



PROPOSAL

For a Professional Planning Consultant to Develop a

COMPREHENSIVE MASTER PLAN UPDATE

For The City of University City, Missouri

Offered by H3 Studio Team
October 11, 2019



COVER LETTER

October 11, 2019

Clifford Cross, Director of Planning and Development
City of University City

Dear Mr. Cross and members of the Selection Committee,

H3 Studio is proud to partner with **Lochmueller Group** and **Vector Communication** to offer this proposal for the 2040 Comprehensive Plan update for University City. Our Team has worked together extensively in University City and in neighboring communities for over 10 years. We have completed numerous successful adopted and implemented plans with the involvement of key University City Stakeholders and the U. City community-at-large. These include the Parkview Gardens Park Plan (2009); Delmar Loop Retail Study (2011); Bicycle and Pedestrian Master Plan (2013); Delmar Loop TOD Study (2013); Parkview Gardens Neighborhood Sustainability Plan (2014); and Wellston First Choice Neighborhoods Plan (2016).

Our work in an immediately surrounding University City imbues are team with unmatched local knowledge of you community. This is supplemented by our team member Colleen Durfee of Lochmueller Group, who formerly worked as a planner in the City's Department Community Development. We understand that University City is one of the most diverse communities in the region. While this results in a vibrant community, it also comes with its own set of unique challenges. Key of these is building consensus over a shared vision for the City and setting agreed upon priorities. University City is a textbook case of pluralism when it comes to vision and priorities. People within University City hold differing views on major issues facing the community. Our challenge in this process will be building consensus while fully including those citizens who hold polarizing opinions. In this process, we will find what people do agree upon and use this common ground to help mend relationships within the City. We are experienced in and prepared to mediate, resolve conflicts, and build trust.

H3 Studio is led by **Founding Partner John Hoal, Ph.D., AICP**. John will serve as Project Director for this project, providing conceptual direction and oversight. H3 Studio **Principal Timothy Breihan, A.AIA will serve as Project Manager and single point of contact**. Both John and Tim fulfilled these roles on similar projects presented herein, including the University City Bicycle and Pedestrian Master Plan, the City of Creve Coeur's Comprehensive Plan Update and Zoning Code Framework, and Comprehensive Plans for the cities of Festus, Lebanon, and Ladue.

The H3 Studio Team's community engagement process will be led by Vector Communications—experts in community consensus building and conducting public engagement planning processes that are based upon a number of clearly defined principles. These principals being that the planning process must be clear, accountable, and transparent; it must be broad-reaching and highly visible; it must include multiple ways to participate; it must fuse dialogue, debate, and action; and it must create partnerships and momentum for implementation. Lochmueller Group will lead the transportation planning; environmental and stormwater planning; and economic and demographic projections for the Plan, as well as providing first-hand local knowledge of University City governmental operations. All team members will be fully-engaged and present with the Client Group and University City community throughout all phases of the planning process.

Our Team will provide you with a vigorous, impassioned, and locally-based project team, equipped to exceed the expected project outcomes. We are very cost effective and endowed with decades of local knowledge about our region; this allows us to provide University City with more services for the funds spent, and provide you with immediate and responsive access to the team at a moment's notice. In summary, we believe that the H3 Studio Team is the ideal candidate for this project. Not only is our experience in public realm design and community development exemplary, our level of experience and knowledge of the region is paramount to the creation and successful implementation of 2040 Comprehensive Plan. On behalf of the H3 Studio Team, we are proud to submit this proposal to University City to prepare you 2040 Comprehensive Plan. Please accept this proposal with our utmost interest in the project; and with our strong desire to join your team. We look forward to the opportunity to discuss our proposal in detail with the City of University City and the members of the Selection Committee.

Most Sincerely,



John Trelawney Hoal Ph.D., AICP, CNU-A
Founding Principal | Project Director
4395 Laclede Avenue; Saint Louis, MO 63108
314.531.8000 | hoal@h3studio.com



Timothy Breihan, A.AIA
Principal | Project Manager
4395 Laclede Avenue; Saint Louis, MO
314.531.8000 | breihan@h3studio.com

PROJECT OVERVIEW

*Firm Profiles
Local Knowledge &
Project Understanding*

FIRM PROFILE

H3 STUDIO: LEAD CONSULTANT

Established: 1999; St. Louis, MO (20 years)

Contact: John Hoal, phd, r.arch (sa), aicp_cud, cnu-a
Founding Principal | Project Director

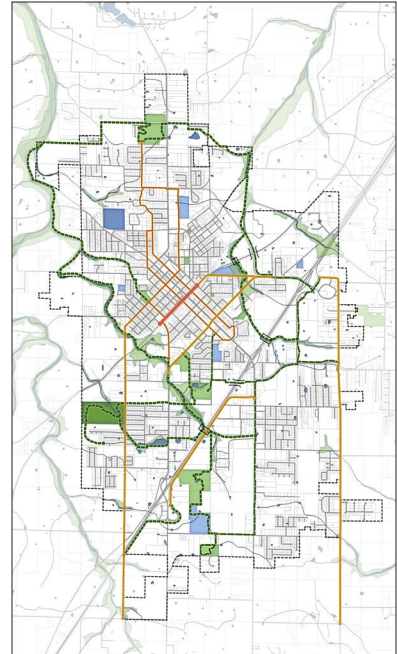
Address: 4395 Laclède Avenue
Saint Louis, Missouri 63108

Phone Number: 314.531.8000

Website: www.h3studio.com

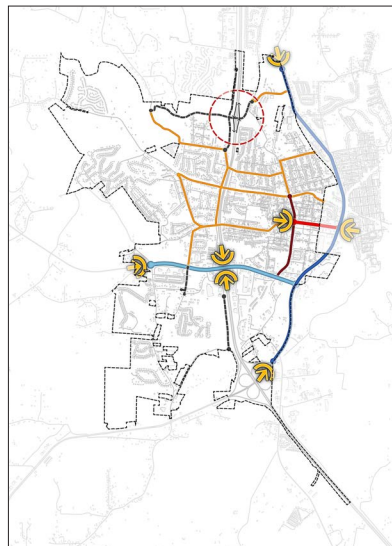
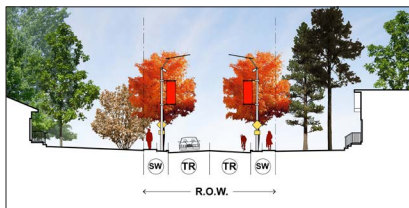
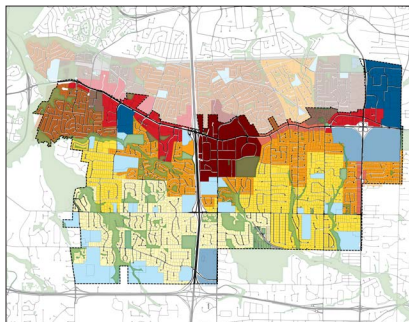
H3 STUDIO, INC. is a national award-winning St. Louis-based interdisciplinary design and planning firm offering a highly specialized approach to projects within the public and private sector focused primarily on “place-making”, including a range of sustainability, urbanism, coding, landscape, and architectural professional services. H3 Studio has a diverse practice providing services to private companies, institutions, governments, public agencies, not-for-profit organizations, corporations, and private citizens’ groups in efforts to create people-driven places and sustainable environments.

H3 Studio brings a distinctive collaborative design and planning methodology that combines design excellence with research and extensive practical experience. We begin by immersing ourselves in each locale’s historic evolution, culture and current public policy agendas in order to create high quality, vibrant, walkable, and authentic places. H3 Studio is committed to sustainability through the creation of healthy, holistic, and humane communities, environments, and buildings. The working style is oriented around collaboration and interaction reflecting the importance of design and planning being a civic endeavor whether working at the scale of the master plan, building, or particular landscape.



COMPREHENSIVE PLANNING+

Our unique Comprehensive Planning+ approach is designed to integrate the standard Comp Plan components in a place-based framework for future zoning code updates. This framework utilizes what we refer to as Community Place Type Districts which define the future physical form and land use. Community Place Type Districts are the framework by which the community’s Vision, the Comp Plan, and City’s Zoning Code are unified. By linking plans and codes under a unified framework, the Comp Plan will codify the community’s Vision for the future. This will help ensure that implementation of the Comprehensive Plan is achieved incrementally through ALL new development within the City and contributes positively to the community’s Vision.



FIRM PROFILE

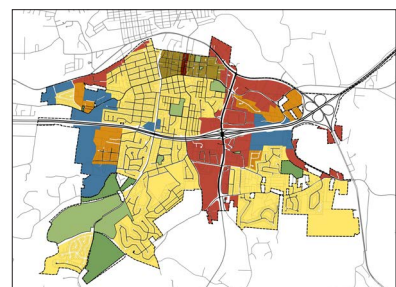
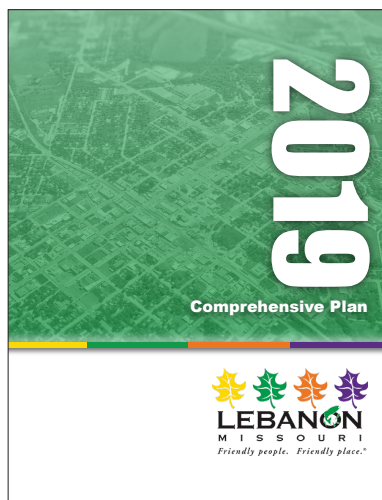
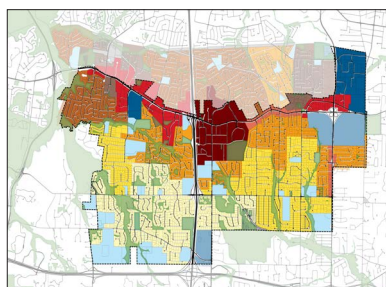
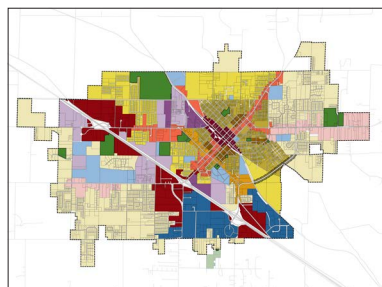
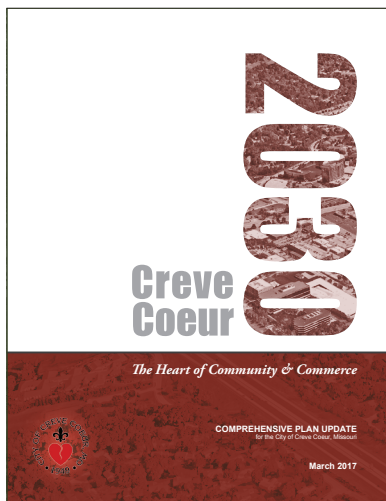
H3 STUDIO: LEAD CONSULTANT

COMPREHENSIVE PLANNING EXPERIENCE

H3 Studio has experience in all facets of Comprehensive Planning, and our Team proposes a unique **Comprehensive Planning+** approach. Our Comprehensive Planning+ approach is designed to integrate the standard plan components in a place-based framework for future zoning code updates. This framework utilizes what we refer to as **Community Place Type Districts** which define the future physical form and land use. These Districts and their arrangement serve as the Comp Plan's Future Land Use Plan and, perhaps most importantly, they can serve as the geographic plan for a future zoning code update. In this way, **Community Place Type districts are the framework by which the community's Vision, the Comp Plan, and City's Zoning Code are unified.** Our unique approach effectively integrates the community's vision with the essential implementation tools available to the City—public policy, capital and operational budgets, and land-use and sub-division codes—codifying the community's vision for continual, incremental implementation.

H3 Studio has a successful track record of adopted vision-driven, people and place-based Comprehensive Plans. H3 Studio completed the Creve Coeur 2030 Comprehensive Plan Update in 2017. H3 Studio developed the Plan based on Community Place Types (See Approach Section on Comprehensive Planning+) in order to guide incremental development with specific code and regulatory updates to achieve the community's vision on a lot-by-lot basis. The Plan was **unanimously adopted by the City with great public support** in March 2017. The **Creve Coeur 2030 Comprehensive Plan Update received the 2017 Outstanding Plan Making Award** from the St. Louis Section of the Missouri Chapter of the American Planning Association.

H3 Studio most recently completed a Comprehensive Plan Update for Festus, Missouri and a Comprehensive Plan Update for Lebanon, Missouri utilizing the same innovative Community Place Type based approach that was successfully implemented in Creve Coeur. The **Festus Comprehensive Plan was unanimously adopted** January 9, 2019, and the **Lebanon, Missouri Comprehensive Plan Update was unanimously adopted** February 11, 2019.



FIRM PROFILE

LOCHMUELLER GROUP: SUB-CONSULTANT



FIRM OVERVIEW

Initially founded as an infrastructure planning firm in 1980, today Lochmueller Group (Lochmueller) serves clients nationwide from nine offices across the Midwest. With more than 200 employees, we provide our clients a comprehensive range of services for all planning, engineering, and environmental needs.

Shaped by the planning mentality of the firm's founders, Lochmueller focuses on meeting a client's overall goals rather than simply completing individual assignments. Our ability to move projects from the earliest planning stages through construction engineering allows us to better understand and appreciate how decisions made today can impact later stages of projects. Lochmueller professionals have access to a wide variety of in-house expertise readily available to provide insights on specific planning, design, environmental, and constructability considerations; permitting; right-of-way; costs; and a host of other subjects.

Lochmueller experts continue to look for innovative approaches to help clients meet the challenges of today and tomorrow. This includes leadership in sustainability planning and green infrastructure. In short, our goal is to bring a common-sense approach to cutting-edge technologies to help clients save money across the life of projects.

Services

Traffic

- » Traffic Impact Studies
- » Signal Timing/Optimization
- » Intelligent Transportation Systems
- » Safety Studies
- » Parking Studies
- » Intersection Design Studies
- » Feasibility Studies
- » Access Management Planning
- » Roundabout Analysis & Design
- » Traffic Calming Solutions

Transportation Planning

- » Asset Management
- » Transit-Oriented Development
- » Traffic Simulation Modeling
- » Multi-Modal Planning
- » Transportation Forecasting
- » Corridor Studies
- » Long-Range Transportation Planning
- » Community Transportation Planning

To learn more, please visit us at
www.lochgroup.com

FIRM PROFILE

VECTOR COMMUNICATIONS: SUB-CONSULTANT



Firm Overview

Reach. Engage. Communicate. For more than two decades, Vector Communications has been providing outreach, engagement and communications services for government agencies, municipalities, nonprofits and corporations. The firm has conducted more than 300 engagement projects. Most importantly regarding similar experience for the City of University City Comprehensive Master Plan Update, Vector has provided outreach and community engagement services for master planning in the cities of Brentwood, Olivette and Frontenac. This work included: a household and business survey; public meetings (open houses, a visioning workshop, and a planning workshop); facilitated neighborhood conversations; focus groups; and multiple community announcements via print media; walking tours of commercial and residential areas. Additionally, many of the firm's projects have been high-profile ones including the Ferguson Commission, the relocation of the National Geospatial-Intelligence Agency (NGA), high-speed rail from Chicago to Illinois, and the new I-64 Project.

Vector uses a variety of techniques to achieve its clients' goals. Our core competencies are:

- Outreach and engagement;
- Meeting planning and facilitation;
- Media relations and social media;
- Graphic design;
- Communications planning;
- Event planning; and
- Video production.

Proof of Vector's effectiveness as a consulting firm can be found in the numerous local, national and international recognition it has received. The International Association of Public Participation (IAP2), the City of St. Louis, Winning Women and the Association of Marketing and Communications Professionals are just some of the organizations that have honored the firm.

Vector is a certified M/W/DBE. The firm is certified with the State of Missouri, City of St. Louis, Missouri Department of Transportation, Illinois Department of Transportation, Bi-State Development Agency, and the St. Louis Minority Business Council. For more information, please visit Vector's website at www.vectorstl.com

LOCAL KNOWLEDGE & PROJECT UNDERSTANDING

PROJECT UNDERSTANDING

As stated in the Request for Proposals, the City of University City seeks to develop a new 2040 Comprehensive Plan to provide a clear vision for the future growth and development of University City. This plan will be guided by an Advisory Committee and include a robust public engagement process. The planning process will be vision driven, people and place-based and rooted in the realities of implementation. The Comprehensive Plan is a long-range plan that will guide the city's development and redevelopment for the next 20+ years, therefore the community's vision should be far reaching—looking at how technology and trends will impact University City's future and its future planning—and grounded in market realities.

