



REQUEST FOR QUOTE

Strategic Planning Consultant

Proposals will be received via email until 5:00pm, Friday, September 18, 2017 at rhonda@riverlifepgh.org

Contact for further information: Rhonda Madden, Vice President, Strategic Initiatives

RFQ and information about Riverlife is available at riverlifepgh.org

Summary

Riverlife is soliciting quotes from qualified contractors for the development of a 3-year strategic plan that will guide the organization's priorities and investments. The project has been budgeted at \$20,000 - \$25,000. The selected contractor will provide support to Riverlife's leadership team and its Board of Directors. The strategic planning process is estimated to take four to five months and the quote will be inclusive of all work, including the completion of a written plan detailing strategies, priorities and performance measures.

Organizational Background

Riverlife's mission is to reclaim, restore and promote Pittsburgh's riverfronts as an environmental, recreational, cultural and economic hub for the people of this region and our visitors. In 1999, a group of Pittsburgh community leaders saw the need to develop a master plan for Pittsburgh's most valuable asset: its rivers and their miles of shorelines. Their vision led to the creation of Riverlife and the release of *A Vision Plan for Pittsburgh's Riverfronts*, a transformative master plan for Three Rivers Park, Pittsburgh's interconnected riverfront park system.

Through a variety of public, private and philanthropic partnerships, Riverlife is a voice for high quality design, public access, and riverfront development. Completed riverfront park projects include North Shore Riverfront Park and Great Lawn, South Shore Riverfront Park, and the Point State Park renovation and fountain restoration. Recent key accomplishments include trail improvements along the Monongahela River and at Allegheny Landing, creation of award-winning public art and exhibit space under the Ft. Duquesne Bridge, and release of the Strip District Riverfront Park vision plan. Overall, the more than \$135 million by Riverlife in Three Rivers Park projects over the last eighteen years has helped to catalyze more than \$2.6 billion in riverfront development activity, and \$4.1 billion in total riverfront and adjacent development.

Riverlife projects, programs and advocacy efforts promote activation and inclusion of riverfront development, public amenities and recreational opportunities. Riverlife works with property owners to promote riverfront amenities that are accessible to all, including cleaner and safer trails, and more places for enjoyment where users can enjoy open spaces and parks, view public art and performances, buy a snack, fill a water bottle, find a public restroom, or rent bicycles and kayaks. Riverlife is committed to strengthening outreach to underrepresented communities and developing programming that is more focused on improving riverfront connections and building equitable access for more people to enjoy riverfront amenities and programming. Riverlife also works with public and private property owners to include environmental and resiliency measures consistent with the City's sustainability goals.

Project Description

With its current strategic plan coming to completion, Riverlife board is looking to the future and embarking on strategic planning activities which will further enhance and activate Pittsburgh's riverfronts. In addition to adopting organizational goals, Riverlife board is examining our geographic scope, vision for Three Rivers Park, and addressing specific performance measures. As part of this review, we are also assessing organizational impact that reflects a riverfront park system which is not only economically but also socially viable.

While continuing as the key advocate for riverfront enhancements, improvements and access, Riverlife is operating in a rapidly changing social, political, and economic environment under new board and staff leadership. Declining federal and state resources have prompted philanthropic entities to reexamine funding priorities, with some placing additional emphasis on critical social and human needs in the Pittsburgh region. As part of the changing environment, certain long-time funders of Riverlife are shifting their funding priorities to ensure a more inclusive and diverse community. Likewise, Riverlife funders in partnership with the City are talking about P4 and Pittsburgh 2030 values and goals, including a more resilient city and urban growth which is "innovative, inclusive, and sustainable." Several of Riverlife's non-profit partners are going through leadership transitions, which may result in new or altered partnerships.

The goals of ensuring public access, stewardship, and ecological innovation are reinforced as Pittsburgh's riverfronts are becoming the preferred location for the emerging technology business sector and a key recruiting tool to attract workers to the region. The riverfronts have also become an attractive place for more residents to live.

As Riverlife embarks on a focused strategic planning process to determine strategic priorities for 2018 – 2021, we are mindful of the following:

--- Riverlife's most successful projects to date have been done in close cooperation and with the support of project property owners that have primarily been governmental entities. This includes the park and trails at South Shore Riverfront Park done in conjunction with the Urban Redevelopment Authority of Pittsburgh (URA); North Shore Riverfront Park completed by the Sports and Exhibition Authority of Pittsburgh and Allegheny County (SEA); improvements at the City of Pittsburgh's Allegheny Landing and at Mon Wharf Landing; and restoration and improvements at the Commonwealth's Point State Park.

--- Of the remaining Three Rivers Park still to be completed (primarily by the West End Bridge and in the Strip District Riverfront Park), most of the properties are owned by private, rather than public, entities.

---Riverlife's experience with private property owners varies: some are willing to put in and maintain public amenities such as water fountains, phone charging stations, bicycle repair stations, and public restrooms for the general public while other owners are more passive or indifferent to providing permanent improvements and amenities.

---Riverlife's past successes have been predicated on a supportive partnership with property owners. Philanthropic entities are much more likely to support projects when the property owner is invested in the project and its future, continued success, and where there is a commitment to providing public benefit.

Scope of Work

Riverlife is seeking a consultant to work with the board and staff in the development of a 3-year strategic plan. The plan will articulate Riverlife's vision/mission/values and include the strategic goals and priorities, initiatives, performance metrics, and accompanying staffing and funding plans. Key issues to be addressed are as follows:

---Recommendations and/or re-affirmation of Riverlife's geographic scope and the vision for "Three Rivers Park".

---Guidance on how Riverlife can be more responsive to the issues of inclusion and diversity in terms of riverfront users.

---Identification on how best to incorporate this model of urban growth, as well as the City of Pittsburgh's promotion of innovative mobility options, into the plan.

---Recommendations for technological improvements and other innovations that will result in greater organizational effectiveness/efficiency and potential costs savings.

The process will include board members, staff, key partners, and external stakeholders. An organizational assessment will be provided to the strategic planning consultant.

Deliverables

A final strategic plan document must include the following in detail:

- Strategic areas of focus and service priorities for the next 3 years
- Goals and objectives to meet priorities
- Activities and programs that will support goals, including partnerships with other organizations, sectors
- Performance metrics with specific measurements connected to improvement and impact
- Staffing and resource plan
- Finance plan

Timetable

September 5, 2017	Issue Request for Quote
September 18, 2017	Requests due
September 2017	Contract awarded
September 2017 – January 2018	Planning activities
February 2018	Plan draft completed
March 2018	Final plan presented to Board for approval

Questions concerning this RFQ shall be emailed to Rhonda Madden, Vice President, Strategic Initiatives, at rhonda@riverlifepgh.org