

# **REQUEST FOR PROPOSALS (RFP)**

## **Centennial Park West**

### **Strategic Operating Plan**

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#### **1. Introduction & Background**

The Village of Orland Park, Illinois (Village) is seeking proposals from qualified professional consulting firms to develop a Strategic Operating Plan for Centennial Park West, a signature outdoor entertainment venue located within a residential area of the community.

Centennial Park West has an approximate capacity of 6,000 attendees and has historically supported a diverse range of community and entertainment uses, including:

- Free community concerts
- Ticketed concerts featuring national and regional touring artists (e.g., Pat Benatar, Lynyrd Skynyrd, Trace Adkins)
- Annual Fourth of July concert, fireworks and community celebration
- Taste of Orland Park (2024 only)
- Movies in the Park
- Weekly and recurring seasonal events

As the Village evaluates the future role of Centennial Park West, this Strategic Operating Plan will establish clear, data-driven guidance regarding the appropriate scale, frequency, pricing, and revenue model for events at the venue. The Plan will inform policy and operational decisions related to programming, staffing, sponsorships, ticketing, alcohol sales, concessions, neighborhood compatibility, and long-term financial sustainability, while preserving the venue's identity as a community-focused public asset.

In addition to its role as a seasonal outdoor concert venue, the Village is interested in evaluating the potential for expanded and year-round use at Centennial Park West. Current operational challenges include the lack of permanent restroom facilities, limited on-site food and beverage service infrastructure, and the absence of a climate-controlled cooling or warming center. As part of this Strategic Operating Plan, the Village seeks guidance on whether selective capital enhancements such as permanent restrooms, concessions facilities, event support buildings, and/or conservatory-style structures on vacant land near existing parking areas could support broader year-round programming, event rentals, on-site concessions operations, revenue generation, and improved guest amenities, while remaining compatible with the surrounding residential context.

Information related to venue past practices, financial performance, ticket sales and other information the selected consultant will analyze and report on will be made available to the upon award and execution of a professional services agreement.

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#### **2. Project Purpose & Goals**

The purpose of this project is to develop a clear, actionable operating framework that:

- Balances community access and neighborhood compatibility with high-quality entertainment and special events.

- Defines appropriate event types, artist scale, production levels, ticket pricing, and frequency for a residential-adjacent outdoor venue.
  - Establish sustainable revenue and cost-recovery strategies, including sponsorships, ticket sales, alcohol sales, and other revenue-generating opportunities.
  - Provides clear guidance for determining when free programming versus ticketed events is appropriate.
  - Minimizes and manages impacts related to noise, traffic, parking, public safety, and resident quality of life.
  - Establishes best practices, policies, and decision-making tools for managing a multi-use municipal event venue.
  - Supports informed, consistent decision-making by staff and elected officials.
  - Evaluate opportunities to expand Centennial Park West beyond seasonal outdoor use to support year-round programming, rentals, and community access.
  - Assess potential facility enhancements that improve guest comfort, accessibility, and operational efficiency, including permanent restrooms and climate-controlled event space.
  - Explore revenue-generating opportunities that could offset capital investment and reduce long-term operating subsidies.
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### **3. Scope of Services**

**The selected consultant shall provide services that include, but are not limited to, the following:**

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#### **A. Existing Conditions Assessment**

- Review historical programming, attendance, event mix, and seasonal event calendars.
  - Analyze operational practices and costs associated with free events, ticketed concerts, and signature community events.
  - Assess existing physical infrastructure, including capacity constraints, stage, sound and lighting systems, utilities, support facilities, and audience areas.
  - Evaluate neighborhood adjacency considerations, including:
    - Noise and sound management
    - Traffic and parking impacts
    - Crowd management and curfews
    - Resident communication and notification practices
  - Review current policies, permits, contracts, promoter relationships, sponsorship practices, ticketing models, and booking procedures.
  - Evaluate safety, security, emergency response, alcohol service practices, and overall risk management protocols.
  - Identify operational limitations associated with the absence of permanent restroom facilities, cooling centers, concessions and enclosed event space.
  - Review available vacant land near parking areas and its suitability for permanent or semi-permanent event facilities that support year-round use.
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## B. Market & Benchmark Analysis

- Conduct a regional market analysis for outdoor concerts and event venues of similar size and context.
  - Benchmark comparable municipal amphitheaters and park-based venues with mixed free and ticketed programming.
  - Identify competitive positioning, realistic booking potential, and appropriate artist tiers.
  - Analyze audience demographics, attendance trends, pricing norms, sponsorship practices, and regional demand for live entertainment and community events.
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## C. Programming, Use & Revenue Strategy

The consultant shall develop a comprehensive, data-driven strategy that defines the appropriate scale, frequency, pricing, and revenue model for events at Centennial Park West, recognizing its residential context and capacity of approximately 6,000 attendees.

