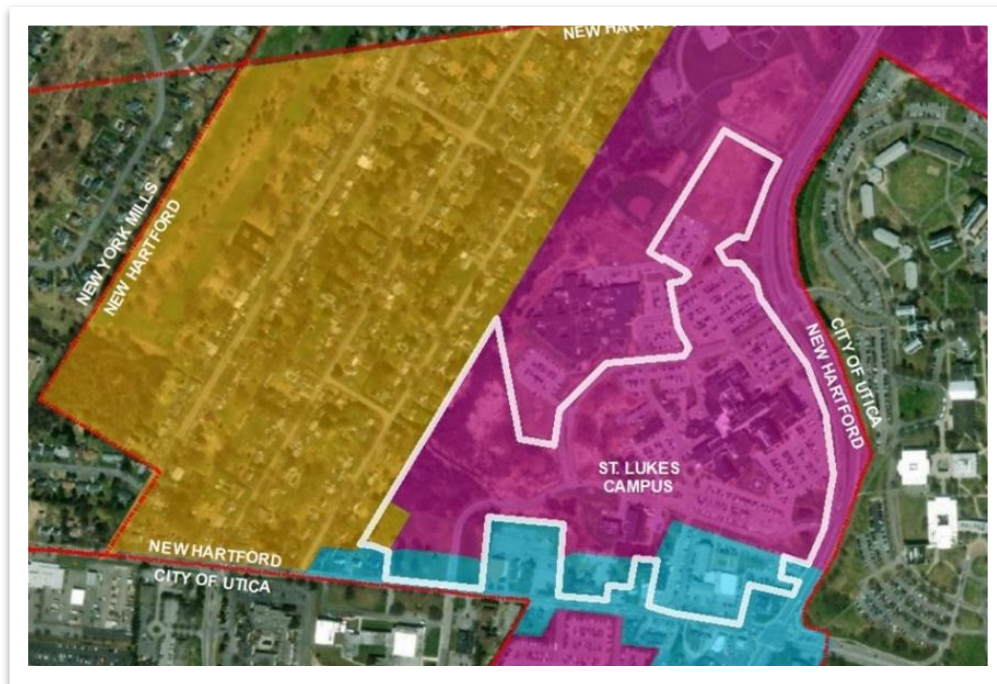


REQUEST FOR PROPOSALS

July 2023

St. Luke's Campus RE-USE MASTER PLAN



**SUBMISSIONS DUE:
September 7, 2023**

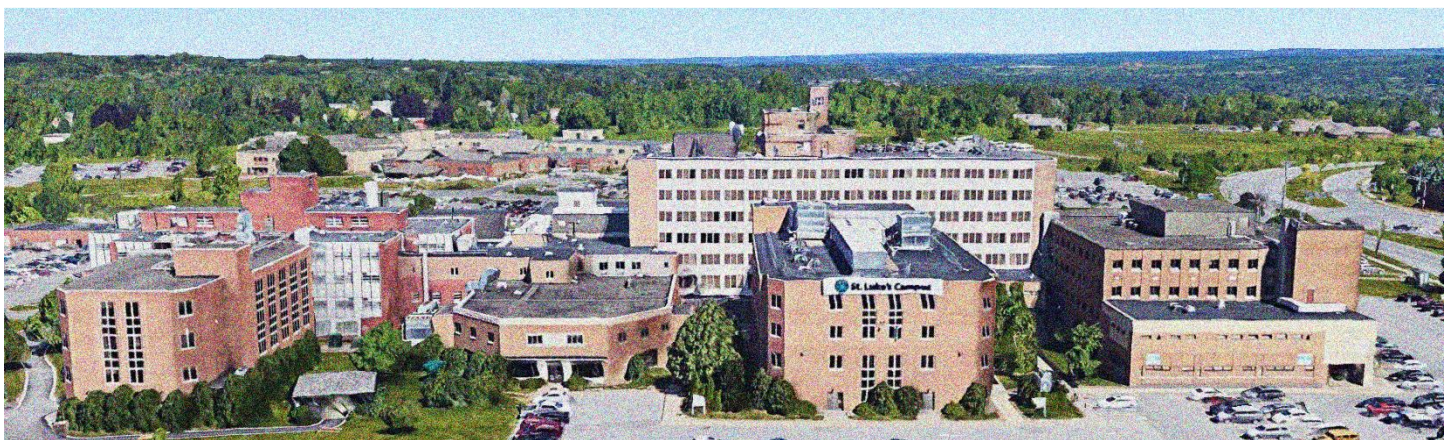


PROJECT DESCRIPTION

Mohawk Valley Health System (MVHS), Oneida County, and Mohawk Valley EDGE seek a qualified consultant/team for the purpose of preparing land reuse strategy for the redevelopment of the St. Luke's Medical Campus. A qualified consultant or team of consultants with demonstrated competencies in the disciplines described within the scope of services is desired (planning, landscape architecture, market analysis, financing, civil engineering, construction/deconstruction and environmental investigation, and federal-state-local permitting to fulfill requirements under the State Environmental Quality Review Act).

Upon completion of the Wynn Hospital in downtown Utica in November 2023, it is anticipated that the majority of the St. Luke's campus will be vacated. MVHS, Oneida County, and Mohawk Valley EDGE are partnering to envision, finance, and facilitate context-sensitive reuse and sustainable redevelopment of the 53+/- acre campus.

This phase of the reuse strategy will consider environmental conditions, pre-demolition planning, rationalization of existing infrastructure, civic engagement, conceptual site planning, market analysis, budgeting, and potential environmental and community impacts of redevelopment scenarios.



GUIDING PRINCIPLES of the PLAN

The overall vision for reuse of the campus is to create a fresh, modern, smart-city-enabled, pedestrian-friendly, mixed-use environment with urban amenities just a short walk or bike ride away. The new neighborhood will be home to graduating college students, outside talent (new and repatriated), and empty nesters. As the area continues to grow and evolve, the proposed strategy should stay true to a few fundamental principles:

