



April 9, 2019

Ms. Robyn Stewart
Assistant City Manager
City of Worthington
6550 North High Street
Worthington, Ohio 43085

Re: Request for Proposal (RFP) – Community Visioning Process

Dear Ms. Stewart:

Poggemeyer Design Group, Inc. (PDG) and its sub consultant, Mr. Chris Boring, are pleased to submit a proposal for the development of a Community Visioning Process. Based on our experience with municipal clients and planning in general and specific experience with community visioning, we feel we would be an excellent fit for the City's Visioning Process. We would love to work with the City of Worthington.

As a multi-disciplinary firm, PDG has enjoyed unparalleled success in the planning arena. Our Planning Department has greatly benefitted from having engineering, architectural, graphic design, community visioning/branding/wayfinding and grants/financing expertise available under the same roof, all of which play a role in community planning. Our grants/finance department has secured \$1.2 billion for our clients. PDG offers a wide range of services and expertise that will meet the needs of the Worthington Community Visioning Process, as well as any future needs. After the Community Visioning has been completed, we would appreciate the opportunity to continue our working relationship with the City in implementing the action plan, moving into a Comprehensive Plan Update and/or a Community Branding project.

To complement our team, we will be partnering with Chris Boring, formerly of Boulevard Strategies. At Boulevard Strategies, Mr. Boring worked with retailers, communities, developers, property owners and government entities on brand and marketing strategies. Mr. Boring has extensive experience researching, analyzing for community and environmental scans and then developing strategies and plans to create great communities. We have worked with Mr. Boring on many public sector projects over the past 20 years. Mr. Boring is a recognized expert in regards to the Columbus area retail market. His market studies assess current and forecasted demand and supply conditions, driving forces/key trends, opportunities and challenges regarding a certain type of land use (such as retail, residential, office, etc.) or set of land uses. Visioning, strategies and plans are then formulated to address those conditions in an optimal manner for the client.

We are very familiar with Worthington and the Columbus area, with PDG having an office in Hilliard and Mr. Boring living and working in the Columbus area. While we are a national firm, we pride ourselves in working with communities for authentic and specially tailored solutions to their projects. While we know visioning is a large scale process, we also know how to solicit broad public input, craft a community driven vision, take the vision and drill down to the details of implementation and an action plan, bridging planning with results. Most importantly, we will make this process transparent for the public and a fun activity that Council, Visioning Committee members and the public are excited to participate in.

After reviewing the attached information, please do not hesitate to contact us with any questions. We would be more than willing to work with the City to review and revise the attached response, if necessary, based on time and budgetary constraints.

Sincerely,

POGGEMEYER DESIGN GROUP, INC.

Paul Z. Tecpanecatl, AICP
Principal Owner
Eastern Region Headquarters
1168 North Main Street
Bowling Green, Ohio 43402
419-352-7537 Office
419-367-3211 Cell
tecpanecatlp@poggemeyer.com

Lauren O. Falcone, AICP
Vice President
Cleveland Area Branch Office
30296 Jefferson Way
Westlake, Ohio 44145
440-835-1526 Office
440-669-4647 Cell
falconel@poggemeyer.com



PROJECT TEAM

LAUREN O. FALCONE, AICP, VICE PRESIDENT, PROJECT MANAGER



A PDG employee for over 20 years, Lauren works with communities to facilitate a public planning process that creates a vision with realistic goals and objectives that can help community leaders move their organization into a financially stable future that supports the needs of residents and business. She understands that the success of any visioning/planning project is strong public engagement and education. Lauren also specializes in financial programs that can provide infrastructure improvements and business/industry retention, expansion, and recruitment strategies. She is very familiar with state and federal financing for downtown improvements and economic development incentives. Lauren builds lasting

relationships that endure beyond visioning, public input, planning, financing, and improvement phases of community development. For example, she has worked as the planning and economic development consultant on a retainer basis for 18 years with Wellington, LaGrange and Grafton. She will be involved in all phases of the project, specifically data collection, stakeholder interviews, education, preparing for and running any meetings and public events, as well as drafting the interview tools, survey tools, and assisting with social media releases, drafting vision statements, action plans and implementation. She will also be the primary point of contact for the City. Lauren most recently worked on public input in Luna Pier, Michigan, Lift Bridge, Ashtabula, Ohio and Grafton, Ohio which included public meetings, interview tools, surveys, visioning, SWOT/SOAR analysis, action plans and implementation.

- Project Responsibilities:**
- Project Manager
 - Data Collection
 - Process Design
 - Visioning/Planning
 - Public Education/Engagement
 - Interpretation & Analysis
 - Report Writing

<p>Education</p> <ul style="list-style-type: none"> • MA in Public Administration, Cleveland State University, 1995 • BA in Public Administration/Sociology, Miami University, 1994 <p>Certifications</p> <ul style="list-style-type: none"> • American Institute of Certified Planners (AICP) 027921 <p>Training</p> <ul style="list-style-type: none"> • Trainer for Michigan Economic Development Corporation – RRC Best Practices 6.1 (Economic Development Strategy) and 6.2 (Marketing and Promotions) 	<p>Professional Affiliations</p> <ul style="list-style-type: none"> • Ohio Development Services Agency – Downtown Advisory Committee Member, Economic Development Advisory Committee Member • American Planning Association (APA, APA Ohio, APA Cleveland) • Heritage Ohio • Planning Commission Member – City of Westlake
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LAUREN'S RELEVANT PROJECT EXPERIENCE

COMMUNITY VISIONING/PLANNING

- Wadsworth Community Branding & Wayfinding Development
- Luna Pier (MI) Strategic Economic Recovery Plan
- Ashtabula Lift Bridge Community Association Five Year Strategic Plan
- Parma Heights Branding & Wayfinding Signage Master Plan
- Painesville Comprehensive Plan
- Whitehouse Comprehensive Plan & Update
- Wellington Comprehensive Plan
- Olmsted Falls Housing & Commercial Study
- Rossford Comprehensive Plan
- Whitehouse SR64 Corridor Plan
- St. Mary's Miami-Erie Canal Plan

REVITALIZATION STRATEGIES

- Amherst Downtown Revitalization Plan
- Huron Downtown Revitalization Plan
- Brewster Downtown Revitalization Plan
- Grafton Transportation for Livable Communities Initiative

- Mingo Junction Downtown Revitalization Plan
- Our Town Coshocton Downtown Plan
- Orrville Downtown Revitalization Plan
- Port Clinton Downtown Plan
- Cambridge Revitalization Strategy
- Upper Sandusky Revitalization Plan
- Woodsfield Revitalization Strategy

PARKS AND RECREATION

- Oak Harbor Development Group Master Plan
- Geneva Township Park Master Plan
- Port Clinton Coastal Access Plan
- Huron Boat Basin, Marina, Walkway, Amphitheater

COMMUNITY BRANDING

- Wadsworth Community Branding & Wayfinding Development
- Parma Heights Branding & Wayfinding Signage Master Plan



PAUL Z. TECPANECATL, AICP, PRINCIPAL OWNER, PLANNER



A member of the PDG team since 1995, Paul has worked in the planning and community development field for over 37 years, with a strong background of service in the private, public and nonprofit sectors. His experience includes visioning, public input, neighborhood, city and regional planning; organizational strategic plan development; housing and neighborhood revitalization strategy development; administration of HUD programs; historic preservation planning; Section 106 reviews; and zoning/land use regulation work. Paul understands the importance of engaging residents and business leaders to create a vision for a community and how this becomes the basis for any planning project. Community ownership in the process can assure a more successful implementation of the plan.

Project Responsibilities:

- Data Collection
- Process Design
- Community/Environmental Scans
- Visioning/Planning
- Public Education/Engagement
- Interpretation & Analysis

As Housing Commissioner for the City of Toledo, he administered over \$12 million of federal funds annually, drafted Toledo’s Historic Preservation Ordinance as Planner for the Toledo-Lucas County Plan Commissions, and served as Executive Director of the Northriver Development Corporation in the Vistula Neighborhood in Toledo. He will assist in all phases of the project, specifically data collection, stakeholder interviews, attending meetings, drafting public involvement plan, education, community and environmental scans, drafting vision statements, action plans and implementation. Paul most recently worked on visioning and public input in Adams County utilizing public forums, SWOT analysis and key person interviews. Many of the recommendations from Adams County are currently being carried out, but one significant project called for the enhancement of water-related activities in the Village of Manchester, which is situated along the Ohio River. A developer purchased the Showboat Majestic Riverboat located in Cincinnati and will be moving it to Manchester.

Education

- Master of Community Planning, University of Cincinnati, Ohio 1977
- BA in Urban Studies, Xavier University, Cincinnati, Ohio 1975

Certifications

- Form-Based Codes Institute – 3 Course Training Series, Michigan
- Economic Development Financing Professional (NDC) 0685-500
- American Institute of Certified Planners (AICP) 015289

Awards

- HUD Fellowship – University of Cincinnati
- Preservation Honor Award - NTHP

Organization Memberships

- National Low Income Housing Coalition
- National Trust for Historic Preservation
- American Planning Association (APA, APA OH, APA Northwest Ohio)
- Ohio Conference of Community Development, Inc.
- Ohio CDC Association – Past President
- Ohio Community Development Finance Fund (CDFF) – Founding Board Member & 1st Chairman
- Toledo Alumni Chapter Past President, Xavier University
- Toledo-Lucas County Homelessness Board – Past President

PAUL’S RELEVANT PROJECT EXPERIENCE

COMMUNITY VISIONING/PLANNING

- Ashtabula Lift Bridge Community Association Five Year Strategic Plan
- Luna Pier (MI) Strategic Economic Recovery Plan
- City of Warren
- Adams County Economic Development Plan and Downtown Revitalization
- Germantown
- Harrison
- Johnstown
- Athens
- Whitehouse
- Rossford Comprehensive Plan
- Beckley (WVa)

REVITALIZATION STRATEGIES

- New Bremen Development Strategy
- Suder Avenue Community Reinvestment
- Toledo Area (CRA)
- Port Clinton Downtown Revitalization
- Reynolds Corner Community Reinvestment
- Miami County Park District Collaborative Economic Development/Tourism Plan for North Miami County Recreational Trail
- St. Marys Collaborative Economic Development/Tourism Plan for Canal Corridor Multi-Use Trail
- Newark Special Improvement District (SID), Ohio Corridor Plans
- University of Toledo Science & Technology Corridor Plan & Strategic Land Use Plan



STRATEGIC PLANS

- Ottawa CDC Strategic Plan, Toledo
- Neighborhoods in Partnership Strategic Plan, Toledo
- Whitley Crossings Neighborhood Development Corporation, Columbia City, Indiana

PLANNING RETAINER

- Erie Township, Michigan

HISTORIC PRESERVATION

- Historic Homes of Defiance/Former Defiance Junior High School Nomination
- Nomination of Maumee Theater to National Register of Historic Places
- Art Crest Building Renovation Funding, Maumee
- Toledo, Ohio Historic Zoning Ordinance
- Mason, Ohio Design Review Guidelines

NEIGHBORHOOD PLANS

- Historic Little Italy Neighborhood Revitalization Plan, Erie (PA)
- Kenmore Blvd. Revitalization Plan, Akron
- Labelle View/Pleasant Heights Neighborhood Revitalization Plan, Steubenville

SECTION 106 REVIEW

- Toledo Marina District
- New Kroger Store, Fostoria

HOUSING

- Toledo HUD Consolidated Plan
- Oregon CRA - Housing Survey
- Community Housing Impact and Preservation Program (CHIP) - Grants
 - Assisted 85 Communities in Ohio, Representing over \$50 Million in Funding
- Neighborhood Stabilization Program (NSP) Grant Administration
 - \$1.9 Million for Lucas and Wood Counties

LINDA M. AMOS, LEED AP, PROJECT DEVELOPMENT, GRANT SPECIALIST



Having joined PDG in 1993, Linda has many years' experience working with PDG clients, assisting them with project administration including the development of project budgets and financial plans. She also has extensive experience conducting space studies and program development. She has assisted a number of public and private clients with development of master plans, which has included community-wide visioning and public input.

Linda has assisted clients in the establishment of regional organizations with a common vision including water/sewer districts (Chapter 6119, RCO) and shared regional facilities. She also works with clients to facilitate project development using various community engagement methods including design Charrettes.

In addition to her experience with PDG, Linda has nearly 17 years' experience working for county government. She worked under the direction of the Wood County Commissioners in several capacities including budget director and county administrator. She will assist in Phases 1-2 and 4-6, specifically stakeholder interviews, drafting public involvement plan, education, drafting vision statements, action plans and implementation. Linda most recently worked on visioning and public input in Ottawa County, utilizing public meetings and public input through the involvement of local government, schools, and non-profits.

