



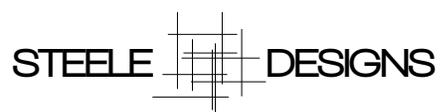
**BEER
CHEESE
FESTIVAL
WINCHESTER, KY**



DOWNTOWN MASTER PLAN PROPOSAL

City of Winchester/Main Street Winchester
Winchester, Kentucky

Submitted March 21, 2016



STEELE DESIGNS

Monday, March 21, 2016

Rachel Alexander
Main Street Winchester
32 Wall Street
P.O. Box 40
Winchester, KY 40391

Dear Ms. Alexander:

Thank you for the opportunity to submit our proposal for the new Downtown Master Plan of the City of Winchester. With its rich history and growth, I am sure Winchester's citizens and residents are excited for the chance to be a part of developing this future vision and plan that your team is leading.

My team and I are also excited at the chance to be a part of this initiative as we all highly value the importance of history and culture to a city's identity. Enclosed you will find a detailed narrative of our qualifications, samples of past work and references, and our design process management.

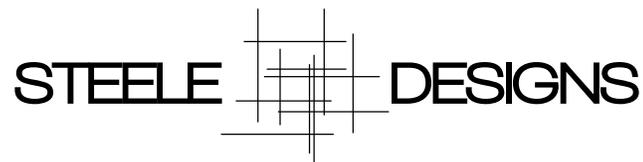
As the principal of Steele Designs, I attest that I have the legal authority to submit this proposal on behalf of the company. If you have any questions, please feel free to email me at nicole@steeledesigns.com. We look forward to the additional opportunity to submit our design proposal in the next phase. Thank you.

Sincerely,

Nicole Steele
Owner & Principal, Steele Designs

TEAM OVERVIEW

Our team will consist of three firms, Steele Designs, Coaly Design, and PlaceEconomics, to provide you with best possible solution and plan for the all-new Downtown Master Plan for the City of Winchester. Nicole Steele, principal of Steele Designs, and Kimberly J. Siran Wicker, principal of Coaly Design, developed a strong professional relationship while both were working at North Carolina State University and have continued to collaborate on successful design and implementation of projects in the Raleigh area. Also through a common connection in the university system, PlaceEconomics joins the team as an extremely valuable asset for their expertise in research and economics specific to historic preservation and community development. The skills and resources that each individual brings to the table makes our team extremely well-rounded and highly qualified to develop the necessary framework for an implementation plan that is also inclusive, innovative, and sustainable for the City of Winchester.



A new and upcoming firm, Steele Designs of Creedmoor, North Carolina, is dedicated to the sustainable and holistic growth and development of North Carolina's small towns. With a broad range of experience including master planning, brownfield development, and urban design, Steele Designs captured the prestigious NC ASLA Rookie Firm of the Year for 2016.

Current projects include a conceptual master plan with urban design standards for the revitalization of a site just south of downtown Raleigh, NC to preserve the culture and community of the neighborhood while creating a vibrant space that maximizes sustainability strategies for social, economic, and environmental development.



Based out of Raleigh, North Carolina, Coaly Design has been practicing land design and planning in the State of North Carolina for nearly 15 years. Working closely with clients on projects ranging from streetscape design to conservation land planning, Coaly Design offers a broad spectrum of land planning and landscape architecture services.

At the core of the firm's philosophy, Coaly Design strives to encourage the proper stewardship of the land, while acknowledging that landscapes are dynamic, ever-changing expressions of

the Earth. They believe that the team approach to the development of a project is the key to a successful solution. By working closely with clients, consultants, and the community during a project, they are able to establish a responsive, thorough analysis and assimilation of the project objectives and goals into practical implementation. Coaly Design is also committed to incorporating principles of sustainable design and development into every project. Part of the firm's commitment to the stewardship of the land includes a high level of environmental awareness regarding a project's site-specific and contextual impact.



