

*Proposal*

# COMPREHENSIVE MASTER PLAN UPDATE

City of University City, Missouri

October 11, 2019



**Planning NEXT**

75 West Third Avenue  
Columbus, Ohio 43201  
614.586.1500  
[www.planning-next.com](http://www.planning-next.com)

In collaboration with  
Ninigret Partners

planning  
**NEXT**  
moving communities forward



*Proposal*

# COMPREHENSIVE MASTER PLAN UPDATE

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October 11, 2019

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## Our Values

We not only work by ours, we live by them too.

### *Come Together*

Collaborate in a positive spirit.

### *Lean In*

Strive to hear and be inspired by others.

### *Regard and Respect*

Consider all ideas and appreciate everyone.

### *Be Purposeful*

Seek understanding rigorously.

### *Pursue Passionately*

Believe what's possible.

### *Get Results*

Find solutions that deliver a promise.



## Awards and Recognition

Planning NEXT is consistently recognized for high quality work. The following are recent awards for projects we led or supported.

### RECENT STATE RECOGNITION

#### 2019 Resilient Virginia Community of the Year

VIRGINIA CHAPTER OF AMERICAN PLANNING ASSOCIATION

*Build One Portsmouth, Portsmouth, Virginia*

#### 2018 Outstanding Planning Award for a Comprehensive Plan

ALABAMA CHAPTER OF AMERICAN PLANNING ASSOCIATION

*One Decatur, Decatur, Alabama*

#### 2018 Outstanding Public Planning Process

GEORGIA CHAPTER OF AMERICAN PLANNING ASSOCIATION

*Envision Athens Action Agenda, Athens, Georgia*

#### 2018 Outstanding Public Outreach and Communication

INDIANA CHAPTER OF AMERICAN PLANNING ASSOCIATION

*Vibrant Communities Action Agenda, Elkhart County, Indiana*

#### 2017 Outstanding Comprehensive Plan, Small Jurisdiction

OHIO CHAPTER OF AMERICAN PLANNING ASSOCIATION

*Grove City 2050, Grove City, Ohio*

#### 2017 Outstanding Plan Award, Large Jurisdiction

ALABAMA CHAPTER OF AMERICAN PLANNING ASSOCIATION

*Map for Mobile: Framework for Growth, Mobile, Alabama*

### NATIONAL RECOGNITION

#### 2019 Vernon Deines Award for a Special Project Plan

AMERICAN PLANNING ASSOCIATION SMALL TOWN AND RURAL PLANNING DIVISION

*Vibrant Communities, Elkhart County, Indiana*

#### 2014 Daniel Burnham Award for a Comprehensive Plan

AMERICAN PLANNING ASSOCIATION

*Plan Cincinnati*

#### 2014 National Planning Excellence Award for Innovation in Economic Development & Planning

AMERICAN PLANNING ASSOCIATION

*East Franklinton Creative Community District Plan*

#### 2013 National Honor

CONGRESS FOR THE NEW URBANISM

*East Franklinton Creative Community District Plan*

State APA recognition in the past 10 years

Alabama 2018, 2017, 2015, 2011

Georgia 2018

Hawaii 2009

Indiana 2018, 2016, 2015

Ohio 2017, 2009

South Carolina 2016, 2010

Virginia 2019

October 11, 2019

City of University City  
Attn: Mrs. LaRette, City Clerk  
6801 Delmar Boulevard  
University City, Missouri 63130

**Re: Proposal, Comprehensive Master Plan Update, University City, Missouri**

Dear Selection Committee:

Thank you for the opportunity to submit our proposal to assist University City with a Comprehensive Master Plan Update. Our Team, which includes nationally recognized economic design firm, Ninigret Partners, has a proven track record of bringing people together to develop shared plans for the future. Highlights of our qualifications include:

**Commitment to inclusive engagement...** The best plans are built with the insight and passion of those who know the place best: residents, workers, employers and other stakeholders. We design and facilitate engagement processes that prioritize gathering people together. Our key role in the Map for Mobile Comprehensive Plan in Mobile, Alabama included leading major opportunities for community involvement, such as a workshop attended by over 500 participants, creation of an interactive online engagement/mapping tool, and smaller, targeted engagement targeting hard-to-reach members of the community. Following from this work, we've been re-engaged for a number of project focused on plan implementation and neighborhood empowerment.

**Adept at leveraging economic development...** Our economic analysis is focused on realizing communities' collective potential. In the City of Upper Arlington, Ohio, the master planning process led to redevelopment in target areas that transformed the City's fiscal position, resulting in \$39.9 million invested immediately after the plan's adoption as compared to slightly more than \$10 million five years earlier. In Dayton, Ohio, we were engaged in the creation of the Ohio Brown-Warren Street Corridor Urban Redevelopment Plan, which fostered partnerships and community support for a transformation of this critical mile-long linear district.

**Experience with communities impacted by universities...** We have facilitated comprehensive planning processes in many communities that are strongly influenced by higher education institutions due to the location of universities within or adjacent to their boundaries. Over the past two years, we have been engaged with the University of Dayton, City of Dayton and another local anchor institution, Premier Health, on two planning processes for investment and re-use of key properties within the City. This unprecedented work has brought partners together around a shared and implementable vision for the future.

**Award-winning comprehensive planning...** We are leaders in helping communities develop impactful comprehensive plans. In the past ten years, our plans have received over a dozen awards from the national and state chapters of the American Planning Association (APA). Last year, One Decatur, a comprehensive planning process in Decatur, Alabama, with over 800 community participants received the Outstanding Planning Award for a Comprehensive Plan from the Alabama Chapter. We have also been awarded the highest honor for a comprehensive plan—the Daniel Burnham Award—for Plan Cincinnati, a comprehensive planning process for Cincinnati, Ohio.

We hope to have the opportunity to help plan for "what's next?" for University City.



Jamie A. Greene, AIA FAICP  
Principal  
[jamie@planning-next.com](mailto:jamie@planning-next.com)



Sarah Kelly, AICP  
Senior Project Manager  
[skelly@planning-next.com](mailto:skelly@planning-next.com)



# 1. PROJECT OVERVIEW

## A. General Information

planning  
**NEXT**

moving communities forward

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### [planning-next.com](http://planning-next.com)

75 West Third Ave.  
Columbus, OH 43201  
(614) 586-1500

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### Professional Services Offered

Pre-Planning  
Visioning + Strategic Planning  
Comprehensive Planning + Urban Design  
Social Media + Web-Based Engagement  
Visual Communication

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### Select Comprehensive Planning Experience

Anderson Township, OH  
Clark County, OH  
College Station, TX  
Columbia, SC  
Davidson, NC  
Decatur, AL  
Deerfield Township, OH  
Delaware, OH  
Dublin, OH  
Durham City County, NC  
Genesee County, MI  
Loudoun County, VA  
Millcreek Township, OH  
Northfield, MN  
Mobile, AL  
Montgomery, AL  
Morgantown, WV  
Portsmouth, VA  
Richland County, SC  
Tuscaloosa, AL  
Upper Arlington, OH  
Wayne County, OH

Great, livable communities don't just happen—they're created. For over 20 years we've helped communities come together to create plans that move them forward. Some keys to our success:

### Create an enduring place

Community character. It sets a place apart. It incites loyalty. It attracts business and growth. It draws people to call a place "home." Every community has it; but not every community knows how to manifest it. That's where we come in. We help communities understand and embrace their physical character. Then we create a character-enhancing plan rooted in quality development.

### Invite genuine participation

When it comes to a community's future, most agree that citizens should have their say. The problem, though, is getting a broad and fair enough representation—and then deciding what to do with the ideas. We attract participation from a cross-section of citizens and stakeholders, including those typically not involved in planning efforts, and ensure that involvement is a real choice to be excited about.

### Manage the effort

Every project brings its share of complexity. Whether engaging diverse stakeholders, dealing with big or inflexible budgets, coordinating the efforts of multiple committees, or all of these at once, we're known for skillfully facilitating, managing and bringing together personalities, ideas and possibilities into a single, actionable plan.

### Communicate clearly

True understanding and acceptance are always more favorable than superficial buy-in or forced resignation. That's why we believe in integrating insight into even the most complex community and planning issues. We help stakeholders make informed decisions about potential solutions while promoting dialogue and open communication among internal and external audiences.

### Cultivate understanding

For real impact, a plan needs to include a strategic communications effort—one that informs and inspires. We help to clearly express the plan in a way that empowers participants and encourages community-wide support. From marketing material to web sites to social media, we leverage graphic design and collateral to educate stakeholders about the process while building emotional attachment to the plan.

### Advance prosperity

Planning is about getting results. From the initiation of a project, we are focused on implementation. To get there, it takes envisioning what is possible, engaging at the grassroots and leadership levels, affirming direction, and developing a realistic action plan with clear implementation steps. To the extent a community's prosperity is improved—individuals, businesses, institutions and government—so much else is possible.



[www.ninigretpartners.com](http://www.ninigretpartners.com)

11 South Angell St., #494  
 Providence, RI 02906  
 (401) 276-2618

**Trusted Experience**

NP is the on call development consultant for:

- Mass Development, Lead state development agency
- Mass Port, State port authority
- Connecticut Ports, State port authority
- Indiana Economic Development Corporation, Best in Class Firm, Indiana Regional Cities Program

**Michigan, Midwest, Older Industrial Community Experience**

- Grand Rapids MI Forward Plan, 2016
- Detroit MI Innovation District Plan, 2014
- Dayton OH - Fairgrounds Redevelopment and Good Samaritan Hospital Reuse, 2018
- Pittsburgh PA Eco-Innovation District, 2016
- East Central Indiana (greater Muncie) Regional Growth Strategy, 2015
- Youngstown OH US 422 Corridor Plan, 2011
- Lower Ct River Valley Smart Growth Plan, 2016
- New Haven CT Mill River Industrial District Plan, 2015
- NorthCentral Massachusetts Industrial Land Reuse Strategy, 2014
- Springfield MA Innovation District, 2013
- Philadelphia PA Manufacturing Strategy, 2011

**NINIGRET PARTNERS**

Ninigret Partners LLC (NP) is a boutique economic design firm that specializes in the art and science of blending customer insights, behavioral economic concepts and design principles to achieve desired economic goals. NP brings an unconventional approach to the complex issues facing businesses, organizations, cities, towns and regions.

**Our Practice Areas**

**Management Consulting.** NP has over 20 years of experience providing management consulting services. Our early work focused on providing customized business strategy services to a select group of clients in industries undergoing rapid change. Industries have included healthcare, property and casualty insurance and financial services. We also work with institutions and non profits on key service design and economic questions.

