

City of La Crosse



+ team GRAEF

Community Design Group
SB Friedman
106 Group
MSA

1

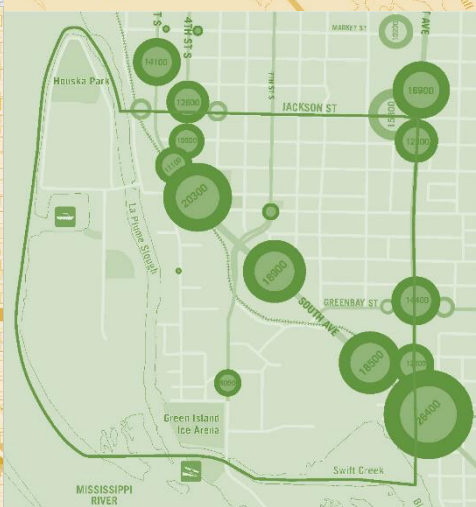
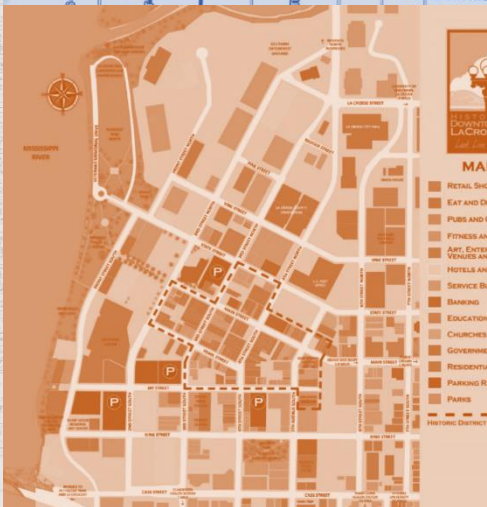
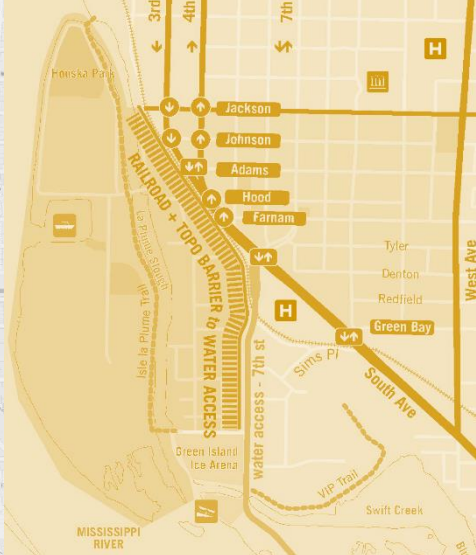
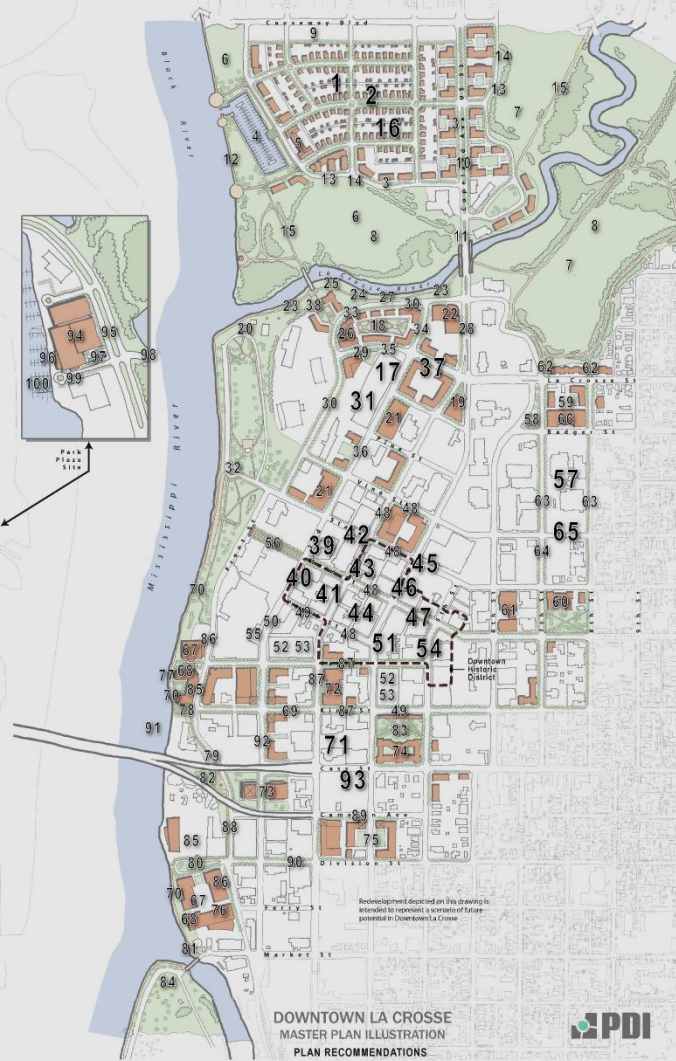


