

JUNE 2017

Downtown Manitowoc Master Plan

PROPOSAL

PREPARED FOR:



PREPARED BY:

Kimley»Horn



Downtown Manitowoc Master Plan

Kimley-Horn

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Daniel Grove, PLA, LEED AP

630.487.3415
June 7, 2017



June 7, 2017

Nicolas Sparacio, AICP
City of Manitowoc Planning Department
900 Quay Street
Manitowoc, WI, 54220

1001 Warrenville Road
Suite 350
Lisle, IL 60532
TEL 630.487.5550

Re: Downtown Manitowoc Master Plan

Dear Nicolas and Members of the Selection Committee:

Throughout the City of Manitowoc's history, the downtown has undergone a series of changes, most recently seeing losses in industrial and large commercial uses and increases in office, service, residential, and tourism uses. In light of this changing atmosphere, the City is seeking a consultant team to develop a new Downtown Master Plan. The timing is right for the City to work closely with the community to develop a new downtown master plan. This plan will establish an engaging and achievable vision for downtown, while also providing a realistic action plan with implementation steps to guide private and public entities in the years to come.

Kimley-Horn understands the City's goals and has teamed with **SB Friedman Development Advisors** to bring the best team of consultants and the appropriate scope.

Our team believes that two key components are needed in this process to achieve success:

- ✓ ***Well-managed and engaging stakeholder involvement to establish a defensible planning process.*** Kimley-Horn believes that stakeholder engagement is more than just checking a box. Each event and exercise should be planned and designed to achieve something—whether that be answering a question or providing information. The key to a successful process is finding opportunities to reach a wide variety of people and get critical information from them in a way that is respectful of modern busy schedules.
- ✓ ***Solid market data and economic strategies.*** Prior to the economic downturn, continued growth fostered a “plan it and they will come” mentality. We understand that in a post-recession America, there is a need to understand what the market will reasonably support and what economic tools are available to make critical projects feasible. Public investment should not be taken lightly, but be used to maximize the City's return on investment and avoid creating expensive infrastructure that will become a burden to maintain in the future.

With a clear understanding of these two elements—what the community will support and what the market will support—we can assist the City of Manitowoc in finding the area of overlap in which sustainable community planning can occur.

The Kimley-Horn team has provided this type of planning to communities across the country. We have assembled a team of professionals to provide the best possible process for the City of Manitowoc in developing a new downtown master plan and are committed to providing the City with the services requested. Kimley-Horn believes that our clients should **expect more and experience better.**

Mr. Nicolas Sparacio, AICP, June 8, 2017, Page 2-2

We appreciate the opportunity to provide you with our professional qualifications and an estimated fee to work with the City on this process. On the following pages, you will find information on our approach to address the scope of services you provided, the team we will use for this process, comparable projects our team has completed, and an overview of our estimated costs. SB Friedman will serve as a subconsultant on this team, leading the economic development analysis. Their team leader Geoffrey Dickinson can be reached at 312.384.2404 or gdickinson@sbfriedman.com.

Please feel free to reach out to me to discuss this information further. I can be reached at 630.487.3415 or at daniel.grove@kimley-horn.com.

Sincerely,
KIMLEY-HORN AND ASSOCIATES, INC.



Daniel Grove, PLA, LEED AP
Project Manager



Brian Smalkoski, P.E., AICP, PTP, PTOE
Authorized Signer

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Project and Community Understanding

The City of Manitowoc has a high-quality, mixed-use downtown. Downtown Manitowoc features several destinations that draw from a wide radius including cultural resources like the Maritime Museum and businesses like Forefront Dermatology. These, in combination with other city and county municipal buildings, commercial properties, restaurants, and other amenities, contribute to overall authentic downtown character.

However, the downtown faces several challenges:

- ✓ The City's population is stagnant and aging
- ✓ There are many vacant or underutilized sites and buildings
- ✓ The pair of one-way streets providing access across the Manitowoc River make circulation challenging
- ✓ There is a perception of insufficient parking, especially for events and at peak times
- ✓ Low cost for existing residential housing makes the potential for new housing without financial assistance limited

In developing a new downtown master plan, the City recognizes that there is significant potential to increase the value of the downtown and provide an environment that will attract new residents, businesses, and investment to Manitowoc. The City also recognizes that to do this, the plan must receive community support and must be achievable using tools the City has access to.

To Manitowoc's benefit, trends across the country are showing that authentic places with unique amenities, access to cultural/natural resources and open spaces, walkable and bikeable environments, and niche food options foster economic development. The desire should not be for rapid growth, but for sustainable growth through **economic gardening**, building on the existing amenities and businesses of Manitowoc. The City has the core elements needed to elevate the downtown; however, a community-supported

plan needs to be developed to guide future private and public investment.

Kimley-Horn believes in the value of downtowns like Manitowoc. We provide a tested, successful process that will result in a **defensible** and **useable** plan. These two characteristics are critical for the City of Manitowoc to ensure that this process is worth the time and investment that the City is putting in.

To be defensible, the project must involve stakeholders in a meaningful way.

Our team believes strongly in an empirically-driven approach to public engagement. Successful outreach should generate information that is equal in value to technical data. When conducted responsibly, the outreach will not only document the thoughts of advocates, but also the general public. Advocates will make time to participate and as a result are often more accessible to a long-range planning process.

Economic gardening refers to the concept that long-term sustainable growth of a downtown like Manitowoc's is better achieved in creating an environment where 50 existing businesses add one job each, than incentivizing a new business of 50 people to relocate into the downtown.

The general public can be more challenging to engage. Without representation of the general public, the process can result in plans that reflect a narrow set of community issues. Therefore, we intentionally place an emphasis on our approach to outreach—not just outreach techniques—to create a defensible process.

A *useable* plan needs to have three distinct layers of information:

1. A big picture aspirational vision that excites and inspires
2. Plans and recommendations that convey the form and structure the vision will take
3. Implementation steps and information on how to move plans and recommendations forward successfully

Too often plans are missing one of these layers, leaving them with a great vision and no realism or clarity on how to accomplish it or graphics that are not guided by a vision that the community will buy-in to and carry into the future. Our project approach is organized around these three layers, and we will continue to revisit them throughout the process so that City staff and members of the steering committee continue to feel confident that we are providing the necessary elements for the final plan.

We have taken the time to study the downtown Manitowoc area and have identified key areas and landmarks. Please see our study area map on the following page for more detail.



CITY OF MANITOWOC • Master Plan Study Area



 STUDY AREA

 PUBLIC PARKS

 KEY SITES



Transit Station



County Courthouse



Maritime Museum



Manitowoc Marina



Farmers Market



City Hall



Capiol Civic Centre



YMCA



Badger Ferry



Library

Experience and Project Examples

Kimley-Horn is known for excellence in community planning, multimodal transportation planning, land use planning, and traffic engineering services. Our planners, designers, and engineers have a history of partnering with communities to develop progressive and context-sensitive plans. In each community that we work, we strive to understand the values of that community and transform them into a vision that guides the planning process. Our skill for understanding context will enable us to craft specific solutions based on local character for your project.

With 75 people in our Chicagoland offices, Kimley-Horn staff bring extensive experience and local knowledge to clients in both the public and private sectors. Our planning and design services include the following:

- ✓ Transportation master planning
- ✓ Traffic analysis and modeling
- ✓ Civil engineering
- ✓ Roadway, utility, and drainage design
- ✓ Landscape architecture and urban design
- ✓ Greenway, bicycle, and pedestrian facility design
- ✓ Environmental engineering and permitting
- ✓ Stormwater management
- ✓ Public participation programs
- ✓ Bidding and construction phase services

Together with SB Friedman, we offer the City of Manitowoc a well-rounded, comprehensive team with the right project experience. These projects have given us many lessons learned that we can adapt to the Downtown Manitowoc Master Plan, allowing us to hit the ground running.



AuthentiCity: A Strategic Vision for Green Bay's Downtown


 Green Bay, WI



Daniel Grove, PLA, ASLA, LEED AP, prior to joining Kimley-Horn, led the planning team in developing the master plan for this growing downtown. Green Bay had begun to experience increased investment in the downtown along with significant public improvement projects to increase access to the Fox River. The plan looked to coordinate and plan for additional growth, with an emphasis on maintaining an authentic character that resonated with long-term residents. The plan focused on a series of catalytic projects and provided input on the sequencing of implementation steps. It detailed information on roles, funding sources, and key tasks for the recommended implementation steps.

Project Results: One of the most important outcomes of the downtown master plan was defining the future role of the downtown. The public engagement process helped open up participants to the idea that the downtown should be recognized as a long-term investment that will benefit the next generation of Green Bay residents. This focus helped stakeholders gain perspective

beyond narrower individual desires or issues and frame decisions around evolving the downtown to serve others who may have different values. Another key result identified the preferred use of a large vacant property within the downtown, where a Walmart was actively looking to locate. Through the process, including testing alternate redevelopment options for this site, the City decided to reject the Walmart offer and instead support a slower, longer redevelopment of the site to better fit the character of the downtown.

 **Key Personnel Involved:** Daniel Grove, Project Manager

 **Client Reference:**

Nicolas Sparacio

Community Development Director at City of Manitowoc
(Formerly City Planner with the City of Green Bay)

nsparacio@manitowoc.org
920.686.6931

Downtown Kenosha Strategic Development Plan

Kenosha, WI

Daniel, prior to joining Kimley-Horn, led the planning team in preparing a new vision for Kenosha's downtown. The plan identified catalytic projects and sites and provided a detailed implementation plan to guide future decisions. Daniel oversaw and participated in focus group sessions and one-on-one interviews with hundreds of stakeholders and developed several interactive community workshops that brought more than 150 members of the community together to help shape the plan.

