



**Plan Commission**

6801 Delmar Boulevard · University City, Missouri 63130 · 314-505-8500 · Fax: 314-862-3168

Roll Call MEETING OF THE PLAN COMMISSION  
**VIA VIDEOCONFERENCE**  
**Wednesday, December 15, 2021**  
**6:00 p.m.**

**IMPORTANT NOTICE REGARDING**  
**PUBLIC ACCESS TO THE PLAN COMMISSION MEETING & PARTICIPATION**

**Plan Commission will Meet Electronically on Wednesday, December 15, 2021**

On March 20, 2020, City Manager Gregory Rose declared a State of Emergency for the City of University City due to the COVID-19 Pandemic. Due to the current order restricting gatherings of people and the ongoing efforts to limit the spread of the COVID-19 virus, the December 15, 2021 meeting will be conducted via videoconference.

**Observe and/or Listen to the Meeting** (your options to join the meeting are below):

**Webinar** via the link below:

<https://us02web.zoom.us/j/89273763299?pwd=a2xFWUIXb3ppUWdIT0cxazhnRmwrUT09>

Passcode: 740660

**Audio Only Call**

Or One tap mobile:

US: +13126266799,,89273763299#,,,,\*740660# or +19292056099,,89273763299#,,,,\*740660#

Or Telephone: Dial(for higher quality, dial a number based on your current location):

US: +1 312 626 6799 or +1 929 205 6099 or +1 301 715 8592 or +1 346 248 7799 or +1 669 900 6833 or +1 253 215 8782 or 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)

Webinar ID: 892 7376 3299

Passcode: 740660

International numbers available: <https://us02web.zoom.us/j/89273763299?pwd=a2xFWUIXb3ppUWdIT0cxazhnRmwrUT09>

**Citizen Participation**

Those who wish to provide a comment during the “Public Comment” and/or “Public Hearing” portions of the agenda: may provide written comments or request video participation invites to the Senior Planner ahead of the meeting. Please specify which case and portion of the agenda you wish to comment.

ALL written comments or video participation invites must be received **no later than 12:00 p.m. the day of the meeting**. Comments may be sent via email to: [jwagner@ucitymo.org](mailto:jwagner@ucitymo.org) or mailed to the City Hall – 6801 Delmar Blvd. – Attention John L. Wagner, Senior Planner. Such comments will be provided to the Plan Commission prior to the meeting. Comments will be made a part of the official record and made accessible to the public online following the meeting.

Please note, when submitting your comments or invites, a **name and address must be provided**. Please also note if your comment is on an agenda or non-agenda item, and a name and address are not provided, the provided comment will not be recorded in the official record.

The City apologizes for any inconvenience the meeting format change may pose to individuals, but it is extremely important that extra measures be taken to protect employees, residents board/commission members and elected officials during these challenging times.

## **AGENDA**

### **PLAN COMMISSION**

1. Roll Call
2. Approval of Minutes – October 27, 2021
3. Public Comments – (Limited to 3 minutes for individual’s comments, 5 minutes for representatives of groups or organizations.)
4. Old Business
  - a. None
5. New Business
  - a. **Conditional Use Permit – PC 21-17**  
**PUBLIC HEARING**  
**Applicant:** MNG 2005, Inc.  
**Request:** Approval of a Conditional Use Permit for basement storage of landlord materials and files in a multi-tenant commercial building.  
**Address:** 8322 Olive Boulevard  
(VOTE REQUIRED)
  - b. **Map Amendment & Final Development Plan Approval – PC 20-08**  
**PUBLIC HEARING**  
**Applicant:** Charles Deutsch and Company  
**Request:** Approval of a Zoning Map Amendment to rezone properties associated with 8630 Delmar Avenue (Gatesworth Community) from GC, HRO, SR & MR to Planned Development Residential Use (PD-R), and to further consider approval of a resolution for a Final Site Development Plan for the proposed residential development.  
**Address:** 8630 Delmar Avenue  
(VOTE REQUIRED)
6. Other Business
  - a. None
7. Reports
  - a. Council Liaison Report
  - b. Committee reports – Zoning Ordinance Text Amendment
  - c. Comprehensive Plan Update
8. Adjournment



**Department of Planning and Development**

6801 Delmar Boulevard, University City, Missouri 63130, Phone: (314) 505-8500, Fax: (314) 862-3168

## PLAN COMMISSION MEETING

Via Video Conference

6:30 pm; Wednesday, October 27, 2021

The Plan Commission held its regular session via video conference on Wednesday, October 27, 2021. The meeting commenced at 6:30 pm and concluded at approximately 8:20 pm.

### 1. Roll Call

**Present**

Margaret Holly  
Mark Harvey  
Al Fleischer Jr.  
Ellen Hartz  
Victoria Gonzalez  
Charles Gascon  
Patricia McQueen (*joined at 6:31 p.m.*)

**Absent**

None

**Staff Present**

Brooke A. Smith, Assistant City Manager, Interim Director of Planning and Development  
John Mulligan, City Attorney

**Councilmembers Present**

Jeff Hales, Ward I – Council Liaison

**Call to Order** – (6:30 pm.) Chairwoman Holly called the meeting to order.

**2. Approval of Minutes** – August 26, 2021 – The minutes were approved as presented at 6:03 pm.

### 3. Public Comments

There were no public comments for non-agenda items from the public

### 4. Old Business

- a. Final Development Plan – PC 21-02  
Crown Center Senior Living  
Applicant – Council Apartments, LLC

Request – Approval of Second Amended Final Development Plan for 8348-8350  
Delcrest Drive  
(VOTE REQUIRED)

Consideration of the second amendment to the Final Development Plan for the Crown Center Living Center. The first Final Development Plan was approved in 2014 and the Amended Final Development Plan was approved in 2017. Crown Center requested an extension of their Amended Final Development Plan, but staff could not recommend approval due to major changes in the plan. Staff recommended Crown Center submit their Second Amended Final Development Plan for consideration by the Plan Commission and City Council. Chairwoman Holly opened discussion pertaining to the Crown Center at 6:32 p.m. Matt Fulson, developer on the project and David Lang, attorney for the project, were both present for the meeting. Brooke Smith presented the staff report to the Plan Commission. Ms. Smith noted that the current amendment to the Final Development Plan was for Phase I only.

Discussion was had on the issue.

Commissioner Fleischer motioned to recommend approval of the Second Amended Final Development Plan with the attached conditions (Exhibit A). The Commission voted 7-0 to amend the conditions by adding condition 14 regarding bicycle racks.

Commissioner Harvey moved to approve the Second Amended Final Development Plan with the 14 conditions listed in Exhibit A. The commission voted 7-0 to recommend to Council the approval of the Second Amended Final Development Plan with the 14 conditions previously discussed.

The motion which passed by a 7-0 vote at approximately 7:45 p.m.

**5. New Business**

a. Extension Policy for Development Plans (Discussion Item)

Assistant City Manager Brooke Smith brought to the Commission's attention the provisions that allow for extensions on the preliminary and final development plans. Previous staff had granted multiple one-year extensions on certain projects but the code is ambiguous on whether multiple extensions were allowed.

The Commission agreed to address this and several other matters during their Code Review sub-committee meetings.

**6. Other Business**

a. Community Visioning Process – Updates

Madame Chair Holly announced that 12 members were appointed to the Visioning Task Force. She stated that the task force would meet for the first time on November 1<sup>st</sup>. Chair Holly stated that she has asked what will the relationship be between the visioning task force and the Plan Commission because per the city's charter, the Plan Commission is responsible for the comprehensive plan. To date, there is no answer for that question.

Members of sub-committee – Chair Holly brought up the topic of the Plan Commission sub-committees to determine who would be serving on each

one. The assignments were as follows:

Comprehensive Plan Sub-Committee

Patricia McQueen  
Mark Harvey  
Ellen Hartz  
Chair Holly

Code Review Sub-Committee

Mark Harvey  
Ellen Hartz  
Al Fleischer  
Chair Holly

Chair Holly stated that she would follow up with the other members at a later date.

**7. Reports**

There was no Council Liaison Report.

ACM Brooke Smith announced that an employment offer was extended to John Wagner for the Senior Planner and that he would attend next month's meeting. She also announced that the search for a new Director would begin soon.

**8. Adjournment**

Chairwoman Holly adjourned the meeting at approximately 8:21 pm.



**Department of Planning and Development**

6801 Delmar Boulevard, University City, Missouri 63130, Phone: (314) 505-8500, Fax: (314) 862-3168

**STAFF REPORT**

MEETING DATE: December 15, 2021

FILE NUMBER: CUP 20-17

COUNCIL DISTRICT: 3

Location: 8322 Olive Boulevard

Applicant: MNG 2005, Inc.

Property Owner: 8322 OLIVE HOLDINGS LLC

Request: Conditional Use Permit (C.U.P.) The proposed use is for basement storage of landlord materials and files in a multi-tenant commercial building.

**COMPREHENSIVE PLAN CONFORMANCE**

Yes       No       No reference

**STAFF RECOMMENDATION**

Approval     Approval with Conditions       Denial

Attachments:

A. Application for Conditional Use Permit

Existing Zoning: GC – General Commercial

Existing Land Use: Commercial/Office

Proposed Zoning: No change – “GC” District

Proposed Land Use: No change – Commercial

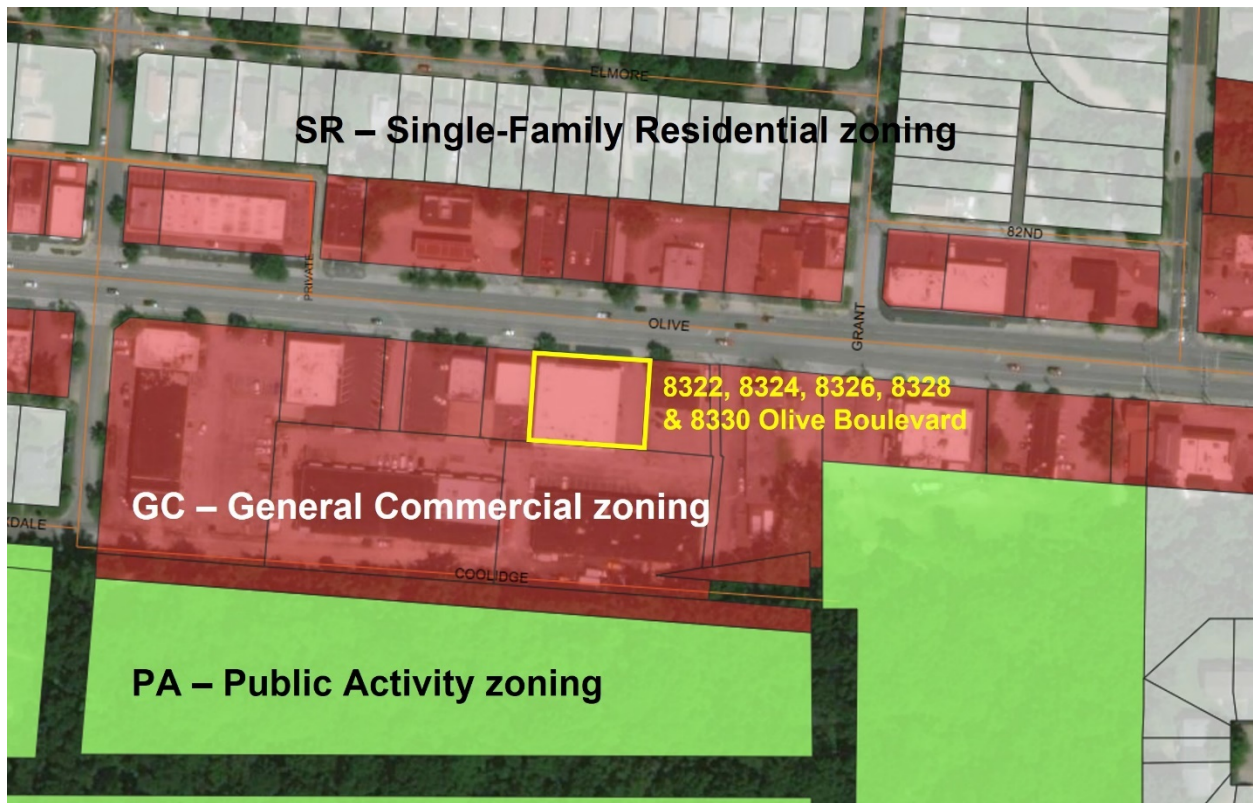
Surrounding Zoning and Current Land Use:

North:	GC	General Commercial ( <i>North side of Olive Boulevard</i> )
East:	GC	General Commercial
South:	GC	General Commercial
West:	GC	General Commercial

## Existing Property

The existing property at 8322 Olive Boulevard is a 0.36-acre lot that contains a commercial building of approximately 10,800 square-foot building that was built in 1959. The site is home to five addresses: 8322, 8324, 8326, 8328 and 8330 Olive Boulevard, as noted in the map below. All spaces in the building have been leased, although the build-out continues in some of the spaces. The Conditional Use Permit request applies to the entire building. The property is zoned General Commercial and is surrounded by lots that are also zoned General Commercial.