The Comprehensive Plan Update will build from previous plans for University City and the region. The 2040 Plan will integrate a number of components including a community derived vision; existing conditions; demographic and economic trend analysis; growth projections; transportation recommendations; housing recommendations; a character-based land use plan; form-based code recommendations; public facilities recommendations; parks, recreation, open space, and environmental recommendations as they relate to land use planning; infrastructure and stormwater recommendations; analysis and recommendations for sub-areas (potential focus areas include: Olive Boulevard, the 3rd ward, and others to be identified through the process); and goals, objectives, and strategies for implementing the Comp Plan. A 5-year Strategic Plan will be developed with a detailed set of implementation efforts, policies, and plans that evaluate and track performance so that the comp plan is not a stagnant document. As the plan and all of its components are developed, the community will have multiple opportunities to participate and provide feedback. The key to a smooth and successful implementation and adoption process is developing the plan with and for the community with the participation and involvement of key decision makers such as the Planning Commission and City Council.

LOCAL KNOWLEDGE OF UNIVERSITY CITY

Our locally-based Project Team has extensive knowledge of University City and its neighboring communities – Our team has completed projects in Pagedale, Wellston, the City of St. Louis, Clayton, and Olivette and H3 Studio is currently working on a Comprehensive Plan Update and 5-year Strategic Plan for the City of Ladue. Our team has over a decade of experience working on various projects in University City including the Delmar Loop Retail and Development Strategy; Parkview Gardens Neighborhood Sustainable Development Plan; The University Bicycle & Pedestrian Master Plan; Parkview Gardens Parks & Open Space Plan; Conceptual Plan for Metcalfe Park & Ackert Walkway; Washington University Off-Campus Undergraduate Housing Study; and School District of University City Marketing Strategies and Outreach. Members of our team already have strong lines of communication and working relationships with city staff and some city leadership. Colleen Durfee, a planner with Lochmueller Group, was formerly the Planning & Zoning Administrator for the City of University City and brings to the team intimate knowledge of the community. Our team's local knowledge and experience in University City and the St. Louis Region is paramount to the creation and successful implementation of the Community's Vision.

University City is one of the most diverse communities in the region housing a large Hispanic and Chinese Community. This comes with its own set of unique challenges, one of which is building consensus over a shared vision for the City and setting agreed upon priorities. The challenge will be getting to agreement and navigating polarizing opinions and finding what the City and community do agree upon.

Potential Topics for the Planning Process to Address:

- Sustainability is a large part of University City's identity and the City strives to create an efficient, stable, and thriving community for University City residents.
- Olive Boulevard is an area of focus for the City. Helping craft the role that this major corridor should play in the community will be a big part of the plan.
- The impact of the TIF will be important to address and how to plan for future development around this major investment. A portion of the TIF money was earmarked to go towards redevelopment/reinvestment in the 3rd Ward and the Olive Boulevard Corridor. Identifying specific programs, projects, investments, and ideal development patterns for these areas should be considered.
- The 3rd Ward community is challenged with abandoned and deteriorating dwellings. Redevelopment opportunities should be explored, ensuring the residents, business owners, and stakeholders in the 3rd Ward are involved in the planning process that impacts them.

Our local team has the experience, qualifications, and experience necessary to fulfill all of the City's stated project goals and objectives in a holistic and integrated way. The H3 Studio Team wishes to express our utmost interest in the project scope of services and our strong desire to join your team! Described below is our relevant experience and qualifications for fulfilling the stated project goal and scope outlined by the City of University City in the Request for Proposals.

LOCAL KNOWLEDGE & PROJECT UNDERSTANDING

COMPREHENSIVE PLANNING, LAND USE PLANNING & VISIONING

H3 Studio has a successful track record of adopted vision-driven, people and place-based Comprehensive Plans for communities experiencing similar issues to University City. H3 Studio completed the Creve Coeur 2030 Comprehensive Plan Update in 2017. Creve Coeur, MO is a built-out, first ring suburb in St. Louis, Missouri. H3 Studio developed the Plan based on Community Place Types in order to guide incremental development with specific code and regulatory updates to achieve the community's vision on a lot-by-lot basis. The Plan was unanimously adopted by the City with great public support in March 2017. The Creve Coeur 2030 Comprehensive Plan Update received the 2017 Outstanding Plan Making Award from the St. Louis Section of the Missouri Chapter of the American Planning Association.

H3 Studio most recently completed a Comprehensive Plan Update for Festus, Missouri and a Comprehensive Plan Update for Lebanon, Missouri utilizing the same innovative Community Place Type based approach that was successfully implemented in Creve Coeur. The Lebanon, Missouri Comprehensive Plan Update also includes a City-Wide Parks Master Plan Update and detailed recommendations for zoning code updates.

PARKS, OPEN SPACE & TRAILS

H3 Studio has led planning efforts to develop The Park View Gardens Neighborhood Parks and Open Space Plan; various Bicycle and Pedestrian Master Plans for the Cities of Rock Hill, Ferguson, and University City. H3 Studio recently completed a Comprehensive city-wide Parks Master Plan for the City of Lebanon, Missouri.

SUB-AREA PLANNING & OPPORTUNITIES FOR (RE) DEVELOPMENT

H3 Studio will lead effort of identifying opportunities for development and redevelopment of various land uses based on the market in order to strengthen University City economically. H3 Studio will lead sub-area planning and future land use planning to ensure the plan is market driven and vision driven. H3 Studio has worked with economic consultant Ed Starkie for nearly a decade, he brings a wide range of experience in economic development related to real estate development and land use planning. H3 Studio will make specific recommendations that can promote economic development and fiscal sustainability within the City of University City as it continues to grow and prosper.

H3 Studio has developed subarea plans for downtowns, districts, and neighborhoods across the Midwest and South. Most recently H3 Studio completed the Rountree Neighborhood Plan for Springfield, MO; the Springdale, AR Downtown Master Plan and Form-Based Code; the Bentonville, AR Market & Arts District Master Plan; the South Downtown Revitalization Plan for Lincoln, NE; and the Historic Southside | Old Munichburg District & Neighborhood Plan for Jefferson City, MO.

SUSTAINABILITY, QUALITY OF LIFE & PUBLIC HEALTH

H3 Studio believes in being stewards of our environment and communities, and act not only through our projects but in our own daily life, office environment, and within our community. We are committed to a sustainable future through the creation of healthy, holistic, and humane communities, environments, and buildings. Dr. Hoal, project Director is also a Faculty Fellow at the Institute of Public Health, in this capacity John Hoal understands the important role design and planning plays with regards to public health and quality of life and has lectured internationally on the topic. Our approach to planning seeks to advance quality of life and triple bottom line sustainability

FORM-BASED CODES

We know that the vibrancy and vitality of a place is sustained by engaging the community in preservation, growth, and development of a collective vision for the future. We have evolved our planning practices to include urban design, placemaking, landscape design, and form-based code to bring our philosophy of sustainability full circle so it encompasses not only spatial design, but the culture of each place, and an effective set of codes and policies to help implement the plan.

H3 Studio has successfully developed over 90 district, community, and comprehensive plans, including three adopted form-based codes, two in the St. Louis region and one in Springdale, Arkansas.

MULTI-MODAL TRANSPORTATION PLANNING

H3 Studio has led many previous multi-modal transportation planning projects in collaboration with Lochmueller Group including various TOD studies including the SLDC's Northside-Southside corridor study; station area planning for the Delmar, Forest Park-DeBaliviere, Stadium, and Arch-Laclede's Landing stations; the Cortex TOD Station Area Plan, Bicycle and Pedestrian Master Plans, and Page Avenue Great Streets Project.

QUALIFICATIONS

*Team Member Resumes
Project Experience & References*

TEAM MEMBER RESUMES

H3 STUDIO, INC.



JOHN HOAL ph.d, r.arch (sa), aicp_cud, cnu-a *Founding Principal*

Anticipated Role: Project Director

As the founding principal of H3 Studio and building upon over 25 years of city re-development, urban design, landscape and community-based planning and implementation experience, John provides overall strategic, planning and design direction and oversight for projects and facilitates the community and stakeholder process. Hoal lectures nationally and internationally on the design and development of sustainable, resilient and livable cities. He also serves as an urban design and development advisor to a number of cities, civic organizations and community-based initiatives such as serving on the Committee for The Northwest Arkansas Design Excellence Program funded by the Walton Family Foundation. Hoal was the project director for the Mayor's Institute on City Design: Midwest, a National Endowment for the Arts program to improve the sustainability and livability of cities.

Prior to H3 Studio, Hoal co-founded the City of St. Louis' first Urban Design Department and was the Director of Urban Design for the City of St. Louis for seven years. In this capacity his work focused on high-profile urban redevelopment projects, redevelopment plans for the riverfront, downtown and Forest Park as well as completing numerous commercial districts, public spaces, parks, greenway, and neighborhood plans. With H3 Studio, John has concentrated on city-wide, neighborhood and downtown revitalization strategies and master plans, landscape planning, and sustainability, resiliency and climate action planning. The projects across the USA and five continents have received over 60 design and planning awards at the local, state and national level, including 10 national / international awards.

John Hoal is also a Professor of Architecture and Urban Design, and the Chair of Urban Design at the Graduate School of Architecture and Urban Design of Washington University in St. Louis where he directs the Master of Urban Design Program and is the Founding Director of the Doctor of Sustainable Urbanism Program. Dr. Hoal is also a Faculty Fellow at the Institute of Public Health. He holds certificates as a Charrette Practitioner & Manager by the National Charrette Institute (NCI) and in public engagement by the International Association of Public Participation.

PROFESSIONAL PRACTICE

H3 Studio, Inc. | Founding Principal (1999 - Present)
St. Louis Development Corporation | Director of Urban Design (1993 - 2001)
St. Louis Development Corporation | Assistant Director of Urban Design (1990 - 1993)
Durban City Council, SA | Architect & Project Manager, Dept. of Arch. (1981 - 1987)

EDUCATION

Doctor of Philosophy
Washington University in St. Louis
Master of Arts
Washington University in St. Louis
Master of Architecture and
Urban Design
Washington University in St. Louis
Bachelor of Commerce, Urban
and Regional Economics and
Development
University of South Africa
Bachelor of Architecture
University of Natal, South Africa

LICENSURE

American Institute of Certified
Planners (AICP)
Certified Urban Designer (AICP CUD)

AFFILIATIONS

The Forum of Urban Design
The Institute of Urban Design
American Institute of Architects
American Planning Assoc.
American Inst. of Certified Planners
Int'l Assoc. for Public Participation
The Congress for New Urbanism
Form-Based Code Institute
National Charrette Institute
The Urban Land Institute

TEAM MEMBER RESUMES

H3 STUDIO, INC.



TIMOTHY BREIHAN a.aia

Principal

Anticipated Role: Project Manager + Comprehensive Planning Lead

Since 2015, Tim has led H3 Studio's comprehensive planning practice. Tim directs the development of the various technical components of the plan, including existing zoning and land use analysis; working with residents and stakeholders to establish the plan's vision, identifying community goals, and developing actionable strategies for implementation; and developing future infrastructure, land use, and facility priorities and plans. This includes the qualitative, place-based analysis and recommendations that form Community Place Type districts and the framework for both future land use and future zoning code updates.

Tim also leads many of H3 Studio's community engagement activities, including stakeholder interviews and focus groups; City staff and elected official work sessions; and facilitating of public workshops. As Project Manager, Tim serves as the day-to-day client contact and manages the team of planners and consultants responsible for developing the content of the plan.

A native of Saint Louis, Tim has been a part of H3 Studio since 2009. His work at H3 Studio has focused on vision-driven and place-based Comprehensive Planning; TOD district planning; bicycle and pedestrian infrastructure projects; writing codes and form-based codes; sustainability policy planning and sustainable neighborhood development.

EDUCATION

Master of Urban Design
Washington University in St. Louis (2008)

Master of Architecture
Washington University in St. Louis (2008)

BA Architecture
Miami University in Oxford, Ohio (2003)

AFFILIATIONS

The American Institute of Architects
(A.AIA)

PROJECT EXPERIENCE

Creve Coeur 2030 Comprehensive Plan Update | Creve Coeur, MO
Festus 2030 Comprehensive Plan Update | Festus, MO
Lebanon 2035 Comprehensive Plan & City-wide Parks Master Plan | Lebanon, MO
Downtown Master Plan & Form-Based Code | Springdale, AR
Downtown Market & Arts District Master Plan | Bentonville, AR
Page Avenue Great Streets Project, EWGCOG | Pagedale, MO
Downtown Columbia Urban Design & Planning Charrette | Columbia, MO
Skinker DeBaliviere Neighborhood Urban Design & Development Plan | St. Louis, MO
CORTEX Transit-Oriented Development Plan | St. Louis, MO
Ferguson Bicycle & Pedestrian Master Plan | Ferguson, MO
Rock Hill Bicycle & Pedestrian Master Plan | Rock Hill, MO
University City Bicycle & Pedestrian Master Plan | University City, MO
I-55 Corridor Transportation & Growth Management Plan & Code | Madison County, IL
Parkview Gardens Neighborhood Parks Plan | University City, MO
Neighborhood Housing & Development Strategy | Omaha, NE

TEAM MEMBER RESUMES

H3 STUDIO, INC.



LAURA L. LYON cnu

Vice President | Principal

Anticipated Role: Engagement & Branding Specialist / Cultural Resource Planner

LAURA L. LYON has a diverse background encompassing art, architecture, graphic, and urban design. She brings unique problem solving and exploratory branding initiatives to all projects from strategies to project development of all scales: regional and community plans to streetscapes, wayfinding, grants, and fundraising events. The AIA, APA, CNU, and ASLA at a national, regional and state level have honored her design work. Encompassing all of these initiatives is innovative research and public engagement. Through development of methods appropriate to each project, Lyon creates strategies, materials, presentations, and unique public outreach initiatives that address the needs and objectives of the audience. Projects of national significance include The Confluence Heritage Area and The Mounds - Americas First Cities National Historical Park Initiative.

Laura ensures that each project is extensively researched in terms of its history, identity and positioning within the national and regional market place; and through a collaborative team and client design process, a set of visual communication and image branding tools are created in order to provide highly particularized project identities, concepts and award-winning design solutions. Every medium appropriate for a project is explored to address the accessibility and outreach to all citizen groups. In addition, she serves as project manager and senior designer on many of the award-winning urban design and landscape - greenway, parks, and trails - master plans throughout the country.

EDUCATION

Master of Architecture
Washington University in St. Louis

Bachelor of Design
University of Florida Gainesville

AFFILIATIONS

Congress of New Urbanism
National & Illinois Chapters

American Planning Association
National, State and St. Louis Chapter

National Recreation & Park Assoc.

Missouri Recreation & Park Assoc.

Parks & Recreation Board
Appointed Member, City of St. Charles, MO
Planning & Development Committee &
Implementation Committees: 100 Acre Park
Committee & Webster Park Committee

Women and the Kemper

CID Ultimate Picnic
Graphics Chair (2006 - 2012)

PROJECT EXPERIENCE

Historic Southside | Old Munichburg District & Neighborhood Plan |
Jefferson City, MO

Downtown Springdale Master Plan | Springdale, AR

Parkville Gardens Neighborhood Sustainable Development Plan |
University City, MO

Downtown Columbia Urban Design & Planning Charrette | Columbia, MO

The Confluence Greenway Master Plan | St. Louis, MO

Comprehensive Parks, Open Space & Trails Master Plan | Edwardsville, IL

Belleville Downtown Framework Plan | Belleville, IL

Main Street Corridor Plan & Streetscape Implementation | Belleville, IL

Carondelet Park Master Plan & Implementation Strategy | St. Louis, MO

Hyde Park Master Plan | St. Louis, MO

City Park Master Plan & Implementation Strategy | Bowling Green, MO

Ferguson Bicycle & Pedestrian Master Plan | Ferguson, MO

Rock Hill Bicycle & Pedestrian Master Plan | Rock Hill, MO

University City Bicycle & Pedestrian Master Plan | University City, MO



TIM BUSSE cnu
Senior Planner

Anticipated Role: Infill Housing Specialist & Smart Code Expert

Tim Busse has practiced architecture for 30 years. He is a licensed Architect in Missouri and California specializing Town Planning, New Urbanism, infill and missing middle buildings for new and traditional developments as well as the reuse of buildings in historic districts. Tim is a Senior Planner at H3 Studio and the Co-Founder of his Architecture Firm, Studio Archaeos. Tim has also served for over 15 years as the Town Architect for the New Town at St. Charles.