PlaceEconomics

PlaceEconomics, a firm located in Washington, D.C., specializes in real estate and economic development consulting to public and non-profit sector clients who are dealing with downtown and neighborhood commercial district revitalization and the reuse of historic structures. As part of the Rightsizing Cities Initiative, PlaceEconomics believes that older places contain the necessary ingredients for revitalization as strong, vibrant places to live, work, and do business. Downtowns and commercial corridor offer economical spaces for start-ups and established businesses, a convenient transportation network, and a customer base within walking distance. Older neighborhoods also have a unique sense of place that is in high demand by a variety of generations as a place with a strong sense of history and opportunity. This initiative focuses on planning decisions and regenerative opportunities that tie together local assets and pragmatic planning ethos to produce clear, workable, community-based plans and strategies for strengthening neighborhoods.

KEY LEADERS & RESPONSIBILITIES

The team will be comprised of Nicole E. Steele, ASLA, and Kimberly J. Siran Wicker, RLA, as the lead designers and project managers. They will be supported by specialized individuals from PlaceEconomics to bring a high level of expertise and experience of real estate and economic development to ensure the most innovative, viable, and sustainable approach to the new Downtown Master Plan for the City of Winchester.



Nicole Steele, ASLA, principal and owner of Steele Designs, will be a lead designer and project manager. She will be the primary point of contact to Main Street Winchester and the City of Winchester for the duration of the project with the exception of select needs by PlaceEconomics. Born and raised in Creedmoor, principal and owner, Nicole Steele knows first hand what it is like to live in a small town and the challenges that come with that. She has a passion for preserving the existing culture of these unique cities in collaboration with it's residents while at the same time preparing them to handle growth and tourism in such a way that still maintains the authentic small town environment. She earned her Bachelors of Landscape Architecture with Cum Laude and successfully completed the University Honors Program. Steele was awarded the Excellence in Design Award for the College of Design Landscape Architecture Department and was nominated for both the ASLA Award of Merit and Award of Honor for North Carolina. She is currently pursuing her Master of Landscape Architecture at North Carolina State University with a concentration in Urban Planning.



Kimberly Siran Wicker, PLA of Coaly Design will also be a lead designer and will serve as the supervisor and licensed landscape architect for the project consultation. Prior to establishing Coaly Design, Wicker worked under other firms focusing on landscape architecture and land planning. She also served as the Open Space Planner for the Environment and Resource Conservation Department of Orange County. Wicker earned her Bachelor's of Science in Landscape Contracting from Pennsylvania State University and her Master of Landscape Architecture from North Carolina State University.



Donovan Rypkema and his team consisting of Briana Paxton Grosicki, Emilie Evans, and Rodney Swink, will provide the crucial research necessary for the existing conditions inventory, compiling the opportunities analysis, and for the public participation strategy. He will oversee the execution of the different phases from the PlaceEconomics perspective. Since 1983, Rypkema has provided ongoing consulting services to the National Trust for Historic Preservation and its National Main Street Center. He was awarded the Louise du Pont Crowninshield Award by the National Trust for Historic Preservation in 2012, the organization's highest honor. Rypkema has authored several publications including Community Initiated Development, The Economics of Rehabilitation, The Economics of Historic Preservation, and the Downtown Real Estate Development Series along with multiple scholarly articles in various journals. He received a MS degree in Historic Preservation from Columbia University.



Briana Paxton Grosicki is the Director of Research at PlaceEconomics. She specializes in Geographic Information Systems to establish research methodologies and ensure accuracy in data analysis for the existing conditions and opportunities analysis phase of the Downtown Master Plan. Her work has supported several statewide Main Street studies and citywide economic impact studies. Grosicki serves as Chair on her local municipal historic preservation commission as well as on the Board of Directors for the National Alliance of Preservation Commissions. She received a self-designed BS in the study of the Built Environment from the College of William & Mary and an MS in Historic Preservation from the University of Pennsylvania.

Emilie Evans, Director of the Rightsizing Cities Initiative, and Rodney Swink, Senior Associate for Planning and Development, at PlaceEconomics will collaborate with Nicole Steele and Kimberly J. Siran Wicker to use the analysis data gathered to construct an appropriate strategy for design and policies that will become the foundation and standard for the City of Winchester's future growth and development.



