

City of West Allis RFP #19-006

Professional Services for HWY 100 Corridor Market Analysis & Master Plan
May 24, 2019

ORIGINAL



Gensler

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Proposal Summary

Gensler has proposed an approach to the HWY 100 Corridor Market Analysis and Master Plan which combines three core elements of implementation – Stakeholder Engagement, Market Analysis, and Land Use Planning. The combination of these will enable a process which is: **1)** Shaped by collaborative public and stakeholder input, **2)** Well informed by market potential and real estate development realities, and **3)** Grounded in planning realities and a vision that incorporates all project inputs.

Stakeholder Engagement

This part of the process will run the duration of the assignment. The process is envisioned as including both public outreach and meetings, and stakeholder interviews. The combination of these will shape the vision and planning process. We envision that public outreach will include a combination of initial presentation by the project team to frame key issues and consideration, as well as a facilitated exercise to incorporate community priorities and input. Stakeholder interviews will be conducted with the identified parties and will provide guidance in shaping direction and priorities.

Market Analysis

The market analysis will identify business, economic, and real estate potential for the corridor and well as financial analysis for selected sites. Analysis will begin with an overview of current market conditions throughout the corridor, performance and demand for potential uses, and a gap analysis for area businesses. While all major real estate uses will be considered – residential, office, hospitality, retail, etc. – particular emphasis given to retail and mixed use potential. Additionally, the analysis will review approaches to attract demand to the corridor including best practices and approaches for targeting reinvestment in identified sites and areas and enhance market feasibility. This will include financial considerations for identified sites.

Conceptual Plan

The team will develop a land use plan that establishes overall direction for the land use and urban design for the corridor, as well as more detailed plans and recommendations for 2-3 selected test sites. The purpose the corridor plan is to establish a compelling future vision for Highway 100 that is supported by the community and the market. The detailed studies will further illustrate how market supported development can feasibly replace aging or obsolete properties, and will also serve as a prototype for shaping targeted programs, guidelines, regulations and initiatives that can inform more general redevelopment policies, programs and initiatives.



Statement of Interest

We are grateful for the opportunity to propose on the HWY 100 Corridor Market Analysis and Master Plan. Having previously worked with the City of West Allis, we appreciate your vision and passion for economic development and approach to thinking through unique solutions.

We believe that you will find Gensler is highly qualified for the requested services, uniquely capable of delivering best-in-class services, and that we have custom-tailored a team who we believe reflects the requests and needs of the assignment.

We understand that the City has a challenge of rethinking the corridor and select sites, as well as an opportunity to re-envision the corridor. Our proposed approach includes three interrelated elements of work:

- A stakeholder engagement process to include public meetings and input, as well as stakeholder interviews to shape the vision and planning process;
- A market analysis reviewing business, economic, and real estate potential for the corridor and well as financial analysis for selected sites;

- A conceptual plan that establishes overall direction for the corridor as well as alternatives for selected sites within the corridor.

Together, these elements of work will enable the City to advance a vision for the corridor that is well-informed and shaped through collaborative input.

We appreciate your time and consideration.

Many thanks and best regards,



Wes + Andre

References

West Quarters Redevelopment Plan

Contact: Scott Yauk, President

Client: Cobalt Partners LLC

Phone: 414.271.5000

Email: syauck@cobaltpartnersllc.com

Dates of Service: February 2018 - September 2018

Milwaukee Harbors Water & Land Use Plan

Contact: Sam Leichtling, Long Range Planning Manager

Client: City of Milwaukee, Department of City Development

Phone: 414.286.5804

Email: Samuel.Leichtling@milwaukee.gov

Dates of Service: February 2016 - November 2016

Downtown Milwaukee Action Plan

Contact: Michael Hostad, Executive Director

Client: Greater Milwaukee Committee

Phone: 414.272.0588

Email: mhostad@gmconline.org

Dates of Service: June 2016 - September 2017



Firm Qualifications

Gensler is a global architecture, design, and planning firm with 48 locations and more than 6,200 professionals networked across Asia, Europe, Australia, the Middle East and the Americas. The firm serves more than 3,500 active clients in virtually every industry—at the core of everything we do is our love for our client relationships and our excitement over meeting their needs and serving their success.

Firm History

Gensler started with three young designers in 1965. Art Gensler founded a firm based on ideas that were not only very different from the architecture firms of his day, but which, at the time, seemed shockingly radical. He noted that architects had never paid attention to the parts of buildings that people actually used: the interiors, the entrances, the back-of-house areas. Art realized that these spaces, where customers actually experienced design, deserved the same level of attention and detail as the exteriors that had gotten all the focus thus far. 50 years later, Gensler takes experience just as seriously, and brings an ever-growing array of tools and resources to create great customer impact and provide our clients with peerless value.

Another of Art's innovations was the “constellation of stars” he gathered at Gensler. Unlike the single-star architecture firms that used to be the model of the design industry, he believed that more diverse perspectives would offer his clients greater insight and a better chance for truly innovative work to meet their needs. Today, as technology changes the way we interact and retail interactions evolve into lifelong relationships, we bring multi-disciplinary teams together to understand new challenges and discover new solutions.

But the most important tenet that shaped Art's distinctive vision was a shift from the project-based mentality to a focus on clients, providing value to their businesses in whatever way they require it, whether it was designing a building, or getting on a plane and helping them make real estate decisions after a big merger, or just being there for advice.