- Analyze historical programming, attendance, community feedback, neighborhood impacts, and financial performance to determine the appropriate and sustainable use of the venue.
- Recommend a balanced annual event mix, identifying which event types should be encouraged, limited, or restricted, including, but not limited to:
  - Free community concerts
  - Ticketed national and regional touring acts
  - Signature community events (e.g., Fourth of July, Taste of Orland Park)
  - Movies in the Park
  - Weekly or recurring seasonal events
- Define appropriate artist profiles and programming parameters, including:
  - National vs. regional acts and suitable genres
  - Anticipated attendance relative to venue capacity
  - Production scale and technical requirements (stage, sound, lighting)
- Establish recommended limits and guidelines for:
  - Total number of events per season
  - Number of ticketed concerts per season
  - Consecutive event days
  - Spacing between high-impact events
- Develop a ticket pricing framework for ticketed events that consider:
  - Market comparables and regional demand
  - Artist caliber and production costs
  - Community affordability
  - Cost recovery and revenue targets
- Identify and evaluate revenue-generating opportunities, including:
  - Sponsorships and naming rights
  - Alcohol sales and service models
  - Food and beverage concessions and vendor fee structures
  - Premium seating, VIP experiences, merchandising, and ancillary sales
  - Facility rentals and partnership events

- Recommend operational policies and thresholds that support revenue generation while maintaining neighborhood compatibility.
- Evaluate and recommend if adding a permanent glass sound structure on the existing sound pad improves acoustics, sound control and attendees view of stage/performers.

As part of the programming and revenue strategy, the consultant shall evaluate the feasibility and operational implications of introducing year-round, climate-controlled event space at or adjacent to Centennial Park West, including but not limited to:

- Analysis of a permanent conservatory, orangery, or similar glass-enclosed structure that could:
  - Support year-round event rentals (e.g., weddings, receptions, corporate events, community gatherings)
  - Generate rental income that may partially or fully offset capital investment
  - Include permanent restroom facilities, recognizing that large-scale outdoor events would still require supplemental restroom trailers
- Evaluation of the potential to allow public access to a conservatory or garden area when not programmed, while keeping the concert venue secured to protect turf and infrastructure
- Assessment of whether climate-controlled facilities could allow certain large-scale events, such as Taste of Orland Park, to relocate to Centennial Park West.

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#### D. Neighborhood Compatibility & Community Impact

- Assess the impacts of existing and potential event programming on adjacent neighborhoods.
- Recommend best practices and policy guidelines related to:
  - Noise and sound monitoring
  - Curfews and event end times
  - Traffic, parking, and pedestrian circulation
  - Artist, vendor, sponsor, etc. load-in/load-out operations
  - Resident notification and communication protocols
  - Rental
- Identify mitigation strategies to balance venue activation with resident quality of life.
- Provide measurable criteria for evaluating neighborhood impacts associated with proposed events.
- Evaluate how year-round facilities and expanded uses could impact neighborhood compatibility, including seasonal traffic patterns, event frequency, and hours of operation, and recommend mitigation strategies as needed.

