Historic Preservation Commission
July 26, 2023 - 6:00 PM
233 South Main Street, Monroe, Ohio

Call to Order

Roll Call

Approval of Minutes

- May 1, 2023 minutes

Old Business

New Business

- Professional Services Consultant for the creation of a Downtown Master Plan

Administrative Reports

Adjournment

Historic Preservation Commission
May 1, 2023
233 South Main Street, Monroe, Ohio

Call to Order

Mrs. Layman called the meeting to order at 5:40p.m.

Roll Call

Historic Preservation Commission members present: Anna Hale, Danielle Johnson, Patricia Lovell, Candice Smith, Kathy Smith, and Scott Koenig. Members absent: Tracy Mitchell.

Staff members present: Tom Smith, Director of Development; Jameson Cole, Planner; Michelle Layman, Planning and Zoning Specialist, Angela Wasson

Election of Officer Positions

Mrs. Wasson asked for nominations for Historic Preservation Commission Chair. Mrs. Hale moved to nominate Mrs. Johnson for Chair; Seconded by Mr. Lovell. Roll call vote. Motion carried.

Mrs. Wasson asked for nominations for Historic Preservation Commission Vice Chair. Mrs. Johnson moved to nominate Mrs. Hale for Vice Chair. Seconded by Ms. Lovell. Roll call vote. Motion carried.

Old Business

None.

New Business

None.

Administrative Reports

Mr. Smith, Development Director, discussed the Commissions role in the development of the Downtown Master Plan.

Mr. Smith stated that on April 9th an RFP was sent out for a Downtown Master Plan. This was done due to the 2040 Comprehensive Plan and City Councils Strategic Plan including the Downtown area. The action items are as follows:

- Consider the use of incentives to catalyze development and reinvestment in the Downtown.
- Provide intersection plazas and decorative pedestrian crossings at the intersections in the area of the Duke Energy Substation.
- Provide vegetated screening and enhanced landscape plantings at the Duke Energy Substation
- Downtown shared parking
- Develop building and development standards for Downtown and along key corridors

Mr. Smith reviewed the three focus areas of the Advance Monroe 2040 plan being the proposed Downtown, Duke Energy Substation and proposed Butler Tech Campus. Mr. Smith reviewed some of the different tasks the Historic Preservation Commission could be involved in. Mr. Smith reviewed the recommendations for Downtown full build out plan as follows:

- Create gathering and even spaces.
- Pedestrian access and connectivity.
- Streetscape improvements.
- Historic preservation and design guidelines

Mr. Smith reviewed the steps to a vibrant Downtown as follows:

- Vision; long range planning
- Ordinance; review board
- Development; design

Mr. Smith stated this is a multi-year process.

Mr. Smith reviewed the RFP scope of work as follows:

- The need for a unified vision for downtown
- The need to identify the geographic boundaries for the downtown district
- Incremental redevelopment of key areas to provide for mixed use development
- Redevelopment for additional dining and shopping, including outdoor dining
- Development of additional housing options appropriate for downtown districts
- Parking system management (current and future supply)
- Pedestrian / neighborhood connectivity and access
- Redevelopment of public spaces as gathering places for the performing arts, work, and events.
- A streetscape plan addressing aging streetscape, signage, traffic signals/lights, street furniture, etc.
- Wayfinding/branding
- Duke Energy Substation design strategy

Mr. Smith explained the project management plan stating the Steering Committee will oversee the project and that members of the Historic Preservation Commission, Planning Commission, City Council, business owners and residents will be part of it.

Mr. Smith reviewed the public engagement plan stating the consultant is to draft a plan to include:

- In-person interactive activities, open houses, online polling, works sessions.
- Engagement and participation activities for each phase of the project to include:
    - Residents
    - Property owners/business owners
    - Churches
    - Key community organizations
    - Utility providers
    - Other key stakeholders
- Methods to include all residents/stakeholders that are unlikely to participate in a standard meeting style community engagement process.

Mr. Smith reviewed the implementation matrix and action steps. The consultant is to develop strategies and implantation matrix of:

- Short-range goals to be realized in 0-3 years
- Mid-range goals to be realized in 3-5 years
- Long-range goals to be realized in 5-8 years

Mr. Smith reviewed the plan approval process stating the steering committee will review the plan. It will then go to Planning Commission / CIC and then to City Council.

Mr. Smith reviewed the anticipated timelines as follows:

- City of Monroe publishes RFP April 10th, 2023
- Responses to RFP due to City June 9th,2023
- Review of RFP submittals by City June 12th-June 23rd, 2023
- Interview selected consultant(s) by City July 10th-24th, 2023
- Staff recommendation to City Council August 8th or 22nd, 2023
- Execution of contract for services August 25th, 2023
- Kick-off meeting with consultants September 2023 TBD
- Initial meeting with Technical Committee September 2023 TBD
- Initial meeting with Steering Committee September 2023 TBD

Mrs. Hale asked if the consultant was budgeted. Mr. Smith stated it has already been included in Councils 2023 budget.

Mr. Koenig asked if a committee put together in 2021 that is like the Historic Preservation Commission was part of this. Mr. Smith stated that it is. Mr. Koenig stated that having been part of the committee in 2021 one of the large issues was connectivity. He stated

the main issue was connecting the east and west sides of Monroe due in part to a portion of State Route 63 being in Lemon Township.

Mrs. Johnson brought up connectivity issues to Bicentennial Commons. Mr. Smith stated staff is aware of the issues and has plans to start addressing the issues.

Mrs. Johnson asked when the land acquisition noted in the plan would take place. Mr. Smith stated that is in the 3-5 year plan. Mrs. Johnson asked if we would be looking at properties that are for sale or actively seeking properties we are interested in purchasing. Mr. Smith stated he doesn't want the message to be that the city is looking to purchase land as this would impact our buying power.

Mr. Koenig asked if Bicentennial Commons was part of this plan. Mr. Smith stated it is not.

Mrs. Smith asked if their would-be discussions of eminent domain on Main Street downtown. Mr. Smith stated that hasn't been discussed.

Mrs. Johnson stated she saw in the plan the possibility of having an amphitheater or entertainment area in the downtown. She stated this was also part of the plans for Bicentennial Commons. She asked if this would be at both locations. Mr. Smith stated it is hard to say due to the fact that Bicentennial Commons has been on hold. He stated he believes the master plan included some component of this in both areas but there are other factors involved in determining if that will be wanted or needed in both areas.

Ms. Lovell asked if we are working with Monroe Schools due to the addition of new homes and possible overcrowding. Mr. Smith stated we are and that we are creating the plan now, but that implementation won't happen for at least a year. He stated the City is in constant communication with the school. Ms. Lovell stated the school system is waiting on Columbus to release funds to expand the current schools. Mr. Smith also stated we as a City can't tell a landowner what they can do with their land, as long as it follows code standards.

Mrs. Hale asked if they could get a map of what is considered the historic area. Mr. Smith stated he will send the PowerPoint presentation to the Commission.

Ms. Smith asked if it included the old Presbyterian Academy. Mr. Smith stated it does. Mr. Smith reviewed the downtown area map.

Ms. Lovell asked if Duke would be coming to talk about the substation. Mr. Smith stated he is unsure. Mrs. Hale asked if the substation could be moved. Mr. Smith stated that couldn't happen but the City would like to discuss changing the landscaping around the substation to make the area look better.

Mr. Koenig asked if there are current buildings that are considered historic buildings. Mr. Smith stated that there aren't currently.

Adjournment

Mrs. Johnson moved to adjourn; seconded by Mrs. Hale. Voice vote. Motion carried.

The Historic Preservation Commission meeting adjourned at 6:24p.m.

Respectfully submitted,

Michelle Layman
Planning and Zoning Specialist

Background
On October 21, 2021, the City Council approved a Resolution adopting the Advance Monroe 2040 Master Plan. A fundamental part of that plan is the development of a Downtown District. In addition, the City Council has reinforced support for this initiative as one of their goals in their Strategic Plan. The purpose of this project is to develop a Downtown Master Plan that will create a vision for Downtown Monroe, including building façade concepts, streetscapes, pedestrian access, parking, and other public amenities. The Plan will serve as the guiding document for anticipated growth, development and revitalization of the Downtown area and will act as a framework for future ordinances and initiatives; including coordinated strategies to help reinvigorate the Downtown area and make it an attractive gathering place for people to enjoy dining, retail, arts, public amenities, and employment opportunities.

In pursuit of this objective staff prepared and published a request for proposal (RFP) soliciting land use and planning firms to create a downtown master plan. The plan was published on April 10, 2023 to all interested parties. The anticipated timeline for execution is as follows:

1. Responses to RFP due to City	June 9th, 2023
2. Review of RFP Submittals by City	June 12th – 23rd , 2023
3. Interview Selected Consultant(s) by City	July 10th – 24th, 2023
4. Historic Preservation Commission Meeting	July 26, 2023
5. Recommendation to City Council	August 8th or 22nd, 2023
6. Execution of Contract for Services	August 25th, 2023
7. Initial Meeting with Steering Committee	September 2023 - TBD

Analysis
As part of the RFP process, staff received eleven proposals from a variety of land use and planning firms. From the eleven submittals, five were selected for an interview. The five firms selected were:

1. Yard and Company out of Cincinnati;
2. CRSA Architects out of Salt Lake City, UT
3. Kendig Keast Collaborative out of Louisville, KY
4. KZF Design out of Cincinnati
5. American Structurepoint out of Indianapolis, IN

Interviews took place between July 10th-24th. The interview panel consisted of members of the Historic Preservation Commission and staff.

The following is a list of the five consultants selected for interviews with a detailed breakdown outlining their experience, project management, proposed timeline for completion, associated partners (if any), proposed fee, and where they are located.

1. **American StructurePoint**

Experience	Project Management and Deliverables		
Mount Vernon, IN Master Plan; Downtown Master Plan, Booneville, IN; Liberty Township Comp Plan; Revitalization Plan, Ingalls, IN; New Haven IN, Comp Plan; Speedway IN, Comp Plan	Three phases: **Phase 1**: existing conditions and benchmark analysis (infill and infrastructure data), engagement; **Phase 2**: Discovery & engagement (workshops, open houses, and charrettes (7 in-person meetings); create project website and online participation/social media engagement); **Phase 3**: Implementation & engagement (conceptual site development plans, ED strategy, and a critical paths strategy)		
Timeline	Partner(s)	Located	Fee
September 2023 - September 2024 (12 months)	NONE	Indianapolis, IN	$99,585

From the interview: Robust private sector relationships with utility companies, developers, and investors. Have a virtual meetings feature called SeatBeek. Additional info can be found here: https://seekbeak.com/v/A0zr8036qvQ. Provide Facebook paid advertising to get message out to public. Propose a twelve-month duration for public engagement and flexibility with schedule to target city events if any.

2. **CRSA**

Experience	Project Management and Deliverables		
Middletown - Heritage Ohio Downtown Planning; Moab and Hurricane, UT Downtown Plans; Defuniak Springs, FL Downtown Master Plan; West Point and Eagle Mountain, UT Small Area Plans; Sugar House, UT Monument Plaza Redesign; Idaho Falls and Meridian, ID Downtown Plans; Elko, NV Downtown Master Plan	Three phases: **Phase 1**: Area Audit and infrastructure assessment, define downtown boundaries; **Phase 2**: public engagement plan, SWOT analysis with stakeholders, vision and master plan survey, recommendations survey, workshop (3-4 meetings over 2 days), monthly committee meetings (in-person and virtual), draft recommendations charrette (3 days-process meetings with public, stakeholders); **Phase 3**: streetscape plan, Duke Substation Design strategy, wayfinding and branding plan, implementation plan		
Timeline	Partner(s)	Located	Fee
September 2023 - June 2024 (10 months)	Downtown Redevelopment Services (DRS) - Cuyahoga Falls, OH	Salt Lake City, UT	99,975

From the interview: Participated in the creation Middletown's Downtown Plan; a lot of in-fill experience; Ample knowledge and success with grant fund availability and acquisition. Proposed alternative solutions for the Duke Energy Substation. Will develop a single source information website that will contain meeting minutes, plans, designs, surveys, and polling. Propose two documents in addition to the final plan: 1) citizens guide (summation of plan, pictures with explanations); and 2) technical guide with implementation matrices. An example of the citizens guide can be found here: https://drive.google.com/file/d/10jbyny55c1XvZdARybA-nUtypyR-axkh/view. Displayed a prepared drawing for traffic evaluation approach.

3. **Yard & Co.**

Experience	Project Management and Deliverables		
Loveland Downtown; The District at Deerfield; Forest Park Area Plan; Peebles Corner; Downtown Ottowa; Downtwon Troy; Madamore Business District; HaNoBe at Linden Square	Three phases: **Phase 1**: Area audit, prepare base maps and exhibits; **Phase 2**: Prepare engagement plan (3 committee meetings and 3 public meetings/events; **Phase 3**: prepare implementation matrix		
Timeline	Partner(s)	Located	Fee
September 2023 - May 2024 (9 months)	Bayer Becker	Cincinnati, OH	$99,950

From the interview: Focus is 20% planning and 80% how to realize the plan; what's realistic versus activation and management. They were very strong in their community engagement approach i.e., solicit feedback at events that people are already attending, create causes and commonalities between newer and older generations of Monroe. Concerning new development, proposed sticking with Monroe's values and image; and the need to evaluate property ownership (who is willing to participate). Proposed alternative solutions for the Duke Energy Substation. Suggested alternative funding mechanisms (TIF's, DORA, I.D. jurisdictional wealth) to help support development. Proposed transportation, traffic flow, and traffic calming suggestions to better control traffic.

4. **KZF Designs**

Experience	Project Management and Deliverables
Downtown Loveland Streetscape Master Plan; Downtown Anderson Plan; Dayton Riverfornt Master Plan; Oxfrod Trail Plan; New Richmond Riverfront Master Plan; Covington Central Riverfront Plan; The Banks Infrastructure Plan; Montgomery Quarter, Montgomery OH; North Vernon, IN Town Center Master	Input and data gathering/visioning session, core project working groups/public engagement (four open houses), 20 meetings total (8 technical committee, 6 steering committee, 1 PC and 1 CC, evaluate existing conditions, neighborhood audit and assessment, preliminary concepts, plan production (see pgs. 96-97)

Plan; Cape Canaveral and Patrick Space Force Master Plan; Xenia Town Square plan; Northgate Mall Redevelopment Plan; Mason Downtown Plan			
Timeline	Partner(s)	Located	Fee
September 2023 - May 2024 (9 months)	Walker Consultants (parking management) and RASOR (public engagement) - Norwood, OH	Cincinnati, OH	$100,000

From the interview: Has in-fill and landscape screening experience. Propose a very in-depth public engagement process with six Steering Committee meetings, 3 open houses, and eight technical meetings with staff; online mapping for voter polling and website. Identified state funding mechanisms and alternatives for traffic control and configuration. Would provide a variety of graphics and illustrations that are scenario based for committee and community feedback. Proposed alternatives for the Duke Substation. Showed a prepared drawing for multimodal transportation and the various pathways for connectivity. Identified current assets to accommodate for more walkability and ways to establish an anchor location to keep the area vibrant. Would be able to provide cost estimates for all recommended concepts such as infrastructure, buildings, streetscaping, etc.)

5. **Kendig Keast Collaborative (KKC)**

Experience	Project Management and Deliverables		
Downtown Plan, Broger, TX; Downtown Plan, Florence, SC; Downtown Plan, Dayton, TX; Special Districts Plan, Claremore, OK	Six Phases. **Phase 1**: Observation and Assessment, focus groups, joint works session HPC/CC, open house visioning meeting; **Phase 2**: Visioning and Goal Setting, project prioritization, guiding principles, goals; **Phase 3**: Opportunity Analysis. ID market gaps, new ED opportunities, meet with Steering Committee; **Phase 4**: Conceptualization. Steering Committee meeting, open house, present concept level of plan; **Phase 5**: Development and Refinement. Steering Committee meeting , CC/PC presentation, 3 sub are design concepts and 1 Duke Energy site concept; **Phase 6**: Implementation. Steering Committee meeting, draft implementation plan		
Timeline	Partner(s)	Located	Fee
September 2023 - April 2024 (8 months)	The Kleingers Group - West Chester	Sugar Land, TX	$100,046

From the interview:
KKC was strong in their plan implementation approach with program designs and cost-estimates for the construction of conceptual proposals; proposed alternatives for the Duke Substation and

showed a detailed timeline for deliverables. They proposed five Steering Committee meetings, 8 meetings with staff, one Planning Commission meeting and one City Council meeting for approvals and feedback, as well as two public engagement activities. They highlighted a strategy for property acquisition, and a capacity and opportunity analysis of the area. They also proposed financial programs to help leverage private investment. KKC is the consultant hired to conduct a comprehensive revision of the City's Planning and Zoning code.

Recommendation
That the Historic Preservation Commission move to recommend approval of KZF Designs as the consultant to prepare a Downtown Master Plan for the City of Monroe as detailed in the Scope of Work expressed in the request for proposal in the amount of $100,000.

Firm	Experience
Yard & Company	Loveland Downtown; The District at Deerfield; Forest Park Area Plan; Peebles Corner; Downtown Ottowa; Downtwon Troy; Madamore Business District; HaNoBe at Linden Square
CRSA	Middletown - Heritage Ohio Downtown Planning; Moab and Hurricane, UT Downtown Plans; Defuniak Springs, FL Downtown Master Plan; West Point and Eagle Mountain, UT Small Area Plans; Sugar House, UT Monument Plaza Redesign; Idaho Falls and Meridian, ID Downtown Plans; Elko, NV Downtown Master Plan
KZF	Downtown Loveland Streetscape Master Plan; Downtown Anderson Plan; Dayton Riverfornt Master Plan; Oxfrod Trail Plan; New Richmond Riverfront Master Plan; Covington Central Riverfront Plan; The Banks Infrastructure Plan; Montgomery Quarter; North Vernon, IN Town Center Master Plan; Cape Canaveral and Patrick Space Force Master Plan; Xenia Town Square plan; Northgate Mall Redevelopment plan; Mason Downtown Plan
Elevar	Forest Park Center Development Study; Delhi Mixed Use Development; The Hayden project, Covington, KY; Blu Ash Airport Master Plan; Freeport Row, OTR; Merchant Place, Springdale, OH; Hutchings Station, Miamisburg, OH; West Clermont High School design and construction

Cincinnnati Urban Design Architecture Studio (CUDAS)	Western Lakes Master Plan, West Carrollton; North College Hill Comp Plan; Springfield Engaged Neighborhood Plan;
Benchmark	Downtown Master Plans, Luberton, Pilot Mountain, Concord and Mount Airy, NC; Downtown Master Plans, Myrtle Beach, and Dillon, SC; Downtown Master Plan, Suffolk, VA
Place Foundry	South Avon Development, Rockford, IL; Essex Main Capital, Rockford, IL; Hurka Wagner Holdings, Rockford, IL; Prairie Hill Development, Rockford, IL
Structure Point	Mount Vernon, IN Master Plan; Downtown Master Plan, Booneville, IN; Liberty Township Comp Plan; Revitalization Plan, Ingalls, IN; New Haven IN, Comp Plan; Speedway IN, Comp Plan
Business Flare	Wooster, OH ED Strategic Plan; Marting County, FL Innovation Hub Implementation Plan; Bradenton, FL 9th Avenue/MLK Revitalization Report; Homestead SW 4th Street Revitalization and Triangle site

Kendig Keast Collaborative	Downtown Plan, Broger, TX; Downtown Plan, Florence, SC; Downtown Plan, Dayton , TX; Special Districts Plan, Claremore, OK
Rundell Ernstberger Associates	Uptown Greenway Development PLan, Cinicinnati , OH; Lee Road Action Plan, Shaker Heights, OH;Downtown Master Plan, Greenwood, IN; Downtown Master Plan, Frankfort, IN; Downtown Plan, Daleville, IN; Trades District Vision Plan/Hopewell Redevelopment Plan/Switchyard Park Housing Plan, Bloomington, IN; Central Clarksville Redevelopment Plan, CLarksville, IN

Downtown RFP

Project Management and Deliverables	Duration	Partner(s)	Fee
Three phases: Area Audit, prepare base maps and exibits, Prepare engagement plan (3 committee meetings and 3 public meetings/events, prepare implementation matrix	9 months September 2023 - May 2024	Bayer Becker	$99,950
Seven phases: Area Audit and infrastructure assessment, define downtown boundaries, public engagement plan, SWOT analysis with stakeholders, vision and master plan survey, recommendations survey, workshop (3-4 meetings over 2 days), monthly committee meetings (in-person and virtual), draft recommendations charrette (3 days process meetings with public, stakeholders), streetscape plan, Duke Substation Design strategy, wayfinding and brading plan, implementation plan	10 months September 2023 - June 2024	Downtown Redevelopment Services (DRS) - Cuyahoga Falls, OH	$99,975
Input and data gathering/visoining session, core project working groups/public engagement (four open houses), 20 meetings total (8 technical committee, 6 steering committee, 1 PC and 1 CC), evaluate existing conditions, neighborhood audit and assessment, preliminary concepts, plan production (see pgs. 96-97)	9 months September 2023 - May 2024	Walker Consultants (parking management) and RASOR (public engagement) - Norwood, OH	$100,000
Define principles and objectives; real estatew right sizing; data mining; visioning; prioritize goals; ideate: prototype options; develop: economic vitality, land use, options valuation; finalize: implementation matrix, variety of housing stock, and Duke Substation design strategy	7 months September 2023 - March 2024	NONE	$185,400

Four phases: visioning (data gathering, assessments, stakel holder interviews/workshop), initiatives devlopment (post workshop planning public workshop), plan refinement (post workshop refinement, public workshop #2), finalization.	12 months September 2023 - September 2024	Blume Community Partners - Cincinnati, OH	$95,000
Three phases. Phase 1: work and public engagement plan, project wensite and online survey, area assessment; Phase 2: 3 workshops (charrette format over one week, present results to committees; Phase 3: prepare draft plan, meet bi-weekly with staff and steering committee, prepare implementation plan.	9 months September 2023 - May 2024	NONE	$94,850
Four Phases: place mapping (market analysis), place engagement (virtual and in-person), place blueprint (will develop an ED model for land use), and place storytelling (branding)	15 months September 2023 - February 2025	NONE	$98,855
Three phases: Phase 1: existing conditions and benchmark analysis (infill and infrastructure data), engagement; Phase 2: Discovery & engagement (workshops, apen houses, and charrettes (7 in-person meetings); create project website and online participation/social media engagement); Phase 3: Implementation & engagement (conceptual site development plans, ED strategy,and a critical paths strategy)	12 months September 2023 - September 2024	NONE	$99,585
Meetings: 8 Steering Committee, 1 CIC, 1 HPC/PC, 1 CC, and 2 site visits; conduct an exisitng conditons and market analytics assessment; city council and stakeholder interviews (up to 25 1:1 interviews), idea boxes around community, online surveys and polling, social media posts/press releases; vision and opportunity assessment, concpet development, infrastructure assessments; implementation strategy, program and finiancing strategy.	8 months September 2023 - April 2024	None	$97,300

Six Phases. Phase 1: Observation and Assessment, focus groups, joint works session HPC/CC, open house visioning meeting; Phase 2: Visioning and Goal Setting, project prioritization, guiding principles, goals; Phase 3: Opportunity Analysis. ID market gaps, new ED opportunities, meet with Steering Committee; Phase 4: Conceptualization. Steering Committee meeting, open house, present concept level of plan; Phase 5: Development and Refinement. Steering Committee meeting , CC/PC presentation, 3 sub are design concepts and 1 Duke Energy site concept; Phase 6: Implementation. Sterring Committee meeting, draft implementation plan	8 months September 2023 - April 2024	The Kleingers Group - West Chester	$100,046
Four Phases: Phase 1: Discovery. Kick off meetings with Steerig Committee and Staff, ID exisitng conditions, community engagement plan, project website, online survey and mapping; Phase 2: Visioning. Community workshop, concept development, public presentations; Phase 3: Framework. Land use, development, housing, utilities,transportation framework; Steering Committee meeting, online open house; Phae 4: Adoption. Steering Committee meeting , CC meeting, community outreach/update website with final doc. 14 Steering Committee meetings, 5 public engagement activities	10 months September 2023 - June 2024	WSP Engineering - Cincinnati, OH	$100,000

Located	Notes
Cincinnati, OH	
Salt Lake City, UT	
Cincinnati, OH	
Cincinnati, OH	Did not reference public engagement strategy or deliverables

Cincinnati, OH	Will hire additonal subconsultants thorughout process as needed. No mention of Steering Committee or Technical Committee Meetings. Fee was estimated and subject to change with a not to exceed $5k reimbursement threshold
Charlotte, NC	
Rockford, IL	Does not refence frequency of meetings, types of public engagement activities. Little detail on graphics and design images
Indianapolis, IN	
Perrysburg and Cincinnati, OH	

Sugar Land, TX

Indianapolis, IN

Downtown Master Plan RFP Interview Questions **7/2023**

1. **What is your approach to establishing a vision for a Downtown?**
2. **What do you envision should be the district boundaries for Downtown?**
3. **How do you plan to incorporate multi-modal transportation?**
4. **The Downtown Plan portion of the Advance Monroe 2040 comprehensive plan has several recommendations. Which do you foresee presenting the greatest challenge (transportation, infill, Duke Substation)?**
5. **What would be your design strategy for the Duke Substation?**
6. **What is your approach to public engagement, particularly to those that are unlikely to come to meetings or go online?**
7. **The RFP states that all recommended concepts (structures, medians, streestscaping) should include estimated costs. Is this something your firm can provide and what methods do you anticipate using?**
8. **In your experience, what is the recommended density requirement for a successful Downtown?**
9. **The City of Monroe does not have a river, bike path, or other amenity to attract people to its Downtown area. What would be your recommendation to attract or establish an anchor location?**
10. **Graphics and illustrations can be easily disseminated and understood. How interactive will your plan be?**
11. **A major transportation route runs through the Downtown area and at times, traffic flow is an issue. This route is also used often as a detour route around Interstate 75 when it back-ups and/or shutdowns. How in-depth will your plan look at traffic flow through downtown?**
12. **Speed is a problem through the Downtown area. To assure proper traffic calming features, will TIS, including speed studies be included in your assessment of traffic?**

13. **The city will soon be installing new decorative street lighting in the Downtown corridor. To avoid early replacement, will your plan incorporate the design and look of what has already been chosen for lighting fixtures?**

14. **How has your design direction changed post Covid? (If they answer nothing that is a red flag.)**

15. **How do you plan on incorporating blue and green zones into your designs?**

CITY OF MONROE

DOWNTOWN MASTER PLAN

JUNE 9, 2023

AMERICAN STRUCTUREPOINT INC.

AUTHORIZED REPRESENTATIVES

Matthew O'Rourke, AICP
Planning + Economic
Development Group Leader
9025 River Road, Suite 200
Indianapolis, Indiana 46240
TEL 513.307.9964
EMAIL morourke@structurepoint.com

Shawn Mason, PE
Regional Services Director
9825 Kenwood Road, Suite 305
Cincinnati, Ohio 45242
TEL 513.407.8317
EMAIL smason@structurepoint.com



June 9, 2023

Tom Smith, Development Director
City of Monroe
233 South Main Street
Monroe, Ohio 45050

Dear Mr. Smith and Selection Committee Members:

Envisioning the future needs and downtown corridor of the City of Monroe starts with digging deeper into your needs, highest aspirations, and the strategic growth fit for the community. Creating a Downtown Master Plan that combines these goals and visions with realistic, attainable, and data-driven ideas is American Structurepoint's specialty. Having worked with your community in recent years, we celebrate the development and improvements already made and look forward to helping you produce an implementable plan.

MULTIDISCIPLINARY, IN-HOUSE EXPERTISE

When you make American Structurepoint a member of your team, you automatically gain direct access to hundreds of industry professionals from more than ten related disciplines. Each member of our team is a well-rounded expert in their field of practice. Having had the opportunity to work alongside other professionals each member of our team has a wealth of experience beyond their chosen field. In addition, we can scale our team to provide Monroe with experts who have both the training and firsthand experience that will be needed to adequately address all aspects of this plan.

LEVERAGING PRIVATE SECTOR RELATIONSHIPS

American Structurepoint provides civil engineering services to major developers currently engaged in projects throughout multiple Southwest Ohio communities. Our on-staff site redevelopment experts will bring local experience in delivering conceptual coordination with developers and associated utilities to inform the development-related strategies of the master plan. Our previous work across multiple disciplines in the region gives us the local context we need to hit the ground running.

PUBLIC ENGAGEMENT EXPERTS

We feel it is important for the area residents and business owners of Monroe to feel heard and involved in the planning process. This provides our team with more information on the wants and needs of the residents and stakeholders. Our team has successfully provided traditional and online platforms to engage the public, giving all members of the community an opportunity to contribute. Our expertise in public outreach provides a seamless, efficient opportunity to gather feedback from the individuals and stakeholders most affected by the outcomes of the new plan.

Our team sees around the corners of the planning process and will help you find the hidden challenges and opportunities for the Monroe Downtown Master Plan. If you have any questions about the following information found in our proposal, please call us at 317.547.5580.

Sincerely,
American Structurepoint, Inc.

Walid Gemayel, PE
Senior Vice President, Authorized Negotiator

FIRM QUALIFICATIONS

IN-HOUSE MULTIDISCIPLINARY EXPERIENCE

In 1966, American Consulting Engineers (ACE), now called American Structurepoint, was founded and began offering our first specialties—civil engineering, surveying, and transportation design—to public and private clients. Since then, we have increased our staff to over 600 employees across 11 disciplines and we continue to expand our geographic footprint with 15 strategic design center locations supporting our Indianapolis headquarters to better serve our clients. We have been offering planning services to communities across the Midwest for over 20 years.

American Structurepoint possesses all the expertise to address each challenge your planning initiative presents. **As your single point of access both to the planning process and the built environment, the City of Monroe will have full access to our in-house certified planners, urban designers, economic development specialists, transportation planners, utility infrastructure engineers, downtown redevelopment professionals, and funding experts.** Our unparalleled ability to collaborate across disciplines and with your community provides you with a plan that is strategic in identifying steps to attracting development.



COMMUNITY PLANNING

Our certified planners are experts in all aspects of downtown and district planning, ranging from high-level visioning to specific physical and programmatic actions. Combined with our other services, our approach to community planning ensures that the goals for your community are attainable and the solutions are implementable.

ECONOMIC DEVELOPMENT

We understand that improving quality of life requires understanding and planning for the economic forces that shape our environment. Our economic development specialists understand the market forces that cities must be sensitive to and help ensure that our recommendations maximize the prosperity of the larger community.

URBAN DESIGN + LANDSCAPE ARCHITECTURE

We deliver well-designed, engaging urban spaces and landscapes that form the foundation for healthy, vibrant communities where economic, social, and cultural growth thrives. Taking a collaborative approach, we recommend and design the right fit for your community—be it private investment, streetscape improvements, city gateways, trails that promote pedestrian and bicycle connectivity, or historic neighborhood revitalization.

FIRM QUALIFICATIONS

EXPERIENCE AND EXPERTISE

American Structurepoint is interested in your Downtown Master Plan. We bring the expertise and relevant qualifications to deliver a final implementable plan.

INTEREST

Our firm is especially interested in helping to develop the Downtown Master Plan for the City of Monroe. We love downtowns and helping them identify their assets, vision for the future, and the strategic steps necessary to improve overall quality of life. American Structurepoint's promise is to serve as a long-term community partner and connect your stakeholders and residents with real project opportunities.

ABILITIES

Over the past several years, we have added to the depth and breadth of the knowledge and experience offered by our planning team. We are truly a multidisciplined group of professionals, each with a unique technical set of abilities. You can trust us to provide you with honest feedback accompanied by a sound list of action steps. Our staff approaches the planning process in a manner that's inclusive, systematic, and sustainable. We listen to every idea and concern you have and make sure every element of your community's planning effort receives the utmost attention to detail, no matter the planning scope. Together, our team represents more than 140 years of experience in community planning, economic development, and transportation design. We will significantly increase your local planning capacity and ensure that you can deliver this plan on time and on budget.

QUALIFICATIONS

Our team is unmatched in our ability to undertake every single task that will be required for the successful completion of this planning project. From start to finish, we develop actionable goals, identify built projects, identify program needs, define measurable action steps, estimate project costs, and match your project and program needs with potential funding sources. We leave no stone unturned.



FIRM QUALIFICATIONS

MEET THE TEAM

The complementary talents and specialized experience of our team means that we can address the problems, questions, and goals of your community in a truly comprehensive way. These talents, coupled with their shared drive to improve the quality of life for the communities they serve, is what ultimately enables American Structurepoint to deliver community-based, technically sound, actionable, long-range plans.

CITY OF MONROE

PRINCIPAL-IN-CHARGE
SHAWN MASON, PE



POINT PERSON
PROJECT MANAGER
MATTHEW O'ROURKE, AICP

SENIOR PLANNER
David Baird, JD, AICP

ASSOCIATE PLANNER
Ashley Newnam

LANDSCAPE ARCHITECT
Jocelyn Hinshaw, PLA, LEED AP

ASSOCIATE LANDSCAPE ARCHITECTURAL DESIGNER
Anna Menchaca

SENIOR URBAN DESIGNER
Lisa Dunaway, PLA, AICP, LEED AP

CIVIL ENGINEERING
Shawn Goodwin, PE

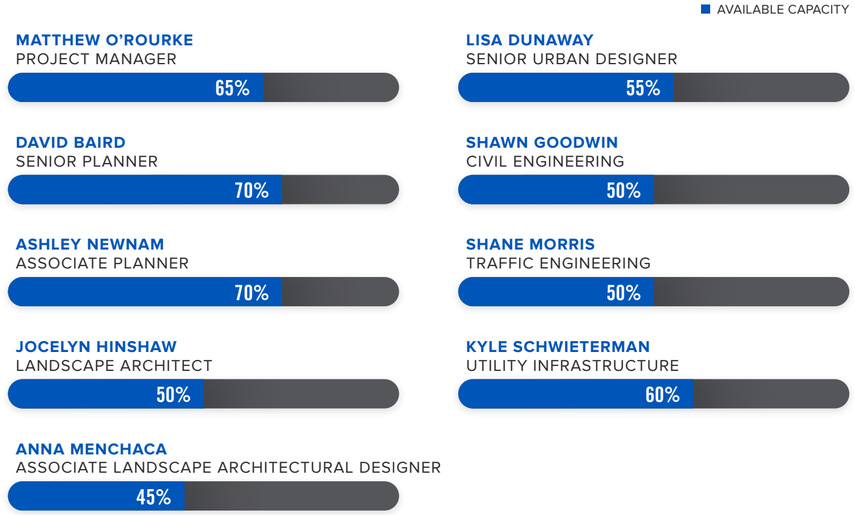
TRAFFIC ENGINEERING
Shane Morris, PE

UTILITY INFRASTRUCTURE
Kyle Schwieterman, PE

FIRM QUALIFICATIONS

MORE THAN ENOUGH CAPACITY

Customer satisfaction is always our first priority, and American Structurepoint will dedicate the necessary resources so that the Monroe Downtown Master Plan receives the time and attention it deserves. With a full-time staff of over 600 professionals, we have more than enough capacity available to meet our current obligations and the needs of your project, without compromising quality or speed of delivery.





MATTHEW O'ROURKE, AICP

PROJECT MANAGER

Matthew has more than 19 years of extensive public- and private-sector strategic planning experience focusing on community planning, land and economic development, public engagement, market and data analysis, housing needs and affordability analysis, and zoning. He excels at tackling complex planning challenges, identifying viable alternatives, and delivering well-integrated effective solutions that link community input with data-driven ideas and results. Matthew understands how to use his combination of skills to guide developments and negotiations, lead database and website administration, visualize and research design options for your community, and market projects to successful conclusions. Matthew also understands the importance of public engagement and he has the unique ability to tailor guidance for all stakeholders to get them involved in the planning process.

EDUCATION

Master of Science, Human and Computer Interaction, 2014, DePaul University
Master, Urban and Regional Planning, 2004, Ball State University
Bachelor of Urban Planning and Development, 2003, University of Cincinnati

LICENSE AND CERTIFICATIONS

American Institute of Certified Planners

PROJECT EXPERIENCE

- City of Boonville Downtown Master Plan, Boonville, Indiana
- Mount Vernon Master Plan, Mount Vernon, Indiana
- City of New Haven Comprehensive Plan, New Haven, Indiana
- Town of Speedway Comprehensive Plan, Speedway, Indiana
- Town of Ingalls Revitalization Plan, Ingalls, Indiana
- City of Greensburg Comprehensive Plan/City of Greensburg Community Infrastructure Planning, Greensburg, Indiana
- City of Berne Comprehensive Master Plan, Berne, Indiana
- City of Rensselaer Comprehensive Plan, Rensselaer, Indiana



A highly skilled team of professionals with a wide range of diverse expertise and experience requires a leader who is capable of coalescing all the ways we could go about our work. Matthew's inherent ability to convey a compelling storyline to the long-range community planning process is unmatched. As director of our Planning + Economic Development Group, he has the full resources of the firm behind him to maintain the capacity and resources to deliver on our promises. Matthew's role for the Monroe Downtown Master Plan will be to offer direct support to our team and serve as a conduit to our firm's talent pipeline.



DAVID BAIRD, JD, AICP

SENIOR PLANNER

David is an accomplished planner and attorney who specializes in writing land development ordinances for local governments. David's unique background in both planning and legal work allows for him to write land development ordinances that are both legally enforceable and built on solid planning principles.

EDUCATION

Juris Doctor, Law, 2014, University of Memphis School of Law
Master of Arts, Geography, 2003, Appalachian State University
Bachelor of Science, Geography, 2002, University of North Alabama

LICENSE AND CERTIFICATIONS

Tennessee State Bar License - Tennessee
American Institute of Certified Planners (AICP)

EXPERIENCE

- Greendale Comprehensive Strategic Development Plan and UDO, Greendale, Indiana
- City of Greensburg Comprehensive Plan/City of Greensburg Community Infrastructure Planning, Greensburg, Indiana
- Johnson County Unified Development Ordinance, Johnson County, Indiana
- Buckeye Hills Regional Council Opportunity Zone Technical Assistance - Noble County Planning Assistance, Noble County, Ohio (includes subdivision regulations; property maintenance; and housing study)

David has experience working in 14 different states, has experience as a consultant in creating comprehensive plans for local governments, and is a former Director of Community Development for a municipal government. In his role as a Director, David supervised the City's planning, code enforcement, and building inspection programs.



ASHLEY NEWNAM

ASSOCIATE PLANNER

Ashley is experienced in creating comprehensive and neighborhood development plans, conducting community outreach, and zoning code development and administration. Her responsibilities include conducting data analysis and research, developing plans, maps, and diagrams, attending and conducting public outreach, and collecting economic and demographic data research/analysis. Ashley's technical capabilities include Geographic Information Systems (GIS), Adobe Creative Suite, Bluebeam, and SketchUp 3D Modeling.

EDUCATION

Master, Public Administration, 2017, The Ohio State University
Bachelor, Urban Planning & Development, 2008, Ball State University

EXPERIENCE

- Buckeye Hills Regional Council Opportunity Zone Technical Assistance - Noble County Planning Assistance, Noble County, Ohio
- Moraine Comprehensive Plan, Moraine, Ohio

Ashley is our go-to-guru when it comes to the collection and interpretation of analytical data, for maximizing our time spent on the ground doing field work, and during and between meetings. She helps our project team navigate a community's past, present, and future. Ashley's role for the Monroe Downtown Master Plan will be to improve planning and forecasting, as well as give order and meaning to bits of information, large data sets, and other types of information.



JOCELYN HINSHAW, PLA, LEED AP

LANDSCAPE ARCHITECT

Jocelyn has worked on and managed complex built projects and master plans in the fields of campus, recreation, transportation, and urban design. From large-scale university and corridor planning to small urban park design, Jocelyn brings expertise on how to transition master planning into realized space. Her collaborative approach allows her to excel at delivering complex multidisciplinary projects that are highly functional, enduring, well-crafted, and beautiful.

EDUCATION

Bachelor, Landscape Architecture; Minor - Sustainable Land Systems, 2002, Ball State University

LICENSE AND CERTIFICATIONS

Professional Landscape Architect – Ohio + 5 states
LEED AP BD+Cee

EXPERIENCE

- Range Line Road Design, Carmel, Indiana
- Pleasant Street Corridor Extension, Noblesville, Indiana
- Bright Road Corridor Improvements, Dublin, Ohio
- Buckeye Hills Regional Council Opportunity Zone Technical Assistance - Putnam Commons Building Evaluation and Prospectus, City of Marietta, Ohio

Jocelyn's keen eye for design enables her to transform the written recommendations of a master plan into digital reality by developing graphic visions of the final product. Her knowledge of AutoCAD, SketchUp, ArcGIS Pro, InDesign, and Photoshop offers the ability to produce construction drawings and visionary renderings in plan view, perspective view, and cross-sections depending on the needs of our clients. Jocelyn's role for the Monroe Downtown Master Plan will be to assist in developing visionary graphics to further illustrate the story being told by the master plan.



ANNA MENCHACA

ASSOCIATE LANDSCAPE ARCHITECTURAL DESIGNER

Anna is a landscape architect in the Planning + Economic Development Group at American Structurepoint. She is an enthusiastic designer who strives to create design concepts to increase the livability and authenticity of communities. Anna's responsibilities within the team include hand graphics/ charrette workshops, renderings, and planning support through zoning ordinance review and research. She is well versed in SketchUp, AutoCAD, ArcGIS Pro, InDesign, Illustrator, and Photoshop. Anna's previous experience includes public engagement, comprehensive planning, and urban design working for private design firms and public sector governments.

EDUCATION

Master, Urban Design, 2021, Ball State University
Bachelor, Landscape Architecture, 2019, Ball State University

EXPERIENCE

- City of Boonville Downtown Master Plan, Boonville, Indiana
- City of New Haven Comprehensive Plan, New Haven, Indiana
- Town of Speedway Comprehensive Plan, Speedway, Indiana

Anna's strong AutoCAD abilities makes her a key contributor to any planning documents, visionary renderings, site plans, concept plans, and land use studies. Couple this with her digital communications skills in designing community analysis graphics and presentation materials, and you can rest assured that we will produce high-quality digital communications and other appropriate reference materials for this project. Anna's role for the Monroe Downtown Master Plan will be to assist in preparing materials and information that connect and communicate well with community members and stakeholders.



LISA DUNAWAY, PLA, AICP, LEED AP

SENIOR URBAN DESIGNER

Lisa has 20 years of wide-ranging experience as a landscape architect and urban planner. Her specialties include site design, visualization, urban ecology, and accessibility planning. She strives to make every project we undertake as inclusive as possible for all potential users. Lisa also spearheads quality assurance and control for her group, focusing on aesthetics and written communication. From project initiation to completion, she communicates with the entire project team to ensure the final product reflects the interests of the entire community.

EDUCATION

Master of Landscape Architecture, 2019, Ball State University
Master of Science, Natural Resources, Specialization in Ecological Planning, 2010, University of Vermont
Bachelor of Landscape Architecture, Business Management minor, 2003, Ball State University

LICENSE AND CERTIFICATIONS

American Institute of Certified Planners
LEED AP
Professional Landscape Architect - Indiana

EXPERIENCE

- City of Boonville Downtown Master Plan, Boonville, Indiana
- Mount Vernon Master Plan, Mount Vernon, Indiana
- City of New Haven Comprehensive Plan, New Haven, Indiana
- Town of Speedway Comprehensive Plan, Speedway, Indiana

Lisa will focus on connecting with people, both verbally and graphically, while utilizing her valuable perspective on parks and inclusionary design to help everyone benefit from the development of this public space. She is an expert in accessible design elements and has a passion for advocating for marginalized users.



SHAWN GOODWIN, PE

CIVIL ENGINEERING

Shawn has 19 years of experience in large-scale multidiscipline real estate land development. These projects have included conceptual planning, zoning and re-zoning, regional and individual stormwater management solutions, low-impact design (LID), road design, site grading, utility design and coordination, erosion control, due diligence, cost estimation, field investigations, and inspections, as well as coordinating with developers, owners, architects, private utility providers, government agencies, permitting, and contractors. Using this experience, Shawn provides value by unlocking land's potential with efficient and economical solutions to suit a client's needs.

EDUCATION

Bachelor of Science, Civil Engineering, 2003, Ohio Northern University

LICENSE AND CERTIFICATIONS

Professional Engineer – Ohio + Michigan

EXPERIENCE

- Towne Square Public Infrastructure Redevelopment Project, Xenia, Ohio
- Evans Farm, Delaware County, Ohio
- CampusParc Capital Program Management, Columbus, Ohio

Shawn's expertise in large-scale multidiscipline real estate land development and Public-Private Partnerships (3P) provides value by unlocking land's potential with efficient and economical solutions to suit a client's needs.



SHANE MORRIS, PE
TRAFFIC ENGINEER

Shane began his career in 2001 and has experience working on traffic control, maintenance-of-traffic plans, traffic signal design, roadway design, lighting design and analysis, and ITS plans both in the state of Ohio and throughout the United States. He also provides expertise on planning-level studies including alternative engineering reports, as well as feasibility and safety studies. Shane is our senior traffic engineer in the state of Ohio and leads the design efforts for American Structurepoint's Ohio-based projects. He is the lead engineer on the ITS efforts for the Akron Beltway design-build project currently being constructed in District 4. Shane is currently leading the crash and safety analysis efforts on the Brent Spence Bridge project across the Ohio River between Ohio and Kentucky.

EDUCATION
Bachelor of Science, Civil Engineering, 2001, Michigan State University

LICENSE AND CERTIFICATIONS
Professional Engineer – Ohio + Michigan

EXPERIENCE
- Plainfield Road Corridor, Blue Ash, Ohio
- Westar Study, Westerville, Ohio
- Rickenbacker Global Logistics Park Infrastructure, Columbus, Ohio
- Olentangy Trail, Northmoor Park to Clinton Como Park, Columbus, Ohio
- Georgetown Infrastructure Engineering Services, Georgetown, Ohio

Shane's local traffic expertise will make you feel confident your project is in the right hands. He will bring practical transportation and roadway designs and innovative solutions to improve your corridor. Shane brings expert knowledge and experience analyzing traffic counts and patterns. He will serve as our expert when it comes to traffic analysis and signals.



KYLE SCHWIETERMAN, PE
UTILITY INFRASTRUCTURE

Kyle brings to American Structurepoint 21 years of experience in planning and designing water and wastewater systems. Kyle is a field-savvy project manager adept at managing multidisciplinary engineering teams for water distribution and supply system improvements, wastewater treatment and collection systems, and stormwater collection and distribution. His expertise includes water modeling, master planning water facilities, and feasibility studies. Kyle can take on any water resource challenge and develop cost-effective solutions to meet your needs.

EDUCATION
Bachelor of Science, Civil Engineering, 2002, Ohio State University

LICENSE AND CERTIFICATIONS
Professional Engineer - Ohio

EXPERIENCE
- Circleville Strategic Growth Plan, Circleville, Ohio
- Moraine Comprehensive Plan, Moraine, Ohio
- Stormwater Program Management, Indianapolis, Indiana
- Stillwater Lift Station and Force Main Replacement, Montgomery County, Ohio
- Marietta Lift Station, Chillicothe, Ohio

Utilizing his skills, Kyle collaborates hand-in-hand with our planning team to deliver solutions that last. He will become our direct point of access to various aspects of site development, including utility coordination, stormwater, sanitary sewer design, condition inspections, constructability review, cost estimation, and more.









PROJECT EXPERIENCE

WE'VE DONE THIS BEFORE

Partnering with communities to plan for and implement transformative projects has become one of our specialties. Our work, and the community-driven results that follow, speak for themselves.

Our award-winning team has successfully completed planning and development projects for over 60 Midwest communities. There is a story within each of our projects that is familiar to the opportunities and challenges we will encounter in your community. The following pages highlight our project experience and the relevancy of each plan.

MOUNT VERNON MASTER PLAN

MOUNT VERNON, INDIANA

Innovation is at the core of our Planning + Economic Development group—we think outside the box. Finding inventive ways to use space and create a vision to benefit communities is what we live for, and we're no strangers to it. While developing the master plan for the City of Mount Vernon, Indiana, we faced the challenge of repurposing large quantities of unused space in vacant surface parking and alleyways between buildings. Our team saw potential where everyone else saw a place to pile trash. As part of our "Alleyway Activation" initiative, we reimagined several vacant alleyways to serve as spaces to hold events, house public art, serve as a secondary entry into local businesses, and beautify the community. Vacant parking lots are another issue that municipalities often encounter during the planning process. We proposed a unique diagonal pattern of varying stone and concrete bands to replace the pavement, creating an aesthetically pleasing space that serves as a public plaza and a place to house events. Every community is unique, and each planning initiative is curated for the residents. We thrive on the complexity that comes with creating each new plan and presenting new ideas catered specifically to each client.

REFERENCE

Bill Curtis - Mayor
City of Mount Vernon
520 Main Street
Mount Vernon, Indiana 47620
P 812.838.5576
E bcurtis@mountvernon-in.com

PERIOD OF SERVICE

2021-2022









CITY OF BOONVILLE DOWNTOWN MASTER PLAN

BOONVILLE, INDIANA

The City of Boonville, Indiana, selected American Structurepoint to create a downtown master plan looking five to ten years in the future, with an emphasis on economic development and community engagement. The plan sought to celebrate Boonville's unique places and characteristics, build upon existing efforts and opportunities, and address the current and future challenges awaiting downtown Boonville regarding building conditions, infrastructure, sales demand, traffic and pedestrian circulation patterns, land use, and the design and character of public spaces. Our community planning consultants analyzed types of commercial development opportunities in the downtown area, as well as cultural and social resources. They developed three scenarios for the downtown's future revitalization with descriptions of how current assets could be leveraged to implement each option. The plan contained an implementation timeline and listed possible funding resources and partnerships to bring the recommendations to life, contained façade and streetscape recommendations, and proposed revisions and reconnections to existing plans and land use regulations. The plan is intended to not only guide downtown development, but also benefits the health and welfare of citizens and visitors to Boonville with the intent of increasing the overall economic well-being of the City.

REFERENCE

Charlie Wyatt
City of Boonville
135 South Second Street
Boonville, Indiana 47601
P 812.897.1230
E boonvillemayor@gmail.com

PERIOD OF SERVICE

In Progress

LIBERTY TOWNSHIP COMPREHENSIVE PLAN UPDATE

LIBERTY TOWNSHIP, OHIO

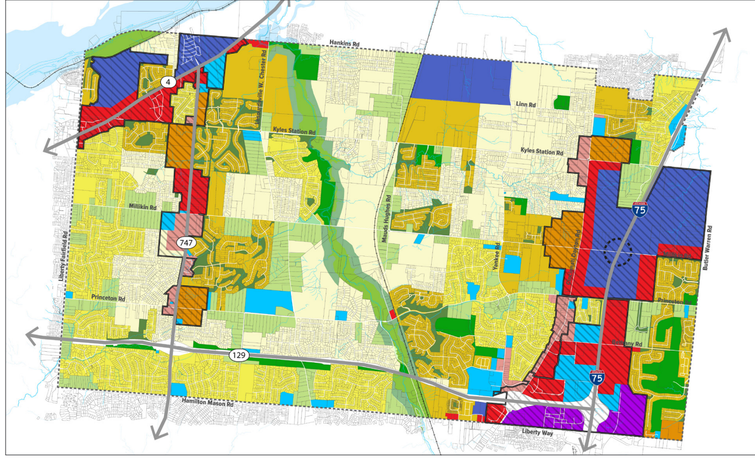
American Structurepoint led Liberty Township in Butler County, Ohio through a collaborative process to create an updated comprehensive plan that reflect the community's values and future vision. The goal was to create comprehensive and executable strategies that enhance the area's economic vitality and sustainability. The plan detailed a community-driven vision and will focus on implementing prioritized growth, development, and quality-of-life strategies for the rapidly growing township that is poised to be a significant player in the region's growth and development. Key objectives include providing placemaking strategies that enhance the public realm, strengthen the gateways into the township, and improve the overall sense of place and identity for the area. The American Structurepoint team helped facilitate steering committee meetings and a variety of stakeholder discussions, public input, and feedback sessions that contribute to an implementable comprehensive plan that guides the area's future growth and economic development.

REFERENCE

Steve Schramm - President
Board of Trustees, Liberty Township, Ohio
7162 Liberty Centre Dr., Suite A
Liberty Township, Ohio 45069
P 513.759.7513
E sschramm@liberty-township.com

PERIOD OF SERVICE

2019-2021









TOWN OF INGALLS, REVITALIZATION PLAN

INGALLS, INDIANA

The North Meridian Street area in Ingalls contains several Town-owned properties, including the Town Hall, Police and Fire Department Headquarters, water tower, and the Jess Ireton Memorial Park. There were also several privately-owned residential properties. The focus of this plan was on civic uses and common ownership, creating an opportunity to explore the North Meridian right-of-way and envision how the street, sidewalks, public spaces, and surrounding properties might evolve into a more cohesive and strategic use of these shared resources. American Structurepoint's staff worked with Town officials to take the first step in creating this new vision. American Structurepoint held a one day workshop to develop unique concepts to tie these ideas together.

REFERENCE

American Structurepoint will provide contact information upon request.

PERIOD OF SERVICE

In Progress

CITY OF NEW HAVEN COMPREHENSIVE PLAN

NEW HAVEN, INDIANA

The City of New Haven, Indiana engaged American Structurepoint to update the city's comprehensive plan to align with the growth and future developmental opportunities. Our planners set out to develop a plan celebrating New Haven's vibrancy, history, and resiliency while also identifying key issues and goals, guiding future land use activities, and developing policy objectives. The plan contained an existing conditions analysis covering topics such as land use, government and fiscal capacity, public facilities and services, placemaking, economic development, housing, transportation, agriculture, natural resources, and parks and recreation. Public information sessions and online surveys were conducted to collect input from New Haven residents regarding plan components and their vision of the city's future. It also included critical path strategies identifying short- and long-range projects, programs, and policies for the city to tackle. The critical path strategies are an innovative component that dives into the details by identifying specific action steps, responsible parties, and resources for the city to use to accomplish numerous future initiatives.

REFERENCE

Keith Schlegel
City of New Haven
P.O. Box 570
New Haven, Indiana 46774
P 260.748.7030
E kschlegel@newhaven.in.gov

PERIOD OF SERVICE

In Progress









TOWN OF SPEEDWAY COMPREHENSIVE PLAN

SPEEDWAY, INDIANA

The Town of Speedway engaged the American Structurepoint Planning + Economic Development Group to complete a forward-thinking comprehensive plan for the town. Our team created an existing conditions report based on research, data collection, and analysis. After this report, our team will create a comprehensive plan driven by stakeholder and public input. It will include thoroughfare and land use maps, concept plans for (re) development sites, a capital improvement plan and program (CIPP), and a playbook of critical path strategies to put these recommendations into action.

Our team's efforts on Speedway's comprehensive plan have resulted in over $400 Million in private investment to date.

REFERENCE

Grant Kleinhenz - Town Manager
Town of Speedway
1450 N. Lynhurst Dr.
Speedway, Indiana 46224
P 317.246.4111
E gkleinhenz@speedwayin.gov

PERIOD OF SERVICE

In Progress

STATEMENT OF UNDERSTANDING/OVERVIEW

Amazon.com Inc. (Amazon) continues to grow its retail market share, creating uncertainty in the retail sector. Amazon is essentially doing to the big box stores what the big box stores did to the main street. However, this market shift resulted in a renewed interest in Main Street and downtowns. Residents and visitors still want to go out and have a meal, meet friends, and be entertained.

The key to all of this is developing a master plan design that encourages residents and visitors to "hang-out" spending extended time in downtown and not just at one store. Downtowns should not try to "mimic" the retail patterns of commercial strip development. Achieving this goal will come from incorporating ideas from multiple destinations and new technologies, such as radiator systems beneath the sidewalks to help snow removal. **The best strategy for any downtown plan is to understand the market dynamics, parking needs, existing building stock. Another important feature is to figure out how to make an entertainment area "stick out" from the crowd.** For Monroe there's multiple directions this may go, but making sure there are no barriers to entry is a no brainer. Eliminating barriers means removing physical restrictions that may inhibit mobility and pedestrian connection to the Little River. It also means providing opportunities and socio-economic barriers to living or enjoying your downtown by offering a range of housing options, convenient parking, developing a physical environment that encourages patrons to linger and stay.

American Structurepoint has developed an approach specifically for you. This approach blends traditional economic development planning methods, focusing on the city's resources from the ground up. You have asked for a downtown plan that covers a variety of infrastructure, policies, and data to make the best decisions for your community.



American Structurepoint has a process to achieve all these goals that we call them ground-up and top-down.

WHAT DO WE MEAN BY GROUND-UP?

Monroe has several assets in, near, and outside of the downtown area. Creating the environment that Monroe desires will come from looking at infill and redevelopment opportunities, existing infrastructure, and, most importantly, linkages to the existing tapestry to integrate downtown physically and socially. American Structurepoint will use our engineering, urban planning/land use, and economic development expertise to make sure Monroe's downtown strategies are founded on the physical opportunities available within the city's limits. We will tell you how and where to reinvest in opportunity sites, essential infrastructure, smart streets, entrepreneurial programs, and Monroe's quality of place to make sure you remain your employer and resident destination.

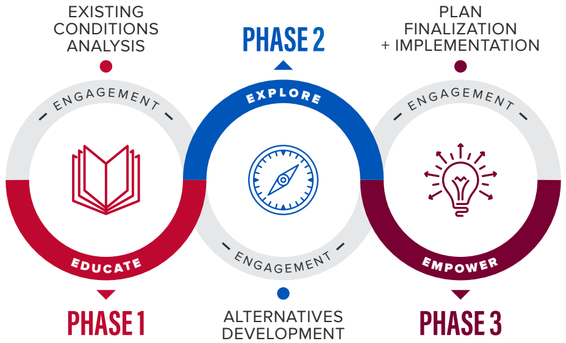
WHAT ABOUT TOP-DOWN?

Our planning and economic development experts are here to ensure the ground-up recommendations provide realistic data that work within the market. They will use industry-recognized financial information, market assessment techniques and data, and workforce research sources to identify existing competitive advantages. Our firm's collective and multifaceted expertise will capitalize on and address the City's Economic Base Analysis and Target Industry Study that feeds into the ground-up approach.

At the end of this process, the City of Monroe will have a robust set of economic development strategies, performance metrics, and identified physical surface and infrastructure improvements.

VISION2ACTION

Vision is critical to any community's success; it provides a common goal for everyone to aspire to and measure progress. Our Vision2Action process is a collaborative, action-oriented approach that allows the local government, businesses, and community to shape and carry out the shared future vision. Vision2Action is ultimately guided by ENGAGEMENT throughout the entire planning process. It occurs continuously throughout each phase.



ADVISORY GROUP MEETINGS

Our team will meet with the identified advisory group multiple times during each project phase. We will review and iterate on the existing condition data and report, engagement activity results, development concepts, economic analyses, policy recommendations, and critical path strategies. Our goal is to create a plan that is representative of your needs.

EDUCATE

This phase is dedicated entirely to learning. Knowledge transfer is critical in creating a collaborative, community-driven economic development strategic plan. Our team will be **EDUCATING** themselves about your community by gathering and analyzing data, reviewing current economic development efforts, and meeting with businesses, partners, and community leaders.

ACTIVITIES

PROJECT KICKOFF MEETING

At the start of the process, we will organize a kickoff meeting. This step will provide an opportunity to clarify expectations and answer questions about the plan's tasks, schedules, data, stakeholder input, and deliverables. We will also utilize this meeting to finalize the monthly progress reports' timing and a regular virtual check-in meeting schedule.

DEVELOPMENT/INFILL SITE, INFRASTRUCTURE, AND EXISTING ASSETS ANALYSIS

Our ground-up approach starts with understanding development opportunities in Monroe. We will evaluate the city's key locations for new business, streetscape enhancements, gateway enhancements, and where the city should focus on key infrastructure improvements. We will identify underutilized properties due to a lack of vacancy or inefficient development patterns to serve as the basis for providing strategies for new development. This will include reviewing and analyzing relevant planning documents, land use patterns, existing planned infrastructure (roads, utilities, and infrastructure), relevant local, state, and federal ordinances, and data to start shaping the list for economic development opportunities.

CONDUCT A BASELINE ASSESSMENT OF EXISTING DATA

While undertaking the ground-up analysis, our team will conduct baseline economic research on the city. We will provide the top-level industry cluster, demographic, and workforce analysis data that defines the city's current economic trends, quality of life assets, and future economic challenges and opportunities. This analysis will include the following:

- An inventory of businesses and industry sectors currently present within Monroe and around the trade region and an analysis of critical economic indicators within each sector;
- Recent business attraction and success stories within the downtown and city;
- Retail gap analysis for the city's primary and extended trade areas;
- A summary of the city's entrepreneurial and small business ecosystem and how that ecosystem currently interacts with the local financial institutions and non-profit partners, such as the local chambers of commerce;
- Demographic information, including population, external workforce, educational attainment, gender, age, and race/ethnicity;
- Economic data, including past and current employment levels, annual payroll, taxable sales, and other revenue generators for the city;
- The current skills of the workforce and shortfalls as defined by the needs of businesses; and
- Critical quality of life standards in attracting businesses and a stable workforce.

COMPETITIVE/COMPARISON COMMUNITIES AND ECONOMIC DEVELOPMENT INCENTIVES BENCHMARKING ANALYSIS

Our team will benchmark Monroe against its regional competitors. Using these regional cities will help determine the lease rates for comparable office sites in Monroe versus other communities utilizing industry-standard real estate listing services and our firm's access to the CoStar real estate data system. Furthermore, our team will compare the city's economic development incentives and policies to its regional competitors.

DELIVERABLES WILL INCLUDE:

- Existing Conditions Report



EXPLORE

This phase is dedicated to dreaming, thinking outside the box, and testing various ideas. Our team will use the knowledge gathered during the educate phase to develop a vision statement, short-, mid-, and long-term goals, and objectives. These statements will inform the project team while reviewing the alternatives presented in the plan. Our team will **EXPLORE** a series of land use development patterns with you, the project management team, and the public.

ACTIVITIES

STAKEHOLDER OUTREACH

We will host a series of stakeholder meetings/interviews with community and business leaders to understand the impact of Monroe's current economic development strategies and their outcomes.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

We will utilize the data from the educate phase as the foundation for conducting a detailed SWOT analysis of current and future conditions in the city. The SWOT analysis will build off the stakeholder input and quantitative analysis to help frame the goals of this plan and the development scenarios presented to the advisory team.

DEVELOPMENT SCENARIOS.

We will evaluate three preliminary future land use scenarios based on the existing land uses, infrastructure facilities, and desirable land uses. Our team will examine development and redevelopment sites in Monroe to determine their viability for future uses and what it will take to accomplish the development goals. These scenarios will be fed by the data discovered in the base infrastructure, asset, and demographic/ economic analysis and include income and property tax generation estimates through unit costs, such as per-square-foot assessment and job projections.

DELIVERABLES WILL INCLUDE:

- Stakeholder Outreach Summaries
- Development Scenarios
- SWOT Analysis
- ***Optional items include:*** *public open houses, either virtual or in-person*



EMPOWER

A phase dedicated to energizing and encouraging Monroe, partner organizations, and local leaders to get involved and make a difference. We refer to our specialized approach to implementation as critical path strategies. This matrix is a unique tool that takes implementation a step further. It will integrate and help expand on previously adopted Capital Improvement Priority and Plans. Our goal is to provide a flexible, bold, and innovative plan anchored by realistic data-driven concepts to drive the City's future efforts forward with implementation strategies that **EMPOWER** your community to be proactive.

ACTIVITIES

IDENTIFICATION OF STRATEGIES.

Building on the vision, goals, objectives, and options explored during the previous phase, we will develop specific strategies for Monroe, including:

CONCEPTUAL SITE DEVELOPMENT PLANS

We will use the scenarios discussed in the explore phase to create a visual representation of how key areas of Monroe could transform and reach their maximum potential. We will build on the vision, goals, and detailed conversation about transforming these areas, sites, and/or rights-of-ways to attract new businesses and talent into the heart of your community. These concepts will be used to showcase how the City can continue to foster an entertainment district beyond storefront and parking spaces but evolves in the city's social center.

- Development of final land use concepts for crucial development sites whose future land use may not be defined by one specific land use type. This will depend on future market conditions, including a concise summary for each area. We will develop a list of future phasing and logical starting locations based on a **High-Level Traffic and Utility Expansion** Analysis. Given the likelihood and timing that corridor properties may develop, we will prepare a high-level traffic/transportation network evaluation using existing and projected Average Annual Daily Trips (AADTs) and increased utility projections within the study limits. The data will determine the impacts and evaluate infrastructure/future roadway systems.

ECONOMIC DEVELOPMENT STRATEGY CREATION FOR MONROE

While the starting point for economic development always starts with what opportunities (sites) exist in your community, our proposal also focuses on the necessary top-down strategies to ensure Monroe is competitive for regional and national opportunities. We will outline key site development strategies tied to new partnerships and the highest and best use for the development concept parcels that can transform the city's tax base. Our team will marry the land use concepts with focused recommendations and strategies for the following:

- Target Industry Analysis
- Business Attraction
- Enhance Current Economic Development Strategies
- Develop a Strategy for Small Business Support
- Develop Incentives Package Recommendations to Offer Development Projects

DEVELOP CRITICAL PATH STRATEGIES TO ACHIEVE THE CITY'S VISION FOR ITS DOWNTOWN

Our team will use the combined ground-up and top-down process to identify the critical path strategies. All projects and programs are essential, but the critical path strategies are actions that should be initiated and completed as top priorities. Each critical path strategy matrix will highlight the related goals, action items, performance metrics, people or organizations involved, estimated timeframes and cost, and funding resources to assist in implementation.

ESTABLISH PERFORMANCE METRICS FOR THE CITY TO GAUGE PROGRESS AND SUCCESS

As part of our critical path strategy development, we will include metrics for this plan's ground-up and top-down approach that ensures Monroe meets its goals. Examples of metrics will include items such as new assessed value creation, number of new jobs added, employment and square footage added through business expansions, number of retention visits conducted, events sponsored, rezoning and development projects approved to facilitate infill development, etc.

DELIVERABLES WILL INCLUDE:

- Conceptual Development Plans
- Critical Path Strategies
- The Final Plan Document
- ***Optional items include:*** *a Code Audit. We will use our in-house zoning experts to analyze the city's regulations to identify outdated sections or those needing modification.*





PUBLIC OUTREACH AND ENGAGEMENT

We feel it is important for the area residents and business owners of Monroe to feel heard and involved in the planning process. Our team has successfully provided traditional and online platforms to engage the public, giving all members of the community an opportunity to contribute.

CONNECTING TO YOUR COMMUNITY: PUBLIC INVOLVEMENT AND OUTREACH

American Structurepoint believes the ultimate success of the project hinges on providing meaningful and rewarding opportunities for community involvement. We are committed to developing and implementing an active public involvement process throughout the duration of the planning process. Public involvement should and will begin early in the overall project timeline.

The public should be encouraged to express positive and creative ideas, as well as voice their concerns about a project. We will ensure that the public has this opportunity by creating meetings that they can come to and express their ideas and/or we will immerse ourselves into your communitywide events when applicable.

Our approach seeks to find the right mix of the following outreach and engagement methods:

PROJECT TEAM DEVELOPMENT

We will work with your staff to identify volunteers to serve on the steering/advisory committee or as a key stakeholder. We'll use our collective knowledge to inform the development of a working public outreach and engagement plan and further ensure that the general public is viewed as a vital member of the project team.

STEERING/ADVISORY COMMITTEE ENGAGEMENT

We will work with your staff to determine the most effective way to engage the volunteer steering/advisory committee. Our team will look to these individuals to guide both the process and the creation of the final plan. These individuals represent the community and tell us if we are getting the plan right or wrong.

STAKEHOLDER OUTREACH

We will meet one-on-one with local stakeholders within the community to better meet their needs, remove barriers for growth, and understand customer/client base and motivations.

Stakeholder input and recommendations for the City of Greensburg Community Infrastructure Planning project was vital for project success. A non-exhaustive list of stakeholders, who contributed to the identification of potential projects, representing government, educational, and business interests, is below:

CITY OF GREENSBURG
Joshua Marsh, Mayor
Jaime Cain, City Council
Sarah Hamer, Building Commissioner
Ron May, City Engineer

GREENSBURG REDEVELOPMENT COMMISSION
Adam Wentzel, Board Member
David Weigel, Board Member

ECONOMIC DEVELOPMENT CORPORATION OF GREENSBURG/DECATUR COUNTY
Bryan Robbins, Executive Director

DECATUR COUNTY BOARD OF COMMISSIONERS
Rick Nobbe, County Commissioner

GREENSBURG COMMUNITY SCHOOLS
Tom Hunter, Superintendent

AGENCY COORDINATION

A comprehensive set of recommendations requires a comprehensive set of implementation partners. We anticipate finding formal and informal ways in which to reach out to and coordinate with municipal agencies and other organizations to guide discussions, vet our findings and recommendations, and match projects with available resources.

VISIONING AND PLAN DEVELOPMENT WORKSHOPS

We will use public workshops, or charrettes, to first establish a communitywide vision for the future, and again to develop a greater understanding of the benefits and tradeoffs of various strategies and actions.

PROJECT WEBSITE AND ONLINE PARTICIPATION

To supplement various forms of print media, such as community posters and utility inserts, the American Structurepoint team will develop, host, and maintain a project website to post information about the planning process and resulting plan, and collect feedback throughout the entire planning process. We will also develop a social media campaign to make use of a variety of existing social media channels to broaden our reach and that of any individual government agency, business, or neighborhood community.

WEBSITE

The Greensburg Comprehensive Plan, like many of our projects, had a dedicated project website created to help inform the public on what a comprehensive plan is, explain where we are in the planning process, display upcoming events, and collect public feedback in the form of online surveys.

Greensburg Comp Plan | growinggreensburg.com

SOCIAL MEDIA ENGAGEMENT

Our team worked with the City of Greensburg to try and get the hashtag '#GrowingGreensburg' trending on social media, specifically on Facebook and Instagram. The idea was to have the public use the poster (see example below) as a photo prop on social media to share what they love about Greensburg. The goal was to spread awareness of the planning process and engage younger audiences.





PAID ADVERTISING PLACEMENT

In the City of Mount Vernon, we wanted to try something new to spread the awareness of the Master Plan project. To do this, we created a two-week paid advertisement on Facebook to drive website interaction. The experience resulted in:

A REACH OF 1,161 | **46.4% WOMEN** | **53.6% MEN**

820 TOTAL LINK CLICKS

262 SURVEY RESPONSES

TRADITIONAL, IN-PERSON PUBLIC OPEN HOUSES

The team will facilitate community open houses at key points during the planning process. Open houses are opportunities for residents and business owners to ask team members specific questions about the plan in an informal setting whereas they may not be comfortable speaking up in a group setting.





VIRTUAL ENGAGEMENT CONSIDERATIONS

Naturally, any public engagement method and techniques need to be modified to meet the requirements of social distancing, shelter in place, mask protocols, and any other public health requirements necessary for safe public involvement. In addition, we have learned that virtual arrangements adhere to the best interests of many stakeholders due to the pandemic, residual effects, scheduling conflicts, and/or other personal situations. American Structurepoint has been at the forefront of developing alternatives to procuring public feedback and input, including such methods as multi-user Zoom meetings, Polleverywhere.com, Seekbeak.com, web-based surveys, local public access channels, cooperative partnerships with schools, and many other techniques and ideas. With the experience of creating and executing these virtual public engagement methods, our team will be able to create a custom plan Monroe sees fit.

By scanning the QR code to the left with a smartphone camera, you will be directed to an example of what this virtual space could look like and get a glimpse at a potential experience for public users.



AN EXAMPLE OF A VIRTUAL PUBLIC OPEN HOUSE

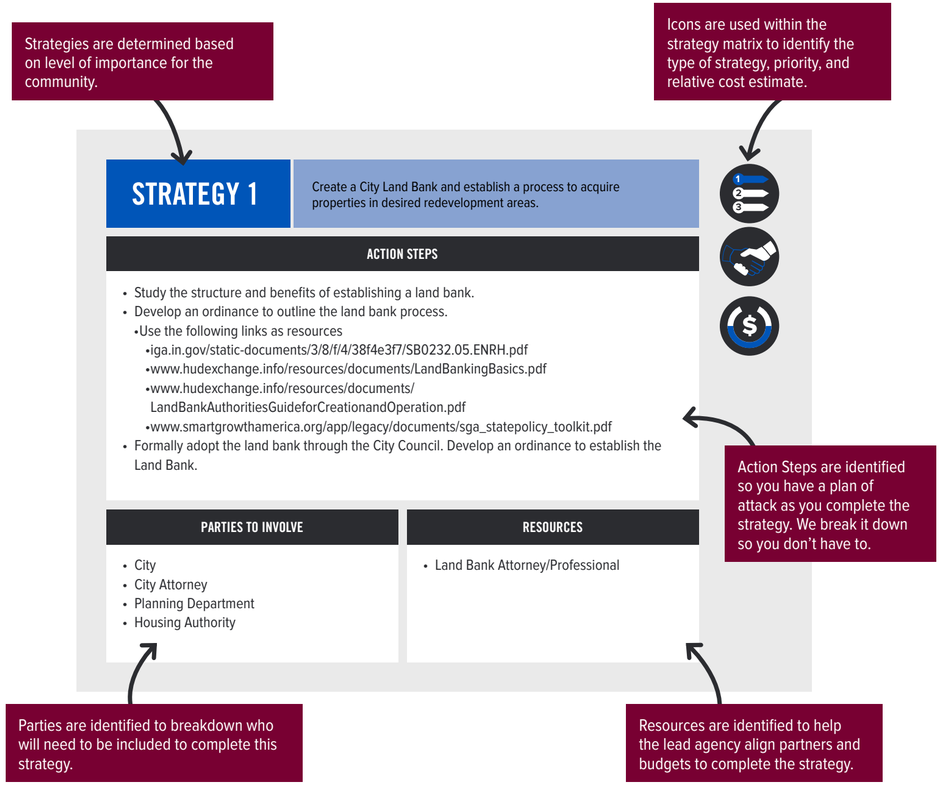
CRITICAL PATH STRATEGIES

EMPOWERING MONROE THROUGH ACTIONABLE IMPLEMENTATION!

Your comprehensive plan update project from American Structurepoint will include a critical path strategy matrix, ***which is unlike anything else you will receive from another planning firm***. This is a unique tool that takes implementation a step further and will **EMPOWER** Monroe to focus on achieving your vision and goals.

The critical path strategies will become the most essential strategies for achieving the vision and goals defined in your plan. All strategies are important, but the critical path strategies distinguish which actions in your plan should be initiated and completed first. The critical path strategies are a combination of short-term projects that can create momentum and near-term progress for the community and stakeholders, in addition to long-term projects that may require a longer time frame to complete, yet are integral to achieving the community vision. To assist in implementation, each critical path strategy matrix will highlight the related goals, action items, people or organizations to involve, estimated timeframes and cost, and funding resources to consider.

To the right is an example of a critical path strategy. It provided clear action items, noting who was responsible, and the resources needed to be successful.



SCHEDULE

THE TIMELINE FOR SUCCESS

	MONTH											
	1	2	3	4	5	6	7	8	9	10	11	12
PHASE 1: EDUCATE												
Project Kickoff Meeting and Project Management Plan												
Parcel, Infrastructure, and Existing Assets Analysis												
Baseline Assessment												
Public Outreach and Engagement Plan												
Days in the County (Trip #1)												
Physical Tour												
Stakeholder Meetings			■									
Steering Committee Meeting #1			■									
Prepare Existing Condition Report												
PHASE 2: EXPLORE												
Days in the City (Trip 2)				■								
Advisory Group Meeting #2				■								
Public Town Hall or Community Event				■								
SWOT Analysis												
Development Scenarios												
Vision and Goals Development												
Drafting of Plan Elements												
Advisory Group Meeting #3												
PHASE 3: EMPOWER												
Identification of Strategies												
Conceptual Site Development Plan												
High-Level Traffic and Utility Expansion Analysis												
Downtown Master Plan Drafting												
Advisory Group Meeting #4												
Draft Critical Path Strategies												
Advisory Group Meeting #5											■	
Road Show											■	
Plan Finalization, Adoption, and Delivery of Final Document												

■ Indicates In-Person Meeting

COST BREAKDOWN

American Structurepoint - Hours per Staff

	PM	Senior Planner	Planner	Landscape Architect	Utility Advisory	Traffic Analysis	Subject Specific Expertise	Labor Cost
Hourly Rates	$225.00	$185.00	$95.00	$165.00	$215.00	$215.00	$195.00	
EDUCATE	**52**	**64**	**100**	**-**	**8**	**8**	**5**	**$37,455**
Project Kickoff Meeting and Project Management Plan	4	4	8					$2,400
Parcel, Infrastructure, and Existing Assets Analysis	8	16	20		8	8	5	$11,075
Baseline Assessment	16	8	16					$6,600
Public Outreach and Engagement Plan	4	4	8					$2,400
Days in the County (Trip #1)	16	16	16					$8,080
Physical Tour								
Stakeholder Meetings								
Steering Committee Meeting #1								
Prepare Existing Condition Report	4	16	32					$6,900
EXPLORE	**30**	**36**	**72**	**24**	**0**	**0**	**10**	**$20,760**
Days in the City (Trip 2)	8	8	8					$4,040
Advisory Group Meeting #2								
Public Town Hall or Community Event								
SWOT Analysis	4	4	8					$2,400
Development Scenarios	2	4	8	24			10	$7,860
Vision and Goals Development	4		16					$2,420
Drafting of Plan Elements	4	12	24					
Advisory Group Meeting #3	8	8	8					$4,040
EMPOWER	**48**	**76**	**72**	**24**	**24**	**24**	**10**	**$41,370**
Identification of Strategies	2				8	8		$3,890
Conceptual Site Development Plan	2	4		24				$5,150
High-Level Traffic and Utility Expansion Analysis					16	16	5	$7,855
Downtown Master Plan Drafting	8	16	32				5	$8,775
Advisory Group Meeting #4	4	8	4					$2,760
Draft Critical Path Strategies	4	12	16					$4,640
Advisory Group Meeting #5	4	8	4					$2,760
Road Show	16	16						
Plan Finalization, Adoption, and Delivery of Final Document	8	12	16					$5,540
TOTAL	**130**	**176**	**244**	**48**	**32**	**32**	**25**	**$99,585**

**Trip includes $725 for car rental, gas, hotel stays, and food*

The proposed fee accounts for all expense items, such as travel, lodging, printing, etc.



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INC.

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Response to Request for Proposals

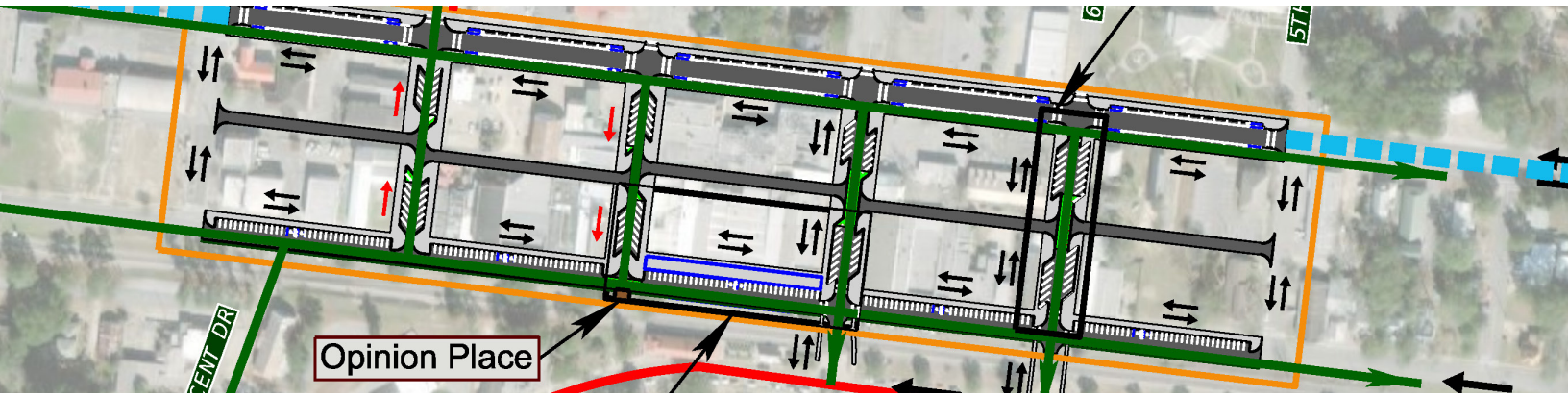
MONROE, OHIO
DOWNTOWN

MASTER PLAN

CRSA DOWNTOWN REDEVELOPMENT SERVICES

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01

LETTER OF TRANSMITTAL



Sample site development renderings

Friday, June 2, 2023

Mr. Tom Smith, City of Monroe Development Director
233 South Main St., Monroe, Ohio 45050

Re: Request for Proposals | City of Monroe Downtown Master Plan

Dear Mr. Smith:

The City of Monroe has experienced transformative growth over the past twenty years, adding 116% more residents since 2000, caused by regional industrial growth. Today, the City's economy is strong, rooted in warehousing and industrial activities that provide a diverse and inclusive local economy. Additionally, the City's periphery has a strong retail presence, anchored with desired amenities and services that attract locals and regional visitors. Due to these factors, the City has boosted its economy and yielded a low unemployment rate; however, the downtown continues to have areas with opportunities for activation and development. These are opportunities for the City to dictate development patterns and capitalize on existing infrastructure. To leverage these opportunities, the City must prepare a detailed, sustainable, and implementable plan informed by community residents' and stakeholders' needs and desires. Creating such a plan will require a downtown master planning process driven by robust public and stakeholder input and market data. Preparing this level of detail and scope requires a team on location regularly, working with the community and utilizing their vast experience from other successful local and national projects. This scope is precisely what the joint venture between CRSA and DRS will provide, offering turnkey services to the City of Monroe under one roof.

Downtown Redevelopment Services (DRS): .

DRS is an industry leader in downtown planning and supportive economic development projects. The DRS staff team has experience preparing downtown-specific and actionable plans in over 30 states, helping each community capitalize on their unique assets and place-based design solutions.

CRSA:

A leader in people-focused public space design within the Wasatch Front and the Intermountain West. Founded as a preservation firm in 1976, CRSA is now a full-service planning and design firm specializing in preservation, adaptive reuse, and municipal planning.

Together, our team can assist the City, residents, and steering committee through a community-focused downtown master plan that will provide graphic documents, analytic results, and a detailed implementation framework necessary to catalyze downtown revitalization and community preservation. Through this process, our team will guide the community through place-based design solutions and visioning exercises to generate ideas to maximize the available assets while leveraging public-private partnerships. We understand that the proposed scope of work will require a high level of coordination with the City and its residents. Our team will need to help guide and become part of the community, learning through community storytelling, database review, and open office hours. We offer a detailed level of service and community-focused design that other firms need to commit to. Please contact our project managers if any questions arise during your review.



J. Kelly Gillman, ASLA, AICP
Managing Principle/Treasurer | CRSA
175 S Main St, Suite 300
Salt Lake City, UT 84111
Cell: (801) 232-2043
Email: Kelly@crsa.com

Ben Levenger, ASLA, AICP, CeCd
President | DRS
100 E Main St, Suite A
Ravenna, OH 44266
Cell: (330) 212-2260
Email: Ben@Dtredevelopment.com

02

FIRM PROFILE AND QUALIFICATIONS



Sample streetscape visualization exercises

DOWNTOWN REDEVELOPMENT SERVICES (DRS)
COMPANY BIO

Downtown Redevelopment Services (DRS) is a planning firm specializing in downtown planning and economic development projects that improve the quality of life for residents in small to medium-sized communities. We assist communities through comprehensive downtown planning, economic or redevelopment strategies, small-area plans, Main Street services, development-readiness exercises, and adaptive reuse projects. Our planning services focus on identifying the unique assets in a community and preparing strategies to help personalize them with action-oriented and implementable strategies. Through this action-oriented planning style, our firm allows communities to prepare recommendations for the short-, mid-, and long-term future while building community capacity and empowering residents.

DRS was founded in 2009 by passionate professionals who wanted to make a difference in communities by providing realistic and implementable strategies. Within our client communities, we do not take a "one-size-fits-all" approach, and we understand that every plan must be unique and responsive to the specific community it serves. While many firms work with a similar system, at DRS, we tailor project scopes and deliverables to meet the needs of a client community now and in the future. Through this process, DRS has gained an unmatched understanding and a track record of successfully implemented projects. With our experience and knowledge, we provide exceptional services at a budget-friendly price.

COMPANY HIGHLIGHTS

14
YEARS IN BUSINESS

93%
OF PROJECTS IMPLEMENTED

193
DOWNTOWN PLANS COMPLETED

6
EMPLOYEES

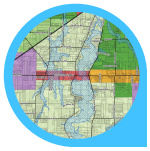


MAIN STREET AMERICA®
2023 Allied Member



DOWNTOWN REDEVELOPMENT SERVICES

AREAS OF EXPERTISE


Land Use and Ordinance


Downtown Master Plans


Economic Development Strategies


Small Area Development Planning


Building Assessments

Architecture. Planning. Interiors.

CRSA has been an integral part of community building throughout the Western Mountain Region since 1975. Based in Utah, with licenses in over a dozen states, we are working to make communities, campuses, and neighborhoods better places to live, learn, work, and play. Our staff of over 45 professionals brings a solid background of capabilities to many project types. We continue to expand our body of creative and innovative work in the areas of higher education, government, and libraries, as well as residential, mixed-use, office projects, urban design, community and institutional planning, historic preservation, and the design of civic, commercial, cultural, and religious projects.

47 Years In Business	**45** Professionals
638 Successful Projects	**147** Design Awards

CRSA provides customized and responsive planning, architectural design, interior design, and construction services. Our design focus is based on a fundamental approach to problem solving: each unique problem deserves a unique solution. In addition to our own creative team, we utilize a wide range of talented and creative consultants who share our passion for creativity and exceptional value. Each consulting team is tailored to the specific requirements and challenges of each project. Our highly collaborative, charette-driven design process brings together people and ideas from many backgrounds, and facilitates innovation and creativity through visualization of varied solutions.



Our firm offers a wide range of design services. From regional master plans to individual site work and facility assessments, our job is to discover benefits toward implementing long-range goals. With foresight, experience, and an eye toward increased space effectiveness, from the micro to the macro views, we engage stakeholders with purposed dialogue, action, review, and consensus. This assists stakeholders in retaining effective stewardship over their own future. CRSA is a dedicated advocate for consensus-based design.

CRSA is a leader and advocate for sustainable communities. Our work focuses on infill and revitalization, water and energy conservation, and maintaining a high quality of life through economic and cultural diversity. Projects completed by CRSA are among the most noted and awarded urban and architectural design work by organizations such as the American Planning Association, the American Institute of Architects, the American Society of Landscape Architects, and the Urban Land Institute. CRSA has received more than 140 awards for its design excellence.

CRSA

Our Services

- Architecture
- Landscape Architecture
- Planning
- Historic Preservation
- Interior Design
- Visualization

03

QUALIFICATIONS OF KEY PERSONNEL



Sample renderings from a small area plan focused on creating a new downtown core

03

PROJECT TEAM

PROFESSIONAL SERVICES

JOINT VENTURE

CRSA + DRS

- Certified Planner
- Licensed Landscape Architect
- Graphic Designer
- Public Facilitator
- Certified Economic Developer/Planner
- Main Street America Revitalization Professional
- Market Analysis professionals
- Transportation Reinvestment
- Zone Analysis Affordable Housing specialists

KEY TEAM MEMBERS

CRSA + DRS

CRSA + DRS Joint Venture is a leader in people-focused public space design along the Wasatch Front and the Intermountain West. CRSA is a full-service architecture, landscape architecture, and planning firm. DRS is a downtown planning and economic development firm with experience preparing necessary frameworks for community transformation projects in over 30 states.

COMBINED RELEVANT EXPERIENCE

- Moab, UT Downtown Master Plan
- Hurricane, UT Downtown Master Plan
- Cody, WY Strategic Downtown Master Plan
- West Point Small Area Plan
- Eagle Mountain Commercial Core Plan
- Parachute, CO Economic Diversification Strategies
- Heber City Downtown Plan
- Defuniak Springs, FL Downtown Master Plan
- Box Elder, SD Community Master Plan
- Idaho Falls Downtown Plan & Form Based Code
- WFRC/South Jordan Redwood Road Corridor Plan
- Sugar House Design Guidelines, Monument Plaza, S-Line Greenway
- Elko Nevada Downtown Plan
- Meridian Idaho Downtown Plan
- Provo/Orem SAP
- UTA Mid-Jordan LRT Station Design



KELLY GILLMAN
ASLA, AICP

Certified Planner and Landscape Architect

Kelly has led municipal planning projects with CRSA for 20 years, including general plans, corridor plans, downtown plans, and design/construction projects. Kelly leads the Landscape Architecture and Urban Planning team. ***Kelly will be the design lead.***



LAURA SMITH
AIA, LEED AP, BD+C

Senior Architect / Urban Designer

Laura is an architect and sustainability leader who brings insight and passion into the way the built world shapes our communities. She is highly experienced in reaching design solutions that increase the health and well-being of facility occupants.



BEN LEVENGER
AICP, ASLA, CEcD

Planner & Economic Development Professional

Ben is a Certified Planner and Certified Economic Developer, and landscape architect. After working for municipalities in 30 states, he will bring his rural community and resort experience to the City of Monroe. ***Ben will be the project manager.***



NATHAN DAVIS

Planner

Nathan has experience providing general planning, demographics review and densification or infill strategies for communities across the continental US. His expertise focuses on conducting detailed analysis of the existing conditions.



Ben Levenger

Downtown Planning Lead / Project Manager

17 Years in Private Sector Downtown Planning

29 States Where He Has Performed Downtown Master Plans

94% Success Rate for Downtown Master Plans

Ben is experienced in commercial and public projects with emphasis on planning, economic development, adaptive reuse and implementation strategies. He is an expert in downtown planning, community input, and economic analysis. He has worked on a range of planning projects across the US that include downtown planning, site selection, due diligence comprehensive plans, land use plans, transportation planning and revitalization/economic development projects. With almost two decades of assisting communities with downtown and economic development planning, he has the core competencies and depth of experience to make truly outstanding and highly implementable plans. He possesses competence and technical skills with a number of software programs including AutoCAD, InDesign, Photoshop, ArcMap/GIS, Envision Tomorrow Plus (ET+), Revit, SketchUp, and Microsoft Suite.

