

**Project:** Request for Proposals for Qualified Consultant Services to Update the 2014 Joint Town and Village Comprehensive Plan

**Summary:** The Town of North Elba (the “Town”) and Lake Placid Village, INC (the “Village”) are soliciting proposals from qualified consultants (the “Consultant”) for a one-time service to update and augment the 2014 Joint Town and Village Comprehensive Plan. The purpose of this plan is to create a unified community vision that can inform Town and Village planning decisions for the next 5-10 years. The Plan will draw upon existing planning efforts and documents and will require a robust public involvement process that fosters collaboration, innovation, and investment from the community. This package contains the scope of work and requirements of submission. The Town and Village are reissuing the RFP following funding updates.

**RFP Release Date:** March 1, 2023

**Pre-bid Meeting:** March 22, 2023 at 3 pm

Join: <https://meet.goto.com/579017413>

Access Code: 579-017-413

United States: +1 (571) 317-3112

**Proposal Due Date:** April 19, 2023 by 5 PM EST

**Submit proposals to:**

Laurie Dudley, Town of North Elba Clerk  
2693 Main Street  
Lake Placid, NY 12946

**Contact:**

Haley Breen, Community Development Director  
Town of North Elba/Village of Lake Placid  
[hbreen@northelba.org](mailto:hbreen@northelba.org)

**Town of North Elba and Village of Lake Placid, New York**  
**Request for Proposals for Qualified Consultant Services**  
**to update the 2014 Joint Town and Village Comprehensive Plan**

The Town of North Elba and Lake Placid Village, INC are soliciting proposals from qualified consultants to update and augment the 2014 Joint Town and Village Comprehensive Plan. The purpose of this plan is to create a unified community vision that can inform Town and Village planning decisions for the next 5-10 years. The Comprehensive Plan will draw upon existing planning efforts and will require a robust public involvement process that fosters collaboration, innovation, and investment from the community. The Comprehensive Plan must identify challenges, opportunities and realities unique to the Town and Village and offer balanced and feasible strategies to address those situations. It must also establish or accommodate metrics that will enable the Town and the Village to track the progress of the Comprehensive Plan over time.

Consultants must have experience in community planning including land-use, economic development, visioning with graphic communications, and community involvement. Consultants must also have experience working in a public sector environment and have the ability to generate enthusiasm, support, and consensus among diverse groups of stakeholders. The Town and Village encourage proposals from consultants with experience in comparable contexts and experience with the U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) for Cities and Communities and LEED for Neighborhood Development rating system.

**Background**

The Village of Lake Placid and Town of North Elba are located in the heart of New York's Adirondack Park, the largest publicly protected area in the contiguous United States. Greater in size than Yellowstone, Everglades, Glacier, and Grand Canyon National Parks combined, the Adirondack Park is a 6-million-acre patchwork of public and private lands regulated under the Adirondack Park Land Use and Development Plan. Approximately half of all lands in the Park are owned by the State of New York and preserved in perpetuity as "forever wild." In North Elba, approximately 76% of the land is protected forever as Forest Preserve Land.

The Village of Lake Placid is located within the Town of North Elba and together the joint community is the most populous in the Park with approximately 7,480 people. The community has twice hosted the Winter Olympic Games (1932 and 1980) and was the primary community for the 2023 FISU World University Games. Hundreds of thousands of visitors come to the community annually to participate in outdoor recreation, shopping, leisure, and other activities. Tourism is a year-round industry in the community with 15% of visitation occurring in January and February, 15% occurring in May and June, 31% occurring in July and August, and 23%

occurring in September and October. Late fall and early spring are the shoulder seasons with 6% and 9% of visitation respectively.<sup>1</sup>

The local economy is driven by tourism, accounting for 75-90% of all economic activity<sup>2</sup>. As such, the most common job types are in the hospitality and service sector industries. As of 2020, the most common job type in the area was food and beverage servers, followed by retail sales workers, accounting for approximately 9% and 6% of jobs, respectively. The median annual earnings for these falls in the \$25,000-\$26,000 per year range. The average earnings per job in North Elba was \$49,000 annually. The median household income is approximately \$54,000. A household income of approximately \$73,000 is necessary to afford a median value home in the community, but out of the top 15 most common job types, only health diagnostic and treatment practitioners earn enough annually to afford a median priced home<sup>3</sup>.

