

IMAGINE

BOSTON 2030

RESPONSE TO THE CITYWIDE PLAN RFP

July 20, 2015 • Presented by

DOVER, KOHL & PARTNERS
town planning

KP STRATEGIES ∞

PRINCIPLE +

planning
NEXT



“In great cities, spaces as well as places are designed and built: walking, witnessing, being in public, are as much part of the design and purpose as is being inside to eat, sleep, make shoes or love or music. The word citizen has to do with cities, and the ideal city is organized around citizenship -- around participation in public life.”

— Rebecca Solnit, *Wanderlust: A History of Walking*



JULY 20 2015

Executive Director Teresa Polhemus & Members of the Imagine Boston 2030 Selection Committee:

It is with great honor and excitement that we submit this Request for Proposal for the Citywide Planning consultant services. A Dorchester native myself (born and raised on Althea Street), no other city compares to Boston. It's reputation always has been and continues to define itself as one of the 'great' cities of the world. We commend Mayor Walsh, the BRA & the respective city agencies for recognizing that wise preservation and equitable neighborhood investments are the core drivers in achieving intelligent growth and longevity in urban markets.

The Core Team of Dover Kohl & Partners, Principle Group, KP Strategies & Planning NEXT bring our nation's most creative thinkers in the practice of city building and engagement. Our team shares a principle-based approach to understanding how cities work and we know what it takes to seek out and enable people to share their hopes for the city. Our core team also brings a broad understanding of the entire range of disciplines that must work together to generate and implement a comprehensive, dynamic citywide plan, one that reflects and supports Boston's diverse and culturally curious demographic and ensures the long-term viability of the city.

Boston is experiencing first hand the effects a rapidly expanding knowledge economy is having on cities and local governments. Technology is changing the way we live, work, play and communicate with one another. Enhanced information sharing is allowing today's ideas to be shared faster, happen quicker, and on a broader scale. Cities that are best able to adapt to changing conditions are the ones that will thrive. No time is better than the present to work in partnership with the community on a Citywide plan that will lay the foundation for Boston's long-term success.

We plan cities. Oakland, El Paso, Cincinnati, Miami, Richmond, Somerville. And we think different when it comes to engagement. A 400th anniversary. This is a "moment" for the city. We are hopeful we can share in the work of imagining Boston.

You may contact Jason King, our team's Project Director, at 305.666.0446 if you have any questions.

Respectfully,

Victor Dover
FAICP, LEED-AP, CNU-a
Founding Principal
Dover, Kohl & Partners

Jason King
AICP, CNU-a
Principal/Project Director
Dover, Kohl & Partners

TABLE OF CONTENTS

1 EXECUTIVE SUMMARY

4 CORE TEAM

14 QUALIFICATIONS & EXPERIENCE

24 PROCESS & MANAGEMENT

32 PUBLIC ENGAGEMENT & COMMUNICATIONS

38 CONTENT

44 RESOURCES & SCHEDULE

EXHIBIT A: CORE TEAM RESUMES

EXHIBIT B: CORE TEAM EXPERIENCE

EXHIBIT C: CORE TEAM REFERENCES

EXHIBIT D: STATEMENT OF FINANCIAL CONDITION

EXHIBIT E: REQUIRED FORMS

We have assembled a Core Team made up of award winning firms who's professional staff are all passionate about the art and science of creating world class cities. At our proposal's center, is the notion that great places are created by people. It is the people of Boston that will make the Imagine Boston 2030 Plan exceptional. As facilitators, advisors, and guides through this process, our team's focus will be on how to reach every corner of the city, including its great neighborhoods, institutions, organizations and creative people. Several key members of our team are locals themselves and take great pride in the ability to help envision the future of Boston.

The team we have assembled and the many additional ideas and methods found within this proposal are based upon the following goals:

FOSTER BROAD PUBLIC ENGAGEMENT: In order to articulate a shared vision for Boston's development, an imaginative, open dialogue must occur throughout the city's neighborhoods, across socio-economic lines, and within all departments of government. Traditionally, there are large numbers of constituencies that do not engage in city planning. This needs to change by employing creative engagement strategies and tactics. If successful, this approach will create a foundation for ongoing public dialogue on policy and planning issues.

GUIDE POSITIVE PHYSICAL CHANGE: The plan must identify growth opportunities for housing and jobs as well as create a framework for guiding real estate development, public investments and how best to utilize the city's limited land and resources so that the impacts and benefits of growth are shared equitably among neighborhoods. The plan must also identify the infrastructure and services needed to support growth and enhance the quality of life in all neighborhoods across the city.

SUPPORT EFFECTIVE CITY GOVERNMENT: By creating a framework for more effectively collaborating across neighborhoods, across city agencies, and with neighboring municipalities, the plan will be able to leverage existing and ongoing planning efforts, capital investments, and other policy measures to ensure the effective implementation of policies. The collaboration can be further encourage by establishing performance indicators to track how well major planning and policy goals are implemented. This coordinated approach must use innovative data analysis to inform public dialogue and guide policymaking.

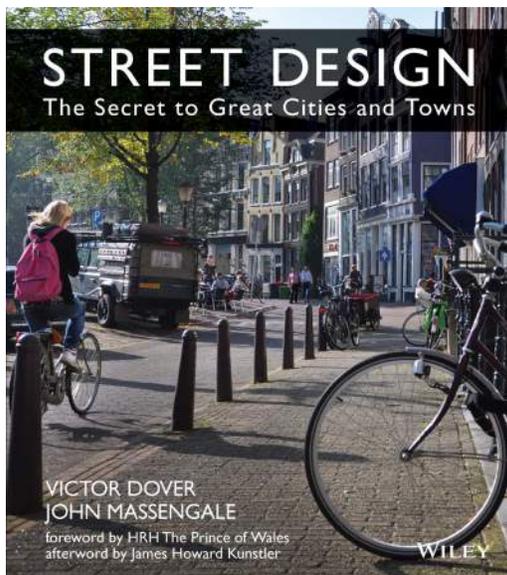
We understand and are familiar with the many ongoing planning efforts currently underway in Boston. Close coordination with these projects will occur throughout the Imagine Boston 2030 process. These concurrent efforts include, but are not limited to, the Citywide Mobility Plan (Go Boston 2030), Citywide Cultural Plan (Boston Creates), Housing a Changing City: Boston 2030, Open Space Plan 2015-2021, Greenovate Boston 2014 Climate Action Plan Update, BRA Strategic Plan Areas, Urban Renewal Extension Process, 100 Resilient Cities, and Boston Public Schools Ten-Year Educational and Facility Master Plan.

THE CORE TEAM

DOVER, KOHL & PARTNERS was founded in 1987. Our expertise lies in balancing the visionary ‘civic art’ of planning with the practical consensus building needed to make projects succeed. We are trained in the principles of urban design and architecture and have perfected techniques for gathering meaningful community input. Our plans focus on traditional neighborhood design and smart growth, emphasizing that there does not have to be a trade-off between livability and economic prosperity.

Principle Victor Dover’s 2014 book, “Street Design: The Secret to Great Cities and Towns”, has gained national attention and continues to showcase Dover Kohl’s deep understanding of all scales of the City.

Dover-Kohl projects have received numerous state and regional American Planning Association (APA) Awards, including for Seven50 (the Southeast Florida Regional Prosperity Plan), the Downtown Plan for Richmond, VA, the Jamestown Mall Area Plan in St. Louis, MO; and the Downtown Plan and SmartCode for Montgomery, AL. The firm has also received national Congress for the New Urbanism (CNU) Charter Awards for Columbia Pike in Arlington County, VA; the Town Resiliency Plan for Jean Lafitte, LA; l’On in Mount Pleasant, SC; City Plan 2025 for Fayetteville, AR; and Glenwood Park in Atlanta, GA. The EPA awarded Plan El Paso a 2011 National Award for Smart Growth Excellence in Programs, Policies, and Regulations. Dover-Kohl’s work has received the Driehaus Form-Based Codes Award three times since its inception.



PLANNING NEXT For nearly 20 years Planning Next has helped communities come together and create plans that move them forward. Our work is grounded in a philosophy that brings people together with a shared sense of purpose to develop plans with an emphasis on quality-of-place. Our services include strategic planning and visioning, comprehensive planning and urban design, social media, and web-based communication.

Our practice employs a proven community engagement process. We attract participation from a varied cross-section of citizens and stakeholders, including those typically not involved in planning efforts. By launching a robust outreach and communications campaign, we ensure that involvement in the process is not just perfunctory, but a real choice to be excited about. We help communities understand and embrace their physical character. Then we create a character-enhancing plan rooted in quality development. The result? Lasting prosperity and community pride. From the initiation of a project, we are focused on implementation. To the extent a community's prosperity is improved, so much else is possible.

PRINCIPLE GROUP is headquartered in Boston and is focused on creating authentic places. We understand that design can improve our built and natural environments. We therefore approach our work at the intersection of urban and building design, planning, development and finance to help shape remarkable places that will inspire, possess authentic character and stand the test of time. Our process focuses on the boundaries between disciplines to deliver unique development plans for our clients and partners.

At it's core, our business is building environments for people, comfortable spaces that are good for the planet as well as our children's future. We pride ourselves on shaping enjoyable, urban experiences for living, working and relaxing. In addition to developing our own projects with strategic partners, we consult with organizations interested in the strong environmental, economic and social returns that building engaging, pedestrian-oriented environments can produce.

KP STRATEGIES is a Boston based boutique firm made up of region's best communications experts and placemakers. Clients hire us because we think different. We do things that others have never tried, while at the same time know we focus on essential core values and 'keeping it real.' Status quo doesn't get us out of bed in the morning therefore you will never catch us sending 'useless status reports or daily news-scans.' We believe experiences get people talking, strategic partnerships get people trusting and results don't need to be documented when they are apparent.