Education

University of Utah
Masters of Real Estate Development

University of Utah
Masters of City and Metropolitan Planning

Utah State University
Bachelor of Landscape Architecture

Fort Hays State University
Graduate Certificate - Grant Proposal Writing

Licenses & Registrations

- American Institute of Certified Planners (AICP) #29622
- Professional Landscape Architect (PLA)
- Certified Economic Developer (CEcD)
- Heart & Soul Level Certified Coach

Relevant Experience

- DeFuniak Springs, FL Downtown Master Plan
- Hurricane, UT Downtown Master plan
- Roy, UT Station Area Plan
- Eagle Mountain, UT Small Area Planning
- Moab, UT Downtown Master Plan
- Mars, PA Downtown Revitalization Plan
- Eatonville, FL Actionable Downtown Master Plan
- Zelienople, PA Downtown Economic Development Plan
- Helper, UT Economic Diversification Project
- Palmetto, FL Actionable Downtown plan
- Fort Meade, FL Downtown Plan
- Kemmerer, WY Downtown Plan
- Evanston, WY Economic Development plan
- Cokeville, WY Downtown Plan
- Parachute, CO Downtown Master Plan
- Franklin, TN Downtown Streetscape Project
- Houlton, ME Downtown Master Plan
- Indiana, PA Comprehensive Plan Update
- Zelienople, PA Comprehensive Plan
- Afton, WY Downtown Master Plan
- Heber City, UT Downtown Master Plan
- Springville, UT Corridor Development Plan
- Fairplay, CO Downtown Economic Strategies
- Harmony, PA Downtown Revitalization Plan
- West Point, UT Small Area Plan
- Eatonville, FL Property Transition Plans
- Evans City, PA Downtown Revitalization Plan
- La Junta, CO Property Transition Plans
- Greybull, WY Downtown Action Plan
- Indiana, PA Downtown Revitalization Project
- Moorcroft, WY Downtown Master Plan
- Shoshoni, WY Community Master Plan
- Torrington, WY Downtown Action Plan
- Murfreesboro, TN Downtown Master Plan
- Kittanning, PA Downtown Master Plan



Stan Levenger

Engagement Specialist

Stan is a skilled public and stakeholder engagement specialist. Through his experience in engagement, he understands how to capture public opinion. He provides intensive and meaningful public input to communities. His efforts lead a multi-sensory experience, driven to collect realistic feedback, built upon mutual trust and a deepened level of understanding.

Education

University of Akron
Bachelors of Geology

Licenses & Certifications

- Professional Geologist (PG)

Relevant Experience

- Moab, UT Downtown Master Plan
- Mars, PA Downtown Revitalization Plan
- Eatonville, FL Actionable Downtown Master Plan
- Zelienople, PA Downtown Economic Dev. Plan
- Afton, WY Downtown Master Plan
- Heber City, UT Downtown Master Plan



Nathan Davis

Planner II

Nathan is a community and downtown planning professional. With a wide range of planning experience, he has the core competencies to approach planning with an analytical and comprehensive lens. He possesses competence and technical skills with a number of software programs including InDesign, Photoshop, Illustrator, ArcMap/GIS, SketchUp, and Microsoft Suite.

Education

Georgia Institute of Technology
Master of City and Regional Planning

Florida State University
BS in Political Science, Urban & Regional Planning

Relevant Experience

- Roy, UT Station Area Plan
- Salina, UT General Plan
- DeFuniak Springs, FL Downtown Master Plan
- Eatonville, FL Main Street Plan
- Hurricane, UT Downtown Master plan



Jacob Klopfenstein

Planner I

Jacob is an experienced planner with experience working in downtowns and with Main Street programs. His drive for inclusive transportation is manifested into a strong presence for alternative transportation and linkages within project areas. Having worked with rural areas of Utah, he has a deep understanding of placemaking and unique character attributes for non-urban areas.

Education

University of Utah
Masters of City and Metropolitan Planning

Indiana University - Bloomington
Bachelors of Journalism

03

PROJECT TEAM



Kelly Gillman, ASLA, AICP

Senior LA/Planner

Kelly is a licensed landscape architect and certified planner with broad experience providing planning and design services to communities along the Wasatch Front, including general planning, small area planning, and corridor planning. Kelly is a comprehensive master planner and thinker, adept at taking a body of information, analyzing its parts and pieces, and constructing a system that works well in synthesis as a whole. In this way, he is especially skilled with gathering input from a community and visioning how to create one plan that fits the needs of many.

Education

Westminster College
Master of Business Administration

Utah State University
Bachelor of Landscape Architecture

Licenses & Certifications

- Landscape Architect: UT, WY, ID, CO, HI CLARB Certification, 2003
- American Institute of Certified Planners, 2006
- Bureau of Land Management National Training Center, Visual Resource Management, 2008

Project Experience

- Hurricane, UT Downtown Master plan
- Idaho Falls, ID Downtown Master Plan
- Elko, NV Master Plan Update & Downtown RDA Plan
- South Jordan, UT Redwood Road Corridor Plan
- Development Feasibility Study, Near Zion National Park
- Utah State Fairpark Public Market Feasibility Study, Salt Lake City, UT
- Hawk's Landing Development, Ammon, ID
- Murray City, UT General Plan Update
- Tooele Valley Regional Plan, Tooele County, UT
- Lehi City Land Use Plan, Lehi, UT
- Snake River Landing Master Plan Update



Bradley Kraushaar

Senior Designer

Bradley has experience in all phases of Landscape Architecture, from programming and conceptual design through documentation and construction administration. He has collaborated with large, interdisciplinary teams to deliver complex projects including campuses, urban redevelopment, planning and entitlements, and on-structure development. Previously, Bradley was a City Planner managing the land use permitting and development process for a small municipality, lending him perspective to both sides of the development process.

Education

Harvard University
Master in Landscape Architecture

University of Auckland
Master of Planning (candidate)

Colorado College
Bachelor of Arts in Mathematical Economics

Relevant Experience

- Hurricane, UT Downtown Master plan
- Roy Downtown Plan, Roy, UT
- Google Moffett Place Campus (CA), San Francisco, CA*
- Carl Zeiss Campus (SD/DD/CD/Permitting), San Francisco, CA*
- Lake Merritt BART (Competition), San Francisco, CA*
- Rebuild by Design - Flo-Mo (Public Outreach/ Communications - ASLA Award of Excellence), San Francisco, CA*
- India Basin (Master Planning), San Francisco, CA*
- Taylorsville State Office Complex Master Plan, Taylorsville, UT
- Taylorsville State Office Building Entry Canopy & Landscape Design, Taylorsville, UT

***Work Completed at Previous Employer**

03

PROJECT TEAM



Laura Smith, AIA, LEED AP, BD+C

Senior Architect/Planner

Laura Smith is an architect and sustainability leader who brings insight and passion into the way the built world shapes our communities. She is highly experienced in reaching design solutions that increase the health and well-being of building occupants while also identifying ways to reduce energy cost and impact on natural resources. Laura firmly believes that a sustainable project not only addresses environmental issues but also addresses long-term economic sustainability, social, and economic vitality. Through life-cycle analysis, performance-based energy modeling, daylight analysis, and extensive experience in third-party verification and methodology, Laura seamlessly integrates sustainable strategies into her projects. She is an expert collaborator and thrives at managing multi-disciplinary teams towards the common goal of creating healthy, vibrant communities.

Education

University of Utah
Master of Architecture

Clemson University
Bachelor of Arts in Architecture

Licenses & Certifications

- Architect: Utah, 2015, #9605511-0301 LEED: 10566856-AP-BD+C

Project Experience

- City Center Plaza + Intermodal Hub, Boise, ID
- Vineyard Station & City Center Area Plan, Vineyard, UT
- Liberty Crest Mixed-Use Housing,
- North Logan Community Center, North Logan, UT
- Parallel on State - Urban Infill Apartments, Salt Lake City, UT
- Pickle Co. Restoration / Event Space Adaptive Reuse, Salt Lake City, UT
- Salt Lake City Library System Glendale Branch, Salt Lake City, UT
- Santaquin Cultural Center, Santaquin, UT
- SL County District Attorney's Office Conceptual Design, Salt Lake City, UT
- South Jordan Senior Center Conceptual Design, South Jordan, UT
- Tremonton Sustainable Design Assessment Team, Tremonton, UT
- UTA Main Street Trax Station, Salt Lake City, UT
- UTA District Depot Clean Fuel Transit Center, Salt Lake City, UT
- Utah Film + Media Arts Center Conceptual Design, Salt Lake City, UT
- Weber Commons Food Hall, Ogden, UT
- Western Gardens Reception Center, Salt Lake City, UT



04

EXPERIENCE AND EXPERTISE



Samples of conceptual rendering from a civic space project

HERITAGE OHIO STRATEGIC DOWNTOWN PLANNING

SERVICES PROVIDED

Downtown Planning •
Urban Design •
Economic Development •
Transportation Guidelines •
Redevelopment Standards •
Land-Use Planning •
Public Engagement •

PROJECT DETAILS

Term of Service: 7/1/22 - 3/1/23
Budget: $49,500

CONTACT DETAILS

Matt Wiederhold
Executive Director, Heritage Ohio
mwiederhold@HeritageOhio.org
800 East 17th Avenue | Columbus, OH 43211
614-258-6200

Partnering with Heritage Ohio, DRS wrote the grant for and performed USDA funded work to provide strategic downtown planning for four (4) Ohio Main Street communities: **Cambridge, Coshocton, Middletown, and Wellington**. This process included baseline investigations, socio-economic review, corridor design ideas, economic development goals, and strategic implementation frameworks. This process was focused around providing necessary work to help each program move forward, utilizing the available human and fiscal resources.

As a final step in this process, each community was provided with property activation trainings that focused on providing property owners with strategies to improve upper floor utilization.

Cambridge



Coshocton



Middletown



Wellington



MOAB DOWNTOWN MASTER PLAN

SERVICES PROVIDED

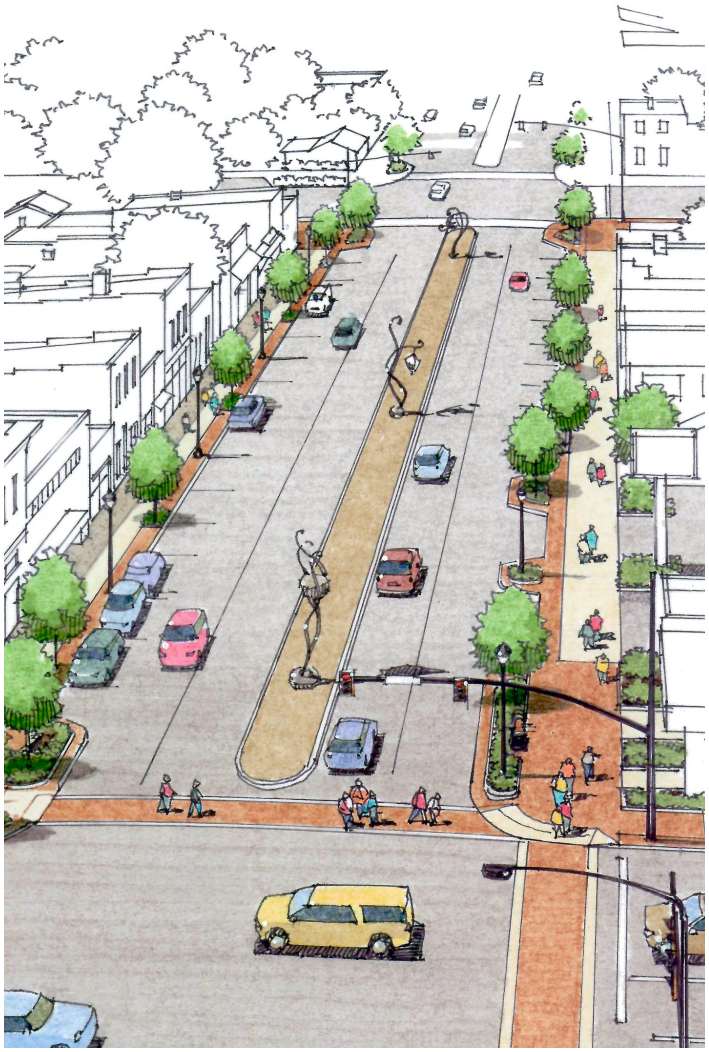
Downtown Planning •
Streetscape Design •
Transportation Planning •
Design Guidelines •
Connectivity Analysis •
Economic Development •

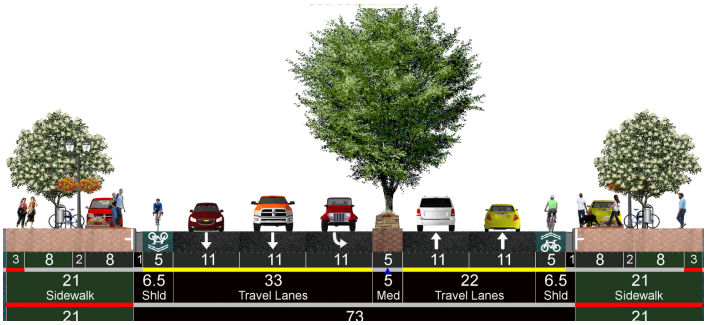
PROJECT DETAILS

Term of Service: 2018 - 2019
Budget: $72,000

The City of Moab was experiencing a deteriorating downtown corridor, loss of civic pride, and a lack of character. To remedy this, the City decided to undergo a downtown planning process, creating a framework for future enhancements to the historic downtown corridor and rebranding the community as more than a tourist destination. This study focused on balancing resident and tourist needs, while creating a more inviting and attractive downtown. Proposed enhancements included additional dining, local-based shops, vacant property legislation, targeted property development, and branding/placemaking.

Services provided by Downtown Redevelopment Services (DRS) include master planning, land use/ordinance recommendations, streetscape design, community input and visioning, placemaking, design guideline suggestions, parking analysis, and development/density identification.







DEFUNIAK SPRINGS, FL DOWNTOWN MASTER PLAN

The City of DeFuniak Springs was beginning to witness redevelopment and growth around the periphery of their downtown, continuing to see an economic loss in their historically designated downtown. To remedy this, the city underwent a downtown master planning process, a Community Revitalization Agency (CRA) strategic master plan, and parks and recreation master plan.

SERVICES PROVIDED

Downtown Planning •
Streetscape Design •
Fiscal Planning •
Transportation Guidelines •
Redevelopment Standards •
Land-Use Planning •
Connectivity Analysis •
Economic Development •

PROJECT DETAILS

Term of Service: 01/2022 - 12/2022
Budget: $170,500

Preparing these plans together provides the community with a series of closely related and interlocking recommendations that start downtown and have more enormous reaching implications for the rest of the community. DRS was acquired to perform all these services, leading the efforts to begin a ground-up redesign of this once thriving town.

Services provided by Downtown Redevelopment include master planning, land use/ordinance recommendations, streetscape design, Fiscal analysis, community input, visioning, placemaking, design guidelines suggestions, parking analysis, and development/density identification.









HURRICANE DOWNTOWN MASTER PLAN

SERVICES PROVIDED

Downtown Master Planning •
Economic Development Strategies •
Site Development Strategies •
Catalyst Site Build-Out •

CONTACT DETAILS

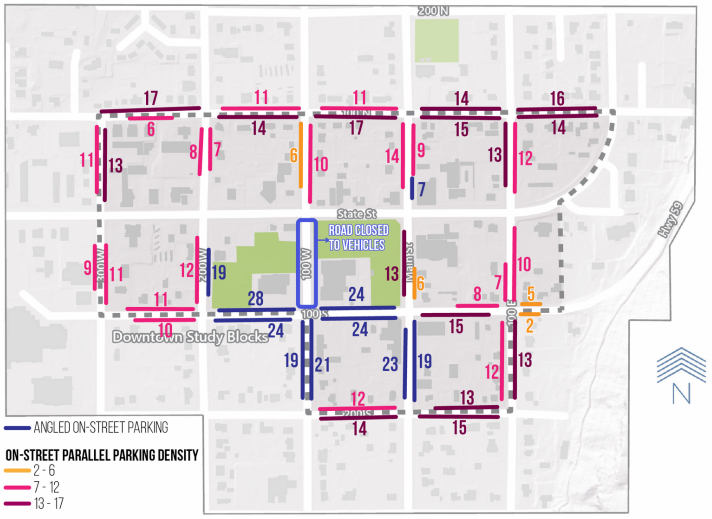
Stephen Nelson
Planning Director
(435) 635-2811
stephen@cityofhurricane.com

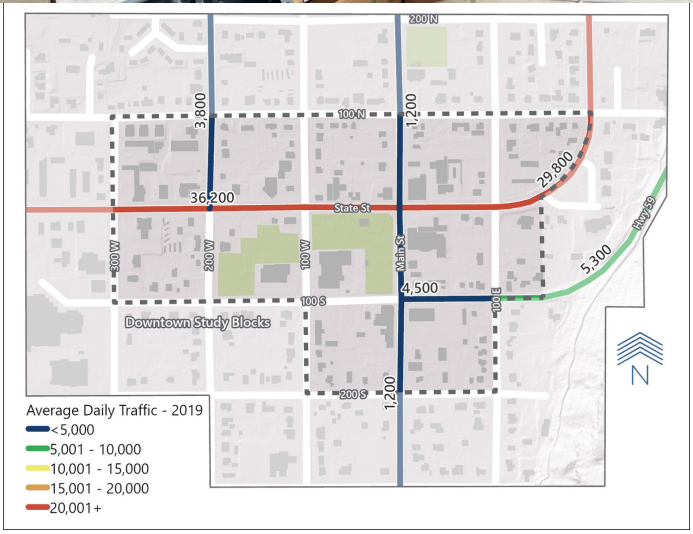
PROJECT DETAILS

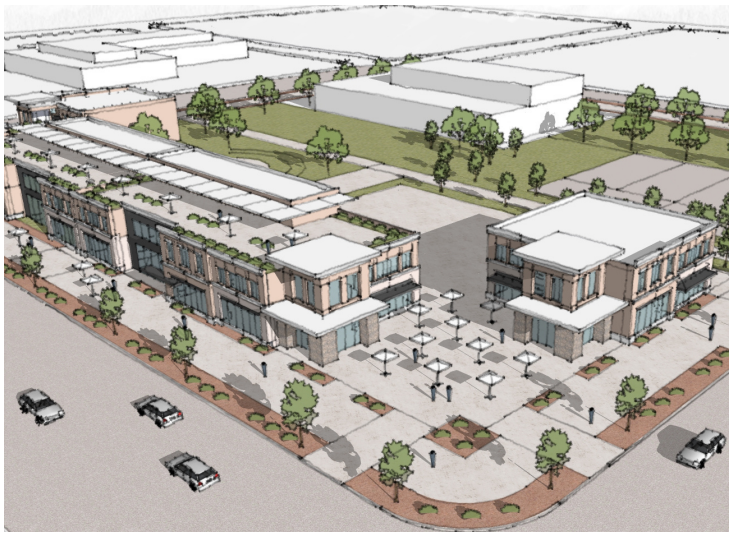
Years of Work: 2022 to 2023
Budget: $59,000

Witnessing unprecedented growth in population and traffic counts, the City of Hurricane decided to take a proactive step towards preserving the unique community character present within the downtown. To achieve this desire, the City decided to undergo a comprehensive downtown master planning process that would yield actionable goals for the short and long-term horizons. Through this process, the City hired DRS to prepare a plan identifying available human and fiscal assets, leveraging them at the right time and order to provide maximum impact. The work scope completed by DRS includes master planning, community engagement, revitalization framework creation, targeted site development, catalyst site visioning, and economic planning. This project included both members of the joint venture, and was primed by DRS.









MARS DOWNTOWN REVITALIZATION PLAN

SERVICES PROVIDED

Downtown Planning •
Community-Wide Economic Development •
Acquisition Services •
Grant Funding •
Adaptive Reuse Projects •
Design Guidelines •

DRS was engaged by the Borough of Mars, Pennsylvania, to help them revitalize their downtown and capture a larger market share of regional development initiatives development in the region. The decision to complete this work was initiated when Mars found themselves lagging behind the nearby township in growth and losing jobs or commerce to the surrounding sprawl development. DRS was retained to develop a downtown plan and implementable framework to address declining infrastructure and stagnant economy.

PROJECT DETAILS

Term of Service: 03/2016 - 12/2020
Budget: $72,500

DRS began by developing a vision for the community through comprehensive downtown master planning and economic development prioritization; primary of which was a rehabilitation of an underutilized church and transforming into a NASA supported STEAM facility. Community engagement was a key component to the ongoing work in restoring vibrancy to downtown Mars.



ZELIENOPLE DOWNTOWN ECONOMIC DEVELOPMENT PLAN

SERVICES PROVIDED

Downtown Master Planning •
Economic Development Strategies •
Adaptive Reuse Strategies •
Downtown Design Guidelines •
B.R.E. Strategies •
Grant Writing and Administration •

CONTACT DETAILS

Don Pepe
Borough Manager
DPepe@Zelieboro.org
724-452-6610

PROJECT DETAILS

Term of Service: 01/2011 - Present
Budget: $98,000

After almost 200 years of incorporation, the Borough of Zelienople, PA witnessed their community, and more specifically their downtown core, suffer from increased vacancies and deferred property maintenance. To remedy this situation, the Borough of Zelienople decided to fulfill the recommendations from their comprehensive plan's strategic goal and economic development narratives, specifically to transform their historic downtown business district into a thriving economic center that provides an increased quality of life and attracts tourists. To this end, DRS was retained to prepare and implement comprehensive downtown planning and economic development initiatives. The work scope assisted with was based on previously completed goals and required DRS to craft a downtown master plan for both creating a development ready community (infrastructure upgrades) and for improving the quality of life through economic diversification.

DRS offered turnkey assistance to the Borough, helping with project programming, streetscape and infrastructure design, implementation, grant writing, fiscal administration, adaptive reuse projects and park renovations. The first phase of work was finalized in the summer of 2018, after which time the Borough retained DRS to help with implementation of phase 2 (completed in the fall of 2022) and phase 3 (scheduled for project bidding in January 2024), specifically political coordination and grant writing/administration assistance.







HELPER COMMUNITY REVITALIZATION AND PEDESTRIAN CORRIDOR PROJECT

SERVICES PROVIDED

Downtown Revitalization Planning •
GAP/Market analysis •
Economic resiliency strategies •
Railroad land purchase negotiations •
Visioning, goal setting and public input •
Community visioning •
Corridor planning •
Small Area Planning •
Depot Adaptive re-use •
Streetscape design •
Political coordination •

PROJECT DETAILS

Term of Service: 2018 to Present
Budget: $65,000

CONTACT DETAILS

Anne Morgan-Jespersen
The Helper Project Director
anne@amjworks.com
801-541-0111

The Town of Helper is a quintessential small western railroad town that was at a crossroads, specifically to continue their slow economic decline and loss of population, or to make catalyst changes that would transform the community as a whole. Luckily, they chose the latter of those options. DRS was retained to help the community and non-profit revitalization organization (The Helper Project) envision catalyst projects and prepare strategies for implementation. The highest impact, and most easy to implement, project was a train depot rehabilitation and pedestrian corridor revitalization project. Through this project the visitors entering town through the AMTRAK depot would see local artist galleries, small food vendors and an overall improved pedestrian corridor that would invite them into downtown. To help facilitate this project, DRS completed master planning, community input, economic/market analysis, train depot building analysis, grant writing and implementation strategies. Currently DRS is spearheading the efforts of negotiations to purchase the depot and pedestrian corridor grounds from Union Pacific and acquiring foundation, grants and legislative set aside funding for implementation. Implementation is anticipated for spring of 2023. DRS also has a contract for construction administration, fiscal oversight and client coordination for the implementation phases, creating turnkey services for the non-profit community revitalization group.



WEST POINT, UT SMALL AREA PLAN

SERVICES PROVIDED

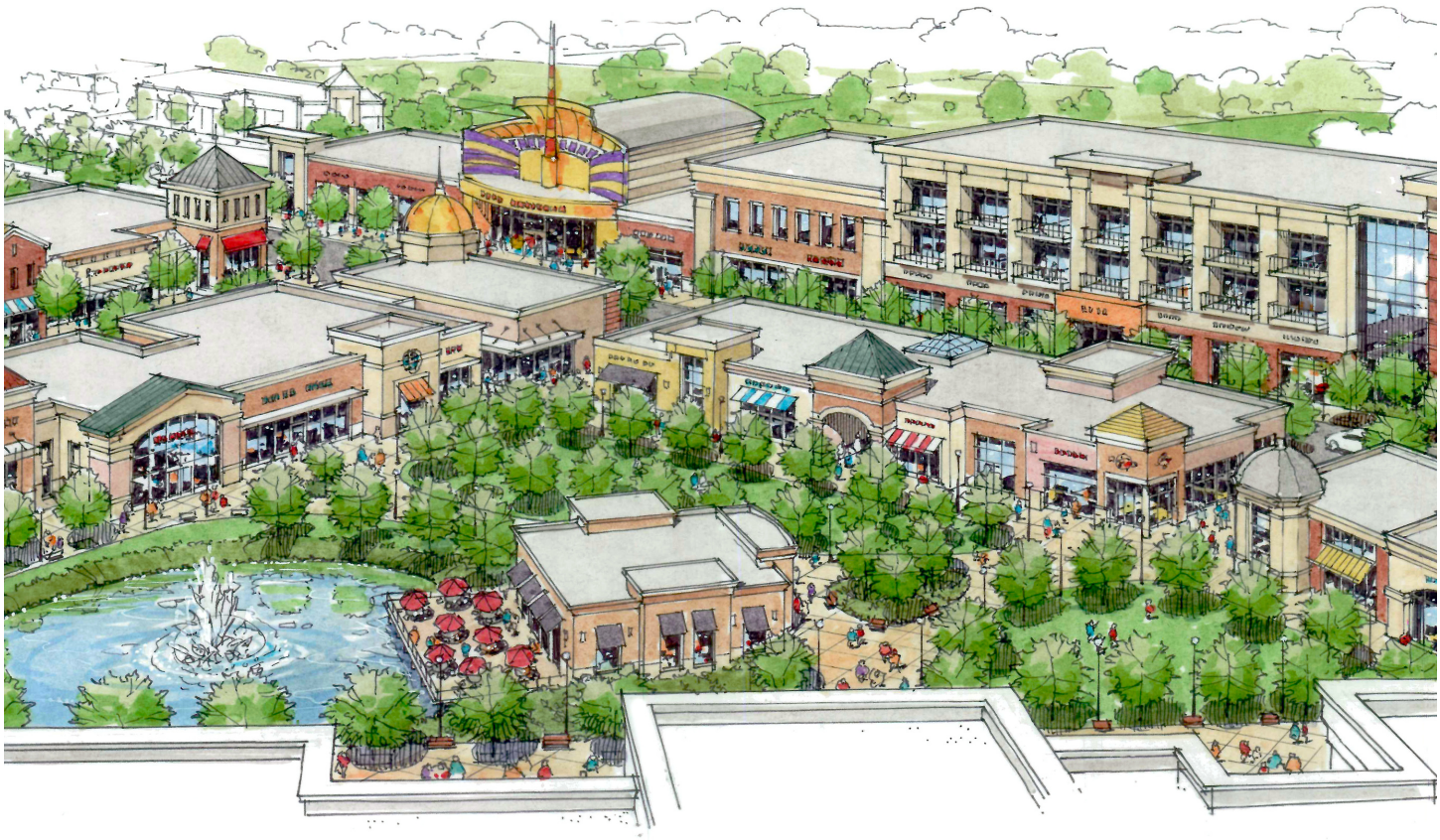
Station Area Planning •
Market Gap Analysis •
Site Planning •
Land Use Scenarios •
Transportation Planning •
Scenario Planning & Forecasting •

PROJECT DETAILS

Term of Service: 3/2022 - 12/2022
Budget: $50,000

West Point is experiencing growth along its western corridors precisely due to the expansion by the Utah Department of Transportation, which will place a new limited access motorway completion at an underutilized lot within the City. This opportunity was received as both a unique opportunity and a substantial challenge. Understanding this, DRS was hired to envision how the area could improve the local economy by creating a new mixed-use lifestyle center. This process was necessary to help diversify the local economy providing additional revenue through sales tax generation, not just property tax generation. To achieve this, DRS led the community through scenario planning and a detailed design process, leading to a plan that was adopted and is in progress for implementation. This project was impactful enough that after completion, the City retained DRS to perform the same process for two (2) other areas within the city. The prime is a corridor to create a new downtown area and Main Street district.





EAGLE MOUNTAIN, UT SMALL AREA PLANS

SERVICES PROVIDED

Small Area Planning •
X-Ray Analysis •
Community Engagement •
Land Use Scenarios •
Economic Development •
Strategic Goal Setting •

PROJECT DETAILS

Term of Service: 03/2022 - Current
Budget: $124,610

Eagle Mountain City, Utah is one of the latest in the Salt Lake City metro area to experience the growth pressures of in-migration. In an attempt to guide the City's growth, the City sought to create small area plans for three separate large tracts of land - Commercial Core, Gateway, and Mid Mountain. These represent opportunities to define the community's identity and character, bolster the local economy, and create a financially solvent future. To achieve this, the DRS/CRSA team is preparing a full spectrum of scenario planning and economic development assistance culminating in a detailed site plan and implementation framework for all three areas.

These efforts are building on the recently completed General Plan update and market analysis, diving further into the implementation phase. This will allow the community to become more proactive in shaping development and provide appropriate public-private partnerships, ensuring the overall community vision is met.


EagleMountain UTAH

SMALL AREA PLAN TYPOLOGY SHEET
-MULTI-FAMILY MEDIUM DENSITY-
(NEIGHBORHOOD RESIDENTIAL THREE)

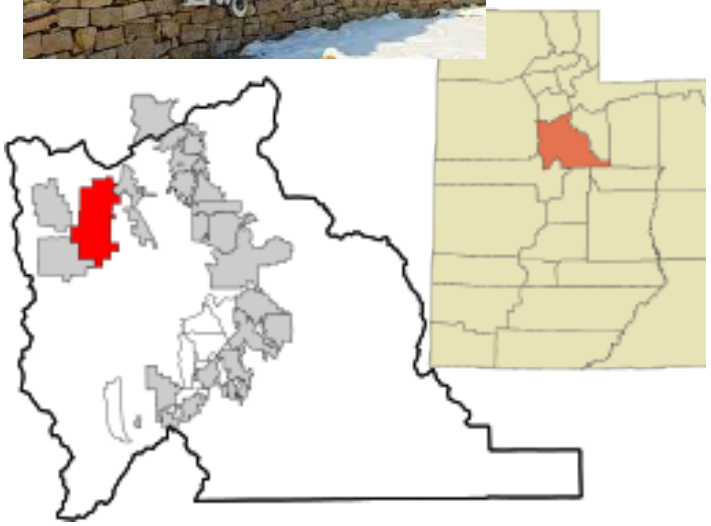
Medium density multi-family dwellings also provide a variety of housing options which can accommodate a wide range of individuals and family types. These dwellings are typically laid out within 2 to 3 story buildings grouped together. This arrangement also provide access to necessary public services and activities within the neighborhood and begin to serve as a transition between residential and more commercial land uses. Residential buildings are often setback from the street, but still incorporate front porches to create a vibrant community. Sidewalks connect residents to other amenities.

TYPOLOGY DESCRIPTION

- Small Unit Apartment Buildings
- 2-3 Stories
- Car ports or surface lots
- 12 - 20 units per acre -
- Average of 500-1,250 Sq Ft per unit: sample unit sizes below
  - 500 sq. ft -- Studio
  - 650 sq. ft -- 1 Bed / 1 Bath Apartment
  - 850 sq. ft -- 2 Bed / 1 Bath Apartment
  - 1,000 sq. ft -- 2 Bed / 2 Bath Apartment
  - 1,250 sq. ft. -- 3 Bed / 2 Bath Apartment

Highlighted Topics		
Pro's	Con's	Design Elements
• located along major arterials and specific areas, not mixed into neighborhoods. • Provides a variety of housing options • Increases the tax revenue, with limited infrastructure maintenance	• 3-4 stories tall • Provides a higher density in areas • Can provide traffic concerns if limited access is provided	• Surface lots and structures parking • Large sidewalks and connected walking pathways • Improved site amenities and access to schools, parks, etc.





ROY, UT FRONTRUNNER STATION AREA PLAN

SERVICES PROVIDED

Station Area Planning •
Market Gap Analysis •
Site Planning •
Connectivity Analysis •
Land Use Scenarios •
Transportation Planning •
Attainable Housing Strategies •

PROJECT DETAILS

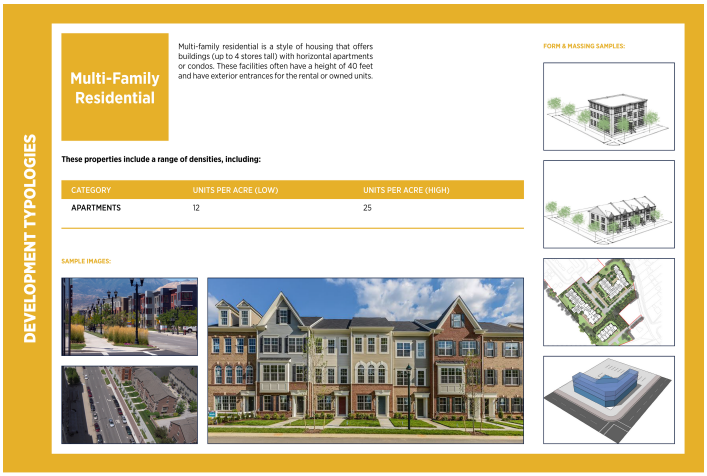
Term of Service: 10/2022 - 05/2023
Budget: $79,000

Roy City, Utah has direct heavy rail access to Salt Lake City and the broader metro region via its Frontrunner Station. In 2021, the state legislature enacted additional planning requirements for municipalities with fixed guideway rail stations. These included a moderate income housing strategy and a five year implementation plan. Fulfilling this new statute required a station area plan. This plan focused on leveraging undeveloped land adjacent to the station to meet community needs, improve multimodal connectivity, and improve housing affordability throughout the area. Key elements of the planning process included identifying strengths of previous planning, public and stakeholder opinions, and constraints of adjacent infrastructure.

This project included both members of the joint venture. Services provided by DRS and CRSA include station area planning, a market gap analysis, land use scenarios, attainable housing strategies, and a regulating framework.







SUGAR HOUSE MONUMENT PLAZA REDESIGN

SALT LAKE CITY, UTAH





CLIENT

Salt Lake City RDA

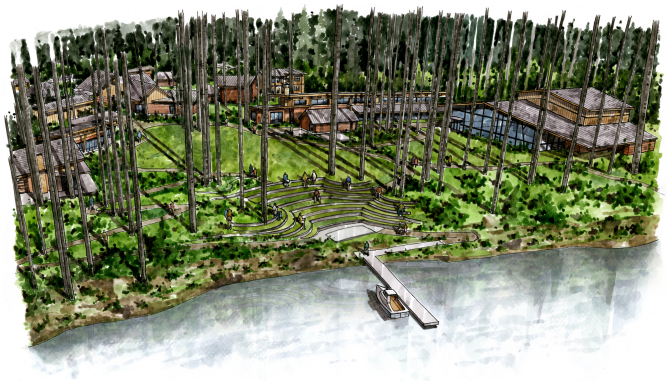
SCOPE OF SERVICES

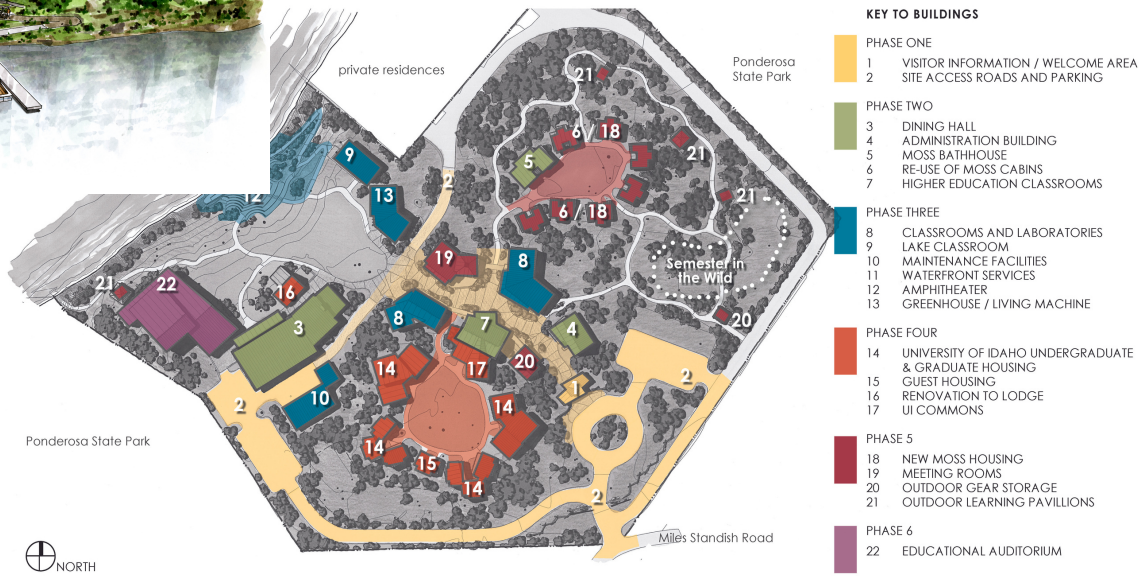
Urban Design, Public Involvement Facilitation, Historic Research & Preservation, Landscape Architectural Design & Construction Services

CRSA was retained by the Redevelopment Agency of Salt Lake City to provide visioning, public outreach, and final design for this iconic space in the Sugar House Business District. The plaza reclaims a portion of the road, allowing free flow pedestrian movements between the building façade and the historic monument. The plaza offers opportunities for dining, seating, a farmers market, and general relaxation, and was designed and constructed to meet the new Sugar House Business District Design Guidelines, also prepared by CRSA (with Fehr & Peers). CRSA also prepared documents for the restoration of the historic monument and the paseo space connecting 2100 South with the midblock redevelopment areas. As a number of developments are underway in the area directly adjacent to the plaza, CRSA coordinated with the developers to choose a design that complements their projects. To ensure the business district has a cohesive feel, CRSA also designed the streetscape on the adjacent Highland Drive and McClelland Streets.

MCCALL FIELD CAMPUS, CAMPUS MASTER PLAN UNIVERSITY OF IDAHO

MCCALL, IDAHO





CLIENT

University of Idaho, College of Natural Resources

SCOPE OF SERVICES

Master Planning, GIS Analysis, Sustainable Design/Plannings

The University of Idaho has retained CRSA and Epikos to provide master planning services for the 14 acre site, located within Ponderosa State Park. Historically used for College of Natural Resources forestry research and McCall Outdoor Science School (MOSS) programs, the interdisciplinary McCall Field Campus Master Plan:

- Crafts a cohesive and flexible framework for campus development
- Ensures effective and efficient space utilization
- Respects the campus' heritage while developing a distinctive environment to reflect the values of the McCall Field Campus and McCall Outdoor Science School
- Enhances the student and staff experience
- Exemplifies the UI sustainability goals

This coherent vision with supporting strategies and projects is presented as a tool to develop the campus, craft a framework to develop approximately 81,000 square feet of academic facilities, and enable the development of highly sustainable physical environment. Facilities included classrooms and labs, dining hall, educational auditorium, UI student housing, outdoor learning pavilions, waterfront amphitheater and MOSS housing.

IDAHO FALLS DOWNTOWN PLAN

IDAHO FALLS, IDAHO



CLIENT

City of Idaho Falls

SCOPE OF SERVICES

Community Visioning, Public Involvement, Urban Design, Comprehensive Planning, Design Guidelines

AWARD

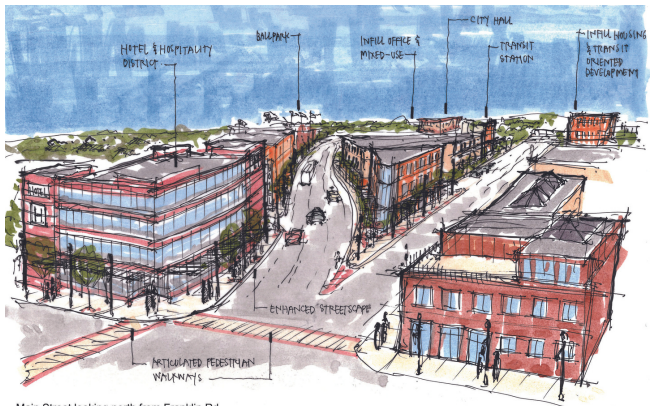
Idaho APA Outstanding Plan Award, 2018

CRSA collaborated with the City of Idaho Falls to develop a form based code zoning ordinance for the existing historic downtown area along the Snake River. The study area is bordered by the river greenway on the west to Yellowstone Highway on the East, encompassing a number of key assets. City, County, and State facilities help anchor employment while a mix of shops and restaurants cater to the many visitors and residents. CRSA assisted the City of Idaho Falls to develop a market-driven plan and implementation strategy to organize all planning completed to date into a comprehensive plan. Visioning for the project began in fall 2016, and continued through a series of workshops in early 2017. The recommended implementation strategy was a form based code and regulating plan adopted in late 2017. Also included in the plan is a series of recommendations for tactical urbanism and catalytic projects that may increase private investment in the area.

MERIDIAN DOWNTOWN MASTER PLAN

MERIDIAN, IDAHO





Looking toward the goal of becoming the heart of the Treasure Valley, the Meridian Development Corporation hired CRSA to facilitate the development of a master plan for the City's downtown core.

Meridian has a vocal group of community leaders and activists, and public involvement and participation in the planning process was a critical element to the project. Public outreach tools included traditional public meetings and regular meetings with a citizen advisory group. The City has a very young population, and to encourage involvement from this demographic, CRSA worked with Red Sky PR to develop social networking tools such as Facebook and MySpace. Additionally, an email newsletter including polls and survey tools was maintained with regular, ongoing updates.

The final deliverables of the planning process included illustrative plans and renderings for six downtown districts, as well as an ongoing list of strategic actions for implementation of the downtown vision. Critical to ensuring progress is made and the ideas of the Master Plan are being implemented was the establishment of an organizational structure to shepherd and monitor plan implementation. A series of action group committees was identified, with community leaders serving as action champions.

CLIENT

Meridian Development Corporation

CONTACT

Shaun Wardle
MDC Administrator
(208) 863-4160

SCOPE OF SERVICES

Visioning, Public Involvement, Land Use Planning, Facilitation, Strategic Planning



ELKO DOWNTOWN RDA MASTER PLAN

ELKO, NEVADA



CLIENT

City of Elko

CONTACT

Delmo Andreozzi
Assistant City Manager
(775) 777-7210
dandreozzi@ci.elko.nv.us

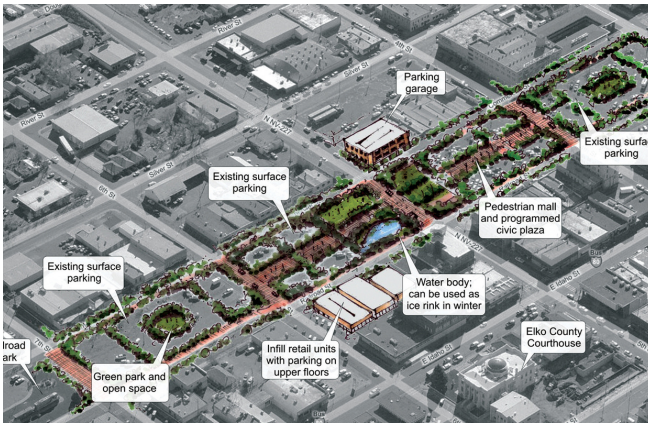
SCOPE OF SERVICES

Visioning, Public Involvement, Master Planning, Facilitation, Strategic Planning, GIS

Elko, Nevada's downtown area has undergone dramatic changes in the last quarter century, and the City and local residents are visioning about its future. In 1983, Project Lifesaver relocated several Union Pacific railroad tracks from the center of the downtown core to its periphery. The vacated railroad corridor has since been used for public parking and several festivals within the downtown area, but is poorly maintained and desperately needs beautification. Surrounding the vacated rail corridor are dozens of historic commercial structures, which have high occupancy rates but are in need of updating.

The City has established a redevelopment area encompassing its downtown core, and hired CRSA to facilitate a visioning process and develop a master plan for the RDA. The process included extensive public involvement, an on-site design charette, and development of strategies and projects to implement a new vision for downtown.





05

STAFF AVAILABILITY



Picture from a site tour in Downtown Coshocton, OH

05

STAFF & RESOURCE AVAILABILITY

DRS and CRSA are committed to providing the City of Monroe with a transformational document that has an easy-to-follow and implementable framework for short-, mid-, and long-term downtown goals. To ensure this, our team is committed to allocating the necessary resources and staff to complete the project. Outlined below is the current availability of our staff to perform the requested scope of work. The availability will be held open until such a time as the City of Monroe provides a formal answer regarding the selected consultant.

Downtown Redevelopment Services		CRSA	
Ben Levenger 33% OR 13 hours / wk	**Nathan Davis** 25% OR 10 hours / wk	**Kelly Gillman** 15% OR 6 hours / wk	**Laura Smith** 25% OR 10 hours / wk
Jacob Klopfenstein **33**% OR 13 hours / wk	**Stan Levenger** 50% OR 12 hours / wk	**Cooper Parson** 35% OR 14 hours / wk	**Kenneth Sanhueza** 20% OR 8 hours / wk

In addition to the above-listed staff availability, we have a full suite of software available to assist our team with necessary materials preparation and public input or participation. They include:

- **Bang the Table**
- **Social Pinpoint**
- **Zoom/Microsoft Teams**
- **Typeform (Surveying software)**
- **Adobe Creative Suite**
- **AutoCAD**
- **Revit and Rhino**
- **GIS storyboarding and mapping**
- **ESRI business analyst database**
- **Microsoft Office Suite**
- **Professional photographers**
- **FAA-licensed pilots and commercial-grade drones**

Current and Pending Projects

- South Town (Downtown) Design Plan, Medina, OH
- Hurricane, UT Downtown Plan
- Youngsville, PA Downtown Master Plan
- Coalville, UT Downtown Strategic Plan
- West Point, UT Small Area Plans (Phase 2)
- Murray, UT Downtown Strategic Plan
- Eagle Mountain, UT Small Area Plans
- Bountiful, UT Downtown Stategic Plan
- Afton, WY Downtown Parks Plan



06

STATEMENT OF UNDERSTANDING



Samples of conceptual rendering from a civic space project

06

STATEMENT OF UNDERSTANDING

Downtown Monroe Master Plan

Downtown Monroe is ripe with opportunities to create a stronger sense of place and anchor the economic base to the City's core. As a method of simultaneously increasing the quality of life for residents while providing increased opportunities for tax base diversification, the downtown master plan will help move the community forward while solidifying the overall community character that residents find critical to their community identity.

Downtown Monroe's master plan will address the area's built-form challenges, leverage local strengths to create a distinct sense of place, provide implementable strategies for improving the streetscape and wayfinding circulation, provide programming strategies for catalyst development opportunities, and define general improvements. Additionally, it will identify opportunities to add varied housing typologies, performing arts venues, and activation elements into the downtown, seamlessly integrating them into the overall downtown ecosystem. These actions will help the City build off past investments to develop a City and downtown area that serves its residents, stakeholders, and visitors. Our team understands that the proposed scope of work will require a strong level of partnering with the community and cooperation with City staff, stakeholders, and residents. Public engagement is a cornerstone of all our services, learning through varied, proven public and stakeholder engagement strategies. Engagement allows our team to fully integrate with the City, learning together about the residents' needs, desires, and anticipated future. Providing a deep and involved level of service is reinforced by the team's experience and training. Through our expertise and long-standing working relationships, we will work collaboratively to help guide the community, partnering together from ideation through ribbon cutting. The benefits of hiring our team are as follows:

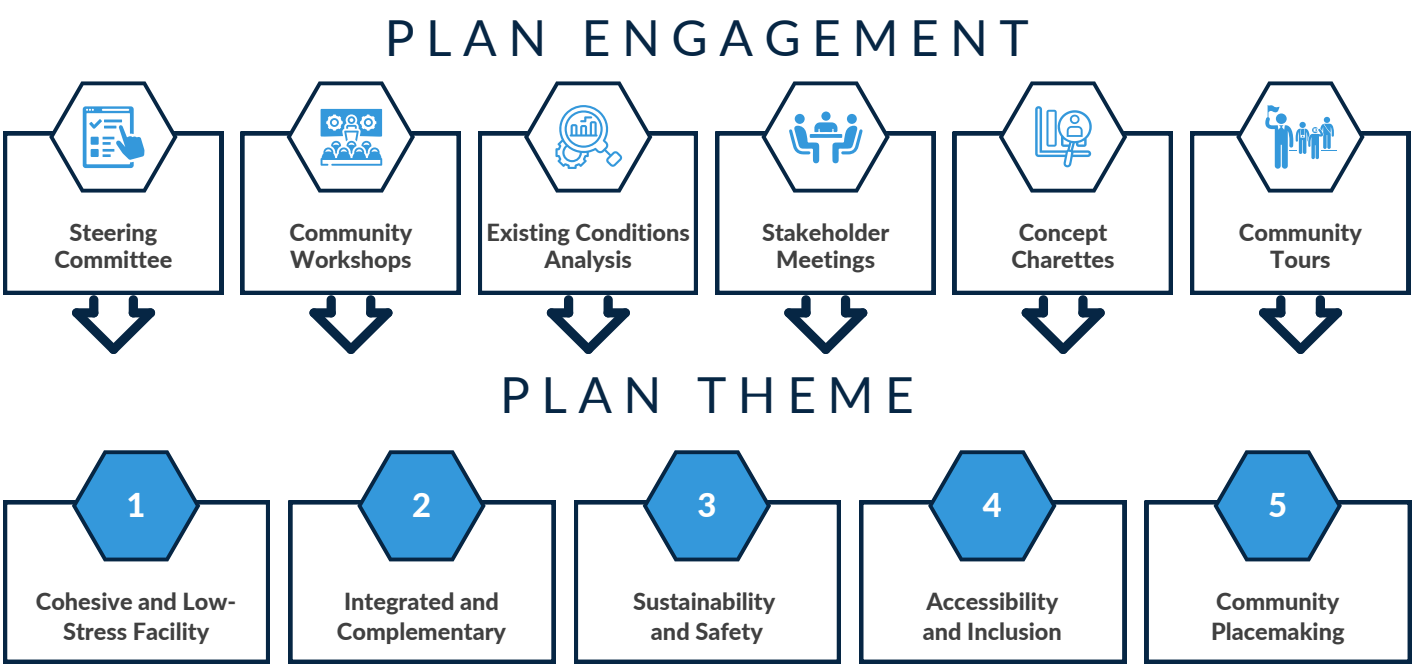
- Our team has an unmatched experience in downtown planning and place-based design.
- We are intimately aware of the local conditions based on our recent work with Downtown Middletown.
- Our expertise is rooted in years of delivering downtown master plans to similar communities in suburban Ohio.
- Our in-house economic and finance professionals can assist with financial management and grant application preparation/administration.
- We have an unmatched level of experience with communities under 20,000 in population, allowing us to bring successes from other communities to Monroe.
- We are versed in providing implementation frameworks for similar communities looking to make catalyst changes in their downtowns.
- We are one of only a few Midwestern companies that are allied members of the National Main Street Center members.
- Our team is well-versed in the unique conditions present within Midwest communities, having provided downtown planning for many Ohio communities.



06

Downtown Monroe Master Plan

STATEMENT OF UNDERSTANDING



A sample of our work flow from engagement through community visioning or themes

Finally, our teams understand (and standard processes) that a graphically rich and easily understood town square plan is required. Precisely, one that will prepare many highly detailed graphics and a framework for project completion. Two formats will be prepared:

Citizens guide format - This document is a graphics-heavy, presentation-style report streamlining the technical report findings. Such a client-facing document will help build enthusiasm and capacity while setting appropriate expectations.

Technical guide format – This document format is a technical resource for the City staff and partners.

We welcome the opportunity to spend the necessary time and effort through partnerships to join the community and develop a deep understanding of Monroe. After all, a plan driven by residents will serve residents and still attract visitors.

07

PROJECT METHODOLOGY



Sample site development renderings

Phase 1
Administration & Discovery

Deliverables: Project Management Plan; Steering committee assignments; Planning process branding guide; Public engagement plan; Project website; and Existing conditions report.

Task 1.1. Kick-off meetings.

Meetings will be held with the Historic Preservation Commission, the Planning Commission, City Council, the Monroe Area CIC, Steering Committee, and Technical Committee to kick off the planning process. These entities will help us identify the constraints and opportunities as well as brainstorm recommendations for the downtown area's future. In addition, the steering committee of 7 to 11 individuals will act as a sounding board, convey messages to the general public, and gather feedback. Items to be included in this task are:

- Define the project management with timelines for the completion of various elements of the DMP.
- Brand the planning process with standardized elements, i.e., palette(s), fonts, logo(s), and taglines;
- Review and finalize the engagement plan, working with the City staff to prepare a Monroe-specific input plan based on the Visual, Auditory, and Kinesthetic (VSK) model;
- Identify stakeholder desires and concerns.
- Discuss preparing a custom-built project website to serve as the hub of activity for the entire project.

Task 1.2 - Review of existing ordinances and planning efforts.

Understanding the existing ordinances will help the City and our team understand the available tools for improving the downtown area. Ordinances, especially zoning and land use, are critical in implementing the plan, especially in a community where real estate activity is predominantly private. Additionally, we will work to build upon previous planning and studies, including the 2040 Comprehensive Plan, 2023 Multi-Family Housing Assessment, 2023 Economic Development Strategic Plan, and 2019 Comprehensive Housing Assessment.

Task 1.3 - Define Downtown Monroe's boundary.

Defined downtown boundaries are critical to planning for the corridors and how the areas will interconnect. Defining the downtown area will solidify its identity and define where applicable ordinances and improvement recommendations will occur. We will define the downtown's boundaries by working with the steering and technical committees. De facto and de jure realities will inform the boundary creation, including historical data, destinations, land uses, densities, and perceptions. An initial boundary will be defined for progress purposes, and this will be later refined and finalized through an iterative process as more information is uncovered.

Task 1.4 - SWOT data analysis.

Data collected and subsequent analyses will inform a SWOT analysis of the project area. Such data will include demographic, socioeconomic, housing, retail sales, consumer expenditures, tax revenue, utility capacity, and transportation. This assessment will go beyond the physical condition, identifying fiscal and human assets for use with implementation. Monroe data will be compared to nearby municipalities, Butler County, Ohio, and the nation to identify strengths, weaknesses, opportunities, and threats specific to the downtown area and the City.

Task 1.5 - Asset mapping.

We will identify critical assets, nodes, collection points, fiscal capacity, human abilities, and other aspects of the community. These methods and locations will be reviewed and analyzed to understand the draw and defining items that need further integration into the downtown area. When determining these items, they may be physical, abstract, or perceived, yet they will all play a critical role in future uses. In addition to downtown assets, we will identify assets within a reasonable distance of the boundary since these may also impact downtown activity.



Task 1.6 - Economic development policy assessment.

Downtown revitalization is highly market-driven, and understanding the available tools for economic development is essential for creating an economically viable district. Our team will review various local, state, and federal economic development tools available to the City. These may include employment incentives, business recruitment incentives and strategies, retention strategies, as well as economic development best practices from other areas.

Task 1.7 - Infrastructure assessment.

Infrastructure systems with capacity and longevity are foundational in downtown development, and creating a long-term maintenance schedule can help reduce costs by avoiding unnecessary, redundant costs. For example, underground pipes should be repaired before a road is repaved. We will utilize available data and conduct in-person assessments to catalog the condition of Downtown Monroe's surface-based infrastructure. Available data sets will be reviewed and analyzed for below-ground and surface infrastructure.

Task 1.8 - Built environment & transportation analysis.

Our team will review the built form, massing, and urban design characteristics within the downtown area. The analysis will include an on-site visual inspection and utilization analysis, driving quantitative data about critical areas or pinch points. We will inspect buildings, vacant parcels, non-vehicle infrastructure, vehicle infrastructure, signage, public and civic space, streetscape amenities, public lighting, and more. We are particularly interested in historic- and architecturally-significant elements we can document and incorporate into the plan. In addition, we will evaluate the circulation analysis for pedestrians, light-individual transportation users (i.e., bikes, e-bikes, scooters), mobility aid users, and drivers. Each move through the downtown area differently and have different needs. Available multimodal activity data will be combined with data collected during several site visits to assess impacts.

Task 1.9 - Identify the downtown vision and high-level objectives.

A critical early step is working with the community to identify a unified vision and high-level objectives for the downtown. This step will allow the community to influence the downtown and set expectations for adapting to meet the residents' needs. The vision is essential for narrowing and cementing the downtown's identity and creating a true sense of place. This vision statement should be informed by to-date public and stakeholder input and existing elements. We will work with the key stakeholders to develop a broadly supported and achievable vision statement regarding the design and character of downtown. Identifying a strong vision statement will lay the groundwork for the remainder of a successful DMP, including objectives, recommendations, and implementation actions. We will provide an easy-to-track and defined process for vision creation, allowing participants to witness how their input is meaningfully incorporated into the overall plan. This will ensure that residents remain vested and know their voices are equitably heard, building enthusiasm and capacity.

Additionally, high-level objectives constitute visionary statements about the downtown area, which will center the remainder of the planning process, recommendations, and implementation plan. Our proposed planning process narrows from the vision to objectives to recommendations to implementation actions. We will work with the City, committees, and residents to identify and document the preferred direction through a process graphic.





Sample renderings from streetscape and infill development projects

Phase 2
Public and Stakeholder Engagement

Deliverables: Digital and print marketing materials; Surveys #1 and #2; Community mission, vision, and values; SWOT analysis #2; Conceptual recommendations workshop materials; Draft recommendations charrette materials; final recommendations presentations.

Public and stakeholder participation is deeply rooted in all phases of our planning approach. This ensures significant community buy-in, and residents can witness their impact on the overall plan from ideation to implementation. In addition, we will engage directly with the community through varied approaches to meet people where they are and ensure comfort for participants. In-person meetings are often the most effective for gathering meaningful input and feedback. Our meetings are usually scheduled in the evenings to maximize in-person attendance, yet they can be amended to meet community needs. We will create digital and print content to advertise these meetings through the mail, social media, email, and other innovative methods, leveraging existing communication channels. To complement in-person engagement, we will have the project website to distribute essential information about the planning process and online surveys to gain input and feedback. Innovative solutions to distributing these digital resources include geofenced social media ads and existing community events.

We will work with the City and committees to refine and finalize the engagement plan before the start of the planning process. This element will detail objectives, activities, methods, roles, and timeframes. Our proposed Downtown Monroe public engagement process is as follows:

Task 2.1 - Committee Update Meetings

The consultant team will facilitate a monthly meeting (or on a schedule determined by the City) with the committees. These meetings will be a mixture of in-person and virtual meetings. All meetings will have a set date on a rolling four-week calendar (e.g., the third Wednesday). At each meeting, the following will be discussed:

- Work completed in the past month;
- Work anticipated for the next month;
- Necessary assistance from the committee or city staff;
- Milestones expected for the next month;

Task 2.2 - Public Engagement Plan

Our team will work with the City and the steering and technical committees to finalize a community input and participation plan. The information outlined in this section is our suggested process and will be a starting point for the finalized plan. Our team welcomes the opportunity to tailor this input campaign to the unique nuances of Monroe.

Task 2.3 - SWOT Analysis with Key Stakeholders

We will engage with key stakeholders to identify strengths, weaknesses, opportunities, and threats to the community. This will augment the SWOT analysis performed using data and will differ because it utilizes public and stakeholder input. The SWOT analysis will be conducted during the first round of stakeholder interviews.

Task 2.4 - Vision and Master Plan Survey

We will prepare a survey to gauge feedback about the downtown, desired amenities, and ancillary needs. This survey will be hosted on Typeform (online survey management software) and accompanied by posters, business cards, and print-form surveys to be distributed throughout town. By providing the survey in multiple formats, we hope to gather a statistically valid set of data that can be utilized to drive the overall visioning process.



Task 2.5 - Visioning and Conceptual Recommendations Workshop

Our team will facilitate consensus building and visioning workshops. The purpose of this effort is to help identify areas where the community is in agreement about common goals or strategies. From this point, our team will help the community build relationships and define vision elements that can be mutually agreed upon. We aim to facilitate 3-4 meetings over two (2) days, providing them at critical steps, including already planned events such as Fourth of July celebrations, community celebrations, festivals, farmers markets, etc. The strategy is to gather feedback where people are comfortable, not requiring them to come to the team to provide feedback.

Task 2.6 - Draft Recommendations Survey

Feedback from the conceptual recommendations workshop will be used to draft community-specific recommendations for the downtown. We will prepare a survey to gauge feedback about the draft recommendations. It will run from approximately Thanksgiving through New Year's Day. In addition, survey results will inform narrowing down the final recommendations.

Task 2.7 - Draft Recommendations Charrette

As a part of the visioning and goal-setting process, our team will conduct a charrette with Downtown Monroe residents and stakeholders. This charette will take place over an intensive three-day time period. The charrette format will include public participation meetings, stakeholder meetings, and one-on-one meetings, each facilitated by various community visioning tools designed to stimulate all individuals (per the VAK model).

Task 2.8 - Town hall meetings

We will facilitate two (2) town hall meetings after the draft recommendations are in final form. These meetings will give the community a final opportunity to engage with the planning team. These events will take place over two days and will be provided at multiple timeframes to maximize opportunities for participation.

Task 2.9 - Final Plan Public Comment Period

Public buy-in to the Plan is critical to successful implementation. We deeply value community support. Community input will be incorporated throughout the process.



Imagery showing a recent downtown meeting in Bountiful, UT

Phase 3
Recommendations Ideation and Evaluation

Deliverables: DMP Final Recommendations; Duke Energy substation design strategy.

Task 3.1 - Draft general recommendations.

At this point in the planning process, we will finalize the downtown's specific boundaries, considering feedback and information learned since Task 1.3, in which the boundaries were drafted. With the boundaries in place and the overall vision solidified, our team will begin drafting the DMP's recommendations. These recommendations may include City ordinances and policies, City-led planning or development efforts, public-private partnerships, and tax structures. Topics or highlighted areas for recommendation categories are:

- Mixed-use redevelopment/development opportunities;
- Built form and infill development strategies;
- New commercial venture opportunities;
- Green infrastructure and economic development strategies;
- Varied housing stock integration;
- Parking system management (current and future supply);
- Multimodal neighborhood connectivity and access;
- Public spaces for the performing arts, work, and events; and
- Wayfinding and branding.

Each of these recommendations will be designed with the activation of downtown spaces. **We value downtown elements that engage people and improve their quality of life.** These elements should be designed to foster an active street life. This goal will carry over to all elements of the DMP, and visual concepts will be provided to help envision the elements.



Task 3.2 - Draft Streetscape Plan.

Streetscapes constitute the vast majority of public space in Downtown Monroe, providing a significant opportunity for the City to shape the downtown's growth. In addition to facilitating multimodal circulation, downtown streetscapes offer a place for people to gather, engage with their neighbors, and enjoy the downtown area's offerings. Therefore, we will create a comprehensive streetscape plan based on asset mapping, to-date public input, high-level objectives, and general recommendations. The streetscape plan will detail the arrangement of multimodal infrastructure, wayfinding and traffic signage, traffic signals and lights, street furniture, public art displays, and other elements of the public realm. Our planning process is designed to create a transportation system that welcomes all users, including motorists, bicyclists, pedestrians, and mobility aid users.The goal of the streetscape plan element is to improve circulation and safety, ensure all users' comfort, and be consistent with the downtown unified vision.

Task 3.3 - Draft catalyst development/redevelopment projects.

Based on the work completed to this point, we will develop a series of time-phase catalyst projects that utilize mixed-use typologies and locations. The purpose of these is to help jumpstart economic development throughout the downtown and implement the overall character and vision desired by residents. Typically, these development scenarios are located at critical areas where targeted efforts will maximize impact, such as infill development property activation, reuse strategies, etc. This practice aims to activate strategic areas to spread economic development and create a tie-in between the downtown and surrounding areas. We will draft and rank proposed catalyst projects that leverage partnerships between the City and public and private entities. Projects may include:

- Housing construction/rehabilitation;
- Mixed-use construction/rehabilitation;
- Performing arts facilities;
- Civic and public space; and/or
- Multi-modal transportation.

Elements of this section will consist of architectural drawings and renderings (before and after) and written text, balancing the plan layout.

Task 3.4 - Draft Wayfinding and Branding Plan.

Streetscape enhancements and downtown assets will help shape the wayfinding plan by centering multimodal circulation around the existing conditions, creating a sense of place for the public realm that guides people efficiently to their destination. These elements may be built into other sections, such as arches or entrance signage in the streetscape realm improvements. Additionally, this element of the DMP will include a branding plan that narrows and cements the downtown's identity through design elements, including fonts, colors, imagery, and more. Graphic representations and explanatory text will accompany all of the recommendations.

Task 3.5 - Duke Energy substation design strategy.

The Advance Monroe 2040 Comprehensive Plan laid out the beginning of design strategies for improving the aesthetic value of the Duke Energy substation in Downtown Monroe. The DMP will build upon the initial efforts to improve the facility and better incorporate it into downtown. We value engaging and aesthetically pleasing elements in downtown areas, where pedestrian comfort is paramount. Our team will work with all relevant parties, including Duke Energy and the City to create a plan that will ensure access yet provide adequate separation for pedestrians and private spaces.

Task 3.6 - Downtown final recommendations.

Feedback on the general recommendations, streetscape plan, and wayfinding and branding plan will be incorporated to alter/remove those without sufficient support and add desired ones. Moreover, this task will involve testing the ideas and information with the public and refining the various recommendations to ensure continuity between the elements. The final recommendations will include all the information outlined in the general recommendations, site development, streetscape recommendations, and wayfinding and branding recommendations. Specificity will be critical in this task to ensure that the intentions of the DMP are clear and that these recommendations accurately reflect the information learned and input received from the community. Explanatory text and illustrative maps, concepts, and graphics will be created to discuss the recommendations succinctly. High-level cost estimates and identification of potential and actual obstacles will be woven into an actionable implementation framework that will be prepared for each recommendation. These accompanying materials will help ensure that the catalyst projects are realized on time to have the intended effect.



Downtown Middletown, OH

Phase 4
Recommendations Ideation and Evaluation

Deliverables: Downtown Master Plan

Task 4.1 - Refinement and Alterations

Preparing a series of graphically rich, easily understood, and attractive documents will help drive use after project completion. To achieve this, our team will work with the City and technical committee to refine the draft recommendations, providing additional information and solidifying them into a two-format document. This will include preparing a downtown master plan in the following formats:

Residents' Guide - This guide is more graphic in nature, highlighting the details from the technical guide to provide a more easily consumed document for public purposes.

Technical Guide - This document will primarily be used by the City staff and serve as the guiding light for project implementation.

Through these different guides, all residents in the community will be able to understand the process undertaken and the results-driven, directly tying their feedback and how it was incorporated into the overall plan. This process is not linear, requiring several rounds of edits and alterations. Therefore, we propose providing up to two (2) rounds of revisions for this project.

Task 4.2 - Zoning and ordinance review and recommendations.

A comprehensive analysis of the zoning code and other ordinances will be conducted to determine where surgical and comprehensive reforms must be made to facilitate the plan recommendations. We will also explore creating a potential downtown zoning district to regulate building design, the interaction between the public and private realms, the development process, and land use/occupants. The results of this sub-task will include redlines for up to five (5) areas where edits will be required.

Task 4.3 - Fiscal Impact Analysis.

With a full understanding of the DMP recommendations and associated implementation actions, our team will prepare a fiscal impact analysis for land use and development changes. This analysis will include anticipated costs and revenue associated with the outlined redevelopment activities in the DMP. This task is critical to municipal budgeting and seeking funding for catalyst projects. As market conditions change, we will work with the City to ensure that the downtown is economically viable and on a strong financial footing.

Task 4.4 - Implementation and funding plan.

Our team will identify step-by-step implementation actions for each recommendation. These will be conscious of potential challenges to implementing the final recommendations. Next, a series of progressively more detailed steps will be provided, starting with the vision statement (broad) and finishing with implementation actions (specific). This will help formulate an implementation plan with specific City policies broken out by short-, mid-, and long-range recommendations. Finally, these individual implementation steps will be aggregated to develop the implementation plan. Each action will be assigned to the parties most likely responsible for its implementation, defining roles necessary for the successful implementation of the DMP.

Additionally, we will pair these implementation steps with typical funding strategies to provide the City with appropriate direction. Funding strategies (e.g., general revenue, grants, and tax structures) will be identified to implement the final recommendations. By phasing the Plan, we aim to provide the City with a plan framework that is right-sized and manageable given the City's financial and human resources. Specifically, we will provide a comprehensive list of all available grant funding for each identified recommendation to minimize the cost burden on the City.



Phase 5
Preparation and Adoption

Deliverables: Downtown Master Plan - Citizens' Guide and Technical Report

Task 5.1 - Final deliverable preparation.

Upon approval of all elements of the draft Plan, our team will finalize the preparation of the final documentation. The final deliverable will include the following:

- Demographic and built environment existing conditions analysis;
- Map of community/downtown assets;
- Public and stakeholder feedback summaries;
- Built form and infill strategies;
- Downtown specific economic development initiatives;
- Downtown general recommendations;
- Comprehensive streetscape plan;
- Catalyst development/redevelopment plan;
- Downtown wayfinding and branding plan; and
- Implementation and funding plan;

We will provide the deliverable in digital and print formats and work with the committee to provide two (2) rounds of edits. File transfer sites with appropriately structured folders will be provided access to all project files, ensuring all information is available to the various stakeholder entities. These entities include the Steering Committee, Technical Committee, Planning Commission, Monroe Area CIC, and City Council. Three (3) copies of the final document will be professionally printed, bound, and mailed to the City. Additional copies can be prepared at cost.

Task 5.2 - Final plan presentation.

Shortly after delivering the final deliverables, our team will prepare and deliver a final presentation on the DMP and the implementation matrix. Invitees will include the Steering Committee, Technical Committee, Planning Commission, Monroe Area CIC, and City Council. Additional individuals and entities are welcome to attend.

Task 5.3 - Plan Adoption.

Our team will guide the steering committee and Council through all phases of review and adoption to ensure successful adoption and implementation. Our planning process is designed to garner thorough public and stakeholder input early and incorporate feedback consistently. Minor plan revisions throughout the process help reduce the time needed for review and adoption. In addition, our team will attend one (1) in-person public adoption meeting to answer questions and to see it through adoption. Assistance or public meetings in addition to the scope outlined in the RFP can be negotiated.

Our team has reviewed the comments and answers provided to inquiries, as was posted on the website on 6/2/2023



08

PROJECT SCHEDULE

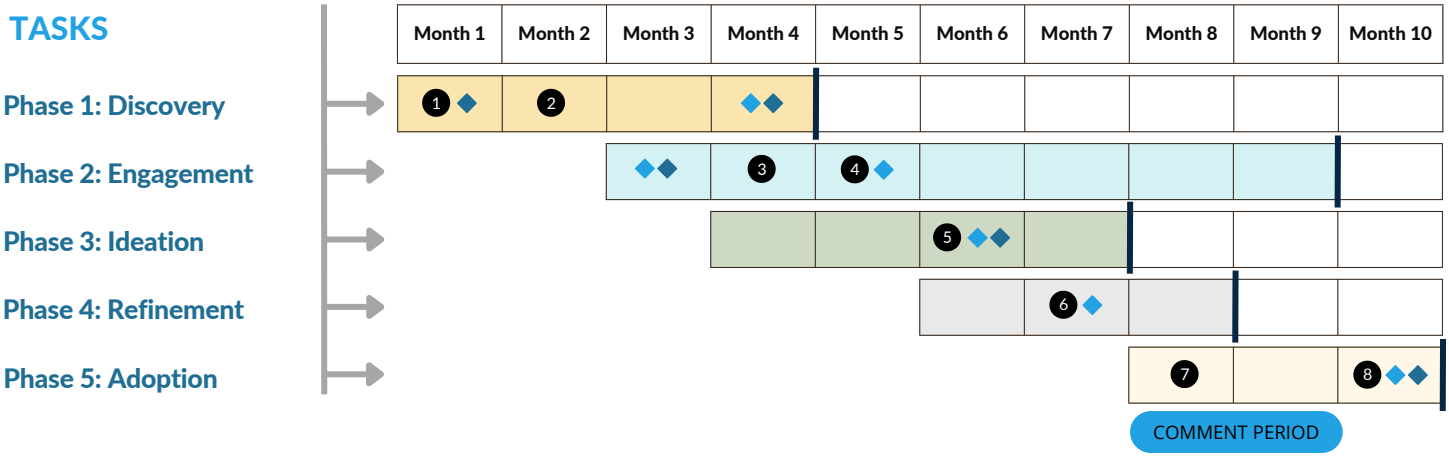


Sample project photography

08

PROJECT SCHEDULE

The following tables demonstrate initial ideas for engaging the community and stakeholders for the City of Monroe Downtown Master Plan. We will conclude the planning process in approximately six months and collaborate to adopt the plan across approximately two months as needed.



OUTREACH MEETINGS/EVENTS

ADMINISTRATIVE MEETINGS

Meetings will be held approximately monthly and will include review with the Historic Preservation Commission, the Planning Commission, City Council, the Monroe Area CIC, Steering Committee, and Technical Committee.

◆ Admin Meetings

◆ Technical Committee

1

KICKOFF MEETING (MONTH 1)

- *Real estate redevelopment walking & biking tours*
- *Site Inventory Tour*

2

MEETING #1

- *Stakeholders and visual preference workshops (month 2)*

3

FIELD TOUR (MONTH 2)

- *Meeting #2: Tactical Urbanism Workshop (month 3)*
  - *Transportation Tour and Workshop*
  - *Visualization and ideation exercises*
- *Site Condition Assessment*
- *Meeting #3: baseline and ideas presentation to Council (month 3)*

4

PUBLIC MEETING #1, VISION WORKSHOP(S) (MONTH 4)

- *Site development stakeholder meetings*
- *Developer appetite interviews*

5

VISION REVIEW AND REFINEMENT MEETING (MONTH 6)

6

PUBLIC MEETING #2, COUNCIL PRESENTATION(S) (MONTH 7)

7

PLANNING COMMISSION PRESENTATION (MONTH 8)

8

CITY COUNCIL PRESENTATION (MONTHS 9 & 10)

09

CLIENT REFERENCES



Sample building and infill development rendering

09

CLIENT REFERENCES

Downtown Middletown, Inc.
Jeff Payne
Executive Director
1050 Central Ave, Floor 2, Ste 2750
Middletown, Ohio 45044
E: jeff@downtownmiddletown.org
P: (513) 464-2527

City of Hurricane
Fred Resch
Planner
147 N 870 W
Hurricane, UT 84737
E: fred@cityofhurricane.com
P: (435) 635-2811

Zelienople Borough, PA
Andrew Spencer
Borough Manager
111 West New Castle Street
Zelienople, PA 16063
E: aspencer@zelieboro.org
P: (724) 452-6610

Utah Transit Authority
David Osborn
Project Manager
669 W 200 S
Salt Lake City, UT 84101
E: dosborn@rideuta.com
P: (801) 230-8088

Redevelopment Agency of SLC
Cara Lindsley
Project Coordinator
451 S State St
Salt Lake City, UT 84114
E: cara.lindsley@slcgov.com
P: (801) 535-7257

Vineyard City, UT
Morgan Brim
Community Development Director
125 S Main Street
Vineyard, UT 84059
E: morganb@vineyardutah.org
P: (385) 248-7029

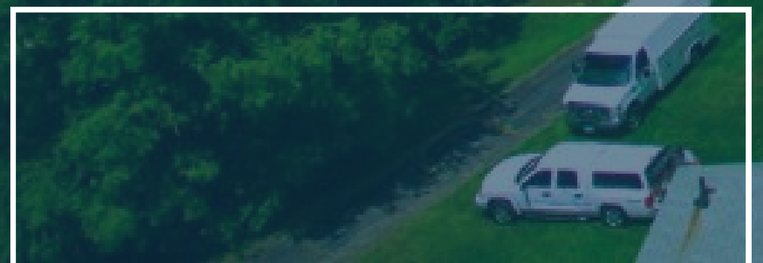

CRSA
DOWNTOWN
REDEVELOPMENT
SERVICES

Response to Request
for Proposals

MONROE, OHIO
DOWNTOWN

MASTER PLAN

CRSA DOWNTOWN REDEVELOPMENT SERVICES



PROJECT TEAM



KELLY GILLMAN
Partner
CRSA/DRS



BEN LEVENGER
Partner/Project Manager
CRSA/DRS



LAURA SMITH
Project Architect
CRSA/DRS



NATHAN DAVIS
Downtown Planner
CRSA/DRS

ONE TEAM, ___ PROFESSIONS

- 10 Licensed Architects
- 2 Licensed Landscape Architects
- 3 Downtown Planners
- 2 Urban Planners
- 2 Certified Planners
- 1 Certified Economic Specialist

CRSA DOWNTOWN REDEVELOPMENT SERVICES

AREAS OF EXPERTISE



Land Use and Ordinance



Downtown Master Plans



Economic Development Strategies



Small Area Development Planning



Building Assessments

MAIN STREET AMERICA®
2023 Allied Member



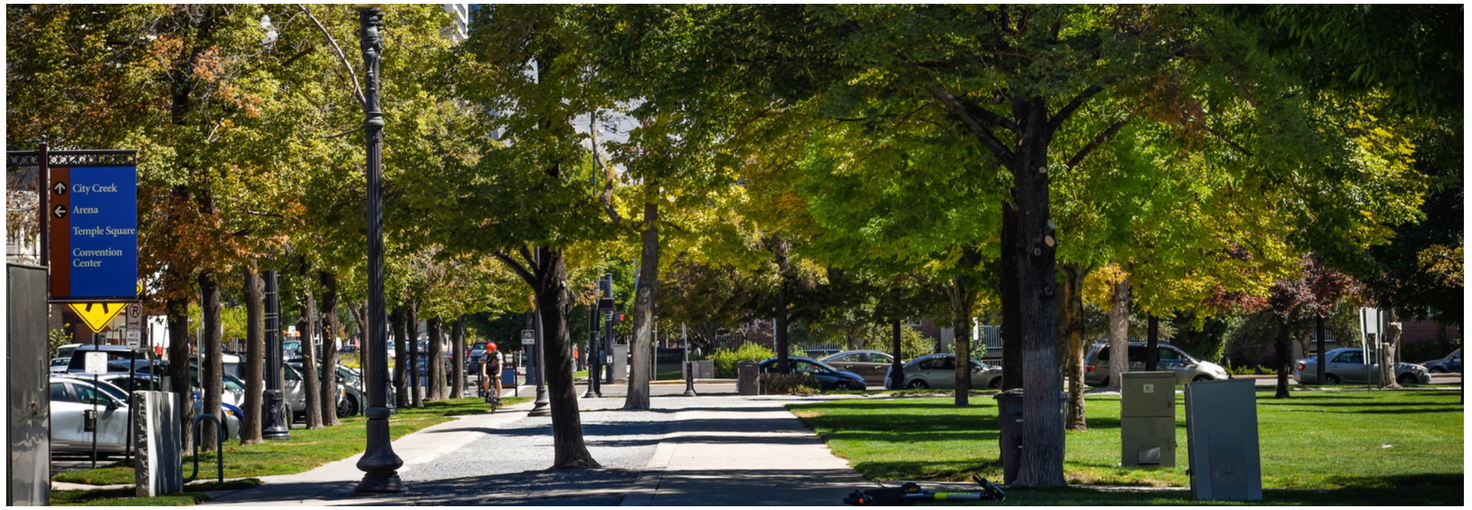






REGIONAL & NATIONAL EXPERIENCE
WITH SMALL DOWNTOWNS

PROJECTS WITH SIMILAR SCOPE & DELIVERABLES











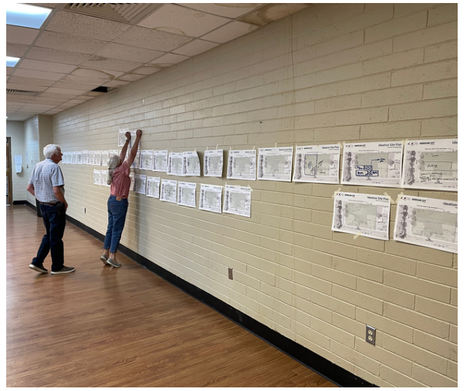
Ben Levenger
PARTNER/PROJECT MANAGER

DEFUNIAK SPRINGS, FL

This community was undergoing a growth phase, driving economic development. While this was good for the overall community, it was causing the downtown to loose their character, so a main street master plan was created to help identify, solidify, and implement revitalization goals for the downtown.











Hurricane, UT

Nestled along the primary route to one of the business national parks in the US, Zions National Park, Hurricane's downtown has witnessed a change from locally driven to a tourism driven economy. The city decided to undergo a downtown master plan to help identify strategiesfor revitalization that promoted the quality of life that residents associated with a small western town.



Ben Levenger
PARTNER/PROJECT MANAGER

MIDDLETOWN, OH

As part of a USDA-funded project, we provided strategic downtown planning to Downtown Middletown, Inc. This effort was specifically driven to identify available human and fiscal assets, creating a plan that was implementable in the immediate and short-term future. This work was completed at the beginning of 2023, so we were fortunate to be able to stay in Monroe several nights, providing us a preemptive look at the conditions present in Monroe.







Ben Levenger
PARTNER/PROJECT MANAGER



IDAHO FALLS, ID

With a historic downtown set along the Snake River, Idaho Falls sought a downtown plan that integrated a number of prior plans to strengthen the community into one cohesive plan. Several community workshops were hosted, including focus groups with the business community, to identify the best implementation strategies. The chosen framework for adoption is a form-based code built around a regulating plan. Today infill development is compatible with the historic fabric of the community.

APPROACH

LOCAL INTEGRATION NATIONAL EXPERIENCE

Weaving into the community to help plan the downtown, bringing along best practices from similar projects across Ohio and nationally.



BUILDING ON RECENT PLANS AS A STARTING POINT

DETERMINING DEVELOPMENT AND COMMUNITY NEEDS

METRIC DRIVEN AND ACTION SPECIFIC



Kelly Gillman
PARTNER

OUR PROCESS

- Proven through experience
- Best practices focused
- Iterative and feedback-driven
- Thorough engagement
- Implementation framework considered from day one.
- Inclusive & Accessible
- Public engagement is our cornerstone



TIMELINE & EXISTING CONDITIONS

COMMUNITY ENGAGEMENT

VISION IDEATION & SETTING

DEVELOP PLAN COMPONENTS

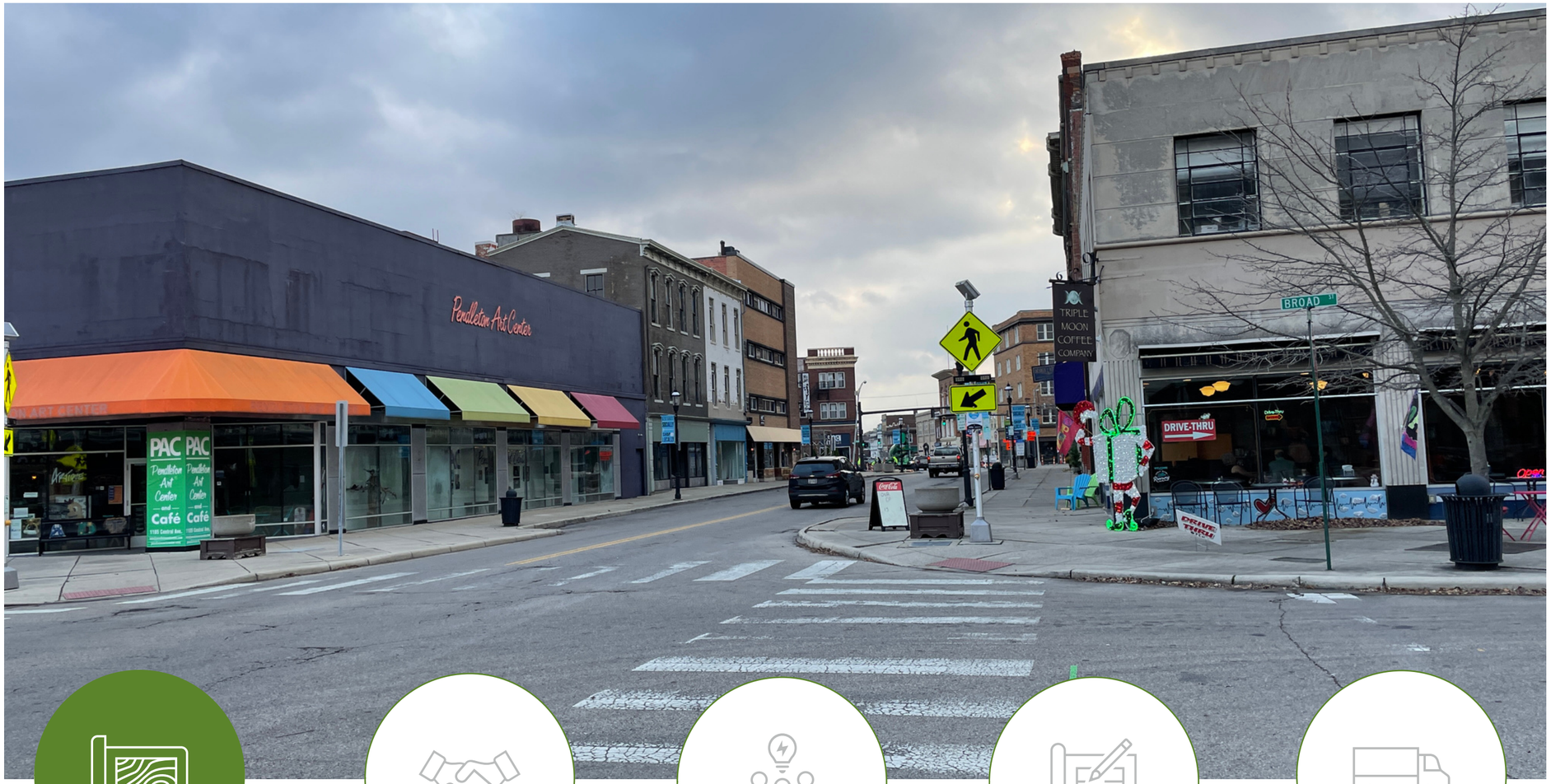
DELIVERABLES & IMPLEMENTATION PLAN



Ben Levenger
PARTNER/PROJECT MANAGER

A strong baseline is the cornerstone of an implementable plan, so our team will conduct:

- Walking Tours
- Business fact-finding discussions
- Socio-economic analysis
- Stakeholder and citizen meetings
- Accessible online engagement and digital feedback
- People watching for access and integration



TIMELINE & EXISTING CONDITIONS

COMMUNITY ENGAGEMENT

VISION IDEATION & SETTING

DEVELOP PLAN COMPONENTS

DELIVERABLES & IMPLEMENTATION PLAN



Ben Levenger
PARTNER/PROJECT MANAGER

EARLY and OFTEN is our engagement strategy. Helping to drive enthusiasm and build capacity.

- Municipal and Historic preservation integration
- Meeting people where they are comfortable
- THICK and THIN input
- Vision driven engagement
- Visible vertical alignment between engagement and recommendations





TIMELINE & EXISTING CONDITIONS

COMMUNITY ENGAGEMENT

VISION IDEATION & SETTING

DEVELOP PLAN COMPONENTS

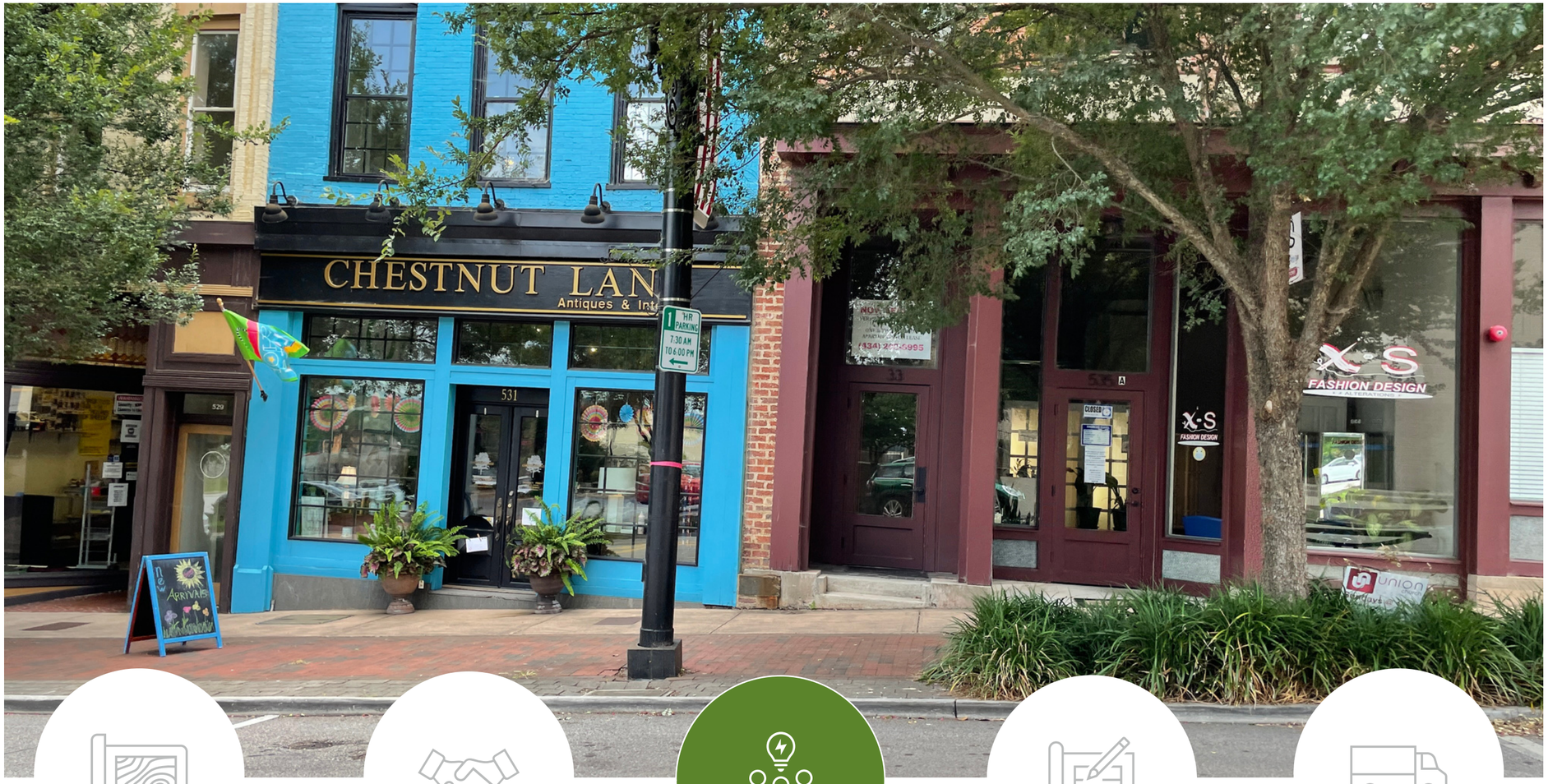
DELIVERABLES & IMPLEMENTATION PLAN



Ben Levenger
PARTNER/PROJECT MANAGER

Visioning is creating consensus about the future of downtown Monroe. We will work tirelessly to identify this common thread and identify supportive pathways for implementation. This will ensure the vision and goals are:

- Attainable
- Specific
- Driven
- Maximizing available assets
- Adaptable as needs change



TIMELINE & EXISTING CONDITIONS

COMMUNITY ENGAGEMENT

VISION IDEATION & SETTING

DEVELOP PLAN COMPONENTS

DELIVERABLES & IMPLEMENTATION PLAN



Ben Levenger
PARTNER/PROJECT MANAGER

CRSA DOWNTOWN REDEVELOPMENT SERVICES

Designs are place-based problem-solving, and downtown plans are no different.

