

**COUNCIL ACTION FORM**

**SUBJECT: CONSULTANT SELECTION FOR LINCOLN WAY CORRIDOR PLAN**

**BACKGROUND:**

City Council prioritized for the Planning Division creation of a Lincoln Way Corridor Plan as an opportunity to study how the City can meet the potentially competing interests of select infill opportunities, maintaining core neighborhoods, mobility improvements, and streetscape enhancements. On October 27, 2015 Council directed staff to issue a Request for Proposals (RFP) for a consultant to prepare a corridor plan for Lincoln Way to address these interests.

The stated objectives in the RFP were for a plan that would create identity, support multi-modal transportation, and revitalize properties with buildings and uses that support the corridor's context and identity. Staff highlighted that public outreach, infill development potential, economic viability, and corridor enhancement were critical elements to meet the objectives for the corridor. A core element of the Plan was to have a broad assessment of the corridor and then have the City Council choose five focus areas for refined planning and reinvestment options.

The RFP specified that the consulting firm should have experience in urban and architectural design, multi-modal transportation & right-of-way design & management, streetscape & right-of-way aesthetic design, and public engagement.

The City Council has set aside \$353,500 within the FY 15/16 Planning Services program for activities related to the Land Use Policy Plan and City Council priority projects. Staff estimated that the Lincoln Corridor project would be approximately \$80,000 of the \$353,500.

The RFP was issued to 29 firms with responses received from seven responses. **A committee comprised of three City staff members and a member for the Planning & Zoning Commission ranked the seven returned proposals using a uniform ratings matrix.** Each proposal was evaluated based on a combination of the cost, project understanding, qualifications and experience of the team, design experience in urban, architectural, multi-modal transportation and right-of-way management, streetscape and right-of-way aesthetic design and public engagement, experience with similar projects, the proposed timeline and work plan. The score for each of these criteria was based on a scale of 1 to 10 and then assigned a corresponding weight factor. The maximum possible score, combining all four evaluators, was 4000. The knowledge and experience related scores represented 95% of the overall score, and proposed fees accounted for 5%. The proposal rankings and fees listed below:

Firm	Total Score	Rank	Fee Proposal
Houseal Lavigne Associates, Chicago, IL	3014	1	\$86,140
Cunningham Group Architecture, Minneapolis, MN	2919	2	\$86,135
Perkins+Will, Minneapolis, MN	2824	3	\$85,754
MSA Professional Services, Ankeny, IA	2781	4	\$80,000
Bolton & Menk, Ames, IA	2582	5	\$81,100
Confluence, Des Moines, IA	2526	6	\$80,000
Camiros, Chicago, IL	2475	7	\$78,500

The evaluation team invited the top three firms for interviews. All three were asked to provide a brief presentation introducing their team members, their roles and demonstrate their understanding of the scope of services. Interviews were evaluated based on methods for achieving the desired outcomes, a clear understanding and clarity of the Ames and Lincoln Way Corridor, experience related to similar projects and what set the firm apart from the other firms. As with the proposal scoring, each criteria was weighted and given a score based on a scale of 1 to 10. The interview scores, with a maximum possible of 4000 were as follows:

Firm	Score
Houseal Lavigne Associates, Chicago, IL	2890
Cunningham Group Architecture, Minneapolis, MN	2735
Perkins+Will, Minneapolis, MN	2340

Based on a unanimous decision by the evaluation team following the interviews and responses to follow up questions, the firms were ranked as follows:

Firm	Rank
Houseal Lavigne Associates, Chicago, IL	1
Cunningham Group Architecture, Minneapolis, MN	2
Perkins+Will, Minneapolis, MN	3

Each of the finalist firms had an array of corridor and small area planning experience that was relevant to our request. Each of the firms was also committed to the ten month timeframe identified in the RFP, with a key initial report back to City Council in April. While all three firms appeared capable of meeting the City's objectives, there were differences in their approaches and team members.

Perkins+Will is a large national architecture and planning firm that included additional team members for transportation analysis and economic analysis. Perkins+Will identified an approach that was focused on a multi-day "charrette" concept to develop the bulk of the plan and build consensus for the corridor. The overall approach was less defined than what others had scoped, but the firm was willing to adapt the scope to the City's interests. The evaluation team was concerned that a charrette approach without an established consensus for the corridor may not achieve the desired results and that the five focus areas may be hard to manage in their proposed approach.

