PROFESSIONAL SERVICES AGREEMENT

THIS PROFESSIONAL SERVICES AGREEMENT is made this ____ day of August, 2018, by and between the City of Lawrence, Kansas, a municipal corporation, and Houseal Lavigne Associates, LLC, an Illinois limited liability company.

RECITALS

- **A.** The City of Lawrence, Kansas ("City"), a municipal corporation is in need of certain professional services, specifically a Downtown Master Plan.
- **B.** Houseal Lavigne Associates, LLC ("Consultant"), an Illinois limited liability company, has proficiency in creating master plans.
- C. The City wishes to engage Consultant, as an independent contractor, to perform the needed services, which are described in detail in the Consultant's proposal (a true and accurate copy of Consultant's proposal is affixed hereto as Exhibits A and is incorporated herein by reference as if set forth in full).
- **D.** The Consultant is willing and able to provide the services for which the City wishes to engage it and agrees to perform those services in accordance with the terms and conditions of this Professional Services Agreement, as set forth below.

NOW, THEREFORE, in light of the mutual promises and obligations contained herein, and in exchange for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by the parties, the parties agree as follows:

TERMS

SECTION 1. Engagement. The City hereby engages Consultant as an independent contractor to perform the services hereinafter described and Consultant hereby accepts that engagement.

SECTION 2. Services.

- (a) <u>Scope of Services</u>. Consultant shall perform those services ("Contract Services") specifically described in Exhibit A and/or as requested by the City as needed for the duration of the contract. The parties may agree at any time to expand or modify the scope of the Contract Services. Such agreement shall be in writing and shall be attached to this Professional Services Agreement as an Addendum.
- **(b)** <u>Subcontracting Services</u>. Consultant may not, without first obtaining written consent of the City, subcontract any of the Contract Services.

- (c) <u>Time of Performance</u>. Time is an important element of this Agreement.
- (d) <u>Qualified Personnel</u>. Consultant shall provide sufficient qualified personnel to perform the Contract Services. Additionally, Consultant agrees to provide qualified personnel to prepare reports and to perform other duties hereunder, as may reasonably be requested by the City.

SECTION 3. Compensation and Reimbursement of Expenses.

- (a) <u>Compensation</u>. Subject to the limitations established at Section 3(c), City shall pay Consultant for the actual hours that Consultant's professional staff spends performing the Contract Services. City shall also pay Consultant for Subcontracting Services authorized by the City in accordance with Section 2(b). The parties agree that the amounts payable to Consultant for actual work performed shall in no way be dependent upon the nature of the conclusions reached or the reports or advice given by Consultant; nor are they dependent upon the success or lack of success of the City's project(s).
- **Reimbursement for Expenses**. Subject to the limitations established at Section 3(c) and in addition to the City's payment of Compensation as established at Section 3(a), the City agrees to reimburse Consultant for certain out-of-pocket expenses and related administrative expenses incurred by Consultant in connection with the performance of the Contract Services established by this Professional Services Agreement, including but not limited to travel expenses, hotel costs, mileage for transportation, long-distance telephone calls, postage, messengers, the costs of computer time, and the like.
- (c) <u>Maximum Compensation and Reimbursement</u>. Unless otherwise agreed upon by the parties in writing, the maximum total amount payable to Consultant (i) as compensation for Contract Services and any Subcontracting Services under Section 3(a) and (ii) as reimbursement for expenses under Section 3(b), shall not exceed the sum of **ONE HUNDRED TEN THOUSAND DOLLARS AND NO CENTS** (\$110,000.00). Unless otherwise agreed by the parties in writing, Consultant shall not be requested to provide Contract Services or to incur related expenses to the extent that the cost of such Contract Services or related expenses would exceed \$110,000.00 and the City shall not be requested to pay to Consultant a sum more than that amount.
- (d) <u>Payment Terms</u>. Consultant shall send invoices to the City, not more frequently than once per month, setting forth the Contract Services performed and the amount of Compensation under Section 3(a) and Reimbursement for Expenses under Section 3(b) due under this

Professional Services Agreement. To be eligible for reimbursement, all expenses shall be listed individually and shall be accompanied by receipts or other applicable documentation establishing that Consultant has incurred those expenses in the course of performing under this Professional Services Agreement. All invoices are payable upon receipt by the City. The City agrees to make such payment within thirty days of receipt of the invoice. If payment is not received within forty-five (45) days from the due date of such payment, Consultant may suspend further performance under one or more Work Authorizations until payments are current. The City shall notify Consultant of any disputed amount within fifteen (15) days from the date of the invoice, give reasons for the objection, and timely pay any undisputed amount. The City also agrees to accept electronic invoices for services and scanned copies of receipts and other documentation. Consultant agrees to provide the City with originals before the City is obligated to pay the invoice. Consultant is expected to pay all sub-consultants for satisfactory work performance of their contracts within 10 days upon receipt of payment by the City.

(i) The City shall have the right, upon reasonable notice to Consultant, to audit, at any time, up to one year after payment of the final invoice, Consultant's records relating to the fees and expenses incurred in connection with Contract Services.

SECTION 4. Term and Termination of Professional Services Agreement.

- (a) This Agreement shall commence at 12:00 a.m. on ______, 2018, and shall terminate at 11:59 p.m. on ______, 20__. The schedule for project completion is set forth in Exhibit A. The parties may agree in writing to extend the term of his Agreement.
- (b) The parties may terminate this Professional Services Agreement at any time, for convenience or for cause, upon 30 days' written Notice to the other party. In the event that the City terminates the Agreement for convenience, then it shall pay Consultant for Contract Services satisfactorily performed by the Consultant and for all associated expenses incurred therewith prior to the termination. Under no circumstance, in the event of termination of this Professional Services Agreement, will the Consultant be entitled to recover anticipated profits or consequential damages. The provisions regarding indemnity and insurance shall survive the termination of this Professional Services Agreement.

SECTION 5. Reports and Documents.

- (a) Property and Possession. All reports, studies, analyses, memoranda, and related data and material, as may be developed during the performance of the Contract Services, shall be submitted to and shall be the exclusive property of the City, which shall have the right to use the same for any purpose without further compensation or liability to Consultant. Consultant shall not be required to indemnify the City for any such reuse. Consultant may use its own proprietary software for the purposes of generating the data required by this Professional Services Agreement. The parties agree that the City shall retain all rights to the data generated, but that the Consultant shall retain all rights to the proprietary software.
- (b) Status of Documents upon Expiration or Termination. If this Professional Service Agreement expires or is terminated for any reason, including cause, all finished or unfinished documents prepared as part of the Contract Services shall immediately be transmitted to the City by Consultant, with the exception of the Consultant's proprietary software, as noted in Section 5(a).
- **Confidentiality**. Consultant shall not release to any person except the City and its authorized agents any reports or related materials prepared for the City by the Consultant as the Contract Services and maintained confidentially by the City. This Professional Services Agreement, however, does not preclude Consultant from providing any service in behalf of other clients in the City of Lawrence, Kansas, or elsewhere.