Project Responsibilities:

- Visioning/ Planning
- Public Education/ Engagement
- Report Writing
- Project Financing

<p>Education</p> <ul style="list-style-type: none"> • MA in Organization Development, Bowling Green State University, 2001 • BIS, Lourdes College, 1998 <p>Accreditations</p> <ul style="list-style-type: none"> • LEED AP O&M, 2008 <p>Awards</p> <ul style="list-style-type: none"> • Spirit of Wood County – Self Government • Vanguard Career Center Alumni Hall of Fame 	<p>Professional Affiliations</p> <ul style="list-style-type: none"> • Wood County Historical Society <p>Appointments</p> <ul style="list-style-type: none"> • WBGU Public Advisory Council for Television (2010-2016) • Wood County ADAMS Board (2002-2010)
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LINDA'S RELEVANT PROJECT EXPERIENCE

VISIONING/PLANNING

- Ottawa County Active Transportation Plan (ODOT Funding)
- Oak Harbor Development Group Master Plan
- Rossford Comprehensive Plan
- Miami County Park District Tourism/Development Plan for Multi-Use Trail
- St. Marys Tourism/Development Plan for Canal Towpath (Multi-Use Trail)
- Sandusky County Active Transportation Plan
- Sandusky Township Park Master Plan
- Southern Canalway Center Strategic Plan

REGIONAL WATER/SEWER DISTRICTS

*Each project included community engagement

- Putnam County Regional Water & Sewer District
- Huron/Vermilion/Erie County Regional Water System Adams County Regional Water District Rate Study and Transition Plan
- Guernsey County Water and Sewer District Feasibility Study
- Northwestern Water & Sewer District Rate Study (3) and Space Study
- Ottawa County Regional Water Special Assessments

FEASIBILITY STUDIES

*Each project included community engagement

- Southwood EMS District
- Lake Township/Rossford/Northwood Council of Governments and Central Dispatch
- Lexington Joint Use of Donated Property
- Barnesville Multi-Use Community Center)
- Rossford/Rossford Schools Shared Administration Facility
- Edgerton
 - Space Utilization Study
 - Adaptive Reuse of School for Town Hall
 - Community Engagement

RESIDENTIAL LIVING

- LISC/LMHA Public Housing
 - Brand-Whitlock/Albertus Brown Redevelopment Public Meetings, Toledo
 - Affordable Housing Forum Presentation, Portland, Maine
 - Olander Estates Exterior Renovations
 - Scattered Sites Exterior/Interior Renovations

BETH A. BARTON, GRAPHIC DESIGN



With over 25 years' experience, Beth provides multi-media design services that convey our client's message in a unique and creative way. She works along-side various PDG disciplines to create community visions, identity systems, community branding, brochures, wayfinding systems, websites, photographic enhancements, maps, and various other graphics for clients. She is also skilled at determining the essence of a community through data analysis and public input.

Beth's corporate marketing responsibilities include visioning, development and implementation of PDG's marketing strategy/campaign through the design of brochures, website, report graphics, print ads, trade booth graphics, signage, newsletters, marketing materials, and other design projects. She also has extensive experience with photography and print coordination. Beth will assist in Phases 1-5 and 7 of the project, specifically project branding, project data analysis, social media outreach, education, drafting vision statements, communication plan, final report and related graphics. Most recently, she was involved in community visioning in Wadsworth and Parma Heights to identify the essence of the community and develop a brand and related logo, tagline and wayfinding systems.

Project Responsibilities:

- Project Branding
- Data Analysis
- Visioning/ Planning
- Social Media
- Public Engagement/ Community Consensus Building
- Graphic Design

Education

- Bachelor of Science Concentration in Graphic Design, University of Toledo, 1994
- Bowling Green State University Graphic Design Coursework

BETH'S RELEVANT PROJECT EXPERIENCE

VISIONING/PLANNING

- Wadsworth Community & Downtown Branding and Wayfinding with Logo/Tagline
- Parma Heights Branding with Logo/Tagline and Wayfinding
- Swartz Creek (MI) Branding
- Battle Creek (MI) Consolidated Plan
- Beckley (WVa) Comprehensive Plan
- Brooklyn (MI) Logo & Community Branding
- Consulting Services Logistics Branding
- East Pointe (MI) Branding/Logo Redesign
- Erie (PA) Historic Little Italy Neighborhood Plan
- Galena Comprehensive Plan
- Germantown ED Strategy
- Hillsdale County (MI) ED Strategy
- Johnstown Strategic Plan
- Lucas County CEDS
- Luna Pier (MI) Master Plan (2011 Outstanding Comprehensive Plan, Small Town and Rural (STaR) Planning Division, American Planning Association)
- MEDC Marketing/Branding Strategy Guide
- Northwestern Water & Sewer District, Wood County, Ohio – Watershed Kiosk
- Ottawa County Active Transportation Plan Logo
- Sandusky County Development Plan for Active Transportation Logo
- Sylvania Township Land Use Plan
- Toledo/Lucas County Housing Fund
- Whitehouse Community Master Plan Update

PLAN / MAP LAYOUTS

- Adams County Economic Development Plan
- Amherst Downtown Plan
- Ashland Downtown Plan
- Ashtabula LBCA Five Year Strategic Plan
- Ashtabula County Coastal Plan
- Athens Comprehensive Plan Update Map
- Battlecreek Columbia Avenue Corridor
- Urban Design Strategy Map (MI)
- Beckley (WVa) Comprehensive Plan Update
- Coshocton Downtown Plan
- Geneva-on-the-Lake Comprehensive Plan
- Miami/Erie County Canal Economic Development Plan and Map
- Perrysburg Riverside Park Trail
- Port Clinton Downtown Plan
- Sandusky County Development Plan for Active Transportation Map and Logo
- Sterns Crossing Business Park Logo, Olmsted JEDD
- Sylvania Design Guidelines
- Sylvania Township Community Information and Map
- Upper Sandusky Wyandot Corridor Plan
- Layout
- Warren Comprehensive Plan
- Wilmington Sugartree Corridor Plan Layout
- Kamm's Corners Parking Study Map
- University of Toledo Strategic Plan Map
- Van Wert Downtown Plan

WAYFINDING SYSTEMS

- Wadsworth
- Parma Heights
- Main Street Wadsworth
- Bay Point Resorts
- Eastern Michigan University (MI)
- Terra State Community College
- Upper Sandusky Wayfinding Design

WEBSITE DEVELOPMENT / AUDITS

- Allegan (MI) Website Audit and Redesign
- Beckley (WVa) Comprehensive Plan
- Consulting Services Logistics
- Website Design
- Escanaba (MI) Website Audit
- Hillsdale (MI) Website Audit
- Marshall (MI) Website Audit and Redesign
- Poggemeyer Design Group Website and Social Media Design & Marketing
- Stearns Crossing Business Park ED Brochure Olmsted JEDD
- Toledo/Lucas County Housing Fund

BROCHURES

- Erie Islands Industrial Park, Port Clinton
- Stearns Crossing Business Park ED Brochure–Olmsted JEDD
- Upper Sandusky Economic Development
- Wadsworth Marketing/ Economic Development

STREETSCAPE ENHANCEMENTS

- Amherst Downtown
- Athens Corridor Planning and Downtown
- Corry Downtown (PA)
- Bellevue Downtown
- Blissfield Flood Scenario (MI)
- Brookville Downtown
- Erie Downtown (PA)
- Evendale Downtown
- Hebron Downtown
- Lexington Parking Lot Enhancement
- Millersburg Downtown
- Mingo Junction Downtown
- Marysville Armory Mural
- Monroe-Dixie Complete Streets Project (MI)
- New Richmond Downtown and
- River Park
- Orrville Downtown
- Plain City Downtown
- Front Street Multi-Use Path–
- Portsmouth
- University Heights Downtown
- Warren Downtown (PA)
- Wooster Street Corridor I-75 Bridge Gateway sign and fencing
- Wellington Downtown

DISPLAYS

- Lake Erie Islands Welcome Center Display, Ottawa County
- Northwestern Water & Sewer District–Watershed Kiosk, Wood County



DAVID M. ZUBENKO, GIS TECHNICIAN



David is a GIS Technician with four years' experience. He recently joined PDG and is responsible for creating maps for reports, proposals and presentations.

Prior to joining PDG, David worked as a GIS Planning Aide for the City of Grand Rapids where he worked to improve the City's GIS system so that it could be used as an effective communication tool. This primarily consisted of making public facing maps, improving the quality of the GIS database and improving the quality of the data within the database. He will assist in Phases 1-4 and 7 of the project, specifically GIS mapping and Story Maps. David was most recently involved in visioning in Parma Heights, creating GIS mapping and Story Maps for the branding and wayfinding project.

Project Responsibilities:

- GIS Mapping
- Story Maps

<p>Education</p> <ul style="list-style-type: none"> • BS in Geography, GIS Option, The Pennsylvania State University, 2015 	<p>Computer Skills</p> <ul style="list-style-type: none"> • Software: AutoCad, ArcGIS, Photoshop, Illustrator, SketchUp
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DAVID'S RELEVANT PROJECT EXPERIENCE

MAPPING

- Brookville Water Distribution/Capital Improvements-Study and/or Report
- Columbia Gas Ridge Road Betterment Basemapping
- Hamilton Water System Master Plan-Study and/or Report
- HCRWSD Water Supply General Plan-Study and/or Report
- Leipsic Economic Development Grant Assistance-Planning
- MHS - Eastlane Mobile Home Park Flow Monitoring-Design
- Morenci East Main Street Waterline Relocation
- New London Birch Park Drive Improvements
- Ottawa Co. Danbury WWTP/Pump Station Improvements
- Ottawa Co. PCI WWTP/Pump Station Improvements-Design
- Parma Heights Branding & Wayfinding Plan
- Perrysville WWTP Evaluation & Report Study
- R/L Standard Wellness Project Gibsonburg
- Sandusky Co. Wightman's Grove SSCS/TF
- St. Marys Miami-Erie Canal LGIF Plan-Mapping
- WCEDC Regional Water Study Phase II-Design
- Whitehouse-General

PRIOR EXPERIENCE

- ArcGIS Online maps (4) and ESRI Story Maps (2), Grand Rapids (MI)
- QGIS Implementation, Brunswick
- Microsoft Access Database of Washington, D.C. Metro
- "People, Place, and Transportation in Pittsburgh" - A geodesign project that examined the City's public transportation system
- "Revitalization and the Future of Cities" - A self-motivated project about planning and transportation

WILLIAM R. STEELE, AIA, NCARB



Bill joined PDG in 2015 and is a progressive architect with over 29 years' experience in designing and managing multimillion-dollar commercial construction projects, multi-family residential design and large-scale design projects.

Bill is very detailed oriented with a unique ability to manage both the creative and business aspects of design projects. He has a proven track record of delivering projects within strict deadlines and budget constraints without sacrificing creativity. His broad range of skills provide a valuable contribution to the development of projects. Prior to joining PDG, Bill founded his own company where he provided architectural and interior design services for commercial, retail, restaurants and office projects. He will assist in Phase 6 of the project, specifically providing renderings, sketches, and concept drawings, if needed. He works regularly with municipal clients and understands the importance of visioning and planning.

Project Responsibilities:

- Renderings
- Sketches
- Concept drawings



Education

- Master of Architecture in Design Communication, University of Arizona
- Bachelor of Architecture, University of Arizona

Registrations

- Registered Architect: OH 9711770; MI 1301049457; CA C25712; CO 00405369; DC ARC102945; FL AR98327; GA RA014695; IL 001023656; IN AR11500149; KS 6774; KY 7747; MA 951231; MD 19295; MO A2015028175; NY 034312-1; VA 0401017650; WV 4905

Certifications

- AIA #38484981, Silver Certificate for Academics
- NCARB #514700

Associations

- Toledo Rotary Club
- Toledo Organization of Managers Club
- International Yachting Federation of Rotarians

BILL'S RELEVANT PROJECT EXPERIENCE

COMMERCIAL

- Owen's Ark Veterinary Clinic, Genoa
- PNP Properties Retail Building, Oregon
- Mobile Care Group, Sylvania
- Defiance Laser Tag, Defiance
- Tolson Storage Buildings, Holland
- Big Lots, Bowling Green
- Bernthisel Storage Buildings

RESIDENTIAL

- TASC Lincoln Place, Toledo
- The Greenes at Gillette Ridge, CT

GOVERNMENT

- Wood County Engineer Facilities Planning, Bowling Green
- Bowling Green Administration Building Study
- Bradner Fire Station
- Loudonville ADA Access and Second Floor Improvements
- Perrysburg Township Hall Study (Evaluation and Space Study)
- Rossford City, School, and Convention & Visitors Bureau Shared Facilities Feasibility Study
- ODOT W00-64-0.39
- West Unity Wabash Park ADA Restroom Facility
- Strawberry Park ADA Restroom, Holland

CHRISTOPHER D. BORING, SUBCONSULTANT



Chris has 30+ years of experience in commercial and residential real estate consulting and urban planning. His market studies assess current and forecasted demand and supply conditions, driving forces/key trends, and opportunities and challenges regarding a certain type of land use (such as retail, residential, office, etc.) or set of land uses. His strategies and plans are then formulated to address those conditions in an optimal manner for the client. He will assist in Phases 1, 3 and 6 of the project, specifically in the data collection, environmental scan, and final

reporting, pulling data and helping to identify external and community forces, pressures and trends that will impact Worthington and the surrounding area. Most recently, Chris worked with Poggemeyer in Adams County providing marketing analysis and strategic recommendations related to visioning and planning.

