CITY OF LA CROSSE PLANNING DEPARTMENT

Professional Services Proposal for Highway 53 Corridor Master Plan

PERKINS + WILL

ISG

Toole Design Group

PROPOSAL FOR:
Tim Acklin, AICP
Senior Planner
City of La Crosse Planning + Development Department
400 La Crosse Street
La Crosse, WI 54601
acklint@cityoflacrosse.org

FROM:
John Slack, PLA, ASLA, LEED AP ND
Senior Landscape Architect
Perkins + Will
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john.slack@perkinswill.com

Will Kratt, PE
Associate Principal + Civil/Transportation Engineer
ISG
201 Main Street, Suite 710
La Crosse, WI 54601
608.789.2034
will.kratt@is-grp.com

April 8, 2016

Tim Acklin, AICP
Senior Planner
City of La Crosse Planning + Development Department
400 La Crosse Street
La Crosse, WI 54601
acklint@cityoflacrosse.org

RE: Professional Services Proposal for Highway 53 Corridor Master Plan

Tim,

Creating a vision and master plan for the future of the Highway 53 corridor will guide the City of La Crosse in its efforts to address improvements within this highly traveled gateway into the City. The results must be implementable and reflect key goals determined by the public through extensive engagement in the planning process while the design solutions must take into account a wide range of needs that encompass more than transportation features.

Perkins + Will, ISG, and Toole Design Group (TDG) understand the City of La Crosse's goals in the requested study of the Highway 53 corridor and have partnered to bring value to the City through a holistic, innovative team approach.

- Perkins + Will is widely known for their expertise in urban and neighborhood planning
- ISG's local presence coupled with transportation planning experience will minimize expenses and maximize results during the planning process
- TDG is an industry-leading multi-modal transportation planning and design organization

We understand the goal is to present the City with a strategic implementation plan which is feasible and largely supported by the public, businesses, and developers. Our work will seek to engage stakeholders throughout the planning process to build support, gather feedback, and develop a vision of what is to come.

Supporting future development through form-based code development will shape the way the corridor evolves. The City of La Crosse can utilize this approach to support the vision and provide regulations to ensure the plan is fulfilled. Our team will also seek to research and solicit funding opportunities to utilize in the implementation of the plan, thus creating a cohesive and cost-effective solution.

Our team is eager to collaborate with the City of La Crosse to provide a comprehensive approach that utilizes the nationwide experience and local knowledge of our team of professionals. The proposal that follows will detail the process by which our team will investigate and collect data, conduct thoughtful analysis of the desired Vision from the community, and recommend redevelopment opportunities that comprise a successful Highway 53 Corridor Master Plan.

Sincerely,

John Slack, PLA, ASLA, LEED AP ND
Senior Landscape Architect

William A. Kratt, PE
Associate Principal + Civil/Transportation Engineer

P.S. Our goal is to support the City of La Crosse's Vision to create a fully implementable plan that guides development along the corridor for the short-, mid-, and long term.

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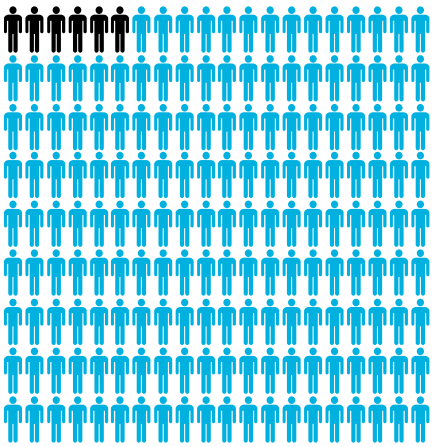
PERKINS + WILL

ISG

Toole Design Group

FOUNDED 1935



60 STAFF IN MINNEAPOLIS
1,800 STAFF WORLDWIDE

We believe that design has the power to positively transform people and the planet.

AREAS OF PRACTICE

Cities + Sites
Corporate + Commercial
Civic + Cultural
Healthcare
Higher Education
Hospitality
K-12 Education
Medical Education
Residential
Science + Technology
Sports + Recreation
Transportation

DISCIPLINES

Architecture
Branded Environments
Economic + Market Analysis
Interior Design
Landscape Architecture
Planning + Strategies
Urban Design

23 OFFICES / A GLOBAL PRACTICE WORKING ON 6 CONTINENTS

RANKINGS + AWARDS

#1
Voted USGBC's Best Large Architecture Firm

TOP 5
One of Architect Magazine's Top Architecture Firms

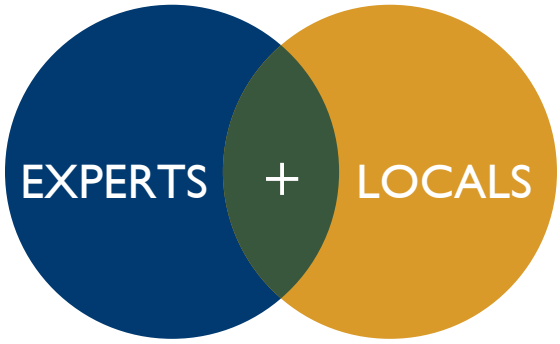
TOP 10
One of Fast Company's Most Innovative Companies in Architecture

Curious, agile, and adaptable, we craft solutions that inspire our clients and their communities, create positive long-term environmental, economic, and social change, and set new paradigms for the future.

Since 1935, Perkins+Will has created innovative and award-winning designs for the world's most forward-thinking clients. We are architects, interior designers, urban designers, landscape architects, consultants, and branded environment experts who approach design from all scales and perspectives. Engaged, accessible, and collaborative, our staff of 1,800 professionals brings together high design, functional performance, and social responsibility to advance project goals. Inspired by the programs within, we design from the inside-out. We combine a deeply humanistic approach with results-driven pragmatism to create dynamic spaces for people. Research-focused and inventive, every day we reimagine how space can be used to foster stronger ties between communities, the built environment, and nature. With nearly 1,000 LEED® Accredited Professionals, sustainable design and the use of healthy building materials are fundamental to our process. Our transformative designs help students learn better, patients heal faster, business teams perform stronger, and city dwellers have more meaningful daily experiences.

Transportation Planning

ISG



RESPONSIVE

CREATIVE

INGENIOUS

EAGER

ACCOUNTABLE

ISG has a rich history, that extends over 40 years, of building trusting relationships with clients, stakeholders, and the community. As a multi-disciplinary firm that serves numerous markets, including Public Works, Civic and Culture, and Government, ISG fosters strong collaboration between all the firm's disciplines providing clients a diverse knowledge base, high level of creativity, and broad perspective. This true and responsive expertise and ingenuity ensures superior project completion allowing for valuable, enduring relationships that benefit clients along with their communities now and into the future.

EXPERTISE

ARCHITECTURE
ENGINEERING
ENVIRONMENTAL
PLANNING

WORK

AGRICULTURE
CIVIC + CULTURE
COMMERCIAL
EDUCATION
ENERGY
GOVERNMENT
HEALTHCARE
HOUSING
INDUSTRIAL
MINING
PUBLIC WORKS
SPORTS + RECREATION

Proud Recipient of:

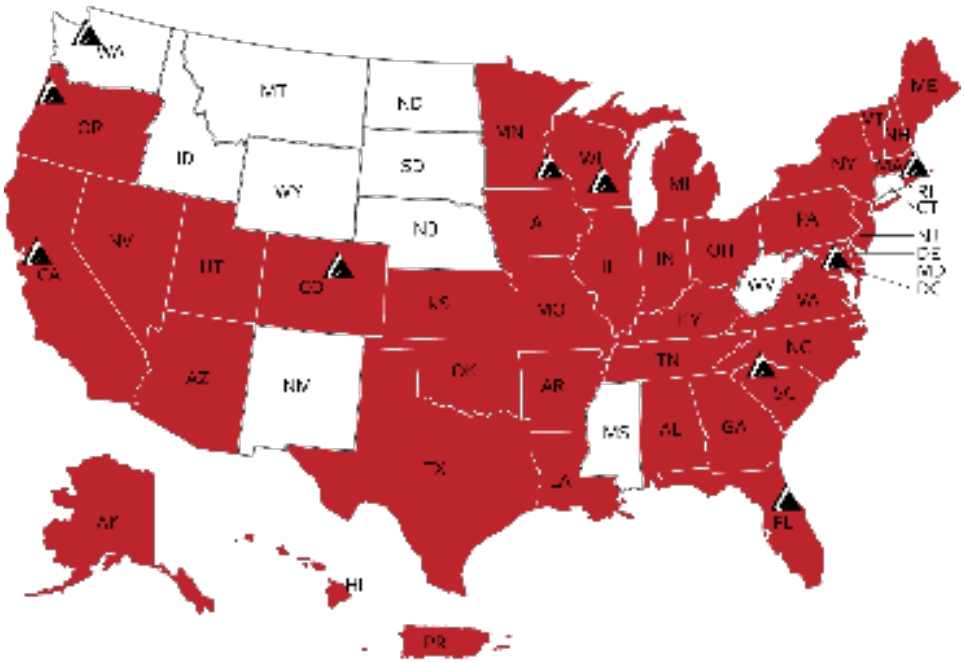
2015 ENR TOP 500

2015 HOT FIRM ZWEIG GROUP

Multi-Modal Transportation Planning

Toole Design Group (TDG) offers the ideal combination of local and national expertise for the Highway 53 Corridor Master Plan Study. TDG has been in service since 2003 and is a multi-disciplinary firm with over 100 transportation planners, engineers, landscape architects, and GIS analysts. TDG is headquartered in Silver Spring, MD with ten offices throughout the country, including Madison, WI. TDG is a Woman-Owned Business and a certified Disadvantaged Business Enterprise (DBE) in over 35 states.

TDG has an outstanding reputation for results-oriented multi-modal corridor plans. TDG's Complete Streets plans and designs identify specific locations for improvements, provide cost estimates, and set priorities for implementation. More importantly, our planning process builds momentum amongst elected officials, advocates, and the general public to ensure projects and programs move forward immediately upon completion. TDG's extensive pedestrian and bicycle oriented planning, design, and research experience sets us apart as the most capable firm for this project.