Organizational Structure

Gensler is a privately held, 100% employee-owned company, through direct shares and our Employee Stock Ownership Program. Our firm is organized around a highly collaborative leadership model, reflecting our core values and working style. Our Board of Directors, chaired by founder Art Gensler, sets overall strategy and policy. Our Executive Directors—Andy Cohen and Diane Hoskins—run the firm, working with our Management Committee that is comprised of leaders from each of our core organizational components: our offices, practice areas, design and delivery, and global client relationships. Together, they integrate these elements of our firm to serve over 3,500 clients effectively on a global, 24/7 basis.

Planning & Urban Design at Gensler

As global leaders in this field, we help shape futures with plans that revitalize communities, foster growth, and support urban districts within their respective cities. Our work is bolstered by the expertise of our in-house analytics team, who establish sound real estate strategies for our clients that delve far deeper than typical marketing studies. This, paired with our knowledge of global market trends, allows us to take a strategic, place-based approach to delivering visionary-yet-realistic design solutions rooted in economic and public policy.

Gensler Analytics

Gensler's in-house Analytics group balances the science, art, and business of design to help our clients make fully-informed project decisions. Our team is comprised of economists, market analysts, business planning professionals, urban planning professionals, economic development specialists, statisticians and infographics specialists. These experts work with clients to develop scenarios that accomplish project goals, help identify a preferred scenario, and define steps to accomplish desired goals. Gensler Analytics can serve a range of needs within a scope of work, dependent on the project's phase and scale.

Public Participation & Consensus Building

Public participation in the planning process is imperative to its success, so our team's process is predicated on robust community and stakeholder engagement. Each engagement strategy we design is custom-tailored to the specific location, stakeholder needs, and project goals in order to facilitate a deep understanding of the diverse—and sometimes conflicting—dynamics communities face in defining progress, quality of life, and a shared vision for the future.

Local Staff

Gensler Chicago, which opened in 1997, includes more than 300 designers, planners, strategists, analysts, graphic designers, and administrative professionals. We are organized across 16 specialized Practice Areas, which allow us to serve our clients as trusted advisors with deep experience in their industries. We are built for integration and collaboration, seamlessly blending our diverse knowledge to offer each client the right team at the right time to achieve their project goals.

The team proposed for the HWY 100 Corridor Market Analysis and Master Plan is further detailed on the pages that follow, and we could utilize the skills of the following Chicago staff as needed:

- Admin / IT / Finance / HR / Marketing: **45**
- Graphic Designers: **16**
- Architecture: **161**
- Interiors: **81**

Project Team

Gensler is widely regarded as a thought leader in the worlds of urban design and master planning, architecture, mixed use, affordable housing, economic and market analyses, and community engagement. We have thoughtfully assembled an outstanding team of innovative professionals for this effort, all of whom have deep experience in large-scale master planning and have worked with local government agencies in communities across the country as they've sought solutions to challenges strikingly similar to West Allis's.

At this time, we have not included any subconsultants on our team. Should the need arise, it is of the utmost importance to Gensler to work with disadvantaged businesses—particularly minority-owned, women-owned, and veteran-owned enterprises—whenever the opportunity arises.

A snapshot of our proposed team's qualifications and background are below, and we have enclosed their resumes as an attachment to this proposal.

Wes LeBlanc, *Principal-in-Charge, Director of Analytics*



Wes is an economist who employs real estate analysis, financial due diligence, and market assessments to help stakeholders interpret data and make meaningful project decisions. He leads the Gensler Analytics group—a quantitatively focused team of professionals. Economists, market analysts,

business planning professionals, urban planning professionals, economic development specialists, and statisticians, among others, comprise the core of the team. The role of Gensler Analytics is to create and help stakeholders accurately interpret data and information, developing meaning for project directions that is based on objective fact. Most often such information is economic or financial in nature, though it may also take the form of user analysis, modeling, program development, benchmarks, best practices, or key performance indicators (KPIs).

Wes specializes in large, complex, multidisciplinary projects. He has worked domestically and internationally for real estate developers and landowners, as well as for conglomerates with ancillary landholdings and investments.

Andre Brumfield, *Design Principal, Global Director of Planning & Design*



Andre applies his deep experience in urban design, planning, and architecture to focus on urban redevelopment, neighborhood and community revitalization, high-density urban infill projects, city-wide master planning, and the repositioning of inner-

city neighborhoods. He has extensive experience in revitalizing distressed and economically challenged urban environments across the country and works with developers, public agencies, and non-profit organizations to develop affordable and mixed-income housing. His strong background in transit-oriented development, corridor master planning, and repositioning urban industrial centers is represented in his broad range of work and product types.

Steve Wilson, *Design Manager, Senior Planner*



Steve helps clients and communities imagine and achieve their future cities, towns, and suburbs through effective development strategies. Trained as an architect and planner, he has 20 years of experience in planning and urban design, and has worked in more than 30 communities across the

country. He is passionate about helping clients create exceptional places that maximize their potential, and bringing people together to create plans that are inspiring, achievable, and widely-supported.

His experience includes community-wide planning, downtown and neighborhood planning, corridor planning, new communities, and campus planning across a full spectrum of project types including mixed used development, residential, retail, commercial, healthcare, research, higher education, and industrial/work force. He also chairs the Chicago AIA Regional and Urban Design Community, and is dedicated to bringing the best research and knowledge to help communities achieve their full potential.

