

CITY OF NORTH OLMSTED
Mayor Nicole Dailey Jones



**Economic Development Strategic Plan
Request for Qualifications**

Responses Due: Tuesday, March 31, 2022 at 4:00 PM

Purpose

The purpose of this Request for Qualifications (RFQ) is to obtain competitive proposals from qualified individuals or firms, to facilitate the development of an Economic Development Strategic Plan for the City of North Olmsted. The Economic Development Strategic Plan will serve as a blueprint from which Economic Development Policy decisions will be made. The plan will be grounded in a real estate market demand analysis by asset class (office, industrial, retail, etc.) as well as a leakage surplus analysis for traditional retail goods and services. As a land-locked community that is over 90% built, the economic development plan will place considerable emphasis on strategic site redevelopment and land assemblage opportunities.

Background and Purpose

In 2015, the City of North Olmsted, as required by the City Charter, adopted the “Go North Olmsted 2015 Master Plan” to guide the decision making of City leadership over the next decade. The plan set forward five core principles, one of which called for *advancing prosperity*. This plan priority was aimed at creating a “healthy economy build upon diverse, high quality jobs, which supports existing businesses and attracts new investment”. The creation of a “Strategic Economic Development Plan” was identified by the public and citizen steering committee as a community priority. It is the City’s intention, through the scope of services contained within this request for qualifications, that a plan be adopted to ensure that the City of North Olmsted remains a competitive community attracting quality jobs and investment for future generations to come.

The City of North Olmsted boasts a strong retail economy with an average per capita retail sales of \$36,361,^a which is nearly three times the national average (\$13,446)^b and over three times that of Cuyahoga County (\$11,914).^c The median income of \$64,236 is also above the County and national

^a Source: US Census Bureau 2020 Decennial Census quick facts
<https://www.census.gov/quickfacts/fact/table/northolmstedcityohio/INC110219>

^b Source: US Census Bureau 2020 Decennial Census quick facts
<https://www.census.gov/quickfacts/fact/table/US/SBO001212>

^c Source: US Census Bureau 2020 Decennial Census quick facts:
<https://www.census.gov/quickfacts/fact/table/cuyahogacountyohio.columbianacountyohio.clevelandcityohio,US/IN/C110219>

averages. While the strength and resiliency of the sector is welcome news, the pace at which retail sales is done exclusively online has nearly doubled, 6.9% of total retail sales in Q1 2015 versus 13% in Q3 2021^d, this trend is troubling for an economy that is, comparatively speaking, more reliant on retail sales than the regional or national economy. However, the local economy very fortunate to be anchored by the Moen Corporation; the City's largest employer whose global headquarters is located on Moen Drive in North Olmsted.

The purpose of the Economic Development Strategic Plan is to provide guidance and serve as a framework for future economic development efforts. Accomplishing this goal requires three equally important components. First, is to provide an overview of the current economic conditions. The analysis of existing conditions should give considerable emphasis to a retail niche analysis focused on identifying key opportunities and threats associated with the city's current retail marketplace. Second, an in-depth analysis of the existing stock of available real estate by asset class and asset grade to create baseline occupancy statistics from which the City can benchmark its progress. Lastly, is to develop a focused plan that emphasizes implementable strategies for growing its existing businesses and attracting new investment to diversify the City's economic base over time.

Scope of Services

The scope of this project is the preparation of a Strategic Economic Development Plan. The elements of which will guide and act as a blueprint to direct the future economic development efforts of the City of North Olmsted. Part one of the plan will be to examine existing conditions and should give considerable emphasis to the retail niche analysis. This will set the current economic context for the strategic plan. Part two will focus on fostering employment growth in businesses already located in the City. The City seeks to identify policies and programs that will assist existing businesses expand and create jobs. The plan should include recommendations for positioning the City to compete for investment in attracting quality jobs through evaluating its business attraction efforts and policies. The final portion of the plan should include recommendations for improving internal processes and enhancing the "tools" available at the municipal level better assist in attracting jobs and investment in the City.

