



March 14, 2018

City of Lawrence, Kansas  
**Amy Miller**, Assistant Director, Planning  
6 E. 6th Street  
Lawrence, Kansas 6604

Dear Ms. Miller,

We are pleased to submit our proposal for the Downtown Lawrence Master Plan. Our project team, including former Lawrence residents and University of Kansas graduates, is uniquely qualified to undertake this assignment. We marry wide-ranging national experience with local insight and understanding. Our team of professionals provides the experience and expertise necessary to craft a responsive, detailed, creative, and exciting plan for Downtown Lawrence.

Houseal Lavigne Associates has extensive experience in downtown planning, market and economic analysis, development visualization, and urban design with special expertise in development/redevelopment projects, commercial areas, subarea planning, sustainability, and project financing and implementation. Our firm has assisted more than 250 communities across the country on a variety of planning, design, and development related assignments. Our firm's innovative approach to planning, familiarity with contemporary development practices, nationally recognized concept and development visualization, integration of available technology, expertise with market assessment and development economics and analysis, and outstanding community outreach distinguish us from other firms.

This Proposal reflects the requirements of the City's RFP and focuses specifically on our anticipated scope of services, our team's qualifications and experience, and provides our proposed professional fee. We have tailored these elements to build upon our extensive experience in downtown master planning. We are dedicated to excellence and are available and committed to undertaking the Downtown Lawrence Master Plan assignment immediately upon selection.

We appreciate the opportunity to be considered for the Downtown Lawrence Master Plan and we are confident that given the opportunity, we will demonstrate our firm's ability to exceed project expectations and effectively address all concerns regarding cultural and historic resources and activities, land use relationships, opportunities for development and redevelopment, programming public space, landscape and streetscape enhancements, urban design concepts, transportation and infrastructure. We look forward to the possibility of working with you and the community on this important project. If you have any questions regarding our statement of qualifications, please do not hesitate to contact us.

Sincerely,  
**Houseal Lavigne Associates**

**Nik Davis**  
Principal | Lead Planner

(312) 372-1008, ext. 119

ndavis@hlplanning.com

**Todd Meyer**  
Associate Principal | Project Manager

(312) 372-1008, ext. 107

tmeyer@hlplanning.com

**HOUSEAL LAVIGNE  
ASSOCIATES, LLC**

CHICAGO, IL  
188 West Randolph Street, Suite 200  
Chicago, Illinois 60601  
(312) 372-1008

## Project Personnel

The Principal for the project will be Nik Davis, who will oversee all aspects of the project and review final submissions of all documents prior to their dissemination to staff for review. Nik will have up to 15 percent of his time available for this Downtown Master Plan. Todd Meyer, Principal Associate, will be the project manager for the Downtown Master Plan, overseeing daily work and dedicating up to 25 percent of his time for the project. Sean Tapia will be the lead Associate, conducting all of the daily work and drafting the regular deliverables throughout the planning process; specific responsibilities include community outreach, market and demographic analysis, field reconnaissance, and drafting the Issues and Opportunities Memo as well as all pieces of the Downtown Master Plan. Sean will have up to 50 percent of his time available for this project. Jackie Wells will be the support Associate to help with any of the daily work and deliverables as needed, and will have up to 30 percent of her time available for this project.

## Availability

Houseal Lavigne Associates has the available resources, capacity and commitment to immediately undertake and successfully complete the City of Lawrence's Downtown Master Plan within a desired timeframe set by the City. We are aware that the City desires to have the entire planning effort completed within its timeframe, upon its establishment, and we are ready and able to adjust our scope to match it. We are consistently able to meet project deadlines and have an excellent track record on past assignments. We pledge full commitment by our firm and team members to complete the project successfully within this timeframe.

## Project Understanding

The HLA Team consists of two University of Kansas graduates, with more than five years of residency each, affording our firm intimate knowledge of the community and Downtown. We understand the history of Downtown Lawrence and know of its rapid change and development in recent years. We recognize and support the need for a master plan that reflects the vision of the community, both transient and fixed, to guide and focus future growth.

Every visitor to Downtown Lawrence experiences and appreciates the area in unique and varying ways, yet the magic of the Santa Rescue and holiday lights, the fun of the many parades, or the sense of community felt watching a KU game at any of the numerous establishments

cannot be denied. These uniquely Lawrence characteristics truly make Downtown Lawrence a great place, and instill a lifelong love of the community in every alumnus and resident. It is these things that the Downtown Master Plan must work to protect, expand, and leverage for generations to come.

From the Eldridge hotel, a twice-burned symbol of Lawrence's determination to stand for the rights of all people, to Merchant's, a restaurant housed in a former bank once robbed by the infamous Clyde Barrow, the rich history of Lawrence's historic heart should be a focus of preservation in the Downtown Lawrence Master Plan. The district's distinguished architectural heritage should act as a guide for future development, ensuring a cohesive and consistent character in the downtown core, and preventing encroachment upon surrounding residential areas, while accounting for local and national trends.