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#### E. Operating & Staffing Model

- Evaluate current staffing, operational structure, and interdepartmental coordination.
- Recommend an operating model appropriate to the venue for programming and operation of CPW
  - Village-operated
  - Third-party or promoter-managed

- Hybrid or contracted services
  - Identify staffing requirements for:
    - Event-day operations
    - Production and technical support
    - Security and public safety coordination
    - Alcohol service and compliance
    - Guest services and crowd management
  - Assess the role of seasonal staff, volunteers, and contracted services.
  - Evaluate staffing and operational impacts associated with year-round facilities, including facility operations, custodial services, utilities, and security.
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#### F. Financial Strategy & Modeling

- Analyze historical revenues, expenses, subsidies, and cost recovery performance.
  - Develop financial models and pro formas for:
    - Free events
    - Ticketed concert
    - Signature community events
    - Venue rentals
    - Alcoholic Beverage Sales
      - Allowing outside alcohol to be brought in
      - Venue only alcoholic beverage sales
      - Mix of both outside alcohol and venue sold alcoholic beverages
  - Provide seasonal and annual operating projections.
  - Establish cost recovery and revenue benchmarks for different event types.
  - Conduct sensitivity analyses to illustrate impacts of attendance, pricing, sponsorship levels, and production costs.
  - Identify financial risks and recommended mitigation strategies.
  - Develop high-level financial scenarios evaluating potential capital investments for year-round facilities relative to projected rental revenue, operational costs, and long-term cost recovery.
  - Model revenue impacts associated with expanded rental opportunities, improved amenities, and potential relocation of major events to Centennial Park West.
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#### G. Sponsorships & Partnerships

- Review current sponsorship practices and performance.
  - Recommend a comprehensive sponsorship strategy, including:
    - Sponsorship categories, inventory and sponsor benefits.
    - Pricing ranges and activation opportunities
    - Naming rights opportunities
  - Identify partnership opportunities with promoters, nonprofits, cultural organizations, businesses and community stakeholders.
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#### H. Marketing & Audience Development

- Assess current branding, marketing, and communication practices related to Centennial Park West events.

- Recommend strategies to:
    - Grow and diversify audiences
    - Clearly communicate event expectations and policies
    - Promote ticketed and free events effectively
  - Identify digital, social media, and community outreach strategies.
  - Align marketing recommendations with programming mix, ticket pricing, and sponsorship goals.
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#### I. Implementation, Governance & Decision-Making Tools

- Develop a phased implementation plan with short-term (1–2 year) and long-term (3–5 year) recommendations.
- Create an Event Approval Decision Matrix to assist staff and elected officials in evaluating proposed events, incorporating:
  - Artist scale and production requirements
  - Anticipated attendance
  - Ticket pricing and revenue potential
  - Neighborhood impacts
  - Staffing and public safety needs
  - Financial performance and cost recovery
- Identify key performance indicators (KPIs) to measure success and guide ongoing decision-making.
- Identify policy, funding, and governance considerations associated with potential capital improvements, including phasing strategies and decision thresholds for future investment.

#### 4. Community Engagement & Stakeholder Input

- Development of a CPW-specific community engagement strategy that reflects the unique context of the venue, including its residential adjacency and diverse user groups.
- Engagement with key stakeholder groups, including:
  - Residents living near Centennial Park West that are impacted by venue's use
  - Residents as a whole
  - Related Village advisory boards and commissions
  - Cultural, nonprofit, and business partners
  - Key Village personnel
  - Chamber of Commerce
- Facilitation of engagement using diverse tools, such as public meetings, focus groups, workshops, surveys, listening sessions, round tables and/or virtual engagement platforms to maximize participation and inclusivity.
- Collection and analysis of qualitative and quantitative input regarding:
  - Desired amenities and facility improvements (e.g., restrooms, climate-controlled space, concessions and conservatory options)
  - Programming priorities (concerts, free events, signature events, year-round rentals)
  - Pricing sensitivity for ticketed and rental events

- Operational expectations, neighborhood impact tolerance, and accessibility concerns
- Documentation of findings and clear integration of community feedback into:
  - Program recommendations
  - Event scheduling guidelines
  - Allowing outside food and beverages including alcoholic beverages
  - Facility enhancement feasibility assessments
  - Policy and operational guidance for long-term CPW use

## **5. Expanding the Future of Centennial Park West**

While this Request for Proposals focuses on developing a Strategic Operating Plan for Centennial Park West, the Village of Orland Park invites respondents to consider broader long-term opportunities that could enhance the venue's role as a community asset, improve operational sustainability, and expand public benefit while remaining sensitive to its residential context.

