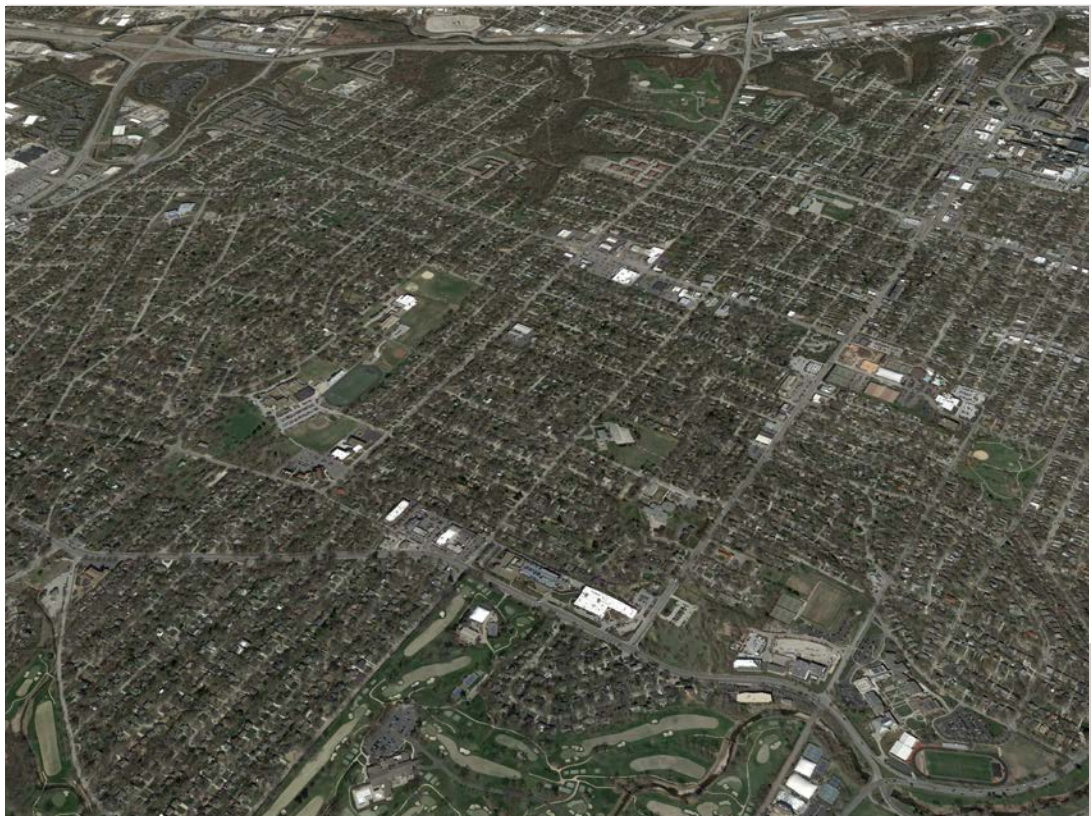


Response to Request for Proposals

MASTER PLAN

CITY OF WESTWOOD, KANSAS

July 27, 2015



CONFLUENCE

July 27, 2015

City of Westwood, Kansas
Attn: Master Plan RFP
4700 Rainbow Blvd
Westwood, KS 66205

Re: Request for Proposals - Master Plan, City of Westwood, Kansas

Dear Mr. Atchity and Members of the Selection Committee:

On behalf of the Confluence team, thank you for the opportunity to submit our response to your Request for Proposal to develop a new Master Plan for the City of Westwood. Grounded with a firm understanding of market realities and the City's assets and challenges, the plan will establish a clear vision for the future of Westwood by outlining the key goals, strategies and activities necessary to achieve this vision.

Our team is uniquely suited to assist the City of Westwood with the adoption of a new Master Plan. In May, members of our team participated in the Urban Land Institute's Technical Assistance Panel (TAP) during which a multi-disciplinary team was engaged in a day-long brain storming session to consider for future planning of the 5050 Rainbow Blvd property (formerly Westwood Christian Church), Joe D. Dennis Park and the nearby Entercom property. Our project manager, PJ Novick, brings a unique mix of experience to our team, both as a Planning Commissioner as well as a design professional who has presented to numerous Planning Commissions and Governing Bodies over the course of his career. His in-depth knowledge of the northeast Johnson County Community further adds to the strength of our firm's experience.

As such, our team brings a unique perspective and is ready to hit the ground running.

Our team brings together a unique set of capabilities and has proven urban planning and design expertise including comprehensive planning, economic development, public involvement and project management experience. The strengths of our team include:

- Real-world planning experience to provide practical land use and policy recommendations and guidance;
- Extensive economic development and redevelopment experience;
- Successful track record in comprehensive planning for communities throughout the Midwest; and,
- Ability to begin work immediately, committing the necessary resources to provide a comprehensive community plan.

Our team has proven experience in providing a proactive, efficient and visionary planning process:

- The strength of a community's Master Plan, including its potential to garner significant public/private investments, will be a direct reflection of the sense of authorship and ownership that key stakeholders have in its creation. This plan has to be THEIR PLAN – and we recognize our role as stewards of the creative process to update and implement it;
- Our team is experienced in engaging diverse groups of stakeholders and City leaders in a collaborative design and planning process, and we are prepared to utilize a range of tools to elicit community and stakeholder input to bolster the planning effort; and,
- Our approach will incorporate opportunities for a steering committee and other stakeholders to assist in the analysis and development of the Master Plan components, and to participate in a series of open input sessions during the evolution of the Plan.

We are excited about this project and look forward to the opportunity to discuss our qualifications and approach with you in further detail. Thank you in advance for your consideration.

Respectfully Submitted,

Confluence



Wm. Christopher Cline, ASLA, PLA
Principal

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The Confluence team is excited by the opportunity to become your partner in progress, and is prepared to develop an overall blueprint for the City of Westwood.

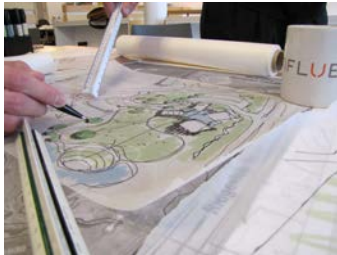
PROJECT UNDERSTANDING

We are pleased to submit our professional planning qualifications to the City of Westwood to develop a Master Plan to serve as a blueprint to guide long term planning and redevelopment. This plan will establish a clear vision for the future of Westwood and will include appropriate goals and strategies to assist in the realization of this vision now and for years to come. We understand that this Plan needs to be **viable and practical**, a real-world planning document based on solid data and **sound planning principles**.



Our team's approach to the Master Plan is based on **open communication** and establishing an interactive, inclusive, and **transparent community planning process** involving the Governing Body, community residents and other stakeholders interested in helping to shape the City's future. This plan is anticipated to position Westwood to address identified challenges and opportunities and establish strategic direction for operations and policy direction.

Our team is committed to providing you with a uniquely tailored Master Planning process that allows the plan to be appropriately influenced by those participating. Community and City leadership involvement is an inherent component of our team's planning process, and we look forward to having the opportunity of bringing a fresh perspective for improving the quality of life for residents and businesses in Westwood.



The following components will be addressed in the Master Plan:

DEVELOPING THE COMMUNITY'S VISION

Now is the time to establish a clear vision for the future of Westwood. The visioning process will be a framework that addresses concerns, takes advantage of opportunities, and develops a systematic action plan directing the community into the future. The Master Plan will establish a blueprint for the community, recognizing and addressing the City's unique physical, social and economic assets and respecting the needs and desires of today's generation while anticipating those of future generations.



COMMUNITY ENGAGEMENT

Our planning process is our team's strength, and our ability to truly engage a variety of stakeholders in a meaningful dialogue about the future of Westwood will ultimately lead to establishing a strong and unifying community vision. Public and stakeholder engagement will be an important element to the success and implementation of the Westwood Master Plan. To meet this challenge, our project team recommends employing a variety of formats and tools that aim to reach the stakeholders found in the corridor and throughout the community.

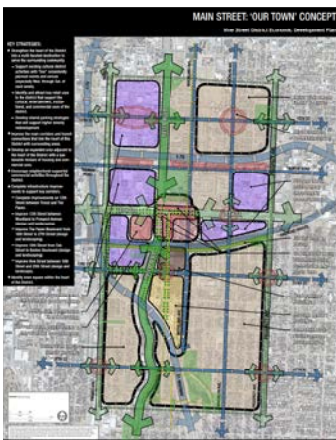
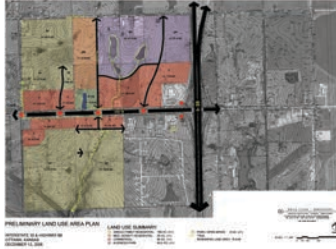
Different age and demographic groups receive information in different ways and some people need to receive information multiple times. Because of this, our team is recommending to use a mix of traditional and non-traditional outreach techniques to get the public and stakeholders educated and engaged.



No one understands a community better than those who live and work there, therefore our team will meet with the project team and client to develop a comprehensive public outreach plan. The plan document will define the goals, objectives, key messages, target audiences, issues under consideration, tools/methods and outreach schedule. The plan provides a framework where the project team and client are working together to get an appropriate level of input and involvement.

STRATEGIC PLAN

As part of the master planning process, a Strategic Plan will be developed outlining the City's current and future priorities in an effort to create a shared vision between the City Council, City Staff, stakeholders and residents regarding the goals and strategies required to address each priorities.



The resulting Strategic Plan will need to include a set of well-defined implementation strategies, including both short and long-term initiatives, potential partnerships, and anticipated funding mechanisms and policy considerations to ensure that initial investments are used wisely and successfully build upon one another to result in long term sustainability for Westwood. Not only is our team experienced in leading these types of planning efforts, but we have also assisted our clients through the implementation of their plans and visions.

COMPREHENSIVE PLAN

Key to the Master Plan is the Comprehensive Plan Element. This new Comprehensive Plan Element is an opportunity to fully explore the relationships and impacts of future population growth, economic development, public infrastructure, and land use considerations. The resulting planning effort is an opportunity to energize the community, and to provide a collaborative and inclusive environment within which to evaluate alternative ideas and to decide the most appropriate course of action. Westwood holds a unique position within the area, and has a unique set of challenges and opportunities as a result. A planning effort like this requires a team that already understands this important dynamic - one that is prepared to uniquely craft a plan that identifies and addresses these issues. A formulaic “fill in the blank” approach to comprehensive planning will not provide the City with the results it needs and deserves.

