

REQUEST FOR EXPRESSIONS OF INTEREST REVITALIZATION AND REDEVELOPMENT DESIGN PLAN FOR SEWALL'S ISLAND AND FACTORY SQUARE PARK IN THE CITY OF WATERTOWN, NY

I. Introduction

The City of Watertown (the City) is requesting proposals from qualified consultants to prepare a Revitalization and Redevelopment Design Plan for Sewall's Island and Factory Square. The plan will create a vision and capitalize on community assets and recreation opportunities, guide redevelopment and help attract new investments, businesses, and identify transformational projects in this area of downtown Watertown. The City was awarded a Strategic Planning and Feasibility Studies grant from the New York State Department of State (the Department), which will be used to pay for the plan.

The project involves developing preliminary designs and cost estimates for the commercial development of the island along with the park and trail development on the eastern portion of the island. The preliminary designs and cost estimates will be used for future budgeting and potential grant applications for construction. To inform the planning process, the project will include economic analyses and public outreach such as surveys, stakeholder meetings and community workshops.

Preparation of the Revitalization and Redevelopment Plan for Factory Square and Sewall's Island will be undertaken through consultant planning services to be procured by the City of Watertown and overseen by a Project Advisory Committee.

The project is being funded by a grant from the New York State Department of State Local Waterfront Revitalization Program Environmental Protection Fund. The project has a maximum budget of \$95,000 for consultant services.

Expressions of interest are due by **4:00PM, JULY 26, 2019.**

II. PROJECT OVERVIEW

This project will implement important priorities in the City's draft Local Waterfront Revitalization Program (LWRP). A specific goal of the LWRP was to clean up and reuse vacant industrial sites and buildings including the Factory Square and Sewall's Island area. The LWRP envisions this area as a mixed-use community that offers opportunities for dining, shopping, retail and office space, recreational opportunities and residential living surrounded by a revitalized Black River corridor.

Factory Square and Sewall's Island are both located approximately mid-way along the Black River corridor in the City. Factory Square contains just a few active businesses while Sewall's Island is vacant except for Brookfield's hydroelectric facility. Sewall's Island is currently undergoing an environmental remediation project that involves the installation of a soil cover that will implement the remedial action plan specified in the Record of Decision for the site. The southeast portion of the island, including an abandoned railroad line, has been designated as parkland and the final plan will include recommendations for the enhancement of the park area. Factory Square provides substantial opportunities for mixed-use redevelopment, including residential, commercial, and open space uses. The area includes several very unique industrial waterfront buildings that have an interesting relationship to the waterfront.

Redevelopment of Factory Square and/or Sewall's Island could provide mixed-use opportunities, including residential, water-enhanced uses (restaurants, cafes, small-scale hotels or B & B's, river outfitters, bike rental and sales, and outdoor food stands), retail, boutique and specialty stores, waterfront open space, parks and trails.

The Strategic Investment Plan resulting from the Downtown Revitalization Initiative (DRI) planning process focused on Public Square and connecting streets. This EPF LWRP project will complement the City's Downtown Strategic Investment Plan by preparing a Revitalization and Redevelopment Plan for a key area of downtown that connects to the DRI planning area. This project will outline strategies for enhanced visual appeal and increased walkability and will serve as a guide to sustain recent and future public and private investments in the area. The revitalization of downtown Watertown will provide tourism and economic benefits on a local, regional and state level.

The City of Watertown, in recent years, has established real momentum in its downtown and waterfront revitalization efforts. Substantial public and private sector investments have been made in the very concentrated Public Square area and the City has continuously invested in the creation of trails and parks along the river.

III. SCOPE OF WORK

Project Components

Task 1: Project Kick-Off Meeting

The City shall hold an initial meeting with the Consultant to review the project scope, project requirements, roles and responsibilities of project partners, MWBE requirements, the number of public meetings and techniques for public involvement proposed for the project, and any other information which would assist in project completion. In addition, discussion of potential project advisory committee members shall take place during the project kick-off meeting. The Consultant shall prepare and distribute to all project partners a brief meeting summary clearly indicating the agreements/understandings reached at the meeting. Work on subsequent tasks shall not proceed prior to Department of State approval of the proposed approach as outlined in the meeting summary.