Certified Woman-Owned Business Certified

Disadvantaged Business Enterprise (DBE)

100+ Transportation + Design Professionals

EXPERTISE

ENGINEERING
PLANNING
LANDSCAPE ARCHITECTURE

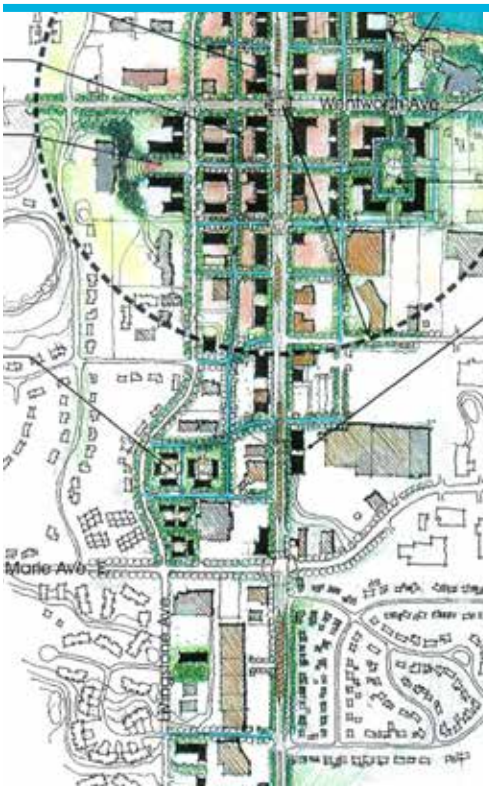
WORK

ROADWAY + STREET DESIGN
TRAFFIC ENGINEERING
MULTI-MODAL/TRAFFIC ANALYSIS
DRAINAGE DESIGN
EROSION + SEDIMENT CONTROL
CONSTRUCTION PHASE SERVICES
BICYCLE + PEDESTRIAN PLANS
TRAIL MASTER PLANS
CORRIDOR STUDIES
GIS ANALYSIS + DATA COLLECTION
COMMUNITY ENGAGEMENT
STAKEHOLDER ENGAGEMENT
NATIONAL STUDIES
BEST PRACTICES RESEARCH
SAFE ROUTES TO SCHOOL
PRIORITIZATION + PERFORMANCE
BIKE SHARE FEASIBILITY + BUSINESS PLANS
BUSINESS PLANS
GREENWAY + TRAIL DESIGN
STREETSCAPE DESIGN
SUSTAINABLE DESIGN
PARK DESIGN
LIGHTING DESIGN
TRANSIT ACCESS
WAYFINDING

2ND STREET CORRIDOR FRAMEWORK PLAN

City of Rochester — Rochester, MN

The 2nd Street corridor serves as a major gateway into the heart of downtown Rochester and the core of the Mayo campus. The 2nd Street Corridor Framework Plan was a collaborative effort that included the City of Rochester, First Homes Properties, neighborhood organizations and the broader community stakeholders. The project included an extensive public engagement process that resulted in a comprehensive vision for the future of the corridor and defined the key planning objectives that would inform the current Destination Medical Center planning process. The resulting 2nd Street Corridor Framework Plan defined a redevelopment strategy that emphasized the creation of a more sustainable, pedestrian, and transit-oriented development model for the long term improvement of the corridor.



SOUTH ROBERT STREET CORRIDOR PLAN

City of West St. Paul — West St. Paul, MN

South Robert Street has been the retail and community hub of West St. Paul for more than 120 years. It is comprised of a profusion of big-box retail stores, chain restaurants, and local shops whose retail square footage rivals the Mall of America. While the corridor is still considered the City's retail "main street," conventional development patterns, numerous surface parking lots, excessive signage, and overdependence on the automobile have all contributed to the eroding character of the corridor.

A strategy was developed to create a more sustainable, pedestrian and transit-oriented long-term development model. The strategy included a hierarchy of public and private improvements, as well as guidelines that addressed recommendations derived from the community visioning process.

STADIUM VILLAGE STATION AREA PLAN

City of Minneapolis + Hennepin County — Minneapolis, MN

The project assisted Hennepin County, the City of Minneapolis, and the University of Minnesota on a market study, development assessment, and public realm/connectivity study for the Stadium Village Station Area Plan. For each plan component, a community engagement process was defined to include key stakeholders from the University of Minnesota, the Prospect Park neighborhood, and local businesses. The key components of the planning process are identified below:

- Market Study
- Development Assessment
- Public Realm Connectivity Study
- Implementation Strategy and Cost Estimates

LOWRY AVENUE NE CORRIDOR STUDY

Hennepin County — Minneapolis, MN

The Lowry Avenue NE project spans approximately 2.5 miles from the Mississippi River to Stinson Boulevard on the eastern edge of Minneapolis. The objectives and vision reflected in this corridor plan were determined through community input, visioning exercises, ratification of previous studies, as well as new analysis and ideas.

Public participation was an essential component of the planning process. Based on the defined vision for the corridor, the planning study will define enhanced multi-modal linkages too and through the corridor, analyze relationships between the corridor and nearby development sites or amenities, develop a strategy for phased development of catalyst redevelopment sites, develop recommendations for environmental remediation along the corridor, develop recommendations for flood management and stormwater enhancements, define transit and traffic improvements and provide recommendations to create a more livable, walkable, and connected public realm.

Project Experience

DOWNTOWN LOT C DEVELOPMENT ANALYSIS

La Crosse County — La Crosse, WI

La Crosse County owned a surface parking lot (Lot C) for several decades in the center of downtown La Crosse, WI. When the County needed to relocate their administrative center a few blocks away, consideration was given to redeveloping Lot C into a mixed-use, public-private development in order to help meet the costs of relocation while at the same spur economic development. Due to a tight timeline driven by stakeholder needs, a fast-tracked, multi-phase process was created to help County officials and other community stakeholders to quickly evaluate the economic and social impact of such a transformative project. A market study was integrated into a series of site concepts to help illustrate the opportunities and constraints of such a bold vision.

YMCA PEDESTRIAN PLAN

Northfield Area YMCA — Northfield, MN

Based on its proximity to major neighborhoods, schools, parks, and other partnering organizations and the large number of youth and community members expected to utilize the new facilities, the City and YMCA recognized the importance of safe pedestrian travel to and from the new site.

ISG worked together with the YMCA and the City of Northfield to design a pedestrian plan that would promote pedestrian traffic to the site using an existing trail system, a new sidewalk network, connecting on-street bike paths, and a series of safe crossing locations at adjacent streets. Additionally, the site and adjacent pedestrian circulation paths have been designed with adequate security lighting.

Project Experience

RIVERFRONT PARK

City of Mankato — Mankato, MN

On the banks of the Minnesota River, this exciting and unique space is the result of a cooperative planning process with community stakeholders and the City of Mankato. This former industrial site was converted into a much-needed gathering space for cultural and recreational activities.

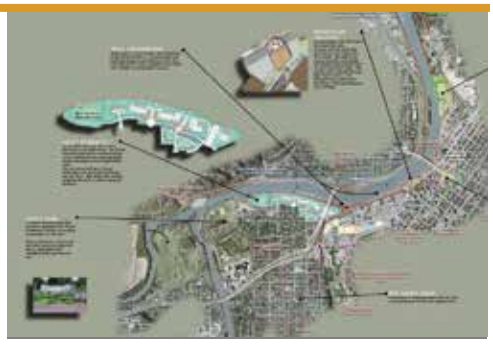
The park is helping to rejuvenate the Old Town District and showcases the city's commitment to sound urban planning. The park provides an outstanding venue for festivals and concerts, improves access to the popular Sakatah Bike Trail, preserves open space and allows visitors to reconnect to the Minnesota River with access for kayaking and fishing.

SIBLEY PARKWAY REDEVELOPMENT

City of Mankato — Mankato, MN

The Sibley Parkway Redevelopment Project Area covers approximately 70 acres of an underutilized and blighted industrial area located adjacent to the Minnesota River. Working closely with the City's Community Development and Engineering Departments, redevelopment guidelines were used to develop a plan for roadway alignments, utility improvements, and development concepts for the area. Land uses now include residential and mixed use. Because the project area is adjacent to the river and contains the flood control levee and an old lime storage pond, it was necessary to coordinate various design and regulatory aspects of the project with the United States Army Corps of Engineers and the Minnesota Pollution Control Agency, Minnesota Department of Health, and Minnesota Department of Natural Resources.





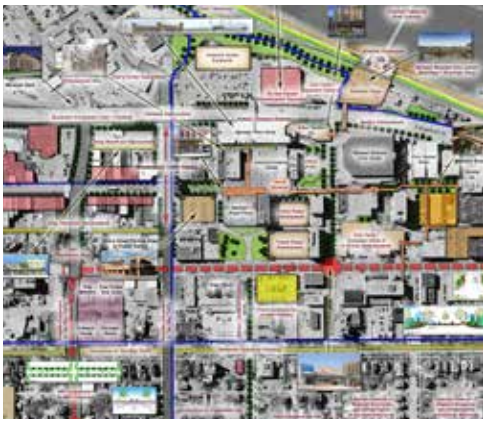

PARK CONNECTIVITY PLANNING

City of Mankato — Mankato, MN

As a part of the City of Mankato Strategic Plan, Envision 2020, and the City Center Renaissance project, a Connectivity Plan was created to show the links to parks and different areas of the City with the Minnesota River.

Both physical and visual connection to the river were lost when flood walls were built in the 1960s. This plan shows potential reconnection back to the river. Riverfront Park is one of the main features on the plan that will bring people right up the river. But the plan also connects the park with the Sakatah Singing Hills bike trail, the Riverfront trail, and Old Town. A new Riverfront Plaza will bring people to the river over the flood walls. The plaza also features new curving concrete steps that lead to the rivers edge.



CITY CENTER RENAISSANCE PLAN

City of Mankato — Mankato, MN

The City Center Renaissance Stakeholder Task Force was charged with a planning process that incorporated past planning practices and Envision 2020 visions/action steps into a City Center Renaissance Plan. The plan expanded the traditional downtown area to include surrounding neighborhoods. Throughout the process, the City of Mankato worked with various subconsultants including ISG to review concept plans, architectural renderings of new building facades, and traffic studies. ISG compiled all of the previous work into a plan which was presented to City planning groups.

DOWNTOWN NON-MOTORIZED MOBILITY STUDY

South Alabama Regional Planning Commission — Mobile, AL

Downtown Mobile lacks connectivity and safe facilities for true multi-modal travel. By and large, street cross sections and intersections have been designed to move large volumes of vehicles through downtown in the quickest manner possible. There is a void of connectivity, convenience, comfort, and safety for multi-modal travel, making any mode other than the automobile less than desirable.

A major component of the study was the Broad Street Corridor Evaluation. The street's seven-lane cross section and excessive speeds serve as a barrier between downtown and surrounding neighborhoods. The City of Mobile desires to revitalize this area; however, strong multi-modal connections across and along Broad Street are acknowledged by City leadership as being critical to the success of redevelopment.

LOWRY AVENUE NORTHEAST CORRIDOR PLAN

Hennepin County — Minneapolis, MN

Hennepin County contracted TDG to update the Lowry Avenue Northeast Corridor Plan with a specific focus on pedestrian and bicycle safety improvements. TDG was responsible for inventorying existing pedestrian and bicycle infrastructure conditions along the corridor and for recommending multi-modal transportation improvements. TDG also contributed to the proposed roadway cross-section concepts recommending a four-lane to three-lane conversion or "road diet.".

TDG led the extensive community engagement process including open houses, a walking tour, user group meetings, and an online survey that successfully reached broad and diverse stakeholders, including young children, high school students, and seniors, to determine the community's preferred multi-modal solutions.

CAPITAL CITY BIKEWAY + JACKSON STREET RECONSTRUCTION

City of St. Paul — St. Paul, MN

TDG is leading this project, which will set the standard for implementation of re-envisioned streets, place-making, and bicycle facilities in the urban core.

The bikeway portion of the project incorporates good urban design principles, branding, landscaping, and other features to create a landmark destination for bicyclists and pedestrians. Underutilized areas within the right-of-way of the roadways are used to create a sense of place rather than just a transportation network for vehicles. TDG's work includes a charrette-based approach for developing design alternatives, including extensive public and stakeholder engagement.