Mr. Busse has been involved with almost every facet of building one of the most successful, most affordable traditional neighborhood development (TND) in the country (New Town at St. Charles), from organizing the original town planning Charrette with Duany, Plater-Zyberk & Company in February of 2003, to working with Town Founder Greg Whittaker on an endless list of details, including urban design, development of the overall architectural style, landscape & park design, utility coordination, and community governance.

In his capacity as Town Architect of the New Town at St. Charles, Busse has administered the first form-based code in the St. Louis area for over seven years. In addition, Busse has led workshops with DPZ focusing on the architecture and urban design of New Town as well as leading the planning workshop for the Plaza at Noah's Ark at Fifth Street and Interstate 70 in St. Charles, Missouri. Busse was also instrumental in staging the DPZ-lead town planning charrette for the New Town at Liberty in January, 2007. He is currently working on the New Town at Harmony in Independence, MO. He has traveled extensively to study both historical and New Urbanist communities and attends many development-related events annually. He has also been an invited speaker for dozens of community and professional groups throughout the county interested in the successes of the New Town at St. Charles.

EDUCATION

Bachelor of Architecture
California Polytechnic State University, San Luis Obispo (1983)

LICENSURE

California Architectural License
#C17322

Missouri Architectural License
#AR007231

AFFILIATIONS

Builders Choice Awards
Builder Magazine; Jury Member (2008)

Congress for the New Urbanism
(2003-present)

Speaker at CNU National meeting
(2006 & 2008)

Congress for European Urbanism
Speaker (2006)

Home Builders Association
St. Louis/NAHB (1996-present)

American Institute of Architects
St. Louis Chapter (1999-present)

American Institute of Architects
San Diego Chapter

PROJECT EXPERIENCE

Town Architect for The New Town at St. Charles | St. Charles, MO
Town Architect for The New Town Harmony | Independence, MO
Planning Charrette Coordinator for The New Town at Liberty | Liberty, MO
Downtown Charrette - Developed Design & Development Concepts for two urban nodes | Columbia, MO
NoVi: North Village Design | Columbia, MO
Visioning Charrette | Dardenne Prairie, MO
Jamestown Mall Redevelopment Charrette | St. Louis, MO

TEAM MEMBER RESUMES

H3 STUDIO, INC.



JULIA PANCOAST

Associate

Anticipated Role: Senior Planner + Urban Designer

Julia's professional work has explored urban design, planning and implementation tools to support improved quality of life, economic prosperity and community vibrancy.

Julia's project experience encompasses a wide range of scales from City-wide, neighborhood and district plans to block-level streetscape design and site-scale development master plans & feasibility studies.

She has participated in numerous public engagement processes including large scale Public Workshops and Community Planning Charrettes, as well as Focus Group Work Sessions, City Staff and Elected Officials Work Sessions, and Advisory Committee Meetings.

In her role as senior urban designer, Julia is involved in all aspects of project development, plan preparation and delivery. She leads graphic production. Her work begins with mapping, data collection, research, and analysis efforts. This includes conducting on-site surveying to inform the project and verify information at the project's onset. She then utilizes her 2D and 3D visualization skills to produce compelling graphics in order to communicate ideas and aid in the community planning process.

EDUCATION

Master of Architecture
Drury University | Magna Cum Laude

Discovery & Innovation for
Sustainable Cities Certificate
UC Berkeley, College of Environmental
Design

Center for Community Studies
Drury University | Independence, MO

AFFILIATIONS

U.S. Green Building Council
Missouri Gateway Chapter
(Studying to obtain LEED Green Associate
Certification in 2019)

PROJECT EXPERIENCE

Lake District Economic Development Plan | Maryland Heights, MO
Rountree Neighborhood Plan | Springfield, MO
Downtown Market & Arts District Master Plan | Bentonville, AR
Historic Southside | Old Munichburg District & Neighborhood Plan |
Jefferson City, MO
Creve Coeur 2030 Comprehensive Plan | Creve Coeur, MO
Festus 2030 Comprehensive Plan | Festus, MO
Link Independence Downtown Plan, Center for Community Studies |
Independence, MO

TEAM MEMBER RESUMES

H3 STUDIO, INC



ED STARKIE

Anticipated Role: Economist / Demographic Analyst / Market Strategist

Mr. Starkie has over 25 years experience in real estate that includes moving complex projects from conception and feasibility analysis to financing and development. A particular career focus has been planning for the Place-Based Economy to enable higher value capture and demonstrating that value to residents, businesses, and owners. Ed's work on the Creve Coeur 2030 Comprehensive Plan provided the foundation for the resulting housing strategy and Olive Street Commercial Strategy. The data he produced was instrumental in the public engagement process, portraying market trends to the community and building consensus for the future of Creve Coeur.

His work has received four awards from the American Planning Association in the areas of main streets and downtown revitalization, and he contributed to the current EPA guidelines for promoting Smart Growth. His recent work has also gained an award from the California Preservation Foundation and a Charter Award from the Congress for New Urbanism. Mr. Starkie is a financial advisor for private and public development who brings a unique, pragmatic approach that results in projects that are feasible, profitable, and contribute to community livability. Mr. Starkie holds Master of Science in Real Estate Development from the Massachusetts Institute of Technology. He is a panel member of Urban Land Institute Advisory Services. Mr. Starkie has also served on the faculty of the University of Oregon Urban Architecture Program and the Portland State University Urban Planning and Architecture programs.

EDUCATION

MS in Real Estate Development
Massachusetts Institute of Technology

Bachelor of Liberal Arts
University of Oregon

Bachelor of Arts
University of California, Berkeley

PROJECT EXPERIENCE

Creve Coeur 2030 Comprehensive Plan | Creve Coeur, MO
Festus 2030 Comprehensive Plan | Festus, MO
Downtown Market & Arts District Master Plan | Bentonville, AR
Downtown Economic Revitalization Master Plan | Springdale, AR
Form Based Code Economic Analysis | Overland Park, KS
Federal District Neighborhood Development & Housing Study | Omaha, NE
2025 Comprehensive Plan - Development Scenario Analysis | Fayetteville, AR
Downtown Development Strategy | Fayetteville, AR
Heart of Peoria Vision Master Plan - Revitalization Strategy | Peoria, IL
Fairfax Boulevard Master Plan - Economic Analysis | Fairfax, VA

TEAM MEMBER RESUMES

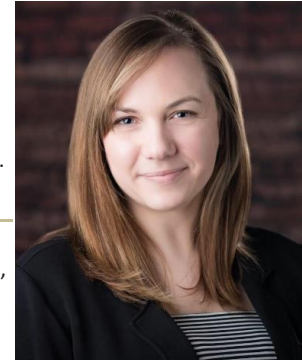
LOCHMUELLER GROUP

Katy Shackelford, AICP

Urban Planner



Katy is a Senior Planner at Lochmueller Group. She's a versatile, innovative, and accredited urban planning professional with over 7 years of experience who specializes in transportation, economic development, and community engagement. Katy has a talent for creating catalytic community impacts using infrastructure investment. Skilled in project management and plan execution, she ensures successful and meaningful community driven outcomes. She is an excellent communicator with a reputation for creativity and the ability to cultivate relationships with stakeholders of all levels.



REPRESENTATIVE EXPERIENCE

Comprehensive and Downtown Plan Update for Bedford, Indiana (2019) – Project Manager and primary land use and transportation planner responsible for gathering inventory, performing analysis, preparing goals and objectives, creating existing and future land use maps, developing implementation strategies, and facilitating committee meetings and public engagement. Bedford, nestled in the hills of the Hoosier National Forest, has a population 13,296 and is the county seat of Lawrence County. The city is located a short drive from Indiana University in Bloomington and has seen significant re-investment as a result the Stellar Communities designation. This plan focused on developing a comprehensive strategy for continued community development and provides a priority list of projects and policies to meet changing social and economic conditions. In addition, the update developed the second phase of initiatives to support downtown revitalization.

Downtown Revitalization Plan for the City of Centerville, Indiana (2019) – Project Manager responsible for creating a vision for the future of downtown Centerville, preparing goals and objectives, facilitating committee meetings and public engagement, and creating a list of priority projects to be completed to implement the plan. Centerville is a town of 2,549 with a unique historic character and rich local architecture with nearby access to a major interstate highway. This plan focused on ways use placemaking to activate the downtown, attract private investment, and create a destination for everyone in and around the city.

Mobility Study Addendum 1 for Washington University Medical School (2019) – Project Planner responsible for data gathering, stakeholder engagement, information graphics, and document design. Addendum 1 provides an update to the Comprehensive Traffic & Mobility Study and Appendices ("Mobility Study") published October 2015 by the Urban Planning Roundtable. Its purpose is to summarize data for the next five-year and ten-year growth cycles (2025 and 2030) for the Washington University Medical School Campus, assess impacts to the street network and public realm, and provide recommendations to manage that growth. The Addendum recommends a framework for consistent, equitable and effective management of transportation and parking in the District.

Olive Boulevard Conceptual Master Plan for the City of Olivette, Missouri (2019) – Planner and Primary Author responsible for plan development. The intent of the master plan was to provide the groundwork necessary to transform the one-mile stretch of roadway into a unique corridor that differentiates this area from the remainder of Olive Boulevard while increasing safety for both vehicles and pedestrians. It included beautification strategies that provide opportunities for enhancement that do not require significant investment nor right-of-way acquisition. Ultimately, the goal of the plan was to enhance mobility, beautification, and consistency for subject corridor. Lochmueller provided planning services that reviewed all transportation modes and their connectivity, crash analysis, transit access and use, and an access management review. This combination provided the basis for the plan's recommendations, which can be used when applying for future funding opportunities. The plan is currently nominated for an OLGA Award.

WITH THE FIRM
Since 2018

YEARS OF EXPERIENCE
7

EDUCATION
MURP, Virginia Polytechnic
Institute and State
University, Blacksburg,
Virginia, 2012

BA, Architecture, Ball State
University, Muncie, Indiana,
2009

INDUSTRY ASSOCIATIONS
American Planning
Association

Urban Land Institute

International Economic
Development Council

American Institute of
Certified Planners

LEADERSHIP EXPERIENCE

Board Member, Tower Grove South (St. Louis) Concerned Citizens Special Business District

Former Board Member, Peoria Area Convention and Visitors Bureau

Former Board Member, Pekin Main Street

Former Commissioner, Downtown Advisory Commission, City of Peoria

TEAM MEMBER RESUMES

LOCHMUELLER GROUP

Colleen Durfee

Planner



Colleen is a skilled urban planner, specializing in equitable community redevelopment strategies that respond to local context and reflect community priorities. Prior to Lochmueller Group, she worked in local government as the Planning & Zoning Administrator for the City of University City, a city of 35,000 in St. Louis County. At University City, she revised the zoning code, reviewed projects for compliance with city ordinances, proposed community development strategies, and facilitated community meetings. She is passionate about data informed decision-making, strategic planning, and consensus building through participatory community engagement. While working in the St. Louis region, she has refined those skills and added to them by focusing on economic development techniques, transportation and mobility planning, and streetscape design. Her strong communication, and analytical skills combined with her creative approaches to community development bring a unique and impactful perspective to each project.



REPRESENTATIVE PROJECT EXPERIENCE

Comprehensive and Downtown Plan Update for Bedford, Indiana (2019) –

Planner responsible for analyzing regional and local economic trends, housing demand forecasts, workforce composition, and neighborhood stability for the Comprehensive and Downtown Plan updates. She helped conceptualize and implement a community engagement strategy that included a weekend charrette, focus groups, public open house, and online survey. Bedford has a population 13,296 and is the county seat of Lawrence County. The city is nestled in the hills of the Hoosier National Forest a short drive from Indiana University in Bloomington. Bedford has seen significant re-investment as a result the Stellar Communities designation in 2013. This plan focused on developing a comprehensive and action-oriented strategy for continued redevelopment and provides specific projects and policies to meet changing social and economic conditions. In addition to city-wide strategies, the update includes downtown specific recommendations to support continued reinvestment.

WITH THE FIRM
Since 2019

YEARS OF EXPERIENCE
1

EDUCATION
MA, City & Regional Planning,
University of North Carolina,
Chapel Hill, 2018

BA, Geography & Spanish,
Ohio State University, 2014

Downtown Revitalization Plan for the City of Centerville, Indiana (2019) –

Planner responsible for collaborating with community leaders to identify a vision and prepare community-wide goals and objectives for downtown Centerville's revitalization. She analyzed existing land use patterns, the local business environment, demographic trends, and the town's context within the region. From this analysis and community input and observation, she developed actionable projects and policies with the steering committee to help Centerville's downtown attract more visitors, increase economic activity, and be a stronger anchor and amenity for the community. Centerville is a town of 2,549 with a unique historic character, exceptional architecture, and easy access to a major interstate highway and larger metropolitan employment centers. This plan focused on ways to maximize existing assets, capacity and resources to invest in placemaking and attracting private investment that would make the community's vision for Downtown a reality.

Workforce Transit Study for the Greater Egypt Regional Planning and Development Commission (2019) –

Planner who analyzed workforce commuting patterns, industry composition among major employers, and the economic conditions of the Greater Egypt Region to inform a workforce transit strategy for the Greater Egypt Region. She identified primary barriers to workers accessing reliable transportation to their jobs and conducted the GIS analysis identifying potential transit transfer locations to better facilitate workers access to jobs. This study aimed to address a gap in transportation access for workers in the Greater Egypt region by identifying potential sites to locate a transit transfer facility and strategies to better communicate transit services operations.

Chouteau Greenway

As part of the Chouteau Greenway design team, Colleen analyzed and reviewed the multiple nodes and segments that create the Chouteau Greenway armature of potential alignments. This analysis included collecting and analyzing data to create an evaluation criterion for which to compare alignments. As a planner, Colleen is especially skilled at communicating across disciplines and connecting the small local scale issues to larger trends and themes being addressed. Her skill set as a GIS expert and strategic thinker were especially helpful in this project.

TEAM MEMBER RESUMES

VECTOR COMMUNICATIONS

Laurna Godwin

Owner/President, Vector Communications



FIRM

Vector
Communications
1998-Present

EDUCATION

Columbia University,
M.S., Journalism
Princeton University,
AB, English
Literature

AREAS OF EXPERTISE

Public Engagement
Public Relations
Video Production
Facilitation

CURRENT BOARD APPOINTMENT

Regional Business
Council
St. Louis Police
Foundation
Common Circles

AWARDS (partial list)

Most Inspiring St.
Louisian – NAACP

Women
Transportation
Seminar’s Rosa Parks
Diversity Award

Most Influential
Minority Business
Leader

Women of
Achievement in
Community
Leadership

OVERVIEW

Throughout her 37-year professional career, Laurna Godwin has used her communications skills to educate people about the issues affecting how they live, work and play. Her experience working on hundreds of projects on topics, such as economic development, transportation, and education, has allowed her to create and execute successful outreach and engagement programs. Twenty-one years ago, Laurna co-founded Vector Communications, an award-winning public engagement and communications consulting firm. Prior to Vector for nearly two decades, she was a television news reporter, anchor and talk show host, having garnered three Emmy Awards and a host of other awards.

CHOUTEAU GREENWAY FRAMEWORK PLAN. 2017-PRESENT

Vector has been assisting Great Rivers Greenway (GRG) with the outreach and engagement for the agency’s largest project to date – Chouteau Greenway from the Arch to Washington University, north to Fairground Park and south to Tower Grove Park. In her role as project manager, Laurna assisted GRG leadership with its design competition engagement, selecting members for the projects Steering Committee and working groups, and advising on outreach and community engagement activities for GRG and Vector staff.

METRO REIMAGINED 2018-PRESENT

Vector is assisting Metro Transit of St. Louis, part of the Bi-State Development Agency, with outreach of the agency’s final plan for improving the frequency, routes and service of its MetroBus system. Laurna is serving as project manager. As such, she is responsible for helping to ensure the public not only is aware of the proposed system changes, but also is more inclined to ride MetroBus once they learn about them. She and the Vector team are planning pop-up events, presentations and participation in area festivals to promote Metro Reimagined. The new plan will launch in late 2019.