Alice Davis, *Senior Analyst*



Alice is a real estate advisory professional with extensive experience translating data from the broader market into actionable project-specific recommendations. As part of the Gensler Analytics team, she helps clients accurately interpret a wide spectrum of data and information to ultimately develop

meaningful project directions based on objective fact. This often takes the form of market analysis, economic or financial modeling, program development, benchmarking, and case study research. She also has extensive experience in deal structuring and public-private partnerships.

Alice holds Masters degrees in Real Estate Development and City Planning from MIT and holds an undergraduate degree in architecture, positioning herself as a conduit between quantitative analysis and design.

Project Experience

Gensler's Planning & Urban Design team plans for resilience, with adaptive reuse, mixed-income, and mixed use development at the center of our practice. This work is strengthened by the expertise of our in-house Analytics team, who conduct rigorous market and real estate analyses to help our clients make fully-informed project decisions based on objective fact.

The result? Clear direction toward the most optimal outcomes, and an implementable vision for the future of your community.

This projects below are examples of what is possible when our design and analytics team work in perfect harmony.



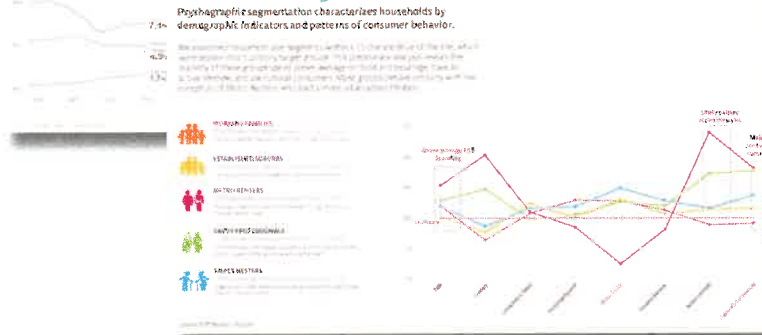
West Quarters Redevelopment Plan, West Allis, WI

Gensler was engaged by local developer Cobalt Partners and the City of West Allis to help set direction for a large-scale, transformative mixed use project within a primary corridor in the town center. The master plan embodies a new development strategy that introduces a broad range of uses and features a flexible implementation framework to support further stages of design and development. The plan introduces more than 600,000 sf of office, 250 residential units, and 100,000 sf of retail, and calls for more than 2 acres of open space and a new 150,000 sf vocational school. A key component of the strategy also involves a renovation of the existing Milwaukee Area Technical College building, which will serve as an educational tech and trades hub for West Allis residents. Gensler engaged a wide range of stakeholders through a three-phase plan, incorporating public visioning, real estate/economic analysis, and scenario refinement.

Evolution of Retail Space



User Analysis



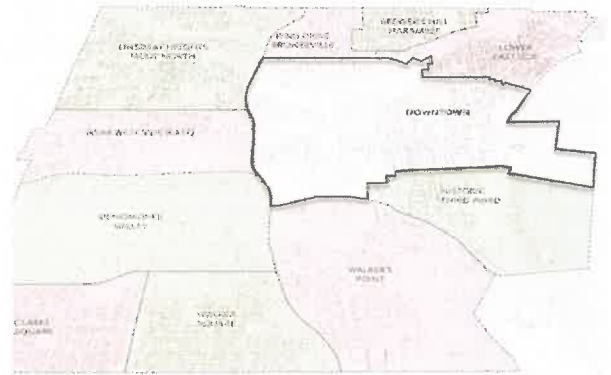


Milwaukee Harbors Water & Land Use Plan Milwaukee, WI

The Harbor District is the geographic link between the city's central business district and dense urban neighborhoods to the south and southwest, presenting a unique opportunity for redevelopment and revitalization. Through a comprehensive planning process that involved multiple project stakeholders, Gensler developed a series of land use recommendations in conjunction with a thorough assessment of the transportation infrastructure to reposition the district for 21st century economic development opportunities. Recommendations ranged from mixed use urban infill sites along TOD corridors and dense residential developments with ground-floor retail to modern light industrial/manufacturing facilities and other civic infrastructure to support the Port of Milwaukee.

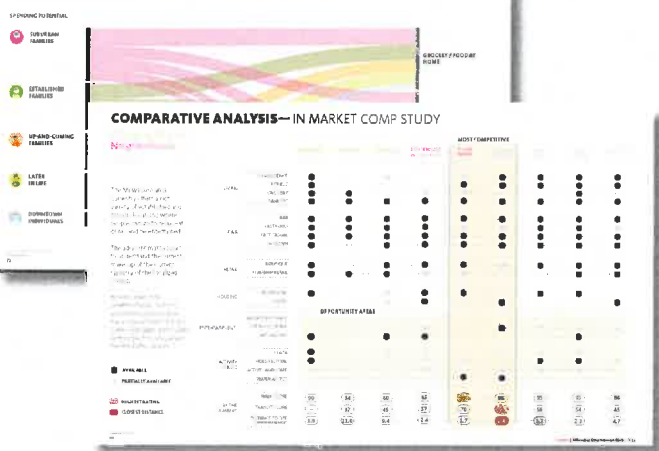
Milwaukee Downtown Action Plan, Milwaukee, WI

As part of a larger planning team working with the Greater Milwaukee Committee, in partnership with the City of Milwaukee, the Milwaukee Urban League, and the Greater Milwaukee Foundation, Gensler conducted a comprehensive planning process for Greater Downtown Milwaukee. The goal was to create a shared and inclusive vision for city's downtown and its adjacent neighborhoods, which are supported by a strategic Action Agenda to make that vision a reality.



