

# *Request for Proposals*

## *Strategic Planning and Feasibility Study*

*Central Business District  
and  
West Main Street*

*In  
The Village of Lancaster*



# REQUEST FOR PROPOSALS

Village of Lancaster, New York  
Central Business District - West Main Street  
Feasibility Study

## **Part I – General Description of Project**

### **A. Request for Qualifications/Proposals:**

The Village of Lancaster, New York, in partnership with the Empire State Development Strategic Planning and Feasibility Studies Program (SPFS), invites qualified consultant teams with experience in developing comprehensive feasibility studies for commercial development to submit a written response to this Request for Proposals (RFP). This request may result in contracting with an experienced firm for the opportunity to work with municipal and county staff and the community in developing a market analysis, preliminary site plan, and an accompanying marketing promotion strategy and toolkit that will identify an optimal tenant mix and attract new commercial development to the Central Business District and West Main Street area in the Village.

### **B. Project Background:**

The area affected by the plan is generally bounded by Pleasant Avenue West on the north; Central Avenue on the east; Broadway (U.S. 20) on the south; and Aurora Street on the west. The project area is roughly 7.5 acres in size. Anticipated land uses in the area include a mix of office and commercial uses.

The community wishes to prepare a feasibility study for the surrounding area that will quantifiably establish the location's competitive advantages via market analysis, and provide the Village of Lancaster and its local community partners the data-driven rationale and associated promotional tools to approach commercial development in a strategic and successful manner.

### **C. Proposal Submission:**

To be considered by the Village of Lancaster, 9 paper copies, and one electronic version, of the complete proposal must be received no later than **2:00 pm on Thursday, May 18, 2017**

Submittals should be addressed to:

Mr. Michael E. Stegmeier, CMC

Clerk & Treasurer

Village of Lancaster

5423 Broadway

Lancaster, NY 14086

And submitted via email to [mstegmeier@lancastervillage.org](mailto:mstegmeier@lancastervillage.org)

### **D. Late Proposals:**

Any proposal received by the Village of Lancaster after **2:00 pm on May 18, 2017**, will not be considered.

### **E. Withdrawal of Proposals:**

Proposals may be withdrawn by written notice received at any time prior to award. Proposals may be withdrawn in person by an officer, or his/her representative, provided that he/she signs a receipt for the proposal prior to award.

**F. Prime Consultant Responsibilities:**

The consultant selected will be required to assume responsibility for all services offered in the proposal, regardless of who produces them. The selected consultant shall be the sole point of contact with regard to contractual matters, including payment of any and all charges resulting from the contract.

**G. Proposal Preparation Costs:**

All costs incurred for proposal preparation, presentation, or contract negotiation are the responsibility of the consulting firm. The Village of Lancaster will not pay the cost of any information solicited or received.

**Part II – Scope of Services Requested**

**A. Project Goal and Overview:**

In this feasibility study, the Village of Lancaster and its local community partners seek a vision, marketing strategy, and tactical plan for promoting the development of the Central Business District and West Main Street to developers and individual business owners.

**B. Project Scope:**

The overall responsibility and scope of work for the successful consultant is to prepare a market analysis, preliminary site plan, and marketing toolkit using qualitative and quantitative data gathered during the planning process. The study should include a review and analysis of existing demographic and socioeconomic data, labor force characteristics, and other key economic data. It should also include preparation of key demographic trends and forecasts, social factors, economic factors and financial indicators for inclusion in the final report and marketing materials.

Prospective consultants must describe how they intend to carry out the following major work tasks, providing information about the anticipated schedule and level of effort required to produce the requested deliverables, along with anticipated cost and funding source of each component. The successful consultant is expected to carry out the following tasks:

**Task 1: Market Analysis**

In order to identify an optimal tenant mix and identify commercial targets for the Central Business District and West Main Street area, it is important to thoroughly evaluate the area's market position and competitive advantages. The market analysis should create an accurate and realistic picture of the area's potential for commercial development. This should include the location and characteristics of existing developments in a reasonable market area, and the opportunities and challenges for such developments. The demand and competitive environment for commercial/retail development should be evaluated as well as the demographic and socioeconomic characteristics of the Village (and related trends.) The analysis should include conclusions, recommendations and next steps for development. Discrete tasks include:

- Reviewing existing documents, plans, and studies to determine what, if any, additional data may be needed to accomplish these tasks.
- Collecting additional data, if necessary, to determine strengths, weaknesses, opportunities and threats for development in the area of interest.
- Meeting with stakeholders to provide opportunity for comment on current development in the area and share a vision for the future.
- Developing an attraction strategy that reflects current and projected trends, and identifies specific sectors and companies that are prime for attraction to the area.