## Parcel Location and Surrounding Zoning



## Applicant's Request

Currently the items being stored belong to the owner/landlord of the building. The petitioner owns the building but is not a tenant. Approximately 80% of the items in storage belong to the owner and their company businesses not located on site. The remaining 20% are items related to the building such as storage files and maintenance supplies.

## Analysis

A Conditional Use Permit in this instance is required per the General Commercial District regulations, section §400.500 – Permitted Uses, note the highlighted section:

The following land uses and developments are permitted in the "GC" district. In addition to the land uses permitted in this district, certain other uses may be conditionally allowed per Section 400.510. Other uses not listed, which are determined by the Zoning Administrator to be identical or similar to one (1) or more of the following uses, are permitted as well. ***When an unlisted use is proposed, which appears to meet the intent of this district but its potential impact is uncertain, then such use shall be considered a conditional use.***

The building is not sprinklered, nor are there windows in the storage rooms. These are two of the primary reasons why the Community Development Department staff is requesting the Conditional Use Permit.

Public Works & Parks: NA

Fire Department: The Fire Department will be involved in the inspections and permitting process for Commercial Occupancy Permits.

Police Department: NA

### **Staff Recommendation**

Staff is of the opinion that the proposed use for basement storage of landlord materials and files in a multi-tenant commercial building would not be detrimental to the surrounding area.

Staff is recommending approval of the request, subject to the following condition:

1. The storage areas of the building shall be subject to annual and random inspections by the Department of Community Development.





# Department of Community Development

6801 Delmar Boulevard, University City, Missouri 63130, Phone: (314) 505-8500

## APPLICATION FOR CONDITIONAL USE PERMIT Under Article 11 of the Zoning Code of University City, Missouri

- Address/Location of Site/Building: 8322 Olive Blvd, University City, MO 63130
- Zoning District (check one):  
 SR    LR    MR    HR    HRO    GC    LC    CC <sup>ju, 12-1-2001</sup>    IC    PA    PD
- Applicant's Name, Corporate or DBA Name, Address and Daytime Telephone: \_\_\_\_\_  
MNG 2005 Inc., 10645 Baur Blvd, St. Louis, MO 63132  
Senn Massey, Construction Proj. Mgr. 314.463.1611
- Applicant's Interest in the Property:  Owner    Owner Under Contract    Tenant\*  
 Tenant Under Contract\*    Other\* (explain): \_\_\_\_\_

\* Please Note: Zoning Code Section 34-131.1 requires that the application may only come from one (1) or more of the owners of record or owners under contract of a lot of record (or zoning lot), or their authorized representative. If you are applying as a tenant, tenant under contract or other, you must attach a letter from the owner stating you are an authorized representative of them and they give you permission to file this application for Conditional Use on their behalf.

- Owner's Name, Corporate or DBA Name, Address and Daytime Telephone, if other than Applicant:  
Same
- Please state, as fully as possible, how each of the following standards are met or will be met by the proposed development or use for which this application is being made. Attach any additional information to this application form.
  - Complies with all applicable provisions of the University City Zoning Code (e.g. required yards and setbacks, screening and buffering, signs, etc.).  
Owner is seeking permission to use basement for storage of landlord materials & files in a multi-tenant core commercial building.
  - At the specific location will contribute to and promote the community welfare or convenience.  
Keeping building related materials on-site allow for quicker response time to tenant maintenance needs

c) Will not cause substantial injury to the value of neighboring property.

Storage is limited to a small area in the basement with  
no window visibility

d) Is consistent with the Comprehensive Plan, neighborhood development plan (if applicable), and any other official planning and development policies of the City.

N/A

e) Will provide off-street parking and loading areas in accordance with the standards contained in Article 7 of the University City Zoning Code

Building already has striped parking lot

**\*\* Please Note: You should also submit twelve (12) copies of a memo detailing the following information:**

1) Description of the proposed Conditional Use, in narrative form. Please include historical information about the applicant, the company and/or the organization. Explain why this particular site was chosen for the proposal, state the number of employees that will be working at the site, state the hours of operation, explain other features unique to the proposed use and submit any other information that will help the Plan Commission and City Council in their decisions. 2) Estimated impact of the conditional use on the surrounding properties and adjacent streets, including, but not limited to, average daily and peak hour traffic generation, existing traffic volumes of adjacent streets, if available, use of outdoor intercoms, and any other operational characteristics of the proposed use that may have impacts on other adjacent or nearby properties. 3) Legal description of the property(s) proposed for the Conditional Use Permit, when the proposed use involves a substantial addition or new construction.

A Public Hearing before the Plan Commission is required by Ordinance. Notice of such Public Hearing must be published in a newspaper of general circulation at least fifteen (15) days in advance. Upon receipt of a Plan Commission Recommendation, the City Council must consider this application and supporting information before a Use Permit may be granted. A fee of \$114 must accompany this application.

11-5-21  
Date

Sam Moxey, Construction Project Manager  
Applicant's Signature and Title

MNG 2005, Inc.  
Representing (if applicable)

FOR OFFICE USE ONLY

\_\_\_\_\_ Application First Received.

\_\_\_\_\_ Application Fee in the Amount of \$ \_\_\_\_\_ Receipt # \_\_\_\_\_

\_\_\_\_\_ Application returned for corrections, additional data.

\_\_\_\_\_ Final complete application received.

\_\_\_\_\_ File # \_\_\_\_\_ created. K:\wpoffice\wpdata\c-cupfrm.doc



**Department of Planning and Development**

6801 Delmar Boulevard, University City, Missouri 63130, Phone: (314) 862-6767, Fax: (314) 862-3168

**M E M O R A N D U M**

TO: Plan Commission  
FROM: John Wagner, Ph.D., Senior Planner  
DATE: December 15, 2021  
SUBJECT: Zoning Ordinance Text Amendments

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The Plan Commission Code Review Committee met on November 28, 2021, to discuss proposed text amendments to the University City Zoning Ordinance.

The first set of amendments involves changes to the requirements for notification to property owners, residents and businesses for proposed amendments to the official zoning map, applications for conditional use permits and exceptions to these requirements; §400.3230, §400.3240 and §400.3250, respectively. The proposed amendments expand the notification requirements to include residents and business owners that occupy a home or business, but do not own the property.

The second set of amendments involve changes in language from “disabled” to the more commonly accepted term “people with disabilities.” This change would be made to various sections of the Zoning Ordinance, as outlined in the draft text amendments. A “clean” version of these amendments has been attached along with the working version.

**Attachments:**

Proposed text amendments

## DIVISION 2

### Notification of Property Owners, Residents, and Businesses

#### **Section 400.3230. Regarding Proposed Amendments To The Official Zoning Map.**

**[R.O. 2011 §34-171.1; Ord. No. 6139 §1(Exh. A (part)), 1997]00**

The City Clerk shall notify the owners of the land (exclusive of streets and alleys), residents, and businesses within the area affected by a change in zoning district boundaries and within an area determined by lines drawn parallel to and one hundred eighty-five (185) feet distant from the boundaries of the proposed change in zoning of the date, location and time of the public hearing on such proposed change.

#### **Section 400.3240. Regarding Applications For Conditional Use Permits or Variances. [R.O. 2011 §34-171.2; Ord. No. 6139 §1(Exh. A (part)), 1997]**

In the case of an application for a conditional use permit or a variance, the Zoning Administrator shall notify all owners of the land, residents, and businesses within an area determined by lines drawn parallel to and one hundred eighty-five (185) feet distant from the boundaries of the property subject to such conditional use permit application or application for a variance from this Chapter of the date, location and time of the public hearing.

#### **Section 400.3250. Exceptions. [R.O. 2011 §34-171.3; Ord. No. 6139 §1(Exh. A (part)), 1997]**

Notification of individual property owners, residents, and businesses shall not be required for all other hearings required by this Chapter, such as Zoning Code "text" amendments, hearings before the Historic Preservation Commission, and hearings on appeals before the Board of Adjustment. Under these or similar circumstances, only the requirements of Section 400.3220 of this Article shall apply.

Section 400.030 DEFINITIONS

GROUP HOME FOR PEOPLE WITH DISABILITIES— A dwelling unit where a group of unrelated people with physical or learning disabilities or mental disorders reside and where such group does not fall within the definition of "family".

GROUP HOME FOR THE PEOPLE WITH DISABILITIES, SMALL — A dwelling unit where eight (8) or fewer unrelated persons with physical or learning disabilities or mental disorders reside, plus not more than two (2) additional persons serving as house parents or guardians who need not be related to each other or to any of the persons with disabilities residing in the dwelling.

HOME FOR PEOPLE WITH DISABILITIES, LARGE — A dwelling unit where more than eight (8) unrelated persons with physical or learning disabilities or mental disorders reside, plus additional persons serving as house parents or guardians who need not be related to each other or to any of the persons with disabilities residing in the dwelling.

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Article IV District Regulations

Division 1

Section 400.140

**Section 400.140. Permitted Uses. [R.O. 2011 §34-30.3; Ord. No. 6139 §1(Exh. A (part)), 1997]**

.  
. .

A. The following land uses and developments are permitted in the "SR" district. In addition to the land uses permitted in this district, certain other land uses may be conditionally allowed per Section 400.150.

1. Accessory uses (see Article V "Supplementary Regulations", Division 3);
2. Dwellings, detached single-family;
3. Group homes for people with disabilities, small, where the group home dwelling unit is more than one thousand (1,000) feet from any existing group home dwelling unit;

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**Section 400.150. Conditional Uses. [R.O. 2011 §34-30.4; Ord. No. 6139 §1(Exh. A (part)), 1997; Ord. No. 6401 §1(part), 2002]**

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3. Group homes for people with disabilities, small, where the group home dwelling unit is one thousand (1,000) feet or less from any existing group home dwelling unit;

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4. Group homes for people with disabilities, large;

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Article IV District Regulations

Division 1

"SR" Single-Family Residential District

Section 400.140

**Section 400.140. Permitted Uses. [R.O. 2011 §34-30.3; Ord. No. 6139 §1(Exh. A**

(part)), 1997]

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- 2. Dwellings, detached single-family;
- 3. Group homes for people with disabilities, small, where the group home dwelling unit is more than one thousand (1,000) feet from any existing group home dwelling unit;

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**Section 400.150. Conditional Uses. [R.O. 2011 §34-30.4; Ord. No. 6139 §1(Exh. A (part)), 1997; Ord. No. 6401 §1(part), 2002]**

- 3. Group homes for people with disabilities, small, where the group home dwelling unit is one thousand (1,000) feet or less from any existing group home dwelling unit
- 4. Group homes for people with disabilities, large;

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Division 2

"LR" Limited Residential District

**Section 400.200. Permitted Uses.**

A. The following land uses and developments are permitted in the "LR" district. In addition to the land uses permitted in this district, certain other land uses may be conditionally allowed per Section 400.210.

- 3. Group homes for people with disabilities, small, where the group home dwelling unit is more than one thousand (1,000) feet from any existing group home dwelling unit;

Deleted: the disabled

**Section 400.210. Conditional Uses.**

- 6. Group homes for people with disabilities, small, where the group home dwelling unit is one thousand (1,000) feet or less from any existing group home dwelling unit
- 7. Group homes for people with disabilities, large;

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Division 3

"MR" Medium Density Residential District

**Section 400.260. Permitted Uses.**

A. The following land uses and developments are permitted in the "MR" district. In addition to the land uses permitted in this district, certain other land uses may be conditionally allowed per Section 400.270.

6. Group homes for people with disabilities, small, where the group home dwelling unit is more than one thousand (1,000) feet from any existing group home dwelling unit;

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**Section 400.270. Conditional Uses.**

7. Group homes for people with disabilities, small, where the group home dwelling unit is one thousand (1,000) feet or less from any existing group home dwelling unit;

**Deleted:** the disabled

8. Group homes for people with disabilities, large;

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Division 4

"HR" High Density Family Residential District

**Section 400.320. Permitted Uses.**

A. The following land uses and developments are permitted in the "HR" district. In addition to the land uses permitted in this district, certain other land uses may be conditionally allowed per Section 400.330.

6. Group homes for people with disabilities, small, where the group home dwelling unit is more than one thousand (1,000) feet from any existing group home dwelling unit;

**Deleted:** the disabled

**Section 400.330. Conditional Uses.**

9. Group homes for people with disabilities, small, where the group home dwelling unit is one thousand (1,000) feet or less from any existing group home dwelling unit;

**Deleted:** the disabled

10. Group homes for people with disabilities, large;

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Division 5

"HRO" High Density Residential/Office District

**Section 400.380. Permitted Uses.**

A. The following land uses and developments are permitted in the "HRO" district. In addition to the land uses permitted in this district, certain other land uses may be conditionally allowed per Section 400.390.