- Preferred re-development scenario needs to establish a connection to the St. Luke's Home and Rehabilitation Center, which will be retained by MVHS.
- Scale, style, and architecture reflective of the surrounding neighborhoods and commercial districts.
- Engaging public spaces, including public art, shade trees, and 4-season amenities which encourage outdoor gatherings, commerce/markets, and recreational activities.
- Sustainable design, resource efficiency, urban canopy, and preservation of natural areas.
- Alternative transportation infrastructure for public transport, EV charging, and rideshare.
- Relative to public improvements such as hydrants, streetlights, benches, curbing, trails, sidewalks, etc.; provide for a context-sensitive, quality design and construction.

SUBJECT PROPERTY

Figure 1. Subject Property



	Address	Tax I.D #	Owner	Size	Zone
1	Champlin Avenue	317.000-2-1.2	St. Luke's Memorial Center	23.36	I
2	1656 Champlin Avenue	317.000-2-2.1	St. Luke's Memorial Hospital	22.98	I
3	1600 Burrstone Road	317.000-2-25	Faxton-St. Luke's Healthcare	3.56	C2
4	1714 Burrstone Road	317.000-2-26	Oneida County Industrial Development Agency	1.23	C2
5	1724 Burrstone Road	317.000-2-29	St. Luke's Memorial Hospital Center	1.18	C2
6	1752 Burrstone Road	317.015-2-38	Faxton-St. Luke's Healthcare Foundation	0.31	C2
7	1754 Burrstone Road	317.015-2-37	Faxton-St. Luke's Healthcare Foundation	0.22	LDR
8	Winchester Drive	317.015-2-34.1		0.45	LDR

*A 5.81-acre Freshwater Emergent Wetland habitat classified as a PEMIE (as designated by the U.S. Fish and Wildlife Service) is present on the site.