WHAT WE KNOW ABOUT THE DISTRICT—METRO AREA SPENDING POTENTIAL

Metropolitan Milwaukee Area Spending Potential
 The Milwaukee area has the highest spending potential in the Midwest. The Milwaukee area has the highest total spending share in the market at 16.0%, followed by the high household spending Established Families segment at 42.7%.



Milwaukee Bucks Entertainment Block Market Analysis, Milwaukee, WI

To elevate fans' gameday experience and create a year-round destination that connects Milwaukee's unique neighborhoods and revitalizes the downtown area, the Milwaukee Bucks created an entertainment district to coincide with their new arena opening in 2019. Gensler lead the research and analysis for the 5 million sf mixed use development, including a range of real estate products and uses based on user insights and real estate demand. The team defined key objectives for the district and developed 3 scenarios of potential development, differentiated by the mixture of activated outdoor amenity space and week-long activities and calendar of events. The first catalyst project for the district (Block 4 / Entertainment Block), is currently underway.

Milwaukee Post Office Market Analysis and Real Estate Program for Adaptive Reuse & Repositioning, Milwaukee, WI

The intention of transforming the eccentric, purpose-built Milwaukee Post Office into a centralized, mixed-use hub for downtown Milwaukee is drawn from the current void within the downtown's fabric. The Intermodal station is attached to the Post Office and sees 1.4 million passengers pass through annually. Although the Post Office is situated at the center of some of Milwaukee's best neighborhoods, it is isolated by many bounding constraints including the river, two bridges, and an elevated highway. Gensler's design concept leverages the Post Office's connection to the Intermodal station and these constraints to provide ease of access, riverfront recreation and a new welcome to the city of Milwaukee. In order to achieve the clients goals, we preserved the best aspects of the existing architecture and curated a mix of uses that complement the intermodal station to entice users to stay a bit longer, activating the site.



Methodology & Approach

Task 1: Project Initiation, Management, and Administration

1.1 Kickoff Meeting (teleconference)

The design team will participate in a project initiation meeting with the City of West Allis Department of Development staff at the project commencement. At this meeting we will discuss project objectives, confirm the scope of services and deliverables, overview the schedule and discuss milestone dates, and review roles and responsibilities for all key project participants. Prior to the project initiation meeting, we will submit a list of existing data/reports and discuss other data needs.

DELIVERABLES:

- Agenda and minutes

Task 2: Meetings with City Staff and Key Stakeholders

2.1 City Staff and Stakeholder Interviews

Over the course of two (2) days, Gensler will conduct a series of small group interviews to introduce the proposed planning process and to gather feedback about issues facing the corridor. Gensler will prepare the meeting agenda, minutes, and a general summary of the findings. City Staff will provide a common meeting location and coordinate the meeting invites and schedule. The preliminary interview groups are listed below, and may be further amended during the kickoff meeting:

- City of West Allis Common Council
- City of West Allis Department of Development
- Community Development Authority of the City of West Allis
- City of West Allis Plan Commission
- Milwaukee – 7
- Southeastern Wisconsin Regional Planning Commission
- Milwaukee County Transit
- Major employers institutions

DELIVERABLES:

- Agenda, minutes, and summary of findings

2.2 Monthly Progress Reports

Gensler will conduct monthly call with City Staff to coordinate issues related to the plan development and share progress. The minutes and action items will be distributed after the call.

DELIVERABLES:

- Agenda, minutes, and progress report memorandum



▲ Community visioning session in Birmingham, AL

Task 3: Review Existing Relevant Documents

Gensler will review existing plans and documents relevant to the site such as the Comprehensive Plan, Zoning Ordinance, Bicycle and Pedestrian plans, Milwaukee County Transit plans, and will identify and integrate pertinent programs.

DELIVERABLES:

- Summary of existing documents

Task 4: Data Collection

Based on existing documentation and a visual survey of the site, Gensler will create an inventory of land uses, business types, identify general character, and map infrastructure and roadways for the corridor and adjacent properties. Issues and deficiencies will be noted.

DELIVERABLES:

- Summary document of existing conditions

Task 5: Conduct Market Study

5.1 Baseline and Market Analysis

Analysis will include a general overview of available resident and corporate markets. This analysis will be broad in scope and aim to identify important characteristics of available markets and the extent to which they may impact the proposed concept(s) and overall site positioning. A combination of publicly available and proprietary data resources would be used. Specific elements of this task would include:

- **Economic Context Assessment:** Data development and review of regional economic trends related to employment, and key economic sectors of the region;
- **Demographic Assessment:** Baseline historic and projected trends with respect to population, households, age, income, and the like;
- **Psychographic and User Segmentation:** Data development and analysis of lifestyle and behavioral characteristics related to spending patterns, prevalent use of time, and across the range of regional households;
- **Business and Corporate Assessment:** Review of area and regional business and corporate trends including location quotients, and available data on trends related to business formation, growth, and mix.