At KP Strategies, we chose to work with people first, brands second, because people define brands. Our works produces results and builds last lasting relationships for our clients with customers, local influencers, neighbors, communities and beyond. Bottom line, we LOVE Boston. From real estate developers and global retailers, government agencies, tech companies and non-profits, KP Strategies works with a cross section of companies, spaces, places, and those doing good who also happen to share our love for this unique place.

IMAGINE BOSTON 2030

PUBLIC TEAM

CITIZENS OF BOSTON

CITIZEN LEAD PLANNING

Foster Broad Public Engagement
Guide Positive Physical Change
Support Effective City Government

CORE TEAM

DOVER KOHL & PARTNERS

LEAD CONSULTANT

Victor Dover, FAICP, LEED AP, CNU-a
FOUNDING PRINCIPAL

Jason King, AICP, CNU-a
PRINCIPAL, PROJECT DIRECTOR

Joe Kohl, CNU-a
FOUNDING PRINCIPAL

James Dougherty, AICP, CNU-a
PRINCIPAL

Amy Groves, CNU-a
PRINCIPAL

Kenneth Garcia, CNU-a
URBAN DESIGNER

Hernan Guerrero, Assoc. AIA, LEED GA
PLANNER

Aditi Sharma
PLANNER

Pam Stacy, CNU-a
PLANNER

Jennifer Garcia, CNU-a
URBAN DESIGNER

Emily Glavey, Assoc. AIA, LEED GA
PLANNER

PRESERVE
WISELY

GROW
INTELLIGENTLY

PLANNING NEXT POLICY

Jaime Greene, AIA, AICP
PRINCIPAL

Sarah Kelly, AICP
SENIOR PROJECT COORDINATOR

Sarah Bongiorno, LEED AP BD+C
PROJECT COORDINATOR

PRINCIPLE GROUP ENGAGEMENT

Russell Preston, CNU-a, LEED AP
FOUNDER, DESIGN DIRECTOR

Kara Wilbur, CNU-a
PLANNING DIRECTOR

Tori Okner
ENGAGEMENT & POLICY DIRECTOR

Scott Douglass, CNU-a
URBAN DESIGNER

KP STRATEGIES COMMUNICATIONS

Kristin Phelan
PRESIDENT

INTERNATIONAL CITY EXPERTS

BROOKINGS INSTITUTION • JAN GEHL • MIKE LYDON
 VICTOR DOVER • ETHAN KENT • JEFF SPECK
 DAVID MCCULLOUGH • JASON ROBERTS • PIET DIERCKE
 JACK ULDRICH • ANTHONY FOXX • CANDY CHANG
 BILL LENNERTZ • WITOLD RYBCZYNSKI

ENHANCE
EQUITABLY

LOCAL COLLABORATORS

BOSTON TWEET UP
 DESIGN MUSUEM BOSTON
 AGORA TOWN HALL
 CODE FOR AMERICA
 OPPORTUNITY SPACE

CITY TEAM

MAYOR'S OFFICE & BOSTON
 REDEVELOPMENT AUTHORITY
 INTER-DEPARTMENTAL COLLABORATORS

SUPPLEMENTAL FIRMS

STREET PLANS COLLABORATIVE • TOOLE DESIGN GROUP • NELSON\NYGAARD
 IMAI KELLER MOORE • NUESTRA COMUNIDAD
 RCLCO • POLICY LINK • NINIGRET PARTNERS
 ENVIRONMENTAL SCIENCE ASSOCIATES • CAMBRIDGE SYSTEMATICS
 FUTURE BOSTON ALLIANCE • URBAN GREEN • HALVORSON DESIGN PARTNERSHIP
 CONTINUUM INNOVATION • URBAN ADVANTAGE
 FIRST+MAIN • HUMAN CENTERED DESIGN • TEAM BETTER BLOCK
 NEIGHBORLAND • METROQUEST • MYSIDEWALK • STREETS BLOG

Lead Consultant

DOVER, KOHL & PARTNERS



“We must stop talking about the American dream and start listening to the dreams of Americans.”

— Reubin Askew,
former Governor of Florida

Jason King has been the Project Director for Dover-Kohl, managing their largest projects, including Seven50, the Prosperity Plan for Southeast Florida, and Plan El Paso. Throughout his career Jason has been winning awards from various associations, including acclaim for “America’s Best Smart Growth Plan” from the National Resources Defense Council in 2012. Currently, Jason is working as Principal on the plan for Downtown Oakland, California.

Jason knows comprehensive plans. He has experience as a municipal planner drafting comprehensive plans in-house, experience as a municipal planner managing consultants, and as a consultant working to draft plans with municipalities. His writing and graphics have been published in a variety of planning texts including “Form-Based Codes”, by Daniel Parolek, and “Sustainable Urbanism” by Doug Farr. Jason regularly speaks at conferences for the American Planning Association and the Congress for the New Urbanism, as well as other events involving Public Works officials, community activists, and transportation professionals.

Jason spent some of his most formative years growing up on Althea Street in Dorchester, where his relatives still reside. Jason’s first memories are of the three-story tenement house at 10 Althea. Because of the size and importance of this project, if selected as the consultant partner for Imagine Boston 2030, Jason is excited to establish an ongoing presence in the City and make the project the central focus of his work.

Availability: Jason is available anytime @ 305.394.4819

LEADING INCREDIBLY LARGE & COMPLEX PROJECTS.

Jason lead the Dover Kohl team through a complex project for the **over six million residents in Monroe, Miami-Dade, Broward, Palm Beach, Martin, St. Lucie and Indian River counties**. The Seven50 Plan is a living, dynamic document online. The report was designed to be primarily visual, with an emphasis on simplicity and usability to simplify complex concepts from sea level rise to diversifying the region's energy portfolio. Ideas and recommendations were contributed from notable experts in the region, making this a document written by the people who needed to be invested in the outcomes of the planning work. Dover, Kohl & Partners worked with award-winning production company First+Main to create a video that presents the principles found throughout the plan in an easily understood short film that has been viewed by thousands and translated into three languages.



A PROCESS THAT
REACHED **MORE THAN**
1 MILLION



103,509,585+ TRACKABLE MEDIA IMPRESSIONS



2,245+



SURVEY PARTICIPANTS

1,367,131+



WEBSITE VIEWS

1,874+



EVENT PARTICIPANTS



LOVE EL PASO.
PLAN EL PASO.
PLAN THE FUTURE. NOW.

www.planelpaso.org

ENGAGING DIRECTLY WITH A DIVERSE CITY OF PEOPLE.

Jason lead the Dover Kohl team through the Comprehensive Plan process, working closely as an extension of City planning staff. The process was interactive and bilingual, allowing the team to interface with over 800 people in person. Over 20,000 people followed the project on its website or took part in online conversations and polling in the project's virtual town hall. The project was used as a case study in the national discussion on placemaking and city planning by the National Resource Defense Council.

Public Engagement PRINCIPLE GROUP



“We are pushing the boundaries of community-lead planning in Somerville. Russ and his firm have been an essential partner in making this happen. Principle Group’s hands on approach to placemaking and their passion for helping local communities see a bright future is remarkable.”

— George Proakis
Planning Director, City of Somerville

Russell Preston is founder of Principle Group, a placemaking, planning, and design firm focused on creating authentic places. He has worked as a designer and urbanist since 1999 on a variety of public and private projects throughout the United States. He is currently leading the Somerville By Design neighborhood planning for Union Square as well as helping develop a number of mixed-use infill buildings along Tremont Street in Mission Hill. A national thought leader, he has contributed to the Tactical Urbanism guides and is editor of “Living Urbanism”, a publication on contemporary urban design and city building.

Russell currently serves as a Commissioner of Boston’s Air Pollution Control Commission and is on the board of directors of the Congress for the New Urbanism and Boston’s South End Washington Gateway Main Street.

Prior to founding Principle Group, Russell worked with Cornish Associates on the redevelopment of Downcity, Providence and Mashpee Commons, a mixed-use neighborhood on Cape Cod. In 2010 he received the Faculty Award for Outstanding Contribution to the Profession from the University of Miami.

Russell has lived and worked in Boston since 2003. He is involved and advocates for the improvement of the City at every level whether it be through his work on the Washington Gateway Mainstream Boards, or organizing professional planning events. Russell also has a unique understanding of the arts in Boston as his wife is a sculptor and public artist who’s studio is located in the Upham’s Corner neighborhood of Dorchester.

Availability: Russell is available anytime @ 786.282.9669

UNION SQUARE: FINDING CREATIVE SOLUTIONS THAT EVERYONE CAN CELEBRATE.

In anticipation of the Green Line expansion into Union Square, the City of Somerville took by eminent domain seven parcels of land and has engaged a master developer to help spur investment around the new station. At the same time, the neighborhood has already begun to experience increases in property values and the threat of gentrification. In Union Square the stakes are high, with development slated for 2016, resulting in an emotionally charged environment that requires management of both private investment interests and a highly engaged community trying to navigate fast-paced change. Despite these challenges, the process has been moving towards a preferred development scenario that responds to the interest of everyone involved.



USING ENGAGEMENT AS THE ENDS, NOT THE MEANS

Russell founded Principle Group to approach the planning and design of places with people at the center of the process. The firm's practice focuses on creating authentic places by using a unique approach to engaging the local communities in which they work. Russell is known for seeing opportunities within the cultural and social framework of a community which help to make Principle Group so affective at producing plans people get behind. Principle Group has found that if you put people at the center of planning better things happen. Implementation happens quicker. Planning reports do not sit on the shelf. Communities take on ownership for improving their neighborhood in both conventional and crazy ways. Most of all, this approach helps create meaningful dialogue about the future of a place with the people who care that is actually a fun process.