SCOPE and DELIVERABLES

1. Neighborhood Outreach and Civic Engagement.

- ⇒ Deliverable: Kick-off meeting to discuss project scope, composition, and expectations of the stakeholders, and to include a presentation of real-world examples of similar projects, best practices, and viability at similar scale (geographic and demographic)
- ⇒ Deliverable: Minimum of three (3) in-person stakeholder meetings
- ⇒ Deliverable: Minimum of two (2) in-person public presentations
- ⇒ Deliverable: Maintain a mobile friendly digital platform for public input & information for the duration of the Master Planning process

2. Market Analysis of Various Re-Use Scenarios.

Consultant will provide targeted market analysis based on the specific types of housing, commercial space, and amenities found to be in demand. Project team is looking for the consultant team to deliver more than a generic market study.

- ⇒ Deliverable: Housing Demand for current population
- ⇒ Deliverable: Housing Demand for future workforce based on the growth of strategic industries in the Utica-Rome Area
- ⇒ Deliverable: Forecasting of home and lease prices based on construction price trends and how that intersects with our current and future workforce demand for housing
- ⇒ Deliverable: Forecasting of office and commercial landscape

3. Progress Meetings.

In addition to civic engagement, the project team expects regular updates. In the interest of efficiency, most of this can happen via short Webex/Zoom/Teams meetings; while in-person meetings should be coordinated with stakeholder engagement events.

- ⇒ Deliverable: Regular virtual updates via WebEx/Zoom/etc.
- ⇒ Deliverable: Regularly-updated progress matrix, listing each of the scope items and their relative progress, challenges, next steps, etc.
- ⇒ Deliverable: Up to five (5) site visits and in-person meetings with project team

4. Boundary Survey and Title Search.

- ⇒ Deliverable: Updated boundary survey and legal descriptions for subject parcels, including all easements
- ⇒ Deliverable: Obtain abstract of title for subject parcels

5. Prepare Three (3) Conceptual Site Plan Alternatives.

Based upon findings and civic input, prepare three (3) conceptual site plan alternatives for mixed-use development, to include various intensities of housing, commercial, amenity, and public realm improvements. These will be used for future grant applications, environmental reviews, infrastructure design, and the developer RFEI process.

- ⇒ Deliverable: Conceptual Site Plan 1, including transect and elevation renderings representing a strategy with an emphasis on housing, and complimentary commercial/retail
- ⇒ Deliverable: Conceptual Site Plan 2, including transect and elevation renderings representing a strategy with an emphasis on commercial, retail, hospitality, and institutional uses
- ⇒ Deliverable: Conceptual Site Plan 3, including transect and elevation renderings with an emphasis on public, institutional, and recreational uses

- 6. Land Use/Zoning Review and Recommendations to Facilitate Redevelopment Scenarios.** Based on the conceptual alternatives, consultant will be expected to recommend optimal zoning and land use standards to facilitate and entitle prospective developer(s) to implement the community's vision.
- ⇒ Deliverable: Review of current zoning compatibility/departure from proposed redevelopment scenario(s). Prepare matrix (side-by-side analysis) of current zoning code v/s recommended changes
- 7. Connectivity Plan.** Consultant will provide a detailed analysis of current transportation and pedestrian infrastructure, and provide recommendations and rationale for future connectivity between the subject property and surrounding districts/neighborhoods.
- ⇒ Deliverable: Analysis, mapping, and details on location and style of pedestrian and vehicular connections to Champlin Avenue, Burrstone Road and adjacent neighborhoods
 - ⇒ Deliverable: Recommendations and details on critical pedestrian infrastructure connections, vehicular traffic flow, and access points to public transportation
- 8. EAF & Pre-Permitting Evaluation on Reuse Scenarios. In accordance with the preferred redevelopment scenario(s), consultant will address all anticipated environmental impacts, forecast permitting requirements, and prepare the draft Long Form EAF.**
- ⇒ Deliverable: Wetlands delineation report
 - ⇒ Deliverable: Threatened and Endangered Species and Habitat review/technical memo
 - ⇒ Deliverable: Traffic Impact Analysis for preferred schematic
 - ⇒ Deliverable: Stormwater Management technical memo
 - ⇒ Deliverable: Cultural and Historic Resources review and SHPO consultation
 - ⇒ Deliverable: Conservation Easement description of restrictions and obligations
 - ⇒ Deliverable: Technical memo addressing any other environmental impacts of the plan
 - ⇒ Deliverable: Long Form EAF (draft)
 - ⇒ Deliverable: List of agencies, permits, and approvals required to implement the plan
- 9. Redevelopment Budget.** Using best available labor and materials assumptions, prepare itemized estimates for up to three (3) conceptual redevelopment alternatives. Budget categories to include (but not limited to) demolition, site work, infrastructure, building construction, building renovation, architectural & engineering/soft costs, and environmental remediation.
- ⇒ Deliverable: Budget for Concept 1
 - ⇒ Deliverable: Budget for Concept 2
 - ⇒ Deliverable: Budget for Concept 3
- 10. Preparation of a DRAFT Developer RFEI.** Consultant will prepare a RFEI for use by Oneida County, MVHS, and Mohawk Valley EDGE to market the property to potential real estate developers.
- ⇒ Deliverable: Draft developer RFEI including summaries of all findings, figures, incentives, and community vision as a result of the planning process