Products: Project kick-off meeting held with appropriate parties. Written meeting summary outlining agreements/understandings reached.

Task 2: Second Project Meeting

In consultation with the Department, the City shall hold a second project meeting that includes the consultant(s), and other project partners as appropriate, to review project requirements, site conditions, and roles and responsibilities; identify new information needs and next steps; and transfer any information to the consultant(s) which would assist in completing the project. Meeting participants shall also identify the study area boundary and any available land use data, maps or reports that are relevant to area/site redevelopment. The consultant(s) shall prepare and distribute a brief meeting summary clearly indicating the agreements/understandings reached at the meeting. Work on subsequent tasks shall not proceed prior to Department approval of the proposed approach as outlined in the meeting summary.

Products: Project meeting held with appropriate parties. Written meeting summary outlining agreements/understandings reached.

Task 3: Public Participation Plan

The Consultant, along with input from the City and the Project Advisory Committee, shall prepare a method and process to encourage community participation in the community visioning process. The Public Participation Plan shall identify key individuals, organizations, and entities to be involved, and shall identify the visioning process and the roles and responsibilities in coordinating the entire outreach process, logistics, and the proposed schedule of public meetings. All public meetings will be publicized in the community through press releases, announcements, individual mailings, and any other appropriate means. The Consultant shall make available a summary of each public outreach session in written form and through other appropriate means, such as websites.

The City shall submit the draft public participation plan to the Department for review and approval and shall incorporate the Department's comments in the final public participation plan.

Products: Draft and final public participation plans.

Task 4: Community Visioning

The Consultant shall conduct a public meeting and other public outreach in accordance with the Public Participation Plan to obtain input regarding community, downtown, and waterfront issues, opportunities and goals for the future. The Consultant shall design this meeting/workshop to obtain public input for the development of a Vision Statement for the community and proposed/potential downtown redevelopment site(s) at Factory Square and Sewall's Island. The Consultant shall document public feedback and develop a Vision Statement that summarizes community goals and objectives as described below. The City shall submit the summary of the public meeting to the Department for review.

Products: Minutes/written summary of the public meeting.

Task 5: Vision Statement

Based on feedback provided during the community visioning workshop, and in consultation with the project advisory committee, the Consultant shall develop a vision statement and summary description of the redevelopment goals and objectives for the project area. This statement or summary shall guide all project work, including community and site assessment; analysis of constraints, needs and opportunities; and development of a strategy, action plan, and/or list of priority projects.

Examples of redevelopment goals and objectives may include, but are not limited to, the following:

- identify redevelopment opportunities and strategies
- identify catalytic projects
- parking strategies
- urban design recommendations
- reclaiming the waterfront as a regional activity center
- strengthening the physical and economic linkages between the waterfront and downtown business district

- sustaining and improving existing water-dependent and non-water-dependent businesses
- determining appropriate new uses to strengthen the relationship of economic redevelopment on the waterfront to the downtown business district
- determining an appropriate mix of new waterfront and downtown commercial, recreational, industrial, and residential uses
- identifying new uses that would enhance the waterfront area as a regional destination by increasing public access and enjoyment of the waterfront
- regulatory tools and policy recommendations

The City shall submit the draft vision statement or summary to the Department for review and approval, and shall incorporate the Department's comments into the final vision statement and summary. The approved statement and/or summary shall be incorporated into the draft and final project reports.

Products: Written vision statement and/or summary of goals and objectives.

Task 6: Study Area Profile - Inventory and Analysis of Existing Uses and Environmental Conditions

The Consultant shall complete a thorough inventory and analysis of the study area. The Consultant shall describe and characterize the study area in terms such as: land and buildings usage, total acres; acres developed and acres vacant; percent of the total area or sector developed with specific land use types; percent of land area vacant; total linear feet of shoreline; and other terms as may be appropriate to characterize and describe the study area.