past plans + actions



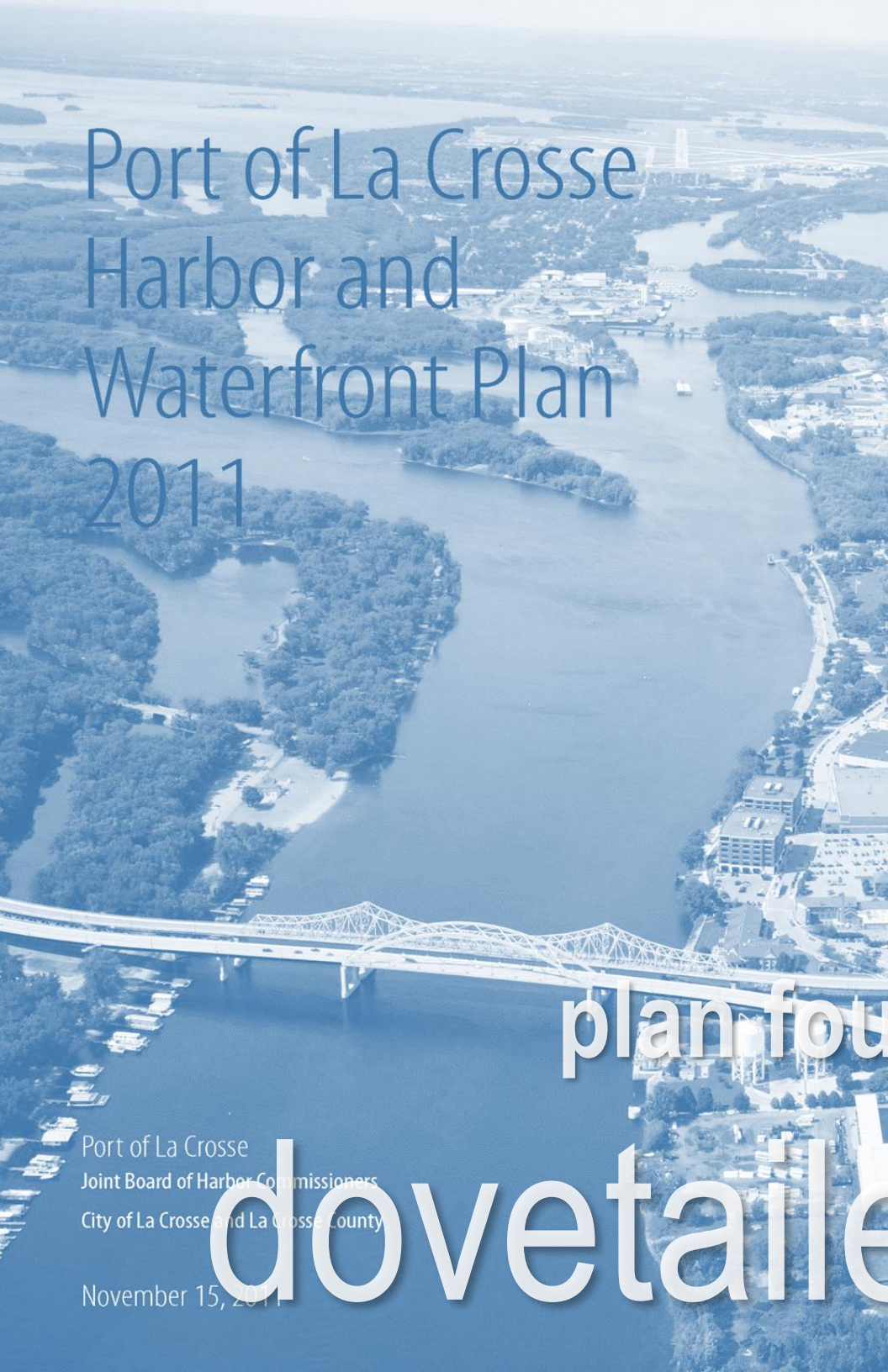
plan foundation :
history + culture





plan foundation :

planning continuity



Port of La Crosse Harbor and Waterfront Plan 2011

plan foundation :

dovetailed details

Port of La Crosse
Joint Board of Harbor Commissioners
City of La Crosse and La Crosse County