Figure 2. Key Structures

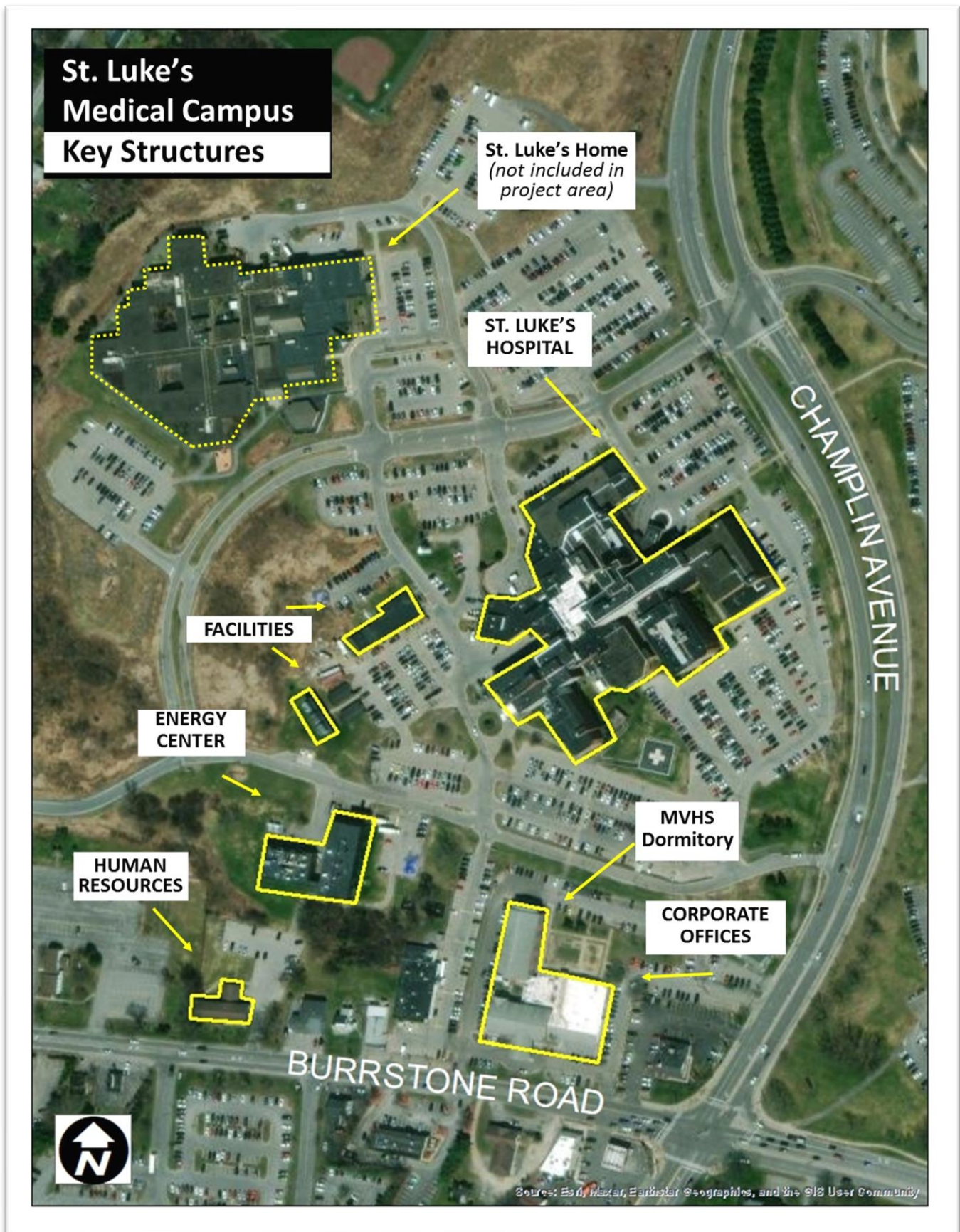