Our team is committed to providing you with a uniquely tailored Comprehensive Planning process that allows the plan to be appropriately influenced by those participating. Community and City leadership involvement is an inherent component of our team’s planning process, and we look forward to the opportunity of bringing a fresh perspective for improving the quality of life for residents and businesses in Westwood. We also understand that this Comprehensive Plan Element of the Master Plan needs to address the components required by Kansas State Statutes and the following six (6) topics:

Land Use And Redevelopment

Our team will review the City of Westwood’s current Future Land Use Plan and, with community and stakeholder input, formulate an updated plan that is based on market realities, solid economic growth, and future trends and which addresses topography and landform, development interests and, community needs and desires.

Housing & Business Opportunities

Our team will review and analyze the current housing and business trends in the community to identified issues and opportunities. We will pinpoint locations for redevelopment for both new housing and businesses and develop strategies to foster redevelopment.

Transportation And Parking Strategies

The planning effort will analyze the existing transportation system including streets, trails, sidewalks and public transit and identify issues and opportunities. Included as part of this effort, our team will review existing and anticipated parking issues and develop a series of strategies to help the community develop the parking needed to fully support existing local businesses and new growth and redevelopment.

Community Facilities

Community facilities provide a source of pride for residents, as well as provide a level of service and encourage social interaction. This plan can explore opportunities to expand and enhance existing facilities as well as provide new facilities for further enhance the quality of life for residents and visitors.

Economic Development

Our intent is to create a community-based vision for revitalization that is both forward-thinking and achievable. Ultimately, the true measure of success for this community building effort will be the implementation of compatible redevelopment that is sustainable in the short and long-term. This vision needs to integrate pragmatic market-based economic realities, public incentives, key community planning and design principles, and related public infrastructure investment that support the redevelopment of this important area.



Capital Improvements

The resulting Master Plan update will need to include a set of well-defined implementation strategies, including both short and long-term initiatives, potential partnerships, and anticipated funding mechanisms and policy considerations to ensure that initial investments are used wisely and successfully build upon one another. Not only is our team experienced in leading these types of planning efforts, but we have also assisted our clients through the implementation of their plans and visions.

Our team will provide an Action Plan to implement the updated vision and goals and work with the elected officials, City staff, and community stakeholders to create a realistic and achievable Implementation Strategy and Matrix within the updated plan.

PROPOSED MASTER PLAN WORK PROGRAM + SCHEDULE

TASK 1 | PLAN KICK-OFF

1.1 Project Kick-Off Meeting

We will facilitate a **project kick-off meeting** with City staff to prepare “A Plan for the Plan”. The purpose of this meeting is to clearly establish roles and responsibilities, identify project contacts and communication protocols, determine any initial data needs, review previously prepared studies/documents and public involvement outcomes and verify our proposed schedule of work with confirmed dates for key project milestones and deliverables. A key component of this meeting will be reviewing and confirming the anticipated stakeholder, advisory committee and community involvement processes and timing.



1.2 Establish Citizen's Advisory Committee

We understand that in addition to other key stakeholders, Governing Body, Planning Commission, and other City leadership want to, and should, play an active role in the planning process. We welcome this and believe it will provide a strong foundation of effective leadership. We also advocate utilizing a Steering Committee consisting of key members of the Planning Commission, City staff, other trusted leaders from the City, as well as stakeholders from the private sector, neighborhoods, institutions, business community, and organizations that are tasked with making some key interim decisions between large public meetings. This group will evolve into your most informed and knowledgeable citizens, who can help arbitrate conflicting opinions, build confidence, and advocate for staying on track through the planning process.



1.3 Public Participation Plan

Public and stakeholder engagement will be an important element to the success and implementation of the Master Plan. Our team will meet with the project team and client to develop a comprehensive public outreach plan. The planning document will define the goals, objectives, key messages, target audiences, issues under consideration, tools/methods and outreach schedule. The plan provides the framework so the project team and client are working together to get appropriate input and involvement.



1.4 Data Gathering and Base Mapping

Following the kick-off meeting, the Planning Team (staff and consultants) will analyze existing documents, plans, ordinances and conditions including transportation, infrastructure, utilities, natural resources, property ownership, housing, economic development, demographics and labor force, and other available base information. We will work with City staff to generate illustrative exhibits of existing information. Based on this initial analysis, the Planning Team will formalize an interactive public participation process for the creation and development of the key modules of the Master Plan.



TASK 2 | ECONOMIC DEVELOPMENT ANALYSIS

Our Planning Team proposes to conduct an economic and population analysis and identify viable areas for development and redevelopment within the City. The purpose of this task will be to establish a baseline for development and identify redevelopment strategies as well as identify areas for future redevelopment.

TASK 3 | VISION, INPUT + DIRECTION

A series of meetings will be facilitated to present and discuss the data and analysis developed during Tasks 1 and 2 with the Citizen's Advisory Committee and other key stakeholders.



As part of the series of meetings outlined below, our team will synthesize the economic analysis and the initial input and direction received from the City leaders and the Citizen's Advisory Committee, and will develop a series of maps and diagrams. Our team will also develop a range of initial ideas and alternatives to explore future growth and redevelopment scenarios and the opportunities and challenges for each scenario. These ideas will be shared, discussed, and evaluated with all meeting participants during this task to fully explore the merits of each, and to assist in narrowing down preferred alternatives that deserve more consideration and analysis.

At this important juncture, citizen participants, Citizen's Advisory Committee members, Planning Commissioners, Mayor, and Council Members need to know that no decisions will be made until the best ideas can be refined to create overall strategies that are woven together with no obvious conflicts. It will be important to avoid allowing advocates of any one idea or proponents of any particular plan module to take precedence over the function of the entire plan as a comprehensive guiding document. The Planning Team will use its experience and expertise to guide this process in a very structured and productive manner to allow for diversity of expression and to maintain visible forward progress. Our task will then be to develop alternative strategies or directions that reflect the community's desired direction coupled with the assembled data.



3.1 Citizen's Advisory Committee (CAC) Meeting #1

The first CAC meeting will be held to introduce the project to the group and establish roles, responsibilities and expectations. In addition, the Planning Team will present and review an overview of the initial analysis of the current Plan and the economic analysis and provide initial recommendations regarding redevelopment strategies and planning priorities. Based upon the feedback of the City and the CAC, these recommendations will be incorporated into the long-range goals for the Plan and inform the responsible party matrices in the final document.

3.2 Community Forum #1

A community forum will be held to solicit input from the community regarding their vision and goals for the City.



3.3 Tabulation of Results/Vision Statement Development + CAC Meeting #2

The Planning Team will compile the input from the City staff, CAC and the public and present the resulting Vision Statement at the second CAC meeting for review and comment. After that review, modifications to the vision statement will be made as necessary.

3.4 Visioning Joint Workshop

A joint workshop meeting of stakeholders, the Mayor and City Council, the Planning Commission and the CAC will be held to finalize the vision which will represent the destination to guide the Strategic Plan and the Comprehensive Plan elements.



TASK 4 | STRATEGIC DIRECTION AND DRAFT MASTER PLAN

4.1 Develop Draft Master Plan

The data and input gathered during the 3 previous stages (Tasks 1 through 3) will then be developed by the Planning Team into a draft Strategic Plan and Comprehensive Plan, outlining the recommendations of the Planning Team. The recommendations will consider current conditions, future projections and development trends. The plan will address, at a minimum, the following:

- Master Plan Introduction/Purpose
- Vision
- Strategic Plan
- Comprehensive Plan
 - Land Use and Redevelopment
 - Housing & Business Opportunities
 - Transportation and Parking Strategies
 - Community Facilities
 - Economic Development
 - Capital Improvements
- Implementation Plan



Our team's approach will include developing and analyzing a broad range of growth and development scenarios to serve as a "litmus test", with the intent of integrating a guide for appropriate redevelopment types/thresholds and their corresponding economic development tools and incentives. The idea here is to integrate this type of thought process into the planning effort, such that it informs not only the range of appropriate development scenarios for the study area –



but also assists in establishing a sliding scale of public investment recommendations that directly relates to the scale, type, intensity, and anticipated economic development performance of various development proposals.

4.2 CAC Meeting #3 and Stakeholder Briefings

The Planning Team will provide an update on the initial direction of the Master Plan to the various stakeholders including, but not limited to the Mayor and City Council, Boards and Commissions, CAC and City Staff.

4.3 Strategic Direction

Based on input received from the City Staff, CAC and stakeholders regarding the development scenarios and draft recommendations, the Planning Team will refine the information and define the Strategic Direction that will guide finalization of the plan.

4.4 Strategic Direction Joint Workshop

The planning team will conduct a joint workshop with the Mayor and City Council, Planning Commission, CAC, stakeholders and staff to finalize the preferred strategic direction.

4.5 Refine Draft Master Plan

Based on input received from the CAC and stakeholders on the vision and strategic direction, the Planning Team will refine the draft Master Plan.

4.6 Community Forum #2

A second community forum will be held to review the elements of this draft plan update and gain public feedback.

4.7 CAC Meeting #4 and Stakeholder Briefings

The Planning Team will present the draft Master Plan to the various stakeholders including, but not limited to the Mayor and City Council, Boards and Commissions, CAC and City Staff and provide an opportunity for review and comment prior to presenting the plan in the second community forum.

TASK 5 | FINAL MASTER PLAN + ADOPTION

5.1 Finalize Master Plan

Based on input received from the CAC and stakeholders on the draft plan, the Planning Team will refine the document to create a final Master Plan. The final Plan will include a strategic implementation plan to chart the future growth and redevelopment of the City for the next 20 years which builds on the City's strategic plan.

5.2 Public Hearings and Adoption

The Planning Team will assist the City Staff with the presentation of the Final Master Plan draft at the Planning Commission and City Council Hearings. This will include a summary of the planning involvement process including public involvement. The planning team will be available to assist in answering any questions prior to adoption.

DELIVERABLES

As part of the project plan, the Planning Team will produce and deliver the following items to the City:

- Ten (10) color hard copies of the Final Master Plan document including all attachments and appendices
- Editable, electronic format of the Final Master Plan document including all attachments and appendices for future use and modification by the City of Westwood
- All other data and information collected through the process in both digital and hard copies
- All public participation materials including survey results and other information in both digital and hard copies

SERVICES

Our team's comprehensive expertise will be brought to bear on this effort and includes:

- Research + Data Analysis
- Community Engagement, Visioning + Identity and Meeting Facilitation
- Land Use Planning + GIS Cartography
- Comprehensive Review of Goals and Policies



PROJECT APPROACH



- Transportation + Infrastructure Planning
- Comprehensive Plan Preparation
- Implementation Strategies and Plan Adoption Support

IMPLEMENTATION

The resulting Master Plan will need to include a set of well-defined implementation strategies, including both short and long-term initiatives, potential partnerships, and anticipated funding mechanisms and policy considerations to ensure that initial investments are used wisely and successfully build upon one another. Not only is our team experienced in leading these types of planning efforts, but we have also assisted our clients through the implementation of their plans and visions.