CORRIDOR MASTER PLAN EXAMPLES

The consulting team has performed many corridor master plan studies. These documents can be quite lengthy and are not included within this response. Hard copies of these documents can be submitted upon request for review.

An example of a completed corridor master plan document for the Lowry Avenue NE Corridor Study can be viewed online. To see the example please use the link below.

http://www.hennepin.us/residents/transportation/lowry-avenue-community-works

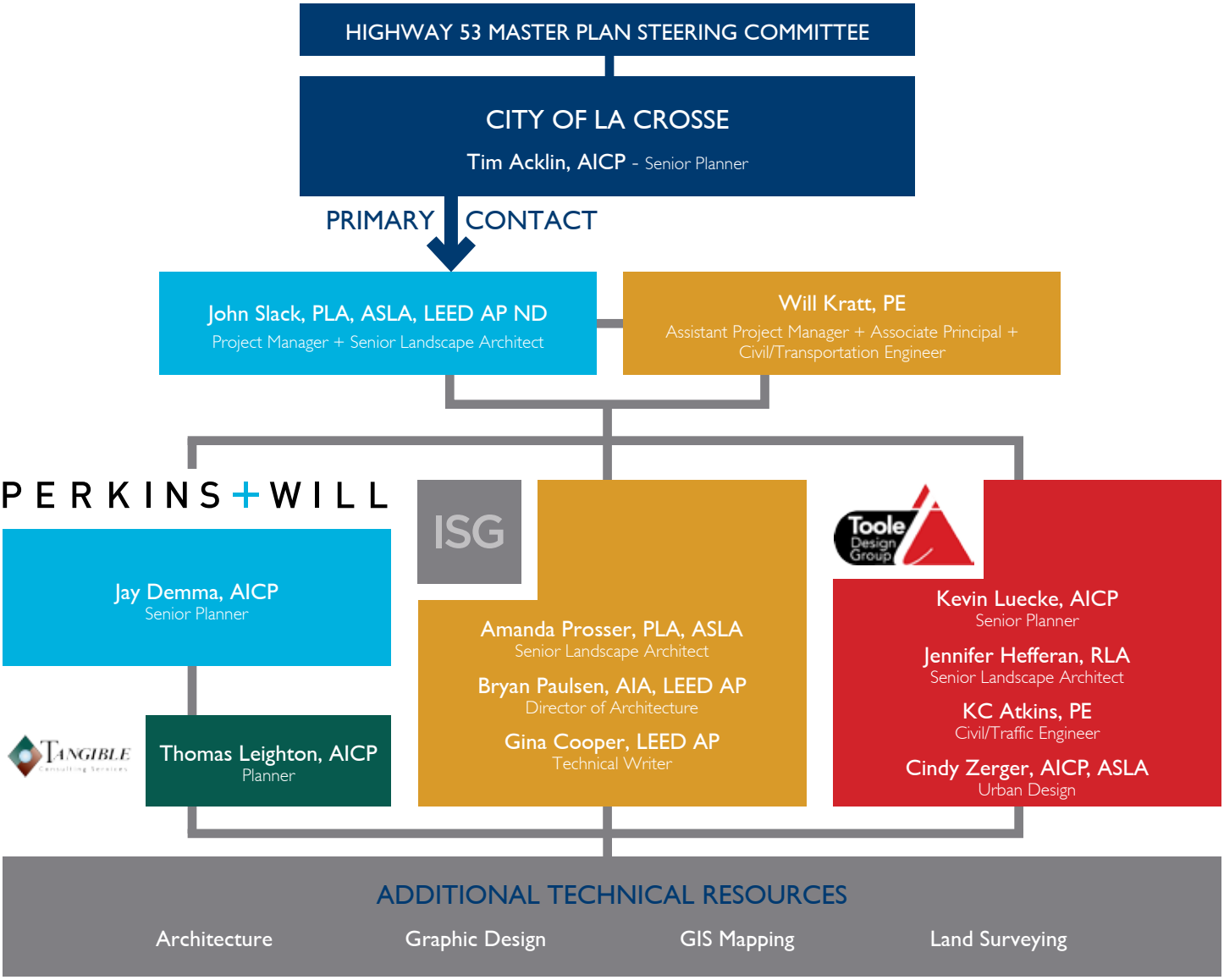
Team Organization

TRANSPORTATION + PUBLIC ENGAGEMENT TEAM

The team's transportation and public engagement process is backed by a group of responsive, creative, and resourceful civil engineers, planners, designers, and construction professionals. These experts work as a specialty team dedicated to providing sophisticated strategies and comprehensive, cost-effective solutions. John Slack PLA, ASLA, LEED AP ND, will serve as the overall project manager and be the primary point of contact. Will Kratt, PE will function as a co-project manager to benefit the project by minimizing expenses through his ability to be available for impromptu meetings and site visits.

The three lead firms have partnered in the past and have developed rapport that supports a cohesive team to serve the City. An additional resource, Tangible Consulting Services, will support the project through development of proformas and economic development assistance.

Additional staff will serve key roles in supporting the successful execution of the project. All staff assigned to project are prepared to dedicate the time and resources required for timely completion of the planning study.



Consultant Team

JOHN SLACK PLA, ASLA, LEED AP ND

Project Manager + Senior Landscape Architect

John is a registered landscape architect with 20 years of professional experience. John has worked on numerous large-scale urban design and planning projects, with a specific focus on sustainable place-making, healthy community design, and resilient urbanism. John has an extensive background in mixed-use urban redevelopment and design, campus planning, brownfield design, healthcare district development, multi-modal bicycle and pedestrian planning, green infrastructure planning and design, complete streets design, and public realm/streetscape planning. He excels in community engagement, building consensus to develop innovative solutions and context-sensitive recommendations.

Recent Projects

- Kudai Transit Station, Mekkah, Saudi Arabia
- Kenilworth Corridor Master Landscape Plan, Minneapolis, MN
- Lowry Avenue NE Corridor Framework Plan, Minneapolis, MN
- Second Street Streetscape Project Phase II, Rochester, MN
- Second Street Green Infrastructure Project, Minneapolis, MN
- Kansas State University North Campus Corridor Master Plan, Manhattan, KS
- METRO Blue Line Extension Station Area Planning, Robbinsdale, Crystal, Brooklyn Park, MN

CREDENTIALS:
Licensed Landscape Architect:
WI Registration #589-14
Also licensed in 3 other states

EDUCATION:
Bachelor of Science in Landscape Architecture, University of Wisconsin - Madison, WI

WILL KRATT PE

Assistant Project Manager + Associate Principal + Civil/Transportation Engineer

Will is responsible for project management, quality assurance, and conformance with the scope of the contract, procedures, and standards. He will coordinate the public involvement process and will lead all coordination with utilities, the City of La Crosse boards and commissions, WisDOT, WDNR, and other stakeholders.

Will has a keen interest in multi-modal transportation and brings significant experience implementing alternative and innovative design standards while maintaining efficiency and safety. He is excited to work with communities to develop transportation facilities that are more flexible and productive. Will is closely monitoring alternative design manuals such as the NACTO Urban Street Design Guide in the newly passed 5-year FAST Act and proposed FHWA rule changes.

Will understands how the transportation network, public and private parking management, and land use policy all work together to shape a community and its future development. He works closely with each of our clients and truly listens to community members to understand their needs, desires, and development objectives.

Recent Projects

- 6th Street Reconstruction – La Crosse, WI
- Market Street Reconstruction – La Crosse, WI
- 5th Avenue Parklet – La Crosse, WI
- Bud Hendricksen Trail and Bridge – La Crosse, WI*

* Work completed with previous firm.

CREDENTIALS:
Licensed Civil Engineer:
WI Registration #40457-6
Also licensed in 2 other states

EDUCATION:
Bachelor of Science in Civil Engineering, University of Wisconsin, Madison - Madison, WI

Consultant Team

JAY DEMMA AICP

Senior Planner

Jay has a 20-year background in land use planning and economic analysis. Jay provides research and planning expertise on a wide variety of project types including transit-oriented development (TOD), redevelopment, brownfields, corridor studies, small area plans, campus plans, comprehensive plans, economic development studies, and real estate market studies. Jay regularly speaks about the complex relationships among demographics, economics, and land use change. When managing projects, Jay works closely with clients to make sure the process is transparent and understandable, aligns with client goals, and achieves desired outcomes.

CREDENTIALS: American Institute of Certified Planners; American Planning Association

ACADEMIC BACKGROUND: Master of Urban and Regional Planning, University of Minnesota - Minneapolis, MN
Bachelor of Science in Geography, University of Minnesota - Minneapolis, MN

THOMAS LEIGHTON AICP

Planner

As the founder and principal of Tangible Consulting Services, Tom provides implementation oriented planning services for cities and communities. He strives to foster change in communities and connect important public goals to achievable implementation strategies.

Tom supports cities and communities through the creation of smart, action-oriented plans. He specializes in the feasibility and implementation aspects of the project—clarifying the market and development context, assessing the feasibility of plan alternatives, and defining a critical path for implementation actions. His experience encompasses highly creative public engagement strategies, including the co-development of the award winning and widely used Corridor Development Initiative process.

CREDENTIALS: Certified Planner (AICP)

ACADEMIC BACKGROUND: Master of Design Studies in Real Estate, Harvard University - Cambridge, MA
Master of Public Affairs, University of Minnesota - Minneapolis, MN
Bachelor of Arts in Natural Science, St. John's University - Collegeville, MN

AMANDA PROSSER PLA, ASLA

Senior Landscape Architect

Amanda has been the lead designer and project manager for numerous large-scale public improvement projects allowing her to gain a thorough understanding of local, state and federal design requirements. In addition to understanding these requirements Amanda also recognizes that roadway improvement projects must be designed at the pedestrian level. A roadway redevelopment project is the perfect opportunity to provide alternative transportation opportunities and Amanda will ensure all possibilities are considered. Amanda brings a unique graphic design-based perspective that allows for creative ideas to be fully articulated, thus making sure the public can grasp and appreciate the nuances of a design or planning outcome.

CREDENTIALS: Licensed Landscape Architect in 2 other states; WI Registration in process

ACADEMIC BACKGROUND: Bachelor of Science in Landscape Architecture + Bachelor of Science in Environmental Design, North Dakota State University - Fargo, ND

Consultant Team

BRYAN PAULSEN AIA, LEED AP

Director of Architecture

Developing strong relationships with his clients, getting to know each of them well, and thoroughly understanding their needs, are hallmarks of Bryan's career. His expert programming and space planning skills help Bryan effectively plan and design projects that not only fulfill the design intent of his clients, but more importantly, enhance his clients' success and serve them well into the future.

Bryan is a recognized leader in adopting important industry innovations and technologies. He continually encourages the implementation of sustainable design standards and has completed numerous LEED certified building projects. Bryan is grounded in knowing that publicly funded entities are invaluable spaces that serve the people of a community. He works diligently to design secure, efficient and sustainable public structures, that create a sense of community.