All reports and documents prepared, assembled, or compiled by Consultant pursuant to the terms of this Professional Services Agreement are to be considered confidential and Consultant agrees that it will not, without prior written consent of the City, submit or make the same available to any individual, agency, public body, or organization other than the City and its authorized agents, except as may otherwise herein by provided.

SECTION 6. Compliance with Equal Opportunity Laws, Regulations, and Rules

(a) Consultant agrees that it shall comply with all provisions of the Kansas Acts Against Discrimination of 1953 ("KAAD"), codified as amended at K.S.A. 44-1001 *et seq.*, and the Kansas Age Discrimination in Employment Act of 1983 ("KADEA"), codified as amended at K.S.A. 44-1111 *et seq.* and shall not discriminate against any person, in the course of performing under this Professional Services Agreement, because of that person's race, religion, sex, disability, national origin, ancestry, sexual orientation, sexual identity, familial status, or age.

- (b) In all solicitations or advertisements for employees, Consultant shall include the phrase "equal opportunity employer," or a similar phrase to be approved by the Kansas Human Rights Commission ("KHRC").
- (c) If Consultant fails to comply with the manner in which Consultant reports to the KHRC in accordance with the provisions of K.S.A. 44-1031 and any amendment thereto, Consultant shall be deemed to have breached the present Professional Services Agreement and the City shall, in accordance with Section 5, have the right to cancel, terminate, or suspend the terms of this Professional Services Agreement, either in whole or in part.
- (d) If Consultant is found guilty or liable for any violation of the KAAD or the KADEA by way of a final decision or order of the KHRC, then Consultant shall be deemed to have breached the present Professional Services Agreement and the City shall, in accordance with Section 5, have the right to cancel, terminate, or suspend the terms of this Professional Services Agreement, either in whole or in part.
- (e) In any subcontract, to which the City consents in accordance with Section 2(b) of this Professional Services Agreement, Consultant agrees to include the language of Sections 6(a) through 6(d) and agrees to make such language applicable to any subcontractor hereunder.
- (f) Consultant also agrees to comply with the American with Disabilities Act of 1990 ("ADA"), codified as amended at 42 U.S.C. § 12101 *et seq.*, as well as all other federal, state, and local laws, ordinances, rules, and regulations applicable to this project and to furnish any and all certification that may be required by federal, state, or local governmental agencies in connection therewith.

SECTION 7. Insurance.

- (a) General. Consultant shall secure and maintain, throughout the duration of this Professional Services Agreement, Insurance (on an occurrence basis unless otherwise agreed in writing) of such types and in at least such amounts as required herein. Consultant shall provide certificates of insurance and renewals thereof on forms approved by the City. The City shall be notified by receipt of written notice from the insurer at least thirty days prior to cancellation of any policy listed on the certificate.
- **(b)** Notice of Claim. Consultant, upon receiving notice of any claim in connection with its performance of Contract Services under this Professional Services Agreement, shall promptly notify the City, providing full details thereof, including an estimate of the amount of loss or liability.

- (c) Reduction of Policy Limits. Consultant shall monitor and promptly notify the City of any reduction in limits of protection afforded under any policy listed in the Certificate (or otherwise required by this Professional Services Agreement) if the Consultant's limits of protection have been impaired or reduced to such extent that the limits fall below the minimum amounts required hereunder. In that event, Consultant shall promptly reinstate the original limits of liability required hereunder and shall furnish evidence thereof to the City.
- (d) <u>Insurance Required</u>. Consultant agrees to secure and maintain the following insurance:

(i) General Liability:

The Consultant shall maintain insurance, protecting against any and all claims and demands arising from injury to person or persons, not in the employ of the Consultant, and against any and all claims and demands resulting from damage to any property due to any act or omission of the Consultant, its agents or employees, including contractual liability, in the operation of the work or in the execution of any contract. Such insurance shall remain in effect on portions of the work which have been completed and which may or may not be occupied or utilized by the City prior to the completion and acceptance of all the work included in the contract.

Minimum limits for Commercial General Liability insurance required are as follows:

Commercial General Liability:

- (A) Each Occurrence \$500,000
- **(B)** General Aggregate Combined single limit \$1,000,000
- **(C)** Additionally, the policy must include the following:
 - (1) Broad Form Contractual\Contractually Assumed Liability;
 - (2) Independent Contractors
 - (3) Name the City as an additional insured.

(ii) Automobile Liability:

The Policy shall protect Consultant against claims for bodily injury and\or property damage arising out of the ownership or use of all owned, hired, or non-owned vehicles and must include protection for either **(A)** any automobile or **(B)** all owned automobiles, if any, and all hired and non-owned automobiles. **(C)** The Policy must also name the City of Lawrence, Kansas, as an additional insured.

Limits:

Each Accident, Combined Single Limits

Bodily Injury and Property Damage: \$500,000.00

(iii) Workers' Compensation (Statutory Limits/Employer's Liability Limits:

Bodily Injury by Accident: \$100,000.00 each accident

Injury by Disease: \$500,000.00

Bodily Injury by Disease: \$100,000.00 each employee

If Consultant has no employees, it must execute a waiver on a form

provided by the City.

(iv) **Professional Liability**:

The Consultant shall maintain through the duration of the Professional Services Agreement, Professional Liability Insurance in an amount not less than One Million Dollars (\$1,000,000.00) per claim and aggregate and shall provide the City with certification thereof.

- **Insurance Ratings.** For the purposes of this Professional Services, Agreement, the City will only accept coverage from an insurance carrier that offers proof:
 - (i) (A) that it is licensed to do business in the State of Kansas;
 - **(B)** that it carries a Best's policyholder rating of A- or better; and
 - (C) that it carries at least a Class VIII financial rating. OR
 - (ii) that it is a company mutually agreed upon by the City and Consultant.
- **Certificate of Insurance Forms**. The parties agree that certification of insurance coverage under this Professional Services Agreement shall be on forms acceptable to the City.

SECTION 8. Indemnification. Consultant agrees to defend, indemnify, and otherwise hold harmless the City, its commissioners, officers, employees, and agents from claims, actions, damages, costs, liabilities, settlements, judgments, expenses, or lawsuits, including reasonable attorneys' fees, but only to the extent that such are caused by Consultant's negligent or intentional non-performance under this Professional Services Agreement or by Consultant's negligence in performing any action necessary for the performance under this Professional Services Agreement. (For the purposes of this Section, Consultant means Consultant or any person acting in behalf of Consultant or for whom Consultant is responsible). Neither party shall be liable to the other party for incidental, indirect, special, or consequential damages.

