

REQUEST FOR PROPOSALS - CITY OF MEMPHIS, TN



DOWNTOWN MEMPHIS DESIGN GUIDELINES UPDATE

SEPTEMBER 13, 2021



MKSK



SELF+TUCKER
ARCHITECTS

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September 13, 2021



Brett Roler, AICP
 Vice President of Planning & Development
 Downtown Memphis Commission
 114 N. Main Street
 Memphis, TN 38103

RE: RFP - DOWNTOWN MEMPHIS DESIGN GUIDELINES UPDATE

Mr. Roler and Members of the Selection Committee,

MKSK, Inc. and Self + Tucker Architects are pleased to submit our qualifications and approach for preparing an update to the Downtown Design Guidelines for the City of Memphis, Tennessee. We have thoroughly reviewed your RFP, and fully appreciate the challenges, opportunities, and aspirations of the Downtown Memphis Commission and the Design Review Board to further unlock the potential for this downtown as an economic driver and destination for the region. These updated Design Guidelines will provide strategic guidance and direction for new developments and future improvements to the public realm and public spaces necessary to support the continued transformation and improvement of the area. We recognize this project is a critical opportunity to further guide strategic reinvestment into Downtown Memphis.

We understand the project will focus on updating the 2013 Central Business Improvement District (CBID) Design Guidelines with a focus on encouraging high-quality development and redevelopment in Downtown. We are eager to work with the DMC staff, Downtown stakeholders, and the community to build consensus support and set in motion strategies to advance and guide future development and investment. The updated design guidelines will provide clear direction to higher standards for future development, architectural standards, and public space improvements. This will be accomplished by the development of clear, graphically-oriented, user friendly guidelines that serve as a living document and practical tool for developers, community members, and DRB, DMC, and City of Memphis staff.

Our team is well suited to accomplish the scope of work set out in the RFP. MKSK is an urban planning and landscape architecture firm with experience creating design guidelines and other regulatory documents designed to be user-friendly and highly visual. Self + Tucker brings a local knowledge and experience to our team having worked on the previous design guidelines, in addition to working on multiple recent and ongoing development projects in the study area. Our team comes prepared for this project with a combination of recent local project experiences and knowledge of the previous guidelines that will give us a head start on this effort.

On behalf of the entire team, we are pleased to offer our services and approach to develop a stakeholder and community-driven deliverable that serves as a roadmap for the continued investment and improvement in Downtown. Our team is well-suited to the task, committed to the community, and eager to roll-up our sleeves and work closely with you on moving forward.

Respectfully Submitted,
 MKSK, Inc. & Self + Tucker Architects

A handwritten signature in black ink that reads 'Chris Hermann'.

Chris Hermann, AICP, Principal
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A handwritten signature in black ink that reads 'Jimmie E. Tucker'.

Jimmie E. Tucker, FAIA, NOMA, LEED AP BD+C, Managing Principal
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MKSK
PASSIONATE ABOUT
PEOPLE & PLACE



SOUTH FOURTH STREET CORRIDOR, LOUISVILLE, KY

MKSK

PRIMARY CONTACT

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AREAS OF PRACTICE

Community Planning
Downtown Planning
Urban Design & Guidelines
Community Engagement
Development Planning
Corridor Visioning
Land Use & Transportation
Planning
Parks & Recreation Planning
Landscape Architecture
Waterfronts
Public Space Design
Environmental Graphics
Signage & Wayfinding

MKSKSTUDIOS.COM

DOWNTOWN PLANNING, DESIGN GUIDELINES, URBAN DESIGN, COMMUNITY ENGAGEMENT

MKSK is a collective of Planners, Urban Designers, and Landscape Architects, founded in 1990, who are passionate about the interaction between people and place. We work with communities and clients to reimagine, plan, and design dynamic environments for the betterment of all. We are a practice with a network of eight regional metropolitan studios in Ohio, Georgia, South Carolina, Indiana, Kentucky, and Michigan.

We approach planning and design with a clear understanding that each place is unique and has economic, social, environmental, historical, and cultural influences which should be explored through thoughtful, context sensitive design. We help communities and our clients meet the challenges of changing global conditions by addressing resiliency and sustainability. We shape place to improve lives, and we share our transformational stories and the power of strong planning and design to inspire ourselves, our peers, and the world to work together for the common good.

We partner with other specialists and communities to create districts and neighborhoods that are socially connected, ecologically responsive, economically sustainable, and wonderful places to be.

Downtown and District Planning & Urban Design

MKSK has been designing and realizing some of the Midwest and Midsouth's most vibrant and diverse urban districts built on the unique stories and creativity inherent to those places. We focus extensively on creating real wealth and value through equitable programs, multi-modal mobility investments, green infrastructure, community gathering places, authentic placemaking, market-responsive programs, appropriately scaled development, and thoughtful design. These places include Chattanooga, Louisville, Atlanta, Tulsa, Greenville, Columbus, Akron, Toledo, Cincinnati, Indianapolis, and Detroit.

COMMUNITY OUTREACH & PUBLIC ENGAGEMENT EXPERTISE

MKSK

Community involvement and engagement is a fundamental part of our urban planning and design approach. The success of the public engagement process is a critical step in building understanding, support, and ownership of focus areas that will ultimately lead to effective implementation across time.

Our team views the early stages of a planning project as a time for learning and collaboration. It is here that we invite the public and stakeholders to share with us the issues and considerations important within a community. This knowledge, and the relationships built through this process, guides our planning efforts as we develop ideas and strategies to address project issues. The testing of those ideas, through further public engagement, ultimately provides us with a consensus-based direction. Our goal is to form a shared and “living” vision. To reach this goal, we cast a wide net, which often includes residents, business interests, development community members, key stakeholders, elected officials, and public agencies. Opportunities to engage the public can be in the form of traditional open houses, forums, or focus group sessions, or online through web-based meetings, surveys, and via social media platforms.

Our public participation toolbox blends traditional methods with fresh approaches adapted to hands-on engagement together with 24-hour community information and dialogue on web-based platforms. Every project and community is unique, so for each we refine an engagement tool kit in close consultation with the Client.

- Interactive meetings & exhibits
- Pop-up displays
- Dedicated website & social media platforms
- Community mapping - geo locate ideas
- Tactical urbanism
- Youth activities
- DIY Meetings-in-a-Box
- Study area storefront displays and office hours
- Street stalls and kiosks at existing events
- Study area walking/bike tours
- Stakeholder and focus group meetings
- Public workshops and presentations
- Charrettes and visioning



1



2



3



4



5



6

- 1 Greenville Unity Park Community Event, Greenville, SC
- 2 Walking Tour for the Akron Kenmore Neighborhood Plan, Akron, OH
- 3 Neighborhood Engagement for the Akron Middlebury Neighborhood Plan

- 4 Alpha Loop Trail Pop-Up, Alpharetta, GA
- 5 Chattanooga Riverfront District Master Plan, Chattanooga, TN
- 6 Kenmore Neighborhood Community Event, Akron, OH



TOD PLAN FOR THE MEMPHIS INNOVATION CORRIDOR, MEMPHIS, TN



SELF + TUCKER
ARCHITECTS

PRIMARY CONTACT

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AREAS OF PRACTICE

Architecture, Planning, and
Interior Design
Master Planning and Analysis
Sustainable Design and LEED
Certification
Architectural Assessments
Site Assessments
Building Enclosure Assessments
ADA Assessments & Design
Cost Coordination & Budgeting
Project Management
Construction Administration
Code Research and Analysis
Community Engagement

WWW.SELFTUCKER.COM

ARCHITECTURE, COMMUNITY CHARACTER, URBAN DESIGN & ENGAGEMENT SUPPORT

Self + Tucker Architects (STA) was established in 1995 with a commitment to Design Excellence and Community Engagement. We are Dreamers, Designers and Entrepreneurs, but above all, we are committed to positively changing the built environment. The professional and cultural diversity of our staff contributes significantly to our understanding of each client's unique personality and requirements.

STA is a full-service firm offering architecture, interior design, planning and urban design expertise. We believe well-designed buildings and spaces enrich our individual and collective quality of life. Through listening and learning we create innovative design solutions of the highest quality. As a diverse team of professionals, we leverage our diversity to create the best possible solutions for our clients. We are experienced in adaptive reuse and renovation of historic structures. We are particularly passionate about downtown redevelopment and neighborhood revitalization.

We also have experience with Sustainable Design and Energy Conservation, with six team members with LEED credentials (LEED AP BD+C, LEED AP, and Four Green Associates). With each new project, we build on knowledge gained and strive to create buildings that allow our clients to have healthier interior environments and consume less energy.

In addition to our creative strengths, we understand budgets, schedules, feasibility analysis, facility maintenance and all the practical issues related to building design, construction, renovation, and lifecycle costs. We thrive on visual communication, adept at both manual and computer-generated graphics. We view technology as a tool to increase project management efficiency; develop effective client communications; and create visuals that assist the fundraising process.

At STA, we strive for a creative partnership, involving our clients in every step of the design. In addition to addressing the project purpose and practicalities, we endeavor to truly enrich the architectural fabric of communities and institutions we serve.

COMPREHENSIVE EXPERIENCE

The MKSK & Self + Tucker team brings extensive experience in downtown planning, urban design, design guidelines, public space design, architecture, community engagement, and land use and code development that are all components of a successful urban strategy. We have outlined our experience below.

DOWNTOWN PLANNING

Downtown Toledo Master Plan, Toledo, OH

MKSK led an interdisciplinary team of planners, urban designers, architects, and engineers to develop a Master Plan for Downtown Toledo. With jobs and housing returning to downtown and sports and entertainment drawing millions annually, the plan is focused on developing market-based, catalytic solutions to build on the current momentum downtown and identify future opportunities. Working together with the 22nd Century Committee and the City of Toledo, MKSK engaged the community in this important discussion about the future of the downtown. Through the course of this multi-faceted outreach process, MKSK met with more than 70 stakeholders, held numerous community meetings, and shared information and gained input through a project specific website.