The inventory and analysis may include, but need not be limited to, a description of the following:

- location of study area as it relates to the community
- total land area
- land ownership pattern, including: land and acres held in public ownership (municipality, county, state, and federal); land held in private ownership; and land committed to roads/right-of-ways and surface waters
- connectivity of the study area with adjacent neighborhoods and the riverfront
- existing and adjacent land and water uses including but not limited to water-dependent, water-enhanced, residential, commercial, industrial, vacant or underutilized, parks and dedicated open space, and institutional
- land area committed to each land use category
- existing zoning and other relevant local laws
- inventory of vacant and occupied area buildings including building name, levels, gross square footage, original use, current use, condition, reuse potential, and ownership
- inventory of other structures such as bridges, dams or hydroelectric facilities
- historic or archeologically significant areas, sites, districts, or structures
- transportation systems, circulation, and types (truck, car, bus, ferry, train, recreational and commercial vessels, pedestrian, bicyclists, etc.)
- parking lots and garages
- infrastructure and utilities (land and waterside), location, extent, condition, capacity
- natural features and conditions including upland and waterside features and conditions
- an analysis that identifies and describes needs and opportunities in the study area

The City shall submit the draft inventory and analysis to the Department for review and approval, and shall incorporate the Department's comments into the final study area profile/inventory and analysis. The approved study area profile/inventory and analysis shall be incorporated into the draft and final project reports.

Products: A completed inventory and analysis of uses and conditions.

Task 7: Economic/Market Analysis

The Consultant shall use recently completed economic analyses of the community and immediate region such as the 2017 Fort Drum Regional Economic Impact Report, the 2016 Empire State Development report, "Economic Impact of Tourism in New York – Thousand Islands Region", and the analysis done for the DRI 2 Strategic Investment Plan (2017) to estimate market demand for a range of potential future land uses that are economically viable, compatible, and appropriate with the site(s) targeted for redevelopment in the study area.

The City shall submit the draft economic/market analysis to the Department for review and approval, and shall incorporate the Department's comments into the final economic/market analysis. The approved economic/market analysis shall be incorporated into the draft and final project reports.

Products: An economic/market analysis that estimates future land uses that may be suitable to occupy the area targeted for redevelopment.

Task 8: Future Land Uses Defined

The Consultant shall identify and describe the most appropriate development/land use alternatives based upon the earlier analyses. The initial project vision, goals and objectives will be re-evaluated to determine their appropriateness as the analysis may warrant new or revised goals and objectives. The descriptions shall include the following:

- The range of most appropriate development/land uses
- The economic benefits (in terms of tax revenues, jobs created and associated economic generators) to the community and region.
- The community benefits of recreation facilities, greenspace, river access and white water uses
- The costs associated with the desired development
- Infrastructure improvements needed to support the proposed development alternatives, such as improvements to transportation systems, infrastructure and utilities, and environmental conditions (such as containing runoff through grading or drainage structures, revegetating the shoreline, etc.).

It should be noted that the southeast section of Sewall's Island has been previously designated as parkland by the City of Watertown City Council. This area consists of a former railroad parcel, two former railroad bridges and two parcels located on the southern half of the island. In addition a former railroad parcel located across the river fronting Water Street is also designated as parkland. The area encompasses the entire southern portion of the island except for a parcel owned by Brookfield

Renewable Power. As designated parkland, it is not anticipated that the land use in this area will change as the plan is developed.

The City shall submit the draft proposed land use descriptions to the Department for review and approval, and shall incorporate the Department's comments into the final development/land use alternatives. The approved development/land use alternatives shall be incorporated into the draft and final project reports.

Products: Written description and justification of proposed land uses, including maps and other graphic materials, as appropriate.

Task 9: Action Plan for the Study Area

The Consultant shall prepare an action plan that includes recommendations to achieve the desired redevelopment objectives for the study area.

The recommendations will describe in detail the specific steps that must occur to achieve the desired redevelopment objectives. The Action Plan must categorize and describe in priority order the short-and long-term actions that must occur to redevelop the area and achieve the desired changes.