The Cunningham Group is an architecture and planning firm that formed a team with a traffic engineering firm and an economist. The combined experience and approach to the

project was a strong attribute of their proposal. The team has a good background understanding of seeing the corridor as distinct areas. The Cunningham team's strongest element was their approach to a commercial and economic assessment for the City that would strongly guide the use and needs along the corridor. The project approach included "photo realism" to help convey building types and potential changes along the corridor. Ultimately the scoring committee found the outreach and public engagement component to be an average approach without a specific online engagement component to the proposal.

Houseal Lavigne and Associates is a planning firm that specializes in urban design, comprehensive plans, and small areas plans. Houseal Lavigne included in their team Shive-Hattery for traffic engineering expertise. The economic component would be in-house with Houseal Lavigne. The Houseal Lavigne proposal was notable with its approach to graphics, public engagement at the face-to-face level and with the use of online tools, and an extensive range of corridor planning experience. The Houseal Lavigne also had a good understanding of the Lincoln corridor and its adjacencies. The focus of the Houseal Lavigne approach will be on design features and building types along the corridor while planning for long term transportation enhancements. The evaluation team ranked the Houseal Lavigne team the highest due to Houseal Lavigne's outreach approach and their broad experience with corridor planning along with their understanding of the City's needs for corridor planning.

#### **ALTERNATIVES:**

1. Approve the contract with Houseal Lavigne Associates, Chicago, IL, for consulting services for the Lincoln Way Corridor Plan for \$86,140.
2. Direct the staff to negotiate a contract for consulting services with one of the other companies that submitted a proposal to the City.
3. Do not award contract a Lincoln Way Corridor Plan.

#### **CITY MANAGER'S RECOMMENDED ACTION:**

The final three consulting firms provided different strategies for Lincoln Way Corridor Plan. After evaluating the scope of services offer by each firm, meeting the consultant's staff, listening to the presentations, and asking questions; Houseal Lavigne of Chicago, IL has been identified as the top choice to perform the desired functions to produce a corridor plan. Therefore, it is the recommendation of the City Manager that the City Council approve Alternative #1, thereby approving the contract with Houseal Lavigne Associates, Chicago, IL, for consulting services for the Lincoln Way Corridor Plan for an amount not to exceed \$86,140.

**It is important that the City Council understands and supports the expected work plan for the consultant. Therefore, Exhibit A to the attached Lincoln Way Corridor Plan contract has been included for your review and approval.**

## **APPENDIX A**

### **RFP Evaluation Team**

#### City of Ames

Kelly Diekmann, Planning and Housing Director

Karen Marren, Planner

Justin Clausen, Operations Supervisor (Public Works)

#### Outside Individuals

Matt Converse, Planning and Zoning Commissioner

Facilitator: Karen Server, City of Ames Purchasing Manager

**CONTRACT FOR  
LINCOLN WAY CORRIDOR PLAN  
FOR CITY OF AMES PLANNING DEPARTMENT**

**THIS AGREEMENT**, made and entered into effective the 12<sup>th</sup> day of January, 2016, by and between the CITY OF AMES, IOWA, a municipal corporation organized and existing pursuant to the laws of the State of Iowa (hereinafter sometimes called "City") and Houseal & Lavigne Associates, LLC (a limited liability corporation, organized and existing pursuant to the laws of the State of Illinois and hereinafter called "Provider");

**WITNESSETH THAT:**

**WHEREAS**, the City of Ames has determined that certain services to be provided to the City of Ames and its citizens by Provider, such services and facilities being hereinafter described and set out, should be purchased in accordance with the terms of a written agreement as hereinafter set out;

**NOW, THEREFORE**, the parties hereto have agreed and do agree as follows:

**I  
PURPOSE**

The purpose of this Agreement is to procure for the City of Ames certain services as hereinafter described and set out; to establish the methods, procedures, terms and conditions governing payment by the City of Ames for such services; and, to establish other duties, responsibilities, terms and conditions mutually undertaken and agreed to by the parties hereto in consideration of the services to be performed and monies paid.

**II  
SCOPE OF SERVICES**

Provider shall provide the services set out in the City of Ames, Iowa, Scope of Work, and Consulting Services for Lincoln Way Corridor Plan for City of Ames attached hereto as Exhibit A.

The City, without invalidating the Agreement, may direct changes in the project within the general scope of the Agreement, with the authorized payment maximum being adjusted accordingly. Any change in the scope of service by the provider shall be done by written agreement signed by both parties. The added cost or cost reduction to the City resulting from a change in the Agreement shall be determined by mutual acceptance of a lump sum properly itemized and supported by sufficient data to permit evaluation, or by unit prices stated in the Agreement or subsequently agreed upon.