Communications

KP STRATEGIES



“A city is more than a place in space,
it is a drama in time”

— Patrick Geddes

Kristin Phelan ‘KP’ founded KP Strategies in 2014 because she believed that a different type of communications group was needed in the Boston market. As President, she works side by side with clients to build comprehensive communications programs that resonate in the Boston market.

Kristin gained her marketing knowledge and expertise first hand throughout her career. Her roles included: Director of Marketing at Faneuil Hall Marketplace, Assistant Director of Press & Marketing at the Boston Redevelopment Authority, Vice President at Resolute Consulting, Account Manager at fama PR, Special Gifts Development Officer, Joslin Diabetes Center, Account Manager at WEEI & more. KP is one of the founders of Boston Idea Week as well as recently co-founded of one of Boston’s most influential civic engagement groups, BostonNow. She currently serves on the boards of Design Museum Boston & Washington Gateway Main Street.

Availability: Kristin is available anytime @ 508.740.7883

PEOPLE & IDEAS AS ECONOMIC DEVELOPMENT

Boston Idea Week is a joint collaboration of the City of Boston, the Greater Boston Chamber of Commerce, the Massachusetts Department of Transportation, and the region's change makers. Boston Idea Week (BIW) serves as an umbrella platform to showcase Boston as a hub of innovation and creativity through eight days of collaborative idea sharing, exhibitions, and happenings across the city. Through its vast partner network, BIW encourages idea makers to experiment with new ways of approaching the everyday routine. From unlikely interactive public exhibitions, to innovation symposiums, a pop-up idea lab in a transit station, or the grand opening of the expanded headquarters for the world's largest Accelator, Boston Idea Week brings together idea makers across all industries to celebrate and talk about how to make Boston better.



ATTRACTING INVESTMENT

Chicago Developer, Magellan Development, and financial partner, Mesriow Financial, had been trying to break into the Boston market for over 16 years. When the City of Somerville released an RFQ seeking a master developer partner in Union Square, the Chicago duo was eager to engage. They pulled together a team which became known as Union Square Station Associates/US2.

Kristin worked with US2 executives to develop and execute an aggressive community-focused marketing, communications, and engagement strategy to ensure US2 quickly became known throughout the Union Square community. The strategy was simple, if US2 wanted to be Union Square's Master Developer Partner, US2 had to become part of Union Square. The program was multi-faceted. US2 focused on listening and showcasing the US2 brand through actions not words.

Using various communications and engagement tactics, from business walks to twitter, community mailings to the alignment of strategic partners, US2 quickly jumped from last choice to the first and was ultimately unanimously selected by the Somerville Redevelopment Authority.

Policy

PLANNING NEXT



“Jamie Greene’s involvement in Plan Cincinnati helped us take our planning process from predictable to award winning. He was key in obtaining truly meaningful engagement from our steering committee and the general public alike.”

— Katherine Keough-Jurs, AICP
Senior City Planner, City of Cincinnati

Jamie Greene, Principal of planning NEXT has spent the past 20 years helping communities of all sizes and conditions answer their most fundamental question: “What’s next?”

Jamie’s top priority is always to complete the mission and achieve outstanding results. Perhaps that comes from his time as an Army officer. It’s his passion for communities, however, that drives him and our work. As hands-on principal of our practice, Jamie spent the past 20 years being inspired by the voices and commitments of the communities we serve.

Jamie has presented the work of planning NEXT at many national, regional and local conferences, including: American Planning Association (APA) and American Institute of Architects (AIA). He has served as an adjunct faculty member of the Knowlton School of Architecture at The Ohio State University since 1999. He holds a Masters of Urban and Environmental Planning from the University of Virginia and a Bachelor of Science in Architecture, cum laude, from The Ohio State University.

Availability: **Jamie is available anytime @ 614.580.9638**

COLUMBUS, OHIO

“On its 200th birthday, Columbus was poised to move ahead, to continue making strides for its residents in virtually every area. For three years—Jamie Greene of Planning NEXT—designed and facilitated 200Columbus: The Bicentennial. His passion, innovation and leadership ensured we maximized the leverage potential of this special moment in time.”

— Mayor Michael B. Coleman

Mayor Coleman is in his fourth-term as Mayor of the City of Columbus, the 15 largest city in the US.



PLANNING FOR FAST-PACED GROWTH IN ABU DHABI, UAE

Located on the Arabian Peninsula, the Emirate of Abu Dhabi is the largest and wealthiest of seven states in the United Arab Emirates. As one of the world’s fastest growing economies, local leadership has embraced a vision to become a sustainable and globally-competitive capital city, which they articulated in Plan Abu Dhabi 2030 (PAD 2030). Among the primary objectives of PAD 2030 is to manage growth on the mainland adjacent to Abu Dhabi Island. To ensure that this area develops according to the principles of PAD 2030, the newly created Urban Planning Council (UPC) hired a team of planners and economists lead by Clarion Associates to create a development framework plan for the mainland area and a detailed framework for the airport district. The Planning NEXT team was responsible for developing the plan’s land use and community facilities component.

CITYWIDE PLANS & COMPREHENSIVE PLANNING

The comprehensive planning work being done by our team of experts is setting new national standards. Plan El Paso was called “America’s Best Smart Growth Plan” by the National Resource Defense Council. Plan Cincinnati won the Daniel Burnham Award for a Comprehensive Plan, the American Planning Association’s highest award. Our team has also won numerous Charter Awards from the Congress of New Urbanism, including projects such as: Plan El Paso, City Plan 2025, and Southeast Lee County FL. All our plans are grounded in meeting people where they are, hearing what people want, negotiating and problem-solving through conflict, applying innovative thinking, and packaging the ideas in away that resonates with leaders and citizens alike.

CORE TEAM EXPERIENCE

PLAN DOWNTOWN MIAMI
Miami, Florida

RICHMOND DOWNTOWN PLAN
Richmond, Virginia

SOMERVILLE BY DESIGN NEIGHBORHOOD PLANNING
Somerville, Massachusetts

OAKLAND DOWNTOWN PLAN
Oakland, California

PLAN EL PASO
Comprehensive Plan for El Paso, Texas

SEVEN50: SOUTHEAST FLORIDA REGIONAL PLAN
Seven Counties, 50 Years

POST-KATRINA MISSISSIPPI RENEWAL FORUM
Ocean Springs, Mississippi

JEDDAH STREETSCAPE AND URBAN DESIGN PLAN
Jeddah, Kingdom of Saudi Arabia

EAST PORT OF SPAIN DEVELOPMENT PLAN
Trinidad & Tobago, West Indies, Spain

BURLINGTON DOWNTOWN & WATERFRONT MASTER PLAN
Burlington, Vermont

BLUEPRINT HOUSTON
Vision and Strategic Plan for Houston, Texas

PLAN CINCINNATI
Comprehensive Plan for Cincinnati, Ohio



LEADING INTERDISCIPLINARY TEAMS & RESOLVING TENSIONS among disciplines, agencies, and approaches in the service of a shared vision and strategy.

An interdisciplinary team is fundamental to understanding how cities work and finding integrated solutions that make life better across the board. Our team contains national and regionally experts who are familiar with working together and in teams on complex planning assignments, with experience in urban design, city and regional planning, public participation, transportation planning, economic development, and community outreach.

At our core, our team members are generalists, each having a multi-disciplinary expertise that blurs professional lines. This ability to wear more than one hat is critical for fostering creative thinking that understands and respects the realities of each aspect of city building.

In our professional and volunteer work, our team members have intentionally made an effort to learn as much as possible about how people — residents, city staff, workers, the homeless — are impacted by the city, which has allowed us to gain not only knowledge, but also empathy. Listening and understanding is the first step in great problem solving.

EXPERIENCE & EXPERTISE in land use, zoning, urban design and development, placemaking, and civic engagement.

We wrote the book (literally), on land use, zoning, urban design & placemaking. Victor Dover and John Massengale's book *Street Design: The Secret to Great Cities and Towns* has been described as an "indispensable guide" to designing streets at the human scale. Victor Dover and Joe Kohl are founding members of the Form-Based Code Institute, contributing to the Institute's guide to Form-Based Coding. Our team members spearheaded the placemaking efforts that turned around Boston's Downtown Crossing and spurred the growth of Seaport – Boston's Innovation District, and are currently responsible for transforming the Harrison/Albany corridor (Ink Block) into one of Boston's fastest growing neighborhoods and Somerville into one of the fastest growing cities in the country.

BOSTON, MASSACHUSETTS: DOWNTOWN CROSSING: The Placemaking Efforts that Led to the Revitalization of Downtown.

'A Crossroads for a Crossing' was a fully integrated marketing and rebranding strategy led by the Boston Redevelopment Authority that successfully turned around the Downtown Crossing area in Boston. Kristin Phelan led the marketing and outreach efforts on this project. Many of the programs launched by Kristin in 2008 are still in effect today including Downtown Crossing Block Parties, Friday Art Shows, Downtown Boston Holiday Market, Downtown Crossing's social media platforms, acoustic musicians throughout the district & more. The placemaking activities listed above were launched for the purposes of bringing a presence to, at the time, a desolate and barren Summer Street. Within weeks of the program's launch, change was afoot in downtown crossing as there were activities available that brought about positive street life to the district. It was becoming a place locals were enjoying, not avoiding.

The strategy was a huge success driving new interest from the visitors, residential and office markets. In addition, the campaign resulted in the opening of 100+ new retail businesses and the successful implementation of a BID (business improvement district) among the property owners. A Crossroads for a Crossing' won an achievement award from the International Downtown Association for the success and execution of this project.

ENGAGING PLANNING DOCUMENTS and other materials easily understood by a wide audience.

Our planning documents are comprehensive and complete, but they're also designed with ease of use in mind. Our plans and codes are all visually oriented, making use of infographics, maps, renderings and simplified charts. Our documents are carefully organized to allow users to jump directly to the section that they are most interested in. Our plans include general planning concepts on a large-scale, and narrow from the region, to the city, to the neighborhood, down to the street level, creating documents that are inclusive and informative. Our documents are written in multiple languages and always accessible in a variety of mediums. So if you prefer to read on an iPad, we've got you covered!