Project Responsibilities:

- Visioning/Planning
- Community/Environmental Scans
- Real Estate Market Analysis
- Review of Key Commercial/Industrial Clusters
- Report Writing

Education

- Master of Business Administration, Bowling Green State University, Ohio 1983
- BS in Business Administration, Bowling Green State University, Ohio 1981



CHRISTOPHER'S RELEVANT PROJECT EXPERIENCE

He has completed hundreds of market studies for public/nonprofit sector clients in dozens of communities throughout central Ohio and other parts of Ohio, including:

COLUMBUS

- Downtown
- Convention Center
- North Market/Arena District
- Short North
- Milo-Grogan
- University District
- Old North Columbus
- Clintonville
- Franklinton
- Hilltop
- Casino area
- East Main Street
- Near East
- East Livingston Avenue
- Parsons Avenue
- Linden

OHIO (OUTSIDE OF CENTRAL OHIO)

- Akron
- Tallmadge
- Cleveland
- Olmstead Falls
- Shaker Heights
- Lorain
- Oberlin
- Ashtabula
- Warren
- Port Clinton
- Toledo
- Sylvania
- Archbold
- Findlay
- Ashland
- Lima
- Upper Sandusky
- Galion
- Urbana
- Dayton
- Trotwood
- Wilmington
- Anderson Township
- Evendale
- Vinton County
- Steubenville
- St. Clairsville

FRANKLIN COUNTY (OUTSIDE OF COLUMBUS)

- Worthington (2000 Economic Development Strategy with Burn, Bertsch, and Harris and Argus Growth Partners)
- Westerville
- Gahanna
- Reynoldsburg
- Canal Winchester
- Rickenbacker Airport
- Grove City
- Hilliard
- Upper Arlington
- Grandview Heights
- Bexley

CENTRAL OHIO (OUTSIDE OF FRANKLIN COUNTY)

- Marysville
- Union County
- Newark
- Licking County
- Lancaster
- Circleville

OUTSIDE OF OHIO

- Port Authority of New York and New Jersey (Port Authority Bus Terminal, former World Trade Center in NYC)
- NS Stations in the Netherlands (Utrecht and The Hague train stations and central business districts)
- Australia
- Turkey



FIRM OVERVIEW

FIRM'S HISTORY

Poggemeyer Design Group is a multi-disciplinary firm started locally in 1968, specializing in municipal planning, economic and community development, grants, engineering (civil, transportation, environmental, structural, electrical, & industrial), architecture, landscape architecture, interior design, and surveying. With offices in Ohio, Michigan, Georgia and Nevada, PDG is employee-owned and includes 140 employees.

FUNDING SOURCE EXPERIENCE

PDG is one of the few consulting firms that possesses a separate division to handle the acquisition of grants and other financial assistance for projects. PDG has obtained over \$1.2 billion in grants and low-interest loans for our clients. Our experience with these funding programs is extensive and includes administration and coordination of the programs for communities.

Our qualified funding specialists evaluate potential resources and pursue grant and low-interest loan funds to make your project a reality.



Over \$1.2 Billion
in Grant and
Low-Interest
Loan Assistance

TRAINING AND CERTIFICATIONS

Our professionals stay abreast of current initiatives and best practices, and receive training in innovative fields to share that expertise with our clients. We have AICP certified planners, LEED-accredited professionals, formal Complete Streets training, National Charrette Institute (NCI) certified planners, FBCI Form-based Code Training, Professional Engineers and Surveyors, AIA-certified architects, ASLA-certified landscape architects, certified Economic Development Financing Professionals (EDFP's), State certified lead-based paint risk assessors, housing specialists, visioning and branding specialists, graphic designers, GIS experts, and other professionals—all of whom provide services to our municipal clients.

EQUIPMENT AND FACILITIES

PDG's corporate headquarters is located in Bowling Green. PDG's equipment includes networked PC's and all software required to complete work tasks. Our GIS software is ARCVIEW and we have large format color and black and white plotters for large scale maps. As mentioned, we own TurningPoint® equipment and software which enables us to engage workshop participants in more interesting and engaging workshops and visioning sessions.

PDG's 33,000 square foot Bowling Green headquarters houses personnel from each discipline that our team provides. This multi-disciplined nature allows our clients to deal with a single firm exclusively for numerous services and specialties. We maintain almost 80,000 square feet of office, lab and equipment storage nationally.

PDG utilizes AutoCAD, Revit and MicroStation software to produce design documents and story mapping. GPS and Robotics equipment is used by the survey department, allowing the transfer of data to CADD programs. We stay current with new technology, software and computer upgrading, with state-of-the-art equipment and computer programs to analyze various system design components. Use of these programs reduces the time and effort required to prepare project specifications. In addition, staff are provided cellular phones with e-mail capability to expedite communication between the firm, the client and subconsultants. We use a number of cost and schedule control parameters, detailed software and graphs to monitor budgets and completion dates.



PDG OFFICE LOCATIONS		11 Offices
OHIO	NEVADA	
Bowling Green (Midwest Headquarters)	Las Vegas (Western Headquarters)	
Columbus	Reno	
Defiance	MICHIGAN	
Lexington	Monroe	
McClure (IFM)	GEORGIA	
Toledo	Savannah	
Westlake		

PROJECT APPROACH

CITY OF WORTHINGTON: COMMUNITY VISIONING PROCESS

While some communities allow the future to naturally occur, proactive communities, such as Worthington, recognize that the future is something they can plan for and help to shape. A citizen-led community visioning process will allow the City to take the time to produce a vision of the future (outlining mutually agreed upon values and aspirations) and put a process in place to achieve its goals. In our minds, visioning is a process, but also a product. Our goal would be to bring together all sectors of the community to identify challenges, evaluate existing and future conditions and build collective visions to improve the quality of life. Residents will have the opportunity to express their opinions, ideas and values honestly. We feel that by bringing in an experienced consultant and utilizing a strong Visioning Committee, we will be able to achieve this goal. Collaboration and consensus will be our theme for a community visioning process and we will work to craft vision statements to meet the specific needs of Worthington.

Based on PDG's experience of assisting municipal clients for almost fifty years, we propose the following strategy over a six to twelve month time frame, as suggested by the City. We understand the roles of City Council and the Visioning Committee and welcome the opportunity to work closely with these two groups, along with City Staff (as technical and administrative support) and community residents. Based on current workload, we can start on the project as soon as possible (or June/July per the City) and finish up within the agreed upon timeframe. We have included a cost proposal and schedule including meetings and consultant team members working on project by phase. Our phased process includes:

Phase I: DISCOVERY

Date Collection / Stakeholder Interviews / Project Familiarization (Months 1 – 2) This phase will require the team to review past community visioning (Worthington 360 Initiative) and planning (2005 Comp Plan, 2014 Comp Plan Amendment for UMCH property, Wilson Bridge Road Corridor Plan, Parks Master Plan, Bicycle and Pedestrian Master Plan) and focus on other pertinent City, Downtown, County and local trade area data. PDG will also review MORPC's Transportation Plan and Land Use Estimates and Forecasts for 2015-2050. Significant clusters of businesses such as Old Worthington, North High Street, West Wilson Bridge Road, East Wilson Bridge Road, Huntley Road and others will be toured and analyzed/reviewed. Demographic and housing data will be gathered for Worthington, Franklin and Delaware Counties, the State and peer communities. Industry trends will also be researched and compiled.

Existing data collected from previous applicable planning efforts will be utilized, so as not to re-invent the wheel; however, stakeholder interviews will hone in on issues regarding current and future visions. We would rely on the City to identify these stakeholders, although we can give input, if needed. An interview tool will be developed and utilized for each stakeholder and may be tweaked depending on stakeholder background. Stakeholders will be able to give us what may have worked well (or not worked well) in past visioning activities, as well as the pulse of the community. In this phase, we will set the visioning time frame (typically 10 years) and overall focus (community-wide).

Phase II: PROJECT DESIGN

Project Kick Off with Visioning Committee / Overall Process Design / Public Involvement Plan / Communication Plan (Month 2) We applaud your thorough process to appoint a Visioning Committee. We anticipate this group will be the backbone of the process. This "kick-off" will promote greater understanding of the project and allow the Visioning Committee members the opportunity to get to know each other and become the "team" for this project. At this point, we will review existing data with Visioning Committee and work to gain consensus on visioning process. We envision a partnership with the Visioning Committee, this important group will assist the consultant during the entire process and will also assist with community buy-in of the vision and action plan. Visioning Committee members will receive a Gantt chart outlining the phases and overall project design that will provide detailed explanation of visioning process, roles, tasks and responsibilities through the project period. We have included a sample from our Wadsworth project.



WADSWORTH BRANDING AND WAYFINDING SCOPE OF SERVICES/PROPOSED SCHEDULE																		
Tasks	6/25-7/1	7/2-7/8	7/9-7/15	7/16-7/22	7/23-7/29	7/30-8/5	8/6-8/12	8/13-8/19	8/20-8/26	8/27-9/2	9/3-9/9	9/10-9/16	9/17-9/23	9/24-9/30	10/1-10/7	10/8-10/14	10/15-10/21	10/22-10/24
Phase I																		
• Preplanning	6:29																	
• Site Visits																		
• Document Review																		
• Meet w/local project leaders																		
• Decide on survey, public forum or both																		
• Review scope, timeline, initial essence of Wadsworth discussion																		
• STEERING COMM MGTG #1				7/25 4pm														
Phase II- Tasks																		
• Public online survey							Survey Q's	Public	Survey									
• Develop Public Meeting Flyer							Advertise	Public	meeting									
• Develop draft refresh of city logos and potential taglines																		
• STEERING COMMITTEE #2								8/15 4pm										
• Review essence of Wadsworth Committee notes																		
• Discuss draft logos/tagline ideas-add/revise																		
• Review public meeting presentation																		
• Finalize Public Meeting Presentation and potential City Logos																		
• PUBLIC MEETING									8/29 7pm									
• Assess/summarize public comments/survey results																		
• Revise and approve City logo/tagline																		
Phase III- Tasks																		
• Develop downtown logo Camps																		
• STEERING COMMITTEE #3												9/12 4pm						
• Review public meeting and survey results																		
• Present final refreshed city logo																		
• Present draft Downtown logos																		
• Identify main wayfinding needs and family of sign types																		
• Revise downtown logo																		
• Approve downtown logo																		
Phase IV- Tasks																		
• STEERING COMM MGTG #4															10/3 4pm			
• Present final downtown logo																		
• Present wayfinding system designs																		
• Revise/tweak wayfinding designs at meeting																		
• Identify location & placement of wayfinding signage																		
• Revise Wayfinding System based on feedback																		
• Final Presentation of logos & wayfinding system																		10/24 7pm
• Set-up final Wayfinding system design artwork																		
• Supply artwork to City and/or vendor																		
Phase V - Tasks																		
• Provide color ad outlining information gleaned marketing Wadsworth																		
• Provide brief design guidelines for brand/logo																		

As this time, we would recommend naming and branding the project to further create project identity and a following. We would also map out meeting dates, times and locations. We would recommend ensuring an accessible and neutral meeting site with a large, open layout and available parking. We may consider a non-government facility, if meeting in a government building will decrease the amount of attendees. We will also work to identify additional project stakeholders, asking each Visioning Committee member to submit 15-20 names, along with names previously provided by the City. A draft public involvement plan will be reviewed with the Visioning Committee. It is our goal to exceed the City's benchmark of engaging 80% of Worthington residents in the visioning process. We anticipate utilizing the following to solicit public involvement with the goal of securing the widest range of residents from all walks and stages of life:

- Public forums
- Websites (project website, City and local organizations websites- e.g. Convention & Visitors Bureau, Old Worthington Partnership, Library, Schools, etc.)
- City and local organizations newsletters, e-blasts
- Press releases
- Focus groups (e.g. newer residents, long-term residents, younger residents, older residents, business owners, developers, property owners, realtors, clergy, etc.)
- Charrettes using Vision Boards, TurningPoint Instant Polling Software, GIS Story Mapping, etc.
- Guided walking tours or bus tours
- Civic meals (sponsored by local businesses)
- Resident surveys, high school senior surveys, business community surveys, tourist surveys (online, paper)
- Social media (project website, Facebook, Twitter, Instagram)
- Instagram photo challenge with project name hashtag to identify strengths/assets and weaknesses/challenges



A draft communications plan will be reviewed with the Visioning Committee. We anticipate utilizing the following forms of communication with the Visioning Committee, City Council/ Staff and public:

- Routine emails (determine if weekly for Visioning Committee and monthly for public)
- E-blasts
- Evite invitations
- Op Ed articles/ letters to the Editor
- Custom meeting flyers
- Doodle polls
- Websites (project, City, local organizations)
- Social media (Facebook, Twitter, Instagram)
- Press releases

With all these different avenues (both newer and older forms of communication) of reaching out to the public for input and education/communication, we feel we will be able to engage a broad and deep cross section of the community. It is our intention to establish and maintain credibility with stakeholders and residents and develop and manage a process that is open, balanced and authentic. We also feel that bringing in a fresh set of “eyes” will achieve this goal.

Phase III: LISTENING / LEARNING

Community Listening / Education / Community & Environment Scan (Months 3-4) While we will have a lot of data from Phase I, in Phase III we will work with the Visioning Committee to formalize environmental and community scans. For an environmental scan, we will outline external forces, pressures and trends that are impacting Worthington on all different levels (e.g. global, nationally, regionally, state and county levels). Some of these issues are out of the City’s control; however, we must identify them as they affect or could affect the City. It will be important for residents to understand these external factors and how they are or will be impacting Worthington in the future. We will assemble a matrix depicting these trends for comparison purposes by various planning element.