Project Results: Kenosha faces many similar challenges to Manitowoc. The downtown is on the lakefront, which impacts access and places half of the retail trade area in the lake. Additionally, the impact of losing a major

industry in the downtown has continued to be felt 20 years later. The plan focused on building on a growing arts community, historic and cultural resources, access to open space, and increasing walkability and bikeability. The downtown has seen key reinvestments and redevelopments as well as a new wave of young entrepreneurs in the years following the plan.

Key Personnel Involved: Daniel Grove,
Project Manager

Client Reference:

Jeff Labahn

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Downtown2030 Plan

Naperville, IL

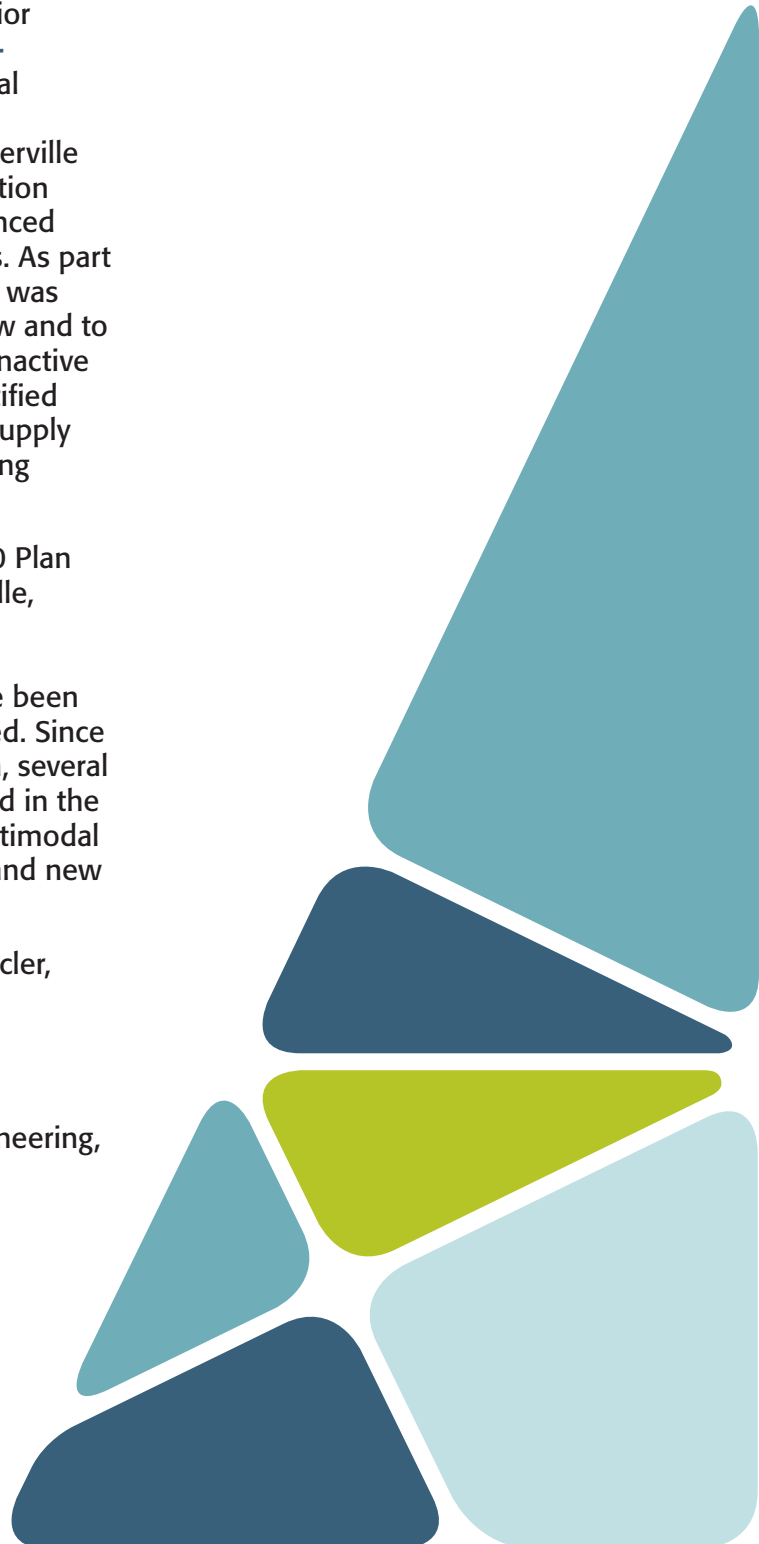
As part of a multidisciplinary team prior to joining Kimley-Horn, **Rory Fancier-Splitt, AICP, PTP**, provided multimodal transportation planning analyses and recommendations for the City of Naperville Downtown2030 plan. The transportation recommendations provided for enhanced connectivity and mobility for all users. As part of the plan, a pedestrian gap analysis was conducted to evaluate pedestrian flow and to identify storefront gaps that created inactive pedestrian zones. The plan also identified strategies for managing the existing supply and measures to identify future parking needs.

Project Results: The Downtown2030 Plan has been used by the City of Naperville, Naperville Development Partnership, residents, and businesses as new opportunities for the downtown have been identified, reviewed, and implemented. Since adoption of the Downtown2030 Plan, several redevelopment projects have occurred in the downtown resulting in improved multimodal connectivity, enhanced streetscape, and new land uses.

 **Key Personnel Involved:** Rory Fancier,
Project Planner

 **Client Reference:**

Allison Laff
Deputy Director, Transportation, Engineering,
and Development Team
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Downtown Master Plan

📍 Alpharetta, GA

Over the last two and a half decades, the City of Alpharetta has experienced tremendous growth and long outgrown its downtown area. To revitalize the city's downtown and create a clear vision for future investment, the City of Alpharetta enlisted the services of a team led by Kimley-Horn. The Downtown Master Plan included a four-phase process with an assessment of existing conditions; community visioning; creation of an integrated land use, transportation, market, parking, and stormwater master plan; and refinement of the city's comprehensive plan and downtown zoning code. The process included significant public outreach, including stakeholder interviews, a sounding board of local residents and property owners, public workshops, and a week-long design charrette.

Project Results: The effort provided an illustrative master plan for downtown development, regulating plans and code recommendations, and an implementation plan detailing necessary action items and capital improvements. In addition, Kimley-Horn developed a series of street types and standard cross sections and also completed a traffic evaluation study to gauge the potential impact of likely redevelopment based on the master plan vision and the proposed zoning code.

👤 Key Personnel Involved: Eric Bosman,
Project Manager

🏢 Client Reference:

Kathi Cook

Deputy Community Development Director
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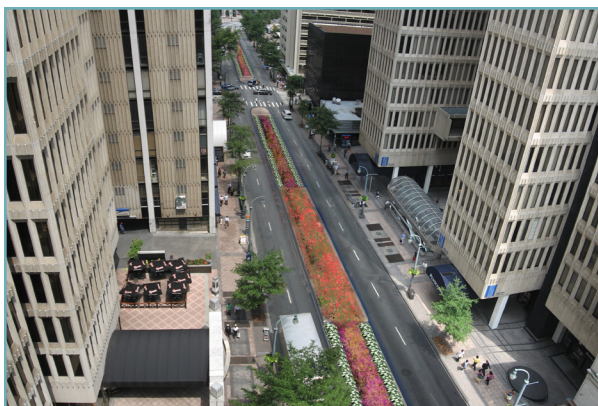


Blueprint Midtown Master Plan

Atlanta, GA

Located in the geographic center of the Atlanta region, the core of Midtown is a dense, pedestrian-friendly mixed-use district with more than 43,000 daytime workers, 13,000 residents, and 9 million visitors each year. Kimley-Horn has played a significant role in the transformation of Midtown since 2001. From 2001-2012, Eric Bosman guided the implementation of the Blueprint Midtown Master Plan as leader of the Midtown Cityscapes Team. Within and following that timeframe, Kimley-Horn's efforts have assisted the Midtown Alliance with landscape architecture, planning, transportation engineering, roadway design, civil engineering, and public involvement services:

- ✓ **Peachtree Streetscape, Phases I, II, and III:** Midtown Alliance and the City of Atlanta partnered to complete streetscape and traffic improvements to Peachtree Street from 3rd Street to I-85 overpass to Buckhead. These efforts included design and construction of two significant open spaces—Arts Center Plaza at 15th and Peachtree Street and the Athletes of the World Park at Peachtree and West Peachtree.



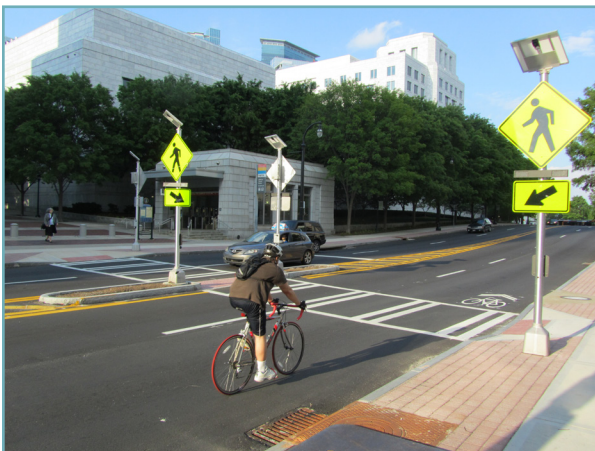
- ✓ **Ponce de Leon Avenue at Peachtree Street Intersection Improvements and Urban Plaza Design:** Kimley-Horn developed the final design and construction documents for the Ponce Plaza Gateway across from the Fox Theater. Our team worked with Midtown Alliance to retain certain design aspects from the original design while updating other elements and materials to create a pedestrian-friendly intersection by extending the curb line and installing high visibility “traffic print” pedestrian crosswalks.