Our team will review and analyze the anticipated development potential throughout the City, with an eye towards establishing forward-thinking and pragmatic expectations for successful short and long-term redevelopment within the study area. Among other priorities, one of our team's goals will be to develop a cohesive and unifying future land use and redevelopment strategy that guides high-quality redevelopment for the City of Westwood.



SECTION TWO | TIMELINE

LEGEND



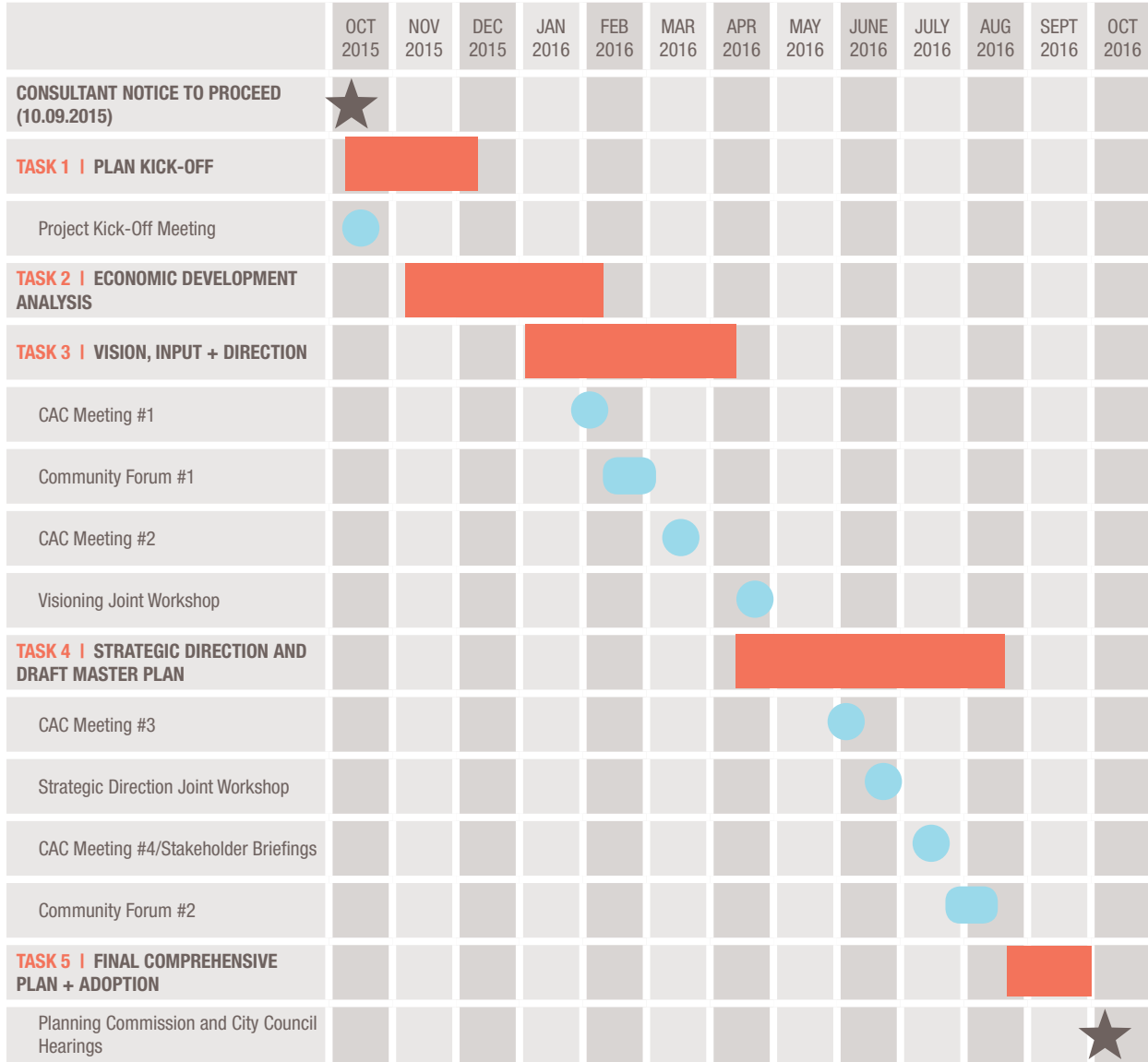
KEY DATES



KEY MEETINGS

PROPOSED SCHEDULE

We are projecting that this planning process will take 12 months to complete. Therefore, with an anticipated start date in mid-October 2015 we expect to deliver a final Master Plan which includes a Strategic Plan and Comprehensive Plan to the City of Westwood no later than October 1, 2016. As part of the project kick-off we will outline a detailed work plan and public meeting schedule to meet the needs of the City.



SECTION THREE | COMMUNITY ENGAGEMENT STRATEGY

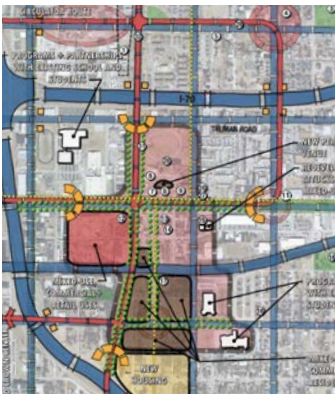


Our team's planning methods and approach involves facilitating a dynamic and transparent process that engages key stakeholders, property owners, agencies, and the community in a step by step process of discovery. While we establish a framework for creating and evaluating alternative planning concepts and design solutions, we seek to transform our client's vision into a successful strategy for long-term economic development and future growth. This approach involves establishing design goals and objectives to effectively guide future improvements, allowing each project to realize its potential while contributing to the overall vision for revitalization on a larger scale.



In order for the Westwood Master Plan to ultimately be successful, it must represent the desires of community. The process and resultant recommendations and plans will evolve and develop based on the collective input of these groups. The direction of the plans, the focus of the analysis, and the final recommendations should all be established as a direct result of the stated needs and desires of those guiding and participating in the planning process as well as a careful analysis of existing conditions and issues.

Our planning process is our strength, and our ability to truly engage a variety of stakeholders in a meaningful dialogue about future growth of the community will ultimately lead to establishing a strong and unifying vision. Our team will facilitate an orchestrated series of community meetings and planning workshops to provide ample opportunities for all participants to provide input and assist in evaluating alternatives. These collaborative efforts will result in the creation of a plan that can be used both as a guide for future growth and development implementation, and also as a marketing tool to attract high-quality development and investment in the area.



With this in mind, our team is committed to facilitating an open dialogue with interested participants throughout the process, and will provide and request open and honest feedback on all issues being addressed. Our team is passionate about the benefits of a transparent planning process and communication, not only because we believe it is vital for all involved participants to feel a sense of ownership in this plan, but because the best ideas come from the creativity of multiple participants with varied perspectives. It will be their plan, and it will take everyone's help in order to make it a reality. The result of this approach typically creates many "project champions" that can assist in future endeavors to successfully implement the revitalization plan recommendations.

There are several important elements necessary for a successful master plan that derives from a healthy citizen engagement process. The design of the community input process should support the tasks in the scope of work and be timed to inform the plan development process at key intervals. Our team has extensive experience in successful community-supported planning efforts that benefit communities by:

- Building advocates for good, sometimes difficult planning decisions,
- Building a shared sense for priorities related to future development, and
- Educating the public about the complexity and trade-offs involved in planning for a strategic path forward in a competitive world.



Public Involvement and Participation

Community engagement will be a major component of this project and the process will include multiple approaches. It is structured in a manner that allows for stakeholders to be involved in numerous ways throughout the process. Some key elements will include:

- Use of a Steering Committee
- Youth Participation
- Public/Focus Group Meetings + Keypad Polling
- Key Person Interviews
- Online and Social Engagement

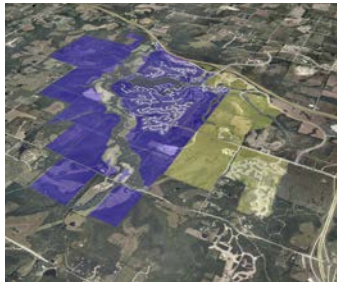
Steering Committee Meetings

We recommend a steering committee be formed to provide regular input on all phases of the planning project. Meetings should occur regularly throughout the duration of the project.



Public/Focus Group Meetings + Keypad Polling

Public and Focus Group Meetings will focus on collecting input from community residents about the future of Westwood. Our team proposes conducting dynamic "Issues and Solutions" sessions and multiple meetings held at different times of the day. During these meetings, electronic audience response keypads will be utilized by the consultant team to obtain feedback on a wide range of topics as well as visual preferences. A unique benefit of keypad polling is that the results of the polling can be instantly shared with the participants.



Key Person Interviews

Some members of our team will need to meet with key stakeholders and community representatives individually and/or in small group settings to learn more about specific issues relative to the City of Westwood and potential redevelopment proposals. These stakeholders will be identified and selected in consultation with the City and the interviews are intended to occur in a focused series of brief meetings. Key Person interviews may be conducted with representatives from the following, or similar, stakeholder groups:

- Community Residents
- Business and Property Owners
- Westwood Foundation
- Planning Commission
- 47th & Mission Road Overlay District Committee
- Westwood View Elementary School
- Shawnee Mission School District
- KU Med / University of Kansas Hospital Authority
- City of Westwood Hills
- City of Mission Woods

Audience Response Technology and Online Engagement

One way that our design team gathers input and begins to build consensus during the engagement process is through the use of response technology used to create interactive presentations. This intuitive, user friendly polling software is integrated with PowerPoint. Response card “clickers” allow us to pose questions to groups and gather results instantly and, if desired, anonymously. The information can also be exported into detailed reports for further analysis. Information can also be shared via the City’s website and using social media platforms including Facebook and Twitter.