WORKING WITH PUBLIC SECTOR CLIENTS and community-based organizations.

Our core team has worked with public sector clients in cities, towns and states across the country and internationally. Clients have included Boston Redevelopment Authority, City of Cambridge, City of Somerville, City of Cincinnati, City of Columbus, City of Houston, City of El Paso, City of Providence and the City of Miami, to name a few. We love cities and working with those responsible for making them function and thrive.

IMAGINATIVE ENGAGEMENT STRATEGIES across multiple platforms and for city plans and other initiatives.

We've won awards for innovative engagement strategies. We take an open-door approach to planning. Our projects go beyond a typical public engagement process, with the goal of reaching the largest possible range of invested community members. We utilize a number of creative tactics and for every project we innovate new tactics that we think will work with the local diversity of constituents. This work of developing targeted and fun engagement strategies is what sets our core team apart.



The **COLUMBUS THINK TANK** was a portable interactive media station, with webcam and touchscreen computer, transported to various events around the city. Over 1,500 people participated, generating thousands of ideas.



The **SOMERVILLE BY DESIGN** process regularly incorporates tactical pop-up events to help make the planning process more fun. This pre-meeting pop-up plaza dramatically changed the tone of the meeting, creating a more relaxed atmosphere and spirit of camaraderie among participants.

ENGAGING MINORITY & LOW-INCOME CONSTITUENTS

Outreach to minority communities is an essential part of our process, ensuring that our work benefits as many residents as possible. This goes well beyond the typical public meetings, and even goes beyond many of the more dynamic engagement tactics emerging in modern planning practice.

An intentional and broadly supported commitment is required to truly engage those who are hard to reach. Outreach to young leaders within the community, cultural organizations, and with elementary, middle, high school, and college students is critical. Reaching low-income communities requires meeting people where they are, which can be done with a number of tactics that utilize civic space and existing organizational networks. We have significant experience with multi-lingual communities and understand the additional time and organization that is required to provide not only translation, but professionals who can interface directly with people in their own language.

We look forward to think strategically about how best to engage these critical, hard-to-reach communities within Boston.



PUBLIC PROGRAMMING, TACTICAL URBANISM, AND PERFORMANCE ART was used to engage 50,000 people in a new vision for the future of Kennedy Plaza, a 12-acre public open space in the heart of downtown Providence, RI. Those who attended were there for the art, food, and enjoyment. Those producing the event were there to test the locations of food kiosks, seating areas, and various other elements of the long term redevelopment plan.



A **BETTER BLOCK** can allow citizens to experience in the real world the power planning has to improve their quality of life. By incorporating quick and cost effective installations early on the a conversation, it is possible to engage with new stakeholders and connect everyday people to the importance Imagine Boston 2030 can have on their community.

ANALYZING ALTERNATIVE SCENARIOS and explaining those to multiple audiences.

Our team has experience modeling scenarios from the block to the regional scale. At the regional scale we use MetroQuest, an online scenario modeler that has modeled San Francisco and Miami, and is exclusive to our team. This platform is an incredibly user friendly way for the public to gauge alternative futures and weigh in on the future they prefer. We also have a time-tested process for engaging with residents to provide alternatives at the neighborhood scale. Regardless of the scale, we generate alternatives based on direct input from the community, digesting what we hear into distinct choices that people can understand and evaluate.

PREFERRED SCENARIO BETTER REGION. BETTER LIFE.

The Online Scenario Modeler gave the region the ability to explore and vote on their preferred future scenario. In four months of voting mid-June through mid-October of 2013 the site was visited by over 100 people a week. Thousands got a chance to comment and weigh in on the scenarios throughout the scenario modeling process.



TREND: STAY THE COURSE

SUBURBAN EXPANSION

STRATEGIC UPGRADES

REGION IN MOTION



PUBLIC ENGAGEMENT

48

4%

19%

4%

73%

ECONOMIC & DEMOGRAPHIC DATA ANALYSIS

Every project is based firmly in local socioeconomic realities. We begin with an analysis of existing conditions, carefully considering how economic and demographic factors will guide our planning process. Our analysis also provides the foundation of our implementation plan, allowing for realistic growth.

ON TIME & WITHIN A REASONABLE BUDGET

We complete on time, and within the contracted budget. We are able to do this by allocating qualified personnel, using the right technical tools and project-specific planning engagement strategies.

SUPPLEMENTAL FIRMS

In addition to our Core Team, we have identified potential sub-consultants with a range of specialties. Our partners include multi-modal transportation firms, landscape architects, economic analysts, community advocates, affordable housing specialists, and well-known national experts. We believe that diversity is key. The diverse combination of our partners and their backgrounds will be essential to the success of Imagine Boston 2030. Additionally, we are prepared to take on other firms and partners as identified by the Boston Redevelopment Agency.

In addition to supplemental firms, our team also has access to and has already approached a number of international city experts who we believe would bring thought-innovation to the City.

INTERNATIONAL CITY EXPERTS ENGAGED BY OUR TEAM

BROOKINGS INSTITUTION - GLOBAL TRENDS JAN GEHL - CITIES FOR PEOPLE
 MIKE LYDON - TACTICAL URBANISM VICTOR DOVER - STREET DESIGN
 ETHAN KENT - PROJECT FOR PUBLIC SPACES CANDY CHANG - SIDEWALK ART & DIALOGUE
 DAVID MCCULLOUGH - AMERICA'S BIOGRAPHER JASON ROBERTS - BETTER BLOCKS
 PIET DIERCKE - THE RESILIENCE ERA JACK ULDRICH - GLOBAL FUTURIST
 BILL LENNERTZ - NATIONAL CHARRETTE INSTITUTE JEFF SPECK - WALKABLE CITIES
 ANTHONY FOXX - USDOT WITOLD RYBCZYNSKI - AUTHOR OF PLACE



MOBILITY

TOOLE DESIGN GROUP Mobility



One of the nation's leading planning and engineering firms specializing in bicycle and pedestrian transportation, they focus in developing creative yet practical solutions that move people more efficiently. tooledesign.com

NELSON\NYGAARD Transportation



Nelson\Nygaard is committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, they have grown from its roots in transit planning to a 100-person, full-service transportation firm with offices across the United States. nelsonnygaard.com



HOUSING

IMAI KELLER MOORE Advocacy & Urbanism



IKM is an architecture and urban design office based in the Boston area, and provides comprehensive services in building design for new facilities, renovations and traditional town planning. imai-keller.com

NUESTRA COMUNIDAD DEVELOPMENT CORPORATION Affordable Housing



Nuestra Comunidad Development Corporation is devoted to building the wealth and enhancing the physical, economic and social well-being of Roxbury and other underserved populations in greater Boston, through a community driven process. nuestracdc.org



PROSPERITY & EQUITY

RCLCO Economic Scenario Planning

RCLCO is the leading knowledge solutions provider to the real estate industry. Their impressive record of accomplishments has made them the "first call" for clients seeking strategic advice. rclco.com

POLICY LINK Visualizing Equity & Opportunity

PolicyLink helps create communities of opportunity -- places that provide access to quality jobs, affordable housing, good schools, reliable transportation, healthy food, and safe places to play. policylink.org

NINIGRET PARTNERS Port Planning

Ninigret Partners (NP) is a boutique economic design firm. NP views economic design as the art and science of blending customer insights, behavioral economics and design principles to achieve desired economic outcomes. ninigretpartners.com

STREET PLANS Tactical Urbanism

An innovative firm working on a wide range of projects from urban planning, design and research-advocacy, Street Plans, can add a unique perspective to the team. streetplans.org



ENVIRONMENT & ADAPTION

ENVIRONMENTAL SCIENCE ASSOCIATES Environmental Ecosystems

As a leading environmental science and planning firm, ESA minimizes impacts to the natural and built communities through innovation, sound science, and technical excellence. esassoc.com

CAMBRIDGE SYSTEMATICS Economic Planning & Mobility



By providing innovative policy and planning solutions, objective analysis, and technology applications, we help our clients meet future transportation needs while improving the performance of existing infrastructure and operations. Above all, we are committed to our clients' success in making transportation better for future generations. camsys.com



ARTS, CULTURE & CREATIVITY

FUTURE BOSTON ALLIANCE Next Generation Art & Conversation

Future Boston Alliance is an organization that illuminates Boston's hidden wealth of industry, history, talent, & creativity. FBA is committed to helping Boston thrive and catalyzing positive changes that create a brighter future for all. futureboston.com

FIRST+MAIN Project Film

Producing award winning videos, digital communication strategies and documentaries, First+Main are the creators of the American Makeover series. firstandmain.tv



PARKS & OPEN SPACE

URBAN GREEN Ecology



As a strategic consultant and development manager, Urban Green has developed unique ways of working, to add value and bring their industry knowledge, tailored to each client's specific structure and need. urbangreen.net

HALVORSON DESIGN PARTNERSHIP Plazas



An award-winning office of landscape architects, planners and urban designers, Halvorson Design Partnership serves a broad range of public, private and non-profit clients, in diverse settings - from residences and historic sites to campuses and urban centers. halvorsondesign.com



HEALTH

CONTINUUM INNOVATION The design of the City & Healthy Outcomes



Continuum is a global innovation and design consultant. For three decades, the company focus has been to help organizations drive business innovation through the design of products, services and experiences that become part of the fabric of people's lives. continuuminnovation.com

GUIDING PRINCIPLES & PHILOSOPHY

Our team has been at the forefront of creative, innovative, and responsive city planning and design for the past thirty years. Our team members have worked with many public agencies, developers, and citizen groups to create remarkable visions for those community's futures. We have an advanced approach that leverages our understanding of the private sector with the demands, constraints, and opportunities that the public sector can bring to innovative planning. This experience allows us to see both sides of the equation while negotiating complex conversations and balancing priorities among a complex set of constituents. Our approach is deeply rooted in the understanding that great places are created by many minds which requires exceptional public engagement and communication.