	National Trends	Regional	Columbus area	Worthington
Demographics -Smaller households -Non-traditional households -Aging population -Mobility issues				
Quality of Life -Schools -Cultural amenities				
Transportation -Complete Streets -Road diets -Bike paths -Multi-purpose trails -Connectivity -Autonomous vehicles				
Land Use/Planning -Form-Based Codes -Mixed use development				
Housing -55+ developments -Universal Design -In-place housing -Air BnBs/VRBOs				
Economic Dev -Mall closings -Rise of eCommerce -Pop-up ventures				
Infrastructure -Green infrastructure -High speed broadband -5G capacity				



For the community scan, we will have the Visioning Committee members envision the future of Worthington if it were to progress without this visioning planning effort. This resulting vision will help us identify the key areas of change that must occur. We will then be able to identify current conditions and determine a preliminary consensus of strengths and challenges facing the City.

As the Visioning Committee becomes better informed, we will also need to work to educate the public, keeping them informed, excited and ready to get involved in the next phase of Public Input. Much of this will be accomplished in the final Communications Plan in Phase II. While visioning is not an easy undertaking, the actual process of soliciting a vision should be fun. In order to continue themes of collaboration and consensus and include as many people as possible, we would want to enhance public input in addition to public meetings, by taking the “show on the road” in order to reach the public in places where they are already gathering. Some examples include:

- Community center events
- Farmers market
- Library events
- Chamber events
- 1st Wednesdays
- Taste of Worthington
- Other

Phase IV: COLLABORATIVE INPUT

Public Input (Months 5 – 6) PDG can offer multiple forms of public engagement, both traditional and more innovative, and will include the following, depending on the final agreed upon scope:

Meetings

- Community workshops (with TurningPoint Polling software)
- Community bus/walking tours
- Visioning sessions (with visioning boards)
- SWOT/SOAR analysis
- Focus Groups
- Charrettes (with GIS Mapping/ Story Maps)

Individual Homework

- Cell phone picture or Instagram hashtag challenge outlining strengths and challenges
- Survey Monkey on-line surveys
- Additional digital tools (social media, websites, etc.)

All of the above will be important to gauge thoughts about Worthington. Tangible items will be demographics, non-tangible items will be immediate first thoughts of the City. We will be looking for core strengths, common themes, and authenticity.

Any survey document we utilize will be created with assistance from the Visioning Committee and City Council/ Staff. Typically, we complete draft surveys based on information from the previous phases and review with the Committee and City Council/Staff through email or google docs. Our surveys will be educational, clear, understandable, neutral, and will cover all relevant points in this visioning process.

For the public input phase, we would recommend the following:

- One information educational workshop with SWOT/SOAR exercise
- Four focus groups (to be determined after phases 1-3, examples could include residents, business owners, developers, organizations)
- Public survey/ Instagram challenge
- One visioning session
- One Charrette



Phase V: VISIONING

Interpretation & Analysis / Identify Community Values / Prepare Vision Statement / Identify Key Performance Areas (Months 6 – 7)

Consultants will summarize, interpret and analyze all data gathered to date with assistance from Visioning Committee. Summary reports will be provided and available for public distribution. Our team will also draft the community's key core values (as identified by the community through public input) for the Visioning Committee members and City Council. It will be interesting to compare and contrast updated community values to those outlined in the Worthington 360 Initiative Report (strong neighborhoods with a variety of housing options; hospitality, safety/security, sustainable living, multi-modal transportation, lifelong learning, health/ well-being, and partnerships/community involvement).

At this time, we will be able to develop a vision statement (statements) for the community. Based on the previous phases, the Visioning Committee will be able to assist with drafting this overall statement. Draft vision statements in key quality of life areas can also be reviewed. We can then move into identification of Key Performance Areas (KPA) for action planning. It will be important to focus on these KPAs in order to formulate a road map of the desired future vision. We feel KPAs can be organized by sector, issue area or project and we will let the Visioning Committee and Council determine which will be most beneficial for Worthington. We would recommend 4-5 KPAs for primary focus, but we can also determine KPAs for secondary focus as well. Some examples could be economic development or redevelopment; housing; downtown; parks rec; and transportation. Our goal will be to set-up task forces for each KPA so that the development of more specific goals, action steps, resources, time frames, and responsibilities, etc. can be established.

Phase VI: DOING

Statement of Analysis / Action Plan / Realization of the Vision Statement (Months 8 – 9) Our team will integrate all of the goals and recommendations into a final statement of analysis and final action agenda and provide an implementation strategy. Our architecture department will be able to provide renderings/sketches/concept drawings for the action plan, if needed. An implementation matrix will be provided to the City. We utilize this as a stand-alone, placemat style document that each member of Council and the Visioning Committee can utilize for implementation. Realistic goals, objectives with time frames, responsible parties, estimate of costs and potential funding sources will be provided. The Visioning Committee will be responsible for assisting the team in the formalization of the entire process. This action plan will allow the City to “bridge planning with results” to ensure that the vision is able to be implemented. An example of this is our recently completed Implementation Strategy for the Lift Bridge Community Association Five Year Strategic Plan in Ashtabula.

• PARTNERING AND FINANCING OPTIONS

This Strategic Plan is intended to assist the Lift Bridge Community Association and its partners with making informed short- and long-range decisions for improving the Harbor Historic District. It is the product of substantial local public engagement and reflects best practices in “Five Goals for Five Years.” This section summarizes the major proposed initiatives--goals and strategies that are essential to the success of the LBCA and the Harbor Historic District as they continue into the future. Strategies to achieve the individual goals are divided into high, moderate, and general priorities. Potential partners and potential funding sources are also listed.

Once again, it is imperative to understand that the LBCA Board must prioritize three to five of these strategies each year, identifying what can be reasonably achieved and financed within the next twelve months. It is also critical that an LBCA director be hired to help implement this Plan, and that a consultant be retained to assure that the SID/BID is effectively created in a timely manner, to help fund some of these initiatives.

GOAL 1: Promote and support a mixture of land uses in the Harbor Historic District.

HIGH PRIORITY	<p>1.1 Complete a Market Analysis that analyzes market demand and types of businesses that could be profitable within the Harbor Historic District.</p>	<p>Action Steps:</p> <ul style="list-style-type: none"> • Compile a list of issues to review in a Market Study, including but not limited to housing, mixed uses, retail and service. <p>Potential Partners: Lift Bridge Community Association (LBCA), Ashtabula County Convention & Visitors Bureau (ACCVB), City, County, Consultants</p> <p>Potential Funding Sources: LBCA, SID/BID, Civic Development Corporation (CDC), ACCVB, Growth Partnership, City Community Development Block Grant (CDBG), City and/or County Revolving Loan Fund (RLF).</p>
	<p>1.2 Ensure that new land uses support existing businesses.</p>	<p>Action Steps:</p> <ul style="list-style-type: none"> • Meet with potential developers and realtors. • Recruit development for upper floors of existing buildings for service businesses and moderate-priced residential housing. • Recruit infill development for all vacant lots. • Work with property owners to provide second floor rear property access. • Work with property owners and/or developers to transform existing residential into higher quality residential. <p>Potential Partners: LBCA, Private Property Owners, City, Realtors, Developers.</p> <p>Potential Funding Sources: CDBG ED, City and County RLF, SBA 504, Federal and State Historic Tax Credits, EB-5.</p>
	<p>1.3 Target specific sites for redevelopment. Work to identify best and highest use for property, especially closer to waterfront.</p>	<p>Action Steps:</p> <ul style="list-style-type: none"> • Compile property specifications for prime properties that are, have been, or may be listed for sale, the east side of the river, and the former Coast Guard building. • Continue communication with key property owners to determine if implementation of the vision is possible. <p>Potential Partners: LBCA, Private Property Owners, City.</p> <p>Potential Funding Sources: In-Kind, LBCA, Foundations.</p>



Phase VII: PUBLIC REVIEW / FINAL ADOPTION

Celebrate! (Months 10 – 11) It is anticipated the City will reach its goals of a community vision through determination and collaborative spirit. It is our goal to involve all sectors of the community in the formulation of a development strategy adopted by the City based on a new vision for the future of Worthington. Our inclusion and collaboration efforts through all phases will pay-off here, as the vision will have widespread support. The end result, unveiled at a public meeting, should be publicized through press releases and social media. It will be up to the City if they would like to hold a new community event to highlight this celebration or piggy back the celebration onto an existing community event.

The City will be able to utilize its new vision to market the entire community and direct future specific projects identified in the visioning process and planning efforts, which could include an update to the Comprehensive Plan and a community branding process. Implementation strategies may lead to changes in public policy, actions and investment. The City, Visioning Committee and all those who participated in the visioning process will be charged with being ambassadors for the City of Worthington and will hopefully be involved in any next steps. The more community buy-in we create during the first phases of the visioning planning process will assist with implementation. We feel another reason to celebrate will be the by-products of visioning, such as strengthening trust, loyalty and a sense of belonging. To continue momentum and encourage implementation, we would recommend that the Visioning Committee and City Council set up quarterly or semi-annual meetings to gauge progress.



RELEVANT EXAMPLES OF PREVIOUS WORK

CITY OF WORTHINGTON: COMMUNITY VISIONING PROCESS

PDG has extensive community visioning experience. Every single planning project we undertake has a community visioning component. A plan becomes the voice of the community and it is very important for a good plan to be rooted in community vision. We have provided five representative projects that had strong community visioning. All projects listed had PDG as prime contractor. PDG's responsibilities generally included setting scope of project, reviewing existing data, client/visioning/steering committee first point of contact, creating project title/logo, setting up visioning/steering meeting schedules, setting up public meetings (including visioning sessions, Charrettes, SWOT analysis), creating survey documents, setting up key person/stakeholder interviews, setting up survey monkey surveys, publicizing meetings with specialty flyers/press releases, summarizing meetings, and authoring planning documents. Sub consultants and their responsibilities are listed in our representative projects summaries. Typically our subcontractors perform anywhere from 10-20% of the work on a project with us.

Please see the attached representative projects.



COMMUNITY BRANDING & WAYFINDING DEVELOPMENT

WADSWORTH, OHIO

PDG worked with the City of Wadsworth to develop an overall City and Downtown brand. Wadsworth is a progressive community with a strong history. The City offers just about every amenity to a resident and/or visitor, including excellent schools and City services, historic downtown, multiple housing options, strong industrial base, abundant commercial retail options and multiple recreational opportunities. PDG worked along-side City administrators and steering committee to uncover the “essence of Wadsworth.” For this process to be successful, public engagement was crucial. Many modes of public input were used to gain community consensus on the City’s strengths and what makes it unique. The City has a strong desire to leave a mark on the residents and visitors to Wadsworth with not only the physical environment, but also their services/amenities provided.



Project Elements / Development

- Visioning/ Planning
- A City logo refresh
- New City tagline
- Downtown District logo/tagline
- Target message to key audiences
- Wayfinding and signage development for both the City and Downtown Mainstreet
- Create/distribute an economic development brochure
- Brand identity and guidelines



A seven phased approach included: establishing a Steering Committee; reviewing existing data; meetings with Steering Committee; public input/survey/forums; developing community brand for City with new tagline and refreshed logo; developing new tagline and logo for Downtown; developing way finding system; and developing marketing materials. Through the process and had over 1,000 public responses through a community wide-survey and well attended public forum.

Services Provided:

- Visioning
- Community Planning & Branding
- Downtown Branding
- Wayfinding System Development

Size:

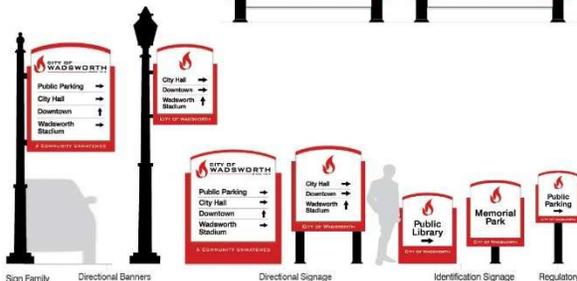
- 23,136 population

Project Cost:

- \$39,798

Schedule:

- Professional Services 2017 – 2018



REFERENCE

Robert Patrick, Director of Public Services
City of Wadsworth
120 Maple Street
Wadsworth, Ohio 44281
330.335.2708
rpatrick@wadsworthcity.org



ECONOMIC RECOVERY PLAN

LUNA PIER, MICHIGAN

Poggemeyer Design Group, Inc. was hired by the City to undertake an Economic Recovery Plan. Working with the Monroe County BDC, Luna Pier applied for and was awarded a federal grant from the U.S. Economic Development Administration, to fund professional assistance to undertake community-wide visioning, set priorities, build consensus and define action steps needed to help expand economic opportunities. PDG and its sub consultants worked with the City's Economic Recovery Working Group on this Plan. The Working Group included citizens, local business leaders, local elected officials, a public school official, the BDC and a member of SEMCOG.

There were four general work phases associated with this planning process – 1.0 Discovery, 2.0 Collaboration, 3.0 Visioning, and 4.0 Plan Development. The Discovery phase was a time to learn and gather information necessary to develop a shared understanding of the community. The Collaborative and Visioning phases provided the opportunity to have important and informed conversations about existing conditions and the future. The Plan Development phase assembled the components of the Strategic Economic Recovery Plan and drilled down toward specific implementation steps. LandUse USA provided a market analysis and CIB Planning provided grant/funding opportunities. Both firms assisted with coordination of public meetings. Steering Committee meetings, a visioning session, a SWOT Analysis, and public meetings were held. Approximately 250 people participated in the public input portions of this process.