- ✓ **Gateway Connector:** The Gateway Connector project is a joint effort between Midtown Alliance and Central Atlanta Progress that is focused on creating iconic bridges that span Atlanta's Downtown Connector across Peachtree Street. Kimley-Horn is currently providing urban, roadway, and structural design services for two Peachtree Street bridges—one at the north end of the City near the Brookwood Interchange and one at the south end at Ralph McGill. Improvements will include monumental arches, bike lanes, wider sidewalks, and planted medians.



- ✓ **Peachtree Road Phases Three and Four Improvements:** Kimley-Horn is providing design services for Buckhead CID's transformation of the Peachtree Road corridor through the heart of Buckhead Village. The project will increase safety and enhance the area's walkability and bikeability. In addition, this project involves major stakeholder and community engagement. The project team is meeting with affected properties owners, local officials and organizations, and other interested parties in a series of small group work sessions. Two public open houses will be held to receive comments from the general public.



Project Results: Over the course of a decade, Eric assisted with the development of implementation strategies, revising development standards, and managing the design and planning for the Midtown Cityscapes Program, a \$42 million public improvement program. The Blueprint Master Plan and Cityscapes Program reshaped Midtown Atlanta into the region's most walkable urban environment.

Key Personnel Involved: Eric Bosman, Project Manager

Client Reference:

Shannon Powell

Executive Vice President and COO
404.892.4782
shannon@midtownalliance.org

Downtown Event Center and Hotel Development Advisory Services

Racine, WI

In 2016, SB Friedman was engaged by the City of Racine to help facilitate the development of a City-owned event center and a privately-owned hotel on a City-owned site in downtown. Previous to their engagement, the City had conducted preliminary financial analyses and engaged consultants to prepare market feasibility studies. They were now seeking to identify owner's representative firms to assist in designing, pricing and further evaluating the feasibility of the proposed event center.

To date, SB Friedman's work has included the following:

- ✓ Managing an RFQ process to identify, evaluate and select an owner's representative firm for the event center and hotel
- ✓ Reviewing and summarizing past market and financial analyses, and communicating these preliminary findings to citizens, elected and appointed officials
- ✓ Refining and validating tax projections in support of the projected capital cost of the project

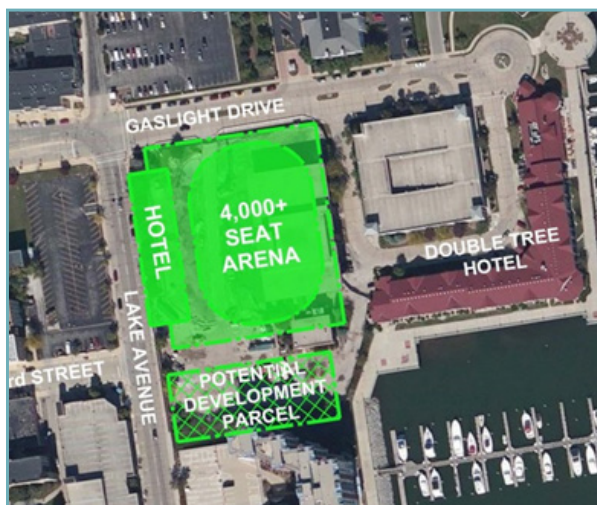
Project Results: In April of 2017, the Common Council authorized additional research and analysis into development feasibility as Phase I. That phase of work is ongoing in collaboration with engineers, architects, lawyers, consultants and others, evaluating various aspects of feasibility. At the conclusion of Phase I, findings will be presented to the Common Council and RDA at which time a go/no go decision will be rendered. As part of Phase I, SB Friedman is further refining financial projections and assisting in the developer solicitation process for the hotelier.

Key Personnel Involved: Geoff Dickinson,
Project Planner

Client Reference:

Amy Connolly, AICP

Director, Department of City Development
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amy.connolly@cityofracine.org



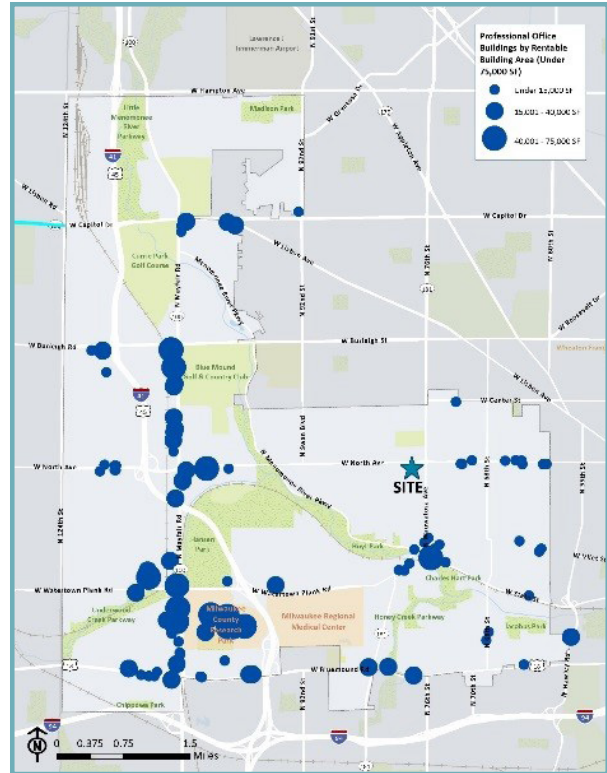
City Hall Site Market Feasibility Analysis and Housing Needs Analysis

Wauwatosa, WI

City Hall and Public Library Site Market Feasibility Analysis

In 2016, SB Friedman was engaged by the City of Wauwatosa to assess the real estate market potential of an approximately 8.5-acre site currently occupied by City Hall and the Public Library. The analysis was part of a larger study in which the City was evaluating whether to continue to invest in the existing facilities, or to pursue redevelopment of the site. As part of SB Friedman’s engagement, they evaluated the suitability of the site for redevelopment and analyzed key supply and demand factors for a number of market-driven uses, including residential, commercial and medical office. They also interviewed local real estate professionals and obtained community feedback through stakeholder interviews and a public online survey. The results of their analysis indicated market potential for a range of uses including multifamily apartments, townhomes, subsidized or inclusionary housing, retail, professional office, and/or medical office. Given the size of the site, SB Friedman prepared three potential development scenarios that maximized the site’s development potential. They also advised on the potential layout of new development and estimated the amount of land area that would be required to accommodate the development programs.

Project Results: They presented our findings to the City’s Finance Committee in September 2016. Currently, they are engaged to analyze the financial costs and benefits of moving forward with redevelopment versus continuing to invest in the existing City Hall and Public Library facilities.



Comprehensive Housing Study and Needs Analysis

In 2015, SB Friedman was engaged by the City to conduct a comprehensive housing study and needs analysis. The purpose of the study was to provide policymakers, stakeholders, and residents with an understanding of the existing housing stock and its ability to meet the needs of current and future residents and employees; how projected shifts in demographics would impact the type, tenure and affordability of housing; trends in multifamily development and whether recent and proposed projects would be sustainable over the long term; the ability of current residents to age in place; unidentified gaps in the local housing market; and the availability of housing options for residents with special needs. Their scope of work included analyzing the

affordability of the existing housing stock relative to the demographics of the City; evaluating the City's demographics, housing stock and affordability, in comparison to comparable communities in the region; researching housing patterns associated with people who work in the City but live elsewhere; projecting population and employment growth over 5-, 10-, and 15-years; developing a housing demand model to achieve a balanced housing profile; identifying unmet housing needs, such as workforce and disabled housing; presenting opportunities for capturing additional residential market potential; and developing strategies and policy recommendations that could be implemented to address current and anticipated housing issues.

Project Results: They presented the results of our study to the City's Community Affairs Committee in February 2016. The City is currently exploring ways to modify existing housing policies to incorporate many of the strategies and policy recommendations outlined in the report.

 **Key Personnel Involved:** N/A

 **Client Reference:**

Paulette Enders

Economic Development Director

414.479.3531

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Development Advisory Services

📍 Bensenville, IL

SB Friedman has provided consulting services to the Village of Bensenville since 2009. Below are summaries of their representative work.

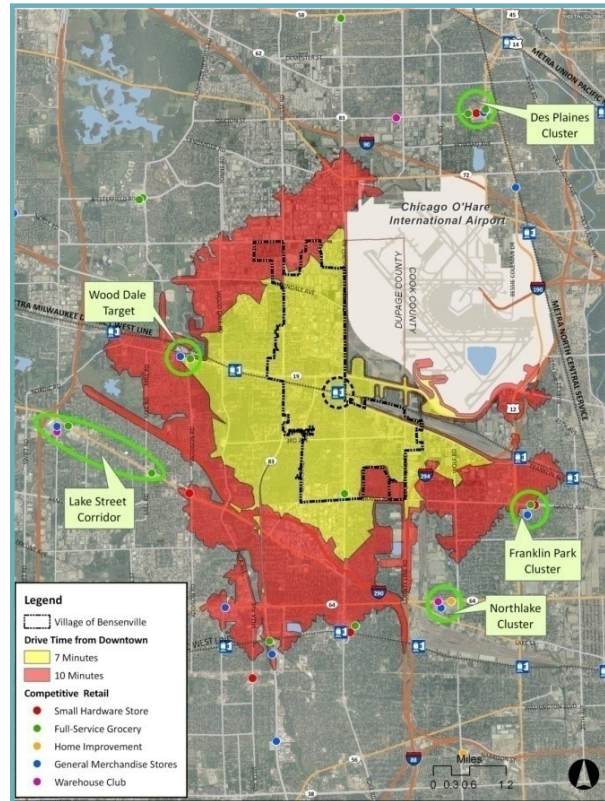
Tax Increment Financing (TIF) Services

In late 2009, the Village identified a range of concerns related to TIF and public-private financing. They engaged SB Friedman to advise on the close-out of their Downtown TIF District, which was approaching the end of its 23-year life span assist with communications to other taxing bodies regarding a planned new TIF guide the designation of a new TIF district encompassing over 800 parcels and develop TIF revenue projections to size potential Village contributions to infrastructure improvements in the North Industrial Business Park area.

