

1 Discovery

In the Discovery phase, we will explore opportunities to continue Shaker Square’s resurgence by recognizing its current viability and helping to achieve the status of being both a destination of choice and a community enjoying an improved quality of life. Our intent is to uncover authentic solutions by capturing the unique and place-based ideas of residents and engaging the imagination and attention of both civic and private leaders.

1. Analysis

- 1.1 Regional, Neighborhood & Site** - A firm understanding of the site and its regional context allows for an intimate understanding of the site that is critical to uncovering the opportunity.
- 1.2 Traffic & Parking** - An analysis and overview of the broader site area that identifies how traffic patterns effect pedestrian and vehicular movements within the Square.
- 1.3 Transit** - A study of the existing transit options and patterns for the users of the space will both identify ways to improve current travel patterns, while also accommodating new forms of transit.
- 1.4 Utilities** - A study of the existing conditions that will consider the various layers of utility information and how that might impact any proposed solutions.
- 1.5 Market / Real Estate** - A study of the existing conditions that will consider the various economic layers of the space such as leasing, storefronts, destination-like qualities and projected future use patterns.

2. Review of Existing Studies

- 2.1 Past & Ongoing Efforts** - A thorough review of previous design studies, and best practices will uncover opportunities to build on past efforts while still looking for new methods for the space.
- 2.2 Adopted Neighborhood Plans** - Review of adopted district plans and adjacent neighborhood studies will inform the team on the larger context of the region and how that might impact the Square.
- 2.3 Existing & Proposed Transportation** - As a transit oriented development from the start, our team will analyze how the original framework for transit has impacted the Square over the years, and allow us to look into the future at new possibilities for mobility.

3. Historic Overview & Research

- 3.1 Urban Planning & Design** - Looking at historical patterns of development and systems within the city, we will uncover opportunities for building upon the existing framework.
- 3.2 Architectural** - With a deep architectural heritage in Shaker Square, we will study the evolution of the neighborhood and how to best position this development for the next generation.
- 3.3 Cultural & Social** - As society has changed over the years, the physical components of the Square have remained largely intact, with an opportunity today to reinvent the public realm for all.



Subject Matter Expert:
(Outreach & Engagement)

Stephen Gray
Grayscale Collaborative

Urban Designer and Planner with experience working in complex urban environments and representing a broad base of constituents including municipal agencies, colleges and universities, private developers, non-profits and the public.



Subject Matter Expert:
(SMART Mobility)

Gabe Klein
CityFi

Co-Founder of CityFi and former commissioner of the Chicago and Washington DC’s Department of Transportation. Author of “Start-Up City: Inspiring Private and Public Entrepreneurship, Getting Projects Done, and Having Fun.”

1 Engagement

During Discovery, we will craft an engagement strategy that uses a range of tactics aimed at shared dialogue about the key issues and opportunities for the Square. Through collective learning, exchange of stories, gathering of technical information and in-depth conversations with the Advisory committee and community groups, we will work to reveal core values and important narratives for design.

1. Collective Discovery

- 1.1 Community Committee** - Meaningful community collaboration is critical because it confirms to residents that they have a voice in the design and can infuse it with their values and priorities. We will work with the client to assemble a representative committee with community members of all ages who will be ambassadors for the project and support research and development.
- 1.2 Site Walks** - We will invite neighbors, business owners and families as we tour the Square, collectively observing and recording strengths, issues and opportunities. We will work with the community to create the route and learn about selected “landmarks.”

2. Story Exchange

- 2.1 Input sessions** - We will conduct interviews and focus-group meetings with individuals, businesses and group to provide targeted input. We recommend organizing these sessions by theme to allow crossover discussions among people from different perspectives. Key topics may touch on public space design as well as the major themes of mobility, health and safety, sustainability, economic development, programming and local identity.
- 2.2 Interactive Community Workshop #1** - Unlike typical public meetings, our first community workshop will be designed with interactive activities that generate ideas, creativity and dialogue. Workshops can be held at different times of day and in various parts of the community to attract broader participation.
- 2.3 Digital Platforms** - Online outreach is accessible anytime, anywhere. We will either provide content for a client-managed webpage (ideally building on an existing site) or create a simple site to contain public information that describes the process and share milestones. The webpage will be launched in phase 1 and updated throughout the project.

Top

As part of the design process for the Burlington, VT Parks Master Plan and Bike Trail Renovation, Agency team members led a bike tour to explore key sites for transformation and gather community feedback - on site.

Bottom

For the White River Vision Plan in Indianapolis, Agency collected “river stories” from community members to inform the identification of important moments and elements.