CREDENTIALS: Licensed Architect: WI Registration #9328-005; Also licensed in 4 other states

ACADEMIC BACKGROUND: Bachelor of Architecture, University of Minnesota College of Design, Minneapolis, MN

GINA COOPER LEED AP

Technical Writer

As a current city council member for the City of Lake Crystal, Minnesota, Gina brings a unique perspective to her role in planning for ISG. She understands community development and planning issues for cities and how they relate to the local budgeting process.

Gina identifies funding opportunities and helps organizations secure grants for construction projects. She targets the best opportunities to meet the specific needs of the client. Her diligence in administering grant requirements will be useful in determining the potential sources of funding and preparing an implementation schedule for the Highway 53 Master Plan project.

CREDENTIALS: Leadership in Energy and Environmental Design Accredited Professional

ACADEMIC BACKGROUND: Master in Earth and Environmental Resource Management, University of South Carolina - Columbia, SC
Bachelor of Arts in Communication, University of Wisconsin, Stevens Point - Stevens Point, WI

KEVIN LUECKE

Senior Planner

As Director of Toole Design Group's (TDG) Madison, WI office, Kevin is an experienced multi-modal transportation planner. Kevin has served as project manager on a variety of multi-modal, bicycle, and pedestrian projects across the Midwest. These projects include small-area studies, bicycle parking plans, wayfinding sign guides, city, county, and regional plans, and national research and best-practices guidance for the Federal Highway Administration (FHWA). Kevin's work with both rural and urban communities has made him adept at analyzing and developing bicycle and pedestrian networks that are appropriate for the needs of specific communities. Kevin has a broad multi-modal policy background and has worked at the state and local level to implement legislation and policies that improve bicycling and walking conditions and safety..

ACADEMIC BACKGROUND: Master of Public Administration + Master of Science in Urban and Regional Planning, University of Wisconsin - Madison, WI
Bachelor of Arts in History and Political Science, Northwestern University, Evanston, IL

Consultant Team

JENNIFER HEFFERAN RLA

Senior Landscape Architect

Jennifer has fifteen years of experience applying her landscape architecture and urban design expertise to transportation projects. She worked for eight years as the Safe Routes to School Coordinator for the District Department of Transportation overseeing a variety of engineering, education, enforcement, and encouragement projects. Jennifer is an expert in pedestrian crosswalk safety. She is skilled in both planning and design and has experience applying real-world design principles to planning projects. She is knowledgeable about the operational characteristics of pedestrians and bicyclists and physical roadway design characteristics. Jennifer served as president of the Association of Pedestrian and Bicycle Professionals from 2012 through 2014.

CREDENTIALS: Licensed Architect: WI Registration #9328-005; Also licensed in 4 other states

ACADEMIC BACKGROUND: Master of Landscape Architecture and Certificate in Urban Design, University of Washington - Seattle, WA
Bachelor of Science in Natural Resources and Environment, University of Michigan - Ann Arbor, MI

KC ATKINS PE

Civil/Traffic Engineer

KC has over eight years of experience in transportation engineering and geometric design. Her experience includes preliminary and final design, including bicycle/pedestrian accommodations, urban/rural roadways, interchanges, local roads, and context-sensitive design solutions. KC also has experience in traffic engineering, as well as traffic safety. Her wide range of experience allows her to incorporate multiple elements of engineering into her work to provide safe, multi-modal infrastructure. She is a technical expert in state-of-the art bikeway and pedestrian facility design. KC is Toole Design Group's (TDG) Deputy Project Manager for the Capital City Bikeway design in downtown Saint Paul where she is working closely with City staff and community members to develop a protected bikeway design from conceptual design to construction documents.

CREDENTIALS: Licensed Civil Engineer: WI Registration #41708; Also licensed in MN

ACADEMIC BACKGROUND: Bachelor of Science in Civil Engineering, Institute of Technology, University of Minnesota - Minneapolis, MN

CINDY ZERGER AICP, ASLA

Urban Designer

Cindy is an urban designer with experience ranging from small design projects to large statewide and national initiatives focused on multi-modal transportation planning and design. Trained in both landscape architecture and planning, she is adept at working toward successful project solutions from both the design and policy perspectives. Cindy's design experience has been focused on trail design, bicycle and pedestrian system connectivity, and site design. She served as a research fellow at the University of Minnesota where her focus was on engaging with local communities and state agencies to address environmental concerns through community-based planning and design.

CREDENTIALS: Certified Planner (AICP)

ACADEMIC BACKGROUND: Master of Urban and Regional Planning + Master of Landscape Architecture, University of Minnesota - Minneapolis, MN
Bachelor of Arts in Sociology, St. Lawrence University - Canton, NY

PROJECT APPROACH

The consultant team proposes a performance-based approach to create a Highway 53 corridor master plan that will serve as a blueprint for the growth and success of the corridor for generations to come. A successful Highway 53 corridor master plan must have at its foundation a commitment to social, economic and environmental resiliency. The plan will offer a vision of the vital, people-focused corridor that will:

- Open access
- Support redevelopment
- Invite the best of new investment
- Rewrite the playbook for best practices
- Leave room to evolve

The consultant team is committed to the success of the Highway 53 corridor master plan and will create strategies that foster the community vision and provide a framework to assist with reaching informed decisions regarding future investments in public and private initiatives. The Highway 53 corridor master plan will be built upon the following:

- Examining market conditions, assessing existing real estate, and identifying target uses will help the City make informed decisions regarding viable development options
- Defining opportunities to enhance the Highway 53 corridor master plan and position the corridor for future growth and redevelopment
- Defining recommendations for enhanced multi-modal access and circulation
- Identifying place making principles to reinforce desired image and character
- Recommending redevelopment options for identified key sites and implementation strategies

Key components of our approach are detailed in the following sections.

TOGETHER, WE WILL PROVIDE EFFECTIVE TOOLS TO ASSIST IN MULTI-MODAL TRANSPORTATION PLANNING + DESIGN.

ENGAGE THE COMMUNITY IN A DYNAMIC PROCESS

The consultant team views effective public involvement to be critical to the success of this planning process. There is tremendous strategic benefit in involving the residential and business communities as well as other key stakeholders in an effective and meaningful way. Our approach to the Highway 53 corridor master plan is based on an interactive, participatory planning process that has been refined through hundreds of successful planning projects throughout the Midwest.

We believe project stakeholder participation and involvement will establish a shared vision, nurture a responsive plan that reinforces the vision, and help build support and promote advocates to share in its implementation. We will work closely with the City of La Crosse, other agencies, and public stakeholders to create a clear, achievable vision, based on solid market and economic fundamentals.

The plan will identify both short-term and long-term implementation steps. Community involvement in the process will allow our team to identify key issues and concerns early on, develop alternative concepts, and evaluate the alternatives in order to develop consensus around a preferred alternative. Working with the City, we will define the timing and appropriate methods to engage key stakeholders in the market assessment activities, corridor needs identification, and redevelopment opportunities.

Identify Principles, Goals, and Objectives

Corridor planning projects of this magnitude are very dynamic and are shaped by many factors and decisions that will be revealed as the process evolves. Therefore, we have built a solid, but flexible planning process. The Highway 53 corridor planning process will define a community based vision, a clear set of urban design principles, community goals and objectives, and implementation strategies, resources, and responsibilities.

The goals and objectives will also reflect transportation, land use, redevelopment, historic preservation, neighborhood cohesiveness, sound urban design principals, and reinforce the desired image and character.

Community Planning and Design Workshops

A series of workshops will provide a forum to involve local residents and other stakeholders in a meaningful dialogue about the future of the corridor. The primary intent of the workshops is to augment the background analysis and brainstorm with the community to define strengths, weaknesses, opportunities, and threats. Additionally, we will generate sketches and plans that illustrate alternative solutions to redevelopment planning along the corridor, and define implementation strategies and phasing.

Communication Efforts and Products

Key to planning process success is to engage the public, encourage participation at public meetings, and keep the public informed about the planning process so they are familiar with work that has been done to date. We will assist City of La Crosse staff by preparing materials for use on the City's website, newsletters, email distribution lists, direct mailings, local newspapers, and other means of communication with the participants and community-at-large.

New materials will be produced after each workshop for use on the website, in newsletters, and distribution to local media. We will also assist with press releases to announce the primary public workshops.

DISCOVER THE HIGHWAY 53 CORRIDOR

A key part of any planning process is understanding the forces that influence and shape the existing Highway 53 corridor. An inherent understanding of these forces helps to form the foundation of all good decisions that follow.

Review, Synthesize, and Build on Past Studies

Over the last decade, the City of La Crosse has prepared several planning studies that focus on the Highway 53 corridor, and will provide key resources on which to build. Our team will research and develop an understanding of what has been done, fill in the gaps, and synthesize past plans. We will maintain continuity between past efforts and create an integrated, comprehensive document. Together, we will build on your past success stories. By defining what has changed and what needs to be updated, the design team will work to enhance the Highway 53 corridor as a viable and thriving area.

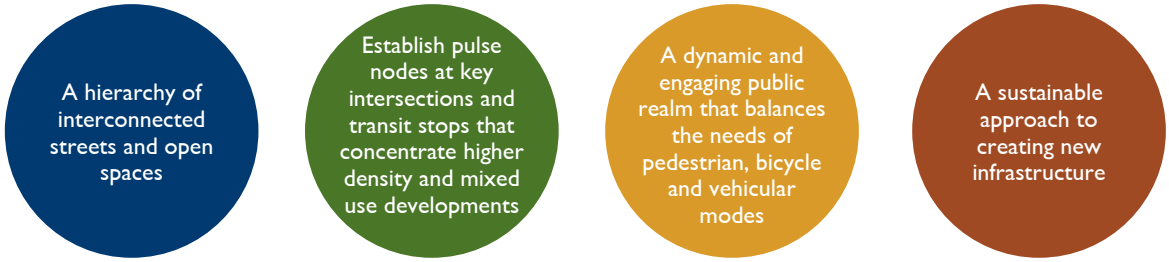
Define What is On The Horizon: Trends and Forces Influencing Community Planning

As studies have shown, people seeking an urban life style tend to be active, mobile, environmentally conscious, diverse, and healthy. This expanding creative population seeks an urban setting with attached housing options and work flexibility, while valuing cultural and entertainment experiences and reduce their carbon footprint. We will look for opportunities within the Highway 53 corridor to plan for and leverage these and other demographic and cultural trends.

Place-Making: Reinforce the Highway 53 Corridor Master Plan as a Unified and Cohesive Series of Districts with Enhanced Image and Character

Our approach emphasizes defining those unique qualities of history, setting, regional architecture, and spirit of place that will contribute to the character of the Highway 53 corridor master plan. These elements will be reinforced through redevelopment, architecture, public realm improvements, form based design standards, and promotional strategies to foster a rich, diverse, and memorable place.

Our approach will reinforce traditional place-making principles and integrate resilient community planning to include:



Understand the Market and Development Context

The ultimate success of this effort will be achieved by capturing the opportunities available in the market for the corridor. The Highway 53 corridor master plan will consider existing and future growth pressures. The City's regional position and market desirability will evolve as the larger region grows and new projects, business, and market dynamics occur.