Our team's practice is aligned with the City's guiding principles for Image Boston 2030. We have expanded our thoughts on these principles below to illustrate our commitment to these ideals.

PRESERVE WISELY Neighborhoods all have their own identity and heritage. How these places grow in a meaningful way while enhancing these unique characteristics is critical. As a city, it is the assemblage of these differences that give Boston its character. In order to understanding not only the importance of what needs to be preserved, but how each individual neighborhood can contribute to broader citywide improvements, a cross-neighborhood discussion is essential.

ENHANCE EQUITABLY People are at the center of planning. For every project, we develop engagement methods that augment conventional public meetings, each suited to the local community. These new strategies ensure that our projects reach larger and more diverse constituencies, particularly those stakeholders that have not traditionally attended the public planning processes. These tactics allow people with inflexible work schedules, family obligations, language barriers, or those who don't understand how to make their opinions matter to sincerely engage in a dialogue about improving their community. If we do not put in place the strategies for all of Boston to enjoy the act of participating and contributing their ideas and creativity to the city-wide plan then how can we truly enhance all lives touched by the city?

GROW INTELLIGENTLY Planning for the creation of compelling and loved places requires that a city-wide plan be informed not only by the physical development of the city, but also the social, economic, and cultural forces that make Boston unique. Growth must be guided by placemaking, land use, and design, but there must also be opportunities to hear and move forward visionary ideas on housing, mobility, prosperity & equity, parks & open spaces, adaptation & the environment, public health as well the arts & the creative culture — ideas that are contained within the minds of Boston residents.

TASKS & MILESTONES

Our Core Team has organized the following work plan to meet the goals outlined and milestones set forth in the request for proposals as a starting point for discussion. However, creating a responsive process that is customized to the City of Boston is something we need to craft together. It is essential that the Core Team work to develop the final work plan with the BRA and key City Departments to ensure that a sincere approach to creating the Citywide Plan is possible. We have given a great deal of thought to the various tactics and methods that we can deploy throughout the planning effort. These proposed additional scope items have been developed based on our team's extensive professional experience with large scale, citywide planning. We look forward to further refining the approach in collaboration with the City team, and working with you to strategically incorporate any additional sub-consultants to customize our approach in a way that best suits the goals of Imagine Boston 2030.

ORGANIZATIONAL STRUCTURE

Dover, Kohl & Partners will lead the effort with expertise in land use and urban design, Planning Next assists with facilitation and policy, Principle Group will focus on public engagement and KP Strategies will manage communications. The Core Team shall be a consistent resource for the duration of the project.

Principal Jason King will be the Project Director, serving as a daily client contact and coordinating the work of the consultant team. Victor Dover lends his expertise after 30+ years of Designing-in-Public. Jamie Greene, Russell Preston, and Kristin Phelan will be part of all major meetings and events.

Our Core Team will work carefully with the BRA at the outset of the project to craft a detailed schedule to ensure the timely delivery of reports and plans through all project phases. This timeline will detail the final engagement strategy and production of work from draft to final products. Ultimately, Dover, Kohl & Partners will be responsible for all deliverables established for the project. As such, we make sure that the work produced by other Core Team members and additional sub-consultants is in keeping with the overall goals of the project, and coordinated with other planning projects in Boston.

ADDITIONS TO CORE TEAM

It is essential that compelling, citizen-leading planning also have a focus on how policy and government efforts can be aligned to implement the emerging plan. This focus on policy is an essential part of the conversation that our Team has created an additional core team member role, Policy Consultant, to ensure that these important connections between data, vision, and the mechanics of government are aligned.

PHASE 1: BASELINE CONDITIONS

The Team places great emphasis on the preparation phase to create a strong foundation for a project. The following are proposed tasks to ensure a successful initiation of Imagine Boston 2030.

GATHER ADDITIONAL BACKGROUND DETAIL Working with City staff, our team will analyze existing data and previous plans to uncover important insights that can help tell the story of where Boston is today. The trends conveyed by this analysis will also establish a baseline for where Boston is going. The team will determine what other additional data is needed as a basis for framing the issues and visioning efforts.

BASELINE CONDITIONS REPORT The team will become familiar and summarize the key details of previous plans, studies, and regulating documents related to the City of Boston and its ongoing planning initiatives. This summary, along with our team's initial urban analysis and the baseline conditions assembled by the City, will form the Baseline Conditions Report. Graphics and concepts from the report will be utilized in presentations and on the internet in order to form the starting point of the conversation with the public in Phase 2.

ENGAGEMENT MATERIALS The Team will assemble an engagement brief that will identify baseline characteristics and details for the various constituencies to engage. This baseline material will help to establish the entry points for assembling local engagement networks to beginning the crowdsourcing of the engagement campaign. The data assembled will also assist the work of Phase 2 and give the team a holistic understanding of the citizens that will help create the Plan.

PUBLIC ENGAGEMENT PLAN To develop a community lead approach to planning, it is essential that the Team use the creation of the engagement plan to actually engage the public. One of the first tasks for creating successful public engagement is to foster an environment where the community can take on ownership of the process by asking them to help. Our team will facilitate the creation of an engagement plan by crowdsourcing the local knowledge of Boston's citizens. They know their community's best and we should learn from their knowledge. This plan, at its core, is about energizing the people of Boston to campaign with their friends, colleagues, neighbors and family to participate in Imagine Boston 2030.

TASKS FOR FURTHER DISCUSSION: Format Report as Blogazine • Ad Campaign to Promote Data Insights

PHASE 2: VISION, PRINCIPLES & GOALS

CIVIC ENGAGEMENT The public engagement will be intense during Phase 2. It will be critical to draw, illustrate, analysis and convey the data for the public to see their ideas for the future of Boston, but to also establish a collaborative dialogue. We plan to do this through a variety of events and engagement methods that create multi-feedback loops with the public to ensure plan ideas are well understood and refined. The events used for engaging the citizens of Boston during this phase will focus on essential outreach and commencing a public dialogue. This can be accomplished with various methods such as a Citywide Summit, neighborhood interactive Charrettes, online campaigns and pop-up events.

PUBLIC ENGAGEMENT SUMMARY As the process unfolds, we will be posting frequently to the project website highlighting ideas, information and notes from the various engagement events. At the conclusion of Phase 2 this will be summarized and the engagement data (number of impressions, stakeholders engaged, etc.) into a report that will not only document the process, but also establish how we can improve engagement during the next phase of work.

VISION, PRINCIPLES & GOALS PRODUCTS The products created to establish the Plan Vision and Principles will vary from online graphics, posters, transit advertisements, postcards and other public touch points in addition to a formal report. The intense engagement campaign and interactive design & placemaking events will guide the creation of the public vision and principles of the Plan. With each subsequent public event, the draft vision and principles will be discussed in order to refine the concepts throughout the planning process.

**TASKS FOR FURTHER DISCUSSION: Online & In the Real World Data Collection
Neighborhood Charrettes • Key-Pad & Online Polling**



PHASE 3: ALTERNATIVES DEVELOPMENT & PLAN FRAMEWORK

CIVIC ENGAGEMENT During Phase 3, dialogue will continue to be the focus of the public engagement campaign. A combination of conventional consensus building techniques will be pursued, such as polling, technical and focus group meetings, and more advanced methods such as Tactical Urbanism pop-ups, potentially including open streets and better blocks events, or bringing the plan to the people like Jumbo-tron polling at a major sporting event.

OUTREACH PROCESS & KEY ISSUES / OUTCOMES SUMMARY A description of the public engagement during Phase 3 will be summarized and presented in a report. The summary will include information gathered in person at summits, public meetings, online, and at community events. Feedback will include reactions to plan alternatives that will lead to the selection of a preferred future scenario.

PLAN ALTERNATIVES & FRAMEWORK REPORT Based on the future vision of Boston, plan alternatives will be developed. Throughout Phase 3, the plan alternatives will be assessed and refined. The Team will consult with City staff and members of the public to clarify draft alternatives that provide distinct choices related to land use, urban design, transportation, parking management, infrastructure and community services, multi-income housing options, as well as other themes. Alternatives will be checked against market considerations. These draft alternatives will become the framework for the Plan Alternatives Report.

ONLINE FEEDBACK CAMPAIGN To ensure continuous engagement from the public, feedback and important ideas emerging from the public dialogue will be posted to the project website and social media channels. This real-time feedback will continue to inform the planning process.

TASKS FOR FURTHER DISCUSSION: Citywide Events • Online Scenario Modeler

THE COLUMBUS BICENTENNIAL CITIZEN SUMMIT, the largest community meeting ever to take place in the City, attracted over 2,000 participants to think creatively about the City's future. A broad cross-section of the community was represented. TurningPoint keypad response technology was utilized.

PHASE 4: DRAFT PLAN DEVELOPMENT

CIVIC ENGAGEMENT The public discussion during this phase will shift to focus extensively on decisions on alternatives and key plan elements. In addition to continuing the conventional and advanced methods from Phase 3, additional tactics will be used, such as online platforms, crowdsourcing the writing and editing of the plan, as well as citywide events to engage those less technically savvy.

OUTREACH PROCESS & KEY ISSUES / OUTCOMES SUMMARY As with previous phases, the ideas and key discussions of the public process will be summarized to form the basis for future work. These feedback reports will help to ensure that the Public as well as the planning Team have multiple opportunities to refine the ideas to be include in the Citywide Plan. This summary will also help to improve the outreach conducted in future phases.