## Qualifications

Houseal Lavigne Associates is an award-winning consulting firm specializing in all areas of community planning, urban design, and economic development, with expertise in comprehensive planning, corridor planning, downtown planning, neighborhood planning, zoning, market analysis, project implementation and financing, and citizen engagement. We strive for a true collaboration of disciplines and talents, infusing all of our projects with creativity, national best practices, market reality, and community insight and understanding. Our community insight and understanding would be supported heavily on this project by two former Lawrence residents and KU Urban Planning alumni. We believe our local knowledge of the City and Downtown is a strong asset should we be selected to complete the Downtown Lawrence Master Plan.

Collectively, the senior level staff of Houseal Lavigne Associates has over 150 years of experience and has worked with more than 250 communities throughout the country. In the last thirteen years we have directed more than 80 comprehensive plans, 85 corridor plans, 45 downtown and TOD plans, 40 special area plans, 30 zoning and design guidelines assignments, and much more.

The following pages provide a sample of related project experience of our Project Team along with our approach to community outreach. Each project has had a significant impact in the communities where we've worked.

## City of Oshkosh, Wisconsin Oshkosh Downtown Plan

Imagine Oshkosh is the Center City Investment Strategy for Downtown Oshkosh and the surrounding areas. The Plan organized this waterfront Downtown into ten distinct functional areas, establishing a unique character, design guidelines, development priorities, and strategies for each.

As part of the planning effort, **Houseal Lavigne Associates** reimagined a vacant industrial waterfront site to help the city respond to a “long shot” Milwaukee Bucks opportunity. By crafting a redevelopment plan for the Sawdust District, a multi-use entertainment district concept, the City was able to make the “long shot” a reality, and the City landed the professional basketball team facility. The redevelopment plan included a basketball team practice facility, a larger arena, and a 250,000-square foot office building. Part of the goal was to land jobs close to lifestyle amenities, a pattern typically only seen in larger communities.

### Client Contact

Darryn Burich  
dburich@ci.oshkosh.wi.us

**Budget:** \$149,250

**Completion Date:** 11/1/2017

**Key Staff:** John Houseal



## City of Carbondale, Illinois Downtown Carbondale Master Plan

Despite recent events that have contributed to the decline of the general area, Downtown Carbondale has seen renewed interest in development and investment. Building on recent momentum, the City contracted **Houseal Lavigne Associates** to create a Master Plan to guide the future of its Downtown.

The Master Plan process included extensive public outreach that engaged nearly 500 members of the community, including residents, business owners, stakeholders, DAC members, students, and more. By utilizing detailed maps, 3D models, perspective renderings, and targeted photography of preferred development types, the Plan provides a visual “playbook” for Land Use and Development; Art, Entertainment and Retail; Parking and Transportation; Pedestrian Mobility and Connectivity; and Streetscape, Beautification and Signage.

### Client Contact

Chris Wallace  
cwallace@ci.carbondale.il.us

**Budget:** \$124,935

**Completion Date:** 4/19/2016

**Key Staff:** Nik Davis





## City of Elmhurst, Illinois Elmhurst Downtown Plan

Due to changing market conditions, development pressures, and shifting community priorities, the City hired **Houseal Lavigne Associates** to update its Downtown Plan in 2015. Specific emphasis was placed on developing a detailed policy framework for increasing building heights, reducing residential parking requirements, improving building design, and enhancing circulation. The Plan established four functional land use zones that provide recommendations for character, land use, intensity, and built form. Design guidelines were included to inform the design process and ensure that new buildings match the desired community aesthetic. A Regulatory Strategies Framework identified needed changes to the zoning ordinance, future land use map, building code, and development processes, providing the Plan Commission and City Council the direction they need to begin plan implementation.