The types of project categories may include: studies, reports, assessments, or feasibility studies; legislative or regulatory actions; preconstruction actions such as the preparation of design drawings and specifications; and construction or capital projects. The description will include the date when the action should occur, estimated cost, responsible entity, and potential funding sources. Examples of recommended actions include:

- site specific conceptual designs, renderings, studies, reports, and strategies
- feasibility analysis for large construction or infrastructure improvements
- site surveys
- title investigations to resolve ownership disputes
- remedial investigations and action plans for contaminated sites
- bulkhead assessments and repairs
- dredging actions (obtaining sediment samples, testing, identifying spoil disposal locations, dredging)
- preparation of design standards and guidelines to guide future development
- increasing public access opportunities
- streetscape or facade improvement plans
- demolition of abandoned or failing structures
- land assemblage
- preparation of construction drawings and specifications
- drafting new local laws, revising existing local laws and other regulatory tools and policy recommendations
- applying for and obtaining necessary permits
- a description of actions that state or federal agencies need to undertake to implement the plan
- phasing plans for large scale construction or redevelopment activities
- planning to advance construction activities
- strategies for improving/enhancing downtown parking
- strategies for project financing and marketing

The City shall submit the draft action plan and recommendations to the Department for review and approval, and shall incorporate the Department's comments into the final action plan. The approved action plan and recommendations shall be incorporated into the draft and final project reports.

Products: Description of actions to achieve desired redevelopment objectives.

Task 10: Site Specific Feasibility Study and Conceptual Plan Development

As is noted above, a large portion of Sewall's Island is designated as parkland and the future intent is that this area will be further developed to provide enhanced recreational uses in this area. It is envisioned that the former railroad bridges will be converted into pedestrian bridges that will become part of a larger City-wide trail system. This recreational component will become the centerpiece of the redevelopment efforts in the study area. The City is also exploring the possibility of creating white water play features in the north and/or south channels of the Black River. The feasibility and conceptual design of the whitewater features are currently in development and will be made available to the selected consultant for incorporation to this plan. In addition to developing preliminary designs and cost estimates for the commercial and recreational development in the overall study area and developing the action plan as noted in Task 9, the selected consultant will be required to conduct a site specific feasibility study for the conversion of the railroad bridges to pedestrian use. The study shall include an evaluation of the structural integrity of the bridges and preliminary cost estimates for the design and construction that would be needed to convert them for pedestrian use. The study should include conceptual plans for the project including an overall site plan, a minimum of two architectural renderings for each bridge, a discussion on potential materials to be used, preliminary construction details cost and cost estimates.

Products: Feasibility study and conceptual plan development with a minimum of two architectural renderings for each bridge, as described above.

Task 11: Complete Draft Report

The Consultant shall produce a draft report in narrative form, incorporating the results and products developed under previous tasks. Appropriate graphics (maps, tables/charts, site plans, elevation and perspective drawings, renderings) shall be included. Maps and other graphics will be reproducible and prepared at an appropriate scale. Maps and other graphics shall also be prepared for presentation to the community. The draft report and all related materials shall be provided to the Department for review and approval prior to presentation to the community and finalization of the report.

Products: Draft report and supporting graphics as described above.

Task 12: Community Meeting

The Consultant shall conduct a community meeting to present the draft report and obtain feedback from project stakeholders and the public. The Consultant shall document public comment and submit a summary of the public meeting to the Department for review.

Products: Minutes/written summary of the public meeting.

Task 13: Complete Final Report

Based on feedback provided during the community meeting, and any comments prepared by project partners, the City and the Department, the Consultant shall revise the draft report and supporting materials and complete a Final Report. The Final Report shall contain all materials developed under previous tasks.

The City shall submit the Final Report to the Department for review and approval. The Department comments must be addressed to the satisfaction of the Department in the Final Report prior to publication and distribution.

Products: Final report and all supporting materials as described above.

Project Advisory Committee Meetings

The Project Advisory Committee will meet on an as-needed basis to review materials and provide input. It is expected that the selected consultant will meet with Committee at least four (4) times or more if needed during the project duration. The Consultant shall provide discussion materials electronically to the Committee in advance of each committee meeting. To insure frequent communication, the consultant should also be available for frequent conference calls with Committee and City representatives.

