

**Town of Windsor &
Windsor Downtown
Development Authority**

**Request for Qualifications
for
DOWNTOWN MASTER PLAN
PHASE I**

Issued: May 4, 2023

ISSUED BY:
Windsor DDA
422 Main Street
Windsor Co, 80550
Director@WindsorDDA.com

**PHASE I RESPONSES DUE:
June 6, 2023**

I. BACKGROUND

Downtown Windsor, Colorado is a charming and vibrant area located in the heart of the town. With a population of over 40,000 people, Windsor is a rapidly growing community that prides itself on maintaining a small-town feel while also offering modern amenities and conveniences.

The downtown area is a hub of activity, featuring a variety of locally owned businesses, including restaurants, coffee shops, boutique stores, and service businesses. The streets are lined with historic buildings that have been beautifully restored, adding to the area's charm and character.

One of the highlights of downtown Windsor is its community events, which bring residents and visitors together throughout the year. These events include a summer concert series, farmers' markets, Wine Walks, Harvest Fest, Oktoberfest, and Chalk on the Walk.

The downtown area is also home to Windsor Lake and Board Walk Park, providing green space and recreational opportunities for residents and visitors alike. The town's commitment to sustainability is evident in the presence of bike lanes and other initiatives aimed at promoting alternative transportation.

As Windsor continues to grow, the downtown area is poised for even more development and revitalization. A downtown master plan will be crucial in guiding this growth, ensuring that the area remains a vibrant and welcoming destination for years to come.

The purpose of the plan is to guide the development of a vibrant, walkable, and economically sustainable downtown that reflects Windsor's unique character and meets the needs of residents, businesses, and visitors.

II. REQUEST FOR QUALIFICATIONS

The Town of Windsor and the Windsor Downtown Development Authority ("the Town & DDA") is requesting a statement of qualifications from qualified firms for the purpose of providing a new Downtown Master Plan, in accordance with the terms and Scope of Work specified herein.

The DDA has set aside an amount not to exceed \$100,000 of these funds to complete PHASE I of the Downtown Master Plan.

The Town of Windsor will be budgeting a to be determined amount for Phase II of the Downtown Master Plan, expected to be completed by the winning firm. This will include all the regulatory corridor elements and code language to be incorporated into the Town's municipal zoning and land use codes. This scope and budget will be determined at a later date.

For Phase I: The DDA expects this to be completed within 12 months.

For Phase II: The Town expects this to be completed within 9 months of Phase I being completed.

III. SCOPE OF SERVICES AND RESPONSIBILITIES

Purpose/Intent: The purpose of this project is to develop a Downtown Master Plan that will create a vision for Downtown Windsor, including building facades, streetscapes, alley improvements, pedestrian access, parking, and other public amenities. The Plan will serve as the guiding document for anticipated growth, development and revitalization of the Downtown area and will act as a framework for future ordinances and initiatives; including coordinated strategies to help reinvigorate the Downtown area and make it an attractive place to live, work, and

play.

The new Downtown Master Plan is to be developed with significant participation and input from Town's residents and business community and coordinated with area and regional governmental agencies. The outreach should include several open house style events, design charrettes and community events at a minimum. The plan should be visionary yet grounded with practical and relevant policies, proposed zoning code edits and strategies to guide Downtown growth. It should recognize the cultural and geographic uniqueness of Windsor and seek to capitalize on its regional location, encourage economic development, and promote Downtown as a destination. And finally, the plan should include financial and implementation sections on how to execute this plan.

The plan should be easily interpreted by the general public, with an addendum housing all of the technical data to be used by Town of Windsor and DDA staff. With oversight from the Town and DDA staff, along with guidance from the Town Board and DDA Board of Directors, the successful consultant(s) will assist in the planning process and develop project deliverables as outlined within this RFQ.

The intent of the scope of services is to serve as a framework, which consultants can use to develop a more detailed scope of services based on their professional expertise and knowledge. Based on submissions of statements of qualifications, firms may be shortlisted and requested to participate in an interview to provide a presentation that further outlines a detailed description of their proposed services, price proposal, and a detailed project schedule for implementation.

The following scope of services serves as a general framework and must be incorporated into the consultant(s) proposed scope of work; however, the proposed scope of work is not limited to these services. The final scope of services will be developed in collaboration with the selected consultant(s) the Town and DDA Board of Directors prior to contract approval.

The consultant(s) shall have a good understanding of the historic background of the development of Downtown Windsor, as well as a firm understanding of the context, trends, and related information that have shaped the community. The consultant(s) shall analyze the assumed effects of external forces (physical, social, economic, and political) and trends on the future of the local community; issues and forecasts of local and regional growth shall be included.