It shall be the responsibility of the provider, before proceeding with any change in scope, to verify that the change has been properly authorized on behalf of the City. No additional charges or any other change in the Agreement will be allowed unless previously authorized in writing by the City, with the applicable compensation method and maximum authorized additional sum stated.

The City shall have full and complete access to the provider's working papers, drawings and other documents during progress of the work. All documents of any description prepared by provider shall become the property of the City at the completion of the project upon payment in full to the provider. The provider shall deliver the final documents in the format specified by the City. The provider may retain a copy of all materials produced pursuant to this Agreement for use by their firm for normal business development and marketing.

**III  
METHOD OF PAYMENT**

A. Payments shall be made by the City of Ames in accordance with the following task schedule:

<b>Task</b>	<b>Total Amount</b>
a. No. 1: Project Initiation	\$2,000
b. No. 2: Community Outreach	\$4,000

- c. No. 3: Market Analysis and Economic Development Opportunities Assessment \$7,000
- d. No. 4: Existing Conditions Inventory and Analysis \$15,000
- e. No. 5: Corridor Alternatives and Framework Plan \$10,000
- f. No. 6: Corridor-Wide "Core" Plans and Recommendations \$15,000
- g. No. 7: Detailed Focus Area Plans \$20,000
- h. No. 8: Lincoln Way Corridor Plan Document \$6,500
- i. No. 9: Reimbursables \$6,640

The maximum total amount payable by the City of Ames under this Agreement is \$86,140 and no greater amount shall be paid without written amendment. Fee includes all project related costs such as printing, copies, graphic reproduction, presentation, travel, etc.

B. Payment will be made based on a time and material basis per the schedule of deliverables not to exceed the value of the contract. Payment will be contingent upon completion of each task and acceptance by the City of Ames. The invoice shall include an itemization of the work for which payment is claimed. Invoices referencing the assigned purchase order number shall be sent to the following address:

City of Ames, Finance Dept. – Accounts Payable, PO Box 811, Ames, IA 50010

#### IV

#### FINANCIAL ACCOUNTING AND ADMINISTRATION

A. All claims for payment shall be supported by properly executed payrolls, time records, invoices, contracts, vouchers, or other documentation evidencing in proper detail the nature and propriety of the charges. All checks, payrolls, invoices, contracts, vouchers, orders, or other accounting documents pertaining in whole or in part to this Agreement shall be clearly identified as such and readily accessible for examination and audit by the City or its authorized representative.

B. All records shall be maintained in accordance with procedures and requirements established by the City Finance Director, and the City Finance Director may, prior to any payment under this Agreement, conduct a pre-audit of record keeping and financial accounting procedures of the Provider for the purpose of determining changes and modifications necessary with respect to accounting for charges made hereunder. All records and documents required by this Agreement shall be maintained for a period of three (3) years following final payment by the City.

C. At such time and in such form as the City may require, there shall be furnished to the City such statements, records, reports, data, and information as the City may require with respect to the payments made or claimed under this Agreement.

D. At any time during normal business hours, and as often as the City may deem necessary, there shall be made available to the City for examination all records with respect to all matters covered by this Agreement and Provider will permit the City to audit, examine, and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment, and other data relating to all matters covered by this Agreement.

#### V

#### INSURANCE

A. The provider shall maintain insurance coverage in scope and amounts acceptable to the City's Risk Manager.

B. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the City of Ames, its officials, employees, or volunteers.

C. Provider shall furnish the City with certificates of insurance and with original endorsements effecting coverage required by this clause. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. The certificates and endorsements

are to be on standard insurance company forms or forms provided by the City and are to be received and approved by the City before work commences. The City reserves the right to require complete, certified copies of all required insurance policies, at any time.

D. Provider shall include all subcontractors as insured under its policies. All coverages for subcontractors shall be subject to all of the requirements stated herein.

E. To the fullest extent permitted by law the Provider shall indemnify and hold harmless the City of Ames, their agents, and employees from and against all claims, damages, losses, and expenses, including, but not limited to attorneys' fees arising out of or resulting from the performance of the work, provided that any such claim, damage, loss, or expense (1) is attributable to bodily injury, sickness, disease, or death, or to injury to or destruction of tangible property (other than the work itself) including the loss of use resulting therefrom; and (2) is caused in whole or in part by any negligent act or omission of the Provider, any Subcontractor, anyone directly or indirectly employed by any of them or any one for whose acts, any of them may be liable.

