



COMPREHENSIVE PLAN WRITING

PREPARED FOR THE CITY OF LA CROSSE
NOVEMBER 15, 2021

DESIGNWORKSHOP



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This Page: Envision Shooks Run, Colorado Springs, CO

Cover Page: Highsmith, C. M., photographer. (2016) Statue in downtown La Crosse, Wisconsin of two Winnebago Tribe members playing lacrosse, the game that the tribe invented and after which the city on the Mississippi River is named. United States Wisconsin La Crosse County La Crosse, 2016. -09-03. [Photograph] Retrieved from the Library of Congress, <https://www.loc.gov/item/2016631276/>.

Design Workshop, Inc.
Landscape Architecture
Planning
Urban Design
Strategic Services

November 15, 2021

Lewis Kuhlman, City of La Crosse
400 La Crosse Street
La Crosse, WI 54601

Re: RFP for Comprehensive Plan Writing

125 South Clark Street,
Suite 660
Chicago, Illinois 60603
312.360.1736

designworkshop.com

Dear Mr. Kuhlman and members of the Evaluation Committee,

As Wisconsin's largest western border city, La Crosse is a regional hub and destination for the larger La Crosse Metropolitan Area. With its extensive frontage on the Mississippi River, historic downtown, many educational and civic institutions, legacy of commercial and industrial enterprise, and magnificent natural setting, La Crosse's high quality of life is easily understood and recognized. It has terrific bones that allow for new opportunities to thrive alongside the historic and artsy character it already possesses. While the city's population has not changed much since the last major Comprehensive Planning effort in 2002, there is undoubtedly a great deal that has changed in terms of the community's preferences and priorities for the future. With this new Comprehensive Plan 2040, there is a tremendous opportunity to coalesce existing efforts, community building, environmental, and economic development strategies into a plan that is clear, proactive and action oriented.

Design Workshop has worked in established and emerging throughout the nation and the Midwest, and has helped them create comprehensive plans, small area plans, downtown plans, form-based and other types of zoning codes. In Leland, North Carolina, we have worked on a comprehensive plan that is place based, anticipates growth, and creates harmony with the built and natural environment. In Adams County, Colorado, we simultaneously created a trio of plans – comprehensive, transportation, and parks and open space – focused on aligning objectives and recommendations, and steering growth, change, and preservation within the County. And in the Village of Sugar Grove, Illinois, we are currently working on a comprehensive plan that imagines the future of exurban communities in a world where they are increasingly experiencing pressures from a post-COVID and remote-work oriented world. We are familiar with the opportunities and challenges inherent in comprehensive planning for communities large and small and are committed to delivering right-sized plans in response to the unique needs of our community partners.

Our broad practice can provide La Crosse with the tools to envision the future, based on diverse community and stakeholder input, and position it for implementation over the next two decades. We are highly skilled at partnering with communities to customize community engagement processes that are complimentary and highly sensitive to local culture, fit within ongoing conversations, and allow for flexibility, creativity and – most importantly – accessibility. By being open, transparent, and responsive to the needs of each community, we have been able to build trust around the sensible things that are meaningful to the people that are living with change.

A plan for La Crosse that will stand the test of time requires that it be built based on your community's personality, sense of place, history and ambitions for the future. The Design Workshop team will employ a creative and well managed approach, crafting a Comprehensive Plan that is focused on your needs and aspirations, while being action-oriented and accountable. We will provide you with a document that has earned community support, is clear and direct in its strategies and actions, is user-friendly, and provides a strong foundation from which the City can seek funding for future efforts. It will become a living document that La Crosse can update and act on regularly, while providing guidance for new policies, plans and initiatives.

We believe our team is uniquely qualified to assist you in this effort and we are inspired by the opportunity to work with you. Should there be any questions about our submittal, please do not hesitate to contact me at 828.280.9637 or gwalters@designworkshop.com. We look forward to hearing from you and would be thrilled to work with you on this important project for La Crosse!

Respectfully,



Glenn Walters, Principal

DESIGNWORKSHOP





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SMITH

BEST TILING
SALES-INSTALLATION
CERAMIC
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AVAILABLE
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TECHNICAL
EXPERIENCE



Technical Experience



Asheville Comprehensive Plan

Asheville, North Carolina

Design Workshop

Design Workshop teamed with Skidmore, Owings & Merrill LLP and other consultants to update the Asheville Comprehensive Plan. The team looked at innovative ways to conduct community engagement processes, organized the plan so that it best serves the various districts and neighborhoods of the city, organized the content of the document so that it links more seamlessly with the City's other documents and used web-based or other platforms to present the document so that it is more accessible and user friendly. Underneath all of this is the creation of a plan that mirrors

the evolution of Asheville since the early 2000's into a progressive destination.

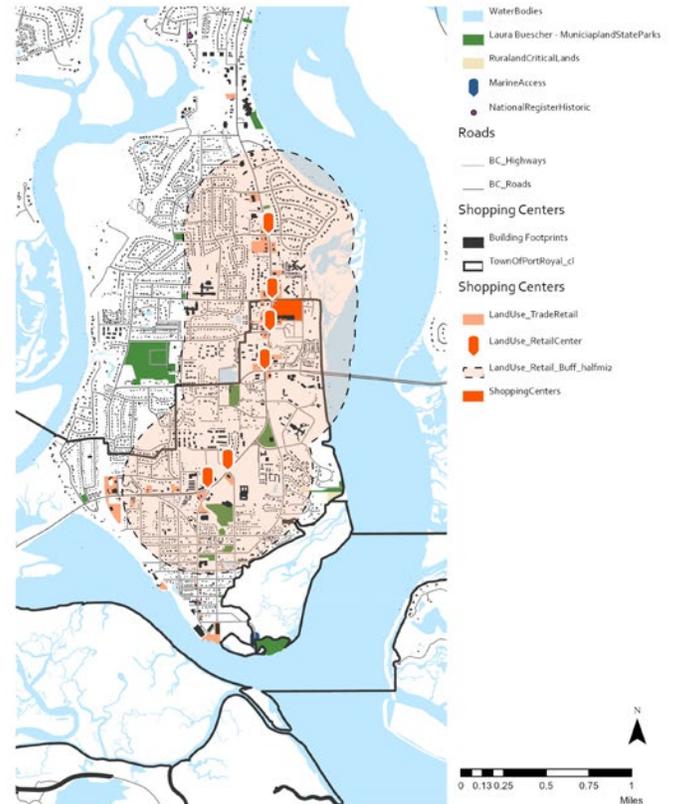
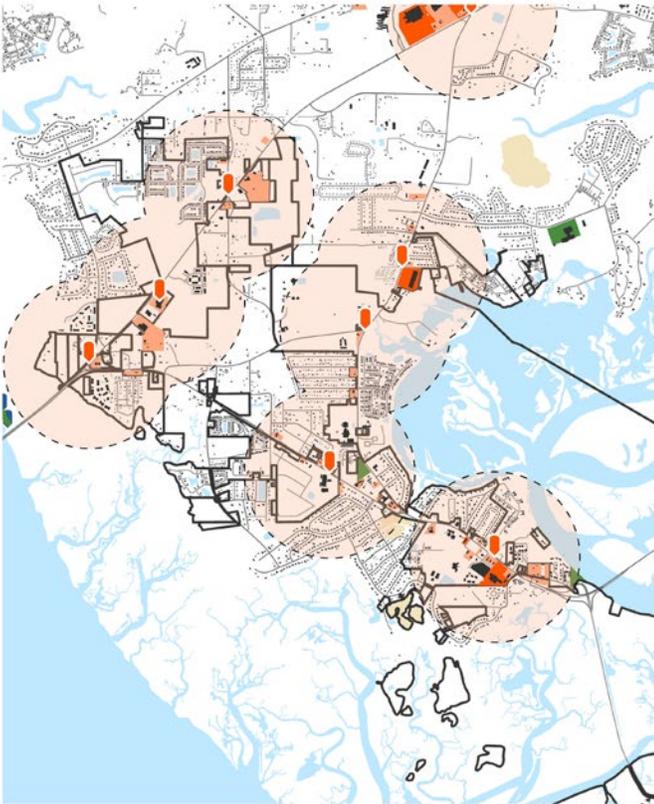
The plan seeks to find balance between tourism and retaining the qualities that make it a highly desirable place to live and visit. It considers that creation of new centers in various parts of the city that have their own identity and destination qualities.

Relevance to La Crosse

Like La Crosse, Asheville is a mid-sized city and a regional hub for economics, art and culture. It is surrounded by mountains. Health care is a major contributor to the local economy.

Reference

Jennifer Pehr
SOM
Jennifer.pehr@som.com
212.298.9475



Port Royal Comprehensive Plan

Port Royal, South Carolina

Design Workshop

Design Workshop is working with the Town of Port Royal on its Comprehensive Plan Update. A big focus of the plan will be how land uses, transportation and open space preservation can best enhance the traditional small town sense of place and character that it is known for, particularly those parts of the town that have not been as adequately planned as the older historical part of this deep water port.

Working at a street level scale, DW is layering environmental systems, cultural resources, economic centers, parks, trails, water access, open spaces and institutional uses to create a

community supported framework for growth that is context sensitive.

Relevance to La Crosse

This Comprehensive Plan process and strategy emphasized protection of character, placemaking, and resilience from flooding.

Reference

Linda Bridges, Planning Administrator
City of Port Royal
bridges@portroyal.org
843.986.2207



Bristol Comprehensive Plan

Bristol, Tennessee

Design Workshop

Design Workshop teamed with Metrocology to assist the City of Bristol with creating their first ever Comprehensive Plan. As the 'Birthplace of Country Music' and home to the Bristol Motor Speedway, the City looked to diversify their economy, attract and retain recent graduates, entrepreneurs and the creative community, and capitalize on the rich cultural heritage. Working closely with City staff and a citizen advisory group, Design Workshop led a robust public visioning campaign that established a shared vision for how Bristol grows in the future and becomes an even more vibrant, walkable, self-sustaining, and resilient City.