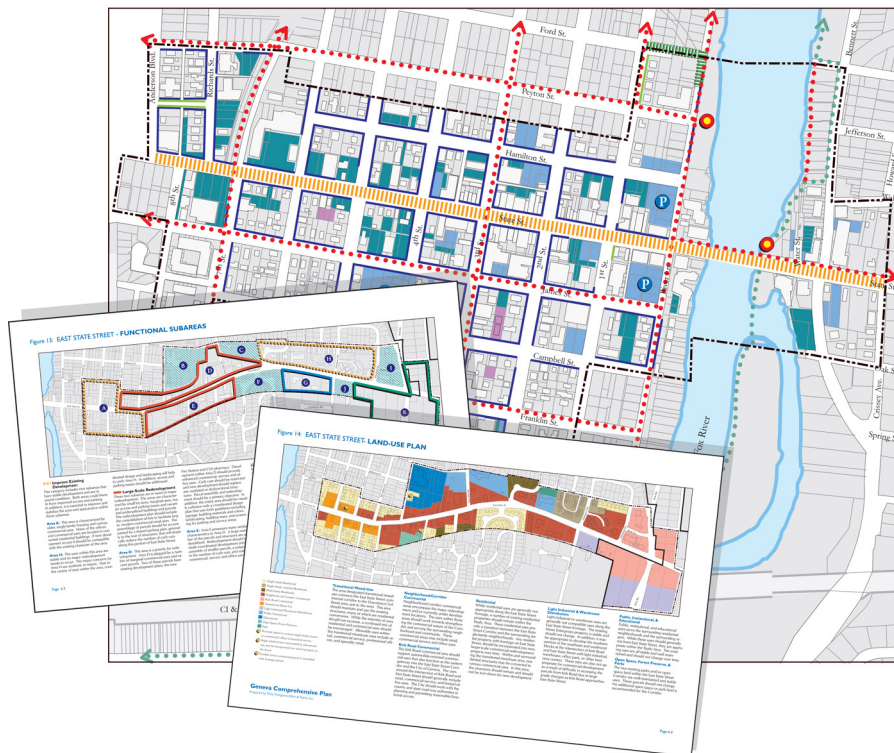
### Client Contact

Michael Kopp  
mike.kopp@elmhurst.org

**Budget:** \$45,290

**Completion Date:** 6/20/2016

**Key Staff:** Nik Davis



## City of Geneva, Illinois Comprehensive Plan

Geneva's Comprehensive Plan guides new development in its western growth areas, directs the character of sensitive infill development, and protects and enhances the historic Downtown and residential neighborhoods. The Plan, directed and prepared by the Principals of **Houseal Lavigne Associates**, also includes a detailed Downtown Plan, East State Street Corridor Plan, and Randall Road Corridor Plan. The Plan addresses community aesthetics and the desired character of new development, while prioritizing open space and environmental features.

### Client Contact

Mayor Kevin Burns  
kburns@geneva.il.us

**Budget:** \$104,500

**Completion Date:** 11/12/2012

**Key Staff:** John Houseal



# Preliminary Work Plan, Timeline + Budget

## Lawrence Downtown Master Plan | Houseal Lavigne Associates

We propose a seven (7) step process for preparing the Downtown Master Plan. This approach includes analyzing the study area to provide a concise and accurate assessment of the existing conditions, performing a fiscal analysis of the local market; identifying strengths, weaknesses, issues and opportunities; engaging interested community members to understand their opinions and preferences, formulating goals, objectives and guiding principles; establishing a vision for Downtown Lawrence as a foundation for future planning and urban design

efforts; developing and evaluating alternative plans and policies and preparing the final Downtown Master Plan recommendations and implementation strategies. It is anticipated that this process take 9-12 months, and our estimated budget is \$100,000. Should the Village favor our initial approach, we will work closely with staff to further refine our process to meet any additional needs and requirements of the City, including changes to work tasks, scope items, project schedule, meetings and budget.



## Outreach

We understand that a one-size-fits-all approach to community engagement is ineffective, and that the City of Lawrence places great value on an extensive and authentic outreach process. Task 2 of our proposed scope of work will serve as the foundation of our engagement strategy. Houseal Lavigne Associates provides a multi-pronged approach to outreach and a variety of expertise that will be essential in engaging the community and addressing local and regional issues throughout the entire planning process. It is critical that the public be engaged, every step of the way. We have developed a menu of several community outreach and engagement activities that could be utilized during the planning process.

## In-Person Engagement

In person outreach events are critical in gaining the feedback necessary to effectively plan for the future of Downtown Lawrence and the preferred method to garnering input. Several options for in person engagement include:

- **Workshops** – The first step in the planning process, Workshops are aimed at the entire community with subsets to target specific groups including, Downtown business owners and operators; East Lawrence, Downtown, and Old West Lawrence residents; and Haskell, KU, USD 497 students.
- **Stakeholder Interviews and Focus Group Discussions** – Stakeholder interviews and focus group discussions allow us to obtain first-hand insight into the community from a diverse array of perspectives on a level deeper than a workshop.
- **Immersive Outreach** – To ensure we cast the widest net possible, we can attend agreed-upon events throughout the planning process to facilitate targeted discussions at already-established, non-planning-related events. Additionally, flyers, comment cards, and email blasts can be developed to promote any and all outreach efforts.
- **Developer Forum** – A forum for local and regional developers and brokers to discuss development related issues and concerns to ensure future plans and recommendations are consistent with current trends and the needs of developers and end users.