MAJOR LEAGUE SOCCER PURSUIT. 2018 – PRESENT.

Laurna is serving as the public engagement consultant for the ownership team that pursued and eventually acquired the rights for a Major League Soccer franchise for St. Louis, MO. The team is led by female members of the Taylor family which owns Enterprise Holdings. Laurna has helped the team achieve several significant local goals, including getting support from the Mayor of St. Louis, the St. Louis Board of Aldermen and key stakeholder influencers. Laurna has also assisted with media relations and the press conference announcing the team’s bid for a franchise.

SCHOOL DISTRICT OF UNIVERSITY CITY. 2017

Laurna served as the project manager for assisting new School Superintendent Dr. Sharonica Hardin in engaging and communicating with the University City community. The goal of the project was to help Dr. Hardin build relationships by finding out what community leaders, business owners, and elected officials thought of the School District and to share her ideas for improvement. More than 50 interviews were conducted. Additionally, presentations and meetings were conducted.

MCDONALD’S. 2016 – PRESENT.

Laurna is leading the public relations and stakeholder engagement for the owner/operators of the McDonald’s of Metro St. Louis Co-Op. The Co-Op is made up of 40 people owning 159 restaurants. As the public relations firm, Vector is responsible for generating earned media around McDonald’s products and social responsibility pillars and planning special events. The stakeholder engagement involves introducing owners to elected officials, key influencers and community leaders.

FERGUSON COMMISSION. 2014-2015

In the wake of civil unrest, the Ferguson Commission was formed and attracted near unprecedented, local, national and global attention. Laurna was the project manager for providing public engagement, facilitation, communications and outreach services for this governor-appointed body of volunteer citizens. Vector facilitated the 19 public meetings and served as the public engagement and communications advisor to staff members. The firm also planned and executed the Commission’s press conferences.

TEAM MEMBER RESUMES

VECTOR COMMUNICATIONS

Chandra Taylor
Consultant, Vector Communications



OVERVIEW

Chandra Taylor joined Vector in spring 2019. She brings her skills in strategic planning, community engagement, and project management coupled with her enthusiasm for stakeholder engagement. Chandra was Basic Infrastructure Committee Chair for the Chicago 49th Ward Participatory Budgeting process where she served three years overseeing \$1M of capital funds. During her tenure from 2016-2019, she negotiated which additional public assets were required for future growth and public benefit, discussing conflicting infrastructure projects, city moratoriums, illumination, traffic stop improvements, curbs, alleys, and storm improvements. Her leadership contributed to the allocation of \$670,000 in road infrastructure. Additionally, Chandra has worked for Fortune 100 and 500 companies, achieving product development objectives through successfully developed and implemented strategic plans. Prior to Vector, she was the Contract Project Manager at Allstate Insurance Corporation in Northbrook, IL where she designed, wrote, and implemented insurance policy contracts for six product lines. In addition, she captured market requirements and wrote business requirement documents for communications capabilities on projects.

FIRM

Vector
Communications
June 2019-Present

EDUCATION

Webster University,
M.A., Procurement
and Acquisitions
Management, 2018

University of
Missouri-St. Louis,
B.A., International
Business, 2009

AREAS OF EXPERTISE

Strategic Planning
Project Management
Public Engagement
Mediation

ST. LOUIS HOUSING AUTHORITY STRATEGIC PLAN, 2019

Chandra is the public engagement specialist for the St. Louis Housing Authority's Strategic Planning process. As such, she is responsible for engaging stakeholders, conducting interviews, and public meetings with staff, housing residents and housing choice voucher participants. Her specific tasks have included conducting a survey by visiting public housing complexes to talk directly with residents, assisting with visioning workshops and planning and executing two public meetings. The project will conclude this November.

PROSTATE CANCER COALITION, 2019-PRESENT

Chandra leads the marketing and outreach efforts for the Prostate Cancer Coalition Smart Screening initiatives. Additionally, Chandra manages the organization's website and social media and coordinates the design of marketing materials to promote screening in African American males and men with strong family histories of prostate cancer.

SPRINGFIELD RAIL IMPROVEMENTS PROJECT, 2019-PRESENT

The City of Springfield, together with Sangamon County and the Illinois Department of Transportation (IDOT) is relocating all passenger and freight traffic from the Third Street corridor to Tenth Street and constructing roadway underpasses as part of providing high-speed rail through Springfield. For the last several years, Vector has facilitated numerous public meetings, stakeholder advisory group sessions, manned a project resource center, and maintained a project website. Since joining Vector, Chandra has taken over the project and is responsible for publishing newsletters, conducting public open houses and maintaining the project website.

ROUTE N NEPA STUDY, 2019-PRESENT

The Missouri Department of Transportation has conducted a National Environmental Policy Act (NEPA) Study in cooperation with East-West Gateway Council of Governments and St. Charles County. The route connects through O'Fallon, Lake St. Louis, Wentzville and Dardenne Prairie. The purpose of the study is to address safety concerns, relieving traffic congestion, supporting growth and economic development, and addressing stakeholder desires and concerns. Chandra is leading the public outreach efforts and engagement tactics. The study will be completed in early 2020.

STANDARD PROFESSIONAL RATES

H3 STUDIO

| | |
|----------------|--------------|
| John Hoal | \$210 / hour |
| Tim Breihan | \$175 / hour |
| Julia Pancoast | \$150 / hour |
| Laura Lyon | \$130 / hour |
| Tim Busse | \$150 / hour |
| Ed Starkie | \$200 / hour |

LOCHMUELLER GROUP

| | |
|------------------|--------------|
| Katy Shackelford | \$110 / hour |
| Colleen Durfee | \$110 / hour |

VECTOR COMMUNICATION

| | |
|-------------------------------|-----------------|
| Lurna Godwin | \$214.59 / hour |
| Chandra Taylor | \$104.30 / hour |
| Chandra Taylor Gabreila Bloom | \$73.30 / hour |
| Darby Lathan | \$69.99 / hour |

PROJECT EXPERIENCE & REFERENCES



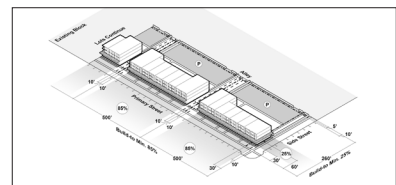
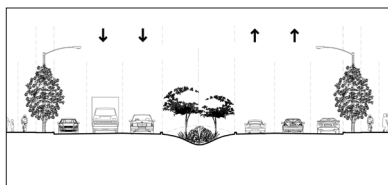
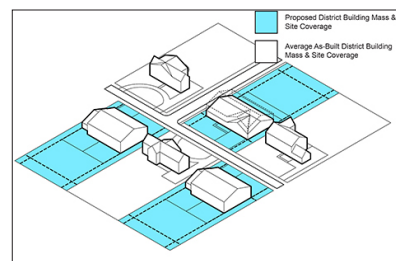
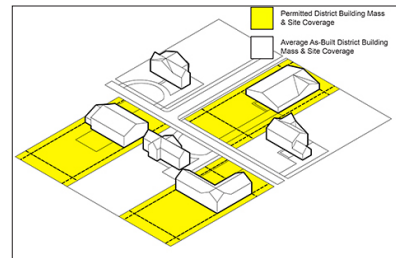
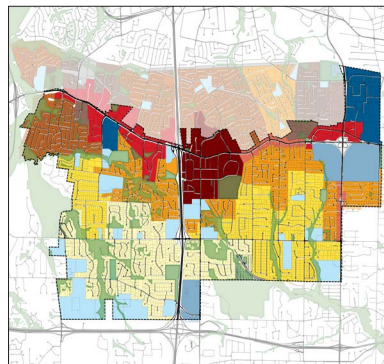
CITY OF CREVE COEUR COMPREHENSIVE PLAN UPDATE

Creve Coeur, MO | 2015 - 2017

Reference: Jason Jaggi, AICP | Director of Community Dvpt.
 Organization: City of Creve Coeur
 Address: 300 N. New Ballas Road; Creve Coeur, MO 63141
 Email: jjaggi@crevecoeurmo.gov
 Phone: (314) 872-2504

H3 Studio worked with the City of Creve Coeur to develop an update to their 2002 Comprehensive Plan. The public planning process kicked-off in September 2015 and continued through December 2016. The Creve Coeur 2030 Comprehensive Plan Update addresses the key issues facing Creve Coeur's future development: the City is built out but aging, resulting in lot-by-lot redevelopment in certain residential areas; significant portions of the Olive corridor are obsolete in terms of development patterns and economic vibrancy; there is a community desire to improve walkability, bikability, and access to recreational amenities; and the past Comp Plan did not provide an actionable plan for implementation. Through a series of five (5) public workshops and over 20 stakeholder focus groups, H3 Studio developed a Plan based on the Community Place Types that guides incremental development with specific code and regulatory updates to achieve the community's Vision on a lot-by-lot basis. The Plan was unanimously adopted by the City—with great public support—in March 2017.

The community highly desired the existing character of its residential neighborhoods to be preserved. H3 Studio used visualization techniques including 3D models and comparative diagrams to illustrate what was allowable by the code as it is today (which did not match the existing built character). Graphic illustration of the code was an extremely useful tool which aided in a meaningful discussion with residents regarding the recommended code updates.



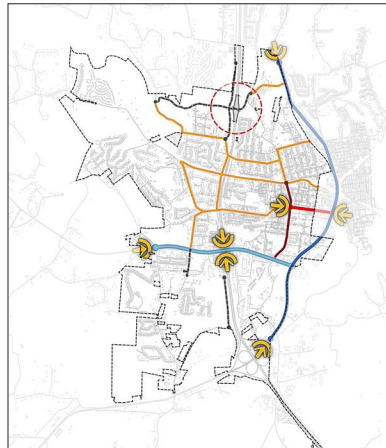
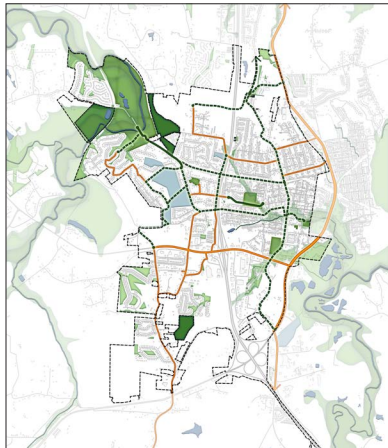
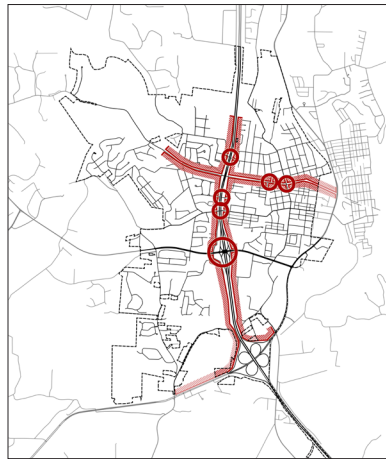
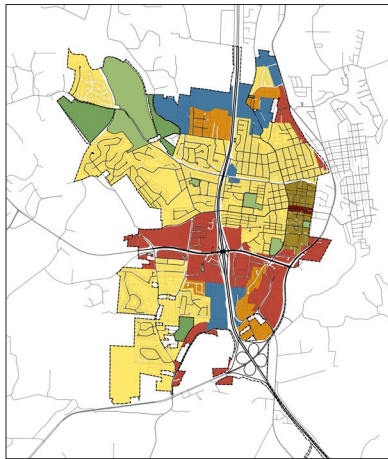
PROJECT EXPERIENCE & REFERENCES



CITY OF FESTUS COMPREHENSIVE PLAN UPDATE Festus, MO | 2017 - 2018

Reference: Matt Clemens | Building Commissioner & Dir. of Public Works
Organization: City of Festus
Address: 950 N. 5th Street; Festus, MO 63028
Email: matt.clemens@cityoffestus.org
Phone: (636) 524-7051

H3 Studio worked with the City of Festus to develop their Comprehensive Plan Update. Major challenges faced by Festus include a lack of easily-developable land (due to topography in the City); a struggling Downtown that has failed to capitalize on past revitalization efforts; and a jobs and tax base dominated by retail and service sectors. Furthermore, Festus' current comprehensive plan (developed in 2002) is very broad-ranging, with "pie in the sky" goals and no achievable roadmap for implementation. The H3 Studio Team's work involved the identification of key community priorities and aligning those priorities with existing capital improvement mechanisms and funding tools for effective implementation. Priorities include revitalization of Downtown, the creation of a new "Campus" zoning district to facilitate the diversification of economic development, and key infrastructure improvements to improve accessibility and enhance the City's physical character. The Festus Comprehensive Plan was unanimously adopted January 9, 2019.



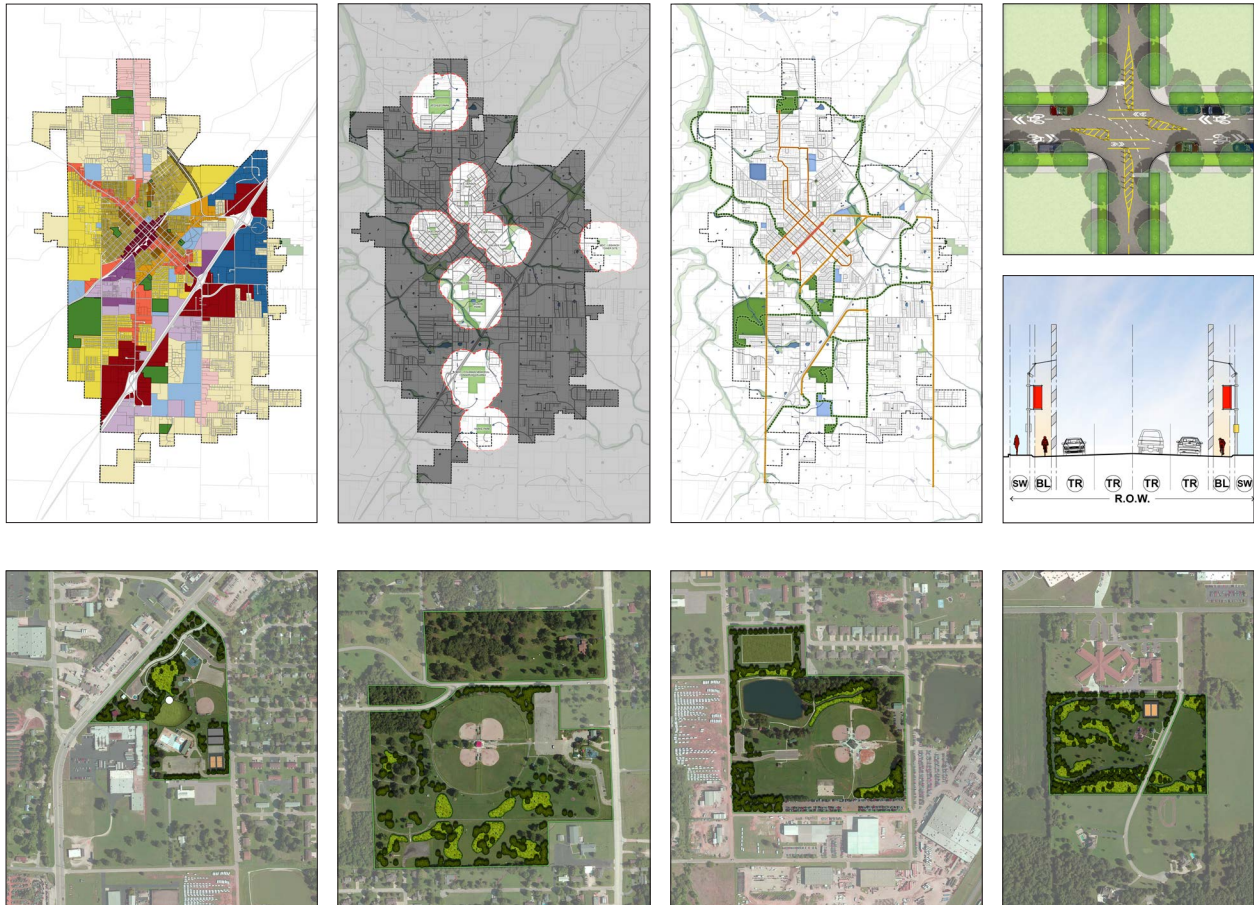
PROJECT EXPERIENCE & REFERENCES



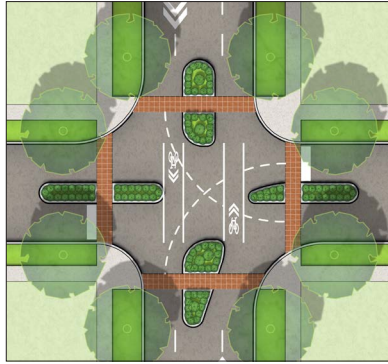
CITY OF LEBANON COMPREHENSIVE PLAN UPDATE City of Lebanon, MO | 2018

Reference: Benjamin DeClue | Acting City Administrator
Organization: City of Lebanon
Address: PO Box 111; Lebanon, MO 65536
Email: bdeclue@lebanonmo.org
Phone: (417) 991-2351

Lebanon is a rural city in south-central Missouri and the seat of Laclede County. Located between Springfield and Fort Leonard Wood, Lebanon serves as a bedroom community for both neighbors. Additionally, the City is home to major manufacturers including Tracker Boats and the Independent Stave Company. However, Lebanon has operated with a very basic, staff-developed comprehensive plan for the past 12 years, and many key projects identified have not been realized. H3 Studio has worked with the City of Lebanon to develop a Comprehensive Plan Update and City-Wide Parks Master Plan. These documents outline major infrastructure improvements—funded by the City’s Infrastructure and Parks tax—to improve major corridors, facilitate the revitalization of obsolete development, and guide the creation of a new highway bypass. Furthermore, H3 Studio is developing detailed recommendations for zoning code updates to ensure that the City’s zoning and the Comp Plan’s future land use plan are fully-integrated. The Plan is currently going through the adoption process.