## **6. Reimagining Centennial Park West as a Year-Round Destination**

Centennial Park West has historically functioned as a seasonal, outdoor-focused venue. The Village is interested in evaluating whether strategic, selective enhancements could support expanded year-round programming, rentals, and community access. This evaluation should consider how potential improvements could address existing limitations, including the lack of permanent restroom facilities, climate-controlled spaces, and concessions, while remaining sensitive to the surrounding residential context. Potential opportunities for evaluation may include, but are not limited to:

### **Year-Round Event & Rental Potential**

- Exploration of a permanent or semi-permanent conservatory, orangery, or glass-enclosed event space located on vacant land near existing parking areas
- Assessment of the feasibility, scale, and design considerations of such a structure to ensure compatibility with park operations, neighborhood impacts, and long-term maintenance
- Evaluation of the ability to host year-round rentals (e.g., weddings, receptions, corporate events, community functions), including revenue potential that may help offset capital investment and ongoing operating costs
- Inclusion of permanent restroom facilities to support year-round use, recognizing that large-scale outdoor events would continue to require supplemental restroom trailers
- Consideration of ancillary amenities such as warming/cooling areas, limited food and beverage service or concessions, and utility infrastructure needed to support extended seasonal operations
- If a conservatory or enclosed event space is determined to be feasible, the consultant may also evaluate opportunities for incorporating sustainable design elements, such as transparent solar panels integrated into glass structures to offset energy use and passive solar heating benefits.

- Evaluation of sustainable design concepts shall be high-level and exploratory and shall not include engineering analysis or energy modeling.

### **Expected Deliverables**

The selected consultant shall provide the following deliverables. All deliverables shall be provided in draft and final form and submitted in both digital (PDF and editable format) and presentation-ready formats suitable for staff, advisory boards, and elected officials.

Each deliverable directly corresponds to one or more elements of the Scope of Services and is intended to provide actionable guidance for implementation, policy development, and decision-making

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### **Project Management & Engagement Deliverables**

- **Project Work Plan & Schedule**
  - Detailed project schedule outlining tasks, milestones, engagement activities, and deliverables
  - Identification of Village decision points and review periods
- **Community Engagement Plan**
  - CPW-specific engagement strategy reflecting residential adjacency and diverse user groups
  - Identification of stakeholder groups, engagement tools, and participation targets
  - Engagement timeline aligned with project phases
- **Community Engagement Summary Report**
  - Documentation of all engagement activities conducted
  - Participation metrics (attendance, survey response counts, stakeholder representation)
  - Summary of qualitative themes and quantitative findings
  - Clear documentation showing how community input informed:
    - Programming recommendations
    - Event thresholds and limits
    - Facility enhancement feasibility
    - Policy and operational guidance

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### **Existing Conditions & Assessment Deliverables**

- **Existing Conditions Assessment Report**
  - Summary of historical programming, attendance, event mix, and seasonal use
  - Review of current operational practices, staffing, costs, and policies
  - Assessment of physical infrastructure, capacity constraints, and site limitations
  - Evaluation of neighborhood adjacency considerations, including noise, traffic, parking, curfews, and resident communication

- Identification of operational limitations related to:
    - Temporary restrooms
    - Lack of climate-controlled space
    - Concessions
    - Seasonal-only use
  - High-level assessment of vacant land suitability for permanent or semi-permanent facilities
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## **Market & Benchmark Analysis Deliverables**

### **• Market & Peer Benchmark Report**

- Regional market analysis of comparable outdoor concert and park-based venues
  - Benchmarking of municipal amphitheaters with mixed free and ticketed programming
  - Competitive positioning and realistic booking potential for a 6,000-capacity venue
  - Summary of:
    - Artist tiers and genres
    - Attendance and pricing norms
    - Sponsorship and revenue practices
    - Programming frequency and scale
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## **Programming, Use & Revenue Strategy Deliverables**

### **• Programming & Event Strategy Framework**

- Recommended annual and seasonal event mix
- Clear guidance on appropriate event types and scale, including:
  - Free community concerts
  - Ticketed national and regional acts
  - Signature events
  - Movies and recurring programming
- Defined limits for:
  - Total events per season
  - Ticketed concerts per season
  - Consecutive event days
  - Spacing between high-impact events

### **• Artist & Production Guidelines**

- Recommended artist profiles and genres
- Attendance expectations relative to capacity
- Production scale and technical requirements aligned with neighborhood compatibility