**Economic Development.** NP has a unique approach to economic development. In our view economic development is much more than real estate development; it's the result of a robust, growing business sector. We start with a basic understanding of how businesses make investment decisions and the key success factors needed to build a competitive product or service. We break this knowledge into component pieces that align with areas public policy can influence.

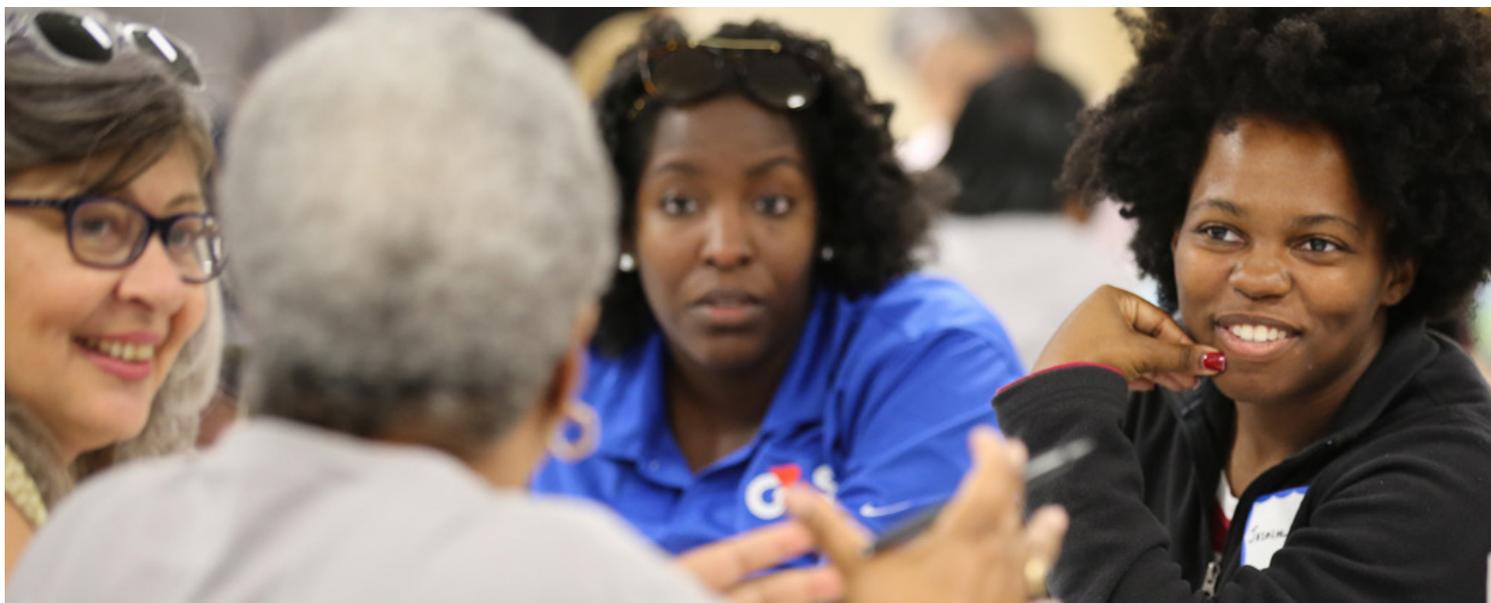
**Strategic Communications.** NP takes a targeted approach to public engagement and communications. We focus first on understanding the client or constituent to find out what they find of interest and how best to reach them. We use this understanding to develop messages that resonate and help clients choose communications and engagement tools that foster the types of conversations they need to reach their goals.

**Award Winning Projects**

- International Downtown Association Pinnacle Award, Grand Rapids Forward
- Fast Company's United States of Innovation Top Projects, RISD Design for Manufacturing Program
- Sustainia's 100 Top Climate Change Projects, Pittsburgh Eco-Innovation District
- Rhode Island Inno's 50 on Fire, Innovate Newport
- MI APA Best Comprehensive Plan, Grand Rapids Forward
- RI APA Outstanding Plan Implementation, East Providence Waterfront
- RI APA Outstanding Comprehensive Plan Project, Aquidneck Island West Side Master Plan
- CT APA Best Regional Plan, Route 1 Corridor Plan
- CNU New England Honorable Mention, Hill to Downtown Plan, New Haven CT
- GA APA Best Planning Process Award, Envision Athens
- TX APA Economic Development Award, Collins Arapaho TOD Innovation District, Richardson, TX

## B. Project Understanding

- 1 Build off of assets.** University City has key strengths that can be enhanced and should be a foundation for the plan, including a rich history, vibrant neighborhoods, proximity to Washington University, parks and open spaces, and more. These assets should be a starting point for considering future opportunities.
- 2 Recognize complex environment.** University City is a dynamic place with a number of “high stakes” opportunities (such as the 3rd Ward and Olive Blvd.) that must be directly and deliberately addressed through the plan. The planning process must recognize that community members will have varied—and in some cases vastly divergent—perspectives on how to best take advantage of these opportunities.
- 3 Focus on economic development.** The plan must directly support—and be supported by—targeted economic strategies, including a focus on commercial and residential redevelopment.
- 4 Leverage existing information and planning.** Recent and current studies, data collection and planning work must be evaluated and key information integrated to support the creation of the vision, goals and recommendations for the plan.
- 5 Message effectively.** Clear communication about the intent of the planning effort and its relationship to previous processes will be critically important. This will require determining key talking points, channels of communication and moments in the planning process for sharing information.
- 6 Facilitate robust engagement.** Participation in the planning process must be a choice for all who care about the future of University City. Engagement opportunities should be multifaceted, drawing people from a range of demographic categories, interest groups and geographies (e.g. all wards).
- 7 Create trust.** The planning process must set a high standard for public discourse to help support a culture of civility. The process must demonstrate transparency and the highest level of integrity.
- 8 Plan for implementation.** It is essential that the plan include a strong implementation strategy to ensure that recommendations result in action. This will include a strategic plan that will guide the city during 5-year increments.





## 2. QUALIFICATIONS

This section provides resumes for all team members, as well as references and project information for relevant municipal clients.

### A. Personal Qualifications

**planning NEXT**  
Overall leadership, project management, facilitation, visioning, public outreach and engagement, land use and technical planning

			
<b>Jamie A. Greene, AIA FAICP</b> project advisor	<b>Sarah Kelly, AICP</b> project manager	<b>Michael Curtis, AICP</b> land use planning and graphics	<b>Kyle May, AICP</b> public engagement
Hourly rate: \$200 Time commitment: 10%	Hourly rate: \$140 Time commitment: 40%	Hourly rate: \$135 Time commitment: 20%	Hourly rate: \$135 Time commitment: 20%

**Ninigret Partners**  
economic analysis

	
<b>Kevin Hively</b>	<b>Keelia Kentor</b>
Hourly rate: \$200 Time commitment: 20%	Hourly rate: \$85 Time commitment: 20%



## Jamie A. Greene, AIA FAICP

PRINCIPAL / PLANNING NEXT

Jamie’s top priority is always to complete the mission and achieve outstanding results. Perhaps that comes from his time as an Army officer. It’s his passion for communities, however, that drives him and our work. As hands-on principal of our practice, Jamie spent the past 20 years being inspired by the voices and commitments of the communities we serve. Today he strives to help communities of all sizes and conditions answer their most fundamental question: “What’s next?”

Relevant project experience includes:

### Role: Project Advisor

#### Education

- Masters of Urban and Environmental Planning, University of Virginia
- Bachelor of Science in Architecture, The Ohio State University

#### Certifications and Licenses

- Fellow of the American Institute of Certified Planners (FAICP)
- Registered Architect

#### Affiliations

- American Planning Association
- American Institute of Architects

#### Recent Speaking

- 2019 Ohio APA Conference [Kindling and Rekindling: Firing Up Innovation in a Cool Place]
- 2018 APA National Conference [Place-based Branding: Essential for Economic Development]
- 2018 International Town Gown Association Conference [Partnerships with Purpose: Opportunity through Real Estate Collaboration]
- 2017 Society for University and Campus Planning Conference [Never Go Alone: Critical Collaboration for the Changing Urban Campus]
- 2017 APA National Conference [Coordinating Progress in Multijurisdictional Planning]
- 2016 MFR Connect Conference [Engaging with Impact- How to use community engagement to build momentum for planning and action]
- 2016 APA National Conference [Your plan is finished, so what...]

As a part of Framework Tuscaloosa’s process, Jamie led the Forum on the Future—the public workshop brought over 300 people together to share ideas and shape the plan’s direction.

- **Envision Montgomery 2040**, comprehensive plan for the City of Montgomery, AL;
- **Map for Mobile**, comprehensive plan for the City of Mobile, AL;
- **Master Plan and Area Plans**, for the City of Upper Arlington, OH;
- **Framework**, comprehensive plan and city code update for the City of Tuscaloosa, AL;
- **ENGAGEDurham**, public involvement and comprehensive plan, City of Durham and Durham County, NC;
- **GroveCity2050**, land use and thoroughfare plan for the City of Grove City, OH;
- **OneDecatur**, comprehensive plan for the City of Decatur, AL;
- **Foward Together**, comprehensive plan for Genesee County, MI;
- **The Next 10**, comprehensive plan 10 year evaluation and appraisal for the City of College Station, TX;
- **Community Plan and Area Plans**, for the City of Dublin, OH;
- **Plan Cincinnati**, comprehensive plan for the City of Cincinnati, OH; and
- **Plan Together**, comprehensive plan processes for Richland County and the City of Columbia, SC.

Jamie has presented the work of Planning NEXT at many national, regional and local conferences, including: American Planning Association (APA), America Institute of Architects, Society of College and University Planners, and Railvolution. He has served as an adjunct faculty member of the Knowlton School of Architecture at The Ohio State University. Among other professional and civic activities, Jamie serves on the Collaborative Brand Marketing Committee for central Ohio, a multi-year effort to advance the identity of the region.