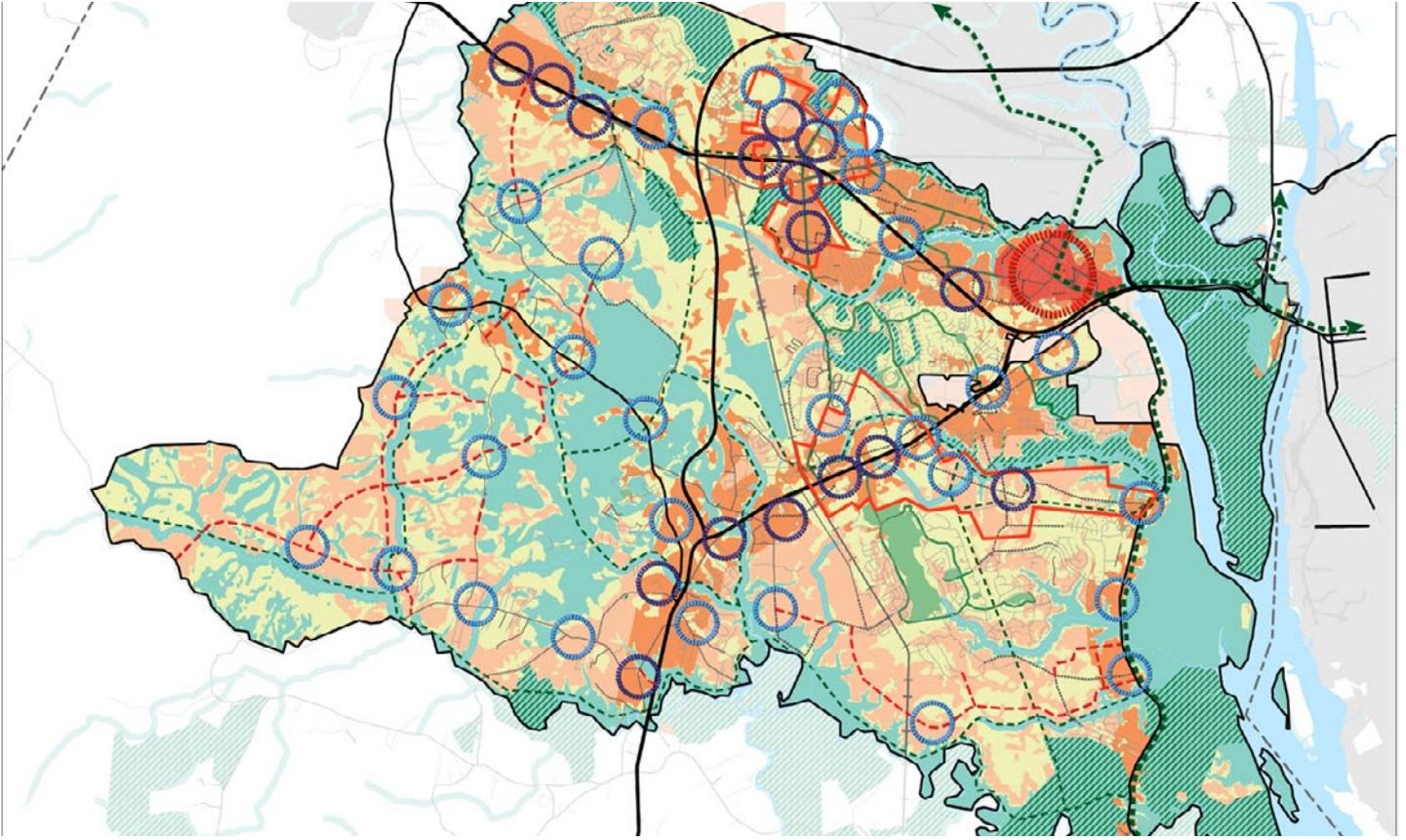
The planning process was designed around innovation and implementation, and resulted in a user-friendly, living document with an action plan and measurable outcomes. It addresses land use, transportation, education, infrastructure, housing, community design, economic development, tourism, community services, natural resources, open space, parks and recreation, arts and culture, and energy. With the State line running through the center of downtown, regional cooperation with Bristol, Virginia will be paramount to the successful implementation of the plan.

Relevance to La Crosse

Bristol is also a mid-sized American city that is an art and cultural hub of the region. Like La Crosse, it is surrounded by mountains.

Reference

Cherith Marshall
 City of Bristol
cmarshall@bristoltn.org
 423.989.5528



Leland 2045 Comprehensive Land Use Plan

Leland, North Carolina

Design Workshop

Design Workshop is working with the Town of Leland on their comprehensive plan. Key to the plan is anticipating accelerated growth within the existing town limits as well as their planning area. It is also important to consider environmental impacts associated with bigger and more frequent storms and a desire for Leland to promote a character of great neighborhoods.

The plan is being created with an extensive community process, being executed within the time of COVID-19. The plan will result in a future land use plan, plans for key focal areas,

and integration between zoning and natural resource preservation. The plan will also create a policy framework for intelligent growth over a 25-year planning horizon.

Relevance to La Crosse

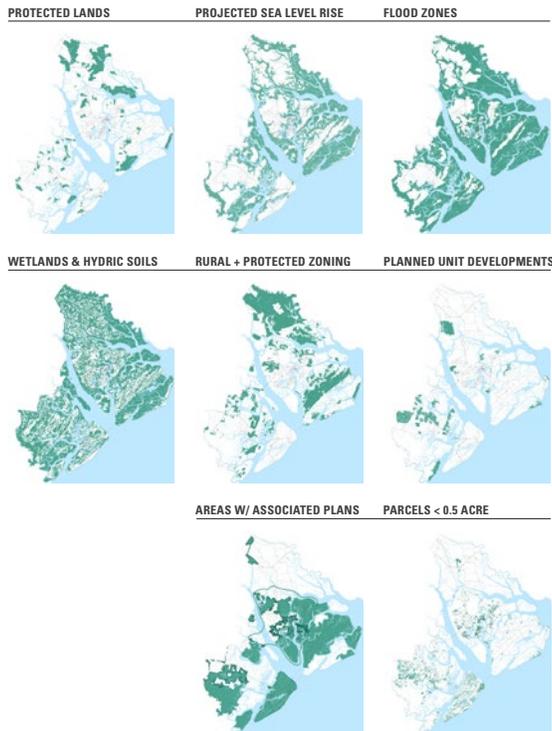
Leland also sits along the Cape Fear River, similar to La Crosse's location next to the Mississippi River, so a large part of their Comprehensive Land Use Plan was to organize growth in order to protect the natural environment and increase flood protection.

Reference

Ben Andrea, Planning and Inspections Director
City of Leland
bandrea@townofleland.com
910.338.9206

LAND SUITABILITY PARAMETERS

MAPPING PROCESS



Beaufort County Comprehensive Plan and Greenprint Plan

Beaufort County, South Carolina

Design Workshop

The Lowcountry lifestyle of Beaufort County – intertwined with its landscape and natural systems and defined by the character of its history and culture – faces real challenges in the form of population growth, transportation delays, rising flood waters, aging infrastructure, and the loss of cultural diversity and the rural way of life.

The focus of the Comprehensive Plan and the Greenprint Plan is to marry environmental system planning with growth management

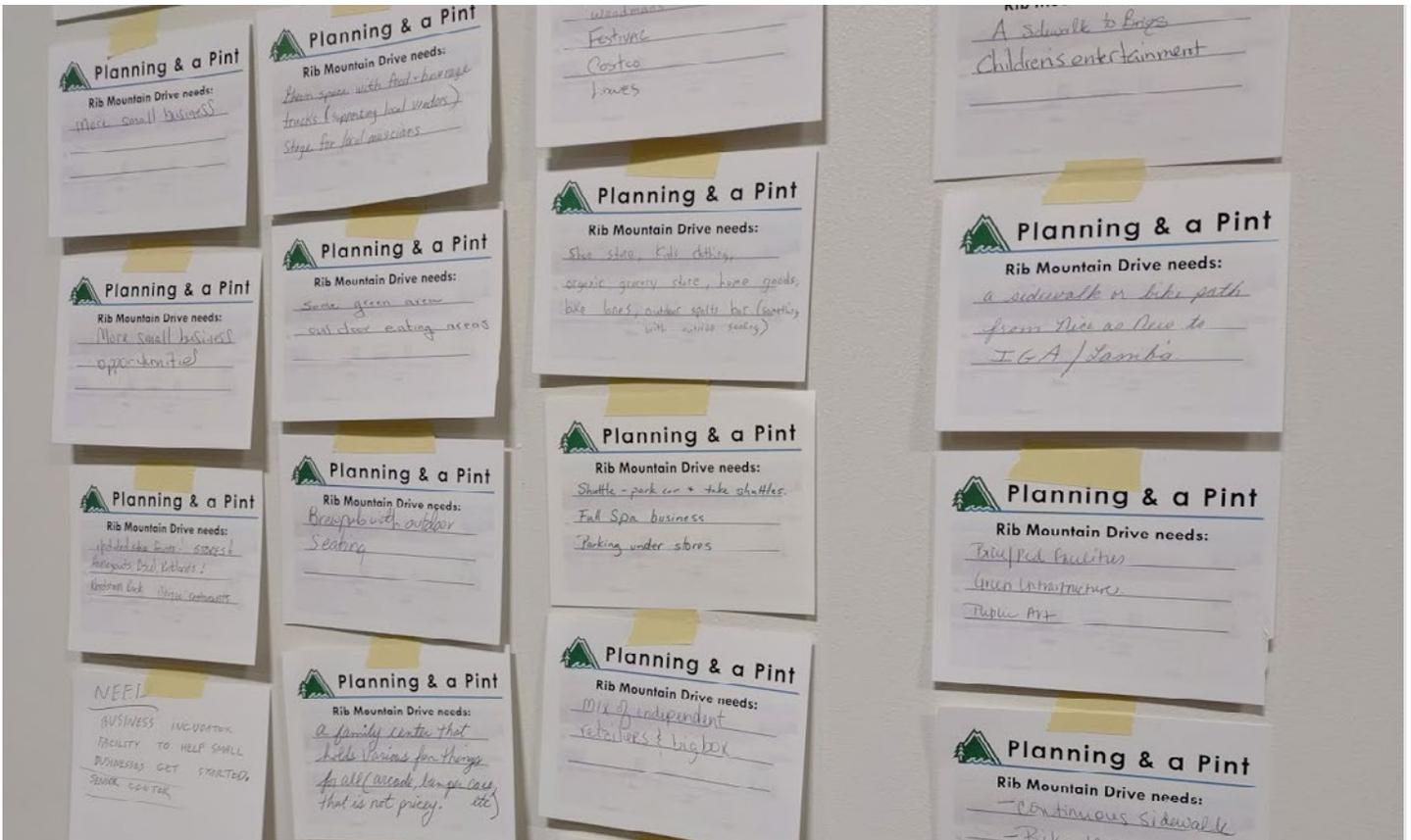
planning to ensure that development is focused into areas that are out of harm's way from flooding and storm surge and to preserve those areas that are prone to flooding and sea level rise as protected open space.

Relevance to La Crosse

This plan had a major emphasis on organized growth in response to enhanced flooding associated with climate change. Similar issues may be relevant to La Crosse, which also sits next to a major waterway.

Reference

Robert Merchant, Assistant Director
Beaufort County
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843.255.2140



Corridor Study & Master Plan

Rib Mountain, Wisconsin

Ayers Associates

Rib Mountain Drive is the primary commercial corridor in the Town of Rib Mountain, Wisconsin. It is home to national retailers and chain restaurants that once were destination commercial centers. With more people using online services instead of brick-and-mortar retail, the Town became concerned. The COVID-19 pandemic compounded the concerns, and the Town took action, establishing its first TIF district and hiring Ayres to create a master plan for the Rib Mountain Drive corridor.

Many questions needed to be answered: What happens if a major retailer leaves the corridor? What happens to these buildings

as they age? What can be done to make the corridor unique? The study addresses many of these concerns and acts as the launchpad for a series of initiatives the Town will launch soon to transform Rib Mountain Drive from an ordinary commercial corridor to a unique destination with a Main Street feel.