Project Results: The TIF district was established in the summer of 2011. TIF and Special Service Area revenue bonds backed by the Village’s general obligation were issued to fund infrastructure improvements in the North Industrial Area. Construction of those public improvements is complete.

Transit Improvement Plan and Station Area Study

In 2010, SB Friedman worked as part of a consulting team to assist the Village in developing a Transit Improvement Plan and Station Area Study for the Village’s major commercial corridors and its downtown Metra station. SB Friedman analyzed the retail, rental, and for-sale market potential for both downtown and the Village as a whole. Working with the team, they developed a set of market recommendations that included targeted redevelopment to create a “front door” for downtown, development of an urban-style senior facility, development of



a hotel downtown to take advantage of new airport and expressway access, and expansion of the Redmond Athletic Complex to develop a gateway on County Line Road and increase its status as a regional attraction. Retail recommendations focused on a restaurant node downtown and retail infill on major corridors.

Project Results: In February 2011, the Bensenville Village Board formally heard and accepted the Village of Bensenville’s Transit Improvement Plan and Station Area/Corridor Study.

Deal Reviews—Various Projects

From 2010 to 2015, SB Friedman provided advice to the Village regarding the appropriate size and structure of any potential financial assistance to various

proposed development projects. As a part of these engagements, they analyzed various key proforma inputs and returns including capital development costs (land, hard and soft); projected revenues and operating expenses; benchmarks of financing and investment parameters; and projections of incremental property and sales taxes, and private return on investment. They provided recommendations regarding both the amount and the structure of financial assistance needed to achieve reasonable investment results and community development goals. Proposed project types have included a grocery store, regional distribution facilities, a food wholesaler, University satellite campus, and gas station/diesel fueling station.

Project Results: Building on their analyses and recommendations, the Village was able to provide a TIF commitment that led to the opening of the gas/diesel fueling station in the summer of 2014.

Key Personnel Involved: Geoff Dickinson,
Project Planner

Client Reference:

Michael Cassady

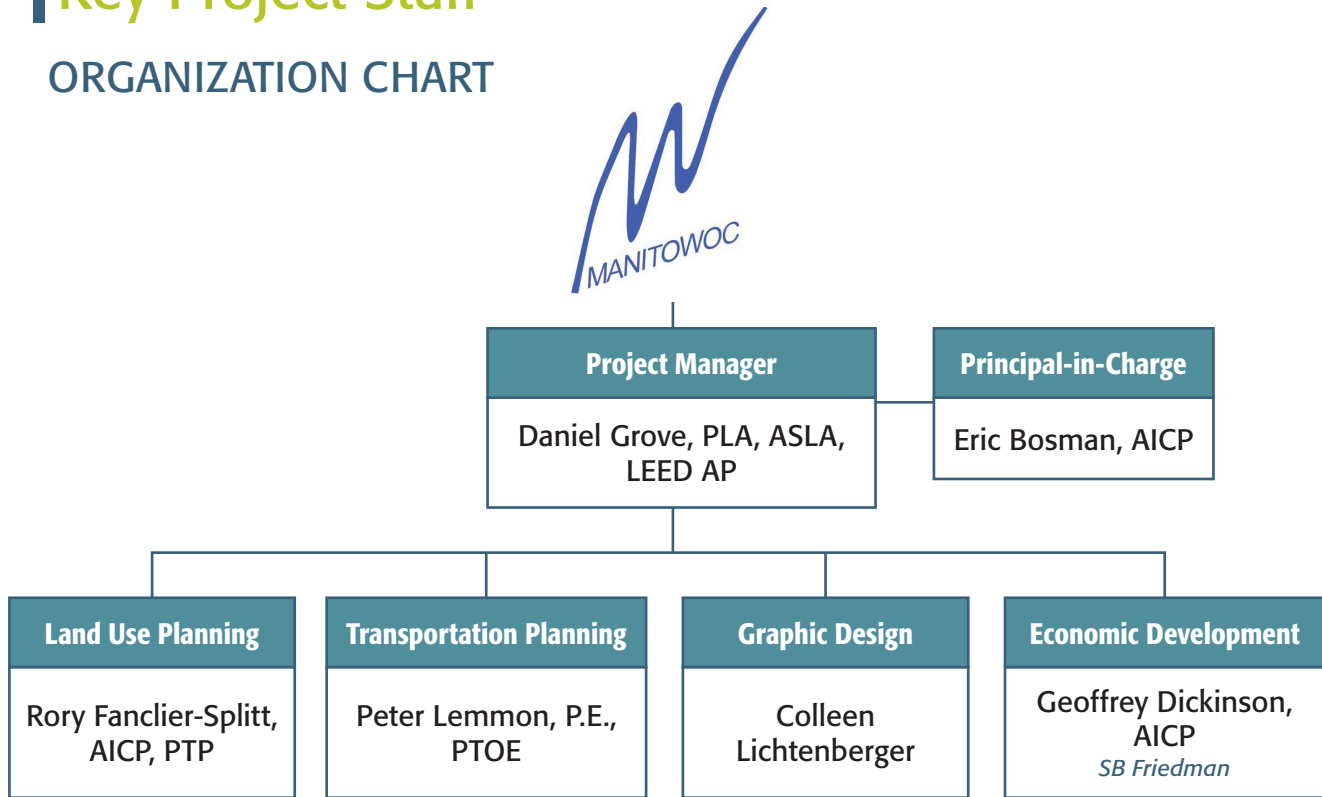
Village Manager at Village of Mount Prospect
(Former Village Manager, Village of
Bensenville)

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Key Project Staff

ORGANIZATION CHART



For states of registration, please see resumes.

KIMLEY-HORN

Kimley-Horn is one of the few full-service firms specializing in all aspects of land use, urban design, transportation planning, and implementation. Our interdisciplinary studio enables us to deliver better results, more efficiently. With more than 2,800 employees in 80+ offices across the country, including two local offices in downtown Chicago and Lisle, Kimley-Horn has an unmatched depth of resources. We provide both local specialists in their respective fields as well as national experts who can provide knowledge and experience gained from projects across the country.

Kimley-Horn has partnered with municipalities across the country to craft downtown and small-area plans that balance economic, land use, and social values. Our team of planners, urban designers, and engineers excel in facilitating stakeholder engagement and evaluating competing development alternatives. We are committed to multidisciplinary efforts that set high expectations and are focused on implementation.

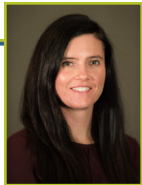
Brief bios of key personnel are listed on the next page. Full resumes detailing education, project experience, and special qualifications are included in the appendix. Additional planning and design support staff may be used as appropriate to staff the project.

**Daniel Grove, PLA, LEED AP****Project Manager****Availability: 50%**

Daniel will be the day-to-day contact for this process. Daniel's experience leading downtown master plan processes for Green Bay and Kenosha, WI will inform the team's approach. Daniel will use his experience on dozens of downtown master plans, small area plans, urban streetscape projects, and placemaking initiatives within the Midwest to develop realistic and creative plans for Manitowoc.

**Eric Bosman, AICP****Principal-in-Charge****Availability: 20%**

Eric will provide project oversight and guidance for the duration of the project. Eric has lead numerous planning and design efforts at Kimley-Horn. He will contribute to key meetings, help fine-tune stakeholder engagement activities, and provide quality control for the project.

**Rory Fancler-Splitt, AICP, PTP****Land Use Planner****Availability: 30%**

Rory will oversee the updates to the land use components and the integration of transportation elements into the plan. She will bring her years of experience as a municipal planner to guide the team in developing recommendations and implementation strategies that are grounded in an understanding of the institutional capacity.

**Peter Lemmon****Transportation Planner****Availability: 20%**

Peter will provide transportation planning and guide recommendations on the one-way streets in the downtown. With nearly 20 years of experience in transportation planning, traffic engineering, and subarea planning studies throughout the Chicago area, he will bring a strong focus on transportation considerations appropriate for urban and suburban locations to balance multimodal needs.

**Colleen Lichtenberger****Graphic Designer****Availability: 30%**

Colleen will assist the team in developing graphic design concepts for branding, wayfinding and placemaking. She has an extensive portfolio that includes websites, print media (brochures, flyers, newsletters, logos, direct mail, advertisements), logo and icon development, Sketch-Up and Lumion renderings, multimedia presentations, and technical exhibits for public meetings.

SB FRIEDMAN

SB Friedman is a specialized real estate and development advisory firm based in Chicago, Illinois. Founded in 1990, the firm works closely with its clients to project market and financial feasibility, evaluate development potential and economic impacts of development, identify innovative public-private development solutions, and prepare implementable development strategies. They have assisted hundreds of public, private, and non-profit clients in planning, financing, and developing real estate projects. During the past 10 years, SB Friedman has participated in the origination of approximately \$2 billion of public-private financing (including tax credit financing, TIF, revenue bonds, multicredit bonds, and gap financing loans) in support of more than \$6 billion of projects.