PROJECT EXPERIENCE & REFERENCES



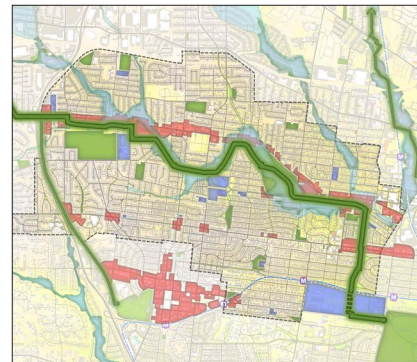
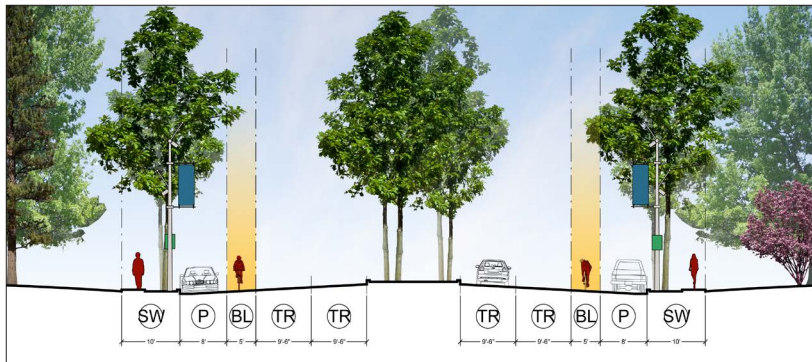
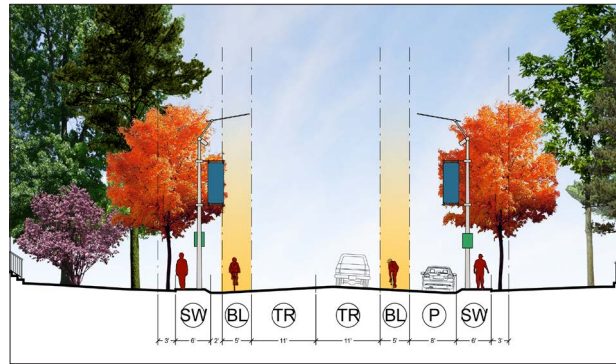
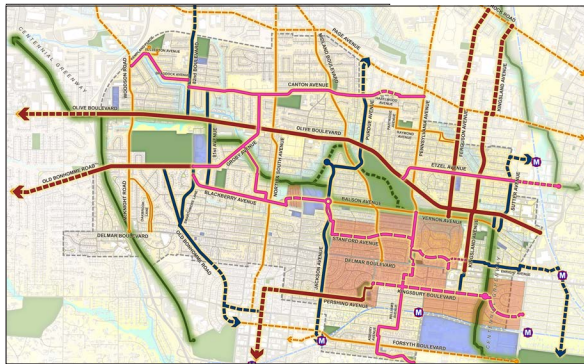
CITY OF UNIVERSITY CITY BICYCLE & PEDESTRIAN MASTER PLAN

University City, MO | 2010 - 2012

Reference: Raymond Lai | Deputy Director Planning & Community Dvpt.
 Organization: The City of University City
 Address: 6801 Delmar Boulevard; University City, MO 63130
 Email: rlai@ucitymo.org
 Phone: (314) 505-8502

H3 Studio, in cooperation with the City of University City, participated in a comprehensive public engagement process to collect feedback and ideas from city residents and stakeholders in order to determine where and how people currently walk and cycle in and around the city, as well as particular deficiencies and issues present in the existing conditions. Through this process, H3 Studio and Trailnet created a Vision, Goals, and Objectives for the Bicycle and Pedestrian Plan. H3 Studio was able to develop a multi-layered plan which addresses overall challenges in University City and builds on existing assets, particularly the 21 existing parks, 14 schools, and existing connectivity to regional transit to create a plan that can deliver true transportation equity to residents, making walking, biking, or utilizing transit for daily trips as easy as driving.

Throughout this project, H3 Studio worked carefully to ensure that its proposal for University City was well-integrated with the larger regional vision for walking and biking in St. Louis including the St. Louis Bike Master Plan, and the Centennial Greenway. H3 Studio worked closely with St. Louis County, MoDOT, Great Rivers Greenway, and the City of University City to build consensus for the plan and to help envision University City as the first walk-able, bike-able, and truly car-optional community in the St. Louis region.



PROJECT EXPERIENCE & REFERENCES



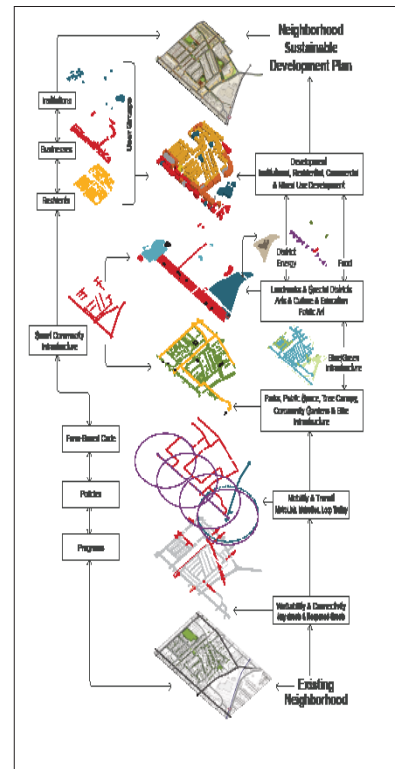
PARKVIEW GARDENS NEIGHBORHOOD SUSTAINABLE DEVELOPMENT PLAN

University City, MO | 2011 - 2013

Reference: Raymond Lai | Deputy Director Planning & Community Dvpt.
 Organization: The City of University City
 Address: 6801 Delmar Boulevard; University City, MO 63130
 Email: rlai@ucitymo.org
 Phone: (314) 505-8502

In October of 2010, the City of University City was awarded a grant from the joint U.S. Department of Housing and Urban Development (HUD) and U.S. Department of Transportation (DOT) program Partnership for Sustainable Communities. H3 Studio then led Parkview Gardens through the creation of a Sustainable Neighborhood Development Plan.

From a very large scale the team ensured that the plan integrates with all City of St. Louis and University City planning projects and review the context with which the project fits in; from the neighborhood scale the team developed a Sustainability Plan with objectives and strategies to achieve a sustainable future for the neighborhood while ensuring a strong connection to public transportation. H3 Studio led the public engagement efforts including stakeholder interviews with neighborhood residents, business owners, developers, elected officials, and community leaders. It also included a series of public workshops in which the public-at-large helped articulate their vision for the future of the neighborhood by working with the sub-consultants to define criteria for what makes a sustainable neighborhood, and where, what, and how dense their neighborhood should be, and what uses should be included. The plan proposed a wide range of recommendations integrating new housing, rehabilitate housing, businesses, parks, and streetscape improvements, all supported by detailed economic and housing studies and the most holistic strategies to advance long term, neighborhood scale sustainability. The integrated Development Plan and Sustainability Action Plan has led to many projects that are currently in various phases of implementation including Washington University Student Housing on Delmar Blvd.



PROJECT EXPERIENCE & REFERENCES

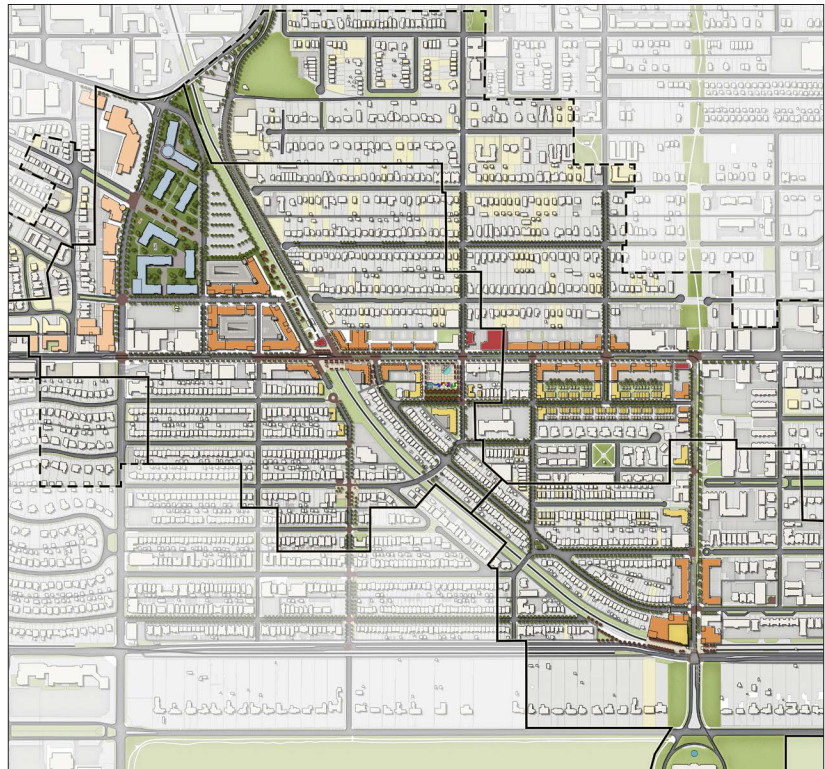
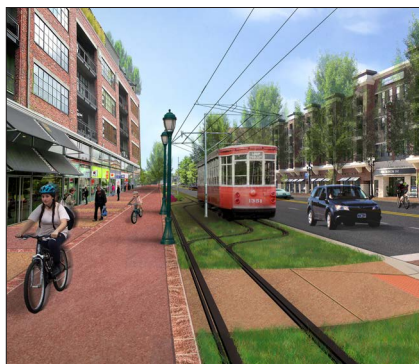


DELMAR LOOP AND FOREST PARK - DEBALIVIERE METROLINK STATION FORM-BASED DISTRICT Saint Louis, MO | 2013

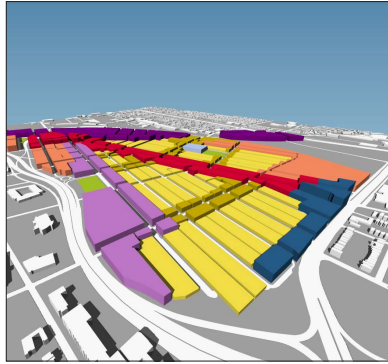
Reference: Don Roe | Director of the Planning & Urban Design Agency
Organization: The City of St. Louis
Address: 1520 Market Street Suite 2000; St. Louis, MO 63103
Email: roed@stlouiscity.com
Phone: (314) 622-3400 Ext 3848

In the City of St. Louis, Transit-Oriented Development (TOD) has been embraced as an exemplary model for holistic sustainable development which is founded in the three pillars of sustainability embodied in the seven Livability Principles defined by HUD, DOT, and EPA. The City of St. Louis has listed TOD as an essential component of its Sustainability Plan and Mayor’s Sustainability Action Agenda. As a result, the City conducted a TOD plan for the Delmar Loop & Forest Park - DeBaliviere Station Area, the process of which this Form-Based District was included as a final deliverable to be used as an implementation tool for the Station Area Plans.

The Transit Oriented Development (TOD) Plan for the Delmar Loop and Forest Park–DeBaliviere MetroLink Stations (“the Plan”) establishes an actionable, 30-year plan for new development supported by access to transit. The Delmar Loop & Forest Park - DeBaliviere Station Area Form-Based District is the recommended regulatory tool for use and adoption by the City of St. Louis to assist in the implementation of the Transit-Oriented Development Plan established throughout this process. The supporting Form-Based District was developed for the station area based on this transformation plan. The Form-Based District for the station area was developed in accordance with Ordinance 69199 of the City of St. Louis Code of ordinances; and contains all essential regulatory subjects and several optional regulatory subjects. These components include a regulating plan, building envelope standards, building development standards, and use tables; which will be adjusted as the City of St. Louis proceeds through the adoption process, and opens the code up to the public input process.



PROJECT EXPERIENCE & REFERENCES

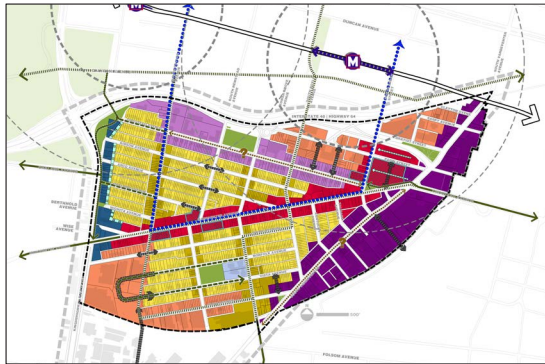


FOREST PARK SOUTHEAST NEIGHBORHOOD PLAN & FORM-BASED DISTRICT

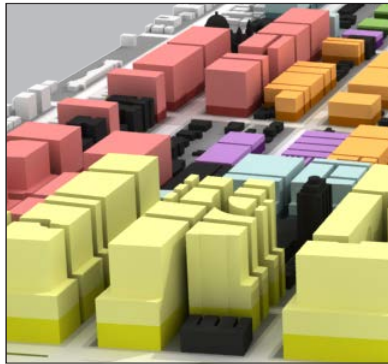
City of St. Louis, MO | 2015

Reference: Brooks Goedeker | Executive Director
Organization: Park Central Development Corporation
Address: 4512 Manchester Avenue, Suite 100; Saint Louis, MO 63110
Email: brooks@parkcentraldevelopment.org
Phone: (314) 535-5311

The Forest Park Southeast Form-Based District is an overlay form-based district for new construction and additions within a specified portion of the Forest Park Southeast Neighborhood, including the Grove Area Commercial District. The impetus to create this District resulted from the anticipation for increased development activity in the area over the next 10 years, and the growing concerns over the quality and character of development from the Community. This District was designed in partnership with the Community to harmonize new development with the existing National Register Historic District; while also embracing the eclectic qualities of the area, and reinforcing the sustainable, urban, walkable character of the neighborhood. By establishing this District, we are seeking to codify the goals of the Community within the City of Saint Louis zoning code and clarify the type of development that the Community desires within the neighborhood in the future!