- 1) **Project Management:** It is intended that consultant(s) will lead the overall project to ensure that the project objectives are met. However, the staff shall support consultant(s) in all aspects of the project. Staff will provide continuous updates to the Town and DDA Board of Directors and/or other governing boards on the development of the plan. Additionally, Town and DDA staff will assist in facilitating interactions with appropriate, elected, and appointed officials, committee members, and other key stakeholders.
- 2) **Public Participation Plan:** The consultant(s) shall be responsible for developing a comprehensive participation program that encompasses the public and stakeholders and incorporates local knowledge and experience. Key to the development and success of the plan, the consultant(s) must facilitate participation and interaction of residents, property owners, business owners and leaders, churches and key community organizations, university officials, students, elected officials, utility providers, Town and

DDA staff, and other key stakeholders.

At a minimum, the public participation plan and any associated costs should utilize local venues, traditional media, social media, virtual and in person open houses, online polling, and should take advantage of the many civic groups that meet regularly. The participatory process must also be creatively designed to seek out and involve residents and other stakeholders that are unlikely to participate in a standard workshop style community engagement process, including the non-English speaking community. Additionally, the process must ensure that participation is reflective of both the current and future citizenry. The overall goal of the participatory process is to increase the ownership of the final product.

- 3) **Vision and Goal Setting:** The consultant(s) will work with the Town, DDA and project stakeholders in developing a broadly supported and achievable vision or alternative vision(s) of the long-term future design and character of the Downtown, along with related goals that help accomplish the same. Vision and goal setting shall be a component of the plan that is officially approved by the Town and DDA early in the process. The vision and goal setting shall also include the identification and approval of the guiding principles. If alternative visions are created, the consultant(s) shall include the cost/benefit implications of each alternative.
- 4) **Guiding Principles:** As part of this process, the consultant(s) will work with the Town, DDA and project stakeholders in developing supported guiding principles that will guide the formation of related goals, objectives, and actions.
- 5) **Planning Elements:** At a minimum, the selected firm will be responsible for the following items:
 - Design and Corridor: standards, maps, and renderings of streetscapes and high priority properties.
 - Land Use/Zoning: zoning code language and criteria, creation of potential districts (potentially expanding/reducing districts and district areas), uses allowed, and development process.
 - Economic Vitality: development and review of economic development incentives, business recruitment and retention practices.
 - Infrastructure Assessment: review of current downtown infrastructure to include sidewalks, bicycle facilities, parking, waste collections, water, telecom, electric and gas.
 - Implement National Main Street Four-Point Approach - incorporate the proven and benchmarked four-point approach; Design, Economic Vitality; Promotion and Organization.
 - Activation: ideas and visual concepts for increasing the activation of downtown parks, sidewalks, and storefronts; including building facades, streetscapes, signage, pedestrian access, parking, and other public amenities.
 - Funding Mechanisms: all recommended concepts should include estimated costs and potential funding sources. A fiscal impact analysis that clearly describes the costs associated with the anticipated growth shall be developed.

As part of the development of the planning elements, emphasis shall be placed on approved plans that relate to such planning elements, such as the (not all inclusive):

- 1999 Downtown Corridor Plan: <https://www.windsorgov.com/DocumentCenter/View/485/Downtown-Corridor-Plan?bidId=>
- Comprehensive Plan: <http://www.windsorgov.com/927/Community-Development-Plans-Studies>
- Transportation Master Plan: <https://www.windsorgov.com/1196/Transportation-Master-Plan>
- Roadway Improvement Plan: <http://www.windsorgov.com/DocumentCenter/View/19092/ROADWAY-IMPROVEMENT-PLAN-?bidId>
- Trails Master Plan: <https://recreationliveshere.com/159/Trails>
- Parks, Recreation & Culture Strategic Plan: <https://recreationliveshere.com/240/Parks-Recreation-Culture-Strategic-Plan>
- Windsor Complete Streets Guide: <http://windsorgov.com/DocumentCenter/View/21263/Complete-Streets-GuidePublic>
- Art Master Plan: <https://recreationliveshere.com/190/Public-Art>
- Capital Improvement Plan: <http://co-windsor3.civicplus.com/DocumentCenter/View/2859/09-Capital-Improvement?bidId>
- Strategic Plan: <http://windsorgov.com/516/Windsors-Strategic-Plan>
- Street Design Criteria and Construction Specifications: <http://www.windsorgov.com/DocumentCenter/View/3287/Division-I---Street-Specification---Revised-8-15-2014?bidId>
- NFRMPO Regional Transportation Plan: <https://nfrmpo.org/rtp/>
- NFRMPO Non-Motorized Plan: <https://nfrmpo.org/bike-ped/>

The final draft of the plan will be utilized to craft future capital improvement plans, land use and development code decisions, and economic development recruiting activities.

