

*Economic Development Commission*  
*Westerly, A Great Place to Live, Work, Grow, and Play*

Route One Corridor, Consulting Engagement



*October 18, 2021*

# Request for Town Council consideration of the following resolution on October 25, 2021

---

1. Approve an engagement for consultant services for creation of Route One Corridor master plan and associated ordinance and regulation changes
  - Deliverables include a comprehensive current analysis and recommendations for improvements to address the economic environment, transportation, and capacity of infrastructure, (sewer, water, electricity, wireless and broadband, et al), as well as the economic impact of new development and infrastructure strategies (both pro & con)
  - Potential modifications that would provide economic resiliency will be part of the study and reflected in the implementation of the plan
2. Approval to engage with Consultant C in the amount not to exceed \$200,000 which includes an 11% contingency for potential change in scope plus availability for additional onsite analysis if needed
3. Funding for the engagement through the American Rescue Plan Act (reviewed by Legal Counsel and deemed to qualify)



# Background & Approach

## Comprehensive Plan, Action Econ 1.2.F (also addresses numerous other CP Action Items)

Support the development and implementation of a strategy for commercial corridors that clearly articulate the town's vision and attracts investors and commercial businesses to these areas.

### Three-Pronged Approach

#### EDC Plan Development

- ✓ Interviewed broad array of stakeholders
- ✓ Summarized findings and developed a high-level vision for Route One Corridor
- ✓ Presented vision to Planning Board (June 1, 2021)
- ✓ Delivered Planning Board endorsed vision to Town Council (August 16, 2021)
- ✓ Received endorsement by Town Council to continue developing Route One Corridor plan

#### Socialize and Refine the Plan

- ✓ Established a ROCC subcommittee (EDC 2, Planning 2, Staff members 2) with Council Liaison oversight (Brian McCuin, Phil Overton)
- ✓ Issued an RFP for Consulting Services
- ✓ Identified three viable bidders
- ✓ Conducted interviews
- ✓ Ranked bidders' capability
  - Deliverables & Impact
  - Interview
  - Project Management
  - Experience
  - Cost
- ❑ Recommend bidder to Town Council
- ❑ Engage approved consultant
- ❑ Implement project
- ❑ Deliver implementation plan

#### Implement Plan Elements

- ❑ Segment implementation plan between development projects and ordinance/regulatory changes
- ❑ Establish achievable deliverables, time schedule, and accountability
- ❑ Build public support
- ❑ Secure Town Council approval and funding for implementation
- ❑ Monitor, support, and deliver on implementation



# Three fundamental tasks requested in consulting engagement

## Current Situation

- Existing Conditions Assessment
  - Existing zoning uses, codes, designations
  - Land ownership
  - Property conditions & potential
  - Infrastructure (sewer, H2O, WiFi, etc.)
  - Transportation
  - Environmental areas
- Maps & illustrations
- Impediments to revitalization



## Robust Route One Plan

- Plans, conclusions, recommendations
  - Community policies, goals, actions, strategies
  - Market analysis, trends, business types
  - Economic impact of implementation
  - Property rehabilitation strategies
  - Public infrastructure investments
  - Zoning and ordinance updates
  - Economic needs for growth, housing, public, transportation
  - Urban design graphics
  - Financing strategies
- Implementation Road Map

## Community Engagement

- Small group interviews with stakeholders
- Public workshops
- Public informational meetings
- Expectation is a comprehensive public engagement strategy
  - Visioning sessions
  - Transparent engagement
  - On-line tools



# Three potentially viable consultants identified

*(one response did not provide enough detail for consideration)*

## Consultant A

- Marginal candidate
- Overly focused on transportation
- Heavily reliant on subcontractor for economics and engagement
- Traditional approach
- Prior experience w/ Westerly

Lowest Priced 100%



## Consultant B

- Solid candidate
- Outstanding on economics
- Excellent visionary perspective
- Outstanding stakeholder & public engagement process
- Not local but very experienced

Highest Priced 153%



## Consultant C

- Solid candidate
- Deep in-house capabilities
- Excellent visionary perspective
- Outstanding stakeholder & public engagement process
- Prior experience w/ Westerly

Middle Priced 142%



Close comparison between B & C with A being a distant 3<sup>rd</sup>  
5 of 6 ROCC members ranked C as #1 bidder

# Appendix

---

- Details on Consultants
- Evaluation Criteria Matrix
- Comprehensive Plan  
Action Items Supported