Emilie Evans uses a specific data-based tool to create a tailored, parcel-level recommendation for incorporating vacant buildings and lots into neighborhood revitalization strategies. While previously working in Michigan as a Detroit Preservation Specialist, she also worked with the Michigan Historic Preservation Network and the National Trust for Historic Preservation where she spearheaded a smartphone survey of nearly 18,000 historic properties across Detroit neighborhoods targeted for blight mitigation to help inform strategic demolition decisions. She holds a masters' degree in Historic Preservation and Urban Planning. Her specialized skills and experience associated with the Rightsizing Cities Initiative are ideal for organizing and processing the research conducted in the analysis phase of this project.



Rodney Swink, FASLA, PLA, specializes as a consultant for community development and downtown revitalization. His unique combination of knowledge and expertise in historic preservation and landscape architecture make him a key team member to bridge the research and design phases of the City of Winchester's Downtown Master Plan project to ensure an accurate, high-quality, and innovative implementation of design elements and standards based on the research conducted by PlaceEconomics. He currently serves on the Planning Commission for the city of Raleigh, North Carolina and previously served as director of the North Carolina Main Street Program, Director of the North Carolina Office of Urban Development, and national president of the American Society of Landscape Architecture. Swink received a Bachelor of Arts in Economics and a Master of Landscape Architecture with a concentration in community planning and economics from North Carolina State University.

TEAM HIERARCHY

STEELE  DESIGNS



Nicole Steele
Project Manager/Lead Designer

 **Coaly Design**
Landscape Architecture + Land Planning



Kimberly Siran Wicker
Supervisor/Lead Designer

 **PlaceEconomics**



Donovan Rypkema
Supervisor of PlaceEconomics Staff



Briana Paxton Grosicki
Director of Research



Emilie Evans
Director of
Right Sizing Cities
Initiative



Rodney Swink
Senior Associate for
Planning and
Development

DESIGN PROCESS & METHODOLOGY

By respecting the dynamic character and sensitivities of the land and its history, our team will be able to apply the timeless principles that govern good design and construction to safeguard the land and city's passage to future generations. Below is a broad overview of our approach to each design challenge accepted.

1. Project Schedule

Steele Designs, Coaly Design, and PlaceEconomics leaders will meet to discuss and determine an appropriate schedule based on members' availability to ensure a timely completion. We will then schedule time with the key staff members from the City of Winchester and Main Street Winchester to review our projected schedule and make any necessary changes. Roles and responsibilities of members of each group will also be discussed to familiarize everyone with the hierarchy of individuals on our team and from the city to create a clear work flow to maximize communication and efficiency.

2. Community Analysis Workshops

Every project executed must be accepted by the community it inhabits or it will be rejected and thus, unsuccessful. Our first goal is to gather information and ideas from the immediate influential community members on their thoughts for the future development. Meetings will be broken down into small groups to maximize the quality of time spent with the different business stakeholders like the Bluegrass Heritage Museum, Amazon, Alltech, Winchester Farms Dairy, and more. Other meetings will be held for community members involved with the various festivals, property owners, residents, preservationists, and housing groups. Separate from the immediately local stakeholder meetings, we will hold a meeting with the stakeholders of Clark County. We will coordinate these public meetings with both the City of Winchester and Main Street Winchester. These meetings will be conducted as part Q&A and part interactive workshop. Emilie Evans and Rodney Swink will help in the execution and moderating of these public sessions.

3. Site Inventory and Real Estate Use Data Gathering

Physical site analysis will include, but is not limited to, existing topography, building and land use, historic landmarks, architectural character, and infrastructure. Current circulation, transportation, and open space data will be collected to analyze the overall layout and framework of the city structure. Briana Paxton Grosicki will lead the research initiative on gathering a detailed and accurate inventory of current land and building uses in the downtown district.

4. Market Analysis

PlaceEconomics will assess the existing real estate market using data gathered in the previous phase to develop suggestions for retail and residential opportunities for the City of Winchester. A comprehensive economic development strategy responding to this assessment will be used to influence the design initiatives and suggested revitalization tactics.

5. Case Study Research

Case studies relevant to the scale, scope, and desired outcome of the all-new City of Winchester Downtown Master Plan will be used to inform appropriate design decisions that will ensure the suggested guidelines will create environmentally, economically, and socially successful future developments.

6. Initial Conceptual Design

Utilizing both the results from the community public meetings and the market analysis, the team will create a conceptual downtown master plan with a breakdown of design recommendations and features for the integration of historic and cultural Winchester elements, open space, streetscape, and infrastructure needs.