3. Group homes for people with disabilities, small, where the group home dwelling unit is more than one thousand (1,000) feet from any existing group home dwelling unit;

**Deleted:** the disabled

**Section 400.390. Conditional Uses.**

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6. Group homes for people with disabilities, small, where the group home dwelling unit is one thousand (1,000) feet or less from any existing group home dwelling unit

7. Group homes for people with disabilities, large;

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Section 400.030 DEFINITIONS

GROUP HOME FOR PEOPLE WITH DISABILITIES— A dwelling unit where a group of unrelated people with physical or learning disabilities or mental disorders reside and where such group does not fall within the definition of "family".

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HOME FOR PEOPLE WITH DISABILITIES, LARGE — A dwelling unit where more than eight (8) unrelated persons with physical or learning disabilities or mental disorders reside, plus additional persons serving as house parents or guardians who need not be related to each other or to any of the persons with disabilities residing in the dwelling.

Article IV District Regulations

Division 1

Section 400.140

**Section 400.140. Permitted Uses. [R.O. 2011 §34-30.3; Ord. No. 6139 §1(Exh. A (part)), 1997]**

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A. The following land uses and developments are permitted in the "SR" district. In addition to the land uses permitted in this district, certain other land uses may be conditionally allowed per Section 400.150.

1. Accessory uses (see Article V "Supplementary Regulations", Division 3);
2. Dwellings, detached single-family;
3. Group homes for people with disabilities , small, where the group home dwelling unit is more than one thousand (1,000) feet from any existing group home dwelling unit;

**Section 400.150. Conditional Uses. [R.O. 2011 §34-30.4; Ord. No. 6139 §1(Exh. A (part)), 1997; Ord. No. 6401 §1(part), 2002]**

.  
. .

3. Group homes for people with disabilities , small, where the group home dwelling unit is one thousand (1,000) feet or less from any existing group home dwelling unit;
4. Group homes for people with disabilities , large;

**Commented [MH1]:** Suggest deleting this from the Conditional uses as it's already in the Permitted uses

Article IV District Regulations

Division 1

“SR” Single-Family Residential District

Section 400.140

**Section 400.140. Permitted Uses. [R.O. 2011 §34-30.3; Ord. No. 6139 §1(Exh. A**

(part), 1997]

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- 3. Group homes for people with disabilities , small, where the group home dwelling unit is more than one thousand (1,000) feet from any existing group home dwelling unit;

**Section 400.150. Conditional Uses. [R.O. 2011 §34-30.4; Ord. No. 6139 §1(Exh. A (part)), 1997; Ord. No. 6401 §1(part), 2002]**

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- 3. Group homes for people with disabilities , small, where the group home dwelling unit is one thousand (1,000) feet or less from any existing group home dwelling unit
- 4. Group homes for people with disabilities , large;

**Commented [MH2]:** Suggest deleting this from the Conditional uses as it's already in the Permitted uses

Division 2

“LR” Limited Residential District

**Section 400.200. Permitted Uses.**

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A. The following land uses and developments are permitted in the "LR" district. In addition to the land uses permitted in this district, certain other land uses may be conditionally allowed per Section 400.210.

- 3. Group homes for people with disabilities , small, where the group home dwelling unit is more than one thousand (1,000) feet from any existing group home dwelling unit;

**Section 400.210. Conditional Uses.**

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- 6. Group homes for people with disabilities , small, where the group home dwelling unit is one thousand (1,000) feet or less from any existing group home dwelling unit
- 7. Group homes for people with disabilities , large;

**Commented [MH3]:** Suggest deleting this from the Conditional uses as it's already in the Permitted uses

Division 3

“MR” Medium Density Residential District

**Section 400.260. Permitted Uses.**

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. .

A. The following land uses and developments are permitted in the "MR" district. In addition to the land uses permitted in this district, certain other land uses may be conditionally allowed per Section 400.270.

6. Group homes for people with disabilities , small, where the group home dwelling unit is more than one thousand (1,000) feet from any existing group home dwelling unit;

**Section 400.270. Conditional Uses.**

7. Group homes for people with disabilities , small, where the group home dwelling unit is one thousand (1,000) feet or less from any existing group home dwelling unit;  
8. Group homes for people with disabilities, large;

**Commented [MH4]:** Suggest deleting this from the Conditional uses as it's already in the Permitted uses

Division 4

"HR" High Density Family Residential District

**Section 400.320. Permitted Uses.**

A. The following land uses and developments are permitted in the "HR" district. In addition to the land uses permitted in this district, certain other land uses may be conditionally allowed per Section 400.330.

6. Group homes for people with disabilities , small, where the group home dwelling unit is more than one thousand (1,000) feet from any existing group home dwelling unit;

**Section 400.330. Conditional Uses.**

9. Group homes for people with disabilities , small, where the group home dwelling unit is one thousand (1,000) feet or less from any existing group home dwelling unit;  
10. Group homes for people with disabilities , large;

**Commented [MH5]:** Suggest deleting this from the Conditional uses as it's already in the Permitted uses

Division 5

"HRO" High Density Residential/Office District

**Section 400.380. Permitted Uses.**

A. The following land uses and developments are permitted in the "HRO" district. In addition to the land uses permitted in this district, certain other land uses may be conditionally allowed per Section 400.390.

3. Group homes for people with disabilities , small, where the group home dwelling unit is more than one thousand (1,000) feet from any existing group home dwelling unit;

**Section 400.390. Conditional Uses.**

- .
- .
- .

6. Group homes for people with disabilities , small, where the group home dwelling unit is one thousand (1,000) feet or less from any existing group home dwelling unit

7. Group homes for people with disabilities, large;

**Commented [MH6]:** Suggest deleting this from the Conditional uses as it's already in the Permitted uses



## Department of Planning and Development

6801 Delmar Boulevard, University City, Missouri 63130, Phone: (314) 862-6767, Fax: (314) 862-3168

### MEMORANDUM

TO: Plan Commission

FROM: John Wagner, Ph.D., Senior Planner

DATE: December 15, 2021

SUBJECT: Comprehensive Plan Consultants

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On 9 January 2020, a Joint Study Session was held (minutes attached) with City Council for the purpose of hearing presentations by multiple consultants who had bid on University City's Comprehensive Planning process. The RFP to which they responded included both the community visioning process as well as comprehensive plan development.

At the Plan Commission meeting on 26 February 2020 (see the attached two pages extracted from the June 18, 2020 Meeting Materials), the commission concluded that the tasking should be broken into two separate pieces: Visioning and comprehensive plan development and that Future IQ and Planning NEXT were - respectively - best suited to those tasks. We have four new members of the Plan Commission since that assessment.

The community visioning process is currently scheduled to be completed in April 2022. In order to have a consultant ready for the "hand off" from Future IQ, the selection process should be starting.

The Plan Commission has the option of confirming the recommendation of Planning NEXT to City Council. If the commission is not comfortable with taking that action, another path will be needed. The Planning NEXT package attached.

#### **Attachments:**

January 9, 2020 Joint Study Session Meeting Minutes  
Two (2) pages from June 18, 2020 Plan Commission meeting packet  
Planning Next Proposal

**JOINT STUDY SESSION  
OF THE UNIVERSITY CITY COUNCIL  
AND THE CITY PLAN COMMISSION**  
5th Floor of City Hall  
6801 Delmar  
**January 9, 2020**

**AGENDA**

Requested by the City Manager

**1. MEETING CALLED TO ORDER**

The Joint Study Session of the City Council and the City Plan Commission was held in Council Chambers on the fifth floor of City Hall, on Thursday, January 9, 2020. In the absence of Terry Crow, Mayor Pro Tem Paulette Carr called the Study Session to order at 6:02 p.m.

In addition to the Mayor Pro Tem, the following members of Council and the City Plan Commission were present:

Councilmember Steven McMahon  
Councilmember Paulette Carr  
Councilmember Jeffrey Hales  
Councilmember Tim Cusick  
Councilmember Stacy Clay; (*Arrived at 6:07 p.m.*)  
Councilmember Bwayne Smotherson

Commissioner Ellen Hartz  
Commissioner Cirri Moran  
Commissioner Judith Gainer  
Commissioner Michael Miller; (*Arrived at 6:30 p.m.*)

Also in attendance were City Manager, Gregory Rose; City Attorney, John F. Mulligan Jr.; Director of Planning & Zoning, Clifford Cross; David Beurle of Future IQ; Jon Stover of Jon Stover & Associates; Jamie Greene, Sara Kelly of PlanningNext, and Kevin Hively of Ninigret Partners.

**2. 2020 COMPREHENSIVE PLAN CONSULTANT INTERVIEWS**

Mr. Rose stated this is a presentation by two companies interested in conducting the City's Comprehensive Plan Update.

Director of Planning & Zoning, Clifford Cross stated the first presentation in response to the City's RFP will be conducted by Mr. David Beurle of Future IQ, and thereafter, Mr. Jon Stover of Jon Stover & Associates will make his presentation.

Mr. Beurle stated Future IQ has collaborated with a number of different firms and thinks this collaboration with JS & A is exciting. Both companies are relatively small, yet they have a deep passion for the ability to get to the real issues because that's what produces great work. This really is a big deal and an important conversation. U City will be laying down a future positioning story about its community with a framework and roadmap, and you've got to get it right.

**FUTURE IQ - THE COMPANY**

- Global Headquarters - P.O. Box 24687, Minneapolis, Minnesota 55424
- Offices - North America, Europe, and Australia
- Established - 2003

## **The Team**

- David Beurle, Founder
- Planning and Foresight Specialists
- Data Analysts

## **Recent Projects**

- Park City, Utah
- Smithville, Missouri
- Wisconsin
- San Diego, California
- Coppell, Texas
- Windsor Castle

## **Strengths**

- Visioning
- Plan development

## **JS & A - THE COMPANY**

- Offices - 1718 1/2 Florida Ave NW, Washington, DC 20009
- Established - 2009

## **The Team**

- Jon Stover, Founder
- AICP Certified Professional Planning Specialist
- Public Policy and Community Development Specialist

## **Recent Projects**

- Fiscal and Economic Impact Analysis
- Revitalization Strategies
- Economic & Demographic Analysis
- Public Planning Initiatives
- Real Estate Market Analysis

## **Strengths**

- Economic Development
- Small Area Planning
- Policy & Execution

## **The Comprehensive Plan Approach**

Listed below are the consistent elements that need to be in place in order to produce a good plan. All elements will be included in the process because both companies view the comprehensive planning process as an opportunity to educate citizens and engage them in meaningful conversations about how the future might unfold. Without these elements, U City will simply end up with a better version of its current plan.

- **Future-Oriented**

As you look forward to 2040; the timeframe for this plan, you will go through a period where there will be wave after wave of very profound changes:

- Generational demographic transitions that bring new appetites and values;
- The next industrial revolution;
- Artificial intelligence;
- Automation;
- Robotics;

- Seeds of the future;
- Changing demographics;
- Workforce development;
- Manufacturing;
- External trends, and
- The future of urban living

Future IQ established a partnership with Windsor Castle and numerous experts to conduct a two-day residential think tank to determine;

- ✓ What it will be like for people living in cities in 2050
- ✓ Where society might evolve, and
- ✓ What society might look like in ten or fifteen years

Mr. Beurle stated another part of the process is to think about the evolution of different parts of this community. U City has a fascinating sort of concentric sectors, from buildings like this one to the downtown area, and diverse neighborhoods with close proximity to hospitals, universities, the airport, and the City of St. Louis. So he is eager to see how these different zones interrelate today and evolve in the future.

- **People Focused**

In today's world, people expect to have a say. They want the processes to be more transparent, but they don't want to spend a lot of time on them. So, processes have to be designed in a way that makes it easy for people to engage; is meaningful; makes them feel like their input makes a difference, and is both fun and interactive.

- Surveys
- Structured face-to-face engagement that allows you to get to the heart and soul of people's aspirations and desires
- Youth engagement

- **Data-Driven**

Data sources utilized by JS & A:

- GIS
- Esri
- CoStar
- M-Plan
- Credit card data; who on the outside is spending inside and who on the inside is spending outside
- FirstNet/SpaceNet; important when looking at a 20-year purview

There is a need to not only project what is happening within U City, but how that activity fits into the projections of what's happening commercially, residentially, and economically in the greater metropolitan area.

JS & A is especially proud of its ability to produce top-notch in-house data analysis, as well as their capacity to communicate this information in a tactful, thoughtful, and useful way that all audiences can read and understand.

Mr. Beurle stated this should be a living document that guides the community, so their objective will be to make sure information is captured and presented in an easy to use format. A great deal of the data will be placed on data utilization portals so people can access it, and reports will include designs that help tell the story in an intelligent and thoughtful manner. He stated both companies agree that the key to making this Comprehensive Plan Update truly fascinating will probably be the community engagement aspect of the process. Those conversations will lead to the crucial positioning story about U City's future.

- How do you deal with the tough issues?
- How and where are you positioning U City in this landscape?
- What kind of community are you striving to create?