PROJECT EXPERIENCE & REFERENCES



CENTRAL WEST END FORM-BASED DISTRICT

City of St. Louis, MO | 2009 - 2013

Reference: Don Roe, Interim Director

Organization: Planning & Urban Design Agency: The City of St. Louis

Address: 1520 Market Street Suite 2000; St. Louis, MO 63103

Email: roed@stlouiscity.com

Phone: (314) 622-3400

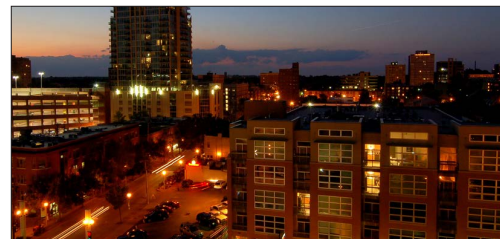
The Central West End Form-Based District was constructed as a “ground-up” code, which was developed based on the morphology of the historic city. It includes a regulating plan, building envelope standards, building development standards (including building types, frontage types, and architectural standards) which define a variety of aspects relative to the zoning and design of buildings within the area. The ultimate goal is to provide for the regulation of more urban, environmentally friendly, and culturally sensitive zoning within the area; while also ensuring an increased density of new residents. H3 Studio worked with the City of St. Louis to craft enabling legislation for Form-Based Districts; and subsequently developed the Central West End Form-Based District, which was adopted on February 21, 2013 and is the City’s first adopted Form-Based Code. It has now become the model for form-based codes in the region.

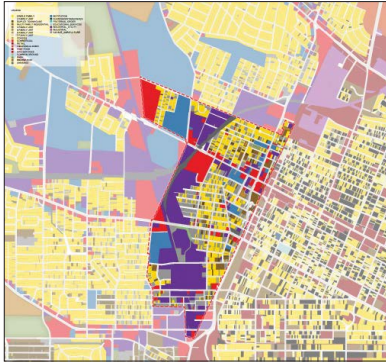


Opus Luxury Condominium Development
Built under the Form-Based District



West Pine Lofts Apartment Development
Built under the Form-Based District





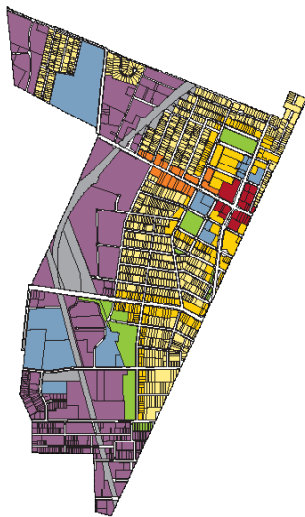
WELLSTON FIRST CHOICE NEIGHBORHOOD TRANSFORMATION PLAN

Wellston, MO | 2014 - 2016

Reference: Jim Holtzman | Director
Organization: St. Louis County Office of Community Development
Address: 41 South Central 5th Floor; Clayton, MO 63105
Email: JHoltzman2@stlouisco.com
Phone: (314) 615-4414

In December of 2013, St. Louis County, Rise, and H3 Studio were awarded a Choice Neighborhoods Planning Grant for the inner-ring suburb of Wellston, Missouri. Wellston was one of nine communities from across the nation to receive funding from the \$4M FY2013 HUD grants, and the first grant awarded to the St. Louis region. The Choice Neighborhoods program supports locally driven strategies to address struggling neighborhoods with distressed public or HUD-assisted housing through a comprehensive approach to neighborhood transformation. Local leaders, residents, and stakeholders, such as public housing authorities, cities, schools, police, business owners, non-profits, and private developers, come together to create and implement a plan that transforms distressed HUD housing and addresses the challenges in the surrounding neighborhood.

Developed through an intensive, 24-month community engagement process, the Wellston First Plan encompasses a detailed urban design and housing development plan, supported by 10 Community Objectives to improve outcomes for Wellston residents. The goal of this Plan was to effectively access the knowledge and expertise of community residents, both those in public housing and those not, to develop a community-supported Vision for the future of Wellston and identify relevant and implementable actions to positively transform the Wellston community into a Neighborhood of Choice. Input and feedback from all citizens was used as the primary decision-making tool throughout this process. As work issues and solutions were identified and work products developed, they were presented to the community-at-large for feedback and approval. This methodology ensured that all residents were able to actively see their input affecting the outcomes of the plan and was critical in establishing broad-based consensus and community ownership of this vision—something that the Wellston community has not experienced in this past.



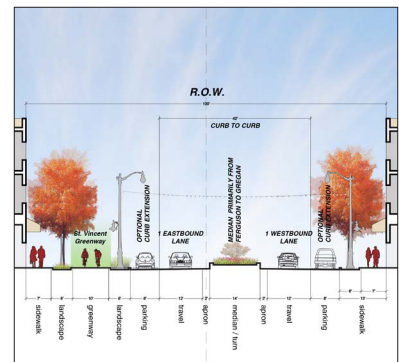
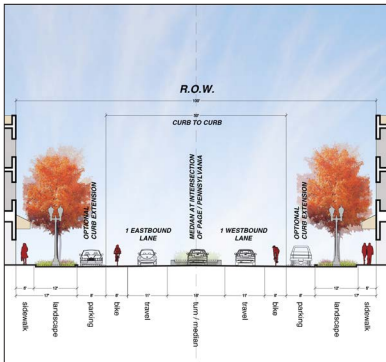


PAGE AVENUE GREAT STREETS PLANNING PROJECT

Pagedale, MO | 2013

Reference: Paul Hubbman | Senior Manager
 Organization: East-West Gateway Council of Governments
 Address: One Memorial Drive, Suite 1600; St. Louis, MO 63102
 Email: paul.hubbman@ewgateway.org
 Phone: (314) 421-4220
 Fees: \$299,999

The St. Louis Great Streets Initiative was launched in 2006 to expand the way communities think of their streets. Rather than viewing a roadway project as solely a way to move more cars and trucks faster, the goal of the initiative is to trigger economic and social benefits by focusing communities around interesting, lively and attractive streets that serve all modes of transportation. The Page Avenue Great Streets Project was funded through the EWGs Unified Work Program by the Missouri Department of Transportation, with matching funds provided by the City of Pagedale and Beyond Housing. H3 Studio was contracted by the East-West Gateway Council to lead a team of five (5) sub-consultants to complete the planning project, which was focused on developing a vision which would achieve the maximum amount of Community consensus. The intent of the plan is to establish a mixed-use town center for the City of Pagedale, and transition other areas of the corridor into more intense residential and transit-oriented residential uses over time. In each area of the street, a unique cross-section was developed to correlate the desired future character with the design of the street. The final plan resulted in a detailed street plan for Page Avenue and recommendations for land use (form-based code criteria), green infrastructure, and bicycle and pedestrian improvements. Due to the extensive outreach as part of the planning process, it was well received within the Community. City officials, working with Beyond Housing, are currently utilizing some previously allocated STP funding to construct a portion along the south side of the street.



PROJECT EXPERIENCE & REFERENCES

Comprehensive & Downtown Revitalization Plans

Bedford, Indiana



CLIENT

City of Bedford
1102 16th Street
Bedford, Indiana 47421
Mayor Shawna Girgis
812.279.6555
sgirgis@bedford.in.us

ROLE

Prime

STAFFING

Katy Shackelford, AICP, Project Manager
Colleen Durfee, Planner II

SCHEDULE

Scheduled Completion Date: October 2019

BUDGET

\$53,000

The City of Bedford is an older rural community with a population of 13,402. Bedford, much like other rural cities and towns has faced issues related to aging housing and infrastructure and a declining downtown core. Over the last few decades, Bedford encountered depopulation, declining median household incomes, and an increase in the percentage of individuals living in poverty.

Working with the mayor and a steering committee, Lochmueller Group (Lochmueller) developed an update for the two successful plans that the firm had previously authored for Bedford, the 2009 Comprehensive Plan and a 2012 Downtown Development Plan. As a result of these Plans, Bedford was awarded the rare and coveted Stellar Community Designation in 2013 from the Indiana's Office of Community and Rural Affairs. Since its designation, the city secured over \$27 million in public and private investment focused on community revitalization efforts, and is now positioned for renewed growth and development. After completing nearly all the projects and initiatives outlined in the previous plans, Bedford approached Lochmueller in 2019 to update both their Comprehensive and Downtown Plans.

The updated Plans provides a renewed focus on the community's goals of downtown redevelopment, tourism, and economic development. Lochmueller identified the community's vision and priorities, and recommended initiatives, projects, and policies that would bring Bedford's vision to reality.

At the start, the team recognized the importance of meaningful and robust public engagement. To gather input from a wider range of constituents, Lochmueller used an embedded public engagement strategy and spent four days in Bedford conducting a series of engagement activities and observations. The bulk of the public engagement coincided with Bedford's Limestone Heritage Festival in order to capture the largest available audience of residents and visitors. During the Festival, Lochmueller conducted focus groups, interviewed stakeholders, held steering committee meetings, coordinated with city staff, developed and distributed an in-person and online survey, and held an open house.

From the input gathered, Lochmueller developed action-oriented recommendations for Bedford. These projects, policies, and programs pertained to housing, economic development, workforce development, mobility, transportation, tourism and recreation, downtown activation, historic preservation, and land use. The recommendations were backed by quantitative data and spatial analysis and were vetted by the steering committee to ensure they reflected Bedford's capacity and priorities.

The resulting 2019 Comprehensive and Downtown Plans are poised to carry forward the community's success and provide the framework for continued development and improved quality of life well into the future.

PROJECT EXPERIENCE & REFERENCES

Centerville Downtown Revitalization Plan

Centerville, Indiana



Lochmueller Group (Lochmueller) prepared a Downtown Revitalization Plan for the Town of Centerville. A town of 2,549 people, Centerville's unique historic character, exceptional architecture, access to a major interstate highway, and proximity to larger metropolitan employment centers position it as a quaint rural refuge in eastern Indiana. Centerville's Downtown Revitalization Plan details an implementation framework for projects, policies, and initiatives intended to amplify public investment to achieve the community's goals.



CLIENT

Town of Centerville
204 E. Main Street
Centerville, IN 47330
765-855-5515

ROLE

Prime

STAFFING

Katy Shackelford, AICP, Senior Planner
Colleen Durfee, Planner II

SCHEDULE

2019

The Plan identifies how to transform downtown into a greater amenity for residents and the region through placemaking initiatives, streetscape improvements, policy and code changes, and infrastructure projects. Following the adoption of the Plan, the Town will be eligible for up to \$600,000 in Indiana Office of Community Affairs (OCRA) funding for streetscape improvements. Centerville intends to use these funds to implement streetscape and infrastructure projects in coordination with INDOT's upcoming road rehabilitation project for US 40 planned to impact Centerville in 2021. Lochmueller not only developed the plan update required to meet OCRA eligibility, but was integral in coordinating with IDOT to ensure simultaneous improvement efforts could be implemented to achieve a broader community impact.

The Lochmueller team built the plan on a foundation of robust and meaningful public engagement. To fully understand and accurately represent the community's vision and priorities, the team spent 2 days on site gathering feedback and engaging residents through embedded planning. Capitalizing on the local Archway Days Festival, the team observed, interacted with, and solicited feedback from residents and visitors from all ages and walks of life. That effort included multiple engagement stations where participants shared ideas, identified challenges, highlighted opportunities, and prioritized goals. Community surveys were distributed at Archway Days and electronically through the Town and Centerville Main Street's social media channels. In addition to robust public engagement, the team worked closely with the Steering Committee and members of Centerville Main Street to coordinate throughout the planning process, ensuring the plan continued to meet their needs throughout its development. This constant communication helped not only to navigate the unique local environment but allowed the team to maximize existing resources and ensure the plan was successfully adopted and implemented.

Lochmueller understands that practical recommendations are essential in communities where funding is limited. Lochmueller prides itself on developing implementation-oriented plans that reflect community priorities with achievable projects. The following are some of the projects and strategic recommendations:

- » Develop downtown design guidelines
- » Establish a revolving loan fund for historic building rehabilitation
- » Formalize the building inspections and review process
- » Upgrade sidewalks with improved light poles, signage, street furniture, planters, and trees
- » Install way-finding signage and implement a town branding strategy
- » Increase programming and events for downtown year-round
- » Program events to activate vacant and underutilized public space, alleys, and parking lots

The Centerville Downtown Revitalization Plan is scheduled for completion in January 2020.

PROJECT EXPERIENCE & REFERENCES

LOCHMUELLER GROUP

WUMC Mobility Study Addendum

St. Louis, Missouri



The Washington University Medical Center (WUMC) Campus boasts the largest employment density in the St. Louis region with over 30,000 employees and students, accessing multiple hospitals, educational institutions, and the Cortex Innovation Community (Cortex). The District has 18,000 parking spaces, 15 bus stops, and two Metrolink stops. As the member institutions coordinate future planning, the need for an addendum to the comprehensive transportation study became evident.

The Addendum provides an update to the WUMC Comprehensive Traffic & Mobility Study and Appendices (“Mobility Study”) published October 2015 by the Urban Planning Roundtable. Its purpose is to summarize data for the next five-year and ten-year growth cycles (2025 and 2030) for the WUMC Campus, assess impacts to the street network and public realm, and provide recommendations to manage that growth. Lochmueller Group’s (Lochmueller) Addendum recommends a framework for consistent, equitable, and effective management of transportation and parking in the District.

The traffic analysis was based on a dynamic assignment model of the campus and surrounding areas built predominantly using TransModeler. The dynamic nature of TransModeler allows traffic to be routed based on shortest path conditions as opposed to pre-determined, static routing as is commonly practiced. The model limits stretch from Forest Park to Vandeventer Avenue and from Lindell Boulevard to I-44. The model was calibrated by estimating an origin-destination matrix from counts and a seed matrix based upon the regional travel demand model and parking garage in and out volumes. This hybrid, multi-resolution modeling approach capitalizes on modeling at macro-, meso-, and micro-scales to evaluate traffic in detail over a large area. This is believed to be the first application of this emerging modeling technique within the St. Louis area.

The plan presented recommendations built upon those made in the 2015 Study and reinforced the street functional hierarchy previously established. In addition to street improvements, emphasis continues to be placed on increasing transportation demand management strategies District-wide. The recommended street improvements prioritize achievable projects that address the most pressing issues occurring before 2025. These projects involve streets within the District itself or external locations where the potential for partnerships exist to help move projects forward.

This data-driven study addressed all modes of transportation, including vehicular, pedestrian, bicycle, transit, campus circulator, and parking. Lochmueller spearheaded data gathering, coordinating and convening stakeholders, performing the traffic analysis, and campus transportation planning. They also served a vital role in coordinating efforts and reporting findings to the study’s steering committee – which included representatives from BJC, Washington University, Cortex, St. Louis College of Pharmacy, and Great Rivers Greenway – as well as outside agencies.

CLIENTS

The Washington University School of Medicine
660 South Euclid Ave
Campus Box 8034
St. Louis, MO 63110
Melissa Rockwell-Hopkins, Asst. Vice
Chancellor and Asst. Dean of Operations and
Facilities
hopkinsm@wustle.edu

ROLE

Prime

STAFFING

Chris Beard, PE, PTOE – Project Manager
Fasil Sagir – Project Engineer
Katy Shackelford, AICP – Senior Planner
Colleen Durfee – Planner II

FEE

\$150,000

SCHEDULE

Start Date: March 2019
Completion Date: September 2019

PROJECT EXPERIENCE

VECTOR COMMUNICATIONS



Plant Science and Technology Area Master Plan (now 39 North)

Vector was part of the master planning team tasked with creating the vision and framework for a plant science and technology district surrounding the Donald Danforth Plant Science Center in Creve Coeur for the St. Louis Economic Development Partnership. Vector was the project's public engagement specialist. The firm informed and engaged citizens on their level of support for the concept and potential redevelopment efforts, including transportation and mixed-use. As such, the firm coordinated stakeholder meetings, focus groups, and property owner briefings. Vector also planned and executed the public meetings. The master plan resulted in a framework for an innovation and research agtech hub for emerging businesses now branded as 39 North. The project lasted from May 2016-October 2016.