November 15, 2011



2



community engagement



engagement :
innovate collaboratively

COMMENT ON
THE MAP

TAKE THE
SURVEY

READ THE
2014-2019
PLAN



engagement :

low tech + high tech

3

THE BUCYRUS CLUB

beyond statutes

FUTURE LAND USE MAP



beyond statutes : fitting the place

Preferred Future Land Uses & Activities										Density	Preferred Community Design			
Existing Uses	Residential: Single Family	Residential: Two & Three Family	Residential: Multi-family / Senior	Mixed-Use: Commercial / Residential	Mixed-Use: Commercial / Industrial	Commercial	Institutional: Governmental	Institutional: Educational / Cultural	Open Space & Recreational	Industrial		Traditional Neighborhood	Conservation Subdivision	Suburban Subdivision
A	D	A	u	u	u	u	u	A	u	u	6-8 dwelling units (DU) / acre minimum	D	A	u
A	D	D	D	A	A	A	u	u	u	u	15 DU / acre minimum	D	A	u
A	D	A	u	u	u	u	A	A	u	u	6-8 DU / acre minimum	D	A	u
A	D	A	u	u	u	u	u	u	u	u	6-8 DU / acre minimum	D	A	u
A	D	A	u	u	u	u	u	A	u	u	6-8 DU / acre minimum	D	A	u

D = Desirable – These uses should be encouraged and support the desired character of the area.

A = Allowable – These uses are appropriate for the area, but may require additional consideration to fit the vision.

u = Undesirable – Generally, these uses should not be encouraged, but may still be acceptable under special circumstances.

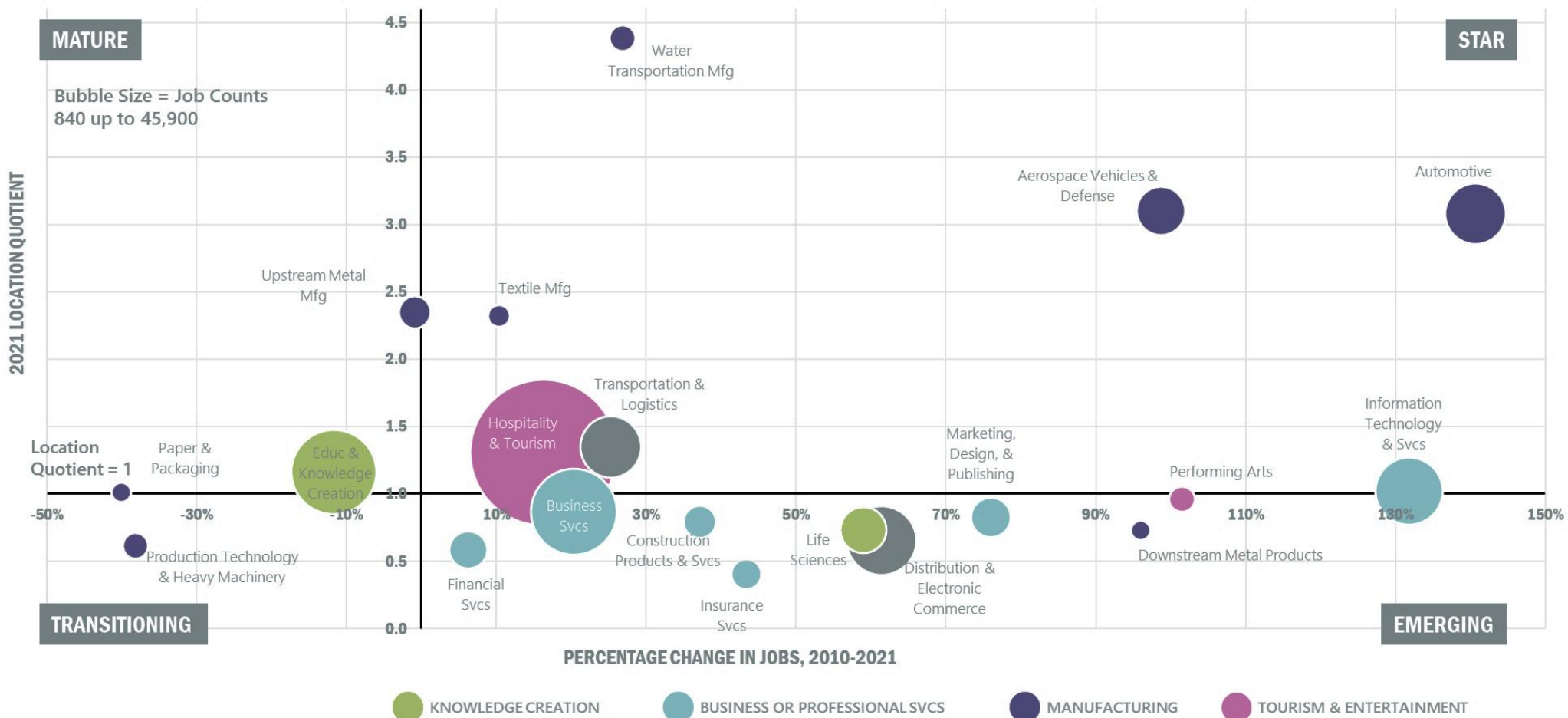




beyond statutes :