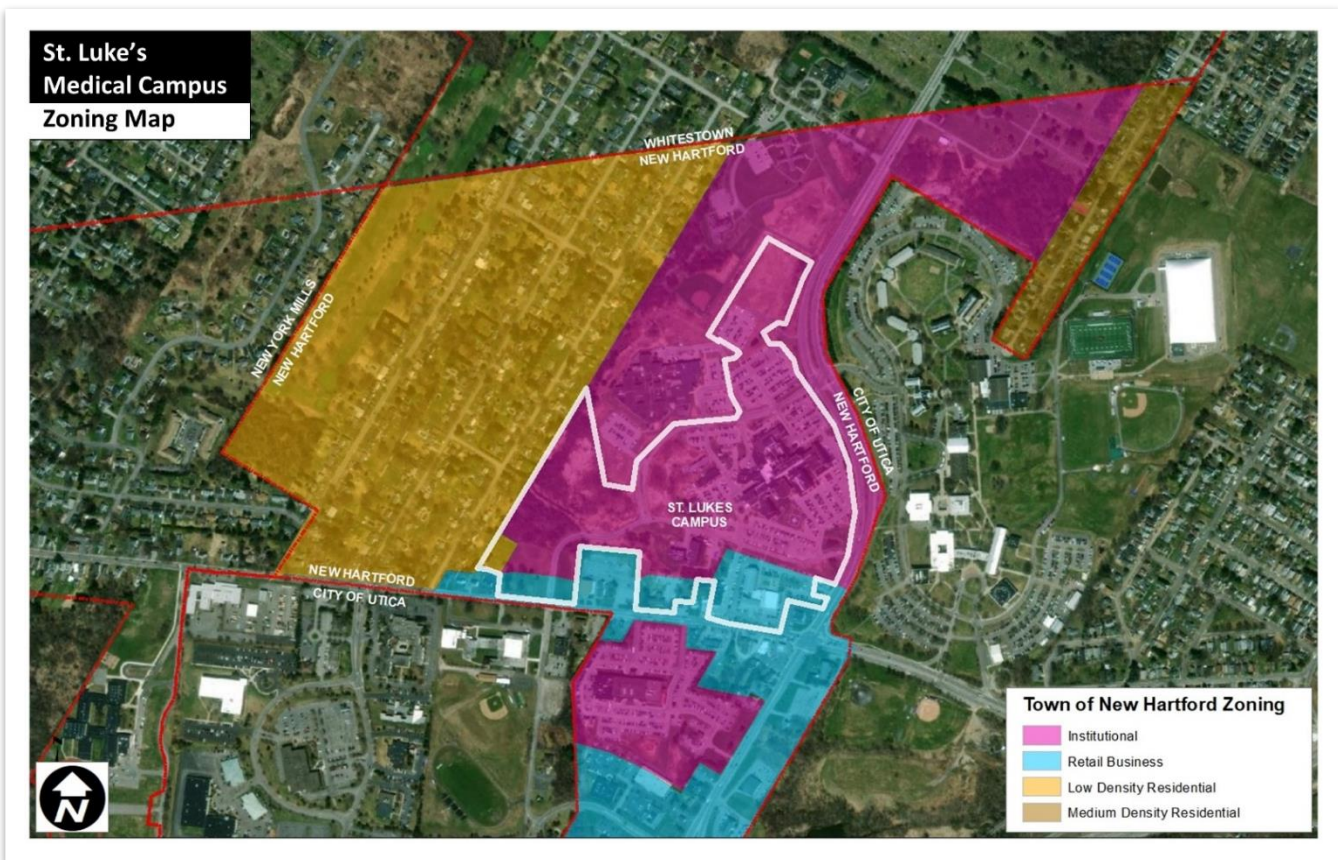