DRAFT PLAN Phase 4 primarily consists of drafting the Imagine Boston 2030 plan. The plan will incorporate public input from previous phases and describe the future and how to get there. The plan will include Land Use, Design & Placemaking, Mobility, Housing, Prosperity & Equity, and so on. The plan will become a comprehensive overview of where the city is now, where it wants to go, and how to get there. Our team “Designs the City” so that citizens can see what the future might look like. Our plans and graphics show potential new buildings, improved street designs, and opportunities for additional public space. These plans are supported by over-arching policy recommendations.

TASKS FOR FURTHER DISCUSSION: The Community Writes the Plan



PHASE 5: DRAFT PLAN PUBLIC REVIEW

CIVIC ENGAGEMENT Similar to Phase 4, the public will be engaged in helping to review, comment, and decide on key Citywide Plan elements. It will be essential to establish a predictable and sound method for deciding what is included in the Plan. The engagement during this phase will leverage technology both online and in the real world to attain consensus.

SUMMARY COMPILATION OF FEEDBACK A summary of public comments on the plan and public engagement during phase 5 will be created. Input will include information gathered online as well as during public events.

TASKS FOR FURTHER DISCUSSION: Interactive Online Annotation Tools • In the Real World Readings of the Plan

PHASE 6: FINAL PLAN PREPARATION & ADOPTION

CIVIC ENGAGEMENT Great citywide plans must engage the public in implementation. The civic discussion during Phase 6 will be focused on helping shift the excitement around the plan's publication into action. This can be accomplished by clever use of film, a citywide event to celebrate the effort, and educational training sessions.

FINAL PLAN PUBLISHED ONLINE & IN PRINT The final plan will be available in a variety of formats. Ease of access is essential for the implementation of the plan. The document will be designed in an attractive, highly visual, and easy to understand format. Simplified PDFs can be created ensuring that the document can be printed and used by individuals or smaller community organizations. An executive summary will be designed in a similar format, selecting the most essential elements of the plan and condensing them into a concise document. The document will have its own dedicated website, which will match the organization of the physical document. Visitors to the site will quickly be able to find the sections that are relevant to them, and explore the Plan in great detail.

**OUTREACH & COMMUNICATIONS STRATEGY
STRATEGY FOR PLAN UPDATES**

TASKS FOR FURTHER DISCUSSION: Building a Living Document • Citywide Plan Film Documentary • City Staff Training

PROPOSED APPROACH

Preserve Wisely. Enhance Equitably. Grow Intelligently.

Since well before 1630, Boston has been a breeding ground for revolutionary ideas. In order to maintain our revolutionary brand and sustain growth, we must provide opportunities for all. A revolutionary city must pioneer new concepts to overcome challenges. We must engage new constituents in the conversations and work together as a city to advance and provide opportunities for all people of all backgrounds. From our experience, the most successful engagement occurs when traditional models are used to harness new ways of thinking.

In this section, we are going to take the opportunity to be a bit edgy for a planning RFP submission. We want you to see our real talents, levels of creativity, out of the box thinking, and most importantly our ability to curate conversations among unlikely groups of constituencies in unlikely places.

If selected, we will work in partnership with the BRA, the Mayor's Office, Boston's Chief of Civic Engagement, and other City agencies to foster an imaginative, open dialog with the community to gain a better understanding about city's challenges, opportunities and options.



#1 REACHING NEW CONSTITUENTS It is Time for Public Engagement to Occur Where the Public Is.

When was the last time you talked about the future of Boston after a 5k in Southie or at The Caribbean Festival in Franklin Park?

Going to Where the Public Is: More often than not, constituents are asked to take time out of their busy lives to attend neighborhood meetings at inconvenient times and locations. If we want to engage new constituencies, we must change the way in which we are curating these conversations. If selected, we will work in partnership with the City, BRA to flip the model upside down. It is time we take public engagement to the places and spaces that the constituents are frequenting in their day-to-day lives. Different constituents seek information in different ways so let's make Imagine Boston 2030 available at those places. At the onset of the planning process, we will work with the community and city agencies to identify the appropriate events, venues and activities that are already on-going in Boston that Imagine Boston 2030 should engage with. Should we be partnering with SoWa on Sundays, doing a massive digital polling exercise during a Red Sox game or be an integral part of large scale events like Pride Parade, The Caribbean Festival or Hub Week?

TACTICAL URBANISM INSTALLATIONS & EVENTS Tactical Urbanism is defined as a city and/or citizen-led approach to neighborhood building using short-term, low-cost, and scalable interventions intended to catalyze long-term change. Demonstration projects, such as converting an underutilized public space into a vibrant plaza, adding temporary bike lanes on a too-wide street, or changing a one-way street into a two-way street for a day, generate public activity and spur interest in implementation strategies. Such projects are effectively “renderings in real-time” that invite a much broader spectrum of stakeholder participation and inherently allow people to establish a more visceral understanding of desired project outcomes than digital renderings or evening workshops.

OPEN STREETS ENGAGEMENT EVENTS An Open Streets Event is a weekly tradition that started in Bogotá, Colombia, temporarily closing major city streets to car traffic and converting them into safe and open, car-free environments for families to run, bike, play and be well together. The practice has become a worldwide phenomenon which Boston has experienced with Circle the City. The Team could utilize Open Streets to create large-scale public participation in planning through the integration of various stations along the Open Street for the public to provide input on various Citywide Planning questions.

ONLINE & IN THE REAL WORLD DATA COLLECTION Using various online engagement tools that encourage conversation between project stakeholders while also reaching out to those members of the public who attend planning events less frequently can be integrated into all phases of the planning. These various online efforts can be made analogue for completion at events by those less technically savvy.

INTERACTIVE MAPPING Interactive mapping will be utilized as a way to collect ideas geographically from what areas need the most attention, to places that everyone enjoys, to ideas for improvements, to where the emerging plan is getting things right or wrong, to identifying community wide and local assets. Individuals can add to the map and make sure their ideas are recorded.

STREETSBLOG BOSTON StreetsBlog is an online news source with coverage on sustainable transport, smart growth and livable communities. The website covers both national stories and regional interests. As part of the project's marketing strategy, the Team can work with the City and local transportation organizations to provide information for the StreetsBlog network. The team may also assist in the creation of a Boston-specific StreetsBlog site.

#2 POSITIVE DIALOG WITH CITY GOVERNMENT

City Government is responsible for far more than their budgets allow. Boston 2030 is an opportunity for the BRA & the Mayor's Office to transform the conversations happening between the public and private sector/residents and city officials. In order to foster positive dialog, we need to change the way the conversations are being had. Instead of having a citizens advisory committee meet at City Hall in a board room, why don't we consider having the meeting over a pot luck dinner or over breakfast at a local bakery?

Our strategy is focused on engagement in spaces and places that are already fostering engagement but not specific to city planning. Our partners, like Boston Tweet Up, are the people in Boston responsible for communicating information about events and happenings in town. With us as your partner, Imagine Boston 2030, will become a key part of the list of happenings.

City agencies need to align with organizations, institutions, corporations and influencers in their respective industry clusters and beyond to discuss Boston's future. Bi-Monthly and topic specific meetings will be set up both physically and virtually to discuss real time issues. These meetings will not be moderated by government but instead by an industry influencer. Ideally, the people of Boston will begin to host their own meetings and use imagine.boston.gov as a portal to report back information.

#3 CROSS NEIGHBORHOOD DIALOGUE

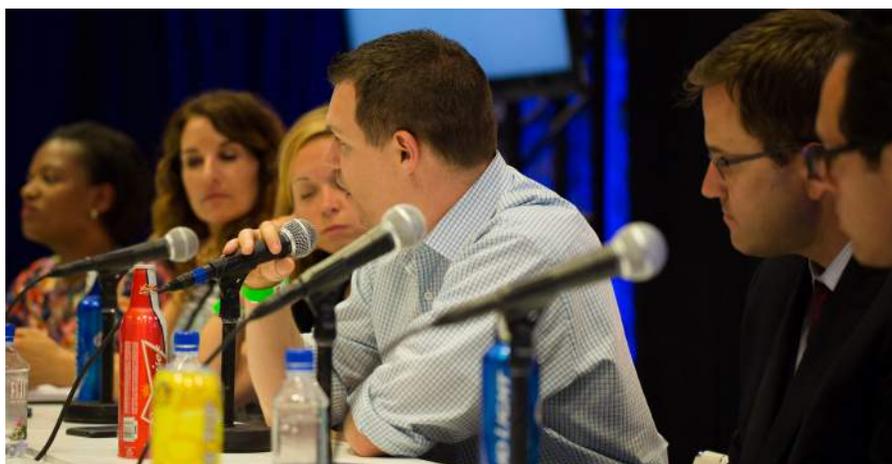
IMAGINE BOSTON 2030 TO – GO: BOSTON’S FIRST MOBILE COMMUNITY MEETING

Citywide Events such as Summits - In our Team’s experience, the Public Visioning Process is best begun with hosting a citywide event. The details of these summits will be determined in Phase 1. The events must act as a meeting point for the entire community. Residents from all of Boston’s neighborhoods can gather to discuss where the City has been and where it is going. These summits can include presentations from the Core Team, the International City Experts Panel, City staff, and local leaders. In addition to presenting the Baseline Conditions, the Team can collect information through multiple interactive methods including key pad polling, goal-setting exercises, and conversations between the public and plan authors to set the project’s course.

PUBLIC INPUT VIDEO KIOSKS One method of garnering the pulse of the hopes and aspirations for the future of Boston will be through the creation of citizen videos at each of the project summits. Attendees are invited to create short videos about their vision that will be made available online following each summit.



BOSTONTWEETUP.COM, started by one of our team’s local collaborators, is one of the most popular sites for information about evenings & happenings in Boston.



IDEA WEEK was a first of its kind event created and run by members of our Core team. Boston change makers of all backgrounds got together to talk about the future of Boston during Idea Week.