**Role: Project Manager**

614-363-0781

skelly@planning-next.com

**Education**

- Masters in City Planning, Massachusetts Institute of Technology
- Bachelor of Government, Dartmouth College

**Certifications and Training**

- American Institute of Certified Planners (AICP)

**Affiliations**

- American Planning Association

**Recent Speaking**

- 2019 APA Ohio Conference [Stuck without the “Middle”: How Timid Housing Policies Could Hold Ohio Back]
- 2019 APA National Conference [Tackling Equity: Crafting Communities of Opportunity]
- 2018 Central Ohio Planning and Zoning Workshop [Countywide Comprehensive Plans - Dead or Alive?]
- 2016 Ohio-Kentucky-Indiana Regional Planning Conference [Keep Up the Good Work! How To Sustain Your Plan’s Momentum Through Implementation]

## Sarah D. Kelly, AICP

SENIOR PROJECT MANAGER / PLANNING NEXT

Sarah knows that planning is about people. As a project manager she is steadfastly committed to broad engagement while moving the process forward. Her Jill-of-all-trades orientation is informed by her background as a planner in Boston, Columbus and Dublin, Ireland as well as her nonprofit advocacy experience.

Relevant project experience includes:

- **CONNECT Clark County**, comprehensive plan for Springfield and Clark County, OH;
- **Phoenix Next**, visioning process for the northwest part of the City of Dayton, OH;
- **Delaware Together**, comprehensive plan for the City of Delaware, OH;
- **Wayne Onward**, comprehensive plan for Wayne County, OH;
- **Capital Planning Facilitation**, a strategic capital planning facilitation process for Columbus State Community College, Columbus, OH;
- **River Ridge and Kingsdale West Study**, neighborhood study for the City of Upper Arlington, OH; and
- **Map for Mobile**, comprehensive plan for Mobile, AL.

Sarah has managed dozens of processes for multidisciplinary planning projects and delivered strong results. Prior to joining Planning NEXT, Sarah spent over 15 years in the public, private, and nonprofit sectors, including work as a planner at the Boston Redevelopment Authority and at one of Ireland’s premier architecture firms, as a planning and development permitting consultant, and as executive director of the Boston Preservation Alliance, Boston’s primary historic preservation advocacy nonprofit. Sarah has taught sustainable infrastructure planning at the Knowlton School of Architecture at The Ohio State University. She is a member of the Grandview Heights Planning Commission in Grandview Heights, Ohio. Sarah holds a Masters in City Planning from the Massachusetts Institute of Technology (MIT) and a Bachelors in Government from Dartmouth College.



Sarah has played a key role in Phoenix Next—a visioning process for a to-be-cleared 13-acre hospital campus and the surrounding neighborhoods in Dayton, Ohio. The Phoenix Next project integrated community engagement with focused technical work, including market analysis to gain an understanding of economic opportunities.



## Michael A. Curtis, AICP

SENIOR PLANNER / PLANNING NEXT

It's uncommon for someone to be both a talented planner and a gifted designer. Fortunately for us, Michael is that rare person. Masterful at simplifying the complex, he translates ideas, concepts and plans into visual communications with easy-to-understand graphics. For the past ten years, he's made all of us—including our clients—"look good." Proof positive? His work for Dublin, Ohio's community plan, Abu Dhabi's transportation vision and Cary, North Carolina's "Imagine Cary" online initiative.

### Role: Land Use Planning / Graphics

#### Education

- Masters of City and Regional Planning, The Ohio State University
- Bachelor of Fine Arts in Graphic Design from Mississippi State University.

#### Certifications and Training

- American Institute of Certified Planners (AICP)

#### Recent Speaking

- 2017 Central Ohio Planning and Zoning Workshop [Leveraging Insight2050 to Inform Local Planning - Learning from Grove City]
- 2015 American Planning Association National Conference [Making Old Office Parks New Again]
- 2014 Ohio-Kentucky-Indiana Regional Planning Conference [What's Going on Here - Addressing Viability of Aging Office Districts]

#### Relevant project experience includes:

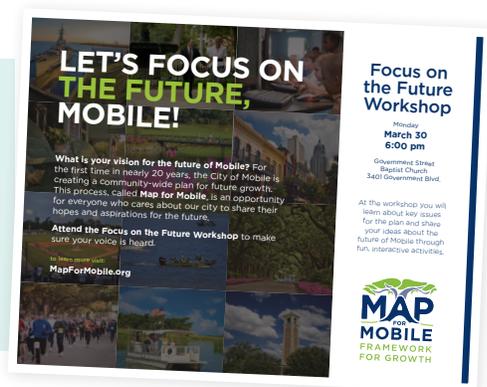
- **OneDecatur**, comprehensive plan for the City of Decatur, AL;
- **Map for Mobile**, comprehensive plan for the City of Mobile, AL;
- **Framework**, comprehensive plan and city code update for the City of Tuscaloosa, AL;
- **GroveCity2050**, land use and thoroughfare plan for the City of Grove City, OH;
- **Horizons 2026**, comprehensive plan update for Greenville, NC;
- **The Next 10**, comprehensive plan 10 year evaluation and appraisal for the City of College Station, TX;
- **Plan Together**, comprehensive plan processes for Richland County and the City of Columbia, SC;
- **Comprehensive Plan**, for the City of Morgantown, WV; and
- **Crossroads Area Plan**, strategic facilitation and common area plan for multiple, overlapping jurisdictions in Union County, OH.

Prior to joining Planning NEXT, Michael worked for the City of Dublin, Ohio where he provided long-range planning support, GIS mapping, and oversaw design components of the City's Community Plan Update. As a member of a planning team from the Ohio State University, he developed comprehensive plans for two unincorporated areas of Harrison County, Mississippi following Hurricane Katrina.



When not providing technical expertise to our planning efforts, Michael contributes print and interactive online tools as part of our public engagement campaigns.

Recent examples include:  
[valponext.org](http://valponext.org)  
[mapformobile.org](http://mapformobile.org)  
[envisionmontgomery2040.org](http://envisionmontgomery2040.org)  
[framework.tuscaloosa.com](http://framework.tuscaloosa.com)





## Kyle May, AICP

SENIOR PLANNER / PLANNING NEXT

Kyle is no ordinary team member. Highly involved yet good humored, congenial yet conscientious, he's deeply committed to helping citizens and other community stakeholders have their say about the kind of place they want to live, work and play. It is hard to match Kyle's enthusiasm for communities of all kinds—from vibrant cities, to growing suburbs, to challenged regions striving for a better future.

Relevant project experience includes:

### Role: Public Engagement

#### Education

- Masters of City and Regional Planning, The Ohio State University
- Bachelor of Science, Urban Planning, Ohio University

#### Certifications and Licenses

- American Institute of Certified Planners (AICP)

#### Affiliations

- American Planning Association

#### Recent Speaking

- 2019 APA Ohio Conference [Stuck without the "Middle": How Timid Housing Policies Could Hold Ohio Back]
- 2019 APA National Conference [Tackling Equity: Crafting Communities of Opportunity]
- 2018 APA Ohio Kentucky Indiana (OKI) Conference [Avoiding Shelf Syndrome: Lessons from Vibrant Communities]
- 2018 APA Georgia Spring Conference [From College Town to Complete Community]
- 2018 APA Indiana Spring Conference [Building Vibrant Communities: Economic Resiliency and Quality of Place in Elkhart County]
- 2017 APA Ohio Conference [Keeping up with the Jones's: Five Lessons from our Indiana Neighbors]

Kyle has helped to manage complex planning efforts, delivering thousands of voices to the process and building a solid foundation of community engagement.

- **Envision Montgomery 2040**, comprehensive plan for Montgomery, AL;
- **Foward Together**, comprehensive plan for Genesee County, MI;
- **Comprehensive Plan**, for Millcreek Township, OH;
- **Envision Loudoun**, a vision and comprehensive plan for Loudoun County, VA;
- **Comprehensive Plan**, for the City of Morgantown, WV; and
- **Envision Athens**, a vision and strategic plan for Athens-Clarke County, GA;
- **Forward Madison County**, comprehensive plan for Madison County, IN;
- **Comprehensive Plan**, for Washington Township, OH; and
- **Connect Athens**, corridor planning for Athens-Clark County, GA.

Kyle's work with Planning NEXT has focused on engagement. In a wide variety of communities, he's helped to reach past the typical voices, and engage broader and more representative range of citizens and stakeholders. Kyle also believes that strong plans start with strong data. In his technical analysis, he's able to communicate complex demographic, economic or place-based conditions and trends through attractive, community-facing documents. Kyle holds a Masters of City and Regional Planning from The Ohio State University and a Bachelors of Science in Urban Planning from Ohio University. Kyle has also volunteered with Camp Architecture where he designed and facilitated a City Planning Day.





## Kevin Hively

PRESIDENT / NINIGRET PARTNERS

Kevin Hively is founder and President of Ninigret Partners. He brings 22 years of experience working with corporations, governments and leading non profits on key strategic and economic issues. Private clients have include four USNWR top ranked hospitals, and leaders in the fields of medical devices, property and casualty insurance, polymers, and electronics. Public clients include the state development agencies in MA, CT, RI; major cities including Detroit MI, Boston MA, Philadelphia PA, Grand Rapids MI, Muncie IN, Pittsburgh PA, Youngstown OH, Hartford CT, Pittsburgh PA, New Haven CT, Stamford CT, Providence RI, and Springfield MA.

Kevin has coauthored or been a contributing writer on books and publications involving key business issues in the energy industry, risk management and mergers and acquisitions. Recently he supported the work of the Congressional committee investigating the financial crisis of 2009. For the Commission he evaluated the deal flow and characteristics of the RMBS/CDO marketplace using a case study of the "Magic" CDO. He was also an invited participant to the White House Manufacturing Communities 2015 Summit.

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### Education

- Bachelors of Arts, Public Policy, Brown University
- MIT Professional Development Institute

### Affiliations

- EDF-RI (BD of Directors)
- Hope Street Group (former BD of Directors)
- Urban Ventures (former BD of Directors)
- Energy Policy Forum Member, American Enterprise Institute
- Strategic Development Organizations Working Group, Aspen Institute



## Keelia Kentor

SPECIALIST / NINIGRET PARTNERS

Keelia Kentor is a specialist for NP for physical planning and design. She has worked on a variety of projects, including comprehensive plans, traffic planning, environmental impact analyses, open space planning, and campus and facilities master plans. Keelia has experience working for a variety of clients including municipalities and educational institutions. She enjoys projects that provide opportunities to innovate new ways to convey information.

For the past 10 years, Keelia's work has focused on visioning, master planning and facilities planning. In addition to developing campus and facilities master plans, she has assisted clients in outlining and prioritizing capital development programs and is well versed in coordinating facilities condition assessments. Her work for these clients has included developing compelling presentations for fundraisers and public engagement events.

Prior to her campus and facilities work, Keelia was a principal planner for the City of Providence, where she worked on community development, streetscape design, and development of the City's comprehensive plan. Her community engagement work with the Providence Tomorrow initiative has given her a unique perspective on stakeholder inclusion and analysis.