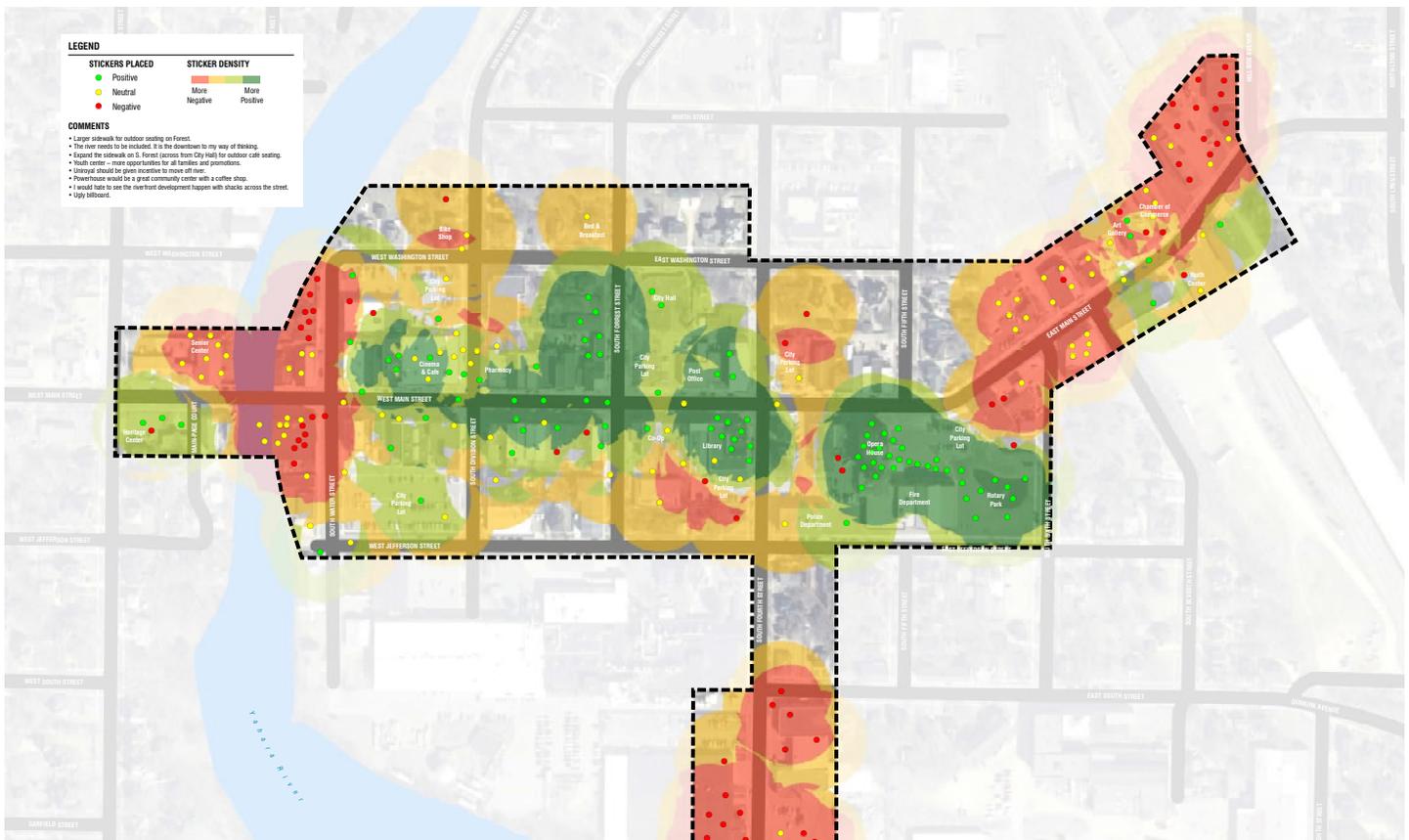
Relevance to La Crosse

Many cities are facing the same timely issue of a changing commercial dynamic. The Rib Mountain project gave us new insight to pass on to other communities about changing land use patterns.

Reference

Jared Wehner, Director of Community Development/Zoning Administrator
Town of Rib Mountain
Jwehner@townofribmountain.org
715.649.8332

Technical Experience



Stoughton Downtown Planning

Stoughton, Wisconsin

Ayers Associates

Ayres produced a market-based, downtown revitalization and improvement plan for the City of Stoughton in early 2020. The plan was written to solicit and collect feedback from downtown stakeholders, identify strategies and opportunities to advance economic development downtown, and to update planning for the eastern end of Main Street.

The Ayres team collected input about opportunities for redevelopment, revitalization, and business operations through stakeholder interviews, an online community survey, an evaluation of Stoughton's current market

conditions, and a public input meeting. The information was used compare Stoughton's existing market with national trends and averages. A review of the spending and purchasing behaviors of survey respondents was made and then compared with other successful communities nationwide.

Final recommendations focused on improvements to Main Street as well as streetscape design, wayfinding and branding, infill and redevelopment, and parking. Lastly, an implementation plan was provided which outlined funding opportunities and strategic partnerships.

Relevance to La Crosse

Like Stoughton, La Crosse has a strong, historic downtown. Ayres has extensive experience in working with downtown businesses, designing streetscapes, and working with historic structures.

Reference

Jamin Friedl, Director of Finance
City of Stoughton
jfriedl@ci.stoughton.wi.us
608.873.6691



Please
Keep Dogs
Off Lawn

midtown

PROJECT
UNDERSTANDING,
METHODOLOGY &
**SCOPE OF
SERVICES**

Emerging Issues for Comprehensive Planning

Design Workshop creates long term community value by creating plans that proactively address the forces of change, rather than finding efficiency in the status quo. By engaging the public on the critical issues and fears that their community must face and offering scenarios that have the potential to address them directly, a comprehensive plan can be a force for positive and long term changes that will be a benefit to the community's sustainability and resiliency.

Public Engagement in the Time of COVID-19

Design Workshop has been using and refining digital tools and facilitation techniques for remote collaboration with client teams and committees over the past decade and is well prepared to launch the project effectively without large in-person meetings.

Examples of interaction tools that are effective include visual preference surveys using Qualtrics or SurveyMonkey, a variety of webcast options such as GotoWebinar, video creation, tailored website development, Storymaps and other map input capture devices, scenario planning and calculators, geocache scavenger hunts, and interactive PDF documents.

Emphasis on electronic communications elevates the importance of project branding and graphic design to unify and make the plan accessible. Also critical is partnering with social service providers and existing networks of support to reach people less likely to participate in civic projects online.

Environmental Resilience

Many communities are experiencing increased flooding, loss of the native

tree canopy, loss of the natural hillsides, more oppressive heat and larger and more frequent storm events.

Design Workshop recognizes the role that protecting and enhancing the natural environment, along with the promotion of green infrastructure, has on mitigating these threatening affects on our health, safety, economy and sense of place.

We are mindful of the need to understand and map the environment as part of land use planning so that these critical systems are retained and utilized in the efforts to reduce flooding, preserve the native character of the landscape, provide natural cooling, protect critical habitat and to provide recreation opportunities. These environmental systems also need to influence zoning designation and patterns.

Spatial Equity

Spatial equity is driven by an understanding of the community's demographics and population growth patterns. This will ensure that the distribution of open space, transportation choices, good schools, affordable housing, parks, facilities and social services are balanced to provide benefits to all citizens. Through our work in Vancouver and elsewhere, we have developed methodologies to identify underserved areas, to address these inequities, and to prioritize investment in the community appropriately.

Housing Variety and Affordability

More and more communities are recognizing the need to consider ways to promote housing that will enable the workforce to live and work within the community. We are mindful of the challenges associated with ensuring

housing affordability and consider planning for it spatially within land use planning is critical to ensuring that it fits within the community and neighborhood fabric in a dignified way.

Promoting Economic Prosperity

Economic development strategies must be context-sensitive and respond to local, regional, and national trends. When done in this manner, community leaders are more engaged, the business community can thrive, and the strategies can become a framework for regional collaboration.

Our planning process is designed to build regional capacity for economic prosperity through hard and soft infrastructure that contributes to community resiliency. The process acts a vehicle for individuals, local governments, anchor institutions and the private sector to engage in a dialogue about what efforts would have the biggest impact on the region.

Recommendations informed by project-specific market dynamics creates a level of nuance and depth that differentiates Design Workshop from the competition.

Aging Commercial Corridors

Every community we work in has one or two gateway commercial corridors that are populated with aging strip shopping centers, shopping malls. These corridors lack access management, safe driving speed, streetscape, and multimodal capacity.

These corridors can be transformed into places that promote economic development within vital walkable, bikeable and transit accessible mixed-use centers. We have worked with many communities and state highways departments to create long term plans to convert these corridors into community and economic assets.



Bagby Park – Houston, TX

Workforce Development

Key to ongoing business recruitment efforts is the need to have a workforce that is read and able to fill the jobs that new opportunities create. We have experience in several communities where the business community is in partnership with schools to provide needed vocational training.

Attracting and Retaining the Next Generations

Many places are getting older, both in terms of their sense of place but also their population. Fortunately, they also possess the hardware needed to keep and attract the next generations such as recreational opportunities, walkable downtowns, interesting old neighborhoods and vacant building space.

The software needed includes commitment to arts and entertainment, balancing school quality across the community, incentives and space for entrepreneurial ventures to

take root, and branding and messaging that reflects a vibrant and hip community.

Finally, many of these places realize that they need input from the younger generations and have initiated working groups made of the younger generations to listen to their needs and to shape policies.

Transportation Options

As municipalities and their surrounding regions grow, there is an increasing demand on the transportation network from those that live, work and play in the region. It is important that the jurisdictions continue to facilitate safe, efficient, and convenient multimodal travel.

Planning for multimodal transportation includes considering the nature of the land uses and community contexts that it is traveling through. It also considers the benefits of having jobs, shopping and social destinations near where people live.

By applying qualitative and quantitative inputs, the plan will make and prioritize recommendations that manage demand, address vehicular capacity, identify a connected and low-stress network for biking and walking, and recommend changes to transit services and amenities.

Holistically, these recommendations will expand transportation options and connectivity to improve mobility and access.

A Three Document Structure – a new way of formatting Comprehensive Plans

One of the challenges with the typical comprehensive plan is that it formats large existing conditions data sets and maps, which are usually also found in several other municipal plans and studies, in addition to its recommendations.

Project Approach



Baton Rouge Downtown Greenway – Baton Rouge, LA

This creates a document that is not user friendly, is hard to navigate and doesn't get to the point for most audiences. A document structure like this is unwieldy and isn't used as often as it should to inform day to day, month to month and year to year actions.

At Design Workshop, we have devised a format that helps to make the document more user friendly. We have determined that organizing the document into three sub booklets, which can be used independently or compiled together, helps to keep it manageable and makes it efficient.

The first booklet is the plan its recommendations organized into relevant themes. The second booklet is the action plan, which describes the specific action items, priorities, and responsibilities to get things done. The third booklet is what we call the "community atlas", which houses all the existing conditions statistical data and existing conditions mapping in a nice to look at format. The intention for the atlas is for it to be a document that other planning documents can also refer to so that there isn't a duplication of effort from one plan to the next.

The community atlas and the other booklets can be stand-alone pieces or compiled together depending upon the situation and audience.

This enables each piece to have its own purpose and role. For instance, the action plan can be taken to a budget workshop on its own, rather than having to take the entire comprehensive plan. The plan booklet can be handed out to interested parties that want to better understand what the municipality has for its future vision. All of the booklets share the same branding, fonts, colors, look and feel so that they clearly link together.

Approach

Establish a solid base line of understanding

It is critical to begin the process with a clear understanding of the work that has been done, the underlying fundamentals of the community and a clear understanding of how the plan can best serve critical issues and opportunities. As part of this we will:

- Inventory past plans and studies to determine what goals and

objectives have been achieved, which still need to be addressed and which are no longer relevant. Share through a Summary Matrix.

- Conduct an existing conditions overview that includes issues such as demographics, housing, parks and open spaces, infrastructure and transportation, the built environment and the natural environment.
- Analyze growth potential, where growth is occurring, focal properties that may be key to accommodating growth and other opportunities that may exist in the market to accommodate growth and improve revenues.
- Participate with staff and key stakeholders on a site tour to learn more about your community.
- Take compelling photography that will help communicate important aspects of place, community and environment.
- Prepare a Community Atlas that captures existing conditions mapping and analytical data, based on typical plan elements, into a single attractive document.
- This Community Atlas can become a resource for other planning efforts to reduce redundancies and to have a single resource for existing conditions data and mapping.

Manage the project tightly to ensure success

Project management is critical to keep the project on schedule and budget, effectively communicate progress and to ensure the highest levels of success. As part of this we will:

- Determine critical success factors early in the process to guide our efforts and to serve as a touch

stone for course corrections and higher levels of focus.

- Provide clear communication. We recommend progress conference calls be hosted to maintain contact. We will also be onsite as needed to meet in person.
- Create and confirm a detailed project schedule and document review process.
- Facilitate a Strategic Kick Off Meeting (SKO) with staff and any advisory group created for the project.
- Establish project goals, critical success factors and desired outcomes. Discuss specific areas of focus for your plan so that the direction is clear.
- Prepare and review a Community and Stakeholder Engagement Plan, based on your knowledge of your culture as well as our knowledge and experience in conducting successful engagement processes.

Create a shared and supported vision with the community

Creating the plan openly and transparently with the community and stakeholders will elevate its relevance and help ensure its adoption and future action. We strongly believe in an engagement process that is highly interactive. As part of this we will:

- Conduct facilitated “Design Workshops” that engage the community in a series of discussions and activities that leads to a vision, goals and strategies, actions, priorities and a preferred growth management plan.
- Use keypad polling questions, planning exercises, group discussions, pop-up meetings and web-based technology to allow a

variety of ways for people to voice opinions, participate in the creation of the plan and to share to us what your community’s values are.