The projected growth of commercial, office, and residential uses will be integrated into the Highway 53 corridor master plan in a manner that will:

- Maximize the potential for market synergy
- Define and reinforce a desired image and character for the corridor
- Reinforce urban design and economic development objectives

HIGHWAY 53 FRAMEWORK PLAN AND IMPLEMENTATION STRATEGIES

Activating Highway 53 Corridor and Open Spaces

The streets and open spaces form the armature which supports corridor enhancement, redevelopment, cultural activities, public gatherings, and linkages to and from the rest of the community. Strategies will be explored to define improvements that support economic development, set the stage for cultural activities, and create a synergy between commercial uses, open spaces, and programmed events.

Balance of Pedestrian and Motorist Needs

The Highway 53 corridor master plan should work toward balancing the needs of pedestrians, motorists, and bicyclists by maximizing the ability of all modes of transportation to function compatibly and safely within the corridor. To enhance the viability of the neighborhoods and commercial districts along the corridor, it is critical that the corridor remains a safe, walkable, and accessible area. Reviewing vehicular circulation patterns, pedestrian accommodations, and parking accessibility and supply, along with way finding and signage, will help form a successful design. A focus on pedestrian and bicycle connections from the adjacent neighborhoods to the corridor will be emphasized to create a more cohesive pedestrian environment.

Development Guidelines and Ordinances

Consideration will be given to establishing design guidelines for public and private improvements to reinforce the desired character of redevelopment and streetscape improvements along the corridor. These guidelines will be incorporated into the City's Zoning Ordinance. The standards will address at a minimum building massing, site design, materials, storefronts, signs, and parking lot landscaping.

THE MILLENNIAL GENERATION DESIRES MULTI-MODAL TRANSPORTATION SYSTEMS

According to the American Public Transportation Association (APTA), nearly 70% of Millennials use multiple ways of getting around a city or suburb.

Baby Boomers, who represent another large population segment, are staying more active longer and also utilize a variety of multi-modal options including walking.

Define a Highway 53 Corridor Design Framework Plan

A corridor framework plan will be created to facilitate potential growth of public and private redevelopment, as well as improvements to the public realm will reinforce each other and be integrated into a mutually supportive plan. The Corridor Framework Plan will be flexible to adapt to evolving conditions. The Corridor Framework Plan will illustrate the intent of the design principles and market projections through alternative design scenarios so future development is consistent with the vision of the community and the desired image and character along the corridor.

Implementation Strategies

The consulting team will work with City staff to determine the financial feasibility of the alternative scenarios and devise strategies for redeveloping key sites. Where public financing or other public intervention is likely required to achieve plan objectives, we believe that information should be clearly outlined. In addition, strategies for implementing proposed public and private improvements will be prepared. A prioritized list of short-, mid-, and long-term action steps will be created, as well as cost estimates, potential funding sources, and agency responsibilities.

References + Custom LEED ND

BENEFITS OF LEED ND

Neighborhoods can develop organically over time, or they can be proactively planned and designed. One technique which promotes high levels of environmentally responsible and sustainable development is the LEED-ND rating system. LEED stands for Leadership in Energy and Environmental Design. This system was developed by the United States Green Building Council as a way to certify projects of a particular type.

One area of interest among cities is to encourage the development of neighborhoods that follow the ideals of new urbanism and green building. Citizens of La Crosse will benefit from neighborhoods following the LEED ND design format. Key features of these neighborhoods will be:

Locations that reduce the number of vehicle miles traveled (VMT)

Designs that promote energy efficiency

Developments where jobs and services are accessible on foot or with public transit

Designs that promote water conservation

By requiring LEED ND certification for neighborhoods to be included along the corridor, development can be thoughtfully planned to incorporate a sustainable and energy conserving lifestyle. If residents are able to safely walk on city sidewalks to get to the grocery store or the shops of other goods and services providers that they frequently visit, it stands to reason that vehicle use will be reduced in that location.

Efficiency designed into the built environment will reduce energy and natural resource consumption. From homes to businesses to civic locations, LEED ND will encourage a more sustainable development approach.

REFERENCES

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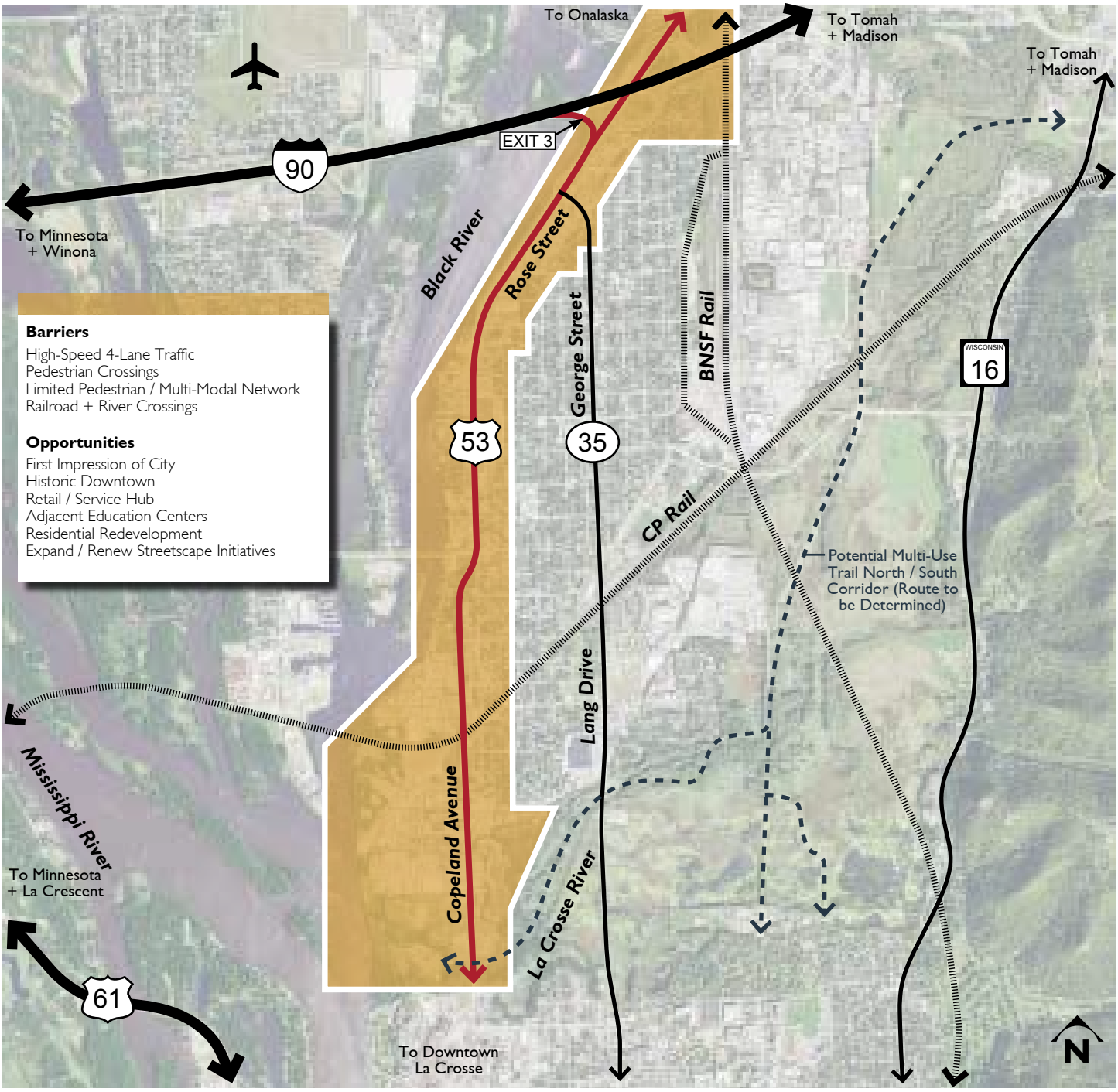
PROJECTS: City of Minneapolis Downtown Stadium East Vision Plan

Corridor Context Map



Corridor Context Map

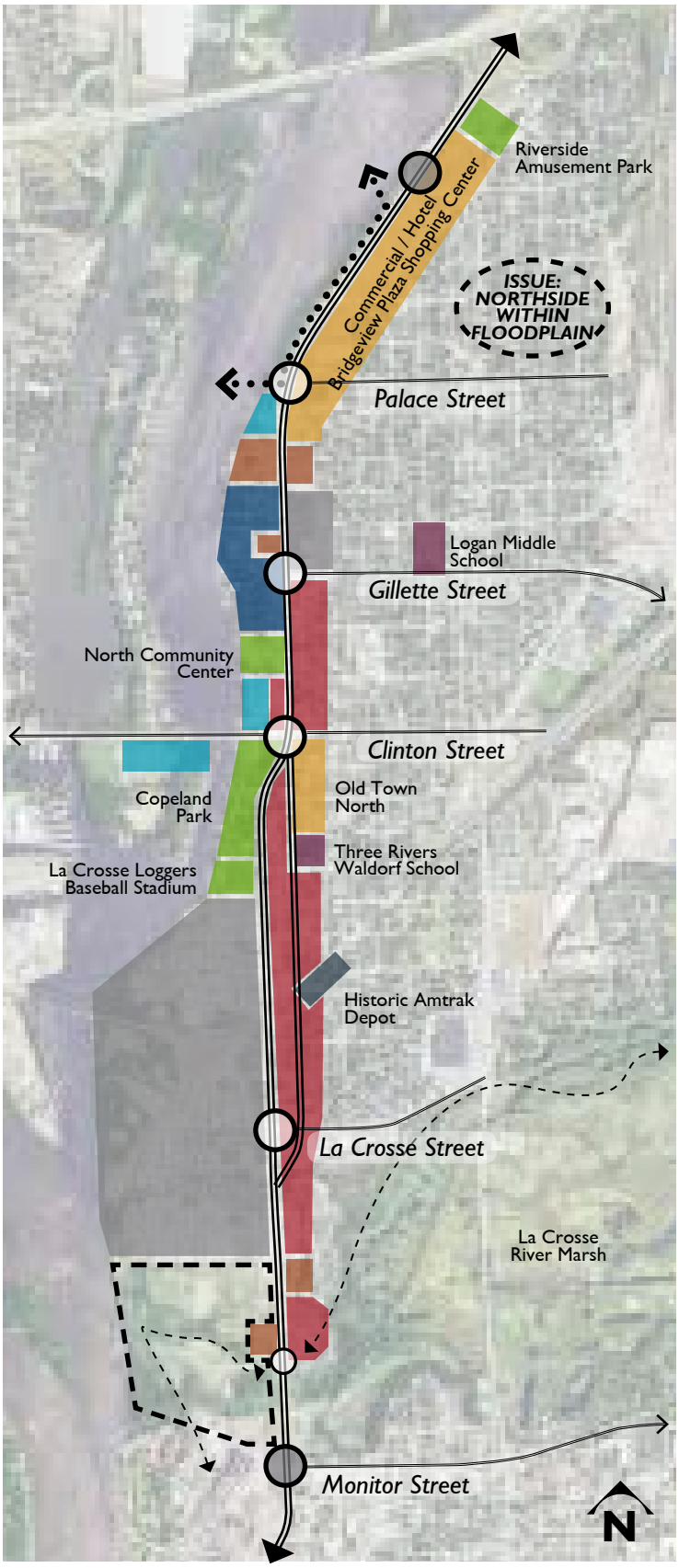
A NEW GATEWAY TO LA CROSSE

The Highway 53 corridor represents a highly traveled gateway from Interstate 90 into the heart of the City of La Crosse. It is comprised of many different and distinct land use zones.