SECTION 9. Quality Assurance. Consultant agrees that it shall perform its work and services under this Professional Services Agreement in accordance with recognized professional standards prevalent in the field of travel demand modelling. Further, Consultant agrees that it shall perform its work and service under this Professional Services Agreement with professional expertise, skills, and knowledge of proficient industry procedures and techniques in all relevant subject matters. Consultant agrees that, accordingly, it shall be capable of performing the necessary consulting and other services required by the City and possesses the ready comprehension of the required subject matter and the expertise to provide travel demand modelling for the City. Consultant's liability to the City for any non-conforming Services shall be to re-perform the non-conforming or defective Services, written notice of which must be given within a reasonable time by the City to Consultant. Consultant's obligation for re-performance of non-conforming Services, as described in the preceding sentence, shall extend for a term commencing at the substantial completion of such Services under a Work Authorization and ending one year later.

SECTION 10. Entire Agreement.

- (a) This Professional Services Agreement, which includes Appendix A, represents the entire and integrated agreement between the City and Consultant and supersedes all prior negotiations, representations, or agreements between the parties, whether written or oral. This Professional Services Agreement may be amended only by a written instrument signed by both the City and the Consultant. Written and signed amendments shall automatically become a part of this Professional Services Agreement and shall supersede any inconsistent provision herein; provided, however, that any apparent inconsistency shall be resolved, if possible, by construing the provisions as mutually complementary and supplementary.
- (b) No oral orders, objections, claims, or notices by any party to the other shall affect or modify any of the terms or obligations set forth in this Professional Services Agreement; and none of its provisions shall be deemed waived or modified by reason of any act whatsoever, other than by a definitely agreed waiver, modification, or amendment made in writing and signed by both parties. No evidence of notice, waiver modification, or amendment, other than evidence of such in writing, shall be introduced as evidence at any proceeding, either legal or administrative.

SECTION 11. Assignment. This Professional Services Agreement is non-assignable by the Consultant or by any subcontractor of Consultant approved by the City in accordance with Section 2(b).

SECTION 12. Notices. All notices, demands, or other communications, which may be or are required to be given by any party to any other party under this Professional Services Agreement, shall be in writing and shall be hand-delivered, mailed by first class mail, registered or certified mail, return receipt requested, postage prepaid, or sent by overnight express mail, postage prepaid, return receipt requested, to the following addresses:

(a) If to Consultant:

Houseal Lavigne Associates 188 West Randolph Street, Suite 200 Chicago, IL 60601

Attn: Todd Meyer, Principal Associate

(b) If to the City:

City of Lawrence, Kansas 6 East 6th Street P. O. Box 708 Lawrence, Kansas 66044

Attn: Thomas M. Markus, City Manager

SECTION 13. Authorizations. Each person executing this Professional Services Agreement in behalf of the City and Consultant hereby represents and warrants that he or she has the authority to bind his or her respective party hereto and that all acts requisite to confer authorization to enter into this Professional Services Agreement have been taken and completed.

SECTION 14. Independent Contractor. In no event, while performing under this Professional Services Agreement, shall Consultant be deemed to be acting as an employee of the City; rather, Consultant shall be deemed to be an independent contractor. Nothing expressed herein or implied herein shall be construed as creating between Consultant and the City the relationships of employer and employee, principal and agent, a partnership, or a joint venture.

SECTION 15. Kansas Cash-Basis Law. This Professional Services Agreement must comply with the applicable provisions of the Kansas Cash-Basis Law of 1933, codified as amended at K.S.A. 10-1101 *et seq.* The City is obligated only to make payments under this Professional Services Agreement as may be lawfully made from funds budgeted and appropriated for the purposes set forth in this Professional Services Agreement during the City's current budget year. In the event that the City does not so budget and appropriate funds, the parties acknowledge and agree that they shall be relieved of all obligations under this Professional Services Agreement without penalty. To the extent that the City does so budget and appropriate funds for the purposes set forth in this Agreement, the obligations of the parties shall remain as provided herein.

SECTION 16. Conflict of Interest. Consultant is currently unaware of any conflict of interest with any party affected by this Professional Services Agreement and agrees that, if any conflict or potential conflict of interest should arise in the future, it will give notice to the City immediately.

SECTION 17. Legal Action. The parties agree that the appropriate venues for any legal actions arising out of this Professional Services Agreement are the District Court of Douglas County, Kansas, or, if federal jurisdiction exists, the United States District Court for the District of Kansas.

SECTION 18. Force Majeure. Neither party shall be deemed to be at default under this Professional Services Agreement to the extent that any delay in performance results from any cause beyond its reasonable control and without its intentional act or negligence.

SECTION 19. Captions. The Captions of this Professional Services Agreement are for convenience only and are not meant by the parties to define, limit, or enlarge the scope of this Professional Services Agreement or its terms.

SECTION 20. Recitals. The recitals set forth at the beginning of this Professional Services Agreement are adopted and incorporated herein by reference as if set forth in full and shall be effective as if repeated *verbatim*.

SECTION 21. Attachments. All attachments to this Professional Services Agreement, Exhibit A, are incorporated herein by reference and shall be considered to be a part of this Agreement as if set forth herein in full.

SECTION 22. Governing Law. This Professional Services Agreement, the rights and obligations of the parties, and any claim or dispute arising hereunder shall be construed in accordance with the laws of the State of Kansas.

SECTION 23. Severability. In the event that any provision of this Professional Services Agreement shall be held invalid and unenforceable, the remaining portions of this contract shall remain valid and binding upon the parties.

[SIGNATURES APPEAR ON FOLLOWING PAGES]

IN WITNESS WHEREOF, the undersigned have caused this Professional Services Agreement to be executed as of the date noted above.

	CITY: CITY OF LAWRENCE, KANSAS, a municipal corporation
	THOMAS M. MARKUS City Manager
<u>ACKNOWLEI</u>	<u>DGMENT</u>
THE STATE OF KANSAS)	
) ss: THE COUNTY OF DOUGLAS)	
BE IT REMEMBERED, that on this the undersigned, a notary public in and for the M. Markus, as City Manager of the City of Lawr me to be the same person who executed this in acknowledged this instrument to be the act an	rence, Kansas, who is personally known to nstrument in writing, and said person fully
IN WITNESS WHEREOF, I have here seal, the day and year last written above.	unto set my hand and affixed my notarial
	Notary Public
My Appointment Expires:	

CONSULTANT: HOUSEAL LAVIGNE ASSOCIATES, LLC, an Illinois limited liability company

John Houseal, FAICP President | Co-founder

ACKNOWLEDGMENT

THE STATE OF ILLINOIS)	
THE COUNTY OF COOK)	SS:
the undersigned, a notary public in a came John Housec , as an Illinois limited liability company, who	this 20H day of Avgust, 2018, before me nd for the County and Commonwealth aforesaid, president of Houseal Lavigne Associates, LLC, o is personally known to me to be the same person riting, and said person fully acknowledged this the aforementioned entity.
IN WITNESS WHEREOF, I has seal, the day and year last written abo	ave hereunto set my hand and affixed my notarial ove.
PATRICK COLIN KEEFE Official Seal Notary Public - State of Illinois My Commission Expires Jun 27, 2022	Patrick C. Keefe Notary Public

My Appointment Expires:

06/27/2022

Exhibit A

Scope and Timeline

City of Lawrence, Kansas **DOWNTOWN PLAN**

Scope of work, project schedule, professional service fees & direct expenses

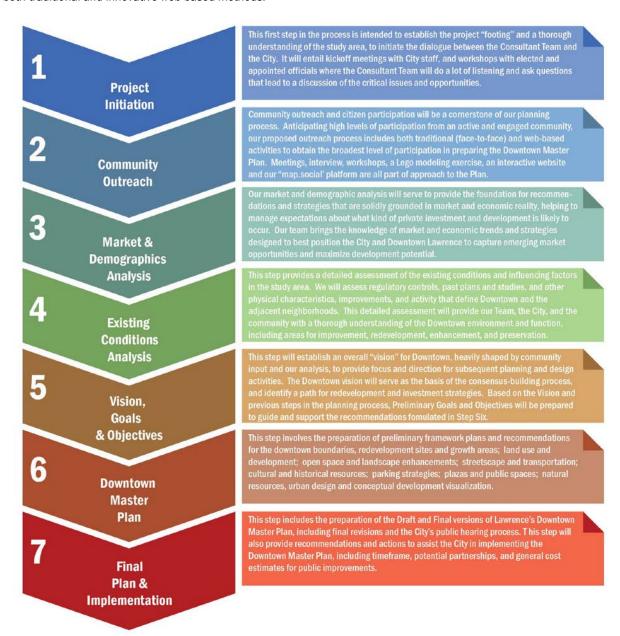
Houseal Lavigne Associates

16 August, 2018

A. Scope of Work

We have proposed a seven (7) step process to prepare the Lawrence Downtown Plan (the "Plan"). This approach includes analyzing the existing conditions, a market and demographics analysis, identification of downtown's strengths, weaknesses, issues and opportunities; a consensus around a vision, goals & objectives; alternative plans and policy recommendations and formulating final Plan recommendations and implementation strategies.

In addition, and equally important, our approach to community planning places a significant emphasis on public participation. We recognize the importance of using the planning process to establish community consensus and foster a sense of stewardship for the Plan. Our approach encourages residents, business leaders, City officials, and other stakeholders to be involved at every step of the process. In this way, active participants help to define issues, establish a vision, formulate ideas, and shape solutions. This approach casts a wide net of engagement by providing an assortment of both traditional and innovative web-based methods.



We believe that our proposed scope of work will produce a meaningful and responsive downtown plan for the City of Lawrence. We will work closely with staff and other City officials throughout the process, ensuring that all local needs and

requirements are met. Each project step of our proposed scope of services, as well as related project tasks, is presented in detail on the pages that follow. Where applicable, meetings (M-), events (E-), and deliverables (D-) are coded and numbered sequentially.

Step 1: Project initiation

Trip #1: A two (2) day work session in Lawrence. Houseal Lavigne Associates will provide three (3) planners.

To "kick-off" or begin the planning process, Houseal Lavigne Associates will conduct meetings with appropriate City staff and the Downtown Plan Steering Committee (DPSC). These meetings will help establish a project framework before community outreach activities commence and help to establish what a successful outcome of the downtown plan will be. In addition, we will begin to become more familiar with the current physical conditions of downtown.

1a. Staff coordination meeting #1 (M-1)

On the first day of this trip, Houseal Lavigne Associates (HLA) will meet with City staff to: 1) review the project scope, schedule, and deliverables; 2) identify additional data needs, base information and key issues; 3) meet with any concerned departments, agencies or consultants as appropriate; and 4) clarify any outstanding matters. We anticipate having a high level of direct interaction and communication with City staff and are committed to participating in regular coordination meetings and conference calls throughout the planning process. Todd Meyer is the project manager and will be the City's primary point of contact. His office line is (312) 372-1008, ext. 107, his mobile phone number is (312) 802-4552 and his email address is tmeyer@hlplanning.com

1b. DPSC meeting #1 (M-2)

Also on Day 1 during this trip, HLA will facilitate the first meeting of the DPSC to set the foundation for the downtown planning process and discuss the overall direction and to gain a thorough understanding of the policy issues facing the community. The primary purpose of this meeting is to gather vital insights and ideas from committee members, ensuring that the plan accurately captures their critical issues and helps to ensure inclusion of shared sentiments of the community. We anticipate that City staff will assemble the DPSC and will participate in committee meetings.

1c. Walking tour

During the same trip, Day 2 will consist of the consultant team walking downtown with City staff to better understand the current physical conditions. This will be an opportunity for staff to educate the consultant team about a variety of issues including: Access, circulation, parking, public open spaces, land use, recent and current development, capital improvement projects, cultural and historical resources, natural resources and the downtown edge conditions or context. The consultant team will take photographs along the way to begin to catalog these items.

1d. Project initiation memo (D-1)

This document will summarize the discussions and walking tour with City Staff and the DPSC to record key points and information provided to the consultant team and to be considered during the planning process. These critical issues or foundational elements will be the starting point of the plan.

Step 2: Community outreach and engagement

We understand that a one-size-fits-all approach to community engagement is ineffective, and that the City of Lawrence places great value on an authentic outreach process. Step 2 of our proposed scope of work will serve as the foundation of our civic engagement strategy. Houseal Lavigne Associates provides a multi-pronged approach to outreach and a variety of expertise that will be essential in engaging the community, addressing local issues, and most importantly, ensuring the inclusion of a diverse cross-section of the Lawrence population. We will work to ensure that all people interested in the planning process have a voice and we will provide a variety of methods to provide input at their convenience since personal schedules vary.

We have identified several community outreach and engagement activities to utilize during the planning process. While we anticipate that outreach and engagement will occur throughout the project, this step of the includes several upfront activities to lend impetus to the planning process and serve as a foundation for the development of the Downtown Plan. This will include stakeholder interviews, an interactive project website, updates to the City Commission and/or City Council, open houses, and public workshops. We will work with Staff to ensure that the engagement process is as inclusive as possible, including people from various backgrounds, people with disabilities and people of all ages – in particular younger residents and university students.

2a. Press releases, notices, and newsletter articles (D-2)

We will work with City staff to develop press releases, newsletter articles, and other means of public notice at different points in the planning process. These items will be disseminated on various platforms, including the City's official website, our project web site, social media, local newspapers, and local media outlets. We advise that these platforms be updated regularly throughout the process of preparing the City's Downtown Plan to keep the community well informed and in order to maintain higher levels of participation.

2b. Outreach materials (D-3)

To help maximize participation in the process, we will develop collateral materials, including flyers, posters, and email blasts to help promote the Downtown Plan throughout the community in an impactful and engaging manner. We will also develop postcard-sized surveys that can be distributed at any event, gathering, or location within the community.

2c. Interactive project website (D-4)

We will design and host an interactive project website that is linked to the City's official website. Houseal Lavigne Associates is committed to utilizing the internet to maximize participation and communication between community members and stakeholders for the duration of the planning process and beyond. This website can be used to post project schedules and meeting dates, display documents, address frequently asked questions and allow community members to post comments. The website will be the "one-stop-shop" for information related to the planning process.

