

Request for Proposal

Project

Performing Arts & Events Center Market Analysis and Feasibility Study

Geographic scope of project

Coeur d'Alene, Idaho

Date of request

September 28, 2017

Client

CDA 2030, Inc.

Primary Contact

Nicole Kahler, Project Manager
CDA 2030, Inc.
105 N 1st St #100
Coeur d'Alene, ID 83814
(208) 415-0112
nicole@CDA2030.org

Secondary Contact

Alivia Metts, CDA 2030, Inc. Board of Director
The Metts Group, Owner
(208) 277-6940
ametts@themettsgroup.com

RFP submission deadline

No later than November 3, 2017 at 5 p.m. PST

Equal opportunity

CDA 2030, Inc. (CDA 2030) is an equal opportunity affirmative action entity. Each proposal will receive consideration without regard to race, color, religion, disability, ancestry, age, sex or national origin. Qualified women and minority-owned businesses are encouraged to submit proposals. Alternate formats of this document are available on request.

Abstract

The City of Coeur d'Alene is a vibrant city of approximately 50,000 people located on Lake Coeur d'Alene in Kootenai County, Idaho. This is the County Seat and the largest population center in Idaho's Panhandle region. Coeur d'Alene is known for its scenic beauty and recreational access, most notably to Lake Coeur d'Alene and the surrounding mountains. It has become increasingly popular as both a destination resort community, and in some cases, a bedroom community for professionals from larger population centers in the Northwest. As a result, the arts community is alive and bodes well with different arts and cultural organizations putting on different year-round events. Civic leaders and other stakeholders realize that arts and culture make considerable and necessary contributions to the well-being of a community.

CDA 2030, in partnership with ignite cda, Coeur d'Alene's urban renewal agency, and support from City of Coeur d'Alene and community leadership, seeks to better understand the demand for a Performing Arts & Events Center, facility needs and resources, and a general tool to inform fiscal approaches for implementation and operational sustainability.

CDA 2030 seeks to guide the greater Coeur d'Alene community in realizing its vision for a bright future - together. As a nonprofit group, CDA 2030 helps local businesses, government, and community organizations carry out CDA 2030 Vision and [Implementation Plan](#).

Section I: Background

Client information

CLIENT for the purposes of this RFP is CDA 2030, Inc. (CDA 2030). CDA 2030 has an interest in supporting strategic development of an activity and events center related to the performing arts to benefit Coeur d'Alene's residents, the business community and the local economy.

Nicole Kahler, CDA 2030 Project Manager, and Alivia Metts, Board of Director, will serve as the lead contacts for all applicants and will coordinate RFP review and selection. All will work closely with the successful applicant to coordinate the Market Analysis and Feasibility Study to best serve the Client.

Client Responsibilities

CDA 2030 has engaged the wider community in a comprehensive community 'visioning' process to create a vision for the future of greater Coeur d'Alene. The resulting objectives and action plan are owned by the community and used to inform and guide the plan, decisions and actions of community organizations. This Performing Arts & Events Center is an action item in line with the community's vision (referenced in the [Implementation Plan](#) under Community & Identity, 1.1).

To support these efforts, Client will work as the facilitator between the funding agency, ignite cda, and stakeholders. CDA 2030, as the Client, is the lead organization coordinating the planning and reporting activities associated with this Performing Arts & Events Center study.

Client Partners and Networks

In pursuit of a Performing Arts & Events Center, the Client will rely on partners throughout the community such as ignite cda and the City of Coeur d'Alene, along with lenders, investment bankers, REALTORS®, building contractors, building officials, developers, and property management professionals. In addition, the Client works closely with performing arts groups and potential facility users, elected officials, policy makers and government representatives.

Through these networks and partnerships, CDA 2030 seeks to identify and address the feasibility of a Performing Arts & Events Center. This process includes providing decision support to policy makers in the form of data and analysis regarding quantity, quality, and affordability of the proposed Performing Arts & Events Center.

Client requires accurate data and sound projections in activities and goals provided. Along with partners and constituents, CDA 2030 realizes that sound policy decisions cannot be made without reliable, accurate, and pertinent information.

Section II - Proposal specifications

The Client is requesting proposals from qualified vendors to produce a Performing Arts & Events Center Market Analysis and Feasibility Study. The intent of this plan is to assist decision makers, stakeholders and citizens with an understanding of programmatic needs and feasible methods for implementation and operational sustainability of a Performing Arts & Events Center.

Purpose

This product will serve as a general overview of Client facility needs and resources, a reference of statistics and trends, and a general tool to inform fiscal approaches for implementation and operational sustainability. The ideal study should also provide a measured assessment of present and future unmet facilities demand.

Audience

The primary audience for this product is CDA 2030 and the stakeholders listed above in *Client Partners and Networks*. In addition, the Client plans to make this product available to the general public and interested media for use as a general research tool and reference. The primary audience may have specific knowledge of community facilities and/or community development, while the broader secondary audience may have limited understanding of industry terms and relationships. For this reason, front matter (preface and introduction) should include a general overview of concepts to orient readers.

