



March 25, 2021

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RE: Visitor Experience Strategy for the La Crosse Historic & Cultural Museum Project

Dear Gregg,

We were very pleased to receive your request to provide Visitor Experience Strategy Services for the new La Crosse Historic & Cultural Museum. We have put together this proposal to achieve the first step in this process which is to facilitate a Visitor Experience workshop that will establish goals for exhibitions and programs, confirm project themes and stories, and identify potential means of expression for the museum exhibits. We know that a great deal of visioning work has been done already for this project by the La Crosse Historical Society, the City Commission, Advisory Task Force, and others, and we look forward to working collaboratively with all interested parties to build on this work and confirm the approach for the Museum.

We are excited by the opportunity this project presents for the community, not only in terms of an attraction for visitors but also a place for locals to explore the themes and stories of the city. We are excited by the opportunity to work with stakeholders to develop a unique vision for a visitor experience that highlights the stories of past to contemporary audiences, with an eye towards future partnerships, programs and plans for implementation.

Now celebrating our 40th anniversary working with clients within the US, Canada and around the world, Lord Cultural Resources has amassed a wealth of knowledge and skills to provide you with the most creative and responsible solutions for your project needs. We are a full-service museum planning and design firm which means that along with exhibition development, we also have in-house expertise in museum strategy, management, operations and facilities planning. We believe in inclusive and holistic planning, and that our projects should be developed in the context of market and operational realities in line with best practices for visitor engagement. Every museum is unique and should begin with a clearly articulated design philosophy; we begin our process as master storytellers do, by asking how the experience can best serve the story, establish context and engage the visitor.

In addition to this extensive practical planning experience, Lord Cultural Resources has made a definitive contribution to the development of museum planning through its pioneering publications. Our best-seller is *The*

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Manual of Museum Exhibitions, originally published in 2002, was released in a second edition in 2014 and was honored with the 2015 Ontario Museum Association (OMA) Award of Excellence in Publications. We are currently working on the third edition to be released at the end of 2021.

As requested, I am pleased to provide a workplan and preliminary budget estimate for this first phase of work. I have also included brief descriptions of our experience that we feel are relevant to your project.

Please note that the purpose of this letter is to open a dialogue for approach and budget. We are more than happy to continue a discussion at your earliest convenience.

PROPOSED WORKPLAN

What follows is a description of our process envisioned for further developing the Visitor Experience Strategy for the La Crosse History Museum project. We look forward to discussing it further at your convenience.

1. Background Research

Prior to the meeting start-up we would request copies of any relevant documentation that will be helpful for our team to become familiar with the project, in addition to the 2019-2020 Feasibility Study you already provided. This may include details such as:

- Background materials, publications and existing research
- Information on existing collections and assets
- Documentation on previous public and stakeholder meetings
- Any relevant design files – architectural or landscaping
- Any information on future audiences or audience types
- Any other material important to understanding the project.

2. Start-Up Meeting

The start-up meeting is our opportunity to discuss project methodology, schedule, and deliverables in detail. Most importantly, this initial meeting is our opportunity to listen to the client—to understand their goals for the project and how we can all work together as a team. The typical startup meeting includes the following points:

- We listen to the client's vision for the project.
- We submit the work program to complete deliverables, schedule, and proposed budget
- We discuss communication strategy, including reporting relationships and process for approvals
- We introduce our team set-up with roles/responsibilities/functions
- We discuss and identify attendees for the workshop.

3. Visitor Experience Strategy Workshop

We propose to conduct a half-day workshop over Zoom with key members of the planning team, key stakeholders and any subject matter experts. This workshop will be focused on the visitor experience at the Museum, including exhibitions (inside and out), programming and other opportunities.

This workshop will take into consideration the previous stakeholder consultations and public surveys, and will aim to refine the interpretive goals of the Center. We will prepare a presentation of trends and best practices in comparable institutions in order to obtain feedback on what types of experience should be planned for at the La Crosse History Museum. We will explore together such questions as: *How do you envision the visitor experience – what does that look like from the moment people find your website, when they arrive on site for a program, event or exhibition? How will visitor' react and change based on their experiences? What are your aspirations for telling La Crosse natural and cultural history? What types of programs, partnerships, and other opportunities do you want to offer on site? What do you want people of different backgrounds and ages to get out of their visit? What will constitute success factors that can be tested?*

4. Workshop Summary

Lord will prepare a summary report based on the findings of the workshop as well as a recommendation for next steps. A recording of the workshops will be available for sharing and further study for the next stages of the new Museum development project.