5.2 Real Estate Use Analysis

This part of the analysis will focus on more detailed real estate-specific information such as utilization, rates, sizing, and the like. Generally, analysis falls into two categories 1) the drivers of each use category (visits, employees, residents, etc.) and 2) performance of the product (absorption, rates, vacancies, sales, etc.). The combined picture of these indicates the long-term potential for absorption within each use. Detailed real estate program would identify:

- **Residential:** Performance and range of potential residential sq. ft. with commentary regarding product type such as for-sale, rental, density level, absorptions, pricing, and the like
- **Office:** Office sq. ft. potential based on area market; performance with suggestion regarding user and tenant types;
- **Retail:** Performance and range of retail sq. ft. potential and consideration of retail focus such as entertainment, convenience, lifestyle, big-box, etc.;

- **Hospitality:** Hospitality product performance and potential;
- **Institutional and Industrial:** Additional product opportunities that may be market driven or public / quasi-public;
- **Gap Analysis:** Review of gaps in the market area that provide opportunities for potential business and real estate concepts supporting longer-term goals of the City and corridor revitalization efforts;
- **Program Scenarios:** Definition of up to three (3) program scenarios provided at a high level, estimating sq. ft. by major use category, with suggestions, as applicable, regarding product focus within use category.

5.3 Financial and Implementation Analysis

Gensler will develop high level financial pro forma models to test financial feasibility of development concepts for up to three (3) sites, and better understand ways to enhance feasibility. This task would add rough-order-of-magnitude (ROM) costs, as well as financial modeling bringing costs and revenues together. In conjunction with the financial analysis Gensler will review common approaches and best practices related to policies supporting investment and implementation including programs oriented towards real estate development, repositioning, and revitalization (e.g. TIF, NMTCs, Enterprise Zones, etc.) which may influence the type, scale, and location of real estate development. Emphasis will be given to approaches that relate to mixed use development, particularly commercial and retail in the corridor.

DELIVERABLES:

- Real estate market study
- Business and employment analysis
- Pro forma for up to three (3) sites
- Best practices for incentives and feasibility support

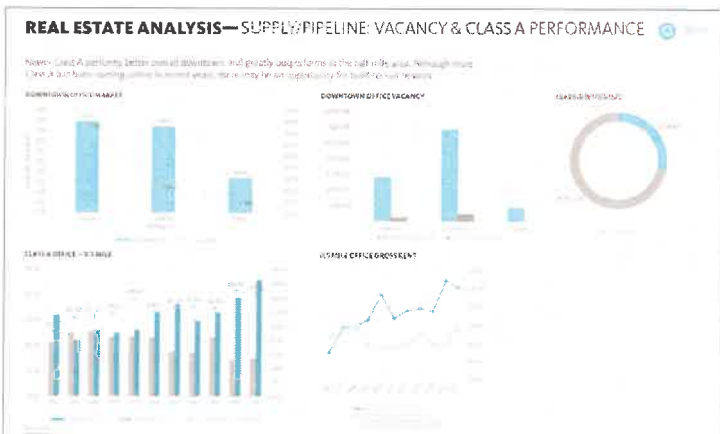
Task 6: Public Outreach

Over the course of the Concept Development phase, Gensler will facilitate two (2) stakeholder workshops. The following is a summary of our approach which can be further refined with City staff during the planning process.

6.1 Community Meeting #1

Gensler will facilitate a community meeting to clarify the vision for the impact the site should have—operationally, financially, and experientially for the City of West Allis and the surrounding community. We will use our baseline research and industry knowledge base to tailor interactive exercises to the participants in order to create high energy, creative dialogue that will both reveal the vision and also expand it as needed. The session objective is fourfold:

- Crystallize and align on what is already known and believed about the ideal future state;



▲ Pages from sample real estate analysis summary document

METHODOLOGY & APPROACH

- Identify the critical options and unknowns that the remainder of the process will need to illuminate and then solve for
- Create a shared purpose and language around the project; and
- Identify 2-3 strategic redevelopment sites for more detailed study.

DELIVERABLES:

- Meeting preparatory materials, including area context and opportunities identified in Task 4
- Summary of visioning session and analysis of comments

6.2 Community Meeting #2

A draft of the concept plan will be presented to staff, key stakeholders, and City officials, immediately followed by an interactive work session with staff and stakeholders to identify projects, general costs, champions, partner organizations, and timelines for implementation. Feedback will be documented, summarized, and incorporated into the final plan.

DELIVERABLES

- Meeting preparatory materials, including area context and opportunities identified in Task 7
- Summary of presentation and analysis of comments

Task 7: Conceptual Plan Development

Based on the Existing Conditions Analysis and Market Study and in alignment with feedback from workshops and meetings with staff, stakeholders, and City officials, Gensler will develop a draft master plan including key goals, objectives, alternatives, projects, and policy for the corridor.

The plan will provide a vision and long-term redevelopment strategy for the Highway 100 Corridor, blending physical planning recommendations with effective economic development strategies. The concept plan will consist of 2 parts:

1. General Corridor Recommendations:

Includes overall recommendations for the corridor such as treatment for character areas and districts, preferred land uses, proposed streetscape character, and the identification of strategic redevelopment sites. The overall corridor strategy will be communicated through diagrams, an illustrative plan of a preferred future state, and 3-dimensional renderings.

2. Strategic Site Recommendations:

Includes the selection of 2-3 strategic redevelopment sites along the corridor for more detailed study. These redevelopment scenarios will reinforce the communities vision for the corridor while being grounded in the market

study gap analysis and feasibility analysis. Sites studies will show the full buildout potential, illustrating preferred building orientation, floor area, number of stories, general building materials, access points, parking and circulation, service entries, storm water management, landscape areas and buffers. Site studies will be illustrated with diagrams, a full build out illustrative plan and 3-d views.