### **• Ticket Pricing & Revenue Framework**

- Ticket pricing ranges and guidance by event type
- Cost recovery and revenue targets

- Community affordability considerations
  - **Alcoholic Beverage Sales**
    - Allowing outside alcohol to be brought in
    - Venue only alcoholic beverage sales
    - Mix of both outside alcohol and venue sold alcoholic beverages
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### **Year-Round Use & Facility Enhancement Deliverables**

- Evaluation of expanded and year-round programming opportunities
- Assessment of:
  - Permanent or semi-permanent conservatory/orangery options
  - Climate-controlled event space
  - Permanent restroom facilities
  - Concessions
- Analysis of operational implications, neighborhood compatibility, and scheduling impacts

### **Capital Enhancement Concept Scenarios (High-Level)**

- Conceptual options for facility enhancements (non-design)
- Identification of potential locations near existing parking
- Summary of anticipated benefits, constraints, and risks
- Evaluation of public access opportunities versus secured event operations

### **Acoustic & Infrastructure Enhancement Assessment**

- Evaluation of potential permanent sound or glass sound structure
  - Discussion of acoustics, sound control, and neighborhood mitigation benefits
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### **Neighborhood Compatibility & Community Impact Deliverables**

#### **Neighborhood Compatibility & Mitigation Strategy**

- Recommended policies and thresholds for:
    - Noise management and monitoring
    - Curfews and event end times
    - Traffic, parking, and pedestrian flow
    - Artist, vendor, sponsor, etc. load-in/load-out operations
  - Resident communication and notification protocols
  - Measurable criteria for evaluating neighborhood impacts
  - Assessment of impacts related to year-round facilities and mitigation strategies
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### **Operating & Staffing Deliverables**

#### **Operating & Staffing Model Analysis**

- Evaluation of current staffing and interdepartmental coordination
- Recommended operating model(s):
  - Village-operated
  - Third-party or hybrid

- Staffing requirements by event type and season
  - Impacts of year-round facilities on staffing, utilities, security, and maintenance
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## **Financial Strategy & Modeling Deliverables**

### **Financial Analysis & Pro Forma Models**

- Historical financial performance summary
- Pro formas for:
  - Free events
  - Ticketed concerts
  - Signature community events
  - Rentals and partnerships
  - Allowing outside alcohol vs. venue sales only
- Seasonal and annual operating expense projections
- Cost recovery benchmarks

### **Capital Investment Financial Scenarios**

- High-level financial scenarios evaluating:
    - Capital cost assumptions
    - Operating and lifecycle costs
  - Sensitivity analyses addressing attendance, pricing, sponsorships, production costs, outside alcohol, venue only alcohol sales and concessions
  - Identification of financial risks and mitigation strategies
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## **Sponsorship, Marketing & Partnerships Deliverables**

### **Sponsorship & Partnership Strategy**

- Sponsorship inventory and pricing guidance
- Naming rights opportunities
- Partner identification and activation strategies
- Sponsor fulfillment best practices

### **Marketing & Audience Development Strategy**

- Branding and positioning recommendations
  - Audience growth and diversification strategies
  - Communication strategies for residents, patrons, and stakeholders
  - Alignment with programming mix and revenue goals
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## **Event Approval Decision Matrix**

- Tool for staff and elected officials to evaluate proposed events
- Incorporates:
  - Artist scale
  - Attendance
  - Financial performance
  - Neighborhood impacts
  - Staffing and public safety requirements

## **Implementation Roadmap**

- Phased implementation plan:
    - Short-term (1–2 years)
    - Long-term (3–5 years)
  - Action steps, timelines, and responsibilities
  - Key performance indicators (KPIs)
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## **Final Deliverables**

- **Final Strategic Operating Plan**
- Integrated, comprehensive document consolidating all findings and recommendations
- **Executive Summary**
- Concise, decision-focused summary suitable for elected officials and public communication
- **Final Presentation(s)**
  - Presentation to Village staff
  - Presentation to Village Board and/or advisory bodies

## **Consultant Evaluation Criteria**

- Relevant experience and case study expertise.
- Project understanding, methodology, and engagement approach.
- Qualifications of project team.
- Alignment with Village planning and economic goals.
- Cost proposal and overall value.