- Work closely with staff to create a list of important stakeholders to meet, such as the school board, economic development groups, builders / developers, Infrastructure service providers, public works, transportation providers, etc.
- Utilize web based conferencing, polling and design exercises to reach as many people as possible that may not be able to attend in person public meetings.

Conduct planning that will make your community more resilient

Linking open space planning, green infrastructure and land use planning creates a more holistic approach to growth management planning and builds awareness around the link between environmental systems and being a more resilient community. As part of this we will:

- Comprehensively map critical environmental systems and functions such as FEMA flood plain, sea level rise, wetlands, hydric soils, marsh migration, storm surge, beach erosion for use in determining areas of risk associated with enhanced flooding.
- Develop, and regularly update floodplain models, maps and other tools to account for climate change, including projections for increased precipitation and sea level rise, to make sure any future building in the floodplain is done sustainably.
- Integrate existing, and develop new, floodplain models to better understand the interplay between coastal, riverine, and interior

flooding and potential climate impacts.

- Comprehensively map existing and proposed conservation lands, parks, open space, publicly owned land, undeveloped land tracts, rural lands to determine potential areas for mitigation measures.
- Determine and map, based on ranking land suitability associated with risk of vulnerability, areas of highest to lowest risk associated with enhanced flooding events.
- Overlay future land use plans and/or zoning onto land suitability map to determine areas of inconsistency between zoning, environmental conditions and potential risk of enhanced flooding.
- Quantify land areas needed for growth based on using lower risk areas to accommodate it and protecting higher risk areas.
- Consider growth management plans that position growth within or adjacent to existing urban growth areas and existing towns.
- Systematically review comprehensive plan, land use and zoning policies, building and engineering standards, transportation plans, housing plans, park plans, etc. and incorporate measures and create policies that negate or minimize effects associated with enhanced flooding.
- Coordinate enhanced flooding resiliency strategies, planning, design and engineering standards across all codes, plans and policies.
- Within growth management planning and zoning, create long term plans to direct new development and critical infrastructure away from areas impacted from areas defined by science-based mapping to be at risk of enhanced flooding.

Project Approach

- Prepare, review and obtain input and buy in from local officials, businesses, and residents.

Build a framework for the future

Planning for the future includes determining the land use, open space and infrastructure frameworks that new growth and opportunity can build onto and position the entire community for new opportunities. As part of this we will:

- Consider the social, economic and environmental importance of the critical natural environment, open space, parks and greenway systems and their potential to knit together to create a meaningful “green network” that ties neighborhoods with needed green spaces.
- Map the “green network” to inform future land use planning. Too often land use decision happen independently of environmental conditions.
- Determine key areas of growth and decide, based on community process, the future land use type and character needed to accommodate growth projections.
- Determine key transportation corridors and their potential to become more multimodal, transit oriented, and able to support more economic development.
- Consider areas where redevelopment may elevate their use, marketability and economic potential, such as former industrial areas, aging shopping centers and shopping malls, and older commercial corridors.
- Plan for spatial equity in terms of the equitable provision of needed city services, parks, quality schools, affordable housing, social and utility infrastructure in all sectors of the community.

affordable housing, social and utility infrastructure in all sectors of the community.

- Develop strategies for development and improvement to gateways and corridors into the community.
- Determine future demand and best areas for multi-family, workforce housing and higher density residential development and develop strategies that promote housing diversification and affordability.
- Determine areas for future Extra-Territorial Jurisdiction or municipal expansion and create strategies that target logical growth areas.
- Enhance the qualities that make the community great, leverage local assets, increase the opportunities for businesses of all sizes to start, expand, and thrive.

Create an implementation playbook

The Plan will not add value if it is not acted upon. Creating clarity of purpose and accountability for doing the work is essential. As part of this we will:

- Recommend strategies and actions that connect community priorities to a clearly described action playbook that has clear tasks, roles, responsibilities and time frames for completion.
- Consider investment and funding types and strategies, along with incentives to enhance the potential for success.
- Create a table that shows tasks, responsibilities, time frame and priorities.
- The document will be referred to when budgets are made and be a checklist that holds departments and leadership accountable each year.

Craft a compelling plan for adoption

The document needs to be compelling and user friendly if it is to be used. Crafting a format and style for your document that is uniquely Statesville will contribute to its use and success. As part of this we will:

- Create branding for the project that captures the essence of the community and instills a sense of importance and quality to the effort.
- Prepare a document production and review process that is clear and manageable and establishes accountability and efficiency.
- Format a compelling document that is usable/ navigable, action oriented, and adaptable over time.
- Share the document as the chapters are being developed to create an efficient review process.
- Prepare executive level presentations to share with municipal leadership.
- Prepare final document for adoption that is usable/ navigable, action oriented, and adaptable over time.

Statement of Understanding

Design Workshop approaches every planning project with the goals of creating visions that are shaped by their community, delivering innovation and long-term sustainability, and creating usable plans that result in truly great places. We understand that the City of La Crosse is looking to a long-range planning document for the community for the first time in nearly twenty years. Through our planning work across the nation and the Midwest, we also understand the micro and macro trends impacting small cities like La Crosse. As planners and designers, we have a deep reverence for and love of places like La Crosse that offer substantial opportunities to live well, work innovatively, learn deeply, and recreate often.

Design Workshop understands that planning for La Crosse will mean planning for a community that has not seen growth for some time but that offers a legacy of creativity and innovation. We understand how much the lush Wisconsin landscape and the mighty Mississippi River shape the experience of La Crosse and will be big contributors to the City's future. We know that issues like housing affordability, access, and diversification will continue to emerge as critical community challenges in La Crosse, as in many other places. A great deal changes in twenty years that will need to be reconsidered as the La Crosse community plans for the next twenty. We intend to work as partners with the City and community of La Crosse to ensure an actionable roadmap is developed that prominently features the fingerprints of your community.

Design Workshop understands that Comprehensive Planning is shaped by policy at the local and state levels.



La Crosse, WI.

Source: Highsmith, C. M., photographer. (2016) Downtown street in the Mississippi River port of La Crosse, Wisconsin, United States Wisconsin La Crosse County La Crosse, 2016. -09-03. [Photograph] Retrieved from the Library of Congress, <https://www.loc.gov/item/2016631260/>.

We are familiar with these processes, the required components and planning elements, and the opportunities to innovate and create actionable plans within existing frameworks. We propose the following scope of work, encompassing the requirements of the RFP, the City of La Crosse, and the State of Wisconsin.

Scope of Services

Existing Conditions Review

Design Workshop (DW) will review existing plans, documents, and other materials (provided by the City of La Crosse) relevant to the project.

Baseline review of existing plans and relevant information:

As part of this, DW will study and consolidate applicable materials into the Plan. DW will review all existing plans including the plans and documents listed in the RFP, current codes and policies, demographic and census data, and other information relevant to the required plan elements.

Data Collection

As part of this task, we will rely on the City of La Crosse to provide us

with GIS base information and PDFs of existing plans and studies that are relevant to the Comprehensive Plan and available for our use to include but not be limited to:

- Existing zoning maps and land development standards.
- Existing and planned transit system(s) and facilities.
- Existing traffic studies, traffic reports, traffic counts and traffic data for the major roadways.
- Existing and planned major utilities and infrastructure plans.
- Existing and proposed major street ROW, utilities ROW or easements from GIS.
- Parks, public uses and open spaces – existing and planned.
- Locations of historic and cultural resources.
- Locations of community services, such as parks, libraries, schools, fire and police.
- Topography, environmental conditions and drainage patterns including areas of flooding concern from GIS information.

Project Approach

- Demographic Data – existing and projected data associated with population, income, age, population growth, housing costs, etc.
- Economic Data – existing and projected data associated with economic growth, locations for economic development, focused industries, jobs, housing affordability, etc.
- Approved and proposed master planned development projects, PUD's or areas of development that would have an impact on the comprehensive plan.
- Areas in protected with conservations easements.

Current Action Items Matrix

Good work has already been done that is still relevant and should not be lost in the process. As part of our work, we will review existing plans and studies to determine what has been accomplished and what is still in need of being accomplished so that we can begin the project with better focus and inclusiveness. As part of this review, the City will, with us, create a matrix that outlines the various action items

proposed by each of the plans that are still relevant for The Plan. This will enable us to avoid duplication of effort and to focus on the key strategies and appropriate actions.

Deliverables:

1. *One (1) Action Items Matrix identifying current actions and level of implementation provided to the City for their assistance in filling it in.*

Develop an inventory and assessment of issues and opportunities

The DW team, using information supplied by the City and in collaboration with staff, will analyze various topics to determine their impact on goals, strategies, policies and planning frameworks. These topics include:

Community Character

The unique qualities that together establish the sense of place and character of the City.

- Ways to best take advantage of historic resources or areas that need support (policies, funding, promoting).

- Development character, both historic and new.

Attainable Housing

- Income and housing price distribution.
- Provisions and policies to maintain housing affordability.

Diverse Economy

- Economic and demographic factors that may affect growth and land use decisions.
- Economic conditions and business growth patterns and their influence on creating new jobs.
- Opportunities for workforce skills, training and available resources.

Sensible Growth

- Projections for population growth and how it might influence land use decisions.
- Any limits to physical growth (in terms of limits created by hydrology, environmental resources, infrastructure, or transportation resources in particular) or policy-oriented limits to growth such as water / sewer service, political boundaries, etc.
- Identification of housing characteristics and housing needs unique to the Town, including issues associated with short term vacation rentals and accessory dwelling units.

Harmony with Nature

- Environmental factors, natural features, and sensitive areas (for example, riparian areas and floodplains, areas susceptible to sea level rise, vegetation / tree cover).
- The provision for greenways and broad open space connectivity.



Collaboration is the cornerstone of our planning process.

- The promotion of coastal resiliency.
- The creation of scenic and environmental corridors and buffer areas.

Equitable Services

- The location and adequacy of public facilities and amenities.
- Parks and recreation facilities and amenities and their locations relative to existing and planned neighborhoods.

Quality and Context Sensitive Infrastructure

- Gaps or needs for infrastructure service.
- Multimodal transportation connectivity.
- Complete streets
- Multimodal connectivity
- Enhancing connectivity
- Transportation character

Deliverables:

1. *Summaries of the existing conditions analysis (by planning theme or topic and based on the emerging need and focus of the plan). The summaries will include a combination of map graphics and simple narratives as needed to communicate the key takeaways to be included in the Community Atlas / Existing Conditions Report.*
2. *Population/growth assessment based on regional transportation models, state growth estimates or other information available to the City.*
3. *Analysis of existing land uses and infrastructure capacity in the form of a map created in GIS and a memo that describes infrastructure capacity based on discussions with service providers and/or public works.*

Analysis Diagramming

From the available GIS base information, we will create 3-4 synthesized maps and analytical diagrams that help us to understand the current condition of the City and to describe potential improvements. These analytical diagrams may consider, amongst other things:

- Areas of concern from an environmental standpoint that may be considered for preservation or conservation. This will include previously preserved / conserved lands, lands targeted for preservation / conservation, new land areas that could/should be considered, the potential for new corridors to connect them, marsh areas, areas prone to flooding and sea level rise.
- Opportunities to create a consolidated Green Print open space plan that forms an ecological framework for the City that can accommodate flood control, habitat development, recreational opportunities, tree cover, pollution mitigation amongst other things.
- Special areas, cultural and historic assets, neighborhoods and districts.
- Existing job centers and commercial areas.
- Areas best suited for new development based on environmental (especially topography and flood conditions), cultural, economic and accessibility/serviceability attributes.
- Opportunities to equitably expand community services, parks or open space based on walking distance frameworks, needs analysis or best practices.
- Opportunities to enhance bike and pedestrian infrastructure on major roadways and within greenways.

- Transportation corridors, such as highway, rail and river, that may be re-imagined and areas where nodes and gateways may occur, corridors that could be re-imagined, corridors that should include scenic protection, etc., along with the disposition of what happens between them.
- Areas where more circulation frameworks may be added to enhance multimodal movement patterns.
- Areas where new job centers, new destinations or new activity centers may be located.
- This information will be used during the Community Workshops and Stakeholder meetings to ensure that the discussions are based on a realistic understanding of current conditions and possible futures.