To meet people where they are in their daily lives, a downtown storefront was created to provide a permanent presence for the plan and to offer walk-in interactions. Input has also been received by visiting multiple office lobbies during the lunch hour and taking mobile input displays to sporting and arts and culture events. More than 1,000 people attended three public open houses, and the plan received nearly 1,000 individual comments both in-person and on-line. This robust input and interest has established a strong direction for the planning effort. Capping a 12-month planning process, City Council approved the Downtown Toledo Master Plan to continue Toledo's momentum to create a vibrant downtown. **Completed:** 2016



Downtown Columbus Strategic Plan & Update, Columbus, OH

Developed for the City of Columbus through the Columbus Downtown Development Corporation (CDDC), the 2010 Downtown Columbus Strategic Plan articulates an overall vision for the future that builds on current momentum to create a vibrant and economically sustainable downtown. The MKSK planning team conducted an interactive public process, hosting three town hall meetings and gaining input from more than 600 participants. The 10 Principles, 12 Ideas, and 8 Strategies that emerged will guide the revitalization of Downtown Columbus for the next 10 years. Highlights of the visionary plan include continued investment in greenways and parks, developing a creative campus and mixed use and residential district centered on museums, educational and cultural anchors, and public realm improvements to downtown's signature thoroughfares. Columbus City Council unanimously approved the plan citing its comprehensive nature and its bold vision for the future. Since completion all 12 Ideas have been implemented or are in the study stages. MKSK is currently working with the CDDC on an update to the 2010 Downtown Columbus Strategic Plan. **Completed:** 2010, On-going



DESIGN GUIDELINES & CODES

Unity Park Neighborhood District Code, Greenville, SC

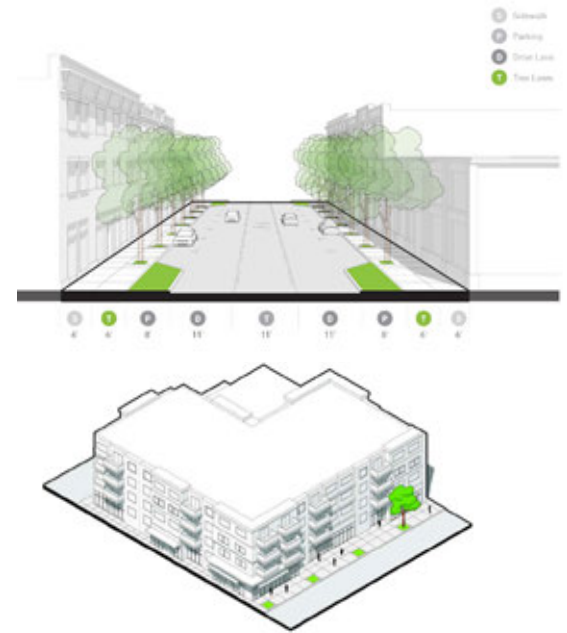
Located just west of the vibrant downtown of Greenville, South Carolina, the neighborhoods of Southernside and West Greenville have a rich history of textile industry and a vibrant culture of neighborhood life and civic activism. In response to increasing development interest and in keeping with decades of study of the Reedy River corridor, MKSK was selected by the City of Greenville to provide an action-oriented plan to create great public spaces and align the



COMPREHENSIVE EXPERIENCE

trajectory of future development with the goals of the community. With the Reedy River running through the heart of the 350-acre study area, the core component of MKSK's work includes the development of a signature city park, complemented by an affordable housing strategy and form-based code to guide surrounding development.

Leading a team of design, engineering, and policy experts from around the country, MKSK is continuing the Greenville tradition of high quality public space and public life in the urban neighborhoods of the west side. This "Community Character Code" serves as a tool to ensure new development in the area advances the character of the community and properly complements and transitions to and from Downtown Greenville, the new city park, and surrounding neighborhoods. This approach to zoning incorporates "form-based" requirements, a modern approach to zoning that focuses on the scale, quality, and relationship of buildings to streets and open spaces – in essential elements that together establish the physical form of the built environment. Ultimately, the code is a reflection of the community vision for implementing the intent of the MKSK developed Reedy River Redevelopment Area Character Plan to preserve Greenville's character and create walkable places. **Completed:** 2020



MKSK

West Dearborn Downtown Form-Based Code, West Dearborn, MI

Michigan's Economic Development Corporation's Redevelopment Ready Program provided funds to the City of Dearborn to create a form-based code for the West Downtown District. This project coincided with rapid transit studies along Michigan Ave (the "main street") and announcements by the Ford Motor Company to make major investments in the redevelopment of the downtown area. MKSK led the analysis of the transportation system, parking, and the streetscape to promote a more walkable downtown. MKSK also assisted in the audit of current street design, zoning regulations, and procedures to identify changes needed. Through a series of workshops with city officials and the public, MKSK worked with city staff and other consultants to craft a new form-based code to better support the vibrant, mixed use district embraced by the city officials and public. **Completed:** 2017

TYPICAL DOWNTOWN STREET

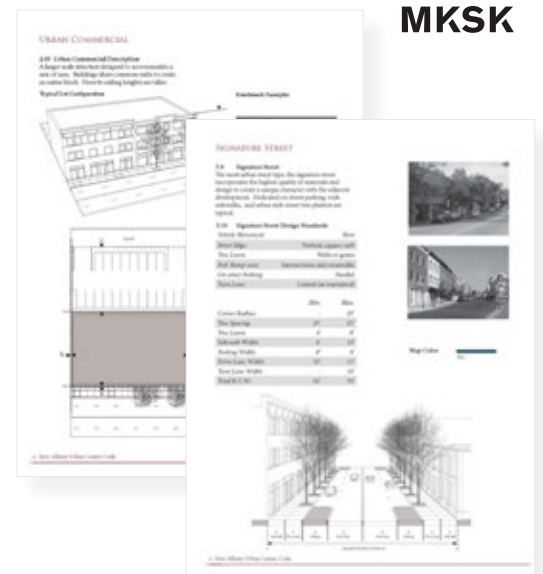


MKSK

New Albany Urban Center Code, New Albany, OH

New Albany has continued their tradition of forward-thinking planning with the implementation of central Ohio's first form-based code. Using the vision established by the Village Center Master Plan, the form-based code replaces the Village Center's existing zoning districts to create an integrated zoning tool. The new code emphasizes the massing and form of structures rather than the uses contained within and depicts the form standards through a series of building perspectives. Street typologies and standards were also established for the public rights-of-way and represented in sections and perspectives. The result is a highly graphic set of standards that is easily interpreted by developers, the public, and community commission members.

The code helps streamline the civic approval process by clearly establishing expectations at the forefront of development and allowing staff approval of complying projects. Stakeholder input was sought throughout the process so that the resulting code will help New Albany achieve the vision established in the Village Center Master Plan. **Completed:** 2013



COMPREHENSIVE EXPERIENCE

Former La-Z-Boy HQ Campus PUD Design Standards, Monroe, MI

A series of project work by MKSK led to the creation of the La-Z-Boy PUD Design Standards to help meet one of the goals of the City of Monroe to ensure that the redevelopment of the former headquarters site is done in a manner that is consistent with the Subarea Plan that MKSK prepared. The Subarea Plan was created to determine an appropriate redevelopment of the former La-Z-Boy headquarters site with uses that respond to market opportunities. The plan reimagined the site as a vibrant mixed-use destination that builds on Telegraph Road's commercial offerings and creates a livable neighborhood. Key design principles include stimulating additional redevelopment along Telegraph Road corridor, coordinating commercial and residential uses into a mixed-use neighborhood. From those Principles, a series of Development Standards were prepared and are intended to advance the level of design and promote innovation for architecture, site layout, landscape, walkability, open space, parking, signs, lighting, distinct features, and unifying elements. **Completed:** 2021



Westerville Zoning Code Update, Westerville, OH

MKSK worked with the City of Westerville as part of a multidisciplinary team to conduct an extensive update and modernization of the City's zoning code. This is a key implementation action recommended by the City of Westerville's 2016 Comprehensive Plan and will position the City to accommodate new growth and economic development by eliminating outmoded standards and processes. MKSK conducted a comparative analysis of the City's existing zoning map and districts against the Comprehensive Plan's recommended land use character areas to determine areas of conflict and opportunities for simplification. MKSK also led the development of form-based districts in strategic planning areas to ensure that new walkable, mixed-use urban development is permitted and appropriately designed within the context of the community. **Completed:** 2019



Grandview Yard District & Development Standards, Grandview Heights, OH

Grandview Yard is a new 125-acre mixed-use development that will include 1.2 million square feet of commercial development and more than 1,300 residential units. Existing industrial zoning of the site did not permit the development of a mixed-use district envisioned by the developers and the community, and would require a significant number of variances and other approvals in order to complete each phase. In an effort to create a more streamlined approval process and greater predictability to the development of Grandview Yard, MKSK worked closely with the client and the city of Grandview Heights to draft language for a new mixed-use district. The new standards permitted the client the flexibility to develop buildings in keeping with an urban, mixed-use, and pedestrian-friendly development pattern while maintaining a framework plan that established predictability for the city in the development of a new street network and blocks. Standards for uses, buildings, landscaping, lighting, and parking were created in order to enable the development. An entirely new sign code was drafted to promote the engaging and vibrant commercial activity that is envisioned in the Grandview Yard district. Grandview Yard is the first development in the Midwest to be pre-certified as a LEED-ND Silver community, making it the highest rated neighborhood by the U.S. Green Building Council. The development standards were forward-thinking because they allowed large scale development concepts to be approved at the Commission level and minor development details to be administratively approved. **Completed:** 2008



COMPREHENSIVE EXPERIENCE

URBAN DESIGN, PUBLIC SPACE DESIGN & ARCHITECTURE

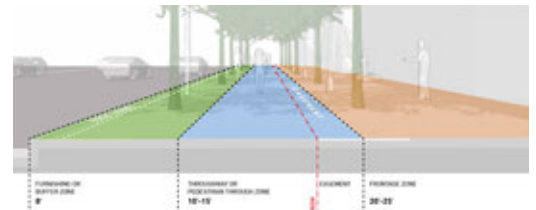
Tulsa Arena District Master Plan, Tulsa, OK

The Arena District Master Plan will help guide the City of Tulsa and its partners in developing improvements to the district's public realm and incentivizing private development. This master planning process assessed the current state of the Arena District, evaluated the potential of public infrastructure investments, created a system of engaging public spaces and streets, identified opportunities for private development, and provided a market-based and phased roadmap for future decisions. Adopted by City Council in 2019, the plan was led by City of Tulsa staff, a Steering Committee, project stakeholders representing a spectrum of interests and organizations, and members of the Tulsa community. The interdisciplinary planning team led by MKSK's planners and landscape architects, included experts in architecture, engineering, market analysis, placemaking and identity. As part of the Master Plan, the planning team reached out to the community using various platforms, including online and in-person methods of interaction. Through roundtable discussions, online surveys, and community visioning workshops, the plan created a shared vision for the district that encapsulated the wants and needs of Tulsans. The Master Plan sets forth a market-based vision that complements the major attractions in the district—the BOK Center and the COX Business Center—with mixed-use infill development, dynamic public plaza and park spaces, and short-term activations. This new 18-hour neighborhood will serve visitors, residents, and employees and act as a new, welcoming gateway into Downtown Tulsa. **Completed: 2019**



Uptown District and Reading Road Innovation Corridor Implementation Strategy & Urban Design Guidelines, Cincinnati, OH

MKSK was engaged by the Uptown Consortium, a nonprofit community development corporation founded by the chief executive officers of Uptown's largest employers: Cincinnati Children's Hospital, UC Health, TriHealth, University of Cincinnati, and the Cincinnati Zoo to assist with the implementation of a reinvestment strategy and identification of catalytic projects. The plan leverages the current annual economic impact of over \$3 billion driven by the University of Cincinnati, adjacent hospitals, and health science institutions and sets the stage for development that will be spurred by the now completed \$80 million dollar interchange at I-71 and a new \$110 million federal research laboratory to anchor the new research and innovation district. The strategy identifies redevelopment scenarios in priority investment areas that align the Uptown Vision with institutional planning, market feasibility, and community context. The redevelopment scenarios demonstrate site capacity, development feasibility, and economic impact on the district by providing detailed site plans and development data. Preliminary massing and modeling in 3D illustrate site potential. Strategic investment scenarios build on the momentum of the interchange improvement along with a previous vision study for the Martin Luther King Drive (MLK)/Reading Road Corridor. The plan involved significant engagement of all institutional partners along with community participation through a public engagement process.