2 Design

During the Design phase, we will build upon our initial research and public outreach to develop a series of iterative plans and designs. These will be influenced by the guiding principles developed together with local residents and key stakeholders. Along with the Advisory Committee and Project Team we will develop and refine a design framework that addresses issues of urban design, economics, mobility, connectivity, sustainability and land use.

1. Framework Development

- 1.1 Framework Goals** - After a series of public engagement sessions and dialogue with the Advisory Committee and Project Team, a series of guiding principles will be developed that will provide the basis of design for the concept plans.
- 1.2 System-wide Ideas & Preliminary Concepts** - Through our method of co-creation, design ideas will be studied and built upon through design dialogue, sketches, models and graphics to convey preliminary concepts to share with the public.
- 1.3 Synthesize and Refine into Comprehensive Vision** - Once an approach is finalized, we will synthesize the design ideas into a comprehensive vision for Shaker Square. This framework for development will include refined ideas addressing urban issues from connectivity, mobility, transportation, land use and sustainability.

2. Programming Exploration

- 2.1 Infrastructure** - A complete review and analysis of existing and proposed infrastructure will aid in the development of the framework vision plan. This would include any infrastructure improvements that would be required for future programming efforts.
- 2.2 Programming** - A series of programming studies will be completed to test the feasibility of particular uses on the Square. From permanent structures, to temporary installations, we will consider options for short-term and long-term implementation.

3. Design Visioning

- 3.1 Concept Design** - To complete the design vision, a concept plan will be produced using the latest 3D capabilities to convey the design intent and spatial qualities of the proposed Shaker Square public realm space and sequence of experiences.
- 3.2 Renderings** - Included within the final concept document, 3D visuals will be produced in photo-realistic format to convey to the public and key stakeholders the project vision to gain support and for potential donor meetings.



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(SMART Mobility)

Gabe Klein
CityFi

Co-Founder of CityFi and former commissioner of the Chicago and Washington DC's Department of Transportation. Author of "Start-Up City: Inspiring Private and Public Entrepreneurship, Getting Projects Done, and Having Fun."



Subject Matter Expert:
(Arts and Cultural Programming)

Chris Wangro
Giant Rabbits & Electric Swings

Creative Director and Programmer for cultural festivals for The New Yorker, environmental summits on three continents, classical concerts in The White House, rock festivals in muddy fields, and expositions for foreign governments. Throughout, he has dedicated himself to projects focusing on the greater good.

2 Engagement

In the Design phase, the community will be asked to open their minds and dream big for Shaker Square! Through design workshops and attendance at local events, community members will be engaged in co-creation of the design concepts, identifying additional opportunities or solutions, testing constraints and revealing any “pain points” that need addressing early in the design process.

1. Co-Create and Test Ideas

- 1.1 Interactive Community Workshop #2** - Our second community workshop will be timed with the development of conceptual design ideas for improvements to the Square's physical space, programming, and mobility functions. Through a series of activities, residents will help clarify what they like or do not like about each concept, adding their own ideas and building new concepts during the workshop.
- 1.2 Reach the Most People - Facebook Live** - Our aspiration is to reach the broadest cross section of the community - all ages, neighborhoods, and perspectives should feel invested in the future of the Square. Technology can help us do that. In past projects, Agency has had 7,500 people attend a community meeting virtually, by using Facebook Live to stream a town hall for a new park in Sarasota, FL.

2. On-the-Ground Engagement

- 2.1 Pop Up Public Meetings** - One of the best ways to learn about how people use a place is by intercepting them in the space and envisioning it on-site together. We will create a “mobile public meeting” toolkit where we can engage residents in convenient settings in the Square on their terms - bringing the pop-up meeting to events like the Farmer's Market, to commuters waiting for the Rapid, to informal breakfast drop-in discussions at local cafés or restaurants, or to other places with high foot traffic. The mobile meeting will travel from site to site to collect feedback throughout the concepts phase.
- 2.2 Participate in Local and Everyday Events** - We understand that there are many established groups and affinity communities in the neighborhoods around the Square who already regularly gather or have their own meeting and events. Working together with Land Studio, we will help bring the process to these groups and “meet them where they are,” bringing the concepts to pre-planned events in the neighborhood. We will work with the client to identify if there are opportunities to align any milestones with the community calendar.

Top and Bottom

During park planning for Grand Rapids, Michigan, Agency team members took the public meetings to the parks - with interactive maps, games, and galleries to gather priorities about future change.

Middle

For the High Line Canal Vision Plan, a 2018 national APA award winner for engagement, Agency team members visited canal neighbors in multiple jurisdictions to bring people together around a shared vision.



3 Delivery

In the Delivery phase, we will develop the final design plan and create an inclusive document of the complete design process to tell the important story of how the final plan was derived and developed. It will also make recommendations for short, medium and long-term implementation steps toward achieving the desired outcomes with a full study on probable costs, funding sources and capital campaigns.