With a vibrant visitor economy, Lake Placid has traditionally been one of the fastest growing communities in the Park with population growth of approximately 19% between 1980 and 1990, 10% between 1990 and 2000, and 3.4% between 2000 and 2010. However, the community has become a victim of its own success with the number of houses converted to seasonal residences and vacation rentals outpacing new housing starts. A 2020 housing analysis found a need for more than 1,500 new housing units for existing workers, assuming a target of having 50% of workforce living in the community. Additionally, a 2021 regional relocation analysis found a need for thousands more units for people seeking to move into the community.<sup>4&5</sup>

Additionally, for the first time since 1970, the community lost population between 2010 and 2020 (-17%). The loss of families in the community is reflected in the Lake Placid School District's student enrollment. From the 1999-2000 school year through the 2017-2018 school year, the District's student enrollment fell approximately 31% - a loss of 284 students over 19 years. Furthermore, economic growth and housing needs will be further challenged by shifting labor and population demographics. Data shows that two of the industries that have lost the most workers in the past few years are industries that our area has depended on, leisure/hospitality and health services<sup>6</sup>. The Demographics of our region are also informative as the share of the population that is 65 and older in Essex County increased from 18.2% in 2010 to 24.9% in 2021<sup>7</sup>.

Many local workers and residents rely on individual vehicles to commute from outside and within the Town and Village. This increases the cost of living for low-wage employees,

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<sup>1</sup> 2020 Leisure Travel Study (Essex County) <https://www.roostadk.com/wp-content/uploads/2021/06/2020-Leisure-Travel-Study-Essex.pdf>

<sup>2</sup> 2020 Leisure Travel Study (Essex County).

<sup>3</sup> 2020 Community Housing Needs Assessment for the Town of North Elba & Village of Lake Placid <https://www.futurelakeplacid.com/wp-content/uploads/2020/01/Final-Community-Housing-Needs-Assessment-North-Elba-NY-01.13.2020.pdf>

<sup>4</sup> 2021 Adirondack Relocation Assessment Survey. <https://www.roostadk.com/wp-content/uploads/2021/02/Adirondack-Relocation-Assessment-Survey-2021.pdf>

<sup>5</sup> 2020 Community Housing Needs Assessment for the Town of North Elba & Village of Lake Placid.

<sup>6</sup> <https://www.uschamber.com/workforce/understanding-americas-labor-shortage-the-most-impacted-industries>

<sup>7</sup> <https://usafacts.org/data/topics/people-society/population-and-demographics/our-changing-population/state/new-york/county/essex-county?endDate=2021-01-01&startDate=2010-01-01>

exacerbates parking and infrastructure challenges, and is a major contributor to carbon emissions. County services provide public transportation to and from Lake Placid, but are not adequately able to support a full-time, reliable public transportation network.

The need for growth occurs within the context of the Adirondack Park's regulatory framework, the community's commitment to environmental responsibility, and a changing climate. To protect the community's waterbodies, the municipalities have undertaken the redesign and reconstruction of Main Street to implement green infrastructure and reduce stormwater runoff into Mirror Lake, updated wastewater regulations near shorelines, and participated in initiatives to reduce road salt. The community also undertook an audit to earn LEED for Cities and Regions Gold certification. The community seeks to grow in accordance with the principles of smart growth, new urbanism, and LEED for Neighborhood Design.

Existing committees are already working to address some of these challenges, particularly around housing and environmental sustainability. It is expected that these objectives will be incorporated into the revised Comprehensive Plan. The community's implementation committees are primarily managed through the Lake Placid / North Elba Development Commission although Regional Office of Sustainable Tourism (ROOST) facilitates some additional committees. The Development Commission was created by the Village and Town municipal boards in August of 2014 with the purpose being the facilitation and implementation of the Lake Placid /North Elba Comprehensive Plan. The Commission can also serve in an advisory capacity to the Town Board, Village Board, or Joint Review Board as requested.

The DMP determined that ROOST, along with the Olympic Regional Development Authority (ORDA) and Adirondack Park Agency (APA), are major stakeholders that also influence policy in the community. This has created a complex decision-making framework.

The community has undertaken several major comprehensive planning efforts over the years including the 1989 S.T.E.P.S long-range plan, the 1997 Comprehensive Plan, and the 2014 Comprehensive Plan Update. This plan update seeks to build upon these efforts by incorporating new information and priorities, evaluating and planning solutions for market disequilibrium, particularly in housing, and addressing ongoing environmental threats.