- 6) **Market Analysis:** The selected firm will be responsible for reviewing and updating the current market analysis to explore how much, and what type of new retail, entertainment, and housing, etc. exists, and might be needed in the years ahead. This update will include a comprehensive framework for attracting and managing future development in the project area. The Town and DDA does not have a specific scope of work identified to complete this analysis but is looking for responders to lay out the steps and process they propose to follow to complete each task identified herein.
- 7) **Implementation Strategy / Action Steps / Comprehensive Decision-Making Packages:** The consultant(s) shall develop a list of strategies and implementation measures to accomplish the short, mid, and long-term goals and objectives of the plan. The consultant(s) will be innovative and proactive in their approach to implementation, to ensure the highest chance for success. As part of this strategy, the consultant(s) shall develop comprehensive decision-making packages. Comprehensive decision-making packages are a set or group of actions that, while done together, provide a greater degree of success than when actions are done individually. The implementation strategy shall also include a strategy for review and maintenance of the goals, objectives, and actions, as well as the overall Downtown Master Plan.
- 8) **Presentations and Communications:** The consultant(s) Town and DDA staff will present drafts regularly and the final plan and implementation strategy to the Town Planning Commission, Town Board and the DDA Board of Directors, along with other applicable committees as defined in the final scope of work. Additionally, the consultant(s) will work with staff to communicate with project stakeholders and various committee(s) throughout the process, and to present intermediate deliverables and related information.
- 9) **Deliverables:** The following is a list of the minimum deliverables for the project:
 - A project management plan with milestones and timelines for the completion of various aspects of the project.
 - A participation plan that includes objectives, activities, methods, roles, and timeframes.
 - A coordinated implementation plan that includes roles, timeframes, and monetary solutions.
 - A HIGHLY graphic and interactive complete Downtown Master Plan that can be easily disseminated and understood by the public, with addendum housing all the technical data to be used by the Town and DDA staff for future planning efforts.

IV. EVALUATION CRITERIA

The Town and DDA Staff will evaluate and rank each Response based on the following factors. (The Town and DDA reserves the right to request additional information or clarifications from all firms and to allow corrections of errors or omissions.)

Form of Qualifications: The following items are required to be submitted with the response. In order to expedite the evaluation of qualifications, interested firms will organize their responses in the sequence provided below. These instructions are designed to ensure the submission of information essential to the understanding and comprehensive evaluation of the proposal.

The consultant team must possess significant expertise in the development of specific policies and best practices to create and implement the Project. The Consultant Qualifications Package should be no more than 20 pages in length (excluding work samples), and must include the following information:

1. One page introduction, including a description of the firm's interest in participating in the project.
2. Provide a concise statement (two pages maximum) outlining the philosophy of the team in approaching projects of this nature and how that would impact this project.
3. Names, titles and short bios of the project manager and other support staff who will be assigned to this project (one page per person), including their role and level of commitment on the project.
4. List any current or former work conducted for the Town of Windsor and Windsor DDA and any clients that have or are currently doing work in the region.
5. Work history of the company. List all similar projects to a Downtown Master Plan currently in progress and completed by the firm within the past three (3) years, including:
 - Name of the City
 - Primary City staff contact, with email address.
 - Note whether your firm was the prime or sub and, if a sub, what was the exact role of the firm.
 - The name of the firm's staff member who managed the project.
6. If the project will include the services of other consulting firms, the qualifications should state so and note the following:
 - Name of the firm(s)
 - Purpose of the firm(s) in this project
 - Names and titles of the personnel assigned to this project and their qualifications.
7. List all legal challenges and outcomes surrounding your firm (any pending or past litigation).
8. Samples of final documents and graphics on a USB flash drive from comparable projects completed within the previous three (3) years. You may provide links to online documents.

Selection may be made of one or more Consultants deemed to be fully qualified and best suited among those submitting qualifications. Consultants may contract with sub-consultants on the Project, but a lead consultant. must be identified and take responsibility for all deliverables. The Town and DDA reserves the right to request substitution of firms.

Administrative Review: All qualification statements received will be reviewed to ensure that all administrative requirements of the RFQ package have been met. Those qualification statements meeting the administrative requirements will then be forwarded to a Consultant Selection Committee, who will evaluate, rate, and rank responses based on demonstrated competence and qualifications to create a shortlist of firms that may be requested to participate in an interview process. In addition, the Committee may, at its sole discretion and in the course of its evaluation, request additional information in writing.