The completed Strategy included three overall visions and six catalyst projects:

Visions

- Tourist Recreation Destination
- Site Planning/Catalyst Projects
- Neighborhood Stabilization



Catalyst Projects

- Accessibility for all modes of transportation to and from I-75 and within City limits
- Development of former J.R. Whiting Plant/ Consumers Property to provide revenue to the City via real property tax, while working with current property owner, Forsite Development
- Existing and new downtown businesses focusing on retail, restaurants and entertainment
- Improved full-service existing private marina with commercial, residential and recreational focus
- Improved public beach to include public transient marina
- Pier and Memorial Park development to include stabilization of pier and additional recreational activities with Beach, Lighthouse and Park

A goals and objectives action plan table was provided for these visions which included action steps, priority ranking, responsible parties and funding sources in order to assist the City in bridging planning with results and move towards implementation of this document.



Services Provided:

- Visioning
- Public Input & Engagement
- Planning
- Economic Development Recommendations
- Grants & Financing

Size:

- 1,377 population (2016), plus seasonal population

Project Funding:

- \$40,000 EDA (Economic Development Administration)

Schedule:

- Professional Services 2018

Subconsultants:

- CIB Planning
- LandUse USA

REFERENCE

Tim Lake, President
Monroe County Business Development Corp.
102 East Front Street
Monroe, Michigan 48161
734.241.8754
tlake@monroecountyBDC.org



HISTORIC ASHTABULA HARBOR LBCA FIVE YEAR STRATEGIC PLAN

ASHTABULA HARBOR, OHIO

Poggemeyer Design Group, Inc., along with CMK Planning, Inc. and CMOore Creative, worked with the Lift Bridge Community Association (LBCA) to create a Five Year Strategic Plan. PDG also worked with the LBCA to complete a 2012 LBCA Revitalization Implementation Strategy and the success of this plan lead to the Five Year Strategic Plan. PDG also worked with the City and County to secure funding to pay for the majority of this planning effort. Over a seven month planning process, PDG, along with CMK Planning and LBCA Board members, undertook the following steps:

Phase 1 - Information Gathering: An existing conditions analysis was undertaken, specifically focusing on the 2012 Revitalization Strategy to determine which goals/strategies were implemented and which still needed to be reviewed. A LBCA meeting, including visioning, and SOAR Analysis meeting were completed.

Phase 2 - Public Input: A public survey was completed to further develop strategies and recommendations to improve the economic, physical and social environments of the Historic Ashtabula Harbor Area. Approximately 140 responses were received. PDG facilitated a second input session with the LBCA to address priorities of this planning process, which became Five Goals for Five Years. Drawings of potential catalyst projects were completed.

Phase 3 - Draft Revitalization Strategy: PDG worked hard to build consensus on the various visions, goals, strategies, and objectives developed during the input session. Goals and action steps were spelled out with responsible parties and potential funding sources for ease of implementation. A color-code implementation matrix was completed.

Phase 4 - Finalized Strategy: PDG prepared a final document which included a pull-out, stand alone, Executive Summary, Five Goals for Five Years, Partnering and Financing Options (Matrix), National Register Review Process, and outline of Board and Stakeholder Participants. Final plan was formatted by CMOore Creative.

With this planning process, PDG feels LBCA is well on its way to accomplishing Five Goals in Five Years. In fact, during our planning process, Bridge Street Ashtabula was selected for the "America's Main Street" Award and Ohio APA Inaugural Great Place Award in the Commercial District category.



- Services Provided:**
- Visioning
 - Meeting Facilitation
 - Community Engagement
 - Planning
- Size:**
- 18,144 (2017 Census)
- Schedule:**
- February – August 2018
- Project Costs:**
- \$18,950
- Subconsultants:**
- CMOore Creative
 - CMK Planning



REFERENCE
Christine Seuffert, Board President
Lift Bridge Community Association
P.O. Box 3111
Ashtabula, Ohio 44004
440.813.1512
cseuffert3@gmail.com



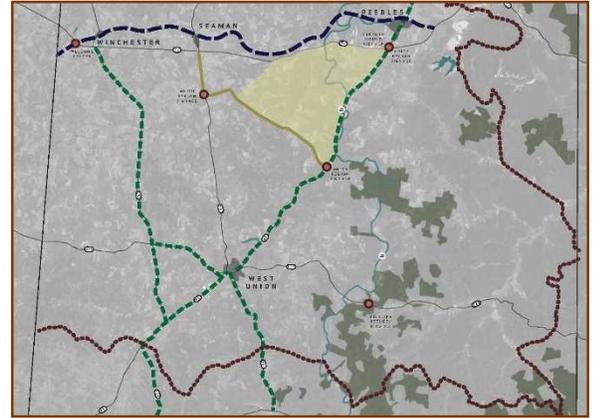
ECONOMIC DEVELOPMENT / TOURISM PLAN

ADAMS COUNTY, OHIO

Adams County completed an eighteen month planning study to prepare an Economic Development/Tourism Plan to retain and attract more businesses and industry to the area. The Plan was completed in July 2015. PDG helped Adams County prepare the application for a \$100,000 grant from the State's Local Government Innovative Fund (LGIF) for the cost of the planning effort. PDG was then retained for the planning services and teamed up with two subconsultants, both out of Columbus. Boulevard Strategies completed a market study and the EDGE Group completed landscape design work. The completed plan includes the following elements:

- Strategies to attract new businesses and retain and assist existing ones;
- Strategies to enhance the downtowns of Winchester, Seaman, Peebles, West Union and Manchester and to strengthen their connectivity to other Adams County assets, landmarks and trails;
- Development of programs, promotional material, marketing and wayfinding mechanisms to strengthen tourism, including eco-tourism and heritage tourism and recreational opportunities;
- Create a unique identity/brand for Adams County;
- Enhance the county's economic development financial incentives to make it more competitive;
- Develop an achievable work plan to undertake the plan's recommendations; and
- Strengthen the county's delivery system (organizational structures) to implement the plan.

A twenty-four member steering committee was appointed by the County Commissioners to oversee this planning effort. Visioning and public input was completed through five public forums, fifteen key person interviews and a SWOT analysis.



Services Provided:

- Visioning
- Grant Writing
- Planning

Size:

- 27,726 population (2017)

Project Funding:

- LGIF \$100,000

Schedule:

- Professional Services 2013 – 2015

Subconsultants:

- Boulevard Strategies
- EDGE Group

REFERENCE

Holly Johnson, Director
Adams County Economic & Community Development
215 North Cross Street, Suite 101
West Union, Ohio 45693
937.544.5151
holly.johnson@adamscountyoh.gov



ACTIVE TRANSPORTATION PLAN

OTTAWA COUNTY, OHIO

PDG helped the Ottawa County Commissioners obtain a grant from the Ohio Department of Transportation (ODOT) to develop a guiding document for bicycle, pedestrian, and multimodal connections throughout the County and to surrounding areas. The purpose of the grant is to create opportunities to exercise and build physical activity into the daily routine; reduce distances between key destinations (bicycle or walk to work, shop, etc.); encourage financial investment in new and existing businesses; and increase spending by visitors.

PDG was engaged by the County Commissioners to facilitate the visioning and planning process. A Steering Committee was appointed by the Commissioners to work with the consultant to develop the Active Transportation Plan. Existing information was obtained and key destinations were identified at a public meeting in June.

The Steering Committee has proposed the development of a main county corridor along the Portage River from Elmore through Oak Harbor to the City of Port Clinton. A second corridor is proposed along the Lake Erie Shore to connect State and Federal natural preservation areas. A connection from Port Clinton to Marblehead, along with other local connections are planned.

A second public meeting was held on August 29, 2018, to present the draft Plan to elected officials and other key stakeholders. The Active Transportation Plan was finalized and presented to stakeholders for endorsement. Endorsements were received from school boards, township trustees, municipalities, and the Visitors' Bureau.

The Ottawa County Park District Board has taken on the task of implementing the Active Transportation Plan and has one project in the design phase and several other projects in the planning phase. The community has been engaged and supports the implementation of the Plan. A Friends of the Ottawa County Park District, 501(c)3, has been organized and is assisting the District Board with fundraising and other related activities. PDG continues to work with the District Board to identify possible funding sources, assist with grant writing, and project planning/design.



Services Provided:

- Grant Writing
- Visioning
- Planning
- Engineering

Project Cost:

- \$48,750 (100% Grant Funding)

Schedule:

- February – November 2018

REFERENCE

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VISIONING: CITIZEN PARTICIPATION EXPERIENCE

VISION DRIVES DESIGN

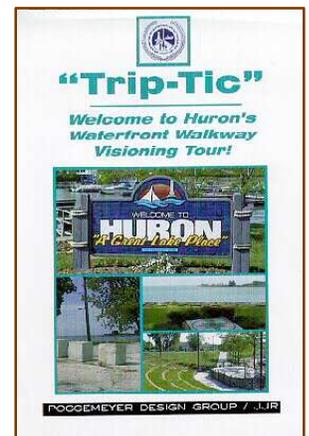
Creatively bridging visioning with implementation and placemaking is a quality that distinguishes PDG from other firms. We place significant emphasis on community engagement, from traditional public meetings and workshops to charrettes, visioning sessions, scenario building workshops, use of TurningPoint® software, e-mail blasts, project web sites, online & intercept surveys, and other forms of outreach to maximize stakeholder participation.

These efforts integrate the essential elements of collaboration and consensus-building with the technical data related to a community's natural assets, housing and transportation choices, infrastructure, vistas and areas of natural beauty, public art opportunities, local products and economic drivers, technology, and smart growth principles. We strive to identify and emphasize what makes places special and different from others, and then build on those assets throughout the planning process. Fostering consensus on future land uses, goals and objectives, strategies and initiatives, and design alternatives based on these visioning processes helps guarantee acceptance of the final recommendations.



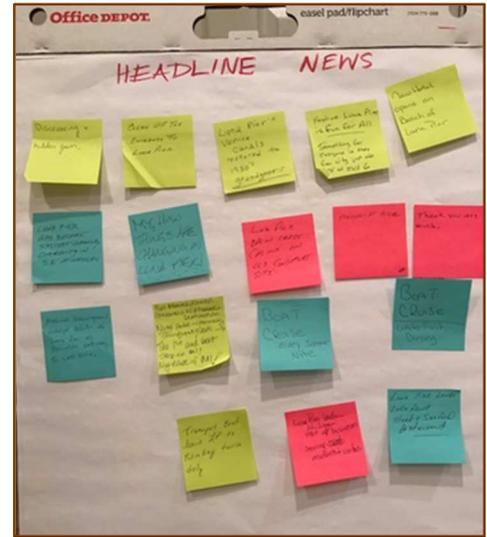
All PDG planning processes involve one or more visioning or stakeholder participation mechanisms to help create the vision for the future of the community or place, as well as the steps to achieve that vision. Examples include:

- **E-blast Surveys** - A predesigned and approved survey form is provided to area businesses or stakeholders, who then e-mail the survey to their customers. The community is able to reach a larger and wider range of customers, both local and non-local. Surveys are also commonly placed on existing web sites.
- **Project Website** - PDG commonly creates websites for projects, and keeps the website current with meeting minutes, surveys, status reports, draft reports, etc. and the website can be interactive for greater stakeholder involvement.
- **Trip-Tic Tours** - A graphic Trip-Tic, similar to an AAA travel itinerary, is created to depict proposed elements of a project, such as a bikepath, walking tour, arts trail, scenic byway, etc. Stakeholders are provided with copies and asked to tour the project area and answer specific questions along the route.
- **Community by Choice** - Images of places throughout the community, or other select locations, are collected and reviewed for preference. Participants are asked to score the images based on initial or 'gut' reactions, and choose whether or not the image represents a desirable condition for their community.
- **Design Charrettes** - Charrettes from two hours to two days can be held to review a wide variety of community issues—public assets, infrastructure, investment opportunities, marketing initiatives, smart growth principles, future land uses, corridor plans, preservation issues, design standards, housing opportunities, etc. The charrette establishes critical dialog among segments of the community, which should continue through the planning process.
- **Scenario Building Workshops** - After key issues are identified, PDG can create alternative development scenarios for specific places, and then hold workshops at which stakeholders visit stations to review and provide feedback on these proposed scenarios.
- **“TurningPoint®” Sessions** - Use of TurningPoint® software during public forums allows participants to vote on preferences using clickers. Votes are tabulated instantly, engaging participants in lively and open debate and discussion.
- **Cell Phone / Instagram Hashtag Challenge** - Use of cell phones and social media to post what residents like and don't like about their community. This simple exercise can draw attention to current conditions and reveal potential visions for community.



GRASSROOTS GUIDANCE

- **Key People Interviews** - One-on-one sessions can be conducted with key stakeholders who are knowledgeable about local conditions, challenges, and opportunities. These sessions can be used to further explore issues raised through surveys or other public input mechanisms.
- **Resident, Consumer, Visitor, and Merchant Surveys** - Mail, on-line, telephone, e-blast, or intercept surveys can be conducted to gather critical information and acquire a better understanding of how various sectors feel about a specific place. Incorporating this survey information into the planning process helps achieve stakeholder buy-in and ownership of the resulting recommendations.
- **Public Meetings and Hearings** - Traditional public hearings and/or meetings can be held to acquire critical public input and review comments. These sessions can vary from the standard hearing with a review of the project and a question and answer period, to more detailed sessions with structured presentations and greater opportunity for individual input. The Q&A can follow a variety of formats, with the community assisting in selecting the format that would be the most successful, as well as the location and agenda.
- **Education and Outreach** - Videos, websites, brochures, DVDs, and other educational materials can be developed to deliver specific messages to selected audiences, as well as to educate various sectors of the community regarding specific issues or initiatives.