F. In no case will the Provider's coverage be constructed to provide coverage for acts of negligence alleged to be caused by the sole negligence of employees of the City of Ames.

## **VI**

### **PROPRIETARY RIGHTS AND CONFIDENTIAL INFORMATION**

Provider agrees to hold in trust and confidence any confidential and/or proprietary information or data relating to City business and shall not disseminate or disclose such confidential information to any individual or entity, except Provider's employees or subcontractors performing services hereunder (who shall be under a duty of confidentiality), and any other individuals specifically permitted in each instance by the City.

## **VII**

### **TERMINATION**

The City of Ames may terminate this Agreement without penalty to the City at any time by giving written notice to the Provider at least fifteen (15) days before the effective date of such termination. In any case where the Provider fails in whole or in part to substantially perform its obligations or has delivered nonconforming services, the City shall provide a Cure notice. If after notice the Provider continues to be in default, the City may terminate this agreement immediately. The City shall only be obligated to compensate the Provider for compliant services performed prior to notice of termination.

## **VIII**

### **INDEPENDENT CONTRACTOR STATUS**

Provider agrees that the relationship between Provider and the City is that of an independent contractor for employment tax purposes. The Provider shall be solely responsible for all taxes relating to payments under this agreement including those of employees.

## **IX**

### **LAWS**

This contract is governed by the law of the State of Iowa with venue in Story County District Court.

## **X**

### **ASSIGNMENT**

This Agreement may not be assigned or transferred by the Provider without the prior written consent of the City.

**XI**  
**AFFIRMATIVE ACTION**

Provider shall place on file with the City a statement of nondiscrimination policy in the form of a completed *Assurance of Compliance with the City of Ames, Iowa, Affirmative Action Program* satisfactory to the Affirmative Action Officer of the City.

**XII**  
**DURATION**

This Agreement shall be in full force and effect from and after January 12, 2016 until completion of the Work, or, until terminated by the City of Ames, Iowa.

**IN WITNESS WHEREOF** the parties hereto have, by their authorized representatives, set their hand and seal as of the date first above written.

**CITY OF AMES, IOWA**

By: \_\_\_\_\_

By \_\_\_\_\_

Attest by: \_\_\_\_\_

\_\_\_\_\_  
Printed Name and Title



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**Attachment A**  
**Scope of Services**  
**Houseal Lavigne Associates**

## **LINCOLN WAY CORRIDOR PLAN**

### **SCOPE OF WORK**

Our proposed Scope of Work will produce a responsive, creative, and effective Lincoln Way Corridor Plan that is focused on five core components utilizing an effective and engaging seven-step planning process. Our Scope of Work includes eight steps specifically designed to deliver the insight, specificity, implementation and forward thinking that is necessary to position the Lincoln Way Corridor for success in terms of economic viability, character and sense of place, and image and identity.

### **Step 1: Project Initiation**

To “kick-off” the planning process on the right foot, meetings with key City staff and the Comprehensive Plan Task Force are needed prior to undertaking other community outreach activities. After the “kick-off” to the planning process, our proposed outreach activities will help foster a stewardship for the Corridor Plan and the community as a whole.

#### **1a: Director Meeting**

Prior to our first meeting with the Planning & Zoning Commission and City Council, key members of the Consultant Team will meet with key City staff. This first meeting will allow the Project Director for the Consultant Team to review and discuss matters with City staff. We recommend regular staff meetings and calls between the Consultant team and City staff to keep the project on track throughout the duration of the assignment.

#### **1b: Project Initiation Workshop – City Council/ Plan & Zoning Commission, and City Staff**

Before actual work begins, a project initiation meeting will be held to set the foundation for the planning program and review and discuss the overall direction and policy issues facing the City and the Lincoln Way Corridor. Participants in the project initiation meeting would include City staff, key personnel from the Consultant Team, the City Council and/or Plan and Zoning Commission. The purposes of this meeting will be to: (a) review overall project objectives; (b) refine the work program for the project; (c) review and establish the roles and responsibilities for all parties involved throughout the process; and, (d) establish a schedule for the project. The project initiation meeting will conclude with a Project Initiation Workshop. The workshop is intended to solicit the views of the City Council, Planning & Zoning Commission, and staff regarding their concerns and aspirations for the City of Ames and the Lincoln Way Corridor.

### **Step 2: Community Outreach**

Community outreach/citizen participation is a cornerstone of our proposed planning process. Anticipating high levels of participation from an active and engaged community, our proposed outreach process includes both “traditional” (face-to-face) and web-based activities to obtain the broadest levels of participation in preparing the Lincoln Way Corridor Plan. Our planning process is designed to promote community involvement and encourage

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citizen participation. Community outreach is included throughout the entire planning process, with this step providing the initial participation efforts and laying the foundation for the remaining process.