Geoffrey Dickinson, AICP

Economic Development
Availability: 20%

Geoff will lead the economic development analysis for Downtown Manitowoc. Geoff is a real estate and economic development advisor with specialization in market analysis and development strategy. He has advised numerous public, private, and institutional clients with market-based development strategies that are implementable.

Project Approach

As discussed in **Section 1. Project and Community Understanding**, our approach to the Downtown Master Plan for Manitowoc is focused on providing a defensible and useable plan. Throughout the process, we will build three layers of information, starting with the big picture aspirational vision and delving down to the implementation steps.

We structure our process around two robust multi-day immersion visits. These visits will be opportunities for our team to conduct “deep dive” discussions with staff members and stakeholders and understand the life of the downtown. It will give us a chance to see the City at all hours, act as urban anthropologists, and have impromptu conversations with residents and business owners in the downtown.

Additionally, these visits will have other benefits. They will allow the project to be completed in a shorter timeframe of seven to eight months, which will keep stakeholders engaged and interested and maintain project momentum.

Prior to our first visit, we will coordinate with City staff, collect data, conduct preliminary analysis, and develop questions we want to answer during our first visit. We also will coordinate with staff to prepare for the first visit, establishing schedules, locations, and key stakeholders. Additionally, we will begin to establish the online tool that we will use throughout the process to collect information parallel to what is collected in the workshops and open houses.

Our approach to community engagement works to address the number and inclusivity of participants and the quality of the interactions. This includes using stakeholder interviews, a variety of community events, and web-based tools. This approach creates a confidence in the use of public engagement outcomes and increases the credibility of the plan. In many cases, the added result is improved opinions about the sponsoring agency. You get credit for involving the public in an effective way.

The expected outcome of the participation will not always be consensus. Many planning teams suggest that they will build consensus, yet we seldom hear of success stories where all stakeholder groups are in full agreement with the entirety of an outcome. Instead, we propose a more realistic approach that seeks to secure “informed consent” from project participants. Informed consent is an endorsement of the final recommendation not because each person is in total agreement, but rather because each participant was a part of the process, can identify the influence of their participation, and understands why a recommendation is being made. Informed consent results from a transparent process where participants are equally informed and understand that a given outcome may not always mirror their immediate priorities. In fact, decisions often are made using “choosing by advantages” rather than weighing pros and cons.

Online sources of information are an easy, cost-effective way to disseminate information and to generate comments. We will work with City staff to host a project website that will serve as the central location for online project information including plan documents and meeting exhibits. We will coordinate with City staff to enable them to manage social media sites such as Facebook and Twitter that direct people back to the website. Public information and input exercises used at public meetings can be replicated online as well, providing members of the community viable ways to engage from the comfort of their home or office. Kimley-Horn has used several online tools, including WordPress, SurveyMonkey, MetroQuest, and mySidewalk. For the specifics and scale of this project, we anticipate a WordPress website, with integrated collaboration plugins and links to surveys, is the best fit. We will use our early discussions with staff to confirm goals and finalize our approach.

FIRST IMMERSION VISIT

We envision our first visit as a two and a half day event with a variety of meetings and interactions. It will include a significant working session with staff as well as a kick-off meeting and discussion with the Citizen Steering Committee to establish key values, confirm project goals, and gather specific local knowledge and history. We also will conduct a wide variety of stakeholder and small group interviews to gather a range of perspectives and information. These meetings and interviews should be held downtown so they can include planned or impromptu walking tours in the downtown to see specific issues or opportunities. Our teammates, SB Friedman, will have specific goals during the visit, including talking to business owners, developers, major anchor institutions, and other groups to help understand the market forces operating downtown. Additionally, SB Friedman will walk and drive the study area to help identify and evaluate key sites.

Kimley-Horn has been a leader in crafting and guiding public engagement efforts throughout the last decade. Our professionals work diligently to create a constructive environment for feedback, listen earnestly to stakeholder concerns, and facilitate activities that enable stakeholders to communicate effectively.

Regardless of the exact tools and stakeholders involved, we abide by the following philosophies when developing and executing public involvement activities.

1. Seek to engage a variety of stakeholders
 2. Clearly enunciate the process and respect participants time
 3. Seek to understand and respect varying stakeholder needs and perspectives
 4. Promote a positive, constructive environment for feedback
 5. When possible, go where the stakeholders are and provide flexibility to allow them to set how long and how much they participate
 6. Make events interesting through food and interactive elements
 7. Use multiple forms of collaboration and feedback mechanisms
 8. Summarize and share how public input shaped plan outcomes
-

As a major portion of this first visit, we will conduct a large Vision Workshop that will include a series of interactive stations. At these stations, we will get input from the public on opportunities and issues and identify the desired role(s) of downtown that will help in defining and establishing a vision and mission.

Following this first visit, we will conduct a more detailed analysis and begin to develop downtown-wide alternative scenarios. These scenarios will test the following:

- ✓ Locations of high-amenity areas where public investment has the highest potential to spur private investment
- ✓ Sites susceptible to change based on vacancy, existing land use, location, proximity to amenities, surrounding land use, condition, and other factors
- ✓ Proposed land use including mixed-use or flexible land-use options
- ✓ Connectivity through new or enhanced pedestrian and bicycle connections

SB Friedman will focus market research and analysis on particular sites and/or real estate products identified during the first visit, through ongoing discussions with staff and the steering committee, and in the analysis to date. Research may include additional demographic analyses, additional calls to developers/property owners, and others as identified.

Kimley-Horn will develop overall branding and wayfinding concepts at this point in the process to provide images for the public to react to and to guide larger discussions around placemaking within downtown.

Our team will begin developing concepts for the catalytic sites. This will be an iterative process between Kimley-Horn, SB Friedman, and City staff. We will develop initial concepts and refine them internally with

the members of our team before sharing them with City staff. We will conduct a video conference to review them with staff and collect input. We will continue to improve the concepts and conduct a video conference with the Citizen Steering Committee as part of the next round of refinement. The goal will be to develop preferred plans for presentation to the general public.

SECOND IMMERSION VISIT

Our team will then return for our second immersion visit. This is envisioned as a day-and-a-half visit that is structured around a community workshop. This workshop will include a brief presentation of the analysis to date including land use, transportation, and market components, as well as the scenarios, catalytic sites, and placemaking concepts developed. We also will use this workshop to collect feedback to refine the scenarios and materials developed.

The morning after the workshop, we will conduct a follow-up working session with staff to review and process the feedback we received at the workshop, refine the design of the catalytic sites with staff continuing the process in a collaborative way. Additionally, we will conduct a meeting with the Citizen Steering Committee to report back on the input collected at the event, discuss next steps, and collect thoughts from the Committee.

Based on the direction from the second visit, the preferred land use scenarios and catalytic sites, and other deliverables developed previously, we will begin preparing implementation strategies and a 10-year action plan for the downtown that identifies priority tasks, responsible parties, potential funding sources, partner agencies, and sub-tasks. Our team will review the action plan and strategies with staff to ensure feasibility and realism.

The final portion of the project will be developing the final deliverable; collecting the recommendations, plans and strategies to date; and organizing them in a simple but effective report that will provide guidance for future decisions. The plan itself should be kept short and easy to read, with plans, maps and infographics to keep it manageable and interesting. The final plan will be provided to staff for review, and the team will conduct a video conference to discuss any necessary refinements. Additionally, a video conference will be conducted with the Steering Committee to collect feedback.

Our team will provide a final presentation of the report to Plan Commission or City Council. If desired, this can be expanded into an open house before the meeting through a series of display boards highlighting key elements of the plan. The final report will be provided to staff in a digital format. While not included in this cost proposal, staff can be available for additional presentations if desired to help with the approval.



PROJECT SCOPE

The following is a more detailed outline of the specific steps involved in the scope, including discussions of where we anticipate involving city staff.

- 1. Project Management and Organization
 - ✓ Internal Team Kick-off
 - ✓ Client conference call — Conduct a conference or video call with City staff. This will include introductions and review of scope. The majority of the time will be used to prepare for the first immersion visit. The team and staff will discuss potential stakeholders, character and location of the work shop, and other specifics that need to be decided for this visit. Staff will be responsible for securing the meeting venues and helping with public notices and announcements.
 - ✓ Establish web-based collaboration tool — Finalize the appropriate tool(s) necessary for the project based on discussion with City staff. Engage the Bay-Lake Regional Planning Commission to understand their potential role in developing some of the survey content. Create the core website to provide project information and key upcoming dates.
- 2. Initial Data Gathering and Analysis
 - ✓ Existing land use — Our team assumes that City staff will be responsible for collecting and organizing the existing land use and building utilization and occupancy/vacancy data for the study area. Our staff will review, evaluate, and prepare final graphics.
 - ✓ Property value analysis — Our team assumes that City staff will be responsible for conducting the property value analysis. SB Friedman will help define a methodology

for this portion of the scope. They will define deliverables that are of maximum benefit to the City and will review draft findings and coordinate with staff.