Deliverables:

1. *Up to Four (4) Synthesized Analytical Diagrams (as outlined above) depicting the current conditions in the Town as needed to describe key concepts or analyses*

Equitable Community Engagement

We believe in transparency and inclusion on all levels – from our interdisciplinary team to the diverse City partners, stakeholders, and the broader community. Our team will create a Plan that celebrates La Crosse’s cultural diversity. Central to its success will be a robust Community Engagement Plan with clear goals and measures of success.

We will seek to reach under-represented groups through creative methods, including renters, youth and people with mobility impairments for example. Inclusion is also evident in our plans; land use, mobility,

Project Approach

economic opportunity, public safety, and urban design are best tailored to a community and their diverse interests.

We will look to local, regional, and national trends to understand the needs of the present and future residents and business owners, while also making sure that we are thinking hyper-local to understand the specific needs of your community.

Our included project examples share how we have helped communities like yours find solutions to issues built on decades of civic neglect while celebrating the strong local spirit of the community.

Tools and Techniques

Our team has also developed a suite of project management and International Association of Public Participation (IAP2) communication Techniques, honed from our 50- year history. A few examples of virtual tools that would be effective for this project include visual preference surveys using Qualtrics, SurveyMonkey, and Mentimeter, a variety of webcast options such as Zoom Webinar, video creation, ArcGIS Storymaps, Mural and other tools to capture mapping input devices like Streetwyze, geocache scavenger hunts, StoryCorps podcasts, and interactive PDF documents.

Emphasis on electronic communications elevates the importance of project branding and graphic design to unify and make the plan accessible. Also critical is partnering with social service providers and existing networks of support to reach people less likely to participate in civic projects online.

Approaches

DW typically conducts the following six approaches to community engagement:

- Approach #1: Stakeholder, Individual and Group Meetings to establish “kitchen table diplomacy” with the community, learn about issues and opportunities, and build support for the plan. These meetings will invite members of the community representing different places and interests to inform an inclusive and well-rounded plan. The team will aim to speak with members of groups like Neighborhood Associations, cultural and heritage organizations, the local Chamber of Commerce, Downtown Mainstreet, the North La Crosse Business Association, local recreation groups, and others.
- Approach #2: Facilitated Community Workshops and Design Charrettes, that include hands on planning exercises, polling, interaction and collaboration held at locations around town that will attract a broad audience.
- Approach #3: Virtual Workshops or Web Based presentations, polling and planning exercises located on a dedicated web site that houses the progress of the plan’s development. Utilize web-based conferencing, polling and design exercises will be designed to reach as many people as possible that may not be able to attend in-person public meetings.
- Approach #4: Pop up meetings at local events and civic gatherings to reach people where they are.
- Approach #5: Focused workshops within individual neighborhoods that are typical disenfranchised or with special interest groups.
- Approach #6: Identifying “ambassadors” from within the community to represent different sectors of the community and to help spread community engagement within their community. For this we will create a “workshop in a box” for use

by the ambassadors to conduct intimate and culturally appropriate community engagement.

We will work closely with staff and the Steering Committee to create a list of important stakeholders to meet, such as the school board, economic development groups, builders/ developers, infrastructure service providers, public works, transportation providers, and others that have a strong voice in the community and cultural institutions.

Public Engagement in the Time of COVID-19

DW has been using and refining digital tools and facilitation techniques for remote collaboration with client teams and committees over the past decade and is well prepared to launch the project effectively without large in-person meetings, if needed. Examples of interaction tools that are effective include visual preference surveys using Qualtrics or Mentimeter, a variety of webcast options such as GotoWebinar, video creation, tailored website development, StoryMaps and other map input capture devices, scenario planning and calculators, geocache scavenger hunts, and interactive PDF documents. Emphasis on electronic communications elevates the importance of project branding and graphic design to unify and make the plan accessible. Also critical is partnering with social service providers and existing networks of support to reach people less likely to participate in civic projects online.

Stakeholder Information Meetings

At the beginning of the project, the City project management team and Steering Committee will identify 6 -10

key individual stakeholders or small stakeholder groups to be interviewed by DW on a “one on one” basis to gain focused input and direction. The stakeholders will include key members and influencers from the business community, major institutions, environmental organizations, social organizations and special interest groups that have a strong voice in the community and cultural institutions.

Deliverables:

1. *Agendas, Presentation Materials, and Summaries from the stakeholder meetings*

Meetings:

1. *Up to twelve (12) hours of in person Stakeholder meetings, Focus Group Meetings and/ or phone conference meetings throughout the life of the process.*

Community Pulse Survey

The DW team will work with the City project management team and Steering Committee to create a Community Pulse Survey to solicit input from the community, via the web as well as at the first Community Workshop, concerning key issues such as:

- What is working
- What needs improvement or focus
- Key Issues and Opportunities
- Vision and Aspirations
- Potential Themes such as: Community Character, Diverse Economy, Attainable Housing, Harmony with Nature, Equitable Services, Quality Infrastructure, Balanced Growth

DW will format the survey using the online app Qualtrics and will distribute the survey to the City project



management team for inclusion on the project web site.

Deliverables:

1. *Draft survey questions, for review by City Project Manager*
2. *Final survey questions, formatted using Survey Monkey, and provided to City Project Manager to be uploaded to the project web site*
3. *Summary of results from the survey. The summary will be provided to City Project Manager to be uploaded to the project website as well.*

Workshop #1: Kick Off, Vision, Themes and Goals

The first Community Workshop, located somewhere accessible to as many residents as possible, will introduce the purpose of the project and gather input from the community concerning the overall “vision” for La Crosse. Participants in this meeting will use keypad polling and participate in breakout sessions around the room to provide input.

This workshop will include a presentation on what a

Comprehensive Plan is and what it should focus on, introduce everyone to the project and process, review the roles of various team members and review the components of a Comprehensive Plan. Following the presentation, a keypad polling session (Community Pulse Survey) will be conducted to allow the public to provide input on the community’s aspirations and vision, the key issues and opportunities of the plan.

In addition to keypad polling, the public will also provide general comments and ideas for the Comprehensive Plan verbally at the end of the keypad polling session and on comment sheets located around the room and at breakout tables.

The keypad polling questions, and the presentation will be provided to the City Project Manager to be put on the project web site so that individuals not able to attend the workshop can contribute via an online format as well.

Deliverables:

1. *Coordination with City Project Manager about schedule and location of Community Meeting #1*

Project Approach

2. One (1) PowerPoint presentation outlining key concepts, existing conditions and/or key issues that our initial analysis yields
3. 20-25 Keypad polling questions that will be formatted into survey monkey for posting on the project website
4. PDF copies of the presentation boards for uploading to the project website

Meetings:

1. One (1) two-hour Community Workshop, supported/co-facilitated by DW.

Workshop #2: Open Space, Land Use and Future Growth

The purpose of the second Community Workshop will be to discuss lands that could / should be preserved for open space / environmental resiliency and how and where growth can happen. At this meeting, we will begin with a presentation that reviews key takeaways from the first Community Workshop and existing conditions graphics that tell the story of current land use patterns. We will then conduct a keypad polling exercise focused on future growth topics. Following that, we will conduct a physical planning exercise, with participants working together at tables in small groups, should health authority guidelines allow. For this workshop, we propose having it being conducted in two locations so that we get unique perspectives from two geographic areas of the City.

Deliverables:

1. Coordination with Town about schedule and locations of Community Meeting #2



Community engagement session, Opelika Road Corridor Plan – Auburn, AL

2. One (1) PowerPoint presentation outlining key takeaways from Community Meeting #1, and existing conditions graphics
3. 20-25 Keypad polling questions that will also be formatted using Qualtrics or Survey Monkey for uploading to the project website
4. Materials needed for the “Chip Game” planning exercise
5. PDF copies of the presentation boards and results for uploading to the project website

Meetings:

1. Two (2) two-hour Community Workshops, supported/co-facilitated by DW.

Workshop #3: Plan Recommendations

The final Community Workshop will be organized in “Science Fair” format with graphically formatted boards that describe the key outcomes of the Comprehensive Plan process. Participants will browse the boards created for the meeting and be allowed to provide comments through multiple means of engagement.

Deliverables:

1. Coordination with Town about schedule and location of Community Meeting #3
2. Presentation boards outlining the proposed final plan
3. PDF copies of every presentation board for uploading to the project website

Meetings:

1. One (1) two-hour Community Workshop

Project Branding

Creating a “brand” will stimulate community interest, raise the visibility of the planning process, and link the various tools and methods for community outreach under one umbrella. Elements of community outreach, including meeting advertisements, visual displays for presentations, handouts for public meetings, the project website, and the final planning documents, will all share a signature logo, title block, color and fonts that are consistent, compelling, and appropriate for various audiences and for various meetings and communications.

Deliverables:

- 1. *DW will provide up to three options for review and selection by the Town Project Manager and adopt the graphic format of the brand and utilize it in our presentation materials.*

Project Website

The City will manage a Project Website to provide information to the community concerning the Comprehensive Plan. The website will contain links to online surveys (including community surveys and public meeting polls), background documents, information concerning alternatives and preferred and final versions of various elements of the plan, and online tools (such as comment cards or emails) for residents to contribute their thoughts. DW will provide content to the City for the website at each community workshop milestone.

Deliverables:

- 1. *DW will create a project website for use throughout the project and update its content as the process unfolds.*

Social Media

This proposal assumes that the City will initiate and maintain a social media outreach effort using social media platforms such as Facebook, Twitter or other.

Deliverables:

- 1. *DW will provide content around public meeting dates, based on work prepared to date, for the Project Website and Media efforts*

Drafting the Plan

DW will develop Plan goals, objectives and implementation strategies based on technical data and public input

and will draft materials for review and comment by the City in accordance with established project schedule.

Goals, Policy and Strategies

The DW team, based on direction from the City, will develop Goals, Objectives and Strategies for each of the required elements of the Comprehensive Planning process (from both the City of La Crosse and the State of Wisconsin) and based on consolidating existing plans and creating new relevant strategies.

Future Land Use Framework Planning

Drawing from the public input, as well as technical input provided by stakeholders and jurisdiction officials, we will create relevant land use and framework plans that support the recommendations of the Comprehensive Plan. The plan will focus on how future development will interact with existing development; the protection of the natural environment; multimodal transportation planning and linkages; open space and recreation networks; greenway networks; opportunities for nodal and walkable development patterns; key transportation corridors; and economic/commercial enhancement. As part of this, our team will:

- Conduct a population growth assessment, development capacity analysis (examining land mass needed to accommodate growth by acreage), serviceability assessment, and create “transect-based” or “character based” land use designations to produce 2-3 projected growth scenarios.
- Identify and quantify areas to preserve or conserve land based on environmental or land use characteristics and consider a comprehensive “green network”

to accommodate environmental resiliency for the City.

- Identify key transportation corridors and recommendations for their improvements.
- Identify areas designated for economic development and job growth.
- Identify areas for nodal development around key transportation corridors.
- Identify, based on development capacity analysis, where various settlement types will be located to accommodate growth.
- Identify areas of special concern to ensure context sensitive growth or focus areas.
- Consolidate the Framework Plans into a Strategic Land Use Plan for the City.

Deliverables:

- 1. *Goals and Strategies for each of the elements of the Comprehensive Plan created in narrative form and formatted for inclusion in the Comprehensive Plan*

Final Document/Adoption

DW will prepare draft documentation for public review and comment and present the draft to the Steering Committee and City Council. We will prepare the final draft document and present at all associated meetings and public hearings for adoption and/or certification of the plan.