*Relevant documents:*

[2014 Joint Town and Village Comprehensive Plan](#)

[A Study into Best Practices for the Development of a Public Arts Commission in Lake Placid, NY](#)

[Adirondack Relocation Assessment Survey](#)

[Main Street Pedestrian Corridor Study](#)

[North Elba/Lake Placid Joint Housing Needs Assessment](#)

[North Elba/Lake Placid Joint Short-Term Rental Assessment](#)

[North Elba/Lake Placid Destination Management Plan](#)

## **Project description:**

The Town and Village Comprehensive Plan Update should establish a shared vision to guide community development. The public engagement process should be robust, and the plan should focus on innovative, solution-oriented approaches that address current conditions. This includes identifying what is working already in the community and what opportunities already exist that could be leveraged. The Consultant should incorporate the use of technology and visual communication tools such as maps, graphic renderings, photos, or illustrations.

Previous planning efforts identified challenges and opportunities unique to their time. These included:

- The 1989 STEPPS document, which was created to address the challenges and opportunities following the 1980 Olympics
- The 1997 Comprehensive Plan, which was created in response to concern about losing local community identity during economic growth and development
- The 2011 Comprehensive Plan, which identified challenges of an aging demographic, advancing technologies, and increased concern regarding the environment

Based on the results of these and other community planning efforts as outlined above, the Town and Village are interested in the following topics (not prioritized):

1. Diversifying and expanding housing
2. Diversifying and optimizing the economy
3. Mobility planning
4. Community services, resources, facilities, and quality of life
5. Government efficiency and transparency
6. Climate and environmental priorities

The Committee is also open to suggestions outside of these options.

### *Scope of Work:*

The Consultant will lead the planning process and develop deliverables with oversight from the North Elba/Lake Placid Comprehensive Plan Steering Committee. The Consultant will provide a minimum of bi-weekly updates to the Steering Committee and an initial and final report at joint public Town and Village Board meetings. The following Scope of Work is meant to guide a more detailed scope based on the Consultant's expertise and experience. The final Scope of

Work will be developed between the Consultant and the Steering Committee prior to contract approval.

1. *Public and stakeholder involvement:* The Consultant will design and facilitate a public involvement plan to incorporate the perspectives of a diverse range of community members. This may include public forums, visioning sessions with graphic

communications, informational meetings, public surveys, stakeholder groups, local volunteer committees, or group or individual interviews.

2. *Drafting, editing, and finalizing of Comprehensive Plan document.* This document should include the identification and assessment of local conditions that incorporates previous planning efforts, an analysis of demographic implications, and the identification of opportunities for growth and strategies for successful implementation with consideration to the questions listed above. These should be based off of existing planning efforts and public involvement processes. The plan should also identify what is working within the community that they should continue to invest resources into and consider where regional approaches and coordination between Adirondack communities would benefit this plan. The Consultant is responsible for ensuring all content satisfies the requirements of New York State law.
3. *Presentation of final plan.* The Consultant will present the final plan at a community meeting and at a public Town and Village Board meeting.

**Anticipated process schedule:**

Release RFP	March 1
Pre-bid meeting	March 22
Proposals due	April 19
Decision and execution of contract	June 1

**Evaluation criteria:**

The Town of North Elba and Village of Lake Placid will conduct a comprehensive, fair and impartial evaluation of all submittals received in response to this RFP.

Each proposal will be reviewed based on the Evaluation Criteria listed below:

1. Clear understanding of project goals and needs with an innovative, solution-based approach.
2. Methodology and quality of work plan.
3. Experience with projects that are similar in scope. Familiarity with New York State regulations is preferred. Experience with community visioning, graphic rendering tools, and visual communications and using qualitative and quantitative data to generate actional insight.
4. Experience with NYS laws, rules, and regulations and experience with rural and tourist-driven communities
5. Experience in community planning including land-use, economic development, and community involvement. Experience with visitor-based economies is preferred, but not required.
6. Qualifications, including individual consultants' qualifications. Technical competence and capabilities necessary to execute thorough public involvement process and incorporate visual communication tools.
7. Appropriate personnel necessary to complete requested service on schedule and within budget and availability that aligns with that of the Town and Village.

8. Willingness to abide by the Town and Village Terms and Conditions with few or no objections or changes.
9. Quality of content.
10. References.
11. Reasonableness of cost.