## Online Engagement

Houseal Lavigne Associates is committed to utilizing the internet to maximize the participation and communication for the duration of the planning process and beyond. Our firm employs many methods of online engagement to ensure we reach as many stakeholders as possible. Several options for online engagement include:

- **Interactive Project Website** – The website can be used to post project schedules and meeting dates, display documents, and host additional outreach tools.
- **Visual Preference Survey** – This survey will solicit community feedback on the aesthetic of potential development and land use related components
- **Online Questionnaires** – Web-based surveys to accommodate individuals that cannot attend workshops to ensure they have an opportunity to provide feedback and input.
- **map.social** – An online mapping tool that allows community members to locate issues, opportunities, and priority projects spatially on map to provide context to their feedback.

## **PROPOSAL ADDENDUM**

---





### Education

Bachelor of Science in Landscape Architecture, Purdue University

### Memberships

American Society of Landscape Architects

### ASLA Positions

ILASLA Allied Professionals Liaison

ILASLA Legacy Project Co-Chair

Past ILASLA Public Awareness Chair

Past ILASLA External Communications Officer

### Presentations

A Pedestrian's PedPeeves

Fast and Funny Planning Presentation

2015 National APA Planning Conference

New Tools for Zoning & Development Visualization

2013 National APA Planning Conference

Putting Zoning on the Map

APA-CMS January, 2012

Integrating Sustainability

Into Development Regulations

October 2011, APA-IL State Conference

### Awards

2014 APA-MI Public Outreach Award  
Imagine Flint Master Plan

Winnebago County 2030 Land Resource Management Plan, Honor Award for Environmental Stewardship, Illinois American Society of Landscape Architects, 2009

## Nik Davis, ASLA

### Principal

Nik brings more than 10 years of professional design and planning experience to Houseal Lavigne Associates and as a Principal manages much of the firm's versatile studio work, as well as hones skill specializations in urban design, landscape architecture, site plan development, streetscape design, and sustainability planning, from the individual lot level up to the regional scale. He provides the connection between the planmaking process and document creation, focusing on concept and site design, graphics, document layout, geographic information and cartographic renderings, and urban-form 3d modeling, using a breadth of software tools and drafting techniques.

Nik has a diverse background in urban planning and design with experience in the preparation of research and inventory materials, site analysis maps, framework plans, preparation of conceptual development plans for a full range of residential, commercial, mixed-use, office and industrial park developments, and commercial corridors. Nik has extensive experience in landscape and planting design which includes conducting site visits and creating inventory and analysis maps, developing project bases, drafting general development and preliminary plans, producing hand and computer rendered sketches and plans, and submitting construction documents, specifications, plant list schedules, and cost estimates for review and installation.

Prior to joining Houseal Lavigne Associates, Nik worked for consulting firms specializing in landscape architecture, streetscape design, urban design, zoning, and development planning. Nik has a Bachelor of Science in Landscape Architecture from Purdue University. He is a member of the American Society of Landscape Architects (ASLA), and some of his past work has been awarded recognition in sustainability and environmental stewardship.

## Selected Project Experience

### Comprehensive Plans

- Aurora, CO
- Bentonville, AR
- Bristol, TN
- Buffalo, NY
- Cary
- Council Bluffs, IA
- Elgin
- Flint Master Plan, MI
- Hudson, OH
- Lynwood
- Maywood, IL
- Pingree Grove
- St. Charles, IL
- St. Cloud, MN
- Windsor, CO

### Corridors

- Ames, IA
- Bentonville, AR
- Des Plaines
- Elmhurst
- Island Lake
- Homer Glen
- Kenilworth, IL
- New Lenox
- Park Ridge
- Peoria Heights
- Portage, IN
- Rolling Meadows, IL
- Traverse City, MI

### Downtown/TOD Plans

- Carbondale
- Carson City
- Elmhurst
- Fort Dodge, IA
- Geneva, IL
- Hopkinsville, KY
- Hudson, OH
- Rolling Meadows

### Streetscape Designs

- Bourbonnais
- Bradely - Broadway Street
- Chicago - 87th & Stony, Lake Street, Uptown-Broadway Avenue, Auburn Gresham-79th Street
- Des Plaines
- Elmhurst - North York
- Glen Ellyn
- Grayslake
- Huntley
- New Buffalo, MI
- Richton Park

### Design Guidelines & Standards

- Chicago - Archer & Halsted
- Council Bluffs, IA
- Fort Dodge, IA
- Mundelein
- Pace TOD Guidelines Manual

### Zoning/Form-Based Codes

- Baltimore, MD
- Bentonville, AR
- Buffalo, NY
- Cleveland Heights, OH
- Council Bluffs, IA
- Dunwoody, GA
- Flint, MI
- Fort Dodge, IA
- Hinsdale
- Mundelein
- Muskogee, OK
- New Orleans, LA
- Park Ridge
- Riverside
- Wilmette
- Winnebago County

### Design Development & Concept Designs

- Bensenville
- Chicago
- Crystal Lake
- Deerfield
- Grayslake
- Lincolnwood
- Mokena
- New Lenox
- Richton Park
- St. Cloud, MN
- Olympia Fields
- Oswego - Prairie Market



## Todd Meyer, PLA, CNU-A, LEED AP

### Principal Associate

As an urban planner and a registered landscape architect, Mr. Meyer has worked as a planning and design professional with prominent consulting firms including EDAW, HOK and SWA on a wide variety of projects. He has directed project teams to provide intelligent solutions for public and private sector clients on planning and design projects of all types and scales from conceptual plans to detailed design drawings and construction documents. With 25 years of experience in the industry, a common theme of his work is to promote a 'triple bottom line' approach, including ecological, economic and social goals.