history makes economy

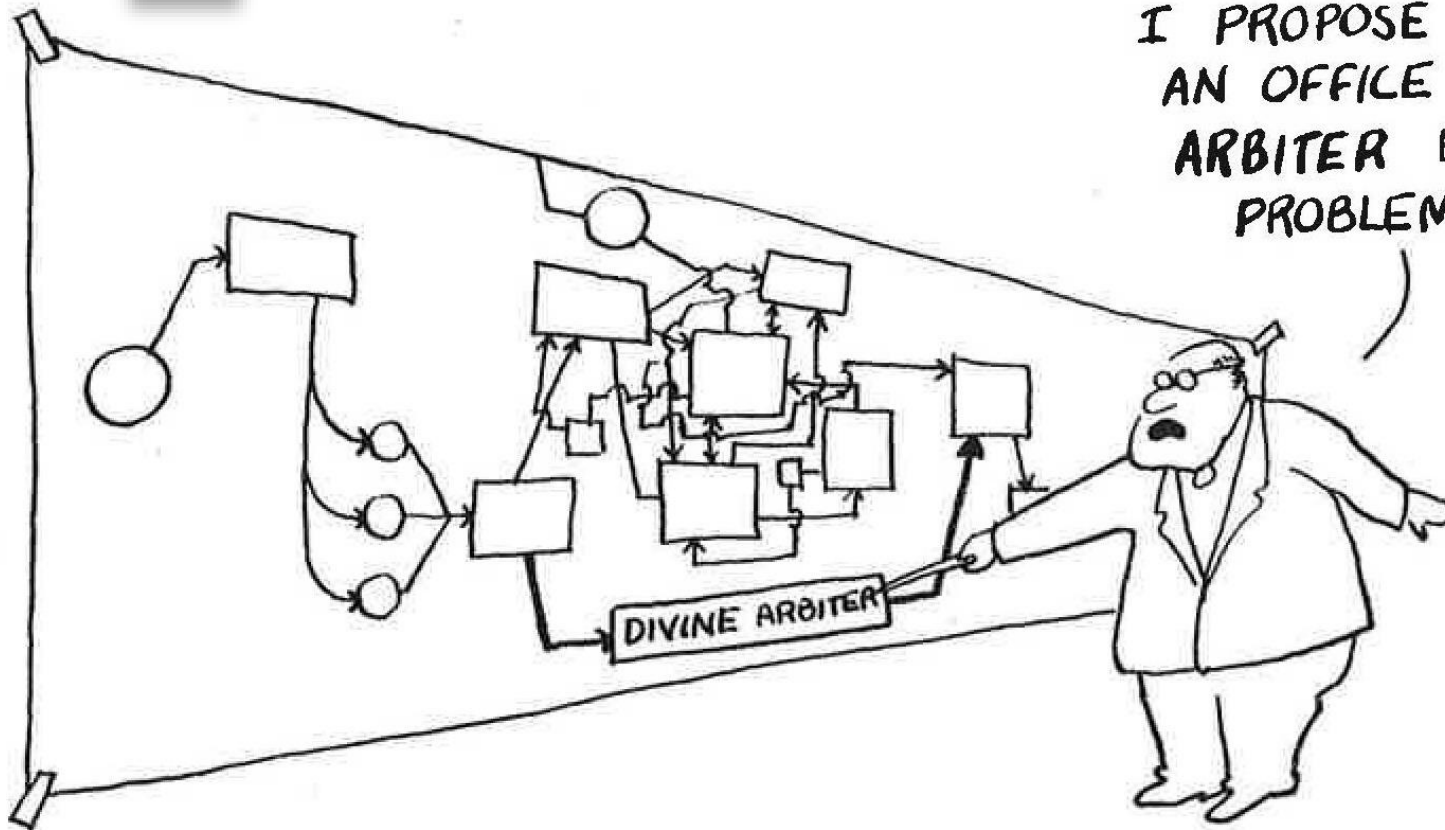




beyond statutes :
market forces

4

TO OVERCOME THE
CONFUSION AT THIS POINT
I PROPOSE TO ESTABLISH
AN OFFICE OF DIVINE
ARBITER BYPASSING THE
PROBLEM AREA



actions that act

Coulee Vision

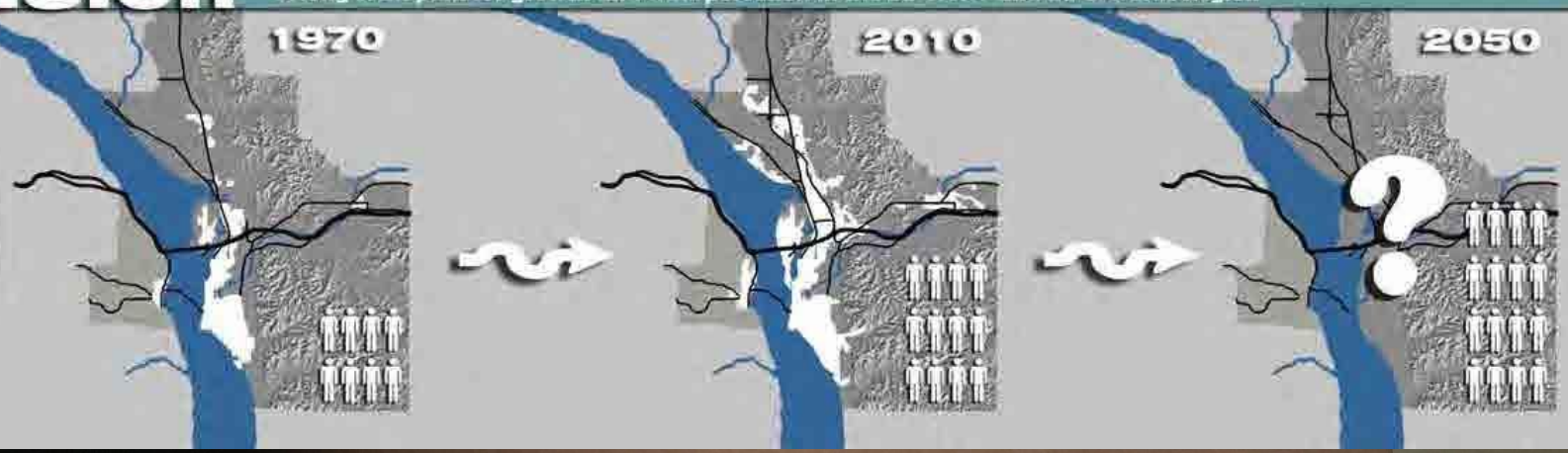
A long term plan for growth and transportation in the La Crosse and La Crescent Region

2050

1970

2010

2050



What is the biggest health issue facing the Neighborhood?

Write it on a post-it note and stick it here

actions that act :

help communities thrive

NO PROBLEMS W/ THE HEALTH DUE TO COLLECTORS IN THE AREA

hard drive diabetes impaction

low streets & bus stops probably - standard height alternative point of view - clear suggests looking is okay. (by anyone - don't be slower work)

Use park to use park on foot - walking to like the park

housing tax (to help) + full spectrum (transit)

we need healthier food within a walking distance

more bike trails and different ways to get around so not forced to take cars

drug violence

speeding + speed bumps they are

access to cool

Support for people who are struggling (for people)

older population - especially dealing in homes

senior health - food prices

more safety

lot of connection through transportation - bus

food

food

food

food



THE CITY OF
LA CROSSE
WISCONSIN



BICYCLE AND PEDESTRIAN MASTER PLAN
FALL 2012



actions that act :
paths that transform



actions that act :
paths that transform



5

implementation



implementation :
vision with skills



implementation :
vision with skills



implementation :