SCHEDULE AND BUDGET

We expect that this scope of work can be finished within 2 months. An approximate breakdown of workplan by weeks could be as follows:

Week 1-2	1. Background Research
Week 2	2. Start-Up Meeting
Week 3-6	3. Visitor Experience Workshop
Week 7	4. Workshop Summary

Based on the scope outlined above, we anticipate a fee of \$12,000 USD. All meetings will be conducted virtually, and therefore there will be no additional travel expenses.

RELEVANT EXPERIENCE

We are highly experienced interpretive planners and experts in visitor experience for a wide range of projects. Our clients have included heritage projects, historic sites, and cultural histories around the world. The core of our process is through consultation, working with multiple teams and stakeholders, throughout all phases of the work – from visioning to opening day.

We have included a short list of comparable project experience with relevance to your project in La Crosse, which includes new Museum projects for a variety of communities. Please let us know if you would like any additional information on our work.



THE KICKAPOO VALLEY RESERVE VISITOR CENTER La Farge, Wisconsin, 2021

The Kickapoo Valley Reserve (KVR) Visitor Center located in La Farge, Wisconsin opened in 2004 as a place to provide visitors with orientation, education, and connection to the 8,569 acres of the Reserve. A central feature of the Center is a 2,000 sq. ft. exhibition gallery that currently highlights the natural and cultural heritage of the Kickapoo Valley, as well as its joint management by The Kickapoo Reserve Management Board (KRMB) and the Ho-Chunk Nation.

After more than a decade of display, the exhibits in the Visitor Center are due for a refresh. KRMB, through the State of Wisconsin, hired a team lead by FEH Architects, with Lord Cultural Resources and Henneman Engineering to upgrade the Visitor Center exhibit experience. The first stage in this process was an Exhibit Renewal Workshop with representatives of the KRMB, Ho-Chunk Nation, and other individuals that comprise the KVR Design Workgroup. Our team then developed an Interpretive Plan with recommendations for a renewed visitor experience. The interpretive plan serves as the storyboard for the visitor experience and will guide the concept design process that follows.

The new exhibition is an interactive space where visitors will be asked to contribute to their own experience through watching, listening, touching, and physically manipulating various exhibits. Visitors will be invited to take an active role within the exhibition and shape their own learnings.

The themes, stories, and experiences in the exhibit space will be linked to the idea that Kickapoo Valley Reserve is a unique place with a distinctive ecology, history, and culture.

WAPELLO COUNTY HISTORICAL SOCIETY AND MUSEUM Ottumwa, Iowa, 2021



The Wapello County Historical Society and Museum (WCHSM) is in the process of relocating its facilities to a new site. This relocation will improve the WCHSM's ability to collect, display and celebrate the rich heritage of Wapello County, Iowa.

Lord Cultural Resources was engaged to assist in the development of the new museum space. Our work started with the facilitation of a Creative Visioning Workshop with the Museum team. During the workshop, the team identified the interpretive themes, visitor experience goals and potential design approaches for the Museum. The visioning workshop was followed by an interpretive plan which established a powerful narrative to meet the needs of audiences and establish a clear road map for content development and design. The new museum will encourage reflection, spark curiosity, and foster a sense of pride in Southeast Iowa's history and culture. It will also attract a wide and diverse audience, from local history enthusiasts to travelers from abroad, and to inspire repeat visitation. The exhibits were designed with modern interpretive and design methods to attract current and future audiences.

FOREST COUNTY POTAWATOMI CULTURAL CENTER

Stone Lake & Milwaukee Wisconsin, 2000-02, 2019-21



Lord Cultural Resources was contracted by Derse Museum Group from 2000-2002 to work with Forest County Potawatomi to provide interpretive planning and community consultation for two major cultural and heritage institutions located on Potawatomi land in Stone Lake and Milwaukee, Wisconsin. Lord developed and conducted an intensive series of workshops, focus group sessions, interviews, and meetings with community Elders to identify the interpretive and programming needs for each museum location. Lord was pleased to assist the Potawatomi with the curatorial coordination and design development for the Historical Cultural Center which opened in November 2002.

Most recently, Bluewater Studio, in collaboration with Lord Cultural Resources, has been engaged to provide turn-key services to redevelop the Museum's exhibition. While many aspects of the original storyline of the exhibits remain sound, how these stories are told requires an updated design and a greater degree of interactivity. Lord Cultural Resources is responsible for the Interpretive Planning and Content Development work, including consultation with community stakeholders and Elders and working closely with the Museum team to ensure the story is being told in a respectful and impactful manner. The new exhibition, planned to open in November 2020, will ensure the Mission statement of the Forest County, Potawatomi Cultural Center Library & Museum continues to be fulfilled, educating and inspiring generations to come.