MKSK developed a set of urban design guidelines for the Uptown Innovation District. The guidelines establish clear parameters for developers, member institutions, and the community to understand the vision for the area and how the vision can be achieved through specific standards. The guidelines included a detailed street right-of-way and public realm study and parameters for

COMPREHENSIVE EXPERIENCE

the creation of new streets within larger development blocks to ensure that development creates a walkable urban development pattern. **Completed:** 2016, 2019

Chattanooga ONE Riverfront District Master Plan, Chattanooga, TN

MKSK is leading a multidisciplinary team for a comprehensive Master Planning and Programming Study of the Riverfront District. The study includes a robust stakeholder/public engagement process to solicit community input to help define the vision for the district. Recommendations will include urban design, physical planning and improvements, economic development, and strategies for branding, marketing, placemaking, and programming. Key objectives include: Developing a roadmap to reenergize the Riverfront District as a civic and cultural center for all Chattanooga; Identifying catalytic opportunities for high quality and equitable development and uses that will enhance the vitality, accessibility, and civic appeal of the area; Design for a quality public realm that relates to the human scale experience; Integration of civic art and placemaking design into the public realm that responds to the district's unique history and character; District brand development, public space activation and programming; Urban design and sustainable development that will meet the needs of both the community and tourism, now and into the future; An implementation strategy and prioritized improvements that is open to adaptability to change in use over time. **Completed:** 2020 - Ongoing



Facade Improvement Projects for Downtown Memphis Commission, Memphis, TN

Self + Tucker Architects has successfully completed over 20 Façade Improvement Projects for the Downtown Memphis Commission. These projects have enhanced the pedestrian experience by improving the exterior appearance of buildings and commercial storefronts throughout Downtown. A prime example of this work is the NAACP Memphis Branch Façade improvement project.

This Façade Improvement Project focused on creating a neighborhood Icon that would provide more visibility for the NAACP Headquarters helping to elevate their status as a neighborhood resource. Improvements included new paint, improving the existing overhang, and new landscaping. The existing vertical pylon was also improved with a bold and contrasting NAACP Logo to serve as a beacon for visitors and community members.



COMPREHENSIVE EXPERIENCE

Memphis 3.0 Comprehensive Plan, Memphis, TN

In our role as Memphis 3.0 Architects and Planners, Self+Tucker Architects worked with the City of Memphis Planning Staff, district residents, community stakeholders and a Memphis based artist to craft a future land use strategy for five planning districts in Memphis. The districts include Frayser, South Memphis, Whitehaven, Raleigh, and Cordova.

STA were stationed within each district for 3 months to engage in community based planning and conduct a series of workshops. The workshops provide opportunities for residents to identify essential characteristics, establish priorities, and consider ways in which the district might improve, change, and grow over the next 20 years.



Community Lift Small Area Plan, Memphis, TN

STA helped develop the Memphis 3.0 Comprehensive Plan. We have continued to implement that work through Accelerate Memphis small area planning. STA recently led the planning process for both the Uptown and South City neighborhoods through focused engagement with community groups including residents, organizations and businesses. STA also created key recommendations and guidelines throughout the planning area that are currently serving as a basis for new development efforts within the community.



Memphis Heritage Trail, Memphis, TN

The Memphis Heritage Trail (MHT) is a cultural district and expansive community redevelopment plan to celebrate the rich business, cultural, and musical heritage of African American achievements in Memphis, Tennessee. STA served as the lead planner for this effort.

The neighborhood is distinguished by a clearly defined network of well-connected streets and blocks, articulated by signage and historic markers. The plan incorporates a range of housing types, attractive public spaces, and amenities such as art stores, restaurants, schools and places of worship all within walking distance of residences. The adaptive reuse of significant historic buildings such as Clayborn Temple are part of the revitalization plan.







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WOODBIDGE NEIGHBORHOOD DEVELOPMENT & DESIGN GUIDELINES

DETROIT, MICHIGAN

REFERENCE

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COMPLETED

2020

TEAM MEMBERS INVOLVED

Ann Marie Kerby
Tori Luckenbach

LINK TO
FINAL
DOCUMENT

MKSK led a multi-disciplinary team of Landscape Architects, Planners, Urban Designers, Architects, and Market Advisors to prepare neighborhood design guidelines and standards that will influence future development and improvements in the near-term. Working closely with the residents of Woodbridge and Woodbridge Neighborhood Development, the MKSK team developed a series of neighborhood scale context diagrams that document and investigate the existing conditions of infrastructure and land use that compose this historic urban neighborhood downtown Detroit. The intent of the project is to provide future guidance and strategies for overall neighborhood improvements and development with specific case studies including two vacant properties embedded within the neighborhood and beloved by residents.

The process involved the exploration of potential development scenarios for two vacant school sites, and testing them with the neighborhood residents and stakeholders to solicit feedback. Each scenario responds not only to building density and architectural massing, but integrates community open space and the public realm including recreation areas, green stormwater management, environmental restoration, material selection and aesthetics, pedestrian/bicycle circulation, and parking. The vision of this effort is to embrace the history, character, and authenticity of Woodbridge while equipping residents with the tools to be proactive about what type of development they would like to see in their neighborhood.

The final Woodbridge Neighborhood Development and Design Guidelines document contains a market study, infill development design guidelines, and redevelopment concepts for the former Hancock School and former Wilbur Wright School/Detroit School of the Arts sites.

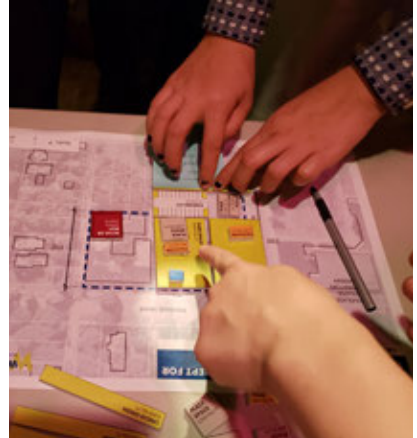
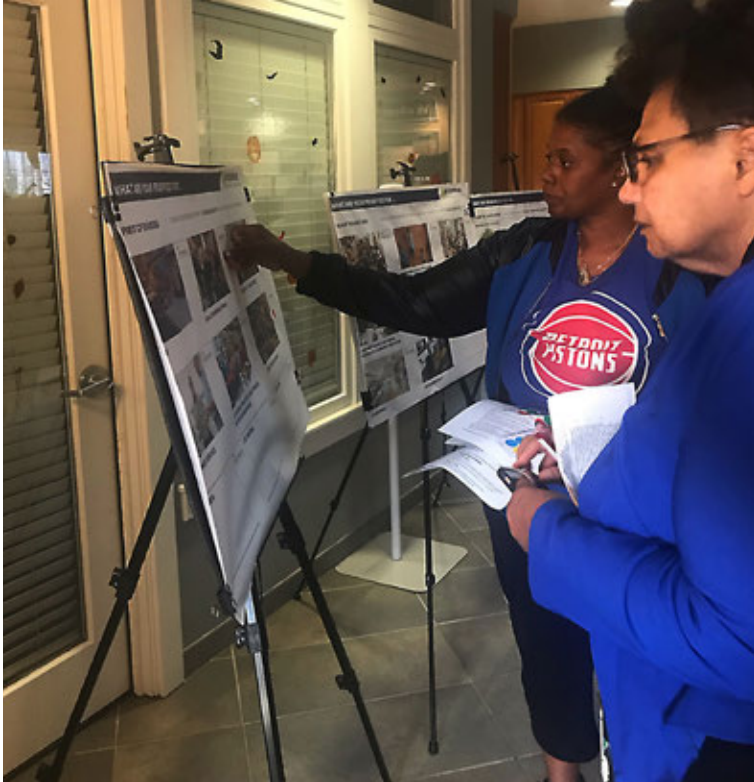
Concept 1: View from Hancock Street

A re-use of an opened up Hancock building anchors a large community open space that can accommodate a basketball court, flexible lawn, space for patios, and gardens.