## **Traditional Outreach**

### **2a: Press Releases, Notices and Newsletter Articles**

We will work with City staff to prepare special articles at key points in the planning process for the website and local media outlets. We suggest an initial article to describe the purpose and objectives of the *Lincoln Way Corridor Plan*, as well as regular updates during the process. Key planning components, updates, meeting summaries, and draft documents will be posted on the website to keep residents informed throughout the process.

### **2b: Corridor Workshop**

This corridor workshop is the first of many face-to-face community outreach events scheduled throughout the planning process. The purpose of this first workshop is to allow residents to provide input, before any plans or recommendations are formulated. The workshop will: (a) review the purpose of the Corridor Study, the planning process to be undertaken, and the schedule for the project; and (b) secure local views on concerns, issues and potentials within the community and corridor.

### **2c: Business/Property Owner Workshop**

This workshop will be targeted specifically to business owners and property owners in order to obtain the input of this important stakeholder group. Notices/invitations will be sent out to maximize attendance and participation. The purpose is to establish a dialogue and obtain feedback from those members of the development and business community that have a unique insight and perspective, and whose assistance and involvement is crucial to the Plan's ultimate success.

### **2d: Key Person Interviews & Focus Group Discussions**

Key Person Interviews and Focus Group Discussions allow us to obtain first-hand insight into the community from a diverse array of perspectives. Approximately ten to twelve confidential interviews/ focus group discussions will be conducted to obtain additional information regarding local issues and potentials. The Consultant will work with City staff to identify those individuals and groups to be interviewed. We recommend a broad sampling of interviewees who may possess unique perspectives or special insights into the community and the Lincoln Way Corridor. Interviewees could include representatives of Iowa State University, Iowa DOT, members of the business community, industry leaders and major employers, selected property owners, new or lifelong residents, local builders and developers, students, and representatives from other government, institutions, and civic groups.

## **Web-based Community Outreach**

### **2e: Interactive Project Website**

At no cost to the City, we will design and host an interactive Project Website that is linked to the City's website. We are committed to utilizing the internet to maximize the participation and communication between the City and residents, as it relates to the new Lincoln Way Corridor Plan, for the duration of the planning process and beyond.

This website can be used to post project schedules and meeting dates; display graphics, maps, and draft documents; address frequently asked questions; host a community discussion forum; contain on-line community surveys; and provide a variety of other features. We also have the ability to create content that can be viewed only by City staff, Planning & Zoning Commission, City Council, or other specific groups, allowing a secure, fast

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and easy way to distribute and discuss draft documents. The purpose of the website is to provide the “one place” to go to for information regarding the *Lincoln Way Corridor Plan*.

## **2f: RSS and Social Networking**

If desired by the City, we can integrate the project into the Consultant’s and Client’s existing social media accounts. For those residents that use the Internet to stay informed, these tools are essential in keeping them connected with local happenings as it relates to the Plan. Social networking tools can help increase awareness of the Comprehensive Plan and process and assist in increasing the number of people participating in all outreach exercises, including traditional face-to-face meetings.

## **2g: sMap (On-Line Community Issues Mapping)**

Our project website will feature sMap, a web-based community issues mapping tool on the interactive Project Website. This award-winning tool, developed by Houseal Lavigne Associates, allows website visitors to identify, map, and comment on areas of concern and valued community assets. It simplifies the mapping process and familiarizes residents with all areas of the community in a fun, interactive, and effective manner. Input from residents allows us to create a composite map of community issues to assist with the identification and establishment of community goals and objectives.

## **2h: On-line Corridor Questionnaires for Residents & Businesses**

To provide another means for community participation, we will prepare (1) a web-based questionnaire for residents of Ames to solicit community-wide opinion on a range of topics and issues, and (2) a web-based questionnaire for business owners designed to gather information on those issues and concerns most important to the City’s business community. These online surveys will be posted on the project website. At the close of the survey response period, we will review and summarize results as a gauge of community priorities and issues regarding the Lincoln Way Corridor.

# **Step 3: Market Analysis and Economic Development Opportunities Assessment**

In order to identify short, mid and long-term development potentials as a basis for formulating a strategy for maximizing development opportunities, the following tasks will be conducted.