Project Deliverables and Format

All materials printed, constructed, and/or produced acknowledge the contributions of the Department to the project. The materials must include the Department of State logo and the following acknowledgment:

"This (document, report, map, etc.) was prepared with funding provided by the New York State Department of State under Title 11 of the Environmental Protection Fund."

All required products submitted to the Department of State, must be clearly labeled with the NYS Comptroller's Contract #T1000978. The Consultant shall submit:

- Draft products: two paper copies of each product. In addition, all draft products must be submitted as an electronic copy in Word or Word Perfect and Adobe Acrobat Portable Document Format –PDF (created using 300 dpi scanning resolution).
- Final products: two paper copies of each product. In addition, all final products (including reports, designs, maps, drawings, and plans) must be submitted as an electronic copy in Word Perfect or Microsoft Word and Adobe® Acrobat® Portable Document Format - PDF (created using 300 dpi scanning resolution) and be submitted on a labeled CD-R type CD. The CD must be labeled with the contractor name, the Department of State contract #, and project title.
- Electronic data for all Geographic Information System-based mapping products must be included in either ArcGIS format, or similar product acceptable to the Department of State, and comply with the requirements for Contract GIS Products.
- Electronic data for all designs, drawings, and plans must be submitted in the original software that they were created (such as CAD format or other similar product acceptable to the Department of State) as well as in JPEG or GIF format.

- Pictures and photographs must be dated and captioned with the location and a brief description of the activity being documented. Electronic data for all pictures and photographs must be submitted in JPEG or GIF format or other similar product acceptable to the Department of State.

The contributions of the Department must also be acknowledged in community press releases and other notices issued for the project, including web site postings and other forms of digital distribution. Project press releases and other notices shall be submitted to the Department for review and approval prior to release, to ensure appropriate attribution.

IV. REI Submission Guidance

Qualified individuals, firms, and consultant teams may respond to this REI. Responses must include all of the following elements.

1. A **Letter of Interest** (no more than two pages) that demonstrates the consultant has a clear understanding of the issues associated with this project and communicates the consultant's ability to assist the City in completion of the project as described and required in the Scope of Work. *Adjustments to the required scope of work may be proposed in this letter if the consultant believes that those adjustments would add value to the project or would be more appropriate for the allotted budget. There is no need to repeat the required scope of work in the letter of interest.* The signatory must be an officer of the respondent empowered to sign such material and thereby commit the respondent to the obligations contained in the proposal. The letter shall also include the name, address, phone number, fax number, and email address of the lead contact person who can be contacted for more information and to whom the results of the proposal evaluations can be sent.
2. Examples of **Relevant Previous Work and References** that demonstrate the consultant has the experience and inter-personal skills to perform the required tasks. Examples of completed work assignments and comparable projects that demonstrate the experience and ability of the personnel assigned to the project should also be included. Stressing experience in unrelated activities is not encouraged and may leave the impression that the consultant does not correctly grasp the project's scope.

Reference contact information is required.

3. A **Management Plan** identifying the contractor's personnel who will be working on the project including resumes. The project manager should be clearly identified. If a team of firms is responding to this REI, please include the resumes of the personnel working on the project for the lead firm as well as all sub-consultant firms. Failure to properly identify personnel significantly reduces the credibility of the proposal. A project schedule should also be provided that demonstrates how the team will complete the work on time.
4. **Project Schedule.** A timeline for the completion of the project by task should be included.
5. A statement of the respondent's effort to comply with the State's **Minority and Women Owned Business Enterprise (M/WBE) goals and requirements.**

- **Insurance Coverage** - The successful firm will be required to provide proof of General Liability Insurance in the amount of not less than \$1,000,000.00 for each occurrence and in an amount not less than \$2,000,000.00 general aggregate.

Submission Deadline

Expressions of interest are due by **4:00PM, Friday, July 26, 2019**. Responses shall include three (3) paper copies and in digital format sent with the paper copies on a thumb drive or by email in .pdf format. All files must be less than 10 megabytes. Dividing the response into multiple emails to exceed the 10 megabyte per email limit total is not acceptable.