Our process will:

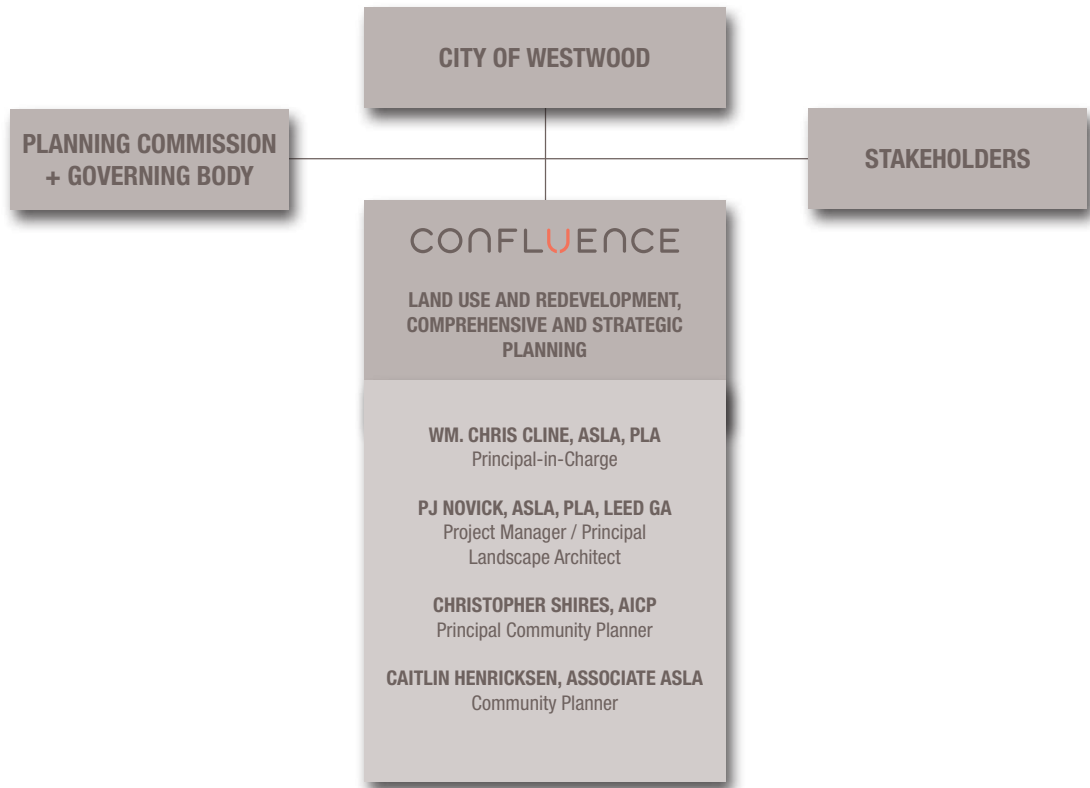
- Evaluate previous and existing conditions, goals and objectives
- Identify iconic opportunities to celebrate this unique area and create a unique sense of place
- Identify current trends and existing market conditions
- Identify opportunities to enhance and increase area living options through infill, rehabilitation and new construction
- Generate opportunities for new employment growth
- Enhance the safety, security, character, diversity and vitality of the area
- Celebrate local and historic cultures
- Engage a wide cross-section of stakeholders and opinions
- Explore alternative methods for establishing a recognizable “Community Vision”
- Explore redevelopment opportunities and compatible development and implementation strategies that support goals for future growth
- Respect the needs and desires of today’s generation without compromising the ability of future generations to meet their needs
- Clearly articulate an exciting, realistic and implementable vision for improving Westwood

We look forward to the opportunity of working collaboratively with the City of Westwood on this exciting project. By working together, we are confident a visionary and attainable long-term master plan can be crafted and implemented.

You receive a stellar team of professionals who will work with you and all stakeholders to develop a new Comprehensive Plan.

We have assembled a unique team of project partners with the knowledge and expertise to provide professional planning, economic development, public participation, and design services to create a new Comprehensive Plan for the City of Windsor Heights, Iowa. We have extensive experience and a proven track record in providing exceptional planning services throughout the Midwest. Our team is led by experienced professionals who know the importance of listening, open communication, and public engagement that is fundamental for stakeholder buy-in and community support.

TEAM ORGANIZATION



CONFLUENCE

LOCATIONS

Kansas City

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 952.451.0144
 tminarik@thinkconfluence.com

www.thinkconfluence.com

CONFLUENCE

Confluence is a professional consulting firm comprised of landscape architects and planners. Our firm's work includes a wide range of public, educational, institutional, and private sector projects. Our process is focused on collaboration and interaction with our clients, consultants and the communities in which we work. Our staff of 44 includes 23 licensed landscape architects and planners and carries licenses in Kansas, Iowa, Illinois, Minnesota, Missouri, Nebraska, North Dakota, South Dakota and Wyoming.

We bring the skills of community planning, landscape architecture and urban design to each project, giving us the tools to merge our client's needs with the environment. Our work is characterized by a philosophy of place-making; creating unique, human connections with every project, its location, and its surrounding environment.

MOMENTUM, ENERGY AND DEPTH

These three words best describe the passion, creativity, experience, and people of Confluence. With over a decade of award winning experience and hundreds of completed projects, Confluence has helped shape the practice of landscape architecture, planning, and urban design across the Midwest. We believe the values that we share define who we are and serve as the basis for our success. The same core principles set forth with our founding continue to guide our growth-exceed expectations, better our communities, deliver exceptional service, and collaboratively design built environments with a sense of place.

DESIGN IS CONFLUENCE

While program elements or locations may differ, our ability to listen, create, and uniquely respond to our client's needs remains consistent. We have unwavering focus on providing customized solutions that transport our clients' vision to life. Our expertise is evident by our portfolio of successful, award-winning projects including corridor plans, land use plans, mixed used development, town centers, corporate campuses, cultural and educational environments and park and recreation facilities.

OUR APPROACH

As master planning site leaders, we collaborate across disciplines, keeping our client's goals, budget and schedule at the forefront. Our eight principals and over thirty staff members strive to Relate (we listen and hear you), Translate (we see what you're saying), Navigate (we simplify your journey) and Exceed (we amplify your outcome). Great design is a managed process requiring the collaborative efforts of multiple people and skill sets – not an intuitive, happy accident. We expand the idea into a sustainable reality, the confluence of a client's needs and the value that we add.

Confluence is a place where energy, momentum and depth converge – where your ideas become reality. The location where spaces become places and places become destinations.



OUR MISSION

Evolve our client's vision into unique realization by exceeding expectations, bringing together people and ideas to create meaningful, memorable places.





PROFESSIONAL EXPERIENCE

23 Years Experience
8 Years with Confluence

EDUCATION

Kansas State University
Bachelor of Landscape
Architecture / Spring 1992

PROFESSIONAL REGISTRATIONS

Licensed Professional
Landscape Architect:

- Missouri / #191
- Kansas / #548

CHRIS CLINE, ASLA, PLA | PRINCIPAL-IN-CHARGE

Chris brings over 23 years of solid urban design and planning experience to the firm, and enjoys collaborating with multi-disciplinary teams. He continually seeks creative solutions, and is adept in building consensus through community involvement. His work has included corridor planning and aesthetics, land planning, urban design and community revitalization.

PROFESSIONAL + CIVIC AFFILIATIONS

American Society of Landscape Architects, Prairie Gateway Chapter

Urban Land Institute / 2005 to present

- Membership Committee Chair / 2014 to present
- Programs Committee Chair / 2011 to 2014
- Chair of Mission Advancement / 2011 to 2013
- Management Committee Member / 2011 to present

Downtown Council of Kansas City

- Infrastructure Committee / 2008 to present
- Parking + Transportation Committee / 2001 to 2005

Kansas City, Kansas Downtown Shareholders, Board of Directors / 2008 to 2014

Northland Redevelopment Partners, Clay County EDC / 2004 to 2006

Neighborhood Housing Services of Kansas City, Board of Directors / 1997 to 2000

Astor Place Homes Association, President / 1994 to 1997

CURRENT + NOTABLE PROJECT EXPERIENCE

Downtown Pleasant Hill Sustainable Development Planning / Pleasant Hill, Missouri

Comprehensive Plan Update / Lansing, Kansas

Rock Island Corridor Study - MARC Creating Sustainable Places / Raytown, Kansas City, Lee's Summit, Greenwood and Pleasant Hill, Missouri

Swope Area Plan / Kansas City, Missouri

North Oak Corridor Transit Study - MARC Creating Sustainable Places / Kansas City and North Kansas City and Gladstone, Missouri

Missouri Innovation Park Campus Master Plan / Blue Springs, Missouri

K-7 Corridor Economic Development Strategy / Leavenworth and Wyandotte Counties, Kansas

Shawnee Mission Parkway Corridor Plan / Merriam, Kansas

Shawnee Mission Parkway Corridor Visioning Study / Shawnee and Merriam, Kansas

Redevelopment Concept Planning: Shawnee Mission Parkway and Downtown / Shawnee, Kansas

Boehinger Ingelheim Vetmedica, Inc. (BVI) Campus Master Plan / St. Joseph, Missouri; Fort Dodge, Iowa; and Sioux Center, Iowa

Old Town Redevelopment Master Plan / Coralville, Iowa

Cedar Creek Area Plan + Overlay District / Olathe, Kansas

Southside Junction Redevelopment Plan / St. Joseph, Missouri

West Gateway District Redevelopment Planning + Form-Based Code Implementation / Mission, Kansas*

Downtown Overland Park Form-Based Code / Overland Park, Kansas

Campustown Redevelopment Master Plan / Ames, Iowa

Vine Street District Economic Development Plan / Kansas City, Missouri

I-435 + Midland Concept Planning / Shawnee, Kansas

18th + Vine Historic District Planning / Kansas City, Missouri*

Little Blue Valley Master Plan / Independence, Missouri*

Gladstone Village Center Master Plan / Gladstone, Missouri*

Destination KC / Convention District Master Plan / Downtown Kansas City, Missouri*

North Scott Corridor Plan / Belton, Missouri

** work performed while employed by another firm*



PAUL J. NOVICK, PLA, ASLA, LEED GA | PROJECT MANAGER / PRINCIPAL LANDSCAPE ARCHITECT

With over 30 years of professional experience, PJ has been responsible for the design and project management of a wide variety of cultural, parks and recreation, and educational facilities involving a multi-disciplinary approach to design through collaboration with planners, architects, and engineers. For the past 18 years, PJ has been a member of the City of Fairway, Kansas Planning Commission, serving as Chairman for the last sixteen years. In 2004, PJ led the development of a new Zoning Ordinance as well as its update completed in 2015.