## **3a: Demographic Analysis**

It is important to evaluate demographic data to ensure that planning efforts are based on the most current information available. Using data sources such as ESRI, a nationally recognized provider of demographic data, an analysis of existing conditions and projections for future growth within the Study Area will be conducted. Analysis will quantify socioeconomic data including but not limited to households by age and income, shifts in population and household growth, employment and consumer expenditures.

## **3b: Market Analysis and Assessment of Development Potentials**

The analysis will consider both new development opportunities and strategies for enhancing existing uses that hold potential for redevelopment. Considering these factors and growth trends, a market assessment of future development potential will be made. Consideration will be given to both current position and future development potential. Utilizing industry benchmarks, we will reconcile estimates of development potential with the land area necessary to support respective uses. This analysis will provide the basis for determining the suitability of specific locations for certain types of development.

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### **3c: Preliminary Recommendations and Economic Development Report**

Existing programs will be identified and analyzed in terms of incentives for and impediments to economic development. This information will be brought together into a report that will serve as a guide for future steps in the planning process. The primary focus of this report will be on economic development potential and the appropriateness of specific uses within the Lincoln Way Corridor. This step in the planning process will serve as the foundation for the development of an Economic Development Strategy in the latter phases of the planning process, which will serve as a “core component” of the final Plan Report. This section will also provide an initial assessment of the financial incentive options available to the City for possible application to the corridor, including but not limited to TIF/Urban Renewal Areas, Self-Supported Municipal Improvement Districts (SSMID), tax abatement, and more.

## **Step 4: Existing Conditions Inventory and Analysis**

This step will include the analysis of existing conditions and future potentials within the community. It will be based on information provided by the City, feedback from community service providers, as well as reconnaissance, surveys, inventories and analyses undertaken by the Consultant. The emphasis will be on the identification of existing conditions that will be taken into consideration during the formulation of goals and objectives, and planning recommendations. This step will result in a concise presentation that summarizes the issues and influences relevant to the development of the Corridor Plan recommendations.

### **4a: Past Studies, Plans and Reports**

The City’s previously prepared plans and studies having an influence on the new *Lincoln Way Corridor Plan* will be assembled and reviewed, including the Land Use Policy Plan, Campustown Redevelopment Plan, Commercial Land Needs Assessment, Lincoln Way Medians Master Plan, and other relevant documents, studies, and plans. This review of documents will determine: (a) recently adopted City policy which needs to be reflected in the Corridor Study; (b) changes within the community that have taken place since the previous plans were prepared; (c) inconsistencies between plans and reports, (d) the relevance of previously collected data; and, (e) gaps in data which must be corrected as part of this planning process.

### **4b: Zoning and Development Controls**

All regulatory controls, including the existing Zoning Ordinance, Sign Regulations, Subdivision Regulations, Parking and Landscaping Requirements, and any other relevant codes or ordinances will be assessed to identify strengths and weaknesses, and to determine how these controls may influence land use and opportunities for new development or redevelopment.

### **4c: Existing Land Use and Development**

An Existing Land Use Map will be prepared that inventories all parcels in the Lincoln Way Corridor Plan area. The map will then be analyzed to identify functional land-use areas, compatible and incompatible land-use arrangements, and other issues related to land-use and existing development conditions.

### **4d: Transportation and Mobility**

Working with City staff, we will undertake an analysis of the corridor’s transportation network. Our analysis will reference the recently adopted Long Range Transportation Plan and encompass the existing street system, trail system (existing and planned), bike and pedestrian facilities, and public transportation. The analysis will assist with the development of recommendations that would improve access and control, linkages and connectivity, and overall safety and efficiency.

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#### **4e: Infrastructure, Utilities, Environmental Features and Open Space**

Working with the City, we will collect and map existing data relevant to infrastructure, utilities, environmental features and open spaces. This will highlight portions of the corridor constrained by known influences, as well as improvements that will have to be made in order to implement the forthcoming recommendations of the Corridor Plan.

#### **4f: Corridor Character/Urban Design Assessment**

This step will include the review, inventory and analysis of the existing visual character of the corridor. Signage, landscaping, lighting, screening, parking and service areas, development orientation and character, and more will be assessed. This assessment will begin to establish a foundation for a Corridor Enhancement Strategy that will be developed for both public areas and private properties along the corridor, in order to effectively improve the corridor's overall character, image, identity, and create a strong sense of place.

#### **4g: Identifying Corridor Focus Areas**

Working with City staff and taking into consideration all of the information and assessment from steps 1-4f of the planning process (including input from City Council, Planning and Zoning Commission, and various stakeholders), the final Focus Areas will be identified for more detailed planning in the next steps of the process.