Project Components

The final document shall include the following sections and focus areas (but not limited to), although the Client is open to discussing final structure and sequence:

- ❑ Executive Summary (brief outline of key components, methodology, findings and recommendations that could be broken out for printing as a separate document, as needed).
- ❑ Data collection and stakeholder engagement

- ❑ Key contributing organizations and industries
- ❑ Explanation of performing arts-specific terms and dynamics
- ❑ Evaluation of existing facilities (capacity and quality), programming needs, audience potential
- ❑ Economic impact of recommended facility and how it achieves other organizational goals (Jobs Plus, shoulder seasons, etc.)
- ❑ A fiscal analysis and quantification of the estimated direct municipal tax and service fee revenue generated by the Performing Arts & Events Center, as well as its potential indirect impact on city revenues as a catalyst for development/redevelopment in the area(s) surrounding the identified Performing Arts & Events Center site(s)
- ❑ Development of project feasibility and sustainability (long-term financial model, operations and management)
- ❑ Identify potential users and uses (user demand), including seasonal demand (filling in shoulder seasons and winter season)
- ❑ Confirm positioning in a competitive market
- ❑ Peer region analysis—what are other communities doing (successes, failures, best practices)
- ❑ Review of specific sites (including a map showing potential locations and boundaries)
- ❑ How a new performing arts and events facility might support the broader goals of the community and needs of the region
- ❑ Recommendations (assistance with project next steps—including identifying the ideal composition of an advisory panel)
- ❑ Appendices (sources, key stakeholders, information links, related documents)
- ❑ **Add Alternate:** Survey large contributors that would support the recommended facility and in the recommended sustainable fiscal model (include additional fee in cost breakdown in this proposal)

Project review process

Client requires three levels of review during the planning and production process. Additional contact and engagement is expected.

- ❑ Data review and key person interview strategy and timeline. This is to ensure the universe of stakeholders is sufficient to provide a cross-section of the primary audience, expected user groups, investors, and beneficiaries.
- ❑ Draft feasibility study review and sign off for content and clarity. To include document content, organization and focus.

- ❑ Final review: Client expects the Vendor to provide thorough and professional copy, editing, and proofreading. Following this, Vendor will submit a final version of the document for review and sign-off by CDA 2030's Steering Committee before going to print.
- ❑ Presentation to ignite cda board and City Council
- ❑ Final approval/adoption of study

Project Format

Client requires five review copies prior to final review. Upon final approval, Client requires an electronic version compatible with Arcview (for mapping portions), Microsoft products such as Publisher, Excel and Word, and a final .pdf version of the final document, to include all linked photos, illustrations, tables, charts and other graphic elements with appropriate attribution.

Section III - Proposal specifications, submission and review

Specifications

Proposals should address Client needs and project descriptions and include the following:

- ❑ Vendor information, including company size and capacity; key personnel and areas of expertise; major projects completed in both the past 18 months and/or in Idaho or similar rural/western states; and up to three representative samples of projects similar in size and scope to the Client project.
- ❑ Relevant references from recent clients at the state, regional or national level.
- ❑ Bid for services, including travel, data collection, project coordination, design and production, and any and all anticipated costs up to and including submission of 20 finished copies of the final product (along with electronic copy for further production and distribution.)
- ❑ Projected project timeline and steps to completion.
- ❑ Projected need for Client involvement and support in each stage of project development and production.
- ❑ An electronic copy of proposal under a single transmittal letter signed by a Vendor representative authorized to approve bid amount.
- ❑ Completed proposals should be submitted electronically no later than November 3, 2017 to the following along with any questions:
 - Nicole Kahler, Project Manager
 - CDA 2030, Inc.
 - nicole@CDA2030.org
 - (208) 415-0112

Section IV - Selection criteria

Clients will focus on four main areas in evaluating proposal submissions as described below.

Vendor capacity

Vendor must possess staff and expertise sufficient to address project research, data collection, organization and analysis, and document coordination/production in a timely manner.

Portfolio

Vendor must document production and delivery of projects and products on a scale similar to the proposed Performing Arts & Events Center Market Analysis and Feasibility Study. Samples must meet the highest professional standards in content, organization, utility, formatting/typesetting and production values.

References

Vendor references must address Client's areas of interest and concern.

Direct experience

Vendor must demonstrate to the Client's satisfaction an expert-level knowledge of development of a Performing Arts & Events Center; familiarity with the Coeur d'Alene community, needs and challenges and an ability to work with all appropriate stakeholders.

Section V - Contract terms and conditions

Indemnity by Vendor

Vendor must covenant and agree to indemnify and hold Client harmless from any and all claims, demands, liabilities, actions, fees, costs or expenses of any kind relating to, arising from or out of, or incidental to any negligent or intentional actions of Vendor in performance of Vendor's obligations hereunder or in performance of services on behalf of Client. This indemnity is irrevocable and severable from, and shall survive the termination of any Agreement resulting from Vendor selection.

Independent contractor status

Both Client and Vendor agree that Vendor will act as an independent contractor in the performance of the duties under this Agreement and that this Agreement does not create an employer-employee relationship between the parties. Accordingly, Vendor shall be responsible for payment of all taxes including Federal, State and local taxes arising out of Vendor's activities in accordance with this Agreement, including by way of illustration but not limitation, Federal and State income tax, Social Security tax, Unemployment Insurance taxes, Workers' Compensation taxes, and any other taxes or business license fees as required.

Production and distribution rights

Client retain all rights to additional production and distribution of final document to intended audience groups as needed, including text, graphics, photos or other attachments contained in the finished product, with source attributions as presented by Vendor.