- Based on the perceived and real issues within the downtown area.
- An iterative process that will include the community at every step.
- Document the available resources and match them to community character elements
- Driven by the **public's needs, meeting desires, and are tempered by current market realities.**





Ben Levenger
PARTNER/PROJECT MANAGER

CRSA DOWNTOWN REDEVELOPMENT SERVICES

Implementation strategies are a framework for future action.

- Preparing a framework for the short-, mid-, and long-term goals.
- Identifying critical milestones and actionable goals for support.
- Documents a series of options for phased implementation.
- Creates a balanced use and source of funds.
- Integration of municipal or regional projects.



TIMELINE & EXISTING CONDITIONS

COMMUNITY ENGAGEMENT

VISION IDEATION & SETTING

DEVELOP PLAN COMPONENTS

DELIVERABLES & IMPLEMENTATION PLAN



Ben Levenger
PARTNER/PROJECT MANAGER

PARTNERING WITH THE COMMUNITY TO HELP PLAN FOR THE COMMUNITY!

PROPOSED SCOPE OF SERVICES

PLAN ENGAGEMENT

- Steering Committee
- Community Workshops
- Existing Conditions Analysis
- Stakeholder Meetings
- Concept Charettes
- Community Tours

PLAN THEME

1. Cohesive Downtown
2. Integrated and Complementary
3. Sustainability and Safety
4. Accessibility and Inclusion
5. Community Placemaking

1. Admin & Discovery
2. Public & Stakeholder Engagement
3. Ideation& Evaluation
4. Refinement
5. Preparation & Adoption



Kelly Gillman
PARTNER

REVIEWING AND ANALYZING THE CURRENT CONDITIONS

ADMINISTRATION & DISCOVERY



PROCESS

- Project Kick-Off
- Public Input Plan Preparation
- Defining Downtown
- SWOT analysis
- Community assessment
- Demographic analysis

DELIVERABLES

- Community Analysis
- High Level Vision and Values



Nathan Davis
DOWNTOWN PLANNER

CRSA DOWNTOWN REDEVELOPMENT SERVICES

INTEGRATION OF THE COMMON IDEATION AND VISIONS

PUBLIC & STAKEHOLDER ENGAGEMENT



PROCESS

- Vision & Ideation Surveys
- Community Charrettes
  - Visioning
  - Targeted Development
- Open House Meeting
- Open Office Hours
- Building Activation

DELIVERABLES

- Identified community vision
- Asset identification
- Citizen Empowerment



Nathhan Davis
DOWNTOWN PLANNER

IDEATION THROUGH VISIONING

- Identify strengths, weaknesses, opportunities, and threats to the Downtown
- Create a wholistic picture of Downtown
- Gauge public and stakeholder opinion on various policy and design interventions, e.g., improved pedestrian amenities
- Leverage existing resources to meet public opinion while setting realistic expectations



Nathhan Davis
DOWNTOWN PLANNER



SPECIALIZED ENGAGEMENT

OUTREACH TO CRITICAL GROUPS

- Local developers and builders
- Regulatory and appointed bodies
- Foundations and regional support agencies
- Business and property owners



Nathhan Davis
DOWNTOWN PLANNER

GATEWAY, STREETSCAPE AND BRANDING

To provide a strong sense of place for Monroe we will recommend strategies to integrate an identifiable gateway element near the Veterans Park and substation area







Kelly Gillman
PARTNER

CRSA DOWNTOWN REDEVELOPMENT SERVICES

HISTORIC PRESERVATION & CULTURAL PLANNING

We will work seamlessly with municipal staff and local organizations to integrate the cultural heritage of Monroe into the downtown master plan.









Laura Smith
LEAD ARCHITECT

CRSA DOWNTOWN REDEVELOPMENT SERVICES

DIVERSIFYING LAND USE AND
ARCHITECTURAL TYPOLOGIES

ARCHITECTURAL AND INFILL DEVELOPMENT











Laura Smith
LEAD ARCHITECT

TESTING, REFINING, AND PRIORITIZING THE ACTIONABLE GOALS

IDEATION & EVALUATION



PROCESS

- High-level recommendation ideas:
  - Streetscape
  - Targeted development
  - Economic development
  - Wayfinding
  - Architectural typology
  - Land-Use and Code
- Substation screening and integration

DELIVERABLES

- Draft recommendations
- Citizens Guide format



Laura Smith
LEAD ARCHITECT

CRSA DOWNTOWN REDEVELOPMENT SERVICES

EVALUATING THE IMPACT AND MATCHING IT TO COMMUNITY NEEDS

RECOMMENDATION REFINEMENT

Clustered and Symbiotic



PROCESS

- Applicability review
- Zoning and code review
- Fiscal and Economic Impact
- KPI and tracking creation
- Implementation framework creation
- Grants/funding matrix

DELIVERABLES

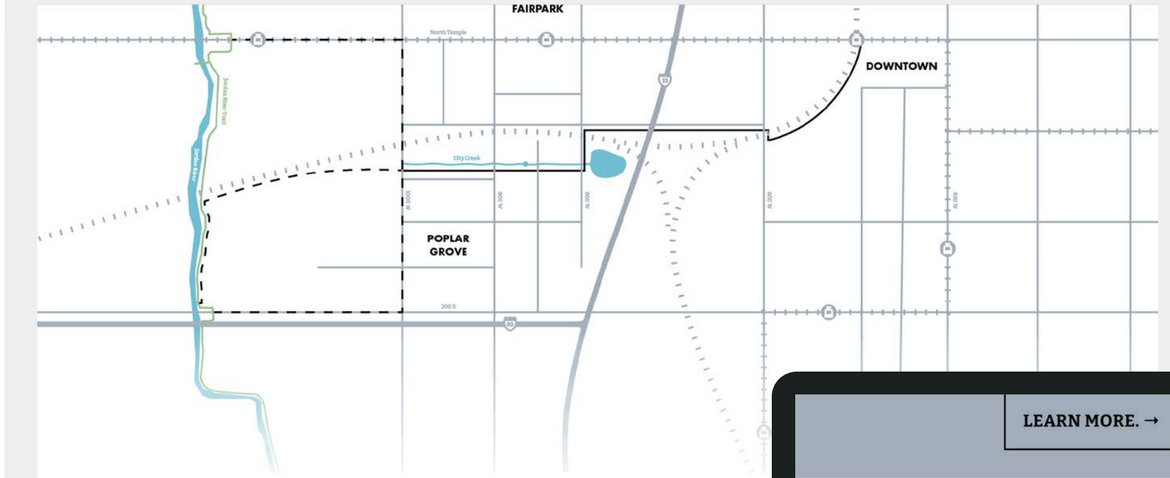
- Finalized Citizens Guide
- Draft Technical Guide
- Commission & Council Presentation



Ben Levenger
PARTNER/PROJECT MANAGER

EVALUATING IMPACTS

- Review for changes in guidance documents
- Identification of tools or resources necessary
- Preparing a framework for measuring success
- **Most importantly, setting expectations about timing and impacts**





THE DESIGN PLAN.

th the Seven Canyons Trust,
sion for the City Creek chann
00 West in Salt Lake City. It

LEARN MORE. →

THE TIMELINE.

Phase 01. Existing Conditions & Technical Analysis.

Dates: July-October 2022

The current conditions and technical analysis create the foundatio
City Creek at Folsom Trail Daylighting Design Plan. An online and in
survey will engage neighborhood residents and businesses to colle
usage, improvement preference, and project concerns. The *Existing
Conditions & Technical Analysis Report* will summarize the findings
previous reports and plans, report additional data that was collecte
identify feasible channel design alternatives.

Phase 02. Community Engagement & Public Vision.

Phase 03. Design Plan, Opinion of Probable Costs, & Maintenance



Ben Levenger
PARTNER/PROJECT MANAGER

FINAL FEEDBACK AND APPROVALS

PREPARATION AND ADOPTION



PROCESS

- Final reviews and submission of plans
- Preparation of council resolution
- Council and commission meeting attendance
- Public comment period

DELIVERABLES

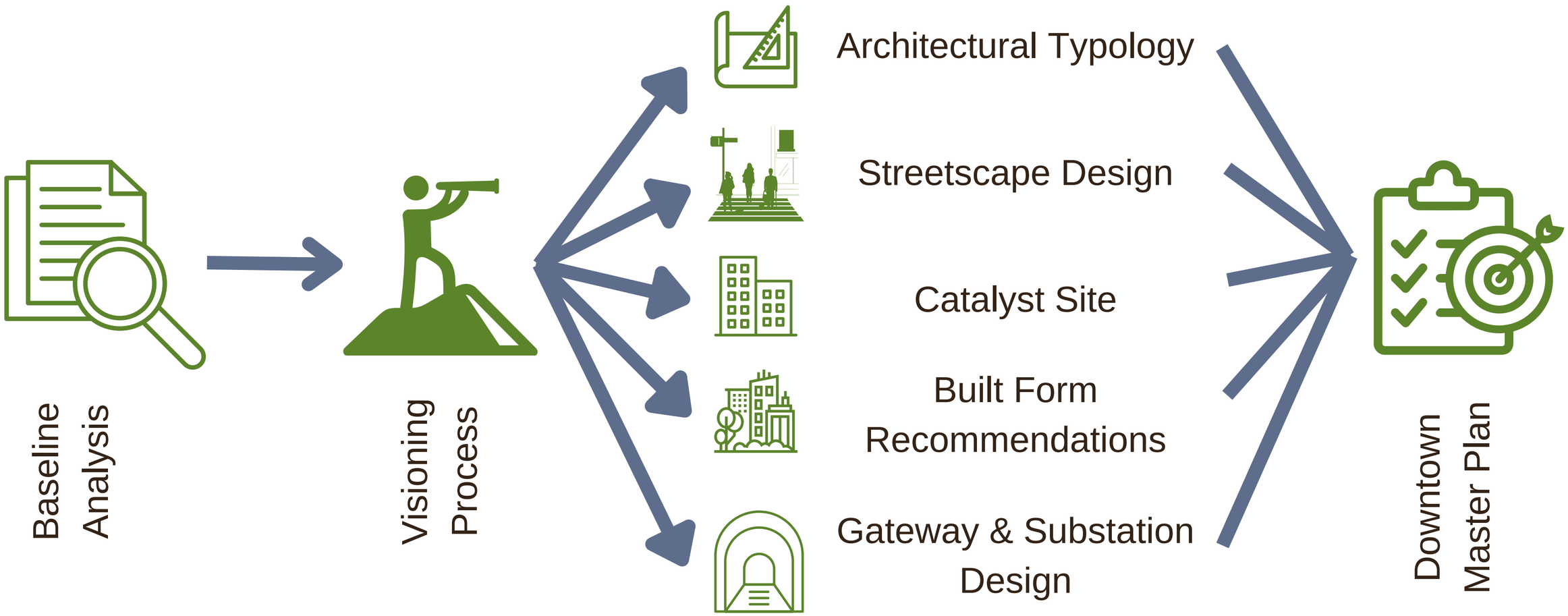
- Centralized file system of plan elements
- Council/Commission presentations



Ben Levenger
PARTNER/PROJECT MANAGER

DISTINCT PROCESSES INTEGRATED INTO ONE DOCUMENT

FLOW OF WORK PRODUCTS





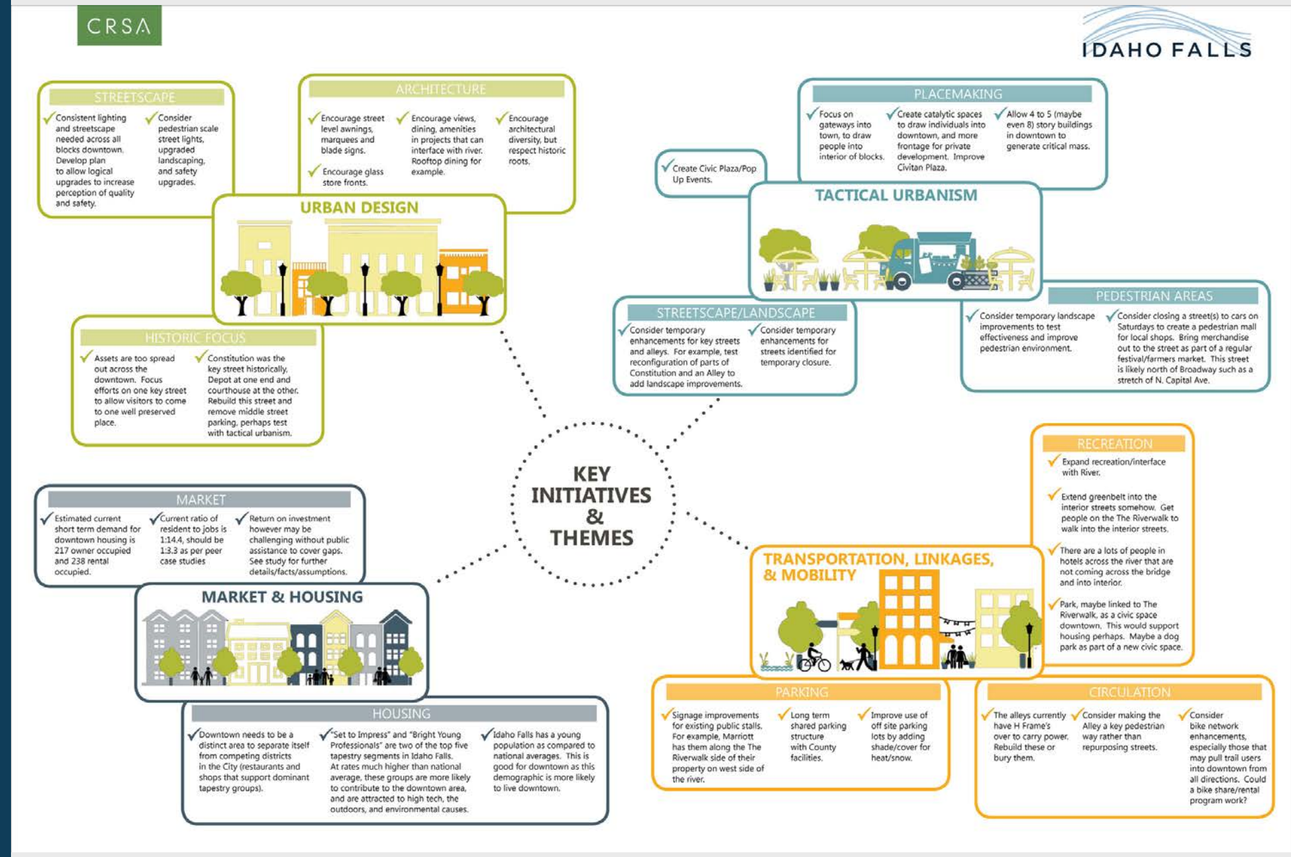
Ben Levenger
PARTNER/PROJECT MANAGER

CRSA DOWNTOWN REDEVELOPMENT SERVICES

FINAL DOCUMENTS

USABLE DELIVERABLES

Documents that meet the needs of 2 different groups



CITIZENS GUIDE

A graphic heavy document that will help the public understand the future of their downtown

TECHNICAL GUIDE

A detailed "playbook" for elected officials and city staff to follow for downtown project implementation



Kelly Gillman
PARTNER

CRSA DOWNTOWN REDEVELOPMENT SERVICES

A PLAN IN ACTION

IMPLEMENTATION STRATEGIES

- Linking public comments to visually understood key objectives
- Key objectives detailed in the Citizens Guide
- Implementation Strategies developed in the Technical Document, linked to key objectives.



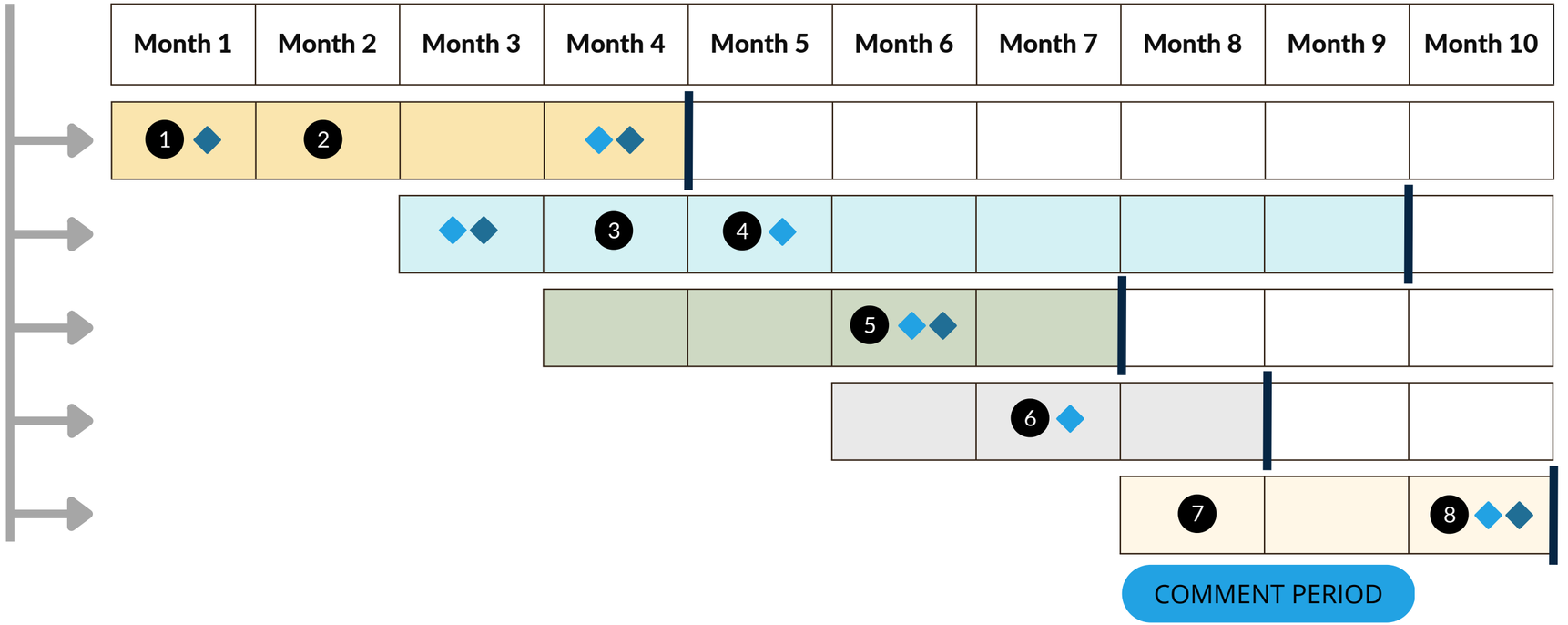


Kelly Gillman
PARTNER

PROJECT SCHEDULE

TASKS

- Phase 1: Discovery
- Phase 2: Engagement
- Phase 3: Ideation
- Phase 4: Refinement
- Phase 5: Adoption



MEETINGS

Admin Meetings

Technical Committee

1

KICKOFF MEETING (MONTH 1)

- *Real estate redevelopment walking & biking tours*
- *Site Inventory Tour*

2

MEETING #1

- *Stakeholders and visual preference workshops (month 2)*

3

FIELD TOUR (MONTH 2)

- *Meeting #2: Tactical Urbanism Workshop (month 3)*
  - *Transportation Tour and Workshop*
  - *Visualization and ideation exercises*
- *Site Condition Assessment*
- *Meeting #3: baseline and ideas presentation to Council (month 3)*

4

PUBLIC MEETING #1, VISION WORKSHOP(S) (MONTH 4)

- *Site development stakeholder meetings*
- *Developer appetite interviews*

5

VISION REVIEW AND REFINEMENT MEETING (MONTH 6)

6

PUBLIC MEETING #2, COUNCIL PRESENTATION(S) (MONTH 7)

7

PLANNING COMMISSION PRESENTATION (MONTH 8)

8

CITY COUNCIL PRESENTATION (MONTHS 9 & 10)



Kelly Gillman
PARTNER

CRSA DOWNTOWN REDEVELOPMENT SERVICES

WE KNOW DOWNTOWNS



Kelly Gillman
PARTNER

CRSA DOWNTOWN REDEVELOPMENT SERVICES

We must integrate and partner with the community for this process



Kelly Gillman
PARTNER

CRSA DOWNTOWN REDEVELOPMENT SERVICES

WHY US?

- Main Street / Downtown specialists
- Local team, knowing the project area
- Beyond one discipline
- Ohio & National Experience

Q&A

[9 JUNE 2023]



PROPOSAL FOR THE CITY OF MONROE

Downtown Master Plan

YARD & COMPANY

bayer becker

CONTENTS

A. Letter of Transmittal

B. Team Qualifications

   a. Firm Profiles & Qualifications

   b. Key Personnel & Availability

   c. Experience & Expertise

C. Scope of Services

   a. Statement of Understanding

   b. Methodology

D. Project Schedule

E. References

YARD & COMPANY

Tom Smith, Development Director
City of Monroe Department of Development
233 South Main Street
Monroe, Ohio 45050
smitht@monroeohio.org

RE: DOWNTOWN MASTER PLAN RFP

Dear Mr. Smith and Members of the Selection Committee,

YARD & Company is pleased to submit our proposal for the City of Monroe Downtown Master Plan ("the Plan") that will establish a vision and plan of action for building a vibrant Downtown destination. We have thoroughly read your Request for Proposals and fully appreciate the challenges, opportunities, and aspirations of the City and its community members to come together and collectively decide the best path forward.

A lot of work and effort went into the recently completed Advance Monroe 2040 Comprehensive Plan, which effectively started an important community-wide discussion on the various things that need to occur to support strategic growth and quality of life improvements in Monroe. A key recommendation from that plan was to pursue a more focused look at Monroe's Downtown to better understand the opportunities at a closer scale. A Downtown Master Plan will provide specific development recommendations that start small and build up over time. Creative and context-sensitive activation strategies will be key to building demand for such development and inform opportunities for public space investments. The Plan will further incorporate land use, urban design, connectivity, parking, wayfinding, and streetscape recommendations. These recommendations will be rooted in our team's engagement with City leaders, stakeholders and the broader public to ensure their alignment with the lived experiences of long-standing, recent and future Monroe community members.

We are ideally qualified to be your guide in this pursuit. Our approach is centered on using place to solve problems and we have helped dozens of Cities build action-oriented, forward-thinking plans. Together with our partners at Bayer Becker, we bring expertise ranging from development planning, urban and streetscape design, mobility, economic development, and creative public engagement. We propose a 9-month process that explores the challenges and opportunities for Downtown, tests recommendations and builds a proactive implementation plan.

Please find our qualifications and proposed project plan enclosed. We are separately providing a fee proposal that we anticipate negotiating with you as we prepare to begin this endeavor. I will be your Principal-in-Charge working alongside Daniella Beltran, AICP who will serve as Project Manager for this effort. Please contact me should you have any questions.

Sincerely,

Joe Nickol, AICP
Principal, Director of Design + Development

WHY BUILD WITH YARD?

- We mix global and local experience with similar Downtown and district-oriented planning & building
- We wrote the book on active and immersive public engagement
- We blend urban design, planning, and development expertise with hyper-local, get-it-done creativity
- We are relentlessly implementation focused with an eye toward the long-term vision
- We are available to start and finish within the desired timeline on budget

YARD & Company
Joe Nickol, Principal
PO Box 1058
Cincinnati, Ohio 45201

buildwithyard.com
joe@buildwithyard.com
513.813.8266

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TEAM QUALIFICATIONS

YARD & COMPANY

FIRM PROFILES & QUALIFICATIONS

WHAT WE ARE ABOUT

YARD & Company designs, builds, brands and operates great places. We are a Cincinnati-based, 10-person team of designers, development strategists, and planners who double as people connectors, activators, and storytellers. We thrive at the intersection of community and commerce. Sometimes complicated, sometimes tense, and sometimes downright messy, that energy is the same space where growth begins. We believe development shouldn't develop-out the community, and the best way to get there is through a collaborative process for building places that people connect to emotionally and economically. We have completed downtown plans and similar strategic development planning for several Cities and Towns. Most relevant is our work with the City of Loveland, OH, City of Kalamazoo, MI, City of Troy, OH, City of Florence, KY, and Village of Ottawa, OH.

To learn more about our story and experience, please visit buildwithyard.com. There you will find project summaries in addition to what we have submitted.



Downtown Ottawa | Ottawa, OH

WE BELIEVE...

- In using physical spaces to solve problems
- Solutions are often hidden in plain sight
- Iterating is a powerful tool for human-centered problem-solving
- Growth and change should happen *with* a place, not *to* a place

WHAT WE DO

- Urban Design + Planning
- Development
- Community Engagement
- Place Operations

Years In Business: 55
Corporation Type: Private S-Corp
Employees: 65

6900 Tylersville Rd
Mason, OH 45040

Bayer Becker grew from two entrepreneurs who saw a need in the marketplace and had the drive to build it from the ground up. Founded on strong values and a commitment to the client, you can find that same entrepreneurial spirit today in every level of the organization, from principal to technician. This has positioned Bayer Becker as an industry leader, providing innovative and practical solutions for over 50 years.

Our firm offers integrated professional design consulting services, including civil engineering, transportation engineering, land surveying, landscape architecture and planning. Our collaborative approach, extensive local network, and commitment to technology ensure that we are an advocate for our clients and are continuously designing for success.

EXPERT CAPABILITIES

- Civil Engineering
- Transportation Engineering
- Landscape Architecture
- Planning
- Land Surveying
- Geovisualization

ODOT PREQUALIFIED

Bicycle Facilities & Enhancement Design
Basic Traffic Signal Design
Complex & Non-Complex Roadway Design
Interchange Justification / Modification Study
Limited Right of Way Plan Development
Safety Study

The District at Deerfield | Deerfield Twp, OH



KEY PERSONNEL & AVAILABILITY

We have structured our team and work product to the specific needs of this Downtown Master Plan. Our team has the specific skill sets and availability necessary to deliver high-quality service on time and on budget. We have a strong track record of internal and client collaboration. YARD & Company's Joe Nickol will be your Principal-in-Charge. Daniella Beltran, AICP, will be the team's Project Manager. Joe and Daniella will be the primary points of contact responsible for coordinating work flow and expectations of the team with you. YARD will lead the urban design, planning, development, and engagement strategies. Our extended team includes Bayer Becker, experts on a wide-range of industries, notably civil engineering, streetscape and public space planning, and transportation.

Our team's leadership will be available for regular check-in meetings with the City's Development Director. We also expect relevant City Departments, key stakeholders and others to interact with our team as we continue to immerse ourselves in the City of Monroe to accomplish the goals of the project. Below is an overview of our team structure.





CITY OF MONROE

DEVELOPMENT DIRECTOR

TECHNICAL STAFF | **STEERING COMMITTEE** | **STAKEHOLDERS & PUBLIC**

YARD & COMPANY
PROJECT LEAD/URBAN DESIGN/PLANNING/ENGAGEMENT
Joe Nickol, AICP Principal-in-Charge
Daniella Beltran, AICP Urban Designer & Project Manager
Kevin Wright Principal, Operations & Strategy
Andre Johnson Urban Designer
Saeed Piracha Urban Designer

BAYER BECKER
INFRASTRUCTURE & STREETSCAPE PLANNING
John S. Del Verne, PE, LEED AP Principal, Civil Engineer
Etta M. Reed, PE Principal, Transportation Engineer
Alex J. Betsch, AICP Associate Planner
Olivia D. Weir Planner

STEERING COMMITTEE

We will work side-by-side with a Steering Committee made up of key representatives to guide the Plan's progress. The role of the Committee is to:

- Provide information/insights
- Establish priorities and performance indicators
- Inform the Public & Stakeholder Engagement Plan
- Confirm final direction of Plan updates and participate in its implementation

YARD & COMPANY

JOE NICKOL AICP

PRINCIPAL, DIRECTOR OF DESIGN & DEVELOPMENT [PRINCIPAL-IN-CHARGE]

Joe has 15 years of experience in urban design, architecture, and development. He has directed projects for public and private clients in over 25 states and seven countries, ranging from targeted pop-up initiatives to billion-dollar developments of city districts.

Joe grew up in a small, western resort town. The first city he lived in was not until after high school in Rome, Italy, where he learned the power of walkable neighborhoods, active streets and public spaces, and smartly adapted buildings and neighborhoods. He later settled with his wife in Pittsburgh, Pennsylvania, for ten years, experiencing first-hand how a deindustrializing city went from down and out to up and coming through bottom-up resourcefulness, smart leadership, technology, and an unshakable commitment to neighborhood livability. During that time, he led the urban design studio at Urban Design Associates, designing districts, neighborhoods, and cities in North America and beyond. In 2015 he moved to Cincinnati, joining MKSK as a Senior Urban Design and Development strategist, wholly focused in cities from Detroit to Nashville. He co-authored with Kevin Wright the Neighborhood Playbook in 2016 based on their collective experiences before launching together YARD & Company in 2018.

Joe graduated summa cum laude from the University of Notre Dame in 2005 with a Bachelor's degree in Architecture. He is a co-founder of CNU-Midwest and a frequent contributor to Planning Magazine, Better! Cities and Towns, Planetizen, Smart Cities Dive, and the Congress for New Urbanism. He is a regular lecturer on urban development, placemaking, and the impact of technology on cities.

Joe is expected to be engaged in approximately 15 projects during the time of this project.



joe@buildwithyard.com

412-335-7742

AVAILABILITY

15%

PERSONAL EXPERIENCE

- Downtown Loveland Plan *Loveland, OH*
- Downtown Troy Plan *Troy, OH*
- Downtown Ottawa Plan *Ottawa, OH*
- Main Street Zoning Update *Florence, KY*
- Peebles Corner Master Plan *Cincinnati, OH*
- South Broadway Master Plan *Nashville, TN*
- Vienna Code Update *Vienna, VA*
- Forest Park Area Plan *Harrison Township, OH*
- 10th Street Corridor Plan *Jeffersonville, IN*
- Wilson 301Corridor Plan *Wilson, NC*

EDUCATION

- B-ARCH, University of Notre Dame

AFFILIATIONS

- ULI
- CNU
- APA
- LEED AP
- Placemaking Leadership Council
- CNU-Midwest *Co-Founder and Board Member*

YARD & COMPANY

DANIELLA BELTRAN AICP

URBAN DESIGNER [PROJECT MANAGER]

Daniella is passionate about working with communities on growth strategies that foster physical and social connectivity, equity, and joy for all who live in, and care for, those places.

Daniella has utilized planning and design tools with community engagement to discover and implement policy, development, transportation, and infrastructure solutions with communities for ten years. As an urban planner with YARD & Company responsible for place-based data analysis, idea testing and communication, and planning and design recommendations, she is involved in a wide range of project types from short-term, tactical interventions to long-range comprehensive plans. Her project experience also includes corridor and district development planning, multi-modal and streetscape infrastructure improvements, zoning code updates, and site design work.

Daniella is active in her Cincinnati community with roles as Cincinnati Planning Commissioner, Secretary/ Treasurer for the Cincinnati American Planning Association (APA) board, Management Committee member in the local chapter of the Urban Land Institute (ULI), and as Board Vice Chair for the Over-the-Rhine Museum. As a years-long member of the Congress for New Urbanism, Daniella is part of a host committee responsible for planning the 2024 annual conference in Cincinnati.

Daniella is expected to be engaged in approximately eight projects during the time of this project.



daniella@buildwithyard.com
216-536-7639

AVAILABILITY

20%

PERSONAL EXPERIENCE

- Downtown Ottawa Plan
  Ottawa, OH
- Downtown Streetscape & Public Realm Design Guidelines
  Covington, KY
- Peebles Corner Master Plan
  Cincinnati, OH
- Connectivity Master Plan
  Fairfield, OH
- 10th Street Corridor Plan
  Jeffersonville, IN
- Carmel Comprehensive Plan
  Carmel, IN
- Forest Park Area Plan
  Harrison Township, OH
- Memphis Better Streets Plan
  Memphis, TN

EDUCATION

- Master of Community Planning and Graduate Certificate in Real Estate, University of Cincinnati
- Master Student Semester Exchange Program, University of Leuven, Belgium
- Bachelor of Science in Architecture with a minor in City and Regional Planning, The Ohio State University

YARD & COMPANY

KEVIN WRIGHT

PRINCIPAL, DIRECTOR OF OPERATIONS & STRATEGY

Kevin is a leader in community development, economic and real estate development finance, planning, and placemaking.

Kevin grew up in southern Missouri and graduated with a degree in journalism from Missouri State University. His work in broadcast journalism took him around the Midwest and ultimately brought him to Cincinnati. It was in Cincinnati where he bridged his two passions of storytelling and community development. His work as Executive Director of the Walnut Hills Redevelopment Foundation (WHRF) from 2011-2018 was where he first began utilizing his diverse background in storytelling and community planning to help a struggling organization grow and eventually spearhead over $60 million in mixed-use development. These projects included several public and private partners and a diverse set of public financing tools such as Tax Increment Financing, public loans/grants, and Historic Tax Credits. Since co-founding YARD & Company, Kevin has led teams in the creation and implementation of dozens of projects ranging from small and large-scale placemaking projects to downtown master plans.

Kevin received a Master's Degree in Community Planning from the University of Cincinnati with a specialization in urban real estate and neighborhood development.

Kevin is expected to be engaged in approximately 12 projects during the time of this project.



kevin@buildwithyard.com

513-378-1826

AVAILABILITY

10%

PERSONAL EXPERIENCE

- Downtown Loveland Plan *Loveland, OH*
- Downtown Ottawa Plan *Ottawa, OH*
- WeCollab Neighborhood Plan *St. Louis, MO*
- Peebles Corner Master Plan *Cincinnati, OH*
- Forest Park Area Plan *Harrison Township, OH*
- Mayfield & Green Development Plan *South Euclid, OH*
- SE Fort Wayne *Fort Wayne, IN*
- Carmel Comprehensive Plan *Carmel, IN*
- Wilson 301Corridor Plan *Wilson, NC*

EDUCATION

- Bachelor of Arts, Journalism Missouri State University
- Masters of Community Planning, University of Cincinnati

ACCREDITATIONS

- ULI
- CNU
- Cincinnati HomeBase, Board Member
- Cincinnati Neighborhood Business Districts United, Board Member

YARD & COMPANY

ANDRE JOHNSON

URBAN DESIGNER

Andre is motivated by building and engaging places that foster community, encourage equity, and are conducive to beautiful human experiences.

Andre joined YARD & Company in July of 2022. As an urban designer responsible for conceptualizing and creating project content and devising engagement and implementation strategies, Andre is involved in a wide range of project types from short-term, tactical interventions to long-range comprehensive plans. Additional project types include corridor and district development planning, multi-modal infrastructure improvements, streetscape design guidelines, and site design work. Prior to YARD, Andre spent three years as a designer with an urban design and architecture firm, Michael Watkins Architect, during which he time earned his Bachelor's degree. He also worked with the McBride Dale Clarion and the Cincinnati Recreation Commission.

In and out of the office, Andre practices photography, cinematography, and graphic design to entertain his keen eye and passion for the beautiful. Additionally, he is a member of the Congress for New Urbanism, the Emerging New Urbanists, and the National Town Builders Association. Andre earned a B.S. in Urban Planning from the University of Cincinnati.

Andre is expected to be engaged in approximately ten projects during the time of this project.



andre@buildwithyard.com

AVAILABILITY

15%

PERSONAL EXPERIENCE

- Downtown Kalamazoo Strategy
  Kalamazoo, MI
- Downtown Ottawa Plan
  Ottawa, OH
- Norton Commons Design Development
  Louisville, KY
- Atlantic Beach Master Plan
  Atlantic Beach, NC
- Memphis Better Streets Project
  Memphis, TN
- Bay View Neighborhood Plan
  Milwaukee, WI
- Huber Heights Comp. Plan
  Huber Heights, OH
- WeCollab Neighborhood Plan
  St. Louis, MO

EDUCATION

- Bachelor of Urban Planning, University of Cincinnati
- Certificate of Classical Architecture, Institute of Classical Architecture & Art
- Adobe Certified Associate in Graphic Design & Illustration Using Adobe Illustrator, Adobe

YARD & COMPANY

SAEED PIRACHA

URBAN DESIGNER

Saeed is an urban designer committed to developing sustainable spaces where everyday life can take place.

Saeed has five years of professional experience working in architecture, planning, urban design, and landscape architecture firms across the US and in Europe. Prior to joining YARD & Company, Saeed worked as an urban designer for Arterial, where he led several mobility-related plans in towns across New Jersey and New York. These plans work to improve pedestrian and cycling safety and help streets reach their maximum potential in becoming vibrant, equitable public spaces. At YARD, Saeed is involved in a wide range of urban design, mobility, and master planning projects.

Saeed is actively pursuing a master's degree in landscape architecture from The Ohio State University. Saeed brings a deep respect for natural ecology to his work and puts environmental sustainability, public health, and equitable planning practices at the forefront of his design approach.

Saeed is expected to be engaged in approximately five projects during the time of this project.



saeed@buildwithyard.com

AVAILABILITY

10%

PERSONAL EXPERIENCE

- Belmont Neighborhood Business District Activation
  Dayton, OH
- Bay View Neighborhood Plan
  Milwaukee, WI
- Indy City Market Visioning
  Indianapolis, IN
- Haughville Reinvestment Plan
  Indianapolis, IN
- BRIDGE District Connectivity Plan
  Hudson, NY
- Washington Street Streetscape Design Guidelines
  Hoboken, NJ
- Main Avenue Local Concept Development Study
  Passaic, NJ

EDUCATION

- Master of Landscape Architecture, The Ohio State University
- Bachelor of Urban Planning, University of Cincinnati

JOHN S. DEL VERNE, PE, LEED AP

Principal | VP Civil Engineering

John joined Bayer Becker in 1991 after earning a Bachelor's of Science degree in Civil Engineering from the University of Cincinnati. His project management experience includes private site development, and public utility and roadway improvement projects. In 2006, John became a Principal at Bayer Becker.

John is currently the Vice President of Civil Engineering in our Mason office leading the department's production activities and design initiatives. His design expertise includes storm water hydrology and hydraulics, development of storm water management systems, design of post-construction water quality BMP's, flood plain analysis, storm and sanitary rehabilitation/reconstruction evaluations, sanitary main extensions, force mains and sewage pump stations, water main extensions, and roadway design. In his role as project manager, John's responsibilities include permitting, public meeting facilitation and presentations, easement acquisition, cost estimating and value engineering, bidding, and construction administration.

John is a licensed Professional Engineer in the states of Ohio, Indiana and West Virginia and a LEED Accredited Professional. He was elected to the Ohio Valley Development Council's Board of Directors in 2006 and served as President in 2013. Additionally, John served on the Butler County Soil and Water Conservation District's Board of Supervisors from 2014-2018.

Selected Project Experience

+ Encore Logistics Center | Turtlecreek Township, OH
+ Villas at Heritage Green | Monroe, OH
+ Liberty Center | Liberty Township, OH
+ The District at Deerfield | Deerfield Township, OH
+ Austin Landing | Miami Township, OH
+ Easton Farm | Springboro, OH
+ The Voice of America Center | West Chester, OH
+ Pimlico Pointe | Deerfield Township, OH
+ Deerfield Towne Center, Phase II | Deerfield Township, OH
+ Montgomery Gateway | Montgomery, OH
+ The Oaks at Wetherington | West Chester, OH
+ Wetherington Pointe | West Chester, OH
+ Kenwood Place | Sycamore Township, OH
+ Kings Mills Plaza | Mason, OH
+ Tylersville Farm | West Chester, OH
+ The Pointe | West Chester, OH
+ The Wren Building | Springfield, OH
+ Liberty Flats | Liberty Township, OH
+ The Residences at Gateway | West Chester, OH
+ The Reserve of Sugarcreek | Sugarcreek Township, OH



Education

Bachelor of Science
Civil Engineering
University of Cincinnati, 1991

Experience

32 years

Professional Engineer

OH #59378 | since 1995
WV #17458 | since 2007
IN #11200032 | since 2012

Certifications

LEED Accredited Professional | since 2009

Community Involvement

Ohio Valley Development Council
Past President

Leadership Warren County, 2013

Butler County Soil & Water Conservation District
Board of Supervisors

availability: 5%

ETTA M. REED, PE

Principal | VP Transportation Engineering

Etta graduated from the University of Cincinnati in 1993 with a BS in Civil and Environmental Engineering, with a concentration in Transportation. She began her career as a co-op and EIT at Pflum, Klausmeier and Gehrum before joining Bayer Becker in 1994. Upon joining the firm, Etta developed the Transportation Engineering department. In 2000, she was named Principal and currently she serves as the Vice President of the Transportation Engineering Department and manages the Oxford, Ohio office.

Etta's technical expertise extends beyond the transportation engineering field to include roadway design, utility design, municipal engineering, and land development. She has managed and designed projects ranging from 1 acre to 500 acres.

Etta has designed and managed numerous traffic and roadway projects. Her traffic experience ranges from trip generation calculations and capacity analysis to complete traffic studies. Her roadway project experience ranges from basic one sided widening for a right turn lane to the widening of a two lane roadway to five lanes. She has been involved with the planning, design and approval of numerous transportation projects for cities, counties and private developers which were directly for or in cooperation with the Ohio Department of Transportation.

Selected Project Experience

+ Aerohub Innovation District | Evendale, OH
+ Monroe Crossings | Monroe, OH
+ Trails of Todhunter | Monroe, OH
+ Reading Road Corridor Street Improvement Master Plan | Mason, OH
+ BUT-US27-15.70 Miami University Gateways | Oxford, OH
+ Liberty Center | Liberty Township, OH
+ Oxford Recreational Trail Phases I, II, and V | Oxford, OH
+ Hamilton Complete Streets | Hamilton, OH



Education

Bachelor of Science
Civil Engineering
University of Cincinnati, 1993

Experience

30 years

Professional Engineer

OH #61606 | since 1997
KY #20659 | since 1999
IN #19900247 | since 1999

Certifications

ODOT Traffic Academy Courses
Pavement Marking & Signage
Safety Studies
Traffic Signals
Maintenance of Traffic
Interchange Justification Studies

Professional Affiliations

Institute of Transportation Engineers

Ohio Soil & Water Conservation Commission-Governors Appointee

Ohio Valley Development Council (OVDC)
Past President

Community Involvement

Oxford Rotary

availability: 5%

ALEX J. BETSCH, AICP

Associate | Director of Planning

Alex joined the Bayer Becker team in 2018, bringing valuable experience with master planning, conceptual design, site planning, and navigating projects with varying complexity of scale and jurisdiction. He leads the Planning department and is involved with projects from conception, providing comprehensive research and site analysis while skillfully guiding clients through the design process. Alex's hard work and creativity also earned him a spot on the Associate's Team in 2022.

His goal is to provide a diligent, creative, and competent work performance in pursuit of his client's vision. Alex believes in a comprehensive approach to deliver results whether working on small-scale site design, navigating the intricacies of a mixed-use development, or tackling a large-scale master planning effort.

Every great design starts with a collective design vision. Alex is passionate about bringing this vision to life by collaborating within a team, and balancing creativity and pragmatism to generate solutions. Alex became a planner simply to create great places and firmly believes this can be achieved by thinking holistically, emphasizing placemaking, and designing for people.

Selected Project Experience

+ Mosaic Master Plan | Mason, OH

Master plan for the 70 acre, $150 million redevelopment of the former Western Row Golf Course. The development will include 80,000 sq ft retail space, and 120 residential units, all connected by a series of sidewalks, paths and green spaces.

+ The District at Deerfield | Deerfield Township, OH

28 acre, $120 million mixed-use development in the heart of Deerfield Township. The vibrant district will feature ground floor retail including 50 West Brewing, Pins Mechanical, and The Eagle Food & Beer Hall with high end multi-family residential above. This will all surround a public green that will serve as the Township's town square.

+ Pimlico Pointe | Deerfield Township, OH

A horizontally integrated mixed-use community on 25.37 acres containing *a variety of home styles focused around a central green space and pocket parks that feature a gaming lawn, dog park, clubhouse, pool, gathering spaces, and pedestrian pathways.*

+ Aerohub Innovation District | Evendale, OH

190 acre master plan for the Aerohub Innovation District, focusing on workforce development, advanced manufacturing and innovation campus.

+ Butler County Princeton Road Campus Master Plan | Hamilton, OH

Reimagined master plan for the Butler County Princeton Road campus in Hamilton. The conceptual layout consists of improved vehicular and pedestrian connectivity creating additional buildable acreage which will support the future growth and development of the County's municipal buildings.



Education

Bachelor of Arts
Urban Planning
University of Cincinnati, 2012

Experience

11 years

Certified Planner

AICP #32738 | since 2020

Professional Affiliations

American Planning Association

Congress for New Urbanism Midwest
Board of Directors

availability: 10%

OLIVIA D. WEIR

Planner

Born and raised in Cincinnati, Olivia graduated from the University of Cincinnati with a bachelor's degree in Urban Planning. While at UC, her internships helped develop her passion for urban design and planning. After five years in San Francisco working as an urban designer, Olivia joined the Bayer Becker team to help grow and improve her hometown.

Olivia hopes to make communities more connected, healthy, and resilient for the future. She works to do this by developing creative, context-sensitive designs; from large-scale master plans and design guidelines to concept plans, site designs, street designs, and block typologies. Her specific areas of focus include transit-oriented development, mixed-use infill, brownfield redevelopment, new urbanism, walkability, and placemaking.

With her strong design background, Olivia is known for her creative problem solving; applying planning concepts to site conditions in a variety of contexts and scales. Combined with her CAD, GIS, Sketchup, Adobe Suite, and hand drawing skills, Olivia can bring a conceptual vision to life in unique ways and communicate complex planning concepts clearly. She works to leverage creative design solutions to benefit clients, consultants, and stakeholders alike and build strong relationships through the design and planning process.



Education

Bachelor's Degree
Urban Planning
University of Cincinnati, 2015

Experience

8 years

availability: 10%

Selected Project Experience

+ Mosaic Master Plan | Mason, OH
Master plan for the 70 acre, $150 million redevelopment of the former Western Row Golf Course. The development will include 80,000 sq ft retail space, and 120 residential units, all connected by a series of sidewalks, paths and green spaces.

+ The District at Deerfield | Deerfield Township, OH
28 acre, $120 million mixed-use development in the heart of Deerfield Township. The vibrant district will feature ground floor retail including 50 West Brewing, Pins Mechanical, and The Eagle Food & Beer Hall with high end multi-family residential above. This will all surround a public green that will serve as the Township's town square.

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+ Butler County Princeton Road Campus Master Plan | Hamilton, OH
Reimagined master plan for the Butler County Princeton Road campus in Hamilton. The conceptual layout consists of improved vehicular and pedestrian connectivity creating additional buildable acreage which will support the future growth and development of the County's municipal buildings.

YARD & COMPANY

EXPERIENCE & EXPERTISE

LOVELAND DOWNTOWN PLAN 2018-2019



The City of Loveland, Ohio, has become a popular trail and river town in the Cincinnati region. As the number of visitors and residents grows to take advantage of these amenities, Loveland is being forced to rethink its approach to growth so that the growth is happening with the community and not to it. YARD & Company was engaged to lead a strategic development planning process for the city's downtown that will smartly address traffic and parking while creating a vision for high-impact development sites. The planning process engaged stakeholders and had nearly a thousand interactions with residents, developers, business owners, and City officials. The Plan includes a 3, 5, and 10-year strategy with particular emphasis on the first 3 years through a detailed 36-month work plan.

IMPACT

Nearly 1,000 interactions with residents and stakeholders

Phased strategy for what growth looks like over the next 5-10 years

SEE MORE

The Look Book

PROJECT LOCATION

Loveland, Ohio

BUILDING BLOCKS + TOOLS

Engagement + Discovery

Scenario + Story

Strategic Investment Plan

REFERENCE

Tim Butler

Former City Council member

513.509.6825

tim.butler@teradata.com

YARD & COMPANY

DOWNTOWN KALAMAZOO

2022



Coming out of the COVID-19 pandemic and the shuttering of its Downtown Partnership, the City of Kalamazoo is reconstructing partnership and collaboration initiatives with its downtown's operating entities. The City engaged YARD & Company to lead a working group through a 3-month strategic planning process to craft a new structure, set of roles and responsibilities, and a new identity for the downtown operating entity. The process has led to an action-oriented strategic plan for the new operator and crafted a curated event plan to support the reintroduction of it to the Kalamazoo community.

IMPACT

Renewed vision and priorities for Downtown development

Action-oriented strategic plan for implementing the vision

New structure and identity for the operating entity

Activation event design to support new entity's roll out

PROJECT LOCATION

Kalamazoo, Michigan

BUILDING BLOCKS + TOOLS

Community Operations

Activation Plan

REFERENCE

Carl Brown

Working Group Co-Chair

carl.browniii@gmail.com

269.267.2769

YARD & COMPANY

DOWNTOWN TROY

2017



From prior experience of YARD & Company founders

The City of Troy needed a strategy to intersect current and aspirational strengths in food, healthy/active living, aging in place, culture, talent recruitment, and a strong local economy. The region has an aging population and over 12,000 skilled jobs that need new employees. The major goal is to be a place that will attract blue and white collar millennials to support this labor need and be the basis for new firms and economic growth. The plan identified three key initiatives for the City to pursue to achieve this goal: tell its story better; increase the number of jobs and residents downtown; and to strengthen downtown connections to an active river and trail network to leverage mobility as an economic development tool.

IMPACT

Installed bike lanes

Performance park

Six downtown property sales

New downtown hospital announced

New City brand

PROJECT LOCATION

Troy, OH

BUILDING BLOCKS + TOOLS

Strategic Investment Plan

Activation Plan

REFERENCE

Gregg Harris, AICP
City of Troy, Ohio
100 S. Market St.
Troy, Ohio 45373
Ph: 937-335-1725
gregg.harris@troyohio.gov

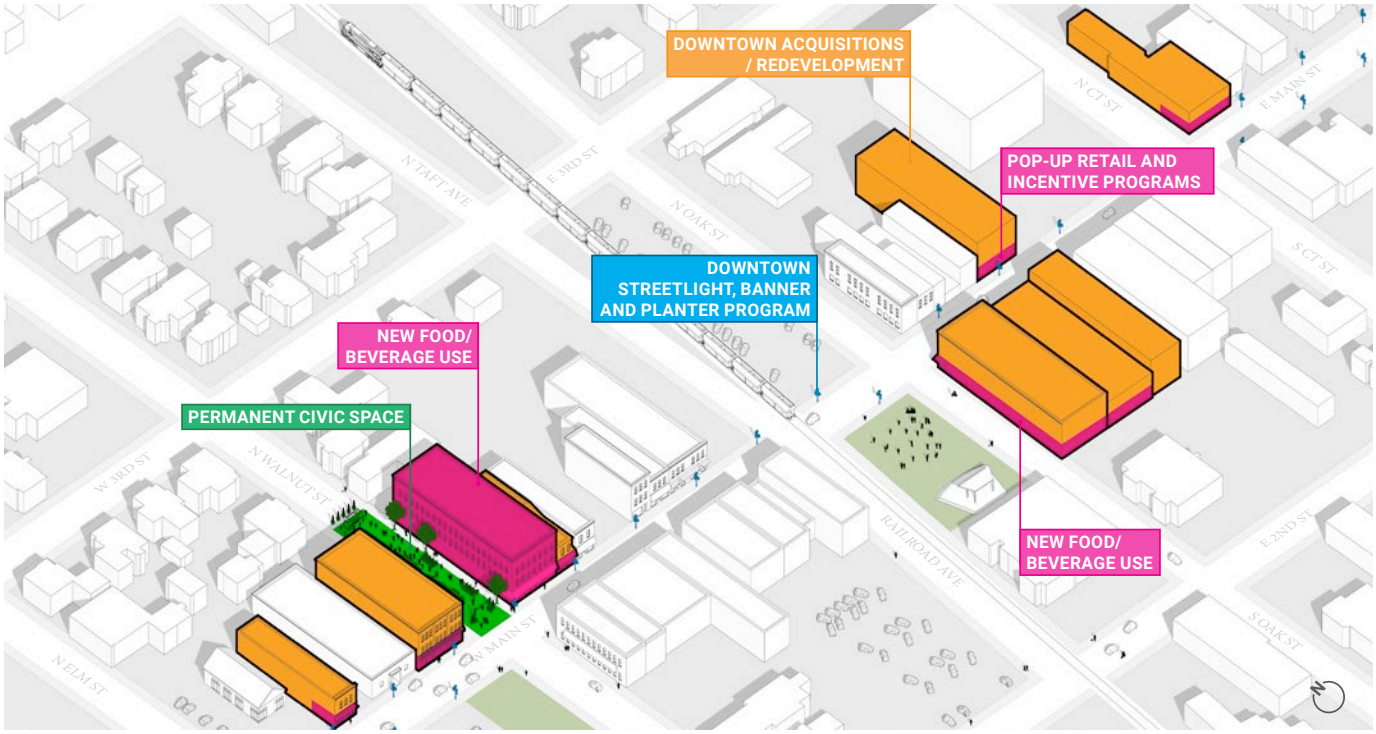
SEE MORE

The Plan

Dayton Daily News Coverage

DOWNTOWN OTTAWA OHIO

2022



The Village of Ottawa, Ohio, has engaged YARD & Company to help shape its next generation of growth, centered around a vibrant and walkable downtown core. Over an 8-month period, YARD is working with a newly created resident and business-led Task Force to: 1) engage village residents, employers, and leaders about a vision for Ottawa's growth; 2) identify opportunities to attract hospitality, street-level retail, and housing to Downtown and nearby locations; 3) improve the walkability of downtown streets and public spaces while re-establishing a relationship to the Blanchard River, the High School, and surrounding neighborhoods; 4) establish and activate a new brand for Ottawa, built on authentic village experiences; 5) develop and implement an expanded event calendar and storytelling platform; and 6) elevate a new or refined level of organization wholly dedicated to the vitality of Downtown Ottawa.

IMPACT

- Hundreds engaged through a diverse set of initiatives
- New public space built and regularly activated Downtown
- New Village brand and story created
- New non-profit entity formed and funded to manage the growth of Downtown and implement the Plan

PROJECT LOCATION

Ottawa, Ohio

BUILDING BLOCKS + TOOLS

Engagement + Discovery

Scenario + Story

Activation + Testing

Strategic Investment Planning

District Operations

REFERENCE

Amy Sealts
Director of Economic Development
Putnam County Community Improvement Corporation (PCCIC)
pccic@bright.net
419.523.5595

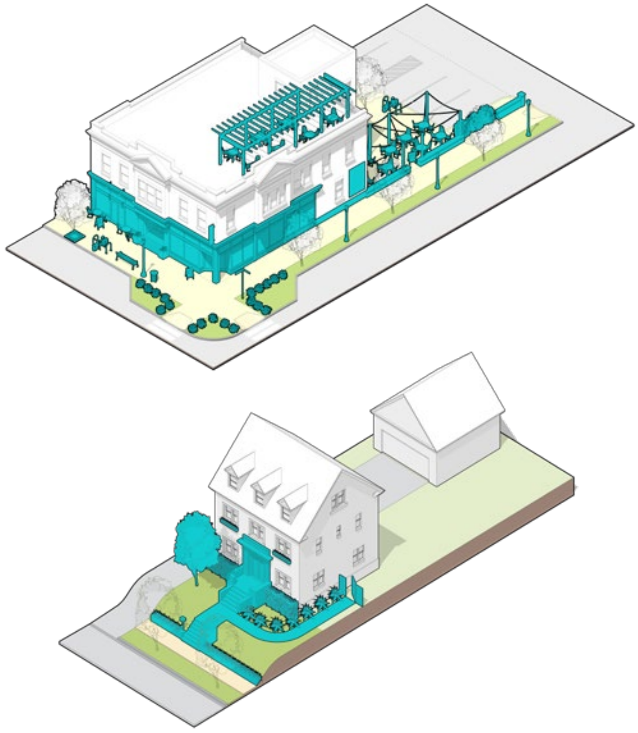
SEE MORE

GO Ottawa project website

WECOLLAB COMMUNITY PLAN

2021 - 2023





The YARD & Company team worked with the Cornerstone Community Development Corporation, Invest STL, and the City of St. Louis on a resident-led Reinvestment Plan for the West End and Visitation Park neighborhoods. The project included a robust and active engagement strategy that utilizes a paid project resident/ambassador team. The plan included an analysis of mobility, safety, retail, housing, urban design, development, and racial equity. The recommendations are equally focused on short-term and small-scale implementation measures and long-term and large-scale projects. A framework for decision-making related to development and growth was included, as well as an operations and implementation plan for the community-based partners. The project was recently completed in December 2022 and the plan is expected to be adopted in 2023. This plan also recently received a CNU Charter Award, presented at the May 2023 CNU National Congress.

IMPACT

Created St. Louis' first resident-led master plan

Developed specific development plans for five focus areas to be phased over 10 years

Established development scorecard that links new development back to neighborhood priorities

PROJECT LOCATION

St. Louis, Missouri

BUILDING BLOCKS + TOOLS

Engagement + Discovery

Scenario + Story

Reinvestment Strategy

REFERENCE

Vontriece McDowell, Neighborhood Solidarity Partner

Invest STL

314-799-9928

vmcdowell@investstl.org

YARD & COMPANY

MAIN STREET ACTIVATION CODE

2019-2020



The City of Florence, Kentucky, has a traditional Main Street that it is focused on activation through dedicated management, redevelopment of key properties, street improvements, and investments in infrastructure. As it pursues these initiatives, the City sought to amplify the private investment return on this work through a revised Florence Main Street (FMS) Zoning District and district boundary that removes barriers to creative investment, rehabilitation of structures, and new infill development. The Florence Main Street Activation Guide provides a decision-making framework for Boone County staff that oversees the City's zoning and site plan approvals to approve or deny Zoning Permits. More than a passive document, it provides a tailored set of recommendations that will actively shape growth within the expanded Main Street District.

IMPACT

Highly visual, active frontage-oriented, zoning code to reactivate City's historic Main Street.

County and City goal and process alignment

Operational strategies for Main Street Manager

MORE INFO

See the Guide

PROJECT LOCATION

Florence, Kentucky

BUILDING BLOCKS + TOOLS

Community Operations

Form-Based Code

REFERENCE

Patricia J. Wingo

Main Street and Neighborhood Revitalization Program Manager

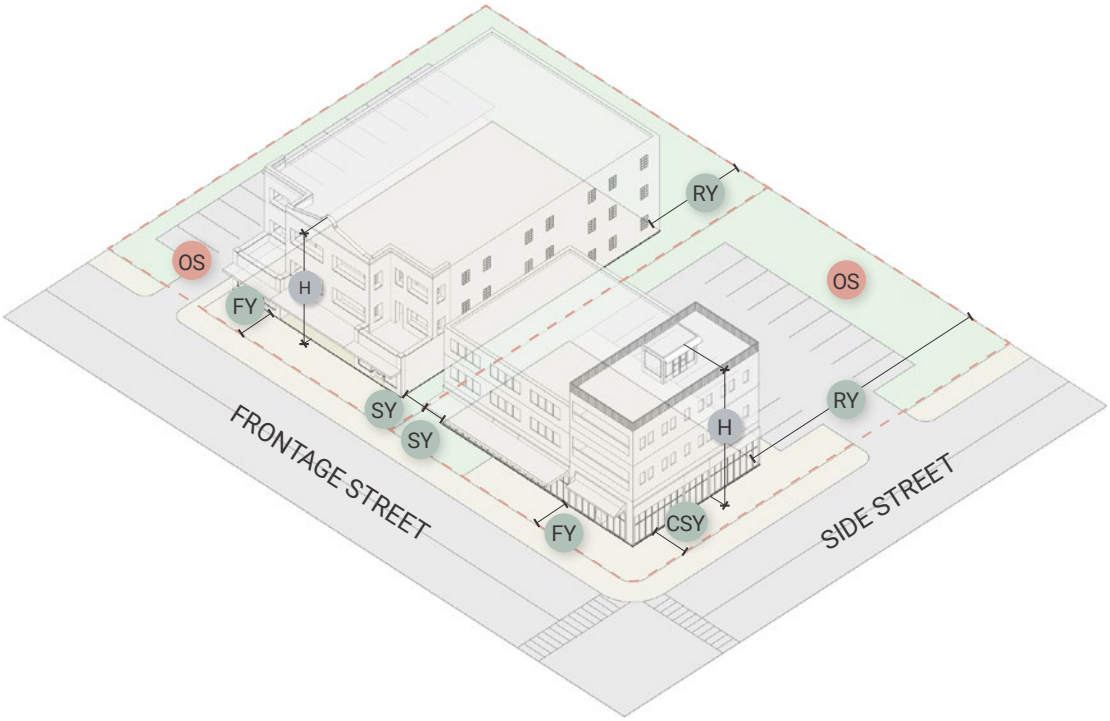
City of Florence, Kentucky
8100 Ewing Boulevard
Florence, KY 41042

Patricia.Wingo@Florence-KY.gov
859-647-5412

YARD & COMPANY

VIENNA ZONING CODE

2020-PRESENT



In 2020 the Town of Vienna, Virginia engaged YARD & Company to help modernize its zoning ordinance. As one of Washington DC's fastest growing suburbs, Vienna needed a modern code that helped it meet its 21st Century challenges related to growth, character and mobility. YARD helped develop an engagement plan and brand for the project that both engaged citizens about the future and informed them about what zoning can and can't do to help control and encourage development outcomes. The project brand and active engagement strategy coupled with a highly visual and easy to read zoning document helps to ease the process of growth and build a coalition of support for what's to come. The code is undergoing final revision and anticipated to be approved in 2023.

IMPACT

A new zoning code with a highly visual brand and easy to read code document that mobilized and educated citizens on how zoning could help shape new growth opportunities.

PROJECT LOCATION

Vienna, Virginia

BUILDING BLOCKS + TOOLS

Engagement Plan

Brand + Communications Strategy

Graphic Design

Highly visual zoning code document

REFERENCE

Cindy Petkac

Planning & Zoning Director

Town of Vienna, Virginia

cindy.petkac@viennava.gov

A DISTRICT OVERNIGHT

2018



An emerging riverfront district in Covington, Kentucky's urban core has long been strangled by high-speed state-ran arterials that have inhibited the district's growth. When one of the district's restaurants organized a three-day festival, he realized that few would be actually able to make it to the event by foot, bike, or even from the parking garages and lots. YARD was engaged ten days prior to the event to assess, plan, and execute a comprehensive access, wayfinding, and district identity strategy. The strategies and tactics included wayfinding signage, district identification signage, bike racks, upgraded crosswalks, designated rideshare stands, and benches. The effort served as the starting point to a new conversation around growth and change in the district, leveraging the crowds to get feedback about their experience in the district.

IMPACT

Ten day design, prototype, and build of a district wayfinding and infrastructure package.

Facilitated movement of hundreds of event patrons.

PROJECT LOCATION

Downtown Covington, Kentucky

BUILDING BLOCKS + TOOLS

Engagement + Discovery

Activation + Testing

REFERENCE

Richard Dickman

Owner, Smoke Justis

richard@smokejustis.com

YARD & COMPANY

FORT WAYNE SE

2019



The City of Fort Wayne, Indiana, is updating its plan for the Southeast quadrant of the city. While this is mostly an in-house effort led by City staff, the City engaged the services of YARD & Company to prepare a detailed development strategy for key focus areas within the Southeast. The priorities for this work included enacting a diverse, creative and active engagement strategy that connect stakeholders to the process; offer an immersive design charrette experience for specific opportunity areas; make recommendations for housing, retail (with particular focus on small-scale minority owned businesses), commercial, light industrial, adaptive reuse and supportive infrastructure such as streets (both as places and for mobility); and all with implementation strategies that are focused on what can be done within the first year.

IMPACT

Week-long charrette that connected hundreds of people across a large geographical area to the visioning process.

Popup activations throughout the community to explore spaces

36-month strategic investment plan with particular focus on the first year

PROJECT LOCATION

Southeast Fort Wayne, Indiana

BUILDING BLOCKS + TOOLS

Engagement + Discovery

Activation + Testing

Community Operations

Strategic Investment

REFERENCE

Russell Garriott

City of Fort Wayne

Community Development Division

200 E. Berry St. Suite 320
Fort Wayne, IN 46802

260-427-1127

russell.garriott@cityoffortwayne.org

YARD & COMPANY

PEEBLES CORNER MASTER PLAN 2021



The former Kroger grocery store site in Walnut Hills has historically been a central square for the neighborhood. It is critical that the redevelopment of this site fits into and represents the diversity and history of the community while still looking forward. YARD & Company was brought on by the project developer, the Model Group, to lead the master planning process. With a focus on retail, public space and housing, this planning process prioritized a robust engagement effort that reached a broad cross section of the community. A personality test was created and used to help community members articulate the future personality they hope to see emerge throughout the redevelopment of this site. The resulting master plan depicts an appropriately active type of place, providing an assortment of daytime activities and services within a welcoming, expressive space. The plan received formal support by the Walnut Hills community and began construction mid-2022.

IMPACT

Over 500 community members provided input (238 via digital survey, 252 via in-person survey, and more who stopped by pop-ups & attended community meetings)

Top retail, outdoor space and housing priorities incorporated into recommended site master plan

LOCATION

Cincinnati, Ohio

BUILDING BLOCKS + TOOLS

Master Planning

Site Design

Scenario + Story

Engagement + Discovery

REFERENCE

Jason Chamlee, VP Mixed-Use Development

Model Group

513.559.5896

jchamlee@modelgroup.net

YARD & COMPANY

FOREST PARK AREA PLAN

2018-2019



Forest Park is the site of a former amusement park and, later, shopping plaza in Dayton, Ohio's north end. Now mostly vacant and without investment for generations, CountyCorp, Montgomery County, Harrison Township, and the property owners have come together to craft a strategy for development. The process engaged hundreds of stakeholders and evaluated four development scenarios before determining to move ahead with the preferred approach. The strategy is anchored by the relocation of the Township administration to a new Town Hall on the threshold of an expanded Five Rivers MetroParks system that will get expanded into the site. Other project impacts consist of road dieting all of the area streets to prioritize pedestrians and bikes; recruiting a new community center; and a mixed-use village that includes over four hundred units of new housing and retail. The strategy also includes building out a site-specific development organization, activating the site even before the plan is done through new community events and a recurring monthly Open Streets initiative along Riverside Drive.

IMPACT

Marketing and Broadcasting effort that shed new, positive light on the neighborhood

Over 400 people engaged

10 year Strategic Investment Plan

SEE MORE

The Plan

PROJECT LOCATION

Harrison Township, Ohio

BUILDING BLOCKS + TOOLS

Engagement + Discovery

Activation + Testing

Scenario + Strategy

Strategic Investment Plan

REFERENCE

Steve Naas

President, CountyCorp

130 West 2nd Street, Suite 1420
Dayton, OH 45402

937-225-6328

snaas@countycorp.com

YARD & COMPANY

10TH STREET CORRIDOR PLAN

2017 - 2018



From prior experience of YARD & Company founders

New investments in downtown Jeffersonville, Indiana, coupled with a new interchange at its urban fringe has begun to stress the antiquated mid-century, 5-mile commercial corridor of 10th Street. Vacancy has skyrocketed, properties are underwater, and a new proposal for a comprehensive reconstruction of the roadbed necessitate a strategic look at the corridor's development future. Add-ons and modifications to the current street design were proposed to strengthen its ability to support walkability and real estate investment. High-priority sites for infill and redevelopment helped focus City reinvestment efforts and the framework for a corridor-specific community redevelopment corporation was established to assist in the implementation.

IMPACT

Builder and property owner workshops to help attract and shape reinvestment

Adopted long-term vision for corridor

SEE MORE

CBS8 Coverage

News and Tribune Coverage

Corridor Master Plan

PROJECT LOCATION

10th Street, Jeffersonville, IN

BUILDING BLOCKS + TOOLS

Engagement + Discovery

Phaseology

Community Operations

Design Discovery

Strategic Investment Plan

REFERENCE

Chad Reishl

Director of Planning & Zoning

City of Jeffersonville

500 Quartermaster Court, Suite 200

Jeffersonville, Indiana 47130

creischl@cityofjeff.net

812-280-3855



THE DISTRICT AT DEERFIELD

Deerfield Township, Warren County, OH

The District at Deerfield is a 28 acre mixed use project that includes 360 residential units, 95,000 square feet of office and retail, a hotel, and a central public park that ties it all together. In preparing the master plan, our team studied options for the layout and configuration and assisted the client through reviews for the 240 residential units, known as One Deerfield. This part of the project includes a clubhouse and outdoor amenity area with a pool, gaming lawn, outdoor kitchen, study nook, beer garden, wine garden and fire pit. The garden design provides an organized space that is defined by lush plantings and seat walls.

Because of the size of the project, a traffic impact study was completed for the development that is located between Mason-Montgomery Road and Wilkens Boulevard at Parkway Drive. As part of the study, our team conducted peak hour (morning, mid-day, and evening) turning movement traffic counts at nine intersections along Mason-Montgomery Road, Wilkens Boulevard, and Parkway Drive. Twenty intersections (internal and external to the site) were evaluated to determine the impacts of the proposed development and ultimately the roadway and/or signal improvements required of the proposed development to mitigate such impacts.

Bayer Becker also prepared plans for the Parkway Drive Extension project that bisects the District at Deerfield site for Deerfield Township. The roadway consists of three lanes including left turn lanes at various intersections/ driveway and landscaped medians between. The team provided typical roadway design services such as horizontal and vertical alignments, typical sections, drainage (curb and gutter, closed storm sewer), cross sections, grading plans for the surrounding site, intersection details, traffic control, etc. Additionally, the project included roundabout design, a joint utility trench, landscaping plans, detailed turning movement review, (AutoTURN analysis), and detailed intersection sight distance analysis.

RELEVANCE

Urban Redevelopment
Multi-Family Residential
Commercial Space
Pedestrian Connectivity
Streetscape Design
Public Gathering Space

CLIENT

Silverman & Co, Inc.
Ryan Silverman | Vice President Leasing
513-984-5360
rsilverman@silvermanandcompany.com

bayer becker







MADAMORE (phase I, II, III)

Cincinnati | Madisonville

Revitalizing the business district of Madisonville, the Madamore mixed-use buildings include a total of 316 apartments, over 60,000 square feet of new commercial space, and a revitalized shopping district. After several years of dreaming, drafting, and community engagement; the Madisonville Community Urban Redevelopment Corporation teamed with Ackermann Group to bring a transformative mixed-use project the spans three corners at the intersection of Madison Road and Whetsel Avenue. In total, three new five-story buildings will be constructed across three phases of development; that will provide 316 residential units and 67,000 SF of commercial space. Phases One and Two are complete, and Phase Three is currently under construction.

Bayer Becker's full array of design services are on display at Madamore. The transportation group prepared Traffic Impact Studies; the survey group provided topographic surveys, record plats, and ALTA surveys; the civil group prepared detailed design for site infrastructure and streetscape improvements; and the landscape architecture team created public plazas for community engagement and vibrant amenity areas for resident life. In addition, Bayer Becker assisted the development team with a rigorous zoning process, which included one of the earliest projects dealing with Cincinnati's Form-Based Code.

video: youtu.be/a_fNNSLCc60

RELEVANCE

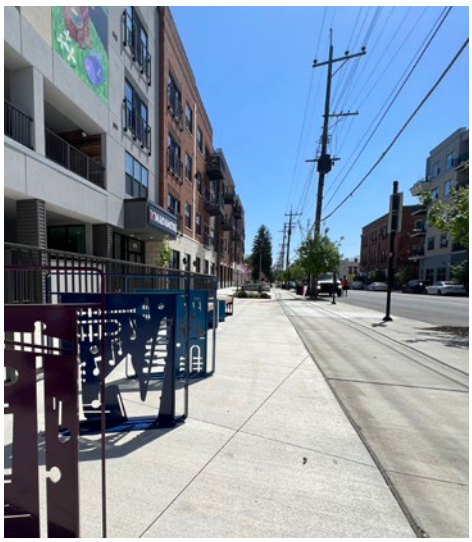
Urban Redevelopment
Multi-Family Residential
Commercial Space
Streetscape Design
Pedestrian Connectivity

CLIENT

Ackermann Group
Dobbs Ackermann | President and CEO
513-842-3100
dackermann@ackermanngroup.com

bayer becker







HaNoBe AT LINDEN SQUARE

Cincinnati, OH | College Hill

Located at the northern end of the College Hill Business District, HaNoBe at Linden Square (formerly known as College Hill Station) will transform over 7.5 acres of long-vacant land at the intersection of Hamilton Avenue and North Bend Road into a vibrant, mixed-use development. This $30M project has been a community dream for nearly 15 years and will be completed in 2022.

The HaNoBe development will deliver 171 market-rate apartments, over 10,000 SF of street-level retail, 240 on-site parking spaces, and streetscape enhancements along Hamilton Avenue and North Bend Road. In addition, 31 single-family townhomes and a neighborhood park will be constructed at the west end of the site.

Bayer Becker provided integrated land surveying, civil and transportation engineering, and landscape architecture services for the development team. From the project's original visioning in 2016, Bayer Becker led the charge on re-zoning efforts and zoning relief opportunities through the City's form-based code, right-of-way dedications and lot splits/reciprocal easement agreements through the City's planning department, multiple phases of site permitting through the City's building department, and right-of-way permitting through DOTE for the streetscape improvements.

With multiple developers, community groups, city agencies, and design team members engaged throughout the life of this project; Bayer Becker served as a common thread that helped connect all the site elements that went into making this a successful and thriving community asset.

RELEVANCE

Urban Redevelopment
Multi-Family Residential
Commercial Space
Streetscape Design
Pedestrian Connectivity

CLIENT

Pennrose
William Basil | Associate Developer
513-906-5164
wbasil@pennrose.com

bayer becker





SCOPE OF SERVICES



STATEMENT OF UNDERSTANDING

A district-oriented planning process informed by stakeholder and public engagement will guide the City of Monroe in building a vibrant Downtown that will stay relevant for decades. This plan is a necessary component to implementing key recommendations highlighted in the recently adopted Advance Monroe 2040 Comprehensive Plan. It also serves as an opportunity to apply and build on findings from recent housing and economic development studies. Furthermore, this process will provide actionable task items that can be used to guide and leverage local investments, in coordination with broader support for initiatives focused on resilient development, infrastructure and environmental improvements, mobility, housing, and economic growth.

The City of Monroe is looking ahead from a position of strength. Opportunities to build on strengths to solve problems inspires our approach to planning. Our passion for discovery, implementation and vibrant and inclusive growth will meet the Monroe community where it is today and work with you to craft a Downtown Master Plan, complete with implementation strategies and potential funding sources. The YARD & Company team will leverage its experience with similar planning projects and expertise in context-sensitive community design and development planning to ensure this master plan sets the right tone with a strong guiding vision, supported by near, mid, and long-term recommendations for achieving that vision. We will utilize an iterative approach that encourages effective communication throughout the process and builds ownership of the plan amongst a wide audience. Creative engagement tactics will be devised to maximize the plan's inclusivity, and take place in Monroe's Downtown as a means of testing ways to gather in the district.

This Downtown Master Plan will be organized as a 9-month process, from September 2023 through May 2024. The YARD team will work closely with Monroe's Development Director, a Steering Committee, and a Technical Committee comprised of City staff. The plan will additionally be guided by input from Monroe's Historic Preservation Commission, City Council, the Monroe Area Community Improvement Corporation, community stakeholders, and the broader public. The following section details our methodology and approach to crafting a Downtown Master Plan that the Monroe community will not only utilize to implement current goals, but also be proud of and view as a source of excitement for the future of Monroe.

THE JOB TO BE DONE

- Update City's vision and goals for its Downtown
- Establish a decision making framework to inform future development policies
- Provide a pathway for a revitalized Downtown destination that leverages near-term activation strategies
- Make recommendations based on broad and inclusive community input

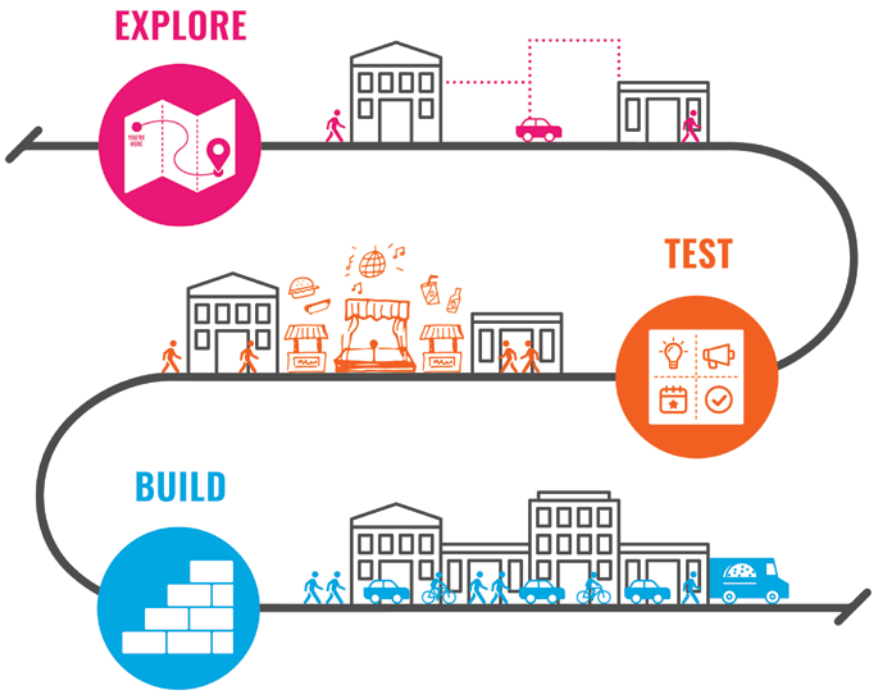


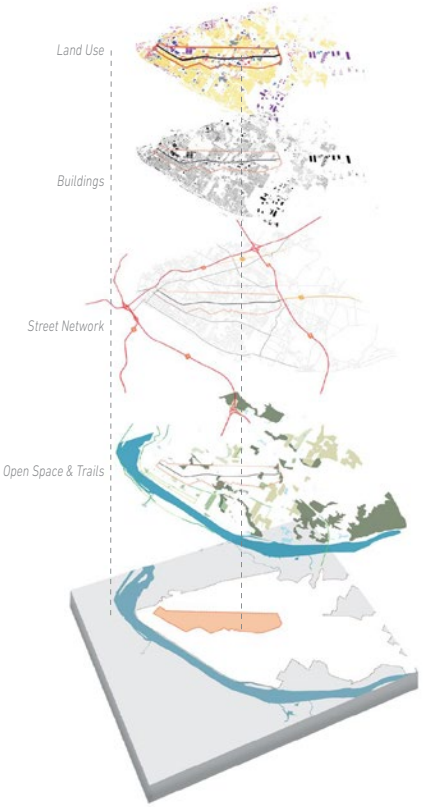




METHODOLOGY

We propose to work alongside you in an energetic 9-month process, divided into three stages, each incorporating meaningful engagement. The first stage, **Explore**, will focus on learning as much as possible about Monroe, including top priorities for Downtown. We will collect the necessary base information to understand existing conditions, assess community opportunities and constraints through planning analyses, evaluate relevant plans and studies that require incorporation, and solicit broad stakeholder and public engagement. The second phase of work, **Test**, will include developing a series of feasible recommendations and options that respond to what was learned in the Explore phase. These will be vetted with the City, Steering and Technical committees, stakeholders, and the public. The final stage, **Build**, zeros in on the highest priority recommendations and initiatives, develops an implementation plan and culminates in a final round of engagement as the Master Plan enters the adoption process.





"We were introduced to YARD & Company in 2017, during the creation of the Erie Downtown Development Corporation. YARD provided early guidance that shaped our thinking on priority focus areas, intentional activation activities and creative ways to engage community members. Through our network, we have been able to sponsor their work in Erie and beyond."

Christina Marsh
Community and Economic Development Officer
Erie Insurance

STAGE 1: EXPLORE [3 MONTHS]

We anticipate a project start and completed work contract in September 2023. Early on, we will schedule a Kick-off Client and Steering Committee Meeting that ideally includes an orientation tour of Downtown. We will use that meeting to help establish a protocol for project management and a file sharing platform for the transfer of information and files. This will include relevant plans, studies and existing conditions data we expect to receive from you, including CAD/GIS layers where feasible. We will also make use of the Kick-off Meeting to confirm the goals and schedule for the project. In this first phase of services, we will draft an Engagement Plan that describes protocols for project management and communication, planned meetings, and the public participation process, identifying who are the community audiences, where we intend to engage them, and with what materials. Existing events in the Downtown area will be sought out as potential opportunities for public engagement. This engagement document will further outline the questions and talking points that will guide focus group conversations to ensure insights on key topics and areas of study relevant to the Downtown Master Plan are captured.

Our analysis will proceed with an audit of relevant plans and documents and evaluation of physical attributes such as infrastructure, connectivity, land use, environmental conditions, housing, and district form. We will pair that with demographic research, trend spotting, and other data points including community input. The compilation of information learned will be assembled in a written and illustrated Summary of Understanding that will provide a general direction for the Master Plan with clear visions and goals to be developed further.

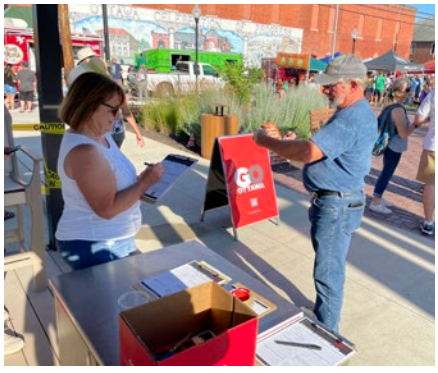
Tasks

- Audit relevant plans & documents to identify gaps to fill, data to incorporate, and opportunities to build on, including: 2040 Comprehensive Plan, 2023 Multi-Family Housing Assessment, 2023 Economic Development Strategic Plan, and 2019 Comprehensive Housing Assessment
- Prepare base maps & exhibits of Downtown area existing conditions and analysis, including infrastructure and land use
- Produce an Engagement Plan to describe project management and communication, meetings and all opportunities for stakeholders & public to engage with the planning process
- Prepare engagement materials focused on establishing a Downtown vision, guiding principles, goals, and objectives, plus key areas of opportunity









- Launch digital & in-person public engagement, including an open house or similar community event
- Conduct key stakeholder meetings
- Compile Stage 1 input and analysis in a Summary of Understanding



Meetings

- September 2023: Project Kick-off with City & Steering Committee
  - Confirm project goals, schedule, and communication protocol
  - Project team orientation walking tour
- Client check-in meetings, frequency to be determined
- Technical Committee meeting
- Key Stakeholder Group meetings
- Public Engagement Event



Deliverables

- Engagement Plan
- Summary of Understanding



STAGE 2: TEST [3 MONTHS]

Grounded in the intelligence gathered, we set to work with you developing a series of recommendations and alternatives. Our design and planning process will incorporate relevant best practices to guide options for land use programming (residential, office, commercial, and public space development), connectivity improvements, streetscape and wayfinding options, and potential activation strategies. The options developed will be depicted through hand drawn and digital plan drawings, digital 3D modeling, photographs, perspective drawings, and written narrative, with emphasis given toward topics and properties previously identified as priorities, such as the Duke Energy Substation and district gateways. Exhibits of this work will be used to facilitate productive discussions that will help to zero in on the draft recommendations and alternatives to be pursued. These materials will be packaged into a PDF presentation and large-format prints and presented at an open house or similar public event. These materials will also be used to facilitate stakeholder discussions, in accordance with the Engagement Plan. Based on the analysis of engagement results and in working with the Steering and Technical committees, a preferred set of alternatives will be identified to be pursued further.

Tasks

» Generate draft recommendations and scenarios related to priority topics and focus areas identified in previous phase

» Prepare Stage 2 engagement materials to solicit broad input on scenarios and draft recommendations

» Organize Stage 2 public event

» Compile findings and identify preferred options and recommendations

Meetings

» Client check-in meetings

» Steering Committee meeting

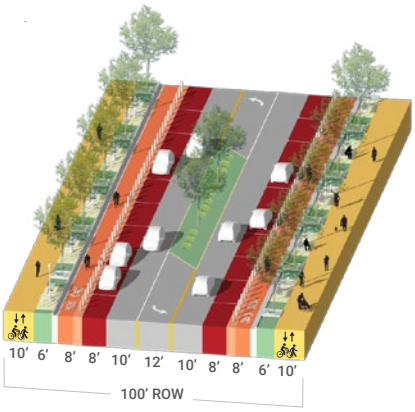
» Technical Committee meeting

» Key Stakeholder Group meetings

» Public Engagement Event

Deliverable

» Draft recommendations (presentation and exhibits)









STAGE 3: BUILD [3 MONTHS]

In the final stage of services, we will work with the Client and Steering Committee to further develop the preferred Downtown Plan components, likely a blend of what was tested in the previous phase of work. A set of draft recommendations will be generated to describe the proposed Downtown development design and formation, land use programming, public space activation, streetscape environment and other relevant recommendations. We will depict these draft recommendations with high quality drawings and illustrations. A draft Implementation Matrix will also be developed to describe tasks and accountable parties for achieving the recommendations, organized by short, mid, and long term strategies. The near-term strategies will include action items that can immediately be started to get the ball rolling. This overall task table will also include viable economic development incentives, policy guidance, high level estimated costs for projects/programs, and potential funding sources. This set of work will be compiled into a Draft Downtown Master Plan, from which a presentation and corresponding exhibits will be created to solicit input. We will present to leaders, stakeholders, and the public at a draft plan release event. The gathered input will be used to refine and produce a Proposed Downtown Master Plan that will go through the official approval process, anticipated to take place in May 2024.







Tasks

» Develop and depict draft recommendations for the Downtown District with drawings, models and diagrammatic illustrations (development scheme, land use, streetscape improvements, public space, etc.)

» Prepare the Implementation Matrix

» Compile work into a Draft Downtown Master Plan

» Organize a final public event to solicit community input and incorporate into a Proposed Downtown Master Plan

Meetings

» Client check-in meetings

» Steering & Technical committee meetings

» Public Engagement event per the Engagement Plan to share the draft plan and launch adoption/implementation process

Deliverables

» Downtown Master Plan (draft and proposed versions)

» Implementation Matrix (projects/programs, costs, funding sources)

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PROJECT SCHEDULE

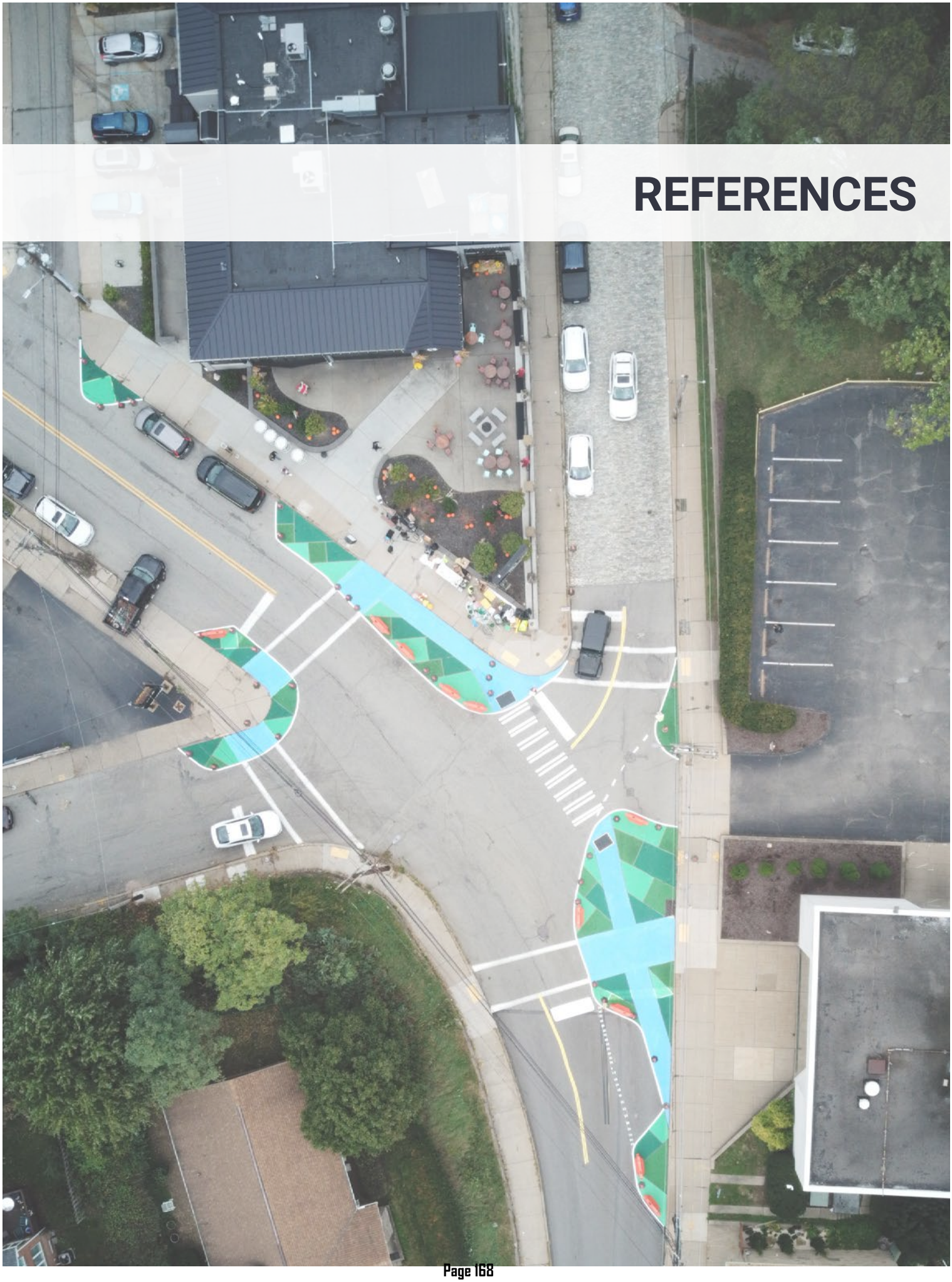
PROJECT SCHEDULE

The schedule below highlights the timing and organization of the proposed scope of work. We recommend a 9-month planning process that begins this September. Noted are the Steering and Technical committee meetings, stakeholder and public engagement opportunities, and deliverables that will occur throughout the project. The project kick-off meeting will be used to determine whether any adjustments to this schedule will facilitate the success of this Downtown Master Plan. We will additionally determine a desired schedule for client check-in meetings.