#4 ALTERNATIVE MEETING FORMATS

DIGITAL TOWN HALLS Harvard Business School start-up, Agora, will spearhead our team's digital engagement strategy. A hallmark of this strategy will include a Imagine Boston 2030 digital townhall and civic data platform offering communities a smarter way to participate. By connecting verified users to local leaders via virtual townhalls and SMS polls, Imagine Boston 2030 will use a data-driven solution for community leaders to continuously engage a broader set of constituents.

LIVE PUBLIC MEETING BROADCASTS & ESTABLISHMENT OF YOUTUBE CHANNEL Live web broadcasts of public meetings encourages participation from those unable to attend and allows them to remain an active part of the conversation. Recordings of public meetings can be uploaded to a YouTube channel where the conversations held throughout the process will remain accessible to everyone.

MEETING IN A BOX A tool kit can be developed for groups to hold their own meetings and provide feedback to the planning team independently. Several types of "boxes" might be developed to provide crowd sourced ideas about how to improve the planning process, craft the vision for the city, provide detailed feedback on elements of the plan and develop short term ideas for how the plan can begin to be implemented. This approach helps to "crowd source" the planning and can empower existing communities and organizations to positively contribute to the plan at their own time.

YOUTH & ONE IN 3 EVENTS Members of Boston's growing youth and creative community can be invited to come together and discuss the issues that they as Boston's next generations will be forced to face. Topics may include the Changing Economy, Climate Change Resilience, livable transportation, and other areas of concern.

HIGHER EDUCATION EVENTS Boston is a young and educated city. In this event college students take the center stage and tell the team about Boston in 2030. Exercises might include: Visual Preference Surveys, "What do you love? What needs improvement?" mapping, or 48 hours, 48 days, 48 weeks visioning exercise.

HIGH SCHOOL EVENTS Today's high school students are Boston's future leaders. A series of high school events can engage students, and teach them how policy can effect the environment around them and how their priorities can affect the future trend.

UNDERSTANDING OF CONSTITUENTS

Boston is an urban place with a complexity and diversity unique to the city. Engaging all of the representative groups present within the City is a complex and involved process that requires significant interaction with the team and knowledgeable members of the community. In a city such as Boston, this kind of endeavor can overwhelm the most well intentioned planning efforts. However, in our practice we have come to understand that there are four general constituencies that in rough numbers form a pyramid. The smallest group at the top of the pyramid are those that attend every neighborhood council, planning event, and public meeting. The next group are those, that if properly approached by the first group, will attend a meeting or two to help defend their community from the unknown. The next group are those that enjoy talking about how their neighborhood could improve, but are far too busy to participate. And at the bottom of the pyramid, there are those folks who go about their daily lives with little care or interest in the details of zoning, planning, or local politics. The wonderful thing about each of these groups is they all know their city differently and therefore can all contribute to improving it through their own lens.

In our practice, we have found that every engagement campaign starts with the people. We crowdsource the design of the engagement campaign with, at first, only several representatives from a broad range of groups that fall into each of the 4 categories. We then build to a larger crowdsourcing event with 10x the number of people, at which point we can start to let the existing real world social networks, communication channels, email listservs, church groups, sports leagues, and other hyper-local communication network build itself.

Each city is different and it is not until we begin to build this local network of engagement partners can we really know what tactics we will need to deploy to address each challenge. There are hundreds of different tactics that can be used, but in broad terms there are really only three types. The first type of tactic are those that require pushing information into the community, such as setting up a planning booth at the neighborhood farmers market. The second type of tactic are those that require pulling information from the citizen into the planning process, such as inviting people to attend a workshop. The third, and perhaps most productive, are those tactics that push and pull at the same time, such as hosting a block party with live music and local food while also asking attendees to participate in a visioning game.

Engagement is a complex endeavor, but it is only complex because it hasn't started. By asking the community for help, it gets easier.

CONCEPTUAL APPROACH

To accomplish the ambitious goals of Imagine Boston 2030, our team will need to become an essential part of the City's day to day life. We will not only provide city planning and design consultation, data analysis and synthesis, illustrations and drawings, exhibits, facilitate conventional and innovative stakeholder discussions, engage with all community groups, collaborate with public entities, but will also work to weave together a social and cultural fabric around the idea of Imagine Boston 2030 so that the plan is talked about at every dinner table in the city. In order to develop a meaningful as well as world class vision for Boston, one that can be implemented, there is no other way.

Meaningful plans are only created when the public and key stakeholders have had a hand in the plans creation. Great places are made by many minds. Our team understands that creating a Citywide Plan for Boston presents both unique opportunities for the city as well as challenges as the city has not had a planning effort like this for almost a generation. Community involvement is at the core of all of our projects. We use numerous techniques for facilitating a community discussion around that community's future, their hopes and dreams for their neighborhood. With many minds, amazing things can occur which requires our process to be responsive to new ideas. By fostering a culture of citizen-lead planning consensus is easier to achieve and communities establish implementable plans that can sincerely guide future growth and decision-making. Our methods ensure the process is inclusive by nature and designed to build consensus from the outset.

Imagine Boston 2030 will describe the future development pattern within Boston. We will illustrate long-term goals such as urban design for buildings, public spaces, streets, and housing options. Building upon previous and ongoing planning efforts and studies, the Plan will break into natural phases; a "change-over-time" sequence can depict the near-term and longer-horizon improvements.



KEY IDEAS that will guide work in land use, design & placemaking.

We often find that the best ideas come from asking the right questions first. The following represent some of the key questions we've been asking. Finding answers to these will help guide our Team's approach to Imagine Boston 2030.

How can Imagine Boston 2030 be citizen-lead?

How can we focus on people?

Can we organize Imagine Boston 2030 around meaningful places?

How do we best listen and incorporate feedback to create Public trust in the planning?

Can we bring the planning to where the people already are?

How can the process be fun?

Where do we host multi-day interactive charrettes?

Where can transformational growth occur?

How can we preserve neighborhood character and grow at the same time?

Where and how do we create new jobs?

How can infrastructure and municipal properties support growth?

How do people get around Boston in 2030?

What regulations need reform to encourage the desired results?

What are the market realities at play on Boston?

How can we have multiple feedback loops about plan ideas with the public?

How can we implement the vision for the plan in the short term?

How do we make the plan meaningful as well as flexible so that the vision can be implement in the long term?



INCORPORATING SERVICES

As urbanists, we know that building great cities require all aspects of the place to be aligned around a comprehensive vision. A multi-disciplinary team is fundamental to understanding interrelated planning issues and identifying an equally integrated set of solutions. Our team coordinates large planning teams that often include city planners, architects, urban designers, mobility planners, livable experts, housing experts, civil engineers, landscape architects, environment engineers, climate adaptation experts, public health experts, arts and cultural consultants, market analysts, economic development experts and technologists.



MOBILITY

Our Team will achieve the vision and goals of the Citywide Plan by furthering the efforts of the Go Boston 2030. With the nation's leading transportation firms, Toole Design Group and Nelson\Nygaard, we will integrate the Go Boston 2030 public engagement process outcomes and be well positioned to coordinate with the MBTA, as well as other relevant state agencies.



HOUSING

Our team has a detailed understanding of the housing market in the Boston region and will be guided by the goals of Housing a Changing City as we facilitate the Citywide dialogue that will help to create and strengthen inclusive, complete neighborhoods. Collaborating with Boston firms Imai Keller Moore and Nuestra Comunidad Development Corporation, our team will explore affordability, density, and other housing policies.



PROSPERITY & EQUITY

We understand that the built environment, organized around walkable, mixed-use and transit served neighborhoods, can create enduring value. Our team will work with national experts, such as RCLCO, Ninigret Partners, and Policy Link, to develop an economic strategy. Working with the BRA and it's Research Division to craft this strategy Imagine Boston 2030 can improve the quality of life for all Boston's citizens.



ENVIRONMENT & ADAPTION

Boston's natural resources play a central role in not only the character of the City, but in the quality of life of its' residents, workers and visitors. Preparing for the impacts of a changing climate can also lead to improvements in the natural landscape of the city. Cambridge Systematics and Environmental Science Associates (ESA) are recommended consultants to address Climate Change adaptation and resilience, energy, and other sustainability planning issues.



PARKS & OPEN SPACE

Ensuring the goals of the city's Open Space Plan are seamlessly integrated into Imagine Boston 2030, our team will work closed with local landscape firms, such as Halvorson Design Partnership and Urban Green. Parks play an important part of the public life of the City and we expect to explore how the Citywide Plan can improve the quality and accessibility of Boston open spaces.



ARTS, CULTURE & CREATIVITY

Boston is a leader in arts and culture. Working with the Boston Creates cultural planning process, our team will ensure the Citywide Plan supports and enhances the arts. Working with a collection of artists and creative organizations, such as Future Boston Alliance, arts groups, museums, and other arts institutions, we will work to find and provide expertise on arts & cultural funds, new cultural facilities, public art, and additional support for the creative industries of Boston.