we make cities – not just plans

DREXEL TOWN SQUARE MONITORING CONSIDERATIONS

Best Management Practice (BMP)	On Site Plan Compliance	Recommended Monitoring Process	Potential Actions	Educational Outreach	Policy recommendations
Building					
5.1 Rain Gardens	✓ Yes. The City Hall / Library site includes a rain garden. Additional private properties may install rain gardens as part of their property development.	All rain gardens in DTS should be monitored, from a technical perspective, with regard to: infiltration; area of installation; costs; plant species present; visual preference for neighborhood users.	Encourage implementation of rain gardens. Consider soil amendments as needed where infiltration rates are lower than expected.	Provide information to land owners explaining the benefits of rain gardens. Provide an incentive program for construction of rain gardens.	Require all projects to receive MMSD funding to incorporate rain gardens into site plans.
5.2 Green Roofs	Not yet. Opportunities for requiring or incentivizing this BMP did not materialize but could occur in the future.	As development evolves there should be opportunities to encourage this BMP in individual buildings.	Possible actions would include change the Planned Development guidelines to require minimum levels of conformance.	Present result findings within the site development and planning industries.	Support and encourage green roofs.
5.3 Rainwater Harvesting	Not yet. Opportunities for requiring or incentivizing this BMP did not materialize but could occur in the future.	As development evolves there should be opportunities to encourage this BMP in individual buildings.	Possible actions would include change the Planned Development guidelines to require minimum levels of conformance.	Present result findings within the site development and planning industries.	Incentivize rainwater harvesting.
5.4 Greywater Reclamation	Not yet. Opportunities for requiring or incentivizing this BMP did not materialize but could occur in the future.	As development evolves there should be opportunities to encourage this BMP in individual buildings.	Possible actions would include change the Planned Development guidelines to require minimum levels of conformance.	Present result findings within the site development and planning industries.	Support and encourage greywater reclamation.
5.5 Energy & Water Efficient Buildings	✓ Yes. The City Hall / Library site has a geothermal system, and other private property may incorporate energy / water efficient features as they are developed.	As development evolves there should be opportunities to encourage this BMP in individual buildings.	Possible actions would include change the Planned Development guidelines to require minimum levels of conformance.	Present result findings within the site development and planning industries.	Support and encourage energy and water efficient buildings.

BMP	Per Completion	Recommended Monitoring Process	Potential Actions	Educational Outreach	Policy Recommendations
5.1 Rain Gardens
5.2 Green Roofs
5.3 Rainwater Harvesting
5.4 Greywater Reclamation
5.5 Energy & Water Efficient Buildings

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monitoring

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together, making change real.

1. Plans and implementation are most effective when they are informed by the communities they are designed to benefit. If selected, how will you be supporting the City planners' community engagement and integrating it into the final document?

- Building a strong relationship with city staff and the public engagement team
- Bringing questions that the Comprehensive Plan needs answered to the City engagement team so they can bring those to the community
- Receiving information collected from the public, including priorities, goals and vision, and using them as foundation for how the plan's recommendations are structured
- Direct documentation
- Software support
- Links to monitoring
- Part 2 of ppt



2. Tell us about the overall organization of this project. What steps will you take to start this plan on track and keep it on track?

- Dedicated project manager
- Coordinate a timeline with City staff and hold regular team meetings
- Outline a schedule that has set milestones and check-ins with City Staff, steering committee, media consultant
- Set milestones with time for revisions

How do you keep the scope of a plan manageable and focused?

- Ongoing outline and revisions
- Monthly staff review
- Quality control

3. How do you measure the effectiveness of your strategies and recommendations?

Ultimate measures of effectiveness have two components:

- 1) implementation of the recommendations themselves, and
 - 2) (most important) that they get the community to the destination that was originally envisioned
- As part of our work, we'll be developing a set of performance measures that will help the City keep track of implementation progress and achievement of project goals - if goals are not being met, then that gives guidance to change tactics or reevaluate goals
 - As discussed in section 6 of our presentation it requires post-plan record and monitoring
 - Observation of community feedback and messaging
 - Adoption of shared principles
 - Long-term implementation – partial and substantial

DREXEL TOWN SQUARE MONITORING CONSIDERATIONS					
Best Management Practices (BMP)	Plan Compliance	Recommended Monitoring Process	Potential Actions	Educational Outreach	Policy recommendations
3.1 Rain Gardens	Yes. The City Hall Library site includes a rain garden. Additional green infrastructure is being implemented.	All rain gardens in DTS should be monitored, from a technical perspective, with regard to: infiltration area of installation; cost; plant species present; visual preference for neighborhood users.	Encourage implementation of rain gardens. Consider soil amendments as needed where infiltration rates are lower than expected.	Provide information to land owners exploring the benefits of rain gardens. Provide an incentive program for construction of rain gardens.	Require all projects to receive MMSD funding to incorporate rain gardens.
3.2 Green Roofs	Not yet. Opportunities for requiring or incentivizing this BMP did not materialize but could occur in the future.	As development evolves there should be opportunities to encourage this BMP in individual buildings.	Possible actions would include change the Planned Development guidelines to require minimum levels of conformance.	Present result findings within the site development and planning industries.	Site plan review
3.3 Rainwater Harvesting	Not yet. Opportunities for requiring or incentivizing this BMP did not materialize but could occur in the future.	As development evolves there should be opportunities to encourage this BMP in individual buildings.	Possible actions would include change the Planned Development guidelines to require minimum levels of conformance.	Present result findings within the site development and planning industries.	Site plan review
3.4 Greywater Reclamation	Not yet. Opportunities for requiring or incentivizing this BMP did not materialize but could occur in the future.	As development evolves there should be opportunities to encourage this BMP in individual buildings.	Possible actions would include change the Planned Development guidelines to require minimum levels of conformance.	Present result findings within the site development and planning industries.	Site plan review
3.5 Energy & Water Efficient Buildings	Yes. The City Hall / Library site has a geothermal system, and other private property may incorporate energy / water efficient features as they are developed.	As development evolves there should be opportunities to encourage this BMP in individual buildings.	Possible actions would include change the Planned Development guidelines to require minimum levels of conformance.	Present result findings within the site development and planning industries.	Site plan review

monitoring

4. What expectations do you have for City staff and the steering committee? What do you need from us for this process to be successful?