PROFESSIONAL + CIVIC AFFILIATIONS

American Society of Landscape Architects, Prairie Gateway Chapter

- Member

City of Fairway, Kansas Planning Commission

- Member / December 1997 to present
- Chairman / 1999 to present

Leadership Northeast, Class of 2003

Northeast Johnson County Chamber of Commerce

Overland Park Chamber of Commerce

Kansas Recreation and Parks Association

Missouri Parks and Recreation Association

Adjunct Professor, University of Kansas

Guest Lecturer, Kansas State University, Department of Landscape Architecture

PROFESSIONAL EXPERIENCE

31 Years Experience
1 Year with Confluence

EDUCATION

Kansas State University
Bachelor of Landscape
Architecture / Spring 1984

University of Kansas
Master of Architecture /
Spring 1993

PROFESSIONAL REGISTRATIONS

Licensed Professional
Landscape Architect:

- Missouri / #059
- Kansas / #502

C.L.A.R.B. Certified
Certificate #1108

LEED Green Associate

PUBLICATIONS

- Athletic Business, Grounds Maintenance
- Midwest Commercial Journal
- Landscape Architect and Specifier News

CURRENT + NOTABLE PROJECT EXPERIENCE

Metcalf Avenue, Shawnee Mission Parkway Bus Corridor Transit Improvements / Shawnee Mission, Kansas*

Federal Reserve Bank / Kansas City Missouri*

Union Station / Kansas City, Missouri*

Sprint Center Arena / Kansas City, Missouri*

Parks Services Signage Master Plan / Overland Park, Kansas

Marion Park Systems Master Plan / Marion, Iowa

Parks and Recreation Master Plan / Edina, Minnesota

Minneapolis Parks and Recreation Board (MPRB) South Service Area Master Plan / Minneapolis, Minnesota

Minneapolis Parks and Recreation Board (MPRB) Downtown Service Area Master Plan / Minneapolis, Minnesota

Kansas City Firefighters Memorial / Kansas City, Missouri

Roe Park Master Plan / Overland Park, Kansas*

"The Kansas City System of Parks and Boulevards"- Multiple Property Documentation Form, National Register of Historic Preservation / Kansas City, Missouri*

"The Kansas City Parks and Boulevards Historic District" - National Register of Historic Places / Kansas City, Missouri*

Cedar-Niles Park Master Plan / Johnson County, Kansas*

Rieke Lake Park Master Plan / Johnson County, Kansas*

Sunflower Nature Park Master Plan / Johnson County, Kansas*

Antioch Park Master and Final Design / Johnson County, Kansas*

Legacy Park Master Plan and Final Design / Lee's Summit, Missouri*

Lea McKeighan Park Master Plan and Final Design / Lee's Summit, Missouri*

Ironwoods Park Master Plan and Final Design / Leawood, Kansas*

I-Lan Park Master Plan and Final Design / Leawood, Kansas*

Leawood City Park Master Plan / Leawood, Kansas*

** work performed while employed by another firm*



CHRISTOPHER SHIRES, AICP | PRINCIPAL COMMUNITY PLANNER

During his more than 19 years of experience as a city planner and a development manager, Chris has witnessed billions of dollars in new development and building construction and has reviewed and processed hundreds of development applications including retail, mixed-use, office, and multi-family site plans and plats. He is skilled in preparing comprehensive plans, corridor and redevelopment plans as well as drafting zoning and subdivision regulations, city codes and policies, and design guidelines.

Prior to joining Confluence, he was in charge of managing the development review process for the City of West Des Moines, Iowa; an award winning, fast growing community in the Des Moines Metropolitan area. In this role he was responsible for providing recommendations to the Planning Commission and City Council and establishing new codes and policies for development requirements and standards.

His experience in the public sector has allowed him the opportunity see first-hand what works, and he feels strongly that attention to detail is very important in everything you do. Chris recognizes the importance of carefully listening so that the unique issues and needs found in every situation and location can be fully understood and addressed.

PROFESSIONAL EXPERIENCE

19 Years Experience
1 Year with Confluence

EDUCATION

Iowa State University
Bachelor of Science,
Community and Regional
Planning / Spring 1995

PROFESSIONAL REGISTRATIONS

- American Institute of Certified Planners: #108058

PROFESSIONAL + CIVIC AFFILIATIONS

American Institute of Certified Planners (AICP) / July 2001 to present

American Planning Association (APA) / January 1994 to present

American Planning Association (APA) Iowa Chapter

- Conference Planning Committee / March 2009 to present
- Board Member / March 2014 to present

Urban Land Institute (ULI) / October 2013 - present

- Urban Land Institute (ULI) Iowa Board Member / January 2014 to present

City of West Des Moines Leadership Development Program

- Tier I / June 2006
- Tier II / November 2006
- Tier III / May 2013

City of West Des Moines

- Department Quality Team Member
- City-Wide Quality Team Member

CURRENT + NOTABLE EXPERIENCE

Kettlestone (Grand Prairie Parkway Corridor) Master Plan + Design Guidelines / Waukee, Iowa

West Land Use Area Plan – Master Plan, Design Guidelines, and Zoning Overlay / Coralville, Iowa

Zoning Code Update + On-Call Planning Services / Norwalk, Iowa

Comprehensive Plan / Story County, Iowa

Design Guidelines / Marion, Iowa

On-Call Planning Services / Knoxville, Iowa

Comprehensive Plan Update / Lansing, Kansas

Comprehensive Plan Update / Grain Valley, Missouri

Cedar Rapids Greenway Parks / Cedar Rapids, Iowa

Davis Estates Land Use Master Plan / West Des Moines, Iowa

Midwest Technology Business Park Master Plan and PUD / West Des Moines, Iowa

Visioning and Funding Prioritization Workshop / Carlisle, Iowa

North Shore Master Plan and PUD / Norwalk, Iowa

Woodland Hills PUD Amendment / West Des Moines, Iowa

New Waukee High School Master Plan / Waukee, Iowa


CAITLIN HENRICKSEN, ASSOCIATE ASLA | COMMUNITY PLANNER

Caitlin first joined the Confluence Team in 2011 as an intern while completing her degree; upon graduation she assumed a full-time position in 2012. During this time she has been involved in projects of all scales throughout the Kansas City and Des Moines metropolitan areas and is skilled in both Graphic Information System (GIS) and the Envision Tomorrow planning software. In addition, Caitlin's experience also includes the development of planning scenarios which consider population, transportation and economic factors. Caitlin's active lifestyle influences her landscape architecture and planning interests and she is always striving to merge functionality and aesthetics into each project in which she is involved.

PROFESSIONAL + CIVIC AFFILIATIONS

American Society of Landscape Architects, Prairie Gateway Chapter

- Secretary / 2013 to 2014

RELEVANT PROJECT EXPERIENCE

Comprehensive Plan Update / Lansing, Kansas

Grain Valley Comprehensive Plan / Grain Valley, Missouri

Downtown Pleasant Hill Sustainable Development Planning / Pleasant Hill, Missouri

Truman Road Green Gateway Development Plan / Independence, Missouri

Swope Area Plan / Kansas City, Missouri

MARC Envision Tomorrow Resource Library / Mid America Regional Council (MARC)

Rock Island Corridor Transit-Oriented Development Study – MARC Creating Sustainable Places / Raytown, Kansas City, Lee's Summit, Greenwood and Pleasant Hill, Missouri

Missouri Innovation Park Campus Master Plan / Blue Springs, Missouri

Shawnee Mission Parkway Corridor Visioning Study / Shawnee and Merriam, Kansas

Shawnee Mission Parkway Corridor Plan / Merriam, Kansas

Redevelopment Concept Planning: Shawnee Mission Parkway and Downtown / Shawnee, Kansas

North Oak Corridor Transit Study – MARC Creating Sustainable Places / Kansas City, North Kansas City and Gladstone, Missouri

Underwood Community Planning / Underwood, Iowa

North Scott Corridor Plan / Belton, Missouri

Waldo District Streetscape Enhancement Plan / Kansas City, Missouri

NW 86th Street Corridor Streetscape: Phase II / Clive, Iowa

I-70 / Lewis & Clark Viaduct Urban Design Guidelines / Kansas City, Missouri and Kansas City, Kansas

Kansas City Downtown Streetcar Station + Streetscape Design / Kansas City, Missouri

Legacy Park Amphitheater Improvements / Lee's Summit, Missouri

Olathe Community Center and Stagecoach Park Master Plan / Olathe, Kansas

Iowa Holocaust Memorial / Des Moines, Iowa

Welcome Home Soldier Memorial Master Plan + Implementation / Albia, Iowa

St. Patrick Society Irish Memorial / Davenport, Iowa

Jasper County Conservation Board Nature Center / Jasper County, Iowa

The Vintage at Zona Rosa / Kansas City, Missouri

The Manor Homes of Prairie Trace / Overland Park, Kansas

46 Penn Residential Development / Kansas City, Missouri

Mercy Medical Center: House of Mercy Site Plan Improvements / Des Moines, Iowa

**PROFESSIONAL
EXPERIENCE**

3 Years Experience
3 Years with Confluence

EDUCATION

Iowa State University
Bachelor of Landscape
Architecture / Spring 2012

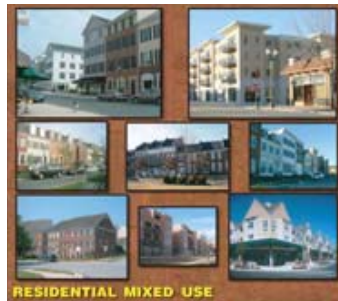
Study Abroad Program /
Rome, Italy / 2010



OFFICE MIXED USE



RETAIL MIXED USE



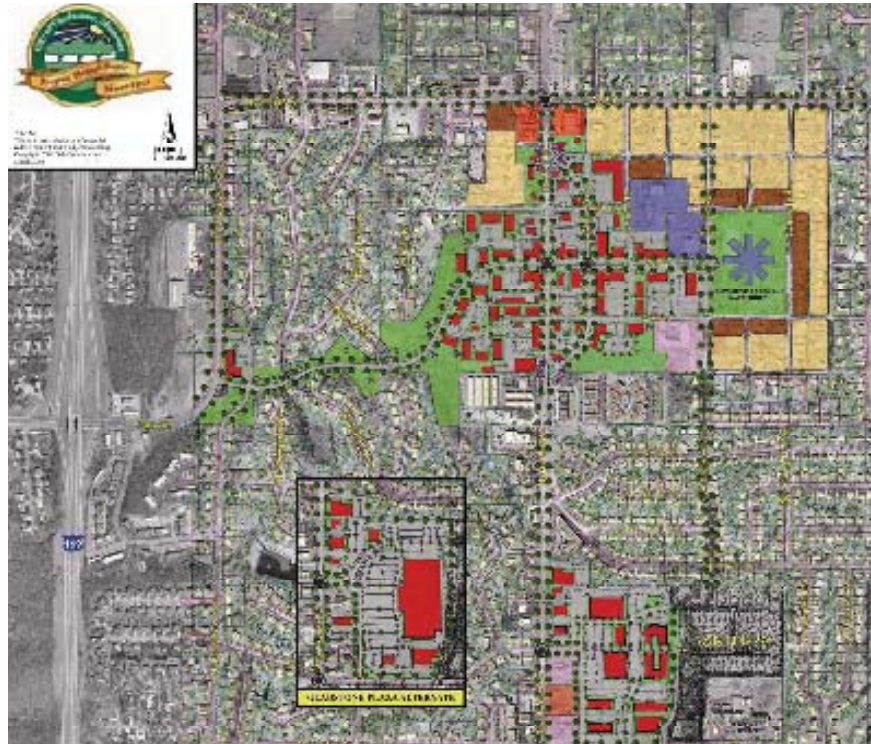
RESIDENTIAL MIXED USE

Features

- Public Facilitation / Community Input
- Visioning Process
- Master Planning
- Infill / Urban Redevelopment

Features

- Public Facilitation / Community Input
- Visioning Process
- Master Planning
- Infill / Urban Redevelopment
- Mixed-Use Implementation Assistance



GLADSTONE VILLAGE CENTER MASTER PLAN | GLADSTONE, MISSOURI

Client: City of Gladstone, Missouri

Contact: Scott Wingerson, Assistant City Manager / 816.436.2200

Prior to becoming a principal at Confluence, Chris Cline led the planning process for refining the City of Gladstone's vision for a new "Village Center" – a downtown area the community aspires to create. Previous developers and planning consultants had proposed various concepts for the area with limited public involvement or support.

