

SMITHGROUP JJR

March 7, 2016

Jason Gilman, Director of Planning and Development
City of La Crosse
400 La Crosse Street, 3rd Floor
La Crosse, WI 54601

Re: Pre-Proposal for Planning and Related Work at Riverside North

Dear Jason,
Per our discussions, we have prepared the following non-official, pre-proposal for potential services related to advancing the Riverside North Project.

Introduction and Approach

We have approached the scope and cost estimate in two ways.

1. **Grant Matrix.** The first approach is to facilitate and explore grant opportunities based on the existing Riverside North Plan (Plan), and any other guidance that the City can verbally provide that would inform the breadth of grants to consider. This is a stand-alone task that would not require an Updated Plan as described below.
2. **Updated Plan.** The second approach is to update the Plan based on information generated during facilitated meetings with the City. In addition, the Updated Plan would include all of the scope and costs associated with the Grant Matrix, as well as an implementation strategy based on a phased approach to development.

While the Grant Matrix as a stand-alone is less expensive than the Updated Plan approach (which includes the Grant Matrix), in the long run, it would be less expensive (and more logical) to complete the full Updated Plan than to first complete the Grant Matrix, and later the Updated Plan. Furthermore, clearly articulating a comprehensive and updated vision to potential funders will improve the ability to communicate with funders, helping to *find* money for features that are well conceived and articulated.

Regardless of which approach the City decides to pursue, we believe that any investment the City intends to put toward advancing Riverside North should be evaluated as to how that investment might leverage grants, and attract developers.

Grant Matrix

1. Existing Information. Review existing information including past reports and studies, re-development plans, and other opportunities under consideration for Riverside North including a new marina, and docking facility for a potential cruise line stop. The Team will use this information provided by the City to explore the breadth of grant opportunities available to fund project planning and implementation.
2. Funding Summit. Coordinate and facilitate a summit with funding organizations, and local, state and federal political representatives. The purpose of the Funding Summit is to garner political support for the project, and to provide funding organizations an opportunity to describe the best way to package successful grant applications.
3. Grant Matrix. Prepare a grant matrix linking site activities to grant opportunities. The matrix will summarize the funding organizations, grant schedule, required match, and activities eligible under the grant.
4. City Meeting. Meet with City staff to present and summarize the grant matrix and to discuss next steps.
5. Prepare Two Grant Applications.

Deliverable: Grant Matrix as described above.

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Fee Estimate: \$12,500

Updated Plan & Implementation Strategy

Tasks described below include the key, basic components of an Updated Plan & Implementation Strategy. This Scope (and accompanying fee) can easily be expanded to include more stakeholder involvement, and a greater level of effort for the Updated Plan if merited by the City.

1. Kickoff. The Team will attend and facilitate a kickoff meeting with the City to clarify project goals, deliverables, schedule and budget. It will be the City's responsibility to convey to the Team background information relevant to informing the Updated Plan.

Deliverable: Meeting Minutes.

2. Programming Charrette. The Team will facilitate a charrette to solicit and generate ideas for how the Plan should be updated in regard to program, site layout and phasing. The City should consider inviting to the Charrette, in addition to City staff, potential developers such as Viking, and state and federal regulators.

Deliverable: Meeting Minutes.

3. Alternatives. The Team will develop up to three alternative ways to update the Plan based on information generated during Task 2 (Programming Charrette). As part of the alternatives development process, optional site plan configurations as well as project phasing options will be considered. Correspondingly, funding opportunities associated with each alternative will be generate and the probability of success associated with attracting outside funding sources will be generated. Deliverable:

- Plan view drawing of three alternatives (layout, phasing and funding opportunities)
- Preliminary funding opportunities | grant matrix.

4. Workshop. The Team will present the three alternatives above during a facilitated workshop with the City. The Team will use feedback during this workshop to develop a consensus updated master plan and implementation strategy described in Task 5 below.

Deliverable: Meeting Minutes.

5. Funding Summit. Based on feedback from the Workshop, the Team will organize a funding summit and prepare meeting materials to engage funding organizations, and local, state and federal political representatives. The purpose of the Funding Summit is to: 1) share the preferred project vision, 2) garner political support for the project, 3) identify sources of funding that can be leveraged as a catalyst for implementation, and 4) to identify further refinements and hurdles that can be proactively addressed and that will help bolster support for project advancement.

Deliverable: Meeting orchestration, presentation materials and summary of participant feedback.

6. Draft Consensus Plan & Implementation Strategy. The Team will develop an updated consensus plan based on Workshop preferences and feedback from the Funding Summit. A supplemental summary report will be

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generated that includes a proposed project phase, an implementation strategy and associated funding matrix, and corresponding concept-level Opinion of Probable Construction Costs. Action items specific to project implementation will also be defined as part of this document and provide the City with a specific roadmap and suggested responsible party to lead specific implementation efforts.

Deliverables:

- Drawing of draft consensus Updated Plan including the boundary of each phase.
- Draft summary report describing the project phasing, funding matrix and costs.\

7. Present Consensus Plan & Implementation Strategy. The Team will present the Consensus Plan to the City.

Deliverables: Presentation. Meeting Minutes.

8. Final Consensus Updated Plan & Implementation Strategy. The Team will incorporate comments from Task 7 above into a final document.

Deliverable. Final updated plan and associated summary report.

Fee Estimate: \$38,000

Thank you for the opportunity to provide you with this pre-proposal. Please note that this is NOT a formal proposal, and is in no way binding to either the City or SmithGroupJJR. Rather, the purpose of this pre-proposal is to assist the City in developing a high level understanding of how the City might approach advancing Riverside North.

Please call with questions.

Sincerely,

Mark O'Leary
Principal | Ecologist