- We are excited to work together and look forward to building a strong, working relationship
- We would like your leadership and passion, your candor and critical thinking
- Important to have access to base information and documents, and access to key staff and contacts for informational interview and other data-gathering activities
- Open and close coordination with engagement activities to ensure that engagement is asking the questions the plan needs answered, especially regarding priorities, goals and vision for the future
- Strong and active participation in facilitating communication with La Crosse residents, organizations and other stakeholders
- Guidance in developing key decisions and overall direction of the project, as well as development of project recommendations and the draft plan
- Initial review of key items before wider distribution
- In general, open to seeing and developing ideas in different ways

What does a successful plan look like for you?

- Parts 5 and 6 in our presentation spoke to this, in particular, implementation and monitoring of the plan
- It's our intent to develop a plan that is easily understood by the community, captures future ideas and expectations, and will be an off-the-shelf implementable action plan
- Unanimous votes for adoption
- Formal support from neighborhoods and groups



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5.2 Green Roofs	Not yet. Opportunities for requiring or incentivizing this BMP did not materialize but could occur in the future.	As development evolves there should be opportunities to encourage this BMP in individual buildings.	Possible actions would include change the Planned Development guidelines to require minimum levels of performance.	Present result findings within the site development and planning industries.	Site plan review
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monitoring



5. How many other engagements will you be taking on alongside ours? How many ways will you be splitting your time?

- As leading consultants with a national portfolio of work, we are accustomed to managing and completing work for multiple clients during the same time period. This is actually a strength, as it helps us to hone our craft in a variety of settings, and to pull the most current and promising best practices into our work. The firms and individuals that make up our team have successfully worked in several previous projects, and have strong communications, scheduling and review protocols in place to assure successful completion of all our tasks.
- Project manager –Mary’s primary job, no splits
- Typical splits for others – 2 major jobs

What sets you apart from other consultants?

The six parts of our presentation address how we are well-suited to lead this effort:

1. Detailed **review** of past work;
 2. ongoing responsive **community engagement**;
 3. going **beyond** statutes to neighborhoods, districts and corridors;
 4. **actions** with resources;
 5. **implementation** broad development and redevelopment skill sets;
 6. **monitoring** tailored to issues and organizations
- Successfully leveraging a community’s current assets
 - Listen and work to understand what residents want
 - Work productively with City staff and leaders
 - Develop a responsive plan that capture’s the imagination and builds momentum for implementation

6. How would you approach building on existing plans and setting a framework for updating the comprehensive plan based on future plans? (i.e. Climate Action Plan, School District Planning, Bike/Ped Planning)

- As discussed in Section 1, it requires systematic review and accounting
- It's part of the past plan and action review
- We can build on what's already been done, implemented successfully, or not yet started
- The plan can organize recommendations by individual components
- Review feasibility and value
- Existing plans and future plans can be built into annual monitoring and modification



7. What would your team do to ensure the plan is implementable?

- Start thinking about implementation from the beginning, on day 1
- Review past implementation successes and failures
- Evaluate city's resources, programs and policies
- Evaluate private sector resources
- SWOT analysis for recommendations based on our deep team expertise
- “Implementability” is affected by several factors, including fiscal feasibility, public support, and political will. The plan needs to be your plan, containing the ideas, interests and action commitments of the community and community leaders. The GRAEF team will offer ideas from our experience along the way, but we'll maintain focus on what the community wants and is willing to do. We'll highlight indications of community support for various policies and actions in the plan, such as survey results and public meeting comments, and we'll work with you to assign responsibility and deadlines for actions throughout the plan. The bottom line is that you need champions to implement the plan, and we can help you identify and encourage those champions.



8. What innovative approaches would you recommend to ensure that this comprehensive plan continues to be accessible, useful, and relevant over the next 10 years?