Trip #2: A two (2) day work session in Lawrence. Houseal Lavigne Associates will provide three (3) planners. The Community workshop, Business workshop, Student / youth workshop, Stakeholder interviews and focus group discussions will be scheduled to occur during this trip:

2d. Community workshop (E-1)

The community workshop is the first of several face-to-face outreach events scheduled throughout the planning process. The purpose of this first workshop is for City Staff and the consultant team to actively listen and to allow residents and citizens to provide input before any plans or recommendations are formulated. The function of this workshop is to: 1) define the purpose and goals of the Downtown Plan, 2) review the planning process and project schedule, and 3) understand local views on concerns, issues, desires and potential outcomes within the community.

2e. Business workshop (E-2)

This workshop will be targeted specifically to Lawrence's business owners, property owners and corporate citizens – an important stakeholder group. The primary purpose of the workshop is to establish a dialogue and obtain feedback from those members of the business community with financial interests in downtown, and that have a unique insight and perspective and whose assistance and involvement is crucial to the Plan's ultimate success. This stakeholder group is important to understand which businesses are growing and expanding and which ones may be contracting or in transition. This group will also include Downtown Lawrence, Inc., select representatives from University leadership and members of the real estate development and investment community who are interested in redevelopment opportunities.

2f. Downtown & adjacent neighborhoods workshop(s) (E-3)

This meeting will be an invitation of people who live, work, own property or visit downtown on a regular basis, as well as the residents of the neighborhoods adjacent to downtown. In contrast to the Community Workshop (Task 2d above) where anyone interested in the planning process can participate and voice their opinions, this workshop will focus on those that spend a significant amount of time downtown, or whose property is affected by activities in the downtown core. HLA will work with City Staff to identify the residents, employees and property owners that will be invited to this event. HLA will facilitate the discussion in a small group format with 5-6 people per table, and will ask a series of questions that will provide participants an opportunity to express their ideas and concerns.

2g. Optional stakeholder interviews and focus group discussions (E-4)

Stakeholder interviews and focus group discussions can allow us to obtain first-hand insight into the community from a diverse array of perspectives. If needed, Houseal Lavigne Associates will conduct up to five (5) confidential interviews and focus group discussions to obtain information regarding local issues. We will work with City staff to identify those individuals and groups to be interviewed, but we recommend a broad sampling of interviewees who possess unique perspectives and special insights into the community. This includes people of all ages, ethnicities and socio-economic groups and is targeted at individuals who may not be comfortable discussing their views or interests in a public setting.

2h. map.social (D-5)

As an innovative feature of our proposed scope of work, we will feature 'map.social', a web-based community issues mapping tool as part of Lawrence's Downtown Plan. Developed by Houseal Lavigne Associates, this award-winning online tool allows website visitors to identify, map, and comment on geographic areas of concern and valued community amenities. The map.social interface simplifies the mapping process and familiarizes residents with all areas of the community in a manner that is exciting, interactive, and effective. Input from residents allows us to create a composite map of community issues to assist with the establishment of community goals.

21. Staff coordination meeting #2 (M-3)

In our second meeting with City staff, we will provide an overview and summary of our initial observations related to community outreach and engagement events. This is a good way to compare notes between what we've heard and the knowledge that staff possesses about the local environment from a variety of aspects, including land use, transportation, open space, urban design elements and economic development. This will be an online meeting / teleconference.

Step 3: Market & demographic analysis

The demographic assessment and market study serve as the basis for recommendations and strategies that are rooted in economic reality, helping to manage expectations around what type of private investment and the amount of development that is likely to occur downtown. This information will provide the basis for the planning process and be used to indicate a starting point for the ultimate plan recommendations.

3a. Data acquisition

We will utilize as much data as possible from the City, including GIS layers, an inventory of community facilities and tax roll information. However, we will also acquire data from several sources U.S. Census, CoStar, ESRI Business Analyst, American Community Survey, Bureau of Labor Statistics, Logistical Employer Household Dynamics, Home Mortgage Disclosure Act, Kansas Department of Labor as well as various commercial and industrial market reports generated by private sector brokerage firms. While most government data is free to access some of this data may have to be purchased.

3b. Demographic analysis

We will prepare a demographic analysis of downtown Lawrence that will include an analysis of recent trends in population, households, income, age and gender characteristics, racial and ethnic composition, and labor force and employment. A trend analysis will also be completed to understand what groups are expanding and contracting, as well as a projection of what is likely to happen in the future. This will help us to determine the potential demand for various land uses.

3c. Market assessment

Concurrent with the demographic analysis, we will conduct a market assessment that will provide an overview of supply and demand trends, as well as the development potential for residential, retail, office and entertainment land uses. Consideration will also be given to parking and infrastructure facilities and how these may change over time. Emphasis will be placed on key redevelopment sites and the potential highest and best use for each parcel.

Step 4: Existing conditions summary

This step of the project will include an overview of existing conditions downtown. It will be based on information provided by the City, information that we acquire as well as feedback from community service providers. In addition, we will utilize information collected during field reconnaissance, obtained from surveys and inventories, derived from analyses and purchased. We will place an emphasis on the identification of the current conditions within Lawrence that will ultimately guide the formulation of the recommendations included in the Downtown Plan. This will include review of past plans, land use, zoning, access and transportation issues, open space and natural areas, utility infrastructure, city services as well as urban character. An inventory of key historical resources will also be included.

4a. Review of past plans, studies, and reports

We will conduct a review of relevant past plans, studies, and reports. This review process will help determine: 1) recently adopted City policies that need to be reflected in the Downtown Plan, 2) changes within the community that have occurred since the adoption of previous plans, 3) conflicts between or deficiencies within and existing plans, and 4) the validity of previously collected data. Past studies and plans that we will review will include the following:

- Downtown Redevelopment Study (1980)
- Comprehensive Downtown Plan (1981)
- Historical Building Study (1981)
- Development Study (1983)
- Patterns in Downtown Design (1984)
- Redevelopment Study (1984)
- Redevelopment Study (1995)
- Urban Concept Plan (1995)
- Urban Conservation Overlay District established with design guidelines (2001, revised 2007)
- Beautification Plan (2006)

4b. Existing land use and development

Using ArcGIS, we will prepare an existing land-use map comprised of all parcels within the downtown study area. We will then analyze this map to identify functional land use areas, compatible and incompatible land use arrangements, allowable densities, conflicting land uses and other issues related to existing land-use and development conditions. This will also include an inventory of development that has required a zoning change over the past 10 years.

4c. Open space, streetscape and landscape infrastructure

In this component, we will inventory the landscape infrastructure, including locations of existing parks, plazas, streetscapes, the riverfront and other open spaces on a map and then evaluate their condition and use. This will include an assessment of the accessibility, programmed events, connections to the broader open space network, safety concerns and maintenance issues. These elements will be indicated on the map and cross-referenced to a spreadsheet for identification purposes.

