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Case Study – Municipality

Engagement	Marketing services for a major Transit-Oriented Development in economically challenged community.
Client	Town of Babylon, Suffolk County, New York
Partner in charge	Jason Duckworth
Project Manager	Eric Carlson

THE CHALLENGE

Our client was a municipality on Long Island, New York seeking to attract a new urban developer to implement a major Transit Oriented Development (TOD) on publicly owned lands.

The economically distressed location had suffered from years of under-investment, inadequate infrastructure and inappropriate land uses. Even though the property was less than 1 hour from Penn Station in Manhattan and enjoyed favorable zoning in an otherwise highly supply-constrained region, new investment or development activity here was scarce.

The Town was concerned that an RFQ/RFP process would fall on deaf ears without carefully prepared documentation and an aggressive outreach campaign to builders and developers.

THE SOLUTION

The Town of Babylon engaged Arcadia to manage the entire marketing process for a major Transit-Oriented Development. The marketing process included both a Request for Qualifications and a subsequent Request for Proposals.

Our work included several stages:

- **Preparation of Request for Qualifications / Request for Proposals.** We conducted comprehensive due diligence on the TOD opportunity so that we could make the most compelling case to developers. We thoroughly evaluated issues of land ownership, infrastructure availability, and developer obligations/costs to identify issues early.
- **Promotion of the RFQ/RFP opportunity to the builder / developer community.** In advance of the RFQ/RFP deadlines, we met with builders, developers and industry groups to promote the opportunity and build confidence that the TOD opportunity was indeed feasible. Being developers ourselves and having carefully prepared the RFQ and RFP, we were able to anticipate developer concerns and make a compelling case as to the market opportunity.
- **Manage and review the Master Developer submission process.** Arcadia maintained the client's tight timeframe, going from initial engagement to selection of Master Developer in just seven months. We led the submission review process at both the RFQ and RFP stages, scoring the submissions and making recommendations to the client. We also led the developer interview process, chairing a selection committee of approximately twenty participants.

The client received proposals from fifteen developers, far in excess of original expectations. Ultimately, three highly qualified developers were invited to make proposals which resulted in the naming of a world-class Master Developer for the TOD in the summer of 2011.



Arcadia Land Company
144 Forrest Ave, Suite 201
Narberth, Pennsylvania 19072
Phone. 610.664.0270
Fax. 610.664.0273