- Evaluating potential sites to assess opportunities and constraints for development. Some of the factors to be analyzed include:
  - Access, both vehicular and pedestrian;
  - Visibility from principal access routes;
  - Ambiance of the surrounding neighborhood;
  - Current land uses in the vicinity;
  - Topography of the site and immediate vicinity;
  - Relationship to demand generators;
  - Parking demand; and
  - Relationship to area amenities.

### **Task 2: Preliminary Site Plan**

The successful consultant will prepare a thorough site analysis. This analysis should consider legal, regulatory, physical, environmental, geologic, and infrastructure characteristics of the properties in the area. Based on the site inventory and analysis, consultants will prepare a preliminary site plan for the highest and best use of each property within the area. The site plan should show all the buildable land in the area, and should include potential building placement, utilities, open space, parking, and transportation access and circulation.

### **Task 3: Brand Identity**

Using the marketing analysis as a basis, create a brand identity that establishes the area as a destination. This involves working with key stakeholders to complete a branding blueprint that will guide the Village of Lancaster and its community partners in effectively promoting the area.

### **Task 4: Marketing Toolkit**

- Develop discrete brand elements for the area, including three draft logo samples, color palette, and key messages;
- Provide design concepts for a website and make recommendations for website content or functional components;
- Develop a fly-over video or software program utilizing 3D modeling techniques that illustrate the full build-out potential of the area; and
- Prepare a draft conceptual signage program for the site.

### **Task 5: Promotional Plan**

A detailed, 12-month promotional plan will be developed. It will include:

- Definition of program objectives;
- Identification of target audiences;
- Creation of key messages;
- Determination of appropriate marketing communication channels/tools;
- Determination of a budget; and
- Description of assessment metrics.

### **Task 6: Final Report**

The final written report will document the consultant's analysis, describe the recommended marketing promotion program, and detail plan implementation.

The successful bidder shall issue a full draft narrative report of the completed study. The report will be a comprehensive document that sets forth findings, conclusions, and recommendations concerning the proposed project. The final written report should include at least one color visual rendering of the preferred development concept.

After the Village has reviewed the draft narrative report and any review comments the Village may have are resolved, then the successful bidder will prepare the report in its final written form. Nine (9) printed copies and a digital copy of the final report are to be provided to the Village.

Finally, the successful bidder will meet with the Village and key stakeholders to present findings, conclusions, and recommendations, which will be prioritized based on identified market demand and potential economic importance.

**C. PROJECT SCHEDULE:**

The Village of Lancaster will require all work associated with this study to be completed within a 10-month time frame. Proposers must describe their ability to deliver the requested products within this window.

**Anticipated Timeline (subject to change)**

- April 25, 2017 – RFP issued and posted on the Village website.
- May 3, 2017 – A non-mandatory pre-proposal conference will be held at 2:00 p.m.
- May 18, 2017 – Receipt of proposals due.
- May 19, 2017 to June 2, 2017 – Selection committee will evaluate proposals and select a maximum of three (3) short-listed firms for interviews.
- June 5, 2017 to June 9, 2017 – Short-listed firms are interviewed.
- June 14, 2017 – Preferred firm is notified of selection.
- June 15, 2017 – Notice to Proceed.
- February 15, 2018 – Project Completion

**Part III – Proposal Requirements**

The following are the contents that all proposals must include. All the listed criteria should be addressed completely and should follow, as closely as possible, the order and format in which it is listed below. These categories and criteria will be major considerations in the evaluation and determination of the most qualified and capable firm(s). Note: The sequence of the listing is not intended to reflect relative weight of each category.

**A. Interest and Proposals:**

- A brief description of the lead consultant firm, including firm location, years in the business, history, and philosophy. Include an outline of the firm's officers and executive management.
- A statement of interest for the scope of services including a narrative describing the respondent's capabilities.