DELIVERABLES:

- General Corridor recommendations including:
 - Project vision, goals and objectives
 - Implementation plan: Identify project timeline
 - Special areas and district character map
 - Street and streetscape character map
 - Potential redevelopment sites map
 - Preferred land-use map
 - Landscape on open space map
 - Illustrative plan of preferred future state
 - 3D views of preferred future state
- Strategic site recommendations including:
 - Street and development block layout
 - Land use plan
 - Development program (building area by use)
 - Detailed lot and block plans illustrating building type, setbacks, height limits, and parking
 - Illustrative plan illustrating full build out
 - 3D views illustrating full build out

Task 8: Final Plan

Gensler will incorporate feedback received in Task 6.2 and Task 7 into a summary document, including the project vision, goals and objectives, the plans, and narrative describing the general recommendations for the corridor, the plans and narrative describing the strategic redevelopment sites, and the implementation plan identifying project champions, timeline, and partner organizations, and assisting with general cost estimates. Gensler will also provide a project tracking dashboard template identifying key outcomes and metrics for the plan.

DELIVERABLES:

- Project tracking dashboard template
- Final Master Plan document

Task 9: Project Closeout

Gensler will present the final Master Plan to the City of West Allis Plan Commission and City Council for approval.



MILWAUKEE HARBORS WATER & LAND USE PLAN
MILWAUKEE, WI

Timeline

	TASK	MONTH 1				MONTH 2				MONTH 3				WEEK 14
		WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9	WEEK 10	WEEK 11	WEEK 12	
Task 1	Project Initiation, Management, and Administration	■												
	- Kick-off Meeting (teleconference)													
Task 2	Meetings with City Staff and Key Stakeholders													
	- City Staff & Stakeholder Interviews (2 days)		▲											
	- Monthly Meetings with Staff (teleconference)					■				■				
Task 3	Review Existing Relevant Documents	■	■											
Task 4	Data Collection		■	■										
Task 5	Conduct Market Study													
	- Baseline and Market Analysis	■	■	■										
	- Real Estate Use Analysis				■	■	■							
	- Financial and Implementation Analysis			■	■	■								
Task 6	Public Outreach													
	- Community Meeting #1 - Vision & Goals				▲									
	- Community Meeting #2 - Present Draft Plan							▲						
Task 7	Conceptual Plan Development				■	■	■	■						
Task 8	Final Plan													
	- Issue 90% Draft Report									●				
	- Staff Review										■			
	- Issue Final Report											■		
Task 9	Project Closeout													
	- Present to Plan Commission Mtg (4th Wed of the month)													▲
	- Present to City Council Mtg (1st Tues of the month)													▲

Project Fees

Please see the enclosed sealed envelope, which contains our completed Proposal Page and an itemized cost of services, based on the work identified in our Methodology & Approach and Timeline sections. We have also included our Standard Hourly Rates.

Abu Dhabi
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Wes LeBlanc

Principal

Principal-in-Charge, Director of Analytics

Wes is an economist who employs real estate analysis, financial due diligence, and market assessments to help stakeholders interpret data and make meaningful project decisions.

He leads the Gensler Analytics group—a quantitatively focused team of professionals. Economists, market analysts, business planning professionals, urban planning professionals, economic development specialists, and statisticians, among others, comprise the core of the team. The role of Gensler Analytics is to create and help stakeholders accurately interpret data and information, developing meaning for project directions that is based on objective fact. Most often such information is economic or financial in nature, though it may also take the form of user analysis, modeling, program development, benchmarks, best practices, or key performance indicators (KPIs).

Wes specializes in large, complex multidisciplinary projects. He has worked domestically and internationally, for real estate developers and landowners, as well as conglomerates with ancillary landholdings and investments. Since joining Gensler he has completed nearly 100 projects across more than 20 offices and five continents.

**Experience prior to Gensler*

14 Years of Experience

Joined Gensler 2012

Background

Bachelor in Business Administration and Economics (BBA), St. Edward's University, Summa Cum Laude, Austin, TX
 International Comparative Political and Economic Systems (ICPES) Georgetown University, Washington, D.C.
 International Economics, Trade, and Finance, London School of Economics (LSE), England

Planning & Urban Design

Size (sq ft)

West Quarters Redevelopment Plan, West Allis, WI	1,178,000
Chrysler Redevelopment Strategy, St. Louis, MO*	
Genesee County Economic Development Strategy, MI*	
Oakville Green Life Sciences & Technology District, Oakville, ON	
Storyville Site Development, New Orleans, LA*	120,000
Theaters Gates's Civic Commons	300,000
Unified New Orleans Plan, Downtown New Orleans and Gentilly Neighborhood, New Orleans, LA*	

Mixed Use / Entertainment

Size (sq ft)