The design and planning process involved engaging residents of the surrounding community, property owners, and businesses in a "visioning process" that included thoughtful dialogue about the long term future of the area and their willingness to accept the necessary changes to their neighborhoods and transportation networks that would support this vision. Recommendations were supported by a market study and transportation planning. The result of this process is a proposed land use and development plan that is much different than anyone originally envisioned, and is reflective of the collaborative spirit by which it was created.

Confluence has assisted the City of Gladstone in guiding implementation of this master plan since adoption, including the Linden Square Amphitheater and Mixed-Use Office Building - completed in 2012. This attractive public space has led to additional public/private partnerships including Snow and Company/Gladstone 18 - a restaurant redevelopment of the vacant post office building completed in 2014, and The Heights at Linden Square - a 200+ apartment and mixed-use complex to be completed in 2015. The Northland CAPS program development is also slated to break ground in 2015.

** Project images depicted on this sheet represent Mr. Cline's professional experience, and were produced prior to joining Confluence.*



DOWNTOWN PLEASANT HILL SUSTAINABLE DEVELOPMENT PLANNING PLEASANT HILL, MISSOURI

Client: City of Pleasant Hill, Missouri

Contact: Mark Randall, City Administrator / 816.540.3135

Downtown Pleasant Hill, Missouri is well positioned to leverage its geographical location and historically vibrant community assets to become a great new destination along Missouri's Rock Island and Katy Trails. As part of the Mid-America Regional Council's (MARC) "Planning Sustainable Places" initiative, the City of Pleasant Hill selected a multi-disciplinary team led by Confluence to prepare a plan to assist community leaders to organize initiatives and strategically implement the improvements needed to capitalize on this opportunity. This project builds on previous planning work completed by Confluence as part of the Rock Island Corridor Study.

Goals identified include creation of a gateway and improved signage to downtown from Highway 7; creation of a trailhead at the Cass County Fairgrounds site; enhanced marketing and branding for the City; extension of the trail through downtown and the creation of public park space, a farmers market and other downtown amenities.

The resulting 'Downtown Revitalization and Trail Town Implementation Strategy' outlines an implementation strategy intended to:

- Enhance Downtown Economic Development
- Increase Connectivity
- Preserve + Maintain Downtown's Unique Identity
- Increase Resident Quality Of Life

Features

- Multi-Jurisdictional Collaboration
- Stakeholder Involvement
- Downtown Revitalization
- Trail Connections
- Trail Town Implementation Strategy



Features

- Community Involvement + Facilitation
- Urban Infill / Redevelopment
- Master Development + Coordination
- Form Based Code

WEST GATEWAY DISTRICT REDEVELOPMENT PLANNING + FORM-BASED CODE IMPLEMENTATION | MISSION, KANSAS

Client: City of Mission, Kansas

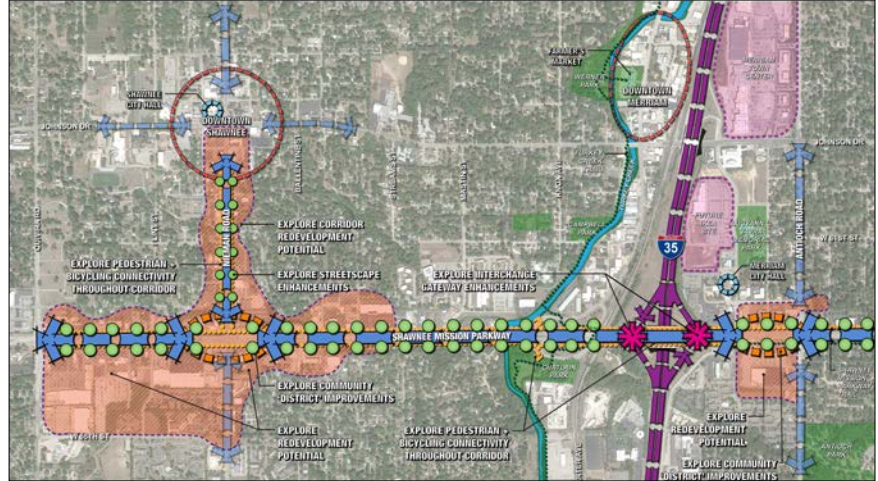
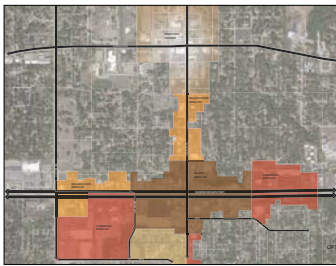
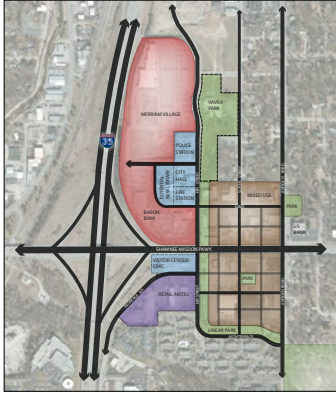
Contact: Martin Rivarola, Community Development Director / 913.676.8364

Prior to becoming a principal with Confluence, Chris Cline, led a diverse team of design and engineering professionals to create planning and development recommendations for a new pattern of development for Mission's West Gateway District. The scope included engaging the surrounding community to better define the type of development and community improvements that should be considered for the future of the district, reviewing existing and anticipated real estate market trends, understanding the condition of existing infrastructure systems, and making recommendations for public infrastructure improvements.

This new code places greater importance on the physical form of new development to create an interesting and inviting public realm. The code incorporates a flexible design program to attract quality development and incremental growth within the district. This code is intended to encourage creation of pedestrian-friendly places that provide a high quality of life for residents and the surrounding community.

In October 2007, the City of Mission formally adopted the Form Based Code to guide new development within the 130-acre West Gateway District. Mr. Cline continues to assist the City of Mission in collaborating with developers to assist in implementing the community's vision for revitalizing this district.

** Project images depicted on this sheet represent Mr. Cline's professional experience, and were produced prior to joining Confluence.*



SHAWNEE MISSION PARKWAY CORRIDOR VISIONING STUDY

SHAWNEE AND MERRIAM, KANSAS

Client: Mid-American Regional Council (MARC)

Contact: Dean Katerndahl, Director of Government Innovations Forum / 816.474.4240

Confluence was part of the consulting team contracted to prepare a visioning study and focus area plans for a portion of Shawnee Mission Parkway stretching from Metcalf to I-435. The study area includes portions of both the Cities of Merriam and Shawnee, located in Johnson County, Kansas. The plan outlines transportation, economic development, and aesthetic improvement recommendations for the overall corridor. The primary focus of the effort was to create a community vision for two focus nodes along the corridor – the area surrounding Shawnee Mission Parkway and Nieman Road in Shawnee, and the area surrounding Shawnee Mission Parkway and Antioch in Merriam.

Features

- Transportation Planning + Analysis
- Market + Economic Analysis
- Fiscal Impact Analysis
- Public Facilitation
- Community Planning
- Urban Design
- Multi-Jurisdictional Client Collaboration

The conceptual ideas for the Nieman node considered how this area along the corridor could influence ongoing efforts to revitalize the Nieman Road corridor and nearby Downtown Shawnee. The conceptual ideas for the Antioch area considered the potential to encourage a mixed-use development pattern along Shawnee Mission Parkway just east of I-35, and how to leverage the area's significant traffic volumes as well as the proximity to a large area of regional retail along Johnson Drive. As part of the planning effort, a market scan was completed and the team conducted two rounds of community visioning sessions with residents of both Shawnee and Merriam.



Features

- Community Involvement
- Multi-Disciplinary Team
- Market Analysis + Fiscal Impact Study
- Long Range Growth Redevelopment Scenarios
- Transportation Infrastructure Planning

Recognition/Awards

- 2014 Merit Award for Planning and Analysis, Central States ASLA



SHAWNEE MISSION PARKWAY CORRIDOR PLAN | MERRIAM, KANSAS

Client: City of Merriam, Kansas

Contact: Bryan Dyer, Community Development Director / 913.322.5527

The City of Merriam has significantly redeveloped a large portion of their Interstate 35 frontage over the last decade, yet the area adjacent to the Shawnee Mission Parkway corridor has not changed significantly. The existing K-Mart building has been vacant and surrounding parcels within a 25-acre area are currently under utilized.

IKEA is constructing a new facility just north of the study area, which is anticipated to generate additional interest in redevelopment within the study area. This project included engaging the community to establish a vision, and creating/evaluating several redevelopment scenarios to assist the City in evaluating future development proposals.

Confluence was hired by the City of Merriam to lead a multi-disciplinary team to analyze existing conditions, create redevelopment scenarios, and to utilize new planning and financial analysis tools to evaluate each scenario.

Confluence led the creation of five redevelopment scenarios, ranging from adaptive reuse of the existing buildings, to redeveloping the entire site to incorporate high density mixed-use development. These concepts also explored the relationship of expanded transit in the corridor and improving the bicycle and pedestrian connectivity across the highly travelled Shawnee Mission Parkway Corridor.

The results of creating and analyzing five different scenarios afforded the City to be proactive in anticipating the type of project a new developer may propose. It provided an opportunity to explore not only the land use and design aspects of each scenario, but also integrated a robust exercise in formulating redevelopment costs and the various levels of anticipated City participation (incentives) likely to be requested by future developers in order to provide an acceptable rate of return.

Prior to completing the plan, the results of this multi-scenario analysis were shared with the Planning Commission and City Council. They chose to use the results of these efforts to encourage developers to “think big”, and to be ready to entertain appropriate financial incentives to support significant redevelopment within the study area.