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### Education

- Masters of Science, Urban Planning, Columbia University
- Bachelors of Arts, Architectural Studies and Urban Design, New York University

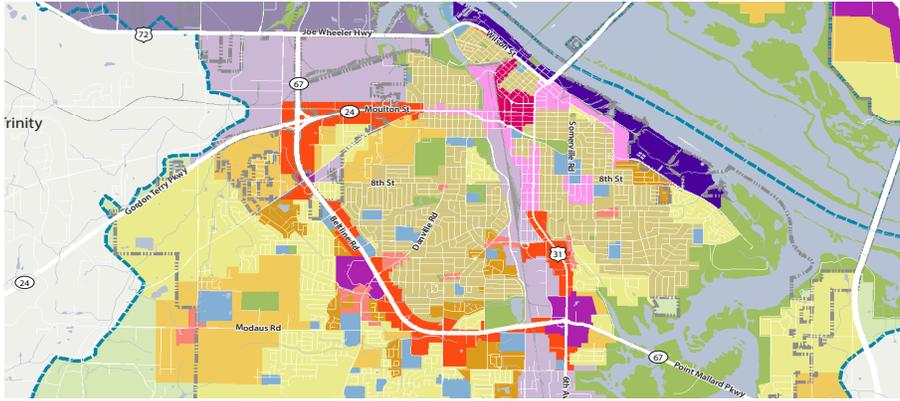
### Affiliations

- American Institute Of Certified Planners
- Association for Learning Environments

## B. Relevant Projects And References

### One Decatur, Comprehensive Plan

CITY OF DECATUR, ALABAMA / PLANNING NEXT



#### REFERENCE

##### Wally Terry

Director of Community and Economic Development  
 City of Decatur, Alabama  
 402 Lee St. NE  
 Decatur, AL 35601  
 (256) 341-4505  
 wterry@decatur-al.gov

Project website: <http://onedecatur.org>

Planning NEXT helped the City of Decatur, Alabama create a new comprehensive plan that is both visionary and implementable with a strong focus on quality-of-place and economic competitiveness. Decatur has a rich history and legacy of planning, but like many communities is facing challenges from demographic shifts, inefficient growth patterns, underutilized land in key locations (such as its riverfront), a trend away from building integrated, walkable neighborhoods, a decline in traditionally important sectors of the economy, and competition for development from other communities in the region. To address these challenges, Planning NEXT led an unprecedented community-driven process.

**A community-driven vision.** Seeking a community-driven process, the City assembled a 40-member citizen steering committee through an open application process (over 200 applications received) to represent diverse interests in the community. The steering committee named the process One Decatur and led a robust communication and outreach effort, including word-of-mouth, social media, and traditional media strategies. Through three rounds of public workshops, over 800 people directly participated in the process.

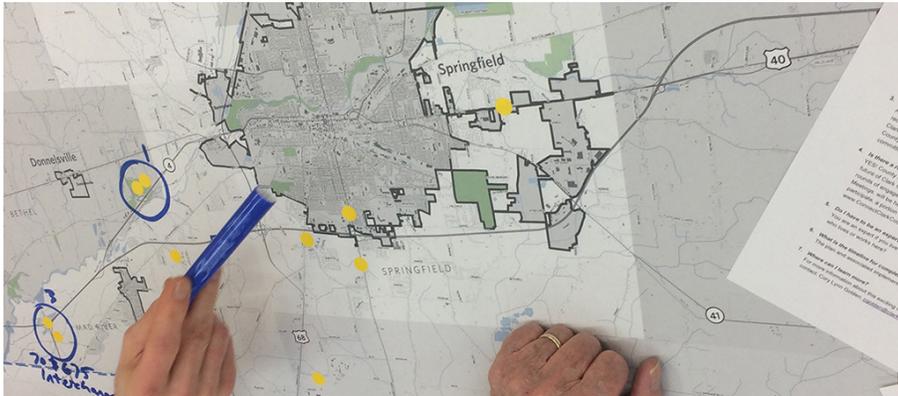
**Comprehensive, yet strategic.** While covering a full range of “comprehensive plan” topics, Decatur’s plan is organized strategically into five initiative areas: Creating a Quality Place, Advancing our Prosperity, Improving our Mobility, Enhancing our Amenities, and Strengthening our Community. The plan’s technical underpinnings include a character-based future land use concept, a mobility strategy that emphasizes context-based street design, and an economic competitiveness and target industry strategy. The plan’s action items include a mix of easily achievable steps to move the City forward as well as more ambitious efforts that would have a significant impact.

**Addressing housing market challenges.** During the initial public and stakeholder input process, housing was identified as an issue critical to the community’s competitiveness and in need of further study. A housing market analysis was undertaken to identify opportunities and strategies to encourage more quality rental and for-sale housing.



# CONNECT Clark County Comprehensive Plan

CLARK COUNTY, OHIO / PLANNING NEXT



## REFERENCE

### Cory Lynn Golden

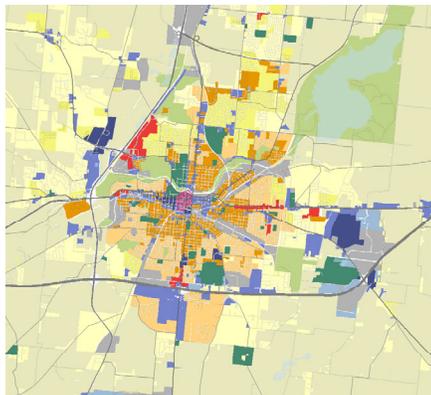
Senior Planner  
Houston-Galveston Area Council  
(Formerly Transportation Planner, Clark  
County-Springfield TCC)  
(832) 681-2607  
Cory.Golden@h-gac.com

Planning NEXT helped with a comprehensive plan for Clark County and Springfield, Ohio, also referred to as CONNECT Clark County. Many conditions and trends that have impacted the County over the past several decades present significant challenges for the community. The City of Springfield and Clark County have both seen a loss in population, especially in young people. The community has also experienced a decline in key industries, as well as household incomes. The County's previous plan was completed almost 20 years ago, and the lack of coordination and cooperation between jurisdictions has been a challenge for decades. Increasingly, community leaders were growing concerned about the deterioration of the community's physical environment as well as significant economic challenges.

**Planning for "Smart" Reinvestment.** A critical component of the plan was developing strategies direct investment to locations that would have maximum impact on the community, taking into consideration existing infrastructure and a range of other factors. Within Springfield, the Team worked to build off of the momentum of activities already taking place in City and initiatives of the Greater Springfield Chamber of Commerce. This included a focus on public realm improvements, tools to promote investment in deteriorating residential property, small business development support, and parking strategies.

**Robust Public Engagement and Stakeholder Involvement Strategy.** The work relied on a robust public engagement and stakeholder involvement strategy to ensure that diverse interests shaped the plan. Over 700 people participated in this process, and the Project Team collected approximately 2,200 public comments. These engagement efforts helped produce a plan which is both aspirational and realistic.

**Excitement for Implementation.** The planning process was completed in February 2018. Key entities in the County who will be responsible for implementing the recommendations in the Plan have been working together on priority items, and the CONNECT Clark County planning process has generated renewed community



## Map for Mobile, Comprehensive Plan

CITY OF MOBILE, ALABAMA / PLANNING NEXT



### REFERENCE

#### Shayla Beaco

Executive Director  
Build Mobile  
205 Government St.  
Mobile, AL 36602  
(251) 208-7807  
shayla.beaco@cityofmobile.org

More Information:

<http://www.planning-next.com/?p=3447>

**Project website:** <http://mapformobile.org>

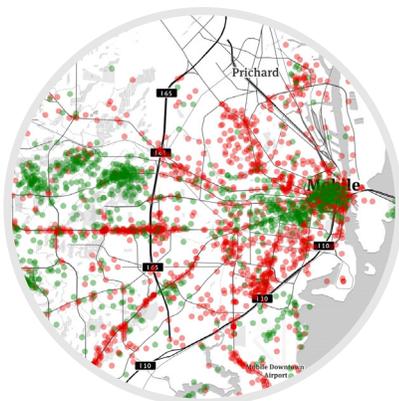
The City of Mobile, Alabama has many strengths, including its rich history, position as one of the Gulf Coast's cultural centers, and relationship to the economic engine of the Port of Mobile. At the same time, it is challenged by issues such as inadequate transportation infrastructure, disinvestment in certain neighborhoods, and an uneven distribution of community amenities and resources throughout the City. In 2014, City leaders took action and initiated Map for Mobile, to create a community-wide plan for revitalization and growth, the first in over 20 years. The plan was designed to knit together various recent plans that are limited in their geographic scope, and create an integrated and implementable city-wide plan.

**Unprecedented community involvement.** As part of a team led by Goodwyn, Mills and Cawood, Planning NEXT designed the public engagement strategy and facilitated the initial round of public involvement. The Focus on the Future Workshop attracted nearly 600 participants who worked in small groups to identify strong and weak areas in the city and to brainstorm ideas for the future. This first round of input continued on the project website designed and managed by Planning NEXT ([www.mapformobile.org](http://www.mapformobile.org)). Later, the team conducted a multi-day charrette called the Designing the Future workshop. The workshop generated potential design solutions that reflect principles from prior public input, and polled participants on choices for future priorities.

**A Framework for Growth and Revitalization.** The plan includes proposals for Land Use and Transportation, Community Facilities, Urban Design, Environmental Resiliency, Historical and Cultural Resources, and Parks and Open Space. Most importantly, the implementation plan includes realizable action steps to ensure that recommendations become reality. Planning NEXT designed and edited the plan document.

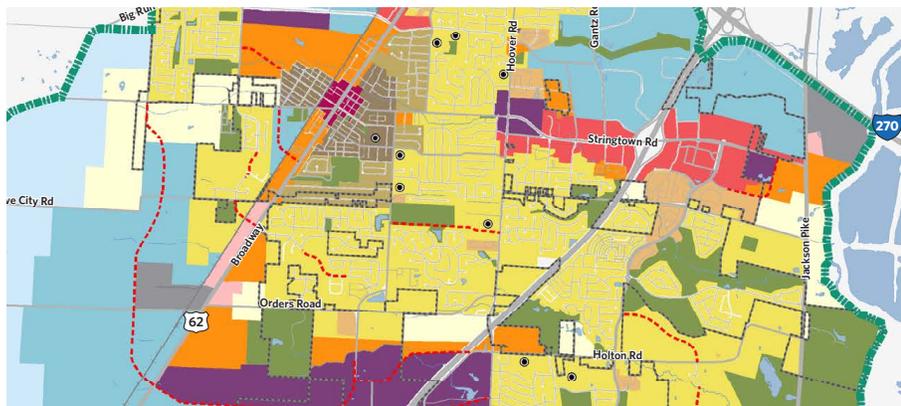
**Ongoing assistance.** Planning NEXT has continued to support Mobile in implementing the comprehensive plan through activities such as the creation of a neighborhood planning toolkit and an annual report of the plan's progress.