4d. Transportation, mobility and parking

Our team will assess existing transportation, transit and parking facilities downtown based on the review of past plans/studies, summaries of the public outreach effort, field observations, and information from City staff, the Lawrence Transit System, Douglas County DOT and KDOT. The assessment will utilize current traffic data and public transit usage, identify bicycle and pedestrian system gaps and barriers and summarize programmed local / regional transportation improvement projects. We will then develop a mobility assessment, including the identification of issues and opportunities.

4e. Cultural and historic resources

Working with City staff, our team will locate and inventory significant buildings, open spaces, monuments and other historic and cultural references downtown. This list will be verified with the Historic Resources Commission and the Lawrence Preservation Alliance to ensure all resources are included. We will also review the Historic Preservation Ordinance and the Kansas Historic Preservation Act to understand the recommendations and requirements regarding downtown.

4f. Community facilities and public gathering spaces

We will assess the community facilities and public gathering spaces downtown. We anticipate that much of the information related to community facilities will be provided though GIS and by City staff. However, to supplement this, we can also prepare a facilities survey questionnaire for community service providers and will use the results—together with fieldwork and other research—to prepare a community facilities inventory, including detailed map exhibits.

4g: Public safety, social equity and homelessness

We understand that public safety and homelessness are serious concerns for downtown Lawrence, and we anticipate that these will be identified as critical issues raised by community members in the public outreach and engagement. This section of the planning process will rely on research of nationally accepted best practices for social equity as identified by the American Planning Association (APA) and other professional and non-profit groups.

4h: Environmental features and natural resources

In this step, our team will review, inventory, and analyze the environmental features downtown, including natural areas along the river, water features, green infrastructure, storm water surface treatments and other special natural and human-made features that add to the character and functional landscape downtown. In addition, we will identify problems, concerns, strengths, and opportunities for improvement related to the natural environment downtown.

41. Issues and opportunities memo (D-6)

The Project Team will outline the results of community outreach activities, the demographics and market assessment as well as the summary of existing conditions in a memo form including issues and opportunities, and trends that will be addressed in the Downtown Plan. This working document will serve as a foundation for future steps in the planning process as we craft preliminary recommendations and an understanding of major priorities.

4]. Staff coordination meeting #3 (M-4)

In this meeting with City staff, we will review the information contained in the issues and opportunities memo ahead of its distribution to the DPSC. This will be an online meeting / teleconference. We will also work to ensure that substantive comments provided by City staff are integrated into our ensuing Plan development.

Step 5: Downtown vision, goals and objectives

The purpose of this project step will be to establish an overall vision for the future of downtown Lawrence that will provide focus and direction for subsequent planning activities and serve as the cornerstone of the consensus-building process. Based on this vision, we will develop preliminary goals and objectives for downtown. The vision will be based on public input, discussions with City Staff and observations by the project team. The vision and goals will be used throughout the planning process to help aid in the decision-making process in order to develop recommendations. A list of list Key Recommendations will also be prepared that will address critical issues and over-arching themes that are refined throughout the Downtown plan preparation.

5a. Vision statement / goals and objectives memo (D-7)

The Vision Statement is an aspirational description of what the City would like to accomplish in the long term. It is meant to act as the road map to guide the City's future decision-making processes. Goals further define what the City is aiming for downtown to be in the future. They are broad, value-based, categories that will help the City achieve its vision. Plan Objectives are specific and measurable and quantify the goals and set a target for their achievement in the near term and long term. The plan recommendations outline how the City will accomplish its objectives. They include policies, programs, and projects that the City will implement.

Trip #3: A one (1) day work session in Lawrence. Houseal Lavigne Associates will provide two (2) planners.

5b. Staff coordination meeting #4 (M-5)

The primary purpose of this staff coordination meeting will be to discuss and refine the vision statement, as well as the goals and preliminary policies developed in previous project steps. We will then begin to discuss the identification and development of critical issues to address in the plan recommendations.

5c. DPSC meeting #2 (M-6)

At this meeting, Houseal Lavigne Associates will present the draft vision statement, and goals and preliminary policies deliverables to the DPSC, collecting any comments or feedback provided by the group. The Staff coordination meeting #4 and the DPSC meeting #2 will be coordinated to occur during Trip #3 to Lawrence.

Step 6: Downtown plan recommendations

The sixth step of the project will entail the preparation of a preliminary downtown plan that is consistent with the prior steps of the process. The Plan will address core planning themes including land use, development, residential uses, commercial and entertainment uses, public services and facilities, multimodal transportation and mobility, parks, open spaces, environmental systems and natural resources. In addition, the Plan will include a Downtown implementation program, detailing actionable strategies to provide a road map for key elements of the Plan to be realized over time.

6a. Land use and development framework

The land use and development framework will include recommendations and policies for all land uses downtown, including residential, commercial, entertainment and public opens space / recreational areas. We will provide future land use designations for all parcels within the study area. Key redevelopment sites will also be identified. The land use and development plan will utilize text and illustrative maps and graphics to communicate planning concepts and principles. In addition, we will assess how well current zoning matches the adopted future land use plan and existing development patterns and determine where current regulations meet or fail to meet expectations as articulated during the public engagement and planning process. A 3D model of downtown will be prepared that will indicate the existing building heights and will be used to show context for potential redevelopment sites. The existing conditions model will either be obtained from the KU Architecture program or HLA will extrude building footprints from the City's GIS shape files.

6b. Multimodal transportation plan and parking strategy

Our team will develop a multimodal transportation and mobility plan to build on the existing street network, parking facilities, public transit assets, pedestrian and bicycle network, connections to parks and the open space network, connections to the river and riverfront path and access to the Kansas Turnpike (Interstate 70) via 2nd Street. Mobility and transportation recommendations will be developed to improve traffic flow while integrating other travel modes into a pedestrian friendly environment, particularly to/from the downtown area, the university campuses, and other key destinations within the City. Pedestrian system safety and continuity improvements will be included to better link downtown to neighborhoods, commercial areas and key community destinations. Regional and local bicycle planning efforts will be incorporated into the plan and any identified gaps in the bicycle network will be addressed through new linkages and Complete Streets practices. On and off-street parking options will also be considered.

6c. Cultural and historic resources

Working with City staff, our team will identify significant buildings, open spaces, monuments and other historic and cultural references downtown that may be in need of greater protection and preservation. This list will be verified with the Historic Resources Commission and the Lawrence Preservation Alliance to ensure all resources are included. We will also review the list to see if these resources can be adequately protected and redeveloped utilizing the Historic Preservation Ordinance and the Kansas Historic Preservation Act, or if alternative tools / policies are needed.

6d. Public spaces, streetscape & landscape infrastructure

In this component, we will develop recommendations for existing parks, plazas, streetscapes, the riverfront and other open spaces as well as propose potential new open spaces that provide venues for events or create critical linkages to better complete the overall open space network associated with the downtown core. This task will include recommendations to improve the physical conditions, programmed events, flexibility and multiple uses of spaces, safety concerns and maintenance issues. These elements will be indicated on a map and cross-referenced to a spreadsheet for identification purposes. Typical streetscape sections will be developed that indicate the optimal placement of travel lanes, bike lanes, curbs, street trees, planning areas, lighting, furnishings and sidewalk uses within the R.O.W. for future design projects.