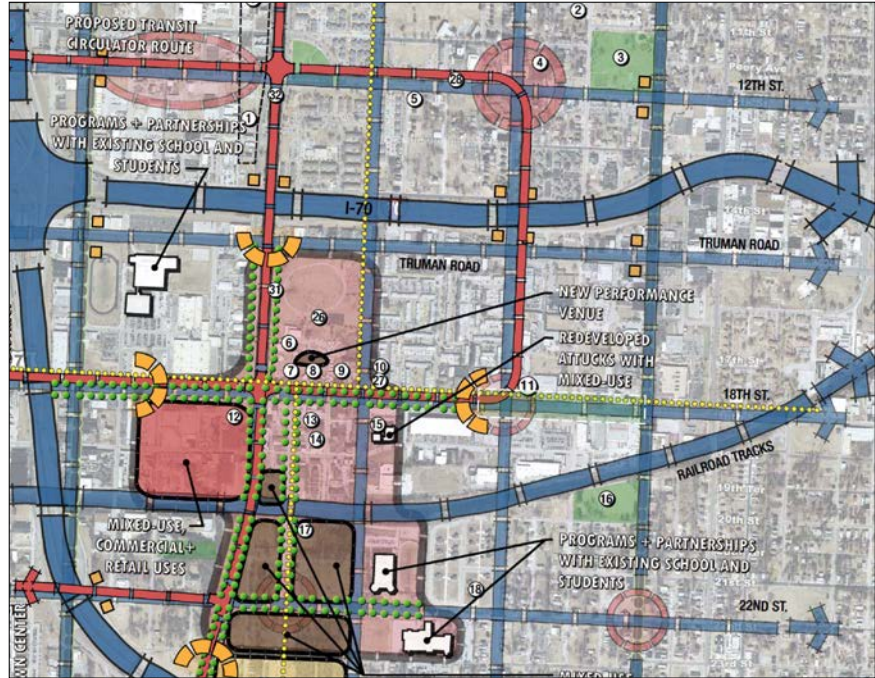


Features

- Urban Design + Revitalization Planning
- Infrastructure Improvement Recommendations
- Economic Development Strategies
- Community Involvement
- Implementation Recommendations
- Multi-Disciplinary Collaboration
- Housing + Commercial Development Strategies

Recognition/Awards

- 2011 Award of Excellence – Planning & Analysis: Central States ASLA
- 2011 Merit Award – Planning & Analysis: Prairie Gateway ASLA
- 2011 Outstanding Special Community Initiative Award: Missouri Chapter - American Planning Association (APA)



VINE STREET DISTRICT ECONOMIC DEVELOPMENT PLAN | KANSAS CITY, MISSOURI

Client: City of Kansas City, Missouri

Contact: John DeBauche, Lead Planner / 816.513.2869

The City of Kansas City, Missouri retained a comprehensive planning and design team which included Confluence to create an economic development plan for a specific area of downtown, to serve as a catalyst for revitalization of the Vine Street District. This area historically served as the cultural and socio-economic hub of Kansas City's African-American community.

The project area includes a diverse mixture of neighborhoods, institutional uses, commercial and industrial development, and encompasses the area between 9th and 29th Streets, from Troost to Prospect Avenue. The historic 18th + Vine area is located in the heart of this District, and is home to the American Jazz Museum, the Negro Leagues Baseball Museum, and the Black Archives.

A series of community meetings were held to gather input from residents and business owners regarding future redevelopment and revitalization opportunities throughout the District, and a comprehensive series of strategies intended to support these efforts were developed. The plan includes urban revitalization, housing, commercial, infrastructure, and governance strategies, and was adopted by the City Council in 2011.



Features

- Planning Commission Involvement
- Revision of the Residential Zoning Ordinance
- Revision of Signage Ordinance
- City Park Redevelopment
- Redevelopment of Retail and Commercial Sites
- Comprehensive Plan Review and Update

CITY OF FAIRWAY, KANSAS PLANNING COMMISSION | FAIRWAY, KANSAS

Client: City of Fairway, Kansas

Contact: Jerry Wiley, Mayor / 913.262.0350

PJ Novick has been a member of the City of Fairway Planning Commission for eighteen years and has served as Chairman for the past sixteen years. During this time, the City has been faced with many issues common to communities within northeast Johnson County including aging infrastructure; changing demographics, and redevelopment pressures in both the residential and commercial areas of the City. In order to respond to these issues, PJ, as Chairman of the Planning Commission, led numerous efforts to ensure the City's response to the issues allowed redevelopment while protecting the charm and livability of Fairway.

These efforts included:

- Complete revision of the Residential Zoning ordinance: To address the numerous residential re-builds facing the City, the ordinance was revised to provide the City with reasonable control over such issues as building set-backs; building heights; materials and facade articulation; as well as minimum greenspace and landscaping requirements. These changes have allowed re-development to occur while ensuring that the new housing stock blends into the surrounding neighborhood. To allow the city to guide the development of multi-family housing a new zoning category, R-2P – Planned Residential District was added to the Ordinance. In addition B-3P Planned Business/Mixed Use District was added to the ordinance to address current market trends.
- Revision of the Signage Ordinance: The signage ordinance was revised to provide more control over the size; materials; location; and duration of both temporary and permanent signage installed within the City. The ordinance also developed a plan for the removal of pole signs within the City.
- Redevelopment of Fairway City Park: Led the effort to redevelop and expand the City's only park.
- Redevelopment of retail and commercial sights within the City including: Russel Stover Chocolate; Pizza 51; Fairway Animal Clinic; Haas & Wilkerson; and the KU Medical Center Facility within the Fairway Office Park.
- Comprehensive Plan: Yearly review and update of the City-wide Comprehensive Plan.



Features

- Community Involvement
- Visioning Process
- Land Use Planning
- Sustainable Best Practices
- Overlay + Zoning District
- Multi-Disciplinary Collaboration
- Transportation + Infrastructure Planning

Recognition/Awards

- 2013 Merit Award - Planning & Analysis: Prairie Gateway ASLA



CEDAR CREEK AREA PLAN + OVERLAY DISTRICT | OLATHE, KANSAS

Client: City of Olathe, Kansas

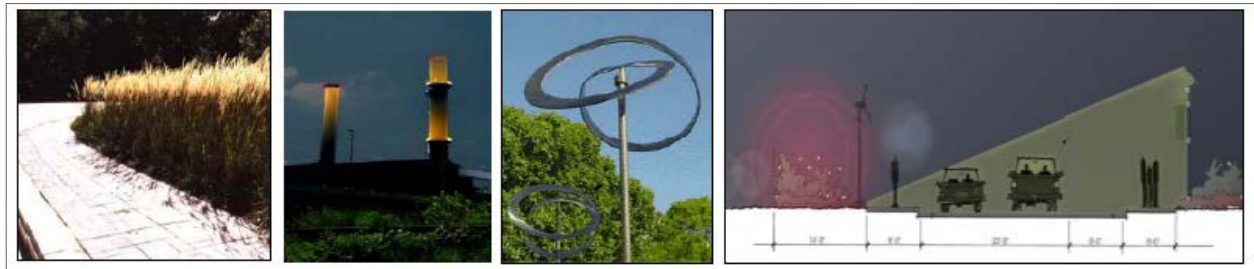
Contact: David Clements, Assistant Director/Planning Manager / 913.971.8746

Developed in 1988, the master-planned community of Cedar Creek was originally envisioned to become a “living resort” – providing an optimum living environment connected by active open spaces and the preservation of natural passive open areas. The 4,200 acre site is located near the intersection of K-7 and K-10 Highways. The original developer utilized creative land planning to preserve and integrate unique site features with high-quality residential and commercial uses, and successfully established this area as the pre-eminent master-planned community in the Kansas City metropolitan area.

When the original developer decided to sell their interest in approximately 3,100 acres of undeveloped property, the existing Cedar Creek Homes Association and the City of Olathe wanted to ensure the new development team would continue to develop the property in a manner befitting the original vision for the community.

The City of Olathe selected a multi-disciplinary planning team led by Confluence to prepare an area plan and overlay district for Cedar Creek. The scope of the project included engaging members of the community, the City, the development team, and other key stakeholders to refine the vision for growth and development within the area. The plan includes a mixture of single family and higher density residential and commercial uses. The document also outlines development standards to ensure the quality and character of future residential and commercial growth compliments existing development. An advisory committee was comprised of City staff members, the development team, and members of the homeowner’s association.

Specific areas of focus for the planning study included future land use planning, regulatory considerations, architectural design standards, preservation of open space, transportation and infrastructure recommendations and the use of sustainable best practices. This new area plan has been adopted by the City of Olathe as a complement to the City’s Comprehensive Plan.



Features

- Public Facilitation / Stakeholder Input Process
- Urban Redevelopment
- Streetscape Design
- Corridor Planning

SECOND STREET CORRIDOR LAND USE MASTER PLAN + STREETScape DESIGN

KANSAS CITY, MISSOURI

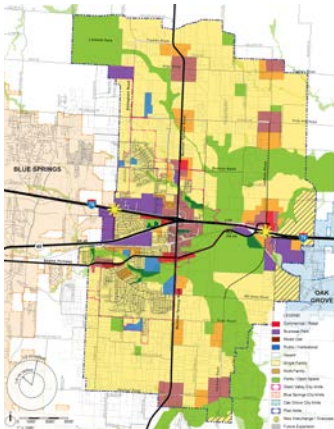
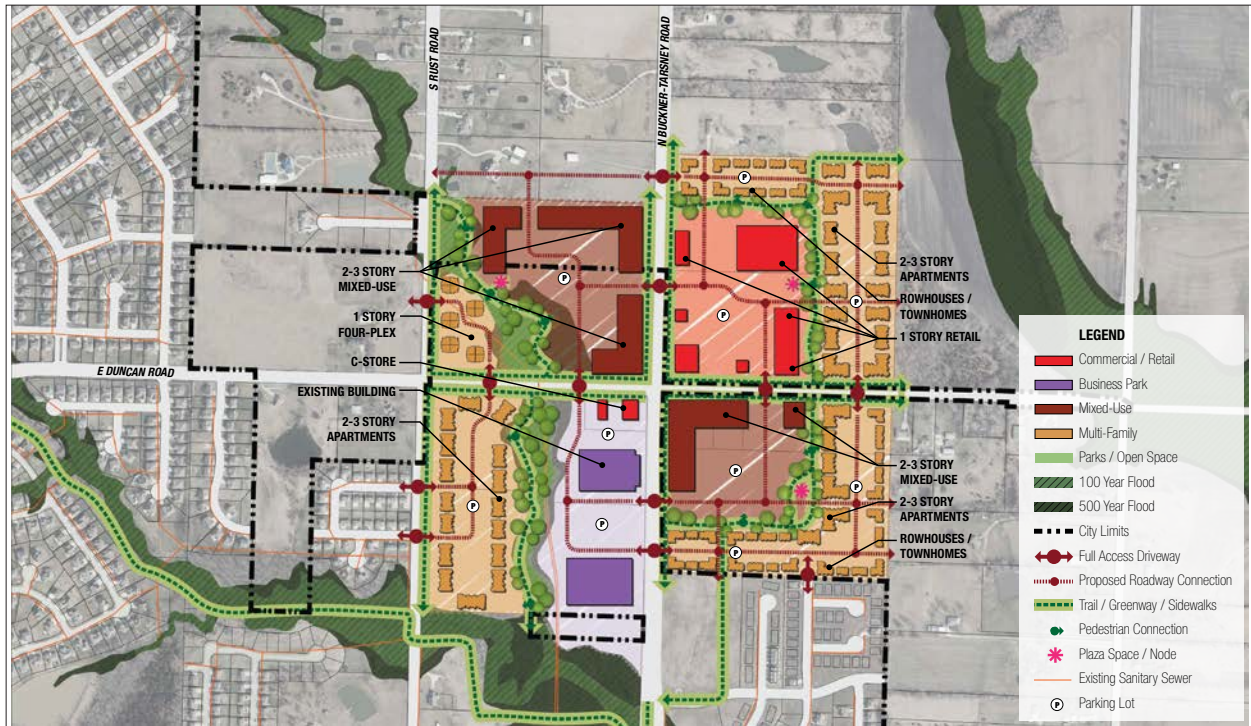
Client: City of Kansas City, Missouri

Contact: John DeBauche, Urban Planner, (816) 513-2869

Prior to becoming a principal with Confluence, Chris Cline led a series of corridor stakeholder meetings to gather input on potential urban design concepts and potential land use and development plans for the corridor.

