Final Economic Development Strategy and Implementation

A related Community Planning Technical Assistance Grant Award with the Florida Department of Commerce will reimburse the CRA \$75,000 of the project costs, and the Lakeland Midtown CRA will provide the remaining project cost share of \$11,000. Funding for this project is available in the Fiscal Year 2025 Midtown CRA budget.

Staff recommends that the City Commission, acting as the CRA, approve this Task Authorization with Ayres in the amount of \$86,000 to complete the Memorial Boulevard Economic Development Strategy and authorize the appropriate CRA officials to execute the Task Authorization and all corresponding documents on behalf of the CRA.

TASK AUTHORIZATION FORM

In accordance with the City of Lakeland Continuing Contract and Agreement for Planning, Design and Development Services in response to RFQ 1259A, City hereby authorizes **Ayres Associates** to proceed with the services as set forth in the following:

Task No. AA – 24 - 01
Project Title: Memorial Blvd Economic Development Strategy
Consultant Firm: Ayres Associates Inc.
Billing: Time and Materials lump sum.
Lump Sum: \$86,000
Scope of Work CPTA FY24-25 Grant
Memorial Blvd Corridor Studies, Assessment
and Economic Development Strategy
See Attached Proposal

Accepted by Ayres Associates Inc:



Subrata Bandy, Vice President SE Operations

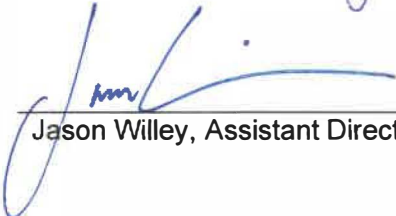
Date: 08/28/2024

Accepted by City of Lakeland:



Valerie Vaught, CRA Manager

Date: 9/11/2024



Jason Willey, Assistant Director Economic Development

Date: 9/11/2024

H. William Mutz, Mayor

Date: _____

Approved as to Form and Correctness: _____ Date: _____
Palmer C. Davis, City Attorney

Attest: _____
Kelly S. Koos, City Clerk



City of Lakeland
US 92/Memorial Boulevard Economic Development Strategy
Task Order Scope and Fee

INTRODUCTION

The City of Lakeland has requested Ayres to prepare an Economic Development Strategy for Memorial Boulevard (US 92) in Lakeland. The City is one of the fastest growing municipalities in the nation. As public infrastructure investments for the roadway improvements along the corridor are being made, the City seeks to formulate a cohesive economic development strategy that will guide the development and redevelopment of this corridor over the next decades in a resilient manner.

The Memorial Boulevard corridor in the northern part of the City of Lakeland extends some 5.1 miles between I-4 and East Lake Parker Drive within the City limits. The corridor consists of two segments, East Memorial Boulevard and West Memorial Boulevard. The City in collaboration with the TPO and FDOT is working to improve the corridor design, which includes proposals for a new bridge and a pedestrian overpass through the FDOT's PD&E process. While the project is not programmed yet with the FDOT, construction is expected sometime around 2032 or 2033. Previously the City has been successful with securing funding for the multi-use trail for the corridor, which was successfully completed.

This Economic Development Strategy project will:

- Review the existing use of the corridor and the current public and private infrastructure improvements proposed.
- Assess the regional, sub-regional, and local economic and development conditions impacting the corridor and Lakeland.
- Formulate an economic development vision, positioning, and branding statement for the corridor.
- Create innovative strategies that align local planning efforts, in preparation for future infrastructure improvements, along with sustainable economic development efforts.
- Outline an economic development strategy with implementation steps.
- Engage the community, City staff, and decision makers as needed.

SCOPE OF SERVICES

We propose to undertake the project in two phases over a 20-week period as outlined below.

Phase 1: Corridor Studies and Data Assessment (10 weeks)

Task 1: Engagement

Ayres will undertake a robust engagement process with the community, City leadership, and project team throughout Phase 1 to get a comprehensive understanding of the corridor conditions, opportunities, and challenges. The engagements include:

- Project kick-off meeting
- Focus meeting with department heads



- Community online survey
- Public Meeting 1 - Opportunities & Challenges
- Bi-weekly project progress meetings with project team

Task 2: Data Collection, Site Studies, and Mapping

We will collect and review data on the area and other information relevant to the corridor. We will analyze the corridor and corridor entryways. A corridor map related to economic development will be created and reviewed in relation to the greater community. A review of the corridor may define sites that are underutilized, underdeveloped, or should be highlighted as areas of opportunity in the next step. We will also look at current and projected trends using standard economic data to understand the impact and future of the corridor. This data and other factors will inform and prepare us for continued tasks. Work under this task includes:

- Review the existing corridor, visit the corridor, gather data, and analyze the sites in the corridor.
- Review of traffic conditions and other related studies.
- Review future infrastructure improvements: i.e. bridge, pedestrian overpass, street enhancements, intersections, etc.
- Create the corridor map and review the relationship to the greater community and area thoroughfares based on the study and data. Specifically, understand the entryways in the community and how this corridor and its entry points are situated to movement in the area.
- Identify areas that will be impacted by potential improvements in and recognize additional areas that should be highlighted as focus areas prior to the planned street improvements.