The plan then becomes the roadmap for how you interpret and execute those resolutions.

Mr. Beurle stated they are also very conscious of the fact that there is an Economic Development Strategy process underway. These two processes can really power each other, so there is a need for them to be strategically tied together.

Mr. Stover stated they also have experience with the next step, which is a zoning update. So another goal will be to make sure the Comprehensive Plan draws a roadmap that leads to a more form-based type of code.

Councilmember Hales asked what size community did the 1,300 responses depicted on the community engagement slide represent? Mr. Beurle stated that was Coppell, Texas, a population of about 30,000. However, these are not one question surveys they are detailed, numeric, and open-ended responses that provide a deep probe and collects large volumes of data that explores the issues and themes that are most important to people. That data is then used to assist them in conducting word characterization, qualitative, and quantitative analyses that help build the complete picture of people's perspectives and priorities. So these 1,300 responses are what he would call high-quality data points where someone has invested 30 minutes of their time to complete.

Councilmember Clay asked Mr. Beurle if he could talk a little bit about what a Think-Tank Workshop is and how they are conducted? Mr. Beurle stated a Think-Tank is a deep dive into thinking about the future. Typically, it consists of two evenings or two half-days spent with a fairly large cross-section of the community; 100-200 people. Their purpose is to do the heavy lift in terms of thinking about possible future scenarios that can be viewed in a variety of different ways, and generate outcomes that will have specific implications in terms of consequences and impacts.

He stated at the start of these processes what they like to do is play out those different scenario iterations and give the community something to react to. So this is where local people are doing the work to think about plausible futures for their city, gain a better understanding of the types of implications they can expect, and then determine which one of those scenarios resonates with them. Mr. Beurle stated this process stimulates a lot of research that tests those assumptions and helps them drill in on the vision.

Councilmember Clay stated the 3rd Ward population is more accustomed to in-person meetings, so he is a little concerned about their response ratios to electronic surveys. Do you have any best practices around the in-person piece related to marketing and how to get folks engaged? Mr. Beurle stated unfortunately, there is no real silver bullet for this issue. In the case of Coppell, while they might have only had 13000 survey responses, they also conducted twenty-four engagement workshops. So you can take the shortcut and just do a quick survey but that will not get you where you need to be. Future IQ is an advocate for face-to-face engagements, sitting down with people in a familiar setting and having a really good structured conversation. Typically, they try to map out what the community looks like so there will be different ways the community gathers and where they gather, but each process is customized for that particular community and a series of workshops are conducted at different times of the day and night. In Coppell, they started at eight in the morning, went until ten at night, seven days a week, and conducted one workshop during that timeframe. They went to high schools, senior centers, neighborhood meetings, et cetera. Some were incredibly successful, while others only produced a few people. Mr. Beurle stated their goal is to get to the nitty-gritty of what people are dealing with and really try to understand what that is. Obviously, no matter where you go there will be very different socioeconomic backgrounds that you must try to work across. But that's one of the areas where he thinks they have an exceptional skill set; the ability to relate to people no matter who they are and where they come from.

Councilmember Clay asked Mr. Beurle if he could provide more information about the youth engagement process? Mr. Beurle stated youth engagement was probably integrated into their community planning work two years ago and it is done on a large scale. Its purpose is twofold; it gives you a good insight into what the emerging population is thinking, and once the message is introduced, they take it home. In some instances, it was conducted with an entire high school in a series of revolving sessions.

But typically, it is presented in a way where the topic about the future of the community becomes a part of whatever they are dealing with in their curriculum and prompts discussions about trends, what they mean for the community, and what they mean to them. Those discussions become an important data set that is captured using surveys.

Another characteristic of youth engagement is that it seems to punch through some of the skepticism or resignation others in the community might have. And when you dig into the data, what's really interesting is that young people today are very impatient, they're like, just get on with it. Let's get moving and fix these issues. So it can also provide momentum to the community conversation.

Councilmember Cusick asked if the topic of environmental sustainability would be addressed, and if so, how? Mr. Beurle stated there is no community that either he or Jon is working on today, where that topic does not come up. Usually, it occurs in youth conversations. They want to ban plastic bags and everyone to utilize solar power, so there is an incredible underlying groundswell for those types of issues that come out during the first steps of the process. He stated their intent is to look at this data and portions of the Comprehensive Plan to see how they mesh together and if there are elements or ideas that need to be added to the update. He stated it is dealt with from a policy perspective because the vast majority of communities don't have a renewable energy policy, but today, it's almost an imperative.

Mayor Pro Tem Carr stated many of the youth in U City attend private schools and without that population, she thinks you will miss a large segment of young people. So do you have any thoughts on how you would engage them? Mr. Beurle stated they are interested in reaching young people from all components of the community, so they don't have a fixed Rubix where it has to be the high school. There are conduits of connections in every community they rely on; like all of you here tonight, to supply them with a lot of the intelligence about how U City works and how to reach certain groups of people. Youth voice is really important, so it's something they will have to work out fairly early in the process.

Mr. Stover stated as outsiders they don't know the sub-neighborhoods in U City the way locals do, so to really connect the dots they will have to lean on the folks that do know. So it's getting in touch with the Mayor, Council, Commissions, churches, community centers, and staff, which will help them understand the deeper levels and lead them to the right answers.

Mayor Pro Tem Carr stated people aren't naturally primed to provide the kind of tangible information you might be seeking from the community engagement process and what she's learned is that it works best when there is structure. Is it your intent to start with some kind of structure that over time evolves into more participation? Mr. Beurle stated what you've identified is the very reason why they have a highly structured approach to engagement. He stated the two things that make his blood run cold is the sticky note exercise where you collect information that cannot be analyzed or used in any meaningful sense and asking folks what they think or want without the necessary framework. Because all you'll get is things that are un-attributable or create false expectations. That's why the Think-Tank occurs early on in the process because it's where you do the deeper thinking about future options that are then presented to the community and narrows their focus around work that is already being done by folks in the community. We want them to think about clear and plausible options; see what that looks like; react to those options, and finish, with a fundamental understanding of what they want their preferred versus expected future to look like. That's what leads you straight into what roadmaps need to be in place in order to get from where you are today, to that preference.

So while there is quite a bit of structure, there's also a component of idea generation because they want this to be a creative process that ultimately leads to a very clear, data-driven consensus-based approach to this community's view of their future. Their ultimate goal is for folks to walk out of this comprehensive planning process saying this is where we're headed and here's our roadmap for how to get there.

Councilmember Hales stated one theme of this community is its success in being incredibly diverse in a multitude of different ways. So, how much experience, if any, has this team had working with communities that have the same level of diversity as U City? Mr. Beurle stated one example is Hilton Head Island off the coast of South Carolina.

It's a very prestigious destination retirement and tourist community with an unusual social demographic where about 70 percent of the people from all over the world, live in gated communities, and the remaining 30 percent that lives outside of those gated communities who are largely fifth or sixth generational descendants of slaves. So it was a really fascinating project where they worked to implement a process that would reconcile these extremely different perspectives and aspirations for the Island's future.

He stated both companies have a lot of experience in various areas of diversity and currently they are conducting a community visioning and planning process in Park City, Utah. Here, you have a mega-resort location where 25 percent of the population; which is sort of under the radar, is Hispanic. Both he and Jon understand that you don't want to end up with the average response. You want to understand how different parts of the community think about certain issues. So the real power lies in the data-driven and economic understanding components of their process which allows you to filter into all of that data to determine exactly how those different cohorts view issues differently.

Councilmember Hales stated the challenges in his Ward will be different than the challenges in Bwayne and Stacy's or even Tim and Paulette's. So will this project be initiated by gathering that sort of background information before entering into the community engagement process? Mr. Beurle stated they know there will be tripwires in the community or issues that could derail things. And while that's part of the intelligence they would be interested in learning about prior to the community discussions, they also believe that if you want to have a true visioning process then you can't shy away from the tough conversations because it's really important for people to see that this is the real deal. That's why they put a lot of effort into making sure it's open and transparent by posting all of the data, briefings or summaries, online.

He stated their interest is in working with people who truly want to honor a thoughtful and authentic community-driven process. And what he and Jon are presenting tonight is based on their read of the RFP, which illustrates that U City is very serious about wide and deep community engagement that reveals the true voice of people who live here. So what they want to offer is a two-way process where folks walk out the door knowing more about their future and what the possibilities are, than they did when they walked in. This is your one in a ten-year opportunity to have a real conversation about your future and how to create a community that will best serve you collectively, as you roll out a plan over the next five, ten or twenty years.

Councilmember McMahon asked Mr. Beurle if he could differentiate the scope of the Think-Tank versus the community engagement, to make sure everyone is clear about the players at these two stages of the process? Mr. Beurle stated here is an example from Coppell, Texas; they ran an online and printed multi-linguist community survey comprised of broad questions on issues and perceptions of the future for six months; which in part, helped to inform the Think-Tank. Information obtained from the Think-Tank was then utilized during their community engagement sessions where a whole range of workshops were established to generate additional detailed input. Next, they reconvened the Think-Tank to look at all the data obtained, which was then disseminated to focus groups. That led the community to the point of having a vision and Future IQ to the point of translating that vision into reality through the creation of a roadmap.

Councilmember McMahon stated while you clearly want transparency and the community to feel genuinely engaged in the process, if the Think-Tank; which sounds like a more selective group, is conducted prior to the community engagement, what's the strategy to ensure that the community feels involved and that they don't walk out thinking this was a done deal before they even sat down? Mr. Beurle stated that's a situation they've also come across. And in those cases, what has worked very effectively is to make sure you've got people who can really hold the conversation and have an interest in the ability to have future-oriented conversations. It's a balance, so what they typically do is work with folks who can help them identify all the different groups within the community, and then invite nominations from those groups to ensure that the community engagement is representative of all. That invitation says; here is the type of person we want from your group:

- Somebody who wants to have a deep conversation about the future
- Somebody who brings a certain perspective
- Somebody that can represent the voices of your group

Finally, to enhance that effort of being accused that the issues have already been decided, applications are provided to allow people who want to be a part of the Think-Tank to apply. And while you can select people from that pool of applicants, typically, everyone who applies is accepted.

At the end of the day, the context of the Think-Tank is a group of people representing the community with a goal of bringing collective concerns about the future together.

Councilmember McMahon stated although the students from Washington University are transient, it would be great if some of them stayed or came back to live here. How would your process incorporate this segment of our youth population? Mr. Beurle stated the nearest campus in Hilton Head was located off the island, so they worked with students enrolled in curriculums where their skill sets could be utilized by industries on the island. There has to be some sort of a connection or relationship versus a random, "*What do you think of U City,*" in order to make their interactions meaningful. So if there are specific curriculums or groups of students that fit into that category they could be incorporated into the youth engagement process.

Councilmember Smotherson stated one of your slides indicates that you have a global presence that helps bring local solutions, and from his viewpoint, U City symbolizes that global world. Consequently, his interest is not in the cookie-cutter resolutions or to become another Milwaukee, but rather, to discover what global solutions could be employed in this community. Mr. Beurle stated he is not interested in cookie-cutter resolutions because that's a lazy way that never produces any real outcomes. So while there is an established methodology based on their knowledge of what works that give you a backbone for the structure, what you'll see if you look at their website is that the content for each project is built from scratch based on feedback from the community. Even the axis that primarily shapes the Think-Tank or scenario planning process is built from surveys and dialogue from the community. And that's why your plan won't end up looking like Milwaukee's plan.

The other piece he brings from Future IQ, and Jon's firm brings from a local economic development aspect, is a push on future trends. There are clear issues that any community worth its salt today, has to be wrestling with, and that's part of the education. So in the first part of the Think-Tank where they talk about future perceptions, internal/external drivers, and key trends, is where future trends will also be discussed. He stated through the course of a project like this, they work with the community to develop a communication narrative around how they can start to build a conversational pact within the community to think about things like;

- What are the emerging trends we need to be thinking about?
- What does artificial intelligence mean to U City?
- What are autonomous cars going to mean to U City?
- What are generational changes in our society going to mean?

So starting that conversation on these key drivers; some are external, some are internal, at the Think-Tank level, helps communities begin to think about how they can be combined to shape different possibilities for their future.

Mr. Beurle stated they will be pushing this future-oriented methodology throughout all of these sessions. Because you certainly don't want to walk out of this and realize five or ten years later that you should have looked at these issues, and that the only thing you've accomplished is a better version of the plan that already exists.

This could be a very interesting location where a community wrestles with some issues in a different way than others. Or this might be the location that comes up with some really innovative planning solutions that solve important issues. This is not about the fact that you simply want to be good. So if you want to have a great comprehensive plan then you have to push on all of these things; some of which may be outside of what we currently know.

Unidentified Commissioner: Has anybody reviewed our existing Comprehensive Plan? Mr. Beurle stated both he and Jon have looked at it. Unidentified Commissioner: Is the plan to start from square one or build onto what currently exists? Mr. Beurle stated they are very conscious of the fact that a part of U City's DNA is an established and influential history that must be taken into account. So they see this as a future positioning opportunity that builds on the City's current and past comprehensive planning.