Figure 3. Context Map



Figure 4. Zoning Map



BACKGROUND

In 1949, St. Luke's Home and Hospital merged with Utica Memorial Hospital and began operating under the corporate name of St. Luke's-Memorial Hospital Center. After nearly a decade in the works, the new St. Luke's-Memorial Hospital Center was opened in September of 1957 on Champlin Avenue.

In 1992, St. Luke's-Memorial Hospital became affiliated with Faxton Hospital and in 2000 the two entities merged to become Faxton-St. Luke's Healthcare. Over the years, the Champlin Ave location expanded its services.

In 2014, St. Elizabeth's Hospital became affiliated with Faxton-St. Luke's to become part of the newly formed Mohawk Valley Health System (MVHS) and soon after, it was announced that a new hospital campus would be built in Downtown Utica where MVHS hospitals would physically consolidate into a single facility.

When the Wynn Hospital opens in late 2023, operations at St. Luke's will cease and leave its hospital structures vacant. The St. Luke's Home will continue its nursing, rehabilitation, and residential operations at its existing location. A companion facilities study is simultaneously being conducted to determine demolition and adaptive reuse viability.

AVAILABLE INFORMATION

Prior to beginning the study, the consultant/team shall become familiar with all recently-complete and historical studies, documents, plans, etc. This review will serve to provide the consultant/team with the appropriate context relative to housing and demographics for the community in which the study is to be conducted. The studies, documents, plans, etc. include, but are not limited to, the following:

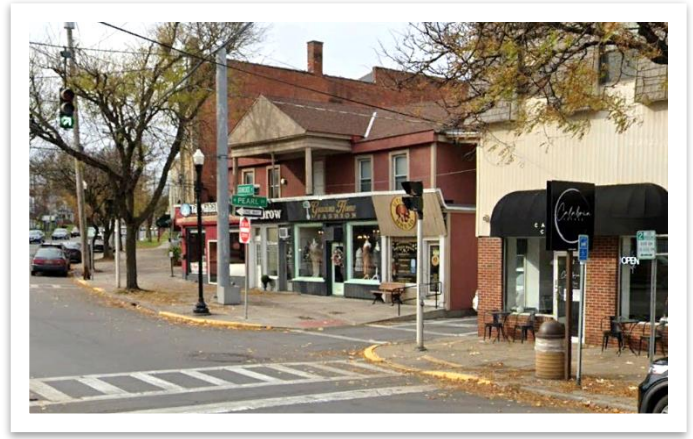
- Medical Facility Assessment: Utica Area Facilities, CHA (2019)
- MVHS Demolition Estimate, DiMarco (2020)
- Market Analysis – Mohawk Valley Health System Campuses, Fairweather (2019)
- Town of New Hartford Comprehensive Plan (2014)
- Town of New Hartford Zoning Code



Figure 5. Historical Photos (1957)

GENERAL CHARACTER OBJECTIVES

- Diversity of development types featuring active street life throughout the day.
- Primarily residential uses that support appropriately scaled retail and commercial uses.
- Family-friendly play spaces.
- Interior parking to allow for outward facing storefronts/entrances.
- Inclusion of & connection to the St. Luke's Home.
- Connection to surrounding neighborhood.
- Utilize Champlin Avenue as a commercial corridor.
- Create a pedestrian spine in the interior of the site.
- Enhance and integrate the existing 5-acre wetlands in the western portion of the site to create an attractive natural environment for passive recreation.
- Modern take on the classic Main Street inspired by the nearby Villages of New Hartford and Clinton.
- Mix of traditional and contemporary character that supports and encourages increased pedestrian access, with site layout and building orientation creating a more effective neighborhood atmosphere as residents and visitors enter the Town of New Hartford by way of Burrstone Road and Champlin Avenue.