A few examples of our recent visioning experiences, include the following:



Luna Pier
David DeBorja, Mayor
Economic Recovery Working Group

Community visioning is a technique that offers communities a way to promote greater awareness of change, deeper citizen involvement and a stronger sense of control over a community's destiny. Some benefits include the opportunity to:

1. Develop community support to improve current conditions.
2. Explore new ideas and possibilities and extend public involvement.
3. Create a shared sense of direction.
4. Prioritize shared goals and strategies.
5. Encourage new civic leadership and promote partnerships.
6. Strengthen community cohesion and "social capital".

Source: Urban World, Inc. 2005

Your Community Needs Your Vision for the Future!

PUBLIC VISIONING EVENT
WEDNESDAY
August 22
2018
6:30-8:30PM
WATER TOWER PARK
1100 Marshall Drive
Luna Pier, Michigan 48157

WHAT TO EXPECT
To begin, the City of Luna Pier will present a general overview of the work that has been completed to date, focusing on strengths, weaknesses, opportunities and challenges from the 2017 planning process.
Next, a steering committee will be established to engage and convene groups to generate ideas about the future of Luna Pier. Visioning for participation and input will be an essential part of the process. The steering committee will be a shared vision of the future. We will be looking for your input and where the City can assist in developing the future.

WHY THIS IS IMPORTANT
Historic processes for this meeting will be held in addition to the City Business Recovery Plan. All needs will be carefully respected and used to formulate the development of goals and strategies.

BACKGROUND
Luna Pier will be the first of the 100+ communities in the state to be selected for the 2017 planning process. This process will be a first step in the development of a shared vision for the future. The steering committee will be a shared vision of the future. We will be looking for your input and where the City can assist in developing the future.

WE HOPE TO SEE YOU ON WEDNESDAY, AUGUST 22!

Luna Pier Economic Recovery Strategy - The City of Luna Pier spent nine months soliciting public input and undertaking a visioning process which included a market study, public survey, key stakeholder interviews, SWOT Analysis, and visioning. The survey was well marketed through social media, print media and word of mouth. We had 200 respondents in a community of 1,400 residents. The last survey effort had 50+ respondents. Survey responses, SWOT Analysis and visioning responses were represented graphically as well as visually through colorful charts and word clouds. Visions were categorized into: tourism/recreation destination, site planning/catalyst projects, neighborhood stabilization, market research/analysis and land use. Action steps were applied to visions. All public meetings had power point presentations, interactive stations and plenty of time for discussion and sharing. The City is currently working on grant funding for a wayfinding system, which was an action step from the neighborhood stabilization vision.

Village of Whitehouse Economic Development Strategy and Land Use Plan - When the Village of Whitehouse updated its Economic Development Strategy and Land Use Plan, Village officials knew they needed to have strong community visioning and input, due to all of the development changes in the past ten years. New conditions warranted a fresh look of current conditions and where Whitehouse was going in the future. The first public event was a well-attended visioning session which was publicized through specialty flyers (paper and online) and press releases. PDG presented the planning process and discussion topics

and then broke the participants up into groups to discuss three key issue areas (Downtown, Corridors, and Economic Development). After this visioning session, it was determined that an all-day downtown planning workshop, specifically focusing on the vision of the Downtown, was needed. Area residents, developers, key people were all invited to this workshop. Ten visions for the Downtown were identified and related action steps were provided.

Wadsworth Community Branding and Wayfinding Development - The City of Wadsworth knew they wanted to have a robust public input and visioning process to update their logo and create a new tagline. We used visioning processes to get at the "essence" of the community, what makes Wadsworth unique. Steering Committee and public meetings were held, along with an online survey and paper survey. The City received over 1,000 responses through the survey and public forums. Public forums were well attended and residents participated. The forums were so well publicized, we had gas line protesters attend because they heard about the process and knew it would be well attended. Public forums were interactive and fun. We even had residents hugging and high fiving when the event concluded.

Historic Ashtabula Harbor Lift Bridge Community Association (LBCA) Five Year Strategic Plan - The LBCA spent a year of planning, debating and strategizing to identify goals and strategies to take the Harbor Historic District to the next level. PDG worked with the LBCA on various visioning and public input processes, including stakeholder meetings (including a SOAR analysis), key person interviews, board meetings, public survey and public presentation. It was estimated that over 250 residents were engaged in the process. All information from

each public input process was summarized and synthesized into an aggressive plan for implementing five goals for five years with the related action steps, roles/responsibilities and funding sources. Final plan was rolled out at well attended public breakfast with a power point presentation. During this process, the Harbor Historic District was selected for the America's Main Street Award.



Ottawa County Active Transportation Plan (ATP) – Public education and participation of both year-round and seasonal residents was a key component to completing an ATP in the County. A steering committee representing the public and private entities was instrumental to successful implementation. The public was invited to a meeting early in the planning to explain the process and the goals and objectives of the final plan. Meetings with the steering committee were held each month and were open to the public and the local media. Representatives of the steering committee presented the final draft of the plan at a public meeting. This final presentation meeting was also scheduled to allow input from seasonal, as well as year-round residents. The final plan was endorsed by school boards, townships, municipalities and other public agencies at regular public meetings of each organization. As a result of facilitating a very public process, the community supports the implementation of the plan and several property owners have offered to develop a path in their neighborhoods.

Parma Heights Branding and Wayfinding Signage Master Plan - The City of Parma Heights had been diligent about soliciting public input and working on visioning through a number of previous master planning and corridor planning processes. We were hired to review all of the existing data, pull out themes and visions to get to the “essence” of Parma Heights. This was important for us in developing a branding and wayfinding signage master plan. We worked with a Steering Committee and held a public meeting. We had to work through various competing ideas of the community vision, as reflected in a logo/ tagline. Consensus was reached through compromise and the City is currently working on funding to purchase and install the newly designed wayfinding system.

Adams County Economic Development / Tourism Plan - A 24 member planning steering committee was appointed representing the five villages in the county, the commissioners, the chamber, the Adams County Travel and Visitor’s Bureau, the Regional water district, Ohio Valley Regional Development Commission and the County’s economic and community development office. A public forum was held in each village, a SWOT analysis was held and 15 one-on-one interviews were conducted. The project was funded by a \$100,000 grant from the State’s Local Government Innovation Fund (LGIF) and took 18 months to complete.

Toledo, Ohio Consolidated Plan – TurningPoint® software was used in public forums to gauge housing development priorities within the City. A PowerPoint® presentation was made and attendees were asked to vote on preferences in regards to housing, neighborhoods, economic development, transportation, infrastructure, and human/social services. Clickers were provided for voting and immediate results were displayed after each question. Participants felt very engaged in the process.

Knox County, Ohio Comprehensive Plan – PDG, working with the Focus 2010 community group, conducted an extensive planning and visioning process. Hundreds of residents were involved with the Steering Committee, Task Forces, Advisory Boards, and/or attended brainstorming sessions or public forums. A citizen phone survey was also conducted. PDG presented two PowerPoint® presentations to the public, one at the beginning of the visioning process and the other at completion of the planning process.

Athens, Ohio Comprehensive Plan – Visioning and citizen participation were key elements of the comprehensive planning process, with Ohio University playing a key role. Efforts included random phone surveys, one on one interviews with community leaders, public planning workshops, and several focus groups. As a result, hundreds of people became substantially involved in the community planning process.

Beckley, West Virginia Comprehensive Plan – As the major commercial, entertainment, education, and cultural center for a five-county area, the City of Beckley required a proactive planning process and document to direct development to the Year 2020. Key person interviews and neighborhood meetings were utilized to gain public insight into areas of community concern, and to formulate goals and objectives for the community as a whole, as well as the five neighborhoods and the downtown. Steering Committee meetings were held regularly throughout the process to identify issues and to verify public input.





Bellevue, Ohio: Vision 2025 Comprehensive Plan – PDG prepared a Comprehensive Master Plan that dealt primarily with development scenarios for five key areas in or around the City, including the downtown. Multiple public input methods were utilized including a Steering Committee, key person interviews, a community survey, two public scenario-building workshops, a joint meeting with all four townships’ officials and residents, and individual meetings with each of the four neighboring townships. As a result of the extensive effort to involve stakeholders, within months of completion of the Plan, the City had executed several plan recommendations, including annexation agreements with three of the four townships.

Troy, Ohio Comprehensive Plan Update – The City of Troy embarked on a comprehensive plan update process and retained PDG to assist with various elements of the process, initially preparing for and conducting public visioning sessions. PDG later assisted local staff with a series of working meetings with the Planning Commission aimed at translating results from the Visioning

Sessions into planning principles, community goals, initiatives and policies.

Painesville, Ohio Comprehensive Plan Update – As a key element of updating the City’s Comprehensive Plan, an aggressive citizen input effort was required. A community survey was mailed and was provided on-line, in both English and Spanish, in an attempt to reach all sectors of the community. Assistance from various Hispanic and other minority groups helped reach the minority populations. Twenty key community leaders were interviewed one-on-one, and about fifteen community leaders participated in monthly Steering Committee meetings. Presentations to the Planning Commission and Council were also open to the public for additional review and comment.

Huron, Ohio TripTic – A TripTic was developed and given to residents to walk the waterfront along a proposed scenic path. Proposed scenarios were developed and illustrated at key locations and visitors and participants were asked to stop and consider design options, and to comment on them.

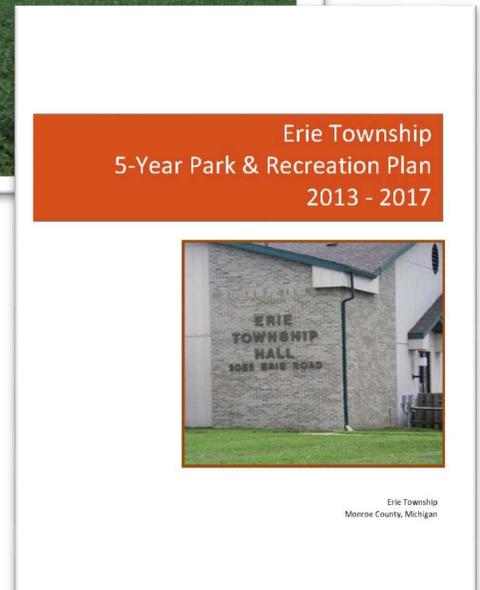
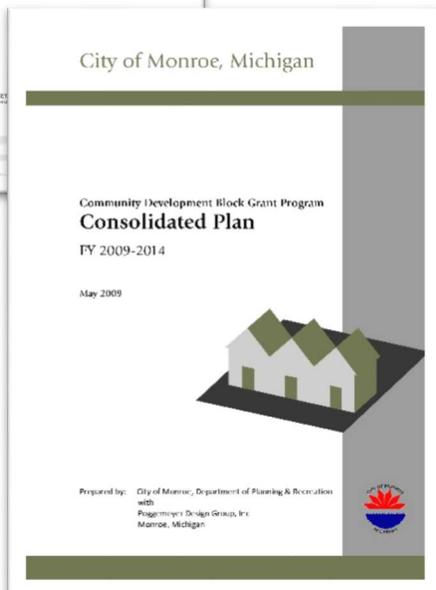
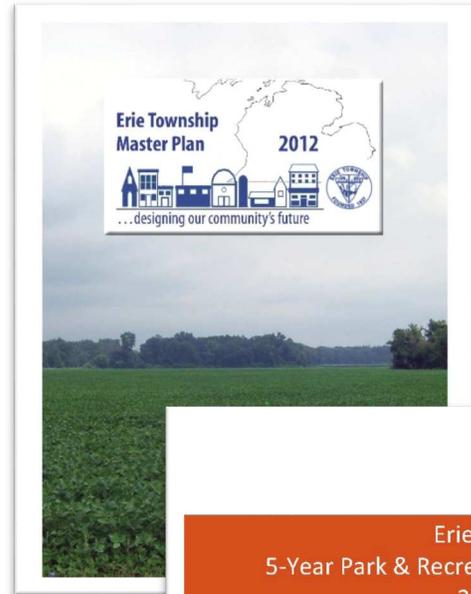
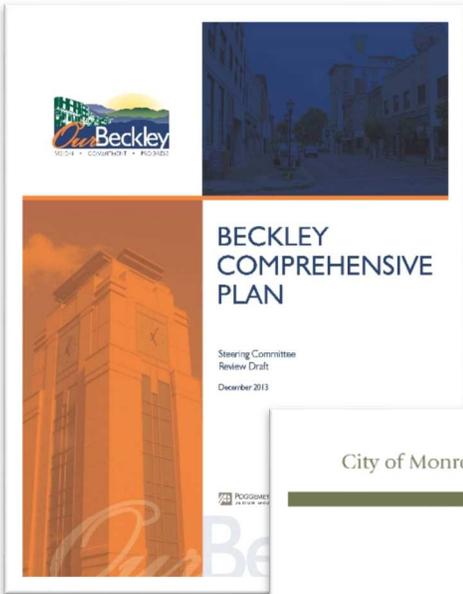
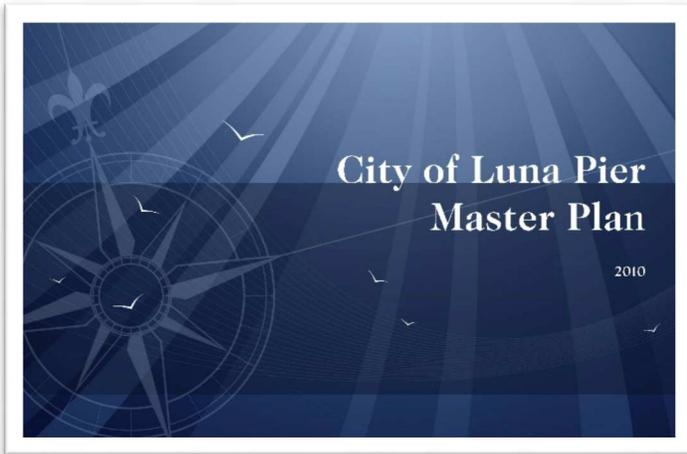
Galion Historic Big Four Depot - Over 200 residents attended a one-and-a-half day charrette to identify potential uses for this historic icon in the City of Galion. A pictorial walk-through of the building was presented and a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was conducted. The participants prioritized “best” uses for the building and site. A summary of the event outcomes was prepared and presented to the City Officials.