Mayor Pro Tem Carr and Mr. Cross both thanked Jon and David for their presentation.

Mr. Cross stated the team of PlanningNext and Ninigret Partners is the second group to be interviewed as a part of this process.

They are represented by Jamie Greene and Sara Kelly of PlanningNext, and Kevin Hively of Ninigret Partners. Mr. Cross stated in fairness to these participants who were not present during the initial introductions, he would like to extend the same courtesy.

### **PLANNINGNEXT - THE COMPANY**

- Offices: 75 West Third Avenue, Columbus, Ohio 43201
- Established: 1994; (formerly ACP Visioning + Planning, Columbus)

### **The Team**

- Jamie A. Greene, Principal; AIA FAICP
- Sara D. Kelly, Project Manager; AICP
- Kevin Hively, Principal; Ninigret Partners

Planning Next is currently working with Ninigret Partners on a number of projects throughout the country, who consistently deliver high-quality work on economic prosperity issues for communities.

### **The Experience**

- **Working in University Communities**

- Amherst, MA  
*University of Massachusetts+*
- Athens, GA  
*University of Georgia*
- Burlington, VT  
*University of Vermont*
- College Station, TX  
*Texas A & M University*
- Columbus, Ohio
- Ohio State University
- Davidson, NC  
*Davidson College*
- Dayton, OH  
*University of Dayton*
- Fargo, ND  
*North Dakota State University*
- Greenville, NC  
*East Carolina State University*

- **Community Planning + Implementation**

It isn't just something we do, it's what we do.

- Comprehensive Plans
  - ✓ Shaker Heights, OH
  - ✓ Upper Arlington, OH
  - ✓ Prairie Village, KS
  - ✓ Independence, OH
  - ✓ Seven Hills, OH
  - ✓ Grandview Heights, OH
- Strategic Plans
  - ✓ Overland Park, KS
  - ✓ Valparaiso, IN
  - ✓ Franklin, TN
  - ✓ Muncie, IN
  - ✓ Gahanna, OH
  - ✓ Yellow Springs, OH

- **Neighborhoods - Region/Citywide/District**
  - *East Central Indiana (region)*
  - *Montgomery AL (citywide)*
  - Haverhill MA (citywide)
  - Kansas City KC (district)
  - *Dayton OH (district)*
  - Pittsburgh PA (neighborhood)
  - Fargo ND (downtown)
  - Grand Rapids MI (downtown)
  
- **Economic Development - Housing/Retail**
  - *Tuscaloosa AL 5 year Housing Plan*
  - Macon GA Downtown Retail
  - Brockton MA Downtown Dining
  - St Louis MO Grand Center Housing
  - *Flint / Genesee County MI Economic Vitality Strategy*
  - Hartford CT Citywide Housing Analysis
  - Philadelphia Manufacturing Strategy
  - Dallas TX Mobility & Economic Development
  - New Haven CT – Neuroscience Sector
  
- **Anchor Institutions**

Work performed on behalf of the institution or community to solve problems around university impact, student housing and its impact on the community, economic development, and potential partnerships.

  - Burlington VT (U Vermont)
  - *Tuscaloosa AL (U Alabama)*
  - New Haven CT (Yale)
  - Providence RI (Brown / HELP Coalition)
  - *Athens GA (U Georgia)*
  - *Dayton OH (U Dayton / Premier Health)*
  - Stamford CT (Stamford Health / UCONN)
  - Philadelphia PA (UPENN / CHOP)
  - College Station TX (Texas A & M)
  - Mansfield CT (UCONN)
  - Richardson TX (U Texas Dallas)
  - Grand Rapids MI (Michigan St / Spectrum Health / Grand Valley St / Kendall School of Design)
  - Springfield MA (UMASS Amherst)
  - New Bedford MA (UMASS Dartmouth)
  - *East Central Indiana (Ball St / Ball Memorial Health)*
  - Pittsburgh PA (UPITT, Duquesne U, Carnegie Mellon, UPMC Health)
  - Macon GA (Mercer U)
  
- **National Recognition**
  - 2019 APA Small Town & Rural Planning Division  
Vernon Deines Award for a Special Project Plan  
*Vibrant Communities, Elkhart County, Indiana*
  - 2014 American Planning Association  
Planning Excellence  
*East Franklinton Creative Community District Plan*
  - 2014 American Planning Association  
Burnham Award for a Comprehensive Plan  
*Plan Cincinnati, Cincinnati, Ohio*

- 2013 Congress for the New Urbanism  
National Honor  
*East Franklinton Creative Community District Plan*

### **NINIGRET PARTNERS - THE COMPANY**

- Offices: 11 South Angell Street Providence, RI
- Established: December 2001

### **The Experience**

- Corporate strategies; primarily involving market and customer strategy
- Management Consultant
- Economic development
- District & city planning issues
- Communication & engagement

Mr. Hively stated his firm is a little different than typical firms involved in these kinds of projects. While they continue to maintain a focus on the categories listed above, it is their evolution into the area of economic development that sets them apart. Rather than looking at this work from a real estate perspective, Ninigret looks at economic development through the lens of how a business works; what they need, and the role that talent plays.

- **Award-Winning Project Teams**
  - MI APA Best Comprehensive Plan, Grand Rapids Forward
  - TX APA Economic Development Plan Award – Collins Arapaho Innovation District
  - IDA Pinnacle Award, Grand Rapids Forward
  - Best in Class Firm – Indiana Regional Cities
- **Nationally Recognized Projects**
  - Sustainia’s 100 Best Climate Change Projects for Pittsburgh’s EcoInnovation District
  - Fast Company United States of Innovation RISD Design for Manufacturing Innovation program
- **Ninigret Partners + PlanningNext - Current Implementations**
  1. Athens, GA: follow on with Innovation Initiative leading to UGA Innovation District and Athens Creative Development Campus plus the dedicated staff person
    - Countless hours spent with UGA leadership on the need for this initiative
    - UGA recently announced the implementation of their own Innovation District on campus
  2. Montgomery, AL: working with an economic development team on identifying needed capacity and focus areas to implement key parts of the plan
  3. Tuscaloosa, AL: Elevate program to fund several key livability initiatives, initiating comprehensive zoning code re-write
    - Montgomery passed a large bond issue to implement some of the livability initiatives
    - Zoning codes update. PlanningNext developed the physical part of the plan with an orientation towards character-based areas, as opposed to land use, based on community engagement that stressed the importance of quality of place
    - All of the land use is defined by character, which allows the zoning updates to be comprised of unique form-based standards

### **The Team Approach**

- **After the Plan**  
Our reputation is built on what happens after the planning process is complete.  
The focus is on how to position the community in the best way to accomplish the plan's design.

- **Insights: Economic and Housing**

Mr. Greene stated he spent about 6 hours driving around the community today, which gave him a slightly different perspective on some of these insights.

- Do not underestimate the role of aligned interest and/or institutional self-interest
  - ✓ It's hard to engage with an institution if there is nothing in it for them
- Students distort the housing market in specific locations
  - ✓ New policies can create unintended consequences
- Need to rethink commercial (retail) areas
- Housing quality matters
  - ✓ First ring suburbs are the really hot places today
  - ✓ Millennials have now turned thirty; they are buying houses; they are concerned about schools; they are concerned about transportation, and the type of environment they live in

- **Case Study**

Renew the Vision: Upper Arlington, OH (*First Ring Suburb*)

Population 34,000 \* Land Area 10 square miles

While no two cities are alike, there are some relevant parts of this story because the eastern edge of the City sits up against Ohio State University's West Campus.

- Founded in the early 1900s
- No plan for 40 years
  - ✓ It was clear at the outset that the most cherished value of Arlington was maintaining the status quo
- Landlocked
- Unfavorable fiscal trends based on the way land was used or not used
- Challenging political environment

- **Focus on Infill & Redevelopment**

Goal: Achieve fiscally and environmentally sustainable, high quality, and contextually relevant development.

- ❖ Limited land is available for new development
- ❖ There are seven non-residential areas
- ❖ There is no Class A office space in the entire City
- Employ relevant land-use strategies
  - ✓ Developed specific character and economic area plans
  - ✓ Elected officials rezoned all seven non-residential areas
  - ✓ Developed new zoning codes
  - ✓ Growth in some of the corridors has been phenomenal
- Promote contextually compatible infill development

All of these actions are the result of a planning process that incorporated strong community engagement and a compelling technical strategy. This suburb is literally on fire in terms of being a place where young people and employees of the university want to live.

In 2018 the team was invited back to Arlington to help them with preserving the existing character and promote infill, in denser neighborhoods that had a smaller scale of single-family homes, and a fair amount of multi-family housing. At the same time, there was also a lot of mistrust in the City's government and a polarized opinion about exactly how development should take place. A major factor in the team's success was based on its ability to change the tenor of the conversation by paring it down to form and character:

- What they loved about their community?
- What characteristics within their community were meaningful?
- What we all could do to capitalize and build off of these values?



The creation of a form-based character for change provided the team with the right information to put a series of recommendations focused on housing quality and variety in place; things the team understood they would be eager to rally around. Within a short period of time, those recommendations resulted in several new policies and changes to the code. Those changes and the team's recommendations provided the community with the tools and guidance needed to implement this work.

- **Understanding the Project**

1. Achieving inclusive participation
  - Anyone who cares about this community will have a choice to become involved in the process
2. Integrating analysis and intuition
  - This needs to be an interactive process where the team's analysis informs public engagement, provides direction, and the team listens to better understand how their analysis should be focused
3. Defining the Vision
  - Clarity from the very beginning
  - Elevating the conversation by encouraging people to think big about the future
4. Garnering long term support and commitment
  - Building support and enthusiasm throughout the process to ensure implementation
5. Creating achievable goals and actions
  - The focus is on implementation

- **Process Summary**

A proposed 15-month process that includes the following phases:

1. Preparation
  - Orientation and plan review
  - Public engagement strategy
2. Public Engagement
  - Face-to-face rounds and other alternatives
  - Listening and learning
  - Community choices
  - Open House
3. Steering Committee
  - A representative group that will be the team's spokespersons throughout the process
4. Analysis
  - Informed by public engagement
5. Plan Development
  - Draft plan
  - Final plan

- **Demographic Information**

PlanningNext and Ninigret Partners are both committed to making sure they have a solid understanding of the baseline existing conditions and trends that will underpin the entire planning process. There is a need to be strategic; focused on the important questions, and to make sure all of their information is presented in a format that everyone in the community can understand.

- **Inclusive Community Engagement**

1. Communications
  - *Key messages*
    - ✓ *Discovering the core messages that will resonate with the community*
    - ✓ *Establishing impactful channels to deliver the message*
2. Outreach
  - *Word of mouth invitations*

- *The utilization of Ambassadors throughout the entire process*
  - ✓ *Friends and neighbors*
- 3. Engagement
  - *Learning from the community*
  - *Utilization of multiple techniques*
  - *The ability to ask questions in the right way*

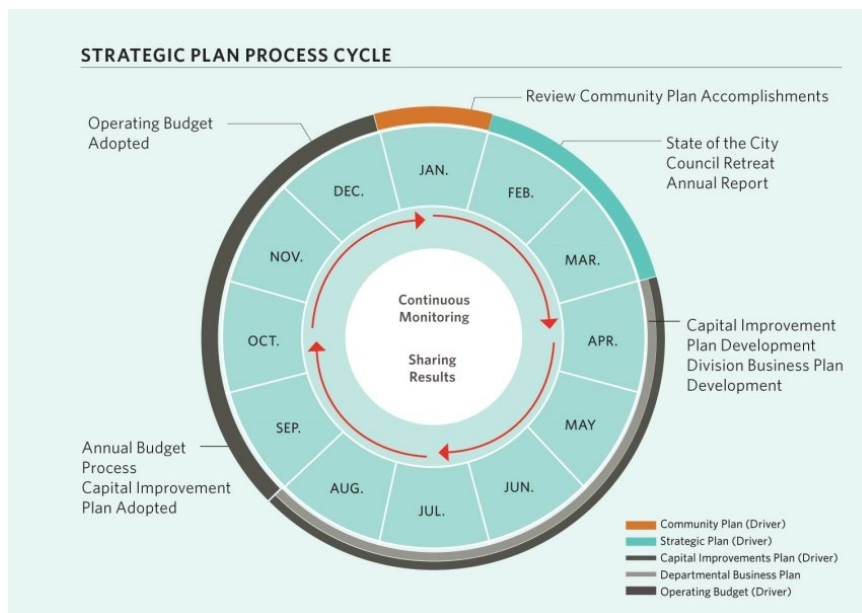
This next graphic looks at how communities can implement their Comprehensive Plan by thinking about it as a cyclical process rather than a linear process. To continuously achieve goals and ascertain the community's progress, the plan should be contemplated, examined, and reassessed on a one, two or five-year cycle. It should be discussed:

- In State of the City Reports
- At Council Retreats
- In Annual Reports

It should be integrated into:

- Capital Improvement Plans
- Division Business Plans
- Development Plans
- Yearly Budgets

This is the segment of the process where the work this team does adds value and continues to pay dividends many years after the work is completed.