MONTHS (SEPT 2023-MAY 2024)	1	2	3	4	5	6	7	8	9
STAGE 1: EXPLORE									
Project Kick-off & Downtown Tour	C								
Data collection and review, plan audits									
Develop and distribute project Engagement Plan		D							
Launch engagement - committees, stakeholders & public			E						
Conduct planning analyses, review input									
Summary of Understanding			D						
STAGE 2: TEST									
Develop options and scenarios addressing opportunities, concerns, and priority properties in Downtown									
Vet ideas with Steering & Technical committees					C				
Solicit public & stakeholder input						E			
Identify preferred alternatives for set of master plan components						D			
STAGE 3: BUILD									
Develop preferred plans into draft recommendations									
Produce drawings and illustrations depicting recommendations									
Develop Implementation Matrix									
Present Draft Downtown Master Plan to committees								C	
Facilitate Engagement on Draft Master Plan at final public event								E	
Revise Plan and its implementation based on input									
Deliver a Downtown Master Plan for approval									D

C = Committee Meeting; E = Engagement Opportunity; D = Deliverable

REFERENCES



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YARD & COMPANY

REFERENCES

AMY SEALTS

Director of Economic Development
Putnam County Community Improvement Corporation
115 S Fair St Suite C
Ottawa, OH 45875
(419) 523-5595
pccic@bright.net
Client of the "Downtown Ottawa Plan"

TIM BUTLER

Former City of Loveland Council member
(513) 509-6825
tim.butler@teradata.com
Client of the "Loveland Downtown Plan"

GREGG HARRIS

Assistant Development Director
City of Troy, Ohio
100 S. Market St.
Troy, Ohio 45373
(937) 335-1725
gregg.harris@troyohio.gov
Client of the "Downtown Troy Plan"

CHAD REISHL

Director of Planning & Zoning
City of Jeffersonville
500 Quartermaster Court, Suite 200
Jeffersonville, Indiana 47130
(812) 280-3855
creischl@cityofjeff.net
Client of the "10th Street Corridor Strategic Plan"

DAN FOLEY

Director, Great Miami Riverway
38 E. Monument Ave.
Dayton, Ohio 45402
937.223.1271
dfoley@mcdwater.org
Partner of the "Forest Park Area Plan"

THE YARD IS MEMORABLE

THE YARD IS WHERE THINGS HAPPEN

THE YARD BRINGS PEOPLE TOGETHER

THE YARD GROWS AND CHANGES

THE YARD IS A MEASURING STICK

THE YARD IS HUMAN PACED

YARD & COMPANY

PO Box 1058
Cincinnati, Ohio
45201
United States of America

513.813.8266
buildwithyard.com

CITY OF MONROE

DOWNTOWN MASTER PLAN

INTERVIEW & DISCUSSION | 20 JULY 2023

YARD & COMPANY

bayer becker

INTRODUCTIONS

WE ARE A TEAM OF DESIGNERS, TECHNICAL ADVISORS, AND PLANNERS WHO DOUBLE AS PEOPLE CONNECTORS, ACTIVATORS AND STORYTELLERS.



PLANNING + DESIGN

JOE NICKOL, AICP
PRINCIPAL-IN-CHARGE
YARD & COMPANY



DESIGN + ENGAGEMENT

DANIELLA BELTRAN, AICP
PROJECT MANAGER
YARD & COMPANY



TRANSPORTATION + INFRASTRUCTURE

ETTA M. REED, PE
TRANSPORTATION ENGINEER
BAYER BECKER



STREETSCAPE PLANNING

ALEX J. BETSCH, AICP
URBAN PLANNER
BAYER BECKER

TEAM OF EXPERTS



COMMUNITY OPERATIONS

KEVIN WRIGHT
OPERATIONS & STRATEGY
YARD & COMPANY



PLANNING + DESIGN

ANDRE JOHNSON
URBAN DESIGNER
YARD & COMPANY



DESIGN + ENGAGEMENT

SAEED PIRACHA
URBAN DESIGNER
YARD & COMPANY



CIVIL ENGINEERING

JOHN S. DEL VERNE, PE, LEED AP
VP CIVIL ENGINEERING
BAYER BECKER



PLANNING

OLIVIA D. WEIR
PLANNER
BAYER BECKER

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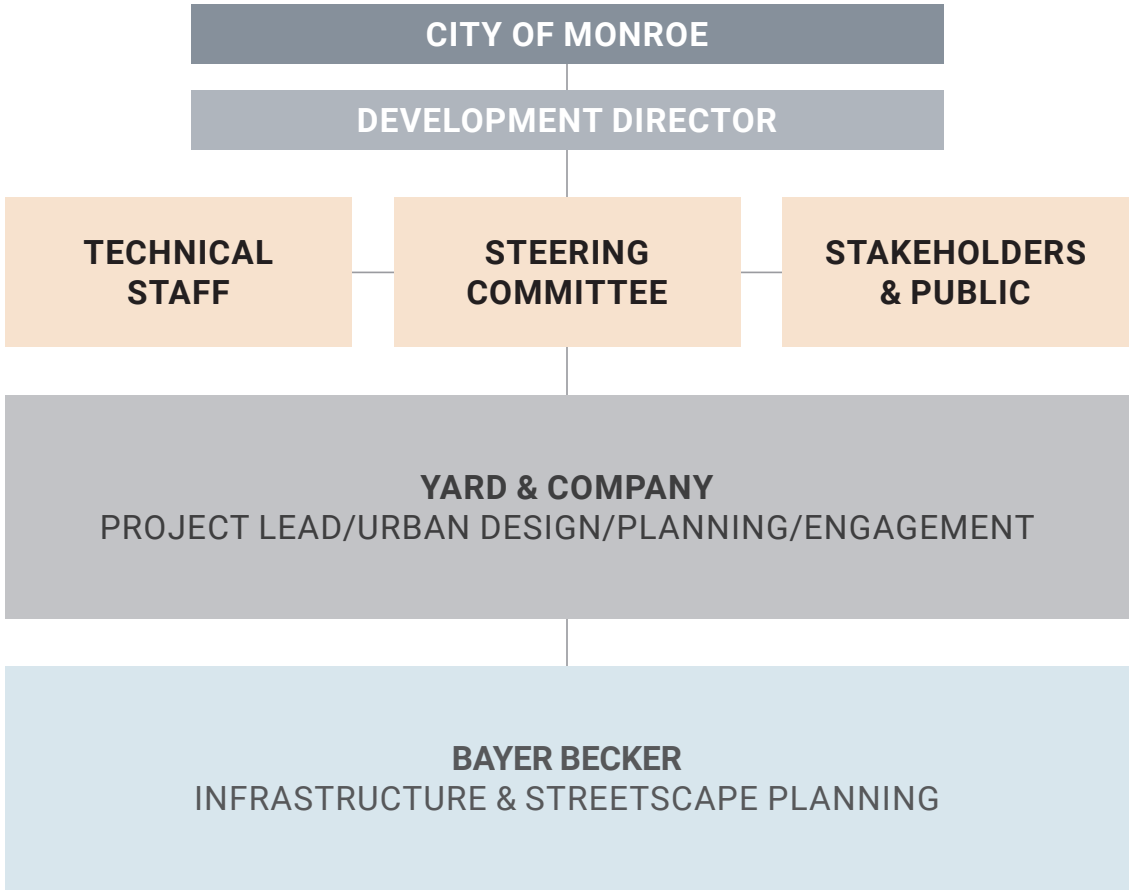

YARD & COMPANY
We are a Cincinnati-based urban growth firm that works nationally to design, build, brand, and operate great places.
buildwithyard.com



Bayer Becker is an industry leader, providing innovative and practical professional design solutions for over 50 years.

bayerbecker.com

YOUR TEAM


CITY OF MONROE
DEVELOPMENT DIRECTOR
TECHNICAL STAFF
STEERING COMMITTEE
STAKEHOLDERS & PUBLIC
YARD & COMPANY
PROJECT LEAD/URBAN DESIGN/PLANNING/ENGAGEMENT
BAYER BECKER
INFRASTRUCTURE & STREETSCAPE PLANNING

WHY MONROE

From the 2040 Comprehensive Plan

“Reinvigorate the downtown by strategically planning a genuine community gathering space”



The conversation has been started, this planning process will test ideas and get Monroe positioned for implementation.

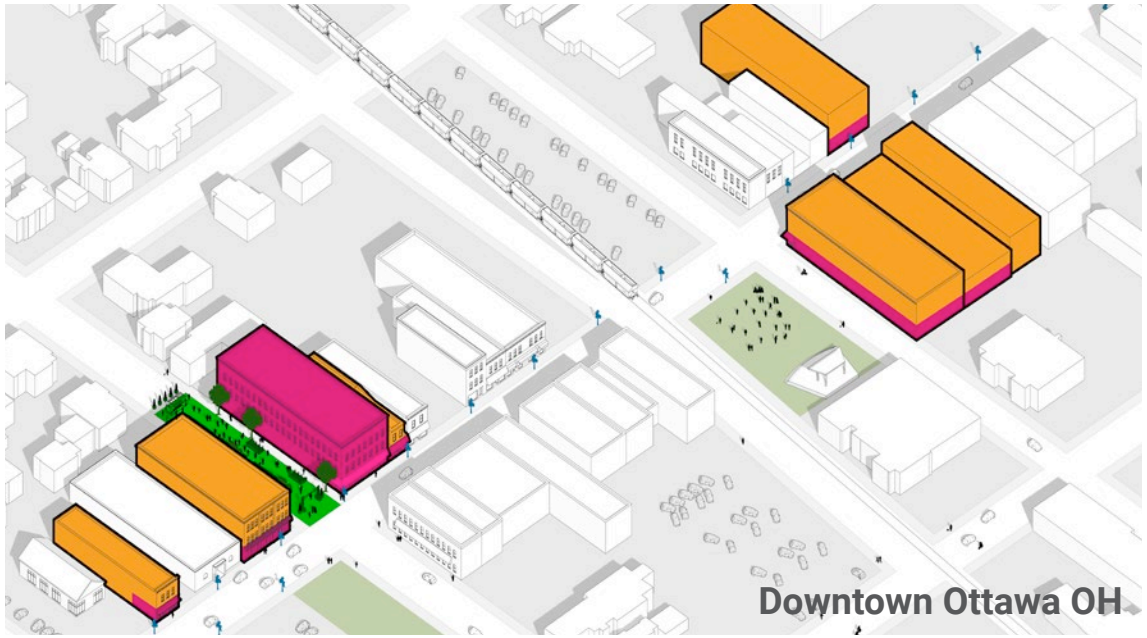


THE JOB TO BE DONE

- Update City's vision and goals for its Downtown
- Establish a decision making framework to inform future development policies
- Provide a pathway for a revitalized Downtown destination that leverages near-term activation strategies
- Make recommendations based on broad and inclusive community engagement & input



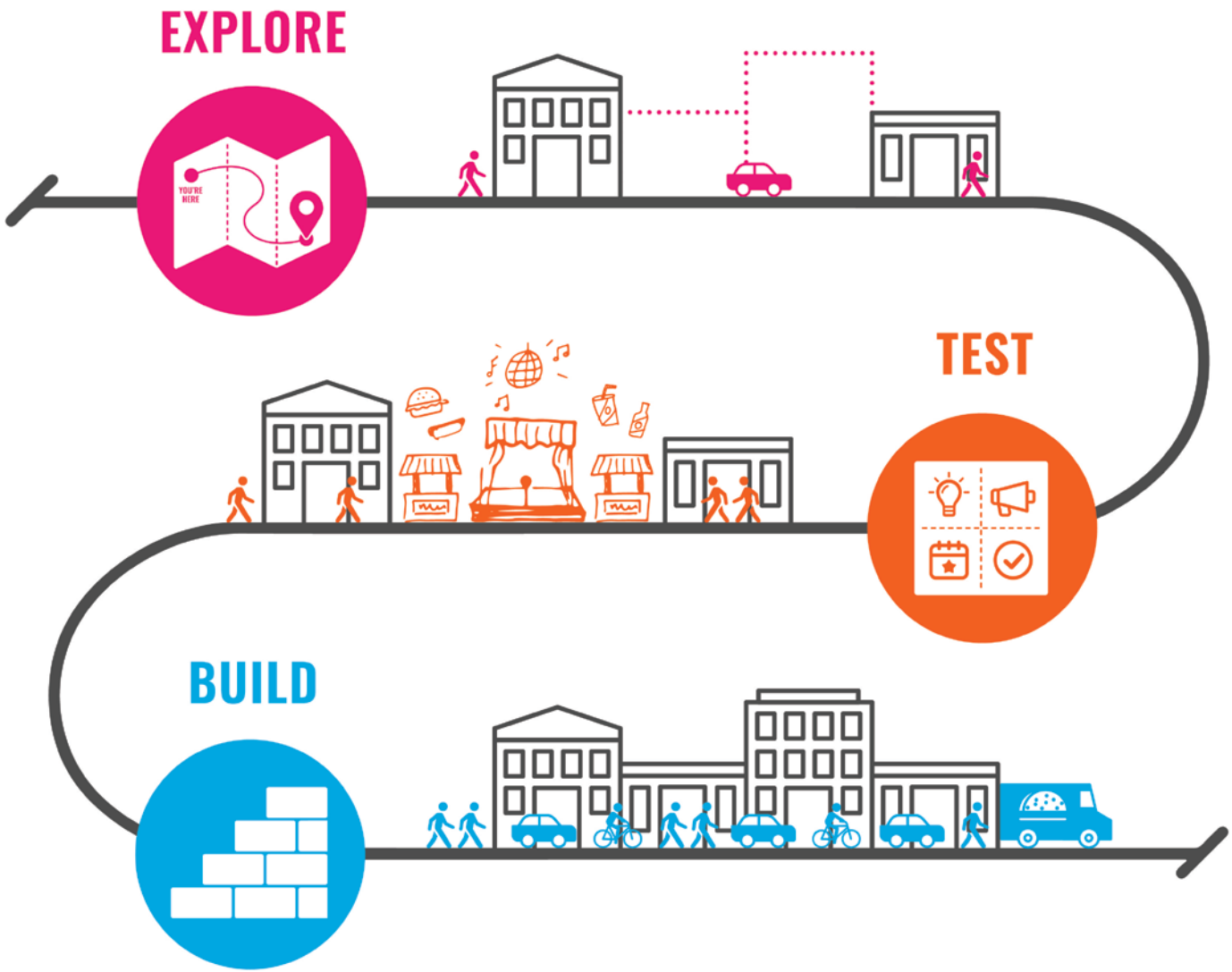
Downtown Loveland Plan


Downtown Ottawa OH

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OUR APPROACH

SEPTEMBER 2023 - MAY 2024



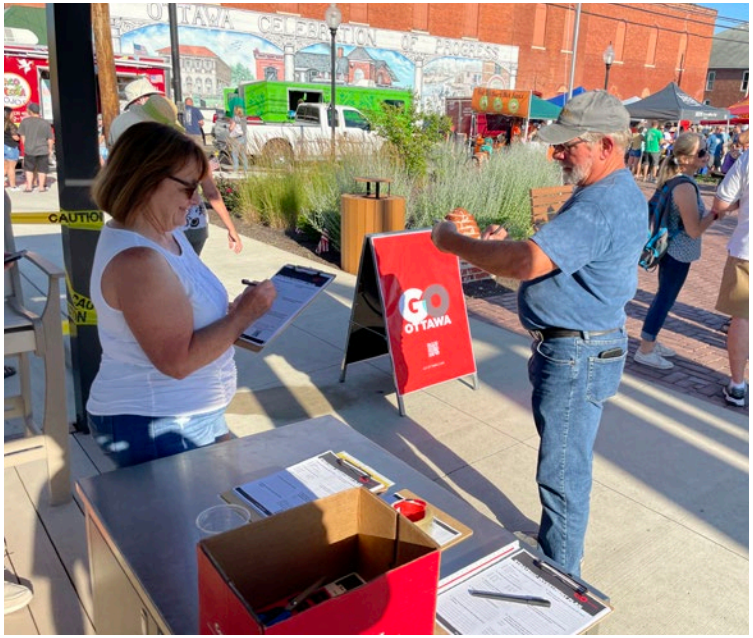
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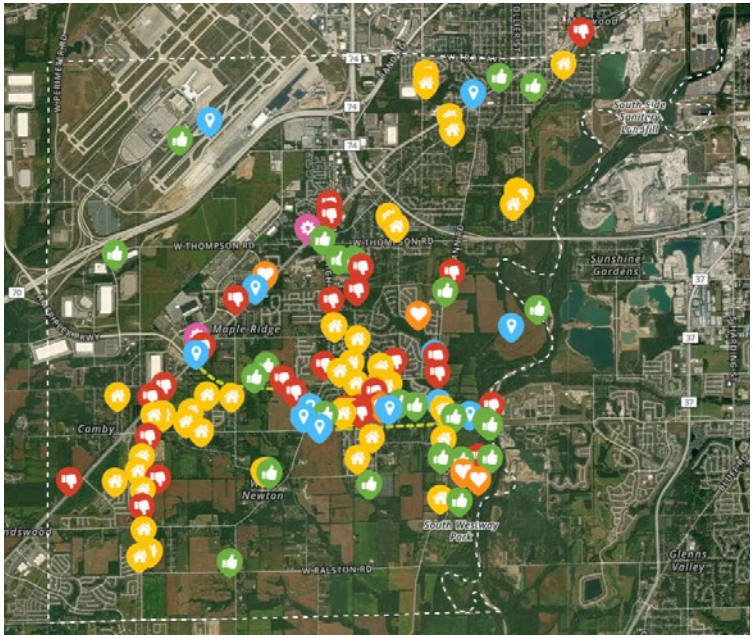
EXPLORE











TIMELINE

SEPT - NOV

DELIVERABLES

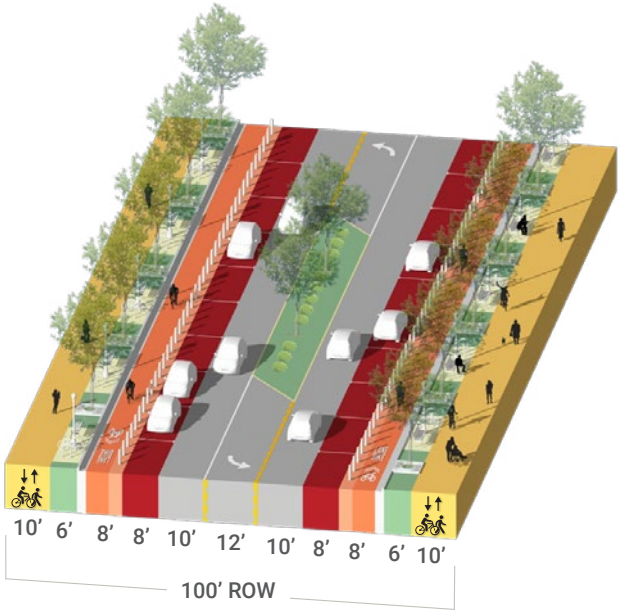
- **Engagement Plan**
  October
- **Summary of Understanding**
  November

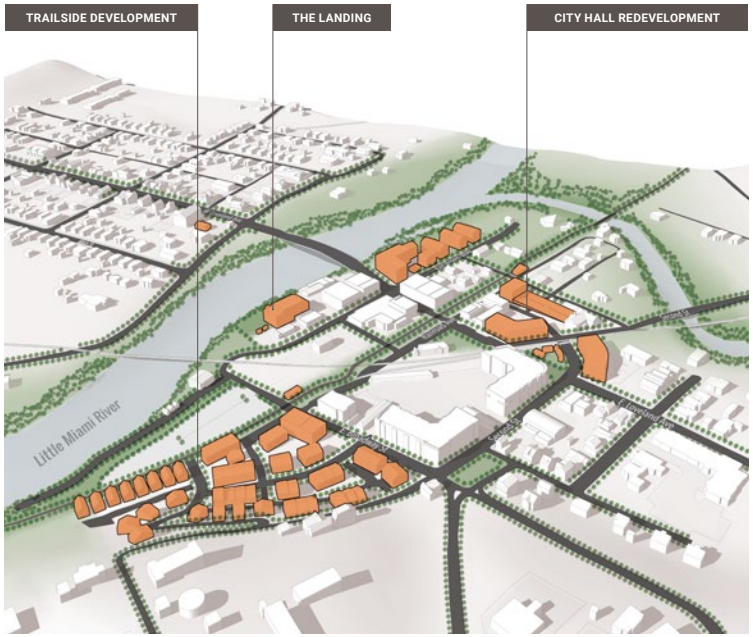
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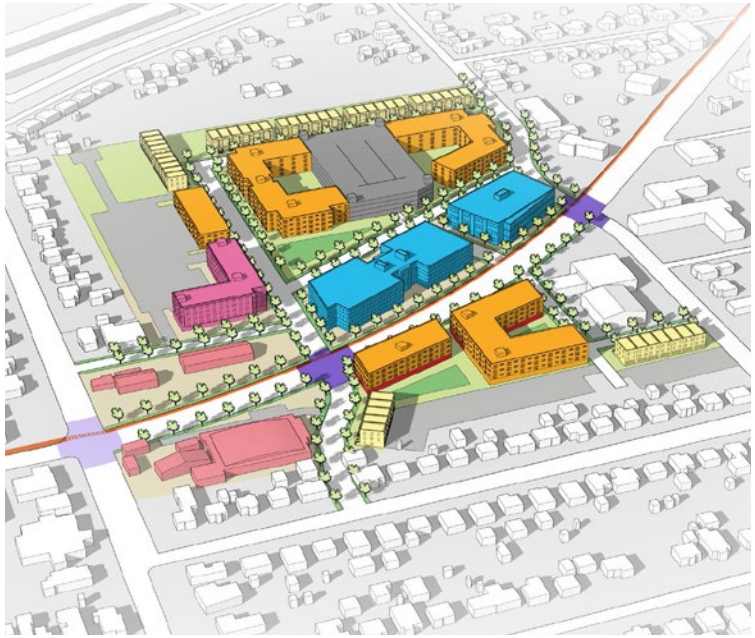
TEST











TIMELINE

DEC - FEB

DELIVERABLES

- Draft Scenarios & Recommendations

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BUILD









TIMELINE

MARCH - MAY

DELIVERABLES

- Draft & Revised Downtown Master Plan
- Implementation Matrix

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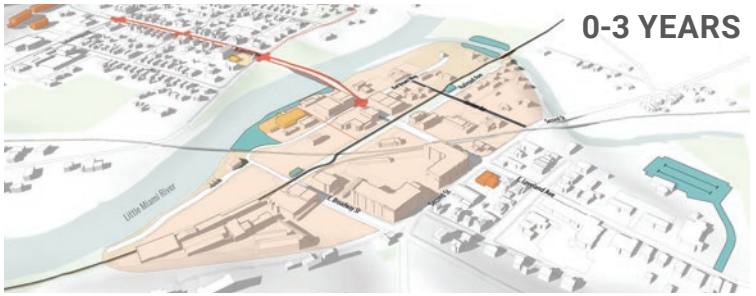
TEAM EXPERIENCE



DOWNTOWN LOVELAND PLAN

IMPACT

- Nearly 1,000 interactions with residents and stakeholders
- Phased strategy for what growth looks like over the next 5-10 years







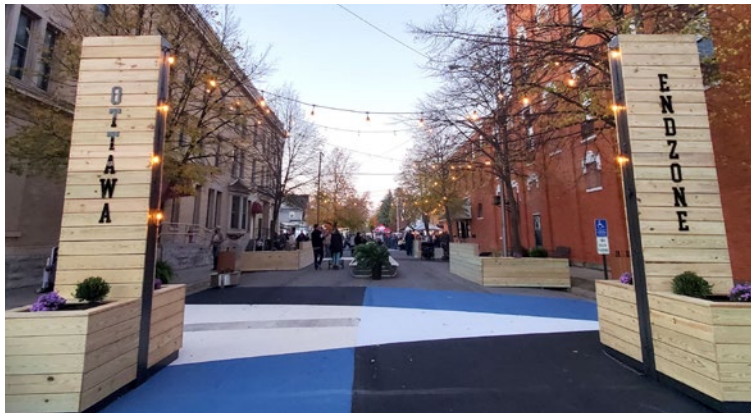


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DOWNTOWN OTTAWA PLAN

IMPACT

- Test public space built and regularly activated
- Project brand and Village story promoted
- Hundreds engaged
- New non-profit entity formed and funded to implement the Plan

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PEEBLES CORNER MASTER PLAN

IMPACT

- Over 500 community members provided input
- Top retail, outdoor space and housing priorities incorporated into recommended site master plan



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TROY DOWNTOWN PLAN

IMPACT

- Performance park
- Six downtown property sales
- Installed bike lanes
- New downtown hospital announced

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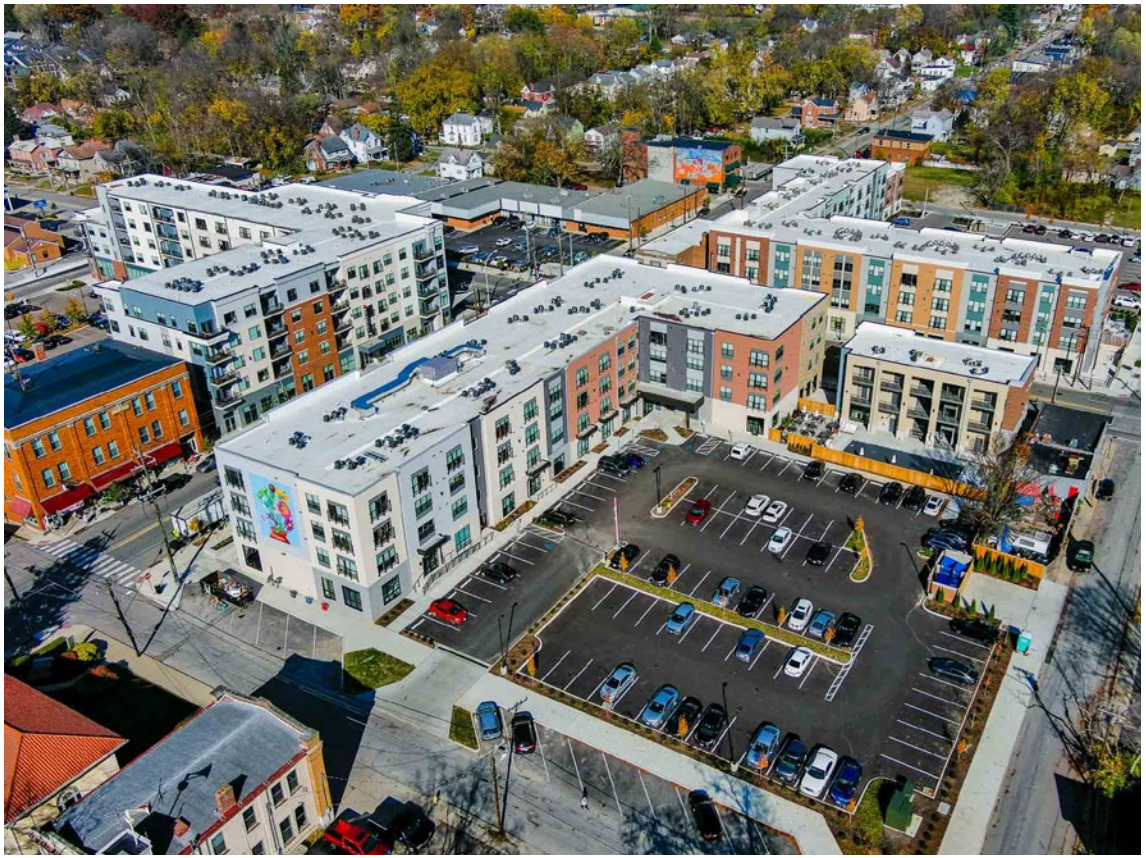




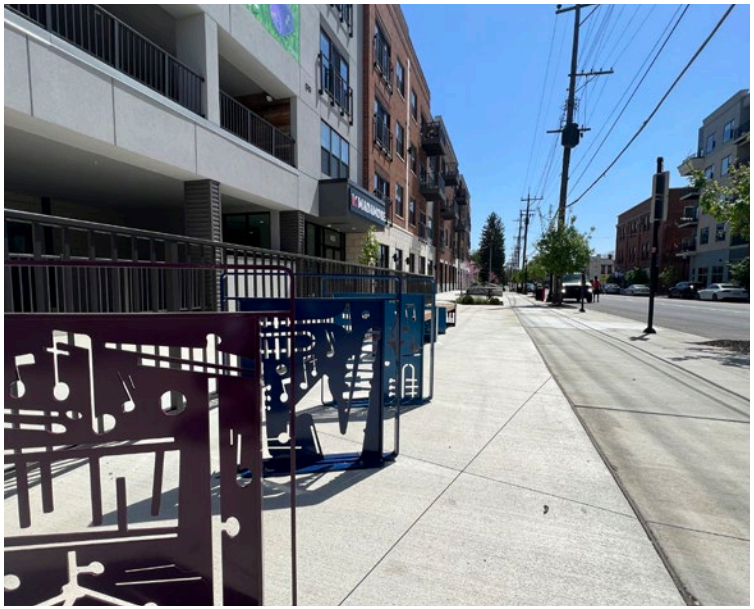
THE DISTRICT AT DEERFIELD

PROGRAM

28 acre mixed use project with 360 residential units, 95,000 sq ft of office and retail, a hotel, and a central public park







MADAMORE (PHASE I, II, III)

PROGRAM

Three new five-story buildings with 316 apartments, over 60,000 sq ft of new commercial space, and a revitalized shopping district







HANOBE AT LINDEN SQUARE

PROGRAM

Over 7.5 acres to create 171 market-rate apartments, over 10,000 SF of street-level retail, 240 on-site parking spaces, and streetscape enhancements

WHY THIS TEAM

› DEVELOPMENT DEMAND VIA ACTIVATION

We are experts at activating places in a way that builds demand for new development and showcases district potential during planning

› COMMUNITY DRIVEN

We wrote the book on active and immersive public engagement - tactics tailored to each community

› MULTI-DISCIPLINARY TEAM

Experienced in urban design, district & transportation planning, infrastructure assessments, and placemaking

› USER-FRIENDLY PRODUCTS

Our deliverables are designed to make easy use of to help project partners and decision makers hit the ground running on implementation



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DISCUSSION



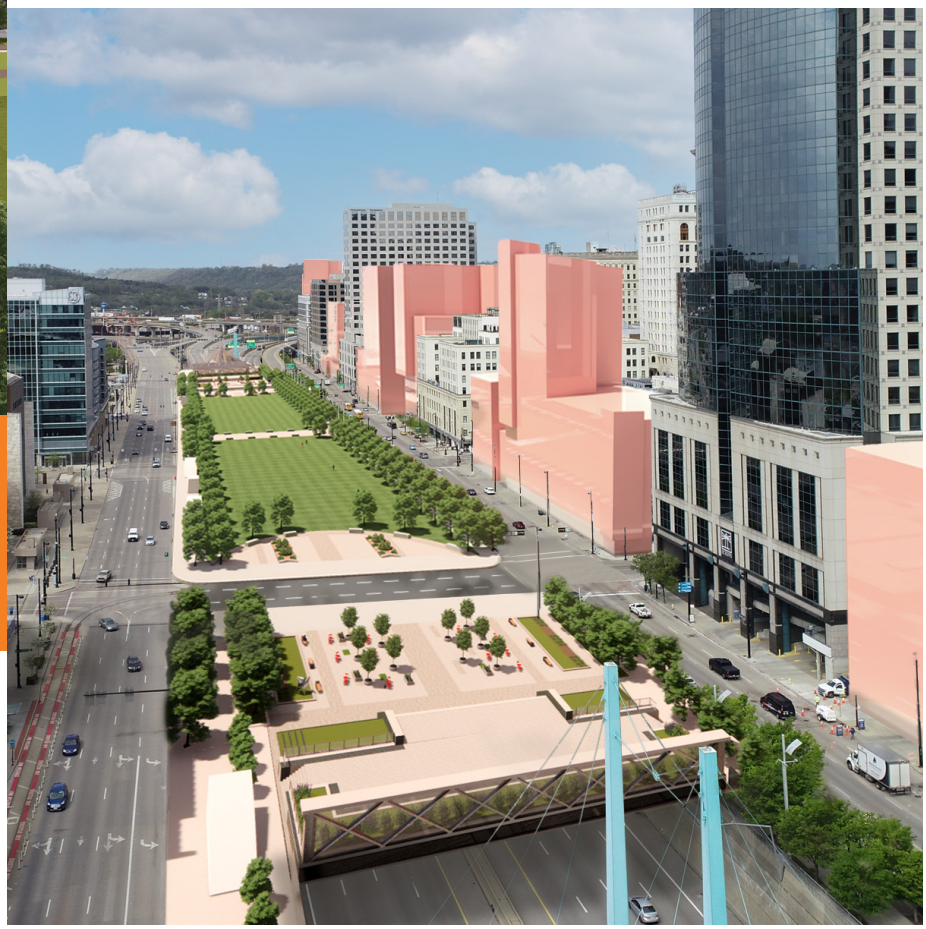
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www.buildwithyard.com
@buildwithyard
513.813.8266



Monroe Downtown Master Plan

City of Monroe, Ohio

June 9, 2023



Firm Contact:
Lynn Zuch, AICP, LEED AP
VP and Director of Community Design & Planning
lynn.zuch@kzf.com
513-864-8606

KZF DESIGN
Designing Better Futures

KZF DESIGN
Designing Better Futures

June 9, 2023

Tom Smith, Development Director
City of Monroe, Ohio
233 S Main St
Monroe OH 45050

Re: Plan the future of Monroe's downtown by choosing KZF's implementation-driven planners

Dear Tom:

To develop executable initiatives for the revitalization of downtown Monroe, you need a team of planners and community development experts that have a track record of creating plans that are reality-based and implementable. KZF Design's planning and community designers have crafted visions for communities throughout the Midwest and developed specific objectives, goals and strategies that have led to implementation.

Our team will delve into the details, assess the current climate and identify strategic opportunities and strategies, as well as programs and tools the city can use as tools to drive development. I will lead the team as Project Manager, working KZF's team of planners, architects and engineers.

See our attached qualifications which illustrate the ways in which this team has helped communities like yours turn vision into reality.

Our team offers:

- **Creative, quality design of the built environment – welcoming, attracting and engaging residents and business visitors alike**
- **Extensive experience in the preparation of downtown plans**
- **Strong history working with the City of Monroe**
- **Sustainable market-based planning and reality-based implementation strategies designed to enhance community economic vitality**
- **A strong track record of successfully developing public-private fund strategies for the redevelopment and reuse of property**
- **A citizen-led planning process guided by a steering committee, technical committee, residents, the business community, city staff, council and others**

We are local and have the capacity to respond expeditiously to your needs. Thank you for considering KZF Design as part of your team.

Persons authorized to negotiate for the firm:

Lynn Zuch, AICP, LEED AP
Vice President
Director of Community Design & Planning Studio
email lynn.zuch@kzf.com
main 513-621-6211 ▪ direct 513-864-8606

Eric Anderson, AICP
Vice President
Director of Planning Services
eric.anderson@kzf.com
main 513-621-6211 ▪ 513-864-8625

**** Please include both Lynn and Eric on all communications during procurement.**

KZF DESIGN INC. ▪ 700 Broadway Street ▪ Cincinnati, OH 45202
main 513.621.6211 ▪ *fax* 513.621.6530 ▪ **kzf.com**

Firm Information

Visit kzf.com for a portfolio of recent projects.

Firm Name

KZF Design Inc.

Address and Office Location

700 Broadway Street, Cincinnati, OH 45202

Point of Contact / Project Manager

Lynn Zuch, AICP ▪ Director of Community Design & Planning
email lynn.zuch@kzf.com
main 513.621.6211 ▪ *fax* 513.621.6530

Years in Business

67

We create places that define a community.



We help our clients design better futures.



Who We Are

At KZF Design, we help our clients design better futures. Our team of more than 75 architects, engineers, interior designers, landscape architects and urban planners have created landmarks across the country and around the world.

We've built our reputation on thoughtful, award-winning plans and designs and unparalleled technical proficiency in both the public and private sectors, with specific expertise in commercial, workplace, education, transportation, industrial, cultural and government projects.

As one of the Midwest's premier design firms, we pride ourselves on fostering an internal culture of continuous improvement and reinvention. This translates to our clients through strong relationships, creativity and independent thinking — factors that have made us a leader in providing value-based design for more than 60 years.

What We Do

We know well-designed places say a lot about the business, manufacturer, school, cultural institution or city behind them. They communicate not just who you are but where you want to be. Our professionals can help take you there.

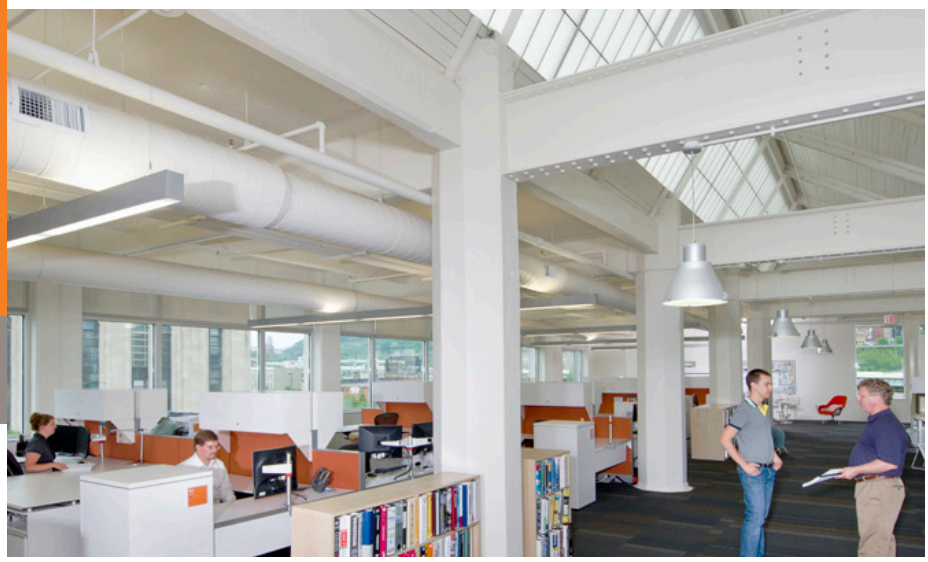
We create places that increase productivity. Spark creativity. Improve access. Promote efficiency. And inspire learning. We design places that bring cultures to life to transform organizations, workforces and communities for the future. Our designs are custom fit to drive success – however you define it.

We'll act as your strategic partner, taking the time to understand how you work and what you would like to do better. We'll create an approach to transform your community and spur development, and we'll design around both your individual needs and future goals.

Our designs are custom fit to drive success.



Internal synergy is part of our DNA.



How We Do It

For your project, we have the expertise of all phases of a project from planning to development plans, to design and engineering, through construction.

We plan with execution and implementation in mind.

Our integrated, multidisciplinary teams give you the best of all worlds. With architects, engineers, interior designers, landscape architects and planners all housed in one building, we're able to deliver creativity and technical accuracy to every project, with the added convenience of a single point of contact. We eliminate silos and communication barriers, allowing our team members to anticipate the ripple effect of every design decision so we're better able to fulfill your vision.

Need only a portion of our services? Internal synergy is part of our DNA, and we use it to work seamlessly with your other partners, providing broader insight and context to our individual role in your bigger project. We've collaborated with some of the world's greatest international talents, from Zaha Hadid to Michael Graves. The diversity of our work means you'll get expertise specifically tailored to your market, as well as cutting-edge solutions dictated by the needs of your project.

Not only are we quick to understand the intent of your project, but we also have intimate knowledge of the difficulties of making complex plans and designs work. We're able to coordinate large teams to complete challenging projects within realistic budgets and timeframes.

Finally, we believe environmental responsibility is an important business, consumer and community issue. As a member of the U.S. Green Building Council, with LEED®-credentialed professionals on staff in all areas, we're leaders in executing sustainable designs that enhance the long-term value of our clients' projects while preserving and protecting limited natural resources.

Where We Work



UC DAAP



Crestview Hills Towne Center



Volvo Trucks Customer Center

KZF Design's team members are based in LEED Gold® and ENERGY STAR® certified space in downtown Cincinnati, but our work is far reaching. We've led or contributed to projects in more than 40 states throughout the U.S. and worked internationally in Canada, Mexico, St. Croix, St. Thomas, Europe, Turkey, Saudi Arabia, Japan and the United Arab Emirates.

Our clients' needs are as diverse as the industries in which they work. Accordingly, our expertise spans the following markets:

Education

We create places that enrich and connect today's students while anticipating the needs of tomorrow's learners. The right design choices can elevate your academic program, amplify your unique identity and attract the best and brightest to your institution.

Community Design & Planning

We create places that define a community, promoting growth and economic vitality within the region. Thoughtful designs of roads and bridges, walkways and bike trails, and community centers help bring individuals together, get them where they need to go and enhance the quality of life for generations.

Commercial & Mixed-Use

We create places that maximize operations, with an eye toward productivity, efficiency and flexibility. Whether you're looking to expand or build new, exploring small offices or large warehouses, we provide value-based solutions that generate cost-saving efficiencies and long-term ROI. We have expertise planning and designing mixed-use developments.

Civic & Public Safety

We create places that foster civic pride and build community. We understand that state and local governments have unique challenges when it comes to facilities for first responders and public employees.

Federal Government

We create places that promote safety and security. We understand how to marry resourceful design selections with quality control procedures to meet complex regulations and make the most of limited resources.

Workplaces

We create places that embody the heart of your company. Exceptional design transforms an organization and helps drive your business, increasing staff engagement and retention, promoting wellness, animating brand values and improving the bottom line.

Health & Wellness

We create places that promote healing and wellness. The evolving healthcare industry requires design solutions that are not only advanced, but enhance wellness and promote healing. We produce thoughtful and creative results to deliver advanced environments for our healthcare clients and their patients.

Visit kzf.com for a portfolio of recent projects.

We've been grounded by a collection of core values.



How We Got Here

KZF Design was founded as Kral, Zepf, Freitag & Associates in Cincinnati in 1956, a partnership among a mechanical/electrical engineer, civil/structural engineer and two architects. By 1969, we had grown to 100 employees and soon added interior design and planning to our mix of services. In 1975, KZF became a privately-held corporation and, in 1983, we reorganized internally to emphasize our service delivery on specific market segments. This focus allows us to respond in a more customized fashion to our diverse client base and adapt to changing economies by readjusting our market focus when necessary.

In 2000, shareholders approved a name change to KZF Design to better reflect the full scope of design, architecture and engineering services we provide.

We're proud to remain one of the few firms in our industry privately held with a small internal team of shareholders who guide decision-making. From the beginning, we've been grounded by a collection of core values — integrity, commitment, creativity, credibility, flexibility and teamwork — that remain the foundation of our business today.

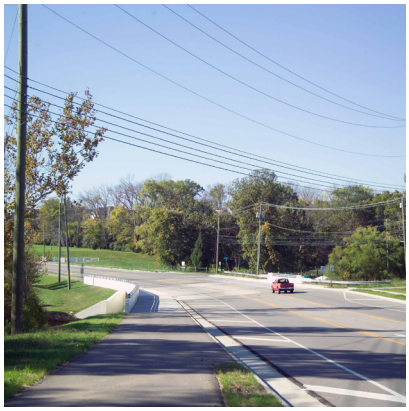
Our Services



Elsinore Water Main



MSD Wastewater Engineering Building



Bethany Road Widening

We are a full-service architectural and engineering design firm offering clients downtown development planning.

With a total staff of more than 75, we also provide civil, architectural, interior design, electrical, structural, mechanical and plumbing engineering as well as planning and landscape architecture services for a comprehensive approach to our clients' projects.

- Planning
- Urban Design
- Transportation Planning
- Sidewalks
- Streetscapes
- Shared-use Trails
- Riverfront Development
- Signage and Wayfinding
- Building and Facility Assessments
- Civil Engineering
- Landscape Architecture
- Architecture and Interior Design
- Roadways and Intersections
- Grading and Drainage
- Design/Build
- Utilities {storm and sanitary sewer, water)
- Stormwater Detention/Retention
- Site Lighting
- Electric
- Telephone and Data
- Sustainable Design and Wellness
- Parking Lot Design
- Retaining Walls
- Cost Estimating
- Construction Administration
- Grant Writing and Administration

Qualifications

At KZF Design, we help our clients design better futures.

KZF Design has been delivering quality Planning, Architectural and Engineering projects in the Tri-state area since 1956 and has been recognized with more than 70 awards in the past 10 years.

Our planners, architects and engineers expertise cross a wide selection of project types including public facilities, mixed-use developments, historic renovations, adaptive reuse, interior design, building assessments and accessibility, planning studies, cost estimates, park facilities and public building design. Our staff is experienced creating 3D digital models for all types of projects.

Our Cincinnati-based staff of 75 professionals is comprised of:

Architects	16	Designers	17
Engineers	14	Interior Designers	9
Planners	2	Construction Administration	1
Landscape Architecture	1	Administrative	9
Marketing/Graphics	2		

KZF has an in-house multi-disciplinary support staff of structural, civil, mechanical and electrical engineers, interior designers, cost estimators and constructability professionals, and branding/graphic design professionals to implement your projects. We have in-house BIM 3D computer modeling and interactive web professionals. KZF has 20 LEED Accredited Professionals (APs) across six disciplines to meet your sustainable design needs.

We have also worked with a variety of federal, state and local authorities in designing and securing permits for projects. Many of our projects have been for local municipalities. As a result, our project managers have developed excellent working relationships with these governmental agencies.



City of Monroe Lebanon Street Mixed-Use Development Concept

Community Design & Planning Studio

We create **places** that drive sense of place.

Community spaces, streets, walkways and bike trails. Downtowns. Public buildings. Utilities. They are all part of a community's infrastructure and fabric – supporting growth and vitality.

Through objective analysis, thoughtful design, precise technical execution and detailed environmental documentation, we help communities design better futures.

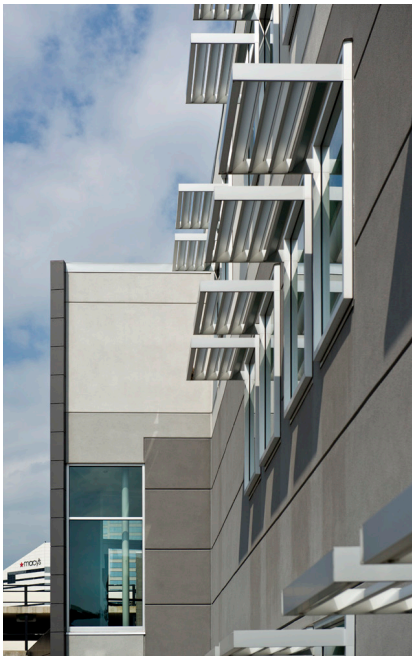
At KZF Design, we adhere to the details without losing sight of the fact that our work is about more than nuts and bolts, bridges and pavement. Our work is about making your community safer, more functional, more prosperous, maneuverable and ultimately—more enjoyable. Our central design criteria are always advanced technology, enhanced community environments, safety, economic vitality, and resource conservation.

Our work in both the public and private sectors at all stages of a project make us well suited to develop a plan that is executable and outlines a workable path to implement.



Smale Riverfront Park

Current Assignments

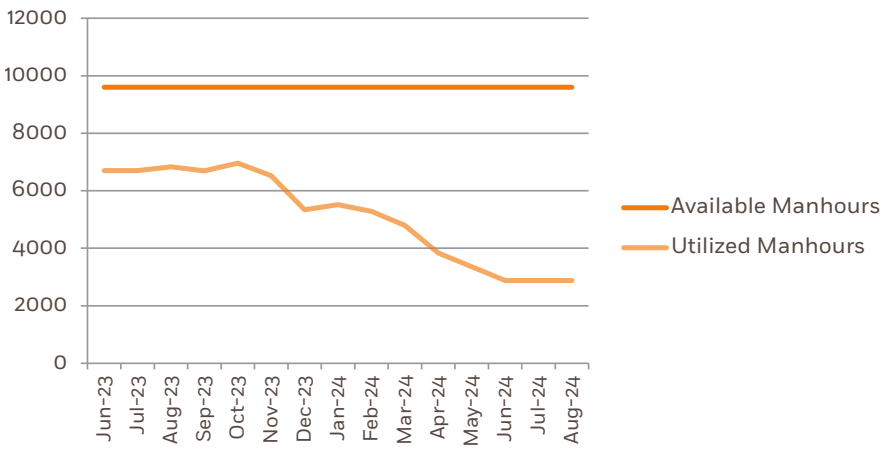


PROJECT NAME	% COMPLETE
Colerain Township - Zoning Code Update	45%
City of Oxford - OATS Trail Phase V	20%
Village of New Richmond - Riverfront Master Plan	97%
City of Wyoming - Springfield Pike Improvements	28%
Village of Woodlawn - Springfield Pike Improvements	9%
Covington Central Riverfront - Street & Utilities	90%
Covington Central Riverfront - Parking Garage	90%
Tipp City - Interchange Gateway	72%

Personnel Availability

All key members of the proposed project team are available and their workloads will allow them to dedicate their time to this contract.

KZF has more than 60 additional professional and technical staff available to fulfill project requirements as-needed to meet you project schedule. Our team has sufficient and available staff capacity to provide timely and responsive service. With this strength in number of design professionals, our team has the capability to manage staff availability given the current workload at the time of any assigned task. Throughout our successful track record of term contracts, this systematic approach has allowed our team to meet our client's project time constraints.



Consultant Profiles

KZF DESIGN
Designing Better Futures

PROJECT LEADERSHIP AND MASTER PLANNING

KZF Design is one of Cincinnati's premier Architectural, Engineering, and Planning firms with over 75 staff in Cincinnati. We believe a community is only as strong as the infrastructure which supports it. Roadways and bridges provide paths for people to move safely and efficiently through their neighborhoods, easing travel to and from work and play while improving access to local businesses. Parks, trails, and streetscapes enhance livability and attract new residents, visitors and development.

KZF Design will provide services for the plan development including visioning, building facade ideation, streetscape design, pedestrian access, public amenities, development approach, implementation plan, and overall project and team management.

WALKER CONSULTANTS

PARKING SYSTEM MANAGEMENT

Walker Consultants and KZF are currently collaborating on the Covington Central Riverfront project, and will provide services for Parking Management.

Walker is an industry leader in all aspects of parking consulting that encompass operations, technology, and mobility solutions. They offer clients a wide spectrum of specialists and renowned experts from within the transportation industry who can bring effective and practical solutions to complex challenges.

Their abilities reach far beyond parking and mobility and include highly experienced forensic engineers and architects who provide investigative assessments, advanced analysis, and litigation support. Our experience includes all types of facilities around the world affected by both natural events and design or construction defects. We also offer property condition assessments for those who need an understanding of a facility's condition prior to a potential real estate or financial transaction.

In addition, we are among the largest providers of restoration and building envelope services in the industry. We combine our structural engineering and architectural design expertise to review and correct errors in new construction and engineer creative, efficient repair solutions for existing structures.

RASOR

PUBLIC ENGAGEMENT & PARTICIPATION

Rasor and KZF have been collaborating on projects for more than 5 years. They will provide public engagement and participation services.

Founded in 2005, Rasor is a woman-owned, full-service marketing communications firm with a great depth of experience across a broad range of industries. Their work includes more than a decade working with clients in the public sector including the Kentucky Transportation Cabinet (KYTC), the Ohio Department of Transportation (ODOT), and other public sector organizations to provide public outreach, education, media relations, crisis communications, and strategic counsel. They are well-versed in the intricacies of supporting taxpayer-funded agencies and understand the importance of balancing local market issues, limited budget resources, intense public scrutiny, and the political landscape when planning communications strategies.

Parking System Management



Whether a downtown district, commercial development, event venue, airport, hospital, university campus, or one-of-a-kind unique land use, Walker creates value for clients by performing analyses and developing plans that efficiently move people where they want to go.

Walker crafts plans with both owners and users in mind.

Planning

Meeting the needs of owners and users is the centerpiece of Walker's parking and transportation planning services. This often includes interpreting and improving public policy with hands-on experience and implementable solutions.

- Airport Landside Plans
- Bicycle and Pedestrian Plans
- Mobility Studies and Plans
- Municipal Code Studies and Updates
- Parking Supply/Demand
- Shared Parking Plans
- Transportation Demand Management Plans (TDM)
- Parking Allocation and Pricing Strategies

Curb Management

From an increase in pick-ups and drop-offs to new ways to get around like shared bikes and scooters, curb space must be managed to ensure accessibility, safety, and circulation.

Walker aligns public and private sector goals so that communities can offer more equitable access among different users, improve level of service for everyone, collect data on transportation behaviors, and create a sustainable revenue source.

Financial Feasibility

Our market, economic and financial feasibility studies have assisted owners with securing more than $2 billion in financing on projects involving virtually all land use types that feature paid parking.

- Due Diligence Studies of Parking Assets
- P3 Parking Asset Monetization
- Parking Market and Financial Studies
- Financing and Bond Documents

PUBLIC ENGAGEMENT AND PARTICIPATION

The Rasor team understands the complexities of reaching out to and communicating with project area neighbors, stakeholders, interest groups and more, as well as fulfilling and documenting federally-mandated public involvement requirements (such as those specified by NEPA) to help keep projects on time and on budget. Whether you need a full-fledged program across multiple channels (website, social media, emails, direct mail, snail mail, phone tree, smoke signals, etc.) or a small group sit down with key stakeholders, we can customize a plan to fit your needs.

Our practice is to use consistent and accessible communications to reach audiences in their spaces and educate them about upcoming initiatives to actively engage them in the planning and study process. We partner with our clients to define their specific needs and outreach goals and then tailor a program aimed at achieving their objectives. While the strategies we use vary from project to project, the tactics we use most often include targeted email communications, website/webpage development, interactive online surveys, social media networking, media relations, in-person, and virtual public meetings, and more.

Our leadership team has a very intentional focus on company culture and inclusive management practices, which has led to low turnover and a senior team that has worked together for more than 10 years. Our vision, mission, and values guide our internal interactions, the work we do for clients, and the partnerships we build together and on behalf of our clients.

RASOR'S CERTIFICATIONS

- **Small Business Enterprise (SBE)** – City of Cincinnati
- **Women-Owned Business Enterprise (WBE)** – Women's Business Enterprise National Council
- **Disadvantaged Business Enterprise (DBE)** – Kentucky Transportation Cabinet, Indiana Department of Transportation, and Ohio Department of Transportation
- **Encouraging Diversity, Growth, and Equity (EDGE)** – State of Ohio

EXAMPLES OF OUR TRANSPORTATION AND PUBLIC ENGAGEMENT WORK IN THE GREATER CINCINNATI REGION INCLUDE:

- **Western Hills Viaduct Bridge Replacement Project** – Currently provide communications strategy and community engagement implementation support.
- **Eastern Corridor Program** – Currently provide communications/public involvement strategy and implementation support for this regional program of transportation improvement projects that involves multiple regional partners.
- **City of Cincinnati Disparity Study** – Provided strategy, counsel, and created publicity to encourage small, minority-owned, and women-owned businesses participation in City-based efforts; developed and managed an outreach database.
- **Metropolitan Sewer District of Greater Cincinnati** – Provided strategic outreach counsel and led community outreach and public involvement efforts for multiple MSDGC Project Groundwork projects.
- **Brent Spence Bridge Corridor –** Provided public outreach and media relations strategy and implementation assistance for both the Ohio Department of Transportation (ODOT) and KYTC on a coordinated approach for the 2021 paint & 2017 routine maintenance projects

Key Personnel

TEAM EXPERIENCE

Master Planning

Feasibility Studies

GIS and Mapping

Design Guidelines

Public Engagement

Site Selection and Development

Transportation Planning

Urban Design

Revitalization

Roads and bridges

Utilities (sanitary, storm and water)

Bicycle and pedestrian facilities

Gateways

Parks and riverfronts

Building design/renovation



Lynn Zuch, AICP, LEED AP
Director of Community Design & Planning



Eric Anderson, AICP
Director of Planning Services



Noah Pennekamp
Planner



Abby Stainfield, AICP
Planner



Tim Sharp, RA, LEED AP, Esq.
Architect & Urban Designer



Clete Benken, RLA, ASLA
Director of Landscape Architecture



Artie Spaw, RA, LEED AP
Architect & Urban Designer



Nick Wilkerson, PE, PMP
Civil & Transportation Engineer



Alicia Blum, PE, LEED AP
Lighting Designer



Jon Martens, AICP, CAPP
Parking Planner Consultant, Walker



Libby Esterle
Public Engagement Consultant, Rasor



Erika Turan, APR
Community and Strategy Consultant, Rasor



LYNN ZUCH, AICP, LEED AP

Project Manager

Lynn is the Director of Community Design & Planning Studio. Previously, she spent four years as a planner with Miami Valley Regional Planning Commission. Lynn is a certified planner with bachelor's and master's degrees in design and planning. Her career has specialized in regional and community planning, facilitation, transportation corridor planning, facility programming and master planning, grant applications and bridge aesthetics. Lynn has experience working on local, county, regional, state and federal projects.

EDUCATION

Bachelor of Environmental Design
Miami University

Master of City and Regional Planning
The Ohio State University

PROFESSIONAL REGISTRATION

American Institute of Certified Planners (AICP)

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

American Planning Association
Member

YEARS OF EXPERIENCE

24 years of experience
5 years with KZF

RELEVANT EXPERIENCE

Cape Canaveral and Patrick Space Force Base Master Plan • Cape Canaveral, FL
US Space Force, 45th Space Wing

Study and infrastructure report to prepare Patrick Space Force Base and Cape Canaveral Space Force Station to support the US Space Force and commercial space industry. The study includes: evaluate all launch infrastructure, determine limitations and constraints to launch capabilities, identify areas where resiliency is missing, and provide a long-term plan to support multiple launches per day throughout the year, while allowing maintenance activities to take place.

Loveland Bike Connector Study • Cincinnati, OH
City of Loveland, Ohio

Feasibility study to evaluate improved connections from Loveland-Madeira Road to the Little Miami Trail through downtown Loveland. Includes examining alternatives/ options for implementation, potential funding sources, and examination of the technical, operational, and financial aspects of the project.

Colerain Avenue Corridor Study • Cincinnati, OH
Colerain Township

KZF provided planning and engineering services for the study of 4.5 miles of Colerain Avenue – a congested, state-maintained roadway in Colerain Township. Since its widening in the 1960's, access management, safety, and achieving desirable development patterns have been challenges. The study makes recommendations focusing on safety and beautification, and includes landscape medians, restricting left turns with median u-turns, streetscape improvements, gateways/signage, sound access management principles, redevelopment strategies.

Downtown Loveland Streetscape Master Plan • Cincinnati, OH
City of Loveland

KZF is provided planning and design services to make pedestrian safety improvements and enhancements to the streetscape and landscaping in the Historic Downtown area. The City would like to create a consistent, appealing, and safe public environment, as well as make improvements that support economic redevelopment efforts in the City.

Interchange Gateway Concept Plan • Tipp City, OH
Tipp City, OH

KZF is currently providing planning, design, construction and phasing schedule of gateway elements at I-75 and OH-571 highway interchange.

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ERIC ANDERSON, AICP

Director of Planning Services

Eric is a planner with 16 years of experience in a variety of project types including neighborhood plans, streetscapes, plazas, bicycle and pedestrian facilities, parks, signage/wayfinding, public spaces and infrastructure. Eric is a certified planner with a Bachelor of Urban Planning from University of Cincinnati. Eric is active in the American Planning Association activities, attending conferences and education events, and is currently serving as a President of APA Ohio as well as Past Director of APA's Cincinnati Section.

EDUCATION

Bachelor of Urban Planning
University of Cincinnati

PROFESSIONAL REGISTRATION

American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS

American Planning Association
President, APA Ohio Chapter
Past Director, Cincinnati Section

YEARS OF EXPERIENCE

16 years of experience
16 years with KZF

RELEVANT EXPERIENCE

Downtown Anderson Vision Plan • Anderson Township, OH

Anderson Township, OH

Update of Beechmont Avenue Vision Plan originally developed by KZF engineers and planners in 2005. The Vision Plan suggests how Beechmont Avenue should be developed, through a central outdoor public plaza, streetscape enhancements, pedestrian facilities, building placement and character, improved vehicular access/ circulation and building facade improvements.

Stellar Community Master Plan • North Vernon, IN

City of North Vernon, IN

Working as part of a consultant team, KZF provided planning and graphic services to assist North Vernon in developing their Stellar Communities Grant Application. After assisting the planning team with the development of an overall 3-year master plan to transform North Vernon into a "stellar community," KZF brought these visionary plans to life through the renderings showing the large-scale, $15M transformation of the City into an economic hub for the defense industry. These services aided the City's winning application to stand out amongst more than 40 submitted by Indiana communities and the award $15M from multiple state and federal funding sources.

West Campus District Plan • Highland Heights, KY

Northern Kentucky University

KZF provided Project Management, Architecture, Master Planning and traffic engineering to develop a plan for renovation and reconfiguration of a new campus entrance and parking areas on the Western side of the NKU campus. Project includes a long-term master plan to accommodate new classroom buildings, roadways, parking facilities and best practice strategies for both vehicular and pedestrian movements over the next 20 years.

Riverfront Master Plan • Dayton, KY

City of Dayton, KY

Master planning services to develop a long-term vision that establishes the Dayton Riverfront as one singular park, with activated spaces connected by a bike/ pedestrian trail and beautiful landscaping. Through the implementation of a network of connecting trails and pathways, pier, natural landscape areas, event lawn and a waterfront plaza, Dayton will further enhance surrounding development to benefit residents and reconnect the riverfront to the surrounding community.

ERIC ANDERSON

CONTINUED

Colerain Avenue Corridor Study • Cincinnati, Ohio

Colerain Township

KZF provided planning and engineering services for the study of 4.5 miles of Colerain Avenue – a congested, state-maintained roadway in Colerain Township. Since its widening in the 1960's, access management, safety, and achieving desirable development patterns have been challenges. The study makes recommendations focusing on safety and beautification, and includes landscape medians, restricting left turns with median u-turns, streetscape improvements, gateways/signage, sound access management principles, redevelopment strategies.

Bicycle Transportation Plan • Cincinnati, OH

City of Cincinnati, OH

Planning, engineering and public involvement for the development of a Bicycle Transportation Plan for the City of Cincinnati. The plan evaluates the existing transportation infrastructure and provides a long-term vision for a citywide bicycle network to serve all types of bicycling trips and users. The plan includes recommendations throughout the City, implementation strategies, funding alternatives and supporting policies.

Fields Ertel Road Corridor Study • Cincinnati, Ohio

Hamilton County Engineer's Office

KZF provided engineering services for a transportation corridor analysis of Fields Ertel Road from Reed Hartman Highway to I-71, an estimated two-mile, 19,000 vehicle per day average daily traffic (ADT) area. Work included collecting existing traffic, infrastructure and land use data within the corridor, analyzing transportation needs, providing interactive website for ease of community involvement and producing recommendations to improve safety and traffic flow.

Ancor Area Land Use Plan Update • Anderson Township, OH

Meisner+Associates

Working with Meisner+Associates, KZF provided engineering and planning analysis for community infrastructure (roadways, traffic, sidewalks, utilities, etc) to update, guide and promote development of the current Ancor Area for the Township, including public participation.

Wasson Way Trail Feasibility Study • Cincinnati, OH

Wasson Way Non-profit Organization

Civil/structural engineering, planning and cost estimating services for a feasibility study for a 6.5 mile trail that runs along the Wasson Way Corridor. GIS mapping was used to develop base maps, public involvement materials, field data and graphics.

Oxford Area Trail Master Plan • Oxford, OH

City of Oxford, OH and OKI

KZF provided GIS mapping, map production and preliminary engineering services to quickly and efficiently estimate expected project costs. Cost figures and mapping are currently being used by the City to achieve the overall goals, programming and construction of an eight-mile loop trail around the City of Oxford.

Ohio River Trail, Lunken Airport to Salem Road • Cincinnati, OH

City of Cincinnati, OH

KZF developed a key connecting link in the developing Ohio River Trail. The project modifies the traffic lanes on Kellogg Ave bridge, eliminating the need for a costly new structure while minimizing impacts to the sensitive river environment. The shared-use trail will provide a key trail link for area bikers, joggers and in-line skaters, and will serve as the southern intersection with the Little Miami Bike Trail.



ABBY STAINFIELD, AICP

Planner

Abby is an Urban Planner with over 5 years' experience in municipal infrastructure design and park planning. She has a passion for revitalizing public spaces and has a bachelor's in architecture and master's degree in urban planning from Kent State University. Abby has experience in a variety of project types including parks, public spaces, signage/wayfinding, streetscapes, and infrastructure. Her past experience includes five years working as Park Planner for the City of Lubbock, Texas.

EDUCATION

Bachelor of Architectural Studies
Kent State University

Master of Urban Design
Kent State University

PROFESSIONAL REGISTRATION

American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS

American Planning Association
Board Member, Cincinnati Section

YEARS OF EXPERIENCE

6 years of experience
2 years with KZF

RELEVANT EXPERIENCE

Cape Canaveral and Patrick Space Force Base Master Plan • Cape Canaveral, FL
US Space Force, 45th Space Wing
Study and infrastructure report to prepare Patrick SFB and Cape Canaveral Space Force Station to support the US Space Force and commercial space industry. The study includes: evaluate all launch infrastructure, determine limitations and constraints to launch capabilities, identify areas where resiliency is missing, and provide a long-term plan to support multiple launches per day throughout the year, while allowing maintenance activities to take place.

Central Riverfront Redevelopment • Covington, KY
City of Covington, KY
Redevelopment of a23 acre former IRS Processing Center into a new, mixed-use development. Work includes of roads, utilities, parking garage, public spaces/parks.

New Richmond Riverfront Master Plan • New Richmond, OH
Village of New Richmond, OH
KZF is currently developing a vision plan to improve New Richmond's riverfront, establishing it as a destination that will draw new opportunities for events, economic development, and general interest.

Streetscape Master Plan • Troy, OH
City of Troy, OH
KZF provided planning and design services for a replacement of Troy's downtown streetscape. Work included development of concepts and costs for safety and aesthetic improvements, as well as material selection and layout for sidewalks, crosswalks, refuge islands, landscaping, seating, decorative paving, and digital kiosks.

Oxford Area Trail System (OATS) Route Planning Study • Oxford, OH
City of Oxford, OH
KZF and Bayer Becker provided planning services to continue the City of Oxford's off-road multi-use trail system by connecting sections already completed or in progress, focusing on the gap is between the Oxford Community Park and the Black Covered Bridge on Corso Road. We worked with the OATS committee, via city staff, to prioritize route options for user safety, user experience, constructability, cost and funding, accessibility, and environmental impact. Create additional route options, if necessary.

Nisbet Park Master Plan • Lovelend, OH
City of Loveland, Ohio
Master Plan for Loveland's Nisbet Park to create a vision for park improvements and to create a phasing plan for funding.

KZF DESIGN
Designing Better Futures



NOAH PENNEKAMP

Planner

Noah joins KZF Design as a graduate of the University of Cincinnati, College of Design, Art, Architecture, and Planning. As a Planning intern with KZF, Noah played a key role with hands-on design experience with such projects as the Colerain Avenue Corridor Study and Cincinnati State Community & Technical College Main Building Renovation Planning & Design.

EDUCATION

Bachelor of Urban Planning
University of Cincinnati

YEARS OF EXPERIENCE

2 years of experience

PROJECT WORKLOAD

25% of overall project

RELEVANT EXPERIENCE

Colerain Avenue Corridor Study • Colerain Township, OH
Colerain Township, OH
KZF is currently providing transportation planning, access management and urban design services to beautify and improve safety for vehicles, pedestrians, bicyclists and transit users for 4.75 miles of Colerain Avenue within Colerain Township.

Interchange Gateway Concept Plan • Tipp City, OH
Tipp City, OH
KZF is currently providing planning, design, construction and phasing schedule of gateway elements at I-75 and OH-571 highway interchange.

Glenwood Gardens to Winton Woods Multi-Use Trail • Cincinnati, OH
Great Parks of Hamilton County
KZF is providing project management, planning, and engineering, including development of a Public Involvement Plan, project scheduling pre-design research and analysis, for an asphalt shared use trail within the Parks that provides multi-model transportation functions, as well as for an entrance drive. The goal to incorporate best practices to create a more accessible and inviting pedestrian network, improved bicycle mobility, and increased user safety / traffic calming measures.

Cape Canaveral and Patrick Space Force Base Master Plan • Cape Canaveral, FL
US Space Force, 45th Space Wing
Study and infrastructure report to prepare Patrick SFB and Cape Canaveral Space Force Station to support the US Space Force and commercial space industry. The study includes: evaluate all launch infrastructure, determine limitations and constraints to launch capabilities, identify areas where resiliency is missing, and provide a long-term plan to support multiple launches per day throughout the year, while allowing maintenance activities to take place and be unimpacted by these critical events. Project Cost: $2,399,288 (fee) .

Berry Lawn Pocket Park • Lebanon, OH
City of Lebanon, OH
KZF Design provided planning and civil, electrical and structural engineering to design a new pocket park that will activate the street in front of Berry Elementary School and improve connectivity along Broadway Street between downtown and a nearby mixed-use development. The design take queues from Lebanon's downtown streetscape and features a meandering pathway with seating and swings, landscaping, controllable LED lighting, memorial wall and improved signage for Berry Elementary School.

KZF DESIGN
Designing Better Futures



CLETE BENKEN, RLA, ASLA

Landscape Architect

Clete Benken is Director of Landscape Architecture at KZF. Over his 30 years of professional practice, he has led a wide array of project types including neighborhood planning and design, downtown district redevelopment, campus planning, parks and recreation, and mixed-use commercial, residential, and institutional project work in Ohio, Kentucky, Indiana, Pennsylvania, New York, New Jersey, Louisiana, Tennessee, Florida, California, and Connecticut.

EDUCATION

Bachelor of Science, Landscape Architecture
Ohio State University

PROFESSIONAL REGISTRATION

Registered Landscape Architect
Ohio, Kentucky

AFFILIATIONS

American Society of Landscape Architects (ASLA)
Member

YEARS OF EXPERIENCE

30 years of experience
less than 1 year with KZF

RELEVANT EXPERIENCE

Central Riverfront Redevelopment • Covington, KY

City of Covington, KY

Redevelopment of a 23 acre former IRS Processing Center into a new, mixed-use development. Work includes of roads, utilities, parking garage, public spaces/parks.

Montgomery Quarter • Montgomery, OH

City of Montgomery, OH

An exciting $100M mixed-use development on one of the most coveted redevelopment sites in the region. The project seeks to create new and exciting economic development opportunity for the City of Montgomery by creating a landmark project at the southern gateway of Montgomery's Historic Downtown. KZF is providing architecture, interior design, engineering for all commercial buildings, including two office buildings, 100-room hotel with banquet space and restaurants, two parking garages and retail space with restaurants built around a new community green.

PERSONAL EXPERIENCE *(prior to joining KZF Design)*

Mixed-Use and Development

- Trailside Village Mixed Use Neighborhood Plan - Cincinnati, OH
- Arabella @ Summit Park Land Plan - WP Land Co. - Cincinnati, OH
- Lakeshore Landing Development Plan - Batesville, IN
- Neighborhoods @ Summit Park Master Plan - Al Neyer /Vandercar - Cincinnati, OH
- Three Oaks Master Plan & Site Design- Neyer Properties/WP Land - Cincinnati, OH
- Montgomery Quarter Master Plan - Brandicorp / Neyer Properties - Montg., OH
- Cumberland Shores Master Plan - Tennessee State Univ Foundation
- Covington Downtown Streetscape Master Plan - City of Covington, KY

Parks, Recreation & Open Space Planning

- McDonald Commons Park Master Plan with MSA Design - City of Madiera, OH
- Kuliga Park Master Plan - Green Township, OH
- Tom Jones Commons at Eden Park Master Plan & Bid Docs. - Cincinnati Parks Board
- Westwood Town Hall Park Master Plan & Execution - Cincinnati Parks Board
- Summit Park Master Planning & Development - City of Blue Ash, OH
- Riversedge / Marcum Park Master Plan and Execution - City of Hamilton, Ohio
- Evanston Recreation Complex - City of Cincinnati Recreation Commission
- Cheapside / Henry A. Tandy Park - City of Lexington, Ky

KZF DESIGN
Designing Better Futures



TIM SHARP, RA, LEED AP BD+C, Esq.

Architect & Planner

Tim is a Principal at KZF with experience in design, project management, organization and legal expertise. As a project leader, he is experience in urban design and park planning, transportation infrastructure, streetscapes, neighborhood plans, plazas, and bicycle/pedestrian facilities. He is also a lawyer, counseling construction, design, development and government clients on legal issues related to design/build and construction. He has also served as President of the Port of Greater Cincinnati Development Authority.

EDUCATION

Bachelor of Architecture
University of Cincinnati
College of DAAP

Juris Doctor
Northern Kentucky University
Chase College of Law

PROFESSIONAL REGISTRATION

Architect
OH

Attorney
OH

LEED Accredited Professional

YEARS OF EXPERIENCE

32 years of experience

RELEVANT EXPERIENCE

Smale Riverfront Park • Cincinnati, OH
City of Cincinnati and Cincinnati Park Board
Planning, architecture, civil, structural, mechanical, plumbing, and electrical engineering, street lighting and utilities services to the for a new 32-acre park along the banks of the Ohio River in downtown Cincinnati.

Central Riverfront Redevelopment • Covington, KY
City of Covington, KY
Redevelopment of a 23 acre former IRS Processing Center into a new, mixed-use development. Work includes of roads, utilities, parking garage, public spaces/parks.

The Banks Infrastructure Plan • Cincinnati, OH
City of Cincinnati, OH
Infrastructure plan to identify options, construction costs, constructability and phasing for the central riverfront infrastructure (streets and utilities).

Fort Washington Way • Cincinnati, OH
City of Cincinnati, OH
Architectural and engineering services for the reconfiguration of Fort Washington Way, an urban segment of I-71 along the edge of downtown Cincinnati. Specifically, urban/streetscape design, exterior lighting and communications design services.

Summit Park Infrastructure • Blue Ash, OH
City of Blue Ash, OH
Site/civil, grading, drainage, utility, traffic, roadway, MEP design and engineering to develop $12M in infrastructure improvements for the park. Project converts 200-acre airport site into a world-class park and recreation hub.

RELEVANT EXPERIENCE *(at previous employer)*

Urban Design Plans • Cincinnati, OH
City of Cincinnati, OH
Mt Washington Neighborhood Business District, Columbia Tusculum NBD, University Village/Corryville NBD, Northside NBD, Evanston NBD, West Price Hill NBD, East Price Hill NBD, South Fairmont NBD, West End NBD, Oakley NBD, Mt. Airy NBD, Riverside Urban Design, Madeira Business District, Cincinnati 2000 Plan Updates.

Streetscapes and Public Right-of-Way • Cincinnati, OH
City of Cincinnati, OH
Corryville (Vine St) Phases 1 & 2, Eastern Avenue Phase 1&2, Northside (Hamilton Ave) Phases 1 & 2, Race Street Phasing Plan, Fountain Square North – Sixth Street.

KZF DESIGN
Designing Better Futures



ARTIE SPAW, RA, LEED AP BD+C

Architect & Urban Designer

Artie is a skillful and creative Architect with 19 years of design experience integrating architectural, engineering and sustainable design practices to exceed client expectations. He has a variety of experience including planning and design of mixed-use developments, multifamily, office, historic renovations, retail, commercial, institutional, parking and military facilities. Artie is responsible for programming, planning, concept design, schematic design, construction documentation and 3D visualization/renderings.

EDUCATION

Bachelor of Architecture
University of Kentucky

PROFESSIONAL REGISTRATION

Registered Architect
Kentucky

LEED Accredited Professional in Building Design+Construction (LEED AP BD+C)

YEARS OF EXPERIENCE

19 years of experience
4 years with KZF

PROJECT WORKLOAD

5% of overall project

RELEVANT EXPERIENCE

Parks Department Site Concept / Programming Study • Deerfield Township, OH
Deerfield Township

KZF Design provided site investigation, concept layouts, preliminary programming and cost estimating to assist the Township in completing a feasibility study for a $1M new parks maintenance facility. The program included a 10,000 SF vehicle/equipment storage building, covered material storage bin, fueling center and laydown areas.

Montgomery Gateway • Montgomery, OH
Brandicorp

Montgomery Gateway is an exciting $100M mixed-use development which seeks to create new and exciting economic development opportunities for Montgomery's future as a landmark project at the Southern Gateway of the Historic Downtown. KZF is working to provide pre-development conceptual design and coordination services. Development will include 100,000 SF of office, 24,000 SF of retail/restaurant, 79 condo units and townhouses, 44,000 SF hotel, and 755 space garage.

Berry Lawn Park • Lebanon, OH
City of Lebanon, Ohio

Planning, civil, electrical, structural engineering for a new pocket park to activate street in front of Berry Elementary School and improve connectivity along Broadway Street between downtown and mixed-use development. Design takes cues from the downtown streetscape and features a pathway with seating and swings, landscaping, controllable LED lighting, memorial wall and improved signage for school.

Grand Baldwin Plaza Redesign Concept Studies • Cincinnati, OH
Neyer Properties

KZF provided conceptual master planning to Neyer Properties for a $100M mixed-use campus plan including renovation of a 12-story office tower, new hotel, up to two restaurants, outdoor plaza and other amenities, all while improving the corridor into Walnut Hills and Eden Park.

Hirsch Recreation Center Renovation • Cincinnati, OH
City of Cincinnati

Project includes renovation of the existing upper and lower floors of the building as well as an approximate 6,700 GSF addition. The addition consists of a new entrance, lobby, fitness room, multipurpose space and new egress stairs and a new hydraulic elevator in the lobby for accessibility to the lower and upper levels of the building. Site improvements include an expanded parking lot with accessible routes and handicap parking, dumpster and enclosure as well as new storm detention systems.

KZF DESIGN
Designing Better Futures



NICK WILKERSON, PE, PMP

Civil & Transpportatoin Engineer

Mary is Director of Civil Engineering and has 22 years of experience providing civil engineering, survey, construction inspection and environmental services to clients in the public and private sectors. Mary has experience in roadway, interstate highways and expressways, drainage design, railroads, geometric, traffic, signal and aesthetic improvements, safety studies, cost estimates and environmental documentation and public involvement.

EDUCATION

Bachelor of Science, Civil Engineering

University of Cincinnati

PROFESSIONAL REGISTRATION

Professional Engineer, Ohio

Project Management Professional (PMP)

Project Management Institute

YEARS OF EXPERIENCE

14 years of experience
14 years with KZF

PROJECT WORKLOAD

5% of overall project

RELEVANT EXPERIENCE

Central Riverfront Redevelopment ▪ Covington, KY
City of Covington, KY
Redevelopment of a 23 acre former IRS Processing Center into a new, mixed-use development. Work includes of roads, utilities, parking garage, public spaces/parks.

Sanitary Sewer and Manhole Upgrades ▪ Kirtland ABF, New Mexico
US Air Force
KZF is currently providing inspection and civil engineering services to develop design documents for repairing the eastside sewer mains, laterals and manholes at Kirtland AFB. Project includes approximately 72,255 LF of sanitary sewer mains and 288 manholes. The sewer mains vary in size from 6 to 18 inches in diameter.

Cincinnati Smale Riverfront Park ▪ Cincinnati, OH
City of Cincinnati and Cincinnati Park Board
Planning, architecture, civil, structural, mechanical, plumbing, and electrical engineering, street lighting and utilities services to the Cincinnati Park Board and US Army Corps of Engineers on a variety of projects focusing on Riverfront development specifically in the area of greenspace and parks. Nick has played a central role in several phases of the project, including working on the Great Adventure Playground, Ohio River Trail, Sycamore Overlook, Walnut Street Event Lawn, and others.

WAR-CR59-0.00 Bethany Road Widening & Water Main Relocation ▪ Bellevue, KY
Warren County Engineer
KZF Design provided engineering services for Construction Plans for the widening of Bethany Road between the Butler Warren Road and the City of Mason Corp Line. The project includes a CE document, environmental studies, public meetings, partial relocation of Bethany Road, a new five lane bridge with a sidewalk on one side and a combination bikeway/sidewalk on the other, and water main relocation.

Summit Park ▪ Blue Ash, OH
City of Blue Ash
KZF is serving as Park Engineer, providing site/civil, grading, drainage, utility, traffic, roadway, MEP design and engineering to develop $12M in infrastructure improvements for the park. Project converts 200-acre airport site into a world-class community park and recreation hub. Infrastructure work includes site demolition and clearing, grading, drainage and earthwork, utilities (storm, sewer, water, gas and electric), roadways, sidewalks and walking/biking paths, lighting, performance stage, rainwater harvesting ponds, irrigation and discovery play area.

KZF DESIGN
Designing Better Futures

Jon Martens, AICP, CAPP

Parking Planner



Jon Martens is a planner with Walker Consultants, specializing in parking and planning studies. Jon has over 25 years of experience in planning, management, and operations. Since joining Walker Consultants in 2003, Jon has led the successful completion of over 200 parking study engagements on a variety of projects. Jon has extensive experience in Parking Access and Revenue Control Systems and Automated Parking Guidance Systems, including planning, procurement, evaluating, and testing.

Prior to joining Walker as a parking consultant in 2003, Jon spent over thirteen years in a variety of operation and management positions, including as a parking operator for a national parking company in Indianapolis, Indiana. In this capacity Jon was responsible for the daily operations, event parking, valet management, budgeting, and marketing for a variety of parking facilities.

Jon has earned the credential of Certified Administrator of Public Parking (CAPP) through the International Parking and Mobility Institute (IPMI) and University of Virginia as well as the American Institute of Certified Planners (AICP) distinction through the American Planning Institute and served on IPMI's Technology Committee.

Key Experience

Parking Planning and Operations

Parking Access Revenue Control Systems (PARCS)

Automated Parking Guidance Systems (APGS)

Education

Bachelor of Science, Organizational Leadership and Supervision, Purdue University

Affiliations

American Institute of Certified Planners (AICP)

Certified Administrator of Public Parking (CAPP)

Mid-South Transportation and Parking Association Board Member

Publications

"Planning an Automated Parking Guidance and Wayfinding System" IPMI, CPA, MSTPA conferences, 2017

"The Promises and Challenges of LPR", *Parking Today*, October 2017 pp. 26-28

"Simple Savings", *The Parking Professional*, August 2014 pp. 30-33

"Mensa Meters", *The Parking Professional*, May 2013 pp. 30-33

"Parking: More Customers, Less Cost", March 2013 pp. 50-53

Project Highlights

City of Fayettville
Fayettville, NC
Parking Master Plan and Event Parking Operations

Town of Carrboro
Carrboro, NC
Downtown Parking Plan

City of Bloomington
Bloomington, IN
Parking Master Plan

City of La Porte
La Porte, IN
Parking Master Plan

City of Cincinnati
Cincinnati, OH
Supply/Demand Study, Alternatives Analysis, Financial Analysis

City of Noblesville
Noblesville, IN
Downtown Parking Plan - Supply/demand impact analysis and policy review

City of Elkhart
Elkhart, IN
Parking Planning Study for downtown and alternatives analysis

Downtown Holland Michigan
Holland, MI
Parking Management Strategies

Town of Chapel Hill
Chapel Hill, NC
Parking Supply/Demand, Financial, and Alternatives

RASOR



LIBBY ESTERLE
Senior Account Executive
Project Manager

Libby brings more than 20 years of account and project management, communications, and public relations experience to Rasor. As a senior account executive, she provides project management for the public works projects, marketing and crisis communications plan development, communication audit work, branding and key messaging, feature articles and collateral material development, website development and support and media, community, and public relations activities for a wide variety of clients, including The City of Mason, INDOT SR 101, Great Parks, Southern Ohio Regional Transit Agency, The Christ Hospital Health Network, HealthPoint Family Care, and Rodem.

Libby's work at Rasor has also resulted in multiple Blacksmith Awards from the Public Relations Society of America and she is a regular contributor to Rasor's award-winning blog.

Upon relocating to Cincinnati in 1999, Libby joined one of Cincinnati's largest public relations agencies, where she spent five years as a senior account executive and business development lead. She moved into the non-profit world in 2004, spending three years as the marketing and communications manager for The Leukemia & Lymphoma Society, Southern Ohio Chapter.

Libby earned a B.A. in speech communications and a B.A. in psychology from Gustavus Adolphus College in St. Peter, MN where she graduated with honors.

ERIKA TURAN, APR
Senior Account Executive
Communication and Strategy Lead



Erika brings more than 25 years of marketing, strategic planning and thought leadership to Rasor. As a Senior Account Executive, Erika provides clients with outstanding writing, strategic counsel, planning and tactical execution skills. Her clients at Rasor have included Cintas, UC Health, Icon Solar, Solid Blend Technologies, The Summit Hotel, The Christ Hospital Health Network, the City of Montgomery, and Hebron Fish Hatchery.

Erika began her career in healthcare. As director of public relations and marketing for The Jewish Hospital, she created public health seminars to help connect consumers with physicians and other clinicians who educated on complex medical subjects. As the marketing communications lead for Cincinnati's largest cardiovascular service line – crossing six hospitals – she developed content for a website and a myriad of publications to help prepare patients for surgery, cardiac rehabilitation and more.

Her work with the teams at Rasor has resulted in the Cincinnati American Marketing Association's Pinnacle Award and multiple Blacksmith Awards from the Public Relations Society of America. She was also named a YWCA Rising Star and is the recipient of two Bronze Quill awards from the International Association of Business Communicators. Erika earned a Bachelor of Arts *cum laude* in English Writing from DePauw University and holds several volunteer roles in her community.

Experience and Expertise
Downtown Master Plans

SERVICES

Transportation planning
Land use analysis
Urban design
Documentation for grant
Applications
Bicycle and pedestrian planning
GIS and mapping
Public involvement
Design guidelines
Feasibility studies
Master planning
Urban design
Infrastructure analysis
Signage and wayfinding

Communities become distinctive when their efforts to achieve are focused by a common vision. Planning for tomorrow begins with the development of a strong vision, communicated effectively and woven into the culture of leadership. We build consensus and draw out the ideas, dreams and imagination alive in the people who make communities strong. We contribute and transform the collective ideas into representations of a possible future.

KZF's planning team is committed to innovative solutions for the city of Monroe. Drawing on the capabilities of our talented planners, engineers and architects, we create practical, cost-effective, implementable solutions supporting the growth and vitality of a community.



Downtown North Vernon, Indiana



A transformational project to help keep the City's momentum moving ahead.

HIGHLIGHTS

Project Type
Mixed-Use Development

Client
City of Covington

Square feet
1,000,000 SF

Covington Central Riverfront Redevelopment

KZF is leading a team of architects, engineers, urban planners, and consultants whose drawings will lay the foundation for public infrastructure that will ready the 23-acre former IRS site for private development. KZF will work with 11 partner firms to design the horizontal infrastructure, which includes restoration of a street grid that was erased in the 1960s. Other infrastructure includes sidewalks, water lines, sanitary and storm sewers, gas and electric, telecommunications, and an 1,100-space parking garage.

KZF will also work with City officials to subdivide the site into parcels to be marketed for development. The design for the public infrastructure will be finished in time for site construction to begin in fall 2023. It is to be finished in autumn 2025.



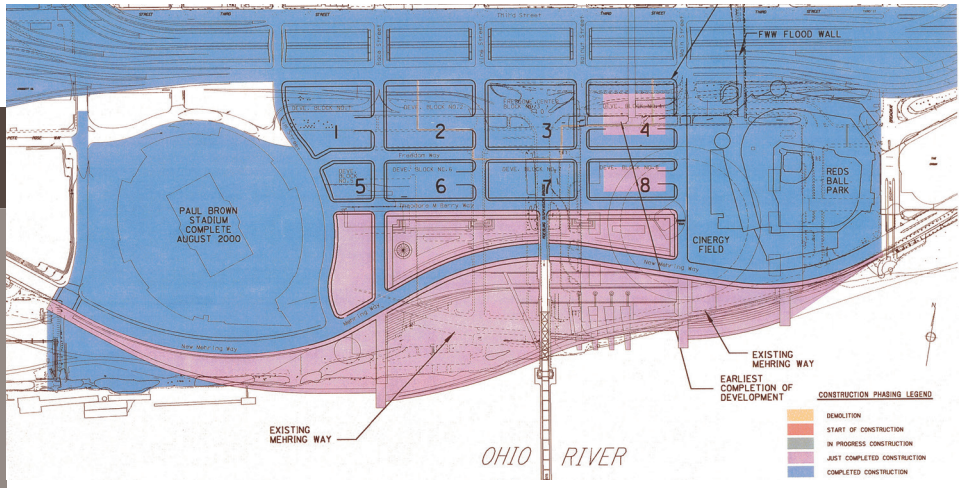






Covington Central Riverfront
Covington, Kentucky

The plan that set the stage for what is now The Banks in downtown Cincinnati.



HIGHLIGHTS

Project Type
Infrastructure Plan

Client
City of Cincinnati, Ohio

Size
18 acres

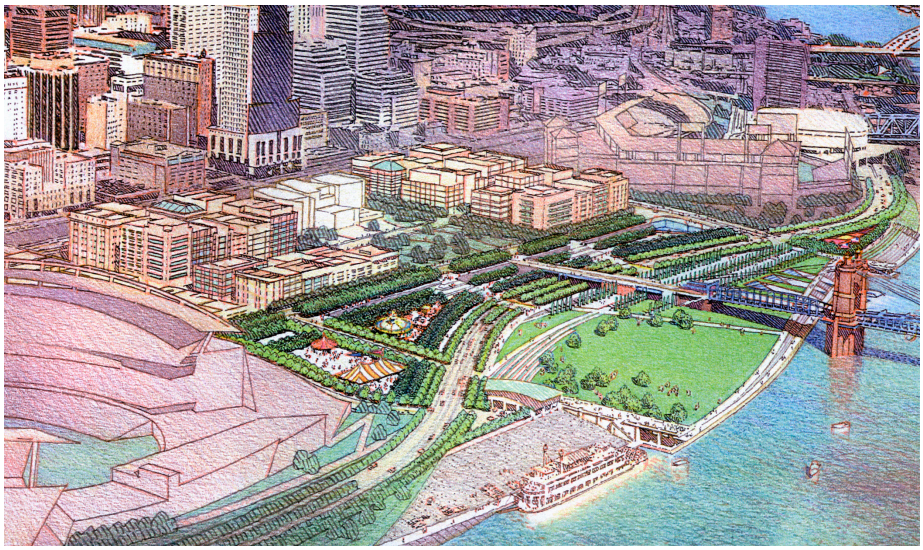
Construction Cost
$65,000,000

The Banks Infrastructure Plan

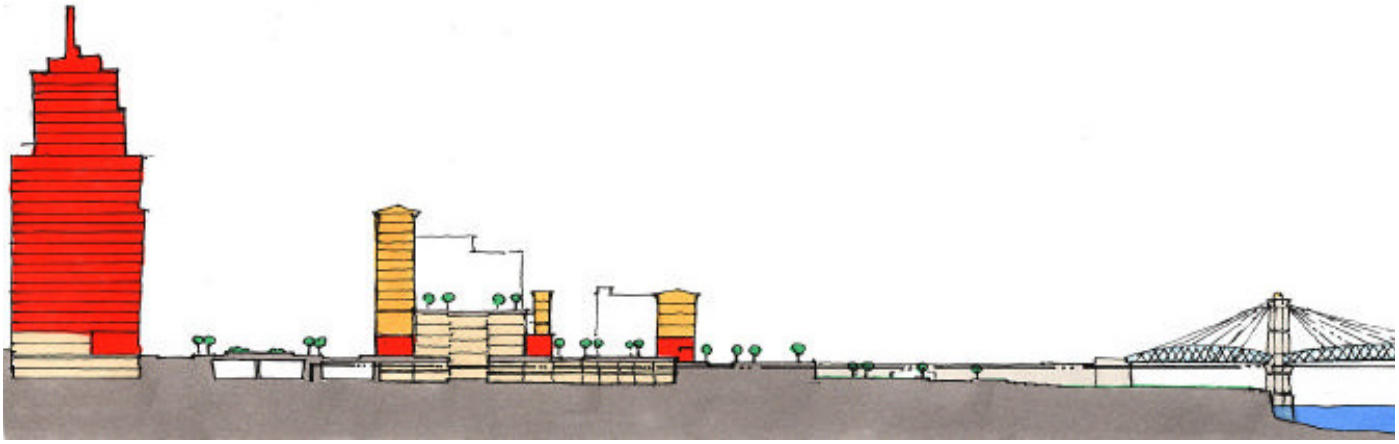
KZF prepared a master plan as a result of a study commissioned by the City of Cincinnati Department of Public Works Engineering Division, to identify options, construction costs, constructability and phasing for the central riverfront infrastructure (streets and utilities).