- User friendly language
- Make it easy to find your 'place' and the relevant recommendations
- Create regular, annual component updates
- Add sections for the subjects that arise: climate, public health, tax policy, capital improvements, revenue impact evaluation for all development
- Monitoring and managing from the Comprehensive Plan is critical. Ultimately, what matters is the things that YOU do – as key staff and City officials – to maintain focus on the plan as a guide for policy decisions and budgeting. Our recommendation and intent is to create a plan that is concise and graphic, because we know that good documents with those features are more likely to be used. But most important will be the habits you can establish in annual operations to drive use of the plan. One of those habits should be an annual report highlighting implementation progress via a report card. The GRAEF team will offer habits and tools to get you started on use of the plan to maintain its relevance

9. How would you propose using technology to automate metric tracking?

- Simple quarterly reports displayed on web by department for plan implementation
- Using GIS tracking (like GRAEF's 'infinite' GIS) for public education showing:
 1. asset management
 2. cultural resources
 3. historical features
 4. neighborhood investments
 5. property value trends
- We really like the idea of tracking metrics that evaluate progress toward planning objectives. The challenge, of course, is in doing this in a way that is both automated and useful. We recommend selection of just a handful of relevant metrics, maybe 1-3 per planning element, and then creating a concise dashboard on which those metrics are maintained. We caution against attempting a truly "automatic" approach – it can be designed for ease of data collection, with some automation behind the scenes, but the public-facing data needs to be manually updated to assure its accuracy.

Your Primary Project Connections

Ed Freer | Principal-in-Charge



Mary Kramer | Project Manager



Dom Mic Marlow | Urban Design & Land Use



Alex Halverson | Natural Resources & Resiliency



Stephanie Hacker | PM Advisor / QC



Brianna Florillo | Secondary PM



Jon Schwichtenberg | GIS



Antonio Rosell | CDG



Michael Lampl | SB Friedman



Geoff Dickinson | SB Friedman



Anne Ketz | 106 Group



Sarah Miller | 106 Group



Steve Gallo | 106 Group



Jeremy Roberts | MSA



Stephen Tr emlett | MSA



Jason Valerius | MSA



Becky Biza | MSA



Brian Huibr igtse | MSA



A Fee

1	Discovery	\$ 53,734
a	Project kick-off meeting with City Staff; revise and finalize scope of work and timeline	\$ 4,857
b	Evaluate Existing Plans, Extract Relevant Info and Unfinished Actions	\$ 4,064
c	Data Collection and Collaboration with City Departments	\$ 10,994
d	Develop the Community Participation Plan	\$ 7,575
e	Meet and Collaborate with Media Partner	\$ 4,584
f	Design & launch Social Pinpoint Engagement Website	\$ 4,448
g	Support City Staff to initiate Community Participation Plan	\$ 11,658
h	Evaluate Existing Maps and GIS Data	\$ 5,554
2	Craft the Plan Foundation	\$ 89,321
a	A Place to Call Home (fulfills Intro & Summary, Issues & Conditions, Housing, & Cultural Resources)	\$ 17,486
b	A Place to Prosper (fulfills Econ. Devt. & Ag. Resources)	\$ 19,122
c	A Place to Admire (fulfills Land Use, Transp. & Airports, Nat. Resources, Urban Design, & Parks/Open Space)	\$ 29,039
d	A Place for the Long Term (fulfills Utilities, Comm. Fac., Intergovt., Downtown)	\$ 16,086
e	A Place to Make Change (fulfills Implementation)	\$ 7,588
3	Elements Beyond the Statute	\$ 62,160
a	Create the Heritage Preservation Plans (a) & (b)	\$ 31,632
b	Work with Bicycle and Pedestrian Committee to design & integrate updated goals for the Bicycle and Pedestrian Plan	\$ 26,990
c	Integrate recommendations from the Climate Action Plan and infuse resilience recommendations	\$ 3,538
4	Infuse the Good Stuff	\$ 30,444
a	Evaluate and Reflect the Action Landscape through Economic Conditions	\$ 14,650
b	Prepare Government Services, Utilities, and Intergovernmental Synopsis	\$ 3,532
c	Identify Capital Improvement and Resource Expenditure Considerations	\$ 4,856
d	Create and Update GIS Maps	\$ 7,406
5	Curate La Crosse's Robust, Design-Forward, Usable Game Plan	\$ 46,928
a	Draft Comprehensive Plan and Revise Based on City Staff's Feedback	\$ 26,410
b	Prepare Final Draft Plan for City Adoption and Distribution	\$ 15,780
c	Attend Common Council Meeting and Answer Questions	\$ 1,414
d	After Adoption: Date Stamp the Final Plan for the City	\$ 1,784
e	Transfer GIS/Mapping Data to City	\$ 1,540
6	Project Management	\$ 15,860
a	Regular Progress Meetings with City Staff & Comp Plan Steering Committee, including written updates	\$ 15,860
		\$ 298,447