- ✓ Housing analysis — SB Friedman intends to gather housing supply data crucial to making market findings including current rents and occupancy levels. To the extent that City staff wants other housing data (e.g., total number of units downtown, number of units in each structure, assessed values), SB Friedman can help advise on how best to gather and summarize those data.
- ✓ Transit/transportation analysis — City staff will be responsible for providing existing data and reports for the team’s review and use. Data to be provided may include the following:
 - ✓ Existing transportation-related policies and procedures
 - ✓ Conceptual or programmed capital improvements planned for the study area
 - ✓ Maritime Metro Transit ridership data for downtown destinations
 - ✓ Key findings or implementation status updates for existing plans (e.g., Bicycle Facilities Plan, Downtown and River Corridor Master Plan)

Where necessary to supplement the data obtained from the City, the project team will inventory existing multimodal facilities. The data will be used to identify opportunities to enhance pedestrian, bicycle, vehicle, and transit accessibility and mobility downtown.

■ 3. First Immersion Visit

- ✓ Staff kick-off and work session — This is envisioned as a half-day working session where the team will talk through issues with staff to better

understand the history and previous or on-going efforts in the downtown. We would also conduct a walking tour with staff.

- ✓ Citizen Steering Committee introduction and work session — This meeting will include introductions, an overview of the process, and a small group stakeholder session with the committee to understand their priorities and issues. A separate walking tour with the committee could be conducted or combined with staff.
- ✓ Stakeholder interviews — Our team will conduct as many one-on-one and small group sessions as possible with the time available. Our experience is that one-on-one sessions can be kept to 60 minutes and small group sessions tend to be more successful at 90 minutes. Depending on the mix of interviews, we would anticipate conducting 10 to 15 sessions.
- ✓ Community Vision Workshop — The content of the workshop will be developed through input from staff. However, we envision it as several interactive stations where participants can provide feedback on a variety of downtown related topics (e.g., favorite locations, what is missing from the downtown, mobility issues). We anticipate three to four members of our team would be present for this meeting. We would recommend two to three additional facilitators from either City staff and/or Bay-Lake Regional Planning Commission to manage the room.
- ✓ Fieldwork — Our team will conduct fieldwork throughout the visit to observe conditions first hand and collect any necessary information.
- ✓ Document — Prepare a memo summarizing the outcomes of the first visit.

- 4. Detailed Data Gathering and Analysis
 - ✓ Market analysis — Conduct supplemental market research and analysis on specific sites and/or real estate products.
 - ✓ Redevelopment opportunity analysis — Based on fieldwork and analysis, identify sites susceptible to change within the downtown.
 - ✓ Land use demand projection — Prepare a range of potential land use demand quantities using the redevelopment opportunity analysis, existing and potential land uses, and reasonable development levels based on zoning and stakeholder input.
 - ✓ Urban design analysis – The team will work with City staff to identify basic information on building heights, grid and block patterns, locations of surface parking, and quality and consistency of urban street walls. Additional analysis will be conducted by the team in the field.
 - ✓ Multimodal transportation analysis – Using the findings from the data obtained from the City and existing conditions inventory, the team will identify key improvements to enhance connectivity, accessibility, and mobility. Key improvements may address gaps in transportation infrastructure or user experience. Effective improvements that can be implemented both independently and integrated as part of a more comprehensive redevelopment or capital improvement will be identified. As part of this effort, the project team will evaluate the one-way couplet of 8th and 10th Streets.
- 5. Alternative Scenarios Development
 - ✓ Downtown-wide Alternatives
 - ✓ Vision statement — Based on the input collected during the first visit, develop a list of stated key goals and values and prepare a draft vision statement encapsulating the goals and values.
 - ✓ Proposed land use — Develop two to three proposed land use strategies for downtown, including mixed-use and flexible land use approaches to encourage redevelopment.
 - ✓ Catalytic site exhibit — Prepare an exhibit identifying and ranking the sites susceptible to change based on several factors. This exhibit would be used to gather input on which catalytic sites should be further studied in future tasks in the process.
 - ✓ Connectivity — Develop a connectivity plan that addresses the road network (one-way versus two-way), bike lanes, and pedestrian routes.
 - ✓ Branding and signage concepts — Develop concepts for downtown branding, building upon downtown character and collected input and values from stakeholders. Develop up to two concepts for downtown entry signage or monuments and wayfinding signage.
- 6. Detailed Alternatives Development
 - ✓ Catalytic Sites
 - ✓ Develop concepts — Begin developing alternative development concepts for the three highest-ranked catalytic sites. Prepare initial site diagrams and site data for each concept.
 - ✓ Staff video conference — Conduct a video conference with city staff to review the initial concepts and collect input and suggestions on refinement

- ✓ Refinement — Refine concepts based on staff input.
- ✓ Citizen Steering Committee video conference — Conduct a video conference with the Steering Committee to review development concepts and collect feedback.
- ✓ Refinement — Finalize the concepts based on input received from City staff and the Citizen Steering Committee.
- 7. Second Immersion Visit
 - ✓ Pre-visit video conference — Conduct a video conference with City staff to test and refine the vision statement, review the draft Powerpoint and workshop materials, confirm venue, and discuss announcements and notices.
 - ✓ Community Workshop — Conduct a second workshop with interactive stations geared towards collecting feedback on the vision statement, downtown-wide alternatives, catalytic sites and selection of catalytic sites. We anticipate two to three members of our team would be present for this meeting. As with the first workshop, additional facilitator from either city staff and/or Bay-Lake Regional Planning Commission would be welcome.
 - ✓ Staff work session — Conduct a meeting with staff to debrief and discuss the results of the workshop. Develop a recommended approach to next steps. Focus on discussion and refinement of the approach to catalytic sites.
 - ✓ Citizen Steering Committee — Meet with the steering committee to discuss the results of the workshop, solicit feedback and reaction to the event, and discuss next steps.
 - ✓ Document — Prepare a memo summarizing the outcomes of the second visit.
- 8. Implementation Strategies
 - ✓ Vision Statement — Prepare a final vision statement for the downtown including photos and images to help illustrate the overall desired vision.
 - ✓ Draft recommendations — Our team will develop a series of draft recommendations covering the overall downtown, specific catalytic sites, and other initiatives developed. Where appropriate, recommended parking strategies identified through the ongoing downtown parking study will be incorporated into the draft document.
 - ✓ Action Plan — We will organize the draft recommendations into a 10-year action plan that will include sequencing, roles and responsibilities, timelines, potential partnerships, and other pertinent details for each recommendation. As part of the action plan, key initial implementation strategies for immediate attention will be identified. These key steps become critical to community support for the planning process and create momentum for the plan's success moving forward.
 - ✓ Funding — Our team will develop a list of potential funding mechanisms and finance strategies and identify which recommendations they are applicable to.
- 9. Final document Preparation
 - ✓ Draft to staff — Prepare a highly graphic and illustrated plan that conveys the vision and approach to the downtown. The document will highlight catalytic sites as well as downtown-wide initiatives and other recommendations developed throughout the process. Additionally,

prepare three stand-alone marketing pieces for the key catalytic sites, which will include plan and perspective graphics, key site data, and a mock proforma.

- ✓ Video conference review — Conduct a video conference with City staff to review and discuss draft deliverables.
- ✓ Refinement — Based on staff input, our team will refine the draft deliverables.
- ✓ Citizen Steering Committee review — Conduct a video conference with the steering committee to collect input on the final deliverables. Staff will be responsible for providing final direction on which committee comments should be incorporated into the final documents.
- ✓ Finalize — Make final revisions and provide final digital files to City staff.
- ✓ Final Presentation — Present the plan to Plan Commission or City Council. Prior to the presentation, create a display in the lobby of City Hall or in the Council Chambers with display boards highlighting key elements of the plan and be present to answer any questions from the public.

The graph on the following page offers an overview of our approach and proposed timeline.



PROJECT COSTS

	Kimley-Horn	SB Friedman	Expenses	Totals
1. Project Management and Organization	\$2,900.00	\$410.00		\$3,310.00
Web-based Collaboration Tool	\$5,500.00			\$5,500.00
2. Initial Data Gathering and Analysis	\$1,950.00	\$3,380.00		\$5,330.00
3. First Immersion Visit	\$13,000.00	\$9,840.00	\$2,100.00	\$24,940.00
4. Detailed Data Gathering and Analysis	\$2,240.00	\$2,260.00		\$4,500.00
5. Alternative Scenarios Development	\$3,750.00			\$3,750.00
6. Detailed Alternatives Development	\$8,050.00	\$1,950.00		\$10,000.00
7. Second Immersion Visit	\$7,050.00	\$3,280.00	\$1,900.00	\$12,230.00
8. Implementation Strategies	\$1,900.00	\$1,640.00		\$3,540.00
9. Final document Preparation	\$4,400.00	\$2,260.00	\$200.00	\$6,860.00
Totals	\$50,740.00	\$25,020.00	\$4,200.00	\$79,960.00

Kimley- Horn Billing Rates

Project Manager	\$175
Principal-In-Charge	\$215
Land Use Planner	\$165
Transportation Planner	\$185
Technical Support	\$95-\$125
Support Staff	\$90-\$110

SB Friedman Billing Rates

Senior Vice President	\$255
Associate	\$155



DANIEL GROVE, PLA, LEED AP

Project Manager

Relevant Experience

Daniel worked on the following projects prior to joining Kimley-Horn:

Downtown Master Plan, Green Bay, WI — Project Manager. Daniel led the planning team in developing the master plan for this growing downtown. Green Bay had begun to experience increased investment in the downtown along with significant public improvement projects to increase access to the Fox River. The plan looked to coordinate and plan for additional growth, with the emphasis on maintaining an authentic character that resonates with long-term residents. Daniel developed a series of questions for the first interactive public open house that asked participants what they thought the role of the downtown should be in the community. This helped immensely in understanding the goals for the downtown as it related to tourism, economic development, culture, housing, and open space.