The resulting plan should be both a physical and policy based plan, provide strategic objectives, implementation plans or strategies as well as performance metrics. Elements of the plan should include, but need not be limited to:

1. Evaluation of Current Conditions
 - a. Retail niche analysis
 - b. Real estate site and building inventory analysis by asset class and grade
 - c. Benchmarking of economic incentives against cities of comparative size
 - d. Analysis of current economic development tools, policies and procedures
 - e. Evaluation of the current workforce in terms of availability and commuting patterns
 - f. Identify North Olmsted's position within the regional economic development ecosystem
2. Recommendations for Assisting Existing Businesses
 - a. Interviews with key industry corporate executives, entrepreneurs and others to get feedback regarding the challenges they face and how the City can help their business grow.
 - b. Create a business advisory council comprised of corporate executives, small business owners, local and regional business and trade organizations to advise in the creation, adoption and implementation of the economic development strategic plan.
 - c. Identify Stage 1 companies (less than \$1,000,000 in annual revenue less than 10 employees) and Stage 2 companies (Annual Revenue \$1,000,000 and \$50,000,000 and 10-99 Employees) within the City of North Olmsted and develop recommendations for a local business retention and expansion strategy.

^d Source: Federal Reserve Bank of Saint Louis Economic Research: <https://fred.stlouisfed.org/series/ECOMPCTSA>

3. Business Attraction
 - a. Identification of emerging industries and/or clusters expected to grow for which the City is uniquely positioned to compete for investment.
 - b. Evaluation of opportunities for job growth within the upstream and downstream linkages of the supply chains of regional economic drivers and/or emerging clusters.
 - c. Identify best practices for business attraction for second ring suburban communities and an associated implementation strategy.

4. Organizational Improvements
 - a. Evaluation and recommendation of internal processes that can be streamlined and/or digitized to increase efficiencies and make the City processes more “Business Friendly” focused on industry best practices
 - b. Identify policy, law or procedural change recommendations, as needed, for the City to achieve the Economic Development Strategic Plan Goals
 - c. Recommend any changes needed to the City’s economic development toolbox, including changes to existing incentive programs or creation of new programs
 - d. Identify metrics that the City should track to best measure the success achieved by the implementation of the Economic Development Strategic Plan

Deliverables

The consultant should provide a digital copy of the Economic Development Strategic Plan in an Adobe PDF format. All data and information that has been collected through the process shall also be provided in digital copies, including database files and master documents in .csv format or other mutually agreeable accessible format. All relevant geographic information system (GIS)-derived maps shall be provided in GIS format, including their associated data. Additionally, the consultant will prepare an executive summary of findings and recommendations and present at a public meeting of the North Olmsted City Council.

Evaluation Criteria

1. Firm’s experience and past performance on similar projects, superficially retail markets anchored by traditional shopping malls. (25 Points)
2. Project team background. (10 points)
3. Understanding of the project, methodology and timeline of deliverables. (15 points)
4. Quality and strength of the responsiveness of the RFQ. (20 points)
5. Experience in corporate and business engagement in similar studies, preferably with C-level engagement of anchor corporations and anchor retail establishments. (20 points)
6. Budget and cost proposal. (10 points)

Method of Selection and Award

Pursuant to Section 112.07 of the Codified Ordinances of the City of North Olmsted the following process will be used to select the most qualified firm.

Following completion of the time period for receipt of RFQ, the selection committee established by the director of Economic and Community Development, pursuant to Section 112.04, will evaluate all Statements of Qualifications (SOQs) timely received based upon the evaluation criteria specified above. On the basis of these evaluations, the selection committee will select three (3) or more of the highest qualified firms for further consideration.

If the committee has received less than three (3) SOQs for evaluation, or determines that fewer than three (3) firms are qualified to perform the required personal services, then the committee may select less than three (3) firms for further consideration.

The selection committee shall request technical proposals from each of the firms selected for further consideration. The committee may also request that all firms selected for further consideration make a presentation to elaborate upon their technical proposals, statements of qualifications and/or any other pertinent information.

The selection committee will rank all remaining firms based upon the quality and feasibility of their proposals, including any authorized revisions. The Director of Economic and Community Development, on behalf of the selection committee and the City of North Olmsted, will identify the highest rated and ranked firm and determine the terms and conditions of the proposed personal services contract, including the compensation to be paid by the City to the firm.

Selection Procedures, Criteria and Process

The City will select a consultant based on proposals submitted. Interested individuals or firms should respond by submitting three copies of their proposal to the address below **by 4:00 PM on March 31, 2022**. Responses received after 4:00 PM on the due date will not be considered.

Max Upton, MPA
Director of Economic and Community Development
City of North Olmsted, Ohio
5200 Dover Center Road
North Olmsted, OH 44070

Contact Max Upton at (440) 716-4118 or uptonm@north-olmsted.com with any questions regarding this Request for Qualifications.

Reference documents are posted on North-Olmsted.com under the Doing Business Tab. Click on Public Bids & RFQs.

Reference Documents

Go North Olmsted North Olmsted 2015 Master Plan