It should be noted that portions of the north end of the corridor are within the floodplain of the La Crosse River. Therefore, protection of this area will be addressed during the master plan study.

The corridor features a development opportunity to the south and a wide range of properties throughout the corridor that will need to be examined for potential redevelopment.

The long-term view that results from the corridor master plan study will include recommendations for feasible improvements based upon the feedback received through public engagement as well as an implementation plan to build upon that vision.



LEGEND

- HIGHWAY 53
- RESIDENTIAL MOVER / COLLECTOR STREET
- LOCAL TRAIL
- SIGNIFICANT INTERSECTION
- GATEWAY + WAYFINDING INTERSECTION
- EAGLE OBSERVATION AREA
- IMMEDIATE REDEVELOPMENT OPPORTUNITY
- PUBLIC PARK / ACTIVE ENVIRONMENT
- BOAT LANDING / MARINA
- MEDIUM DENSITY RESIDENTIAL
- CULTURE / HISTORIC FEATURE
- LEARNING CENTER
- MIXED COMMERCIAL + RESIDENTIAL
- SERVICE INDUSTRY (HOTEL, GROCERY)
- COMMERCIAL
- INDUSTRIAL ZONE

PHASE 1 - DISCOVERY

UNDERSTANDING WHAT EXISTS, WHAT HAS BEEN DONE, AND WHAT IS PLANNED

This phase will focus on the analysis of previous studies, examining the existing conditions, and working with the community to define opportunities for the City of La Crosse Highway 53 corridor master plan.

Task 1.1 - Refine Base Information

The consultant team will compile maps obtained from the City along with aerial photos, GIS data, site photos, and other base information into a format and scale suitable for planning purposes. These maps will be used to illustrate key information throughout the planning and design process.

Deliverables: Project study area base map.

Task 1.2 - Project Initiation with City Staff and Site Tour

The consultant team will kick off the process by meeting with key City staff members. This meeting, organized and facilitated by the consultant team, will seek to accomplish three major goals:

- To be fully immersed in all the completed and ongoing efforts for the Highway 53 corridor
- To identify issues and challenges that the team anticipates
- To review and refine the stakeholder outreach strategy for the determined Master Plan Steering Committee

Additional items to be addressed include:

- Defining project goals and objectives
- Collecting base information
- Refining the work program for the study and resolving any questions regarding contract interpretation
- Reviewing roles, responsibilities, and expectations
- Establishing effective lines and means of communication
- Establishing a firm schedule and basis for all participants to work together to create a successful project
- Conducting a corridor area tour with City staff
- Building on the photo inventory of issues concerning the Highway 53 corridor
- Defining a public participation and communications plan
- SWOT Analysis: Strengths, Weakness, Opportunities, and Threat Analysis of the Highway 53 corridor

During this kick-off meeting, we will also establish a protocol for issuing deliverables and receiving consolidated and coordinated feedback. Defining this process is critical to the success of the project and will enable us to receive valuable feedback from all parties necessary, while delivering a timely Highway 53 corridor plan to take advantage of available investment.

A communications plan developed in coordination with City staff will lay out a blueprint for effective ongoing communications during the master planning process. Q+A newsletters may be developed at critical points in the project to answer questions, forecast key messages, provide updates, and keep the public and other critical audiences informed and involved.

Deliverables: Agenda for kick off meeting, project tour map, photo inventory, public participation and communications plan, and summary of meeting.

Task 1.3 - Review of Past Studies to Define Existing Site Conditions, Issues, and Opportunities

Previously prepared reports, studies, and other documents having a bearing on the corridor will be assembled, reviewed, and summarized. We will synthesize and weave together the pertinent aspects of the past plans to maintain continuity between these planning efforts and create a single integrated comprehensive master plan document. Documents to be reviewed include:

- Previous planning studies including the Confluence: City of La Crosse Comprehensive Plan
- 2004 City of La Crosse Economic Development Plan, Comprehensive Plan, and Zoning Ordinance
- Riverside Redevelopment Project Plan
- Various TIF District Project Plans
- First Impressions Study by UW Extension
- Park and Open Space plans for the City
- County/City Strategic Plan for Sustainability
- 5-Year City of La Crosse Park and Recreation Strategic Plan
- The City Vision 2020 Master Plan of the City of La Crosse
- La Crosse Highway 53 Corridor Enhancement Plan
- Wisconsin DOT Highway Corridor Plans/PEL Process
- Port and Waterfront Plan
- Economic Development Strategic Plan
- Riverside North Master Plan
- La Crosse Bicycle and Pedestrian Master Plan
- La Crosse Area Planning Commission Regional Plans
- Great River Road Plan
- City of La Crosse Transportation Vision
- Any applicable DNR Plans
- City/County Housing Task Force Report
- Recent development proposals (redevelopment projects)
- Ongoing neighborhood planning efforts
- Other parking studies/surveys, transportation, and streetscape studies

We will also augment base information that has already been documented by the City with an inventory of project issues and opportunities. The primary purpose of the inventory and analysis will be to identify the unique components that shape the character of the corridor. The inventory and analysis will include photographic and plan documentation of:

- Cultural characteristics: History of the corridor, neighborhoods and districts, community facilities, institutions, existing congregating areas, iconography, and existing use patterns
- Existing land uses and building conditions
- Effects on adjacent neighborhoods
- Natural Systems: Open spaces and connections, existing vegetation, drainage, topography.
- Urban Design Qualities: Appropriate urban form, zoning, density, development patterns, and architectural character
- Proposed developments, gateways, and parks/open spaces
- Infrastructure: Existing street conditions, storm water treatment, planned street improvements, maintenance problems and practices, overhead and underground utilities, lighting
- Access and parking areas
- Pedestrian circulation patterns
- Vehicular circulation: Bus routes and stops, existing and proposed bikeways

Deliverables: Summary of the issues, plans, and strategies developed in previous planning efforts and synthesis of the illustrations and recommendations from each study.

Task 1.4 - Plan Steering Committee Introductory Meeting

The primary purpose of this meeting is to introduce the Master Plan Steering Committee and other key project stakeholders including community representatives, constituent neighborhoods, and business owners to the consultant team. Focus will be placed on project objectives, defining preliminary issues and opportunities for the project area, as well as establishing a firm schedule and basis for all participants to work together to create a successful project.

This two hour meeting will be held at a convenient location within the corridor project area. The agenda may include the following items:

- Introductory Presentation: Description of the planning process, introduction of the participants, and project objectives
- Slide Survey to Explore Possibilities: Slides of existing conditions in the project area, and similar urban design projects could be presented to stimulate discussion and brainstorm vision for this area
- SWOT Analysis: Strengths, Weakness, Opportunities, and Threat analysis of the corridor
- Wrap-Up Summary: Small group representatives report summary of discussion to large group

City responsibilities:

- Host, schedule, and invites for meetings
- Print handouts and meeting agendas
- Local contact: Phone calls, scheduled meetings with stakeholders, etc.
- Meeting minutes/summaries

Deliverables: Broad-based community awareness of the priority of issues and objectives and community involvement in the planning and design process.

Assumption: The City will be responsible for coordination and scheduling of meeting. The City will print all materials, document feedback, and prepare written summary to consultants.

Task 1.5 - Property Owner and Business Owner Interviews / Focus Groups

Consultant team members will interview individual property owners within the project area to provide them with an opportunity to convey their future plans, insights, and concerns regarding the needs and opportunities for the project area. The consultant team will convene up to three focus groups with corridor business owners to learn detailed information regarding the challenges and concerns related to the Highway 53 corridor. The consultant team will work with the City to identify and recruit participants. Potential issues to be explored may include: barriers to growth, expansion plans, customer types, and critical public investment.

Deliverables: Summary of individual property owner and business owner interviews and focus group meetings.

Assumption: The City will arrange and schedule all interviews. Interviews will be scheduled in conjunction with Steering Committee kick-off meeting.

Task 1.6 - Preliminary Assessment of Real Estate Market

The consultant team will complete a preliminary market overview in order to describe the basic market conditions affecting development in the corridor.

Steps will include: additional interview/survey of current property owners, interview/survey of businesses owners, interview of individuals knowledgeable with local development dynamics, compile information based on retail sales activity, review relevant demographic data, research land values and lease rates, and review current or recent development projects and plans.

Deliverables: Memorandum summarizing key market data and findings from market analysis and recommendations.

Task 1.7 - Transportation, Traffic, and Parking Assessment

The consultant team, with the assistance of the City's engineer, will analyze existing conditions of the Highway 53 corridor, including traffic and pedestrian circulation, access, and parking regulations, conditions, and needs. As part of this task, the consultant team will meet in a work session with the City's engineer to identify priority needs and opportunities for traffic improvements.

The analysis will include both transportation planning and traffic engineering elements and will address the relationship of the street to adjacent land uses in the surrounding area as well as its current and projected role within the regional roadway network. The analysis will address pedestrian, bicycle, and transit issues in addition to vehicular traffic and parking. Specific items to be addressed will include:

- Potential travel markets for the corridor (to be integrated with the trade area analysis from the market overview)
- Regional travel demand and transit potential
- Trip generation from existing and proposed land uses in the corridor
- Parking generation from existing and proposed land uses in the corridor
- Connectivity requirements to support land uses and market patterns in the corridor
- Traffic operation analysis/assessment of critical locations along the corridor
- Inventory of existing transit and pedestrian systems
- Access management plan to reconfigure roadway access
- Evaluation of transit and traffic operations concepts to support major activity nodes and bus operational concepts in relation to pedestrian and vehicular traffic flow
- Evaluation of design speeds and geometric requirements for the corridor to determine if the physical elements of the roadway can be resized to match the corridor design
- Evaluation of traffic calming concepts for application in the corridor
- Evaluation of shared access and parking opportunities
- Evaluation of pedestrian safety

Deliverables: Integrate into design process and draft final technical memorandum summarizing traffic operations analysis, crash analysis, and recommendations.

Task 1.8 - Community Vision Workshop

The first workshop will be about setting and prioritizing goals for the City of La Crosse Highway 53 corridor plan. We will begin with an element of education, illustrating the components of a corridor plan, and focusing the group on the corridor as a whole. This workshop will provide a forum to involve the interested public in a meaningful dialogue about the future of development in the Highway 53 corridor. The workshop will likely include the following agenda items:

- A description of the planning process and introduction of the participants
- A survey of visual preferences for the design features relevant to the Highway 53 corridor
- Slides of existing conditions in the corridor will be contrasted with those from other areas highlighting urban design, architectural style, parking treatments, setbacks, landscaping, and signage. Participants will rate the images to develop preferences for the Highway 53 corridor.
- Reaffirmation of issues and local views on the strengths, weaknesses, opportunities, and threats to the corridor. This information will supplement the issues identified in previous studies and during the Plan Steering Committee introductory meeting

Deliverables: Community preferences for the type of character, land-uses, development patterns, streetscape, and architecture for the Highway 53 corridor. This workshop will also provide an opportunity to reaffirm and augment project issues and objectives.