# Consultant A details

---

## Overview:

- Based in Rhode Island and Massachusetts
- 50 years of services to municipalities in southern New England
- 120 employees
- Outstanding transportation expertise
- Traditional approach to customer engagement
- Splits work with subcontractor (urban planner, economic impact, public outreach)

## Considerations:

- + Deep understanding of Westerly and the existing Route 1 Corridor
- + Lowest priced bidder
- Practical and traditional perspective
- Extremely focused on transportation with deep understanding and expertise
- Heavily reliant on outsourced economic and engagement capabilities
- Partnering with subcontractor on 50/50 workload basis



# Consultant B details

---

## Overview:

- Based in Florida
- 30 years of experience “envisioning future growth and preservation for neighborhoods, cities, corridors, and regions”
- Cross country and global expertise (extensive work in Massachusetts)
- Robust approach to engagement (project video, surveys, social media monitoring)
- Two strong subcontractors, economics & transportation
- Project manager is a URI grad and local native

## Considerations:

- + Long term visionary perspective
- + Highly skilled economics and transportations subcontractors
- + Experience in creating walkable, transit-oriented neighborhoods and reconfiguring sprawling suburbs into communities
- + Strong community engagement model w/ use of an interactive public website
- Not locally based
- Limited Rhode Island experience
- Highest cost bidder





# Consultant C details

---

## Overview:

- Based in southern Massachusetts
- 120 years of serving municipalities in New England
- Robust approach to engagement (project video, surveys, social media monitoring)
- Vast in-house capabilities (700 staff) w/ multidisciplinary expertise
- One subcontractor for permitting and urban design

## Considerations:

- + Solid project management approach
- + Diverse in-house expertise
- + Long term visionary perspective
- + Strong economic capabilities and actively monitors evolving trends
- + Excellent project understanding and excited with Route One transformation objectives
- + Previous experience working with Westerly w/ deep knowledge of Route 1
- Project managers less than 3 years with Company C
- Needed to rein in initial scope



# Evaluation Criteria Matrix

---

Overall	Weight	Consultant A	Consultant B	Consultant C
Deliverables & Impact	25%	55%	92%	90%
Interview	25%	58%	83%	93%
Project Management	20%	62%	80%	92%
Experience	20%	57%	85%	87%
Cost	10%	100%	65%	70%
Weighted Score	100%	62%	83%	89%



# Consulting agreement advances numerous action items in the Comprehensive Plan in addition to Econ 1.2.F

---

## ECONOMIC VITALITY

- Econ 1.1.A Neighborhood plans
- Econ 1.1.B Economic trends and projections
- Econ 1.1.D Promoting longer stays in a year-round economy
- Econ 1.2.A Neighborhood plans
- Econ 1.2.B Creating financial incentives for redevelopment
- Econ 1.2.E Transit oriented development
- Econ 1.2.F Strategy for the commercial corridor**
- Econ 1.2.G Future buildout of commercial corridors
- Econ 1.3.B Reducing commercial sprawl
- Econ 1.4.A Enhancing business activity
- Econ 1.4.B Removing barriers to mixed use
- Econ 1.4.C Tourist friendly town
- Econ 1.4.D Public transit
- Econ 2.3.A New industries and markets
- Econ 2.3.B Development of tourism
- Econ 2.3.C Attracting businesses
- Econ 2.3.D Future buildout of commercial corridors

## TRANSPORTATION NETWORK

- Trans 1.1.D Enhancing bus service
- Trans 1.1.H Seeking non-automotive connections
- Trans 1.1.I Revising off-street parking regulations
- Trans 2.1.A Transit oriented development
- Trans 2.2.C Identifying unsafe intersections

## INFRASTRUCTURE

- INF 1.1.H Protecting water quality
- INF 1.2.A Sewer service expansion plan

## SERVICES AND FACILITIES

- SF 1.1.C Mixed use and professional services
- SF 1.1.F Mixed use and human services

## HOUSING OPPORTUNITIES

- HSNG 1.1.E Neighborhood revitalization including LMI units
- HSNG 1.2.B Integrating affordable housing opportunities
- HSNG 1.2.I Achieving mix of residential uses
- HSNG 1.2.J Neighborhood planning and public forums

## HISTORIC AND CULTURAL RESOURCES

- HCR 2.3.A Streetscaping standards
- HCR 2.3.B Better use of public spaces

