1. THE PROJECT

A. INTRODUCTION

Crystal River, the gem of Florida's beautiful Nature Coast is a waterfront fishing village best characterized by its traditional main street, freshwater springs, and old Florida charm. In the 1920's commercial fishing came to define the local economy, with over 5000 tons of fish and 3000 barrels of oysters distributed annually. The community has worked hard to maintain this longstanding industry, ensuring that fresh seafood continues to pass through the City’s docks.

Kings Bay, the body of water that anchors the City is fed by over seventy springs, providing 600 million gallons of freshwater a day for the “first magnitude” spring system. The waterway is also recognized as the largest winter refuge for the Florida Manatee. In recent years these natural wonders have been discovered, creating a surge in tourism and recreational activity. The downtown area and waterfront are experiencing an urban renaissance, with new shops and restaurants opening daily. Plans are under way to:

1. develop a new “Riverwalk”
2. develop a new “Town Square”
3. develop a new linear park with splash pad (Town Square phase 2)
4. work with the Florida Department of Transportation (FDOT) to re-design NE 5th Street (Highway 44), a “gateway” into the City.

These efforts are reflective of the City’s commitment to preserve and enhance existing communities while promoting new places of character that are both time-honored and meaningful. This "place-based" approach is in keeping with the tenets of the new urbanism. New urbanism promotes the creation and restoration of diverse, walkable, mixed-use communities. These “places” are comprised of the same components as conventional development but assembled in a more integrated fashion to reflect complete neighborhoods, blocks, and streets - the way that communities have been built for centuries around the world. This “place-based” commitment is now embedded in policy, as the City adopted the region’s first form-based (overlay) code for its Community Redevelopment Area (CRA) on January 13, 2020.

Private investors and local businesses are taking notice. Several new developments are planned or are under construction. It is an exciting time in Crystal River. However, the City lacks a strong vision for the future, specifically how best to integrate and connect new public and private spaces in a manner that reflects the character of the community and will be cherished for years to come.

B. PROJECT DESCRIPTION

The City is seeking the services of a planning and design firm to complete a Civic Master Plan (“the Plan”). The highly illustrative document will be guided by a “community-wide” Design Charrette, and contain findings, recommendations, and policies derived from three
geographically unique areas of the City (three Area or Sector Plans). The three Planning Areas or Sectors consist of:

- **planning area (1) COMMUNITY REDEVELOPMENT AREA (CRA)**
  The CRA is characterized by the downtown waterfront, main street shops, City Hall, traditional neighborhoods, and several civic spaces. Centered on the City’s new Town Square (at the intersection of Highway 19, a high-intensity FDOT thoroughfare and Citrus Avenue, the City’s “main street”), the district extends outward for nearly ½ mile in all directions. City Council recently adopted a Form Based Code for the area that utilizes “building types” as its primary organizing principle.

- **planning area (2) THE KNIGHTS ADDITION COMMUNITY**
  This area, which is characterized by residential neighborhoods, Crystal River Elementary School, and two well-used parks is centered on the intersection of Highway 44 (an intense commercial thoroughfare) and NE 8th Avenue (a neighborhood street), and extends for approximately 1/3 of a mile in all directions. Highway 44 bisects the neighborhood’s otherwise traditional grid of streets, dividing the community in two and creating a rather significant barrier for pedestrians. While much of the City is in the floodplain, many properties in this area are slightly higher, making it ideal for infill and retrofit.

- **planning area (3) SUBURBAN RETAIL CENTER RETROFIT (sm, med, lg, Footprint)**
  A number of areas along Highway 19 are characterized by first generation, low intensity, auto-oriented, suburban retail centers at or near the end of their lifespan. As defined by the ICSC, these present at three scales:
  a. **small “strip” center**: 5000–30,000 sf.; ½–3½ ac.; ½–1½ mile radius trade area.
  b. **neighborhood center**: 30,000–150,000 sf.; 3–15 ac.; 1–3 mile radius trade area.
  c. **community center**: 100,000–350,000 sf.; 40–100 ac.; 3–6 mile radius trade area.

Retail Centers contain infrastructure and, in some cases, front existing neighborhoods, making them ideal for new “tax-positive”, multi-modal, mixed-use infill development. As opposed to a specific “area plan”, this deliverable should identify and address three existing retail centers (each of a differing scale), providing the City with a prototypical template that is illustrative, policy-based, and capable of being used to guide redevelopment of these, as well as other auto-oriented retail centers throughout the City.