An emphasis of Todd's experience is in community and town planning across the U.S. and globally including Asia, the Mid-East and Latin America. He is active member of the Urban Land Institute and understands value-driven development, design and construction – including the fact that many investment and design decisions are driven by ROI and IRR from a cost-benefit perspective. He likes to promote 'Cultural Urbanism' in his projects, working to celebrate our regional differences and create unique places for social interaction.

As a Principal Associate with Houseal Lavigne Associates, Mr. Meyer's responsibilities include client communication, agency coordination, project management, planning and design team oversight as well as business development activities. With project work across the U.S. and globally including Latin America, Asia and the Mid-East, he has a broad range of professional experience on a variety of assignments. He possesses a strong knowledge of land planning and urban design issues and is excellent in communicating with clients to understand their needs and to help them to achieve their goals and objectives.

#### Education

Bachelor of Landscape Architecture  
Kansas State University

Urban Design Studies  
Centro Studi Santa Chiara, Italy

#### Memberships

American Planning Association

American Society of Landscape Architects

Congress for the New Urbanism

Past Chair, Kansas State University  
Landscape Architecture / Community  
Planning Advisory Board

Urban Land Institute

ULI Urban Development / Mixed-Use  
Product Council (Red Flight) - Chicago

ULI Urban Development / Mixed-Use  
National Product Council (Purple Flight)

#### Awards

ASLA Saint Louis, Riverfront Fort Wayne  
Phase 1 Schematic Design Document,  
Merit Award, Planning & Communications

ASLA Texas, Riverfront Fort Wayne Master  
Plan, Honor Award, Planning & Analysis

ASLA Texas, Nanguo Peach Garden Master  
Plan, Honor Award, Planning & Analysis

ASLA Merit Award, Yuan Dang Lake  
Conceptual Master Plan, Texas ASLA

Congress for New Urbanism Charter  
Award, Dasve Village Master Plan

ASLA National Honor Award,  
Dasve Master Plan

ASLA Merit Award, Yuan Dang Lake  
Conceptual Master Plan, Texas ASLA

ASLA Merit Award, East Taihu Lakefront  
Master Plan, Illinois Chapter

#### Publications

"Exploring Cultural Urbanism: A rational  
approach to creating authentic places..."  
Planning Magazine, April 2014

"Cultural Urbanism: Studying local  
traditions to create socially relevant  
design" SWA Ideas | Praxis, October 2012

"Ten ways to climb the ladder: How  
to succeed as a consultant..." Planning  
Magazine, November 2006

### Selected Project Experience

- 191<sup>st</sup> Street Corridor Plan  
Mokena, Illinois
- 36<sup>th</sup> & Center  
Redevelopment Plan  
Omaha, Nebraska
- Argyle + Bryn Mawr CTA  
Stations, Chicago, Illinois
- Aurora Riverfront Park  
Aurora, Illinois
- Avanyu Community  
Hurricane, Utah
- Barksdale Redevelopment  
District  
Bossier City, Louisiana
- Basinview Planned Unit  
Development  
Klamath Falls, Oregon
- Caltrans District 5  
Improvements  
San Luis Obispo, Salinas,  
California
- Centennial Celebration Of  
Flight, Dayton, Ohio
- Children's Memorial Hospital  
Redevelopment  
Chicago, Illinois
- City Government Center  
Thousand Oaks, California
- CMAP GoTo 2040  
Arlington Heights, Illinois
- Desert Mountain  
Community  
Scottsdale, Arizona
- Elyson Master-Planned  
Community  
West Houston, Texas
- Ewing Waterfront Park  
Chicago, Illinois
- Grand Basin + Post  
Dispatch Lake  
Saint Louis, Missouri
- Garfield Boulevard Corridor  
Chicago, Illinois
- Green Valley Ranch  
Community  
Henderson, Nevada
- Homestead Market  
Redevelopment Plan  
Houston, Texas
- Lincoln, Ashland + Belmont  
Chicago, Illinois
- Marriott Hotel Feasibility  
Study, Chicago, Illinois
- Marriott Convention Center  
Hotel, Indianapolis, Indiana
- Metro Tourism Vision  
Detroit, Michigan
- Mid-America Center  
Council Bluffs, Iowa
- Moorpark Specific Plan #2  
Moorpark, California
- Motorola Headquarters  
Schamburg, Illinois
- North Loop Redevelopment  
Kansas City, Missouri
- Obama Presidential Center  
Chicago, Illinois
- Old River Park  
Dayton, Ohio
- Ovation Riverfront  
Development  
Newport, Kentucky
- Park Lane Redevelopment  
Reno, Nevada
- Planned Manufacturing  
Districts, Chicago, Illinois
- Penn State Behrend  
Erie, Pennsylvania
- Peterkort Tod Development  
Beaverton, Oregon
- Police + Fireman's Memorial  
Plaza, Clayton, Missouri
- Post Hurricane Katrina  
Recovery Plan  
Moss Point, Mississippi
- Redmond Ridge Community  
Redmond, Washington
- Richland Master Plan  
Belleville, Illinois
- Riverfront Fort Wayne  
Fort Wayne, Indiana
- Seattle Commons  
Seattle, Washington
- Saint Louis University  
High School  
Saint Louis, Missouri
- State Route 91  
Aesthetics Study  
Orange County, California
- University of Chicago  
Chicago, Illinois
- Upper Kirby Mixed-Use  
Development  
Houston, Texas
- Vermillion Village  
Kanab, Utah
- Virginia Street Corridor  
Reno, Nevada
- Walker Place  
Bossier City, Louisiana
- Whirlpool Corporation  
Benton Harbor, Michigan
- William Rainey  
Harper College  
Palatine, Illinois
- Woodson's Reserve  
Montgomery County, Texas