**This first round of input continued on the project website designed and managed by Planning NEXT. An additional 200 participants submitted ideas for the future and identified strong and weak places in the city through a custom-designed map application. The composite strong places/weak places map contains over 2,600 interactive data points, identifying places in the city and their characteristics.**



## GroveCity2050

CITY OF GROVE CITY, OHIO / PLANNING NEXT



### REFERENCE

#### Kyle A. Rauch, AICP, EDFP

Development Director  
City of Grove City  
4035 Broadway  
Grove City, OH 43123  
(614) 277-3000  
krauch@grovecityohio.gov

Grove City is a fast-growing suburban city within the growing central Ohio region. While the City is positioned to continue to grow, leaders recognized that local and regional conditions are changing and that the City needed to update its policies to best capitalize on that change. In 2014, the Mid-Ohio Regional Planning Commission (MORPC) released its Insight2050 Study, which depicts how the region may change over the coming decades and how local policies can impact that change. Largely inspired by that study, the City launched GroveCity2050 to update its land use plan, transportation plan, and other policies to help ensure that Grove City continues to be a desirable place to live, work, and invest.

### AWARD

In 2017, the GroveCity2050 plan received the Comprehensive Plan Small Jurisdiction Award from the Ohio Chapter of the APA.

**Building on Previous Work.** GroveCity2050 is part of a long-standing relationship between Planning NEXT and Grove City. Past work by Planning NEXT for the community has included form-based regulations for the City's Historic Town Center, a Vision Charrette for the Town Center, a Parks and Recreation Comprehensive Plan and the Land Development Framework for a Thoroughfare Plan Update. The GroveCity2050 focused on land use, transportation and economic development. The effort integrated new analysis with recent city-led studies and incorporated regional initiatives such as Insight2050, the Metropolitan Transportation Plan, the Central Ohio Transit Authority's NextGen Plan, Columbus2020, and SmartColumbus.

**Award-Winning Process.** To ensure support for the effort, the City put together a 30-member citizen steering committee formed through a public application process. The committee contributed to the Plan's vision and recommendations and helped conduct community outreach. The engagement effort included a hands-on planning workshop, an open house, and online opportunities.

**Innovative Planning.** GroveCity2050 is the City's first plan to link land use, transportation, and economic development. Its major recommendations include limiting outward expansion to areas already served by infrastructure, utilizing a character-based approach to land use, encouraging redevelopment and mixed use in strategic locations, supporting a complete streets philosophy, and creating a more diverse economy with job opportunities for residents. The Plan was unanimously approved by City Council in January 2018, and Grove City is currently working on major implementation steps including a rewrite of their zoning and land development regulations.

## Envision Montgomery 2040

CITY OF MONTGOMERY, ALABAMA / PLANNING NEXT




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### REFERENCE

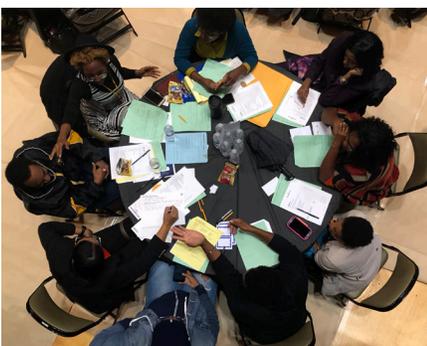
#### Robert Smith

Director of Planning  
City of Montgomery, AL  
(334) 625-2712  
rsmith@montgomeryal.gov

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#### Project website:

[envisionmontgomery2040.org](http://envisionmontgomery2040.org)



The City of Montgomery has been at the forefront of social change in America, as the central heart of the Civil Rights Movement. But the City, home to major institutions and corporations including Maxwell Air Force Base and Hyundai Motor Manufacturing, is also poised and ready to look to the future. The City of Montgomery, Alabama has kicked off Envision Montgomery 2040, the City's first comprehensive planning process in more than 50 years.

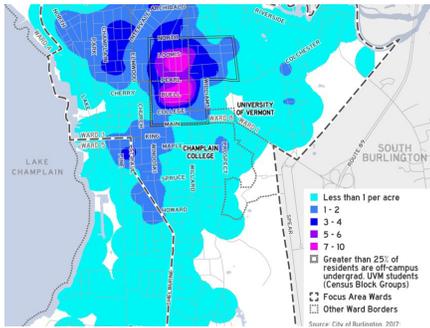
**Unprecedented participation.** Envision Montgomery's Community Summit featured the Alabama State University Marching Hornets, community speakers, a presentation from the planning team and public discussion. During the event, just under 500 participants contributed directly to the City's comprehensive plan by offering their insights and priorities into key community issues related to mobility, housing, education and land development.

**Community-driven process.** The summit was the first of a series of community engagement events that will be hosted throughout the process being led by a 48-member Steering Committee. Members of the Steering Committee were intentionally selected to represent the wide range of interests and backgrounds in Montgomery today. The group has committed to a community-driven process where the public will inspire, shape and ultimately affirm the final plan.

**Increasing prosperity.** The new comprehensive plan will focus on emerging opportunities while also mitigating negative trends of poverty and population decline. Increasing the Montgomery community's prosperity will be paramount for this project. The plan is a chance for the community to "connect the dots" of quality of place, infrastructure, mobility, and more, all to enhance the underlying economics for government, businesses, institutions, and individuals. When completed, Envision Montgomery 2040 will serve as a guide for long-term preservation, revitalization and growth so that the City can achieve the goals and aspirations of its citizens. The process is anticipated to conclude in 2019.

## The Neighborhood Project

CITY OF BURLINGTON, VERMONT / NINIGRET PARTNERS



Ninigret Partners facilitated The Neighborhood Project to identify potential strategies and tools for neighborhood stabilization efforts intended to create opportunities for a diversity of housing choices in near-campus neighborhoods, improving the quality of housing stock for a wide range of residents, and identifying quality of life initiatives to support residents. The three goals of the Neighborhood Project were: 1) To understand what’s happening in the neighborhoods with a higher concentration of student renters; 2) To inform a community discussion about what “neighborhood balance” is and how to improve the quality of life in the neighborhoods most impacted; and 3) To identify specific, practical actions the City and its partners can and are willing to take.

### REFERENCE

**Gillian Nanton**

Assistant Director, Sustainability, Housing and Economic Development  
 City of Burlington, VT  
 (802) 865-7179  
 gnanton@burlingtonvt.gov

The Project built on a number of actions previously taken by the City and institutions to address quality of life issues in the neighborhoods adjacent to the University of Vermont (UVM) and Champlain College. The Neighborhood Project relied on a mix of project activities to understand current conditions and trends as well as devise a set of preliminary strategies. In total, 275 people participated in one or more activities, which included interviews, site tours, data analysis, implementer discussions, a community open house and complementary survey. The outcome of this effort was a set of potential policies, programs and tools that the City and its partners could consider pursuing.

## Grand Rapids Forward

CITY OF GRAND RAPIDS, MI / NINIGRET PARTNERS



### REFERENCE

**Tim Kelly**

Downtown Grand Rapids Inc  
 29 Pearl NW Suite 1  
 Grand Rapids, MI 49503  
 (616) 719-4610  
 tkelly@downtowngr.org

**Example Documents:** <https://bit.ly/2zw9rQR>

Grand Rapids Forward was a community plan and investment strategy for the future of Downtown and the Grand River—two of the City and region’s strongest assets. Grand Rapids was poised to become a resilient, waterfront city and an urban playground for all ages centered around a progressive and lively Downtown. Grand Rapids Forward was designed to guide this ongoing transformation. Facilitated by Downtown Grand Rapids Inc. [DGRI], the City of Grand Rapids and Grand Rapids Public Schools [GRPS], Grand Rapids Forward was a roadmap to guide change and direct investment in the coming years.

**In depth analysis.** Ninigret Partners prepared the real estate market studies and in depth reviews of the City’s entrepreneurial sector and talent challenges for Grand Rapids Forward. The Grand Rapids economy was evolving from a manufacturing focused economy to a tech/digital economy where accessing talent was the top economic priority.

**Strategy development.** Ninigret Partners was also extensively involved in the strategy development related to vertical development, economic equity, use of the river as an asset, and initiatives aimed at talent attraction.

**An award winning strategy.** The Grand Rapids Forward plan won the Michigan American Planning Association top plan award and the Pinnacle Award from the International Downtown Association.

## 3. PROPOSAL

This section includes an overview of the proposal, a proposed work plan and schedule, a community engagement plan and a budget.

### A. Proposal Overview

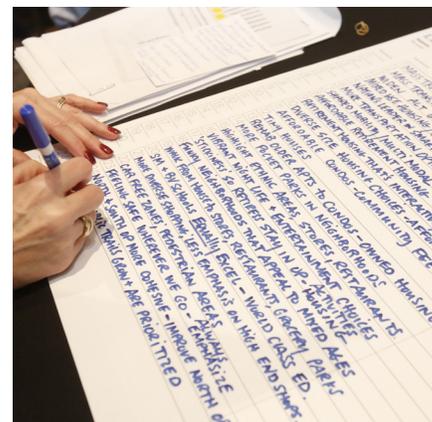
**Laying a foundation.** The Team will conduct preparation that will form the basis of the planning work and establish a detailed project schedule, a review and assessment of relevant data, an outreach and communications plan, key messages and other critical items for a successful planning process.

**Making participation a choice.** Participation in the planning process must be an option for all who care about the future of the City. Engagement opportunities should be multifaceted, drawing people from a range of demographic categories, interest groups and geographies. With this approach, the process will build a civic infrastructure to help see the plan through to completion and generate enthusiasm and support for implementation.

**Integrating analysis and intuition.** The planning process will be iterative in nature, allowing public input to inform the analysis, which in turn will help shape subsequent opportunities for engagement. The process will draw from the Team's expertise while allowing for key guidance and direction from community members. A key component of this analysis will be focused on economic reinvestment opportunities, taking a non-traditional approach that focuses on building upon parts of the City where there is already positive momentum.

**Taking a strategic approach.** The plan must respond to current trends (including socioeconomic and demographic change), recognize current planning issues and take advantage of new opportunities for redevelopment and/or reinvestment.