Formatting the Comprehensive Plan

DW and the City of La Crosse wish to create a unique, compelling, and usable Comprehensive Plan. DW will prepare 2-3 concepts for discussion

Project Approach

with the Steering Committee early in the process. Alternative concepts for discussion will include:

- The size and orientation of the document
- How it can become a web-based document and be section 508 compliant
- Alternative organization / table of contents
- Fonts, colors, look and feel
- Page layout

Deliverables:

1. *One draft document format*
2. *One round of revisions following review by City project management team*

Draft Comprehensive Plan

DW will submit draft Comprehensive Plans in parts and in whole for Jurisdiction review at 60% and 90% milestones in the process. It is envisioned that the drafts will be submitted as follows:

- All narratives associated with each chapter in an editable MS Word document. City project management team will make edits using track changes or make written comments.
- Exhibits, Plans and Diagrams in PDF form. City project management team will make comments on the PDFs.
- Draft compiled Comprehensive Plan in PDF form. DW will prepare a draft Plan using InDesign. DW will distribute a PDF of the compiled Plan for its review.

DW will submit drafts as outlined above as they are completed. Typically, the narratives are completed before

the exhibits, plans and diagrams. The City project management team will conduct an organized internal review and provide comments back to DW on a timely basis to meet with schedule requirements. City project managers will also be responsible to ensure that the comments provided also anticipate comments that may be forthcoming in the adoption process so that the production of the Comprehensive Plan and adoption runs smoothly. PDFs may be deployed for review electronically via Adobe Document Cloud where reviewers simply add their comments to the digital document.

To seek input from more than one group, such as from the general public and separately from key stakeholders, simply post two separate editions of the PDF and share them separately, password protecting the stakeholder edition.

Final Comprehensive Plan Document

Following the final review by the City and Steering Committee, DW will complete a final draft of the Comprehensive Plan document for formal adoption. Digital copies (PDF and Word) of the Draft and Final Plans will be provided to the City so it can be printed and distributed for review and acceptance. DW will provide the final document and draft versions of the document via a file sharing site. We are assuming, as part of adoption that we will present to the Planning Commission and present the plan to the City Council.

Quality Control Process

Plan and Strategize

Delivering quality requires planning. At a Strategic Kickoff Meeting convened by DW, all of the project's deliverables are listed in a Quality Assurance &

Deliverables Plan. Quality Control (QC) reviewers are identified for each deliverable and may vary depending on the document type—written, graphic or project phase. QC reviews are scheduled seven to 10 days prior to the deliverable date to allow time for reviewing, addressing comments, and finalizing the document. A collection of standards, best practices and checklists are provided to the project team to guide the design process, encourage innovation and assure the delivery of quality.

Design and Document

Every DW project is iterated repeatedly through a process called Rapid Cycling, which combines periods of exploration with moments when the work must be reined in, consolidated and presented. This process of testing, learning and refining advances the comprehensive plans with innovation and rigor. Periodically, projects teams pause to accept outside points of view.

Review

The Quality Control reviewer evaluates the documents with attention to aesthetic and technical quality, accuracy, completeness and coordination. In order to ensure that the review is methodical and consistent, the reviewer will use a collection of checklists. Coordination review is especially important and includes the evaluation of coordination between drawings, between drawings and specifications, and between landscape architectural documents and work by associated disciplines. Coordination between landscape architecture documents and approval agency requirements is also essential to review.

Respond

The document review process is only as good as the responsiveness of the design team in addressing the

reviewers’ comments. DW utilizes a formal process for addressing and verifying that the comments have been addressed satisfactorily. The process of reviewing the review is known as “evidence of conformity.” Senior project team members must determine how best to respond to the questions, recommendations or issues identified by the reviewer, and other team members are assigned to make necessary changes. While this process is commonly known as “picking up red lines,” it requires more deliberation than the phrase suggests.

Revise

Revisions are made to address all review comments to create the final deliverable. The Principal in Charge will perform a final review to confirm that all comments have been resolved.

Deliver

DW’s printing and delivery best practices for GIS, InDesign and other software programs are followed to ensure that the team effort produces a quality final document reflected in the printed hard copy or digital file delivered to the client.

Measure and Monitor

A critical component of DW’s planning and design process involves assessing performance in order to improve processes and outcomes for future endeavors. To this end, DW requires all project teams to convene a Project Closeout Meeting. Quality is a key focus of the Project Closeout Checklist discussed by the team. Successes and shortcomings are discussed and action items for improvement are developed and assigned.

Deliverables:

- 1. *Final version of Comprehensive Plan document in print ready PDF format and a web-optimized PDF format. This proposal assumes that the City will print the final*

document and that DW will not be providing multiple printed copies of the document.

- 2. *Final presentation for Planning Commission and Council’s adoption.*

Comprehensive Plan Content

The Comprehensive Plan document will include assembling and analyzing data regarding existing conditions within the established planning area and utilizing that data to develop policies, actions, and an implementation plan to guide future development and decision making over a 20-year time frame. It is anticipated the Comprehensive Plan will cover the following content:

- Community Assessment – Population, housing, demographic, and economic trends, and projections
- Natural Resources, Resiliency, and Hazard Mitigation
- Historic, Cultural, and Heritage Preservation and Enhancement
- Land Use and Community Design – Existing land use and framework for place-based neighborhood nodes and transects
- Housing – Review of housing needs and trends and recommendations that will create strong neighborhoods that support lifelong housing needs
- Transportation – Bicycle and pedestrian facility recommendations, collector street network, street infill recommendations, and recommendations for applications of street types from local design standards
- Implementation – Specific goals and policies to implement each element of the Comprehensive Plan

- All other components required by local and state law

Implementation and Action Plan

The Comprehensive Plan will include a chapter associated with the prioritization that the City may use to bring the goals, strategies, and direction of the overall Comprehensive Plan to life and so that it can be referred to each year as capital and work plans are being created. It is assumed that the City Project Manager will provide input regarding choosing specific actions and determining priorities. Specifically, the plan will outline:

- The list of Actions associated with each Element
- Departmental responsibility
- Timing and phasing (in terms of short term, medium term, and long term).
- Other information that will help the Jurisdictions execute the Plan.

Deliverable:

- 1. *The Implementation Plan section of the Comprehensive Plan document (draft, and final form).*
- 2. *Simplified implementation matrix with measurable benchmarks - Action Plan Matrix.*
- 3. *Progress report on each recommendation in the implementation matrix.*

Project Deliverables

Maps and associated digital data and shapefiles shall be in ArcGIS format, and shall be provided to the City as work is being conducted. All such data, graphics, charts, images, etc. as contained in the final adopted version of the Comprehensive Plan as adopted by the City Council shall also be

Project Approach

furnished to the City upon adoption, including an editable version of the final document.

DW will also provide flash drives of all digital products in the following forms as appropriate:

- Text: Microsoft Word, InDesign, and PDF

Project Management

Project management is critical to keep the project on schedule and budget, effectively communicate progress and to ensure the highest levels of success. As part of this we:

- Facilitate a Strategic Kick Off Meeting (SKO) with staff at the beginning of the project. DW will hold an initial meeting with City staff to begin the process of data acquisition and the consultant's anticipated approach to assist the City with complying with the comprehensive planning requirements.
- Establish a regular meeting schedule to provide at least weekly updates via email, telephone, or teleconference to update City staff on the project status, discuss issues, and review drafts.
- Periodic written status reports and status updates to the Planning Board and/or City Council may also be required.
- Determine critical success factors prior to and as part of the Strategic Kick Off Meeting to guide our efforts and to serve as a touch stone for course corrections and higher levels of focus.
- Create and confirm a detailed project schedule and document review process at the Strategic Kick Off meeting.

- Establish project goals and discuss specific areas of focus for your plan so that the direction is clear.
- Prepare and review a Community Engagement Plan, based on your knowledge of your culture as well as our knowledge and experience in conducting successful engagement processes.
- Identify information from previous work and studies relevant to the comprehensive plan effort and identify key questions and ideas to explore as part of the project.
- At the conclusion of the kick-off meeting, and ideally on the same day, we will conduct a coordinated tour with the assembled group to visit key locations, areas of potential growth, and areas of key focus for the plan.
- Should social distancing remain an obstacle, we will conduct the SKO via web-based conference call.
- To enhance day-to-day performance and project progress, DW has established a standard Project Management Plan (PMP) that is supported by the following documents:
 - Client Vision and Critical Success Factors (CSFs) – or those things that must happen for the project to be considered a success
 - Work Plans and Tasks – organized into a project schedule that can be used for tracking
 - Roles and Responsibilities -organized into an organizational chart
 - Communications Plan – to outline the method and schedule for communication and interaction
 - Risk Management Plan – to frame potential issues and challenges to the project's success and to

consider ways to work with or around those.

- Quality Management Plan – to establish a review methodology so that the plan is produced to the highest level of quality and is reviewed efficiently and per the schedule.

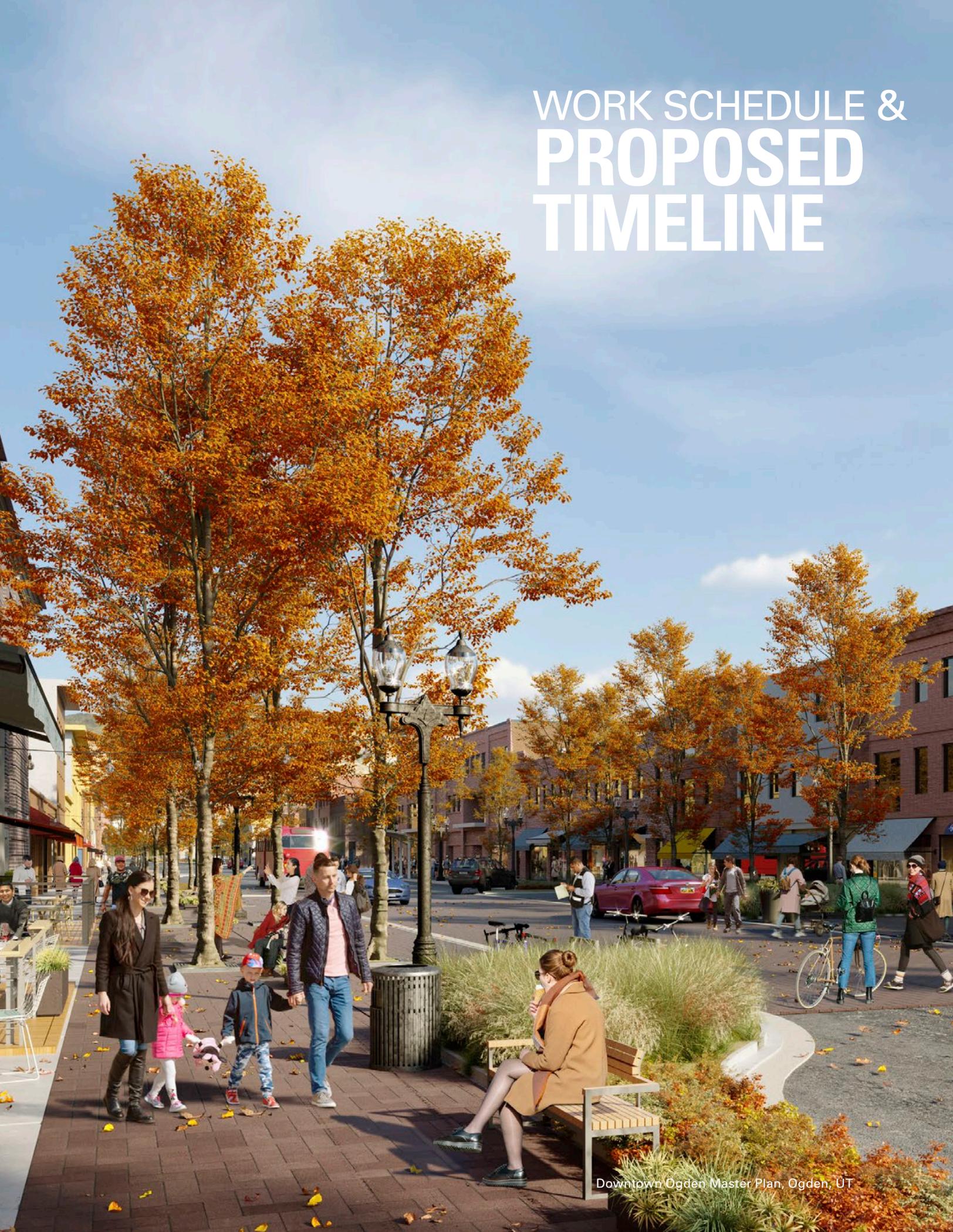
The Design Workshop team will use the PMP to manage the project and ensure that a product of the highest caliber and quality is delivered on time and on budget. We have successfully used the PMP in large scale community planning projects to monitor project performance and ensure quality.