Responses must be sent to:

Dale Morrow
Purchasing Manager
245 Washington Street
Watertown, NY 13601
dmorrow@watertown-ny.gov

For Questions please contact:

- Michael Lumbis, Planning Director, mlumbis@watertown-ny.gov / 315-785-7740
- Barbara Kendall, NYS Department of State, Office of Planning and Development
barbara.kendall@dos.ny.gov / 518-473-8928

Submission Evaluation

A qualified consultant will be selected based on the following criteria:

- Quality and completeness of the response.
- Understanding of the project.
- Applicability of proposed alternatives or enhancements to information requested.
- Qualifications and relevant experience with respect to the tasks to be performed.
- Reputation among previous clients.
- Ability to complete all project tasks within the proposed time frame.

Conditions Governing Responses

- Only those proposals which contain complete information and are responsive to the REI will be considered. The City of Watertown reserves the right to:
- Accept or reject any or all submissions associated with this work;
- Request qualified consultants to consider contracting for only certain elements of the project or to consider partnering with other qualified consultants;
- Require consultants to clarify aspects of their understanding of and approach to the project in person or by telephone;
- Waive or modify minor irregularities in proposals received;

- Negotiate with proposers, within the proposal requirements, to best serve the interests of the City of Watertown and the Department of State;
- Amend the details of this REI after its release, with due notice given to all respondents to modify their proposals to reflect changed specifications;
- Consider every offer as firm and not revocable for a period of sixty (60) days unless withdrawn in writing or unless otherwise specified in the solicitation; and
- Award a contract for any or all parts of a proposal including award of specific project components to individual proposer team members and to negotiate with the successful bidder(s).

Other Considerations

- Expenses incurred in the preparation of proposals shall be borne by the respondent(s) with the express understanding that the respondent(s) may not apply to the City for reimbursement for these expenses.
- The City of Watertown is an Equal Opportunity Employer; minority-and women-owned businesses are urged to submit proposals.
- By submitting a proposal, the proposer agrees that it will not make any claim for or have any right to damages because of any lack of information or misinterpretation of the information provided in the response.
- If respondent provides material(s) of a confidential nature for disclosure to third parties, the respondent should clearly indicate the specific material(s) it considers confidential. Subject to the provisions of the Freedom of Information Law (FOIL) and any other applicable laws, the City may agree to maintain confidentiality of such material(s) if requested. The City assumes no responsibility for any loss or damage resulting out of any determination requiring disclosure of information pursuant to FOIL.
- The New York State Department of State must approve all consultants and sub-contractors. The consultant must comply with all provisions in the Contract between the New York State Department of State and the City of Watertown, including all appendices. A copy of the contract is available upon request.

Presentation by Respondents

The City may require presentations from qualified finalists. If held, the City will arrange the date, time, and location with selected finalists. Presentations will provide an opportunity for the City to obtain an understanding of:

- The extent of the firm's depth of knowledge of the subject matter of the REI;
- Whether the methods and resources that will be used by the firm in performing services to achieve the project goals and objectives are appropriate, and cost effective;
- The firm's ability to draw together specialists and professionals with the necessary skills and experience to contribute to the overall project;
- The primary features and benefits of their proposal;
- The public presentation skills of the proposers; and
- The ability of the consultant to enhance and not replace the extensive work already completed.

Presentation format is left to the discretion of the proposers. Presentations will be limited to a one hour period per respondent, which includes questions. All key managerial personnel, as well as key personnel working on the project, must be in attendance at the proposal presentation.

Notification of Award

The successful respondent will be chosen based on qualifications, previous experience and the other criteria noted above. Once the selection has been made, the successful respondent will be notified by phone, followed by written confirmation. Following the notification of the award, negotiations will take place to finalize the scope of work, the details of the project budget and a draft contract.

After finalizing the details of the work scope and project budget, Staff will present the proposed contract to the City Council for their consideration within 30 days.

In the event that the scope of work, the details of the project budget and a draft contract cannot be finalized within thirty (30) days of the notification of award, the City reserves the right to enter into negotiations with another respondent.

Each respondent whose proposal is not accepted will be notified by email.