Downtown Strategic Development Plan, Kenosha, WI — Project Manager. Daniel led the planning team in preparing a new vision for Kenosha's downtown. The plan identified catalytic projects and sites and provided a detailed implementation plan to guide future decisions. Daniel oversaw and participated in focus group sessions and one-on-one interviews with hundreds of stakeholders and developed several interactive community workshops that brought more than 150 members of the community together to help shape the plan.

Placemaking Plan and Design Manual, St. Cloud, MN — Project Manager. Daniel led the planning team for the City of St. Cloud in developing a guide to enhancing the city's sense of place through a variety of projects that included updating the city's brand, enhancing the connections to the Mississippi River, and creating better outdoor spaces within their downtown. The team developed a new brand "St. Cloud: Greater" that the city embraced and used to update their logo and marketing materials. Daniel put together a 5-minute video to describe the "Greater" concept, which was used at numerous open houses and meetings.

MedQuarter Master Plan, Cedar Rapids, IA — Lead Planner. Cedar Rapids has an established medical district, identified as the MedQuarter, that is the home to two hospital campuses, a private physicians care center, and a mix of other uses. Daniel led the process to develop overall plans that helped tie the district

Special Qualifications

- Daniel has 19 years of landscape architecture, planning, and community engagement experience in the Midwest
- Specializes in placemaking; streetscape; downtown, district, and corridor master plans; wayfinding and signage; park district comprehensive master plans; and park master plans
- Daniel strives to create projects for public entities that are memorable, enhance economic development, create a sense of pride, and improve the quality of life for residents

Professional Credentials

Professional Landscape Architect, Illinois

LEED Accredited Professional

Bachelor of Science, Landscape Architecture, University of Wisconsin, Madison, 1998

Daniel Grove, PLA, LEED AP, Relevant Experience continued

together as one cohesive area that could be easily marketed to a regional audience. The plans focused on public realm enhancements that emphasized walkability, health, and the overall district brand.

Downtown Master Plan, Glenview, IL — Project Manager. Glenview is a northern suburb of Chicago with a population just over 40,000. The downtown had seen a decline following the development of a master planned, mixed-use lifestyle center a few miles to the northwest. Daniel led the development of the downtown master plan which tested alternate redevelopment concepts for several key sites in the study area to identify where achievable redevelopment opportunities aligned with a community supported vision. In the years that followed the plan, two of the key core sites have redeveloped in alignment with the plan.

Business District Master Plan, Shorewood, WI — Project Manager. Shorewood is a first ring suburb of Milwaukee with a historic downtown. Daniel led the project which focused on redevelopment of catalytic sites within the core business district, as well as public realm enhancements. The site plans and design guidelines developed for the project helped encourage and guide a range of private and public development over the following years.

Transit-Oriented Development (TOD) Master Plan, Cicero, IL — Project Manager. Daniel led a team of consultants on this RTA-funded study of transit-oriented development around the town's two CTA Pink Line stations and one Metra station. The study identified opportunities for development as well as improvements to the public rights-of-way to better support transit and improve connectivity between different travel modes.



ERIC BOSMAN, AICP

Principal-in-Charge

Relevant Experience

Downtown Master Plan, Alpharetta, GA — Project Manager. To revitalize the City’s downtown and create a clear vision for future investment, the City of Alpharetta enlisted the services of a team led by Kimley-Horn. The Downtown Master Plan included a four-phase process with an assessment of existing conditions; community visioning; creation of an integrated land use, transportation, market, parking, and stormwater master plan; and refinement of the City’s comprehensive plan and downtown zoning code.

Blueprint Midtown Planning Services/Implementation Strategies, Atlanta, GA — Key Strategic Advisor. From 2001–2011, Eric served as a key strategic advisor to the Midtown Alliance’s Blueprint Master Plan and Implementation. Throughout the course of a decade, Eric assisted with the development of implementation strategies, revising Development Standards, and managing the design and planning for the Midtown Cityscapes Program, a \$42 million public improvement program. The Blueprint Master Plan and Cityscapes Program reshaped Midtown Atlanta into the region’s most walkable urban environment.

Community Master Plan, Greer, SC — Project Planner/Urban Designer. Greer’s Partnership for Tomorrow was established in 1998 to address issues and community concerns related to the area’s growth. With positive results from the organization’s first two strategic plans, the Partnership for Tomorrow and City of Greer have partnered with Kimley-Horn to take the City to the next level. The Greer Community Master Plan will establish a city-wide framework for growth management, economic development, and placemaking. The process includes significant public engagement, city-wide scenario planning, and detailed master plans for up to five small areas within the City, including Downtown Greer Station.

Buckhead REdeFINED Master Plan, Atlanta, GA — Project Manager. The Buckhead Community Improvement District, Livable Buckhead, and a team of community organizations collaborated with a planning team led by Kimley-Horn to develop a 15-year master plan update for one of Atlanta’s most dynamic activity centers. Buckhead REdeFINED identified a series of placemaking, mobility, and community building enhancements to guide the district’s continued transformation from an automobile based commercial center into a more complete, dynamic, and walkable urban environment.

Special Qualifications

- 22 years of experience in community planning, land use, transportation, and economic development
- Has served as a principal or project manager for the rebranding of Cobb County, GA’s transit system, planning for Cobb County’s arterial rapid transit system, seven CID Master Plans, and more than 20 Livable Centers Initiative Plans

Professional Credentials

Master of Architecture, Architecture, University of Illinois, Urbana-Champaign, 1998

Master of Urban Planning, Urban Planning, University of Illinois, Urbana-Champaign, 1998

Bachelor of Arts, Architecture, Clemson University, 1995

American Institute of Certified Planners

Professional Organizations

American Planning Association

Council of Educational Facility Planners International

Society of College and University Planners

Eric Bosman, AICP Relevant Experience continued

Blueprint Cumberland 3.0 Master Plan, Marietta, GA — Project Manager. A Kimley-Horn team was retained by the Cumberland Community Improvement District to complete a new master plan for Cobb County's largest economic engine. Based on several fundamental market changes including the rebound from the Great Recession, the rise of Millennials, and development of SunTrust Park and companion mixed-use development, Blueprint 3.0 provided updated vision and action plans related to land use, housing, and transportation with a focus on transit, economic development, natural resources, and urban design.

Downtown Cary Design Charrette, Cary, NC — Project Planner/Urban Designer. In 2012, the City of Cary, North Carolina conducted a design charrette with eight planners, architects, and urban designers to create a development vision for its historic downtown area. The two-day charrette included development of a master plan for a major green space and complementary downtown development, a presentation to city leaders, and a prioritization of next steps.

Turner Field Stadium Neighborhoods Livable Centers Initiative, Atlanta, GA — Project Manager. As part of a multidisciplinary planning team, Kimley-Horn is helping craft the redevelopment plan for Turner Field and collaborating with local neighborhoods to devise area connectivity, transportation, and open space improvements. The effort has included strategies to improve regional accessibility as well as multimodal connectivity between the Turner Field site, adjacent neighborhoods, Downtown Atlanta, and the Atlanta BeltLine. A specific focus has been given to integrating pedestrian/bicycle and transit infrastructure, incorporating community open space, and devising stormwater management and green infrastructure strategies as part of upcoming redevelopment efforts.



RORY FANCLER-SPLITT, AICP, PTP

Land Use Planner

Relevant Experience

***Downtown2030, Naperville, IL —** Project Planner. As part of a multidisciplinary team, Rory provided multimodal transportation planning analyses and recommendations for the City of Naperville Downtown2030 plan. The transportation recommendations provided for enhanced connectivity and mobility for all users. As part of the plan, a pedestrian gap analysis was conducted to evaluate pedestrian flow and to identify storefront gaps that created inactive pedestrian zones. The results of this analysis were used to identify opportunities to enhance the pedestrian experience through land use, transportation infrastructure, wayfinding, and streetscape.

***5th Avenue Study, Naperville, IL —** Project Manager. Rory managed the City's small-area comprehensive plan update for the area surrounding the Naperville Metra Station. The comprehensive plan update included an analysis of future land use, commuter parking, multimodal circulation, and streetscape enhancements. Rory subsequently managed implementation of a variety of multimodal improvements, including sight distance enhancements and traffic signal improvements. Rory coordinated the two-year public planning process, including a series of public meetings, a public forum with the Transportation Advisory Board and Plan Commission, and public hearings and workshops with the City Council.

***Metra Station Commuter Access and Bus Depot Feasibility Study, Naperville, IL —** Project Manager. Rory led the City's evaluation of a potential bus depot in the vicinity of the Naperville Metra Station. Rory worked closely with the Regional Transportation Authority (RTA), Pace Suburban Bus, and Metra throughout the public planning process. As project manager, she prepared the City's application for an RTA Community Planning Program grant and managed the grant award; developed the public engagement process and hosted public meetings to solicit stakeholder input; and presented the recommendations to the City of Naperville Transportation Advisory Board and City Council.

Brookfield Comprehensive Plan, Brookfield, IL — Project Planner. Kimley-Horn, as part of a multidisciplinary project team, is preparing the multimodal transportation component of the Village of Brookfield's comprehensive plan. As a community with three Metra stations and several Pace bus routes, Brookfield is

Special Qualifications

- Has demonstrated success coordinating projects with large stakeholder groups
- Principal areas of practice include multimodal transportation planning and comprehensive land use planning
- Has experience with studies examining future land use and redevelopment opportunities, traffic impacts, vehicle access, parking, and circulation

Professional Credentials

Master of Science, Urban Planning, University of Southern California, 2003

Bachelor of Science, Urban Planning, University of Southern California, 2002

American Institute of Certified Planners

Professional Transportation Planner

Rory Fancier-Splitt, AICP, PTP, Relevant Experience continued

well-positioned to take advantage of transit infrastructure. A major focus of the transportation plan is to identify opportunities that leverage these options and intermodal connections to support broad community objectives including economic development, enhanced quality of life, improved access to local/regional destinations, and promotion of sustainable solutions for residents, businesses, and visitors.