Deliverables:

1. *Project Management Plan*
2. *Project Schedule*
3. *Community Engagement Plan.*



WORK SCHEDULE & PROPOSED TIMELINE



Proposed Timeline

Design Workshop recommends an 15-month project schedule, beginning in February 2022 and coming to completion in April 2023.

2022											2023			
Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Task 1: Project Kick-off & Management														
KO		SC			SC					SC			SC	
Task 2: Community Engagement														
		CW			CW					CW				
Task 3: Existing Conditions Review														
Task 4: Drafting the Plan														
										60%		90%		
Task 5: Final Document & Adoption														
													FP	CC

- KO** Strategic Kick-Off Meeting
- SC** Steering Committee Meeting
- CW** Community Workshop
- CC** City Council Presentation
- 60%** 60% Plan Deliverable
- 90%** 90% Plan Deliverable
- FP** Final Plan Delivery

ORGANIZATION PROFILE & **QUALIFICATIONS**



Meet our Project Team

Design Workshop

Planning, Project Management, Economic Development

Key Personnel Availability

Glenn Walters – 15%

Chris Freda – 30%

Eric Krohngold – 20%

Cassandra Higgins – 20%

Brian Corrie – 20%

Ayers Associates

Transportation Engineering

Key Personnel Availability

Amanda Arnold – 40%

Chris Silewski – 30%

Alexander Cowan – 80%

Angela Goodman – 20%

We are a team of forward-thinking planners, designers, engineers, and market specialists united by our interest in helping communities leverage their assets, grow sustainably, and preserve their sense of place.

Design Workshop is an international design studio, integrating landscape architecture, urban design, planning and strategic services. Whether designing a restorative private garden, developing the vision for a contemporary park or reimagining an underperforming downtown center, we go beyond the project itself to create places of timeless beauty and meaningful connections.

We are a community of designers, planners and strategists, who love what we do. We design for people - not just today but for future generations.

Our performance-based approach yields measurable results and projects that stand the test of time. In other words, we don't just hope for sustainable projects; we rely on our process to deliver them. We call this process DW Legacy Design®.

For over 50 years, "workshop" remains a hallmark of our firm, supporting collaboration and experimentation where clients and designers solve problems together.

With 350+ innovative problem-solvers nationwide, we stand with integrity behind thousands of projects that strengthen communities and our country's infrastructure, economy, and environment. How? Through our experts' clear communication and confident navigation of projects engaging civil and municipal engineering, transportation, structural design and inspection, river engineering and water resources, architecture, landscape architecture, environmental, geospatial, planning and development, and telecommunications and SUE.

We bring a broad range of specialties to the table. Our planners and designers routinely partner with our civil and traffic engineers, as well as environmental and geospatial specialists – and we are excited to team with Design Workshop for your Comprehensive Planning project.

Recent La Crosse Projects

- Eagle Viewing Area
- UW-La Crosse Parking Lot Reconstruction and Gateway Design
- IH90/USH 53/STH 35 Interchange
- CTH "OT" Traffic Study (CTH "SN" to STH 35)
- Cass Street Bridge Inspection

Qualifications



Glenn Walters
PLA, LEED® GA™
Principal-In-Charge

Design Workshop

Education

Master of Landscape Architecture,
Pennsylvania State University

Bachelor of Landscape Architecture,
University of Georgia

Licensure and Certifications

Registered Landscape Architect:
North Carolina & Georgia

LEED® Green Associate™

Professional Affiliations

Landscape Architecture Foundation,
Board Emeritus

Glenn has over 30 years of experience in the planning of communities, towns and cities. He has led large teams in the creation of downtown plans, large scale master plans and comprehensive plans. His real estate development experience combined with his landscape architecture and planning background enables particular insight into creating solutions that are creative and grounded in economic realities. He enjoys the challenges, as well as the rewards of community engagement. His recent and current work includes an 11,000-acre special area plan for Chesapeake, Virginia, a downtown revitalization plan for Wilkesboro, North Carolina, a downtown revitalization and beautification plan for Cherryville, North Carolina and a Vision Plan for a key part of Hilton Head Island, South Carolina. In addition, Glenn is currently working with the city of Brunswick County, AR on their comprehensive plan.

Select Project Experience

Sugar Grove Comprehensive Plan – Chicago, IL

Asheville Comprehensive Plan – Asheville, NC

Dorchester County Comprehensive Plan – Dorchester County, SC

Hot Springs Comprehensive Plan – Hot Springs, AR

Leland 2045 Land Use Comprehensive Planning – Leland, TX

Bristol Comprehensive Plan – Bristol, TN

Dorchester County Comprehensive Plan – Dorchester County, SC

Lakeway Comprehensive Plan – Lakeway, TX



Chris Freda AICP
Project Manager
& Planner

Design Workshop

Education

Master of Architecture, Northeastern
University

Bachelor of Science, Architecture
and Political Science, Northeastern
University

Licensure and Certifications

American Institute of Certified
Planners (AICP)

Professional Affiliations

American Planning Association (APA)

Chris is a planner, urban designer, and project manager with experience working in urban contexts throughout the country and around the world. Trained as an architect and planner, he has a passion for solving problems with a combination of great design and smart public policy. He is inspired by bringing communities together to tackle challenges related to health, civic engagement, environmental stewardship, economic opportunity, and access to public spaces and resources. Chris has helped craft several award-winning master plans and conceptual designs that aim to advance the possibility of places. He is focused on working with clients to solve their unique needs with a collaborative design process, novel ideas in planning and urban design inspired by cities across the world, and practical implementation guidance. With experience in directing planning and design efforts and project management, Chris works to bring design leadership, collaboration, and efficiency to every stage of the design process.

Select Project Experience

Advancing Adams – Comprehensive Plan, Adams County, CO

Sugar Grove Comprehensive Plan – Chicago, IL

North Van Dyke Avenue Master Plan – Sterling Heights, MI

Fruita Land Use Code Update – Fruita, CO

Spokane Parks & Open Space Master Plan – Spokane, WA

Detroit Greektown Neighborhood Framework – Detroit, MI*

Houston Energy Corridor District Master Plan – Houston, TX*

**Projects completed prior to joining Design Workshop*



Eric Krohngold
Strategic Services

Design Workshop

Education

Master of Urban and Regional Planning, Physical Planning and Design, University of Michigan

Bachelor of Arts, International Studies – World Economy and Business, The Ohio State University

Professional Affiliations

Urban Land Institute (ULI)

Eric is a member of the Strategic Services team based out of Design Workshop's Denver Office. Prior to joining Design Workshop, Eric provided real estate development and facility planning advisory services to colleges and universities throughout the United States. He received his bachelor's in International Studies with a focus on Economics and Business from Ohio State University and a Master of Urban and Region and Planning from the University of Michigan. Eric believes strongly in the transformative power of community and market driven real estate development projects and is passionate about weaving community engagement efforts throughout the project planning process. His skills range from regional market analysis and master planning to individual project market and financial feasibility studies.

Select Project Experience

Aspen Multi-family Replacement Economic Study – Aspen, CO

Van Dyke Avenue Corridor Master Plan Update – Sterling Heights, MI

Sugar Grove Comprehensive Plan – Chicago, IL

Missoula Affordable Housing Analysis – Missoula, MT

Los Solaris Development Pro Forma – Santa Fe, NM

Platte Avenue Corridor Study – Colorado Springs, CO

Mesa County Master Plan – Mesa County, CO

Provo General Plan – Provo, UT



Cassandra Higgins
GIS Analyst

Design Workshop

Education

Master of Geographic Information Systems, Johns Hopkins University

Bachelor of Landscape Architecture, Rutgers University

Licensure and Certifications

NASA Forest Mapping and Monitoring with SAR Data

Recent Awards

APA National, Award of Excellence – Adams County Parks, Open Space and Trails Master Plan

APA National, Vernon Deines Award for an Outstanding Small Town Plan – Adams County Parks, Open Space and Trails Master Plan

Cassandra is a geodesign coordinator and landscape designer. Passionate about spatial analysis, urban planning, and equity-based design, her work focuses on research-intensive projects that help to better inform design decisions at the community level. She is adept at gathering, evaluating, cleaning and analyzing data; compiling spatial and non-spatial technical data for synthesization and map-based, multi-resource analysis; and conducting geospatial analysis processes such as spatial and regression analyses to identify underlying relationships between variables. She strives to continuously challenge herself in order to produce efficient, informed solutions to complex, multivariate problems.

Select Project Experience

Advancing Adams: Comprehensive Plan / Transportation Master Plan / Parks, Open Space and Trails Master Plan (three plans being prepared in unison) – Adams County, CO

Spokane Parks and Natural Lands Master Plan – Spokane, WA

Boulder Open Space and Mountain Parks Master Plan – Boulder, CO

UCLA Campus Landscape Master Plan – Los Angeles, CA

Middle Township Street Enhancement – Cape May, NJ*

Excluding the Undesirables: A GIS-Based Analysis of Historic Home Owners Loan Corporation – Baltimore, MD, Chicago, IL and Philadelphia, PA*

**Projects completed prior to joining Design Workshop*

Qualifications



Brian Corrie
Landscape Designer

Design Workshop

Education

Master of Landscape Architecture,
Kansas State University

Professional Affiliations

American Society of Landscape
Architects (ASLA)

Brian joined Design Workshop in 2018 with a Masters in Landscape Architecture from Kansas State University, after previously serving as an intern in 2017. His interest in land stewardship and placemaking motivates him to create spaces that promote healthy ecologies while reflecting upon the land's cultural and historic significance. His project experience has provided him with the knowledge and ability to work on varying levels of scale to ensure sites respond accordingly to the surrounding environment.

Brian has worked on a range of projects including recreation facilities, wetland restoration, plazas, streetscapes, master plans, mixed-use developments, and transportation plans. His ambition is to create resilient landscapes that everyone can enjoy for many generations to come.

Select Project Experience

Alton Great Streets – Alton, IL

Forest Park Great Streets – St. Louis, MO

Wheaton Downtown Streetscape – Wheaton, IL

Titletown – Green Bay, WI

Peoria Riverfront Master Plan – Peoria, IL

Russell Woods Neighborhood Park – Detroit, MI

Northwest Detroit Neighborhood Framework – Detroit, MI



Amanda Arnold
AICP
Project Manager &
Urban Planner

Ayers Associates

Education

Master of Arts, Urban and Regional
Planning, University of New Orleans

Bachelor of Arts, Landscape
Architecture, Ball State University

Licensure and Certifications

American Institute of Certified
Planners (AICP)

Amanda began her career as a project manager in the City of Lafayette, Indiana's Community and Redevelopment Department. Since then she has held a variety of public sector positions, having worked for a regional planning commission, a transit authority, a township, and cities including Minneapolis. Amanda joined Ayres in early 2020 and now provides consulting based on her vast experience, including completing comprehensive plans, overseeing capital improvement projects, coordinating with neighborhood groups, and reviewing subdivision and site plans. In addition, her experience as a municipal administrator provides her with a solid understanding of all municipal operations.

Amanda's responsibilities include municipal planning, grant strategy and funding implementation, community outreach, research, data analysis, economic development, and land use. She has a passion for community development and outreach. She is a skilled project manager with a strong record of building consensus and facilitating change.