### **Education**

Master of Urban Planning: Housing and  
Community Development, University of  
Kansas

Bachelor of Arts in Architecture, University  
of Kansas

Bachelor of Science in Journalism,  
University of Kansas

### **Memberships**

American Planning Association, IL

American Planning Association, National

American Planning Association,  
International Division- Executive Board  
Member

### **Presentations**

Transit Oriented Development in Seattle -  
APA National Conference, 2016

### **Awards**

2016 AIA Kansas City Design Excellence  
Award: Merit Award, Conceptual

ASLA Central States Honor Award:  
Communications Category

## **Sean Tapia**

### **Associate**

Sean joined Houseal Lavigne Associates in 2016 upon receiving his Master of Urban Planning degree at the University of Kansas. As an Associate with the firm, Sean manages market demographics and plan writing initiatives for Downtown, Parks and Recreation, and Comprehensive Plans at both the city and county level. Sean embraces a client-first mentality. He is well-versed in utilizing Esri and the U.S. Census data to determine a community's needs based on trends and projections, which leads to the identification of targeted growth and development areas.

His current primary focus is on community development through housing and general market research and analysis. He is also very interested in the physical representation of the urban environment through graphic representations and urban design techniques.

For his graduate degree, Sean specialized in housing and community development as well as urban design. He also received his Bachelor of Science in Journalism and a Bachelor of Arts in Architectural Studies from the University of Kansas. He coupled his desires to promote public knowledge, awareness, and input from his journalism background with the necessity for viability and interaction in the built form from his architecture background to form his passion for urban planning.

## **Selected Project Experience**

### **Aurora, CO Comp Plan**

Drafted the Aurora Places Comprehensive Plan for the Aurora, the second largest and most diverse city in the State of Colorado with policies and best practices to capitalize on the city's recent growth and expand it into the future.

### **Eden Prairie, MN Housing Study**

Drafted the Housing Study for Eden Prairie, a Twin Cities suburb, through extensive housing market research utilizing innovative and detailed analyses and methodologies. The Housing Study was used to inform housing policy recommendations for the comprehensive plan.

### **Eden Prairie, MN Comp Plan**

Drafted the comprehensive plan for Eden Prairie with recommendations for fostering and furthering its recent growth while meeting the stringent needs of the Metropolitan Council and the land use and development constraints of a nearly build-out metropolitan suburb.

### **Westmoreland County, PA Comp Plan**

Conducted extensive community outreach with thousands of residents of this 65-municipality County in western PA to inform the recommendations to halt the significant decline of this Rust Belt community. Drafted the Reimagining Our Westmoreland Comprehensive Plan to help the County provide direction and guidance to help revitalize its cities, townships, and boroughs.

### **Lisle, IL Downtown Master Plan**

Applied policies and recommendations to the design guidelines and concepts for the Lisle's Downtown Master Plan to help the Village create economic growth that would actualize the development concepts.

### **St. Cloud, MN Comp Plan**

Utilized extensive parks and facilities inventory and benchmarking analyses to develop the Master Plan for St. Cloud's Parks and Recreation Department, in support of the 2016 comprehensive plan. Identified disparities in the parks system regarding community access, appropriate facilities, maintenance, and funding.