**Focusing on implementation.** The plan document must include a clear articulation of the tools and strategies that should be used to implement recommendations as well as the identification of responsible entities, desired timeframes and resources needed. The implementation plan will be linked to a strategic plan that will help guide follow-through in five-year increments.



#### Definitions

"Team" refers to the consulting team members from Planning NEXT and Ninigret Partners.

"Staff" refers to relevant members of City Staff that will work with the Team throughout the planning process.

## B. Proposed Work Plan and Schedule

### ASSUMPTIONS

The proposed scope of work is based on the following assumptions:

1. The Team will work collaboratively with City Staff throughout the process.
2. The Comprehensive Plan Advisory Committee (CPC) will be formed by Staff to assist with outreach, help guide the technical work and conduct other tasks as needed to support the process.
3. Previous studies and plans will be used as a guide for the update.
4. The Team will participate in selected key meetings with elected officials, citizen advisory groups and others throughout the process; a maximum number of meetings will be determined prior to execution of the contract and additional meetings will require a contract amendment.
5. The final plan document will conform to Missouri State Statute.
6. The process has been designed to be completed within 15 months, but the schedule may be adjusted prior to commencement of the work.

### PHASE 1: Deliverables

- Meeting agendas and handouts
- Communications and Outreach Plan
- Brand and Identity Products
- Project Website

### APPROACH

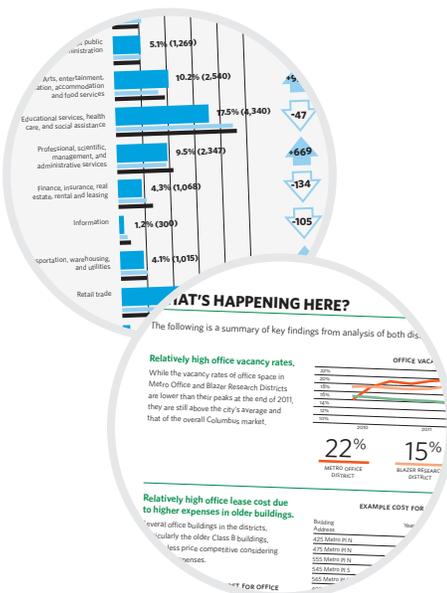
The approach describes the specific tasks that will be undertaken and deliverables that will be produced in each phase of the planning process. The process is organized into four phases: 1) Preparation, 2) Public Engagement, 3) Analysis, and 4) Plan Development. Phase 2 will run concurrently with the other phases. (See schedule on page 24)

#### Phase 1: Preparation

The Team places great emphasis on preparation to create a strong foundation for the planning process. This work is focused on data collection, orienting Staff and the CPC to the planning process, and building a solid foundation for community engagement. A key component of this work will be ensuring that the Team and Staff are clear about which elements, if any, of the Draft 2015 Comprehensive Plan should be incorporated into the work, and how messaging should be created.

**1.1 Conduct Orientation Meeting and Tour.** The Team will organize a half-day orientation meeting with Staff. This meeting will be used to establish key milestones, deliverables and communication protocols (e.g. weekly or bi-weekly conference calls) for the project. Staff will also lead the Team on a tour of key locations in the City to familiarize the Team with opportunities and issues that should be addressed through the plan.

**1.2 Review Existing Plans and Relevant Information.** The Team will review the City's previous plans, maps, documents, data and other materials, and discuss their relevance for the new planning process with Staff. If desired, a structured audit of the previous existing plan and/or the Draft 2015 Comprehensive Plan will be conducted. This would include consideration of both content and format.



**1.3 Facilitate CPC Meeting 1.** The CPC will be established by Staff to help guide the process and advise the Team. The Team will facilitate all meetings with this group, and will prepare necessary materials (agendas, presentations, hand-outs, etc.) in coordination with Staff. The first meeting with the CPC will focus on review of the scope and schedule, the identification of preliminary opportunities and issues, and development of the public engagement strategy.

**1.4 Develop Public Engagement Strategy.** In coordination with Staff, the Team will develop a public engagement strategy with recommendations for meeting concepts, outreach opportunities and information-gathering techniques. Various methods will be employed to obtain input from the general public, stakeholders and elected and appointed officials. The strategy will also include the following:

**1.5.1 Project Identity.** The Team, in coordination with Staff, will develop a project identity (name, logo and tagline and business cards) that will help to interest and engage the public as well as key messages that will help to consistently brand the work. (See page 27, Branding and Identity, for examples.)

**1.5.2 Communications and Outreach Plan.** The Team will develop a detailed Communications and Outreach Plan to guide the publicity effort by outlining production schedules for publicity collateral, identifying outlets for communication and assigning responsibility between the Team, Staff and CPC. The plan will also target potential participants in the community engagement process. Staff and the CPC will be asked to assist the Team in identifying demographic, civic and geographic groups within the City that have the potential to be underrepresented or especially hard to reach to ensure there is a solid strategy for bringing those groups into the process.

**1.5.3 Branded Project Website.** The Team will design and launch a branded project website that will become the heart of the plan's communications. The site will present materials from workshops, other public engagement opportunities (e.g. online survey links), interim information and drafts of the Plan. It will include project background, resources, news and information about how to get involved. The website will be synchronized with relevant existing websites and social media accounts.

## Phase 2: Public Engagement

This phase is designed to ensure that anyone in University City who wants to participate in the planning process has the opportunity to be involved. It includes three rounds of engagement that will be conducted at critical times in the process. This phase will run concurrently with the other planning process phases.

**2.2 Conduct Listening and Learning Sessions.** The Team will conduct up to fifteen individual or small group interviews with targeted stakeholders, including elected officials, citizen groups and representatives from local government. The purpose of these interviews is to understand prevailing attitudes and "hot buttons" as well as to identify critical issues in the City. The Team will work with the CPC to identify stakeholders and Staff to identify interviewees, and Staff will schedule the sessions. Results will be documented in a summary memorandum.

### PHASE 2: Deliverables

- Meeting agendas and handouts
- Summary memos from each round of engagement
- Web-based tools for engagement

**2.3 Conduct Meetings with Elected Officials.** The Team will meet with elected officials at three key moments in the planning process. These meetings will be used to update elected officials on the process, to hear their thoughts, and to discuss key ideas for the plan as they emerge. An initial set of meetings will be integrated into the Listening and Learning Sessions early in the process. During the subsequent two scheduled opportunities to meet with elected officials, up to four meetings will be scheduled (for a total of eight additional meetings throughout the process). The meetings will be scheduled by Staff, and the Team will prepare and share materials in advance, including hand-outs and draft plan elements.

**2.4 Provide Status Reports to Council.** The Team will provide status reports to Council at three key moments in the planning process. The timing of updates will be coordinated with meetings with elected officials. It is anticipated that the meetings will take place at regularly scheduled Council meetings or special meetings arranged by Staff. The Team will prepare and share materials in advance, including hand-outs, presentations and draft plan elements.

**2.4 Conduct Community Choices Workshop.** The Team will organize, publicize, facilitate and document a Community Choices Workshop. The Team will present initial ideas for the plan as determined through preliminary technical analysis and the Listening and Learning Sessions. Participants will have the opportunity to share their thoughts and ideas in an interactive format. While the specific format will be determined in discussion with Staff, the workshop will be centered around activities that maximize productive and enjoyable activities to solicit comments. (For more information about the Community Choices Workshop and potential engagement techniques, See Section 3, Part B, Community Engagement Plan, page 26.)

**2.5 Conduct Open House.** The Team will manage an Open House at which the draft plan elements, including key findings and recommendations, will be presented in display boards. The Open House may include a brief presentation, but the emphasis will be on informal viewing of the Plan elements and opportunity for comment. The Open House will be conducted when the Plan has been drafted but not finalized, and may also provide an opportunity (such as through a questionnaire) for participants to help prioritize action items and weigh in on implementation strategies. (For more information about the Community Open House and potential engagement techniques, See Section 3, Part B, Community Engagement Plan, page 26.)

**2.6 Facilitate CPC Meetings 2-3.** The Team will facilitate two meetings that will focus on testing key ideas for the Community Choices Workshop and Open House, respectively, as well as outreach and publicity for the workshops.

### Phase 3: Analysis

This phase will include an assessment of issues and opportunities, the creation of a vision and goals and technical analysis that will inform the plan.

**3.1 Develop Inventory and Assessment of Issues and Opportunities.** The Team will develop an inventory of issues and opportunities and present an assessment of the most important findings to Staff and the CPC. (The Steering Committee presentation will be at the same meeting at which preparation for the Community Choices workshop will take place and the assessment will feed into the activities.) The work will focus on topics that were identified in the RFP as well as others that have emerged as pertinent through the planning process.

**3.2 Develop Vision Statement and Goals.** The Team will prepare draft vision and community goal statements in collaboration with Staff and discussion with the CPC. The vision and goals will be tested at the Community Choices Workshop and through associated online activities.

**3.3 Conduct Technical Analysis.** The Team will analyze conditions, opportunities and challenges in the areas identified in the RFP.

**3.3.1 Character and Land Use.** Land Use Analysis will include two components.

- Existing Character and Land Use.** The Team will identify existing land uses and assess potential ways in which desired outcomes pertaining to managing growth and change can be met. The purpose of the analysis is to determine where and how the City has been changing to set a foundation for the future. This work will include updating the City's current land use map. The Team will take a character-based approach to the land use map that will include descriptions of development patterns, types and intensities that currently exist. The character types will not only infer land use, but also urban form and mobility characteristics such as street patterns and connectivity, lot and block sizes, building heights, and relationship to streets, mix of uses, etc.
- Future Character and Land Use.** The Team will draw from the existing land use analysis conducted and collaborate with Staff who will provide key input on anticipated new development and developable land opportunities. A land use map will be prepared that identifies "where" and "how" the community should grow and develop in the future. It is expected that infill development opportunities, and the form and character requirements for making them successful, will be the major focus. In keeping with the existing land use analysis, a future land use character type palette will describe development patterns, types and intensities that are desired in the City. Additional place types will be added to the palette to characterize emerging development themes or concepts of interest to the community. These may be conditions that are not currently present but are desired in the future such as regional mixed-use centers or flexible employment centers that would need to be named and described.