HEALTH

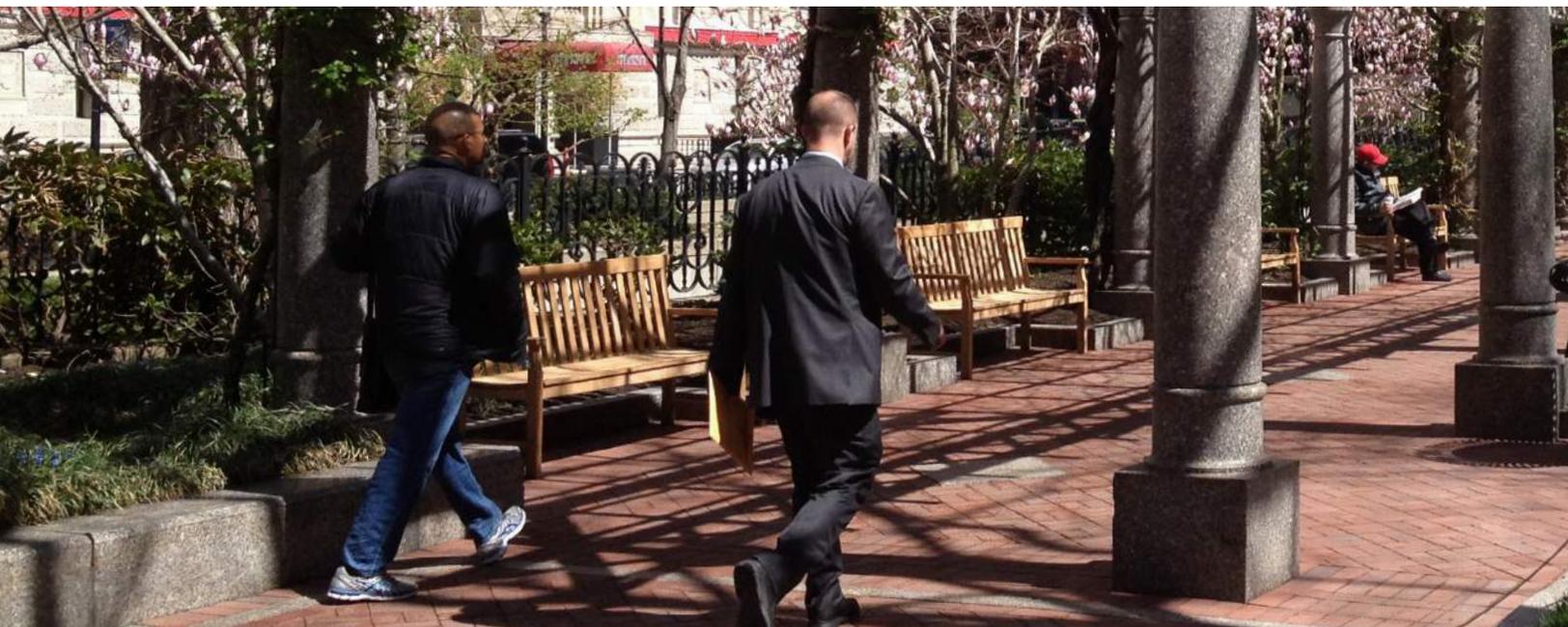
The city plays an essential role in the health of its citizens. Our team, working with a collection of the region's leading public health professionals and thinkers, will work to integrate elements into the Citywide Plan that can consistently improve the health of Boston citizens. From simply making it easier to walk on the streets of Mattapan to understanding how to best mitigate air quality issue along highways flanking Allston or Dorchester, our team will ensure Imagine Boston 2030 is smart on public health.

APPROACH TO SYNTHESIZING MULTIPLE PLANNING & POLICY EFFORTS

It is imperative that we pay close attention to the many historic initiatives that have impacted the City. Imagine Boston 2030 can become the hub for many of the already in process efforts. While some planning and policy efforts immediately stand out as significant, our synthesis approach must also build on the elements that have guided those plans and initiatives. Our planning approach involves design at all scales, from street design, to plans for the many neighborhoods of Boston, to city-wide initiatives, through an understanding of the regional and national context of Boston.

Appreciating and understanding these historic initiatives is just the first step in a larger synthesis process. As part of our public engagement, the team will meet with thousands of stakeholders within the community. These impressions help to educate the citizens about how they can help to implement the plans' vision often leading to better plans for implementation through value added interactions with the public.

The team will work with City staff to ensure that collaborators on previous initiatives are closely involved with the Imagine Boston 2030 plan. Coordination among city agencies to implement the plan requires an expert in municipal and organizational dynamics. Our team of planners has worked with large cities many times. We understand how gaps in agency communication can consign even the best plans to the shelf. We have found that focusing on placemaking helps to assemble ideas, policies and communication across city agencies which leads to new strategies for Government, requires organizational transformation and results in the adoption of new ways to collaborate. Government gets smarter when it focus on placemaking.



APPROACH TO IMPLEMENTATION strategies, metrics & follow-up work.

We expect to develop a score card that can track progress and identify opportunities as the City works to implement the vision defined by Imagine Boston 2030. “Metrics” is an important word. Goal setting at every level, from a nation’s gross domestic product to one’s personal marathon time, requires a baseline and specific metrics to measure progress.

How does Boston define success? Commonly used metrics for successful cities are, “total percentage of household income spent on housing costs” and “total percentage of household income spent on transportation”; more unique metrics for Boston might include “number of artists or creative class in the workplace”; and we should continue the conversation on the city’s green footprint with metrics like, “total air pollution caused by vehicular trips and buildings.” Our conversations with local health organizations already suggest “Boston’s per capita rate of obesity” as a metric.

Plan implementation means comparing “Before the Plan” to “After the Plan” continually. Imagine Boston 2030 will likely suggest changes to the zoning code which offers a critical opportunity to help embed new zoning with an urban form, livability, and economic performance metric that can be measured. Our team partners with Clarion Associates, a firm with significant experience in rewriting land regulations in major cities. By changing the DNA of land development the city can grow in predictable ways, allowing a streamlined development review process, while building quality of place.

In a large city as diverse as Boston, no one organization can implement the plan alone. For certain aspects of the plan we’ll need special coalitions of individuals and organizations. These individuals must share the common interest and agree to work together, understand, advocate, lead and address plan goals. Allocating a substantial amount of time for capacity-building once the plan is drafted coupled with the extensive community dialogue and engagement is key to our approach.

WORK SCHEDULE

The Core Team, many who live or have fond memories of living in Boston, are excited about dedicating two years of their lives to Imagine Boston 2030. Upon selection, we will work with the BRA staff to develop a detailed project approach and schedule. Team resources and personnel will be properly dedicated to drive the successful and timely completion of the project. Our team is available to start immediately upon selection.

STAFFING PLAN

Principle Group is a Boston-based firm and Russell Preston, the firm's Principal-in-Charge, is involved in a variety of community organizations and events. Imagine Boston 2030 will be Principle Group's focus for the duration of the project. Jason King, the Project Manager for Dover, Kohl & Partners, is based in Miami. For Imagine Boston 2030, he is planning to spend a lot of time in Boston for critical phases of the project. Jason's family is from Boston and Rhode Island, he grew up between the two, and he is entirely at home in the neighborhoods of Boston. Our team offers considerable local knowledge paired with nationally-renowned expertise. We feel it is important that the plan for Boston be drafted in Boston. Dover, Kohl & Partners and Planning Next intend to bring large numbers of team members to the city for the various charrette events, summits, and tactical events. Imagine Boston 2030 will be the primary project for our firms in 2015, 2016 and 2017.

18 THE NUMBER OF KEY PERSONNEL DEDICATED TO IMAGINE BOSTON 2030.

RESOURCE ALLOCATION

Successful implementation of any project demands not only the technical knowledge base, but the time, resources, and commitment to ensure a timely delivery within budget. Workflow is an essential component of any work plan, and our team has the proven experience—in both small and large scale projects—to assist the City of Boston with a project of this magnitude. As demonstrated by the Seven50 project, Dover, Kohl & Partners is one of the very few, if not the only, firm with the experience to successfully charrette an entire region, let alone a city. Combined with the local and national expertise of our core team members, and the innovative approach we take to each project, we are excited to dedicated our energy to Imagine Boston.

SAMPLE PLANS & LINKS



SEVEN50, SOUTHEAST FLORIDA

The planning process for Seven50 was a full community effort that involved civic and community leaders, local and national experts, and a wide cross-section of the public. The Plan itself is a dynamic guide to decision-making as the region grows and evolves.

Document: http://seven50.org/wp-content/uploads/2013/11/Seven50_011414_sm.pdf

Dynamic Report Website: <http://seven50report.org/>

Project Video: <https://www.youtube.com/watch?v=ySCHytba3So>



DOWNTOWN & WATERFRONT PLANNING, BURLINGTON, VT

Principle Group was hired to lead an open, public process to develop a master plan for Burlington, Vermont's downtown and waterfront, as well as a form-based code. The plan has received numerous awards and recognition for its visual format.

Document: http://issuu.com/tpudc/docs/planbtv_downtownwaterfrontmasterpla



PLAN EL PASO, EL PASO TEXAS

Plan El Paso is an overarching policy document that directs the City of El Paso in its implementation of consensus-based goals created through an extensive two-year public process. The Plan is composed of a wide range of planning principles, separated into two volumes.

Plan El Paso Vol. 1: http://planelpaso.org/wp-content/uploads/2012/Plan%20El%20Paso_vol1_adopted_for%20web.pdf

Plan El Paso Vol. 2: http://planelpaso.org/wp-content/uploads/2012/Plan%20El%20Paso_vol2_adopted_for%20web.pdf

DOWNTOWN MASTER PLAN, CITY OF RICHMOND, VA

During the Downtown Master Plan public process, participants, City leaders, and the design team identified a series of plan fundamentals, or "foundations", including historic preservation, increased connectivity and a "greener" downtown.

Document: <http://www.doverkohl.info/reports/RichmondDowntownPlan.pdf>

PLAN CINCINNATI, CINCINNATI, OH

Plan Cincinnati was the City's first Comprehensive plan in 32 years. The three-year long public engagement process, led by planning NEXT, resulted in a highly detailed and inclusive document that received the 2014 Daniel Burnham Award for a Comprehensive Plan from the American Planning Association.

Document: http://www.plancincinnati.org/sites/default/files/plan_cincinnati_pdf/final_plan_cincinnati_document_11-21-12.pdf



IMAGINE
BOSTON 2030

DOVER, KOHL & PARTNERS
town planning

KP STRATEGIES ∞

PRINCIPLE +

planning
NEXT