### **Norwegian American Hospital Community Development and Wellness District Plan**

Conducted extensive commercial, housing, and retail market analysis to identify potential development opportunities that would benefit the Hospital and the surrounding 24-block section of the Humboldt Park neighborhood in the City of Chicago. Developed 3D models to visualize existing constraints as well as potential priority sites for future development.





### **Education**

Master of Urban Planning,  
University of Kansas

Bachelor of Arts in Architecture,  
University of Kansas

### **Memberships**

American Planning Association, VA

American Planning Association, National

Rotary International

### **Presentations**

APA Quad State Conference: Economic  
Argument for Flexible Parking  
Requirements

## **Jackie Wells**

### **Associate**

Jackie's Houseal Lavigne Associates experience includes a wide variety of planning and zoning-related projects for communities throughout the Midwest and beyond. Jackie's consulting experience includes projects ranging from parks and recreation and comprehensive plans to zoning updates and corridor studies. Jackie instills detail into all of her projects and is passionate about the communities in which she works. She is focused on the development of responsive and detailed planning and zoning recommendations that are actionable and which meet the specific and unique needs of each community.

Prior to joining Houseal Lavigne Associates, Jackie was the Housing and Development Planning Specialist for Danville, Virginia, a community of approximately 45,000. There, Jackie was responsible for: developing, implementing, and monitoring the City's five-year Consolidated Plan and Annual Plans, applying for and administering local, state and federal grant funding, acting as a liaison between the City and neighborhood and non-profit groups, spearheading the City's targeted efforts in the School-field and Edgewood neighborhoods, planning and managing community engagement campaigns and events, and in this capacity, she gained valuable experience in developing programs and policies, applying for and administering local, state, and federal grants, and engaging community groups and supporting the establishment of new neighborhood associations.

Jackie is fluent in all regulations associated with the Community Development Block Grant and Home Investment Partnerships funding programs. Jackie uses her experience in local government to develop data-driven solutions that manage the needs of elected and appointed officials, department heads, non-profit partners, and residents of the community.

## **Selected Project Experience**

### **Jackson, TN - Zoning Ordinance Rewrite**

Assisted with the update and development of a new Zoning Ordinance to reflect and support the recommendations of the recently adopted One Jackson Civic Master Plan, which was also prepared by Houseal Lavigne Associates.

### **Sioux City, IA - Comprehensive Plan**

Contributed to the revision and update of the comprehensive plan for Sioux City, a Midwestern community of more than 80,000.

### **Eden Prairie, MN - Comprehensive Plan**

Supported the development of the comprehensive plan for Eden Prairie, a Twin Cities metropolitan community of more than 60,000, through research and application of best practices.

### **Bensenville, IL - Parks & Recreation Master Plan**

Aided in the development of the parks and recreation master plan for Bensenville through demographic and current conditions analysis. Bensenville borders O'Hare International Airport and benefits from, and is challenged by, this relationship.

### **Hastings, MN - Vermillion Street Corridor Plan**

Assisted in the drafting of the plan for this corridor that serves approximately 30,000 motor vehicles in a community of 22,000, located on the edge of the Twin Cities metropolitan area.

### **Sunset Hills, MO - Zoning Ordinance**

Assisted with the update and development of a new Zoning Ordinance to reflect and support the recommendations of the recently adopted Sunset Hills Comprehensive and Subarea Plans, which was also prepared by Houseal Lavigne Associates.

### **Greenwich, CT - Comprehensive Plan**

Assisted in the development of the Town of Greenwich's Plan of Conservation and Development through community engagement, reconnaissance, mapping, and research and best practices.

## **Project Links**

The link below includes adopted plan documents for the four downtown master plans noted in the main proposal: Carbondale, Elmhurst, Geneva, and Oshkosh. These four projects well-represent successful downtown planning projects for Houseal Lavigne Associates.

<http://hla.fyi/masterplanlinks>



October 25, 2017

To Whom It May Concern,

This letter commends Houseal Lavigne Associates for its service guiding St. Cloud's community visioning since 2013.

Houseal Lavigne Associates was selected from a well-qualified pool of national candidates to assist with drafting an extensive update of St. Cloud's 20-year vision in 2013. The City of St. Cloud and Houseal Lavigne Associates received the Minnesota APA's 2015 Innovation in Planning Award for preparation of the Comprehensive Plan given the extent of community engagement and quality of the plan document.

The City of St. Cloud's relationship with Houseal Lavigne Associates was affirmed by the subsequent contract for services and recent adoption of the 2017 Parks & Recreation Master Plan.

Feel free to contact me with any questions regarding the City of St. Cloud's positive experiences and on-going relationship with Houseal Lavigne Associates.

Sincerely,

A handwritten signature in black ink that reads "Matt Glaesman". The signature is fluid and cursive, with a long horizontal line extending to the right.

