



Request for Proposals Economic Recovery and Resiliency Plan

City of Avon Lake, Ohio
Community Development Department
150 Avon Belden Road
Avon Lake, OH 44012
(440) 930-4110

Introduction

Avon Lake, Ohio, is seeking proposals from qualified consultants to develop an Economic Recovery and Resiliency Plan. This initiative aims to revitalize our local economy following the closure of a coal-fired power plant and enhance our city's resilience to future economic challenges. The selected consultant will work closely with the Avon Lake Community Development Department to develop a comprehensive plan that promotes sustainable growth, job creation, and community prosperity.

This Request for Proposals (RFP) invites prospective respondents to submit detailed information about their experience and capabilities, enabling the City of Avon Lake to select a consultant as a partner for this critical endeavor. Candidates must possess a proven and successful track record in urban planning, zoning, land use regulations, economic analysis, labor market research, and environmental assessment. The ideal proposal will not only showcase expertise in these areas but will also provide tangible examples of actionable strategies that have translated into measurable, practical initiatives.

Through collaborative effort and innovative planning, Avon Lake aims to chart a course toward economic revitalization and resilience, ensuring a brighter future for generations to come.

SUBMITTAL DEADLINE:

3 pm EST on May 23, 2024

Background

Situated twenty miles west of Cleveland, Ohio, the City of Avon Lake stands as a premier lakeside community, nestled along the picturesque shores of Lake Erie. Renowned for its natural beauty and outdoor recreational opportunities, Avon Lake boasts a population of over twenty-five thousand residents and has experienced consistent growth over the past three decades, earning the distinction of being the third fastest-growing community in Lorain County.

However, recent developments have presented both challenges and opportunities for Avon Lake's economic landscape. The closure and subsequent deconstruction of the coal-fired power plant has left a significant impact on the city's economy, necessitating strategic interventions to mitigate adverse effects and chart a course toward renewed prosperity.

In response to this pivotal moment, the City of Avon Lake has secured funding from the U.S. Economic Development Administration (EDA) to embark on a transformative initiative. The objective is to develop an Economic Recovery and Resiliency Plan, designed to revitalize the local economy and fortify the city's capacity to withstand future economic disruptions. This plan will serve as a roadmap for navigating the complexities of economic transition, fostering innovation, job creation, and sustainable growth for the benefit of all residents.

Description of Services

The purpose of this project is to develop a comprehensive Economic Recovery and Resiliency Plan for Avon Lake, Ohio. This plan aims to revitalize the local economy, promote sustainable growth, and enhance the city's resilience to future disruptions. This approach involves a multifaceted strategy that encompasses various critical aspects of Avon Lake's development, including:

1. Strategic Employment Sector Analysis: This step involves the thorough analysis and identification of specific employment sectors that have the potential to create and maximize high-wage jobs in Avon Lake. The goal is to pinpoint industries and fields that are not only economically viable but also promise well-compensated employment opportunities. This analysis will not only facilitate the attraction of new high-wage business opportunities but will also form the foundation for a robust retention and expansion program, designed to support existing businesses by enhancing retention efforts and facilitating their expansion endeavors.

2. Geographic Economic Dynamics Assessment: To further our understanding, data will be collected and analyzed to evaluate the economic dynamics within the Avon Lake area. This assessment will involve a meticulous examination of economic concentrations in Avon Lake compared to the broader regional context. Understanding how Avon Lake's economic activities relate to the surrounding region will provide valuable insights into potential areas of growth and investment. This information will form the basis for targeted investment strategies and economic development initiatives like a revolving loan fund or tax incremental financing for local businesses.

3. Zoning and Land Use Evaluation for Resilient Development: This step entails a comprehensive review of zoning and land use designations. This assessment will be carried out with a specific focus on recovery and resiliency objectives. The aim is to determine whether the recommended types of business development align with the regional market and can be supported effectively. This involves ensuring that Avon Lake's land use policies are aligned with its economic goals.

4. Optimal Land Resource Utilization: Efficient land resource utilization is a linchpin of sustainable development. Therefore, this plan will identify the most efficient land resource utilization strategies, considering factors like densities and regulations that promote development patterns conducive to economic growth. The goal is to maximize the use of available land resources in a way that supports Avon Lake's economic objectives.

5. Promoting Economic Diversification: This plan will emphasize economic diversification-focused approaches. These strategies are vital for revitalizing struggling industrial and commercial areas within Avon Lake. By diversifying the economic landscape, the plan aims to stimulate redevelopment in areas that have faced challenges, ultimately fostering resilience and prosperity.

6. Environmental Impact Evaluation: Finally, consideration of the proposed project will encompass the reciprocal relationship between economic development and its environmental implications. This will involve a thorough evaluation of how environmental restoration efforts on project sites might influence development prospects. Key factors to examine include floodplains, wetlands, endangered species, sensitive habitats, environmental pollution, and historical and archaeological resources. To comprehensively assess the project's environmental impact, we will delve into existing data, reports, and other technical sources while analyzing how the development's presence could affect the local environment.

Innovative or Unusual Aspects:

This project will incorporate innovative approaches to economic revitalization and resilience-building, including:

- Integrating environmental impact evaluation into economic development planning.
- Utilizing data-driven analysis to identify growth opportunities and target investment strategies.
- Implementing tactical measures for swift and effective plan execution.