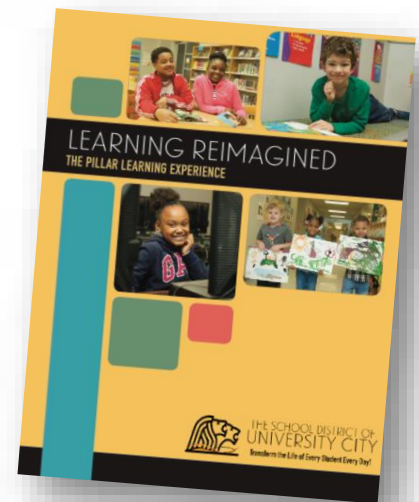
West Florissant Avenue Great Streets Project

Vector serves on the team for the second West Florissant Avenue Great Streets Project, which is the preliminary design phase of West Florissant Avenue from Stein Avenue south to the Norfolk Southern Railroad in the City of Ferguson. This project is building off of the Master Plan completed in 2014 that Vector also worked on providing outreach and public engagement services. The goal of the current preliminary design phase, led by St. Louis County Transportation and East-West Gateway Council of Governments, was to re-imagine this section of the corridor into a place that improves economic conditions, connects communities, creates an attractive sense of place and helps motorists, bicyclists and pedestrians move safely. Vector provided outreach, engagement and communications services for this design phase. The firm wrote the public involvement plan, conducted outreach numerous weekends at the Ferguson's Farmer's Market and other city events, surveyed local businesses, and helped assemble and facilitate the Community Advisory Committee meetings. Vector also planned and executed the public open houses, developed the project website and conducted media relations.

In July 2017, in conjunction with Trailnet, the firm helped organize and conduct a pop-up demonstration to show residents what the corridor could potentially become. Vector will complete the final public engagement report for the project that will detail the outreach, engagement and public comments. The team has applied for federal funding and is currently waiting to hear whether it will receive the funding before officially wrapping up the project.

School District of University City

In 2017, Dr. Sharonica Hardin, then the new School District of University City superintendent, selected Vector Communications to conduct engagement, communications and marketing for her and the district. Assistance was needed in introducing the superintendent to the University City community, including residents who do not have children attending the district and those who do, as well as business owners. The purpose of the engagement and communications was to help Dr. Hardin begin building relationships to gain support for the district as a "beacon of excellence in the community." Vector assisted Dr. Hardin with conducting interviews of more than 50 community leaders, business owners, and elected officials to share her vision and to gain their insights on the district. Presentations and meetings were also conducted with more than 170 parents, staff and teachers. The feedback obtained from all stakeholders was compiled and used to help inform the creation of marketing strategies and outreach materials including the districtwide "Learning Reimagined" brochure. Vector edited and designed the brochure, which is *seen to the right*.



PROPOSAL

Project Approach & Methodology

Scope of Services:

*Proposed Work Plan &
Community Engagement Plan*

Project Schedule

Cost Estimate

PROJECT APPROACH & METHODOLOGY

COMPREHENSIVE PLANNING+

H3 Studio has experience in all facets of Comprehensive Planning, and our Team proposes a unique **Comprehensive Planning+** approach. In typical comprehensive planning, the Plan is developed to articulate a community vision and goals with little to no acknowledgment of the City's zoning code and/or subdivision ordinances. The challenges with this approach is profound; all too often, a Comprehensive Plan's Vision is not permitted—or at least not supported and facilitated—by the City's regulatory ordinances. Usually, this means that the success of the plan hinges on a few large-scale development initiatives. If these developments are not able to be completed, major objectives of the plan will not be achieved. Furthermore, when a City has a Comprehensive Plan and zoning code, which are not well-coordinated, it results in conflicts and confusion among residents and developers (when the Plan says one thing, and the Code allows another). This hinders successful implementation of the Plan.

Our Comprehensive Planning+ approach asserts that the Comprehensive Plan must address not only the standard components of the Plan (future land use, housing and neighborhood revitalization/preservation, transportation, economic development, public facilities, resiliency, and capital improvements), but must integrate these components in a place-based framework for future zoning code updates. This framework is rooted in the long-term sustainability of the community and the creation of an authentic, holistic, and humane environment and sense of place and **provides a unified, community-driven vision for both the Comprehensive Plan and the City's regulatory ordinances**. Our unique approach effectively integrates the community's vision with the essential implementation tools available to the City—public policy, capital and operational budgets, and land-use and sub-division codes—codifying the community's vision for continual, incremental implementation.

PLACEMAKING: SHAPING AND MANAGING CHANGE

The H3 Studio Team's Comprehensive Planning+ approach is designed to effectively coordinate the community's Vision for the future of University City—articulated and refined during the Comprehensive Planning process—with the Plans Goals, Objectives, and Strategies; Future Land Use Plan; and Zoning Code (through recommended zoning code revisions and updates). By linking plans and codes under a unified framework, the City's Comprehensive Plan will codify the community's Vision for placemaking and sustainability. This will help ensure that implementation of the Comprehensive Plan is achieved incrementally through ALL new development within the City, and ensuring that ALL new development contributes positively to the community's Vision. This unified framework utilizes what we refer to as **Community Place Type Districts**. Similar to Smart Code and other form-based code frameworks, these districts will be geographically-bounded based on existing parcels (like zoning districts) and will define future placemaking characteristics (including building type, form, massing, use, site coverage, transportation, landscape, public space, and utility infrastructure). They will also be keyed to existing built characteristics to ensure contextuality. Finally, they will be developed by and of the community to ensure authenticity and the community's Vision.

The Community Place Type Districts define the future physical form and land use of University City. They are rooted in the community's priorities for sustainable development and placemaking, and they integrate all elements of the plan, including transportation and mobility, housing, economic development, community cohesion, and community image and character. These Districts and their arrangement serve as the Comp Plan's Future Land Use Plan and, perhaps most importantly, they can serve as the geographic plan for a future zoning code update. In this way, **Community Place Type districts are the framework by which the community's Vision, the Comp Plan, and City's Zoning Code are unified**.

H3 Studio has successfully used, or are currently using, this unique approach in Comprehensive Plans. H3 Studio recently completed three (3) comprehensive plan updates for two (2) communities in the St. Louis region—Creve Coeur, Missouri and Festus Missouri (both plans have been successfully adopted); and another rural community in central Missouri—Lebanon, Missouri (plan currently at the adoption stage).

SCOPE OF SERVICES

TASK GROUP 1: PROJECT MANAGEMENT

H3 Studio employs a Project Management Approach that is structured around the principles of open and transparent communication, real-time availability of data and work products, and establishing clear responsibilities and schedules for each team member at the outset of the project. This allows our team to work smoothly and reduce administrative overhead to the greatest extent possible.

1.1: Project Kick-Off Meeting. The H3 Studio Team will conduct an official project Kick-off meeting onsite with the Client to develop and refine the project scope and timeline and coordinate the provision and transmittal of base information. At this time H3 Studio will work with the Client to determine their role and the level of participation desired and required.

1.2: Client Group Project Management Team & Client Contact. At the onset of the project H3 Studio will determine with the Client a Client Group Project Management Team and a Lead Client Contact for the Project to establish a “hierarchy” of communication between the Client group and the consultant. H3 Studio Project Manager Tim Breihan will serve in this role, and he will field and coordinate all inquiries and requests from the client to the team and from the team to the client. This ensures a single process for communication and an accountable “stream of custody” for project communication and information. H3 Studio will meet with the Client Group Project Management Team in person or via conference call a set number of times throughout the process to provide the Client group an update on the process to date. The frequency of these updates is the discretion of the client and will be determined during the onset of the project.

The H3 Studio Team anticipated conducting Client Group Project Management meetings on an approximate bi-weekly basis, and providing written progress reports on a monthly basis.

1.3: Data Transfer. H3 Studio will set up an FTP server for the Client and team members to easily download and upload data to be shared amongst the project team throughout the duration of the project. H3 Studio anticipates the City to provide available GIS data to the team to be used to develop base maps as well as copies of previous plans and studies relevant to the Planning process for the team to conduct a plan review. H3 Studio will coordinate this effort with the Client.

1.4: Meeting Coordination & Community Engagement. Based on the City's capacity and available budget, the Client can assist with public engagement planning and logistics to their desired level. The roles and responsibilities of the client and the consultant in scheduling community engagement meetings will be determined during the project kick-off meeting at the onset of the project.

1.5: Review of Materials. The Client and various members of City staff will provide review and comment on draft plans and deliverables throughout the process. The H3 Studio Team will work with the Client to establish the appropriate persons to review materials.

TASK GROUP 2: COMMUNITY ENGAGEMENT

Throughout the planning process, it will be important for stakeholders and the public to have an appreciation of the planning parameters as well as an understanding of major project decisions and their implications. Meaningful participation will occur when the community engagement program increases planning awareness among stakeholders and the public; stimulates people's interest in plan activities and findings; deepens comprehension of the plan and its eventual outcomes; and solicits constructive public input. Toward this end, the H3 Studio Team will provide extensive outreach, along with an engagement approach that involves direct (person-to-person) and indirect strategies.

Specifically, this Plan seeks to address specific conditions present in the community, as well as potential deficiencies in past planning processes. We recognize that there is a large Hispanic and Chinese community in University City; therefore, translators will be present at all public meetings and forums, and public notice materials will be made available in Spanish, Mandarin, and Cantonese. Furthermore, we recognize that the 3rd Ward has—in the past—been marginalized in planning processes and that there is mistrust and a perception that the City does not have the best interest of north-of-Olive in mind. Therefore, special attention will be paid to including the 3rd Ward in this process and “going to them” to ensure that equitable, City-wide input is solicited.

SCOPE OF SERVICES

2.1: Stakeholder Interviews. A stakeholder is defined as any person or organization directly affected by a project's activities. The H3 Studio Team will begin its community engagement program by interviewing key stakeholders such as community leaders, business and property owners, emergency services managers, school officials, seniors and youth to get their thoughts about the City of University City's existing conditions, along with opportunities for improvement and how to engage the public during the planning process. Stakeholders will also be asked if they might be interested in serving on the Community Advisory Committee. After the initial round of stakeholder interviews are completed, the H3 Studio Team will generate a document outlining the highest priority issues in terms of importance. The team anticipates conducting fifteen (15) stakeholder interviews.

The same stakeholders will be engaged in a second round of meetings. Once the final draft plan is near completion, the H3 Studio Team will meet with the stakeholders again to give them a briefing of the plan and to get their feedback. There will be fifteen (15) briefings.

2.2: Comprehensive Plan Advisory Committee (CPC). The H3 Studio Team understands that the City of University City has several commissions, including plan, traffic, and park commissions. In order to facilitate creating a 2040 Comprehensive Plan and a corresponding five-year Strategic Plan, the Team will work with the University City to establish a Comprehensive Plan Advisory Committee (CPC), encompassing representatives from these groups and others in one setting. The primary purpose of the CPC will be to understand the project in order to serve as project ambassadors in the community, and to provide the H3 Studio Team feedback at major milestones along the planning process. The CPC will also review the draft final plan and give feedback to the team before it is presented to the public. The team anticipates having three (3) CPC meetings.

2.3: Presentations. The H3 Studio Team will offer and be available to make presentations to different organizations and council member ward meetings to generate interest and involvement in the planning process. The team will create a brief five-to-ten-minute presentation that outlines the process, the purpose, and timeline and engagement approach.

2.4: Project Web Page. The City of University City has an informative website and people are used to going to it for information. Thus, the H3 Studio Team is recommending that a Comprehensive Planning web page be added to the site. The team will provide the content and pictures for the city's webmaster to upload. The site will house the latest project planning information and documents and allow people to leave comments and/or ask questions. It will also list upcoming project meetings to be transparent.

2.5: Online and Paper Survey. The H3 Studio Team has found that one of the most effective ways of late to reach large numbers of people is to conduct an online survey. The survey will take information that was learned from the initial stakeholder interviews and obtain input from respondents on the City of University City's strengths, threats, and opportunities. Interactive online public engagement software will be used to administer the survey.

Key to generating respondents is to promote the survey. The H3 Studio Team believes existing communications channels should be used, like ROARS, because people are used to getting their information from this e-newsletter. Additionally, the H3 Studio Team will: reach out to the numerous organizations in University City via email and ask them to distribute the survey link to their constituents; post flyers in the public library and content on the City's Facebook and Twitter pages and project web page; and host a table at community locations such as Centennial Commons and the University City Public Library, where respondents can take the survey on iPads provided by the team. The team will prepare a document summarizing the survey results.

2.6: Focus Groups. Unlike the survey, the focus groups will allow the H3 Studio Team to engage directly with stakeholders about their thoughts, desires, and vision for the City of University City. The meetings will begin with a presentation on the findings from the stakeholder interviews and survey, along with a report on existing conditions, traffic, and data analyses. Then attendees will be divided into small groups for discussions. Part of the discussions will include participants drawing on maps where they think redevelopment opportunities are, specific areas that should be addressed, etc. The team anticipates having three (3) focus groups, including one for teens as they have the most to benefit from a comprehensive plan.

2.7: City Staff and Elected Officials Work Sessions. These work sessions will be held at key milestones during the project to help ensure that what the H3 Studio Team is thinking about and learning from the public is

SCOPE OF SERVICES

viable. The sessions will focus on information sharing and drawing ideas on maps. Additionally, the team can also have separate work sessions with the Plan Commission and the Traffic Commission to focus on specific topics. The team anticipates having four (4) work sessions with city staff and elected officials, two with the Plan Commission and two with the Traffic Commission for a total of eight (8).

2.8: Walking Audit. The RFP requests that specific attention be given to the 3rd Ward. The H3 Studio Team recommends conducting a walking audit of the 3rd Ward with members of the Community Advisory Group and city staff to see firsthand the existing conditions – the challenges and opportunities. Participants will be able to provide context to what is seen. Following the walk, a debrief session will be held. The audit will help the H3 Studio Team better identify potential redevelopment opportunities. Walking audits can also be conducted in other key areas in the City. For proposal purposes, the team is recommending one (1) walking audit of the 3rd Ward.

2.9: Community Outreach Events. Throughout the year, the City of University City hosts numerous events from the Ice Carnival to the Farmer's Market, Movies in the Park and Taste of University City. These events and others provide a wonderful opportunity for the H3 Studio Team to host a table and provide project information, promote the web page, survey, and public meetings, and engage with residents. It is encouraged that city staff should help man the tables as well so they can interact with the public.

Additionally, the team will periodically host a table at the University City Public Library so people can stop by and ask questions during the off-peak periods between public events. The Public Library is a popular place and thus hopefully a lot of people can be reached and engaged. The team will create a project fact sheet to distribute at community outreach events. It is anticipated that the team will host a table at a total of eight (8) community events and at the public library during the project.

2.10: Public Workshops/Open Houses. These events will be an opportunity for the general public to learn about the latest project information and to interact with the H3 Studio Team one-on-one. Similar to the work sessions, there will be maps for people to write on to leave their comments and/or to make suggestions. There will also be a station where attendees can write a "Love Letter to University City" or a "Breakup Letter to University City" to convey what they like or dislike about the City. The open house format will allow people to stop by anytime to view the informational boards, write their letters, ask questions of the team and to provide their feedback. The team anticipates hosting three (3) public workshops/open houses. One will be to present the existing conditions and data analysis, the second one to present a draft vision and the third to present the draft final plan to give the public enough time to review and digest it before the formal public hearing. A public comment summary report will be prepared after each public workshop/open house.

2.11: Public Hearing. The H3 Studio Team will plan and execute one (1) formal public hearing in coordination with the University City Planning Commission. This hearing will include informational boards, a presentation on the draft final plan followed by public comments from attendees. There will be a board where people can sign up to speak in the order in which they registered. Each speaker will be given no more than three minutes and an electronic timer will be in front of them to keep them within the allotted timeframe. There will also be court reporters present to take notes. One court reporter will be in the public area and the other in a private room for people who do not want to speak in front of an audience. A transcript of the public hearing will be provided.

2.12: Comprehensive Public Comment Summary Report. After the public hearing, the H3 Studio Team will write a comprehensive public comment summary report that will detail the outreach and engagement process, along with the feedback that was received. It will include the summary reports from the stakeholder interviews, survey, and public workshops/open houses.

SCOPE OF SERVICES

TASK GROUP 3: EXISTING CONDITIONS ANALYSIS, ISSUES & OPPORTUNITIES

The H3 Studio Team will prepare a comprehensive analysis of University City's existing conditions, as well as issues and opportunities facing the City. This analysis will form the basis of all future work on the 2040 Comprehensive Plan, including the Community Vision and all Plan Goals and recommendations.