Matt Glaesman, AICP  
Community Development Director

320-650-3110  
matt.glaesman@ci.stcloud.mn.us





To Whom It May Concern,

The purpose of this letter is to provide a recommendation for the professional planning services of Houseal Lavigne Associates. In May 2016, the City of Oshkosh retained Houseal Lavigne Associates to develop several 3d visualizations for our Sawdust District Redevelopment Plan. Located in Oshkosh's south shore waterfront, the Sawdust District represents a "once-in-a-generation" opportunity for the City to reshape its waterfront for the 21<sup>st</sup> century. Houseal Lavigne Associates' conceptual visualizations for this Class A office campus and entertainment district has allowed the City to convey its long-term vision and investment strategy for the district in an impactful manner, creating a sense of excitement among residents and local businesses for this important civic project.

The energy and enthusiasm created by Houseal Lavigne Associates' 3d visualizations for the Sawdust District helped to transform vision into reality when the City of Oshkosh was chosen as the future home of the Wisconsin Herd of the NBA G League. The visualizations were a critical element in the City's bid to land the Milwaukee Bucks affiliate, helping to sell the project to decision-makers and the community. The Herd will host its home games in Oshkosh Arena, a 3,500-seat clear-span structure located in the heart of the Sawdust District, and with construction of the arena currently underway, there has been a marked interest in properties in the area.

The work prepared by Houseal Lavigne Associates in support of the City of Oshkosh's Sawdust District Redevelopment Plan demonstrated the firm's solid foundation in helping establish community consensus and support, understanding of the power of transformative redevelopment projects, and ability to create compelling visualizations and illustrations. Therefore, it is with great pleasure that I recommend the professional planning services of Houseal Lavigne Associates. Should you need any additional information, please do not hesitate to contact city staff at (920) 236-5059 or by email at [dburich@ci.oshkosh.wi.us](mailto:dburich@ci.oshkosh.wi.us).

Sincerely,

A handwritten signature in black ink, appearing to read "Kelly Nieforth", written in a cursive style.

**Kelly Nieforth**

City of Oshkosh Economic Development Services Manager



**CITY OF FLINT**  
**DEPARTMENT OF PLANNING AND DEVELOPMENT**

**Dr. Karen W. Weaver**  
Mayor

**Steve Branch**  
City Administrator



To Whom it May Concern,

I am writing to highly recommend the services of Houseal Lavigne Associates. As a city that has been in the national spotlight for a range of severe challenges, I can tell you that Houseal Lavigne Associates' work with us on our first comprehensive master plan in over 50 years has been one of the underlying positives that has provided continued hope to our community and has inspired substantial commitments of public, private and foundation investments into our future.

Houseal Lavigne Associates (HLA) was our lead in a multi-year process to complete a new comprehensive master plan for the City of Flint, Michigan with funding from the U.S. Department of Housing and Urban Development's Sustainable Communities Community Challenge grant. HLA was selected in a community-based review process led by the Flint Planning Commission in which HLA promised extensive community engagement, strict integrity, and exceptional creativity. HLA has exceeded this demanding standard.

The *Imagine Flint* Master Plan for a Sustainable Flint incorporated a robust public participation process in which more than 5,000 Flint residents were involved providing their input. HLA also established trust with the community by abiding by the strictest standards of integrity and transparency. Our project website, [www.imagineflint.com](http://www.imagineflint.com) and Facebook page (City of Flint Master Plan), contains a trove of documents and information that literally includes all of the input received in the public workshops. This allowed participants, even critics, to see how the plan evolved based on feedback and where consensus was able to be achieved. The extensive outreach conducted during the planning process earned the City multiple state and national planning awards for excellence in community outreach and engagement. Awards from the Michigan Association of Planning (x2), the Congress for New Urbanism, and the IMAGIN Michigan GIS users group are a few to highlight specifically.

HLA's work in Flint was top-notch, but I also believe it has wider applicability. Perhaps one of the most rewarding aspects of the work by HLA staff was their ability to illustrate complex concepts, generate meaningful content, and develop plans and strategies that can be implemented effectively. We believe that through the unanimous adoption of the *Imagine Flint* plan, we have created a new model for urban redevelopment of mid-sized, older industrial cities such as Flint and HLA, especially principals John Houseal and Devin Lavigne, have been true partners in this difficult work. What's almost more rewarding is that now well-beyond the adoption of the plan (2013), John and Devin are still available for our staff to bounce ideas off of. I believe that alone demonstrates tremendous commitment to their work, both during and after a planning process.

The complete comprehensive draft master plan is available online and I encourage you to take a look. I believe that you will be impressed with the scope, creativity, and design. I also encourage you to contact me personally if you have any questions regarding HLA and the *Imagine Flint* process.

Sincerely,

Kevin Schronce  
Lead Planner  
[kschronce@cityofflint.com](mailto:kschronce@cityofflint.com)