Assumption: The City will advertise workshop, print handout materials, document feedback, and provide written summary to consultants.

Task 1.9 - Draft Corridor Goals and Objectives

Confirmed corridor goals and a prioritized list of supportive objectives will be created to define the community vision and guide the creation of alternative designs. One goal of the development strategy will be to support the development goals of the corridor stakeholders to the extent these goals promote existing public policy.

Deliverables: Based on inventory, analysis, and key stakeholder input, a set of draft corridor goals and objectives will be developed for review by the City.

Task 1.10 - Pop-Up Workshops

A series of pop-up street workshops will take place at locations and events along the corridor. The pop-up street workshops will be a variation of the intensive community workshops, but they will be more focused on one-on-one interaction with community members where planners can explain concepts and listen to ideas and feedback. We will capture this interaction through written surveys, collection of sticky-note suggestions from the public, drawings, and photographs.

The first round of pop-up street workshops will seek the same outcome as the first intensive community workshop, with an element of education about the components of the Highway 53 corridor, and a focus on capturing and prioritizing community goals.

Deliverables: Summary of pop-up workshops.

Assumption: The City will define locations and schedule (in coordination with consultants) for pop-up workshops.

Task 1.11 - Plan Steering Committee Working Conference

A meeting will be conducted with City staff, the Master Plan Steering Committee, and other key stakeholders to present the findings to date, create a common base of information, discuss the preliminary market overview and transportation assessment, and gain consensus on the goals and objectives prior to moving on to the second phase of the planning process.

Deliverables: Review and discussion of market analysis, transportation analysis, and draft goals and objectives. Ongoing discussion of Phase 2 activities and continued public engagement.

Assumption: The City will be responsible for coordination and scheduling of meeting. The City will print all materials, document feedback, and prepare written summary to consultants.

2 PHASE 2 - EXPLORING ALTERNATIVES

WHAT DOES A STRATEGIC CORRIDOR FRAMEWORK PLAN LOOK LIKE?

This phase will focus on the creation of alternative design solutions for the overall strategic corridor framework plan and design recommendations for transitional areas, and other areas of concern identified through the process.

Task 2.1 - Urban Design Principles

An outline of design principles will be established that defines the urban design components necessary to achieve the vision for the Highway 53 corridor. The principles will address:

- Physical arrangement, including principles related to compatibility of land use, land use transition from the corridor to neighborhoods, compactness of development, and connections between the corridor and the rest of the community
- Design and appearance including approach routes, visual corridors, focal points, open space, edges, streetscape development, parking buffers, landmarks, building appearance and placement, building heights, setbacks, landscaping, and signage
- Connections to the adjacent neighborhoods including multi-modal transportation routes, visual buffers, design integration, housing locations, and extension of the streetscape treatments

Deliverables: A defined set of design principles to develop the design framework for the corridor.

Task 2.2 - Plan Steering Committee Working Conference

A working meeting will be conducted with City staff, the Master Plan Steering Committee, and other key stakeholders to present the findings to date, discuss the design and corridor framework plan alternatives, and to select preferred alternatives.

Deliverables: Meeting with City staff and key stakeholders to review overall design principles. Ongoing discussion of additional Phase 2 activities and continued public engagement.

Assumption: The City will be responsible for coordination and scheduling of meeting. The City will print all materials, document feedback, and prepare written summary to consultants.

OPTIONAL Task 2.3 - Successful Corridor Tours

The intent of this optional service is to coordinate a series of site tours to successfully planned and redeveloped corridors within the region. The proposed attendees would include the consultant team, Master Plan Steering Committee, and other key stakeholder representatives. A day-long series of tours will be organized and will include presentations from project leaders (City staff or elected officials from the representative communities), plans and graphics that highlight challenges and successful outcomes, and visits to selected sites.

Assumption: The City will organize corridor tours in coordination with consultants.

Task 2.4 - Strategic Corridor Framework Plan Alternatives and Recommendations

Concepts will be prepared that illustrate alternative approaches to addressing corridor design objectives. The concepts will address issues identified during Phase I of the process to provide recommendations for re-development of the Highway 53 corridor as a safe, economically stable, and socially diverse street. The strategic corridor framework plan will include alternatives related to:

- Recommendations to improve streets, sidewalks, and street-crossings to promote safe pedestrian and bicycle circulation
- Recommendations for open spaces and enhanced linkages to adjacent neighborhoods
- The location and type of amenities and urban design improvements as well as the location of projected uses defined in the market study
- Recommendations for consistent parking strategies
- Creating a hierarchy of circulation to enhance pedestrian, bicycle, and vehicular traffic interaction
- Defining any proposed Comprehensive Plan amendments, form based code/development standards for overlay zoning district or Planned Development District (PDD), any proposed ordinance changes or revisions, or any proposed project Tax Increment Finance District creation or amendments

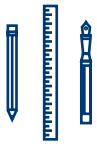
Deliverables: Schematic level plan alternatives that illustrate the primary recommendations and site design reflecting urban design principles and corridor objectives.

Task 2.5 - Define Type and Character of Streetscape Elements

Preliminary recommendations will be made for the type and style of public streetscape improvements. Streetscape elements may include but are not limited to:

- Sidewalk and paving treatments
- Street furniture
- Lighting
- Special paving and crosswalk materials
- Public plazas
- Parking lot edge treatments
- Banners, kiosks, and planters
- Gateway treatments, connections, and entry monuments
- Landscape enhancements – tree plantings, buffering, etc.
- Public artwork and fountains

Deliverables: Schematic level drawings, schematic 3D renderings, cross-sections, and plan enlargements illustrating design solutions.



Task 2.6 - Redevelopment Alternatives for Selected Sites

Four to five key sites will be selected by the Master Plan Steering Committee. The consultant team will generate at least two alternative redevelopment scenarios for each site. Information will include general market feasibility for the use, analysis of the real estate economics of the land use change, conceptual massing and square footage allocations, required parking, access, linkages to parks, and conceptual views.

Deliverables: Based on the selected sites, draft redevelopment scenarios will be generated that respond to the overall desired goals and objectives and will be delivered to the City of La Crosse for review.

Task 2.7 - Plan Steering Committee Working Conference

A working meeting will be conducted with City staff, the Master Plan Steering Committee, any other key stakeholders, and the consultant team to present the findings to date, discuss design and corridor framework plan alternatives, and to select preferred alternatives.

Deliverables: Meeting with City staff and key stakeholders to discuss draft framework plan, streetscape/public realm improvements, and redevelopment scenarios. Discussion of upcoming Phase 3 activities and continued public engagement.

Assumption: The City will be responsible for coordination and scheduling of meeting. The City will print all materials, document feedback, and prepare written summary to consultants.

3 PHASE 3 - DRAFT DOCUMENT + IMPLEMENTATION

WHAT DO WE DO NOW?

The consultant team will work with City staff, the Master Plan Steering Committee, and key stakeholders to develop strategies for the implementation of the corridor framework plan components. The implementation plan will develop a sustainable and lively commercial district, enhance urban qualities, recreate of a sense of place between the area neighborhoods, and provide public space improvements for the corridor. A prioritized list of short-, mid- and long-term actions will be created as well as potential cost estimates, potential funding sources, and agency responsibilities. A final document will be prepared that summarizes the Highway 53 corridor framework plan. This document will act as a 'tool kit' and framework to guide redevelopment over the next 20 years.

Task 3.1 - Implementation Strategies

The consultant team will work with City staff, and key stakeholders to develop strategies for the implementation of the overall corridor framework plan objectives identified by the planning process. Below is a list of identified outcomes for this task:

- A prioritized list of short-, mid- and long-term projects, as well as cost estimates, potential funding sources, and agency responsibilities.
- Preliminary cost estimates for the various amenities and public improvements associated with the preferred plan prepared to a level of detail appropriate for concept design and to facilitate informed decisions regarding priorities, phasing, budgeting, and funding sources
- Review and recommendation of public improvements that lend themselves to pilot-to-permanent strategies
- Recommendations for tools to be used by the City and business community to finance shared infrastructure and initiatives will be made. Alternative approaches to funding potential physical and organizational improvements will be identified. A range of currently available resources will be inventoried
- Define strategies necessary for changing the regulatory tools to implement the framework plan including establishing a form-based code development standard, proposed ordinance changes or revisions, design guidelines and standards for public and private improvements. Strategies for developing, administering, and enforcing design standards will be included. We will also define opportunities to incorporate economic development tools and possible Tax Increment Finance District creation or amendments
- Recommendations for augmenting the current organizational structure to facilitate the implementation of the components of the corridor redevelopment strategy
- Strategies for on-going recruitment, community involvement, and creation of a strong corridor advocacy group

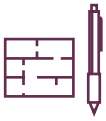
Deliverables: Consensus of appropriate strategies, timelines, and assigned responsibilities.

Task 3.2 - Plan Steering Committee Working Conference

A working conference will be held with City staff, the Master Plan Steering Committee, other key stakeholders, and consultant team. Members of the City Council and Planning Commission will also be invited. The purpose of the meeting will be to review and discuss the implementation strategies and recommendations determined thus far in the planning process.

Deliverables: Presentation and discussion of implementation recommendations and strategies. Refinement of recommendations and strategies will occur after the meeting. Ongoing discussion of Phase 3 activities and continued public engagement.

Assumption: The City will be responsible for coordination and scheduling of meeting. The City will print all materials, document feedback, and prepare written summary to consultants.



Task 3.3 - Implementation Workshop and Review

Implementation strategies will be presented at a working meeting. Steering Committee and City staff members will review and comment on their appropriateness and feasibility. The intent of this workshop is to collaborate with the various stakeholders to determine the delegation of responsibilities for completing the various action steps to implement the identified strategies short-, mid-, and long-term.

Deliverables: Workshop with key community stakeholders to present recommendations and strategies to community stakeholders.

Assumption: The City will advertise workshop, print handout materials, document feedback, and provide written summary to consultants.

Task 3.4 - Prepare Draft Framework Manual

The draft framework manual will include:

- A review of the planning process,
- A summary of the analysis
- A summary of the market study
- Design principles, goals and objectives
- Framework plan
- Site specific alternatives
- Design guidelines and codes
- Implementation strategies
- Action steps
- Cost estimates
- Phasing
- Timelines
- Assigned responsibilities

Deliverables: Draft framework manual will be developed and sent to City staff for review.

Task 3.5 - Plan Steering Committee Working Conference and Review

A final working conference will be held to review the draft document prepared in the previous task.

Deliverables: Meeting with City staff to review the final document and content prior to final revisions. Ongoing discussion of Phase 3 activities and continued public engagement.

Task 3.6 - Presentation to Planning Commission and City Common Council

The corridor framework plan and implementation strategies will be presented to the Planning Commission and City Common Council. Planning Commission and Common Council input and feedback will be received and integrated into a final approved corridor framework plan.