**B. Related Experience and References:**

- Proposal shall include the name, address and telephone number of three to five clients for whom services similar to those described in this Request for Proposals have been performed. Proposal shall also include a description of the past services provided for each reference.

**C. Team and Availability:**

- Proposal shall include a description of the proposed consultant team. Proposal shall identify all key personnel as well as any sub-consultants, if applicable. Proposal shall outline roles, responsibilities, and reporting relationships. Proposal shall identify key contact person for communicating with the Village on all project-related matters.
- Proposal shall include a statement on the availability and commitment of the respondent and assigned professional(s) who will undertake the scope of services.
- Proposal shall include resumes for all the key personnel including educational background/training, experience, and detailed descriptions of roles played on past projects.

**D. Understanding and Approach to the Work:**

- Proposal shall describe the approach to the scope of work described in this RFP, including process and schedule.
- Proposers are encouraged to make suggestions to amend the scope of work to achieve the Village's goals. This criterion will be evaluated based on the proposer's understanding of the Village's objectives and ability to demonstrate a process that efficiently and effectively achieves the desired outcomes. Reasoned creativity is encouraged.

**E. Disclosure:**

- Proposal will disclose any professional or personal financial interest which could be a possible conflict of interest in contracting with the Village.
- Consultant shall further disclose arrangements to derive additional compensation from various investment and reinvestment products, including financial contracts.

**F. Insurance:**

- Provide a certificate of insurance showing the firm's current limits of liability for commercial, general, and professional liability, workers' compensation, and business automobile liability.
- List all current and unresolved litigations, arbitrations, or mediations of the firm.

**G. Fee:**

- Proposal shall include a total lump sum fee for the scope of work, itemized according to the Tasks outlined in Part II. Any proposed scope revisions should be clearly stated.
- The fee proposal shall itemize the methodology for billing reimbursable expenses such as travel, production of documents, purchase of data, etc.
- The Village reserves the right to negotiate a final fee and scope of work as part of contract negotiations following the selection process.
- MWBE requirement-30% total; 5% minimum for MBE and 5% minimum for WBE.

**Part IV – Evaluation of Proposals**

**A. GENERAL:**

**NO LATE PROPOSALS WILL BE CONSIDERED.**

All proposals received shall be subject to evaluation by the Village of Lancaster.

Authorization for execution of a contract will be approved by the Village of Lancaster Board of Trustees.

The Village of Lancaster has the right to accept or reject all proposals for any reason deemed appropriate.

The Village shall not be responsible for any costs incurred in the preparation, submittal, and presentation of proposals.

All materials submitted shall become the property of the Village and shall be subject to the laws and regulations relating to the disclosure of public information. No guarantee of privacy or confidentiality is offered or implied.

**B. CRITERIA FOR PROPOSAL EVALUATION:**

A proposal committee will be established for the purpose of proposal review and evaluation. The proposal committee will evaluate all complete proposals submitted pursuant to this solicitation. The review and selection is for a professional service and will not be reviewed on a cost basis. Criteria used in evaluating proposals will include:

1. The consultant's demonstrated understanding of the project's purpose and intended outcomes;
2. The consultant's proposed work plan and the degree to which it meets the requirements of this RFP;
3. The qualifications of the firm and assigned personnel relating to this project; and
4. Experience with similar projects.

The Village of Lancaster reserves the right to waive any irregularities, accept any proposal or any part thereof, or to reject any and all proposals. All proposers must agree that any rejection shall be without liability on the part of the Village of Lancaster. The Village is under no obligation to award a contract to any firm submitting a proposal.

By submitting a proposal in response to this RFP, the respondent expresses its intent to comply with the established timeline. In addition, the respondent accepts the evaluation process and methodology, as well as acknowledges and accepts that the determination of "the most qualified and capable" firm(s) will require subjective judgments by the selection committee and the Village.

**B. CONSULTANT INTERVIEWS:**

Interviews will be conducted with a maximum of the top three (3) selections of the proposal committee. If interviews involving travel are required, the Village of Lancaster is under no obligation to reimburse a consultant or consultants for these costs.

**D. CONTACT PERSON**

Mr. Michael E. Stegmeier, CMC  
Clerk & Treasurer  
Village of Lancaster  
5423 Broadway  
Lancaster, NY 14086  
mstegmeier@lancastervillage.org  
(716) 683-2105 ext. 203