Milwaukee Bucks Mixed Use District, Milwaukee, WI	4,200,000
La Crosse Civic Center Expansion/Renovation, La Crosse, WI	100,000
Confidential Adaptive Reuse Study, Milwaukee, WI	
Willis Tower Repositioning, Chicago, IL	463,000
Cleveland Warehouse District Residential Mixed Use Development, Cleveland, OH	7 acres
Confidential Mixed Use Master Plan, Dallas, TX	
Confidential Site Modeling and Master Plan, Gainesville, FL	
Crosstown Commons Development, Corpus Christie, TX*	1,800,000
Hallidie Plaza Strategic Planning, San Francisco, CA	
Santa Clara Mixed Use Development, Santa Clara, CA	
Confidential West Loop Mixed-Use Development, Chicago, IL	
Bond Residential Development, Chicago, IL	933,000
Confidential Large Scale Urban Mixed-use Development (Project Boss), Chicago, IL	250,000
Chicago Housing Authority Plan for Transformation 2.0, Portfolio Master Planning & Recommendations, Chicago, IL	
Fleet Street Streetscape Corridor Planning, London, England	
Heirs of Bronzeville Neighborhood Positioning & Economic Impact Study, Chicago, IL	
Port of Chicago, Chicago, IL	
KA CARE Masterplan, Saudi Arabia	
Woodlawn Neighborhood Planning Initiative, Chicago, IL	
Mixed Use Redevelopment, Hackensack Meadowlands, NJ*	2,000,000+
New Urbanism Town Development in Commerce Township, Oakland, MI*	1,300,000
Port of New Orleans Property Analysis, New Orleans, LA*	
PPG Mixed Use TOD Redevelopment, Jersey City, NJ*	1,350,000
Research Triangle Park Mixed Use, Raleigh, NC	2,700,000
Seattle Stadium District Master Plan, Seattle, WA*	300,000
Syncora Mixed Use Development, Detroit, MI	200,000



Andre Brumfield, Assoc. AIA

Principal

Global Director of Planning & Urban Design

Design Principal

Andre is the Gensler's Global Director of Planning and Urban Design and applies his deep experience in urban design, planning, and architecture to focus on urban redevelopment, neighborhood and community revitalization, high-density urban infill projects, city-wide master planning, and the repositioning of inner-city neighborhoods.

Andre has committed his career to improving cities and their urban areas. He has extensive experience in revitalizing distressed and economically challenged urban environments across the country and works with developers, public agencies, and non-profit organizations to develop affordable and mixed-income housing. His strong background in transit-oriented development, corridor master planning, and repositioning urban industrial centers is represented in his broad range of work and product types.

* Experience prior to Gensler

(+) Brownfield redevelopment

(#) Transit-Oriented Development

24 Years of Experience

Joined Gensler 2012

Background

Master of Urban Planning, University of Washington

Graduate Certificate in Urban Design

Bachelor of Science in Architecture, University of Wisconsin-Milwaukee

Undergraduate Certificate in Urban Planning

American Institute of Architects, Associate (AIA)

American Planning Association (APA)

Urban Land Institute - Vice Chair - Urban Revitalization Council

Urban Land Institute - Rose Center Faculty

World Business Chicago, Member

Metropolitan Planning Counsel, Member

Lambda Alpha International, Ely Chapter

SELECTED URBAN PLANNING & DESIGN EXPERIENCE

District and City Scale Master Planning

West Quarters Redevelopment Plan, West Allis, WI

Menlo Park District Plan, Minneapolis, MN

Cleveland Warehouse District Master Plan, Cleveland, OH #

Downtown Milwaukee Action Plan, Milwaukee, WI

SoDo District Master Plan, Seattle, WA

Market Square Master Plan, Minneapolis, MN

Pena Station Master Plan, Denver, CO

Detroit Works Project, Detroit, MI*

Village of Bensenville Master Plan, Bensenville, IL*

Residential / Mixed-Income Planning

Woodlawn Station, Chicago IL #

Cabrini Green Redevelopment Plan, Chicago, IL* #

Southtown Redevelopment Plan, Birmingham, AL

Southbridge Redevelopment Plan, Chicago, IL #

Oakwood Shores Redevelopment Plan, Chicago, IL

The Platform at Gratiot, Detroit, MI

Park Boulevard Master Plan, Chicago, IL* #

Westhaven Park Redevelopment Plan, Chicago, IL*

Collingwood Green Redevelopment Plan, Toledo, OH*

North Harbor Neighborhood Master Plan, East Chicago, IN*

Neighborhood Master Planning

Rosa Parks Neighborhood Master Plan, Detroit, MI

Woodlawn Neighborhood Planning Initiative, Chicago, IL #

Greater Hazelwood Neighborhood Master Plan, Pittsburgh, PA

North End Neighborhood Master Plan, Detroit, MI*

Detroit Far East Side Neighborhood Master Plan, Detroit, MI*

Garfield Avenue Redevelopment Plan, Jersey City, NJ* +

North Charleston Neighborhood Master Plan, North Charleston, SC* +



Steve Wilson, AIA, AICP, LEED AP

Design Manager, Senior Planner

Steve helps clients and communities imagine and achieve their future cities, towns, and suburbs through effective development strategies.

Trained as an architect and planner, he has 20 years of experience in planning and urban design, and has worked in more than 30 communities across the country. He is passionate about helping clients create exceptional places that maximize their potential, and bringing people together to create plans that are inspiring, achievable and widely supported.

His experience includes community-wide planning, downtown and neighborhood planning, corridor planning, new communities, and campus planning, across a full spectrum of project types including mixed used development, residential, retail, commercial, healthcare, research, higher education, and industrial/work force. He also chairs the Chicago AIA Regional and Urban Design Community, and is dedicated to bringing the best research and knowledge to help communities achieve their full potential.

