



**Request for Proposals:
Regional Arts Council (CNY Arts, Inc.) requires a
Main Street Revitalization Consultant, i.e. Master Planner**

Brief Project Overview

In creative placemaking, partners from public, private, non-profit, and community sectors strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes with mixed-use developments that combine workspaces with housing, retail, culture, and recreational space, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.

CNY Arts, Inc., a regional arts council that promotes, supports, and celebrates the arts and culture of Central New York, is seeking proposals from Master Planner(s) who will lead the effort in identifying shovel-ready projects and initiatives that will support the development of Art and Entertainment Districts in Auburn, Cortland, and Syracuse, NY. Initiatives and projects must be ripe for development by the end of year one. The Planner will also assist in identifying Oneida and Oswego's Main Street Revitalization priorities. It is expected that the hired Planner will have all reports, process, and blueprints (for replicative purposes) in place by the end of year one (a 8 to 10 month period). This project is funded by the Empire State Development Corporation in partnership with the Regional Economic Development Council.

Organizational and Project Background

Established 60 years ago, CNY Arts (formerly known as the Cultural Resources Council) serves the region's artists, art NPOs and the general public through grant support, capacity building, and promotional services. We engage the regional community in dialogue and planning. An internal goal is to remain nimble and fiscally strong so we can effectively anticipate and respond to what the field requires in order that the art and cultural communities that we serve thrive(s).

CNY Arts annually re-grants and awards scholarships that total approximately \$1.47M on behalf of Onondaga County and the State of New York. We offer marketing workshops and professional development to artists and organizations; convene statewide leaders to advocate for local and regional cultural policy; and promote the arts through our Collaborative Marketing Information System (CMIS). Our community programs are Central NY cultural traditions, which we continually refresh to maintain their relevance to visiting tourists and our constituents.

In 2014, with national consultant, Diane Mataraza, CNY Arts completed a year-long, assessment and cultural planning process, called ENGAGE CNY, which will guide this region's art and cultural industry for the next ten years. ENGAGE assessed how best to reposition arts, culture, and heritage as catalysts for improving the region's vitality. This 10-year cultural plan was informed by a 72-member, multi-sector Leadership Council, a 121-person Regional Planning Summit, feedback from more than 500 artists and 160 arts



and culture organizations, and 7,000 residents.

The revitalization of Main Streets (i.e. downtowns, village squares) was identified as a top priority. It was resolved that regional art, cultural and heritage assets were to be leveraged in revitalizing downtowns and that these essential parts of the arts industry needed to be more visible, accessible, and brought together collaboratively in new and exciting ways. The Master Planner is to achieve this priority.

The creation of Arts and Entertainment Districts (to be piloted in 5 CNY cities: Auburn, Cortland, Oneida, Oswego, and Syracuse) is a key strategy for regional economic and cultural growth, formulated as a result of the CNY Rising Upstate Revitalization Initiative Plan, and Regional Economic Development Council and New York State Council on the Arts funded cultural assessment and planning process and being administered by CNY Arts, Inc. This pilot project is for a 8 to 10 month period initiated in 2018 due to resources already committed from the National Endowment for the Arts, the NYS Council on the Arts, Onondaga County, CNY Community Foundation and Empire State Development Corporation.

Project Goals

Our Main Street Revitalization, Master Planner will:

Goal 1 # Consult and conduct meetings with government and elected officials, arts organizations, cultural heritage agencies, tourism/convention and visitors bureaus, businesses, the media, educational institutions, and current/potential audiences that determines local program development/marketing/capital improvements in identifying local art and cultural assets to be leveraged in revitalizing downtown; determine municipal partners that would house the project, determine local District teams including at least one institution of higher education, and District boundaries in at least 3 of the 5 cities. This should be in compliance with Empire State Development Corporation Planning and Feasibility study guidelines and regulations.

Goal 2 # Gather economic, audience, demographic, and tourism data and develop branding strategies for individual districts and branding strategies for the regions.