1. Implementation

- 1.1 Project Priorities** - As we complete the concept plan and design framework, our consultant team will begin to select priority elements of the design for immediate implementation. Tactical elements may be considered as a precursor to a phased approach to implementation to see immediate impacts for the community.
- 1.2 Implementation Costing** - In addition to the designed elements, the project team will facilitate a costing strategy with local construction professionals to obtain probable costs of construction and unit costs for the proposed designed elements for consideration by the Project Team on the best pathway for moving forward.
- 1.3 Implementation Phasing** - With the cost estimating complete, the design team will propose project phasing that aligns with the proposed budget developed by the Advisory Committee and Project Team.

2. Governance / Funding

- 2.1 Governance Roles** - Our expert team will develop a process and structure to be used to direct and manage the operations and activities of the project as well as the programming for future maintenance of those proposed facilities. This process will define the division of power and establish mechanisms to achieve accountability among stakeholders, local community groups, the City and Shaker Square management.
- 2.2 Governance Responsibilities** - In addition to clarifying the roles, our team will help these organizations and community groups focus on the activities that contribute most to their overall objectives and how to use their resources effectively to ensure that they are managed in the best interests of their stakeholders and the neighborhood.

3. Capital Campaign

- 3.1 Financial Structuring** - After dialogue and feedback are provided, a detailed capital campaign will be produced in an effort to raise significant dollars in a specified period of time to help fund the design proposal. This would include, but is not limited to, public financing, grants, loans and philanthropy.



Subject Matter Expert:
(Arts and Cultural Programming)

Chris Wangro
Giant Rabbits & Electric Swings

Creative Director and Programmer for cultural festivals for The New Yorker, environmental summits on three continents, classical concerts in The White House, rock festivals in muddy fields, and expositions for foreign governments.



Subject Matter Expert:
(Governance & Economics)

Kennedy Smith
Clue Group

Co-founded the CLUE Group in 2004 and one of the nation's foremost experts on commercial district revitalization, downtown economics, and independent business development.

3 Engagement

During the final phase, engagement tactics will celebrate the community's hard work, champion the preferred design direction and building excitement for future changes. As a platform for future fundraising, the final document should itself be a compelling, highly graphic engagement tool that can be used to tell the story of the Square's transformation to neighbors and funders.

1. Celebrate the Preferred Design

- 1.1 Community Event #3** - At the end of the design's development, the draft plan will be brought back to the community to be shared among friends and neighbors of the Square. Serving as the third public meeting, the event will be designed to thank the community for their contribution to the design outcome and celebrate the future improvements, helping to build champions for future implementation steps.
- 1.2 Graphic, Accessible Final Document** - We will determine the exact format of the plan with the client team, but envision a final document that is succinct and highly visual and can be used to generate excitement for the plan and guide subsequent decision making. In previous projects, our final documents have served as engagement tools, too - from maps, to brochures to field guides.

2. Shared Priorities

- 2.1 Pilot Projects** - We will work to ensure that the plan includes "quick wins" that can be implemented in the first few years, or even during the process itself. We will look for short-term projects that can elevate the everyday spaces of the Square into welcoming, safe places for enjoyment by all ages. Lawn on D in South Boston (the design of which was led by Gina Ford of Agency) represents a low-cost, flexible space that uses local art, food, play structures and programming to create a new community heart. We will include the community in discussion of phasing and prioritization of the design, identifying ideas that can be realized in a short timeline to impact the lives of those who live in the neighborhood today, not just future generations.

Top
In Asbury Park, NJ, Agency team members worked with local non-profits and community members to stage a public parade that celebrated the plan and the community's resilience.

Middle
For Hartford, CT, the final plan was documented in a graphic, accessible map (Agency team members).

Bottom
In Pittsburgh, implementation of a new rail trail was accompanied by full-scale mock-ups on Park(ing) Day (Agency team members).



Fee & Schedule

Great outcomes are the products of great collaborations. That begins with clear communication and project delivery.

The REALM + Agency team is responsible for maintaining the project schedule. We will begin by working closely with the Advisory Committee and Project Team and our consulting team to establish a clear and detailed scope, schedule, and cost budget. The following schedule and fee is our best estimate based on our proposed scope and needs outlined in the RFQ.

We are committed to providing a seamless, transparent organization that ensures that the best resources are assigned in a timely and cost effective manner. We foresee no personnel workload or availability problems that would impact the ability or commitment of our team to complete this project within the proposed schedule.

We propose an overall fee of \$300,000 for the public realm enhancement effort. The fee is broken out by tasks in the accompanying schedule.