#### PHASE 3: Deliverables

- Meeting agendas and handouts
- Draft Character and Land Use Plan
- Economic analysis reports



**3.3.2 Economics.** The economic analysis will include two components:

- Economic Overview.** The Team will analyze industry trends at the lowest possible level of employment and establishment data for University City to understand the underlying economic structure and base of the City. Using non-traditional data sources such as Etsy and Kickstarter we will also look at the small business / entrepreneurial environment of the City to understand the scale of the activity and if there are specific areas of focus. The Team will also evaluate commercial real estate trends in the downtown and key commercial corridors to understand the real estate dynamics of the City. This includes looking at vacancy rates, retail sales gaps, rents and other related issues. The Team will also consider the labor force and talent pool. The Team will understand the labor shed of University City and its labor pool dynamics. Additionally, the Team will provide regional / metro economic trends to help place University City in context to metro St. Louis.
- Economic Priorities.** Interviews and focus group meetings with business leaders will help provide context to the information and allow us to understand from a community perspective what is viewed as the key challenges, assets and opportunities. Blending this with the real estate analysis and the economic base analysis will allow the Team to understand if the City's existing "employment" real estate profile (condition, size, location, amenities) can meet the needs of contemporary business including retail. These findings will be translated to key themes and interrelationships between issues will be identified to help shape an economic agenda that addresses key employment and physical development issues.



**3.3.3 Third Ward and Olive Blvd.** The Team will conduct a visual survey of the Third Ward to understand the existing conditions. In addition, the work performed in 2017/18 regarding the Third Ward housing market analysis will be updated as appropriate as well as examining the public input from that process. A more detailed data analysis (assuming the information is available through the GIS and tax records) will be conducted to understand real estate transactions, ownership patterns, blight, lot sizes, vacancy, tax liens, city capital expenditure plans, and other related information to gain a comprehensive block level perspective. Based on the citywide economic analysis and the more in-depth Third Ward analysis, opportunity sites will be identified, with high level strategic guidance and a "first steps" critical path put forward.

**3.3.4 Other Topical Areas.** Other topical areas will be addressed as outlined in the RFP through a process of assessing existing conditions, analyzing key data and studies and identifying opportunities through iterative discussions with Staff, the CPC, the public and key stakeholders. In each topical area, the Team will prepare preliminary recommendations for discussion, which will be modified in accordance with comments received in advance of preparing the draft plan document.

**3.4 Facilitate CPC Meetings 4-5.** The Team will facilitate two CPC meetings, which will focus on discussion of the analysis.

### Phase 4: Plan Development

This phase will include the development of the elements of the draft and final plan document as well as an implementation plan and strategic plan to guide implementation over the long term.

**4.1 Develop Form-Based Code Concepts and Suggestions.** Drawing from the physical character analysis conducted in task 3.3.1, the Team will prepare a set of form-based code concepts and suggestions. These concepts will include depictions of the desired future character attributes (such as height, set-backs and density) in different parts of the City at a conceptual level. This work will provide a foundation for determining what kinds of policies and/or zoning code changes the City may wish to pursue in the future to preserve areas that they want to remain the same, while allowing for limited change over time.

**4.2 Prepare Implementation Strategy and Strategic Plan.** The Team will prepare a robust implementation strategy, which is directly tied to a strategic plan. The implementation recommendations, timeframes and responsibilities will be summarized into a matrix that can also be used for tracking implementation efforts. Goals, objectives and recommendations will include short-, mid-, and long-range strategies. The strategic plan will establish reporting systems, responsibilities, and periodic moments for evaluation that will guide the City during five-year increments.

**4.3 Prepare and Present Draft Plan Documents.** The Team will discuss the organization of the comprehensive plan in consultation with Staff, decide on its structure and prepare an outline for review and approval. The Team will prepare the draft plan, which is anticipated to include an executive summary; an introduction; an explanation of the planning process; plan recommendations in map, text and graphic formats; an implementation plan and technical appendices. The strategic plan is anticipated to be a separate but visually and substantively-related document. The Team will conduct a "tiered" review process, providing the document first to Staff and then to the CPC and others. The Team will incorporate edits and present the draft plan to City Council and committees.

**4.4 Prepare and Present Final Plan Documents.** All the preceding recommendations will be compiled into a final plan document for submission to Planning Commission and City Council. The Team will attend a public hearing on the plan's adoption. (The Team is also available to attend additional meetings associated with adoption, but the associated fee for additional meetings will be discussed and determined prior to contract execution or through a contract amendment toward the end of the planning process.)

**4.5 Produce Final Plan.** The Team will produce the final plan in both print and web-optimized formats. The Team will provide a pdf with separate technical appendices and relevant data. The Team will produce up to 25 hard copies of the plan (or another number determined upon contract execution along with an expense adjustment) as high-quality perfect bound magazine style documents. The Team will provide all GIS mapping files. The Plan and all related components will become the permanent property of University City.

**4.6 Facilitate CPC Meetings 6-7.** The Team will facilitate two Steering Committee meeting, which will focus on review of the draft plan and implementation.

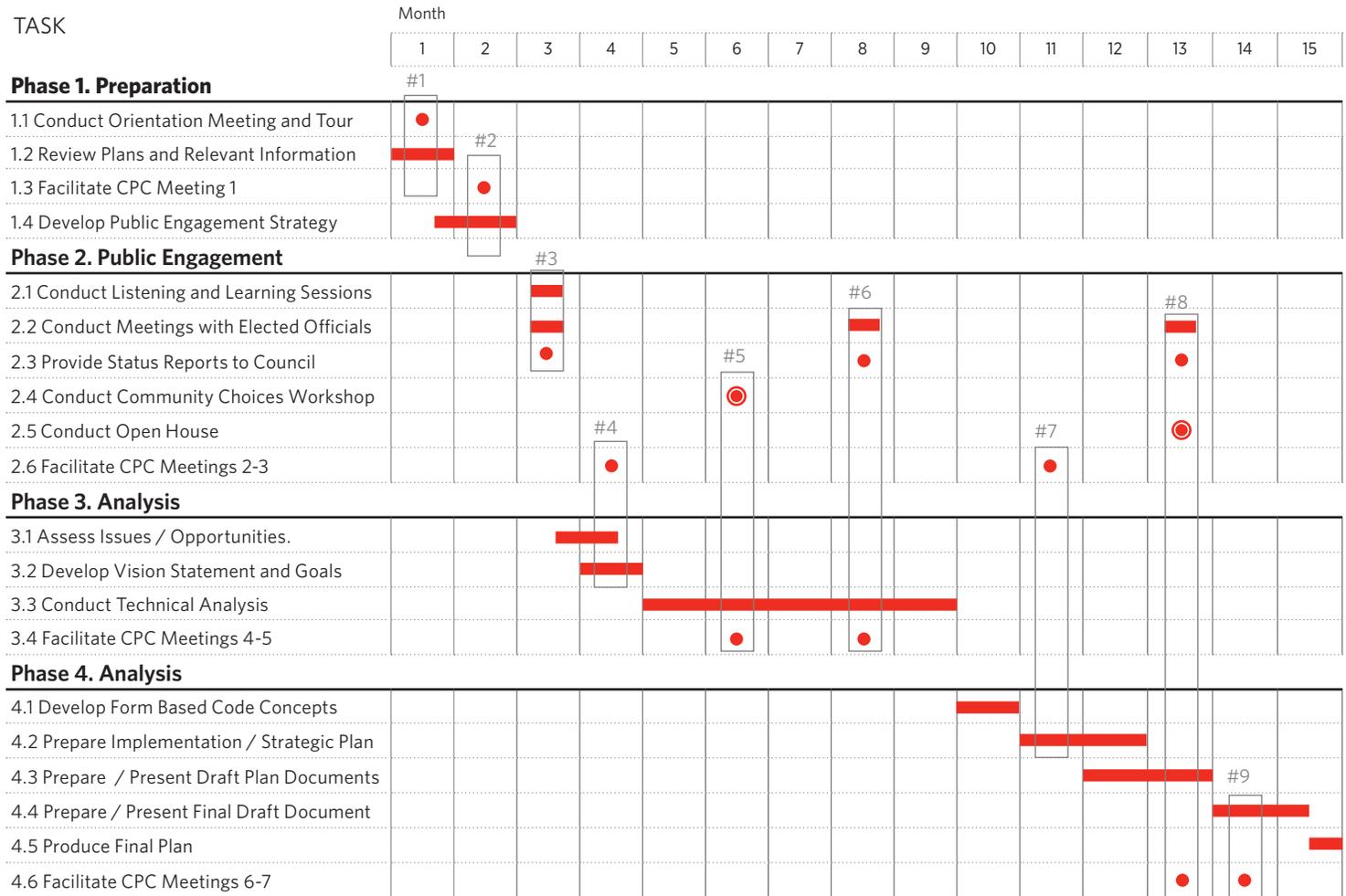
### PHASE 4: Deliverables

- Meeting agendas and handouts
- Draft and final comprehensive plan
- Draft and final strategic plan



## PROPOSED SCHEDULE

A proposed schedule for the University City Comprehensive Master Plan Update is presented below. This work aligns with the proposed scope of work. The schedule is designed to be completed within 15 months but may be adjusted depending on discussions with staff.



## C. Community Engagement Plan

The Team has a proven track record of engaging communities with unique, attractive and accessible materials, inspiring in-person workshops and innovative online tools. This section describes key elements of the plan for community engagement. Additional detail can be found in Section B, Proposed Work Plan and Schedule, Phase 2, Public Engagement.

### FOCUS ON INCLUSIVITY

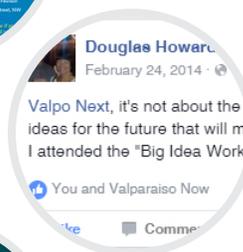
Planning NEXT has a long history of designing processes to include broad, multifaceted engagement, while controlling cost, producing high-quality work, and completing projects in a timely manner. Process specifics will be determined in collaboration with Staff but engagement throughout the City will be a cornerstone of Planning NEXT's process. Following is an overview of Planning NEXT's proposed public engagement approach. This plan is flexible and can be adjusted to be the City's budget.

**Preparation.** During the Preparation phase, the Team will work closely with Staff to lay the groundwork for civic engagement, including mapping existing networks and groups that should be involved throughout the process, identifying hard-to-reach constituencies, and establishing a schedule for communication and outreach.

**Facilitate CPC Meetings.** The Team views the CPC as a fundamental component of a successful process. This group should reflect the broad interests of the community and include representation from the public, private and nonprofit sectors. This is a working committee that will have responsibilities throughout the planning process, including conducting broad outreach to community networks.

**Prepare Communications and Outreach Plan.** The Team will develop a detailed Communications and Outreach Plan. This document will guide the publicity effort by outlining production schedules for branded materials, identifying outlets for communication and assigning responsibility within the CPC and among key Staff. The communication component will provide a relationship with media to increase the recognition of the project, build credibility and increase understanding of the process and its objectives/outcomes within the community. The outreach component will ensure that all those who care about the City will have a choice to participate in the process.