Interviews (if applicable): The shortlisted firms **may** be requested to participate in an interview and further outline a detailed description of their proposed services, price proposal, and a detailed project schedule for implementation. The DDA will evaluate and rank each firm based on the following factors:

- **Process & Creativity – 50 points maximum**
- **Project Schedule – 10 points maximum**
- **Experience and Qualifications – 25 points maximum**
- **References – 15 points maximum**

Final Decision: In responding to this RFQ, the firms understand that the decision of the selection committee is final. All proposals will be reviewed and ranked according to the criteria above, and proponents may be selected for interviews or oral presentations as may be necessary. The Town and DDA makes no commitment to any proponent to this RFQ beyond consideration of the Qualifications.

V. **SUBMISSION OF RESPONSE**

Interested and qualified firms or teams are invited to submit one (1) original and six (6) copies of their Qualifications, and one (1) USB flash drive containing the Proposal in a single PDF document. Submissions must be written entirely on 8 1/2" X 11" paper and may be spiral, binder clip, or staple bound. Please do not submit three (3) ring binders. Submissions must be submitted in a manner that does not carry any benefit, keepsake, or value for members of the selection committee.

It is the sole responsibility of the firm to ensure that its Response reaches the DDA's Office. Deliver all Proposals, unless otherwise specified, to the address on the label no later than the submittal deadline. The Town and DDA are not responsible for deliveries made to any place other than the Windsor DDA Office as listed below:

Hand-deliver or Ship to (FedEx, UPS, DHL, etc.):
Windsor Downtown Development Authority
RFQ: Downtown Master Plan
Attn: Michelle Vance
422 Main Street
Windsor, CO 80550

The DDA will not accept Proposals after the 2:00 PM submittal deadline.

VI. AWARD OF CONTRACT

Negotiations: After evaluation and ranking based on the evaluation criteria, the Town and DDA may then enter into negotiations with the top ranked firm as to the terms of the agreement, and all aspects of the project to reach an agreement.

Inability to Reach an Agreement: In the event the negotiations between the top ranked firm and the DDA cannot be completed as a result of an inability to reach agreement the Town and DDA may formally end negotiations with that firm and attempt to negotiate a contract with the next ranked firm until a contract is entered.

Contract Award: The selection of a firm and the execution of a contract, while anticipated, are not guaranteed by the Town and DDA. The Town and DDA reserves the right to determine which Response is in the DDA's best interest and to award the contract on that basis, to reject any and all Responses, and waive any irregularities of any Responses.

Town and DDA Board of Directors: The Town and DDA Board of Directors will consider the final contract for approval.

VII. **SPECIAL PROVISIONS**

Selected Response: The Town and DDA reserves the right to include the selected response or any part or parts of the selected response in the final contract.

Reimbursement: The Town and DDA make no commitment to any respondent of this RFQ beyond consideration of the written Response. The Town and DDA will not reimburse firms for the costs incurred in response to this solicitation.

Collusion: By submission of a response, the firm certifies, and in the case of a joint submission each party certifies as to its own organization, that in connection with any cost proposal submitted by the firm, the prices which are quoted are not the product, direct or indirect, of any collusion with any other firm, and have not been knowingly disclosed by the firm directly or indirectly to any other firm prior to submission to the Town and DDA.

Lobbying: Firms are prohibited from directly or indirectly communicating with Town and DDA board members regarding their qualifications or any other matter related to the eventual award of a contract for the services requested in this RFQ. Firms are prohibited from contacting Town and DDA staff or evaluation committee members regarding their qualifications or the award of a contract, unless in response to an inquiry from a staff or committee member. **Any violation will result in immediate disqualification of the Firm from the selection process.**

Inquiries and Other Information: All questions and other communication from firms will be permissible until 5:00 P.M., May 19, 2023. All responses to this Request for Qualifications, as well as any questions, clarifications, or requests for general information are to be directed to the following Point of Contact in writing:

Michelle Vance
Executive Director
Email: Director@WindsorDDA.com
Phone: 970-451-6995

VIII. **ANTICIPATED SCHEDULE**

The following is the *proposed* schedule for the selection process:

- **May 8, 2023** – Advertise, or email Request for Qualifications
- **May 19, 2023** – Deadline for submission of questions and to RSVP Virtual Q&A
- **May 23, 2023** – Virtual Q&A – RSVP Required
- **June 6, 2023** – Deadline for Receipt of Statement of Qualifications
- **June 13, 2023 – June 14, 2023**– Selection Committee evaluates for the top-ranked firm(s) and schedules interviews/presentations (**if applicable**)
- **Week of June 19** – Earliest award by DDA