6e. Natural resources

Our team will determine issues related to the environment and sustainability, which have a direct relationship to systems within the downtown core, including planted areas, green infrastructure, transportation, public health, economy, energy, and housing, among others. This will include sensitive ecological areas and the shoreline of the river, which is impacted by high water events. Other measures will be considered such as best practices that relate to new development and

construction as well. The environmental systems and sustainability plan will establish the policies and recommendations that will ensure that Lawrence's socio-ecological systems remain diverse and productive in the future.

6f. Implementation program

As a final component of the Downtown Land Use Plan, Houseal Lavigne Associates will prepare an implementation program that will describe the actions required to carry out the policies contained in the plan, including short and long-range strategies and recommendations. These elements will relate to zoning and other land use regulations, capital improvement projects, priority redevelopment sites, potential funding sources, phasing as well as general administration and management of the Plan. We will work to ensure that these implementation recommendations are both practical and actionable in nature and that public-private partnership opportunities are explored. The implementation items will be formatted in a matrix that summarizes each element and level of priority.

6g. Staff coordination meeting #5 (M-7)

The primary purpose of this staff coordination meeting will be to discuss and refine the downtown plan and policy recommendations developed in previous project steps. We will refine the ideas for the key development sites and other critical issues to address in the final plan recommendations. This meeting will be an online / teleconference format between City staff and the consultant team.

Step 7: Final plan documents and adoption

The culmination of the planning process will be the preparation of the draft Downtown Plan document that will be reviewed by City staff and the steering committee, who will then provide comments back to the consultant team. Once these comments have been incorporated into the final plan, City staff can then recommend that the plan be adopted by City Commission.

7a. Draft downtown plan document (D-8)

Utilizing work completed in the preceding steps of the project, the Project Team will compile this information and prepare a draft Downtown Plan document for review by City staff, the downtown plan steering committee (DPSC) and the public as deemed appropriate. With a focus on key recommendations and implementation, the input that the consultant team receives from this draft plan will be used to develop the final plan and will include the information received in existing conditions analysis and public engagement process. The draft plan will be an approximately 85% complete version of the final plan and will include visualizations of key redevelopment sites as well as a detailed implementation strategy and phasing plan for public-sector improvements.

Trip #4 – The Staff coordination meeting #6, DPSC meeting #4 and the final Community Open House will all be scheduled to occur during the final visit to Lawrence, Trip #4, by the consultant team. Houseal Lavigne Associates will provide two (2) planners.

7b. DPSC meeting #3 (M-8)

The purpose of this meeting of the DPSC will be to review, discuss, provide comments and reach agreement on the contents of the draft Downtown Land Use Plan before proceeding to a public hearing.

7c. Community open house (E-5)

The Project Team, along with City staff, will be present for community open house will to allow residents and community stakeholders to examine, discuss, and comment on the draft Plan. If the City wishes to obtain comments from the universities, this would also be a good time to solicit their input. We will be available throughout the community open house to present material, answer questions, and get feedback prior to initiating the approval process.

7d. Staff coordination meeting #6 (M-9)

In the final staff coordination meeting, Houseal Lavigne Associates will compile any feedback and comment from City staff related to the draft Downtown Plan deliverable. In addition, we will review the next steps in the Plan adoption process and coordinate accordingly.

7e. Final downtown plan (D-9)

Houseal Lavigne Associates will prepare a final version of the Downtown Plan based on comments received on the draft plan from the steering committee, City Staff, stakeholders and community members. In conjunction with City staff, the consultant team will then present the final Downtown Plan to the City Commission at a public hearing. This hearing will provide an opportunity for residents and the community at-large to comment on the Plan—and the recommendations therein—prior to its adoption. Based on the discussion and feedback collected at the public hearing, we will make appropriate revisions to the Plan in preparation for City staff so that they can make a recommendation for approval and adoption of the plan by the City Commission.

7f. Final plan adoption

Once the review process has been completed, the City Commission can choose to complete the final adoption of the Downtown Land Use Plan. Houseal Lavigne Associates will provide City staff with the final plan in both hard copy and digital formats. We will work with staff to ensure that the Plan formats will enable low-cost reproduction. Additionally, we will redirect website and social media postings back to the City's website.

B. Project schedule

We are anticipating approval of the contract in June and a start date for the project in September, 2018. Based on a target of fourteen (14) months to complete the work, we anticipate the following project schedule:

Step 1: Project initiation

Month 1 - Late September / early October, 2018

Step 2: Community outreach and engagement

Month 2 - October / November, 2018

Step 3: Market and demographics analysis

Month 3 - November, 2018

Step 4: Existing conditions summary

Months 2-4 - September - November, 2018

Step 5: Downtown vision, goals and objectives

Month 5 - December, 2018

Step 6: Draft downtown master plan

Months 6-9 - January to March, 2019

Step 7: Final downtown plan and implementation strategy

Months 10-12 – June-August, 2019 Final plan submitted to City Staff – September, 2019 Target for plan adoption – October, 2019

C. Summary of trips, meetings and events

Trip #1: Project initiation

Meeting 1 - Staff coordination meeting #1

Meeting 2 - DPSC meeting #1

Trlp #2: Community outreach and engagement

Event 1 - Community workshop

Event 2 - Business workshop

Event 3 – Downtown & adjacent neighborhoods workshop

Event 4 – Stakeholder interviews / focus group discussions (if needed)

Virtual meeting

Meeting 3 – Staff coordination meeting #2 (online / teleconference)

Market & demographic analysis / existing conditions summary

Meeting 4 - Staff coordination meeting #3

Trip #3: Downtown vision, goals and objectives

Meeting 5 - Staff coordination meeting #4

Meeting 6 - DPSC meeting #2

Virtual meeting

Meeting 7 - Staff coordination meeting #5 (online / teleconference)

Trip #4: Draft and final plan documents

Meeting 8 - DPSC meeting #3

Event 5 - Community open house

Meeting 9 - Staff coordination meeting #6

D. List of Deliverables

Step 1: Project initiation

D-1 - Project Initiation Memo

Step 2: Community outreach and engagement

- D-2 In conjunction with City Staff, prepare press releases, notices, and newsletter articles
- D-3 Outreach materials
- D-4 Create the interactive project website
- D-5 Create the 'map.social' online interface for community members to provide specific comments