**C. PLAN OBJECTIVES**

While it is highly likely that the recommendations and policies contained in the Plan will be implemented in other areas of the City (and possibly amended into the Comprehensive Plan), the primary focus of the Plan should be the three designated Areas or Sectors. This is especially true with Future Land Use and Transportation, two fundamental building blocks of the community in need of overhaul (at all scales). In both cases, a new paradigm, based on context and character is necessary to ensure harmony in the way that planning,
Items related to **Future Land Use** and **Transportation** that require special attention in the Plan include:

1. **Urban Design / Placemaking.** The Plan should refine and improve upon existing designs for new public infrastructure projects in downtown (Riverwalk, Town Square, and adjacent linear park with splash pad), establishing a “strong sense of place” that reflects the local character and conveys an appropriate scale and sense of interconnectivity throughout.

2. **Parking.** The Plan should identify opportunities and promote policies that will implement best practices for “on-street”, “consolidated”, and “on-site” parking.

3. **Stormwater.** The Plan should identify opportunities and promote policies that will implement best practices for stormwater treatment. This includes a “rural to urban” toolbox, on-site treatment, and consolidated (area) treatment.

4. **Future Land Use.** Every district identified on the City-wide zoning map is found within the Community Redevelopment Area (CRA). Absent the provisions of the “overlay” each zone is comprised of primarily suburban, single-use, “one-size-fits-all” standards. The Plan should consider converting existing “Future Land Use” categories into “Future Character Areas.” This approach implements a context-based (rural to urban) framework that the City can build upon as it looks to update its zoning.

5. **Streets.** Use Future Character Areas to establish context-based design parameters for new and reconfigured streets. Identify opportunities to “right-size” specific thoroughfares, incrementally improve the existing street network, and possibly implement a city-wide “complete streets” policy.
   
   a. Propose a design (and accompanying policies) for the “downtown blocks” of **Highway 19.** Utilize the current FDOT “context-based” classification system (R2T, C4, C5, etc.) to calm the thoroughfare and reconnect North and South Citrus Avenue (the City’s main street). This process is essential to the long-term success of the Town Square project, adjacent Linear Park (Splash Pad) project, and downtown as a whole.

   b. Assist the City as it works with FDOT (District 7) representatives to ensure implementation of the appropriate FDOT “context-based” classification (R2T, C4, C5, etc.) when re-designing/resurfacing **Highway 44.** FDOT engineers have been invited to participate in this process that will establish a final design by 2021.

Provide a highly-illustrative Plan and policy framework that promotes larger “transformative” changes as well as smaller “incremental” improvements.
II. CONSULTANT TEAMS

A. QUALIFIED TEAMS

1. Qualified consultants will be experienced in the practice of new urbanism, including a thorough understanding of “rural to urban” planning and associated changes to land patterns, form, character, intensity, infrastructure, design, economics, transportation, and stormwater management; as well as public engagement and charrette facilitation.

2. Work must exhibit a longstanding and successful ability to assess existing conditions, emerging trends, and future demands.

3. Sophisticated visioning, graphics, and imagery techniques are critical to conveying patterns, ideas, and strategies; as is the ability to identify and implement concepts through a variety of funding sources.

The Plan will include an examination of current documents, incorporating relevant content with new materials into one, holistic, long-term, vision that positions the City to attract new investors, businesses, and increased public activity.

B. TASKS / SCOPE

The following is a general description of the tasks required of the consultant. The project is intended to be a collaborative process. In preparing a submittal, the consultant is free to modify, revise or otherwise amend the list of tasks to best satisfy the objectives of the Plan.

1. Research. Identify unique qualities, geography, demographics, and emerging socio-economic trends within the City, specifically the three focus areas that are the subject of the Plan. Inventory the built environment, including an assessment of building types, building conditions, uses, building heights, building locations, and pattern and intensity of development.