**Develop Website and Tools for Online Engagement.** The Team will design and launch a branded project website that will become the central outlet for the planning process communications. The site will include project background, resources, news and information about how to get involved. The website will also provide opportunities for online engagement that parallel the face-to-face techniques. The website content will be synchronized with social media.



**Conduct Listening and Learning Sessions.** The Team will work with Staff to design and conduct a series of Listening and Learning Sessions, which will involve interviews with key individuals and citizen groups. These sessions will include big picture questions about the future of University City and are intended to identify key topics of interest for the planning process as well as "hot button" issues early on. The sessions will be documented in a summary memorandum and will help to inform analysis for the plan and its over-arching goals.

**Conduct Community Choices Workshop.** The Community Choices Workshop will build off the first round of engagement. It will lay the foundation for the plan's preliminary recommendations. It will be broadly promoted and can be replicated with facilitation by CPC members or community volunteers ("meeting in a box") in more than one location in the City. These analytical workshops will focus on specific recommendations (policies, programs or projects) that will help to advance the goals that were established through the first round of engagement. These workshops will feed directly into the development of the plan's recommendations. The workshops will include the following steps:

**Design.** *The Team will work with Staff to design the workshop agenda, including specific engagement activities.*

**Promote.** *The Team will promote the workshops to maximize attendance. Working with the CPC, the Team will pay special attention to identifying hard-to-reach constituencies and will focus promotion especially on these groups. This will include dedicated print and web-based collateral distributed through networks identified in the outreach component of the participation plan, as well as publicity through targeted media outlets (TV, radio, print and web-based).*

**Facilitate.** *The Team will facilitate an informative and engaging program. Workshops could employ keypad polling or other technology.*

**Document.** *The Team will document the outcomes of the workshops and use the outcomes to help shape the analysis that will be conducted and recommendations. An online survey that mimics workshop activities will be created and to capture ideas from others.*

**Conduct Open House and Road Show.** An Open House will be held once the draft plan has been prepared, but before it has been finalized. The same steps indicated for the Community Choices Workshop will be followed. It will begin with an evening event at a single location, but be designed so that it can also be used as a traveling exhibit (road show) and online. A presentation by the Team will summarize the key recommendations of the plan, but most of the time will be reserved to allow the public to view and comment on a series of displays summarizing the plan. Attendees will also have the chance to volunteer to help implement the plan's recommendations.



## BRANDING AND IDENTITY

The Team believes a strong recognizable identity for the process is key to its successful promotion. Graphic identities, along with key messages, give the process an identifiable stamp that can be extended to print materials, event promotions, and online tools.



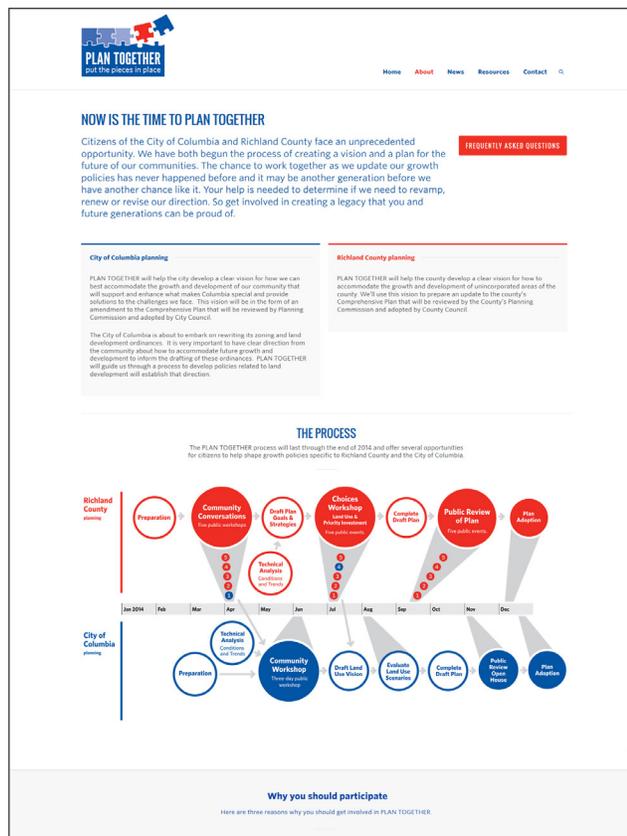
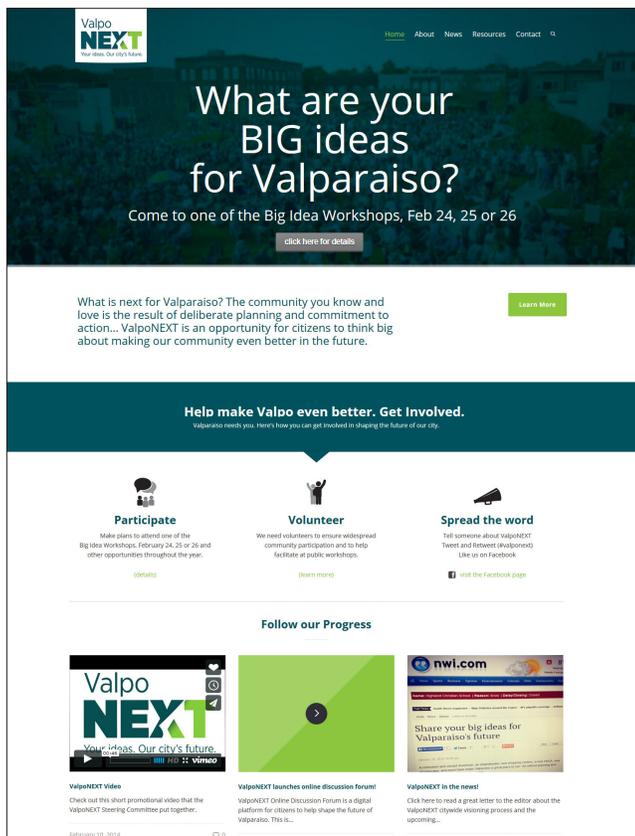
## COLLATERAL AND COMMUNICATION

Posters, postcards, flyers, newspaper ads, press releases, email, videos, social media, festival appearances, presentations to civic groups, corporate partners, etc. Extensive publicity and outreach activities ensure that all citizens are aware of the opportunities to get involved in the planning process. Collateral has been created in English and other languages.



## WEBSITE

A stand-alone, branded project website will be the "hub" of information for the project, and will house interactive, online tools to supplement the face-to-face engagement opportunities.



## WORKSHOP FORMATS AND FACILITATION TECHNIQUES

Below is a sample of facilitation techniques the Team has employed in previous projects. Specific techniques will be chosen in collaboration with Staff.



**Trivia Night.** “So, you think you know University City?” A trivia night can be an entertaining and fun way to share information about existing conditions and trends in the community. Participants are organized in groups and “quizzed” in a fun and informal atmosphere.



**Image Preference Dialogue.** This format allows participants to use dots to identify images that represent their vision of the future and images that do not represent their vision of the future. This variation works best with topics related to placemaking and the built and natural environment.



**Strong Places Weak Places.** This exercise is a variation of the well-established SWOT (strengths, weaknesses, opportunities and threats) analysis. It uses a map of the target area and asks participants to identify locations and discuss them.



**Live Polling**  
Using keypads or personal mobile phones and tablets, audiences can interact and respond to questions during meetings of any size. Results of live polls are shown in real-time during the workshop.

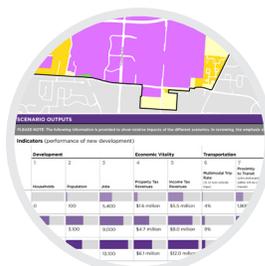
## WEB-BASED TOOLS FOR ENGAGEMENT

Face-to-face communication is the heart of community-based planning. But as people spend more time online, we are using web-based tools to broaden our reach and to inspire creative thinking about places that matter. While we have employed third-party online tools, the best examples of our use of technology are our own custom-designed solutions. These include the following:

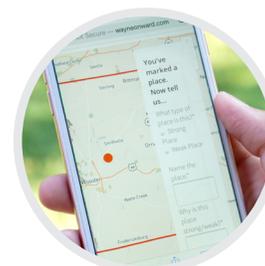
**Web Mapping.** Using a map interface, this activity allows citizens to share comments and ideas about specific locations. Maps feature custom base layers, custom markers, and the ability to toggle different collections of feature information. A composite map can show thousands of interactive data points contributed by participants.



**Testing Scenarios.** This activity can be used to ask citizens to rate how strongly they support a series of statements about the community’s intent for managing growth, and can ask citizens to consider generally whether future development should follow the status quo or change.



**Custom Surveys.** A custom online application can be used to mirror activities conducted on paper response forms during public workshops. Participants at the workshops could respond using traditional paper forms or with their own tablet computers via this web tool. The online activity can continue to collect input for several weeks following the workshops.



## D. Budget

Following is a detailed outline of the cost for full completion of the scope of services, including expenses as a not-to-exceed figure. It is anticipated that the scope and fees will be refined in collaboration with Staff and we welcome the opportunity to make adjustments to meet project needs.

<b>Phase</b>	<b>Proposed Cost</b>
<b>Phase 1: Preparation</b>	<b>\$17,900</b>
<i>Evaluation of existing plans, policies and procedures</i>	<i>\$3,300</i>
<i>Other preparation tasks</i>	<i>\$14,600</i>
<b>Phase 2: Public Engagement</b>	<b>\$36,700</b>
<b>Phase 3: Analysis</b>	<b>\$79,500</b>
<b>Phase 4: Plan Development</b>	<b>\$34,300</b>
<i>Draft and final plan document preparation</i>	<i>\$14,300</i>
<i>Implementation</i>	<i>\$5,900</i>
<i>Other plan development tasks</i>	<i>\$14,100</i>
<b>Expenses</b>	<b>\$9,600</b>
<i>Production and printing of final document*</i>	<i>\$600</i>
<i>Other expenses</i>	<i>\$9,000</i>
<b>Total Not-to-Exceed Amount</b>	<b>\$178,000</b>

Note: Items in parentheses are parsed out from the phases in response to the request in the RFP.

<b>Team Billing Rates (hourly)</b>	<b>Rate</b>
Jamie Greene	\$200
Sarah Kelly	\$140
Michael Curtis	\$135
Kyle May	\$135
Kevin Hively	\$200
Keelia Kentor	\$85