Task 3: Regional, Sub-regional, and Local Economic Development Analysis

The Ayres team will review the data that was collected and assess the regional, sub-regional, and local economic and development conditions impacting the corridor and Lakeland. Through our analysis we will gain an understanding of the market, economic mix, and further community connectivity. Work under this task includes:

- Consideration of the overall market conditions, uses, and opportunities in the corridor.
- Assess community connectivity and corridor friendliness and usability for residents and visitors.
- Analysis of the economic data and current market trends.
- Understand the scope and impact of the new infrastructure and amenities that may be added on this corridor.

Task 4: Opportunities and Challenges and Initial Positioning

In conjunction with the above topics and conversations with the community, we will look at the opportunities and challenges to identify the direction and initial positioning. In this phase we will begin the ideation and creation of the strategies that will align community goals, local planning efforts, and tie in future infrastructure improvements to ensure sustainable economic development efforts. We will draft potential short- and long-term economic opportunities and challenges relevant to the Memorial Boulevard corridor and neighborhood context. Work under this task includes:

- Outline opportunities and challenges relevant to the Memorial Boulevard corridor and neighborhood context. In addition, review threats and trends to ensure future strategy is customized and aligned with the community.
- Highlight areas for improvement and areas of strength in geographical areas along the corridor.



- Identify potential actions and investments that should align with the new amenities that will be installed as part of the roadway improvements.
- Draft initial vision and positioning statement.

Project Phase 1: Deliverables

The deliverables for project Phase 1 include:

- Kick-off meeting minutes
- Department heads focus meeting minutes
- Community online survey
- Public Meeting 1 materials
- Phase 1 Corridor Study & Data Assessment Report/Presentation documenting the work undertaken in this project phase.
- Bi-weekly progress update reports (4)

Phase 2: Economic Development Strategy (10 weeks)

Task 1: Engagement

The engagements in project Phase 2 focus on testing our economic development ideas and getting feedback to make the strategy robust. The engagements in this phase include:

- Public Meeting 2/CRA Board Workshop: Vision & Draft Economic Development Strategies
- CRA Board presentation
- Bi-weekly project progress meetings with project team

Task 2: Economic Development Basis, Vision, and Corridor Branding

We will formulate an economic development vision, positioning, and branding statement for the corridor. We will utilize the community workshop information from Phase 2 engagement along with the data and analysis from Phase 1 to create a robust economic development basis. The data gathered throughout the process provides the context and is utilized to define the strategies, the vision, and corridor brand. We will engage closely with City staff to confirm strategies, vision, and branding. Work under this task includes:

- Confirm short- and long-term economic development strategies relevant to the Memorial Boulevard corridor and neighborhood context.
- Solidify vision and strategies for targeted sites, intersections, and corridor entryway that could require further review or improvements.
- Identify corridor promotion strategies to spur economic development and investments. This could also be tagged with transformation and tactical solutions for more short-term wins.
- Solidify actions and investments that should align with the new amenities and improvements that will be installed along the corridor.

Task 3: Draft Economic Development Strategy

The draft economic development strategy will compile the defined vision, corridor brand, and economic development strategies for the corridor and neighborhood. These will be defined visually on a corridor map and report that will be presented to staff and the CRA Board and open to the community for comment. Work under this task includes:

- Draft economic development strategies that identify short- and long-term implementation process.
- Finalize the vision for Memorial Boulevard's economic development.
- Finalize corridor brand and draft implementation steps.



- Define most important strategies and potential public improvements in the context of the economic development strategies.
- Identify projects to be staged or phased in anticipation of future funding or improvements.

Task 4: Final Economic Development Strategy and Implementation

Under this task we will finalize the economic development vision, positioning, and branding statement for the corridor. This final document and report will be a graphic-heavy, easy-to-read, visually focused report based on the data and community input gathered throughout the process.