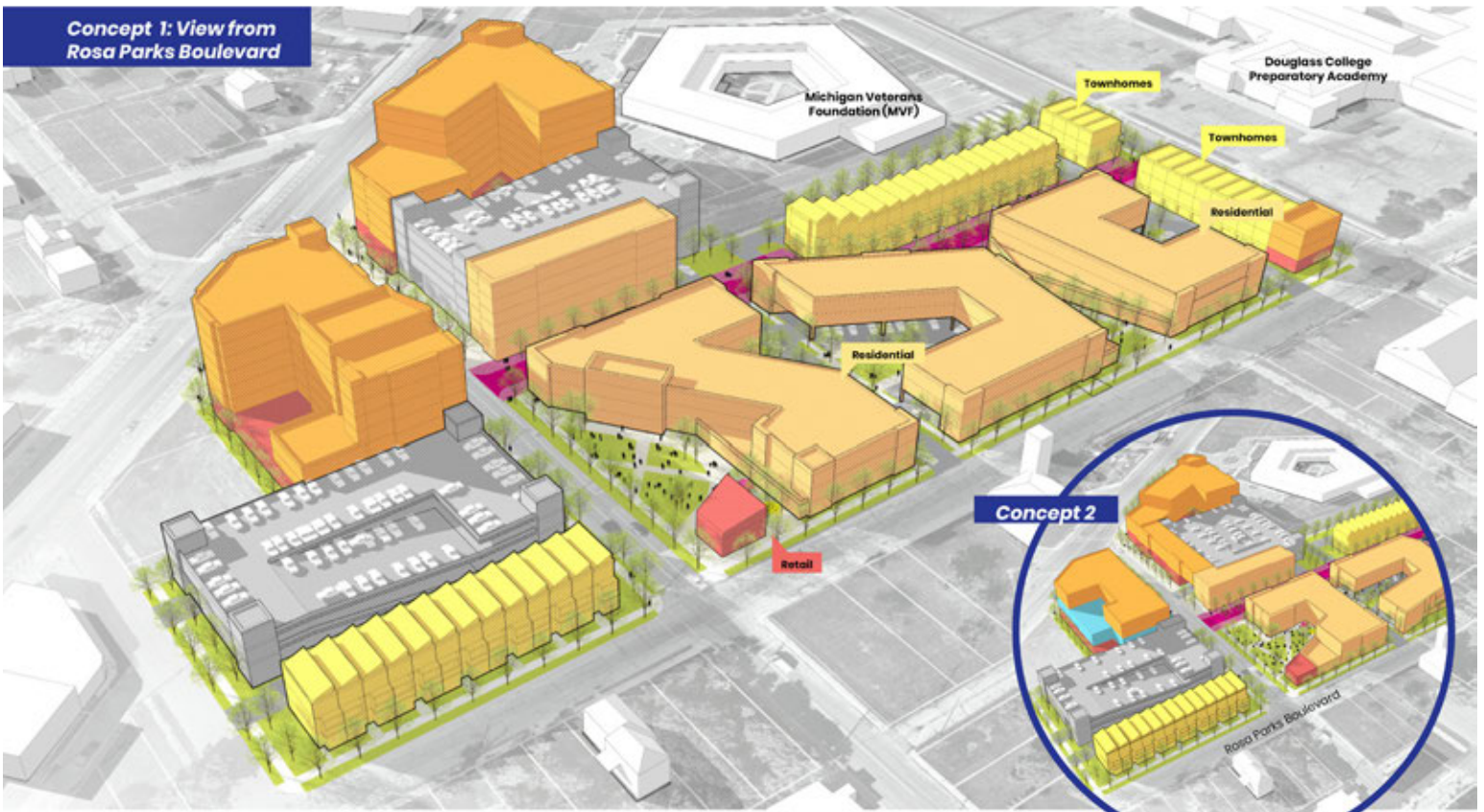


Concept 2: View from Hancock Street

A small residential building allows for a new pocket park at the corner of Hancock Street & Rosa Parks Boulevard.



Concept 1: View from Rosa Parks Boulevard





MKSK

DOWNTOWN LOUISVILLE MASTER PLAN LOUISVILLE, KENTUCKY

REFERENCE

Louisville Downtown Partnership
Rebecca Matheny
Executive Director
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rmatheny@louisvilledowntown.org

COMPLETED

2014

TEAM MEMBERS INVOLVED

Chris Hermann

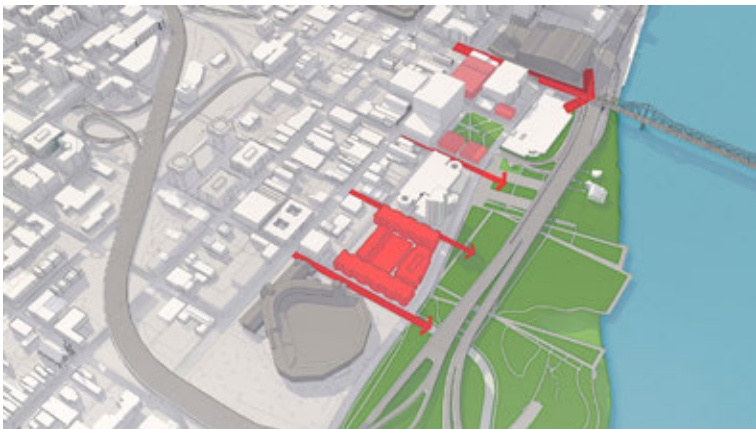
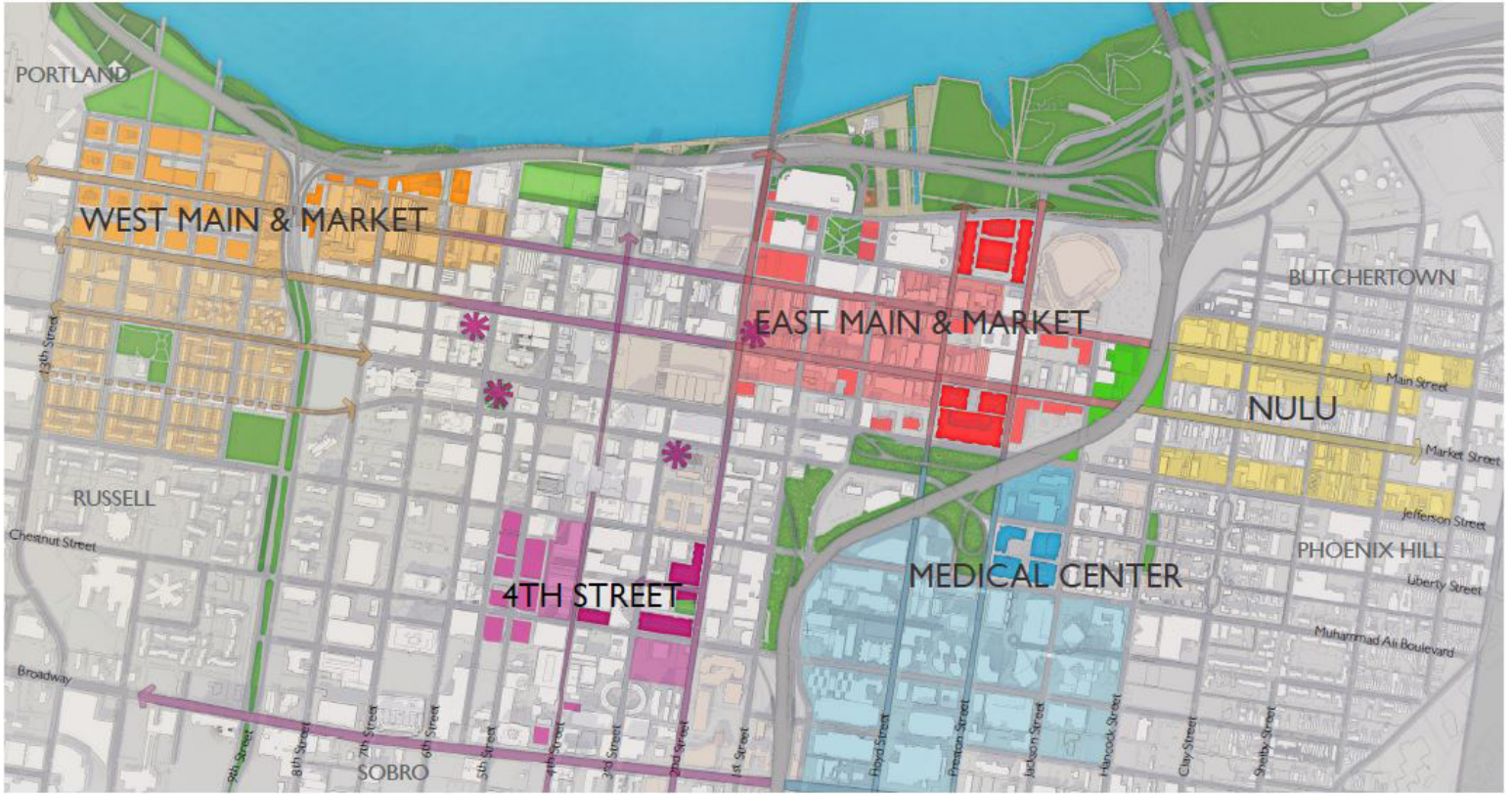
MKSK collaborated with the Louisville Downtown Partnership on the development of a new strategic vision for Downtown Louisville. The Downtown Louisville Master Plan built on the 2002 planning effort and the recent investment in Downtown, such as the KFC Yum! Center and the Louisville Waterfront Park. As part of this effort, MKSK led a team of economic development, urban design, and market analysis experts to develop a focused plan for Downtown Louisville that developed business development and housing strategies, addressed urban form and connectivity, and identified catalytic projects.

MKSK developed a robust public process that utilized traditional interviews and meetings as well as cutting edge public involvement software with a customized, interactive web presence. The plan was shaped by the 300+ public meeting participants and the 3,000+ online participants.

The resulting plan:

- Examined business development, residential and retail trends regionally and nationwide to establish market demand for the next 10-12 years in downtown;
- Identified the incentives, policies and strategies that will be necessary to build a well connected, sustainable, vibrant, and active downtown;
- Defined five distinct urban neighborhoods within Downtown that will help attract private investment in residential and retail, grow jobs and create new public amenities.