(#) *Transit-Oriented Development*

* *Experience prior to Gensler*

20 Years of Experience

Joined Gensler 2017

Background

Master of Architecture in Urban Design, with Distinction, Harvard University, Cambridge, MA

Bachelor of Architecture, Kent State University, Kent, OH

Bachelor of Science in Architecture, The Ohio State University, Columbus, OH

Registered Architect - State of IL

AIA Chicago Regional and Urban Design Community, Chair (2017-present),
Co-Chair (2014-2016)

American Planning Association, Member

Lambda Alpha International - Ely Chapter, Member

SELECTED URBAN PLANNING & DESIGN EXPERIENCE

Downtown & Urban District Planning

West Quarters Redevelopment Plan, West Allis, WI

Boca Raton Midtown Plan, Boca Raton, FL* #

Columbia University District Vision Plan, Columbia, MO*

Providence Downtown Master Plan, Providence, RI* #

Kansas City Downtown Corridor Strategy, Kansas City, MO* #

Lake Michigan Gateway Implementation Strategy; Michigan City, IN* #

Medford Square Master Plan, Medford, MA* #

Schenectady Downtown Master Plan, Schenectady, NY*

Topeka Riverfront Master Plan, Topeka, KS*

Reading RiverPlace Riverfront Master Plan; Reading, PA*

Worcester Downtown Plan, Worcester, MA* #

Bensenville Comprehensive Economic Development Strategy,
Bensenville, IL* #

Clayton Downtown Master Plan and Retail Strategy, Clayton, MO*

Montgomery Downtown and Riverfront Master Plan, Montgomery, AL* #

Uptown Normal Master Plan Update, Normal, IL* #

Community & Neighborhood Planning

Cedar Rapids Framework Plan, Cedar Rapids, IA*

Southwood Community Master Plan; Tallahassee, FL*

Urban Corridors

30th Street Industrial Corridor Master Plan, Milwaukee, WI*

Penn Street Corridor Master Plan, Reading, PA*

Pulaski Road Implementation Plan, Alsip, IL*

Virginia Beach Resort Area Plan, Virginia Beach, VA*

New Communities Planning

Harbor Station Town Center Master Plan, Prince William County, VA* #

Plum Farms Master Plan, Hoffman Estates*

Quarterpath at Williamsburg Master Plan, Williamsburg, VA*

Woodlands Town Center Master Plan, The Woodlands, TX*



Alice Davis

Regional Consulting Practice Area Leader

Senior Analyst

Alice is a real estate advisory professional with extensive experience translating data from the broader market into actionable project-specific recommendations.

As part of the Gensler Analytics team, she helps clients accurately interpret a wide spectrum of data and information to ultimately develop meaningful project directions based on objective fact. This often takes the form of market analysis, economic or financial modeling, program development, benchmarking, and case study research. She also has extensive experience in deal structuring and public-private partnerships.

Alice holds Masters degrees in Real Estate Development and City Planning from MIT and holds an undergraduate degree in architecture, positioning herself as a conduit between quantitative analysis and design.

7 Years of Experience

Joined Gensler 2017

Background

Bachelor of Arts, Architecture Washington University in St. Louis
 Master in City Planning; Master of Science, Real Estate Development,
 Massachusetts Institute of Technology, Cambridge, MA
 Member, Urban Land Institute

Selected Planning & Urban Design Experience **Size (sq ft)**

West Quarters Redevelopment Plan, West Allis, WI	
Confidential Client, Market Analysis & Site Positioning, Dallas, TX	2,500,000
Project "Menlo Park" Master Plan + Real Estate Analysis Minneapolis, MN	2,000,000
Rosedale Center, Market Analysis & Repositioning, Roseville, MN	1,200,000
CHA, Oakwood Shores Master Plan, Market Analysis, Chicago, IL	37 acres
Milwaukee Downtown Action Plan, Milwaukee, WI	5,100 acres
Solana Business Park, Market Analysis, Dallas, TX	
Mutual of Omaha, Retail Study & Positioning, Omaha NE	250,000
Dell Medical School, Market Analysis, Austin, TX	
RPT, Webster Place Master Plan, Market Analysis and Site Positioning, Chicago, IL	
Hines North Loop Development, Minneapolis, MN	
30 S Wacker Drive, Feasibility Study, Chicago	
Ford, Corktown Master Plan, Market Analysis, Detroit, MI	
Confidential Client, Sports-anchored Master Plan, Market Analysis, Pittsburgh, PA	
Plymouth Park Village, Market Analysis, Irving, TX	
Tax Increment Financing (TIF) Review* Chicago, IL, Schaumburg, IL, Bloomington, IL	
Residual Land Value Analysis, Omaha, NE*	
Review of Requests for Public Incentives, Kansas City, MO*	
CMAP Market Study, South Holland, IL*	
Wauwatosa Market Study Wauwatosa, WI*	

Selected Consulting Experience **Size (sq ft)**

Confidential Client, Business Case & Financial Analysis, Omaha, NE	1,100,000
La Crosse Center Economic Impact Analysis, La Crosse, WI	100,000
Civic Commons, Real Estate and Operating Pro Forma, Chicago, IL	
Confidential Financial Client, Land Feasibility Analysis Minneapolis, MN	500,000

Selected Brand Experience **Size (sq ft)**

Thyssen Krupp, Brand Impact Analysis, Houston, TX

Selected Research and Publications **Year**

The Urban Core: Understanding our Downtowns and their Neighborhoods	2018
Innovation Districts: Economic Development, Community Benefits, and the Public Realm (Graduate Thesis)	2015

*Experience prior to Gensler