**Project budget:**

\$130,000

**Proposal requirements:**

The Consultant is asked to include a response to each point addressed in this section. Address each point and make any necessary explanation or qualification. All proposals should be presented in accordance with the following outline.

- Organizational Overview – Service providers should provide a brief overview of their experience operating in the market including examples of previous work.
- Capacity – Service providers should indicate their capacity, including the number of consultants they employ, the number of consultants they expect to work on the project and the estimated time it will take to complete the project.
- Background & Experience – Service providers should submit the background and experience of the Consultant who will be working on the project and should offer list of past projects that are similar in scope.
- Work Plan – Service providers should submit a thorough work plan outlining their methodology and approach to achieving the objectives.
- Additional Services – Service providers should include a list of additional services they offer.
- Pricing proposal – Service providers must include a detailed cost breakdown for services requested.
- Additional information that should be considered when evaluating the proposal such as creative approaches and relevant supporting documentation.

**Communications and Questions**

All communications by parties who have indicated an intent to submit or have submitted a proposal in response to this RFP, including any questions or requests for clarifications, submission of the proposal, requests for status updates about the proposal selection process and any other inquiries whatsoever concerning this RFP shall be sent, in writing, to:

Haley Breen  
Community Development Director  
[hbreen@northelba.org](mailto:hbreen@northelba.org)

No contact is permitted with any other Village or Town staff member or Steering Committee member with regard to this RFP during the RFP process unless specifically authorized in writing. Prohibited contact may be grounds for disqualification.

To ensure that all respondents have a clear understanding of the scope and requirements of this RFP, the Steering Committee will host a virtual pre-bid meeting on March 22, 2023. Attendance is recommended but not mandatory.

The Steering Committee will make every reasonable effort to keep respondents informed about the RFP process. Notifications about timeline date changes, amendments to the RFP and other information about the RFP will be sent by e-mail to respondents who have provided an e-mail address to the Steering Committee Contact and will be posted online at the Town and Village websites. The Steering Committee's failure to provide such information shall not delay or invalidate the Steering Committee's right to make a decision to award an agreement pursuant to this RFP. The Steering Committee's failure to timely respond or provide responses to any questions shall not delay or invalidate the Steering Committee's right to make a decision to award an agreement pursuant to this RFP.

### **Proposal Submission**

Proposals must be received by the Town of North Elba Clerk no later than 5:00 pm, on April 19, 2023, as follows:

- Submit one (1) original sealed proposal package containing (a) a flash drive with a pdf of the proposal and (b) two (2) complete hard copies of the proposal by mail or hand-delivery to:

Laurie Dudley, Town of North Elba Clerk  
2693 Main Street  
Lake Placid, NY 12946

- The submission package must be marked on the outside with the consultant company's name and the name of the project (Lake Placid and North Elba Joint Comprehensive Plan).
- Each hard copy of the proposal included in the submission package shall be signed by an individual authorized to enter into and execute contracts on the Consultant's behalf. Unless otherwise specified in its proposal, the Consultant represents that it is capable of meeting or exceeding all requirements specified in this RFP. Any proposal received after 5:00 pm, on April 19, 2023, will be returned to the bidder unopened.

### **Professional Services Agreement**

The Consultant selected will be required to enter into a Professional Services Agreement (PSA) with the Village of Lake Placid and Town of North Elba. The establishment of a PSA will be contingent upon approval by the Village and Town Boards and upon the availability of funds for such an agreement. Unless otherwise stated in the proposal, the Consultant's response to this



RFP shall be deemed its acceptance of the terms of this PSA. In the PSA, the Village and Town will reserve the right to terminate the PSA at any time.

### **Miscellaneous**

The Village and Town reserve the right to amend or withdraw this RFP in their sole discretion, including any timeframes herein, upon notification of all Consultants as set forth above, and in such case, the Village and Town shall have no liability for any costs incurred by any Consultant.

The Steering Committee may request additional information from any Consultant to assist the Steering Committee in making its evaluation.

The proposal and all materials submitted with the proposal shall become property of the Village and Town and will be subject to NYS Freedom of Information Law. If any proprietary information is submitted with the proposal, it must be clearly identified and a request to keep such information confidential must be submitted.

Submission of a proposal shall constitute a binding offer by the Consultant to provide the services at the prices described therein at such time as the parties enter into a PSA