CEDAR FALLS HISTORICAL SOCIETY

Cedar Falls, Iowa, 2019



The Cedar Falls Historical society (CFHS) has embarked on a new phase in the organization's history with the purchasing of 315 Clay Street. In addition to providing curatorial space, collections storage, and an educational center, this building will also feature two floors of exhibit gallery space.

The CFHS tells the story of Cedar Falls through a collection of buildings, including The Victorian Home and Carriage House Museum, the Little Red Schoolhouse, the Behrens-Rapp Station, and the Ice House Museum. The new Clay Street building exhibition will focus on the history of agriculture, industry, business, and transportation in Cedar Falls, displaying business related artifacts, large vehicles, and a model railroad exhibit and related artifacts. Collectively, these buildings will tell the history of the community of Cedar Falls.

CFHS has engaged Bluewater Studio in partnership with Lord Cultural Resources to develop this new exhibition experience. The new exhibition will also ensure the CFHS's Mission statement of "[e]ngaging the community in the preservation, education, and celebration of our heritage" is fulfilled. Lord completed the Interpretive Plan to aid in the client in fundraising for the new exhibition before continuing with turn-key exhibition development services.



NORTH DAKOTA HERITAGE CENTER

Bismarck, North Dakota, 2011-14

In 2011, the State Historical Society of North Dakota embarked on an expansion project for the State's Heritage Center that included a complete redesign of the permanent exhibition. With an increase from 19,000 square feet to 33,000 square feet of permanent exhibition space, three new galleries interpret more than 500 million years of North Dakota's history.

Lord Cultural Resources, in partnership with Xibitz and Taylor Studios, were engaged to lead this transformation of the Heritage Center's permanent exhibition.



Serving as Project Managers for the exhibition development, Lord was responsible for creating the interpretive backbone for the permanent exhibition by creating interpretive plans for all three permanent exhibition galleries, leading content development, participating in community consultations, and leading aspects of the exhibition design. The interpretive plans incorporate a mix of traditional and contemporary exhibit techniques, including recreated environments, dioramas, interactive media, and hands-on/minds-on exhibits that respond to varied learning styles and audience needs. The plans and preliminary concept designs were tested with the public during a state-wide consultation process, including consultation with Indigenous groups to ensure a responsive and engaging experience for all current and potential visitors.

The final gallery was completed in November 2014, in time for the State's 125th anniversary celebration.

CITY OF WINDSOR MUSEUM EXPANSION

Windsor, Ontario, 2014-15



The City of Windsor and surrounding Essex County has a rich history and has played a pivotal role in many important developments in Canada and North America over the last few centuries. This heritage has been interpreted for many years in the small François Baby House in downtown Windsor.

As part of the \$5.7 million expansion project, Windsor's Community Museum has rebranded to reflect its expanded scope. Museum Windsor is now a unique entity that tells the dynamic story of the city across three sites — the François Baby House, the Chimczuk Museum and the Interpretive Centre at the Duff-Baby House in Sandwich. Together, they provide an integrated experience of Windsor's history, diversity, and evolving role as a border city.

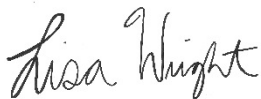
Lord Cultural Resources began working with Museum Windsor in 2011 and developed an implementable and sustainable Feasibility Study for the expansion. In 2014 Lord was re-engaged with a team including Hariri Pontarini Architects and Holman Exhibits to implement the recommendations, and was responsible for **Interpretive Planning, Exhibition Design, Content Development, and Oversight during Fabrication and Installation** for the newly named Chimczuk Museum and the Maison François Baby House.

The refurbished François Baby House opened in November 2015. The new Chimczuk Museum officially opened on February 18, 2016, at 401 Riverside Drive, sharing a building with the Art Gallery of Windsor. The expansion of the Windsor Community Museum presented an opportunity for the adaptive reuse of the building to house both a museum and an art gallery and for retention and reinterpretation of the historic François Baby House — creating a "culture core" in downtown Windsor and providing a revitalized visitor experience.

The 11,000-square-foot Chimczuk Museum houses exhibits in English, French, and Ojibwe on First Nations' culture and heritage, Windsor's history from ancient to present times, and an interactive learning and activity space for children. In total five galleries — three permanent and two changing (temporary and travelling exhibits) — offer new and exciting experiences for all ages.

Thank you once again for the opportunity to present our firm and for the opportunity to work with you on this prestigious project. We look forward to additional discussions with you regarding our potential role. In the meantime, please do not hesitate to contact me if you have any questions.

With warmest regards,



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