#### **4h: Existing Conditions Synthesis Presentation (City Council/PZC meeting)**

The results of the outreach activities and the results of the various background studies (Steps 1-4f) will be brought together into an Existing Conditions Synthesis presentation highlighting the needs, issues, opportunities, existing conditions, and trends which should be addressed in the new *Lincoln Way Corridor Plan*. The final Focus Areas boundaries will also be discussed and finalized as a part of this presentation. The *Existing Conditions Synthesis presentation* will be presented to the City Council and Planning & Zoning Commission.

### **Step 5: Corridor Alternatives & Framework Plan**

This step will include the establishment of an overall "Framework Plan" for the corridor that will tie into the development of more detailed "Focus Area" planning components.

#### **5a: Corridor Framework Concept Plan**

The Consultant will develop the preliminary Corridor Framework Plan for the Lincoln Way Corridor. The Framework Plan will address the fundamental improvement concepts addressing items such as land use and development, use characterization and development patterns, corridor beautification and appearance enhancements, bicycle and pedestrian mobility, vehicular circulation and access strategies, and much more. The Framework Plan will be developed based on feedback from residents and officials, previous steps in the planning process, and observation and investigation from the Consultant Team. The Corridor Framework Plan will serve as the starting point for developing the more detailed "Core" Plans and Recommendations for the entire corridor, and will likely be structured around the Corridor's distinct functional sub-areas, including: 1) Eastern Industrial Gateway (From the Barilla facility east of I-35 to the City's Recycling Recovery Center at Kingsbury Avenue); 2) City Center (Between Kingsbury and just west of Grand); 3) Oak-Riverside (Between Oak Avenue and University Boulevard); 4) Campustown (Between University Avenue and Howard Avenue); 5) Westside-Edwards (Between Howard Avenue and Dakota Avenue); and 6) West Gateway (West of Dakota Avenue). The Framework Plan will also incorporate the designated Focus Areas into the overall corridor framework strategy.

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#### **5b: City Staff Review**

The Preliminary Corridor Framework Plan will be submitted for staff review and comment. Appropriate revisions will be made based on staff feedback.

### **Step 6: Corridor-Wide “Core” Plans & Recommendations**

This step will entail the preparation of “Core” Plans and Recommendations for Corridor-Wide planning components, including: 1) Land Use and Development Plan; 2) Streetscape and Beautification Framework; 3) Development Regulations; and 4) Transportation, Infrastructure, Access, and Mobility Plan. These plans will provide the corridor-wide “core” for the Lincoln Way Corridor Plan, that will serve as the coordinated context for the more detailed Focus Area Plan.

#### **6a: Corridor-Wide CORE 1 - Land Use & Development Plan**

This step will include the development of a corridor-wide Land Use & Development Plan for the Lincoln Way Corridor. The Land Use and Development Plan will address all aspects of land use and development throughout the various functional sub-areas of the corridor and will identify the overall character of land uses and development. The Plan will identify the appropriate commercial depth for development fronting Lincoln Way at various locations, the type and overall character of development, the appropriate mix of uses, and the guidelines necessary to ensure land use is appropriately designated and development is reflective of the desired character of the City.

#### **6b: Corridor-Wide CORE 2 – Corridor Character: Streetscape & Beautification Framework**

This step will include a plan addressing the overall character and aesthetics of the corridor, including a framework for developing a unique, but appropriate design vernacular. Incorporation of consistent streetscape improvements will serve to establish an overall visual character and improve marketability. Subtle differences could be incorporated into the design vocabulary to respond to any unique or significant areas, given the immediate context and/or land use. Framework recommendations will take into consideration the various right-of-way widths along the corridor, IDOT’s engineering standards and specifications, necessary pedestrian crosswalks and mobility amenities at key locations, key intersection enhancements, gateway designs and corridor “threshold” enhancements, wayfinding and identity signage.

#### **6c: Corridor-Wide CORE 3 - Transportation, Access and Mobility Plan**

This step will include specific recommendations for improving and coordinating transportation and infrastructure components within the corridor, including roadway improvements, IDOT coordination, bike and pedestrian mobility, trails, identification of needed infrastructure improvements, and much more. The Transportation, Infrastructure, Access and Mobility Plan will incorporate the “Complete Streets” principles to ensure that pedestrians, cyclists, and vehicular traffic are all adequately accommodated and planned for to the extent possible to provide safety, mobility, and connectivity for all modes of travel.