LINK TO
FINAL
DOCUMENT



LOUISVILLE DOWNTOWN PARTNERSHIP

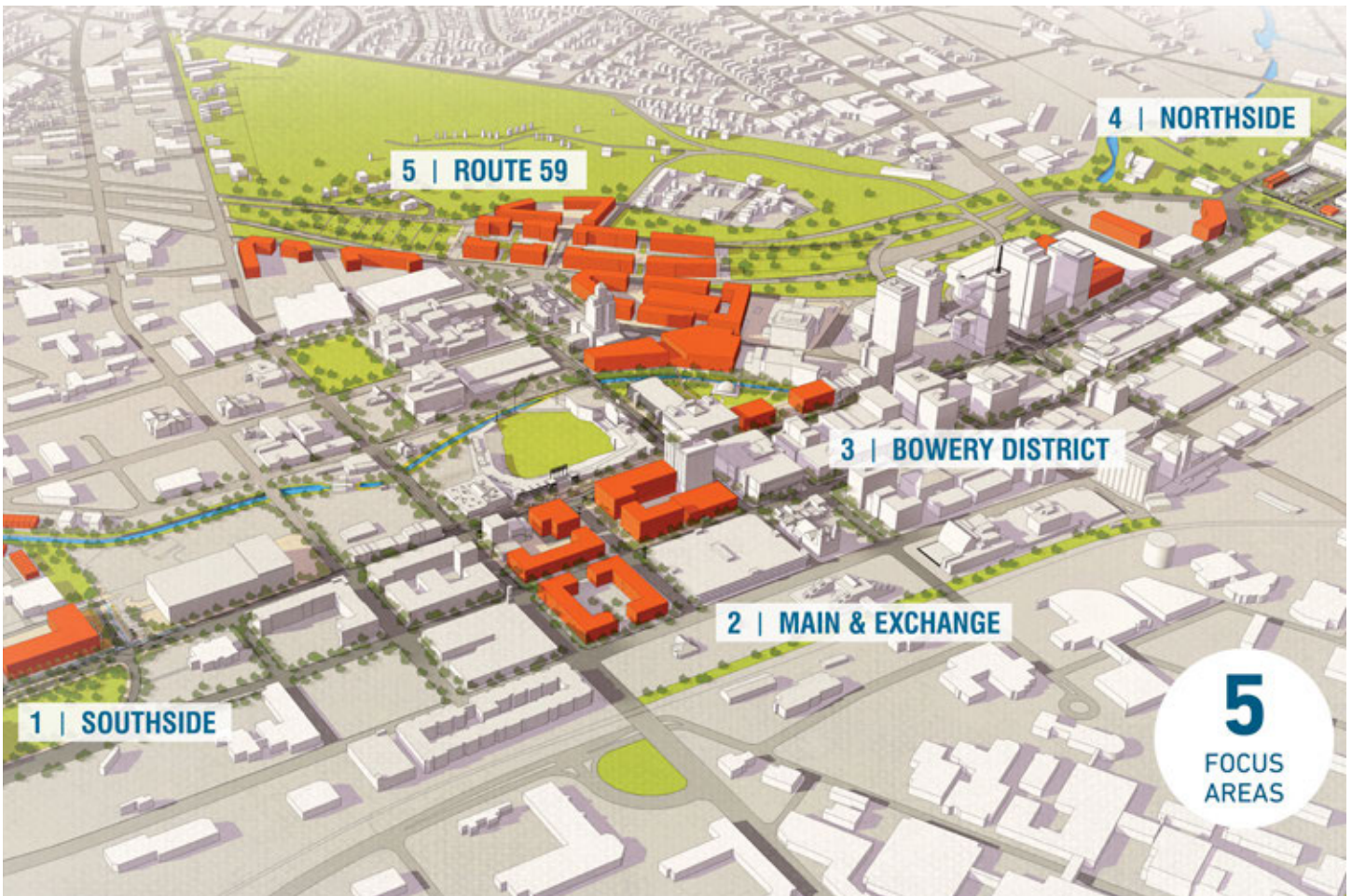
OPPORTUNITY SITE A: ALTERNATIVES

CONCEPT 1	CONCEPT 2	CONCEPT 3
Retail: 10,000 SF Apartments: 2 Buildings (215 Units) Parking: 2-Story Deck (220 Spaces) Stories: 5	Retail: 14,000 SF Apartments: 3 Buildings (230 Units) Parking: 4 Story Garage (280 Spaces) Stories: 5	Retail: 10,000 SF Apartments: 2 Buildings (258 Units) Parking: 2-Story Deck (220 Spaces) Stories: 6
<p>Density Units per Acre: 97 Feasibility Ratio: 88%</p>	<p>Density Units per Acre: 104 Feasibility Ratio: 91%</p>	<p>Density Units per Acre: 117 Feasibility Ratio: 89%</p>

LOUISVILLE DOWNTOWN PARTNERSHIP

OPPORTUNITY SITE A: PREFERRED CONCEPT

TOTALS:
 Retail: 10,000 SF
 Apartments: 258 Units
 Parking: 220 Spaces



MKSK

DOWNTOWN AKRON VISION & REDEVELOPMENT PLAN

AKRON, OHIO

REFERENCE

Downtown Akron Partnership
 Suzie Graham
 President & CEO
 330.374.7610
 sgraham@downtownakron.com

COMPLETED

2016

TEAM MEMBERS INVOLVED

Chris Hermann



MKSK led a multidisciplinary team to create a vision for Downtown Akron that serves to guide public and private investment for the downtown and central city area. The market-based plan helps foster a rich diversity of downtown places and spaces that will attract and support people who live, work and play in Downtown Akron. The vision articulates how to improve the character, identity, and connectivity of the downtown area and its surrounding neighborhoods and increase its vitality and prosperity in the areas of innovation, place-making, housing, business attraction, and arts and entertainment.

Working together with the Downtown Akron Partnership, the City, and stakeholders, MKSK engaged the community about the future of the downtown to understand concerns and opportunities. Through the course of this multifaceted outreach process, MKSK met with more than 150 stakeholders, shared information, and gained direction from the Stakeholder Committee. MKSK has met with the community through a series of in-person and online workshops to craft plans for the future of Downtown Akron.

The following 10 principles were developed following stakeholder input: 1) Focus on Main Street, 2) Build vitality through residential development, 3) Address business vacancy, 4) Create a coordinated incentive for redevelopment, 5) Make great public spaces, 6) Continue to program downtown, 7) Prioritize street design that enhances health and safety, 8) Expand on successful areas of activity, 9) Build on Akron’s rich history, 10) Strengthen downtown connections with surrounding neighborhoods and institutions. Building from the 10 planning principles, the Planning Team identified strategic recommendations and provided a framework for the continued revitalization of Downtown Akron through an action-oriented implementation matrix. The Downtown Vision and Redevelopment Plan has been endorsed by City Council.

WHAT WE HEARD	42 STEERING COMMITTEE MEMBERS	150 STAKEHOLDERS INTERVIEWED	1,800 WEBSITE VISITS	200 SURVEY RESPONSES	505 PUBLIC MEETING ATTENDEES	592 TOTAL COMMENTS RECEIVED	58 WARD MEETING ATTENDEES
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TRANSIT ORIENTED DEVELOPMENT PLAN FOR THE MEMPHIS INNOVATION CORRIDOR

MEMPHIS, TENNESSEE

REFERENCE

City of Memphis
 John Zeanah, AICP,
 Director of the Division of
 Planning & Development
 901.636.7167
 john.zeanah@memphistn.gov

COMPLETED

On-going

TEAM MEMBERS INVOLVED

Chris Hermann
 Sean Hare
 Ann Marie Kerby
 Jimmie Tucker
 Isaac Akers



MKSK is collaborating with Nelson\Nygaard, the City of Memphis, and numerous local stakeholders to develop development plans and strategies to support the upcoming Bus Rapid Transit initiative along the Memphis Innovation Corridor. Our role focuses on physical analysis, identifying key development sites, and creating a development vision for each of the 17 station areas along the corridor. The final recommendations of the plan include station area development strategies backed by a market analysis and identified public realm and multi-modal connectivity improvements.

In addition to creating development plans for the station areas, MKSK conducted an audit of current zoning along the corridor and developed recommendations for future zoning changes to facilitate the implementation of the vision set out in this plan.

The process engaged with local incentive makers such as the Downtown Memphis Commission and the Memphis Medical District Collaborative, developers, key institutions like the University of Memphis, and the public.

What makes this plan unique is its ability to impact the City of Memphis on both a large and small scale. Specific station area improvements and development will change the hearts of neighborhoods and communities, while the collective corridor improvements will drive long term economic change for the region.

STA is a member of both the TOD Planning Team and the mConnect Design Team. STA designed the station architecture for 31 locations along the corridor and developed conceptual renderings which convey how the new bus rapid transit system and surrounding neighborhoods can seamlessly enhance and support each other.

SUB AREA 2A | MANASSAS CONCEPT PLAN





ORGANIZATION OF TEAM



MKSK PROJECT LEADERSHIP

CHRIS HERMANN, AICP
Principal-in-Charge
Urban Planner



SEAN HARE, AICP
Project Manager
Project Planner, Urban Designer



MKSK
ANN MARIE KERBY
AICP
Associate
Project Planner



MKSK
TORI LUCKENBACH
Project Planner
Urban Designer



SELF + TUCKER
JIMMIE E. TUCKER
FAIA, NOMA, LEED AP BD+C
Managing Principal
Planner



SELF + TUCKER
JUAN R. SELF
AIA, NOMA
Downtown Design
Specialist



SELF + TUCKER
ISAAC AKERS
ASSOC. AIA, LEED GREEN ASSOCIATE
Assoc. Project Manager
Project Planner



SELF + TUCKER
MATHIEU WHITE
CSSYB
Marketing & Planning
Coordinator

UNIVERSITY OF MEMPHIS - ARCHITECTURE & PLANNING STUDENTS

CHRIS HERMANN, AICP, PRINCIPAL-IN-CHARGE

URBAN PLANNER



EDUCATION

Master of City and Regional Planning, The University of North Carolina Chapel Hill

Bachelor of Arts in Political Science, Miami University

CERTIFICATION

Certified Planner, American Planning Association

RELEVANT PROJECTS

Unity Park Neighborhood District Code, Greenville, SC

Principal Planner. The form-based code serves as a tool to ensure new development in the area advances the character of the community and properly complements and transitions to and from Downtown Greenville, the new city park, and surrounding neighborhoods. This approach to zoning incorporates “form-based” requirements, a modern approach to zoning that focuses on the scale, quality, and relationship of buildings to streets and open spaces – in essential elements that together establish the physical form of the built environment.

Tulsa Arena District Master Plan, Tulsa, OK

Principal-in-Charge. This 20-year vision and implementation strategy for the City and its partners provides guidance for improving the public realm, incentivizing private development, and transforming the district into a dynamic downtown neighborhood. The effort resulted in an evaluation of proposed public infrastructure investments, an implementable system of engaging public spaces and streets, identification of private development opportunities, and a market-based roadmap for catalytic opportunities that will transform the district into a vibrant 18-hour neighborhood and regional destination.

New Albany Urban Center Code, New Albany, OH

Principal-in-Charge. Using the vision established by the Village Center Master Plan, the form-based code replaces the Village Center’s existing zoning districts to create an integrated zoning tool. The code helps streamline the civic approval process by clearly establishing expectations at the forefront of development and allowing staff approval of complying projects. Stakeholder input was sought throughout the process so that the resulting code will help New Albany achieve the vision established in the Master Plan.

Grandview Yard Mixed Use Dev. Standards, Grandview Heights, OH

Principal-in-Charge. In an effort to create a more streamlined approval process and greater predictability to the development of a new mixed-use neighborhood, MKSK worked closely with the client and the city of Grandview Heights to draft language for a new mixed-use district. The new standards permitted the client the flexibility to develop buildings in keeping with an urban, mixed-use, and pedestrian-friendly development pattern while maintaining a framework plan that established predictability for the city in the development of a new street network and blocks.

MKSK

Chris is a certified planner with more than 28 years of planning experience, including prior experience at the city, county, and regional government levels. With 20 years at MKSK, Chris provides a broad range of project planning leadership experience, having managed projects involving regional planning policy, comprehensive plans, downtown plans, district and neighborhood planning, community revitalization/reinvestment, economic development, urban design, form-based codes, transportation and streetscape design, consensus-building, and public engagement and facilitation. Highly acclaimed for creating plans that are implemented, Chris is skilled at helping communities create a unique, compelling vision and translating that vision into strategic steps that transform cities and spaces.

Chris has worked on design guidelines, downtown and district plans, and zoning recommendations for a number of communities including Columbus, Cincinnati, Toledo, Dublin and New Albany, OH; Louisville, KY; Tulsa, OK, and Greenville, SC.



SEAN HARE, AICP, PROJECT MANAGER

PROJECT PLANNER, URBAN DESIGNER

MKSK



Sean strives to inspire communities to look towards a more sustainable future through well-designed spaces, strategic investments and unique placemaking. Sean believes in sustainable urban design as a proper method to give communities the resources and assets they need to thrive and evolve into better places for all. He has experience working in a variety of different environments and scales and has always supported a holistic approach to planning and design. His skill set in graphic production lies in both 2 and 3-dimensional techniques to create informative and innovative graphics.