Project Phase 2: Final Deliverables

The deliverables for project Phase 2 include:

- Public Meeting 2/CRA Board Workshop materials
- Final Economic Development Strategy & Implementation Report/Presentation including all the work under the tasks listed above.
- CRA Board presentation
- Bi-weekly progress update reports (4)
- Final corridor map

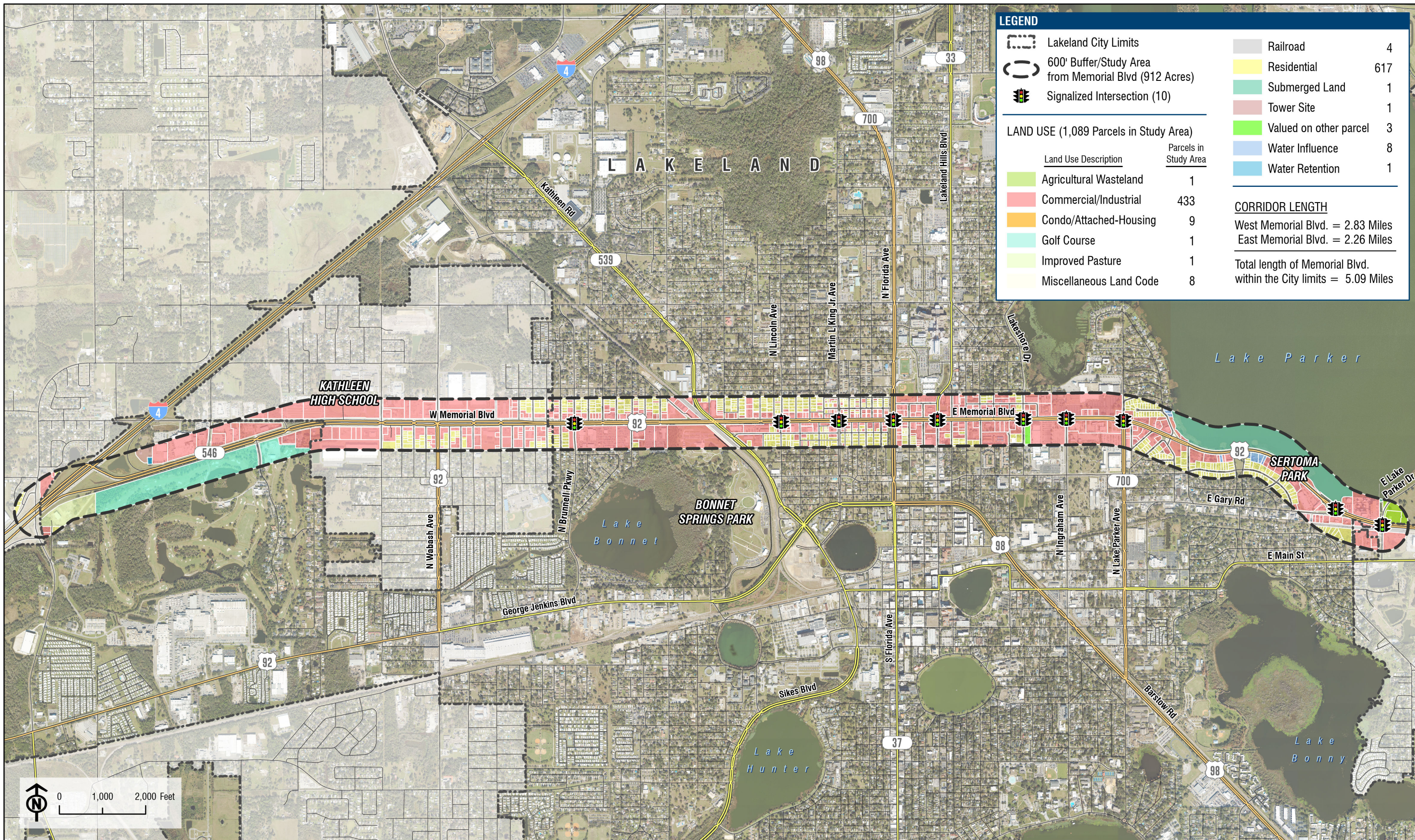
PROJECT SCHEDULE AND FEE

We expect the project to be completed in **twenty (20) weeks** for a total fee of **\$86,000**.

Schedule and fee by project phase.

Phase	Title	Duration	Fee (Inclusive of all expenses)
1	Corridor Studies and Assessment	10 weeks	\$42,000
2	Economic Development Strategy	10 weeks	\$44,000
Totals		20 weeks	\$86,000

Enclosure: Project Corridor Study Area Map.



LEGEND

- Lakeland City Limits
- 600' Buffer/Study Area from Memorial Blvd (912 Acres)
- Signalized Intersection (10)

LAND USE (1,089 Parcels in Study Area)	
Land Use Description	Parcels in Study Area
Agricultural Wasteland	1
Commercial/Industrial	433
Condo/Attached-Housing	9
Golf Course	1
Improved Pasture	1
Miscellaneous Land Code	8
Railroad	4
Residential	617
Submerged Land	1
Tower Site	1
Valued on other parcel	3
Water Influence	8
Water Retention	1

CORRIDOR LENGTH
 West Memorial Blvd. = 2.83 Miles
 East Memorial Blvd. = 2.26 Miles
 Total length of Memorial Blvd. within the City limits = 5.09 Miles