7. Community Design Workshop

Another community public session will be held after the initial design phase is completed. This will allow us to use our findings from the analysis and design draft in conjunction with the community's members to create an inclusive design that will truly embrace the vision and values held by its members.

8. Conceptual Design Refinement

Following the community design workshop, our design team will collaborate to refine the proposal to make it applicable and realistically attainable for the City of Winchester. Renderings and details of the site will be compiled into various mediums to communicate the overall vision and its perceived benefits to the community. We will collaborate with the marketing staff of the City of Winchester, Clark County, and State of Kentucky to help ensure the appropriate promotional materials are produced to engage local stakeholders and financial supporters of for continued support of the initiative.

9. Proposal Presentation to the Community

A final community session will be held to present our refined proposal along with the promotional materials to create excitement and pride for the community that was involved in the development process to see their vision start the journey toward fruition.

PAST PROJECTS

South Saunders Redevelopment, Raleigh, North Carolina

Designed with the preservation of the community and culture in mind, Steele Designs collaborated with other colleagues to develop a vibrant neighborhood master plan for a site just south of Raleigh’s downtown area. With the expansion of transit opportunities along the Southern Gateway Corridor, the construction of the new Union Station, and close proximity to the new Dorothea Dix park space, this South Saunders site is a prime location to be developed as a high density neighborhood with a unique cultural mix of generations, skills, and passions different than any other area in the greater Raleigh area.

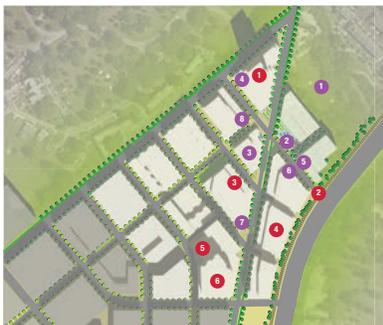
South Saunders Redevelopment: Establishing Connectivity



Creating the Site Framework

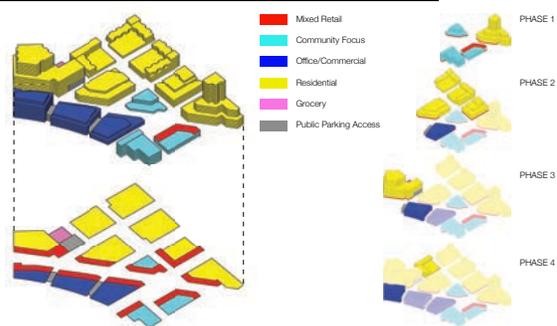


South Saunders Redevelopment Master Plan



- 1 Apartments at Dix
- 2 Southern Gateway Commuter Rail
- 3 Community Garage Co-op
- 4 Bank of America Office
- 5 Trader Joe's
- 6 SAS Tower
- 7 Educational Biorotation Playspace
- 8 Central Plaza with Interactive Water Feature
- 9 YMCA
- 10 Trophy Brewing
- 11 Jubata
- 12 Nita's Bakery
- 13 Bob's Burgers
- 14 MedAccess Urgent Care

Building Use & Phasing



City of Raleigh Iconic Skyline View



Rightsizing Cities Initiative

This summer, 2012, PlaceEconomics hit the road. We wanted to see for ourselves what was happening in older industrial cities and to better understand how our new Rightsizing Cities Initiative can bring preservation perspectives to long-range planning. Meetings in Louisville, Cincinnati, Cleveland, Indianapolis, and Chicago; conferences in New Orleans, central Indiana, and Virginia; and hours driving through cities from Birmingham to Youngstown underscored what we already knew: That 'legacy cities' have rich heritage, but also exciting futures. They face significant challenges, but also have irreplaceable opportunities in their people, buildings, and ideas.

Our road trip was partly prompted by two reports we completed earlier this year for the Right Sizing and Historic Preservation Task Force of the federal Advisory Council for Historic Preservation. The reports focus on historic preservation and rightsizing in the twenty U.S. cities with the highest proportional population loss since 1960, and draw on block-level analysis of Census data, online surveys, and 35 interviews with municipal planning staff, local and statewide preservation advocates, and other preservation experts.