EDUCATION

Master of Community Planning, University of Cincinnati
Bachelor of Arts Environmental Design, The University at Buffalo, SUNY

CERTIFICATION

Certified Planner, American Planning Association

RELEVANT PROJECTS

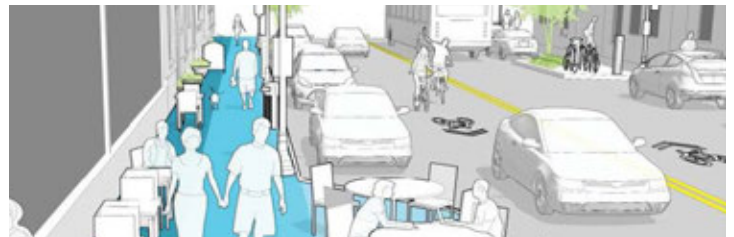
TOD Plan for the Memphis Innovation Corridor, Memphis, TN

Project Planner. MKSK is collaborating with the Engineer, the City of Memphis, and numerous local stakeholders to develop development plans and strategies to support the upcoming BRT initiative along the Memphis Innovation Corridor. In addition to creating Transit Oriented Development (TOD) plans for each of the 17 station areas along the corridor, MKSK conducted an audit of current zoning along the corridor and developed recommendations for future zoning changes to facilitate the implementation of the vision set out in this plan.



Downtown Streetscape & Public Realm Design Guidelines, Covington, KY

Project Planner. MKSK worked closely with the Covington Business Council, the City of Covington, and selected stakeholders to craft a set of design guidelines that will set the standard for future improvements to the public realm and develop a more cohesive, aesthetically-pleasing, and vibrant downtown streetscape. The study area encompasses the entirety of the City's Historic Downtown



Troy Downtown and Riverfront Strategic Plan, Troy, OH

Project Manager. MKSK led a team to develop the Plan which provides key physical and programmatic investment recommendations for the Downtown and riverfront for the next 5 to 10 years. The plan identified five key initiatives for the City to pursue to achieve this goal: 1.) Tell its story better; 2.) Increase the number of jobs and residents downtown; 3.) Strengthen downtown connections to an active river and trail network; 4.) Leverage mobility as an economic development tool; and 5.) Create an accessible and user-friendly development toolkit.



Villa Rica Downtown Master Plan, Villa Rica, GA

Project Planner. MKSK is leading a team of transportation engineers, planners, and urban economists on the development of a Livable Centers Initiative plan for the Villa Rica community. This effort, funded with support of the Atlanta Regional Commission, offers the opportunity to advance the vision for the Downtown area, historic Fullerville Mill District, and adjacent neighborhoods. MKSK is working closely with city staff, local stakeholders, appointed and elected officials, and the citizens of Villa Rica to craft the shared vision and align future investment.



ANN MARIE KERBY, AICP, ASSOCIATE

PROJECT PLANNER, ENGAGEMENT



EDUCATION

Bachelor of Science, with Honors, in Urban and Regional Planning, Michigan State University

CERTIFICATION

Certified Planner, American Planning Association

Ann Marie has over 12 years of professional experience in the planning field specializing in zoning and land use solutions, long-range comprehensive planning, transportation planning, and facilitating effective community and stakeholder engagement. She also has experience in transportation and environmental planning at the county-wide level. Prior to MKSK, Ann Marie served as a Senior City Planner for the City of Cincinnati for six years where she managed and facilitated neighborhood plans, the Cincinnati Form-Based Code, as well as evaluated zoning changes and site plans to ensure land use compatibility. At MKSK, Ann Marie has expertly managed complex zoning, land use, and transportation projects, delivering refined and implementable solutions to clients.

RELEVANT PROJECTS

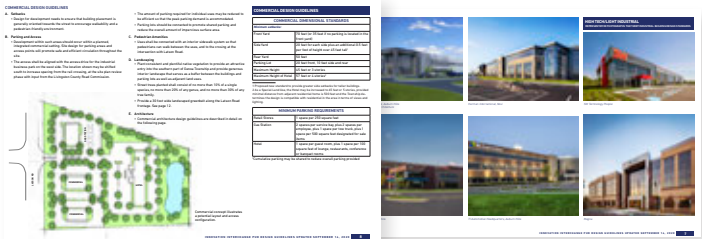
TOD Plan for the Memphis Innovation Corridor, Memphis, TN

Project Planner. MKSK is collaborating with the Engineer, the City of Memphis, and numerous local stakeholders to develop development plans and strategies to support the upcoming BRT initiative along the Memphis Innovation Corridor. In addition to creating Transit-Oriented Development (TOD) plans for each of the 17 station areas along the corridor, MKSK conducted an audit of current zoning along the corridor and developed recommendations for future zoning changes to facilitate the implementation of the vision set out in this plan.



Versa Development Design Guidelines, Genoa Township, MI

Project Planner. MKSK created Design Guidelines as part of a light industrial and commercial Planned Development. They are intended to supplement the Genoa Township Zoning Ordinance and include provisions and illustrative visuals for enhanced landscaping treatments along the streetscape and buffers. Dimensional, lighting, open space, and building design standards were also incorporated into the Guidelines to ensure the future development will be of high-quality design and enhance the Township's entryway from the I-96 interchange.



Woodbridge Neighborhood Development & Design Guidelines, Detroit, MI

Project Manager. MKSK led a multi-discipline team to prepare neighborhood design guidelines and standards that will influence future development and improvements in the near-term. The final document includes a market study, infill development design guidelines, and redevelopment concepts for two former school sites.



Former La-Z-Boy HQ Campus PUD Design Standards, Monroe, MI

Project Planner. The La-Z-Boy PUD Design Standards to help meet one of the goal of the City of Monroe to ensure that the redevelopment of the former headquarters site is done in a manner that is consistent with the Subarea Plan that MKSK prepared. The Development Standards are intended to advance the level of design and promote innovation for architecture, site layout, landscape, walkability, open space, parking, signs, lighting, distinct feature, and unifying elements.



TORI LUCKENBACH

URBAN PLANNER, GRAPHIC DESIGN & VISUALIZATIONS

MKSK



Tori brings an appreciation of context and people to every aspect of the planning and design process. She believes that the most sustainable, effective, and positive change in our cities occurs when communities invest in the planning of their own futures. In working closely with communities, she seeks to transform unexpected places that both serve the community's needs and capture their unique qualities. Tori's research has extensively focused on engaging the public in redevelopment in their cities and how their level of engagement creates more vibrant places to live, work, and play.

EDUCATION

Bachelor of City and Regional Planning, Summa Cum Laude,
The Ohio State University, 2016

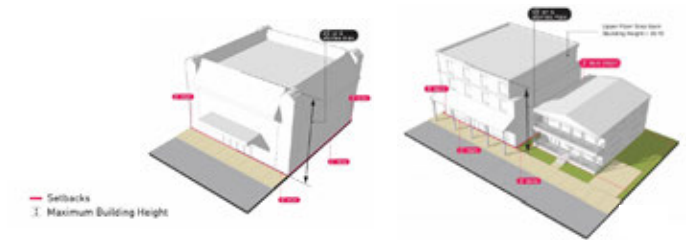
BOARDS & COMMISSIONS

Renaissance Covington Board of Directors, Vice President

RELEVANT PROJECTS

Lakeside Zoning Update & Guidelines, Lakeside, OH

Project Planner/Graphics. MKSK led the effort to update the Lakeside Zoning Regulations, including revising processes, parking, and design guidelines, in order to ensure that new development and expansions are consistent with the unique and historic character of Lakeside. Revisions to the regulations resulted in a more user-friendly and consistent document, with dimensional standards illustrated by new graphics and easy to use reference tables.



Westerville Zoning Code Update, Westerville, OH

Project Planner/Graphics. MKSK is part of a multidisciplinary team to conduct an extensive update and modernization of the City's zoning code. MKSK conducted a comparative analysis of the City's existing zoning map and districts against the Comprehensive Plan's recommended land use character areas to determine areas of conflict and opportunities for simplification. MKSK is also leading the development of form-based districts in strategic planning areas.



Traverse City Street Design Manual, Traverse City, MI

Analysis and Graphics. This manual was developed to provide policy and design guidance for the City, other agencies, consultants, private developers, and community residents on the planning and design of streets within the City. The street design manual provides guidelines for how the public right-of-way, from building face to building face or property line to property line, should be designed. Existing land use maps and street classifications were evaluated to develop a series of street typologies that establish more appropriate street design standards.



10th Street Strategic Investment Plan, Jeffersonville, IN

Community Engagement and Graphics. The Plan sought to craft a vision, investment strategy, and decision-making framework that transformed this outdated corridor into an accessible connector and vibrant destination. With the support of market and engineering analysis, the Plan was activated by an Implementation Plan that identified high-priority next steps, such as zoning and policy, branding, property acquisition and project partners, leading to a successful revitalized 10th Street.





JIMMIE E. TUCKER, FAIA, NOMA, LEED AP BD+C

MANAGING PRINCIPAL, PLANNER



During a career spanning over 40 years, Jimmie has remained highly committed to designing and building better communities. His experience includes multiple district, corridor and neighborhood Master Plans. Within those larger context, Jimmie has also focused on development and preservation education, facade design assistance and signage, advising building owners on proper restoration principles, and helping communities establish local empowerment tools such as design guidelines and community benefit agreements.

EDUCATION

Marshall School of Business (Certificate in Real Estate),
University of Southern California
Master of Architecture, Washington University (2006
Distinguished Alumni)
Bachelor of Architecture & Urban Planning,
Princeton University

Wherever, possible Jimmie's has encouraged incorporating principles of sustainability and green building. Jimmie will be responsible for leading the STA project team and will be actively involved in all aspects of the successful delivery of the DMC Design Guidelines.

PROFESSIONAL AFFILIATIONS

American Institute of Architects College of Fellows
National Organization of Minority Architects
US Green Building Institute
Urban Land Institute

RELEVANT PROJECTS

Memphis 3.0 Comprehensive Plan, Memphis, TN

Self+Tucker Architects worked with the City of Memphis planning staff, district residents, community stakeholders and a Memphis based artist to craft a future land use strategy for 5 planning districts in Memphis as part of the first comprehensive plan in 30 years.

Transit Oriented Development Master Plan (TOD) for the Memphis Innovation Corridor, Memphis, TN

Creation of the TOD plan is another step in the larger Memphis Innovation Corridor project, including complementing station-area concept plans, regulatory codes and guidelines, and funding strategies to implement mixed-use, transit-oriented development in line with the mConnect planning and design already in progress.

mConnect Bus Rapid Transit, Memphis, TN

Bus Rapid Transit (BRT) project is the first BRT line in the City of Memphis. STA designed the station architecture for 31 locations along the corridor

Community LIFT Small Area Plans, Memphis, TN

STA helped develop the Memphis 3.0 Comprehensive Plan. We have continued to implement that work through Accelerate Memphis small area planning. STA recently led the planning process for both the Uptown and South City neighborhoods.