3.1: Baseline Plan Review. The H3 Studio Team will conduct a detailed review existing City plans and studies, including a comprehensive assessment of the community input, planning process materials, and content of the 2015 Draft Comprehensive Plan. Plans to be reviewed are anticipated to include:

- Existing Comprehensive Plan (2005)
- 2015 Draft Comprehensive Plan and process materials (2015; Prepared by Houseal Levigne Associates)
- Olive and 170 TIF Plan (2019)
- Bicycle & Pedestrian Master Plan (2013; Prepared by H3 Studio)
- Parkview Gardens Neighborhood Sustainable Development Plan (2014; Prepared by H3 Studio)
- Delmar Loop Retail Study (2011; Prepared by HR&A Advisors, with H3 Studio)
- Olive Boulevard Design Guidelines (2009)
- Urban Forestry Strategic Plan (2009)
- Parks Master Plan (2008)
- Parkview Gardens Parks Plan (2010; Prepared by H3 Studio)
- Millar Park Master Plan (2012)
- Lewis Park Master Plan (2013)
- Heman Park Master Plan (2014)
- Janet Majerus Park Master Plan (2016)

The Team will prepare a Baseline Plan Review memo that compiles the goals, objectives, and recommendations of each of these plans for assessment with the Client Group. The Baseline Plan Review will be synthesized with the Environment Scan and utilized throughout the remainder of the planning process.

3.2: Environmental Scan. The H3 Studio Team will conduct a detailed analysis of existing conditions within University City. This Environmental Scan is intended to identify opportunities for smart growth; community sustainability; and creation of an efficient, stable, and thriving community. The Environmental Scan is anticipated to include:

- **Demographic & Economic Profile** – Data will be collected and compiled from the U.S. Census and other public sources to document the demographic and economic profile of the area, including historic trends and forecasted projections. In addition, an economic analysis, market profile, and community profile will be developed. This analysis is the foundation for determining desired future development patterns, density, and land use as well as policy recommendations. These characteristics help determine the magnitude of future housing demand, the need for additional community facilities, and the ability of residents to support commercial activities. Descriptive texts, maps, charts, graphs, and data visuals will be incorporated where appropriate.
- **Existing Land Use and Zoning** – The purpose of this task is for the H3 Studio Team to understand existing and proposed future land use and zoning in the City and to quantify future land use and growth potential. This will include, but not be limited to:
 - o Existing zoning districts and land use classifications (including compliance or discrepancies between the two)
 - o Underused or obsolete developments, land uses, and zoning districts
 - o Topography, flood plains, and other limiting issues
 - o Existing built density rates versus allowed density rates
 - o Built density and value analysis to highlight efficiency of land use for future redevelopment
 - o A list of the key development projects from the last 10 years
 - o Current and projected Development Projects

A key objective of this analysis is to determine in current zoning regulations match existing built character, and if existing zoning regulations are sufficient to both (1) facilitate desired and/or needed redevelopment and community revitalization and (2) preserve desired community and neighborhood

SCOPE OF SERVICES

character. This analysis will serve as the basis for potential future zoning code updates and form-based code overlays.

- **Neighborhoods & Housing** – A planning-level review of existing housing and neighborhood conditions will be conducted. Using publically-available Census and GIS data, the Team will analyze housing types; vacancy; occupancy type (rental vs. owner occupied); age; and new housing starts for the past ten (10) years. This analysis will help determine if University City's housing stock is adequately matching existing and projected demographic profiles; market- and functional obsolescence of housing; and potential redevelopment opportunities.
- **Natural Resources & Stormwater** – A planning-level review will be conducted. Publicly available records will be obtained related to environmental resources including but not limited to forest, streams, wetlands, floodplains, hazardous waste sites, brownfields, parks and natural areas, mineral resources, air quality, and culturally important sites. These resources will be summarized to provide an overview of University City's environment. These elements will be evaluated and analyzed in relation to proposed future land use, zoning, city code, and expected development patterns. Identifying these elements will help develop a future land use map that protects natural and cultural resources, avoids hazardous areas and floodplain development, and reduces overall risk for the City. Descriptive texts, maps, charts, graphs, and data visuals will be incorporated where appropriate.
- **Parks, Trails & Greenways** – The purpose of this task is for the project team to understand existing and proposed open space, parks, and greenways in University City. This review will result in a comprehensive understanding of the amount of open space, parks, and greenways; level of programming; inventory of amenities; existing and proposed facilities; and accessibility and connectivity to these community assets.
- **Transportation & Connectivity** – The planning-level transportation assessment will evaluate the existing conditions of various motorized and non-motorized transportation infrastructure within the City of University City. The assessment using publicly available data will review current volumes, safety, maintenance, and connectivity issues and explore opportunities to enhance service for all modes. The analysis will also consider the diversity of types of transportation used throughout the City and plan for changes to the status quo in the future including micro-mobility, shared ride services, and autonomous vehicles. The transportation assessment will include an analysis of existing networks and proposed transportation infrastructure improvements and suggested code revisions will be prepared. Descriptive texts, maps, charts, graphs, and data visuals will be incorporated where appropriate.
- **Public Facilities & Infrastructure** – A planning-level assessment of existing municipal facilities and infrastructure will be conducted to determine future public facilities needs and priorities. Data will be gathered from the Client Group, city staff and elected official work sessions; and the community survey. Information will be summarized in a memo outlining gaps, strengths, weaknesses, and opportunities.
- **Community Events & Municipal Programming** – Using the information gleaned from the background documents we will complete a concise assessment of University City's community events and programming activities. We will also benchmark the performance of the City in the context of its peer group, as identified in discussion with you. This exercise will result in a comprehensive assessment of the City's current programs events offered to the community.
- **Governance & Operations** – The H3 Studio Team understands that—from a city operations perspective—the City needs a way to aggregate their data and easily manage and update it internally. There is currently no way of combining data from multiple departments into one map. The public works department works on a different database than the planning department. MyGov, the system that tracks permits and citations, is not georeferenced. This exercise will identify key issues and opportunities to share and coordinate data between various City departments to streamline internal operations.

SCOPE OF SERVICES

3.3: Inventory of Issues and Opportunities. Utilizing public input gathered through stakeholder interviews, focus groups, city staff and elected official work sessions, and the community survey—as well as the data and existing conditions analysis of the Environmental Scan—the Team will prepare an inventory of community issues and opportunities facing University City. This inventory will be provided to the Client Group for review, and the Team will work with the Client Group, the CPC, the Plan Commission, and the community-at-large to assess issues and opportunities and create a consensus list of community priorities. These priorities will form the basis of the community vision, goals, and objectives of the 2040 Comprehensive Plan.

TASK GROUP 4: COMMUNITY VISIONING

The H3 Studio Team will work closely with the Client Group, CPC, Plan Commission, and the community-at-large to craft and articulate a 20-year vision for the future of University City. Through a series of focused visioning meetings, the Team will facilitate residents and stakeholders to define the future state of the community. This Vision will serve as the overarching principle of the 2040 Comprehensive Plan, and will both drive the creation of and be supported by the Plan Goals, Objectives, and recommendations.

TASK GROUP 5: 2040 COMPREHENSIVE PLAN UPDATE

5.1: 2040 Plan Goals & Objectives. Based upon all work to date, the Consultant will utilize the Community Vision statement for the City to create a series of supportive Goals to serve as the framework for the recommendations of the Comprehensive Plan Update and as a baseline for measuring progress and future outcomes. The 2040 Plan Goals and Objectives will be submitted to the Client Group and CPC for review and revision through dedicated engagement events.

5.2: Place-Based Strategic Land Use Plan. Based upon the existing land use analysis, Community Vision and Goals, and the feedback gathered to date, the project Team will develop the “Place Type” character districts. Utilizing a format similar to the Smart Growth Transect, these Place Types will classify all parts of University City according to:

- Existing physical character of development;
- Density;
- Use;
- Street patterns;
- Landscape and environmental conditions;
- Future projected development/redevelopment (if any); and
- The community’s Vision.

Place types will be used to correlate the 2040 Comprehensive Plan recommendations to the future land use plan and zoning districts. In addition, these place types will serve as the framework for the optional future development and implementation of character- or form-based zoning updates for University City.

Place Type Character Districts will be illustrated using a variety of visual and graphic materials, including existing condition photographs; photographs of desired future conditions; illustrated plans; and 3D digital models showing the form, bulk, and mass of development within each district.

SCOPE OF SERVICES

5.3: Focus Area Planning & Regulatory Overlay Recommendations. The H3 Studio Team will identify Focus Areas within University City during the community engagement process, environmental scan, and community visioning process. It is anticipated that Focus Areas will include key commercial nodes, corridors, or sections of corridors; key residential neighborhoods or sections of neighborhoods; the Olive and 170 TIF area; and/or key community and public assets. It is projected that three (3) to five (5) focus areas will be identified.

The H3 Studio Team will prepare more detailed focus area plans for these areas, to address specific issues and opportunities pursuant to these areas. Recommendations may also include specific regulatory overlay recommendations, which may include zoning overlays or form-based code recommendations.

5.4: Form-Based Code Concepts & Recommendations. The H3 Studio Team is the regional leader in the development and adoption of form-based codes, particularly form-based codes implemented in already built-out communities. We bring this expertise to our Comprehensive Planning process in the development of Place Type Character Districts (described above). Place Type Character Districts are inherently form-based, and therefore serve as the basis for future zoning code updates, including form-based code overlays or a transition to form-based zoning.

Working with the Client Group, the Team will identify areas where form-based code would be beneficial. The H3 Studio Team will then prepare form-based code concepts and recommendations to assist in achieving the goals of the 2040 Comprehensive Plan.

5.5: Future Housing Strategies. The H3 Studio Team will prepare guidelines and recommendations for housing in University City. These recommendations will provide for the City's projected future demographics and are anticipated to specifically address:

- City-wide housing diversity;
- Chronically-distressed and -vacant housing, particularly in the 3rd Ward; and
- Strategic redevelopment of housing to better serve the needs of residents.

5.6: City-Wide System Recommendations. The H3 Studio Team will prepare a detailed series of recommendations for City-wide systems throughout University City. By and large, these systems comprise the framework of public space, public facilities, and public infrastructure. City-wide system recommendations are anticipated to include:

- **Environmental Systems** – Including the River Des Peres; tributary creeks and floodways; and the urban forest of University City.
- **Parks, Trails, and Open Space** – The City's park and trail network, including recommendations for new trail and greenway connections; park space expansion; and programming and operational recommendations. Recommendations will account for and/or include the 2008 Parks Master Plan, individual park master plans; and GRG regional greenway planning.
- **Bicycle and Pedestrian Networks** – The City's system of bicycle and pedestrian facilities, including recommendations for bike lanes; bike boulevards; shared bicycle facilities; on-street and off-street greenway connections; pedestrian trails; and sidewalks. Recommendations will account for and include the 2013 Bicycle and Pedestrian Master Plan, and update those recommendations as necessary based on current needs and opportunities.
- **Transportation and Connectivity** – The City's system of roads and streets, transportation and connectivity recommendations will utilize qualitative street typologies to address the transportation assessment and achieve the Plan's transportation goals. Transportation and connectivity recommendations will integrate bicycle and pedestrian recommendations as well as University City's Complete Livable Streets Policy.
- **Public Facilities** – Including fire stations, City Hall Complex, Centennial Commons, the Heman Park Natatorium, University City Public Library, Ruth Park Golf Course, and other municipal properties and facilities.
- **Public Art, Landscaping & City Gateways** – The City's plan for identity and beautification, including gateway and identifying elements at the City boundary on major streets; strategies for the deployment of public art throughout the City; recommendations for City-wide lighting and street furniture; and recommendations for public landscaping (to be developed and coordinated with U City in Bloom).

SCOPE OF SERVICES

TASK GROUP 6: IMPLEMENTATION PRIORITIES AND STRATEGIC PLAN

One of the key objectives of this work plan is ensuring that the 2040 Comprehensive Plan is actionable from Day 1. The H3 Studio Team will prepare a detailed set of implementation priorities and a 5-year Strategic Plan to facilitate University City's transition from planning to implementation.

Within the 2040 Plan itself, the Team will identify prepare a limited set of Early Action Items, intended to be completed within a 5-year horizon. Early Action Items will be coordinated with current and short-term Capital Improvement Plan priorities and will leverage resources beyond the City's general revenue or other municipal funding sources. They will also be coordinated with existing City capacity to complete work. In this way, Early Action Items should be feasibly achievable, and will demonstrate to the community-at-large that the City is serious about implementing the Plan and will actively work to do so. Anticipated topics and priorities of the Early Action Items are:

- Expansion of economic development activities;
- Fiscal policies and management;
- Relationships and communications between City Departments and organs of Government; and
- Safe and livable community measures.

The H3 Studio Team will also prepare a separate, stand-alone 5-year Strategic Plan. The Strategic Plan is envisioned as a working document for City staff and elected officials to serve as a roadmap and instructions for achieving the Early Action Items. Additionally, the Strategic Plan will set forth processes and timelines for reviewing, assessing, and preparing incremental updates to the 2040 Comprehensive Plan, as well as outcome measurement and reporting. Therefore, the Strategic Plan will serve as a means to hold the City accountable to its citizens to both keep the Plan up to date and implement the Plan.

PROJECT SCHEDULE

Our team is proposing an intensive **four (4) Phase public planning process to develop University City's Comprehensive Plan Update**. This process is structured around **three (3) Public Workshops and numerous community engagement activities as outlined in the Scope of Work**, to allow the H3 Studio Team multiple opportunities to interact with the community and gather feedback throughout the planning process. This proposed timeline has been successfully implemented on previously completed Comprehensive Plans, therefore we are confident in our Team's ability to meet the proposed schedule, approximately 14 to 18 months. The proposed schedule for meeting this timeline is outlined below. This timeline represents the scope of work established herein this document.

PHASE 1.0: DATA COLLECTION & ANALYSIS

EIGHT TO TEN (12-16) WEEKS TOTAL

MILESTONES

STAKEHOLDER VISIONING WORK SESSIONS
STEERING COMMITTEE MEETING #1

OUTCOMES

PLAN REVIEW & EXISTING CONDITIONS ANALYSIS
DRAFT CONSENSUS ISSUES & COMMUNITY OPPORTUNITIES

PHASE 2.0: COMMUNITY VISIONING, PLAN GOALS & OBJECTIVES

TEN TO TWELVE (4-8) WEEKS TOTAL

MILESTONES

PUBLIC WORKSHOP #1
STEERING COMMITTEE MEETING #2

OUTCOMES

DRAFT VISION, GOALS, AND OBJECTIVES
ONGOING PUBLIC OUTREACH

PHASE 3.0: DRAFT COMPREHENSIVE PLAN RECOMMENDATIONS & POLICIES

TEN TO TWELVE (20-24) WEEKS TOTAL

MILESTONES

PUBLIC WORKSHOP #2
STEERING COMMITTEE MEETING #3

OUTCOMES

DRAFT PLAN RECOMMENDATIONS & POLICIES
ONGOING PUBLIC OUTREACH

PHASE 4.0: FINAL COMPREHENSIVE PLAN, IMPLEMENTATION & STRATEGIC PLAN

TEN TO TWELVE (20-24) WEEKS TOTAL

MILESTONES

PUBLIC WORKSHOP #3
STEERING COMMITTEE MEETING #4

OUTCOMES

DRAFT COMPREHENSIVE PLAN
FINAL COMPREHENSIVE PLAN
FINAL PRESENTATION TO PLANNING COMMISSION AND CITY COUNCIL

COST ESTIMATE

This Page Intentionally Left Blank

COST ESTIMATE

The proposed budget, as outlined below, is for the complete work plan and scope of work detailed herein. The H3 Studio Team will work with the City of University City to refine the scope of work and project cost based on the City's budget and expectations for the project.

PROPOSED BUDGET

| Segment of Scope | Proposed Cost |
|--|----------------------|
| Project Management | \$17,550.00 |
| Community Engagement Activities | \$110,500.00 |
| Evaluation of Existing Plans, Policies, and Procedures | \$9,400.00 |
| Community Analysis and Future Impacts/Issues | \$60,250.00 |
| 2040 Comprehensive Plan Development | \$27,750.00 |
| Implementation and Strategic Plan | \$18,000.00 |
| Production and Printing of Final Documents (20 Printed Copies) | \$54,500.00 |
| Direct Costs & Incidentals | \$26,900.00 |
| Total Professional Services Fee: | \$297,950.00 |
| Total Proposed Budget: | \$324,850.00 |



**4395 Laclede Avenue
St. Louis, MO 63108
p 314.531.8000
h3studio@h3studio.com**

SUSTAINABILITY · URBANISM · ARCHITECTURE · LANDSCAPES · CODES