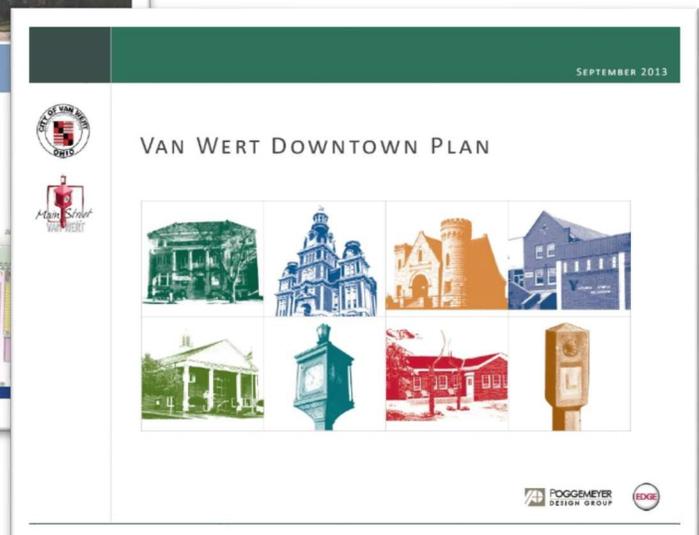
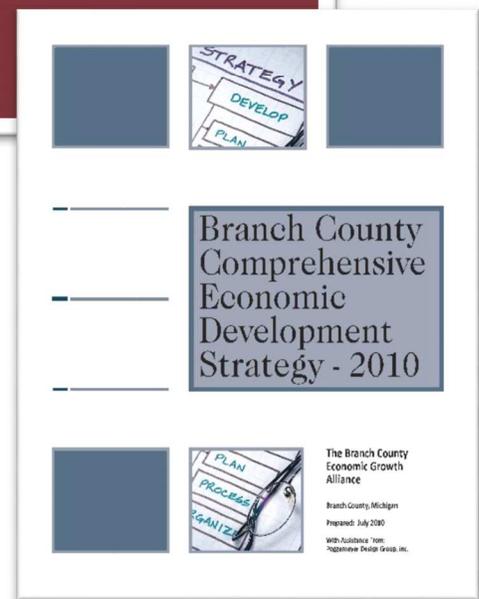
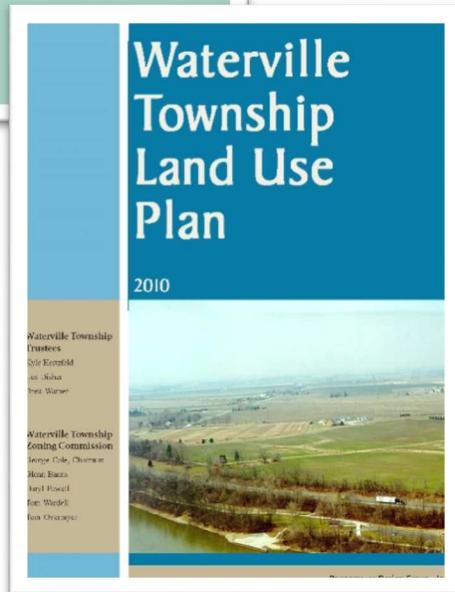
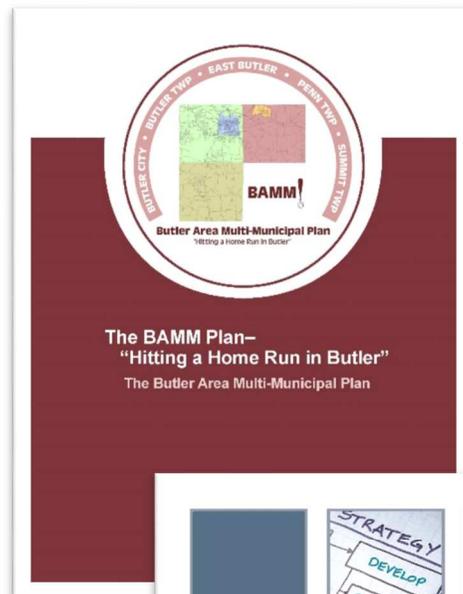


VISIONING & BRANDING EXPERIENCE

GENERAL PLAN SAMPLES

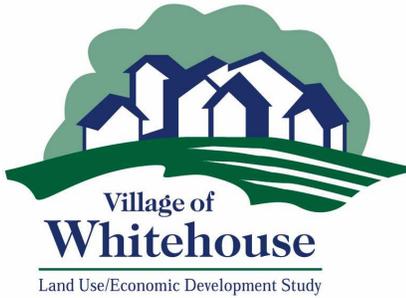
During the past four decades, PDG has helped hundreds of clients complete community planning projects. These clients range from large municipalities and counties to small villages and townships in several states. Complete copies of plans are available upon request, and many are available for download from various community websites. Covers of more recent planning work are provided below:





PROJECT LOGOS & BRANDING

It may seem like a little thing- but we have found that it is important to try to identify a master planning process with a consistent logo. Here's why - new or updated Master Plans typically require a year or more to complete. During that time, many maps, notices, flyers and draft documents are produced and it can sometimes be hard for residents to mentally "connect" this stream of material with a single process and result. Use of a logo is a way to help people appreciate and grasp the larger planning process.





CITIZEN ENGAGEMENT SAMPLES

There are many ways to organize community planning events and many available tools and techniques. As shown in the examples below, meeting formats can differ widely depending on specific meeting objectives. Two things are universally important however: First there is a need to provide a collaborative environment that encourages active participation and dialog. Attendees should feel welcome, comfortable and encouraged to share ideas. Secondly, it is essential that the questions, issues and topics are framed properly so that the results of the event are useful as foundational elements for the planning process.



Active Transportation Planning Workshop (PDG & GWC Ann Arbor, Allen County Ohio) – Summer 2013



Planning Workshop (Beckley, West Virginia) – Fall 2013



Coastal Management Plan Workshop (Ashtabula, Ohio) – Summer 2012



Public Visioning Event (Beckley, West Virginia) – Summer 2013



Downtown Planning Workshop (Van Wert, Ohio) – Winter 2012



Downtown Planning Workshop (Port Clinton, Ohio) – Summer 2012



CITIZEN ENGAGEMENT SAMPLES

Many hours are needed to effectively organize a public engagement event. There are of course, dozens of logistical details, but it is absolutely essential that organizers consider the goals of the event and the sequencing of steps that can build an effective framework for a new Community Plan. Participants should clearly understand how the planning process is unfolding and how their participation will shape the outcome.



Detroit Chapter – USGBC Conference / Workshop (PDG Conference Organizer / Sponsor) – Summer 2011



Comprehensive Plan Workshop (Warren, Ohio) – Spring 2010



Technology Park Design Workshop (Coldwater, Michigan) – Winter 2011



Land Use Plan Workshop (Sylvania, Ohio) – Winter 2009



Township Master Plan Planning Workshop (Erie Township, Michigan) – Summer 2011



Planning Workshop (Luna Pier, Michigan) – Summer 2009



Multi-Municipal Comprehensive Plan and Parks & Recreation Plan (Butler, Pennsylvania) – Spring 2010



CITIZEN ENGAGEMENT SAMPLES

Breaking participants into small groups is a proven technique that enhances dialog and full participation. The challenge that follows is to merge the results of many groups into consistent themes and ideas in a transparent manner.



Township Planning Workshop (Sylvania Township, Ohio) – Winter 2007



County Planning Workshop (Wood County, Ohio) – Winter 2007



Planning Workshop (Battle Creek, Michigan) – Winter 2005



Corridor Planning Workshop (Battle Creek, Michigan) – Summer 2007



Planning Workshop (Granville, Ohio) – Winter 2007



County Visioning and Economic Development Strategy Work Session (Hillsdale County, Michigan) – Summer 2005



CITIZEN ENGAGEMENT SAMPLES

Advanced publicity is very important to ensure good turnout at citizen engagement events. Flyers, news releases and social media are excellent tools to use to increase awareness and participation.

3rd FASTEST GROWING CITY IN NORTHEAST OHIO

BUSINESS INCENTIVES
Positive Government Support

A COMMUNITY UNMATCHED

City of Wadsworth Economic Development

Check Out Wadsworth Business Today!

Our Vibrant Community is a Perfect Place For Your Business!

CITY OF WADSWORTH
A SUBURBAN COMMUNITY

FIND THE PERFECT PLACE FOR YOUR BUSINESS TO THRIVE!

IT'S NO SECRET WHY!

DEMOGRAPHICS

WORKFORCE

Personalized, professional site selection assistance covering all the options, or any questions regarding the City of Wadsworth.

Butler Area Multi-Municipal Comprehensive Plan

BAMM PLAN - PUBLIC INPUT SESSIONS

FOUR Butler Area Public Input Sessions to choose from

"What needs to be improved in YOUR community?"

Housing... Quality of Life... Storm Water... Farmland Preservation... Jobs... etc...

- Summit Twp/East Butler**
Monday 9/8, 6 PMHerman Fire Hall
- Penn Township**
Tuesday 9/9, 6 PMPenn Township Building
- Butler Township**
Wednesday 9/10, 6 PMButler Township Building
- City of Butler**
Thursday, 9/11, 6:30 PMCity of Butler

Beckley
West Virginia

PUBLIC NOTICE

The public is invited to participate in the next step of the comprehensive plan updating process by attending focused workshops on the four key areas that resulted from the visioning session held on September 19. The four areas to be addressed are:

FOCUSED WORKSHOPS ON FOUR KEY TOPICS

- The Downtown workshop** will be held on **Tuesday, October 15, starting at 1:00 PM** and lasting through the early evening hours. Representatives from Poggemeyer Design Group (PDG) and Lisa LUSA and Land Design Studios (LDS) will facilitate development of designs to resolve problems and opportunities discussed at the September 19 meeting. Including:
 - Historic district
 - Historic preservation
 - Historic preservation
- The New River Park Area workshop** will address recreational opportunities and creating a greater tourism appeal. It will be held on **Wednesday, October 16, at 1:00 PM** and will extend into the evening hours. PDG, Lisa LUSA and LDS will facilitate this workshop. Sessions will be held on the following topics:
 - Recreational opportunities
 - Recreational opportunities
- The Transportation workshop** will be held on **Thursday, October 17 from 1:00 PM** until evening hours. PDG and LDS will facilitate the workshop. Solutions for the issues identified at the prior session will be discussed including:
 - Transportation
 - Transportation
- The Neighborhood workshop** will be held on **Friday, October 18 at 7:00 AM** until early afternoon. PDG and LDS will facilitate the development of solutions to issues raised at the on for sessions, including:
 - Neighborhoods
 - Neighborhoods

Residents, property and business owners, and other interested stakeholders are invited to attend one or all of these sessions to help inform developers' decisions for the future of Beckley. The topics for these workshops will be discussed and referred, so people should feel free to join any session at any time to share thoughts and ideas.

All workshops will be held at the John W. Eye Center at UC-Beckley.

Contact: Beckley Planning Commission, 1000 Main Street, Beckley, WV 26001. Call: 304-261-1111. Website: www.beckleywv.com

City of Sylvania
Land Use Plan
2009 Update

What Does the Future of Sylvania Look Like?

Redevelopment... Community Livability... Walkability... Housing Options... Public Spaces... Arts/Culture

The City of Sylvania will be hosting a Community Planning Workshop that will provide residents with a unique opportunity to think about the future of their community in new ways. This workshop will begin with a factual account of where the City of Sylvania is today and how trends are shaping the future. Following this, small groups will engage in discussions about what should be done to make Sylvania an even better place to live and work.

Don't let the City's plans to develop itself happen without you. Make your own plans to join friends and neighbors for a fun, interesting and important evening of discussion about your hometown.

Comm Annual Sylvania
Created at 7:14

Luna Pier
MASTER PLAN

Enhancing the Lakeshore... New Pier... Ferry Service... Tax Base... Tourism, Community livability...

The City of Luna Pier continues to develop its new Master Plan building on results from the visioning sessions held in the spring, community surveys and local research. Insights gained from these earlier efforts have helped to reveal how residents want to see the city develop and redevelop. To move forward toward a more specific community vision and a finalized Master Plan, two meetings have been scheduled. These meetings will provide residents with the opportunity to see specific development and redevelopment ideas and offer comments and feedback.