The communities identified below feature attributes of New Urbanism that we would like to see incorporated into a preferred conceptual plan for the St. Luke's Campus Site.

<https://www.eastdalevillage.com/>

<https://www.arundelpreserve.com/>

<https://www.denver80238.com/>

<https://carolerogeteam.randrealty.com/warwick-grove>

<https://www.villageofcheshire.com/>

<https://charterhomes.com/hastings>

<https://www.orencostation.net/>

Eastdale Village - Poughkeepsie, NY

Arundel Preserve - Hanover, MD

Central Park (formerly Stapleton) - Denver, CO

Warwick Grove - Warwick, NY

Village of Cheshire - Black Mountain, NC

Hastings - Bridgeville, PA

Orenco Station - Hillsboro, OR

SUGGESTED FORMAT FOR FINAL REPORT

Concise report that provides essential information, identifies gaps/challenges, and is, most importantly, implementation-oriented. Key sections of the report should include:

- < 10-Page Executive Summary including key findings, cost estimates, and schedules
- Building Profile Sheet for each unique structure (1-page for each structure)
- External Hard Drive with full suite of reports, CAD files, Shapefiles, and figures
- Final Presentation Slide Deck for MVHS, Oneida County, and Mohawk Valley EDGE

PROPOSAL SUBMISSION

Proposal submissions shall include, at a minimum, the following:

- Cover Letter (1 page)
- Fee Proposal (1 page)
- Project Approach (6 pages max)
- Proposed Project Schedule (2 pages max)
- Project Team and Organization Chart (4 pages max)
- Prior Experience of up to 3 similar planning/design/engineering projects (6 pages max)

Four (4) bound copies and one (1) digital copy via e-mail or external drive are to be submitted to the following address:

Shawna Papale

Chief Administrative Officer

Mohawk Valley EDGE

584 Phoenix Drive

Rome, NY 13441

315-338-0393

spapale@mvedge.org

Proposals shall be sealed and clearly labeled: **St. Luke's Campus Reuse Master Plan**. Proposals are to be submitted by 3:15 PM local time on September 7, 2023. All proposals become the property of the MVHS, Oneida County, and Mohawk Valley EDGE upon submission and will not be returned.

PROJECT SCHEDULE

Activity	Date
RFP Issued	July 28, 2023
RFP Due	September 7, 2023
Interviews	September 12 - 15, 2023
Consultant Selection & Award	September 20, 2023
Substantial Completion	April 2024

SELECTION CRITERIA

Proposals will be evaluated on proposed cost, completion schedule, prior experience, and team capacity.

INQUIRIES

Inquiries regarding this RFP should be directed to **Shawna Papale by email at spapale@mvedge.org** or by telephone at 315-338-0393. Materials related to this RFP, such as maps and reports can be found at <https://www.mvedge.org/2023/06/16/st-lukes-campus-reuse/>.

FEE PROPOSAL WORKSHEET (to be included in RFP submission)

	Task	Fee
1.	Neighborhood outreach and civic engagement	
2.	Market analysis of various re-use scenarios	
3.	Progress Meetings	
4.	Boundary Survey and Title Search	
5.	Preparation of Three (3) Conceptual Site Plan Alternatives	
6.	Land Use and Zoning Review and Recommendations	
7.	Connectivity Plan	
8.	EAF, Environmental Review, Permitting Review	
9.	Budget	
10.	Preparation of a DRAFT Developer RFEI	

TOTAL \$ _____