Rand Road Multimodal Corridor Plan Mount Prospect, Mount Prospect, IL — Project Planner. As part of a multidisciplinary consultant team, Kimley-Horn worked with the Village of Mount Prospect, RTA, and Pace Suburban Bus to identify opportunities to enhance the Rand Road corridor. Rory led the development of short- and long-term solutions to address traffic congestion, missing or deficient pedestrian/bicycle infrastructure, and limited transit accommodations along the corridor.

US 21/NC 115 Corridor Study, Troutman, NC — Project Planner. Working with the Town of Troutman, Kimley-Horn is preparing an integrated corridor study for US 21/NC 115. The study includes an analysis of existing conditions for both multimodal transportation and land use along the corridor. The land use component focuses on the relationship between the transportation system and surrounding land use patterns. In partnership with the town and the North Carolina Department of Transportation (NCDOT), local travel demand models, historic traffic count data, known/planned development sites, available traffic impact studies, and projected development identified in local comprehensive plans is being used to generate future traffic volumes and a traffic conditions forecast for the corridor.

**Rory worked on these projects prior to joining Kimley-Horn.*



PETER LEMMON, P.E., PTOE

Transportation Planner

Relevant Experience

Navy Pier Master Plan and Implementation, Chicago, IL — Project Manager. As a part of a multidisciplinary project team, Peter provided traffic engineering, transportation planning, and design services for the master planning effort at Chicago’s Navy Pier. As one of Chicago’s premier destinations, Navy Pier attracts nearly 9 million visitors generating a significant volume and mix of autos, taxis, buses, trolleys, pedestrians, and bicyclists each year. The transportation objectives of the study were to improve multimodal access and circulation for all modes. Analyses included a review of the operational aspects of the Pier’s transportation network under a variety of seasonal conditions, yielding recommendations for revised traffic circulation, vehicle staging, and pedestrian accommodations, among others. Kimley-Horn staff subsequently established two pilot implementation trials, coordinated city agency review, and developed signal design plans that were reviewed and approved by the Chicago Department of Transportation. Peter managed the transportation component of the planning and analysis. Throughout the process, Peter participated in design charrettes, concept development, field observations, pilot implementation, and coordination with other design disciplines and city reviewing agencies.

***Prairie Grove Town Center and TOD Plan, Prairie Grove, IL** — Project Engineer. Peter worked as part of a multidisciplinary project team to develop a framework and implementation plan for a new town center and Metra station. The transportation component of this American Planning Association (APA) award-winning plan focuses on introducing rail and bus transit options, leveraging the adjacent regional bike path to promote active transportation, and establishing a new street system that is consistent with the desired pedestrian-scale development. Peter served as project engineer responsible for concept development and evaluation, design charrettes, documentation, and public workshop/meeting presentations.

Brookfield Comprehensive Plan, Brookfield, IL — Project Manager. Kimley-Horn, as part of a multidisciplinary project team, is preparing the multimodal transportation component of the Village of Brookfield’s comprehensive plan. As a community with three Metra stations and several Pace bus routes, Brookfield is well-positioned to take advantage of transit infrastructure. A major focus of the transportation plan is to identify opportunities

Special Qualifications

- Experience with a wide range of transportation engineering services including corridor studies, downtown and TOD plans, and master planning
- Strong focus on transportation considerations appropriate for urban and similar locations to balance needs for autos, transit, pedestrians, and bicyclists
- Knowledge of local transportation characteristics with nearly 20 years of experience focused in the Chicago region

Professional Credentials

Bachelor of Science, Civil Engineering, Purdue University, 1998

Professional Engineer in Illinois

Professional Traffic Operations Engineer

Institute of Transportation Engineers

Peter Lemmon, P.E., PTOE, Relevant Experience continued

that leverage these options and intermodal connections to support broad community objectives including economic development, enhanced quality of life, improved access to local/regional destinations, and promotion of sustainable solutions for residents, businesses, and visitors. Peter is serving as project manager for the plan's transportation elements.

***Park-and-Ride TOD Planning Area, Montgomery, IL** — Project Engineer. As part of a multidisciplinary project team, Peter worked as a subconsultant assisting the Village of Montgomery in community planning for a new public transportation facility and TOD district. The short-term objective includes establishing a park-and-ride facility with shuttle service to improve commuter access to the downtown Aurora Metra station. Long-term planning anticipates a future Metra station integrated with a mix of commercial and residential uses. Key planning components of this awarding-winning strategic plan included coordination with RTA, Pace, and Metra to define technical guidelines park-and-ride facilities while fostering a walkable and pedestrian-scale downtown area. Peter served as project engineer participating in data collection and review, concept development and evaluation, documentation, and public meeting presentations.

Main Street District Transportation Plan, Orland Park, IL — Project Engineer. Kimley-Horn evaluated several alternative development scenarios for the 15-acre Main Street District, a TOD area adjacent to one of the village's three Metra commuter rail stations. With an objective of "designing for people, not cars" in this generally suburban location, Kimley-Horn coordinated with village staff and a commercial real estate broker to evaluate potential traffic and parking needs related to various development proposals. Kimley-Horn's proprietary Park+ software was used to create a dynamic parking supply and demand model to test a variety of peak hour scenarios and to maximize shared parking among the commuters and the planned uses in the district. The recommended plan blended an interconnected multimodal street network to ensure a walkable downtown district; conceptual parking facility layouts; and a collection of public spaces including the Metra station, Crescent Park, and opportunities for new plazas and gathering areas integrated with new development parcels. Peter participated in plan development, design charrettes, review of analysis, and plan documentation.

Rand Road Multimodal Corridor Plan, Mount Prospect, IL — As part of a multidisciplinary consultant team, Kimley-Horn worked with the Village of Mount Prospect, the RTA and Pace Bus to improve multimodal transportation options along Rand Road. Important aspects of the plan include developing short and long-term solutions to address traffic congestion, missing or deficient pedestrian/bicycle infrastructure, and limited transit accommodations along the corridor and at key intersections. Short-term improvements are focused on immediate needs while long-term strategies are more integrated and balanced with opportunities coordinated with land use planning and market analysis efforts. Main elements of the plan include significant changes to simplify current intersection layouts, new pedestrian crossings, a shared-use path along much of the corridor, and realigned roadways that improve transportation conditions while also supporting economic development through new site opportunities and connectivity.

**Peter worked on these projects prior to joining Kimley-Horn.*



GEOFFREY DICKINSON, AICP

Economic Development Analysis

Relevant Experience

Market Analysis and Redevelopment Strategy

Downtown Strategic Analysis, Milwaukee, WI — Project Planner. Geoff conducted a strategic review of the development climate in downtown Milwaukee. He also assisted in developing a framework for evaluating proposed projects requesting City financial assistance.

Master Plan Updates, Development Advisory Services, Iowa City, IA — Project Manager. Geoff led a market analysis and provided development advisory services, as part of master plan updates for Iowa City's Downtown and Riverfront Crossings Districts.

South Omaha Master Plan, Omaha, NE — Project Advisor. Geoff provided development advisory services based on market parameters and real estate development strategy experience. He identified development product types that might hold potential and evaluated opportunity sites and potential development clusters in the area.

West Broadway Corridor Plan, Council Bluffs, IA — Project Planner. Geoff assisted in creating a development plan that took advantage of the corridor's strategic assets and assessed market conditions and identified redevelopment opportunity sites.

Development Feasibility Analysis, East Chicago, IN — Project Planner. Geoff conducted a feasibility analysis for redevelopment of the Indiana Harbor neighborhood of East Chicago. He developed a strategic investment plan to define key conditions required to make the area viable for homebuyers, identified funding mechanisms, and developed a marketing strategy.

Economic Development and Land Use Master Plan, Matteson, IL — Project Planner. Geoff prepared an economic development and land use master plan for a primarily commercial corridor. He led a market analysis for retail, residential, office, and industrial uses.

Land Use Plan for Planned Bottineau LRT Line, Hennepin County, MN — Project Manager. Geoff led a customized market analysis to account for the significant development potential to be generated by a planned transitway in Hennepin County.

Special Qualifications

- Registered Municipal Advisor with the SEC
- Extensive experience in market analysis and development strategies for communities throughout the Midwest

Professional Credentials

Master of Urban Planning,
University of Michigan

Bachelor of Arts Degree
in History, Northwestern
University

Professional Organizations

American Institute of
Certified Planners

American Planning
Association

Illinois Tax Increment
Association

Lambda Alpha International

Geoffrey Dickinson, AICP, Relevant Experience continued

Financial Deal Reviews And Feasibility Analysis

Financial Deal Review, Brookfield, WI — Financial Planner. Geoff led a financial gap analysis, deal structuring and TIF capacity analysis of The Corridor, a mixed-use retail, office and hotel development.

Pro Forma Review, Bloomingdale, IL — Financial Planner. Geoff led a review to determine appropriate amount of sales tax sharing with an under-performing shopping center in Bloomingdale.

Financial Deal Review, Carpentersville, IL — Financial Planner. Geoff prepared a financial gap analysis, TIF capacity analysis and TIF Act compliance research for relocation of a big-box retailer to Carpentersville.