Deliverables:

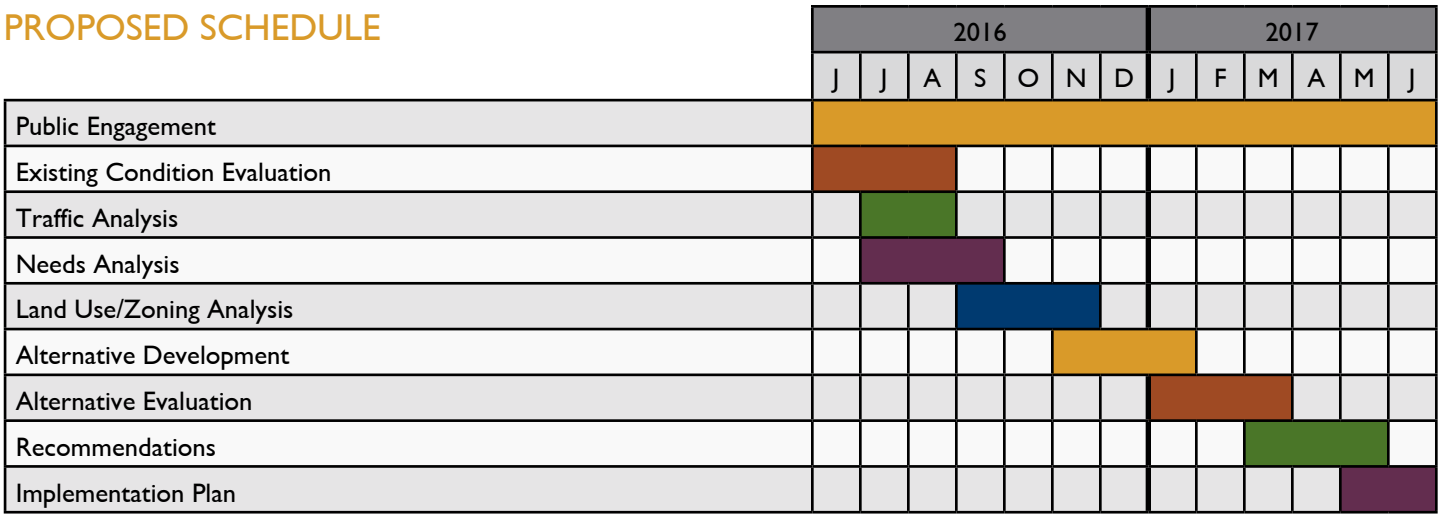
- Presentation materials in advance of meeting for inclusion in Planning Commission and City Common Council packet
- Attendance and presentation at a Planning Commission and City Common Council meeting
- Presentation to present highlights of the planning process and identify final outcomes and recommendations
- Summary of feedback and input on corridor framework plan modifications

Task 3.7 - Prepare Final Corridor Document

Based on local review and comment, appropriate revisions and corrections to the draft document will be completed. The document will highlight the planning process, stakeholder involvement, and the decision making process. Final copies will be delivered and presented to the City.

Deliverables: The final document will be prepared based on input. One "camera ready" copy of the final approved plan will be provided and delivered to the City. The electronic final document will also be provided to the City in a Microsoft Word, Excel, or InDesign format.

PROPOSED SCHEDULE



TERMS + CONDITIONS

Having had the opportunity to review the proposed project, Request for Proposals, and the City's proposed terms and conditions, ISG affirms our agreement to proceed with the work of the project under these requirements.

MISCELLANEOUS PROVISIONS

The consultant team that is assembled for this project consists of multiple independent firms that will work together in a partnership to complete the Highway 53 corridor study. The principal location responsible for implementing the contract will be Perkins + Will's Minneapolis, MN location. Other locations providing resources will be ISG's La Crosse, WI and Mankato, MN locations, as well as TDG's Madison, WI and Minneapolis, MN locations.

Our goal for this proposal is to be flexible to meet the needs of the corridor study. The consultant team welcomes the opportunity to discuss any project modifications or changes to the scope of the work.

Upon execution of the contract, the anticipated schedule for invoicing of the consultant's compensation will be on a monthly basis.

Compensation

		Perkins + Will					
		John Slack - Project Manager	Jay Demma - Senior Planner	Support	Graphic Design	Tangible Consulting	P+W Total
Task	Description	$59	$52	$25	$18	$38	
	PHASE 1						
1.1	Refine Base Information	-	-	6	-	-	6
1.2	Project initiation with City Staff and Site Tour	9	8	-	-	-	17
1.3	Review of Past Studies and Define Existing Site Conditions, Issues and Opportunities	2	2	12	-	-	16
1.4	Plan Steering Committee Kick off Meeting	9	8	4	-	-	21
1.5	Property & Business Owner Interviews / Focus Groups	4	4	-	-	-	8
1.6	Assessment of Real Estate Market: Preliminary Market Overview	-	38	-	-	40	78
1.7	Transportation, Traffic and Parking Assessment	2	-	-	-	-	2
1.8	Community Vision Workshop	9	8	8	-	-	25
1.9	Draft Corridor Goals and Objectives	6	-	-	-	-	6
1.10	Pop-Up Workshops	4	-	-	-	-	4
1.11	Plan Steering Committee Working Conference	9	8	4	-	-	21
	Task Hours	54	76	34	0	40	204
	Task Subtotal	$3,186	$3,952	$850	$0	$1,520	$9,508
	PHASE 2						
2.1	Urban Design Principles	5	-	2	-	-	7
2.2	Plan Steering Committee Working Conference	9	6	8	-	-	23
2.3	Community Workshop	11	-	18	-	-	29
2.4	Strategic Corridor Framework Plan Alternatives and Recommendations	26	6	16	50	-	98
2.5	Define Type and Character of Streetscape Elements	4	-	-	-	-	4
2.6	Redevelopment Alternatives for Selected Sites	16	-	8	30	-	54
2.7	Plan Steering Committee Working Conference	9	-	-	-	-	9
	Task Hours	80	12	52	80	0	224
	Task Subtotal	$4,720	$624	$1,300	$1,440	$0	$8,084
	PHASE 3						
3.1	Implementation Strategies	11	8	-	-	14	33
3.2	Plan Steering Committee Working Conference	9	8	6	-	8	31
3.3	Implementation Workshop and Review	8	8	8	-	8	32
3.4	Prepare Draft Framework Manual	15	8	8	50	-	81
3.5	Plan Steering Committee Working Conference and Review	9	8	-	-	-	17
3.6	Presentation to Planning Commission and City Common Council	4	4	-	-	-	8
3.7	Prepare Final Corridor Document	4	-	-	40	-	44
	Task Hours	60	44	22	90	30	246
	Task Subtotal	$3,540	$2,288	$550	$1,620	$1,140	$9,138
	SUMMARY						
	Total Hours	194	132	108	170	70	674
	Total Raw Cost	$11,446	$6,864	$2,700	$3,060	$2,660	$26,730
	Overhead - P+ W (190%)	$21,747	$13,042	$5,130	$5,814	$5,054	$50,787
	Overhead - ISG (150%)	-	-	-	-	-	-
	Overhead - TDG (160%)	-	-	-	-	-	-
	Fixed Fee (12%)	$3,983	$2,388	$940	$1,065	$926	$9,302
	Total Labor Cost	$37,176	$22,294	$8,770	$9,939	$8,640	$86,819
	Direct Expenses	-	-	-	-	-	$2,500
							TOTAL PROJECT COST

ISG						TDG						Overall Total
Will Kratt - Assistant Project Manager	Amanda Prosser - Senior Landscape Architect	Bryan Paulsen - Senior Architect	Gina Cooper - Grant Specialist	Tech-nicians/ Admin. Support	ISG Total	Kevin Luecke - Senior Planner	Cindy Zerger - Urban Designer	Jennifer Hefferan - Senior Landscape Architect	KC Atkins - Engineer	GIS + Graphic Design	TDG Total	
$45	$40	$55	$34	$25		$45	$35	$40	$45	$30		
4	4	-	-	16	24	2	-	-	-	4	6	36
8	12	-	-	-	20	10	-	-	-	-	10	47
4	4	-	-	-	8	12	-	-	-	-	12	36
8	-	-	-	-	8	12	-	-	-	-	12	41
12	-	-	-	-	12	12	-	-	-	-	12	32
-	-	-	-	-	-	-	-	-	-	-	0	78
12	-	-	-	-	12	24	12	-	12	-	48	62
8	12	12	-	-	32	12	18	-	-	-	30	87
4	-	-	-	-	4	4	-	-	-	-	4	14
12	6	-	-	-	18	12	12	-	-	-	24	46
8	12	-	-	-	20	12	-	-	-	-	12	53
80	50	12	0	16	158	112	42	0	12	4	170	532
$3,600	$2,000	$660	$0	$400	$6,660	$5,040	$1,470	$0	$540	$120	$7,170	$23,338
4	4	-	-	-	8	2	4	4	-	-	10	25
8	12	-	-	-	20	12	8	4	-	-	24	67
8	12	-	-	-	20	12	12	-	-	-	24	73
8	8	-	-	16	32	12	8	8	8	-	36	166
4	4	-	-	8	16	4	24	24	-	16	68	88
4	-	-	-	16	20	2	4	-	-	-	6	80
8	12	-	-	-	20	12	-	-	-	8	20	49
44	52	0	0	40	136	56	60	40	8	24	188	548
$1,980	$2,080	$0	$0	$1,000	$5,060	$2,520	$2,100	$1,600	$360	$720	$7,300	$20,444
12	4	4	12	-	32	12	-	12	12	-	36	101
12	12	-	12	-	36	16	8	-	-	-	24	91
16	16	-	12	-	44	18	8	-	-	-	26	102
12	4	4	-	24	44	16	8	-	-	-	24	149
12	12	-	-	-	24	12	-	-	-	-	12	53
8	-	-	-	-	8	-	-	-	-	-	0	16
8	-	-	-	8	16	8	-	-	-	8	16	76
80	48	8	36	32	204	82	24	12	12	8	138	588
$3,600	$1,920	$440	$1,224	$800	$7,984	$3,690	$840	$480	$540	$240	$5,790	$22,912
204	150	20	36	88	498	250	126	52	32	36	496	$1,668
$9,180	$6,000	$1,100	$1,224	$2,200	$19,704	$11,250	$4,410	$2,080	$1,440	$1,080	$20,260	$66,694
-	-	-	-	-	-	-	-	-	-	-	-	$50,787
$13,770	$9,000	$1,650	$1,836	$3,300	$29,556	-	-	-	-	-	-	$29,556
-	-	-	-	-	-	$18,000	$7,056	$3,328	$2,304	$1,728	$32,416	$32,416
$2,754	$1,800	$330	$367	$660	$5,911	$3,510	$1,376	$649	$449	$337	$6,321	$21,534
$25,704	$16,800	$3,080	$3,427	$6,160	$55,171	$32,760	$12,842	$6,057	$4,193	$3,145	$58,997	$200,987
-	-	-	-	-	$1,500	-	-	-	-	-	$3,170	$7,170
											TOTAL PROJECT COST	$208,157

PERKINS + WILL

ISG

Toole Design Group