The drawings reflect the plan implementation phases from the start of the project in September 1999 through March 2006.

The study area is bounded by Fort Washington Way (FWW) to the north, the river to the south, Central Avenue to the west and Broadway to the east.



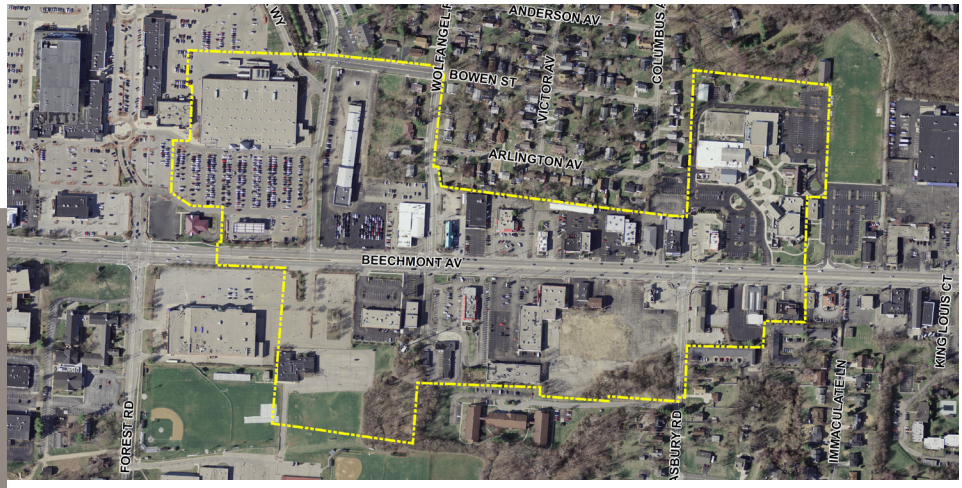






The Banks Infrastructure Plan,
Cincinnati, Ohio

Unique planning process led by business owners creates a new economic and civic center.



HIGHLIGHTS

Project Type
Downtown Plan

Client
Anderson Township, Ohio

Length
0.5 miles

View Plan
Click here to visit the Township website

Downtown Anderson Vision

KZF Design worked with the Township to update the Beechmont Avenue Vision Plan, which KZF also developed in 2005. The Vision Plan suggests how the area should be developed moving forward, using building placement and character, streetscape enhancements, pedestrian facilities, improved vehicular access and circulation and building façade improvements.

Based on existing conditions, a series of design sessions were held with Township staff and community input meetings throughout 2012, KZF developed a set of guiding principles for the study area:

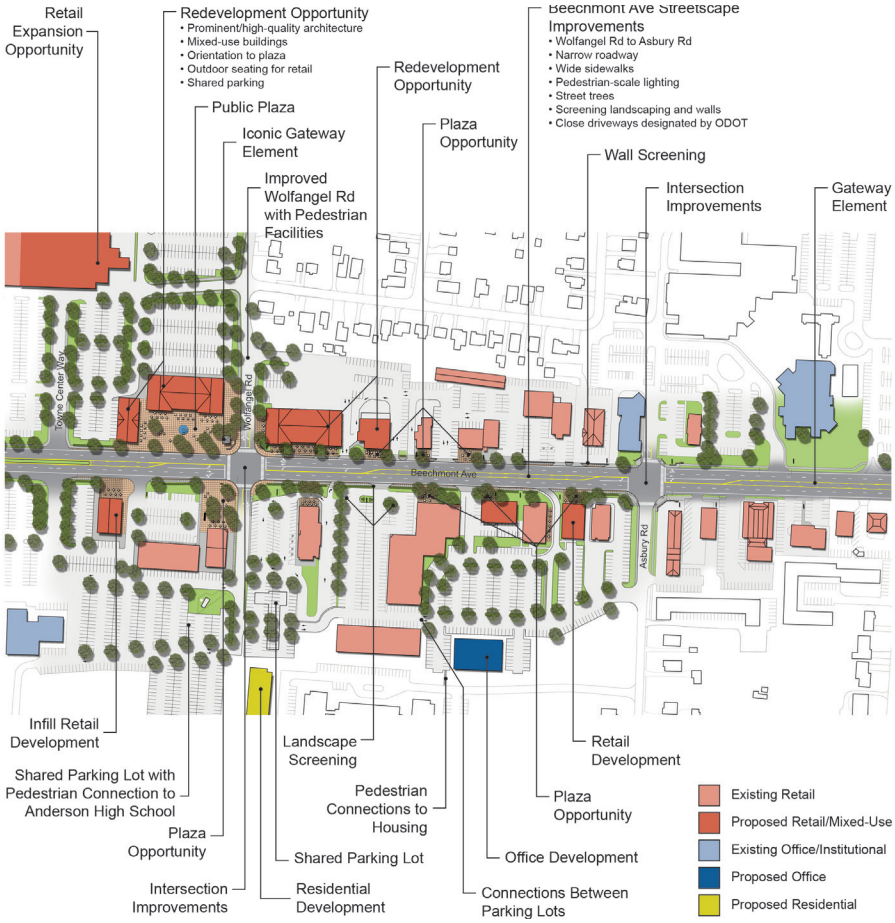
1. **Establish a unique, downtown identity and character**
2. **Create a walkable, pedestrian-oriented environment**
3. **Develop vibrant and active outdoor gathering spaces**
4. **Guide redevelopment of properties oriented towards "open spaces"**

These principles are reinforced through physical improvements such as streetscaping, creation of a central outdoor public plaza, site planning and design guidelines, architectural character guidelines for buildings and the promotion of private plazas that engage the street.

The implementation of this planning document has far exceeded expectations. Anderson Township received an $3.5M OKI grant to implement all the recommended streetscape improvements and a private developer is implementing the large, public plaza as well as surrounding retail buildings.

This project received the Frank F. Ferris II Community Planning Award by the Hamilton County Regional Planning Commission in 2014.









Downtown Vision Plan, Anderson Township, Ohio





Downtown Anderson Renderings, Anderson Twonship, Ohio









Downtown Anderson Completed Project,
Anderson Township, Ohio



A mixed-use development where urban meets suburban development

Montgomery Quarter

HIGHLIGHTS

Project Type
Mixed-use Development

Client
Brandicorp

Square feet
200,000 SF office
100,000 SF hotel

Construction Cost
$100,000,000

Montgomery Quarter is an exciting $100M mixed-use development where urban meets suburban development. The project seeks to create new and exciting economic development opportunities for the city of Montgomery's future by being a landmark project at the Southern Gateway of the Historic Downtown. By building on the great history of Montgomery, we are bringing village planning, the city's needs and goals, and the community's input together with innovation and development experience to create the most productive plan for the community.

KZF Design provided architecture, interior design, engineering for all the commercial buildings in the project, including two office buildings (110,000 SF) and retail space with restaurants (20,000 SF). KZF also provided planning and concept design services for two parking garages on the site with approximately 550 total spaces and a hotel with 100 rooms and banquet space.

The site is one of the most coveted redevelopment sites in the region and will feature a unique blend of urban/suburban design that will include professional office, boutique hotel, luxury condominiums and an exciting restaurant row built around a new community green. In addition to bringing new retail, commercial and housing opportunities to Montgomery, the project is expected to increase safety with the installation of a multi-lane roundabout to replace the existing bridge on Montgomery Road, which currently crosses over Ronald Reagan Cross County Highway.

Clete Benken (while with another company) provided site programming, streetscape, plaza, and park design in collaboration with the development team.



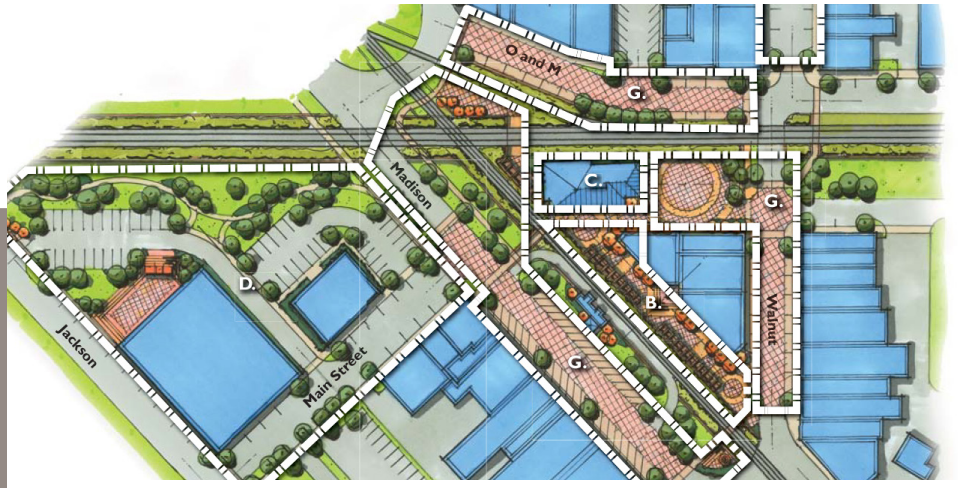






Montgomery Quarter
Montgomery, Ohio

A city poised for recovery with improved infrastructure and new public spaces to reverse decades of economic decline.



HIGHLIGHTS

Project Type
Downtown Plan

Client
City of North Vernon, Indiana

Area
445 miles

North Vernon Town Center

Working as part of a consultant team, KZF Design provided planning and graphic services to assist the City of North Vernon develop their Stellar Communities Grant Application. After assisting the planning team with the development of an overall three-year master plan to transform North Vernon into a "stellar community," KZF brought these visionary plans to life through the development of renderings showing the large-scale, $15M transformation of the City into an economic hub for the defense industry. These services aided the City's winning application to stand out amongst more than 40 proposals submitted by local Indiana communities and the award of more that $15M from multiple state and federal funding sources. Projects Included:

- **Streetscape Improvement of the Historic Uptown Business District on Fifth Street to complement and enhance the adjacent housing revitalization efforts**
- **Urban, mixed-use housing on a key downtown redevelopment site**
- **An outdoor plaza in the heart of the downtown by closing Short Street and constructing plaza space**
- **Restoration of the City's historic (and vacant) Carnegie Library in downtown that will house City Hall**
- **Restoration of a historic passenger railroad depot to facilitate downtown markets, events and programming**
- **Acquisition and clean-up of a 3.5-acre brownfield site to clear the way for private investment**
- **Renovating existing homes and creating new, mixed-income housing**









North Vernon Town Center Plan,
North Vernon, Indiana



Ensuring proposed future development and infrastructure improvements meet anticipated mission demands.

HIGHLIGHTS

Project Type
Master Plan

Client
US Space Force, Space Launch Delta 45

Area
18,000 acres

Cape Canaveral and Patrick Space Force Base Master Plan

The US Space Force (USSF), through its Range of the Future 2028 Strategic Intent initiative, determined the need to alter its launch posture over the next decade in order to facilitate a 300-500% increase in space launches per year. This Range of the Future project (ROTF) supports the USSF's Space Launch Delta 45's (SLD 45) Eastern Range at Cape Canaveral Space Force Station (CCSFS) and Patrick Space Force Base (PSFB), Florida. The project area is 18,000 acres. The purpose of this two-year planning project is to modernize the Eastern Range's development and infrastructure to support the increased launch posture requirement.

KZF Design is providing planning, GIS, architecture and mechanical, electrical, and structural engineering services to create a Range of the Future (ROTF) study and Infrastructure Roadmap (IR). DRMP is providing GIS, civil and environmental engineering services.

The project is to ensure proposed future development and infrastructure improvements at CCSFS and PSFB meet current and anticipated mission and launch requirements while promoting sustainable and resilient development within the installations. This is being accomplished by analyzing condition, capacity and configuration to identify top priority projects and create a long term executable plan that will transform the spaceport following SLD 45's vision.

Deliverables include the following for both CCSFS and PSFB:

- **Installation-wide Master Plans and Implementation Plans.**
- **Installation-wide Environmental Assessments for projects to be completed within 10 years.**
- **Infrastructure Roadmap outlining all projects critical to increasing launch operations. Plan includes cost estimates for each project and an implementation plan. This plan is being used to receive congressional appropriations.**

Creating a neighborhood of choice through a positive image that attracts investment.



HIGHLIGHTS

Project Type
Neighborhood Plan

Client
Center for Great Neighborhoods

Austinburg Nieghborhood Revitalization Plan

The Center for Great Neighborhoods (CGN) has employed a comprehensive community development approach in Austinburg to maximize impact on resident-identified concerns and develop a more effective model for working with neighborhoods throughout the City. The initiative has enabled residents to make clear connections between their work on small-scale projects and the broader goals they identified in the Austinburg Special Urban Redevelopment Plan. These goals include increasing homeownership, beautification, positive youth involvement, developing a strong sense of safety, strengthening residents' pride of place, and increasing membership in the neighborhood association. Not surprisingly, increasing homeownership and bolstering neighborhood association membership are also priorities of Vision 2015 and Covington's Third Century Strategic Plan. The Austinburg Special Urban Redevelopment Plan identifies infill housing development as a prime goal for the areas we are now calling Seneca Place and Patton Place.

KZF Design worked with CGN to further develop The Austinburg Special Urban Redevelopment Plan into a new neighborhood master plan, then prepared presentation plans and artist renderings to show potential redevelopment in this blighted area of Covington, Kentucky. Plans included riverfront development, practice facilities for the University of Cincinnati rowing team, connectivity to bike tails, business district revitalization and infill housing strategies.



A vision to revitalize a struggling downtown retail center through an urban, mixed-use plan.

HIGHLIGHTS

Project Type
Retail

Client
Brandicorp

Cost
$5,500,000

Square Feet
50,000 SF

Xenia Towne Square Redevelopment

Through the implementation of their master plan, the City of Xenia, Ohio issued an RFP for redevelopment of the 5.25-acre Xenia Towne Square and former Kmart site in downtown Xenia. The design team crafted a vision to revitalize the struggling downtown retail center including diverse retail, restaurant and office uses that fit into the context of the historic downtown Xenia. Reestablishing the street grid and building fabric, the development intentionally connects to surrounding retail, hospitality, restaurant and residential uses. These connections will draw pedestrians/ bicyclists from surrounding areas to this downtown area an reclaim its cultural center at the historic heart of the city.





Breathing new life into Northgate Mall by envisioning a mixed-use towne center with pedestrian spaces.

Northgate Mall Redevelopment

KZF Design partnered with Colerain Township to develop a concept plan for the possible future redevelopment of Northgate Mall. The strategy would be to convert the shopping center into a mixed-use towne center, including single- and multi-family housing and outdoor mall corridors with dining, pedestrian spaces, and plazas.

Highlights of this potential project include a 200,000 SF, four story apartment building with 120 units, 20-30 single- or multi-family residences, and 5,000 SF of amenity space. The Northgate Mall Redevelopment Plan also looks to enhance a street network to the surrounding neighborhood and provide proper connectivity. By instituting a streetscape of mixed-use aesthetic, the design transforms the interior mall corridors into outdoor pedestrian spaces and plazas.

HIGHLIGHTS

Project Type
Retail

Client
Colerain Township

Square Feet
1,200,000 SF



A plan focused on defining livability and the retention of community character.

HIGHLIGHTS

Project Type
Streetscapes and Urban Design

Client
City of Mason, OH

Mason Downtown Plan

KZF Design, in partnership with Vivian Llambi and Associates and Kolar Design provided a new vision for historic downtown Mason with a new plan and streetscape for the core of this emerging city. KZF, working with a downtown steering committee and the Downtown Mason Association, developed the overall plan for approximately twenty blocks following principles defining livability and the retention of community character.

Features of the plan include:

- **Mixed-use**
- **Day and night vitality**
- **Live/work/play environment (including new residential development in the immediate downtown)**
- **Shared parking**
- **Creation of a 'center' or 'heart'**
- **Adding scheduled events and promotions**
- **Creating a network of vehicular, pedestrian, walking, running and bicycle connections**

The streetscape, or 'public realm' plan, adds parking back on Main Street and envisioned shared parking behind buildings with a simplified circulation system. The junction provides a center and sense of place for downtown along an adjacent landscaped plaza. New pedestrian-scaled street lights, wider sidewalks at intersections, environmental signage, gateways, street trees and other landscaping add to the exciting new vitality of the public realm of Downtown Mason.

Reconnecting downtown to the riverfront by investing in a new regional amenity.



Ft. Washington Way Overbuild

HIGHLIGHTS

Project Type
Streetscape, Park

Client
Cincinnati Chamber and City of Cincinnati, OH

Size
1.5 acres

KZF Design and WSP collaborated on a plan to build decks over Fort Washington Way, covering the freeway and reconnecting downtown to the Ohio River. The plan establishes a vison to complete a project started over 20 years ago, when KZF and WSP completed the reconfiguration of Fort Washington Way, narrowing the highway to make additional room for The Banks, two professional sports stadiums, and Smale Riverfront Park. Today, a chasm exists between Second and Third streets creating a significant visual and physical disconnect.

The proposed plan creates a seamless structure over the highway with two blocks of tree-lined green space between Race and Walnut streets. The half-blocks west of Race and east of Walnut would be a hardscape plaza.



City of Noblesville

Noblesville, Indiana



Key Features

- In order to sustain a vibrant and growing community, the City of Noblesville asked Walker Consultants to evaluate parking needs within the downtown area in order to develop a plan to improve the current parking conditions, and provide clarity and direction in regards to future development and management of existing and future parking resources in downtown Noblesville.
- The City not only wanted to develop an effective parking plan, but they also to implement the recommendations developed by the Parking Taskforce and Walker.

Solutions Provided

- To accommodate the deficit in parking adequacy, Walker evaluated seven potential sites that could accommodate a parking structure. With the input of the site selection committee, site A, (Conner and 6th Street), is supported by the Noblesville Parking Taskforce as the best site to build a parking structure.
- In addition to adding spaces in a structure, we evaluated the existing surface lots for efficiency improvements. The greatest impact on supply is the restriping and addition to the County lot at Conner and 6th Street. The largest impact to the supply could be realized on this site with the acquisition of the Red Cross property and incorporating that parcel into the existing surface lot. A less substantial gain could be made with a new layout of the existing area.

Benefits

- With the recommendations accepted and refined by the Parking Taskforce, Walker established a Short-, Mid- and Long-Term plan of action for the City of Noblesville.

City of Fayetteville

Fayetteville, North Carolina



Key Features

- Fayetteville, North Carolina is home to two large military installations- Pope Air Force Base and Fort Bragg. While being known more for its military presence, Fayetteville is also the 6th largest city in North Carolina with a thriving historic downtown. To address recent growth and to plan for the future, Walker Consultants was selected to perform a downtown parking master plan.

Solutions Provided

- A key component of the study is to examine how public parking resources are currently being used and what could be expected as growth continues in the future. Walker's parking analysts will be conducting a comprehensive supply-demand study for the downtown area and create a model that can be used to predict future demand. We will also be examining the organizational structure, zoning ordinances, and parking policies related to the City's management of the parking asset and make recommendations for improvements.

Benefits

- A parking demand model for the downtown area that can be updated as new developments are contemplated.
- Engage the community through a series of workshops with the public and key stakeholders collect information on perceived parking conditions and potential solutions.
- Assess the feasibility of building additional parking supply and the time frame in which new parking resources will need to be implemented.
- Recommendations on improvements to the City's parking system that can respond to changing needs.

Supporting the city's neighborhood planning efforts in Mt. Airy.



HIGHLIGHTS

Project Type
Neighborhood Plan

Client
Mt. Airy Community Urban Redevelopment Enterprise (CURE)

Mt. Airy Business District Master Plan

Working with the Mt. Airy Community Urban Redevelopment Enterprise (CURE) in collaboration with the City of Cincinnati and DOTE, KZF provided planning services to outline strategic enhancements to Colerain Avenue in the Mt. Airy neighborhood business district.

The purpose of the study was to create a consistent, appealing and safe public environment along Colerain Avenue from Virginia Avenue to Kipling Avenue. The goals of this effort are to:

- **1Develop a consistent streetscape design complimentary to the Colerain Township and Green Township portions of the Colerain Avenue Corridor Study**
- **2Identify potential improvements to the corridor to promote walkability, safety, traffic calming, and multi-modal transit options**
- **3Outline anticipated costs for CURE and DOTE to use to apply for grants to implement recommendations**
- **4Coordinate with DOTE to develop a plan that complies with their review/ approval process**

KZF also developed perspective renderings of the streetscape and proposed buildings.

Corridor Studies

SERVICES

Transportation planning
Land use analysis
Multimodal planning
Traffic planning
Transit planning
Forecasting
Transportation enhancement
Urban design
Documentation for Grant Applications
Bicycle and pedestrian planning
GIS
Public involvement

KZF's planning team is committed to innovative solutions for multimodal transportation, land use and transit needs. We provide objective analysis to help our clients meet future transportation needs while improving the performance of existing infrastructure and operations. We are committed to meeting our client's goals in making transportation better for
future generations.

A community's roadways are its lifeblood. Vehicular accessibility is not only critical to a community's everyday operations, but to its overall commercial and industrial success. KZF's traffic engineering staff provides practical, cost-effective solutions to ensure the overall efficiency and safety of your community's roadways.



Montgomery Road



Modernizing a historic roadway to meet the current needs of Colerain Township businesses, visitors and residents.

Colerain Avenue Corridor Study

HIGHLIGHTS

Project Type
Corridor Study

Client
Colerain Township, OH

Length
4.5 miles

Project Team
Terry Dull, PE
Eric Anderson, AICP
Lynn Zuch, AICP
Mary McConnell, PE
David Ross, RA

Colerain Township has been working for more than 20 years to improve the conditions along Colerain Avenue. The resulting efforts have led to an improved, vehicular-oriented roadway but has much to desire in terms of urban design and pedestrian environment. Making a conscious effort to change, Colerain Township partnered with KZF Design to create a consistent, appealing, safe public environment along the Colerain Avenue Corridor spanning 4.5 miles of the ODOT maintained SR 32 (Colerain Avenue) within the township boundary.

The study primarily focuses on safety and beautification of the corridor, but also incorporates cleanliness, access management and strategies for redevelopment.

Colerain Avenue was separated into four distinct typologies. These four districts have unique character and therefore require their own design, improvement, and development guidelines. The core concepts of the study include:

- **Landscape medians and median U-turns, which eliminate the need for left-turn lanes at intersections and drastically reduce collisions.**
- **Sound access management principles intended to improve safety for pedestrians, bicyclists and vehicles**
- **Streetscape design strategies and gateway elements which promote a cohesive look and feel along Colerain Avenue, but also reflect the unique character of different segments of the roadway.**
- **Redevelopment of Northgate Mall into a mixed-use, "Towne Center" style development with single and multi-family housing and outdoor mall corridors with dining, pedestrian spaces, and plazas.**

Median U-turns would eliminate left turns at many of Colerain Avenue's signaled intersections. This type of intersection can reduce congestion and severity of crashes by up to 60 percent.

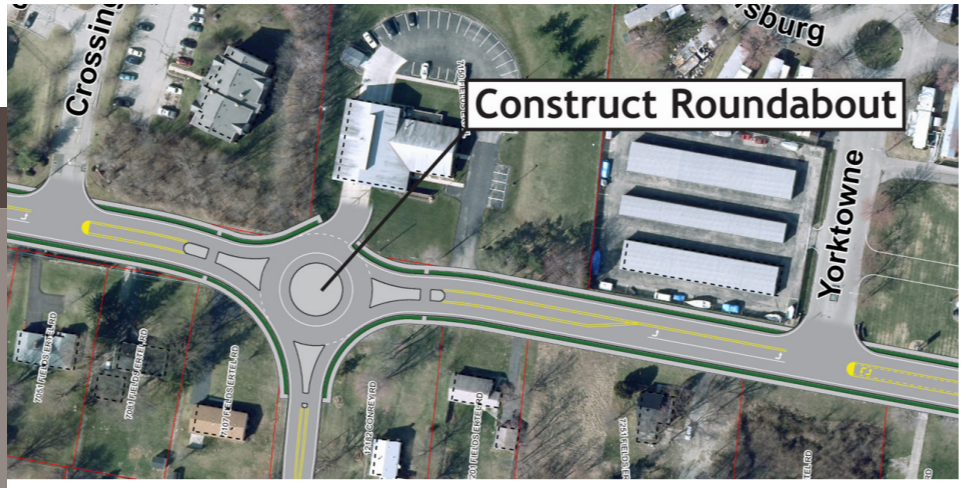
The first implementation phase of this project recently received Transportation Alternatives grant funding through OKI for a sidewalk and streetscape project.




SPRINGDALE
Parking Lot Connection
Close Driveway
Close Driveway
Close Driveway
Close Driveway
Parking Lot Connection
Right-In/Right-Out
Close Driveway
Parking Lot Connection
YELLOWSTONE
0 50 100 Feet







Developing alternatives to widening to improve safety and traffic flow.

HIGHLIGHTS

Project Type
Transportation Planning

Client
Hamilton County and Warren County Engineer's Offices, in conjunction with the City of Sharonville, Deerfield Township, Symmes Township and Sycamore Township

Length
2 miles

Fields Ertel Road Corridor Study

KZF Design provided engineering services for a transportation corridor analysis of Fields Ertel Road from Reed Hartman Highway to I-71, a 2-mile, 19,000 vehicle per day average daily traffic (ADT) area with growing congestion and a crash rate double state wide averages.

Project involved working with a study team of local stakeholders to evaluate existing traffic, infrastructure and land use data within the corridor, analyzing transportation needs and producing recommendations to improve safety and traffic flow.

The ultimate product includes a set of phases improvements (long-term and short-term) to improve traffic flow and safety without loosing the residential character present within much of the study area. Sight distance, access and roadway widening were key issues in the improvement of this urban collector within a heavily traveled, residential community.

GIS was heavily used throughout the study for mapping, traffic flow analysis, environmental and cultural resources identification, and alternatives analysis.

Features of the study include:

- **Corridor improvements recommendations**
- **Improved sight distance**
- **GIS Analysis of traffic flow and land use**
- **Study area crossing 3 counties and 5 municipalities**
- **Public involvement including web-based displays and public involvement**

Addressing the needs a 3.5 mile corridor in a single, common vision for the future.



HIGHLIGHTS

Project Type
Corridor Study

Client
Colerain Township, OH

Length
3.5miles

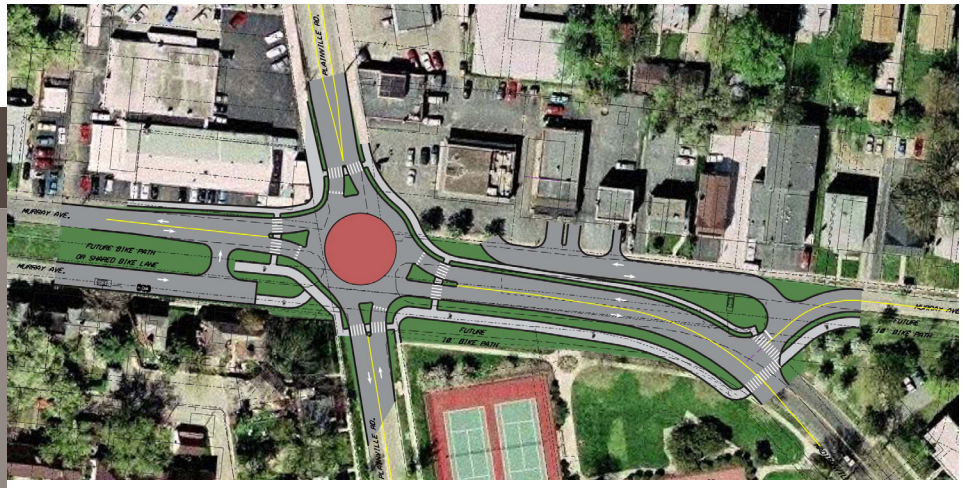
The Beechmont Plan

KZF Design has been working on the planning, development, access and overall traffic for more than 20 years. Over this time frame, the Township developed 10 plans created for a single stretch of roadway, including traffic, access, landscape, urban design as well as Township-wide planning efforts, leading to a muddled vision of Beechmont Avenue.

As part of this continued work, KZF provided planning, traffic and civil engineering services to consolidate all applicable plans along Beechmont Avenue – for the first time, creating a single reference document addressing the needs of the area and a vision for the future for all upcoming improvements as private property redevelops or the Township, State or County initiates enhancements.

Taking into consideration the themes and goals of the prior plans and efforts, this document combines the previous studies into a single format to act as a guide for development along the Beechmont Corridor.

The primary focus of this planning effort was to address bicycle facilities and develop recommendations to accommodate bikes along Beechmont Avenue.



Improving safety and congestion at a complicated intersection in the heart of Mariemont.

HIGHLIGHTS

Project Type
Intersection Improvement

Client
Hamilton County Transportation Improvement District

Plainville Road and Murray Road Feasibility Study

KZF Design provided planning, engineering and cost estimating services for a feasibility study to replace a confusing six-leg intersection with a modern roundabout or traffic signal at the intersection of Plainville and Murray Roads. The project required realignment one leg of Murray Road to separate a T-intersection to reduce competing approaches and facility area development.

The design was complicated by the proximity of an elementary school, pedestrian crossings for the blind and a future bike trail planned to traverse the median, formed by an old railroad corridor. Environmental constraints required design to avoid impacts to the Village of Mariemont Historic District, a city park and hazardous waste sites. Splitter islands were used on three approaches to control vehicle speeds, while the remaining approaches will rely on modification of the existing Murray median.

RASOR

MONTGOMERY COUNTY TRANSPORTATION IMPROVEMENT DISTRICT
Montgomery County, OH

MONTGOMERY COUNTY
TRANSPORTATION IMPROVEMENT DISTRICT

Throughout the last two years, Rasor has worked with client Montgomery County Transportation Improvement District (MCTID) on communications surrounding road construction on US 40 near Dayton International Airport. The $12 million construction project addressed roadway design issues while adding capacity to reduce congestion, improve safety, and support the development of the growing logistics hub. This fall we helped MCTID and partners organizations celebrate the finale of the construction with a ceremonial ribbon cutting.



Rasor is currently on retainer with the Montgomery County Transportation Improvement District (MCTID) to provide ongoing communications counsel and public engagement support. Recent efforts include providing MCTID with public involvement support for the proposed I-70/75 Airport Logistics portion of US 40 (National Road) from just west of Union Airpark Boulevard to the Airport Access Road, as well as improve the interchange at US 40 and the Airport Access Road. Rasor's tasks involved planning and implementing a public meeting to update stakeholders and the public about the project; assisting with meeting notification efforts; preparing a project fact sheet and comment form; updating the MCTID website with project materials and news; coordinating meeting-related media relations; and monitoring and responding to inquiries made to the project telephone hotline and email address. Rasor also created the public involvement summary report for inclusion in the project's NEPA documentation.

North Hamilton Crossing, Butler County Transportation Improvement District and the City of Hamilton

North Hamilton
CROSSING

In recent years, the City of Hamilton has been experiencing a resurgence of economic growth and redevelopment. Major new development includes the Spooky Nook Sports Champion Mill complex which is expected to attract a million visitors a year. While these changes have had a positive impact on jobs and progress, they've also amplified local transportation challenges. The Rasor team created a project website and manages the public involvement effort. Public input was gathered via a survey and public meetings. The project team received more than 1,500 survey responses, with more than 4,000 comments during the initial public input opportunity. The project website provides up-to-date information about the alternatives to improve transportation and safety in the regi





Sidewalks and Trails

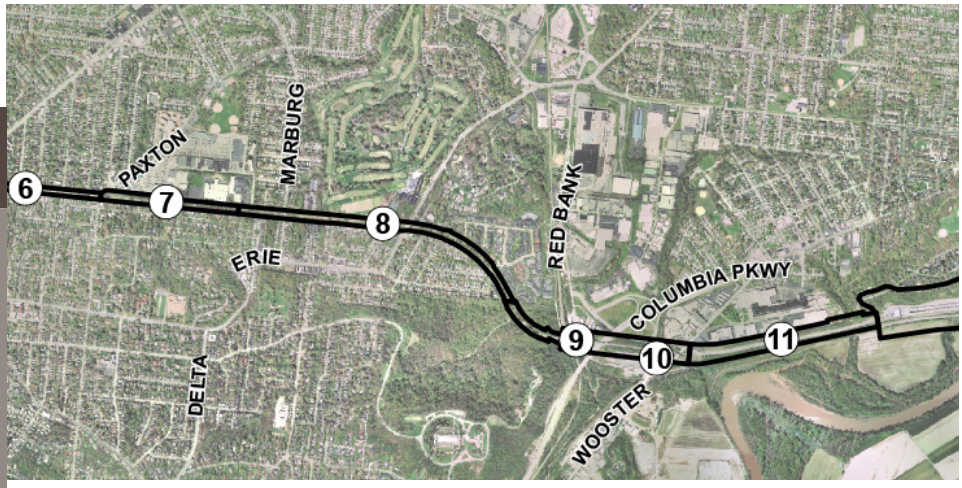
SERVICES

Community planning
Environmental assessment
Environmental documentation
Public involvement
Roadway engineering
Structural engineering
Signage and wayfinding
Aesthetics
Bridge design
Feasibility studies
Construction engineering
Value engineering
Permitting
Shop drawings
Pavement design/detailing
Utilities engineering
Peer review and independent QC
Construction cost estimating
Maintenance of traffic

Sidewalks and trails provide respites within an urban setting, while promoting activity and fitness. They provide walkers, joggers, bikers and inline skaters with an alternative to busy roadways. KZF's team, including roadway and bridge engineers and designers and community planners, provide the planning, construction and administrative services that are needed to enhance the liveliness of your community.



Anderson Township Five Mile Trail



The first major step forward towards the completion of a regional bike trail.

HIGHLIGHTS

Project Type
Feasibility Study

Client
Wasson Way

Length
6.5 miles

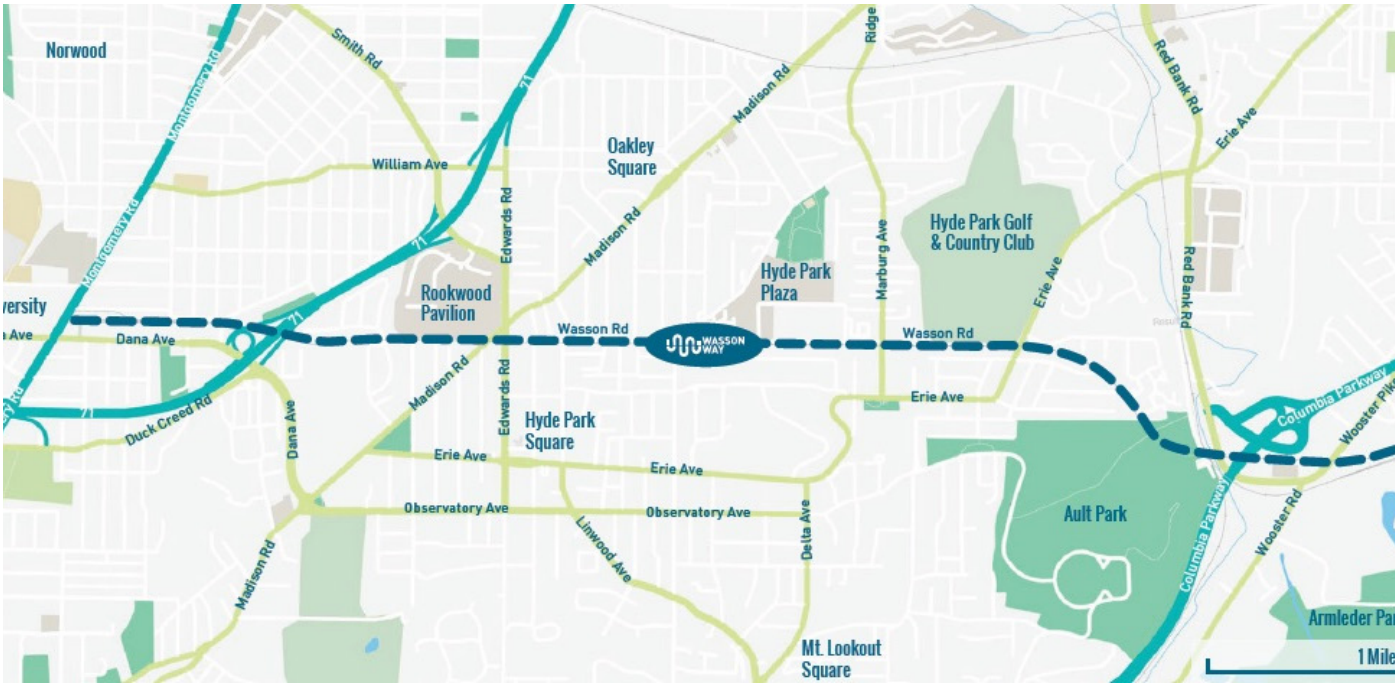
Construction Cost
$10,700,000

Wasson Way Trail Feasibility

KZF Design provided master planning, civil/structural engineering, and cost estimating services for a feasibility study for a 6.5 mile trail that runs along the Wasson Way Rail Corridor, from Xavier University in Cincinnati to the Little Miami Bike Trail in Newtown. GIS mapping is being used to develop base maps, public involvement materials, field data collection and graphics for final plan documents.

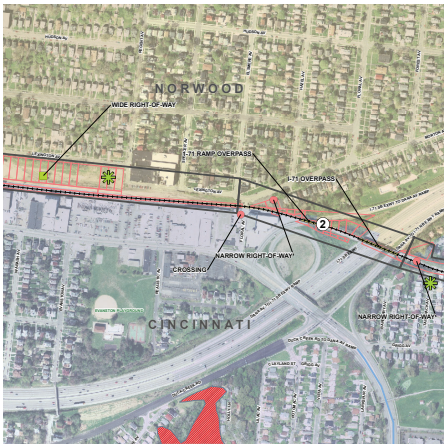
This Feasibility Study reviews existing conditions, current planning and engineering issues. The Study develops a conceptual design that meets the goals of the project in a way that is implementable and cost-effective. This Feasibility Study includes information the Wasson Way Board, City of Cincinnati and Great Parks of Hamilton County can use to pursue public and private funding sources. The second part of this Feasibility Study is a cost component to help identify funding opportunities. This study includes an order of magnitude cost, based on historical costs and engineering/ construction experience.

The general area to be considered for location of the trail near the rail is illustrated by segment, showing both a Shared Rail/Trail Alignment and a New Trail Alignment. Trail Access Points are shown on the maps and discussed in the text suggest potential locations of bike facilities, parking, restrooms, trailhead or other development opportunities.









Wasson Way Trail Feasibility, Cincinnati, Ohio



A new trail system master plan for the City of Oxford, Ohio.

HIGHLIGHTS

Project Type
Master Plan and Feasibility Study

Client
OKI and the City of Oxford, OH

Length
8 miles

Construction Cost
$1,500,000

Oxford Area Trail Master Plan

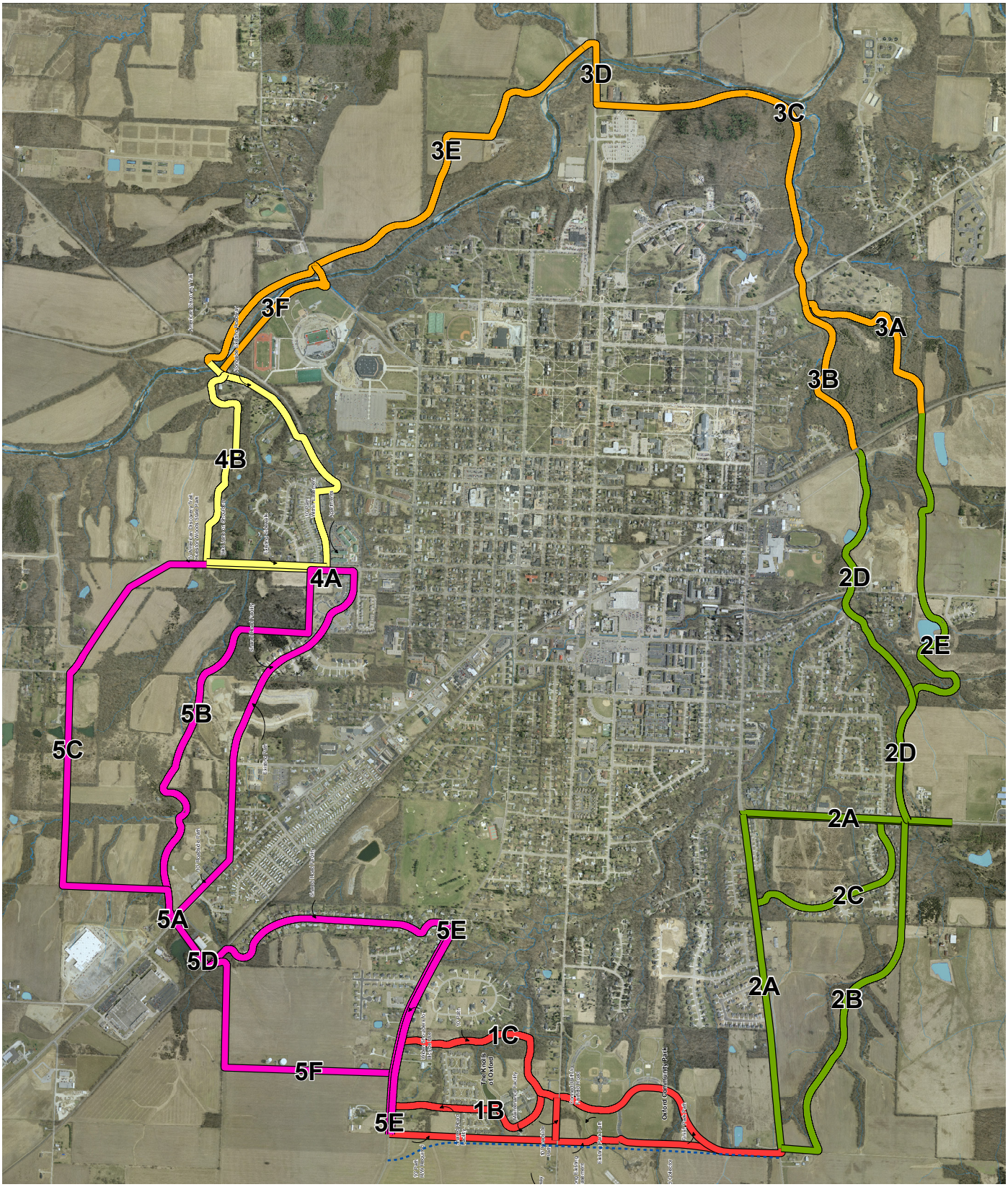
KZF provided feasibility analyses, engineering review of alternatives, GIS mapping and an assessment of expected costs to assist OKI and the City of Oxford in project development for a proposed eight-mile loop trail around the City. KZF worked with a local advocacy group – Oxford Area Trails (OATS) – to review proposed corridors and alternatives in the field, analyze engineering issues and develop an O-loop trail master plan for the City.

The project findings were divided into several segments by owner, logical termini and trail type to provide maximum flexibility in implementing various segments. To facilitate construction within available funding, the plan is structured to encourage local developers to collaborate with the City on portions of the loop trail as planned residential subdivisions are constructed. Cost assessments are structured to help the City pursue a variety of funding opportunities as they become available, leveraging the public-private partnerships.

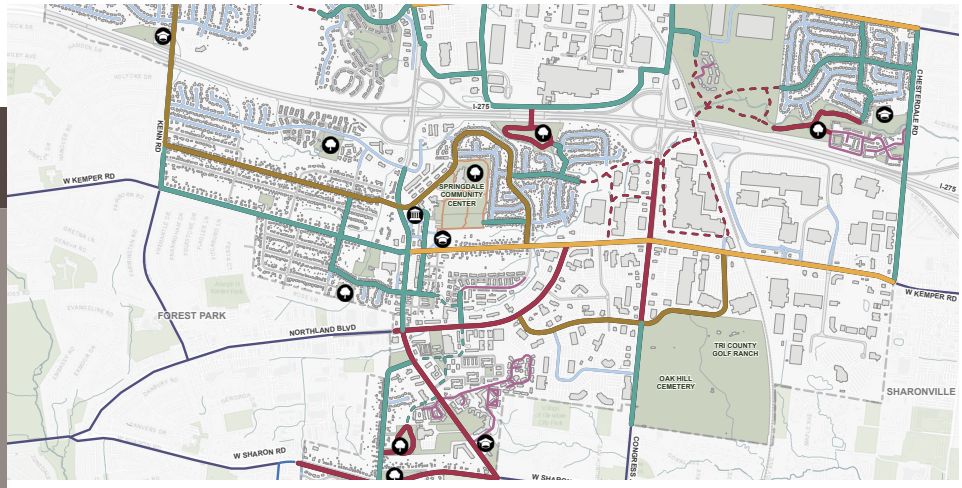
The proposed trail has the following features:

- **Weaves through a variety of residential subdivisions**
- **Travels along the scenic Four Mile Creek**
- **Passes through a section of the Miami University campus, Including the University stables**
- **Passes the Yager Stadium athletic complex**
- **Connects with a separated bike trail under construction along US 27 (by ODOT)**
- **Has grade separated crossings of the existing railroad**
- **Connections through the heavily used Oxford Recreational Park**

Services included conceptual design, project development, alternative analysis, environmental research, coordination and documentation public involvement and final design.



Oxford Area Trail,
Oxford, OH



Improving multimodal infrastructure and connectivity throughout Springdale.

HIGHLIGHTS

Project Type
City Master Plan

Client
City of Springdale, Ohio

Size
5 square miles

Construction Cost
$65,000,000

Springdale Bike & Pedestrian Connectivity Plan

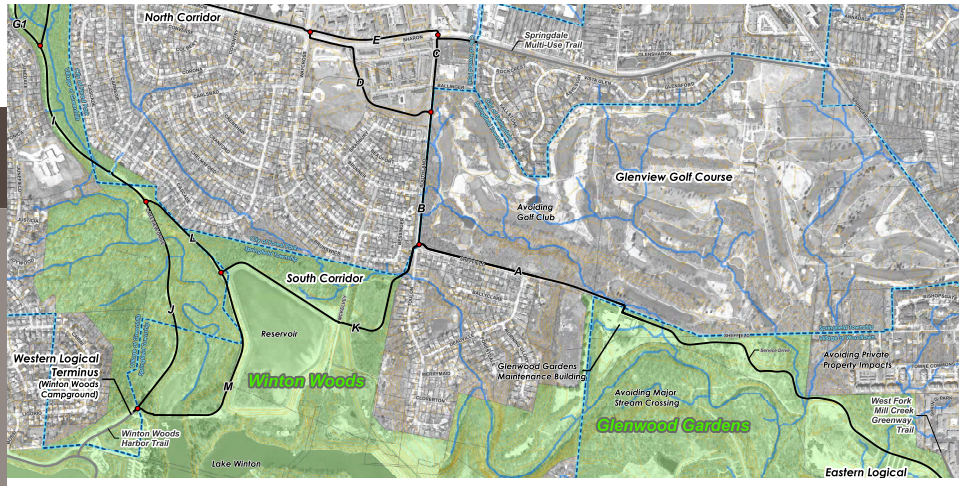
KZF prepared a city-wide bike and pedestrian master plan to help the City of Springdale improve its multi-modal infrastructure and connectivity. The plan seeks to establish a hierarchy of bike/pedestrian facilities that connect the west to east sides of the city as well as north and south. Work included substaintial community engagement.

To aid in future grant applications, specific attention was paid to access and connections to regional bike facilities like the Glenwood Gardens to Winton Woods Trail and the East Fork of the Mill Creek Greenway Trail.

Recommendations included a multi-use trail on Springfield Pike for both bicyclists and pedestrians, with connecting sidewalks to safety get from residential areas to commercial areas.



A regional trail connecting two great parks and 2,890 acres of green space.



HIGHLIGHTS

Project Type
Shared-use Trail

Client
Great Parks of Hamilton County

Length
2.8 miles

Construction Cost
$8,000,000

Glenwood Gardens to Winton Woods Shared-use Trail

KZF Design is currently providing design and engineering services to construct a paved 12-foot-wide shared-use trail, approximately 2.82 miles in length, from the Glenwood Gardens Visitor Center's parking lot to the Winton Woods Campground, making connections to existing trails at each end.

Technically the two parks already adjoin – the back boundaries of the protected green space are seamless to local wildlife. But when people want to get from one park to the other, they are faced with a 10-minute drive.

Developed with multiple uses in mind, a wide off-road design will give plenty of room for runners, walkers, strollers and bikers to all enjoy the space safely away from cars. Less than three miles long, the length makes it ideal for kids just learning their way around a pedal, with lots of stops for bathrooms, playgrounds, wildlife viewing and even ice cream along the way. For adults wanting more of a workout, the trail can be combined with others nearby to increase the mileage. Take a detour around Winton Lake or continue out of Glenwood Gardens onto the West Fork Mill Creek Greenway Trail that travels through Woodlawn and Wyoming.

The Glenwood Gardens to Winton Woods multi-use trail will be a new place to play for people all over the TriState. It's one of many steps Great Parks is taking to better connect communities to each other and to their parks in a way that is safe and fun for everyone.

Restoring State-wide Trail System Addresses Safety and Economic Revival.



HIGHLIGHTS

Project Type
Hike/Bike Trail System

Client
Ohio Department of Natural Resource

Little Miami Trail Restoration

The Little Miami Trail is the king of rail trails in Ohio, and the 4th longest in the country. The Ohio Department of Natural Resources is responsible for management of 53 miles of multipurpose rail-trail located along the Little Miami State and National Scenic River in Greene, Warren, Clermont and Hamilton counties. The railroad corridor dates to the mid-1800's and became a State Park in 1979. The trail is paved to a minimum 10' wide, with several areas of additional width (where there were two rails side by side) for joggers, cyclists, and horses.

KZF Design worked with ODNR to assess trali conditions, and develop a maintenance master plan of improvements, phasing and construction cost estimates to help budgeting, as well as the final construction documents. The assessment included detailed review of the pavement, as well as drainage, bridges and roadway crossings.

Pavement condition is the most noticeable deficiency to trail users, particularly bicyclists. Most of the pavement was constructed in the late 1980's, and beginning to show signs of age.

KZF worked with ODNR and the local Friends of the Little Miami State Park to develop plans for pavement overlay, ditch and drainage improvements and widening the trail within the downtown portion of the City of Loveland. The plans included some areas of full depth repair to address underlying base issues, and a 1.5 inch overlay of 8 miles of trail in Clermont Co. A 2 ft. wide gravel berm was added to the outside of the trail to improve safety and eliminate any edge drop-offs.

With the City of Loveland, the trail has become a major part of the City's economic revival. To help address this popularity, the trail was widened 2-3 feet through the downtown area to accommodate the high volume of users in this area. Maintaining traffic during construction on this highly used section of trail became a big issue, along with removing hazardous trees, stabilizing old stone culverts and cleaning out adjacent ditches to route stormwater away from the pavement.

KZF is continuing to work with ODNR and the Friends group to advance additional paving projects and help secure funding for important infrastructure improvements.

Parks and Riverfronts

SERVICES

Architecture
Conceptual Planning
Design Guidelines
Engineering
Feasibility Studies
Master Planning
Public Engagement
Signage and Wayfinding
Site Development
Site Selection and Planning
Transportation Planning
Urban Design
Urban Revitalization

A community's waterfront is a paramount feature. Building a civic center on the riverfront provides residents and visitors alike with a location for community gathering, civic events or any time leisure and activity. KZF provides the architectural, planning and engineering services that are necessary for the construction and development of large-scale riverfront parks and creating unique places of engagement for your community.



Tallgrass Prairie National Park Visitor Center

Transforming Cincinnati's riverfront through award-winning design and creative implementation strategies.



HIGHLIGHTS

Project Type
Parks and Recreation Facilities

Client
Cincinnati Park Board, City of Cincinnati, OH

Acreage
32 acres

Construction Cost
$120,000,000

Smale Riverfront Park

KZF Design has been involved with the Cincinnati Riverfront Park project from the beginning of the initial master planning stage. The 46-acre park is positioned along the Ohio River in downtown Cincinnati. Through the creation of a grand green space downtown, the park provides a dynamic foreground for two professional sports venues, the National Underground Railroad Freedom Center and a mixed-use neighborhood referred to as The Banks.

Ultimately, the riverfront will be the centerpiece of an urban park system that celebrates the river, Cincinnati's greatest natural resource and historic attribute, and serve as a magnificent gateway to the city.

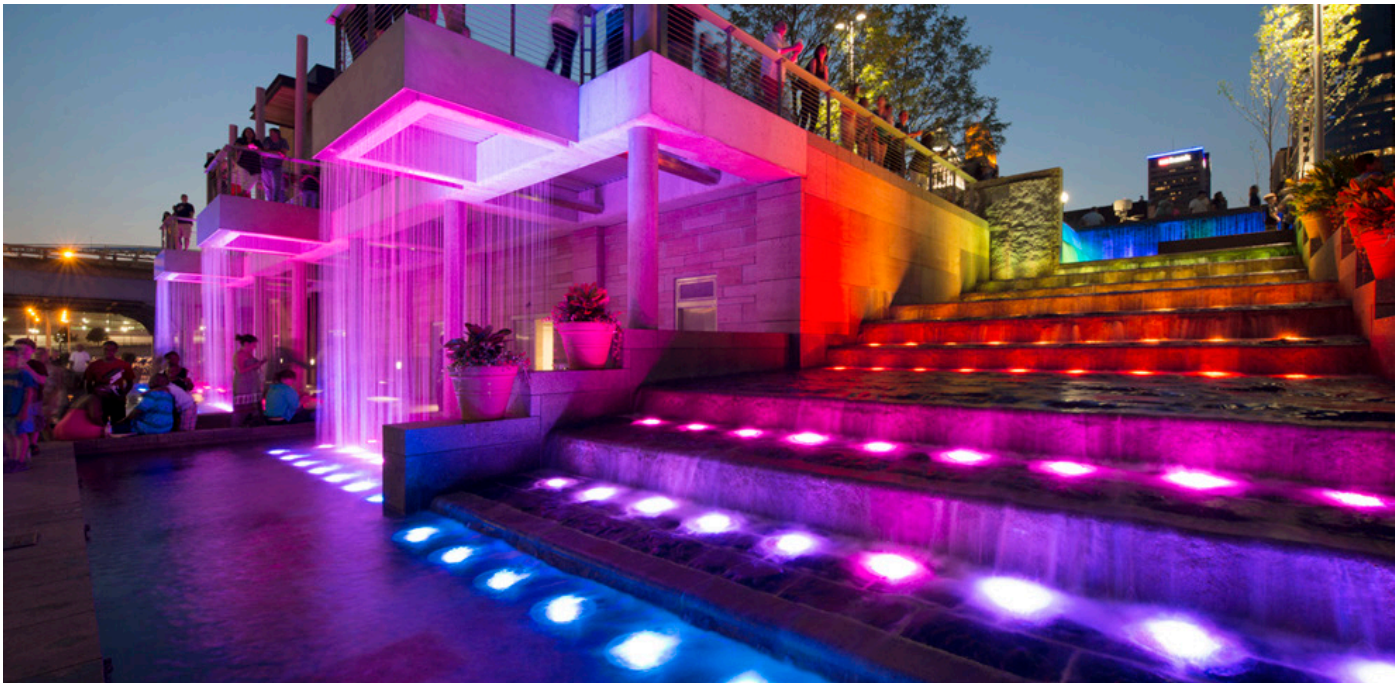
The project, which is sponsored by the Cincinnati Park Board, Cincinnati Recreation Commission and the Department of Public Works, is focused on three main goals:

- **Creating a grand civic space open to the public**
- **Offering pedestrians river accessibility both visually and physically**
- **Setting aside specific areas to accommodate events and festivals**

KZF has been working with Sasaki Associates on the initial phase of the work including a Grand Public Stair, interactive fountains, public restrooms, a pump house, a visitor/bike center and event lawn.

The infrastructure for the pump house, visitor/bike center and restaurant facilities includes accommodation for two electrical transformers and switchgear, a 20-well closed-loop geothermal system, a 100-ton open loop geothermal system, water, sanitary and storm water utilities and infrastructure piping supporting three interactive water features.

Cincinnati Design Awards (CDA20) Recipient: Honor award for Built Work









Smale Riverfront Park,
Cincinnati, OH



Park promotes community's healthy lifestyle and tradition of celebrating together.

HIGHLIGHTS

Project Type
Park and Mixed-use

Client
City of Blue Ash, OH
Al Neyer, Inc. and Vandercar Holdings

Area
200 acres

Construction Cost
$115,000,000

Summit Park

KZF Design worked with the City of Blue Ash and the Summit Park design team to convert the 200 acre former Blue Ash Airport site into a world-class community park and recreation hub.

Partnered with MSA Architects, MKSK Landscape Architects and Turner Construction, KZF is providing site/civil, grading, drainage, utility, traffic, roadway, electrical and mechanical engineering services to develop the infrastructure for the $12M Phase I of Summit Park. This phase includes the following:

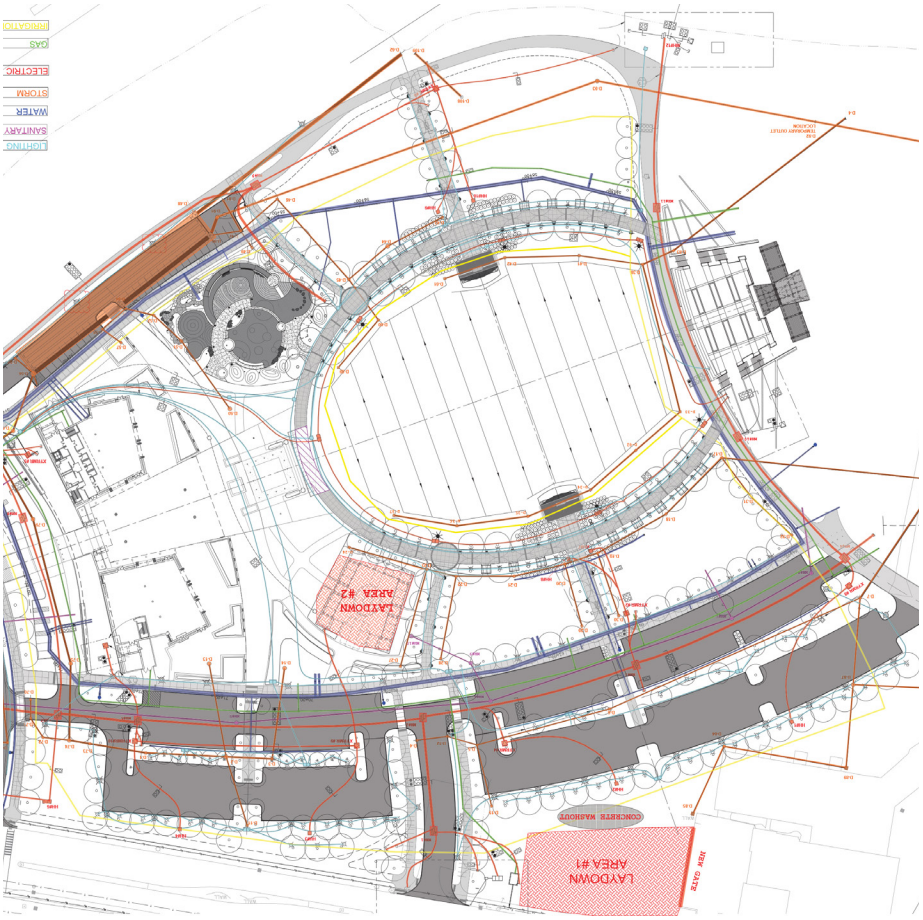
- site demolition and clearing
- grading, drainage and earthwork
- storm, sewer, water, gas and electric utilities
- roadways, sidewalks and walking/biking paths
- lighting
- rainwater harvesting ponds and irrigation

KZF designed the entire storm and sanitary sewer system for the park, which includes rain gardens, ponds and an underground detention system to treat storm runoff with the overall goal to circulate and reuse stormwater as much as possible. A sanitary trunk line was installed through the site for future buildings.

The underground detention system was designed to store runoff where large solids can settle out. The water will be pumped to a pond, where wetland-type plants and soils have been designed to further treat the runoff. The pond will also be used for irrigation of the 2-acre event lawn.

Clete Benken (while with another company) provided park design for Summit Park, as well as site programming, streetscape, plaza, and in collaboration with the development team for much of the The Neighborhoods at Summit Park Master Plan.




LAYDOWN
AREA #2
LAYDOWN
AREA #1
NEW GATE







Establishing the riverfront as one singular park with spaces connected by a bike and pedestrian trail.

HIGHLIGHTS

Project Type
Riverfront Master Plan

Client
City of Dayton, Kentucky

Area
95 acres

Construction Cost
$24,500,000

Riverfront Master Plan

KZF Design provided master planning services to the City of Dayton to develop a long-term vision that establishes the Dayton Riverfront as one singular park, with activated spaces connected by a bike/pedestrian trail and beautiful landscaping. Through the implementation of a network of connecting trails and pathways, a gateway plaza and pier, restoration of riverfront natural areas, an event lawn and a waterfront plaza, Dayton will further enhance surrounding private development along the riverfront to benefit both existing and new residents and improve/reconnect the riverfront to the surrounding community.

The objectives of this Riverfront Master Plan include:

1. **Diminish barriers between the riverfront and neighborhoods**
2. **Maximize the value of the riverfront by carefully integrating, enhancing and coordinating the function and circulation systems**
3. **Create memorable places for civic events, attracting visitors, residents, businesses and tourists**
4. **Develop a community-oriented riverfront to serve the area's needs: living, recreation, events, social interaction and human development**
5. **Increase recreational access to the riverfront**
6. **Create a community focal point for festivals and riverboat docking**
7. **Explore the potential for habitat preservation/conservation to protecting sensitive areas**
8. **Develop a symbol of the City's health, history, quality of life and community pride.**



Visioning, master planning, phasing, funding strategy, and cost estimating for Loveland's most used park.

HIGHLIGHTS

Project Type
Park Master Plan

Client
City of Loveland, Ohio

Area
4 acres

Nisbet Park Master Plan

Nisbet Park is arguably the City of Loveland's most used park. In 2020, according to a study by the Friends of the Little Miami State Park, 125,250 users passed through the area on the bike trail alone. That's not to mention the countless other users who regularly visit the park for its amenities; meet for a 5K race or exercise group; or attend city events like the Concert in the Park series or the annual Independence Day Celebration. The city also rents the park's picnic shelters and amphitheater for events.

KZF Design provided park master planning services to the City of Loveland to develop a plan to renovate the existing Nisbet Park. Work included visioning, master planning, phasing, funding strategy, and cost estimating. A key part of the plan was public input. KZF developed two concept designs that were presented to the public, and after a feedback period, was developed into a final master plan.

The following are goals guiding the plan:

- **Create a unique sense of place in Nisbet Park to match the redevelopment of the downtown area**
- **Re-orient the amphitheater to face the whole park**
- **Establish a central focal point through a centerpiece like a gazebo or statue**
- **Create strong gateways into the park**
- **Improve the landscaping**
- **Update furnishings, benches, etc.**
- **Provide better access to the Little Miami River**
- **Create better pedestrian flow throughout the park**

The city has already received a 2021 ODNR NatureWorks Grant to replace Nisbet Park's gazebo, the first implemenation project of the plan.



Energizing Lebanon's main street to connect downtown with a new mixed-use development.

Berry Lawn Pocket Park

HIGHLIGHTS

Project Type
Park

Client
City of Lebanon, OH

Construction Cost
$500,000

KZF Design provided planning and civil, electrical and structural engineering to design a new pocket park that will activate the street in front of Berry Elementary School and improve connectivity along Broadway Street between downtown and a nearby mixed-use development.

The design take queues from Lebanon's downtown streetscape and features a meandering pathway with seating and swings, landscaping, controllable LED lighting, memorial wall and improved signage for Berry Elementary School.





Improving accessibility and options for families and friends to gather, rest and communicate.

HIGHLIGHTS

Project Type
Streetscapes and Urban Design

Client
City of Cincinnati and the Clifton Community Council

Clifton Plaza on Ludlow Avenue

KZF provided urban design, site and utility engineering, project management, cost estimation and construction administration services for Phase II of the Clifton Neighborhood Business District Streetscape Improvement Project.

The project involved design and development of a plaza with multiple uses including performance, relaxing, picnicking, walking, reading and people-watching.

The plaza replaced the former Bender Optical building on Ludlow Avenue with a functional community space that features tables with seating, standing tables, granite benches, a performance platform, landscaping, lighting and other built elements.

Various materials were salvaged from past City of Cincinnati projects, including stone cobbles from streets and granite benches from Fountain Square.



Evaluation and assessment of a failing aquatic center to determine long-term improvements.

HIGHLIGHTS

Project Type
Park Master Plan

Client
Confidential Local City Government

New Community Park

KZF recently developed a concept plan and preliminary cost estimate for the redevelopment of a local Aquatic Center property. In order to make sure this premiere property would be put to its highest and best use, a northern Kentucky city hired the project team to explore alternative uses for the site that could expand its benefits to a greater number of residents throughout the year.

The proposed plan includes a series of outdoor living rooms that contain an event lawn, an event center with performance stage, pavilion, signature play structure, three custom spraygrounds, picnic grove, restaurant and dining terrace, and public restrooms.

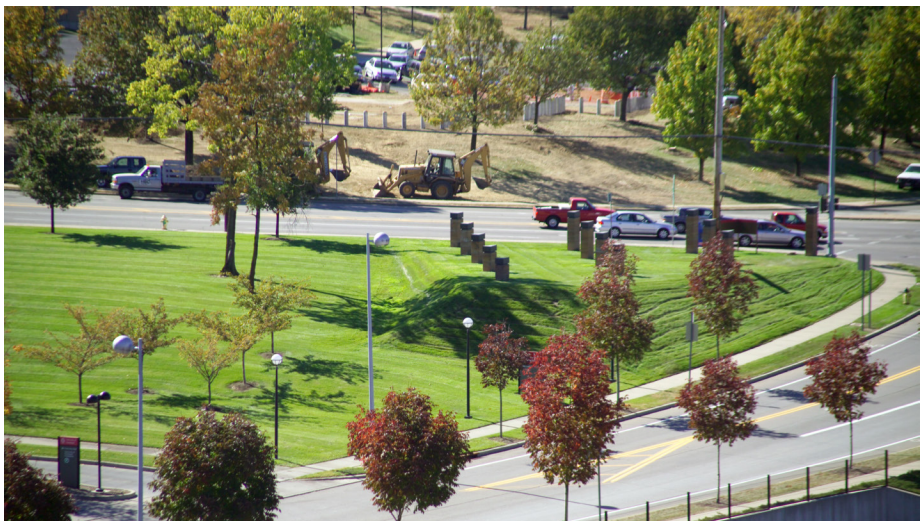


Streetscapes and Urban Design

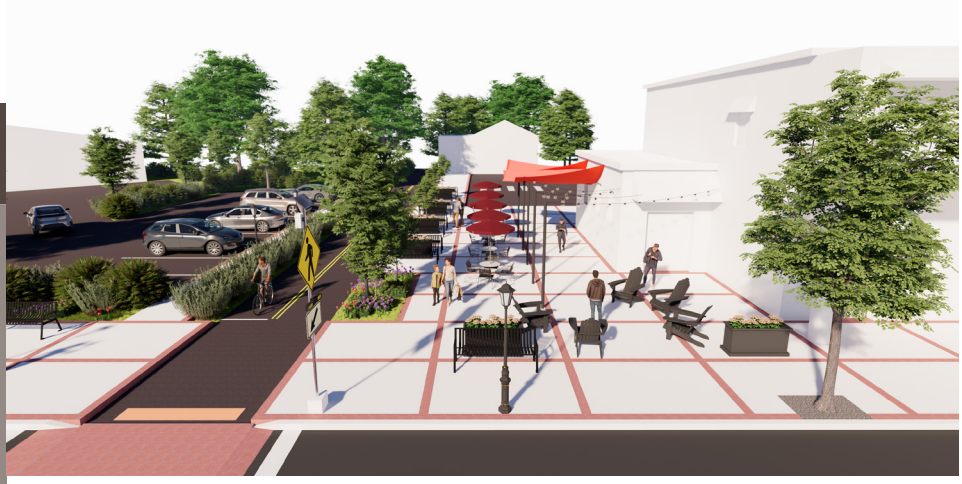
SERVICES

Community planning
Environmental assessment
Environmental documentation
Public involvement
Roadway engineering
Structural engineering
Signage and wayfinding
Aesthetics
Bridge design
Gateways
Feasibility studies
Construction engineering
Value engineering
Permitting
Shop drawings
Pavement design/detailing
Utilities engineering
Peer review and independent QC
Construction cost estimating
Maintenance of traffic

Communities become distinctive when their efforts to achieve are focused by a common vision. Planning for tomorrow and the decades to come begins with the development of a strong vision, shared by the entire community, communicated effectively and woven into the culture of leadership. We work from within communities to build consensus and draw out the ideas, dreams and imagination alive in the people who make communities strong. We contribute and transform the collective ideas and dreams into verbal and visual representations of a possible future.



University of Cincinnati Nixon Ave Streetscape



Pedestrian safety and streetscape enhancements to a Historic Downtown area.

HIGHLIGHTS

Project Type
Streetscape Plan

Client
City of Loveland, Ohio

Downtown Loveland Streetscape Master Plan and Implementation

KZF is providing planning and design services to make pedestrian safety improvements and enhancements to the streetscape and landscaping in the Historic Downtown area. The City would like to create a consistent, appealing, and safe public environment, as well as make improvements that support economic redevelopment efforts in the City.

As part of this strategic process, the City of Loveland has developed the Downtown Loveland Streetscape Master Plan. The master plan provides:

- **A vision for the major corridors in the Historic Downtown area**
- **Guiding principles and design concepts for each corridor**
- **Design guidelines to assist in implementing the vision**





A new vision for the City of Troy's historic downtown and public square.

HIGHLIGHTS

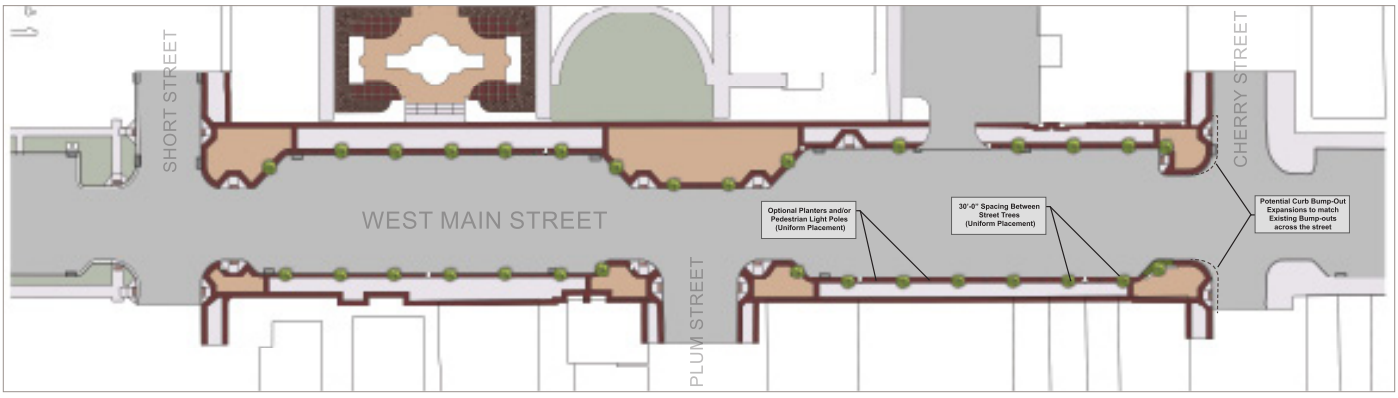
Project Type
Streetscape Plan

Client
City of Troy, Ohio

Troy Streetscape Master Plan

KZF provided planning and design services for a complete replacement of Troy's downtown streetscape. Work included development of concepts and costs for safety and aesthetic improvements, as well as material selection and layout for sidewalks, crosswalks, pedestrian refuge islands, landscaping, seating, decorative paving, and digital kiosks.







Upgrades to a downtown greenway fulfill original vision of George Kessler's 1907 Cincinnati Park Master Plan.

HIGHLIGHTS

Project Type
Streetscape and Urban Design

Client
City of Cincinnati, OH

Length
5,000 LF

Construction Cost
$800,000

Central Parkway Enhancement

KZF Design, in partnership with Human Nature and the Park Board, designed a streetscape enhancement plan to create a sustainable and visually attractive greenway, with a new irrigation system, electrical service and edge pavers. The project upgraded and replaced the existing landscaping and end treatment to replicate the original greenways envisioned in the 1907 park plan by George Kessler.

Reconstruction of the medians replaced the existing landscaping, to enhance and beautify the parkway to convey the proper image of an attractive, ceremonial entrance to downtown, linking it to the historic Over-The-Rhine community.

The project included:

- **Installation of an irrigation system to facilitate maintenance of landscape material**
- **Construction of a paved edge inside of all median curbs to keep salt spray off plant materials**
- **Planting new landscape, with bands of perennials, grasses and annuals to establish a strong sense of rhythm and color to complement the double row of trees along the length of the project**
- **Adding concrete walks, pavers and curb ramps at median ends to provide for pedestrian crossing**
- **Repairing damaged curbs**
- **Paved pads near the center of each median to facilitate display of future artwork and planters**

The project was funded in part through a Transportation Enhancement grant administered through Ohio-Kentucky-Indiana Council of Governments (OKI) and the Ohio Department of Transportation (ODOT).



Unique planning process creates a new economic and civic center for Anderson Township.

HIGHLIGHTS

Project Type
Streetscape and Lighting

Client
Anderson Township, OH

Construction Cost
$1,500,000

Downtown Anderson Streetscape

KZF Design provided civil engineering services to enhance the pedestrian environment on SR125 by narrowing the overall width of Beechmont Ave to accommodate 7' wide sidewalks, lighting, walls and landscaping, between Towne Center Way and Asbury Road. Work includes access management and related drainage, curb and signal improvements.

This streetscape and lighting project came out of another KZF project, an update the Beechmont Avenue Vision Plan. The Vision Plan will suggest how the area should be developed moving forward, using building placement and character, streetscape enhancements, pedestrian facilities, improved vehicular access and circulation and building façade improvements.

Based on existing conditions, a series of design sessions were held with Township staff and community input meetings throughout 2012, KZF developed a set of guiding principles for the study area:

1. **Establish a unique, downtown identity and character**
2. **Create a walkable, pedestrian-oriented environment**
3. **Develop vibrant and active outdoor gathering spaces**
4. **Guide redevelopment of existing properties oriented towards "open spaces"**

These principles will be reinforced through physical improvements such as streetscape treatment, creation of a central outdoor public plaza, site planning and design guidelines for redeveloping properties, architectural character guidelines for buildings and the promotion of private plazas that engage the street.

While this effort was overseen by the Economic Development Committee, several meetings were held with area property owners and tenants, as well as the community at large. The resulting plan is intended to be an update of the Vision Plan for this targeted area, replacing the design and streetscape recommendations from the 2005 Vision Plan. Ultimately, this plan will serve as a guide for redevelopment, as well as the basis for streetscape improvements, in this area.



A "road diet" alternative to widening improved safety and aesthetics on a major west side corridor.

HIGHLIGHTS

Project Type
Traffic and Transportation Planning

Client
City of Cincinnati, OH

Length
2 miles

Cost
$9,100,000

Montana Avenue Road Diet

Montana Avenue is a major entrance into Westwood with 20,000 cars/day and a crash rate four times higher than normal, it is a local City street lined with residences and four narrow lanes that City buses didn't fit. Sideswipe and head-on crashes are commonplace. Widening to meet current standards would have taken part of already small front yards.

The City of Cincinnati decided a new approach was needed – a road diet that converts four narrow lanes to three acceptable lanes with the removal of on-street parking. KZF Design provided environmental studies and alternatives analysis for two-miles of Montana Ave between Farrell Ave and Boudinot Ave. KZF worked with a project study group including local residents to develop a Road Diet alternative to improve safety along this stretch of Montana Ave.

The roadway was reduced from a four-lane roadway with on-street parking to a three-lane roadway with no on-street parking. As part of the project, KZF provided streetscape design for the Downtown Westwood area. Streetscape improvements included decorative lighting, brick-paved sidewalks and a hardscape median. The intersection of Montana Ave and Westwood Northern Ave was realigned to provide required sight distance and widened to improve capacity. A retaining wall was required to accommodate this widening. KZF developed a retaining wall, which not only provided the required structural capacity but fit the surrounding residential style.

Highlights of the project include:

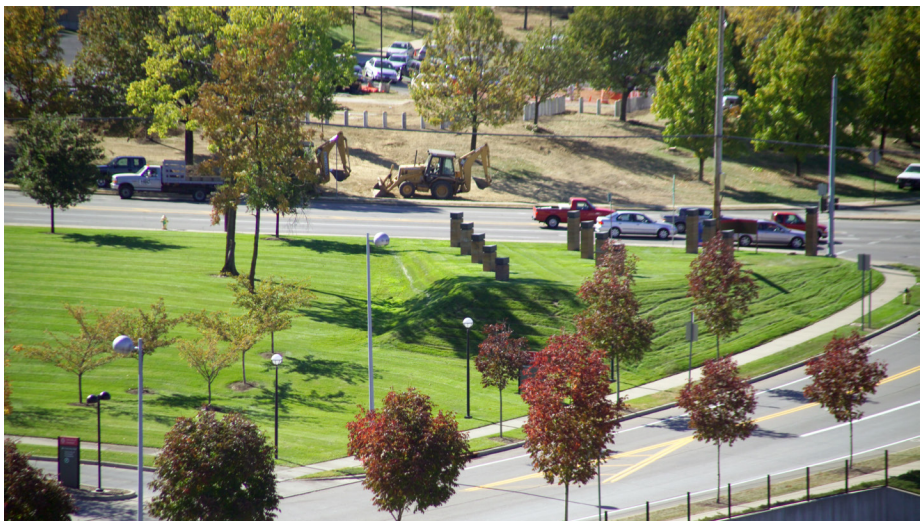
- **Public involvement and stakeholder consensus**
- **Improved safety and reduced congestion**
- **Environmental studies and alternatives**
- **Right-of-way plans**
- **Roadway engineering, design, and cost estimates**
- **Traffic control**
- **Gateway design and urban design**

Gateways and Community Brand

SERVICES

Community planning
Environmental assessment
Environmental documentation
Public involvement
Roadway engineering
Structural engineering
Signage and wayfinding
Aesthetics
Bridge design
Gateways
Feasibility studies
Construction engineering
Value engineering
Permitting
Shop drawings
Pavement design/detailing
Utilities engineering
Peer review and independent QC
Construction cost estimating
Maintenance of traffic

Communities become distinctive when their efforts to achieve are focused by a common vision. Planning for tomorrow and the decades to come begins with the development of a strong vision, shared by the entire community, communicated effectively and woven into the culture of leadership. We work from within communities to build consensus and draw out the ideas, dreams and imagination alive in the people who make communities strong. We contribute and transform the collective ideas and dreams into verbal and visual representations of a possible future.



University of Cincinnati Nixon Ave Streetscape



Establishing a cohesive brand message and signage to serve as a foundation for future expansion of the program.

HIGHLIGHTS

Project Type
Streetscape and Urban Design

Client
Town of Cumberland, IN

City-wide Branding Campaign

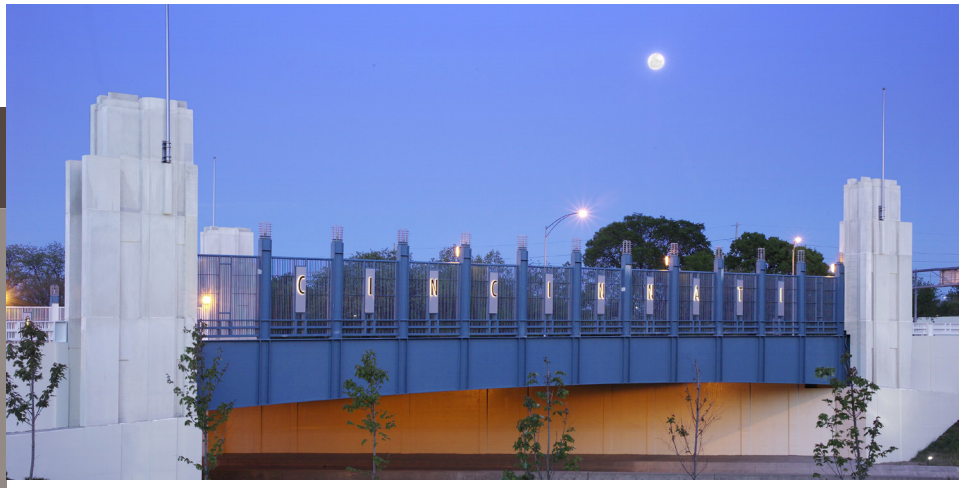
KZF provided graphic design and brand identity development services to the Town of Cumberland to update to their existing logo, marketing materials, print collateral and website. This project used modern design elements and colors, while incorporating more traditional elements from Cumberland's existing logo, as well as elements from the history and culture of the town, to create this new, updated design.







Improving traffic flow and access to surrounding neighborhoods and increase business opportunities.



Paddock Road Bridge

HIGHLIGHTS

Project Type
Highway Interchange & Bridge

Client
City of Cincinnati

Length
1 mile

Construction Cost
$13,000,000

KZF's one-mile widening and reconstruction of Paddock Road and I-75 interchange provides benefits to the surrounding communities as well as Cincinnati as a whole. KZF provided A/E services, including an environmental assessment, preliminary engineering and construction plans for the $13M one-mile expansion and reconstruction of Paddock Road and the I-75 interchange. The project improved traffic flow with wider traffic and turn lanes, improved access between I-75 and the surrounding community, provided increased business opportunities. KZF designed the Neo-Art Deco Paddock Road Gateway Bridge, including four pre-cast concrete tower ornamental metal railings with letters spelling out 'CINCINNATI' that are illuminated at night.

The design plans included:

- **A new storm sewer system**
- **Reconstruction of Seymour Avenue and Summit Road**
- **Lighting plans**
- **Signage and pavements marking right-of-way plans**
- **Maintenance of traffic plans for Paddock Road and I-75**
- **Modification of ARTIMIS System**
- **Vandal screening**
- **A new single span, eight-lane composite arched-plate girder bridge across I-75**
- **Bridge aesthetics**

The project received a Donald C. Schramm Transportation Improvement Award from the American Society of Highway Engineers Triko Valley Section. The American Institute of Architects, Cincinnati Chapter, also presented its highest award–Honor Award–for the Paddock Road Bridge design.



A new highway interchange gateway into the City of Tipp City.

Tipp City Gateway

HIGHLIGHTS

Project Type
Streetscape and Urban Design

Client
City of Tipp City

Cost
$300,000

KZF Design provided concept design services for hardscape, landscape and signage improvements to the OH-571 highway interchange on I-75 (exit 68) to create an appealing gateway that also creates awareness, promotes the city and orients drivers. The Interchange Gateway Concept Plan outlines the design, location, construction costs and phasing schedule of gateway elements at the highway interchange.

The gateway wasbe designed to be low maintenance with a style unique to Tipp City, with signage and controllable lighting that will allow the City to celebrate its not only it's brand, but also local events, holidays and other occasions. The plan is economically feasible and within the City's budget, but offers implementation options that make it possible to secure additional funding options and/or cost sharing partnerships with local private organizations.





Gateway and signage design throughout the UC campus.

HIGHLIGHTS

Project Type
Gateways

Client
University of Cincinnati

UC Campus Gateways

KZF Design has completed numerous architectural projects throughout the University of Cincinnati campus. For each building, KZF was responsible for the location planning and messaging schedule for each structure. Services included the design and construction bid packages for several multi-level buildings with complex circulation patterns.

KZF has provided structural, mechanical and electrical engineering for various gateway and exterior signage projects throughout the campus. KZF has been responsible for the signage and wayfinding plans for the following UC campus projects:

- **French Hall**
- **College of Design, Architecture, Art and Planning (DAAP)**
- **Campus Recreation Center**
- **Engineering Research Center**
- **Jefferson Residence Halls**
- **Eden Avenue Parking Garage**
- **Ronald F. Walker Town in Sigma Sigma Commons**
- **East Campus Gateway, Nixon Street Gateway**
- **West Campus Gateway, West University Avenue**
- **West Campus Gateway, Rochelle Street**



Urban design and consensus-building charrettes leads the $1 billion transformation of the Ohio Riverfront.

HIGHLIGHTS

Project Type
Gateways and Streetscape

Client
City of Cincinnati, OH

Ft. Washington Way Gateways

KZF Design was the prime subcontractor responsible for management of urban design and associated architectural and engineering services for the reconfiguration of Fort Washington Way, an urban segment of I-71 along the edge of downtown Cincinnati. Specifically, KZF provided urban/streetscape design, exterior lighting and communications design services. Mechanical and structural design services were also provided for ancillary spaces. As part of the project, KZF designed a Transit Center running the length of four blocks under Second Street and design of several gateway elements.

KZF provided construction documents for the reconstruction and widening of 0.75 miles of Third Street between Central Avenue and Broadway in downtown Cincinnati.

The project required:

- **New profile**
- **Storm water system**
- **Street lighting system**
- **Special sign support foundation design**
- **Brick paver cross walks**
- **Landscaping**
- **Pavement marking plans**
- **Special approach slab details**

This is a unique project, as urban design led the overall design effort through a series of consensus-building charrettes.

Associated urban design team members were Chan Krieger & Associates and Hargreaves Associates. Parsons Brinckerhoff was overall Program Manager and prime consultant for the Fort Washington Way Reconfiguration.



Original and memorable improvements to promote the City and new development.

HIGHLIGHTS

Project Type
Gateways and Streetscape

Client
City of Norwood, OH

Montgomery Road Bridge over Norwood Lateral

The City of Norwood, in conjunction with Neyer Properties, commissioned KZF to enhance the appearance of the “gateway” element to the City of Norwood, the Montgomery Road Bridge. KZF provided design and engineering services for the improvement of the bridge over the Norwood Lateral highway.

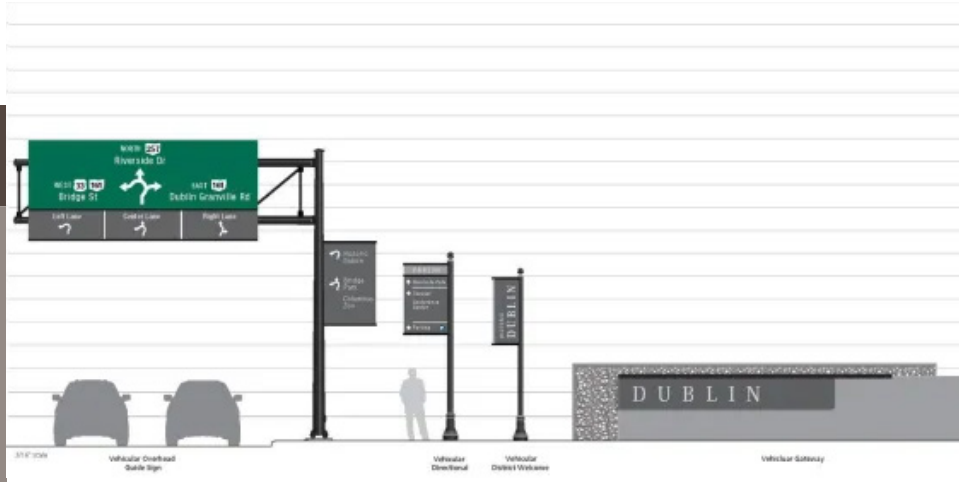
From concept to construction, KZF created original and memorable aesthetic improvements to promote the City and the new development occurring on Montgomery Road within budgetary constraints. The concept comprised replacing the existing chain-link vandal fence with decorative fencing and “NORWOOD” lettering while avoiding the existing railing and concrete barrier.

The plan included several lighting alternatives along the proposed decorative fencing itself and backlit lettering, reviewing several light source options.

The design also included:

- **Electrical and lighting design**
- **Structural services**
- **Architectural services**
- **Engineering services**

Helping implement a citywide wayfinding system.



HIGHLIGHTS

Project Type
Signage/wayfinding

Client
City of Dublin, Ohio

Dublin Comprehensive Wayfinding System

KZF Design provided engineering and design services to a local signage/wayfinding firm for the City of Dublin's comprehensive wayfinding signage system. Work included review and engineering of sign supports and pedestrian kiosk foundations and supports, as well as design, engineering calculations (stamped) and design plans of individual sign locations, including:

- **Review MUTCD issues of signs, including message, type and size.**
- **Design prototype sign posts for regulatory signage, based on the City's breakaway post standard.**
- **Develop sign attachment details for directional signs attached to mast arm poles.**
- **Design details and specifications for construction documents.**
- **Review of sign locations for utility coordination.**
- **Site visit reviews to avoid conflicts with utilities, existing signs, and other site conditions.**





Statement of Understanding



KZF Design recognizes the importance of a downtown master plan as it provides a clear roadmap for future development. It represents a long-term vision, unified through extensive community engagement, that will help foster economic growth and revitalize a community.

Following the completion of the Advance Monroe 2040 Comprehensive Plan, the City of Monroe is continuing to make a conscious effort to improve its community now and set the stage for future success through various planning efforts and studies, including a new Downtown Master Plan.

KZF understands the intent of this project is to develop a comprehensive Downtown Master Plan (DMP) that will provide a unified vision to promote economic growth, engage the community, improve infrastructure, enhance public spaces, encourage sustainability, and ensure the long-term adaptability and resiliency of not just Downtown Monroe, but the entire City.

To ensure coherence and alignment with the City's long-term vision, the plan will draw upon the principles and recommendations outlined in the Advance Monroe 2040 Comprehensive Plan. The new DMP will consider different residential, commercial, and recreational opportunities based on established and contemporary trends, while emphasizing the importance of the City's history, arts, economic development, sustainability, sense of community, walkability, and overall connectivity. It is felt that the downtown area can become an important hub of activity for the community. We want to develop a vision and plan that honors the City's heritage, emphasizes its strengths, and supports a vibrant future.