2. Review. Examine current planning documents. Except where noted, these documents can be found at: http://www.crystalriverfl.org/page/planning_community_dev

- Crystal River Comprehensive Plan (2011)
- CRA Plan (1988)
- CRA Visioning Plan (2008)
- CRA Waterfront District Master Concept Plan & Strategies (2013)
- Bayside and Heritage Plans (2017)
- Land Development Code (updated 1/13/20)
- Downtown Commercial Waterfront Overlay District Map (2019)
- CRA Form Based Code overlay (2020)
- FDOT Context Classification Document
- Crystal River Congestion Management Study

3. Public Outreach. Consultant is on-site in Crystal River for approximately 6–7 total days, to include: one “multi-day” community design charrette (4–5 days total), one community design workshop (1–2 days total), and one (OPTIONAL) “kick-off” visit.

   a. Marketing. Work with staff to establish a marketing plan.

   b. OPTIONAL Kick-off Visit. Consultant travels to Crystal River to view/discuss project, walk the sites, meet and greet stakeholders, etc.
c. **Methodology.** Kick-off meeting, walking tours, public education, presentations, visual preference surveys/boards, questionnaires, focus groups, stakeholder meetings, closing meeting, and similar interactive/immersive feedback techniques.

d. **Participants.** Full-time and seasonal residents, business owners, stakeholders, citizen organizations, school-age children, Chamber, Crystal River Area Council, Main Street, City Council, City Boards, County Commission, County staff, etc.

1. **Assessment.** Establish a clear direction of how and where development/redevelopment should occur over the next 5, 10, and 20 years within the 3 focus areas.
   
a. Address **Future Land Use** and **Transportation** as conveyed above in **III. PLAN OBJECTIVES**; including the following areas of special attention: Urban Design/Placemaking, Parking, Stormwater, Future Land Use, and Streets.

b. Address immediate, short-term and long-term goals and policies.

c. Provide illustrative, action, and implementation plans.

2. **Document Preparation.** First draft of Plan presented to staff and stakeholders for review. Comments provided by staff. Second (revised) draft of the Plan is presented to the Planning Commission and City Council for adoption (Consultant may attend).

### III. ADDITIONAL SERVICES

It is the intent of staff to use the illustrative plans, illustrations, findings, recommendations, policies and growth framework that comprise the adopted Civic Master Plan to write a new Land Development Code (LDC). The new ordinance will utilize a form-based approach. Additional “future” services may be requested of the selected team as part of this effort.

### IV. INSTRUCTIONS FOR SUBMITTAL

The City of Crystal River is issuing a Request for Qualifications (RFQ) for a Civic Master Plan. The City reserves the right to accept or reject any and all submittals or any part of any submittal and to waive any informality concerning the submittals when such rejection or waiver is deemed to be in the best interest of the City of Crystal River. The requirements contained herein apply to all submittals made to the City of Crystal River by all prospective consultants.

#### A. GENERAL INSTRUCTIONS

1. Submittals shall be sealed and delivered to:

   **City Clerk’s Office**
   c/o Mia Fink, City Clerk
   City of Crystal River
   123 NW Highway 19
   Crystal River, Florida, 34428
All submittals must be received by **Wednesday, February 26, 2020, at 3:00 P.M. (EST).**

2. Pursuant to Florida Statutes, Chapter 119, entitled Public Records, Paragraph 119.07, all submittals shall be confidential.

3. Delivery of the submittal to the Planning Director’s Office on or before the above date is solely and strictly the responsibility of the Consultant.

4. Late submittals will be returned unopened to the Consultant. The Planning Director or designee will be the official authority for determining late bids.

5. The City reserves the right to waive any irregularity or informality in the submittal received, to determine, in its sole discretion, whether or not informality is minor, to reject or accept any or all submittals and to select top submittal based on criteria which serves the best interest of the City of Crystal River.

6. It is the Consultant’s responsibility to read and understand the requirements of this Request for Qualifications (RFQ).

7. In addition to stated Qualifications, Consultants may choose to expand upon their Qualifications and address any issue or issues related to the project.

8. The Consultant shall submit one (1) ORIGINAL, seven (7) copies, and (1) digital version of the submittal.

9. The ORIGINAL submittal must be manually and duly signed in ink by a Corporate Officer, Principal, or Partner with the authority to bind the submitting company or firm by his/her signature.

**B. SPECIFIC TO EACH SUBMISSION**

1. All submittals must be typed and presented in an organized fashion. Emphasis should be placed on completeness and clarity.

2. All corrections to the submittals must be initialed.

3. The Primary Consultant’s name shall appear on each page of the submittal.

4. All submittals shall contain contact information for the Primary Consultant.

5. Please submit all information as outlined below. This includes each item listed in (a–d). Failure to submit all information may result in a lower evaluation score.

6. The City at its discretion may reject submittals that are substantially incomplete or lack key information.

7. Submittals shall be limited to forty (40) pages. The page count excludes the cover, introduction (cover letter), table of contents and section dividers.