Geographic Areas Involved:

The project will focus on Avon Lake, Ohio, encompassing areas within the city limits.

Timeline and Deliverables:

- Phase 1 (Research and Analysis): Conduct data collection and stakeholder engagement activities (2 months).
- Phase 2 (Strategy Development): Develop recommendations and strategies based on findings (2 months).
- Phase 3 (Plan Presentation and Review): Present the draft plan to stakeholders for feedback and revisions (1 month).
- Phase 4 (Finalization) Incorporate feedback and finalize the economic recovery and resiliency plan (1 month).

Specifications for Deliverables

The deliverables for this project include:

- A detailed Economic Recovery and Resiliency Plan, including strategies, recommendations, and action plans.
- Written reports summarizing key findings and analyses.
- Presentations to stakeholders and community members.
- Any additional materials or documentation necessary to support the implementation of the plan, including:
 - Professional-looking, print-ready material in a portable document format (PDF) and standard word-processing program (MS Word).
 - Professional-looking graphics consistent with the scope of services outlined in the RFP.
 - Web-based materials of any of the above.
 - Deliverables formatted as layers for Arc GIS program.
 - Resolution appropriate for web and print; and
 - Material formatted to be desktop and mobile-friendly.

Budget

Budget Allocation:

- **Consultant Fees:** Allocate funds for hiring an experienced consultant to lead the project.
- **Data Collection and Analysis:** Budget for research, surveys, and data analysis tools.
- **Stakeholder Engagement:** Allocate resources for meetings, workshops, and outreach materials.
- **Administrative Costs:** Set aside funds for project management, reporting, and documentation.

The total Budget allocated for this project is \$150,000, inclusive of all expenses related to research, analysis, consultation, plan development, and dissemination of the final product in both digital and printed formats.

Completion Schedule

- **Proposal Submission Deadline: May 23, 2024**
- **Project Initiation: July 22, 2024**
- **Completion Deadline: January 22, 2025**
- **Present Status:** The project is in the planning phase, with the RFP issued to solicit proposals from qualified consultants.

Please note: The completion schedule outlined in this RFP is tentative and subject to change. However, all tasks and deliverables must be completed on or before the specified completion deadline. Any adjustments to the schedule will be communicated promptly, but the completion date must be strictly adhered to.

Submission Requirements

Every proposal should include the following information, but not limited to;

1. Cover Letter
 - a. Introduction
 - i. Name, address, phone number, email
 - b. Firms' capability
 - i. Why your firm is suitable for this project
 - ii. Provide the most recent example of work with Economic Recovery and Resiliency Plans or related documents.
2. Experience (please provide examples of work)
 - a. Recent experience
 - b. Depth of experience
 - i. Overall experience
 - c. Technical experience
 - i. GIS, mapping, etc.
 - d. Accomplishments
 - i. Awards and recognitions (related to staff in ii)
 - ii. Staff who will be involved with the project.
3. Project Overview
 - a. Approach
 - b. Implementation
 - c. Communication
 - d. Timeline
 - e. Potential problems
4. Conclusion
 - a. Final statement
 - b. References
 - i. Similar demographics to Avon Lake

Qualifications:

- Experience in economic development, urban planning, and environmental assessment.
- Demonstrated expertise in developing comprehensive economic recovery and resiliency plans.
- Strong project management and communication skills
- A track record of successful collaboration with government agencies, businesses, and community stakeholders.
- Knowledge of Avon Lake, its plans, codes, and surrounding area
- Experience with sustainability and best management practices.

Evaluation Criteria

Each proposal will be carefully reviewed and assessed by a team of evaluators across various city departments. The consultant firms of the top three proposals will be required to come into Avon Lake City Hall and make a formal presentation. Please provide examples of work for evaluation.

Submissions will be evaluated on the following criteria, but not limited to:

- Consultant qualifications and experience
- Approach and methodology.
- Understanding of Avon Lake's economic challenges and opportunities
- Proposed deliverables and timeline
- Cost-effectiveness of the proposal
- References (similar demographics to Avon Lake)

Terms and Conditions

The city retains the right to reject and/or decline all submissions. Issuance of this RFP does not commit the City to enter into any agreement or to pay any costs incurred in the preparation of a response to this request.

All proposals shall be considered by the review committee within the City Administration. Those proposals deemed appropriate for the desires of Avon Lake City Council will be brought in to make a formal presentation in front of the City Council.

Any questions about this RFP shall be answered through a formal written response and said answers shall be provided to all interested known parties. The City shall only be bound to formal inquiries and responses. Verbal responses are non-binding.

Parties interested in submitting an RFP must provide five (5) hard copies to the address below and one (1) copy in digital form as a PDF file emailed to klarosa@avonlake.org by the deadline of **3:00 pm EST on May 23, 2024**.

We ask that questions about the RFP be sent to us by Wednesday, May 8, to allow time for both our response and the applicant's incorporation of our answer into their proposal. We will do our best to answer questions after that date, but it will be more difficult for us to provide information that can be used in a proposal.

Type of Contract

The selected consultant will enter into a fixed-price contract with the City of Avon Lake, Community Development Department.

Contact Information

Kelly La Rosa, Planning and Zoning Manager
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