Focus will be given to creating a well-designed, easily accessible, understandable, and unified master plan that provides clear guidance to the city, stakeholders, developers, and general public. This will be achieved by establishing a vision early in the planning process, engaging with stakeholders, local business owners, and the community to garner support and promote ownership of the final DMP, and developing great visual graphics and 3D renderings that provide a clear picture of the future plan for Downtown Monroe. The plan will clearly outline how it will be used as a framework for future development and to identify projects that the city can execute to improve infrastructure and public spaces. The plan will be sensitive to and respectful of existing businesses and residents in the area.

Our project approach has been developed to meet your goals and specific project needs. The proposed process maintains consistent communication between the projects core working groups, promotes community engagement utilizing various techniques to reach a wide audience, and involves extensive research, analysis, and current conditions assessments. This methodology will create an easily implementable Downtown Master Plan for the City of Monroe that offers an action plan with sound strategy, policy, and funding recommendations.

Scope of Services



Cincinnati Central Parkway Enhancement



Colerain Avenue Corridor Study

Input & Data Gathering Phase (Sept.2023 - Oct. 2023)

Project Preparation

Data Collection

KZF will develop existing conditions basemapping at the beginning of the project to prepare for initial meetings, working sessions, and future analysis. The following outlines potential data to be collected:

- Existing GIS, CAD, and/or other digitized data provided by the City
- Relevant plans and other resource documents from the City
- Known active planning efforts, development projects, capital improvements, etc.
- Existing land use and zoning codes
- Current economic development strategies and incentives
- Community history research
- City regulatory constraints
- Housing inventory
- Historic resources and building character
- Building vacancy/utilization/use
- Cultural and arts facilities
- Utility and infrastructure
- Topography
- Susceptibility to change/redevelopment (underutilized properties)
- Urban form and design
- Traffic, transit and pedestrian circulation
- Vehicular and pedestrian connectivity
- Parking availability (on-street and off-street)

Develop Core Project Working Groups

KZF will work with the City early in the planning process to identify a Core City Project Team, Technical Committee, and Steering Committee, confirm the roles of each group, and determine their participation throughout the project

- The Core Project Team and Technical Committee will include key members of City Staff.
- Potential Steering Committee participants may include:
  - City department heads/staff members (Development, Planning, Zoning, Public Works, Parks, etc)
  - Boards & Commission Members
  - Residents
  - Representatives of community groups
  - Key business and property owners
  - Developers
  - Community Council members

Scope of Services
Continued



Smale Riverfront Park

Project Kick-Off

City Kick-Off Meeting

This meeting will set the stage for a collaborative and inclusive planning process.

- KZF will participate in an initial City Kick-Off Meeting. The meeting will be in-person and attended by KZF and Rasor. Walker Consultants will attend via teleconference.
- KZF will prepare the meeting agenda and initial project schedule. Potential items to be discussed:
  - Overall project approach, schedule, and deliverables
  - A communication plan and main point of contact
  - Stakeholder and community engagement approach, including different methods of engagement such as in-person open houses, a website, and on-line mapping/input collection tools like Social Pinpoint.

Visioning Session

A visioning session will be held early in the planning process with all core working groups to establish a shared vision, align expectations, and guide future decision-making.

- This in-person meeting will be a working session to discuss:
  - Existing condition evaluation work.
  - Vision and goals for the project. The goal is to understand what success looks like for the project.
  - What information and tools are needed to execute the plan. This is an important aspect to develop a plan that can be implemented. Action steps need to be developed in conjunction with identifying roles, responsibilities and partnerships for implementation. The goal is to provide the needed structure to implement the plan.
  - We will conduct an overview presentation to help educate the stakeholder team and frame emerging issues and opportunities for potential community discussion.

Preliminary Stakeholder & Public Engagement

Public Engagement Plan (PEP) Review Meeting

A Public Engagement Plan will be created to ensure a community involvement and support

- KZF and Rasor will organize and facilitate a teleconference to review the PEP and discuss:
  - Engagement approach
  - Use of on-line tools
  - Upcoming Open Houses
  - Additional outreach ideas such as yards signs, postcards/mailers, and posters, which may be an additional cost
- The public engagement plan will be refined and finalized based on input from the Technical Committee.

Scope of Services
Continued



Ashland Waterfront Plan & Implementation



Northgate Mall Redevelopment

Downtown Businesses/Major Stakeholder Forum

This meeting will focus on gaining input and support from the local business owners and stakeholders.

- KZF will organize and facilitate an in-person meeting with Downtown Businesses and Major Stakeholders
- KZF will prepare:
  - A questionnaire to be sent out 1-2 weeks prior to event
  - A presentation and exhibits for the forum.
- Goals of the meeting will include:
  - Introduce the project.
  - Discuss preliminary vision and guiding principles for the master plan.
  - Discuss questionnaire.
  - Discuss goals and objectives of the downtown master plan.
  - Collect feedback on what works, what needs improvement, and other **ideas.**

Public Open House

This preliminary public meeting is important to not only introduce the project to the community, but to hear what is important to them in the Downtown area and what they would like to see happen in the future.

- This meeting will be organized and facilitated by KZF in collaboration with the City. KZF will prepare presentation materials, including:
  - A presentation
  - A survey/feedback form
  - Exhibits for existing conditions mapping and visual preference exercises
- Goals of the meeting will include:
  - Introduce the project.
  - Discuss preliminary vision and guiding principles for the master plan.
  - Discuss goals and objectives of the downtown master plan.
  - Collect feedback on what works, what needs improvement, and other **ideas.**

Analysis & Master Plan Concepts Phase (Nov. 2023 - Feb 2024)

Pre-Design, Inventory, & Evaluating Existing Conditions

Public Open House Debrief

- KZF will organize and facilitate a debrief meeting to discuss:
  - Discuss public engagement turnout
  - Discuss feedback collected
  - Discuss initial thoughts on concept designs

Scope of Services
Continued



Montgomery Quarter

Neighborhood Audit and Assessment

The team will do a visual assessment of the neighborhood to look at infrastructure, roadways, streetscapes, and facilities to help inform the development of the Master Plan.

- KZF and Walker Consultant will perform a visual and qualitative assessment of infrastructure, roadways, streetscapes, parks, buildings, public facilities, and parking.
- The audit and assessment exercise will include:
  - Photo-documentation and qualitative assessment
  - Analysis of demographic trends, mapping and GIS data, relevant studies, plans, data and the public input collected to identify current conditions and trends within the neighborhood.
  - Various Analysis Maps
  - Development of a Parking Assessment.
  - Consultation with Public Works Department and City Engineer to discuss current conditions of infrastructure systems.

Draft Downtown Master Plan Approach & Recommendations

Develop Preliminary Master Plan Concepts & Recommendations

After collecting and analyzing all existing data and public input, a preliminary master plan approach and recommendations will be developed over several months.

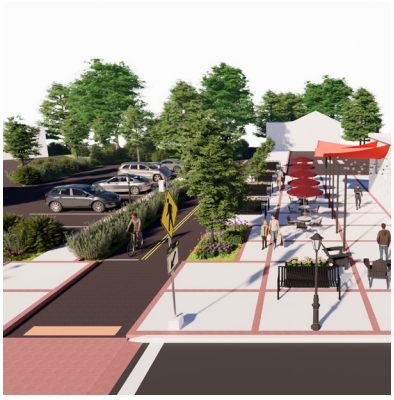
- KZF will prepare a report that consolidates input and feedback collected to date.
- KZF will prepare a preliminary downtown development plan approach and recommendations.
- Potential deliverables may include overall concept diagrams and a preliminary implementation strategy explore:
  - Development and Economic Opportunities
  - Roadway and Infrastructure Improvements
  - Public Realm and Public Facility Enhancements

Progress Check-In

This meeting will be important to maintain communication and alignment with the Core City Project Team as a draft master plan is developed.

- KZF will organize and facilitate a progress meeting with the City and Technical Committee to:
  - Discuss progress and preliminary concepts
  - Discuss next steps
  - Confirm approach for upcoming working session

Scope of Services
Continued



Loveland Downtown Streetscape Master Plan

Preparation for Second Open House

This meeting will be used to discuss and confirm details in preparation of presenting the public with a draft of the Master Plan and Recommendations

- KZF and Rasor will organize and facilitate a teleconference to discuss:
  - Event details and approach
  - Notification process and outreach materials
  - Alternate methods for public engagement in addition to the in-person event, similar to the first open house

Continued Stakeholder & Public Engagement

Draft Master Plan Working Session

A working session will be held together with the project working groups to review the preliminary approach and recommendations to the Downtown Master Plan

- KZF will organize, prepare presentation materials, and facilitate an in-person working session with the Technical Committee and Steering Committee to review and discuss:
  - The draft downtown development plan approach.
  - Discuss implementation approach and action steps.
  - Discuss report format and structure.
- Based on input from the working session will refine the draft downtown development plan for the Public Open House.

Draft Downtown Master Plan Public Open House

This open house will provide the community with a update on the project progress and give them a chance to review and provide feedback on the draft Downtown Master Plan approach and recommendations.

- KZF and Rasor will organize, prepare presentations and exhibits, and facilitate the second public open house.
- KZF will organize and facilitate a debrief meeting to discuss what was learned during the public open house. This meeting will be a teleconference.

Report Development Phase (March 2024 - May 2024)

Master Plan Report Development

Production of Draft Master Plan

After all feedback is received from the second round of stakeholder and public engagement, a Master Plan Report will be developed.

- The main elements, graphics, and renderings of the Master Plan will include:
  - Final Vision Statement, Guiding Principles, Goals, and Objectives

Scope of Services
Continued



Dayton KY Riverfront Master Plan

- Overall Downtown Boundary Map
- Overall Master Plan Rendering (Plan View)
- Existing Conditions Map(s)
- Current Land Use
- Preferred Land Use
- Assessment Maps
  - Utilities
  - Roads
  - Development
- Site Analysis Map
  - Identify strengths, weaknesses, and opportunities
- Connectivity Map
  - Plan for improved pedestrian, multi-modal, and neighborhood connectivity and access.
- Development Plan
  - Development and redevelopment opportunities for restaurants and outdoor dining, retail, mixed-use, different housing types, public facilities, and public gathering spaces for various uses.
- Streetscape Plan
  - Safety and aesthetic enhancements that will update and improve the existing streetscape, signage, traffic signals, lighting, crosswalks, multi-modal facilities, and street furnishings
- Parking Assessment
  - Provide parking management strategies that will meet the goals within the plan, which could include shared parking, managing future on-street parking, providing considerations for planning future parking structures, and considering right-sizing where needed.
- Duke Energy Substation Area Concept Rendering
- Typical Streetscape Sections for each type (2-4)
- Typical Streetscape 3D Views for each type (2-4)
- 3D Still-View Renderings of Key Gateway Intersections (2-3?)
- 3D Still-View Renderings of Catalyst Development (2-3)
- Supporting Graphics for Zoning
- Architectural Guidelines Aesthetic & Material Palette
- Implementation Matrix & Action Steps Chart
- Wayfinding Plan and Branding Strategy
- Public Engagement Process Summary
  - Outline the extensive engagement process and feedback collected through the in-person events, outreach efforts, and innovative on-line mapping and input collection tools utilized.

Scope of Services
Continued



Downtown Anderson Vision Plan

Draft Master Plan Review

This meeting will be a presentation to the City of the final Downtown Master Plan and provide an opportunity for review and feedback.

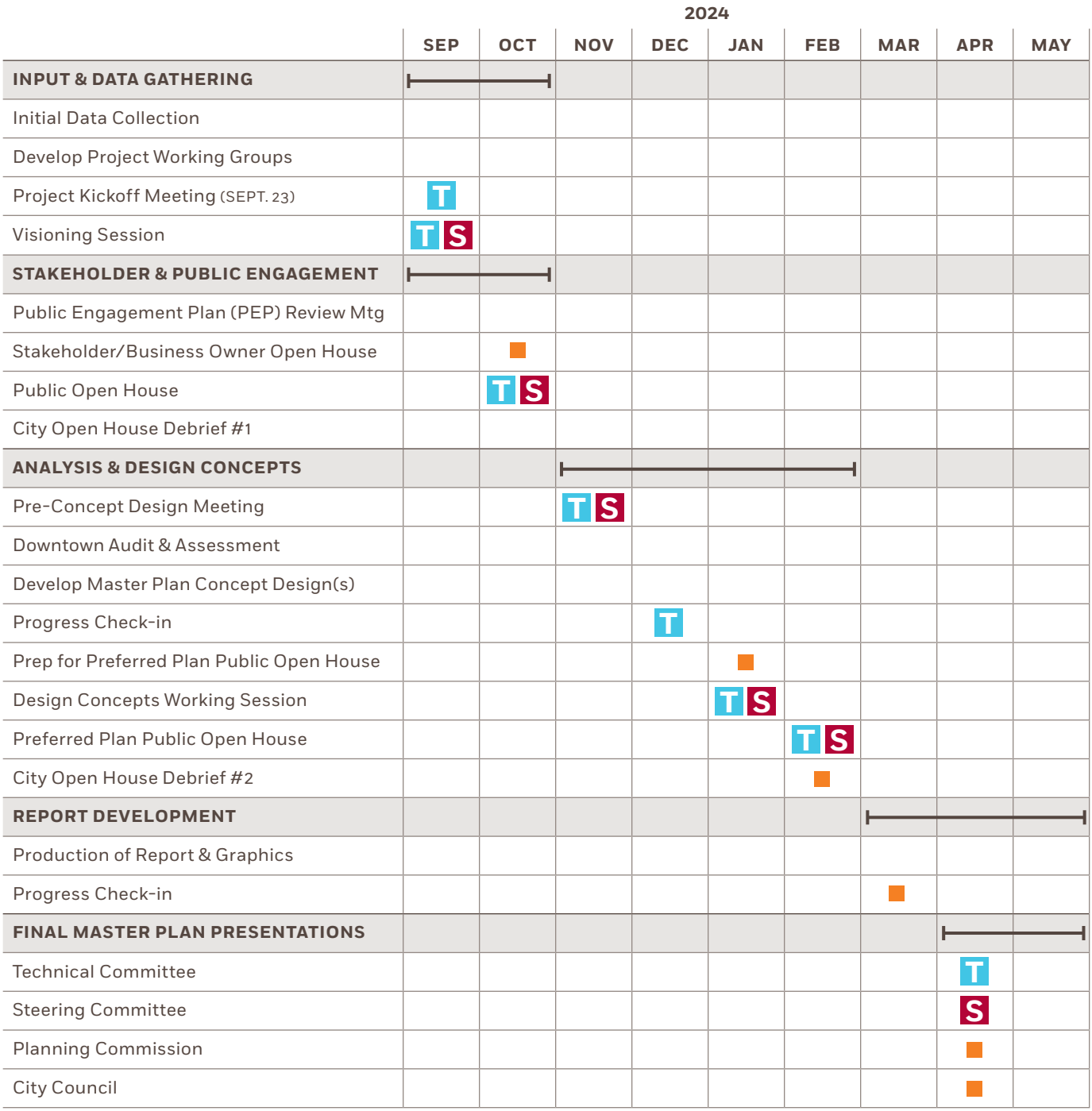
- KZF will then finalize the Downtown Master Plan document.

Final Downtown Master Plan Presentations

These meetings will be a series of presentations for the final Downtown Master Plan and provide an opportunity for review and feedback.

- KZF will prepare presentation material and present the Final Downtown Master Plan at the following meetings:
  - Technical Committee
  - Steering Committee
  - Planning Commission
  - City Council

Project Schedule



References



Montgomery Quarter



Colerain Avenue Corridor Study



Smale Riverfront Park

City of Loveland • Downtown Loveland Streetscape Master Plan
Dave Kennedy, City Manager, City of Loveland
email: dprather56@gmail.com
phone: 513.673.8293
address: 950 Eden Park Dr, Cincinnati, OH 45202

Dates: May 2021 to August 2022

Scope: KZF is provided planning and design services to make pedestrian safety improvements and enhancements to the streetscape and landscaping in the Historic Downtown area. The City would like to create a consistent, appealing, and safe public environment, as well as make improvements that support economic redevelopment efforts in the City.

Colerain Township • Colerain Avenue Corridor Study
Jeff Weckbach, Township Administrator, Colerain Township
email: jweckbach@colerain.org
phone: 513.923.5000
address: 4200 Springdale Rd, Colerain Township, OH 45251

Dates: December 2018 to December 2019

Scope: KZF provided planning and engineering services for the study of 4.5 miles of Colerain Avenue – a congested, state-maintained roadway in Colerain Township. Since its widening in the 1960's, access management, safety, and achieving desirable development patterns have been challenges. The study makes recommendations focusing on safety and beautification, and includes landscape medians, restricting left turns with median u-turns, streetscape improvements, gateways/signage, sound access management principles, redevelopment strategies.

City of Covington • Central Riverfront Mixed-use Development
Tom West, Director of Economic Development, City of Covington KY
email: twest@covingtonky.gov
phone: 859.292.2168
address: 20 West Pike St, Covington, KY 41011

Dates: July 2022 to July 2025

Scope: Redevelopment of a23 acre former IRS Processing Center into a new, mixed-use development. Work includes of roads, utilities, parking garage, public spaces/ parks.

Cincinnati Park Board • Smale Riverfront Park
Dave Prather, Project Manager, City of Cincinnati (retired)
email: dprather56@gmail.com
phone: 513.673.8293
address: 950 Eden Park Dr, Cincinnati, OH 45202

Dates: February 2002 to December 2014

Scope: Planning, architecture, civil, structural, mechanical, plumbing, and electrical engineering, street lighting and utilities services to the for a new 32-acre park along the banks of the Ohio River in downtown Cincinnati.

Partner with Us

Let us demonstrate how KZF Design can help you design a better future.

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Designing Better Futures

KZF Design Inc.
700 Broadway Street ▪ Cincinnati, OH 45202
513.621.6211 ▪ kzf.com

Proposal for a Downtown Master Plan for

The City of Monroe, Ohio

June 9, 2023



Submitted by Kendig Keast Collaborative
In association with The Kleingers Group

Point of Contact:
Greg Flisram, CEcD
412.628.6909
greg@kendigkeast.com

Exclusive Partner of
municode

KENDIG KEAST
COLLABORATIVE
towns and cities from coasts to plains

1371 N. Sheridan Avenue | Pittsburgh, PA 15206



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KENDIG KEAST COLLABORATIVE

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KENDIG KEAST
COLLABORATIVE

77 Sugar Creek Center Blvd,, Suite 600 | Sugar Land, TX 77478
(281) 721-4102

June 5, 2023

Tom Smith, Development Director
City of Monroe Department of Development
233 South Main Street
Monroe, OH 45050

Re: Proposal for a Downtown Master Plan

Dear Mr. Smith:

We at Kendig Keast Collaborative (KKC), along with our local subconsultant partner, The Kleingers Group, are pleased to respond to the City's Request for Proposals for a Downtown Master Plan. Our team brings to this project deep experience in downtown and special district planning and implementation from the Midwest and throughout the U.S. As shown in our proposal, our team already comes to the project with a high degree of familiarity with the City of Monroe allowing us to "hit the ground running", and providing us early insights on the issues and priorities that may animate the rigorous public participation effort envisioned for the project. KKC is currently in the process of updating the City's Planning and Zoning Code. This factor, along with our deep applied experience in economic development and redevelopment implementation, strongly differentiates our team from other planning firms in that it positions us to immediately translate planning ideas into tangible outcomes. This emphasis on plan implementation and achieving early successes is the hallmark of KKC's philosophy and brand.

The KKC project team will be led by Principal **Greg Flisram, CEcD [greg@kendigkeast.com, (412) 628-6909]**. Greg is both a planner and economic developer, who, prior to joining KKC, served stints as the both the Executive Director of the Urban Redevelopment Authority of Pittsburgh (URA), and as Senior Vice President for Redevelopment for the Economic Development Corporation of Kansas City, MO (KCEDC). In these roles, Greg was deeply involved in several high-profile planning and redevelopment projects including the Power & Light District (Kansas City), and the Lower Hill Redevelopment (Pittsburgh). In previous consulting roles, he has also led major urban redevelopment projects in Green Bay, WI including the Downtown-Riverfront and Titletown District outside of Lambeau Field. Greg also brings a wealth of redevelopment consulting experience ranging from large cities to small towns throughout the Midwest.

The City of Monroe is looking to improve the identity, vitality and investment profile of its downtown. New public and private investment must be guided by a unified and consensus-based vision that excites people to the opportunities present in downtown Monroe, as well as an actionable, scalable and time/goal- bound implementation program. Specifically, the Downtown Plan must:

- Present a unified vision for downtown
- Establish guiding principles to inform future policy decisions and public expenditure
- Define Downtown's geographic boundaries
- Involve a rigorous and far-reaching Public Participation Program designed for maximum public engagement (including traditionally hard to reach audiences).
- Model and render a variety of design concepts/locations for special streetscape treatments and for incremental mixed-use (re)development
- Design a gateway treatment for the Duke Energy substation
- Address parking system capacity and distribution
- Prioritize pedestrian/neighborhood connectivity, access and activation
- Showcase public spaces for the performing arts and community events
- Provide recommendations to help enliven and activate public spaces
- Develop a thorough townscape plan encompassing streetscape treatments, wayfinding and ideas for branding
- Review and update the city's current economic development programs offerings
- Analyze Downtown's infrastructure capacity
- Provide a detailed, time-calibrated implementation plan and cost schedule that identifies short, medium and long-terms goals as well as potential funding sources and options.

We appreciate this opportunity to present our planning, design and economic development credentials for this important and exciting project. Our work has yielded transformative results for many of our client communities and we hope to add Downtown Monroe to this growing list. We are excited about the prospect of continuing our work with City staff and elected officials, and the citizens of Monroe toward creating a more vibrant and beautiful Downtown.

As Owner and CEO of Kendig Keast Collaborative, I have the authority to negotiate for the firm, as does KKC President Gary Mitchell, FAICP [gary@kendigkeast.com, (281) 721-4105]. This proposal is valid for a period of one hundred twenty (120) calendar days from the date of submission. We look forward to hearing from you soon.

Respectfully,

Bret Keast

Bret C. Keast, AICP
Owner and CEO
Kendig Keast Collaborative
77 Sugar Creek Center Blvd, Suite 600
Sugar Land, TX 77478
(281) 721-4102
bret@kendigkeast.com



A.b CONSULTANT PROFILES

ABOUT KENDIG KEAST COLLABORATIVE

Kendig Keast Collaborative (KKC) represents the collaboration of Bret C. Keast, AICP, Gary Mitchell, FAICP, and a select group of talented principals and associates who provide professional services in the areas of comprehensive and strategic planning, zoning and other development regulations, growth management and resource protection, land planning, and various related specialties.

KKC has earned a reputation for its innovation and repeated success in solving problems of varying complexities for small and large clients in a range of environments. KKC continues to build on the body of work of Lane Kendig, our founder and a respected authority in the urban planning field. The firm was established in 1982 as Lane Kendig, Inc. In 2002, Bret C. Keast, AICP, joined as Vice President and Partner. The firm name was changed to Kendig Keast Collaborative in 2007 to reflect the transition to Bret's ownership. In 2009, Lane retired, although he remains a Strategic Advisor to the firm.

KKC's practice is divided evenly between comprehensive planning (which includes small area planning, land use planning and urban design) and land development code drafting (which includes zoning ordinances, land subdivision codes, and development standards). Our experience is not solely as code writers but rather, as plan makers, designers, and *implementers*. KKC's process is grounded in the encouragement of meaningful public participation, a clear understanding of planning issues and implementation options, and a direct linkage between plans and ordinances to ensure they are politically feasible and able to be implemented.

Experience with Downtown Districts

KKC brings to Monroe our enthusiasm for finer-grain special area planning – for downtowns, corridors, neighborhoods and other unique districts – often in follow-up to city-wide comprehensive plans or in conjunction with key updates to a city's development regulations and other tools.

We offer a proven approach to special area planning that demands meaningful participation by leaders and residents, applies multi-discipline insights among which are perspectives of preserving historical context and community character; form and streetscapes; economic development and redevelopment; density and growth; transportation, parking, and connectivity; mixed uses; varied housing options; and hardscapes and greenspace. Our implementation focus results in a viable community action agenda with clear pathways to desired outcomes.



CORPORATE OFFICE
Texas
77 Sugar Creek Center Blvd.
Suite 600
Sugar Land, TX 77478
(281) 242-2960

ADDITIONAL OFFICES
Kentucky/Indiana
715 W. Saint Catherine Street
Louisville, KY 40203
(812) 748-6070

Pennsylvania
1373 N. Sheridan Avenue
Pittsburgh, PA 15206
(281) 721-4125

South Carolina
309 English Oak Road
Simpsonville, SC 29681
(864) 248-6161

Texas
8120 Mainland Drive
San Antonio, TX 78240
(812) 748-8111

KENDIG KEAST COLLABORATIVE

We are proud of our firm's reputation for providing clients with highly customized and responsive approaches to challenging community planning issues, resulting in innovative yet viable solutions.



Award for Outstanding Project, Program, or Tool, for the Covington Neighborhood Development Code, APA Kentucky Chapter, 2021.



Sioux City Zoning and Sign Code Rewrite, Iowa Chapter APA Best Practice Award, 2015.

We are proud of our reputation for providing customized and responsive approaches to challenging planning issues, resulting in innovative yet viable solutions. Our track record of developing products that have merited state and national recognition includes 17 American Planning Association (APA) awards in nine states (Colorado, Iowa, Illinois, Indiana, Kentucky, Louisiana, Oklahoma, Texas and Wyoming) since 2010. Three of our projects included in Section E., *References and Links to Work Samples,* have garnered their communities such distinction:

- Downtown Florence, SC was recently awarded the *2023 Great American Main Street Award* by Main Street America for downtown revitalization efforts that include Downtown Plans by KKC.
- Dayton, TX received the *2020 Community of the Year* by the Texas Chapter of APA for their KKC-led Comprehensive Plan, Downtown Revitalization Plan, Parks Master Plan, and Unified Development Code.
- Claremore, OK received the *2020 Outstanding Plan Award* by the Oklahoma Chapter of APA, for the Claremore Comprehensive Plan and Special Districts Plan, which included special focus on their Downtown.

Experience with Zoning and Development Codes

Key members of our team have worked for municipal planning departments, which included daily experience in writing, amending, and administering land development ordinances. The local government planning background of each of our team members is a valuable asset, essential to crafting plans that are realistic and implementable, and regulations that are easy to administer by staff, understandable to members of planning boards and municipal councils, and that articulate development and design standards that produce predictable and desirable outcomes.

Through our four decades in planning, KKC has written hundreds of ordinances for corridors and districts, places, towns, and cities of all sizes and in all (rural, suburban, and urban) contexts. A majority of our codes are hybrids, consisting of combinations of tools necessary to address specific issues or intended on-the-ground results, and in some cases, based on the experience and administrative capacity of City staff. We have prepared many zoning and subdivision ordinances, some as standalone products, and also many as part of larger code drafting projects, such as Unified Development Codes. Our experience, of course, includes our current work with Monroe's on the Planning and Zoning Code. It is with this implementation-focused experience, that is both broad and deep, that we confidently approach crafting a successful Downtown Plan for the City of Monroe.

Expertise in Urban Design and Land Use Planning

Urban design is closely intertwined in our crafting of policy and implementing regulations in the form of historic preservation standards, building and site design standards, landscaping, buffering, lighting, and signage, or in the conceptual design of places through site planning and schematic or perspective illustrations.

Community Character

KKC submits that the central function of any long-range plan should be protecting and enhancing the community character traits that residents and visitors value. To us, community character is more than just aesthetics and architecture. In the big picture,

community character is about the relative mix of buildings, pervious and impervious surfaces, and open space and landscaping. These are the essential factors that shape development character which, in turn, influence land use compatibility, urban design, means of mobility (e.g., walkability), environmental protection, and storm water runoff, among many other variables. How these ingredients are interwoven and balanced affects the economics, function, ecology and experience of a place. Tying plans together with the thread of community character ensures that decisions about land use, open space, resource protection, transportation, economic development, and utilities all support the City's articulated vision.

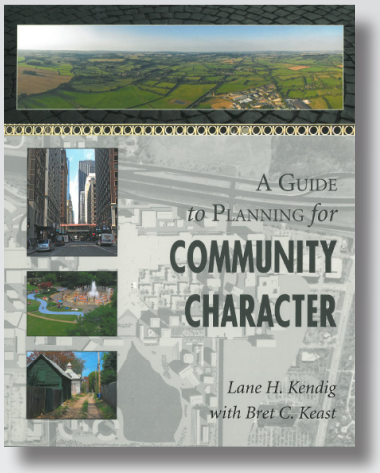
KKC has a keen ability to discern the value in underappreciated and underinvested land assets and match them with known or emerging trends in real estate and the economy writ-large. Our work is informed by deep understanding of how to leverage the multitude of both standard and unconventional financing tools and incentives to deliver projects that not only meet a community's desires and expectations in terms of design and land use; but that are actually buildable from a financial feasibility standpoint.

About enCodePlus, LLC

Bret Keast is also the President and Owner of enCodePlus, LLC (eCP), which has developed user-friendly software for online content management and code publishing and viewing that is licensed to communities for their ongoing use in writing, editing, updating, amending, and codifying their zoning code. Designed and developed by community planners (and former local government staff members), **enCode**Plus™ offers password-protected web-based access. eCP also provides communities with online web hosting of their **enCode**Plus™ sites with redundant servers on a high-speed Internet backbone.

Partnership with Municode

KKC and eCP have an exclusive strategic partnership with the City's codifier, the Municipal Code Corporation (Municode). This allows for compatibility among codified code deliverables in **enCode**Plus™, providing for seamless integration of the tables, graphics, and all the features that are available through the software, such that the zoning code does not have to be separate from the rest of the City's Code of Ordinances.



From our founder Lane Kendig's work on Performance Zoning, including his latest book, *Using the New Performance Zoning* (2019), to books co-authored by Lane Kendig and Bret Keast, KKC is a leader in articulating and advancing comprehensive strategies to define, protect, and enhance Community Character.

30 YEARS IN BUSINESS

HEADQUARTERS
Cincinnati
6219 Centre Park Drive
West Chester, Ohio 45069
(513) 779-7851

OTHER OFFICES
Dayton, OH
Columbus, OH
Akron, OH
Louisville, KY
Tampa/St. Petersburg, FL

ABOUT THE KLEINGERS GROUP

The Kleingers Group is firmly rooted in creating experiences for their clients and employees that improve their communities. Their service longevity, stability, strategic office locations, and targeted market services are the foundation they stand on to change and enhance the lives and projects they touch.

OUR SERVICES

Civil Engineering

From site selection and feasibility studies to final design and construction, Kleingers works closely with its clients to ensure projects run smoothly and efficiently. Their professional team of engineers and planners approach each project with the same goals in mind: to design creative solutions that are functional and visually appealing, to investigate and offer alternatives that minimize construction costs, and ensure the project is completed on time and on budget. However, the most crucial goal is to keep clients updated without the technical jargon, so it's easy to understand; because a pleasant experience is what we all want.

The Kleingers Group works closely with clients to make sure projects run smoothly and efficiently, from site selection and feasibility studies to final design and construction. Their company-wide commitment to providing superior service has earned them an exceptional reputation with clients as well as government and reviewing agencies.

Municipal Engineering

Kleingers provides municipal engineering services to help community leaders and administrators maximize current and potential resources. Whether amunicipality is in the transformation or preservation phase, their investment in public infrastructure contributes to the community's character and quality of life. The Kleingers Group offers creative and realistic solutions to help community leaders use resources to their maximum potential. Their experts work seamlessly with community leaders and staff to fulfill every aspect of the project. Kleingers will help clients prepare the applications to secure the necessary funding for the essential projects their community deserves.

Transportation Engineering

Kleingers is in the business of planning and designing the transportation facilities a community needs to safely and efficiently move people and goods from place to place. A community's transportation links — roadways, highways, bridges, and trails — affect how residents and visitors interact. Their team of transportation engineers supplies a safer route to every destination from significant intersections to sidewalks and bridges. Kleingers is committed to generating cost- effective solutions that fit community members' ever-changing lifestyles while keeping construction costs low.

THE KLEING3RS GROUP
Building Lasting Relationships for 30 Years



A.c and A.d
KEY PERSONNEL QUALIFICATIONS AND ORGANIZATION

PROJECT TEAM ORGANIZATION

KKC maintains an intentionally small firm so that we can provide exemplary service to our clients and ensure the direct involvement of firm principals on all projects. We also maintain a multi-disciplined staff so we can address a wide range of issues related to community planning, design and implementation. The team of seasoned professionals assembled for this project includes specialists in land use planning, urban design, market and fiscal analysis, revitalization and redevelopment (including a certified economic developer), historic preservation, multi-modal mobility, public infrastructure and facilities, parks/trails/recreation, land development code evaluation and updates, spatial analysis and GIS mapping, and website and graphic design, among others. We also offer deep engagement and facilitation experience across our team, with demonstrated adaptability during the COVID-19 pandemic era and beyond.

STAFFING CONTINGENCY

During the course of the eight months we have proposed for the project schedule, we do not anticipate the challenge of a change in staffing. However, if the availability of one of our team members is compromised, KKC is confident that project responsibilities could be redistributed among other team members without the loss of project momentum. The "hands on" involvement of our Principals in every project is an asset in this case, as is breadth of experience and the multi-disciplined nature of our staff.

Project Team Organizational Chart

City of Monroe
Officials, Staff, Residents

City of Monroe
Project Director

Kendig Keast Collaborative

Gary Mitchell, FAICP
President
Project Principal-In-Charge
QA/QC

Greg Flisram, CEcD
Principal
Project Manager
Interagency Coordination, Engagement Lead, Vision and Goals, Economic Vitality, Land Use

The Kleingers Group

Nick Yeretzian, P.E.
Lead Roadway Engineer
Mark Nolt, P.E., PTOE
Lead Traffic Engineer
Sam Morton, P.E.
Lead Engineer
Troy Messer, P.E.
Engineer
Transportation and Infrastructure Capacity and Design

Steve Sizemore, AICP
Senior Associate
Regulatory Considerations, Housing

Marcia Boyle, AICP
Urban Designer
Historic Assets/Preservation, Urban Design

Ashley Woolsey
Advanced Associate
Document Review

Jim Schaefer, ASLA
Landscape Architect
Engagement, Renderings

PRINCIPAL-IN-CHARGE

EDUCATION

- Master of Urban Planning, Texas A&M University, 1988
- B.A., Economics (with Highest Honors), University of Texas at Austin, 1986

PROFESSIONAL REGISTRATION

- American Institute of Certified Planners, #8987, 1991

PROFESSIONAL AFFILIATIONS

- American Planning Association (APA) – Texas Chapter Treasurer
- Chair, Professional Advisory Council, Texas A&M University Master of Urban Planning Program
- Phi Beta Kappa
- Omicron Delta Epsilon International Honor Society for Economics
- Tau Sigma Delta Honor Society for Architecture and Allied Arts

PRESENTATIONS

- *Growing and Strengthening Your Downtown*, Bringing Back Main Street Downtown Revitalization Summit, Houston-Galveston Area Council (H-GAC), 2019
- *What We Build and How We Get There: The Land Use-Transportation Connection*, Texas APA, 2018
- *Prospects for PDs: State of the Practice,* Texas APA, 2017
- *Developing Effective Public Engagement Plans*, H-GAC Planning Workshop, 2016
- *Bringing It All Together: How Can Communities Realize Their Potential*, H-GAC Planning Workshop, 2015
- *Designing with Nature*, H-GAC Planning for Sustainable Growth Workshop, 2010
- *Creating Public Spaces*, Texas Downtown Association Conference, 2010

Gary Mitchell, FAICP

President



Gary brings professional planning experience at the city, county and regional levels since 1989. Working as a community planning consultant since 1999, he is particularly adept at facilitating advisory committee processes, leading strategic planning workshops, and involving leaders and residents in planning initiatives.

Gary regularly leads high-profile engagements in a variety of settings, addressing the gamut of community planning issues down to the corridor, district and neighborhood levels. Topics addressed include land use, transportation, growth management and annexation, housing, economic development, infrastructure, community facilities, public services, bicycle/pedestrian circulation, parking, downtown revitalization, neighborhood conservation, environmental and cultural resources, park systems and trail networks, historic preservation, urban design, and transit-supportive station area planning.

His portfolio includes 60+ comprehensive plans – in communities ranging from 2,000 to 200,000 people – and his consulting work has taken him to 17 states (Arizona, Arkansas, Colorado, Florida, Illinois, Kansas, Louisiana, Nebraska, New Jersey, New Mexico, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Utah and Wyoming). Besides helping communities consider their long-range outlook and establish goals, policies and an action agenda, Gary enjoys moving beyond planning into meaningful implementation efforts. This includes work on zoning and other development codes, capital improvements planning, annexation assessments and planning, and pursuit of grant funds.

Gary began his public sector career as a Rockland County planner in New York's Hudson River Valley. Later he progressed to Chief Regional Planner for the Houston-Galveston Area Council, a metropolitan planning agency covering 13 counties with 4.5 million residents and 150 local governments (as of 1999). During Gary's time in consulting, 14 communities he has assisted have received awards from divisions of the American Planning Association (APA) as outstanding examples of urban planning. Gary has served in leadership positions with both the Texas Chapter and Houston Section of APA. He also lectured in the Texas A&M Department of Landscape Architecture & Urban Planning, co-teaching the Plan Implementation course for Master of Urban Planning candidates.

Fellow of the American Institute of Certified Planners

In 2020, Gary was selected by his peers for induction into the **AICP College of Fellows**, the highest honor the American Institute of Certified Planners bestows. At the time, the College had approximately 600 members nationwide.

The FAICP honor recognizes the achievements and leadership of the professional as a model planner with outstanding contributions to planning and society over an extended period of time. "The outcomes of their individual efforts left demonstrably significant and transformational improvements to the field of planning and the communities they served."

Greg Flisram, CEcD
Principal



Greg has a hybrid background in both physical planning and economic development and has developed a core specialty as a redevelopment planner. His versatility is shown in projects ranging from: comprehensive plans, corridor plans, redevelopment plans, urban design, community and economic development and historic preservation. His work experience also spans the public, private and non-profit sectors. One of Greg's special strengths is hands-on project implementation. He brings the perspective of someone who not only plans, but does. Greg has also published numerous articles in national publications such as *Planning* and *Urban Land* magazines.

Greg's work has ranged from the development of regional economic positioning initiatives; to district marketing and promotional strategies; to neighborhood and corridor plans; to the structuring of public-private partnerships. He has also managed numerous corridor economic repositioning/redevelopment projects, including major projects in metro Milwaukee, Madison, Kansas City, MO, Houston, TX, Pittsburgh, PA, and Lansing, MI. Greg is a highly effective redevelopment project manager with a knack for translating ideas into concrete actions. In addition to having managed numerous physical planning and urban design plans, his professional experience also includes a deep understanding of the mechanics of urban real estate development along with other major tools of (re)development including TIFs, revenue bonds, myriad forms of tax credits and numerous innovative P3 deal structures.

Greg is a former Executive Director of the Pittsburgh Urban Redevelopment Authority (URA). Previous to that, he served as Sr. Vice President for Redevelopment for the Economic Development Corporation of Kansas City, MO (EDCKC). In these roles, and as a consultant, he has been involved in many transformative, high-profile public-private development initiatives in diverse locations throughout the country.

Relevant Project Experience

- Dickinson, TX Downtown Redevelopment Plan (in progress)
- Bay City, TX Downtown Plan
- Sandy City, UT Stadium Village Master Plan
- Fremont, NE Comprehensive Plan Economic Development Strategy and Energy Element
- Florence, SC Downtown Master Plan and Updates
- Valparaiso, IN U.S. 30 Corridor Master Plan
- Brenham, TX Small Area Plan (in progress)
- Bellaire, TX Comprehensive Plan (in progress)

PROJECT MANAGER

EDUCATION
- Master of Urban Planning, School of Architecture and Urban Planning, University of Wisconsin-Milwaukee
- Graduate Studies, Urban and Regional Planning and Design, College of Environmental Design, California State Polytechnic University-Pomona
- B.A. Economics, University of Wisconsin-Milwaukee

PROFESSIONAL AFFILIATIONS
- Member, Urban Land Institute (ULI)
- International Economic Development Council (IEDC) Certified Economic Developer (CEcD)

SELECT PUBLICATIONS
- *"Made in the City: Urban Manufacturing in the Digital Age",* Economic Development Journal, 2019
- *"Up From The Killing Floors: The Rebirth of KC's Former Stockyards District",* Planning Online, 2016
- *"Start Up Upstart",* Planning Magazine, 2016
- *"Water & Power": MKE's Elemental Economic Strategy",* Economic Development Journal, 2014
- *"Hotel Nimby",* Planning Magazine, 2012
- *"Hope For Housing",* Planning Magazine, 2010
- *"Still Modern After All These Years",* Metropolis.com, 2010
- *"Putting The Funk In Functional,"* Planning Magazine, 2008
- *"Harboring Ambitions: New Horizons For Great Lakes Ports,"* Planning Magazine, 2008

KENDIG KEAST COLLABORATIVE

Steve Sizemore, Ph.D, AICP
Senior Associate



Steve joined KKC as a Senior Associate in our Kentucky/ Indiana office in 2019, following many years as a professional planner in the public sector where he has focused his career on advocating for healthy, sustainable, and equitable approaches to city planning in aspects of neighborhood and long-range planning, conservation planning, code writing, active transportation, and affordable housing.

In his public sector experience, Steve worked as a Senior Planner for Louisville (KY) Metro Government in multiple roles, including many years on the neighborhood and long-range planning team. In this capacity, he applied his skills of community engagement, project management, GIS and data analysis, and aligning best practices with the unique challenges of each plan's context. Steve also co-authored Louisville's conservation subdivision regulations where he performed extensive research, negotiated innovative solutions, and helped foster its successful adoption as a regulation. In other roles with Louisville Metro, he played a fundamental role on the leadership team in Move Louisville, the city's first multi-modal transportation plan in over 20 years. He also played a critical role advancing the Louisville Loop project, a 100-mile plus shared-use path encircling Louisville. Steve guided the strategic direction and operational planning process to ensure the Louisville Loop's resiliency for the long-term.

Steve's primary work characteristic is his devotion to promoting the concept that all plans and regulations should foster desirable community character while also serving to enhance healthy, resilient, and equitable outcomes for all citizens. He has demonstrated his dedication to these principles through his decade-plus public sector work, education training, research, and teaching. Between 2007 and 2015 Steve served as adjunct faculty in the University of Louisville's Masters of Urban Planning program where he taught courses on planning history, planning theory, neighborhood planning, and helped lead studio courses. He has recently been elected to serve on the Executive Board of the Kentucky Chapter of the American Planning Association. He has spoken at national planning conferences along with regional conferences in Kentucky, Indiana, Ohio, and Louisiana on neighborhood planning, active transportation, fair and affordable housing, and conservation subdivisions. Having resided in South America for a time, Steve is proficient in speaking Spanish.

Relevant Project Experience

- Monroe, OH Planning and Zoning Code Update (in progress)
- Marshalltown, IA Zoning Ordinance Rewrite
- Covington, KY Neighborhood Development Code
- Littleton, CO Unified Land Use Code
- Castle Pines, CO Unified Land Development Code (in progress)
- Broken Arrow, OK Zoning Ordinance Update (in progress)
- Los Fresnos, TX Unified Development Code (in progress)
- Nassau Bay, TX Unified Development Code (in progress)
- Lubbock, TX Unified Development Code (in progress)

EDUCATION
- Doctor of Philosophy, Urban and Public Affairs, University of Louisville, 2019.
- Master of Community Planning, University of Cincinnati, 2004.
- Bachelor of Arts, Kinesiology, University of Kentucky, 1997.

PROFESSIONAL REGISTRATION
- American Institute of Certified Planners (AICP), #022374, 2008.

PROFESSIONAL AFFILIATION
- American Planning Association (APA)
- Current Professional Development Officer, Kentucky Chapter of APA

PRESENTATIONS
- American Planning Association Indiana Chapter (APA-IN) Fall Conference, October 2021, "Hoosier Housing Roundtable"
- Ohio Kentucky Indiana (OKI) Regional Planning Conference in October 2016 "The Role of Engaged Universities in Promoting Positive Community Outcomes"
- Kentucky Chapter of the American Planning Association (KAPA) Spring Conference in May 2016 "Planning Communities of Opportunity: Why Two Key 2015 Federal Housing Decisions Matter"
- American Planning Association (APA), National Conference in April 2015 "Transforming Louisville's Built Environment"
- Louisiana Smart Growth Summit in November 2012 "Making Postcard Places: Infrastructure's Role in Economic Development" and "Parks and Rec: The Role of Parks in Our Communities"

Marcia Boyle, AICP
Urban Designer



Marcia works on urban design and historic preservation project components for a range of projects including zoning and land development codes, comprehensive plans, historic preservation plans, and historic district design guidelines for clients nationwide. She focuses on creating and implementing design tools that recognize and promote unique community character. To understand the community's assets and vision for the future, she engages residents through a variety of hands-on activities in design charrettes, workshops, online visual preferencing surveys, and open house events. Her work often highlights the importance of the historic structures, landscapes, and character of a place to build into the vision for the future. Marcia's experience in the public and private sectors ensures a commitment to selecting and creating the appropriate design tools while ensuring the tools will be easy to use and implement by all groups involved.

For KKC's Comprehensive Land Use Plan for the Town of Zebulon, NC, Marcia led a special focus within the Economic Development element for achieving a recreation, leisure and hospitality district around Zebulon's Five County Stadium. Marcia compiled case studies of similar minor league baseball stadium settings in South Carolina and Montana, then prepared two conceptual scenarios to illustrate principles and urban design solutions to enhance the draw of the Stadium area as a destination.

Relevant Project Experience

- Broken Arrow, OK Zoning Ordinance Update (in progress)
- State College, PA On-Call HARB Review (in progress)
- Des Moines, IA Historic Preservation Plan (in progress)
- Jasper, TX Zoning Ordinance
- Grenada County, MS Comprehensive Master Plan
- Katy TX Comprehensive Plan and Parks, Trails, and Recreation Master Plan
- Northville Township, MI Comprehensive Master Plan (in progress)
- Paducah/McCracken County, KY Comprehensive Plan (in progress)
- Copperas Cove, TX Zoning Update (in progress)

EDUCATION
- Master of Urban Planning, University of Illinois at Urbana-Champaign, 2016
- Bachelor of Arts, Studio Art and "Design for Social Spaces", St. Olaf College, 2014

PROFESSIONAL REGISTRATION
- American Institute of Certified Planners (AICP), #32882, 2020

PROFESSIONAL AFFILIATION
- American Planning Association (APA)

PRESENTATIONS
- *Developing Partnerships Between Preservation & Archaeology to Increase Public Engagement*, Colorado Preservation Inc Conference, February 2019
- Downtown Design, Texas Downtown Association: Downtown Summer Camp, July 2021

KENDIG KEAST COLLABORATIVE

Ashley Woolsey
Advanced Associate

EDUCATION
- Master of Urban Planning, University of Louisville, 2017
- Bachelor of Arts, English and Political Science, Bellarmine University, 2013

PROFESSIONAL AFFILIATION
- American Planning Association (APA)

PRESENTATIONS
- *Streamlining Your Residential Zoning Code,* Indiana Chapter Conference of the APA, March 2022



Ashley brings to Kendig Keast Collaborative (KKC) practical experience from the public sector, specifically in roles administering zoning and subdivision regulations, conducting development reviews, and updating community zoning ordinances. She also has project experience in parks and recreation planning. Ashley is an excellent communicator and brings her credentials in language arts to crafting easy-to-understand standards and regulations for variety of projects including zoning ordinances, subdivision regulations, unified development codes, and planned development districts. She was the primary author for the update to Freeport, TX's zoning ordinance and subdivision regulations and has drafted code for many communities. Ashley has also created supplemental development guidebooks for Harrisburg, NC and Borger, TX.

Prior to her time with KKC, Ashley worked in the planning department for the City of Clarksville, IN, then subsequently for the City of Jeffersonville, IN as the Zoning Administrator. In these positions she processed and reviewed a variety of development applications for accessory structures, sign permits, and special events. She conducted reviews and wrote staff reports for significant development applications (site development plans, variance requests, and subdivision plats) which she then presented to the Planning and Zoning Commission or the Board of Adjustment. In Clarksville, she coordinated bi-weekly technical review committee meetings with multiple department heads and applicants. In Jeffersonville, Ashley was the point of contact for potential applicants and outlined the development process during pre-conference meetings.

During her tenure in the public sector, Ashley saw first-hand the problems that arise with outdated or unclear regulations. She understands the daily reality of administering zoning regulations and how crucial it is for the regulations to be explicitly written and consistently interpreted so expectations are well-defined. Ashley found clarifying of the codes during rewrites very rewarding, especially the mutual benefit to the municipalities for whom she worked as well as the developers working within them. Ashley is passionate about working with communities to create efficient, user-friendly development regulations that can be effectively administered by staff while achieving desired, high-quality outcomes.

Ashley has spoken at Indiana planning conferences on the topics of optimizing residential zoning regulations and streamlining approval procedures.

Relevant Project Experience
- Monroe, OH Planning and Zoning Code Update (in progress)
- Freeport, TX Development Ordinance
- Covington, KY Neighborhood Development Code
- Marshalltown, IA Zoning Ordinance Rewrite
- Liberty, TX Unified Development Ordinance (in progress)
- Fulshear, TX Coordinated Development Ordinances
- Borger, TX Unified Land Development Ordinance
- Ascension Parish, LA Growth Management and Code Update

Jim Schaefer, ASLA

Landscape Architect



Jim is an urban designer and planner with experience designing and planning environments across the Midwest and throughout the U.S. since 1997. In particular he excels in the creation of visionary plans for downtowns, mixed-use neighborhoods, corridors, and business parks. He is adept at identifying untapped opportunities for development and his illustrations are tailored to garner support and generate enthusiasm for project stakeholders.

Jim is a talented illustrator and graphic artist. His designs for civic spaces grace downtown districts, community parks, public gardens, corporate campuses, business parks, office and retail venues, urban plazas, and public streets. Jim is skilled in the creation of graphic design concepts, master plans, construction plans, project budgets, and phasing and funding strategies. He is also expert in regional design and economic development opportunity analysis. Jim routinely conducts informative stakeholder interviews, and leads interactive public meetings and workshops.

Redevelopment planning has been at the center of his practice over the past ten years, and Jim has helped communities to take advantage of redevelopment-area laws, tax increment and other financing tools and grant sources. He has provided the vision of catalytic redevelopment projects that would not have occurred without buy-in from a unified partnership of community stakeholders, real estate developers, and public agencies.

Relevant Project Experience

- Dickinson, TX Downtown Redevelopment Plan (ongoing)
- Florence, SC Downtown Plans
- Lake Charles, LA Mixed Use Corridors Design Charrette
- Dayton, TX Downtown Redevelopment Plan Catalyst Sites
- Grand Prairie, TX Pioneer Parkway Corridor Plan

EDUCATION

- B.S. Landscape Architecture, University of Wisconsin, Madison, 1992.

PROFESSIONAL REGISTRATION

- Registered Landscape Architect, Wisconsin and North Carolina.
- American Society of Landscape Architects.
- American Planning Association

KENDIG KEAST COLLABORATIVE



Nick Yeretzian, PE

LEAD ROADWAY ENGINEER

EXPERIENCE

33 years

Nine Years with
The Kleingers Group

EDUCATION

University of Dayton
Master of Science
Civil Engineering
1989

University of Dayton
Bachelor of Science
Civil Engineering
1985

REGISTRATION

Professional Engineer
Ohio #E59092
Kentucky #37717

TRAINING

Nick has completed the following Training Courses:

ODOT Right-of-Way Plan Development, PowerCivil Site Design, Geopak, HEC/RAS River Analysis System, MicroStation 2D, InRoads Roadway Design

EXPERIENCE / QUALIFICATIONS

Nick has more than 33 years of experience in new or reconstruction/rehabilitation transportation and infrastructure projects. He is responsible for project administration and management, coordination with subconsultants, as well as all aspects of design, while personally specializing in highway and roadway design, roadway reconstruction and widening, pavement rehabilitation, intersection improvements, hydraulics and storm sewer design including the preparation of flood hazard evaluation reports for culverts and bridges. Additionally, Nick is well-versed in complete streets and street beautification design, and has designed a number of pedestrian/bikeway components as part of larger roadway projects.

KEY PROJECT EXPERIENCE

Park North Gateway Boulevard Roadway Extension at Butler-Warren Road, *Monroe, Ohio* – As Project Manager, Nick helped prepare construction documents for a 3,900-ft, $2.4 Million four-lane public boulevard. This project is an extension to the previously designed and recently constructed Gateway Boulevard. The project included sidewalks, storm sewers, sanitary sewers, natural gas, water mains, street lighting and the design of an underground utility corridor to accommodate power and communication lines. The roadway plans were developed in conjunction with the site design documents. With the ongoing growth and fast expansion of the Park North development, the extension was designed to accommodate not only present construction but future development plans.

Blue Ash Road Corridor Improvements, *Deer Park, Ohio* – The Kleingers Group is providing multi-modal design related to a complete streets project that includes pedestrian and bicycle infrastructure, as well as green infrastructure elements to address storm water runoff quality and quantity. The urban renewal project will support renewed economic development efforts along the Blue Ash corridor. The Kleingers Group prepared the successful TID, STP, OPWC, and TA funding applications that area a part of the financing package for the project. Nick served as Project Manager.

The Streets of West Chester: Civic Centre Boulevard Extension, Roundabout and West Chester Township Gateway Street-scape, *West Chester, Ohio* – The project included a 1,900' extension of Civic Centre Boulevard to the intersection of Allen Road with Windisch Road including a roundabout intersection to service the mixed use development adjacent to the new roadway, improvements at Windisch Road including a turn lane on Allen Road and a new traffic signal, right-of-way plans, landscaping, entrance features, street and intersection lighting, and 1,900' of new 12" water main. The roadway extension, improvements, and roundabout design continue the Streets of West Chester street-scaping elements to improve the overall appearance of the public facility. Landscaping and irrigation are provided in the medians, roundabout and roundabout splitters, and tree lawn areas are along the Civic Centre Boulevard extension. All work was coordinated with proposed utilities and future development. Nick served as project manager.

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Mark Nolt, PE, PTOE

LEAD TRAFFIC ENGINEER

EXPERIENCE
29 years

15 Years with
The Kleingers Group

EDUCATION
Purdue University
Bachelor of Science
Civil Engineering
1993

REGISTRATION
Professional Engineer
Ohio: #72871
Indiana: #PE12000013;
Kentucky: #25279
South Carolina: #19490

TRAINING
ODOT Traffic Academy Courses:
Traffic Signals
Safety Studies
Interchange Mod./Justification Studies
Railroad Preempted Traffic Signals
Highway Lighting
Signing and Markings
Maintenance of Traffic

EXPERIENCE / QUALIFICATIONS

As a professional engineer and traffic operations engineer, Mark brings 29 years of traffic engineering experience to the project team. Mark is responsible for project administration and management, coordination with subconsultants, and all aspects of design, while personally specializing in traffic engineering studies and traffic signal design for private and public sector clients. He has extensive experience with Synchro and HCS software. He has completed ODOT courses on interchange justification/modification studies, traffic signals, highway lighting, safety studies, and railroad preempted traffic signal design.

KEY PROJECT EXPERIENCE

Citywide Intersections Improvement Study, *Piqua, Ohio* - The Kleingers Group performed a study of 27 intersections within the City of Piqua to determine the most appropriate traffic control method for each. The study's primary focus assessed the warrant status of existing signalized intersections and identified potential alternate traffic control methods that would safely provide adequate capacity for the traffic demand where the team determined that traffic signals were unnecessary.

Chester Road at Sharon Road Traffic Impact Study and Roadway Improvements, *Cincinnati, Ohio* - Mark was Lead Traffic Engineer for the traffic impact study and public roadway improvement for the Princeton City Schools Campus relocated near Chester and Sharon Roads. The project includes 3000 LF of roadway widening along Chester Road and Sharon Road and two proposed mast arm signals with intersection and corridor lighting. The improvement costs were approximately $2.3M, financed with a basket of funds from the City of Sharonville, TIF, Princeton School District, and OPWC. Mark's work on this project also included an analysis of a roundabout on the school site.

Blue Ash Road Corridor Improvements, *Deer Park, Ohio* – The Kleingers Group is providing multi-modal design related to a complete streets project that includes pedestrian and bicycle infrastructure, as well as green infrastructure elements to address storm water runoff quality and quantity. The urban renewal project will support renewed economic development efforts along the Blue Ash corridor. The Kleingers Group prepared the successful TID, STP, OPWC, and TA funding applications that area a part of the financing package for the project. Nick served as Project Manager.at three area intersections.

> *Mark has been an asset to the team in supporting and meeting the client's needs.*



Gordon Cobb
Principal
Ramboll

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Sam Morton, PE

ASSISTANT PROJECT MANAGER
LEAD ENGINEER

EXPERIENCE
14 years

Seven Years with
The Kleingers Group

EDUCATION
University of Dayton
Bachelor of Science
Civil Engineering
2008

REGISTRATION
Professional Engineer
Ohio: #77778

MEMBERSHIPS
American Society of Civil Engineers (ASCE),
Dayton Section President

TRAINING
ODOT Traffic Academy Courses:
Signing and Pavement Markings, Maintenance of Traffic

EXPERIENCE / QUALIFICATIONS

Sam has more than 13 years of experience in transportation design including rural and urban roadway design, roadway reconstruction and widening, intersection improvements including roundabouts, bikeways/shared-use paths, storm sewer and BMP design, maintenance of traffic, and utility coordination. He has extensive experience working with transportation and public works clients to design infrastructure improvements that minimize the impacts to adjacent right of way while meeting both current and future demands. Sam also has experience in site design including site layout, grading, drainage, and parking design.

KEY PROJECT EXPERIENCE

State Route 48 and Miller Road Intersection Widening and Improvements, *Lebanon, Ohio* - Sam served as Project Engineer for the widening and improvements to State Route 48 and Miller Road. This project added a new turn lane into the new Lebanon Junior High School, as well as new right and left turn lanes at the intersection. Work also included a traffic impact study, school zone flashers for the junior high school, and associated storm sewer improvements including ditches and a closed system on Miller Road. Kleingers worked closely with the City of Lebanon and ODOT throughout the permitting process.

Clifford Road Reconstruction, *Deer Park, Ohio* - The Kleingers Group provided funding application assistance, roadway design, and construction administration services for the City of Deer Park, Ohio to improve the entirety of Clifford Road, beginning at Blue Ash Road and ending at Richmond Avenue. The project began with a topographic survey in order to prepare the map for the rest of the project. Kleingers prepared design documents that included a new grade profile, new catch basins, the replacement of sidewalk and curb ramps where necessary, along the approximate 2,700-foot road. Once design documents were approved by local authorities and utility companies, Kleingers then provided bidding and construction administration services to see the designs come to life for the residents of Clifford Road. Further work included milling and resurfacing Clifford Road starting at Blue Ash Road to Summit Avenue, a full-depth reconstruction from Summit Avenue to Irwin Avenue, and resurfacing from Irwin Avenue to Richmond Avenue. Sam served as Project Manager.

City Engineer, *Madeira, Glendale, and Deer Park, Ohio* – Sam serves as City Engineer for Madeira, Glendale, and Deer Park, Ohio. He has managed projects for the city ranging from small residential drainage concerns, all the way up to multimillion dollar infrastructure work. Sam and the Kleingers team successfully oversaw the assessment and repair of a large sinkhole related to a culvert failure in the City's largest park. Other tasks include planning and executing an annual paving and water main replacement program.

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Troy Messer, PE

PROJECT MANAGER

EXPERIENCE
32 years

30 Years with
The Kleingers Group

EDUCATION
University of Cincinnati
Bachelor of Science
Civil Engineering
1991

REGISTRATION
Professional Engineer
OH: #61265

EXPERIENCE / QUALIFICATIONS

Troy has over 32 years of experience in the civil engineering field as both a design engineer and a project manager. He is dedicated to meeting the clients' needs and brings a spirit of accomplishment to the project team. Troy has been responsible for coordinating the design of numerous development projects throughout his career. This includes preparing feasibility studies, project tracking, scheduling, quality control, and client satisfaction. Troy will do what it takes to get the job done on time and under budget.

KEY PROJECT EXPERIENCE

Liberty Grand Villas, *Liberty Township, Ohio* **–** The Kleingers Group performed land surveying, civil engineering and site design for this multi-phase project to design a residential development in Butler County with close access to SR129 and I-75. The original master plan for the site called for thirty three 4-unit dwellings and a clubhouse and pool to serve the community. Mass grading was completed for the entire neighborhood. The design team worked to strategically layout plots to accommodate both multi-family and single family dwellings. Kleingers worked with the developer to create space for the family market homes as possible, with 6-foot spaces between dwellings. Troy served as Project Manager.

Trails of Shaker Run, *Lebanon, Ohio* – Kleingers worked closely with the developer to design the 160 acre property which accommodates a number of different home builders. Designed as a cohesive neighborhood, trails connect open spaces and green areas to the homes promoting walkability. Each phase of the development was designed with the next in mind, including planning regional stormwater planning. Troy served as Project Manager.

Ag47 Mixed-Use Development, *Silverton, Ohio* - Kleingers provided a comprehensive site design, traffic impact study analysis, and public roadway design in conjunction with this exciting mixed-use project. One of the primary design challenges was achieving adequate parking facilities and on-site stormwater storage to serve the site. Underground stormwater detention was utilized to provide additional space for parking stalls. Kleingers also designed the joint use parking lots in a manner that portions of the office and residential land uses shared overlapping parking areas. This created enough parking space capacity due to the parking field layout and the non-overlapping peak hours of operation for both the office and residential land uses. Troy served as Project Manager.

> *The Kleingers Group has been a pleasure to work with and provided great support through several unexpected challenges, including the sanitary sewer rock issue, wetlands, and erosion control, to name a few. Setting up the infrastructure for this phase and future phases was also not an easy task.*



Matt Obringer
Project Manager
Union Village Development Co.

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A.e AVAILABILITY

Our workload at Kendig Keast Collaborative (KKC) is closely monitored thereby allowing us to accept new project assignments and to commit our availability. The project staff from KKC and The Kleingers Group have sufficient time to commit to this engagement without compromising adherence to the anticipated timeline.

PERCENT OF TOTAL HOURS AVAILABLE AND WORKLOAD			
Team Member	**Project Role**	**Percent of Total Hours Available**	**Current Workload**
Gary Mitchell, FAICP	Project Principal-in-Charge, QA/QC	15%	♦ Brenham, TX Small Area Plan ♦ Bellaire, TX Comprehensive Plan ♦ Paducah/McCracken County, KY Comprehensive Plan
Greg Flisram, CEcD	Project Manager, Interagency Coordination, Engagement Lead, Vision and Goals, Economic Vitality, Land Use	55%	♦ Dickinson, TX Downtown Redevelopment Plan ♦ Brenham, TX Small Area Plan ♦ Bellaire, TX Comprehensive Plan
Steve Sizemore, AICP	Regulatory Considerations, Housing	35%	♦ Monroe, OH Planning and Zoning Code ♦ Castle Pines, CO Unified Land Development Code ♦ Broken Arrow, OK Zoning Ordinance Update ♦ Los Fresnos, TX Unified Development Code ♦ Nassau Bay, TX Unified Development Code
Marcia Boyle, AICP	Historic Assets/Preservation, Urban Design	40%	♦ Broken Arrow, OK Zoning Ordinance Update ♦ State College, PA On-Call HARB Review ♦ Des Moines, IA Historic Preservation Plan ♦ Northville Township, MI Comprehensive Master Plan ♦ Paducah/McCracken County, KY Comprehensive Plan
Ashley Woolsey	Document Review	50%	♦ Monroe, OH Planning and Zoning Code ♦ Liberty, TX Unified Development Ordinance
Jim Schaefer, ASLA	Engagement, Renderings	35%	♦ Dickinson, TX Downtown Redevelopment Plan

KENDIG KEAST COLLABORATIVE

PERCENT OF TOTAL HOURS AVAILABLE AND WORKLOAD (Continued)			
Team Member	**Project Role**	**Percent of Total Hours Available**	**Current Workload**
Nick Yeretzian, PE	Lead Roadway Engineer	35%	♦ Cincinnati, OH Logistics Park Airport West, ♦ Beavercreek, OH Grange Hall Road + Zinck Road, ♦ Kellogg Avenue Streetscape Improvements, Anderson Township, Hamilton County, OH ♦ North Broadway Water Main Replacement and Off-Road Bike Path, Lebanon, OH
Mark Nolt, PE, PTOE	Lead Traffic Engineer	40%	♦ Kellogg Avenue Streetscape Improvements, Anderson Township, Hamilton County, OH ♦ Madeira. OH SRTS School Travel Plan Update ♦ North Broadway Water Main Replacement and Off-Road Bike Path, Lebanon, OH ♦ SR 4 at Sharon Road Traffic Signal Design, Glendale, OH
Sam Morton, PE	Lead Engineer	45%	♦ Miami Avenue Complete Streets, Madeira, OH ♦ Camargo Road Reconstruction, Madeira, OH ♦ City of Clayton, OH Thoroughfare Plan ♦ Deer Park and Silverton Street Improvements, City of Clayton, OH
Troy Messer, PE	Engineer	45%	♦ Executive Boulevard - Huber Heights, Huber Heights, OH ♦ Sunbelt Monroe, Monroe, OH ♦ R&L Detention Water Quality and Erosion Study, Wilmington, OH ♦ Union Village Phase 1, Lebanon, OH



B. SCOPE OF SERVICES

PHILOSOPHY AND APPROACH

Place-based, People-centered

At the macro scale, we believe that the foundation of any future vision should be rooted in the special assets (physical, economic, historic/cultural, geographical, natural, institutional) that differentiate one community from the next and that can be leveraged for economic advantage. The degree to which these legacy features can be capitalized upon may ultimately depend on economic and other forces outside a community's direct control. Maximizing them, however, depends on designing customized economic development tools to position the community advantageously. Finally, and most importantly, plan success will depend on identifying and tapping the energies and talents of local individuals and organizations who will drive things forward long after the planning team has completed its work.



Data-driven, Consensus-based

Beyond a core belief in the importance of community character and resiliency as general principles, our team approaches this project agenda-free and without any preconceived notions of what Downtown Monroe should be. We rely on data, and we listen actively and intently. We rigorously engage with all stakeholders and go out of our way to bring reluctant or marginalized individuals into the process. The end result is a plan that inspires, and has a broad base of support and is actionable.

Compelling vision, Implementation-focused

The success of any plan is the degree to which it gets implemented. *Full stop*. With many of us former public professionals ourselves, KKC staff is unusually results-motivated as a rule. And, although we like to think big and encourage our client communities to do so as well, we "begin with the end in mind" and base all of our final recommendations on the capacities of a community to execute. This is reflected in our focus on the specific strategies, tactics, action steps and timelines to realize the tangible outcomes that are the true measure of the work. We also understand that community capacity-building often needs to be "baked-in" to the vision from the outset so that there is a closer match between resources and opportunities as plan implementation moves forward.

Interdisciplinary balance, Disparate perspectives

Our team is comprised of land planners, urban designers, economic developers, environmental specialists, real estate professionals and engineers, all of whom bring a wide diversity of public and private sector experience throughout Midwest and the US. Along with a commitment to a rigorous, multi-channel, culturally competent public participation program (including tapping the knowledge and expertise of local staff), we embrace the fusion of ideas and opinions needed to achieve an exciting and

KENDIG KEAST COLLABORATIVE





implementable vision. As in physics, we firmly believe that a little creative friction can help provide the spark for great and durable ideas.

Look, Listen, Learn

We begin all of our projects with an immersive process of site visits; data collection and assimilation; staff/advisory roundtables and interviews; and deep-dive public participation events. This process is designed to distill all available information into a condensed, data-informed, participant-led project vision statement and set of guiding principles that will undergird all subsequent workstreams. This work also establishes the through-line for the intensive public engagement work that continues throughout the project.

Engage Early, Often and – when needed – Unconventionally

KKC uses numerous techniques customized to each project to generate participation from all facets of the community. The list of fully bilingual options includes: mobile meetings to take key groups "on the road"; small-group "living room sessions" hosted by citizen volunteers in their homes; workplace lunch visits; interactive options for youth and adults integrated into popular community events; hands-on "maps and markers" workshops and youth forums; online community surveys and real-time surveys during events with keypad voting for rapid feedback; "Meeting in a Box" kits to enable City staff and others to facilitate several potential levels of "DIY" outreach activities; and – once the emerging plan is ready – "Take the Plan to Them" roadshow events at places where people already gather or come and go in large numbers.

Discover "Place-based" Opportunities

Based on the findings gleaned from initial work phases, KKC staff will create an annotated Opportunities Analysis infographic(s) and presentation that captures Downtown Monroe's key investment opportunity areas, place-based assets, community character landmarks and environmental constraints. This work product will be created largely through the lens of KKC's understanding of current economic and market trends in the region as well as nationally. It is intended to be socialized through a series of public participation events and workshops. The Opportunities Analysis will serve as an early framework for the draft plan and will be used extensively to stimulate community and leadership input and analyze alternatives as the plan in-full is being developed.

Synthesize and Iterate

Using the above work as a foundation, (and using the Steering Committee as the principal "sounding board"), the draft plan document will start to emerge and evolve into full draft document form as it is vetted with various stakeholder groups and the public. This process unfolds as a series of iterations and refinements of key themes interspersed with the introduction of fresh ideas as the consultant team absorbs new information throughout the process.

Build Consensus, Adopt and Follow Through

Consensus is reached when there is broad agreement on the vision, goals and priorities of the plan, as well as commitment on the part of responsible parties to help implement it. Working with the Steering Committee, KKC staff will guide this process through formal plan adoption including a final presentation(s) to the respective governing bodies. KKC staff always stands ready post adoption, to help implement the plan through a next-phase contract or on-call arrangement.

B.a. STATEMENT OF UNDERSTANDING

The City of Monroe is looking to improve the identity, vitality and investment profile of its downtown. New public and private investment must be guided by a unified and consensus-based vision that excites people to the opportunities present in downtown Monroe, as well as an actionable, scalable and time/goal-bound implementation program. The implementation program must be results-focused, comprehensive and geared toward creating the conditions favorable for new investment. It must also provide a high level of tactical guidance in addition to cost estimates and timeframes for completion. Finally, the plan must leverage the tools and foundational elements for the downtown district currently in development through KKC's work with the City. The proposed approach for the downtown district is to establish a sense of place through a dynamic and high-quality pedestrian-friendly built environment. The downtown plan, in other words, cannot be a static artifact. It needs to be a realistic and visionary reference-guide covering the full spectrum of effective place-making described below.

Specifically, the Downtown Plan must:

- Present a unified vision for downtown
- Establish guiding principles to inform future policy decisions and public expenditure
- Define Downtown's geographic boundaries
- Involve a rigorous and far-reaching public participation program designed for maximum public engagement (including traditionally hard to reach audiences). Stakeholders to include residents, property/business owners, churches groups, community organizations, elected officials, utility providers and City staff among others.
- Model and render a variety of design concepts/locations for special streetscape treatments and for incremental mixed-use (re)development including dining and shopping and mixed-format housing
- Design a gateway treatment for the Duke Energy Substation
- Address parking system capacity and distribution
- Prioritize pedestrian/neighborhood connectivity, access and activation
- Showcase public spaces for the performing arts and community events
- Provide recommendations to help enliven and activate public spaces
- Develop a thorough townscape plan encompassing streetscape treatments, wayfinding and ideas for branding
- Examine opportunities to expand housing options including infill construction and adaptive reuse strategies
- Provide comment on fiscal impacts of new development and identify possible funding sources for new public investment
- Review the city's current economic development program offerings and suggest possible changes/additions
- Analyze Downtown's infrastructure capacity including sidewalks, pathways, bicycle facilities, performing arts facility, housing, parking, traffic calming mechanisms, waste collections, water, Wi-Fi access, electric and gas
- Provide a detailed, time-calibrated implementation plan and schedule that identifies short, medium and long-terms goals, and identifies involved/responsible parties, funding sources and progress milestones (matrix format).



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Background resources that the consultants will refer to, among others, will include:

- *Advance Monroe 2040 Comprehensive Plan*
- *City of Monroe 2023 Multi-Family Housing Assessment – Market Foresight 2023*
- *Economic Development Strategic Plan*
- *City of Monroe 2019 Comprehensive Housing Assessment*
- Zoning code update (Kendig Keast Collaborative)

B.b. METHODOLOGY TO COMPLETE THE WORK

Project Management

The project will be overseen by City staff, along with guidance from the Historic Preservation Commission, the Planning Commission, City Council, the Monroe Area Community Improvement Corporation, a project Steering Committee, and a Technical Committee. The Technical Committee would be composed of City staff members with an interest in the implementation and regulatory framework, and the Steering Committee would be broadly representative of building / design professionals who are frequent users of the existing regulations, preferably with some members who were involved in the development of the Comprehensive Plan and Planning and Zoning Code update.

The consultant will facilitate, guide, and direct the planning process under the direction of the above groups with technical and logistical assistance from City staff.

The project will be led by Greg Flisram, CEcD with assistance from Marcia Boyle, AICP and Steve Sizemore AICP, PhD. In order to maintain public interest and momentum in the project, we propose an intensive eight-month process covering the six phases of work, plus Administrative tasks, described below. A **Project Management Plan**, one of the first deliverables under the Administrative Phase umbrella, will encapsulate the details and finalized timelines of these project management tasks.

In addition to the feature public participation events (also described below), our proposal contemplates five meetings of the project Steering Committee -- timed to coincide with the delivery of major work-products. Three of these meetings will be in-person and will be coordinated with other public outreach/presentation events. With the exception of the introductory kick-off meeting, these meetings will generally follow a presentation-feedback format and correspond with each of the six phases of work.

We also contemplate frequent and regular coordination calls with local staff and/or the Technical Committee during the duration of the project covering project logistics and public feedback. Our expectation is that the City designates its own staff-level project manager to serve as the main City contact and to assist with data collection, scheduling meetings and overall project coordination.

KKC invoices each client monthly based on the actual labor and direct costs incurred in support of project work completed during the preceding month. KKC submits monthly written progress reports in conjunction with each monthly invoice. These reports will describe the project status and document significant work accomplished and activities scheduled for the next progress report period, as well as noting any difficulties encountered and steps taken to address them.

Public Participation Program

Certain core-level planned outreach efforts are identified within each phase of this Scope of Services, under the heading Meetings and Events. Beyond this, our Work Plan includes a number of supplemental, in-budget public engagement options that would be decided-upon in consultation with city staff and the project Steering Committee. These additional events would be organized around the consultant team's three scheduled trips to the community. Listed below are potential activities that are options for the ultimate series of engagement activities to be chosen and arranged in coordination with City staff, and comprise the deliverable **Public Participation Program**:

- A series of informal, one-hour **small-group "listening" sessions**. Some sessions may be targeted to stakeholders associated with a particular plan focus (e.g., economic development, parks and recreation, etc.) or a certain demographic (e.g., high school age youth, senior citizens, etc.) while other sessions could involve a mix of residents, business and property owners, public officials, developers/builders/realtors, representatives of community organizations, and others as identified by local officials and staff. Each session should involve no more than 15 persons to ensure effective dialogue.
- **General public input meetings**, conducted either in a Town Hall Meeting format with facilitation of overall group discussion, or in a workshop format with a variety of interactive and hands-on engagement activities typically conducted in small groups. Similar formats can be customized for an **event designed specifically for youth participation.**
- Informal "**living room sessions**" hosted by citizen volunteers (and/or by willing members of City advisory boards/commissions) in their homes, especially to reach busy parents, seniors and homebound residents.
- **A series of working meetings** with the project Steering Committee comprised of City representatives and other stakeholders and community partners, to discuss and obtain input on key Plan topics and draft content. If the City prefers, the meetings could be held directly with the City's Planning & Zoning Commission or, alternatively, the meetings could be conducted in a more open, informal format to enable input from all interested.
- Arrangement of certain activities as "**mobile meetings,**" for some or all of the meeting duration, to take the discussion "on the road" and consider actual locations and examples in real time. If such activities become part of the project, KKC will rely on City staff to determine the appropriate venues and times for the meetings. KKC will document the ideas and input gathered for each location visited.
- Meetings and/or presentations arranged with **local stakeholder groups, partner organizations, and/or on-site at a local workplace** where the employer is willing to host an informal gathering over lunch or another time, especially to help reach commuter workers who live elsewhere.
- Interactive options for youth and adults integrated into **community events and festivals,** employing the "go to them approach" rather than relying on community members to attend specialized, project-specific meetings. KKC has had success with this style of meeting by setting up at community recreation centers, farmers markets, and film festivals, among other settings.
- Visits with City staff to **other public and semi-public agencies** (e.g., school

ENGAGEMENT CHALLENGES

Knowing that we will not reach all intended audiences on a first-pass engagement push, we build mechanisms for tracking participation and effectiveness into our community engagement strategies. This allows us to **pinpoint when and where more targeted efforts are needed to involve the underrepresented and/or difficult to reach**. City officials can help fill gaps and build bridges through ties to their constituents and networks. In previous efforts we have:

- Reached youth and millenials through in-school activities with a cross section of students selected by principals and counselors; youth forums held during the lunch hour; happy hours with young professionals groups; and informal social interaction with members of local leadership development programs.
- Reached seniors and elderly residents by interacting with groups where they are most active (e.g., veterans groups, Friends of the Library, garden and book clubs, etc.), hosting ice cream socials at senior housing facilities, mingling at summer concerts in the park, and joining them in local service projects.
- Reached low-income residents by hosting pizza suppers at subsidized housing sites, coordinating with churches and other faith-based groups (including those focused on serving immigrant, non-English speaking enclaves within a community), and conducting listening sessions at local workplaces such as manufacturing and warehouse sites.



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district, county, economic development entities, transportation agencies, special districts, etc.).

- **Public open house events** at one or more appropriate milestone points in the Plan development process, through which residents and others can view displays, hear an overview presentation, and interact with consultant personnel and City staff in an informal atmosphere, especially at the overall draft plan stage before proceeding into the formal public hearing and official consideration phase. For cost efficiencies, such events can be scheduled immediately prior to an evening meeting in the same location and at which some of the same attendees are expected.

Work on the Downtown Plan will be grounded in the overarching guiding principles and objectives of the City's Comprehensive Plan, and connect to KKC's existing work on the City's Zoning Ordinance. From this baseline, work on the Downtown Plan will drill-down into the creation of a discrete Downtown vision with location-specific action strategies and design detail along with a full suite of situation-based implementation tools. The intent is to provide clear guidance for new development, sustainable reinvestment, capital projects and other public investments as well as special programs and initiatives within the Downtown area.

The plan will address:

- Economic development;
- Land use;
- Circulation and connectivity;
- Public infrastructure and services;
- Urban design and streetscape; and
- Wayfinding and branding.

The plan work-products will be sequenced as follows:

- Vision Statement and Guiding Principles;
- Existing Downtown Conditions Analysis;
- Opportunity Analysis;
- Concept Plan; and
- Final Plan.

The work outputs will generally start with the physical planning and design elements, and gradually transition to strategic implementation content as consensus on the design vision is achieved. The final plan will feature a master urban planning/design vision for Downtown along with rendered design concepts for key sites and a detailed implementation plan and schedule.

Project phasing will be organized around six overlapping steps:

1. Observation and Assessment
2. Visioning and Goal-Setting
3. Opportunity Analysis
4. Conceptualization
5. Development and Refinement
6. Implementation

Combined, these phases encompass all of the required work elements as stated in the RFP.

PHASE 1: Observation and Assessment

Through this initial phase, KKC will complete a more in-depth assessment for the Downtown area that builds on previous work completed for the City's Comprehensive Plan. KKC will review all recent or concurrent plans and studies relevant to Downtown Monroe and the larger region. KKC will also take stock of the City's existing economic development tools, practices and capacities. The Kleingers Group will analyze Downtown's growth infrastructure including transportation, parking, water and sewer and broadband. Additionally, KKC will consult early on with City staff and key stakeholders to discuss the potential boundaries for the Downtown planning area to ensure its recognition as a coherent geographic unit.

Specific parcel level data will be collected and mapped during this phase with the assistance of local staff. This data may include (depending on availability): property age/condition, vacancy, renter vs. owner-occupied, property values/rents, public ownership, tax delinquency, existing for-sale, aggregated single-ownership, hazard areas, non-conforming land uses, and underdeveloped land (generally defined as a low ratio of improvement value to underlying land value). These data points will be mapped to reveal where key redevelopment opportunities may exist and where more detailed planning and design may be warranted.

Other considerations for the initial investigation phase will include:

- The regional economic context of southeast Ohio and the I-75 corridor
- Area-specific assets and liabilities and unique features
- Key linkages between this area and other activity centers and important districts and corridors.
- Further inventory and data collection efforts involving, as readily available:
  - Block/street and parcel pattern;
  - Existing housing stock, including single-family attached, mixed use, and multi-family options;
  - Development trends and area-specific land use detail, including underutilized sites;
  - Market and economic indicators, including tax revenues;
  - Any environmentally constrained sites;
  - Historic sites/structures/districts and unique architecture or building traditions;
  - Mobility elements (e.g., traffic volumes, street widths, key intersections, curb cut locations, pedestrian/bicycle accommodation and levels of activity, wayfinding aids, etc.);
  - Parking supply and demand;
  - Streetscape and other urban design or aesthetic enhancements, including parks and other public spaces;
  - Recent or pending capital projects;
  - Proposed or permitted development projects;
  - Regulatory provisions that especially influence development and redevelopment potential and practices (e.g., zoning district, historic preservation requirements

and design standards, building codes, etc.), and recent or pending zoning or development review cases of significance;
  - » Incentives, policies and programs currently used to encourage investment, business retention/expansion, job creation and site/building upgrades; and
  - » Infrastructure assessment.

Phase 1 Meetings (in person)

Two-day site visit by the consultant team to include:

- ♦ Staff and/or Council-Planning Commission joint work session
- ♦ Downtown tour with staff
- ♦ Real estate professionals roundtable
- ♦ Focus groups (up to four, 50 minutes each)
  - » These could include property owners, business owners, real estate professionals, development community, etc. KKC will discuss this in more detail with staff and will look to staff to select the appropriate individuals and schedule the meetings.
- ♦ One-on-one interviews (up to three, 50 minutes each)
  - » Note that these should focus on individuals that do not fit into a focus group. KKC will look to staff to identify these individuals and schedule the meetings.
- ♦ Community open house visioning session

Phase 1 Deliverables (none for this phase)

Phase 2: Visioning and Goal-Setting

With the information gleaned from Phase 1, KKC will prepare a vision statement and a set of goals and guiding principles for Downtown Monroe. This element will also delve into project and/or program prioritization and guiding principles with the findings and recommendations socialized and debated at the second meeting of the project Steering Committee (Opportunity Analysis).

Phase 2 Meetings

- ♦ Steering Committee (To be consolidated into Phase 3 meeting below)
- ♦ Technical Committee/staff: Regular monthly check-in call

Phase 2 Deliverable:

- ♦ Vision and goal statements/priorities and guiding principles (PowerPoint format)

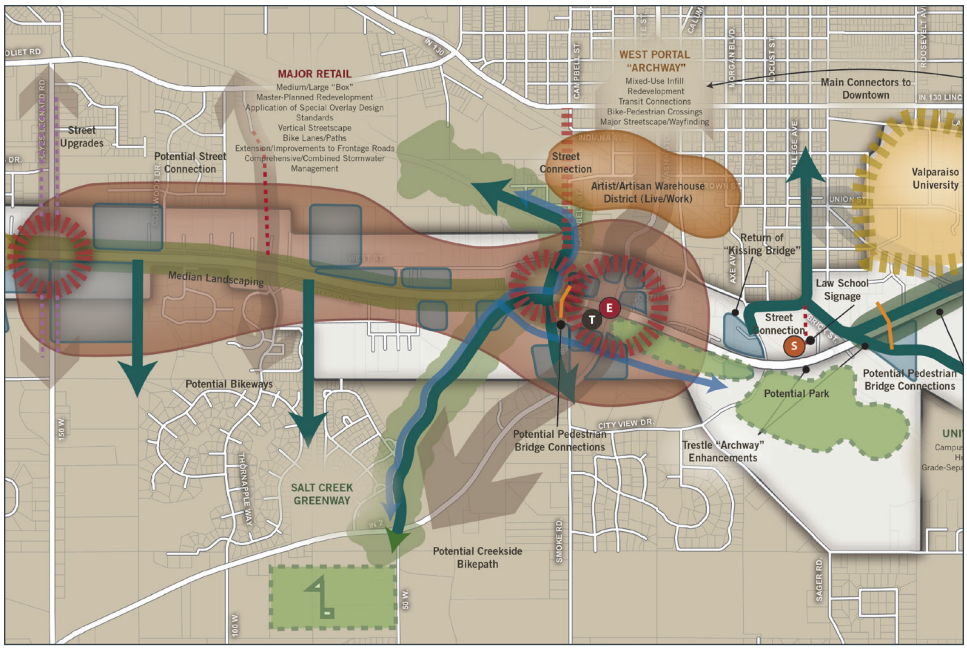
Phase 3: Opportunity Analysis

Using the information collected in Phases 1 and 2, the consultant team will synthesize and map the key community assets, economic forces and other investment drivers that can propel redevelopment in Downtown Monroe. We call this an Opportunity Analysis. This process involves distilling and mapping a wide range of contextual information including existing planning documents, available market and real estate data, and property condition and ownership to determine Downtown's overall reinvestment and (re)development potential. A major focus of this element will be to firmly establish the boundaries of the downtown area based on land use and traffic patterns; street-types; community landmarks and land features; activity nodes and walkability. Another focus will be on identifying the key catalyst sites that will be the subject of more detailed planning and design work in subsequent phases.

This highly graphic work product will serve as an early framework for the urban design element of the Downtown Plan and will be used extensively to stimulate community input as the plan in-full is being developed.

Also as part of this phase, KKC will highlight assumptions, opportunities and challenges, and a vision and guiding principles specific to the Downtown area. KKC will also:

- Summarize market and development gaps and potential opportunities in the area.
- Highlight potential new market sectors, with strategies for attracting related investment and new businesses.
- Profile a new economic development incentive/implementation program for downtown based on best practices from around the region or country. The program design will include key eligibility criteria such as: project type, minimum project cost/size thresholds, fiscal/catalytic impact and alignment with the city's comprehensive plan among other possible factors. It will also address and existing capacity gaps that may impede implementation.



Opportunities Analysis for corridor study

Phase 3 Meetings

- Steering Committee: Meeting #2: Presentation of Goals, Priorities and Guiding Principles and Opportunity Analysis
- Technical Committee/staff: Monthly check-in

Phase 3 Deliverables

- Opportunity Analysis: Annotated info-graphic (poster format)
- Existing Downtown Conditions Analysis, which will highlight key findings and observations emerging from KKC's and The Kleinger Group's initial background studies and leadership and community involvement activities. It will also include a review of the City's current economic development incentive and business recruitment and retention practices as well as a baseline infrastructure assessment (PowerPoint format).

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Phase 4: Conceptualization

Assimilating all of the preceding work and feedback received – and using the Downtown schematic shown in the City's Comprehensive Plan as a starting-point -- the consultant team will prepare a 50% version of the Draft Downtown Design Plan (graphic work-product only). The Design Plan will focus primarily on the physical environment of Downtown and depict: the placement, scale, and shapes of new buildings; streetscape hierarchies and treatments; downtown gateways and wayfinding elements; traffic-calming techniques and placements, and land uses (including residential options) within the proscribed area of Downtown Monroe. It will also show the location and conceptual design of any new downtown public facilities and/or infrastructure (i.e. parking) that may be identified as being needed during the planning process. The Kleingers Group will analyze and comment on the capacities and estimated costs of any such facilities as well as any potential impacts to existing Downtown infrastructure.

Also during this phase, KKC will consult with city staff on the selection of target geographies and pilot project areas and types for more detailed, sub-area design planning (i.e. in addition to the sub-station site). This work will likely be informed by a host of other factors including: comprehensive planning goals, catalytic impact and the relative ease or difficulty of implementation based on costs, site availability, staff capacities, scalability and the degree of public intervention required.

Concept Master Plan for Downtown Florence



Phase 4 Meetings

- Steering Committee Meeting #3 (in person): Presentation of Downtown Urban Design Concept Plan (50% Draft)
- Public Presentation (Open House format, in person)
- Technical Committee: Monthly check-in

Phase 4 Deliverable

- First concept-level (50%) version of Downtown urban design plan (presentation boards and Powerpoint)

Phase 5: Development and Refinement

Based on input received from the public and the Steering Committee, KKC will adjust and refine the concept plan to a higher level of detail. Areas of detail will be sharpened and call-outs added to give the concept plan more precision and clarity. The goal at this stage is to develop the urban design plan to a 90% level of completion so that the more general aspects of the plan as a whole, such as the required infrastructure and economic development tools, can be scoped and described in the draft plan document.

Also, as a part of this element, the consultant team will create up to three detailed conceptual (re)designs for key catalyst redevelopment sites in addition to the Duke Energy Substation site (four concept designs in total). The redesigns will encompass combinations of discrete building groups or blockface types; infill architecture; development parking locations and treatments; and streetscape style elements and building/street interfaces. Also included in this element will be model block segments/sections depicting two complementary streetscape schemes (e.g. primary vs. secondary treatments). The work-product will illustrate these concepts with a variety of media including hand-drawings, computer-generated graphics, and photo examples.

Along with the 90% design plan, this element will begin to address:

- Action strategies for business attraction and retention; redevelopment finance, land use, circulation and connectivity and marketing and programming;.
- Physical place-making and district-defining elements, including special emphasis on gateway concepts and signage/wayfinding;.
- Infrastructure needs including parking, streets, broadband and water/sewer;
- Economic development tools and resources;
- Fiscal impact considerations; and
- Refine and polish the concept-level designs produced in Phase 2 based on community, Steering Committee input.