Memphis Heritage Trail Master Plan, Memphis, TN

The Memphis Heritage Trail (MHT) is a cultural district and expansive community redevelopment plan to celebrate the rich business, cultural, and musical heritage of African American achievements in Memphis, Tennessee.

DMC Façade Improvement Projects, Memphis, TN

STA has successfully completed over 20 Façade Improvement Projects for the Downtown Memphis Commission. These projects have enhanced the pedestrian experience by improving the exterior appearance of buildings and commercial storefronts throughout Downtown.



JUAN R. SELF, AIA, NOMA

DOWNTOWN DESIGN SPECIALIST



Juan, a founding Principal of Self + Tucker Architects has extensive experience with the restoration and adaptive reuse of existing buildings, as well as, successfully designing new buildings to fit into our Downtown Context. Juan also has a deep understanding of the history of Downtown Memphis along with an appreciation of the importance of it being a pedestrian friendly and vibrant built environment.

EDUCATION

Bachelor of Architecture; Howard University School of Architecture and Planning, Washington, DC

REGISTRATION & LICENSES

American Institute of Certified Planners (AICP)
 American Institute of Architects (AIA), Former Board of Directors
 TN Historic Commission
 National Organization of Minority Architects
 Construction Specifications Institute (CSI)

RELEVANT PROJECTS

Big River Crossing, Memphis, TN

At nearly a mile in length, Big River Crossing is also the country's longest active rail/bicycle/pedestrian bridge providing dramatic views of its ever-changing landscape. It serves as the connection point of Main Street to Main Street, a 10-mile multi-modal corridor. The improvements made to Memphis' Main Street increased its civic importance as the central spine of Downtown Memphis. This three-mile reinvestment project along the Downtown's trolley corridor involved streetscape, utility, sidewalk, roadway, and drainage improvements. The Main Street corridor connects the Uptown and South Main neighborhoods and encompasses an 8-block pedestrian transit mall, the Main Street trolley line, and a multi-modal transit facility at each end. STA provided architectural services including site analysis, planning, design of architectural elements and public presentations.

Memphis Magnetic Recording Company, Memphis, TN

Memphis Magnetic Studio involved the renovation of an existing building at the edge of the historic South City neighborhood in Memphis, TN into a recording studio. The space was renovated to include a performance/recording space as well as a lounge for artists, housed in a small addition. The simple clean facade of the building allows it to settle discretely into the neighborhood while providing a soulful Memphis music experience.

NAACP Memphis Headquarters, Memphis, TN

This Facade Improvement Project focused on creating a neighborhood Icon that would provide more visibility for the NAACP Headquarters helping to elevate their status as a neighborhood resource. Improvements included new paint, improving the existing overhang, and new landscaping. The existing vertical pylon was also improved with a bold and contrasting NAACP Logo to serve as a beacon for visitors and community members.

502 S. Second, Memphis, TN

The project is the redevelopment of downtown building into a vibrant new Jazz Venue to showcase established and emerging talent. The 4,400 SF building tastefully blends contemporary styles with downtown's historic context.

ISAAC AKERS, APA, ASSOCIATE AIA, LEED GREEN ASSOCIATE

PROJECT PLANNER



EDUCATION

Master of City and Regional Planning, University of Memphis
 Master of Architecture, University of Memphis
 Bachelor of Science in Architecture
 Southern Illinois University

PROFESSIONAL AFFILIATIONS

Associate AIA
 American Planning Association

Isaac joined STA in 2020 as our lead planner after receiving his master's in City/Regional Planning and Architecture from the University of Memphis. His desires to plan stronger communities holistically through design. He sees the correlation between planning, architecture (built environment) and the Natural environment as a combined entity that should never be separated, but instead observed and analyzed simultaneously as equal counterparts

As a planner and Emerging Architect, Isaac brings his passion for healthier communities to our team. Isaac believes that the intersection between architecture carries influence beyond the built environment and that design can create atmospheres for relational spaces that leave lasting memories and impressions.

RELEVANT PROJECTS

Transit Oriented Development Master Plan (TOD) for the Memphis Innovation Corridor, Memphis, TN

Creation of the TOD plan is another step in the larger Memphis Innovation Corridor project, including complementing station-area concept plans, regulatory codes and guidelines, and funding strategies to implement mixed-use, transit-oriented development in line with the mConnect planning and design already in progress.

mConnect Bus Rapid Transit, Memphis, TN

Bus Rapid Transit (BRT) project is the first BRT line in the City of Memphis. STA designed the station architecture for 31 locations along the corridor.

South Memphis TIF, Memphis, TN

The South Memphis TIF District will bring targeted funding and economic opportunity to the historic South Memphis area. STA played a critical role in developing the TIF application by leveraging our extensive work experience and community connections in South Memphis.

Community LIFT Small Area Plans, Memphis, TN

STA helped develop the Memphis 3.0 Comprehensive Plan. We have continued to implement that work through Accelerate Memphis small area planning. STA recently led the planning process for both the Uptown and South City neighborhoods.

Overton Park Master Plan, Memphis, TN

By applying both our architectural and planning expertise, STA is assisting the Overton Park Conservancy with the creation of a forward looking Master Plan that will guide the development of new features within the park in both the short and long term.



MATHIEU D. WHITE, CSSYB

GRAPHICS & COMMUNITY ENGAGEMENT



EDUCATION

School of the Art Institute of Chicago
ULI Real Estate Diversity Initiative (2020 Class)

PROFESSIONAL AFFILIATIONS

Urban Land Institute; Lean Six Sigma; Co.Starters, Vice President, Messick Buntyn Neighborhood Association; JUICE Orange Mound Zone 1 Street Representative (2019)

Mathieu joined STA to help tell the story of the Universal Life Insurance Building as part of the Memphis Heritage Trail. He has since served as a core team member as a Marketing & Planning Coordinator on multiple projects. A proud Memphis native, he is dedicated to incrementally improving Memphis through creative entrepreneurship, economic empowerment, and community development.

Mathieu is a community leader, involved with local neighborhood organizations. He also created/leads Slow Down On Semmes, a neighborhood traffic calming effort. Mathieu brings his skills in graphic design, knowledge of policy, and heart for community engagement to this project.

RELEVANT PROJECTS

Memphis Heritage Trail Master Plan, Memphis, TN

The Memphis Heritage Trail (MHT) is a cultural district and expansive community redevelopment plan to celebrate the rich business, cultural, and musical heritage of African American achievements in Memphis, Tennessee.

Community LIFT Small Area Plans, Memphis, TN

STA helped develop the Memphis 3.0 Comprehensive Plan. We have continued to implement that work through Accelerate Memphis small area planning. STA recently led the planning process for both the Uptown and South City neighborhoods.

Universal Life Insurance Building Renovation, Memphis, TN

As the Architect + Developer, STA led the revitalization of this Historic Downtown building. The ULIB is now a hub of creatives and entrepreneurs within a 33,000sf LEED Gold Certified building.

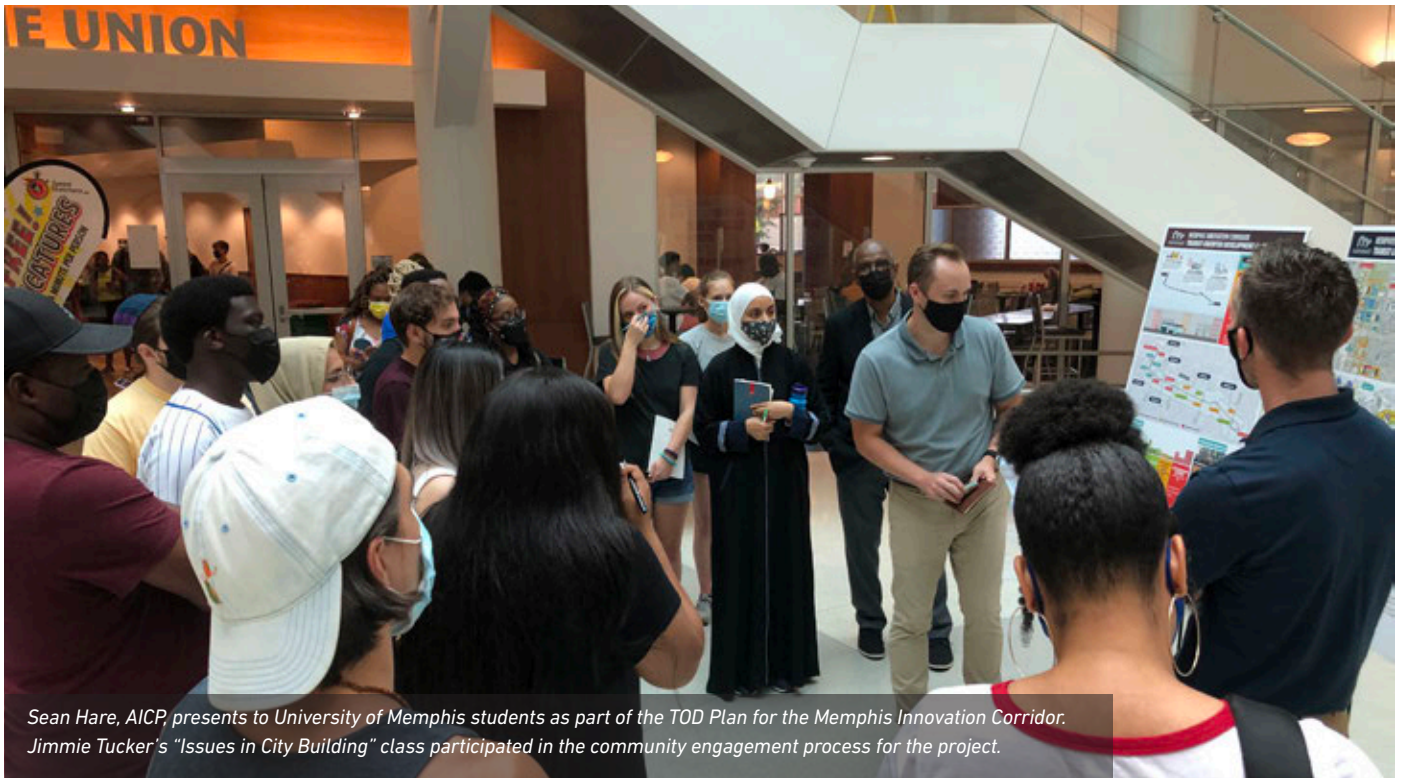
DMC Façade Improvement Projects, Memphis, TN

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South Memphis TIF, Memphis, TN

The South Memphis TIF District will bring targeted funding and economic opportunity to the historic South Memphis area. STA played a critical role in developing the TIF application by leveraging our extensive work experience and community connections in South Memphis.