The scope of the project included revitalizing an existing rail corridor into a new urban street capable of supporting and promoting adjacent mixed-use redevelopment. Recommendations included infrastructure improvements, urban design concepts, streetscape enhancements, and future land use guidelines. The recommended streetscape concepts incorporated key locations for future sculptural art elements. The plan provides urban design guidelines that balance the introduction of new elements while preserving and enhancing the existing "gritty" elements that make the Corridor unique and attractive.

** Project images depicted on this sheet represent Mr. Cline's professional experience, and were produced prior to joining Confluence.*



GRAIN VALLEY COMPREHENSIVE PLAN | GRAIN VALLEY, MISSOURI

Client: City of Grain Valley, Missouri

Contact: Ken Murphy, AICP, Community Development Director / 816.847.6220

Project Budget (Contract Amount): \$24,300

Confluence was part of a multi-disciplinary planning team retained to create a new Comprehensive Plan for the City of Grain Valley that includes conceptual development plans for four targeted growth areas, including ideas for a new Downtown area, an emerging larger retail and mixed-use development area near I-70, and concepts for a new multi-purpose municipal complex including an aquatic center, community center, nature center, and a potential college campus.

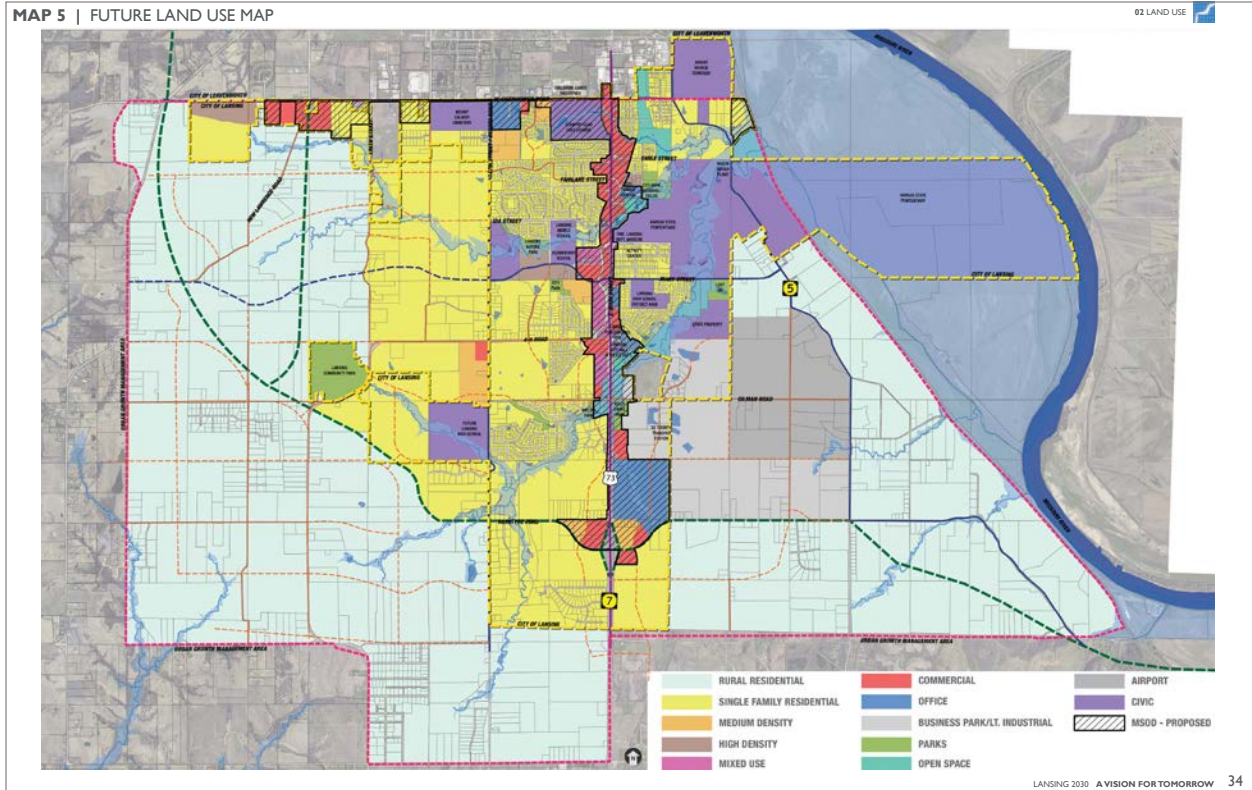
Our team utilized keypad polling, comprehensive stakeholder interviews, public open houses, and a community-wide survey as part of a process in which the citizens of Grain Valley articulated their vision for the future and the community's future growth strategies. The team leveraged their collective experiences in creating comprehensive plans, corridor plans, downtown plans, and subarea plans in Kansas City and around the Midwest to create the Comprehensive Plan for Grain Valley.

Once an agriculturally based, small town in western Missouri, Grain Valley is now a fast growing community on the east side of the Kansas City metropolitan area and is bisected by the major east-west interstate corridor I-70. Development pressures are being felt from the recent growth and expansion within neighboring communities to the west.



Features

- Stakeholder + Public Facilitation
- Comprehensive Planning
- Multi-Disciplinary Collaboration
- Economic Development and Market Analysis
- Strategic Planning
- Land Use + Transportation Planning



COMPREHENSIVE PLAN UPDATE | LANSING, KANSAS

Client: City of Lansing, Kansas

Contact: John Jacobson, Community Development Superintendent / 913.727.2400

Project Budget (Contract Amount): \$141,000 (Confluence - \$49,765.20 / consultants- \$91,234.80)

Confluence led a multi-disciplinary planning team to update the City of Lansing's existing Comprehensive Plan and create a community-based vision for growth. Community and stakeholder involvement and participation was a fundamental aspect of this project. Our experience, vision, and collaborative approach as well as our drive to exceed expectations were key to us being chosen as the go-to planning team for Lansing.



Lansing is a growing bedroom community that is strategically located along on the west side of the Kansas City metropolitan area and is bisected by the major highway corridor K-7. Development pressures are being felt from the recent growth and expansion within the nearby Legends office, retail, and entertainment district. Conflicting opinions on growth and development exist within the community, but maintaining a high quality of life and a sustainable, stable local economy is of universal importance.

Features

- Stakeholder + Public Facilitation
- Comprehensive Planning
- Multi-Disciplinary Collaboration
- Economic Development and Market Analysis
- Strategic Planning
- Land Use + Transportation Planning



CONFLUENCE CLIENT REFERENCES

BRAD DEETS, AICP | GRAND PRAIRIE PARKWAY CORRIDOR PLANNING + DESIGN
Development Services Director, City of Waukee, Iowa
515.987.4533 / bdeets@waukee.org

JOHN JACOBSON | COMPREHENSIVE PLAN UPDATE
Community Development Superintendent, City of Lansing, Kansas
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SECTION SEVEN | INSURANCE COVERAGE

Confluence carries the following insurance:

Commercial General Liability \$1M each occurrence / \$2M general aggregate

Automobile Liability - \$1M

Umbrella Liability - \$1M

Workers Compensation Liability - \$1M

Professional Liability - \$2M each claim / \$2M annual aggregate

Additional proof of insurance is available upon request.

SECTION EIGHT | FEE PROPOSAL

PROPOSED FEE

Based on the Scope of Services / Project Approach included in our submittal we anticipate a total fee of **\$60,000 to \$70,000** for the development of the master plan. Reimbursable expenses would be in addition to this amount. For a project of this type we would anticipate expenses to be \$1,500 - \$1,800. Confluence would welcome the opportunity to discuss our Scope of Services and Proposed Fee with the City of Westwood to ensure that the project meets the expectations of the City in both Scope and Fee. The following is a breakdown of the anticipated fee by the major tasks.

Cost, complete to provide professional services as outlined in 'Work Program' is as follows:

Task 1: Plan Kick-Off / \$9,000.00 (100 hours) - \$10,500.00 (116 hours)

Task 2: Economic Development Analysis / \$6,000.00 (66 hours) - \$7,000.00 (78 hours)

Task 3: Vision, Input + Direction / \$12,000.00 (100 hours) - \$14,000.00 (156 hours)

Task 4: Strategic Direction and Draft Master Plan / \$24,000.00 (260 hours) - \$28,000.00 (310 hours)

Task 5: Final Master Plan + Adoption / \$9,000.00 (100 hours) - \$10,500.00 (116 hours)

HOURLY RATES

Below are the Hourly Rates for the Confluence Team

Senior Principal	\$150.00 - \$175.00
Principal	\$135.00 - \$150.00
Associate Principal	\$130.00 - \$145.00
Associate	\$120.00 - \$135.00
Senior Project Manager	\$100.00 - \$115.00
Project Manager	\$90.00 - \$95.00
Project Landscape Architect II	\$80.00 - \$85.00
Project Landscape Architect I	\$70.00 - \$75.00
Project Planner II	\$80.00 - \$85.00
Project Planner I	\$70.00 - \$75.00
Landscape Architect Intern II	\$65.00 - \$69.00
Landscape Architect Intern I	\$60.00 - \$64.00
Draftsperson	\$50.00 - \$55.00
Clerical Staff	\$42.00 - \$45.00