Phase 5 Meetings

- Steering Committee Meeting #4 and/or Public Informational Meeting (in person): Presentation of Downtown Urban Design Plan (90% Draft) and sub-areas plans (4)
- City Council/Planning Commission presentation (in person)
- Technical Committee: Monthly check-in

Phase 5 Deliverables

- Refined Urban Design Plan (90%-level)
  - » Up to three catalyst site (sub-area) design concepts, plus one for the Duke Energy Substation site

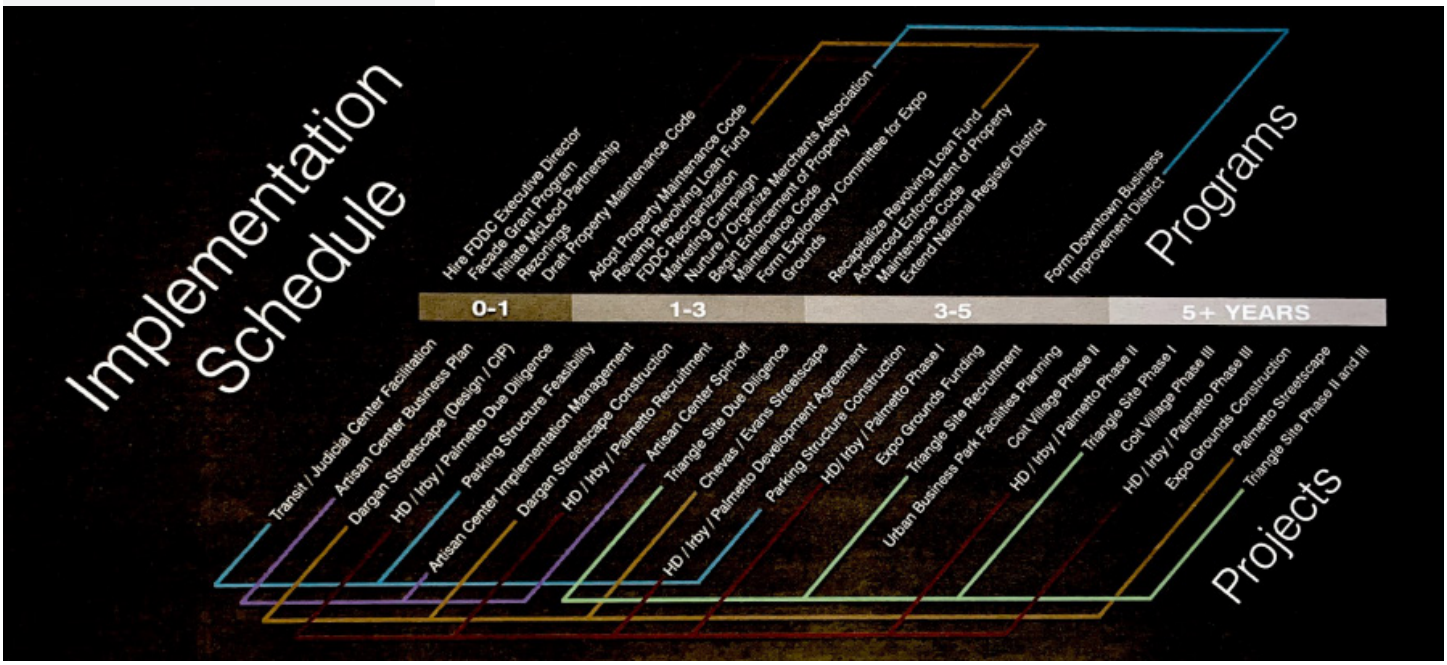
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- Draft Future Downtown Strategy: A high-level PowerPoint to accompany the Urban Design Plan to include recommendations on infrastructure, economic development tools, funding sources, fiscal impacts, downtown programming, capacity-building and promotion/marketing. The document will be prepared in a highly graphic format with appropriate narrative to accompany the maps and illustrations.

Phase 6: Implementation

Once consensus has been reached on the main precepts of the Draft Downtown Master Plan (i.e. Urban Design Plan and Future Downtown Strategy), KKC will develop and present the full implementation "back-up" recommendations in written document format. Content will consist of:

- Priority action initiatives for the area, along with considerations for each involving relevant best practices, potential barriers to overcome, and sequencing and phasing of interrelated projects.
- Incentive tools and alternative organizational models that may be needed to address area-specific needs (e.g., special financing tools, targeted grant opportunities, land assembly and land banking, business services and support, area marketing and promotion, special events programming, etc.). This can also include the formation of special entities such as improvement districts, management districts, Main Street Programs, and community development corporations as applicable and advisable for the area.
- A complete implementation schedule with short-medium-long term timeframes that identify: responsible parties (both lead and support roles), possible funding sources and any external factors to be considered. Any critical-path dependencies will be noted and mapped on the schedule.



Phase 6 Meetings

- Steering Committee Meeting #5: Presentation of implementation strategy
- Technical Committee: Monthly check-in meeting.

Phase 6 Deliverables

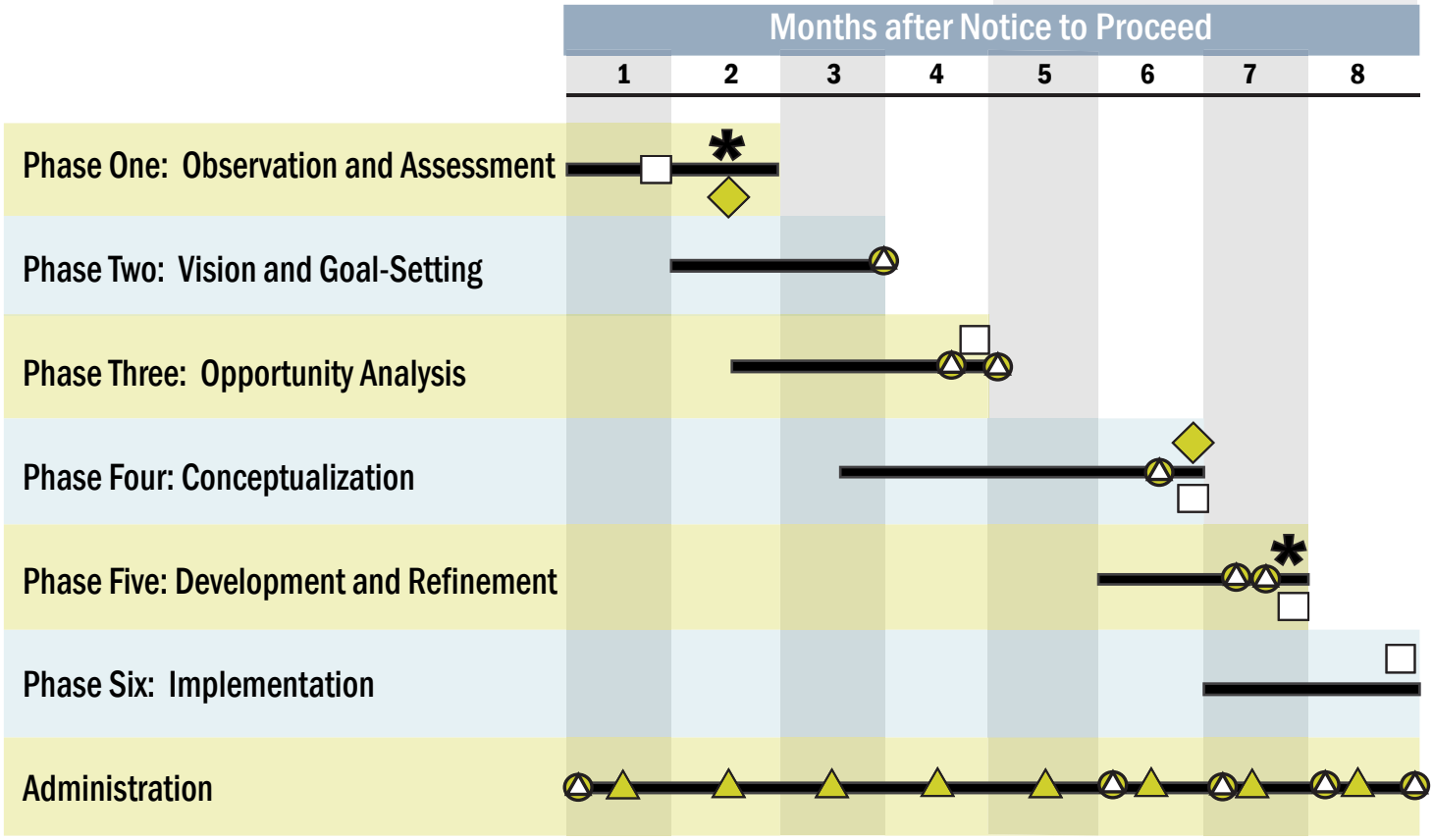
- Draft Implementation Plan containing specific implementation priorities and considerations, roles and responsibilities, and timing and coordination of key initiatives. Produced in graphic format.
- Hearing Draft version of the proposed Downtown Plan, produced in PDF format, for printing, distribution and website posting by City staff prior to the public hearing phase.
- Compilation of further potential revisions to the Hearing Draft version to highlight any further plan adjustments made prior to final consideration.
- One printed full-color master original of the final adopted plan, including all maps and illustrations.
- Electronic files for all elements of the final as-adopted plan document, including a master Adobe PDF file containing the entire final adopted plan (with all electronic files in their native formats in Microsoft Office Suite and/or Adobe InDesign, and as Adobe PDFs, and with all GIS/map-related files in ESRI-compatible formats as specified by the City).

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C. PROJECT SCHEDULE

The following schedule has been drafted to ensure steady progress and prompt results while assuring adequate time for citizen and stakeholder involvement and meaningful review and comment prior to formal public hearings and adoption procedures. This schedule proposes to complete a public hearing draft within 8 months. As needed, portions of the work program may be accelerated to meet other community milestones or taken at a slower pace to build in more community participation or explore concepts in more detail.



Symbol Key:

Task Duration	Deliverable(s)	Steering Committee Meeting	Technical Committee Call-In	Planning Commission (PC) / City Council (CC)	Public Visioning Session

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D. FEE/PROPOSAL COST (Placeholder)

SUBMITTED IN A SEPARATE SEALED ENVELOPE

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E. REFERENCES AND LINKS TO WORK SAMPLES

Downtown Revitalization Plan for Borger, TX

As an offshoot of a larger comprehensive planning process, KKC prepared a Downtown Revitalization and Enhancement Plan for Borger, TX (population 12,300) to reshape Downtown Borger as an economically diverse mixed-use district. KKC's work was informed by an intensive public participation process that included interviews with downtown business owners, interaction with City and Borger EDC officials, and an online survey that drew 300+ responses. The Downtown Planning work sought to leverage Borger's regional context, history and recent accomplishments, market dynamics (consumer profile and demand for retail, office and rental housing), tourism trends to propel future public/private investment. The plan itemized issues and opportunities; established guiding principles; and pinpointed multiple types of destination nodes (historic/cultural, civic/government, performance/art, and private activity generators) with "Ties to Placemaking" designated for each.

Plan narrative, maps and visuals highlight key concepts for moving toward an "experiential downtown" and spurring positive change through capital projects and several catalyst sites (building conversion to a new downtown hotel or an apartments alternative, and an open air multi-purpose space for varied activation strategies). Other action steps involve financial assistance, downtown housing, business incubation, branding and marketing, and ongoing events programming. The Borger Downtown Revitalization and Enhancement Plan was adopted in January 2021.



Later in 2021, the City again re-engaged KKC to prepare a Unified Land Development Ordinance (ULDO) based on its new plans. KKC also prepared a Development Guidebook as part of the scope of services. The ULDO was adopted in July 2022.





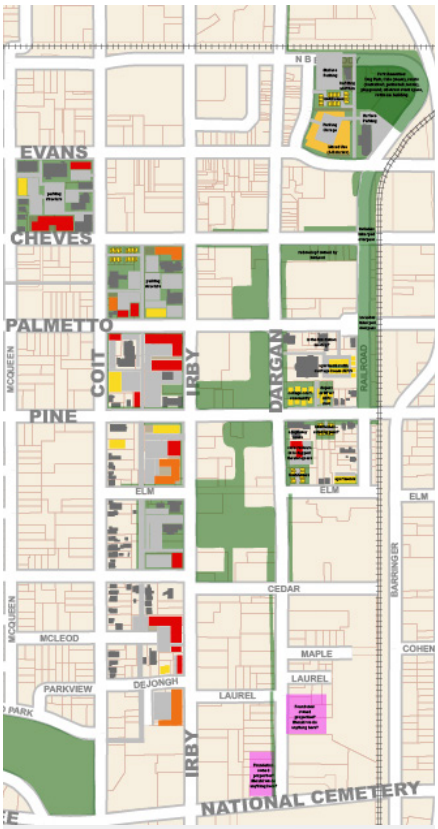
PROJECT DURATION
April 2019 - July 2022

KEY PERSONNEL
KKC: Prime Contractor
Project Mgr: Gary Mitchell, FAICP
Janis Burall, AICP
Sharon Cadena

LINK TO WORK SAMPLE
https://online.encodeplus.com/regs/borger-tx-dp/doc-viewer.aspx#secid-7

REFERENCE
Mr. Garrett Spradling, CPM
City Manager
City of Borger
Borger, TX 79008-5250
(806) 273-0990
gspradling@borgertx.gov

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PROJECT DURATION
2009 - August 2022

KEY PERSONNEL
KKC: Prime Contractor
Project Mgr: Gary Mitchell, FAICP
Greg Flisram, CEcD
Janis Burall, AICP
Marcia Boyle, AICP

LINK TO WORK SAMPLE
https://www.florencedowntown.com/sites/default/files/uploads/About_Us/florence_downtown_plan_final_08.26.2022_clean.pdf

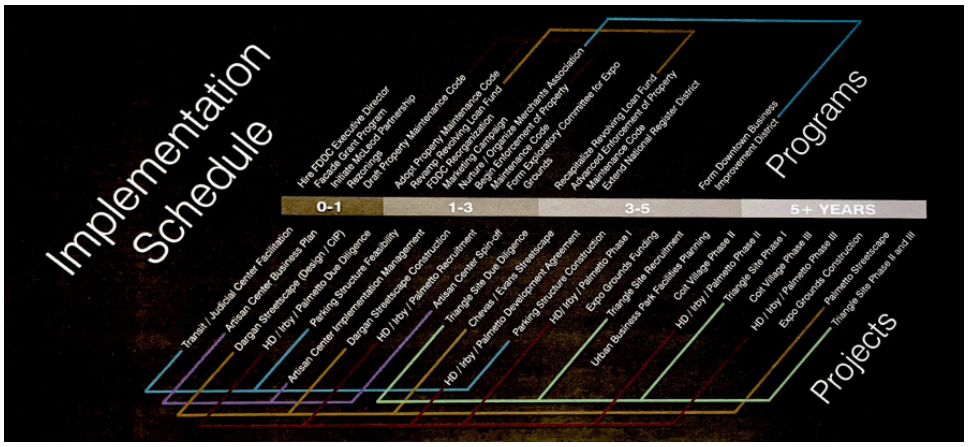
REFERENCE
Mr. Jerry B. Dudley, AICP
Planning Director
City of Florence
324 W. Evans Street
Florence, SC 29501
(843) 665-2047
jdudley@cityofflorence.com



Downtown Master Plan Updates (2011, 2017, 2022) For Florence, SC

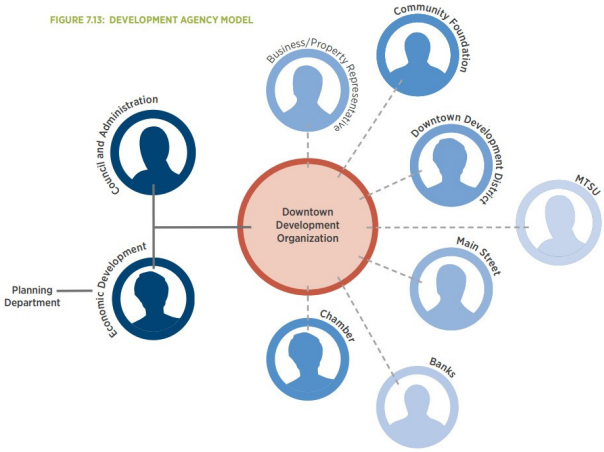
From 2009 to the present, KKC has worked with the City of Florence and the Florence Downtown Development Corporation (FDDC), to develop and help implement successive updates to the City's Downtown Master Plan. This work has helped generate over $100 million of new public/private investment in Downtown Florence during that time period including two new hotels, four new mixed-use developments, a major medical clinic, and numerous new retail establishments. All of this has occurred in a downtown district that was severely blighted prior to KKC's involvement with the city and has led to the city being awarded a Great American Main Street designee in 2023 (only one of three communities nationwide to achieve that distinction this year).

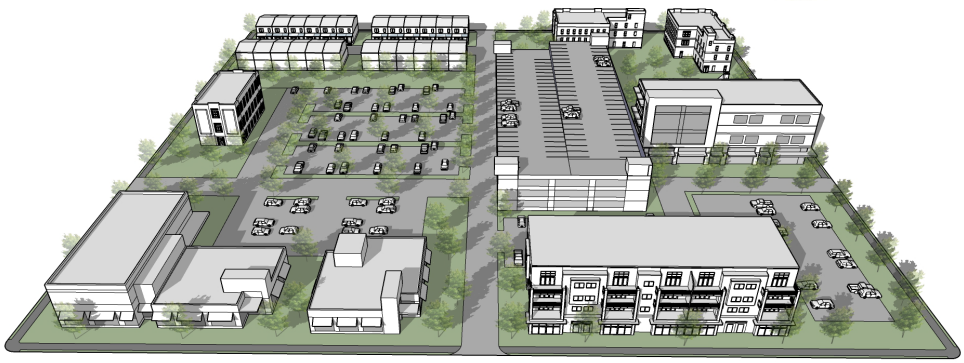
KKC's downtown work in Florence (population 40,000) has spanned all aspects of downtown and community development planning and implementation. This includes: physical planning and design; infrastructure and transit improvements; new economic development incentives, programs and policy frameworks; staff capacity-building and organizational restructuring; and branding and marketing. Various versions of the plan showcased several new opportunities for Downtown Florence including a new urban business park and professional office complex and

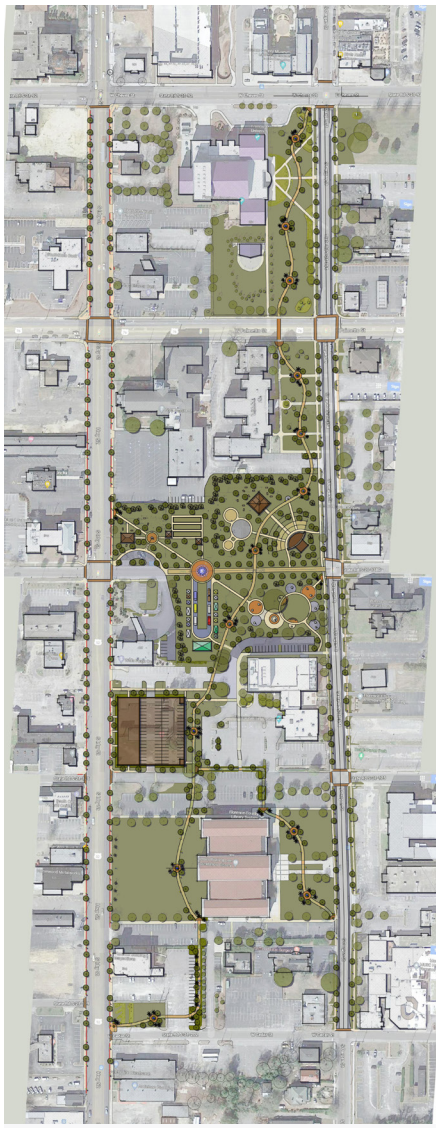


a new "cultural campus" tying together several Downtown cultural institutions. All iterations of the Downtown Master Plan have included strategic implementation frameworks and schedules with short, medium and long-term milestones noted.

The latest version of the plan, finalized in August 2022, concentrated on new urban housing development; the expansion of Downtown-area jobs; the continued rehabilitation the city's Downtown Historic District; the introduction of new public space and the leveraging of several new catalytic investments made by the city's main philanthropic organizations. It also included numerous detailed recommendations for public funding strategies, public-private-nonprofit partnerships, and economic development/redevelopment incentive packages and potential deal structures. Finally, the plan offered several recommendations on how the FDDC could attain a higher level of operational effectiveness and financial self-sufficiency through important changes to its business plan and board structure.







This Spring, Downtown Florence received a *2023 Great American Main Street Award* by Main Street America, for downtown revitalization efforts that include Downtown Plans by KKC.

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Community of the Year
2020 Texas APA Award

PROJECT DURATION
September 2017 - May 2019

KEY PERSONNEL
KKC: Prime Contractor
Project Mgr: Gary Mitchell, FAICP
Janis Burall, AICP

LINK TO WORK SAMPLE
https://www.cityofdaytontx.com/home/showpublisheddocument/1266/637540805750470000)

REFERENCE
Mr. Theo Melancon
Former Dayton City Manager
Current Dickinson City Manager
4403 Highway 3
Dickinson, TX 77539
(281) 337-6204
tmelancon@dickinsontexas.gov

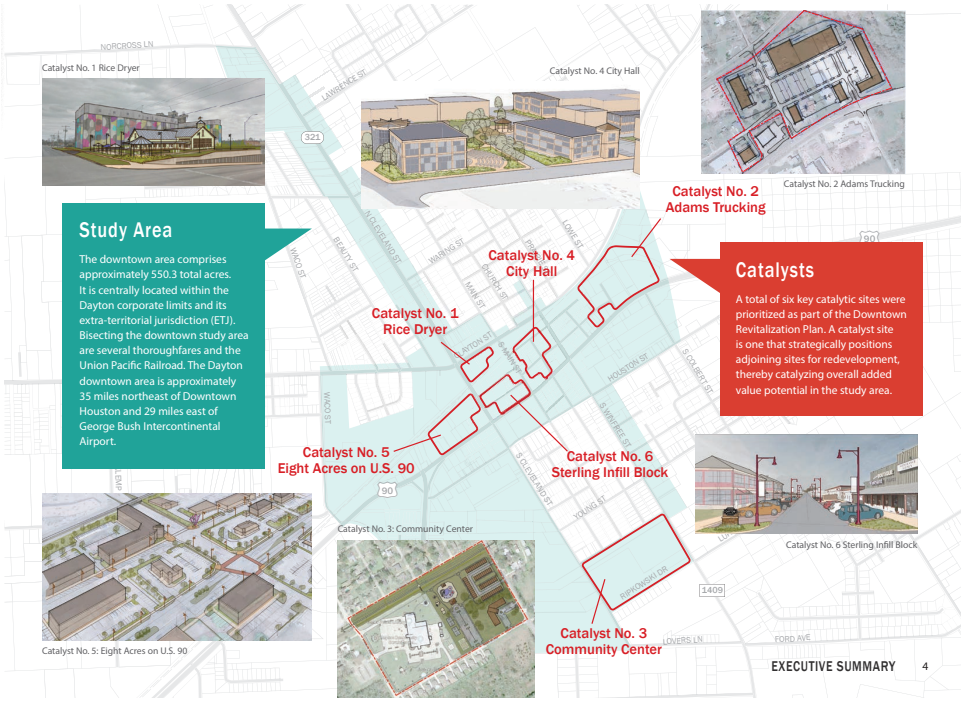
Together, these efforts culminated in the City of Dayton being awarded the 2020 "Community of the Year" by the Texas Chapter of the American Planning Association.

Downtown Revitalization Plan for Dayton, TX

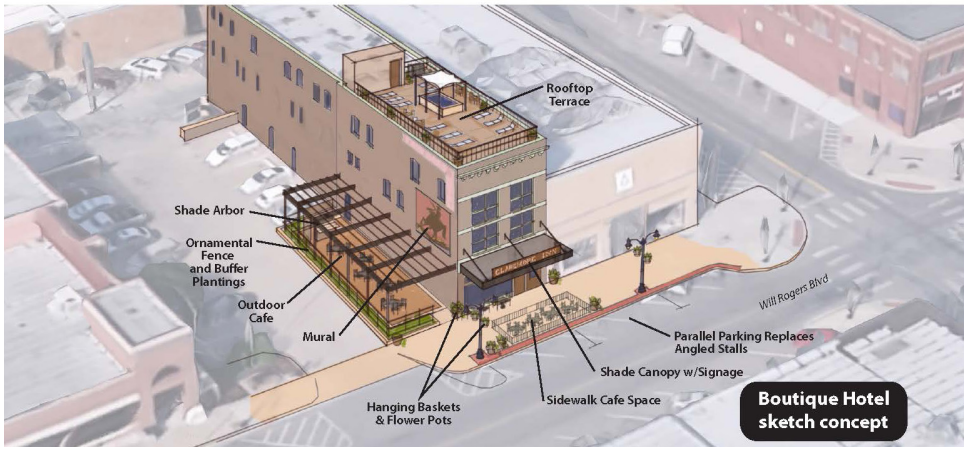
In 2017, KKC assisted the City of Dayton, TX, with completion of the *#DaytonTomorrow 2035* Comprehensive Plan, which identified revitalization of Downtown Dayton as a top community priority. With KKC's team that included a real estate advisory subconsultant on board, the City then undertook a Downtown Revitalization Plan. The plan establishes a unified vision for the future of Downtown Dayton, reinforcing it as the "heart" of Dayton and providing a guide for property owners and prospective developers. Growth potential in the Dayton area made it an ideal time to consider public and private reinvestment in Downtown. Like many traditional historic downtowns, Downtown Dayton's assets include walkable, short blocks and historic buildings; but it also has familiar challenges of underutilized, vacant properties, bisection by a major thoroughfare, aging infrastructure, and a lack of identity. The Downtown Revitalization Plan considers physical improvements to the area and provides a toolbox for implementation to address these challenges.

Regional and local market realities formed the basis for the plan's recommendations, with a market analysis identifying the development potential for new residential, office, and retail. A total of six catalytic sites were selected and prioritized based on specific criteria and the highest potential to spur redevelopment activity within the downtown area. Development concepts, *pro formas*, and an action agenda were created for each of the catalyst sites. An implementation plan identified key steps the City, other partners, and private developers should take to realize the vision established in the plan. Public input was critical to the plan's success, including the formation of a Downtown Revitalization Advisory Committee, in-person individual interviews, listening sessions, and open houses. The final open house celebrated the unveiling of the new Downtown Dayton branding for signage and other elements within the downtown area.

The Downtown Revitalization Plan was adopted in early 2019 along with other efforts facilitated by KKC: the *Dayton Parks Master Plan* and the Dayton Unified Development Code (UDC), which includes development standards relevant to Downtown Dayton.



Special Districts Plan for Downtown and Key Corridors for Claremore, OK



Following a highly competitive national search, the City of Claremore selected KKC to lead the development of a new Comprehensive Plan for this community of nearly 20,000 residents. Claremore had recently experienced a high rate of growth along with accompanying challenges that included concerns about housing affordability, traffic and infrastructure limitations.

Among the growth management and development topics to be addressed, a core objective was identifying strategies to continue the revitalization of Claremore's historic Downtown District. Other project features included:

- A multi-faceted outreach strategy in collaboration with City staff that engaged several thousand people and built on the City's recent Claremore Dreams process.
- Identification of desirable infill and redevelopment possibilities rather than focusing only on edge and greenfield development.
- Development of a branding/districting strategy to create a stronger identity and sense of place in Claremore's neighborhoods and special districts.

KKC facilitated small group listening sessions, a well-attended Town Hall Meeting, and three joint workshops with City Council and the Planning Commission, and gathered further input during the popular Food Truck Thursday event downtown.

Six months into the project, City Council authorized a contract amendment to enable the KKC team to expand into a concurrent focus and more fine-grained planning for four special areas in Claremore: (1) Downtown, (2) the Rogers State University/West Bend district, (3) the Will Rogers Boulevard corridor that connects the two, and (4) the historic Route 66 corridor through Claremore. The Comprehensive Plan was adopted in March 2019 and the Special Districts Plan in June 2019.



Outstanding Plan Award
2020 Oklahoma APA

PROJECT DURATION
July 2018 - June 2019

KEY PERSONNEL
KKC: Prime Contractor
Project Mgr: Gary Mitchell, FAICP
Janis Burall, AICP

LINK TO WORK SAMPLE
https://claremore.com/community-development-services/

Together, the KKC-led Plans merited the **2020 Outstanding Plan Award** to the City of Claremore from the Oklahoma Chapter of the American Planning Association.

KENDIG KEAST COLLABORATIVE

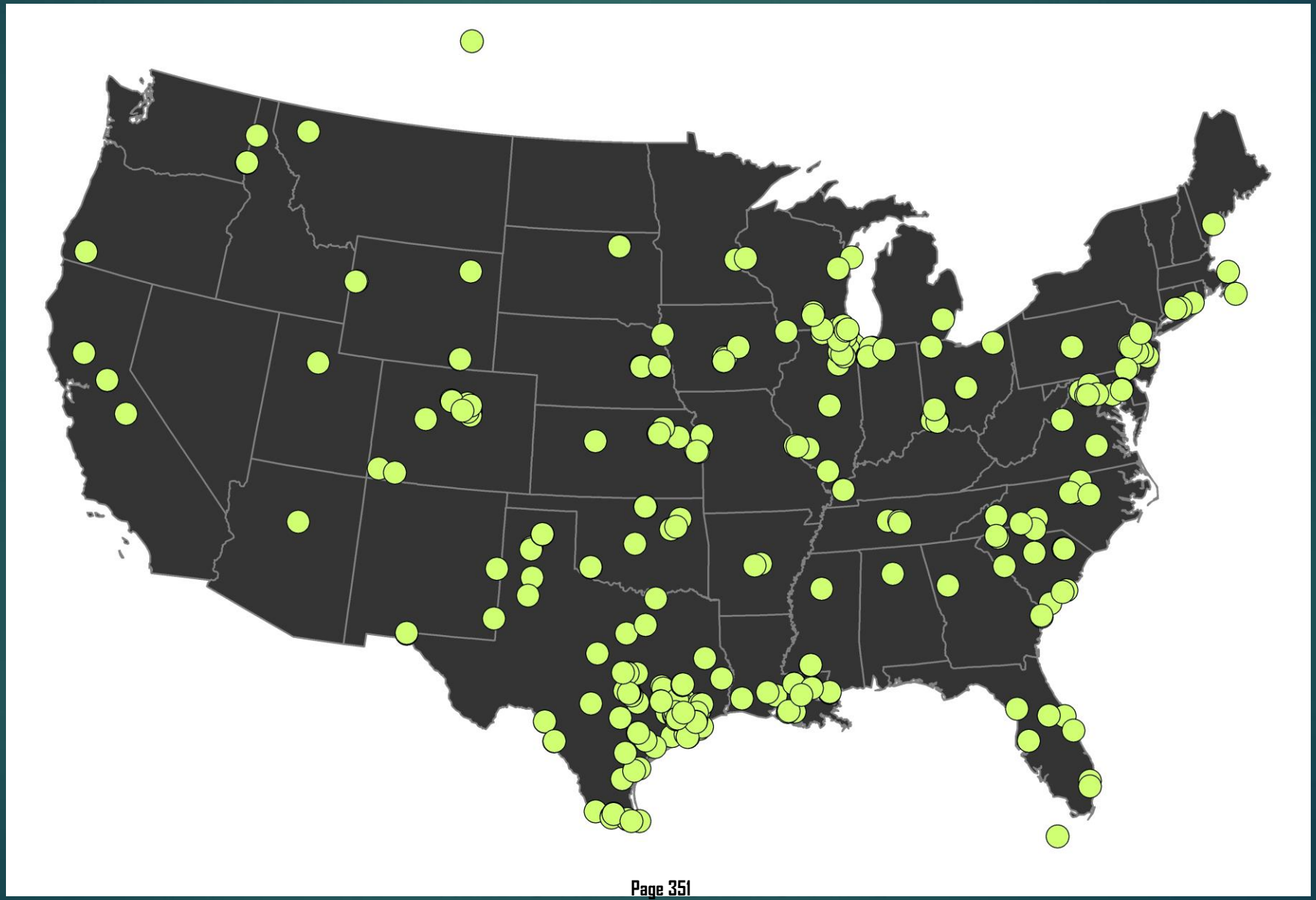
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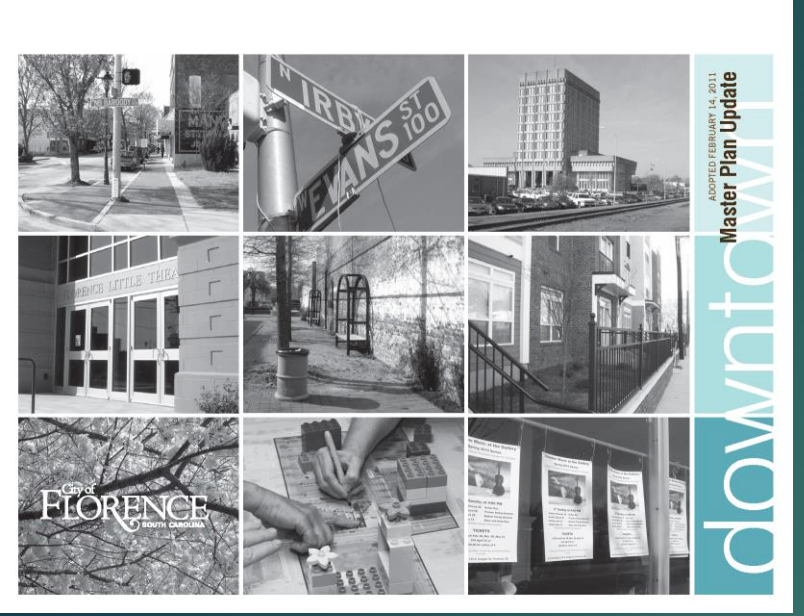



KENDIG KEAST
COLLABORATIVE

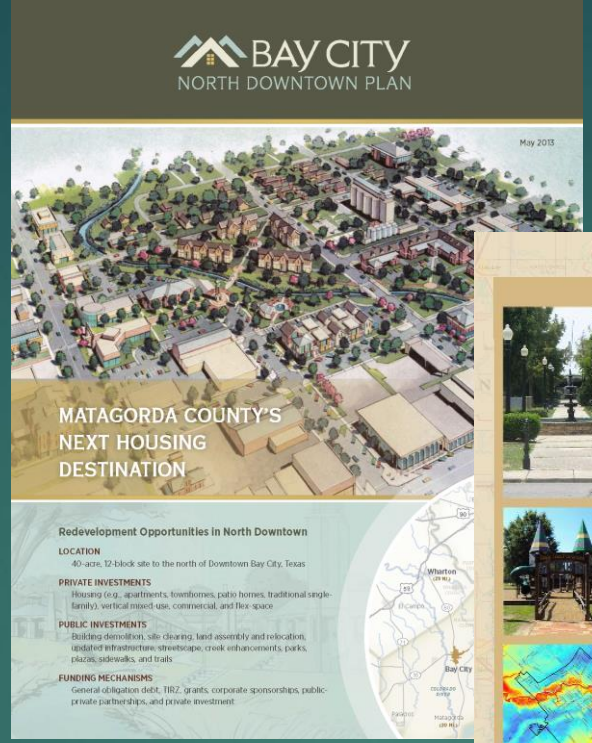

Downtown Plan:
City of Monroe
KENDIG KEAST
COLLABORATIVE
THE KLEINGERS GROUP
Building Lasting Relationships for 30 Years
2D

EXPERIENCE | Where We've Worked



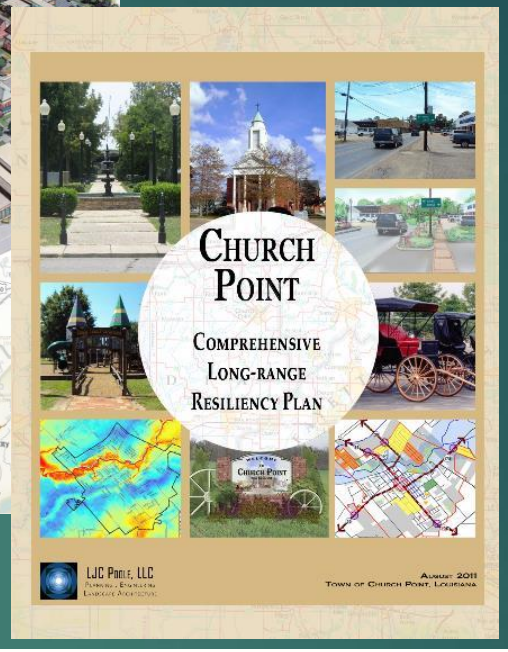


Downtowns



Economic Development & Redevelopment

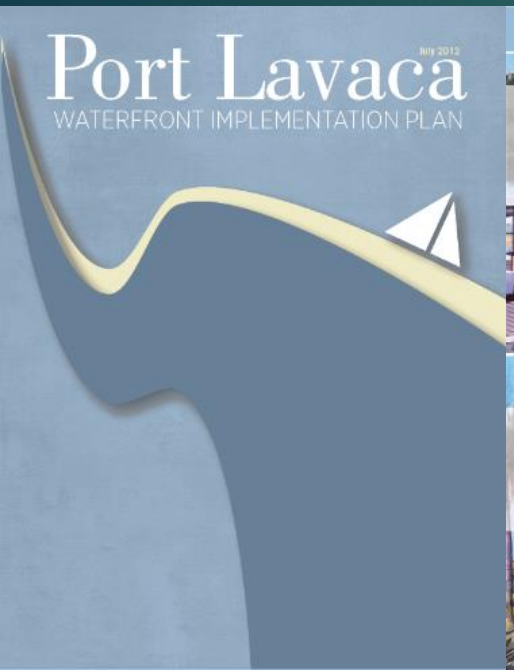
Resilience





Parks, Trails and Recreation

Waterfronts

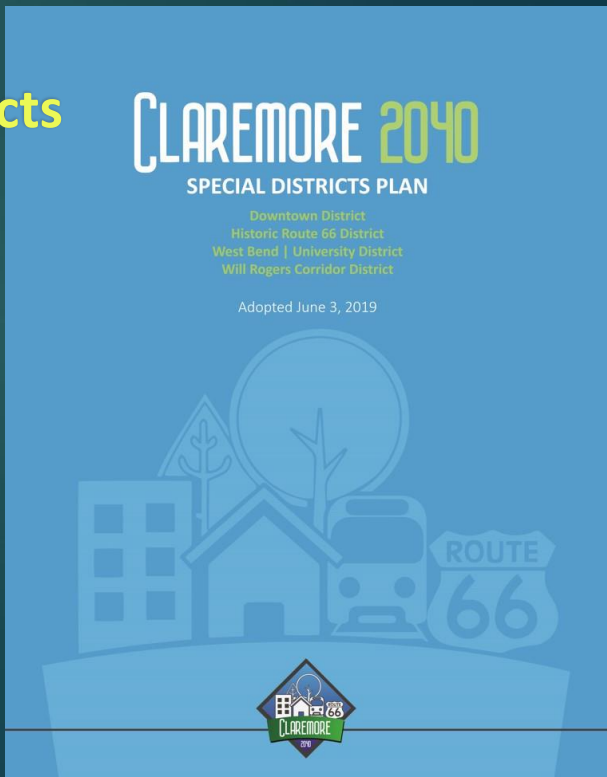




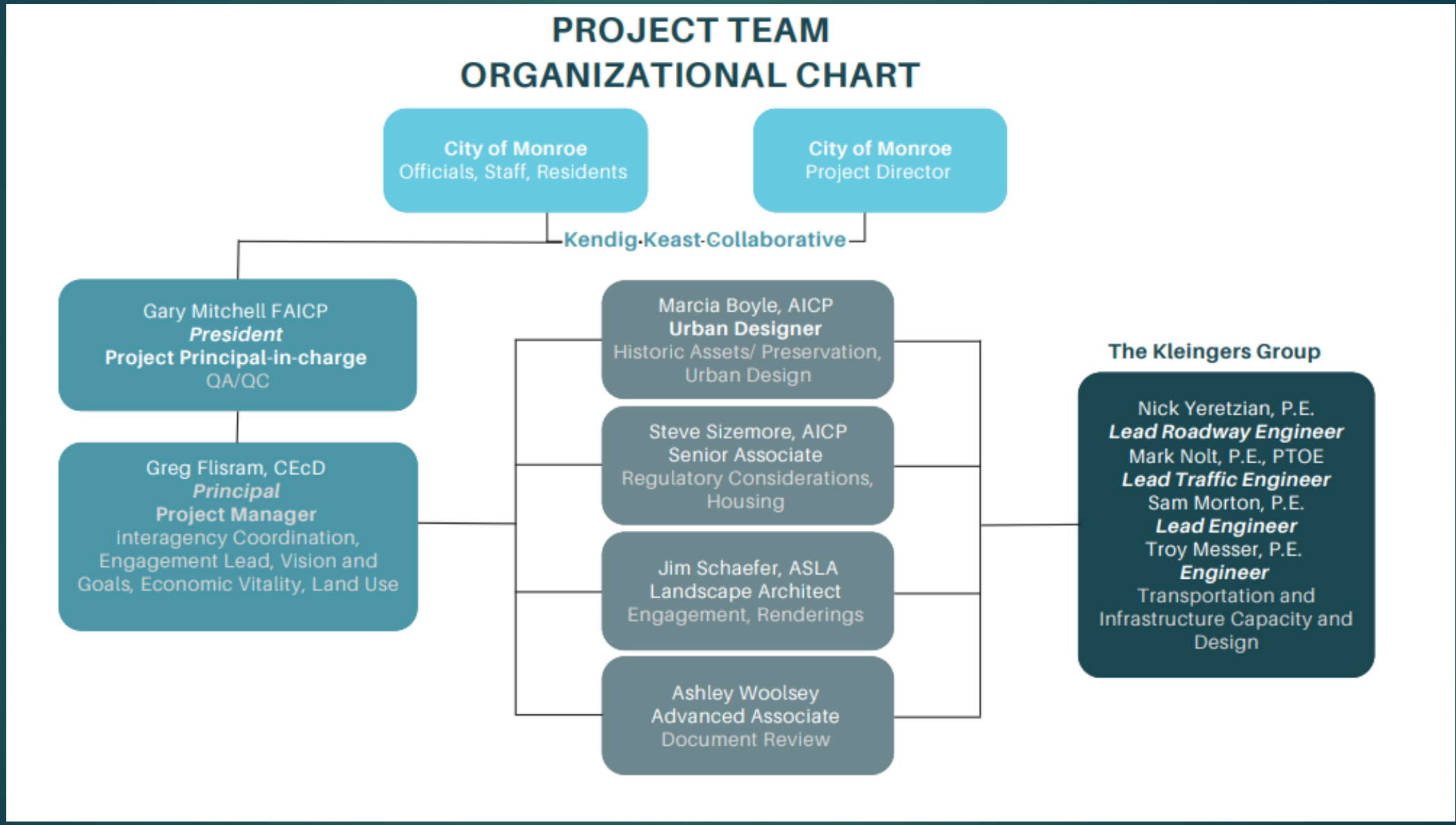
Corridors



Districts



Our Team | Introduction



Our Team | Project Manager



Greg Flisram, CEcD

- Former Senior VP – Redevelopment, Kansas City Economic Development Corporation (EDCKC)
- Former Executive Director – Urban Redevelopment Authority (URA), City of Pittsburgh, PA
- Member, Urban Land Institute, IEDC
- 30+ years as planner/economic developer in public and private sectors
- Extensive nat'l experience

CIVIL ENGINEERING

From site selection and feasibility studies to final design and construction, Kleingers works closely with its clients to ensure projects run smoothly and efficiently.

MUNICIPAL ENGINEERING

Kleingers provides municipal engineering services to help community leaders and administrators maximum current and potential resources.

TRANSPORTATION ENGINEERING

Kleingers is in the business of planning and designing the transportation facilities your community needs to safely and efficiently move people and goods from place to place.

LAND SURVEYING

Our team of licensed professional surveyors deliver precise and accurate surveying and mapping success for construction projects.

LANDSCAPE ARCHITECTURE

Providing a full range of landscape services, Kleingers delivers conceptual and construction designs for landscape plans, streetscapes, parks, and hardscape areas.



THE KLEING3RS GROUP

Building Lasting Relationships for 30 Years

- Civil
- Muni
- Transportation
- Landscape Arch

30 years


Retail Expansion
Streetscape
Redevelopment & Revitalization
Façade Concepts
Recreational Amenities
Downtown Boundaries
The Arts
IMPLEMENTATION
Pedestrian Access & Connectivity
Economic Development
Housing Options
Parking
Open Space
Duke Energy Substation
Signage
Wayfinding & Branding

Downtown District (DT) & Updated Planning and Zoning Code

***Advance Monroe* Downtown Goal:** Create a wider range of uses, increase density of residential development, ensure a walkable environment, quality design, and increased amenities

- **Buildings built to the street to enclose space**
- **Enhance streetscape environs through "frontage types" (porches, etc.)**
- **Incorporate civic and open spaces**
- **Relegate parking to on-street, structured, or rear parking**
- **Expand land use permissions to facilitate desired uses, including mixed-use and higher-density housing**
- **Primary and Secondary building materials to promote quality design**





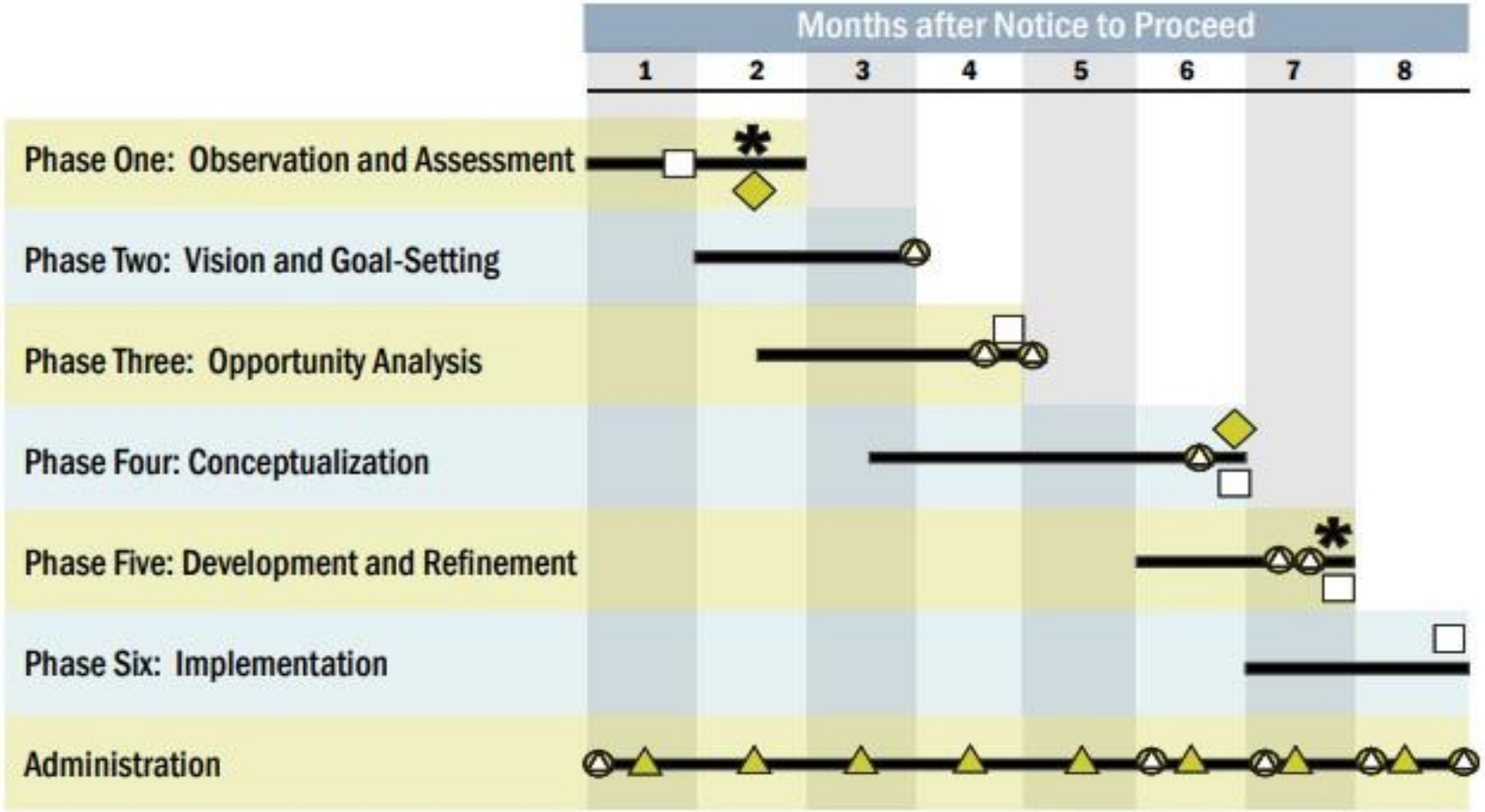




Monroe Comprehensive Plan + 2023-2026 Economic Development Strategic Plan



- "Lack of identity"
- "Strategic property acquisition"
- "Establish sense-of-place"
- "Creative streetscapes"



Symbol Key:

Task Duration	Deliverable(s)	Steering Committee Meeting	Technical Committee Call-In	Planning Commission (PC) / City Council (CC)	Public Visioning Session

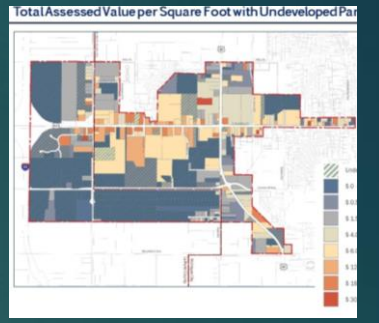
Phase 1: Observation & Assessment

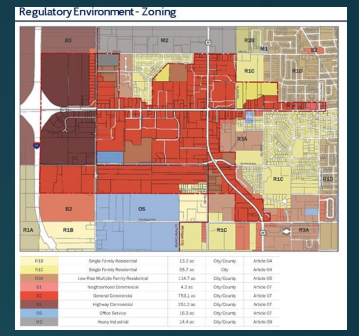
Phase 1: Observation & Assessment

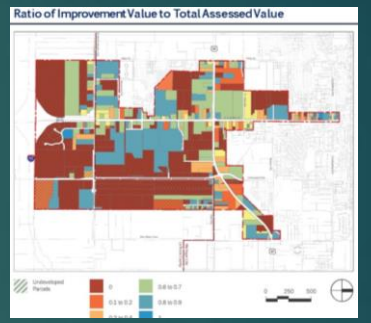
2-day site visit:

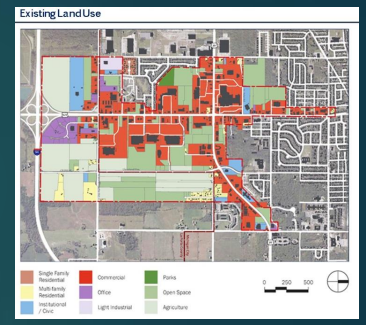
- Joint work session
- SC mtg #1
- R.E. roundtable
- Focus groups
- Interviews
- Public visioning session

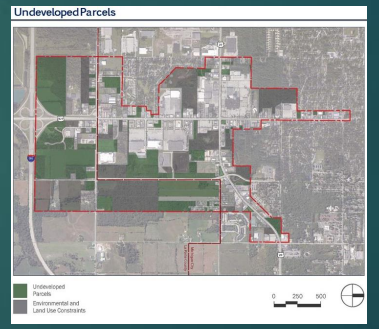
- Document review
- Capacity analysis
- Eco-dev audit
- Infrastructure assessment
- Downtown 'delineation'
- Conditions analysis
- Physical features inventory
- Data mapping

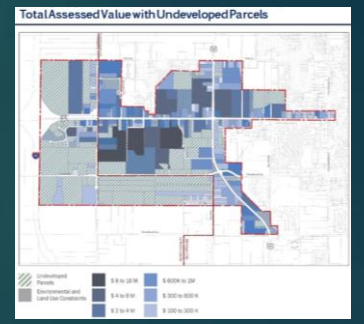












Months: 1 2 3 4 5 6 7 8

Phase 2: Visioning & Goal-Setting

Phase 1: Observation & Assessment

Phase 2: Visioning & Goal-Setting

- Vision statement
- Guiding principles
- Goals & priorities





Months: 1 2 3 4 5 6 7 8







Stakeholder Engagement







Citizens, property/business-owners + partner Economic Development Agencies







18 MONTHS OF LISTENING & LEARNING	92,249 PEOPLE REACHED THROUGH EMAIL & SOCIAL MEDIA	8,315 CONVERSATIONS WITH PUBLIC & STAKEHOLDERS
	264 ENVISION EVENTS	870 SURVEY RESPONSES

Public Engagement Menu

Listening Sessions





The City of Claremore
OKLAHOMA

Questionnaire on Long-Range Planning
Town Hall Meeting on Claremore's Future (April 3, 2018)

The City of Claremore is updating its Comprehensive Plan. This long-range plan will help the City—as well as others—to make sound and coordinated decisions regarding the future growth and enhancement of the community. This questionnaire is intended as another way to obtain residents' input on what priority topics the new plan should address, and where the City should focus its planning efforts in coming years. **Please return this questionnaire before leaving tonight. Thank you.**

1. Do you live in Claremore? ___ Yes If no, where: _____
2. How long have you lived in Claremore? (please check one if applicable)
___ less than 1 year ___ 1-5 years ___ 6-10 years ___ 11-20 years ___ >20 years
3. If you are currently employed, where do you work? (please check one)
___ In Claremore ___ Elsewhere in Rogers County Other: _____
4. What energizes you most about Claremore's future?

What concerns you most about Claremore's future?

5. As you think about all the types of services City government provides, which are most important to you as a resident that help to improve your "quality of life"?

Any other comments about any of the topics on this questionnaire?

Claremore Planning Questionnaire - April 3, 2018 Page 1 of 2

Surveys





"Hands On" Workshops

Town Hall Style Meetings





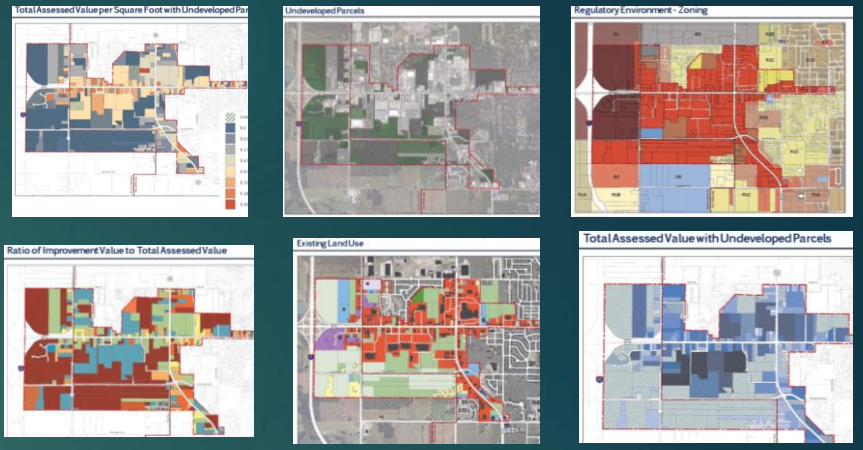


Small Group Activities



Visual Preferences

Phase 3: Opportunities Analysis



Phase 1: Observation & Assessment

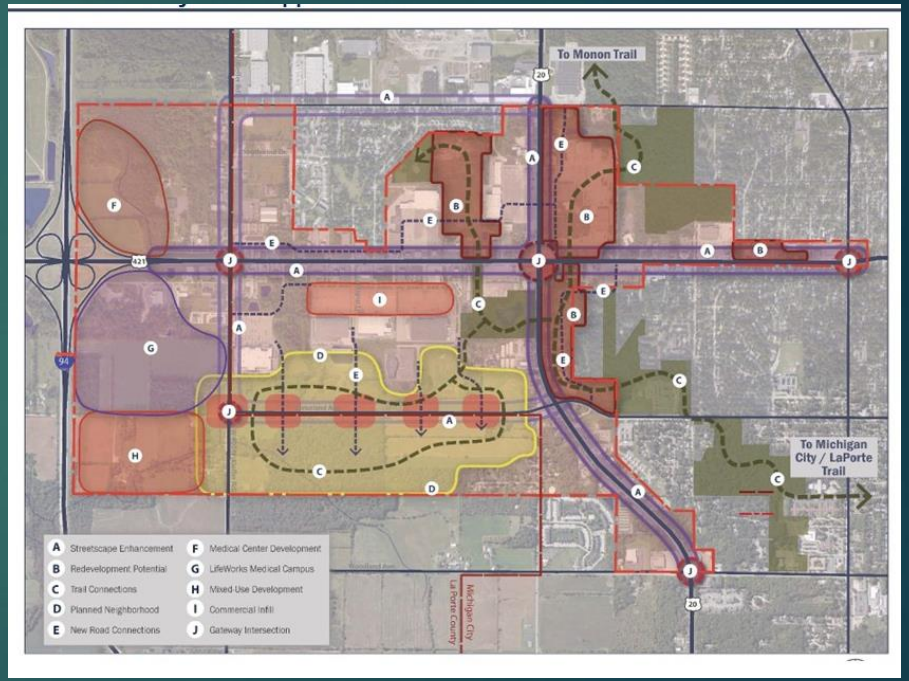
Phase 2: Visioning & Goal-Setting

Phase 3: Opportunity Analysis

- Plan 'framework'
- Market opportunities
- Pattern analysis
- Investment drivers
- Linkages
- Key sites

SC mtg #2:

- *Goals & priorities*
- *Oppty Analysis*



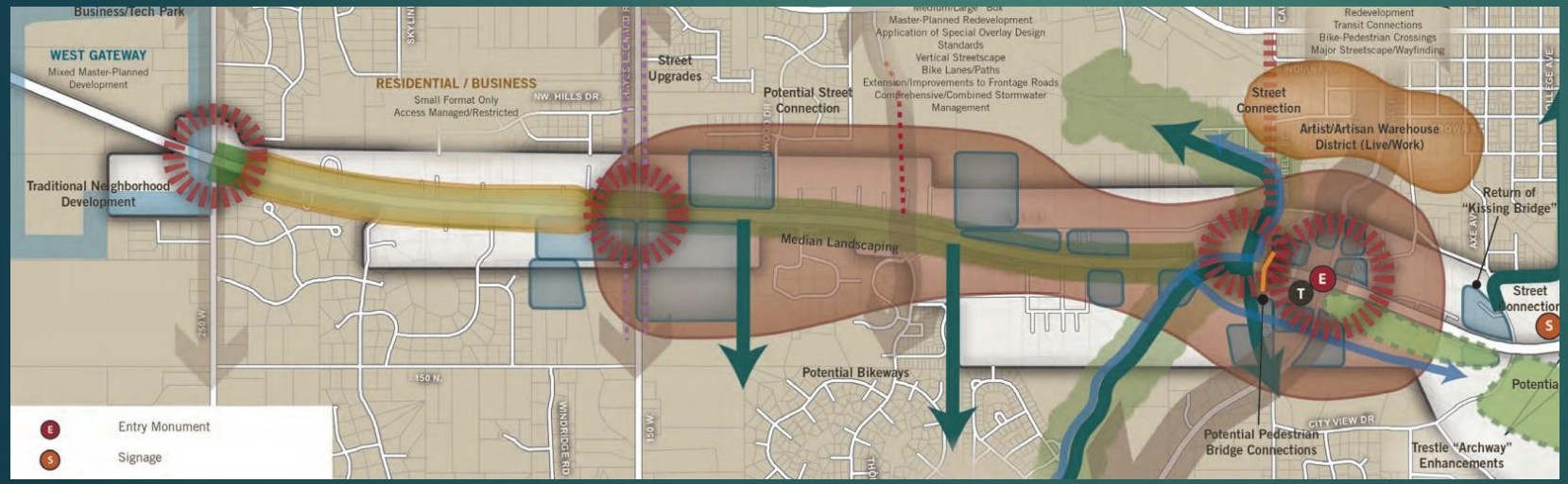
Months: 1 2 3 4 5 6 7 8

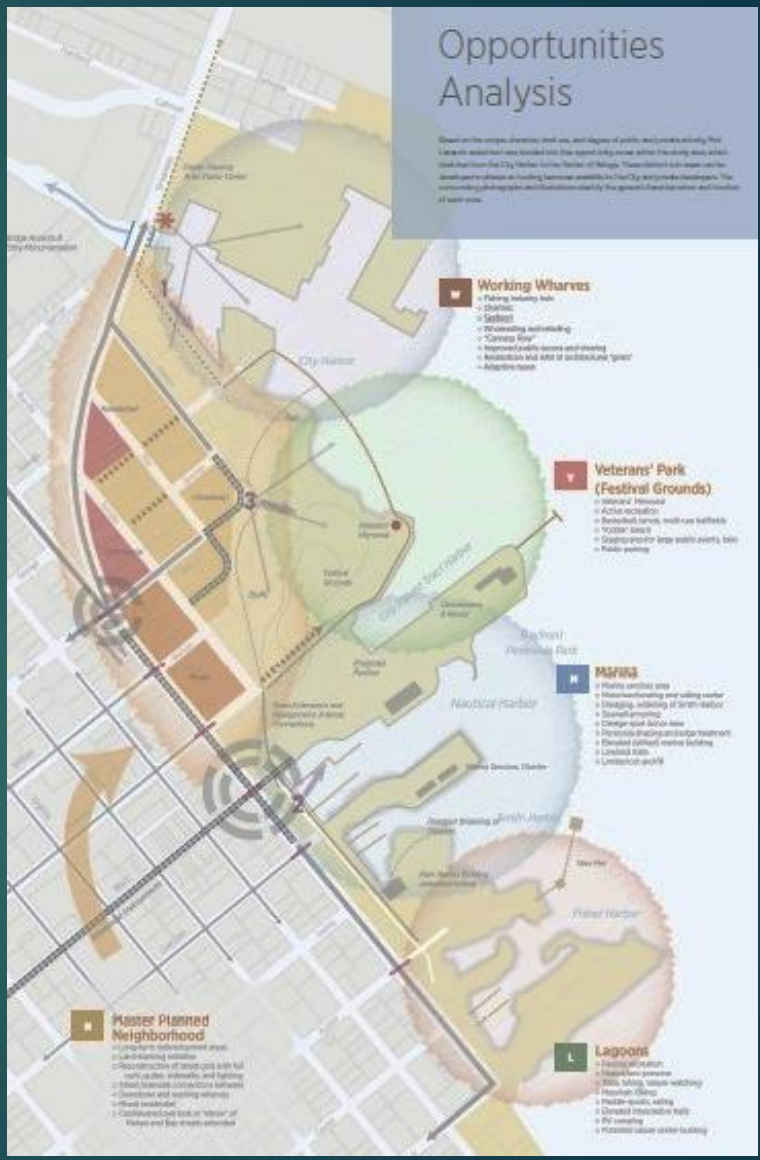
Approach | Process

Opportunities Analysis

- Synthesis of:
  - Existing planning concepts
  - Known/planned investment areas
  - Economic/market trends
  - Transitional real estate
- Contextualized opportunities and tool application

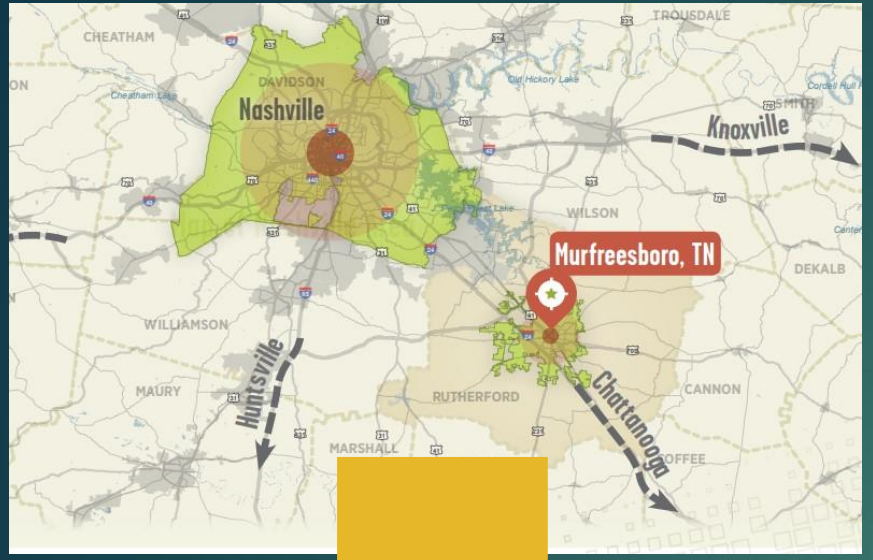




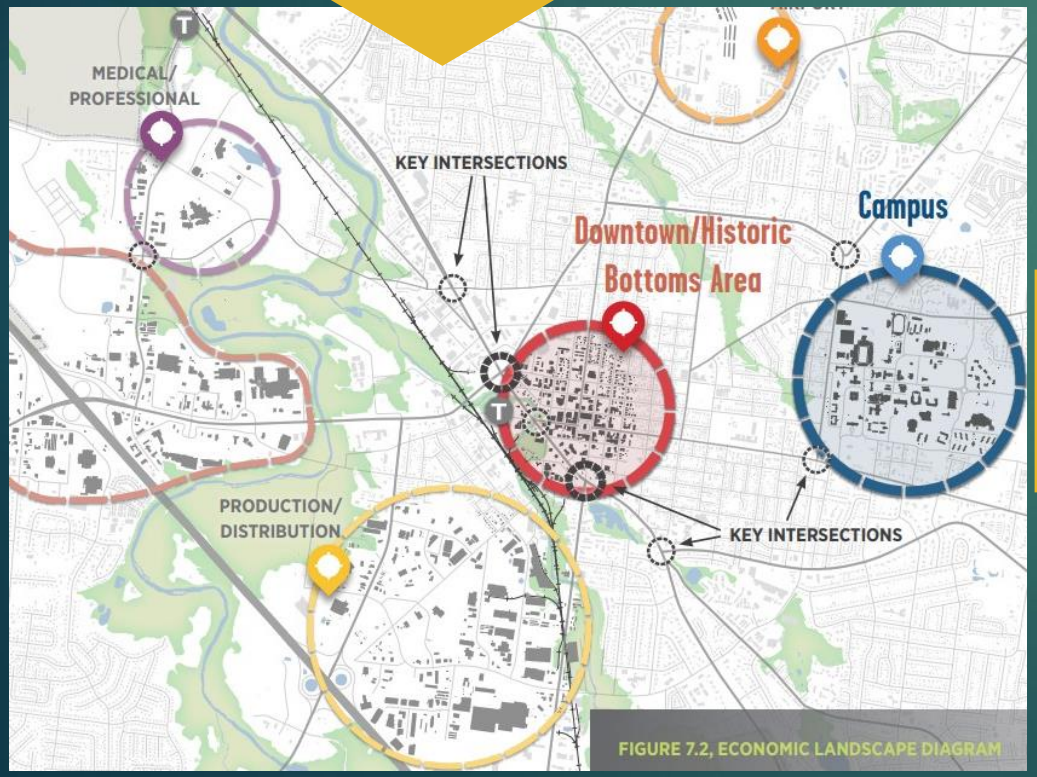


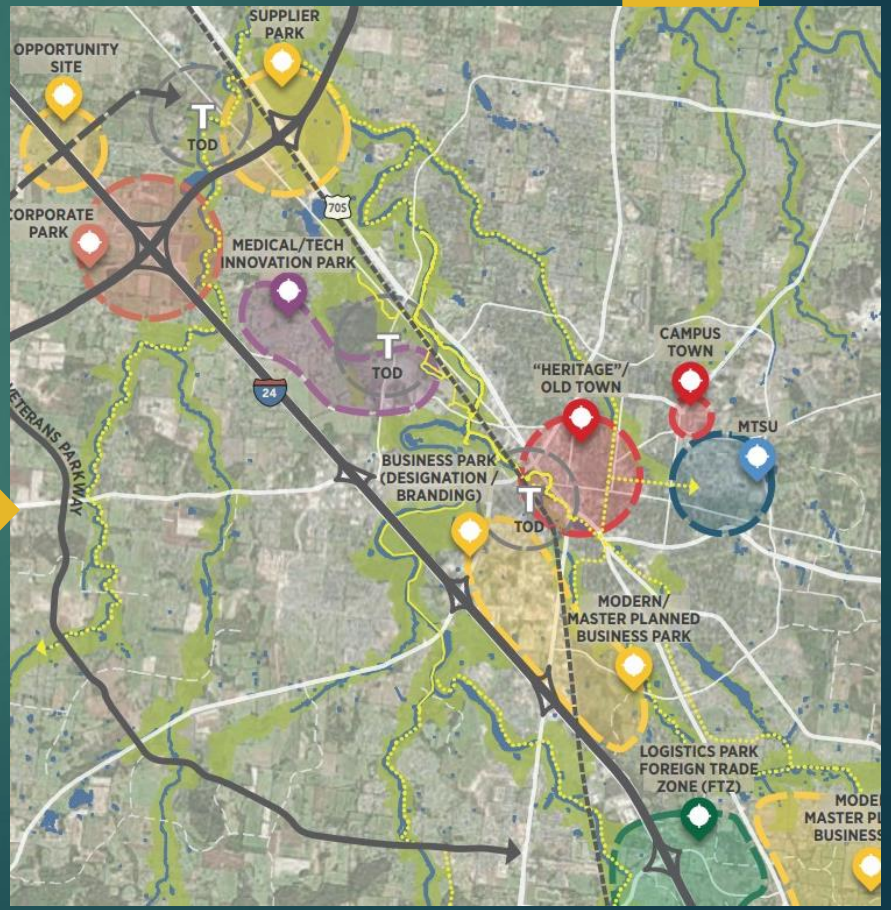
Opportunities Analysis:

1. Identifying the City's asset-base and "regional role"
2. Translating economic opportunities to "built" outcomes
3. Optimizing land use

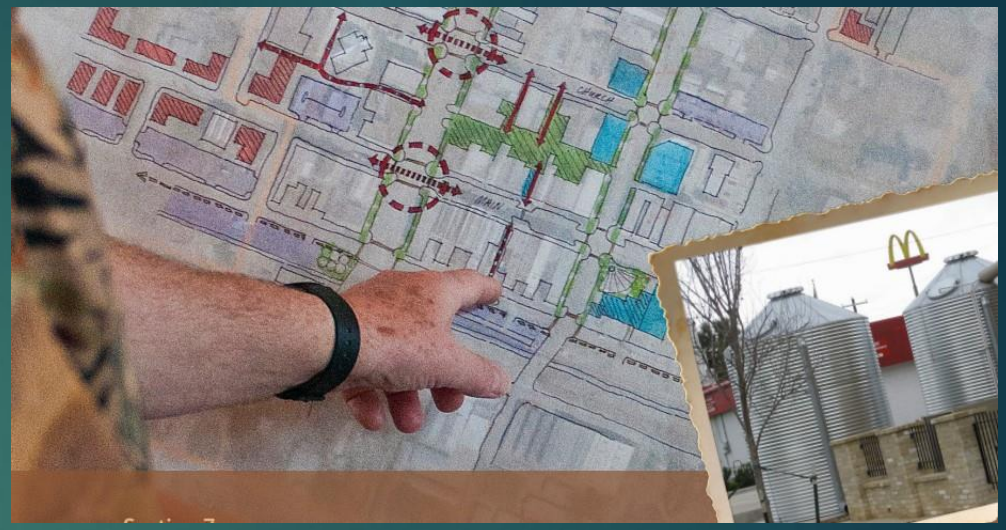








Phase 4: Conceptualization



Phase 1: Observation & Assessment

Phase 2: Visioning & Goal-Setting

Phase 3: Opportunities Analysis

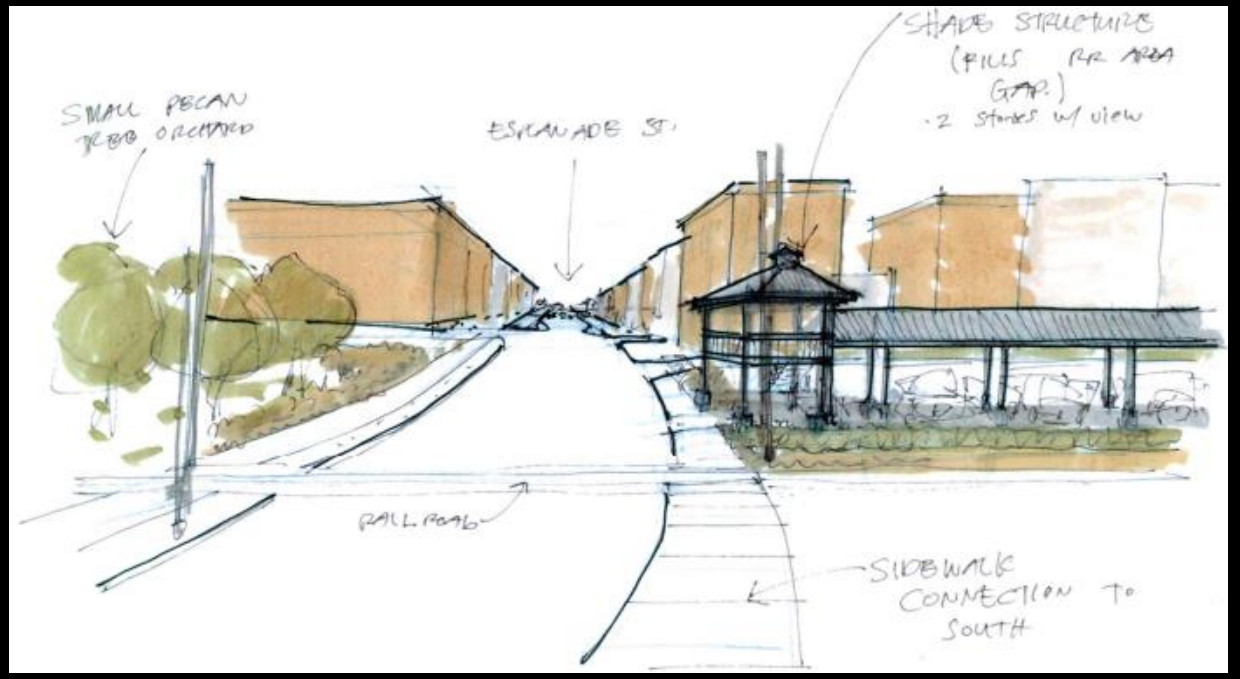
Phase 4: Conceptualization

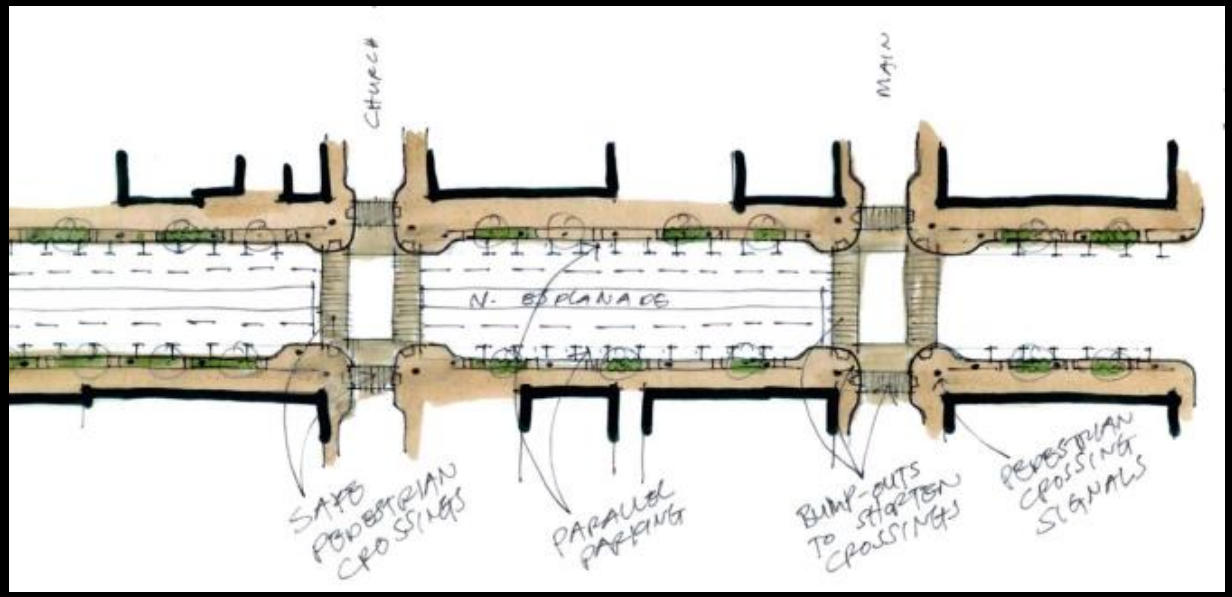
- 50% design plan phase
- Key building groups
- Gateway concepts
- Streetscape focus areas
- Public amenities
- Key sites

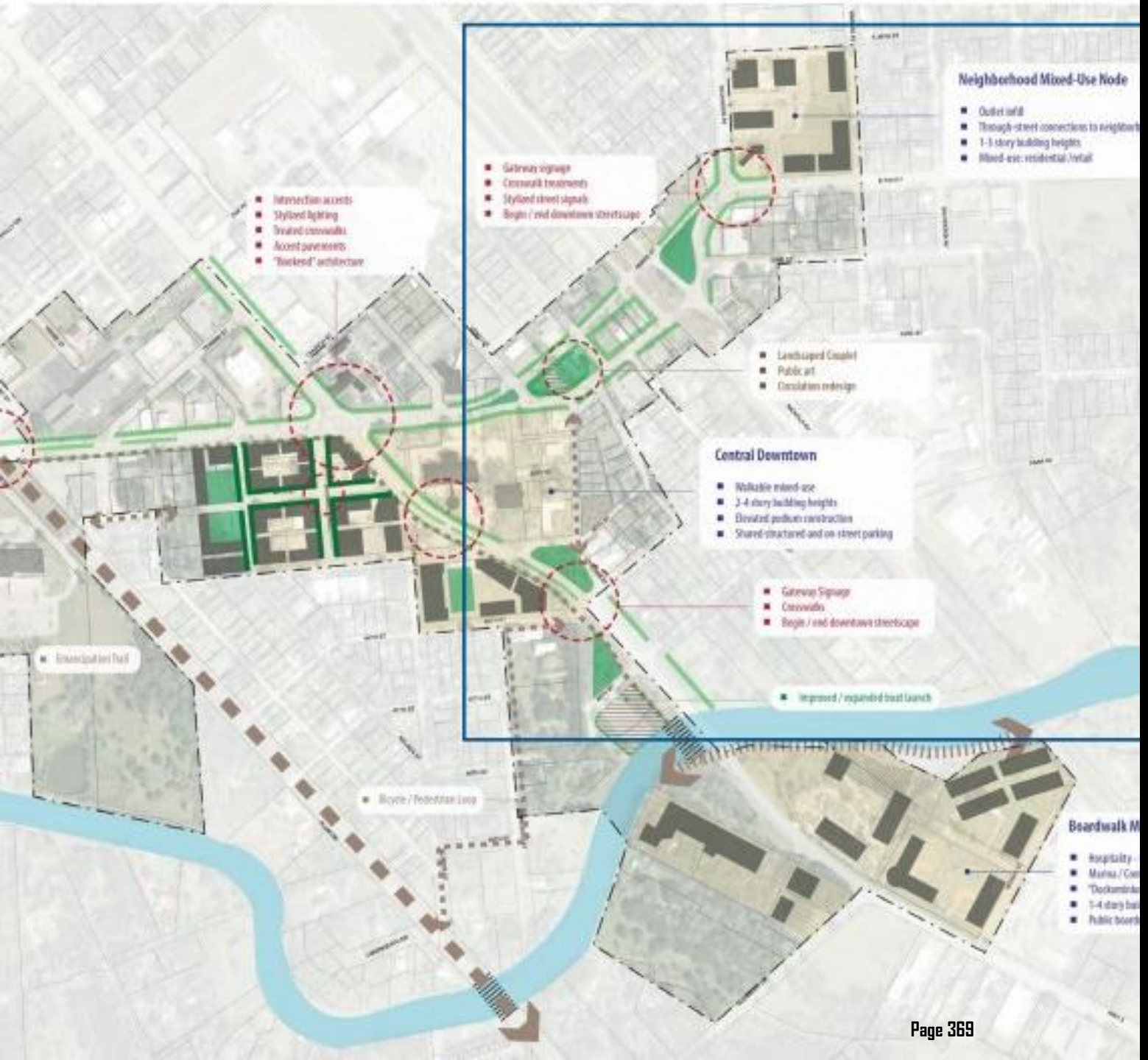
Public workshop
SC mtg #3: 50% design

Months: 1 2 3 4 5 6 7 8




SHADE STRUCTURE
(FILLS RR AREA
GAP)
·2 stories w/ view
SMALL PECAN TREE ORCHARD
ESPLANADE ST.
RAILROAD
SIDEWALK CONNECTION TO SOUTH


CHURCH
MAIN
N. ESPLANADE
SAFE PEDESTRIAN CROSSINGS
PARALLEL PARKING
BUMP-OUTS TO SHORTEN CROSSINGS
PEDESTRIAN CROSSING SIGNALS





Source: Nucor Building Systems



Source: KKC





Phase 5: Development & Refinement

Phase 1: Observation & Assessment

Phase 2: Visioning & Goal-Setting

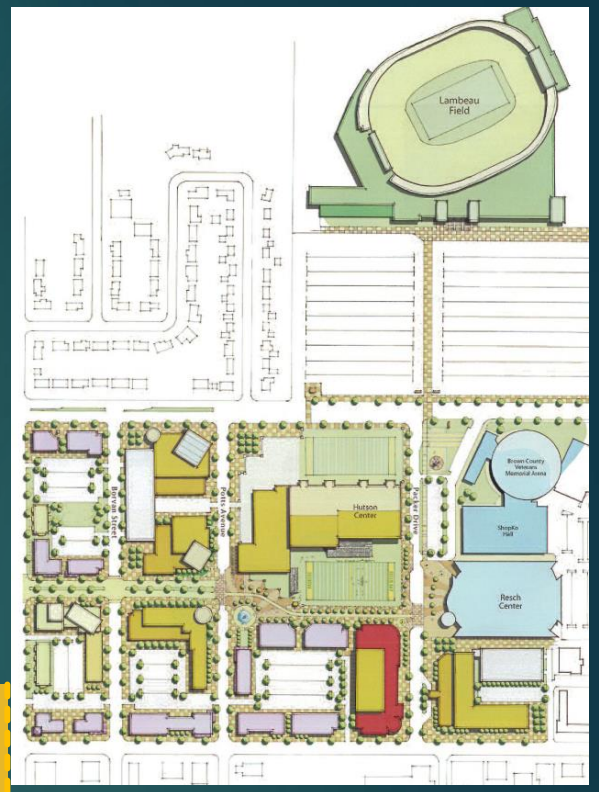
Phase 3: Opportunities Analysis

Phase 4: Conceptualization

Phase 5: Dvlpt & Refinement

- 90% design plan
- 3 sub-area design plans
- Substation design
- Econ development tools
- Capacity needs
- Façade treatments
- Streetscape details

Joint PC/CC presentation
SC mtg #4:
90% design



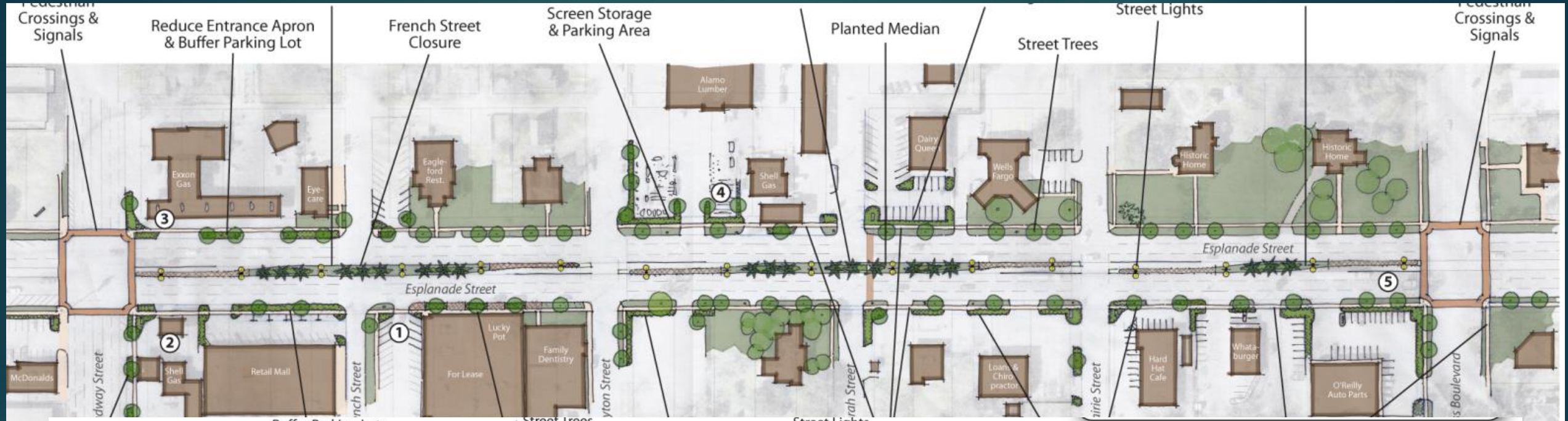


Months: 1 2 3 4 5 6 7 8


3
2
1
Hwy 60
Hwy 35
10th Street
Avenue H
Avenue G
8th S



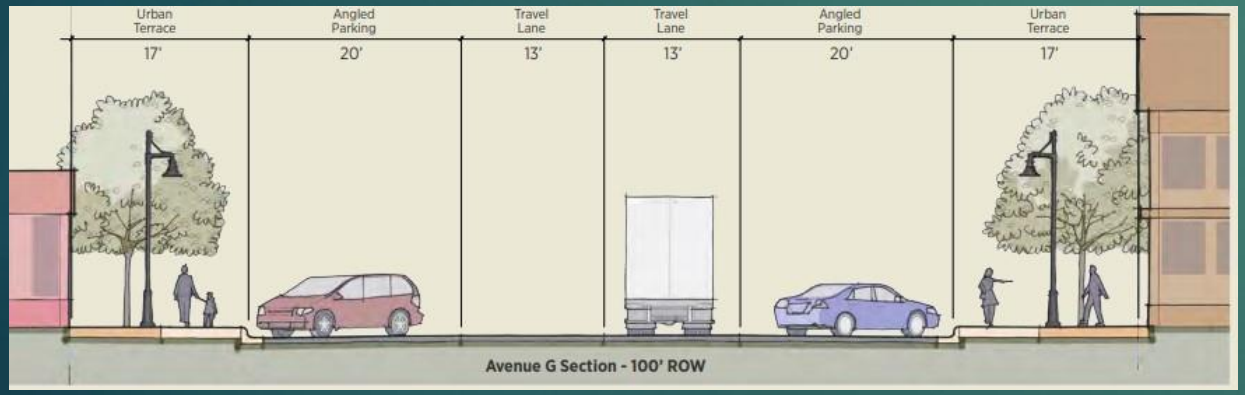


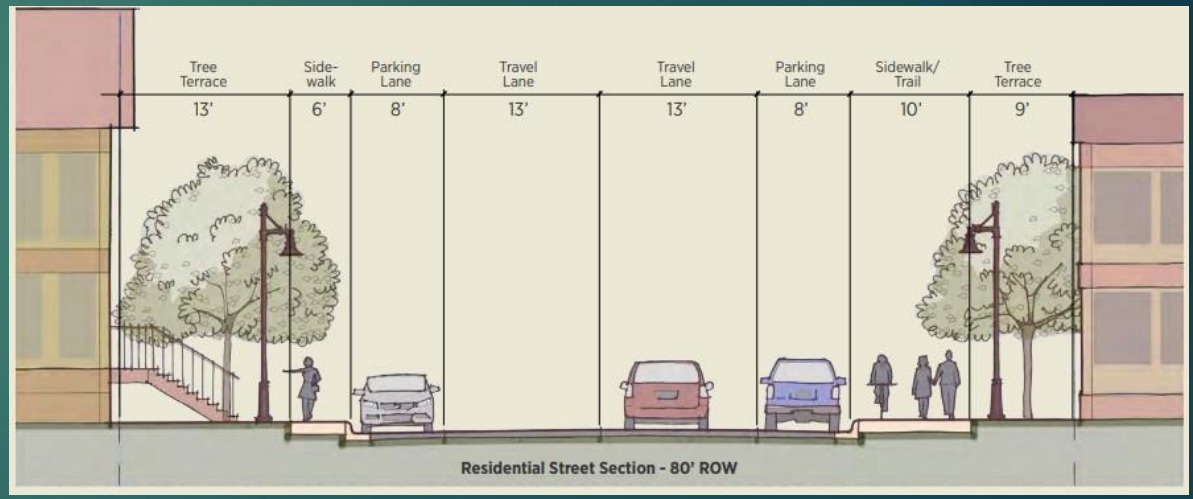

Pedestrian Crossings & Signals
Reduce Entrance Apron & Buffer Parking Lot
French Street Closure
Screen Storage & Parking Area
Planted Median
Street Trees
Street Lights
Pedestrian Crossings & Signals
Exxon Gas
Eye-care
Eagle-ford Rest.
Alamo Lumber
Shell Gas
Dairy Queen
Wells Fargo
Historic Home
Historic Home
Esplanade Street
Esplanade Street
McDonalds
Shell Gas
Retail Mall
Lucky Pot
For Lease
Family Dentistry
Loan & Chiro practor
Hard Hat Cafe
Whata-burger
O'Reilly Auto Parts
1
2
3
4
5

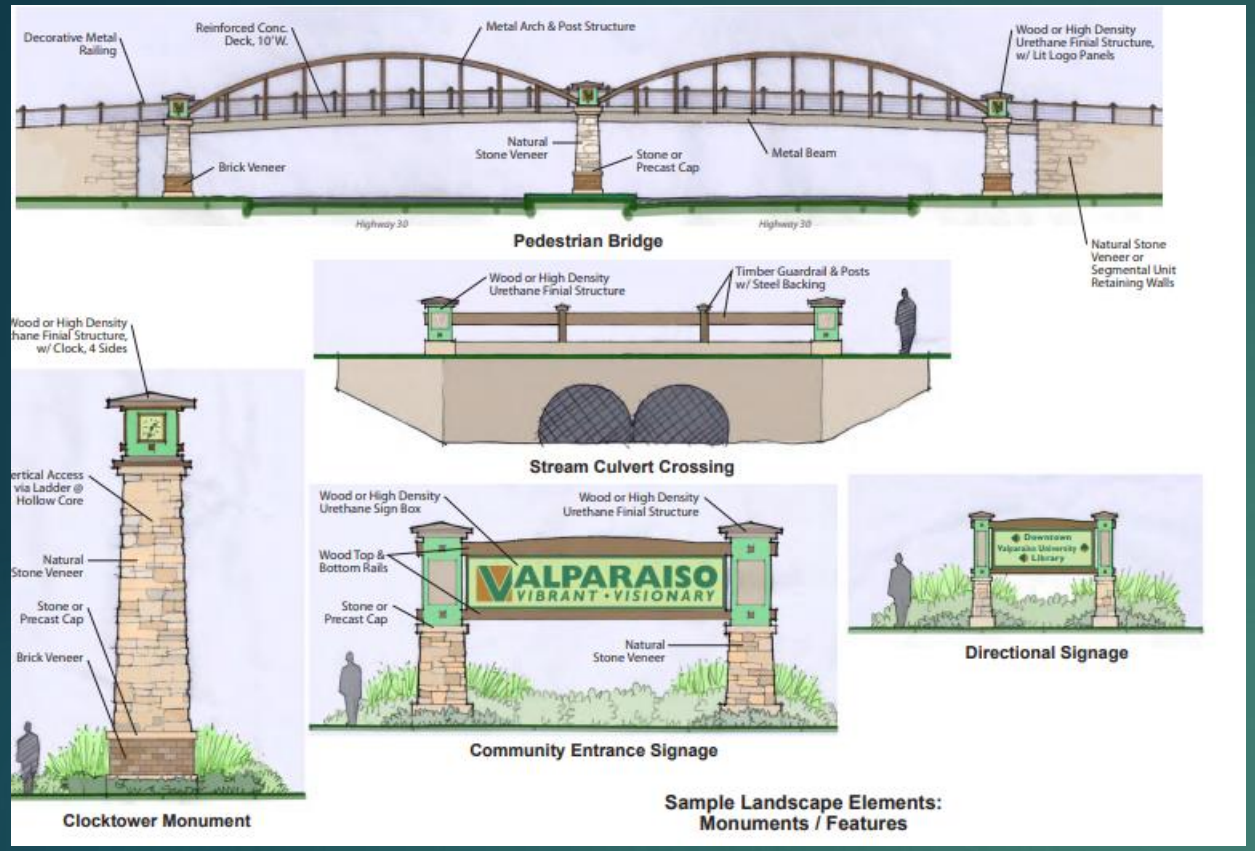

Buffer Parking Lots with New Plantings
Street Trees
Street Lights
Upright Accent Trees
Street Trees
New or Renovated Sidewalks
CUERO
Welcome to Downtown
Curbed & Planted Median