UNIVERSITY OF MEMPHIS INVOLVEMENT



Sean Hare, AICP, presents to University of Memphis students as part of the TOD Plan for the Memphis Innovation Corridor. Jimmie Tucker's "Issues in City Building" class participated in the community engagement process for the project.

Our team felt that this project offered a unique opportunity to partner with students from the University of Memphis. MKSK and Self + Tucker both understand the importance of real-world hands-on experience in the architecture and planning education process. Jimmie Tucker, from Self + Tucker Architects, is an instructor at the University of Memphis in the Department of Architecture and understands the abilities of those students and desires for them to be involved in real-world projects during their education. Our intended partnership with students would involve hiring two students from the University of Memphis as described below.

- **Architecture Student** – One student in the University of Memphis Architecture Department (undergraduate BFA or graduate MArch) will assist our team in the production of graphics for the updated design guidelines. This may include 3D models, diagrams, sections, and other graphics helpful to communicate the messaging of the updated design guidelines.
- **Planning Student** – One student from the Master of City & Regional Planning program to assist our team on the public and stakeholder engagement process. This engagement assistance would provide the student with an opportunity to engage, connect and network with key downtown stakeholders and members of the Memphis community.

We intend to utilize these students for a total of 100 hours combined during this process. Their role and expectations on our team would be similar to that of an intern. As part of this partnership with the University, our intent is to participate in a guest lecture/ seminar for students to present on our experience working in urban planning and urban design.



DOWNTOWN TOLEDO MASTER PLAN, TOLEDO, OH, MKSK

EBO POLICY

MKSK is committed to Equal Business Opportunity and the DMC's goal of at least twenty-five percent (25%) participation in all projects by minority and/or women-owned business enterprises (MWBES). MKSK will meet this goal by committing to meet and exceed, allocating more than 35% of the Design Fee to Self + Tucker Architects, Inc. for design and engagement services. Self + Tucker Architects, Inc. is a Minority Business Enterprise certified firm in Shelby County, TN (Certificate Number: MBE-S-1221-29405).





SCOPE OF WORK

TASK 0: PROJECT MANAGEMENT

0.0 Project Administration

Upon selection, the leadership for the consultant team will work with DMC staff to refine the project scope of work, project schedule, and to identify the key stakeholders to be involved throughout the process.

0.1 Bi-Weekly Calls

Throughout the process, we recommend establishing a recurring schedule for regular calls. This allows our team to have a standing meeting time to share project updates, and to ask questions and prepare for upcoming events and engagement throughout the process. We assume approximately 10-15 calls throughout the process based on the schedule we have provided.

TASK 1: PROJECT RECONNAISSANCE

1.1 Kick-Off Meeting and Study Area Tour

The MKSK + STA team will hold a kick-off meeting to review the overall project scope and schedule, discuss initial project goals, and to finalize the Stakeholder Committee. The team will also discuss the successes and shortcomings of the previous design guidelines that need special attention during this plan update process. After the Kick-Off meeting it would be best to receive a tour of the Downtown area with DMC staff and any relevant stakeholders to get a firsthand look at the area, along with direct insights into issues, opportunities, and current developments in Downtown Memphis.

1.2 Data Gathering

The MKSK + STA team will work with city and county staff to gather the necessary data to support the planning process. This may include GIS Data, previous plans and studies, and more. MKSK and STA will work to provide a OneDrive link for file transferring throughout the planning process. The MKSK + STA Team will be augmented by students from the University of Memphis. More information on this support can be found in the project personnel section of this proposal.

1.3 Existing Design Guidelines Review Workshop

Because this is an update of the existing Design Guidelines and the city's desire is to significantly shorten and abbreviate them, the MKSK + STA Team will hold a virtual meeting with DMC staff to thoroughly review the existing Design Guidelines page-by-page, with the DMC staff highlighting what works, what doesn't, what should be consolidated, what is missing, and ideal/desired benchmark examples. It is anticipated that city staff will provide initial guidance and thoughts before this meeting so the MKSK + STA Team can prepare for it.

1.4 Best Practice Examples Research

Following the kick-off meeting and review of the previous design guidelines, our team will research best practice guideline examples that meet the goals and intents of the client to serve as reference for the development of these updated design guidelines. This step is especially critical given the desire to reduce the document down to approximately 20 pages.

1.5 Stakeholder Committee Meeting #1

The MKSK + STA team will conduct an initial Stakeholder Committee Meeting to gather insights and direction on their opinions and experience with current guidelines and objectives for future guidelines. The MKSK Team also plans to meet with the University of Memphis class during this visit to guide their research for this project and to share more broadly the field of city planning and urban design.

1.6 Public Open House #1

The MKSK + STA team will host a public open house at the DMC offices to solicit public input on the direction for the guidelines. This open house will focus on interactive stations that will gather input on public reaction to current development standards, character, and urban design practices within the Downtown. The results of Stakeholder Committee and Public input will guide the draft guideline creation in the second task.

Deliverables: Meeting minutes and summaries; Previous guideline summary memo; Stakeholder Committee meeting materials; Public Open House materials

SCOPE OF WORK

TASK 2: DRAFT DESIGN GUIDELINES

2.1 Design Guidelines Mock-up and Outline

The MKSK + STA team will create a document mock-up and outline that reflects a graphically oriented, user-friendly, functional design guidelines. This mock-up and outline will be the first draft of the guidelines that we will review with DMC staff. Upon review and refinement, we will build out a 70% draft of the guidelines.

2.2 Draft Design Guidelines

After approval of the document's layout mock-up and outline, our team will commence creating graphics and elements of the document key to communicating the messages of the guidelines. MKSK and STA specialize at creating graphically oriented documents and we see the potential for this document to be a functional toolset for the Design Review Board, DMC and City Staff, and private developers. This draft will serve as an approximately 70% complete draft, with the most critical content and graphics being developed as a part of this draft.

2.3 Stakeholder Committee Meeting #2

The MKSK + STA team will conduct a review workshop with the stakeholder committee to review and refine the 70% draft created in Task 2.2.

2.4 Design Guidelines Review and Refinement

Our team will work with DMC staff to further review and refine the design guidelines to advance to a final draft of the document.

2.5 Public Open House #2

This second open house will be the final opportunity to review the design guidelines for the public and stakeholder committee, who will be invited and encouraged to attend the open house to review the design guideline refinements.

2.5 Final Design Guideline Document

Incorporating the final input and feedback from DMC and City Staff, the Stakeholder Committee, and Public, our team will draft the final Downtown Memphis Design Guidelines document. Our team will provide the final files for the DMC. These will include electronic versions for web sharing and high-quality print versions of the PDFs.

2.6 Approval and Adoption Process

The MKSK + STA Team will attend the up to two (2) DMB board of Directors and DRB meetings to participate in the approval and adoption process of the Design Guidelines.

Deliverables: Meeting minutes and summaries; Design Guidelines Mock-up and Outline; Draft and Final Design Guidelines Document; Stakeholder Committee meeting materials; Public Open House materials

SCOPE OF WORK

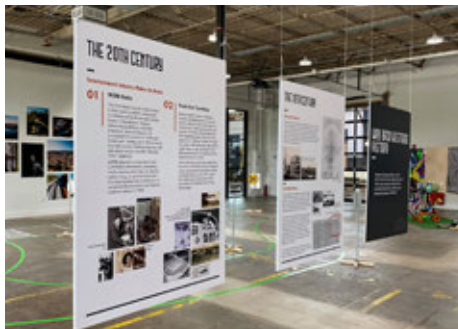
PUBLIC & STAKEHOLDER PARTICIPATION PROCESS

Public and Stakeholder involvement and engagement is a fundamental part of our urban planning and design approach. The success of the public engagement process is a critical step in building understanding, support, and ownership of focus areas that will ultimately lead to effective implementation across time. For this project we recommend the following engagement strategies.

- Stakeholder Committee** – With this type of project it will be critical to seek input and direction from those most impacted and likely to be involved in the utilization of the updated Design Guidelines. This stakeholder committee should be comprised of local architects, city staff, developers, design review board members and others. Our scope of work outlines two critical meetings for this committee. First, a meeting to discuss and receive feedback on the current design guidelines, and outline goals and opportunities for the update. The second meeting will consist of reviewing a draft of the design guidelines' tools, graphics, and language, to ensure it is understandable, user-friendly, and accomplishing the goals set out by this group and the client.
- Public Outreach** – Our team recommends conducting two open houses for the public to offer input on the design guidelines. The first open house would occur on the same day as the initial Stakeholder Committee meeting and would similarly focus on the existing conditions of downtown, the current design guidelines, and goals and opportunities for the updated guidelines. The second open house would follow a similar pattern and provide an opportunity for the public to review the draft guidelines to ensure their goals and aspirations for the future of downtown's urban form are being integrated and accomplished.



Currently, we are planning to host in-person workshops, meetings, and open-houses with the client, Stakeholder Committee, and public. However, our team is well-equipped to modify these engagement opportunities to become virtual and/or socially-distanced, if needed. This can include meetings and workshops being held outdoors, streamed on the Internet, utilizing Zoom/ Teams meetings, online collaboration tools, online surveys and other strategies that can ensure we gather input even if in-person meetings are *not a realistic and safe possibility*.



SCHEDULE

	MONTHS					
	1	2	3	4	5	6
TASK 0: PROJECT MANAGEMENT						
0.0 Project Administration						
0.1 Bi-Weekly Calls	*	*	*	*	*	*
TASK 1: PROJECT RECONNAISSANCE						
1.1 Kick-Off Meeting and Study Area	*					
1.2 Data Gathering						
1.3 Existing Design Guidelines Review Workshop		*				
1.4 Best Practice Examples Research						
1.5 Stakeholder Committee Meeting #1			*			
1.6 Public Open House #1			*			
TASK 2: DRAFT DESIGN GUIDELINES						
2.1 Design Guidelines Mock-up and Outline						
2.2 Draft Design Guidelines						
2.3 Stakeholder Committee Meeting #2					*	
2.4 Design Guidelines Review and Refinement						
2.5 Public Open House #2					*	
2.6 Final Design Guidelines Document						
2.7 Approval and Adoption Process						*

* Key Event / Meeting * Bi-Weekly Call

McLean Auburndale Station



6. ESTIMATED PROJECT COST

ESTIMATED PROJECT COST

This estimated project cost is based on our current understanding of the issues and expectations outlined in the request for proposals. We have prepared our budget to correspond with the key segments of the project approach as requested. We are prepared to refine and adjust the scope of services and schedule to meet your exact needs. If selected, we recommend a detailed scoping meeting to make any necessary adjustments and modify the fee allocations accordingly.

TOTAL FEES BY FIRM	
MKSK	Self + Tucker Architects
\$31,500	\$14,500
Expenses	
\$3,500	\$500
Subtotal Fees	
\$35,000	\$15,000
Total Project Fee	\$50,000