Commissioner Hartz: I am thrilled to hear about your experience with universities because that is a huge issue for U City. But another element of this community that is extremely important is our 3rd Ward, which has issues uniquely different from those being experienced by the university. So I think the ability to achieve the maximum engagement from residents of this Ward is of the utmost importance. What methodology would your team employ to ensure their participation? Mr. Greene stated the first bullet under the Approach was inclusive engagement because they know that typically, engagement is a self-selective process. Therefore, the team puts a lot of effort into marketing the plan; making sure people are aware of the opportunities and are comfortable participating.

They view the Steering or Advisory Committee as being reflective of the entire community.

That means, it should be comprised of residents from each Ward who others are confident will represent their interests, be their voice, and play a role in every topic being discussed. At various times they have even utilized an Outreach Committee, which is sort of a word of mouth type of marketing. It's comprised of individuals who are recognized throughout the various Wards and possess a level of comfort that allows them to easily converse with their neighbors about relevant information, and encourage their participation. But, that may not be suitable for every community, so another strategy is for the team to act as the Outreach Committee and conduct these conversations. Mr. Greene stated all of this is designed in the process because their ultimate goal is to ensure that no stone is left unturned when it comes to garnering participation during the engagement process.

Councilmember Cusick asked who the Steering Committee would be comprised of? Mr. Greene stated the decision about who these members should be is usually left up to the community. Sometimes there are entities like this Council or Commission that acts as the nominating committee. Or maybe it's like Cary, North Carolina where the elected officials believed they needed help getting beyond just the people they knew. So they put together a campaign where 400 people submitted applications of interest to participate on the Steering Committee. This committee is the first step in the inclusion process, so it should be comprised of a representative group from the community that everyone can look at and relate to.

Councilmember Cusick stated he was still a little unclear about how the process actually works. Will this team provide the committee with a template that guides them in the right direction or will they be asked to identify problems or areas of interest on their own? Mr. Greene stated any committee launched in the course of this process would have a job description outlining their roles and responsibilities that would be reviewed by a member of City staff prior to its dissemination. There's also a work program that was included in their response to the RFP which will be revised to outline those roles in more detail.

He stated they usually think of a Steering Committee as having roles in both the process and substance of the plan's development. For instance, the number of meetings they need to conduct; where and how they should be conducted, and the type of messaging needed that will motivate people to get involved in the process. When it comes to substance, that's where the committee would help them determine what issues need to be addressed and what questions need to be answered in their research. The committee would also act as a sounding board that helps guide his team in the right direction.

Councilmember Cusick stated U City already performs most of the items listed on the slide illustrating the Strategic Plan Process Cycle, so he's not sure he has a clear understanding of its purpose. Are you suggesting that your team would step in to help coordinate these activities and make sure all of these plans fit together smoothly? Mr. Greene stated the slide was intended to be an illustration of their understanding of exactly how all of these different components are connected to the Comprehensive Plan. Its purpose was to illustrate the answer to; what do we do with it? He stated it's not necessarily what U City needs to do, and it's not something this team is going to do for the City. It's simply a push to make sure that once the process is complete you have a clear understanding of how to integrate and institutionalize your plan in all of these areas because it should be a critical ingredient in your policy-making decisions.

Mr. Hively stated in Montgomery, Alabama economic development is contracted out to their Chamber of Commerce. And in the process of developing their Comprehensive Plan something that became very obvious was a need to place greater concentration on their neighborhoods and community development, for which they had no resources or entities readily available to address. So the team spent two days talking about what they were being asked to do; how it would be deployed; how this need would factor into their plan, and going through their budgets; up to and including potential options to amend their Capital Improvement Plan. Because up until this point, basically nothing was really getting done with the little money they had and there were no tangible physical improvements.

Once they reached the stage where Montgomery realized how they could concentrate this money in a few places to demonstrate that they could pull these improvements off; perhaps, at a block level or streetscapes and housing improvements, the next step was to determine how it would get done. What they discovered is that the City had a dormant CDC that had been sitting idle for close to 30-years. That discovery manifested itself into contract negotiations with the Chamber which allowed them to take on the role of community development.

Mr. Greene stated Montgomery had been without an Updated Comprehensive Plan for 57 years. And through an engagement process similar to what is being described here they were able to hold an event at Alabama State University where over 500 people were in attendance. The significance is that half of the attendees were comprised of African-Americans who had never attended a public meeting. It was an extraordinary effort led by their Steering and Outreach Committees, who composed the right kind of message to create a feeling that everyone was welcome to participate in the process.

Mr. Hively added that their Comprehensive Plan; which is still in place and viewed as a governing City document includes representations of land use by race; today, there are still segregated parts of Montgomery.

Councilmember Clay stated he really appreciates the comments about the 3rd Ward, and wonders if the team could talk a little bit about the process in their Proposal on page 28, which speaks to collateral, communication, and their web-based tools for engagement. Because while he thinks some of this might be very relevant to certain segments of the City's population, it might not be relevant to others; particularly those residents in the 3rd Ward who he believes are going to need different modalities to get them involved in this process. Mr. Greene stated their process includes the possibility of creating a toolkit because no one technique or tool will satisfy all 35,000 residents. Some people will be comfortable coming to a public meeting; others to a small group setting like a focus group, and some will be excited about the opportunity to participate via the internet. So they develop a range of techniques and let people know that those choices exist.

Councilmember Clay asked if the collateral was designed to support those templates and processes related to communication? Mr. Greene stated some of these questions will be answered during the course of the process. However, it is common practice to form some type of committee because one of the first steps is to learn what kind of messages will motivate people to get involved. And after examining those messages, as well as the assets that can be leveraged, or even gaps in those assets, they will put together a communication's plan that will establish a campaign about the future of U City.

Here is an example that is a bit awkward to share, but several years ago the Metropolitan Washington Council of Governments, which is comprised of D.C. and seven other counties in and around D.C. asked for their assistance to initiate an engagement process about the future of transportation. The generic brochure and message focused on getting there; transportation choices for the future. Soon thereafter, his team met with a leadership group from Anacostia; a disenfranchised neighborhood, and conducted an exercise to get their perception of the message. They rejected it and designed another message with a picture of a Washington Transit Authority bus that said: *"Don't get caught on the back of the bus; get engaged"*. And even though the client took their name off of that message, it demonstrates an effort to calibrate a message to a specific group based on their view of the situation, not what we thought would work. And if you want young people involved, then you'll probably need a different message and collateral.

Councilmember Clay asked how the Steering Committee, Outreach Committee, Ambassadors, and the City's Plan Commission would all fit together? Mr. Greene stated the term *"Ambassadors"* was meant to be used generically, it's a role that any of those committees could play. But part of this will come from the answers the committee provides on what the City has done before, and which of those actions were the most impactful? In some communities, the Planning Commission serves as the Steering Committee, or a Steering Committee is put together with members of the Planning Commission, or it could be that the Outreach Committee performs certain aspects of the Steering Committee's job description.

So I guess, if there was an organizational chart it would be the Plan Commission, the Steering Committee reporting back to them, and the Outreach Committee being a subset of the Steering Committee. But the reality is these are merely suggestions. This has to be a collaboration to make sure the approach is focused on what works best for U City.

Councilmember Smotherson stated the one slide that caught his interest was the Company's experience with Anchor Institutions. In those scenarios did the cities or the universities bring their Company into the process? Mr. Greene stated in most cases they were hired by the local governments and through that process, the universities got involved.

Tuscaloosa's committee was chaired by a senior leader at the University of Alabama and three other employees. In Dayton, their client was the University of Dayton and another anchor institution interested in expanding their community agendas. Councilmember Smotherson asked what happens when a university is not necessarily willing to get engaged? Mr. Greene acknowledged that they had experienced that in some cases.

Mr. Hively stated from the list provided;

- Burlington, VT was a combination of the University and the City.
- Tuscaloosa, AL the University of Alabama was a part of the process.
- New Haven, CT was all over the place, but they were originally hired by the City.
- Providence, RI the project was initiated by Brown and leadership of the HELP Coalition.
- Philadelphia, PA was a joint project with the City, UPENN, and CHOP to develop a very specific industry that required a joint collaboration by all three institutions.
- College Station, TX, Texas A & M was a reluctant partner.
- Mansfield, CT, UCONN was a reluctant partner.
- Richardson, TX, the University of Texas-Dallas was a reluctant partner.

The reality is that every university is different, and yet, they are all the same. While it's true that public universities engage in a different way than private universities, at the end of the day, you have to look for places where there is an aligned self-interest. That's really the key because if it's adversarial and there is no aligned interest, it won't go anywhere.

So the question really becomes where can you leverage some of your authorities to align your own self-interest? In the case of Rhode Island, the former mayor understood the power of his office and the ability to control certain things, and institutions began to realize that they had to come to the table. But that only works for about an hour, and then you've got to figure out where you can align self-interest. It's not institutional welfare, it's literally self-interest.

Mr. Greene stated like everything they've talked about here tonight, all of this has a context and a history that must be understood in order for them to determine how to move forward. Unfortunately, one of the hardest obstacles to overcome is a memory about certain things; especially when it deals with institutions that are reluctant to participate.

Mayor Pro Tem Carr stated she would like to dig in on this aligned institutional self-interest because many institutions do not have a state charter, meaning that some of their buildings are regarded as educational and therefore, taken off the tax rolls. U City has this very unique situation; which actually might be parallel to what's happening at Yale since Wash U considers itself to be an Ivy League institution. So quite frankly; and with the deepest respect, she does not understand what Mr. Hively is saying. She stated she has been dealing with this situation for about ten years and does not know how you come together to have a shared interest, much less an aligned self-interest when one partner has such a strong hand and the other has very little. Mr. Greene stated this is the type of conversation that should probably be discussed in a different setting. Mayor Pro Tem Carr stated in her opinion, this conversation is integral to the City's Comprehensive Plan. Mr. Greene stated while he certainly understands that point of view, he would caution the City to think long and hard about how much this town-gown relationship question governs how the plan unfolds since you could end up losing sight of the forest because of all the trees. He stated he recognizes the issue around resources, which makes this a really tough question because it involves pilots, taxes and other things of that nature.

Mayor Pro Tem Carr stated what she's talking about is paying their fair share, either in a pilot or some other form because based on her observations there is a shifting of financial responsibility to the taxpayers. U City is a very economically diverse community and quite frankly, it infuriates her when she hears that some of her constituents have to choose between flood insurance and food on their tables when essentially, they are underwriting these services to this private, exclusive, and wealthy institution. It's something that she simply does not know how to bridge. And any plan they decide on is going to have to take that relationship and its impact on the City's future and sustainability into account.

Unidentified Commissioner: Wash U is one of the largest landowners in the 1st and 2nd Wards. They do not pay taxes on that land, and that directly impacts the services this City is able to provide to their residents.

Mr. Greene stated while they understand this is a very significant issue, on a positive note, what they've seen in a lot of planning efforts like this, is that it can be another opportunity to reopen those conversations and address some of these issues. However, since Mayor Pro Tem Carr has been focused on this for ten years, he's guessing this is something that cannot easily be addressed in the Comprehensive Plan. Nevertheless, since he knows nothing about the University's leadership, whether there have been regular conversations, or if it's basically a closed-door, his hope is that this process can be used as a mechanism to reignite those conversations and talk about these things. But here again, what you've described is not uncommon in a lot of communities.

Mr. Hively stated if this was a public institution you would not even be having this conversation because you have almost no control over that situation.

Unidentified Commissioner: A key factor is that Wash U is a private institution.

Mr. Hively stated he understands that they are which is why the City does have certain avenues to explore. He stated he thinks Jamie's point about how the planning process unfolds different kinds of regulatory and zoning mechanisms could play a major role.

Mr. Greene stated not knowing the players, he's not sure whether this suggestion will make a difference, but perhaps, someone on the Steering Committee would be willing to play a leadership role to learn more about what options might be available. Of course, as he said earlier, this dynamic is different in each city. Texas A & M in College Station and some of the larger State institutions don't really care much about their host community. It's strange to see what has and is continuing to happen to an institution with 68,000 students. They could have a tremendous impact on the community but they've constantly struggled to get the right leadership in place to make those conversations happen.

Mr. Hively stated to Jamie's point about that leadership role on the Steering Committee, what you need to know is that the assistant associate deputy dog whose job is to go to meetings is not the person you want to have these conversations with. And what happened in one of their projects is that the City Manager, Council president, and the Mayor eventually had to say, we need someone who has some authority, and that request ended up going all the way to the Provost, who actually got involved.

Mayor Pro Tem Carr stated that's an approach that has already been undertaken.