8. The Submittals shall be concise and straightforward in describing the Consultant’s experience and capabilities.
9. In your submittal, please provide the following:
   a. COVER PAGE
   b. COVER LETTER: A Completed Cover Letter, no longer than two (2) pages in length and signed manually by an authorized representative of the Consultant shall follow the cover page.
   c. TABLE OF CONTENTS
   d. CONSULTANT/SUB-CONSULTANT: Briefly describe the Consultant’s organization and philosophy. In addition, include the following information:
      i. PAST EXPERIENCE: demonstrate the Consultant’s training and experience with similar work.
      ii. SIMILAR PROJECTS COMPLETED: Provide the location, dates of contracts, and references.
         • The projects should include at least one engagement that was similar in size and work to the requirements specified herein (coastal community with project of similar character and scale). The references shall include the name, title, address, and phone number of the contact individual.
         • Past performance with the City of Crystal River may be considered.
      iii. SAMPLE METHODOLOGY, WORK PRODUCT, DELIVERABLES, SCHEDULE: This section includes examples of similar projects, work product, deliverables, and schedules utilized for this type of endeavor.
         (OPTIONAL): Address the proposed scope and convey potential ways in which the firm might approach the project.
      iv. IDENTIFY THE PROJECT TEAM: Provide a list of all essential personnel likely to be assigned to this project with resumes stating qualifications and experience with similar projects.
         (OPTIONAL): Identify the Project Director / Principal in Charge, Project Manager, Key Task Leaders / Sub-consultants.

V. EVALUATION

An Evaluation Committee – to be established by the City Manager – will identify the top consultant team from all submittals. Committee members may include: Ken Frink, City Manager; Jack Dumas, Assistant City Manager; Brian Hermann, City Planning Director; Leslie Bolin, Special Events Coordinator; Beau Keene, City Engineer; Gerry Mulligan, Editor, Citrus Chronicle; and Danielle Damato, Director, Crystal River Main Street.

Final scores will be determined by ranking each submittal in a total of five categories, as shown below. All scores will be totaled, with the winning team announced on March 13,
2020. Negotiations will commence immediately thereafter.

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<tr>
<th>Evaluation Committee Criteria</th>
<th>Maximum Score</th>
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<tr>
<td>1. Firm’s experience and history with similar work (experience in the planning and urban design fields; including area / sector planning, illustrative plans, charrette facilitation).</td>
<td>25 Points</td>
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<td>2. Firm’s experience and qualifications promoting the tenets of New Urbanism (understands and promotes concepts such as the “rural to urban” transect, neighborhood unit, form-based plans and codes, design charrette, context/character-based transportation, stormwater, and land-use).</td>
<td>25 Points</td>
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<tr>
<td>3. Similar projects completed. Firm provides examples of similar work completed (highlighting communities of similar character and scale), including the type of project, scope, methodology, schedules utilized, outcomes, and references. OPTIONAL: The firm conveys a clear understanding of the proposed scope and conveys potential ways in which they might approach the project.</td>
<td>25 Points</td>
</tr>
<tr>
<td>4. Project team. Firm provides a list of all essential personnel likely to be assigned to this project. Resume should address general and specific qualifications, including experience with similar projects. OPTIONAL: Firm identifies the Project Director / Principal in Charge, Project Manager, and/or other Key Task Leaders / Sub-consultants).</td>
<td>25 Points</td>
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<tr>
<td>TOTAL</td>
<td>100 Points</td>
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VI. SCHEDULE OF EVENTS

The Schedule as listed below is the City’s intended course of action for this project. The City will follow the schedule to the extent possible; however, the City reserves the right to change both the sequence and timing if deemed necessary.

- January 24, 2020: Release Request for Qualifications (RFQ)
- February 5, 2020: All pre-submittal questions due
- February 10, 2020: Pre-submittal questions and answers provided to all teams and posted on the City’s website
- February 26, 2020: Deadline for submission of Qualifications
- February 27 – March 12, 2020: Submittals evaluated / ranked
- March 13, 2020: Top team selected and announced
- March 13 – 27, 2020: Negotiations with top team
- April 6, 2020: Presentation to City Council

PRE-SUBMITTAL QUESTIONS

Staff will accept question via email through February 5th at bherrmann@crystalriverfl.org. All questions and answers will be provided to all submitting teams on February 10th.