Goal 3 # Analyze art and cultural business metrics to improve arts/entertainment organization's, agencies', and venue's business practices.

Goal 4 # Analyze existing regional research, conduct a gap analysis, and develop a Master Plan that identifies shovel-ready projects, a blueprint for each district based on best practices and a process that can be replicated throughout the region. The blueprint will include an operation plan for at least three of the districts with local gov't participation and oversight and a District task force from the arts industry and community as well as a map outlining the boundaries of the district and a method for how other nearby entities can participate. Also the Master plan will identify next steps for the two districts being brought on later in the process to ready those localities for participation.



Goal 5 # Provide project supervision.

Goal 6 # Cultural Mapping: Assist localities in identifying current cultural assets, as well as potential assets for reuse of historic, vacant and underutilized properties, support institutions in urban communities, and assist in the growth and support of tourist assets.

CNY Art's expects documented evidence that the Master Planner has achieved:

The identification of shovel-ready projects and initiatives that will support the development of Art and Entertainment Districts. It is anticipated that Districts in Auburn, Cortland, Oswego and Syracuse, NY will be ready to go in the first round, however this might change based on research and discovery.

The identification of Oneida's downtown revitalization priorities.

The building of partnerships between for-profit, nonprofit, government, and communities.

Specifically identifying a local municipal gov't that would house an Arts and Entertainment District liaison and facilitate coordination with other municipal agencies (i.e. codes, DPW, etc).

The implementation of innovative and transformative business models for arts and cultural organizations that show a need for operational capacity building.

The leveraging of support and funds from other functional agencies (transportation, housing, environmental, parks and recreation, workforce development, small business) and various levels of government.

The completion of all reports, the recording of process and blueprints (for replicative purposes).

Evidence of increasing direct expenditures to local economies and the addition of jobs. (This evidence can be identified by a year to year increase in audience attendance statistics, an increase of revenues to local businesses; the attraction of new business to revitalized districts, an increase of residents & visitors to revitalized downtown districts.)

Project Year One Timeline

This is a 8 to 10 month project and all project goals and achievements must be reached within a 12 month time period starting on date of hire.

Master Planner must have proven abilities to:

- Gathering and compiling data
- Statistical analysis
- Business operational capacity methodologies and best practices
- Solid writing and communication skills
- Skilled facilitation practices
- Urban planning process, community engagement best practices. and zoning laws
- The hiring and supervision of direct reports



The Master Planner's principal points of contact at CNY Arts will be:

Mr. Stephen N. Butler, Executive Director

Ms. Liz Lane, Programs Manager

Total budget for this project **is approximately \$200,000.00 dollars** and includes: contractual services, video production, calendar updates, marketing, public relations, space and equipment rentals, and administration. **The Master Planner's consultant fee is not to exceed \$70,000.00 and includes travel reimbursements and support materials, which they may need during the duration of this project.** A first draft of the project's initial findings is to be completed for stakeholder review within six months from date of hire. The remaining time on this project will be devoted to identified priorities, refining a finished plan, and the completion of all blueprints and reports. There may be additional funds allocated in support of this position and will need to be discussed on a case by case basis. This is a consulting position.

Criteria for Selection

Please submit your resume, CV, and the following: Examples of similarly-complex projects (please include previous project timeline with major tasks and milestones, also; previous project's budget(s) broken out by line items, if applicable); Client references and note whether email or phone is better in reaching your references to: jobs@cnyarts.org, Subject line - ATTN. Master Planner RFP. No phone calls, please. NYS and MWBE Certified firms and providers will be given priority. CNY Arts is an equal opportunity employer and does not discriminate against employees, applicants, or consultants for employment on any legally recognized basis.

Question Deadline

You may submit questions to jobs@cnyarts.org until March 29, 2018. Responses will be published within 48 hours to the CNY Arts page: weare.cnyarts.org/districts/FAQs

Submission Deadline

All proposals are due by Monday, April 9, 2018. Proposals submitted after April 9 will not be considered.