Mr. Greene stated he saw some amazing neighborhoods during his tour of the city today and one trend they are seeing at a lot of universities employ is to attract and retain faculty by promoting quality neighborhoods that are in close proximity to their campus. Maybe they don't need that kind of an asset, but if they do, it's the type of influencer they could work to put a finer point on as a part of the process.

Mayor Pro Tem and Mr. Cross thanked everyone for tonight's presentation.

Mr. Rose asked members of Council and the Commission if they would reconvene in about two minutes to talk about the next steps.

### 3. **ADJOURNMENT**

Mayor Pro Tem Carr adjourned the Joint Study Session at 8:20 p.m.

LaRette Reese  
City Clerk



Mr. Mulligan noted that they received updated page 5 and 6. The increment was consistent with what Mr. Marx's report. The hotel was calculated at 70% occupancy. Ms. Holly said according to the Business Journal from August of 2019, the St. Louis metro area hotel market is typically 58% occupied. The applicants used a hotel study based on what the City had provided.

Ms. Holly said that she had read the apartment occupancy rate in the metro area was 10% vacant, and the applicant said they would do better at 5%. Ms. Carr asked if the developer anticipates any tenants that they would have trouble relocating. Mr. Allston said they would reach out the tenants and work with them and U City to try and relocate them within U City. He said the tenants had been leaving in general over the last five years. There was a non-working elevator in the building. Ms. Carr noted that there was a tenant in the Walgreens development, and clarified that it would be Mr. Allston's responsibility to remove the tenants.

Mr. Cross recommended that the Commission go through the memorandum provided and based on this they could recommend that the applicant had met the seven criteria provided in the memo.

Mr. Harvey moved, "whereas we determine the area proposed is a blighted area as defined in Section 510.040, whereas we determine that the plan is in the public interest, whereas we do not see severe adverse effect on public facilities, whereas the proposed changes are desirable for redevelopment of the area, whereas there are no requests for use of eminent domain, whereas there are no proposed changes to streets, street levels or requests for street closings, and whereas the size of the area allows for practical and satisfactory development, therefore we recommend to the City Council and Mayor that pursuant to 510.070, the application be recommended for approval of the Plan. Mr. Miller seconded the motion. The motion carried unanimously

## **6. Other Business**

- a. 2020 Comprehensive Plan Update – Commission Consultant Discussion & Recommendation.

Mr. Cross outlined the staff's updates about the selection of Future IQ versus Planning NEXT. Some concerns that had come up were the differences between the consultants. Mr. Cross said staff had followed up with the consultants for additional information. Future IQ was strong with engagement and pre-visioning before the plan. Planning NEXT followed a more standard community engagement process.

Mr. Harvey asked if it was possible to hire both organizations. Mr. Cross said this would be an option – to use Future IQ for a visioning process prior to an RFP for a Comprehensive Plan. Mr. Rose would recommend in this case to do a new RFP for just a visioning process as the disciplines are two different professions.

Ms. Carr asked where the last plan broke down. Ms. Moran said it was both in the engagement and the plan development. She said the City hired two companies for the last plan, and the visioning company broke down – they were doing the visioning at the end of the process when editing the plan.



Ms. Carr asked Mr. Rose what is it that he sees the City looking for. Mr. Rose argued the visioning process was the most critical part of the process. He had hoped the City could find a company that could do both. He felt that the consensus between Council and Community was critical.

Ms. Moran also stated that when they were doing this visioning process, it was led by the kind of the steering committee that led the Planning NEXT process. The Committee became a group of people who were already the squeaky wheels in the city and did not gather in the rest of the information from the City. There was discussion about the two firms, their strengths and weaknesses.

Mr. Rose said he would be strongly recommending to Mayor and Council to separate these processes. He said the visioning process was critical, and U City will not be an easy vision to obtain. Ms. Moran said they need to reach more people who aren't normally reached.

Mr. Rose said do it right, not right now.

There was discussion about the Tru Hotel project, and Mr. Cross said he would poll the Commissioners about a work session on or around March 11<sup>th</sup>.

Ms. Holly asked about forming committees such as the Comprehensive Plan Committee. Mr. Cross stated that he would confirm, but recommended putting this on the next agenda for an official re-vote or tally. Pat McQueen was appointed and approved as a new member of the Plan Commission.

## **7. Reports**

### **a. Council Liaison Report**

Ms. Carr gave the Council Liaison's report: she recommended the Complete Idiot's Guide to Robert's Rules. She said City Council had uncoupled the Parkview Gardens Plan from the Comprehensive Plan to allow for a financial impact study, and to allow for people to work through what was in the plan and see if it was in our community vision. The City was also looking at restructuring the Loop Special Business District (LSBD). The City was now accepting applications for a Loop Special Business District Coordinator. She noted that the City had a plan for the Loop for a long time. Council had changed the ordinance around the LSBD allowing for a City Liaison, and by-law changes.

Ms. Carr noted that the Stormwater Task Force would have an ordinance to turn them into a committee or commission. They were still in the process of putting together the rain gauges for their early warning system.

Ms. Hartz asked about the Olive Development. Ms. Carr said the developer was still working to acquire property and looking at his financing. The project continued to move forward.

Ms. Moran asked about the Loop Trolley. Mr. Rose said the last action was at Bi-State which died and it was now undetermined. Mr. Rose intends to use Tischler Bise who were determining the impact of Washington University on the City to analyze the fiscal impact of the trolley on the businesses on the Loop.

*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

City of University City, Missouri

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.

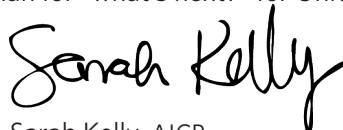
**Experience with communities impacted by universities...** We have facilitated comprehensive planning processes in many communities that are strongly influenced by higher education institutions due to the location of universities within or adjacent to their boundaries. Over the past two years, we have 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



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.





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

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

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#### 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:

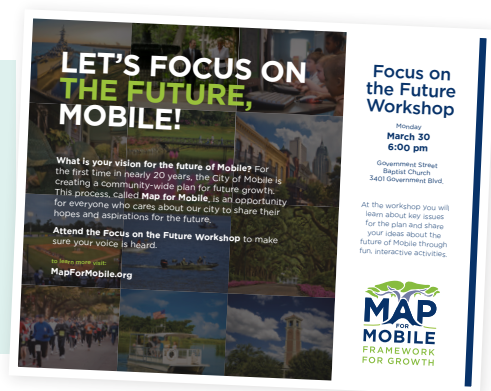
- **OneDecatur**, comprehensive plan for the City of Decatur, AL;
- **Map for Mobile**, comprehensive plan for the City of Mobile, AL;
- **Framework**, comprehensive plan and city code update for the City of Tuscaloosa, AL;
- **GroveCity2050**, land use and thoroughfare plan for the City of Grove City, 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

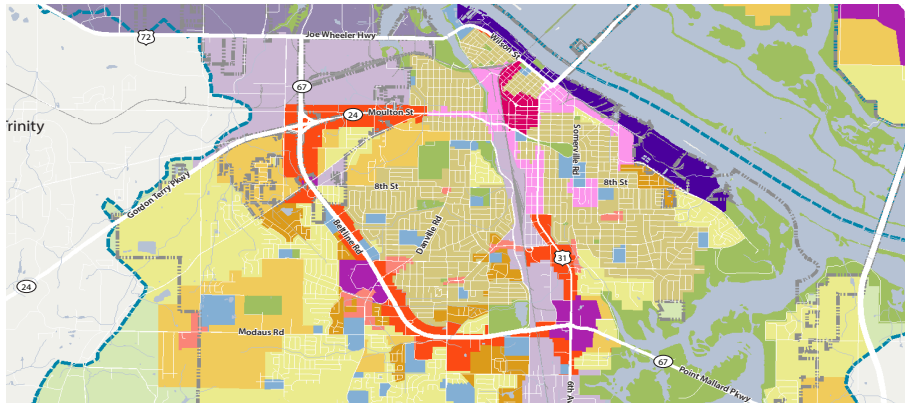
### Affiliations

- 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

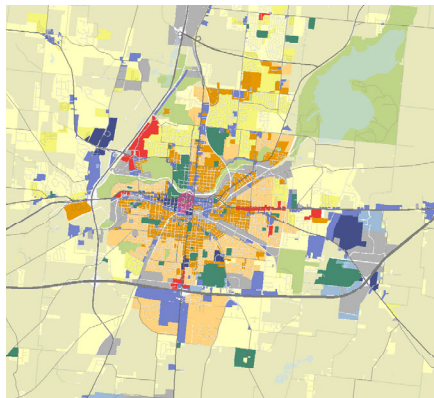
Senior Planner  
Houston-Galveston Area Council  
(Formerly Transportation Planner, Clark  
County-Springfield TCC)  
(832) 681-2607  
Cory.Golden@h-gac.com

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>

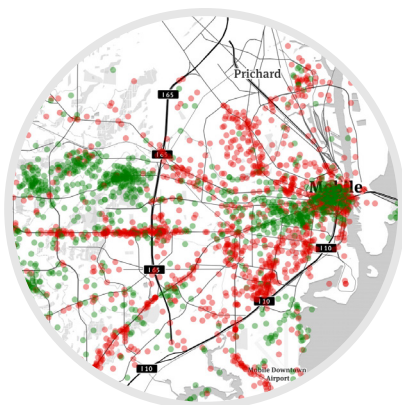
The City of Mobile, Alabama has many strengths, including its rich history, position as one of the Gulf Coast's cultural centers, and relationship to the economic engine of the Port of Mobile. At the same time, it is challenged by issues such as inadequate transportation infrastructure, disinvestment 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.

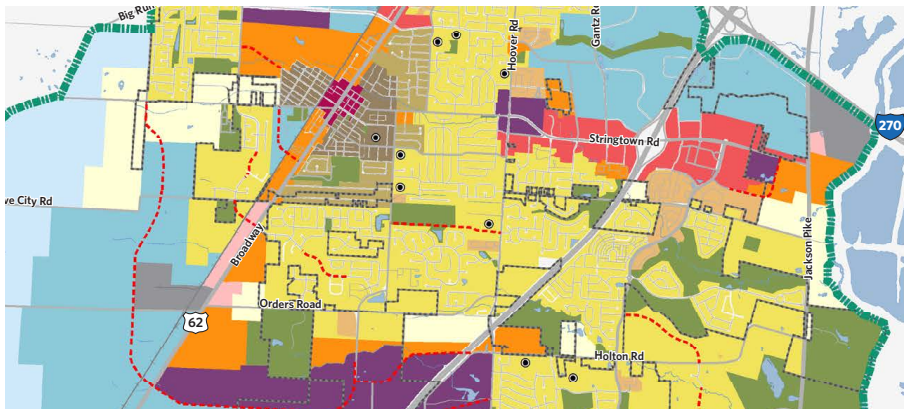
**Ongoing assistance.** Planning NEXT has continued to support Mobile in implementing the comprehensive plan through activities such as the creation of a neighborhood planning toolkit and an annual report of the plan's progress.

**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

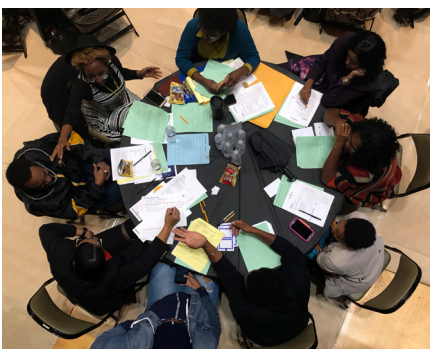
#### Robert Smith

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.

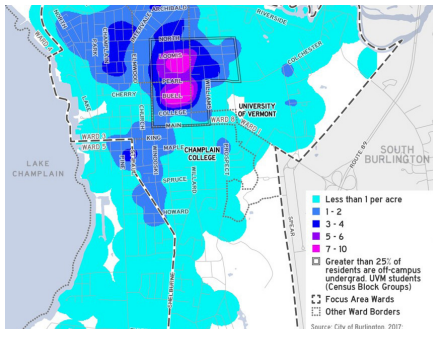
**Unprecedented participation.** Envision Montgomery's Community Summit featured the Alabama State University Marching Hornets, community speakers, a presentation from the planning team and public discussion. During the event, just under 500 participants contributed directly to the City's comprehensive 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

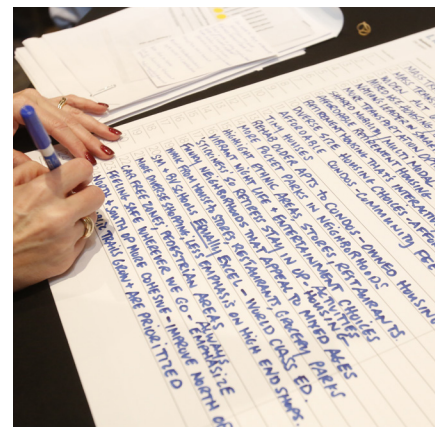
**Laying a foundation.** The Team will conduct preparation that will form the basis of the planning work and establish a detailed project schedule, a review and assessment of relevant data, an outreach and communications plan, key messages and other critical items for a successful planning process.