#### **6d: City Staff Review**

The Preliminary Corridor-Wide “Core” Plans will be submitted for staff review and comment. Appropriate revisions will be made based on feedback.

### **Step 7: Detailed Focus Area Plans**

This step will entail the preparation of detailed Focus Area Plans for up to five (5) designated areas along the corridor, which have been identified earlier in the planning process. It is anticipated that the Focus Area Plans will

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include photographs, illustrative diagrams, or basic visualizations showing the fundamental characteristics of preferred development in each area.

#### **7a: Focus Area Plans Workshop**

The Focus Area Plans Workshop will involve the Consultant Team, City Staff, the Planning & Zoning Commission, elected officials, and members of the community. The session will provide an opportunity for the planning team to present the preliminary corridor framework and receive input to specific questions regarding the character of future development in the identified focus areas. The format of the meeting will be determined based on the type of questions being asked and their role in guiding final focus area plan recommendations.

#### **7b: Preliminary Focus Area Plans (up to 5 Focus Areas)**

The Focus Area Plans will address land use and development, priority development opportunity sites, transportation and mobility, access and connectivity, parking, urban design and character, development regulation strategies, economic development strategies, and other elements necessary to provide detailed recommendations for each identified Focus Area. The Focus Area Plans will establish the framework for detailed implementation actions and identify the location, character, and intensity of key development opportunity sites. Specific implementation strategies may also be developed as part of the Plans, to provide the City, land owners, developers, and investors with more detailed direction on the tasks and activities that need to be undertaken to realize success. Development character guidelines, development regulations strategies, land acquisition and parcel assembly strategies, and more could be included dependent on the nature of the recommendations for each focus area.

#### **7c: Focus Area Visualizations**

This step will include the visualization of up to two (2) development prototypes in order to help officials and residents understand the intent of land use and development recommendations. The visualizations may include the use of photographs, renderings, illustrative plans, annotations, or narratives to convey land use, building massing, parking management, pedestrian facilities, buffering, access and egress, and other

#### **7d: City Staff Review**

The Preliminary Focus Area Plans will be submitted for staff review and comment. Appropriate revisions will be made based on feedback, prior to presenting the concepts to City Council and Planning and Zoning Commission.

#### **7e: PZC/City Council Workshop – Focus Area Plans Presentation**

The preliminary Focus Area Plans will be presented and discussed with the City Council and Planning and Zoning Commission. The intent will be to secure consensus on the preliminary Focus Area Plans in sufficient detail so as to provide necessary direction for assembling the results of the planning process into a cohesive document as part of Step 8 below.

### **Step 8: Lincoln Way Corridor Plan Document**

Based on the previous steps in the planning process, the draft and final versions of the Lincoln Way Corridor Plan document will be prepared for review and consideration as part of the adoption process.

#### **8a: Draft Plan Document**

Based on the results of Steps 1-7, a draft Lincoln Way Corridor Plan document will be prepared for review and consideration. The Plan report will be designed not only to serve as a legal document for guiding land use and development, but also as a guide for establishing City policy regarding a variety of corridor components

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such as economic development, beautification, access and mobility, regulatory controls, and much more. The Plan will also provide a implementation strategies for each Focus Area that identify specific projects and actions that need to be undertaken in order for the City to realize the Plan's recommendations.

**8b: City Staff Review**

The Preliminary Lincoln Way Corridor Plan will be submitted for staff review and comment. Appropriate revisions will be made based on feedback, prior to presenting the concepts to City Council and Planning and Zoning Commission.

**8c: City Council/Planning & Zoning Commission Workshop**

A meeting will be conducted with the Planning & Zoning Commission and City Council to review and reach agreement on the preliminary Draft Plan before forwarding the document on for the public hearing. Appropriate revisions to the Draft Plans will be made based on feedback.

**8d: Community Open House**

A Community Open House will be held to allow residents to "drop in" and review the draft Plan, and ask questions of the members of the Consultant Team. The Open House format provides an opportunity to see and learn about the Plan. It is anticipated that the Community Open House will be held on the same day and immediately prior to the report to City Council/Planning & Zoning Commission described in Task 8e below.

**8e: Final Plan Report to City Council/Planning & Zoning Commission (Public Hearing)**

The final Lincoln Way Corridor Plan will be presented for public hearing. Based on review and discussion, and based on public feedback during the public hearing, a revised Plan will be prepared for adoption. Following adoption of the Corridor Plan, we will produce five (5) hard copies of the document and provide City staff with an electronic PDF of the document as well an electronic version in its native InDesign format.

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