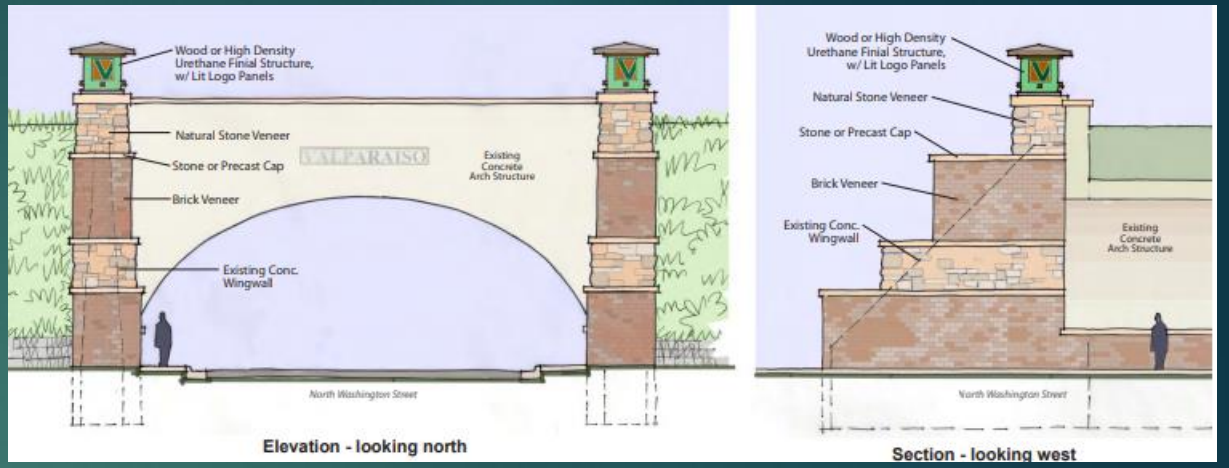


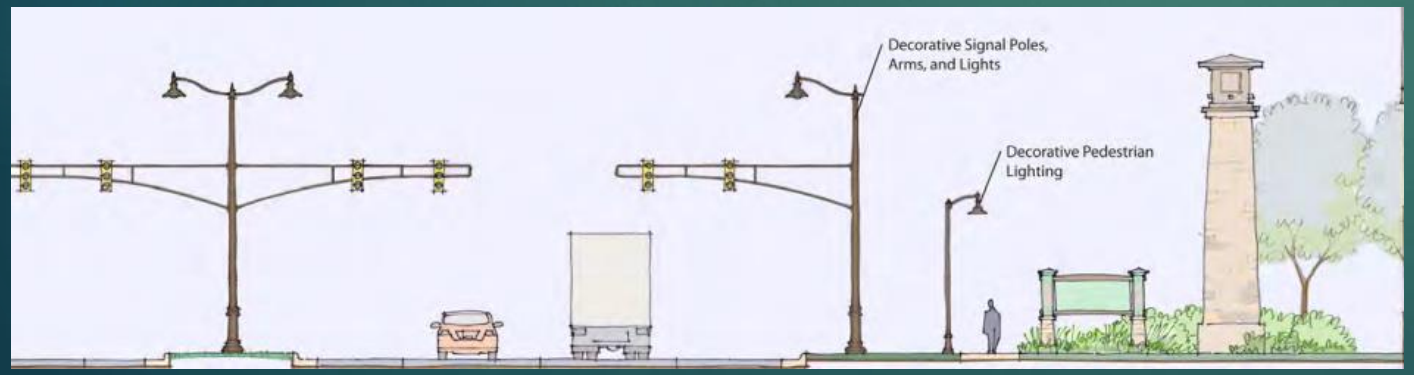


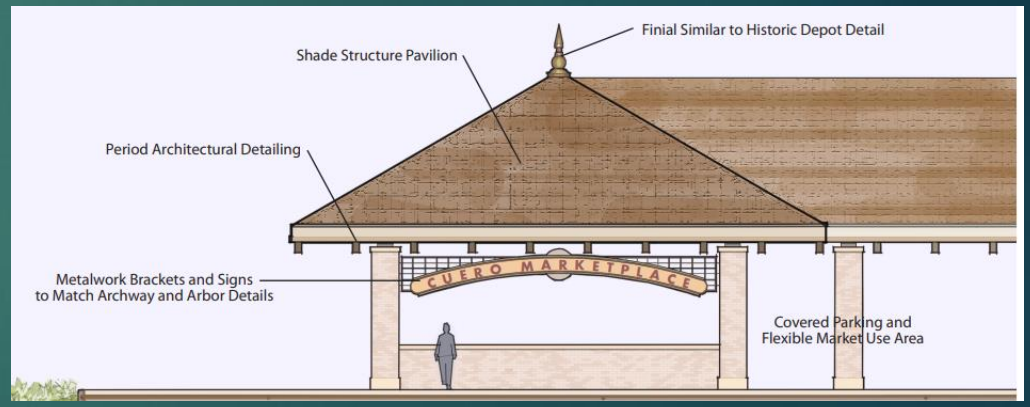

Urban Terrace
17'
Angled Parking
20'
Travel Lane
13'
Travel Lane
13'
Angled Parking
20'
Urban Terrace
17'
Avenue G Section - 100' ROW


Tree Terrace
13'
Side-walk
6'
Parking Lane
8'
Travel Lane
13'
Travel Lane
13'
Parking Lane
8'
Sidewalk/ Trail
10'
Tree Terrace
9'
Residential Street Section - 80' ROW

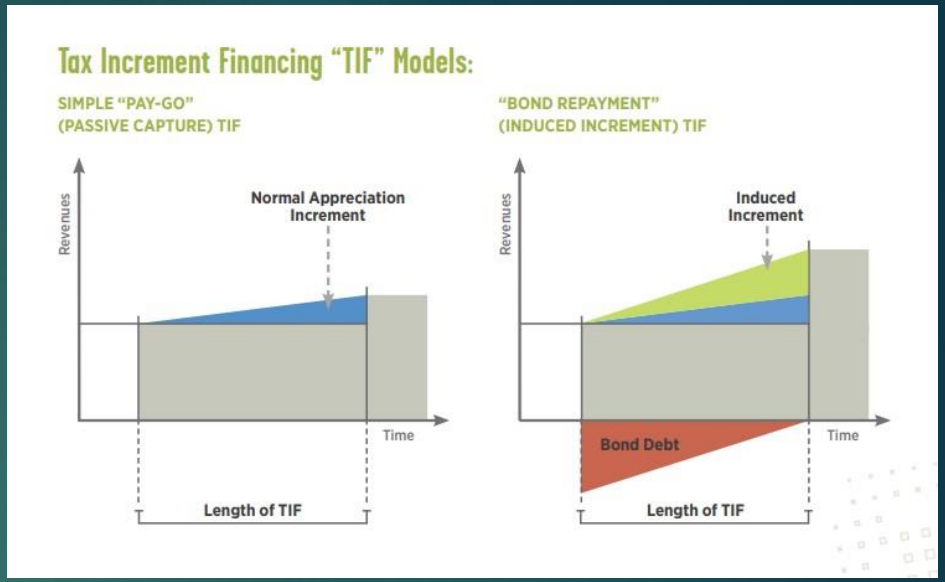

Decorative Metal Railing
Reinforced Conc. Deck, 10'W.
Metal Arch & Post Structure
Wood or High Density Urethane Finial Structure, w/ Lit Logo Panels
Brick Veneer
Natural Stone Veneer
Stone or Precast Cap
Metal Beam
Natural Stone Veneer or Segmental Unit Retaining Walls
Highway 30
Highway 30
Pedestrian Bridge
Wood or High Density Urethane Finial Structure
Timber Guardrail & Posts w/ Steel Backing
Stream Culvert Crossing
Wood or High Density Urethane Finial Structure, w/ Clock, 4 Sides
Natural Stone Veneer
Stone or Precast Cap
Brick Veneer
Clocktower Monument
Wood or High Density Urethane Sign Box
Wood or High Density Urethane Finial Structure
Wood Top & Bottom Rails
Stone or Precast Cap
Natural Stone Veneer
VALPARAISO
VIBRANT • VISIONARY
Community Entrance Signage
Downtown
Valparaiso University
Library
Directional Signage
Sample Landscape Elements:
Monuments / Features


Wood or High Density Urethane Finial Structure, w/ Lit Logo Panels
Natural Stone Veneer
Stone or Precast Cap
Brick Veneer
Existing Conc. Wingwall
VALPARAISO
Existing Concrete Arch Structure
North Washington Street
Elevation - looking north
Wood or High Density Urethane Finial Structure, w/ Lit Logo Panels
Natural Stone Veneer
Stone or Precast Cap
Brick Veneer
Existing Conc. Wingwall
Existing Concrete Arch Structure
North Washington Street
Section - looking west


Decorative Signal Poles, Arms, and Lights
Decorative Pedestrian Lighting


Finial Similar to Historic Depot Detail
Shade Structure Pavilion
Period Architectural Detailing
Metalwork Brackets and Signs to Match Archway and Arbor Details
CUERO MARKETPLACE
Covered Parking and Flexible Market Use Area

Phase 6: Implementation



Phase 1: Observation & Assessment

Phase 2: Visioning & Goal-Setting

Phase 3: Opportunities Analysis

Phase 4: Conceptualization

Phase 5: Dvlpt & Refinement

Phase 6: Implementation

- **Priority projects/initiatives**
- **Incentives**
- **New program design**
- **Cost estimates**
- **Implementation schedule**

SC mtg #5: Implementation strategy

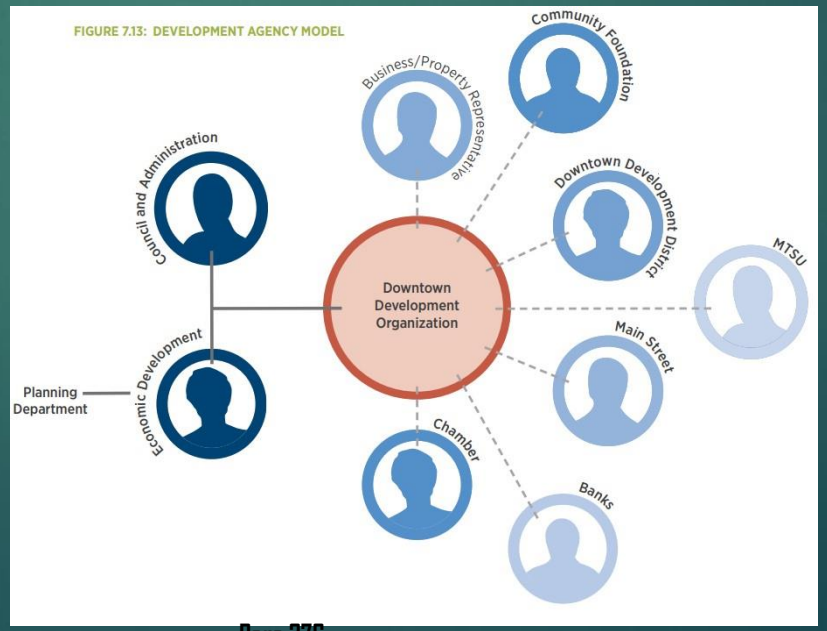
Months: 1 2 3 4 5 6 7 8

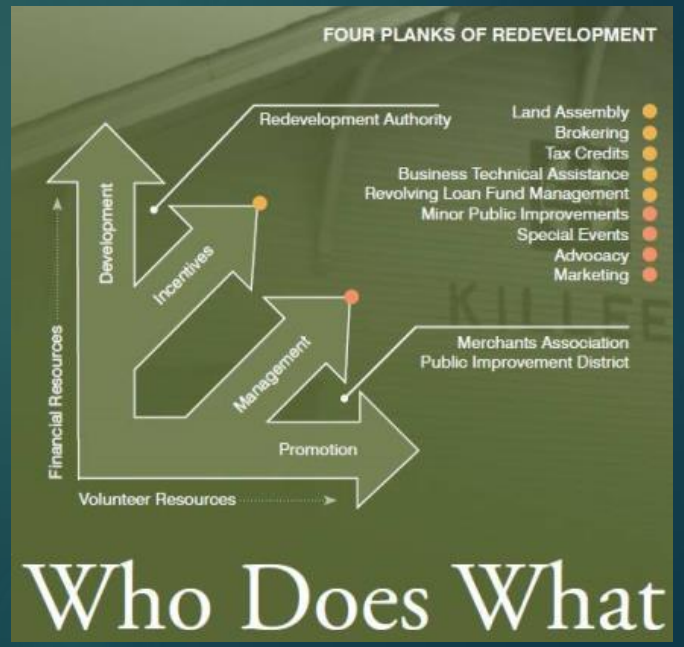
Implementation | *How to:*

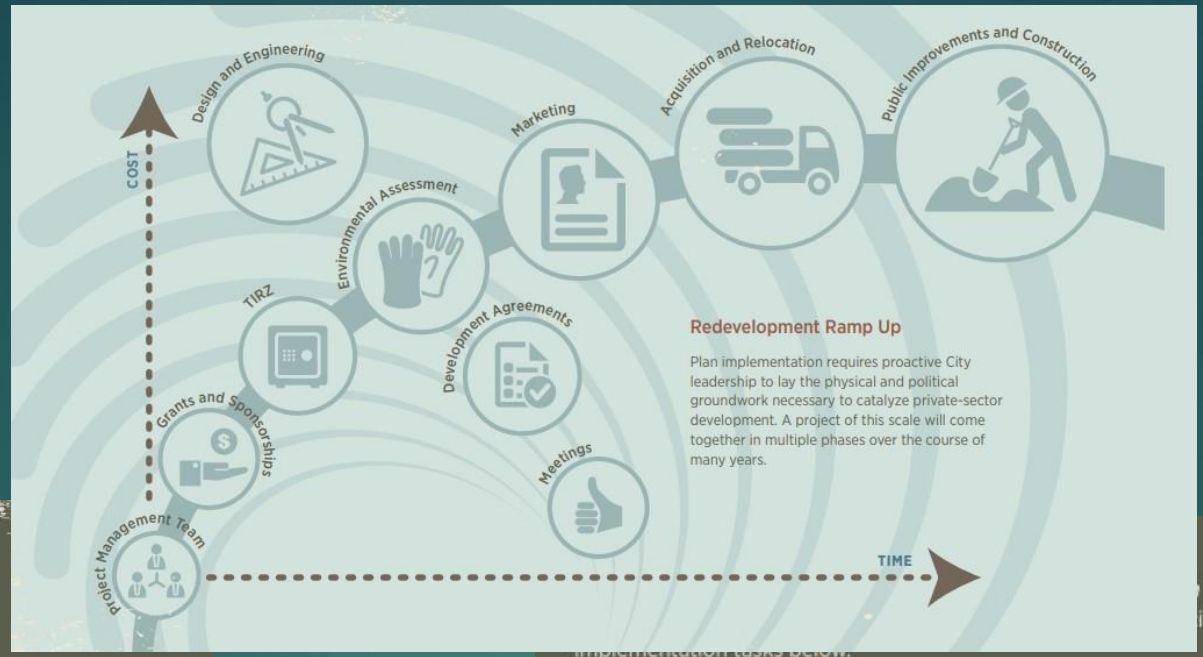
- ❑ *Organize*
- ❑ *Mobilize*
- ❑ *Prioritize*
- ❑ *Execute*
- ❑ *Monitor*

Build Capacity







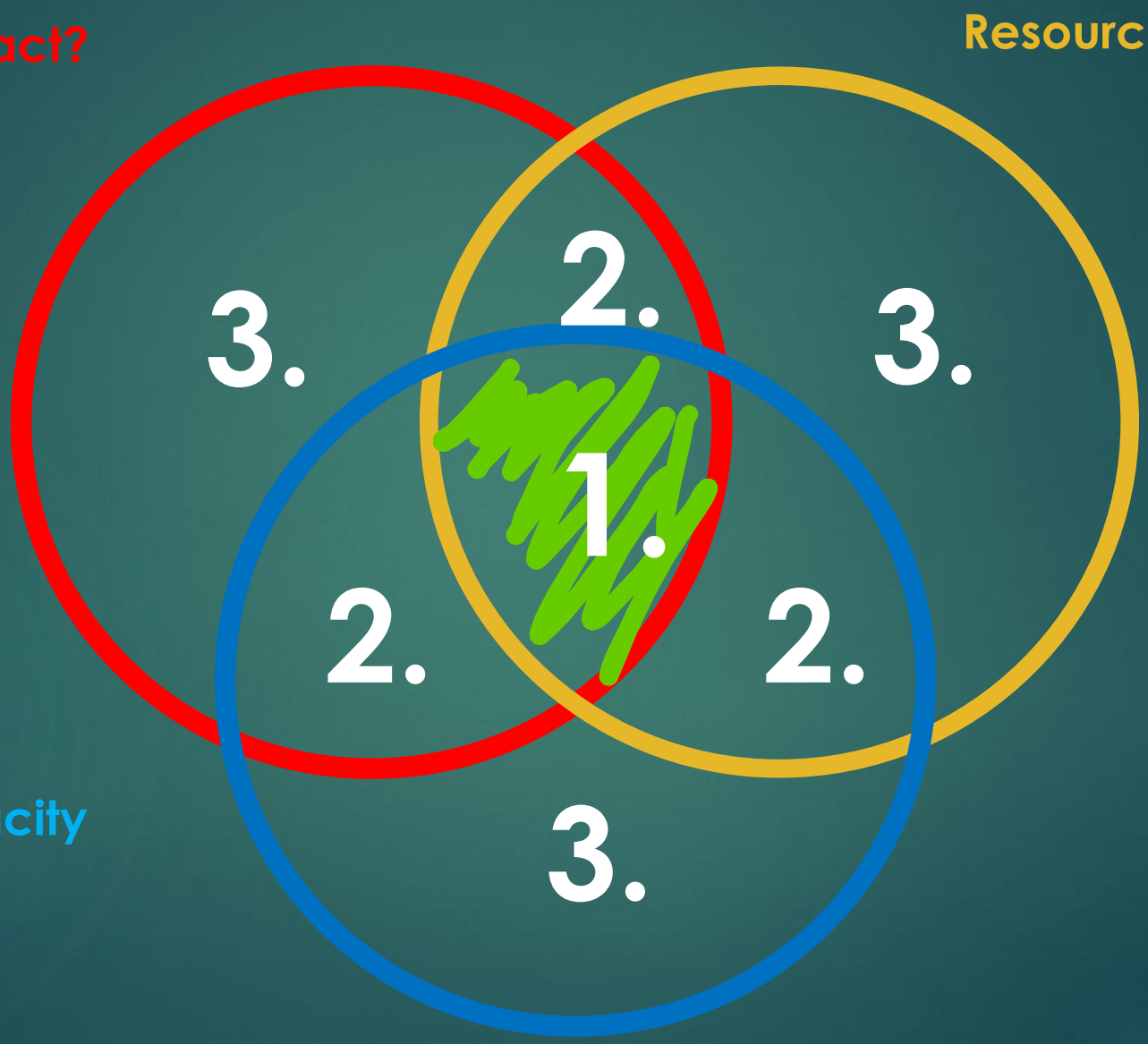




page 11. Upon initiation of any major redevelopment
ial resources and expand City staff capacity, as identified by the



How to Prioritize and Implement



KENDIG KEAST COLLABORATIVE

THE KLEING3RS GROUP
Building Lasting Relationships for 30 Years

Why the KKC Team

- Extensive Midwest experience
- Deep experience in economic development program development and implementation
- Strong background in redevelopment planning and project management
- Uniquely qualified to merge Monroe's planning, zoning and economic goals
- Knowledge of best practices from across the U.S.
- Proven approach to engagement and facilitation
- Track record of on-time/on-budget project completion and follow-through

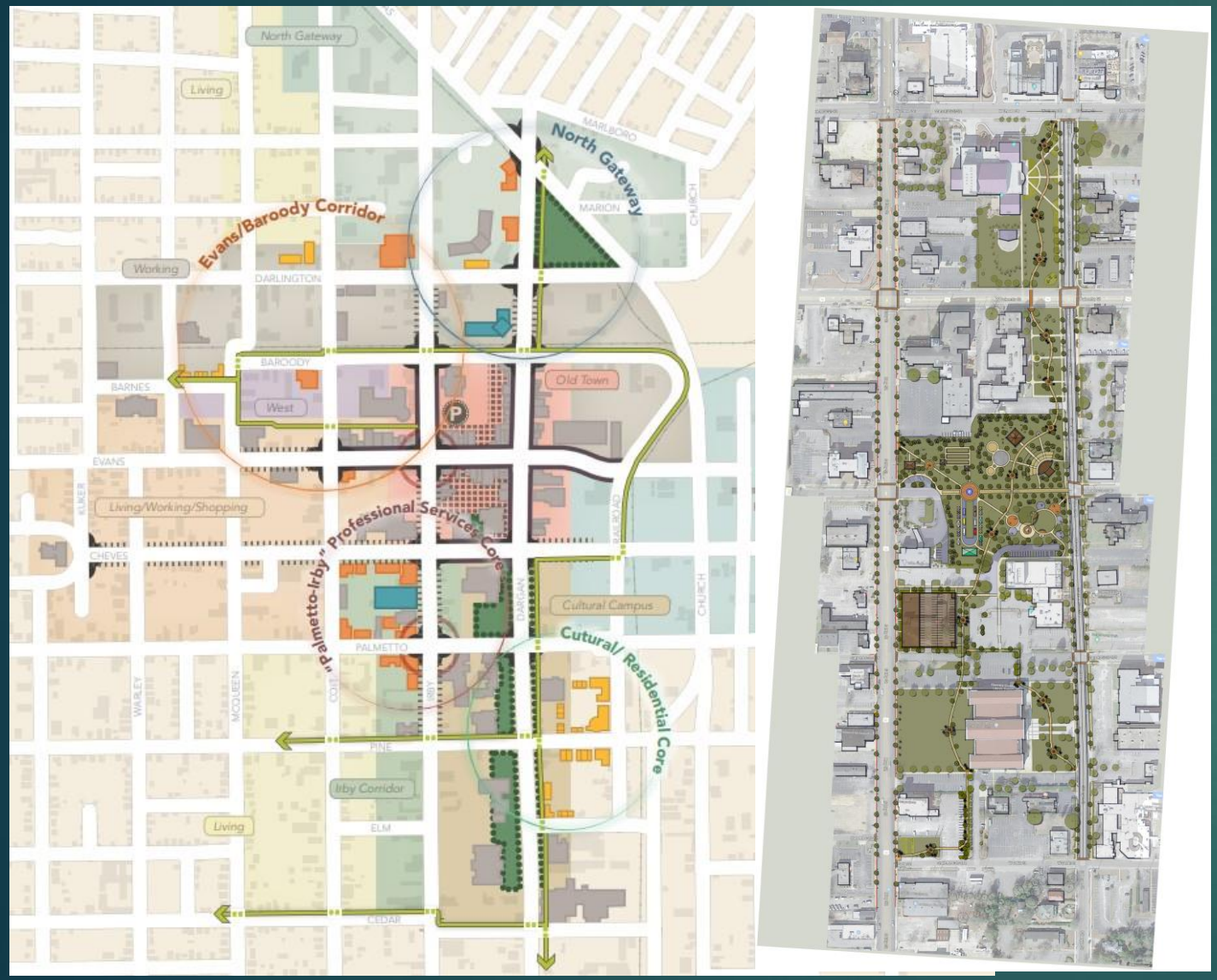
THANK YOU!

KENDIG KEAST COLLABORATIVE

THE KLEING3RS GROUP

Building Lasting Relationships for 30 Years

EXPERIENCE | Downtown Florence, SC









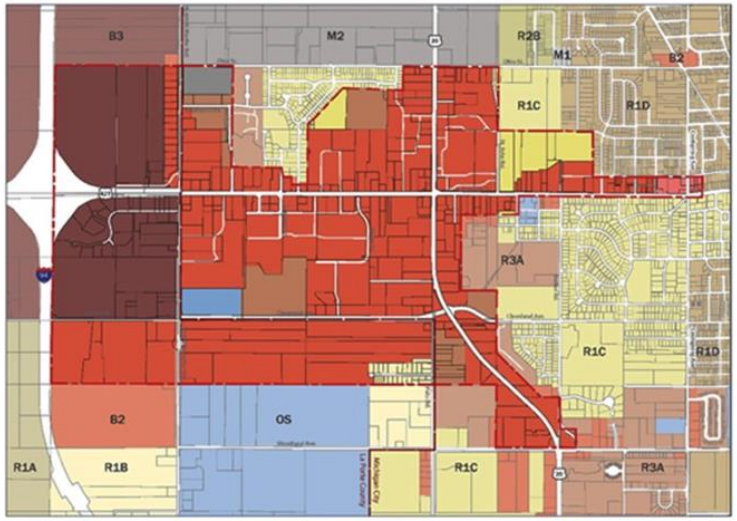






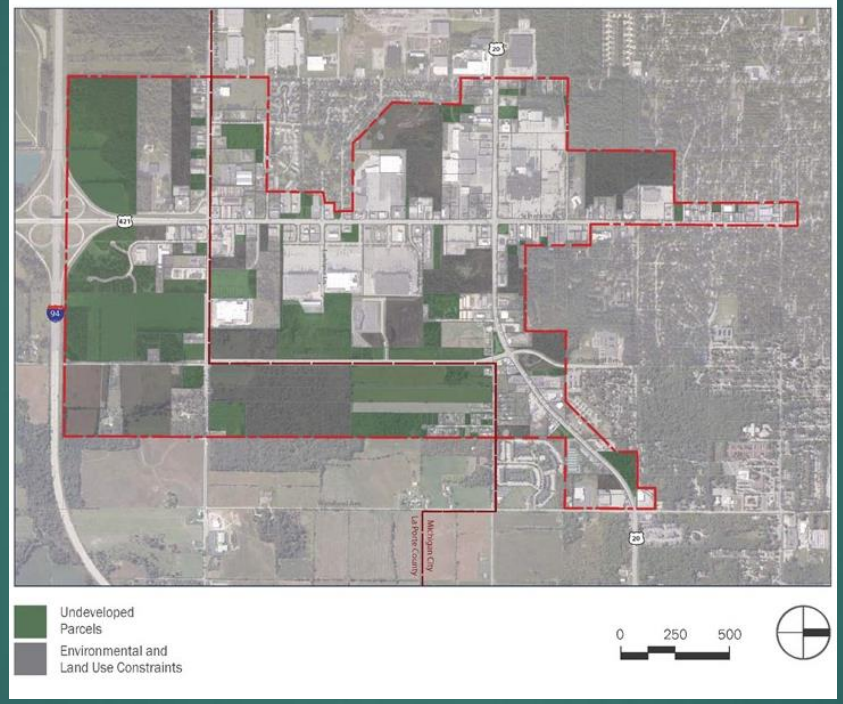
OPPORTUNITY ANALYSIS | Michigan City, IN

Regulatory Environment - Zoning

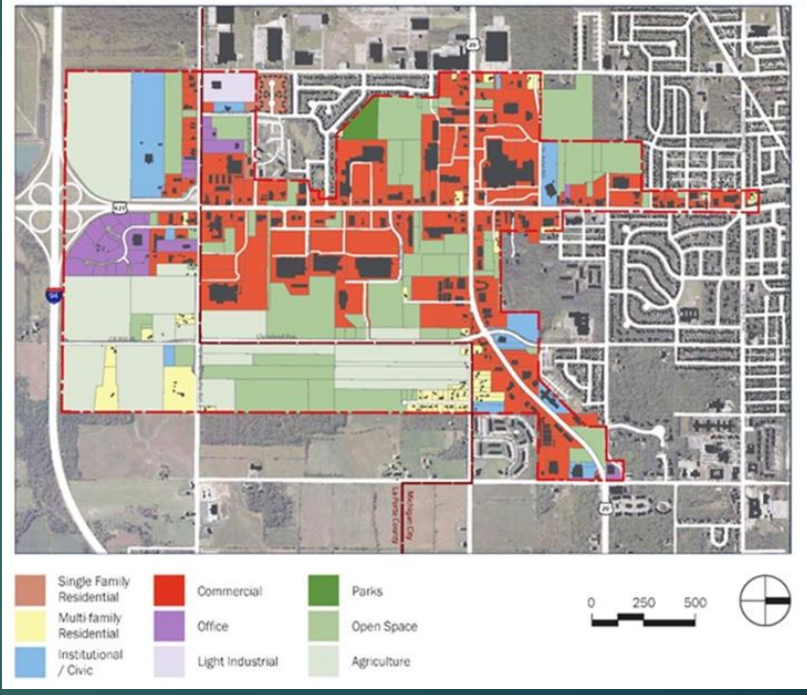


R1B	Single Family Residential	13.2 ac	City/County	Article 04
R1C	Single Family Residential	55.7 ac	City	Article 04
R3A	Low-Rise Multiple Family Residential	114.7 ac	City/County	Article 05
B1	Neighborhood Commercial	4.2 ac	City/County	Article 07
B2	General Commercial	753.1 ac	City/County	Article 07
B3	Highway Commercial	251.2 ac	City/County	Article 07
OS	Office Service	16.3 ac	City/County	Article 07
M2	Heavy Industrial	14.4 ac	City/County	Article 09

Undeveloped Parcels

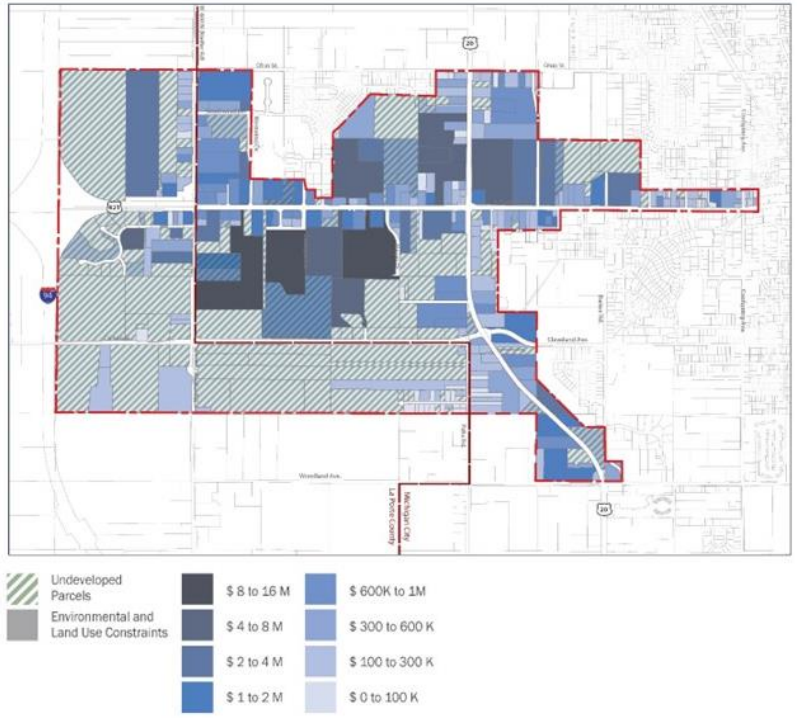


Existing Land Use

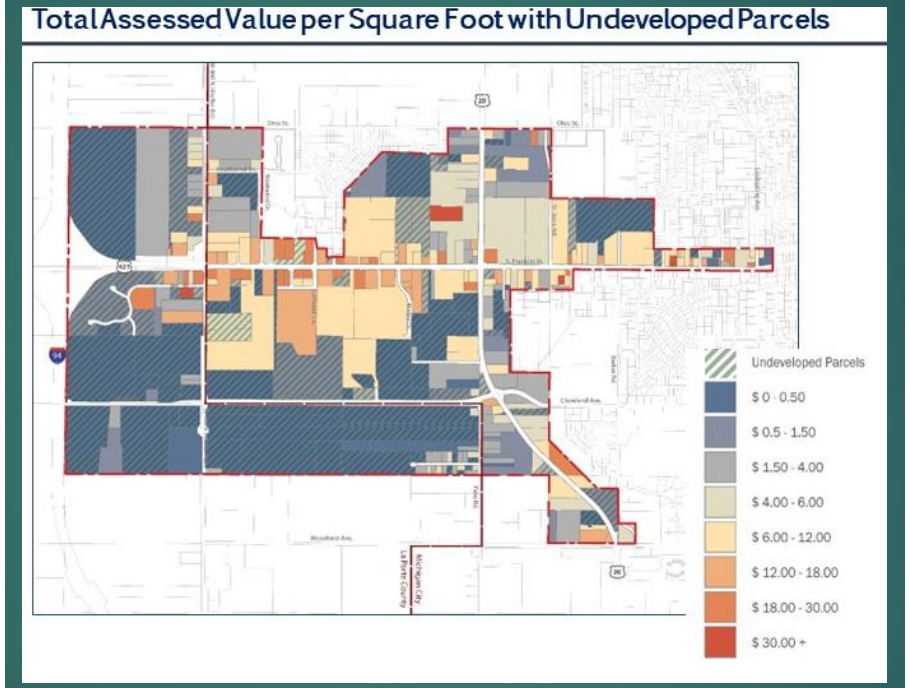


OPPORTUNITY ANALYSIS | Michigan City, IN

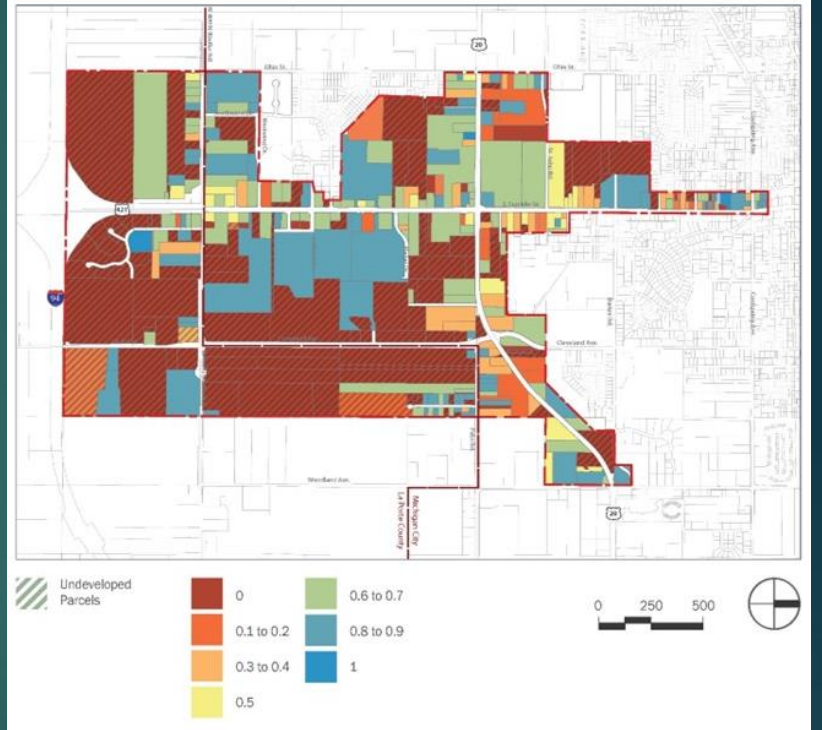
Total Assessed Value with Undeveloped Parcels



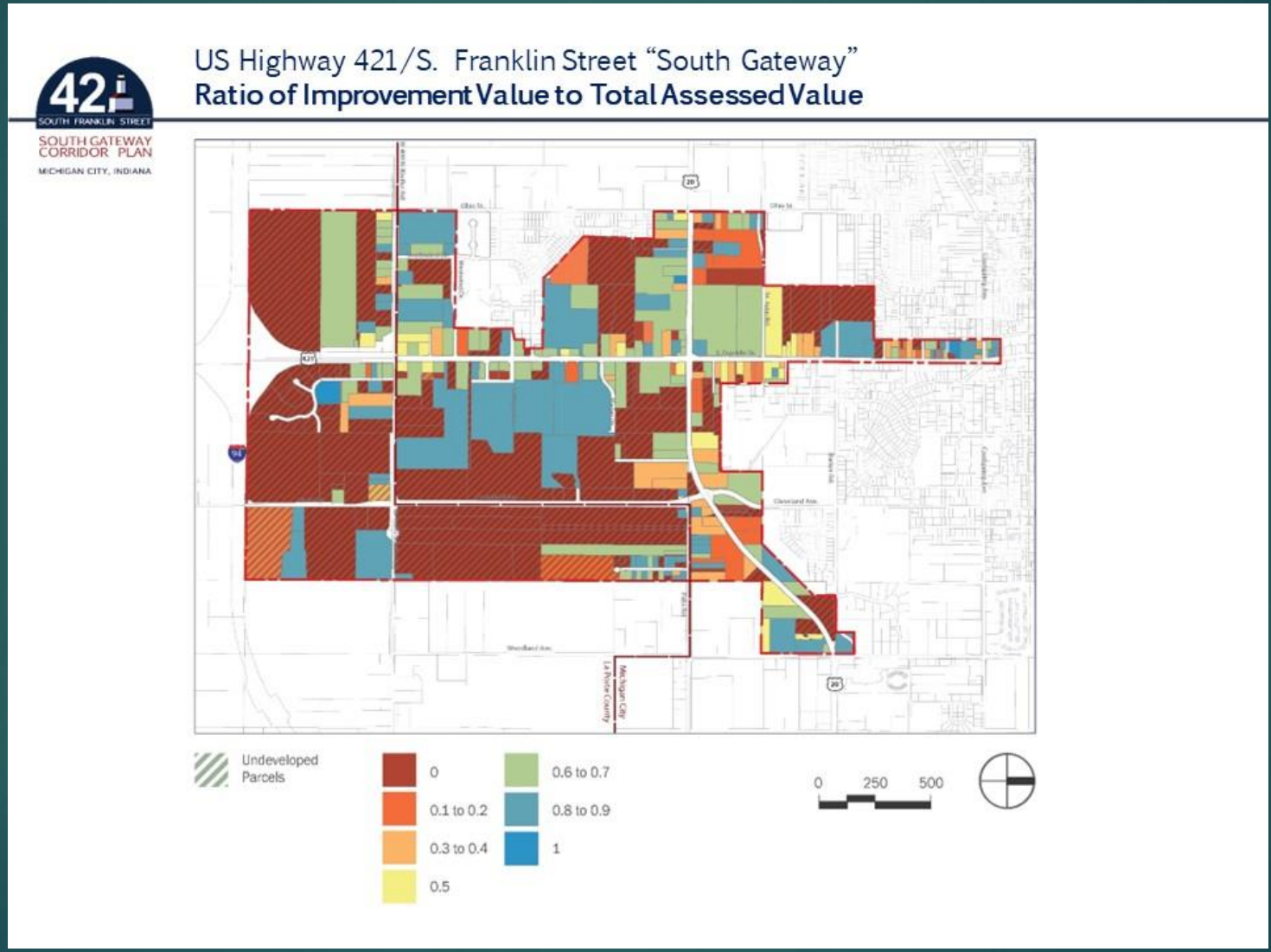
Total Assessed Value per Square Foot with Undeveloped Parcels



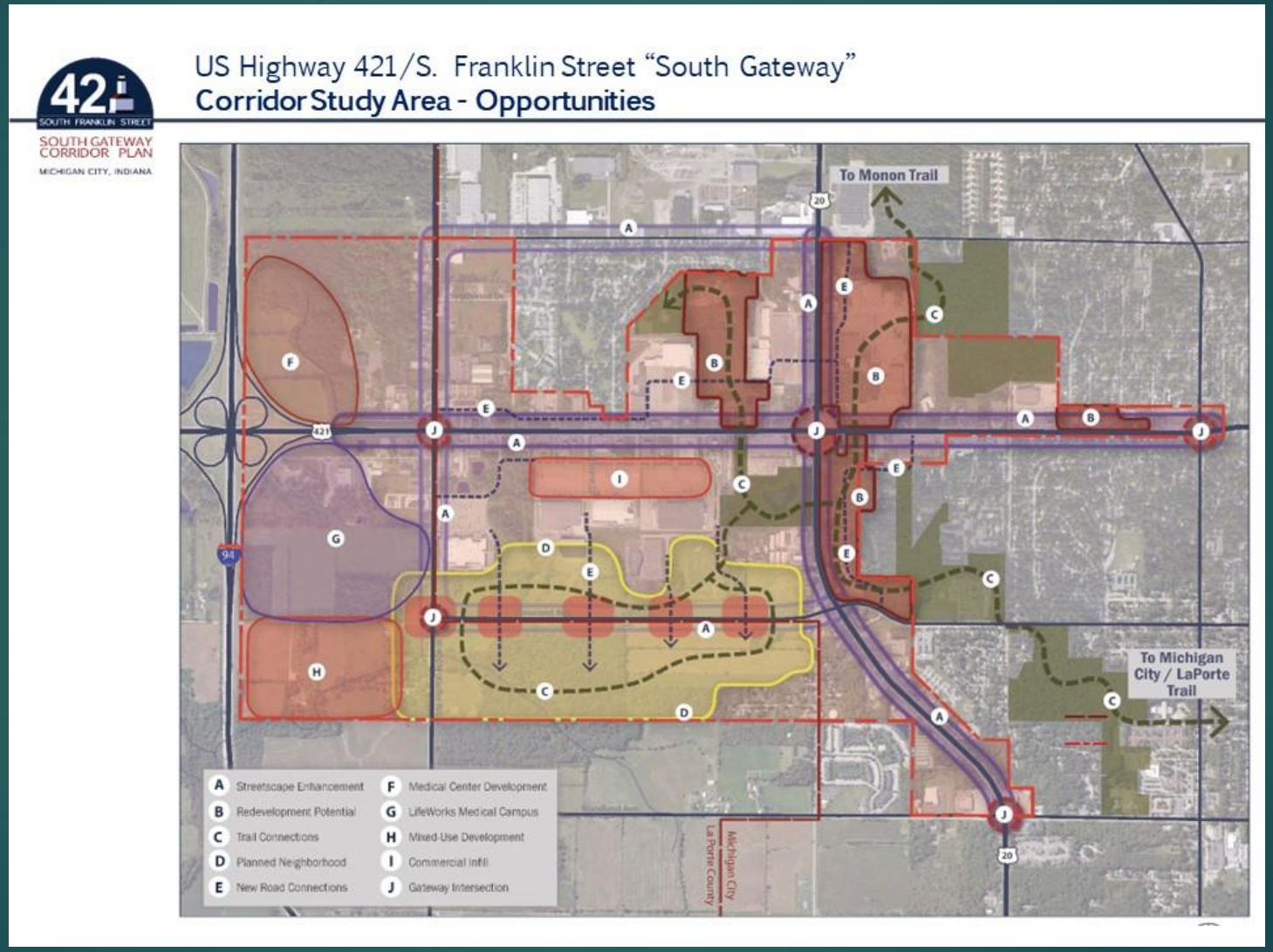
Ratio of Improvement Value to Total Assessed Value



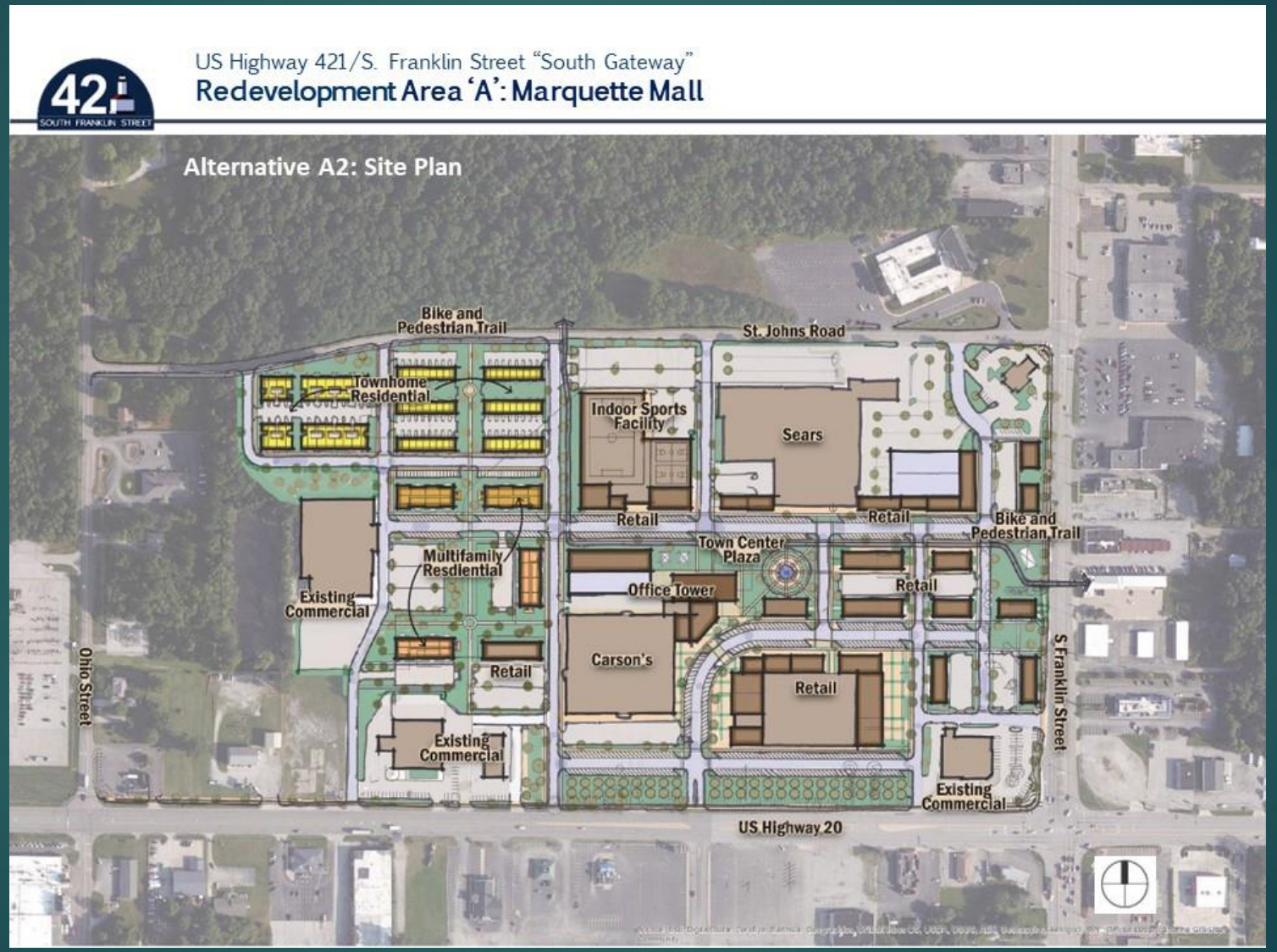
OPPORTUNITY ANALYSIS | Michigan City, IN



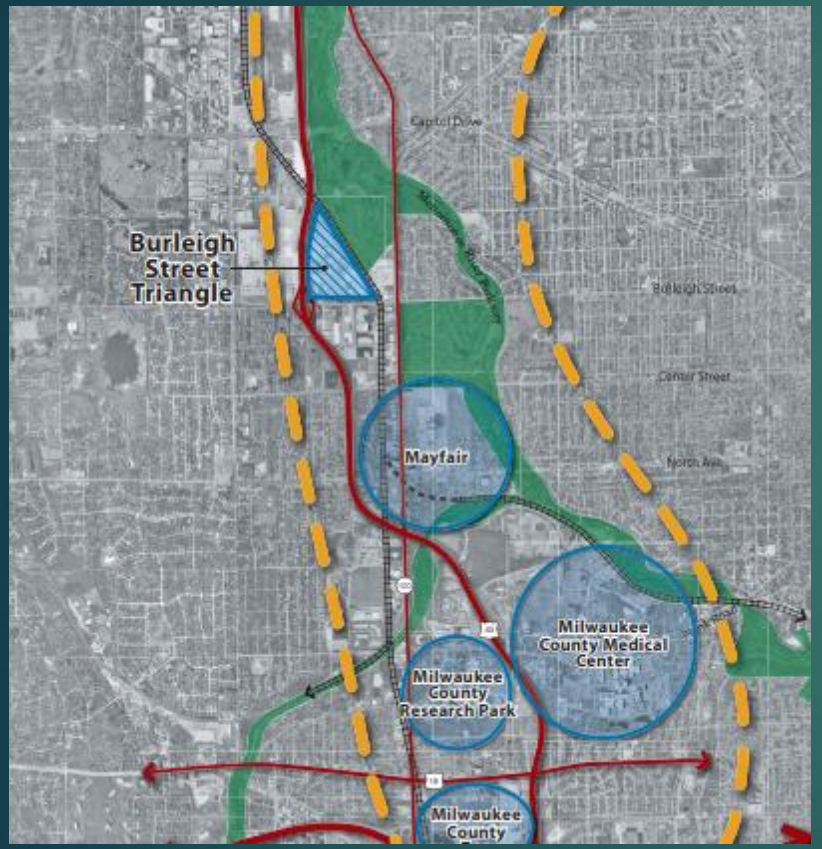
OPPORTUNITY ANALYSIS | Michigan City, IN

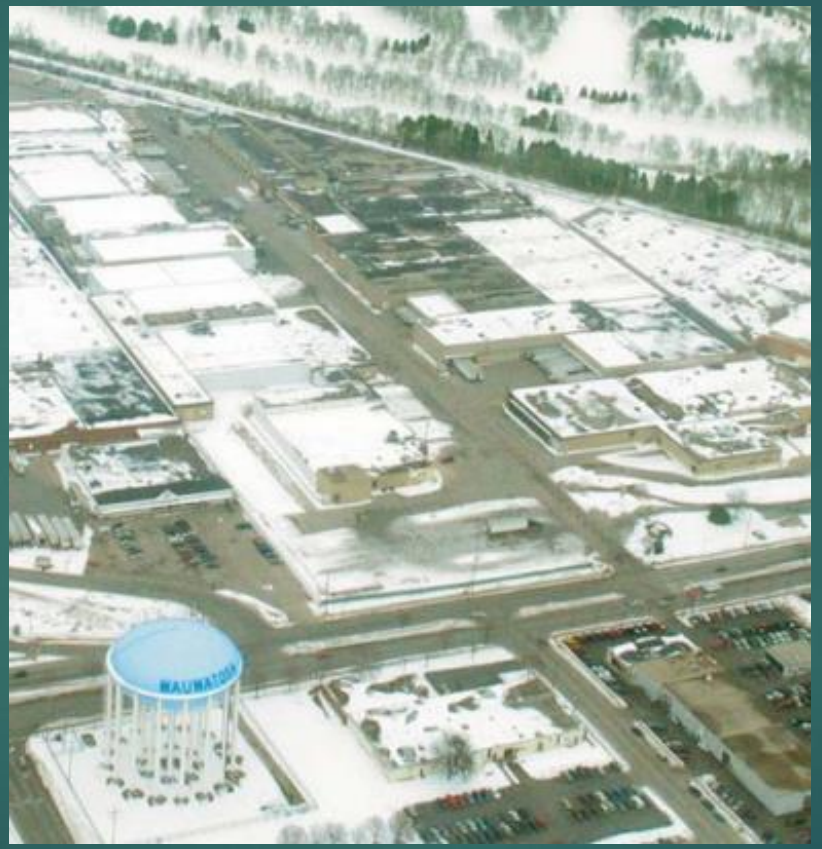


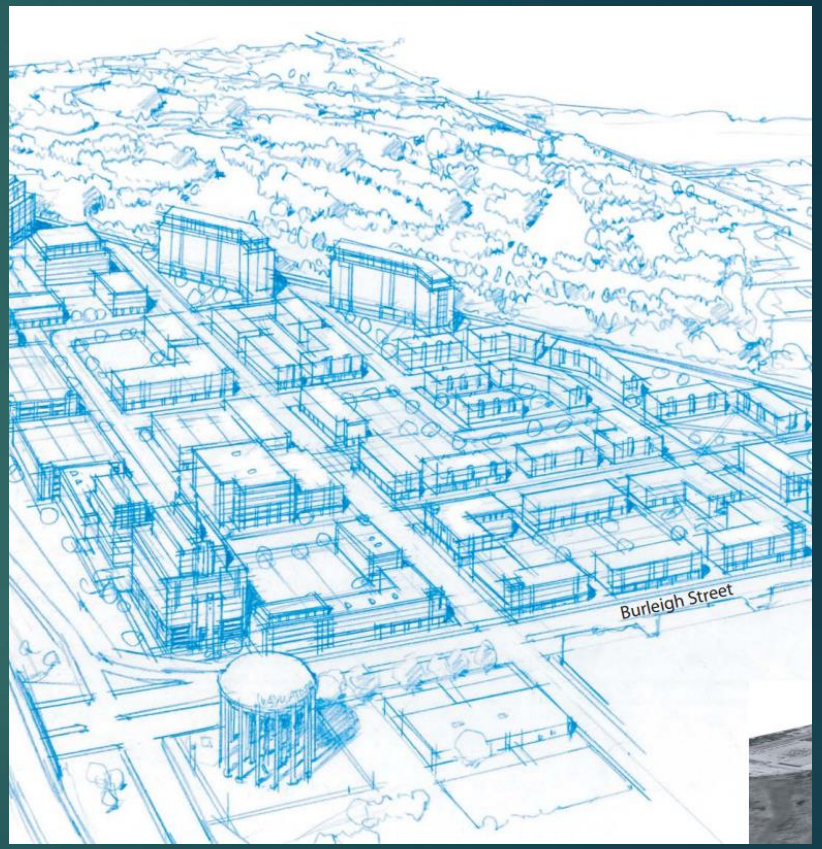
Opportunity Analysis | Michigan City, IN



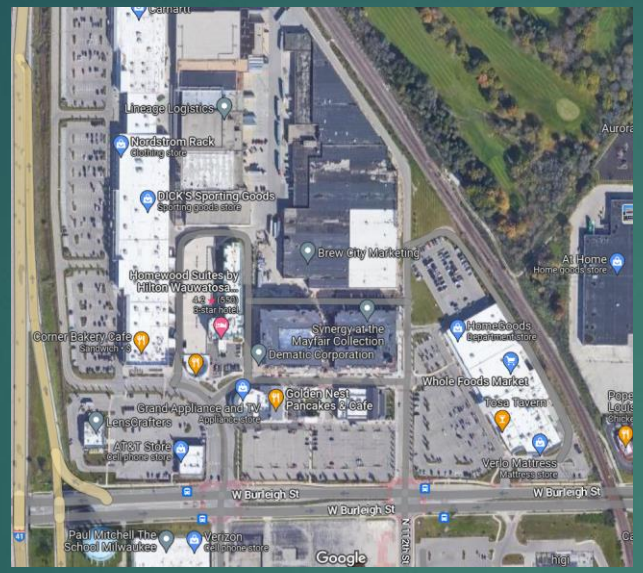
EXPERIENCE | Wauwatosa, WI

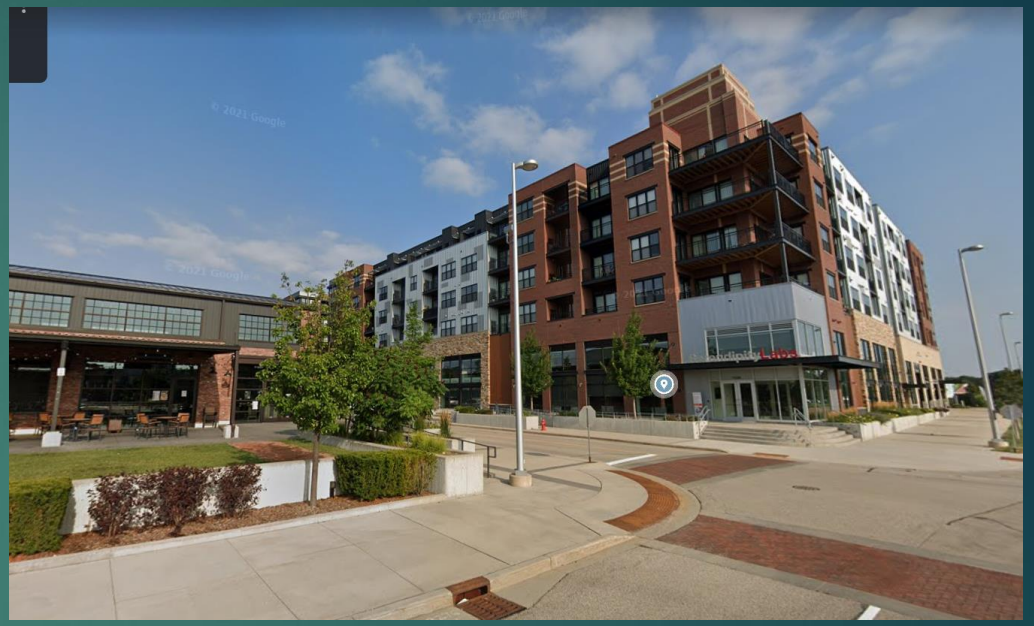


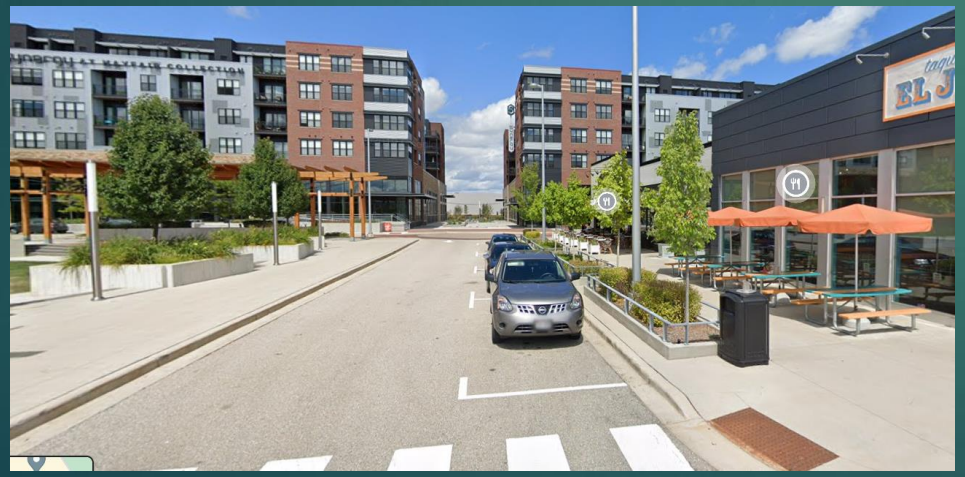




EXPERIENCE | Wauwatosa, WI









EXPERIENCE | Wauwatosa, WI

Redevelopment Tools Utilized

Rezoning

Tax Increment Financing

Land Write-Downs

Sale/Leasebacks

Results

~$180M of new private investment

170,000 sf commercial including Whole Foods and new apartments

Adaptive reuse of warehouse to micro-brewery

3rd phase underway

EXPERIENCE | Downtown Florence, SC

Redevelopment Tools Utilized

Code Enforcement

Façade/building grants

Tax Increment Finance

Technical Assistance

Results

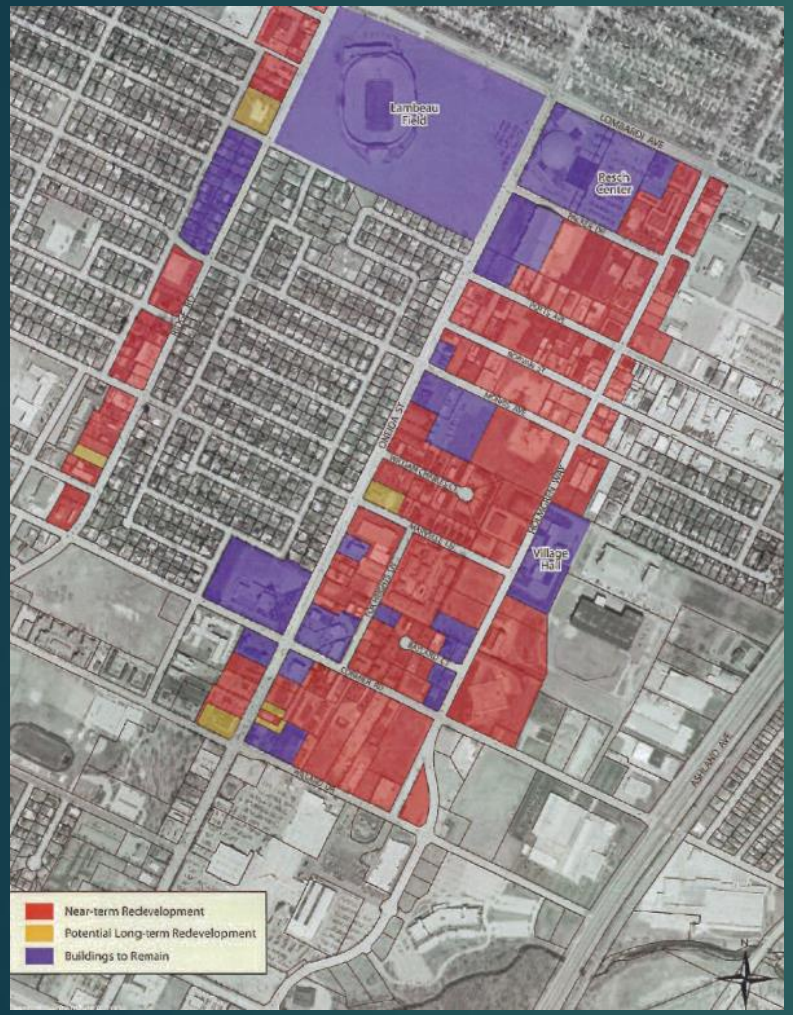
~$58M of new investment

25 rehabbed/converted mixed use buildings

85 new/converted apartments, art museum, 2 hotels

Great American Main Street Award 2023

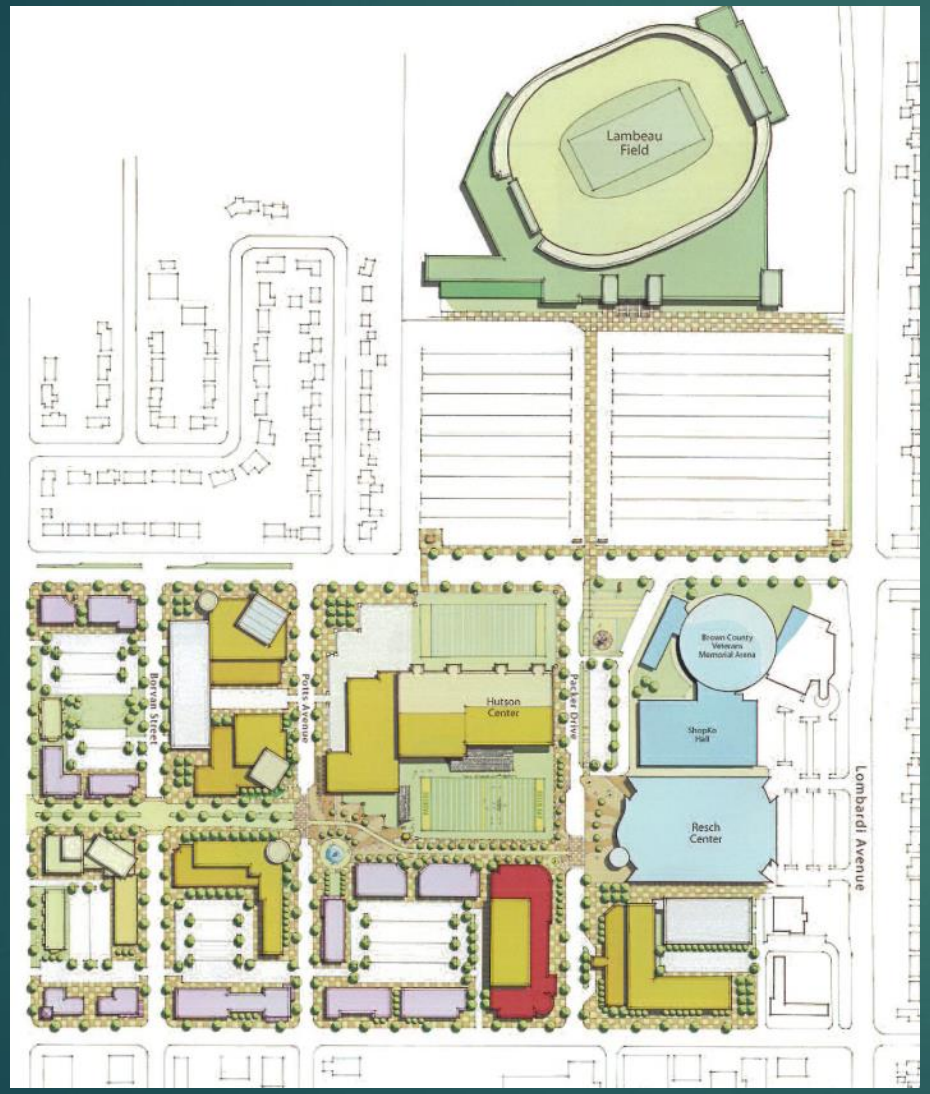
EXPERIENCE | Titletown: Green Bay, WI

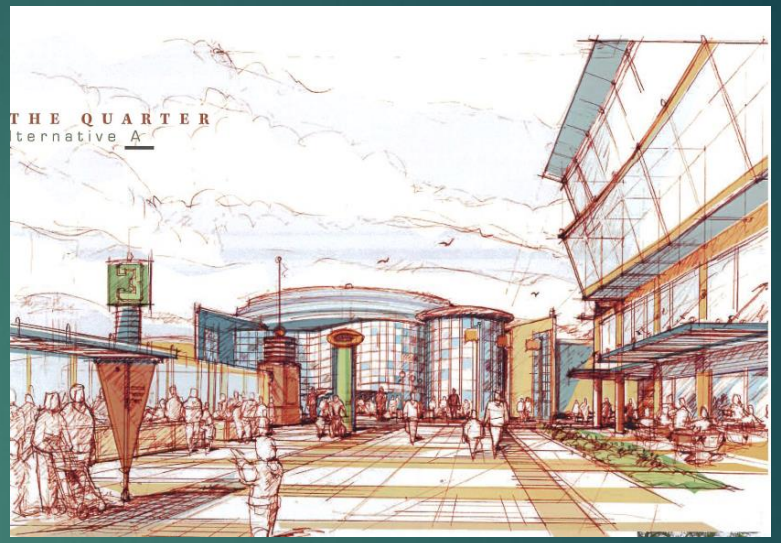


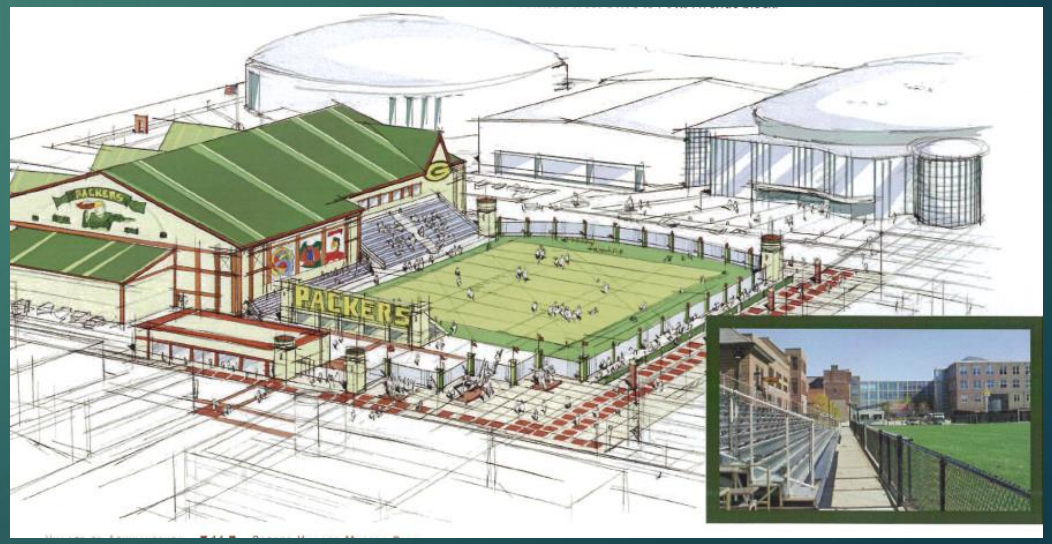




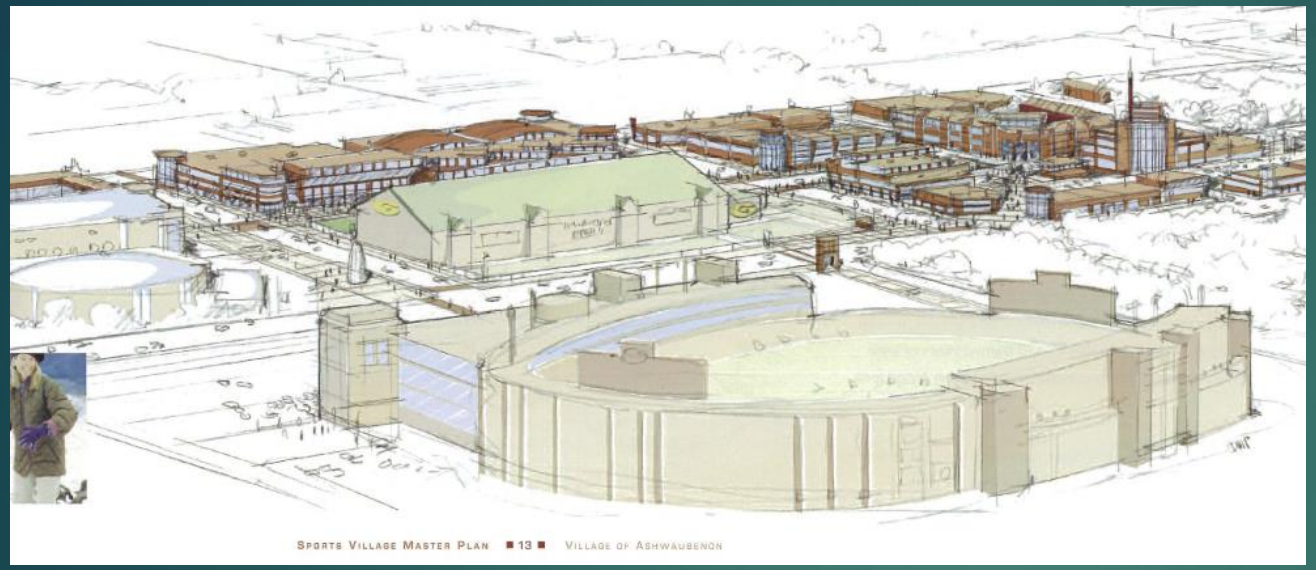
EXPERIENCE | Titletown: Green Bay, WI







EXPERIENCE | Titletown: Green Bay, WI











EXPERIENCE | Titletown: Green Bay, WI

Redevelopment Tools Utilized

Land Assembly

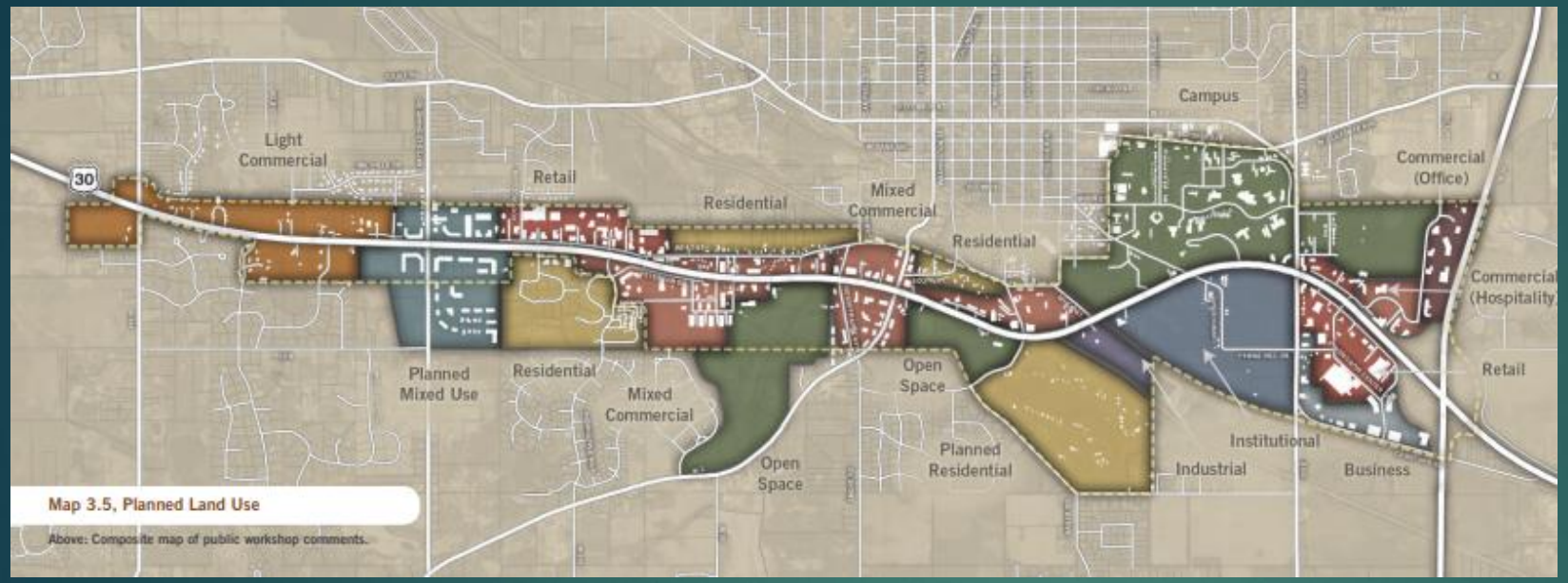
TIF

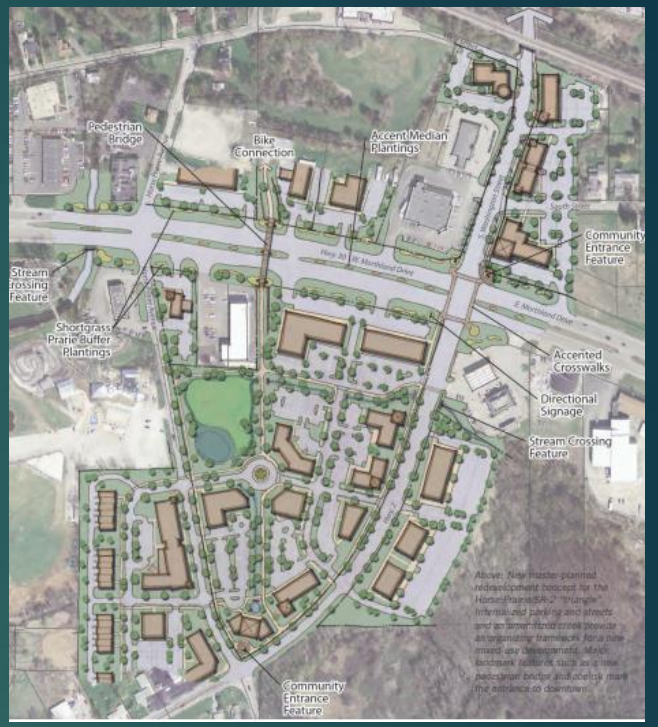
Equity Participation

Results

~$225M of new private investment including sports med clinic, hotel, retail and apartment/condos

EXPERIENCE | Valparaiso, IN











EXPERIENCE | Valparaiso, IN

Redevelopment Tools Utilized

Business Improvement District (BID)

Tax Abatement

State Grants

Results

$20M INDOT Grant

~$150M of New Public Private Investment







REQUEST FOR PROPOSAL

Downtown Master Plan

City of Monroe, Ohio

233 South Main Street
Monroe, Ohio 45050
www.monroeohio.org

The City of Monroe seeks a qualified planning consulting firm to provide professional services for the City of Monroe Downtown Master Plan.

I. PURPOSE AND INTENT

The purpose of this project is to develop a Downtown Master Plan (DMP) that will create a vision for Downtown Monroe, including building façade concepts, streetscapes, pedestrian access, parking, and other public amenities. The Plan will serve as the guiding document for anticipated growth, development and revitalization of the Downtown area and will act as a framework for future ordinances and initiatives; including coordinated strategies to help reinvigorate the Downtown area and make it an attractive gathering place for people to enjoy dining, retail, arts, public amenities, and employment opportunities.

The new DMP is to be developed with participation and input from the City's residents, business community, and other stakeholders. The plan should be visionary yet grounded with practical and relevant policies and strategies to guide Downtown growth. It should recognize the cultural and geographic uniqueness of Monroe and seek to capitalize on its regional location and corridors, encourage economic development, and promote Downtown as a destination that compliments the area while encouraging patronage from other communities.

II. GENERAL BACKGROUND

The City of Monroe, Ohio was founded in 1817 and is centrally located between Cincinnati, Ohio and Dayton, Ohio along Interstate 75. The City spans an eastern section of Butler County and a western portion of Warren County. Through the early 2000s, the city experienced dramatic growth, increasing its population by approximately 75% between 2000 and 2010. Monroe has continued to grow at a more moderate pace in recent years, with an estimated population of 14,200 with a median age of 36 and an annual household income of $90,952 according to 2020 Census figures.

Monroe is home to industrial operations such as UGN, the Home Depot Rapid Deployment Center, Walmart Fulfillment Centers, Worthington Steel, Serta Simmons Bedding, and Deceuninck North America. Commercially, the City has an eclectic mix of retail options anchored by the Cincinnati Premium Outlets at the I-75 interchange and supported by primarily strip center development in the surrounding area.

The Advance Monroe 2040 Comprehensive Plan was completed in 2020 and can be found below: https://www.monroeohio.org/192/Planning. The City is in the process of implementing the recommendations of the Comprehensive Plan, which includes both the DMP and a complete revision of the Planning and Zoning Code that is expected to be completed in the end of 2023. As part of the recommendation implementation, the Comprehensive Plan envisions the development of three major focus areas. The Downtown and Duke Energy Substation are two of these areas that should be included in the plan.

III. SCOPE OF WORK

The scope of work for this project is to produce a DMP that will direct the future growth and development of Monroe's downtown area. The resulting plan should be easily interpreted by the general public and include policy statements, goals, objectives, guidelines, maps, illustrations, graphics, charts, and an implementation matrix that will serve as a framework for the development of a downtown community gathering place. This framework will provide clear and predictable guidance to developers, stakeholders, and citizens. This document will draw on the principles and recommendations of the Downtown and Duke Energy Substation sections found in the Advance Monroe 2040 comprehensive plan.

The DMP will build upon established and modern trends in residential growth by providing a

variety of residential housing options, including recreational amenities, open space, and commercial/retail development that are appropriate in Downtown Districts. The DMP will propose amenities for the performing arts with additional strategies to encourage economic development, sustainability, and connectivity plans for pedestrian access improvements to existing pathways and neighboring subdivisions.

Specifically, the scope of work should address the following:

1. The need for a unified vision for downtown.
2. The need to identify the geographic boundaries for the downtown district.
3. Incremental redevelopment of key areas to provide for mixed use development.
4. Redevelopment for additional dining and shopping, including outdoor dining.
5. Development of additional housing options appropriate for downtown districts.
6. Parking system management (current and future supply).
7. Pedestrian/neighborhood connectivity and access.
8. Redevelopment of public spaces as gathering places for the performing arts, work, and events.
9. A streetscape plan addressing aging streetscape, signage, traffic signals/lights, street furniture, etc.
10. Wayfinding/branding.

The consultant will also extract information and data from the following resources:

1. Advance Monroe 2040 Comprehensive Plan
2. City of Monroe 2023 Multi-Family Housing Assessment – Market Foresight
3. 2023 Economic Development Strategic Plan
4. City of Monroe 2019 Comprehensive Housing Assessment – University of Cincinnati

This scope of work incorporates a framework that must be included into the consultant's proposal; however, the proposed scope of work is not limited to these services. The consultant shall have a good understanding and experience with downtown development and a background in the developmental trends of downtown districts. The consultant shall analyze the assumed effects of external forces (physical, social, economic, and political) and trends on the future of the local community; issues and forecasts of local and regional growth shall be included.

With oversight from City staff, along with guidance from the Historic Preservation Commission, the Planning Commission, City Council, the Monroe Area Community Improvement Corporation, Steering Committee, and a Technical Committee (comprised of staff only) the successful consultant will facilitate, guide, and direct the planning process. The consultant will develop project deliverables as outlined within this RFP.

1. **Project Management.** It is intended that the consultant will lead the overall project to ensure that the project objectives are met. Staff will support consultant in all aspects of the project. Consultant will provide continuous updates to the staff and the Technical Committee. Consultant will be in attendance and present updates to the Steering Committee, City Council, and other advisory boards on the development of the plan. Additionally, City staff will assist in facilitating interactions with appropriate City staff members, elected and appointed officials, committee members, and other key stakeholders.
2. **Public Engagement and Participation Plan.** The consultant shall be responsible for developing a comprehensive participation program that encompasses public engagement activities at each phase of the project. The purpose of the public engagement activities is to gather local knowledge and experience from members of the general public, business

owners, and other key stakeholders. Key to the development and success of the plan, the consultant must facilitate participation and interaction of residents, property owners, business owners and leaders, churches, and key community organizations, elected officials, utility provider, City staff, and other key stakeholders.

At a minimum, the public engagement and participation plan should utilize in-person interactive activities and open houses, traditional media, social media, in-person work sessions, online polling, and should take advantage of the many public bodies that meet regularly. The participatory process must also be creatively designed to seek out and involve residents and other stakeholders that are unlikely to participate in a standard meeting style community engagement processes. Additionally, the process must ensure that participation is reflective of both the current and future citizenry. The overall goal of the participatory process is to increase the ownership of the final product.

3. **Vision.** The consultant will work with the City and project stakeholders in developing a broadly supported and achievable vision for a long-term future design and character of Downtown, along with related goals that help accomplish the same.
4. **Guiding Principles.** As part of this process, the consultant will work with the City and project stakeholders to create guiding principles that will direct related goals, objectives, and actions.
5. **Planning Elements.** At a minimum, the selected firm will be responsible for the following items:
    a. Economic Vitality: development and review of economic development incentives, business recruitment and retention practices.
    b. Infrastructure Assessment: review of current downtown infrastructure to include sidewalks, pathways, bicycle facilities, performing arts facility, housing, parking, traffic calming mechanisms, waste collections, water, Wi-Fi access, electric and gas.
    c. Land Use: creation of a potential Downtown District, permitted uses, a development process, and a fiscal impact analysis that clearly describes the costs associated with the anticipated development.
    d. Activation: ideas and visual concepts for increasing the activation of downtown parks, sidewalks, and storefronts; including building facades, streetscapes, signage, pedestrian access, parking, wayfinding, and other public amenities.
    e. Funding Mechanisms: all recommended concepts should include estimated costs and potential funding sources.
    f. Design: renderings and architectural drawings of streetscapes and high priority properties.
6. **Implementation Matrix and Action Steps.** The consultant shall develop a list of strategies and implementation matrix to accomplish the short (0-3 years), mid (3-5 years), and long-term (5-8 years) goals and objectives of the plan. The consultant will be innovative and proactive in their approach to implementation and include actions steps for their achievement.
7. **Presentation and Communication.** The consultant and City staff will present the final plan and implementation matrix to the Steering Committee, Planning Commission, the Monroe Area Community Improvement Corporation, and City Council along with other applicable committees as defined in this scope of work. Additionally, the consultant will work with staff to communicate with project stakeholders and various committees throughout the process, and to present intermediate deliverables and related information as described in the public engagement and participation plan.
8. **Deliverables.** The following is a list of the minimum deliverables for the project:
    a. A project management plan with milestones and timelines for the completion of various aspects/phases of the project.
    b. A participation plan that includes objectives, activities, methods, roles, and

timeframes.
c. A coordinated implementation plan that includes roles, timeframes, and monetary solutions.
d. A highly graphic and interactive complete Downtown Master Plan that can be easily disseminated and understood by the public.
e. A variety of housing stock, including single-family attached, mixed use, and multi-family options; and
f. A Duke Energy Substation design strategy.

The City is open to suggestions outside the items listed which the consultant believes will be of value to an effective DMP. The budget for this project is not exceed $100,000 and the proposal should articulate how the goals can be achieved within the budget.

IV. SUBMISSION CRITERIA AND PROPOSAL REQUIREMENTS

Respondents to this RFP shall, at a minimum, include the following information in their proposal:

1. **Firm qualifications**. Describe the general qualifications of consultant and experience working with downtown districts, zoning, land use, development codes. Describe any special or unique qualifications of firm as they may relate to the specific needs of project.
2. **Staff qualifications**. Submit resumes showing relevant experience of key personnel to be assigned to this project, including a contingency should staffing change throughout the development of the project. Identify and describe the role of each key staff member to be assigned to the project. This also applies to any sub consultants.
3. **Previous clients**. Provide a list of client references, including name, address, contact person, email address and phone number for whom comparable services have been provided within the last five (5) years.
4. **Previous work**. Provide examples or previous work of comparable services provided within the last five (5) years. This can be provided via hard copy delivery, flash drive, or other means of delivery. These examples should include code updates that incorporated downtown zoning districts, design standards, and ideally for communities of similar size.

Each proposal must adhere to the following format:

A. Proposal Content and Format
   a. Letter of Transmittal: This letter will summarize in a brief and concise manner, the firm's understanding of the Scope of Work. The letter must name all persons authorized to represent the firm, and include the titles, addresses and telephone numbers of such persons. The official authorized to negotiate for the firm must sign the letter of transmittal.
   b. Consultant profile and qualifications.
   c. Qualifications of key personnel.
   d. Experience and expertise.
   e. Work on current or pending assignments and personnel availability.
B. Scope of Services
   a. Statement of understanding.
   b. Methodology to complete all tasks listed in Section 2.
C. Project Schedule.
   a. Detail an expected timeline with milestones for the project.
D. Fee/Proposal Cost.
   a. Fee proposals must be submitted in a separate sealed envelope clearly marked "Fee Proposal Downtown Plan".
      1. Provide a schedule of fees broken down by work task.

2. Include hourly rates for project personnel to be used as the basis for payment.
3. Include a "not to exceed" total estimated cost for the work.
4. List of all deliverables.

E. References
   a. Provide a minimum of three references for planning services comparable to this project. Include a contact person, title, address, telephone number and email address. In addition, provide the period when the services were rendered, and a description of services rendered.

Each proposal shall state that it is valid for a period of one hundred twenty (120) calendar days from the date of submission.

V. SELECTION PROCESS

Responding firms may be requested to take part in an interview process. The interview will provide an opportunity to clarify any issues within a given proposal and explore the firm's approaches that may be used to satisfy all requirements for the City. Only team members who will be directly responsible for the work, including sub-consultants, should participate in the interview. From the interviews, the City will select a consultant. The City may directly negotiate with the best qualified consultant on final scope and fee.

The City may investigate the qualifications of any firm or individual under consideration, require confirmation of information provided, and require additional evidence of qualifications described in this RFP. The City reserves certain rights, including, but not limited to, the following:

1. Reject any or all of the proposals.
2. Issue subsequent Requests for Proposal.
3. Cancel the entire Request for Proposal.
4. Remedy technical errors in the Request for Proposal process.
5. Appoint evaluation committees to review qualifications and proposals.
6. Seek the assistance of outside technical experts in evaluation.
7. Approve or disapprove the use of subcontractors.
8. Establish a short list of consultants eligible for discussions after review of RFP.
9. Negotiate with any of the consultants.
10. Solicit best and final offers from any of the consultants.
11. Waive informalities and irregularities in RFP.
12. Award without discussion.

Selection will be based upon a determination as to which proposal is in the best interest of the City. Any decision made by the City shall be final and is not subject to appeal.

This RFP shall not, in any manner, be construed to be an obligation on the City to enter into a contract or result in any claim for reimbursement of cost for any efforts expended in responding to the RFP or in anticipation of any contract.

Upon the completion of the selection process, the City shall notify all consultants of the selection and the selected firm shall enter into an agreement with the City.

VI. ANTICIPATED TIMELINE

- City of Monroe publishes RFP — April 10th, 2023
- Response to RFP due to City — June 9th, 2023

- Review of RFP Submittals by City — June 12th – 23rd , 2023
- Interview Selected Consultant(s) by City — July 10th – 24th, 2023
- Staff Recommendation to City Council — August 8th or 22nd, 2023
- Execution of Contract for Services — August 25th, 2023
- Kick-off Meeting with Consultant — September 2023 - TBD
- Initial Meeting with Technical Committee — September 2023 - TBD
- Initial Meeting with Steering Committee — September 2023 - TBD

VII. SUBMITTAL OF PROPOSAL

Interested firms shall submit five (5) hard copies and one electronic copy of the proposal to the following address:

City of Monroe Department of Development
ATTN: Tom Smith, Development Director
233 South Main St.
Monroe, Ohio 45050
Subject: Downtown Master Plan RFP

Proposals are to be received by the City no later than **5:00 p.m. June 9, 2023**.

This time and date are fixed, and extensions will not be granted. All proposals received after the deadline shown above will be rejected. Proposals received at any place other than listed above will not be considered. Incomplete proposals will be considered null and void and will not be accepted.

Proposals cannot be altered or amended after the submission deadline. Any interlineation, alteration, or erasure made before the opening time of the proposals must be initialed by the signer of the proposal, guaranteeing authenticity.

The City of Monroe is not responsible for lateness such as the non-delivery of U.S. mail or by carrier. The date/time stamp from the Department of Development shall be the official time of receipt. All proposals shall be signed by a duly authorized representative of the consultant. The name and mailing address of the individual executing the proposal must be provided.

Questions regarding this Request for Proposal may be directed to:

Tom Smith
Director of Development
City of Monroe
smitht@monroeohio.org

Any questions concerning information included in this RFP must be submitted via e-mail no later than May 31, 2023, with the subject line: Downtown Master Plan RFP. All questions will be responded to via e-mail no later than June 1, 2023. A complete list of submitted questions along with their responses will be posted to the Development Department webpage no later than June 2, 2023.

All submitted information relating to this proposal shall become part of the public record. Submitting parties may identify in their proposals what information they deem to be proprietary information. The final determination of whether information is subject to the Ohio Open Records Act shall be made by the City's legal counsel.

The City of Monroe reserves the right to reject any and all proposals. All costs including travel and expenses incurred in the preparation of this proposal shall be borne by the proposing firm.