**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

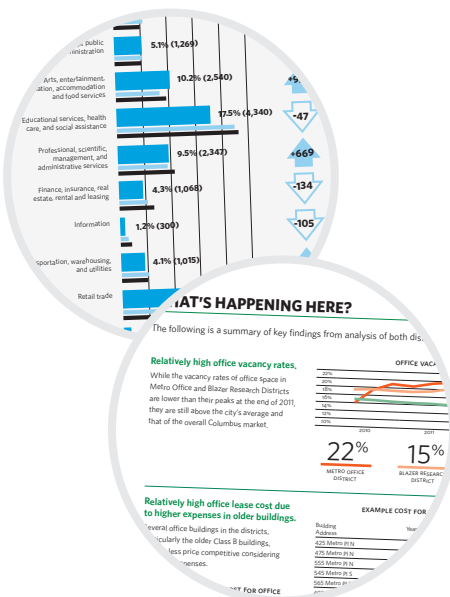
The approach describes the specific tasks that will be undertaken and deliverables that will be produced in each phase of the planning process. The process is organized into four phases: 1) Preparation, 2) Public Engagement, 3) Analysis, and 4) Plan Development. Phase 2 will run concurrently with the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



**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.

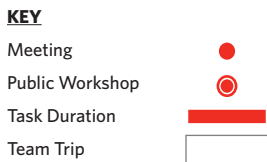
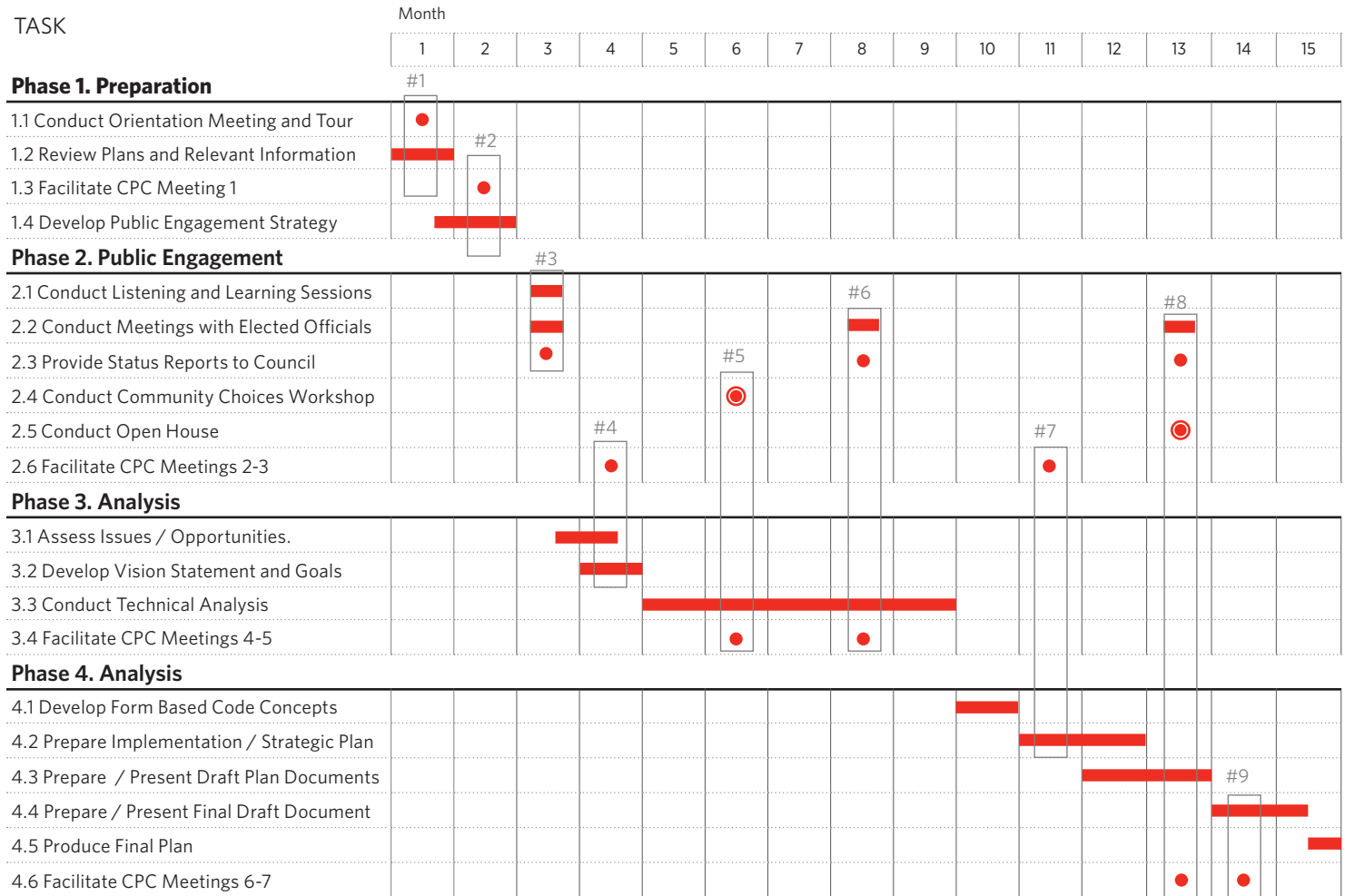
## PHASE 4: Deliverables

- 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

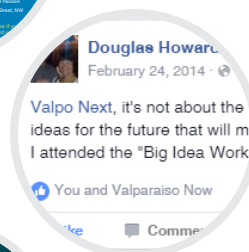
Planning NEXT has a long history of designing processes to include broad, multifaceted engagement, while controlling cost, producing high-quality work, and completing projects in a timely manner. Process specifics will be determined in collaboration with Staff but engagement throughout the City will 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.

**FORUM ON THE FUTURE**

Let your voice be heard.

Nov. 27  
6-8 p.m.

Tuscaloosa River Market  
1900 Jack Warner Pkwy

ALL ARE INVITED

To help us accommodate everyone, register for this event: [framework.tuscaloosa.com](http://framework.tuscaloosa.com)

**FRAMEWORK**  
Creating a dynamic guide for Tuscaloosa

**Opportunities Workshops**

We need your feedback to guide the Comprehensive Plan update for Wayne County. Come together to help shape the future of the County!

Attend the session that works best for you.

**March 5 (Tuesday) 5:30 - 7:30PM**  
Sawensberg Village Welcome Center (outside)  
12497 Hicklet Rd, Apple Creek

**March 5 (Tuesday) 5:30 - 7:30PM**  
Wayne County Admin Building  
428 West Liberty St, Woodier

**March 7 (Thursday) 12 - 2PM**  
Schmid Hall  
501 East St, Onville

**March 7 (Thursday) 5:30 - 7:30PM**  
Woodstar High School Library  
510 Chairman Rd, Woodier

**wayne ONWARD**  
celebrating our past, planning our future

If you care about... connecting neighborhoods • providing places for jobs ensuring housing choice • preserving special places building vibrant commercial districts • protecting greenways addressing vacant lots • reusing empty buildings creating a place future generations will love you should participate in the...

**PLAN COLUMBIA WORKSHOP**  
How should the city grow and develop in the future?

**June 24 (Tuesday)** 6:00 pm - 8:00 pm  
**WORKSHOP PART 1**  
Tell us about strengths and weaknesses of places throughout Columbia.

**June 25 (Wednesday)** 9:00 am - 12:00 pm  
2:00 pm - 4:30 pm  
**DROP-IN**  
Talk one-on-one with the planning team and see work in progress.

**June 26 (Thursday)** 6:00 pm - 8:00 pm  
**WORKSHOP PART 2**  
Shape preferences about the character of our community.

Columbia Metropolitan Convention Center  
Ballroom A • 1101 Lincoln Street

Please RSVP to reserve your seat

To learn more and to reserve your seat, visit: [weplantogether.org](http://weplantogether.org)

or contact: [emorgan@colcolumbiasc.com](mailto:emorgan@colcolumbiasc.com) (930) 545-3200

FLW PLAN TOGETHER on Facebook  
[www.facebook.com/weplantogether](https://www.facebook.com/weplantogether)

[weplantogether](https://twitter.com/weplantogether)  
[#plancolumbia](https://twitter.com/plancolumbia)

We Are Columbia  
PLAN TOGETHER  
City of Columbia

**WE WANT TO HEAR FROM YOU!**

Idea Gathering Meetings

SEPTEMBER 11-13, 2012

Attend the meeting that is most convenient for you.

Day	Time	Location
SEPT 11	6:00 - 8:00 pm	Health Center
SEPT 12	9:00 - 11:00 am	Health Center
SEPT 12	2:00 - 4:30 pm	Health Center
SEPT 13	6:00 - 8:00 pm	High School

If you have an idea for a Lubbuck project or want to participate in the idea gathering, please contact: [ideas@lubbock.com](mailto:ideas@lubbock.com) or call: (806) 798-1100 or [www.lubbock.com/ideas](http://www.lubbock.com/ideas)

[www.lubbock.com/ideas](http://www.lubbock.com/ideas)

Imagine LUBBOCK together  
Lubbock County

## 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.

**Valpo NEXT**  
Your ideas. Our city's future.

What are your BIG ideas for Valparaiso?  
Come to one of the Big Idea Workshops, Feb 24, 25 or 26

What is next for Valparaiso? The community you know and love is the result of deliberate planning and commitment to action... ValpoNEXT is an opportunity for citizens to think big about making our community even better in the future.

Help make Valpo even better. Get involved.

Participate: Make plans to attend one of the Big Idea Workshops, February 24, 25 or 26 and other opportunities throughout the year.

Volunteer: We need volunteers to ensure widespread community participation and to help facilitate at public workshops.

Spread the word: Tell someone about ValpoNEXT. Tweet and Retweet @valpoNEXT. Like us on Facebook.

Follow our Progress

Valpo NEXT Video: Check out this short promotional video that the ValpoNEXT Steering Committee put together.

ValpoNEXT launches online discussion forum! ValpoNEXT Online Discussion Forum is a digital platform for citizens to help shape the future of Valparaiso. This is...

ValpoNEXT in the news! Click here to read a great letter to the editor about the ValpoNEXT online listening process and the upcoming...

**PLAN TOGETHER**  
put the pieces in place

Home About News Resources Contact

**NOW IS THE TIME TO PLAN TOGETHER**

Citizens of the City of Columbia and Richland County face an unprecedented opportunity. We have both begun the process of creating a vision and a plan for the future of our communities. The chance to work together as we update our growth policies has never happened before and it may be another generation before we have another chance like it. Your help is needed to determine if we need to revamp, renew or revise our direction. So get involved in creating a legacy that you and future generations can be proud of.

**City of Columbia planning**

PLAN TOGETHER will help the city develop a clear vision for how we can best accommodate the growth and development of our community that will support and enhance what makes Columbia special and provide solutions to the challenges we face. This vision will be in the form of an amendment to the Comprehensive Plan that will be reviewed by Planning Commission and adopted by City Council.

**Richland County planning**

PLAN TOGETHER will help the county develop a clear vision for how to accommodate the growth and development of unincorporated areas of the county. We'll use this vision to prepare an update to the county's Comprehensive Plan that will be reviewed by the County's Planning Commission and adopted by County Council.

**THE PROCESS**

The PLAN TOGETHER process will last through the end of 2014 and offer several opportunities for citizens to help shape growth policies for Richland County and the City of Columbia.

Timeline from Jan 2014 to Dec 2014:

- City of Columbia: Preparation, Community Conversations, Draft Plan, Choices Workshop, Complete Draft Plan, Public Review of Plan, Plan Adoption.
- Richland County: Preparation, Community Conversations, Draft Plan, Choices Workshop, Complete Draft Plan, Public Review of Plan, Plan Adoption.
- Technical Analysis: Technical Analysis, Draft Plan, Choices Workshop, Complete Draft Plan, Public Review of Plan, Plan Adoption.

**Why you should participate**

Here are three reasons why you should get involved in PLAN TOGETHER.

## 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.

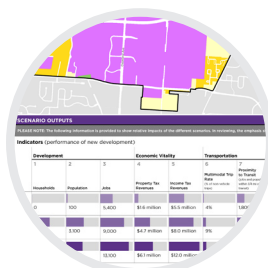
## WEB-BASED TOOLS FOR ENGAGEMENT

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:

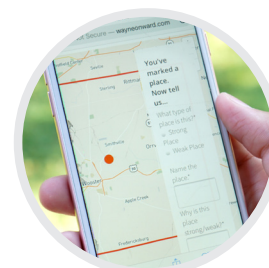
**Web Mapping.** Using a map interface, this activity allows citizens to share comments and ideas about specific locations. Maps feature custom base layers, custom markers, and the ability to toggle different collections of feature information. A composite map can show thousands of interactive data points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