The first meeting is on **September 22 at 7:00 PM**. This meeting date is the regularly scheduled Planning Commission and the subject of the Master Plan will be addressed after regular business. The second meeting date is **October 7 at 7:00 PM**. This meeting will be a special meeting devoted only to the New Master Plan and public comments.

Community Planning Sessions

September 22, 2009... 7:00 PM City Hall (Regular Planning Commission Meeting)

October 7, 2009... 7:00 PM City Hall



COST PROPOSAL

CITY OF WORTHINGTON: COMMUNITY VISIONING PROCESS

Phase I: DISCOVERY	LOF	PZT	LMA	BAB	DMZ	WRS	CDB	Total Cost
Task a: City Meeting #1 <ul style="list-style-type: none"> • Meeting preparation, presentation materials • City tour • Review data collection, information gathering goals • Review scope, timeline 	8	8						
Task b: Data collection <ul style="list-style-type: none"> • Demographics, business clusters, housing data, industry trends • Mapping results 		20			4		30	
Task c: Familiarization with existing planning documents (City, County, Region) <ul style="list-style-type: none"> • Worthington 360 Initiative • Worthington Comp Plan/ Amendment • MORPC plans 	8	8		2				
Task d: Stakeholder interviews (10-15) <ul style="list-style-type: none"> • Develop interview tool • Hold interviews in person or via Go To Meeting, conference call, email 	8	8	8					
Subtotal for Phase I	24	44	8	2	4	0	30	112 Hours \$15,120
Phase II: PROJECT DESIGN	LOF	PZT	LMA	BAB	DMZ	WRS	CDB	Total Cost
Task a: Visioning Committee Meeting #1 <ul style="list-style-type: none"> • Meeting preparation, presentation materials • Gantt chart review • Map out meeting dates, times, locations • Identify additional stakeholders • Review draft process design, public involvement plan and communications plan 	8	8						
Task b: Finalize process design <ul style="list-style-type: none"> • Name/brand visioning project • Review of process • Goals of action plan and vision statement (s) 	6	6		8				
Task c: Finalize public involvement plan <ul style="list-style-type: none"> • Physical meetings: forums, focus groups, Charrettes, meals • Physical activities: walking tours, bus tours • Social media: Facebook, Twitter, Instagram • Surveys: online, paper • Printed: press releases, newsletters • Electronic: websites, e-blasts 	5	5	2					
Task d: Finalize communications plan <ul style="list-style-type: none"> • Weekly email for Visioning Committee, City • Monthly emails for stakeholders • E-blasts for public • Evite invitations • Op Ed articles/letters to the editor • Custom meeting flyers • Doodle polls for Visioning Committee, stakeholders • Websites • Social media • Press releases 	6		2	6	4			



Task e: Review final documents with City and Visioning Committee via email									
Subtotal for Phase II	25	19	4	14	4	0	0	66 Hours \$8,910	
Phase III: LISTENING/ LEARNING									
	LOF	PZT	LMA	BAB	DMZ	WRS	CDB	Total Cost	
Task a: Environmental scan <ul style="list-style-type: none"> Matrix comparison for demographics, quality of life, transportation, land use/planning, housing, economic development, infrastructure Comparing local, regional, state, national, global Field surveys 		10					30		
Task b: Community scan <ul style="list-style-type: none"> Identify key areas of change Consensus of strengths and challenges 	8	4							
Task c: Visioning Committee Meeting #2 <ul style="list-style-type: none"> Meeting preparation, presentation materials Determine best existing events to reach the public, instant voting at meeting Draft custom flyer outlining proposed public input in Phase IV 	8			1					
Task d: Community Education <ul style="list-style-type: none"> Divide Vision Committee into teams to attend events Social media promotion 		8		2	1				
Subtotal for Phase III	16	22	0	3	1	0	30	72 Hours \$9,720	
Phase IV: COLLABORATIVE INPUT									
	LOF	PZT	LMA	BAB	DMZ	WRS	CDB	Total Cost	
Task a: Educational workshop with SWOT/SOAR analysis <ul style="list-style-type: none"> Meeting preparation, presentation materials, mapping Social media promotion, custom flyers 	8	8		1	2				
Task b: Creation of survey and review with City & Visioning Committee via email	4			1					
Task c: Four focus groups TBD by Visioning Committee <ul style="list-style-type: none"> Meeting preparation, presentation materials Social media promotion, custom flyers 	24	24		1					
Task d: Public survey & Instagram challenge	2			1					
Task e: Visioning session <ul style="list-style-type: none"> Meeting preparation, presentation materials, visioning boards Social media promotion, custom flyers 	8	8		1					
Task f: Charrette <ul style="list-style-type: none"> Meeting preparation, presentation materials, mapping Bus/walking tour Social media promotion, custom flyers 	8	8	8	1	4				
Subtotal for Phase IV	54	48	8	6	6	0	0	122 Hours \$16,470	
Phase V: VISIONING									
	LOF	PZT	LMA	BAB	DMZ	WRS	CDB	Total Cost	
Task a: Interpretation and analysis of collaborative input <ul style="list-style-type: none"> Summarize data from public input events, compare and contrast with data from Phase I 	6	2	1						
Task b: Identify community values <ul style="list-style-type: none"> Compare and contrast with community values from last visioning effort 	4	2	1	6					



Task c: Visioning Committee Meeting #3 (Working Session) <ul style="list-style-type: none"> Prepare vision statement (s) Identify Key Performance Areas (KPA) by sector, issue or project (TBD by Visioning Committee) Set up task force framework for KPAs 	8			6				
Subtotal for Phase IV	18	4	2	12	0	0	0	36 Hours \$4,860
Phase VI: DOING	LOF	PZT	LMA	BAB	DMZ	WRS	CDB	Total Cost
Task a: Draft final statement of analysis <ul style="list-style-type: none"> Review via email with Visioning Committee and City 	18	6	2				4	
Task b: Draft final action plan <ul style="list-style-type: none"> Review via email with Visioning Committee and City Provide renderings/sketches/concept drawings 	18	6	2			16		
Task c: Finalize implementation matrix <ul style="list-style-type: none"> Include goals, objectives with time frames, responsible parties, estimate of costs and potential funding sources 	18	6	2					
Subtotal for Phase VI	54	18	6	0	0	16	4	98 Hours \$13,230
Phase VII: PUBLIC REVIEW/FINAL ADOPTION	LOF	PZT	LMA	BAB	DMZ	WRS	CDB	Total Cost
Task a: Celebrate! Public Event TBD <ul style="list-style-type: none"> Select date, time, location Social media promotion, custom flyers Deliverables: 1 digital and 10 paper copies of Statement of Analysis, Action Plan, Matrix and 1 Story Map 	8	8		30	4			
Task b: Set up City final adoption								
Task c: Set up quarterly or semi-annual meetings to review progress with City Staff and Visioning Committee								
Subtotal for Phase VII	8	8	0	30	4	0	0	50 Hours \$6,750
Reimbursables (mileage, copies)								\$4,200
TOTAL PROJECT COST*								\$79,260

- LOF – Lauren O. Falcone, AICP
- PZT – Paul Z. TecpanecatI, AICP
- LMA – Linda A. Amos, LEED AP
- BAB – Beth A. Barton
- DMZ – David M. Zubenko
- WRS – William R. Steele, AIA
- CDB – Christopher D. Boring

*Please note that we can review each phase and adjust work scope to fit the City’s budget constraints. Cost proposal valid for nine months.

PDG Average Hourly Rate \$135



PROPOSED SCHEDULE

CITY OF WORTHINGTON: COMMUNITY VISIONING PROCESS

Phase I: DISCOVERY	PDG	City	VC	Time Frame
Task a: City Meeting #1 <ul style="list-style-type: none"> Meeting preparation, presentation materials City tour Review data collection, information gathering goals Review scope, timeline 	X	X		June/July 2019
Task b: Data collection <ul style="list-style-type: none"> Demographics, business clusters, housing data, industry trends Mapping results 	X			June/July 2019
Task c: Familiarization with existing planning documents (City, County, Region) <ul style="list-style-type: none"> Worthington 360 Initiative Worthington Comp Plan/ Amendment MORPC plans 	X			June/July 2019
Task d: Stakeholder interviews (10-15) <ul style="list-style-type: none"> Develop interview tool Hold interviews in person or via Go To Meeting, conference call, email 	X			June/July 2019
Phase II: PROJECT DESIGN	PDG	City	VC	Time Frame
Task a: Visioning Committee Meeting #1 <ul style="list-style-type: none"> Meeting preparation, presentation materials Gantt chart review Map out meeting dates, times, locations Identify additional stakeholders Review draft process design, public involvement plan and communications plan 	X		X	July 2019
Task b: Finalize process design <ul style="list-style-type: none"> Name/brand visioning project Review of process Goals of action plan and vision statement (s) 	X	X	X	July 2019
Task c: Finalize public involvement plan <ul style="list-style-type: none"> Physical meetings: forums, focus groups, Charrettes, meals Physical activities: walking tours, bus tours Social media: Facebook, Twitter, Instagram Surveys: online, paper Printed: press releases, newsletters Electronic: websites, e-blasts 	X	X	X	July 2019
Task d: Finalize communications plan <ul style="list-style-type: none"> Weekly email for Visioning Committee, City Monthly emails for stakeholders E-blasts for public Evite invitations Op Ed articles/letters to the editor Custom meeting flyers Doodle polls for Visioning Committee, stakeholders Websites Social media Press releases 	X	X	X	July 2019



Task e: Review final documents with City and Visioning Committee via email	X	X	X	July 2019
Phase III: LISTENING/ LEARNING				
	PDG	City	VC	Time Frame
Task a: Environmental scan <ul style="list-style-type: none"> Matrix comparison for demographics, quality of life, transportation, land use/planning, housing, economic development, infrastructure Comparing local, regional, state, national, global Field survey 	X			August/September 2019
Task b: Community scan <ul style="list-style-type: none"> Identify key areas of change Consensus of strengths and challenges 	X			August/September 2019
Task c: Visioning Committee Meeting #2 <ul style="list-style-type: none"> Meeting preparation, presentation materials Determine best existing events to reach the public, instant voting at meeting Draft custom flyer outlining proposed public input in Phase IV 	X		X	August/September 2019
Task d: Community Education <ul style="list-style-type: none"> Divide Vision Committee into teams to attend events Social media promotion 	X		X	August/September 2019
Phase IV: COLLABORATIVE INPUT				
	PDG	City	VC	Time Frame
Task a: Educational workshop with SWOT/SOAR analysis <ul style="list-style-type: none"> Meeting preparation, presentation materials, mapping Social media promotion, custom flyers 	X	X	X	October/November 2019
Task b: Creation of survey and review with City & Visioning Committee via email	X	X	X	October/November 2019
Task c: Four focus groups TBD by Visioning Committee <ul style="list-style-type: none"> Meeting preparation, presentation materials Social media promotion, custom flyers 	X	X	X	October/November 2019
Task d: Public survey & Instagram challenge	X	X	X	October/November 2019
Task e: Visioning session <ul style="list-style-type: none"> Meeting preparation, presentation materials, visioning boards Social media promotion, custom flyers 	X	X	X	October/November 2019
Task f: Charrette <ul style="list-style-type: none"> Meeting preparation, presentation materials, mapping Bus/walking tour Social media promotion, custom flyers 	X	X	X	October/November 2019
Phase V: VISIONING				
	PDG	City	VC	Time Frame
Task a: Interpretation and analysis of collaborative input <ul style="list-style-type: none"> Summarize data from public input events, compare and contrast with data from Phase I 	X			November/December 2019
Task b: Identify community values <ul style="list-style-type: none"> Compare and contrast with community values from last visioning effort 	X			November/December 2019
Task c: Visioning Committee Meeting #3 (Working Session) <ul style="list-style-type: none"> Prepare vision statement (s) Identify Key Performance Areas (KPA) by sector, issue or project (TBD by Visioning Committee) Set up task force framework for KPAs 	X	X	X	November/December 2019



Phase VI: DOING	PDG	City	VC	Time Frame
Task a: Draft final statement of analysis <ul style="list-style-type: none"> Review via email with Visioning Committee and City 	X	X	X	January/February 2020
Task b: Draft final action plan <ul style="list-style-type: none"> Review via email with Visioning Committee and City Provide renderings/sketches/concept drawings 	X	X	X	January/February 2020
Task c: Finalize implementation matrix <ul style="list-style-type: none"> Include goals, objectives with time frames, responsible parties, estimate of costs and potential funding sources 	X	X	X	January/February 2020
Phase VII: PUBLIC REVIEW/FINAL ADOPTION				
Phase VII: PUBLIC REVIEW/FINAL ADOPTION	PDG	City	VC	Time Frame
Task a: Celebrate! Public Event TBD <ul style="list-style-type: none"> Select date, time, location Social media promotion, custom flyers Deliverables: 1 digital and 10 paper copies of Statement of Analysis, Action Plan, Matrix and 1 Story Map 	X	X	X	March/April 2020
Task b: Set up City final adoption		X	X	March/April 2020
Task c: Set up quarterly or semi-annual meetings to review progress with City Staff and Visioning Committee		X	X	March/April 2020

*Please note that the timeline can be adjusted to shorten or lengthen process due to City and/or Visioning Committee comments or holiday season.