Step 3/4: Market & demographic analysis and summary of existing conditions

D-6 - Issues and opportunities memo

Step 5: Community vision, goals, and key recommendations

D-7 - Vision statement / goals and objectives memo

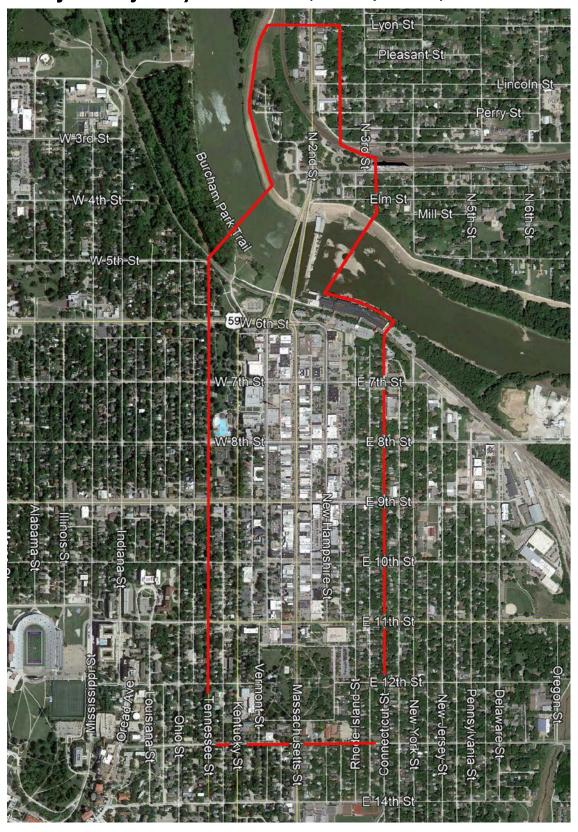
Step 6/7: Draft plans and policies, final downtown plan

- D-8 Draft Downtown plan document
- D-9 Final plan for adoption

E. Optional Scope Task

We recognize that the City may have particular needs around specific development sites that occur during the Downtown planning process, as well as enhancements to the planning process itself. HLA can provide additional visualizations of potential redevelopments at key locations in downtown Lawrence. This would potentially be useful to attract real estate development / investment and portray the City's vision. Additional renderings are \$6,000 for each aerial view and \$3,000 for each ground-level view. The City can consider these items in addition to the base scope of work identified above as an additional service.

F. Project study area / limit of work (indicated by red outline)



Page **14** of **15**

G. Professional Service Fee & Direct Expenses

The professional service fee for the consulting services as indicated above shall be contracted on a lump sum basis. The direct expenses shall be billed on a "not to exceed" basis as indicated below. Direct expenses are estimated to include all supplies, materials, and transportation costs to complete the project.

Professional Service Fee (lump sum):

Houseal Lavigne Associates \$100,000

Sub-Consultants (none) \$0

Sub-Total: \$100,000 (lump sum)

Direct Expenses (estimated):

Data Acquisition \$1,000

Travel Expenses: Airfare, Lodging, Per Diem, \$6,500

Ground Transportation, etc.

Printing, Binding, Shipping \$2,500

Expenses Sub-Total: \$10,000 (not to exceed)

Total Contract: \$110,000 USD

Invoices for professional services completed to date and direct expenses incurred to date shall be billed on a monthly basis. Invoices are net payable within thirty (30) days of the date of the invoice. Houseal Lavigne Associates reserves the right to suspend work on projects with past due invoices (over 30 days). Direct expenses will be marked up at a rate of 1.1 times the amount of the expenses to cover administrative processing time. Payments must be made in U.S. dollars and be net any taxes, fees, duties or deductions of any kind.

City of Lawrence, Kansas

Downtown Plan

16 August 2018

Due to at Moule Die :-	ļ	2018 2019										!	!	1
Project Work Plan	SEP 1	OCT 2	NOV 3	DEC 4	JAN 5	FEB 6	MAR 7	APR 8	JUN 9	JUL 10	AUG 11	SEP 12	ОСТ 13	NOV 14
Step 1: Project initiation							i !	i i i		i				
1.0 Contact execution / Notice to proceed														
1a. Staff coordination / kick-off meeting #1 (M-1)1b. Steering committee meeting #1 (M-2)		M M		 		 			 			 	 	•
1c. Walking tour of downtown		IVI												
1d. Project initiation memo (D-1)		D		! ! !		! ! !			! ! !			! ! !	! ! !	
Step 2: Community outreach and engagement														
2a. Press releases, notices, and newsletter articles (D-2)			D			`								
2b. Outreach materials - (D-3)			D											
2c. Interactive project website (D-4)2d. Community workshop (E-1)			D			! ! !		! ! !	! ! !	! ! !		! ! ! !	! ! !	
2e. Business workshop (E-2)			E			! ! !			! ! !			! ! !	! ! !	
2f. Downtown & adjacent neighborhoods workshop (E-3)			E											
2g. Optional stakeholder interviews and focus group discussions (E-4)			E											
2h. map.social (online community issues mapping) - (D-5)			D			 			 			 	 	•
2i. Staff coordination meeting #2 - online / teleconference - (M-3)			M											
Step 3: Market & demographic analysis														
3a. Data collection / aquistion			! ! !			! ! !		! ! !	! ! !	! ! !		! ! !	! ! !	
3b. Demographic analysis3c. Market overview			! ! !			! ! !		! ! !	! ! !	! ! !		! ! ! !	! ! !	
Step 4: Existing conditions summary 4a. Review of past plans, studies, and reports												i ! !		•
4b. Existing land use and development														
4c. Open space, streetscape & landscape infrastructure						 			 			 	 	
4d. Transportation, mobility & parking						! ! !		! ! !	! ! !	! ! !		! ! !	! ! !	
4e. Cultural & historic resouces						! ! !			! ! !			! ! !	! ! !	
4f. Community facilities / public gathering spaces														
4g. Public saftey / social equity / homelessness4h. Environmental features and natural resources						 			 			 	 	•
4i. Issues and opportunities memo (D-6)					D							i ! !		•
4j. Staff coordination meeting #3 (M-4)						М	İ							
Step 5: Downtown vision, goals, and objectives			 	 			1	! ! !	 	! ! !		 	 	
5a. Vision statement / goals & objectives memo (D-7)			! ! !	! ! !		! ! !		D				! ! !	! ! !	
5b. Staff coordination meeting #4 (M-5)								M						
5c. Steering committee meeting #2 (M-6)								M				i ! !		
Step 6: Preliminary downtown plan and policies														
6a. Draft land use and development framework6b. Draft multi-modal transportation plan / parking strategy			 	 		 						 	 	
6c. Draft cultural & historic resouces framework			! ! !	! ! !		! ! !						! ! !	! ! !	
6d. Draft public spaces, streetscape & landscape infrastructure framework														
6e. Draft natural resources strategy														
6f. Draft implementation program			 	 		 						 	 	
6g. Staff coordination meeting #5 - online / teleconference (M-7)										M				
Step 7: Final master plan & implementation strategy			 	 		 		! ! !	 				<u> </u>	
7a. Draft downtown plan document (D-8)			! ! !	! ! !		! ! !		! ! !	! ! !			D		
7b. Steering committee meeting #3 (M-8)7c. Community open house (E-5)												M E		
7d. Staff coordination meeting #6 (M-9)								i		i		-	M	
7e. Final downtown plan (D-9)								i !					D	
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