Select Project Experience

Rib Mountain Corridor Study and Master Plan – Rib Mountain, WI

Marinette Community Development Plan – Marinette, WI

Brillion Iron Works Redevelopment Project – Brillion, WI

Downtown Planning Services – Stoughton, WI

Development Code Update – Greeley, CO

Community Outreach – Douglas, WY



Chris Silewski
PLA
Landscape Architect/
Complete Streets
Ayers Associates

Education

Bachelor of Landscape Architecture,
North Dakota State University

Bachelor of Science, Environmental
Design, North Dakota State University

Licensure and Certifications

Professional Landscape Architect: WI,
MN, FL

As a project manager in Ayres' landscape architecture group, Chris brings creative and thoughtful input into the design process from conception to construction. Over the past 10 years, he has focused on creating dynamic, place-specific designs that incorporate a sense of wonder. His innate interests in community outreach, local typology, art, ecology, and regional design make him a valuable resource to any project aimed at engaging the public in creating a place-specific destination. This creative approach is balanced by his priority of analyzing existing conditions and discovering how a site's assets can accentuate and dovetail with the project goals and objectives. You can rest assured no opportunities are overlooked in Chris' engaging design process.

Select Project Experience

Eagle Viewing Area Site Design – La Crosse, WI

UW-La Crosse Parking Lot Reconstruction and Gateway Design – La Crosse, WI

UW-La Crosse Whitney Center Loading Dock and Parking Lots – La Crosse, WI

IH 90/53/35 Interchange – La Crosse, WI

Brillion Iron Works Redevelopment Project – Brillion, WI

Cannery District Master Plan – Eau Claire, WI

Block 7 Redevelopment Plan – Eau Claire, WI

L.E. Phillips Memorial Public Library Community Plaza – Eau Claire, WI

Haymarket Plaza Model Updates – Eau Claire, WI



Alexander Cowan
PE, PTOE
Traffic Engineer
Ayers Associates

Education

Bachelor of Science, Civil Engineering,
University of Wisconsin-Milwaukee

Licensure and Certifications

Registered Professional Engineer:
WI, CO

Professional Traffic Operations
Engineer (PTOE)

Wisconsin DOT Traffic Impact
Analysis Certification, WisDOT

WisDOT Certified Traffic Impact
Analysis Preparer, WisDOT

Professional Affiliations

Institute of Transportation Engineers,
Traffic Engineering Council

Alex joined Ayres in 2007 and performs studies for intersection, interchange, and freeway capacity analysis; traffic counting data and counts; traffic impact analysis; transportation management plans; crash and safety analysis; traffic warrant studies; traffic signal design; and traffic operations analysis and intersection geometric design for signalized and roundabout intersections. His background in traffic analysis software includes programs such as HCS 7, Synchro, Quickzone, CAP-X, WZTAT, and Quadro. He specializes in microsimulation modeling with experience using Paramics, Vissim, and SimTraffic software.

Select Project Experience

IH 90/53/35 Interchange – La Crosse County, WI

La Crosse CTH M (CTH O – CTH B) – La Crosse County, WI

Rib Mountain Drive/TID No. 1 Corridor Study/Master Plan – Rib Mountain, WI

Marinette CDBG Infrastructure Planning and Street/Stormwater/Traffic
Improvements – Marinette, WI

Marinette Co CTH T (USH 41 to STH 64) Finalized Plan

Altoona River Prairie Development Planning, Design, and Construction
Administration – Altoona, WI

River West Neighborhood Plan Traffic Study – Oconomowoc, WI

East North Avenue Bike Lane Plan – Wauwatosa, WI

Qualifications


Angela Goodman
PE
Civil Engineer

Ayers Associates

Education

Bachelor of Science, Civil and Environmental Engineering, University of Wisconsin-Madison

Licensure and Certifications

Registered Professional Engineer: WI

Professional Affiliations

Wisconsin Society of Professional Engineers (WSPE)

American Public Works Association (APWA)

As a civil engineer, Angela's responsibilities include taking a lead role in project management and design for municipal and site civil design projects; preparing earthwork computations; preparing plans, specifications, and bidding documents; performing construction administration; and working directly with clients and regulatory agencies. Angela is the municipal engineer for several clients in northwest Wisconsin. She regularly attends public meetings to guide communities in their residential and business development and to provide general municipal engineering guidance.

Angela is also an experienced environmental engineer. Her former responsibilities as an environmental engineer with Ayres included developing design plans, performing remedial site investigations and evaluations, analyzing remedial alternatives, performing construction observation, and writing reports.

Select Project Experience

UW-La Crosse Parking Lot C-5 Reconstruction – La Crosse, WI

UW-La Crosse Fuel Reliability – La Crosse, WI

UW-La Crosse Whitney Center Loading Dock and Parking Lots – La Crosse, WI

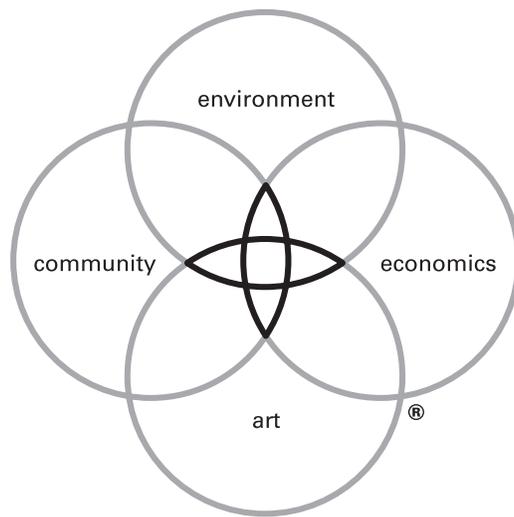
UW-LaCrosse Murphy Library Drainage Study – La Crosse, WI

UW-La Crosse Murphy Library Storm MEP – La Crosse, WI

Menomonie Broadway Street Lot 2 Multi-use Building Site Design – Menomonie, WI

Berdan Street Stormwater Study – Cumberland, WI

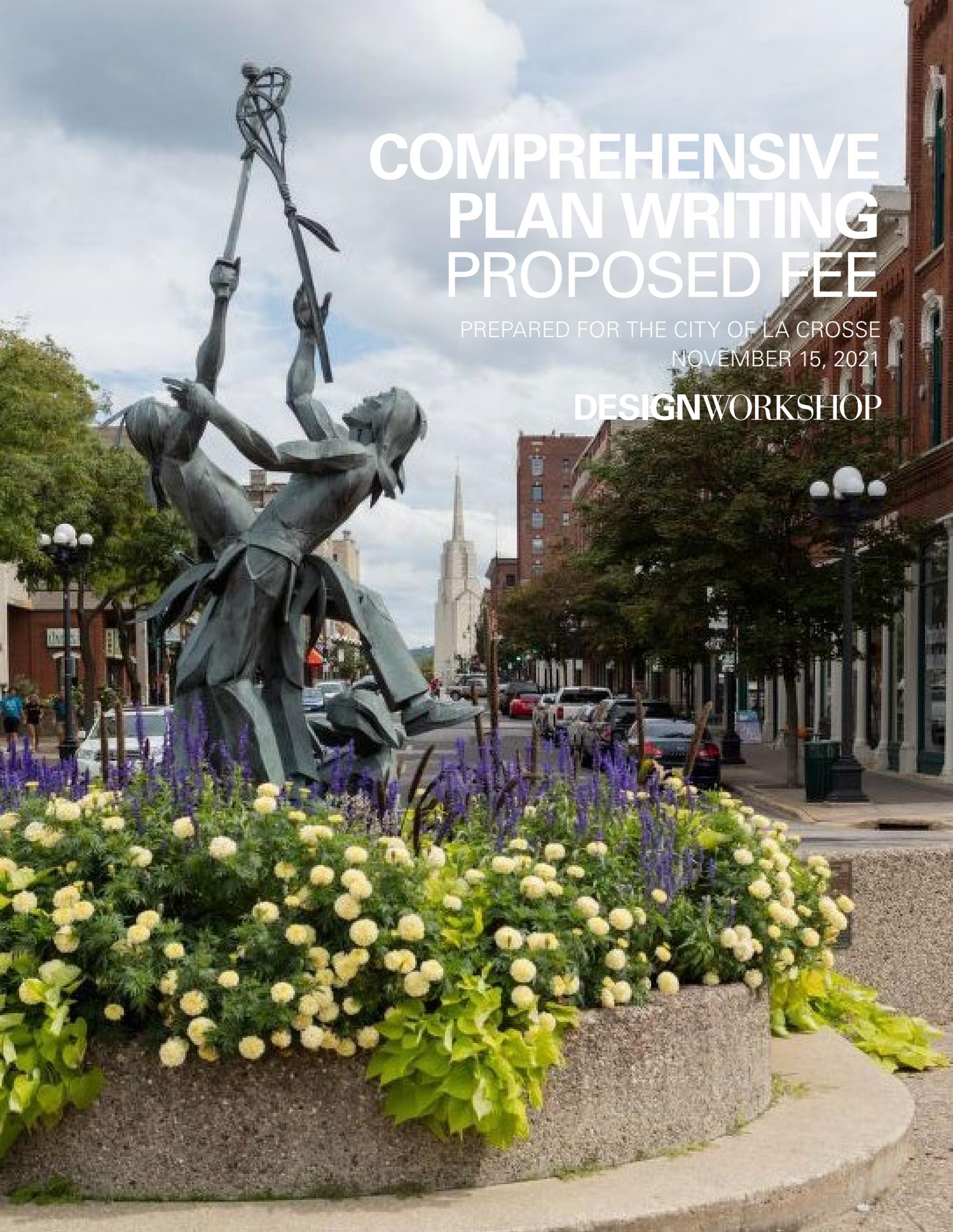
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DW LEGACY DESIGN®

Legacy Design is the defining element of our practice. It is our commitment to an elevated level of design inquiry to arrive at the optimal solutions for clients. The process ensures that our projects reflect the critical issues facing the built environment and that they deliver measurable benefit to clients and communities.

It is the foundation of the firm's workshop culture and guides all projects.

A bronze statue of a Native American figure, likely a warrior or leader, stands in a city square. The figure is depicted in a dynamic, forward-leaning pose, holding a torch aloft in his right hand and a bow in his left. The statue is surrounded by a large, circular flower bed filled with numerous yellow and purple flowers. In the background, a city street is visible with several cars, trees, and buildings, including a prominent white church steeple. The sky is overcast with grey clouds.

COMPREHENSIVE PLAN WRITING PROPOSED FEE

PREPARED FOR THE CITY OF LA CROSSE
NOVEMBER 15, 2021

DESIGNWORKSHOP

Proposed Fee

Proposed Fee

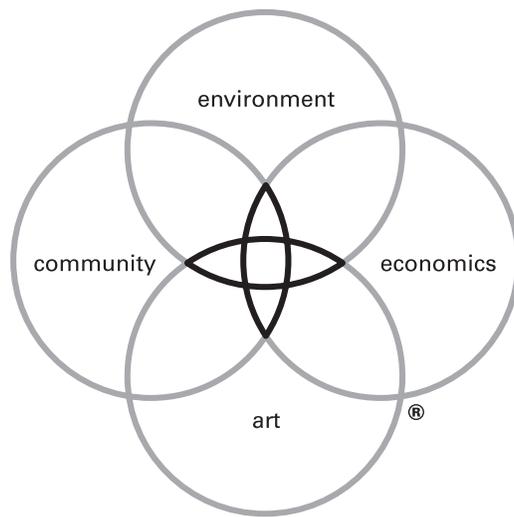
Task 1	Project Kick-off & Management	\$40,889.70
Task 2	Community Engagement	\$57,532.60
Task 3	Existing Conditions Review	\$31,662.40
Task 4	Drafting the Plan	\$104,441.80
Task 5	Final Document & Adoption	\$26,058.50
Proposed Expense Budget		\$19,543.88
Total Proposed Fee		\$280,128.88

Hourly Rates

Name	Hourly Rate
Design Workshop	
Glenn Walters	\$200
Chris Freda	\$150
Eric Krohngold	\$130
Cassandra Higgins	\$130
Brian Corrie	\$110

Name	Hourly Rate
Ayers Associates	
Amanda Arnold	\$125
Chris Silewski	\$130
Alexander Cowan	\$150
Angela Goodman	\$170

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