



CITY OF WINSTON-SALEM

Downtown Winston-Salem Streetscape Master Plan and Design Standards

QUALIFICATIONS | JUNE 14, 2017



214 Bedford Road, Pleasantville, NY 10570
(914) 579-2203 | www.migcom.com

In association with: ColeJenest & Stone, P.A. | Ramey Kemp & Associates, Inc.
Urbane Environments | Retail Advisory Services

Project Understanding

Downtown Winston-Salem has seen an **exciting resurgence** in the last few years: the Innovation Quarter, Goler CDC projects, new residential projects ringing downtown, new luxury lofts, revitalized warehouses, a new Central Library, and a continuing vibrancy in the arts community are all pointing to a new era for the city. Certain streets that were once haunted by vacant spaces have been vastly improved over the last two decades, such as 4th Street, which has been transformed with a streetscape that has brought a **wealth of new shops and restaurants**. The one-way streets that once whisked traffic out of downtown are being replaced by two way streets and a new attitude to **keep people downtown and enjoy its streetlife**. These are huge achievements, the result of assertive civic leadership and an engaged public. And population growth, while not the fastest by North Carolina standards, would still be the envy of most North American cities.

The streetscape plan is a rare chance to capitalize upon these successes and tie them together strategically in an irresistible environment. It is a project that could redefine Winston-Salem's relationship to other cities in North Carolina. Our work in Charlotte and Raleigh reminds us that those cities did not always have such galloping growth rates, but each reached a tipping point where local culture finally found the right niche and critical mass in downtown to create the energy each of these cities now has.



Above: 4th Street in the late 1990's; Below: 4th Street in 2016

With more exciting projects on the way, and a burgeoning trend toward downtown residential, we sense that Winston-Salem's critical mass has arrived.

And yet, there are **many missing pieces** that are still needed to make downtown function as a complete community. Many buildings do not address the public realm, and some streets are beleaguered by blank walls and surface parking lots. Some streets have a barren feel, having been engineered for traffic and yet sit relatively empty much of the day. Street design treatments around downtown don't relate to each other, giving a hodge-podge impression. Walking in many areas feels uncomfortable, and retail is growing but still struggles.

Success for downtown will depend on creating a much more interesting environment – one that is **inclusive of people of all ages, incomes, and backgrounds**. An environment that is friendly to retailing and restaurants, which will thrive in downtown given the right setting. There are also many opportunities for **placemaking and branded design**. We consider this project to be as much about community and economic development as it is about streetscape.

A new streetscape will help define and encourage existing districts, like the W. Fourth Street and N. Trade/N. Liberty Street corridors, the Arts District and the Innovation Quarter. It can also help define new ones, like a nightlife district and new residential areas. Investments in streetscape must create return on investment, by helping development projects succeed, catalyzing new projects, attracting new residents and customers, and rebranding downtown as a place in the region.

Downtowns define our cities, and streets largely define the downtown experience. Streets can divide or unify. They can defy our natural impulse to explore, and speed the flow of traffic while slowing the economic power of downtowns. Or streets can offer pleasant ways to enjoy downtown, discover its offerings, its history, innovation, and the arts.



Scope of Work

The following scope approach is based on our understanding of the project as described in the RFQ. We look forward to discussing in detail with the City exactly how to customize the scope to fulfill the goals of the project. There are many ways to work together creatively and make this project an opportunity to galvanize various interests in downtown and raise the bar for future investment.

1. PROJECT MANAGEMENT

The MIG Team is committed to managing this project responsibly while collaborating with the City. Our subconsultant Jay Clapp of Ramey Kemp & Associates provides our team with a **local point of contact** and will attend meetings in person and be available whenever needed. Around the country, MIG has deep experience managing projects using digital resources, working with local firms to have boots on the ground at all times. With the added assurance that **MIG will be there for every important meeting**, we can guarantee that our team will feel as local to the City as any other team. The difference is that the City will benefit from the fresh perspectives we bring from cities all over the country.

2. PUBLIC INVOLVEMENT

Establishing a shared vision and goals with stakeholder buy-in is critical to establishing a framework for the plan. The larger goals of downtown need to lead the way for decisions about street design. **This outreach will cross neighborhood lines, generate enthusiasm and capture focused responses.** While the final Public Engagement Plan will be developed with the City's involvement, our preliminary thoughts include:

Downtown Leadership Visioning Meeting: Remaking downtown's streets is partly a campaign that **builds consensus among public and private leaders on what the downtown experience should be.** This meeting will focus on high-level goals and placemaking opportunities: signature places and streets that need unique treatments; and the unique cultural qualities to build into a brand for downtown.

Stakeholder Outreach: The Team will conduct stakeholder interviews and focus groups with key stakeholders, including residents, downtown employers and employees, small business owners, institutions, students, visitors, and community organizations, artists, musicians, preservationists, community associations, property owners, youth groups, and other community partners.

Steering Committee: At least **five meetings/calls** will be held to review progress. The team will work with the City to determine whether this group includes external stakeholders or remains internal to staff.



Public Workshops: MIG will facilitate at least **three interactive workshops** with the public – each workshop will include **hands-on activities** and engaging visual simulations, used to solicit input from community members. Simultaneously we have capability to run a Twitter Town Hall using social media to have a two-way dialogue with community members who are not in attendance.

Pop Up Program: Events around town that intersect with regular people's lives will ensure the ease of access for the public's participation. These may include: **Sidewalk Town Hall** meetings; **Pop up demonstration projects** in the streets of downtown (striping and installing temporary improvements); and a **Project Storefront** in a vacant space downtown.

Community Presentations: Presenting to scheduled community meetings and events outside of the project area will expand involvement and help maintain the public's attention.

Online "Mapita" Survey: MIG's exclusive Mapita system provides a robust and user-friendly way for the public to provide specific, place-based input that feeds directly into a GIS data set.

Meetings with Elected Officials: The MIG Team will participate in up to three meetings with the elected bodies to brief them on the project, build support, and gain approval for the final plan.

3. EXISTING CONDITIONS REPORT

In the *Downtown Streetscape Plan Report*, it was determined that there are inconsistencies with different styles, widths, and/or materials utilized for sidewalks and crosswalks throughout the downtown area. To address these inconsistencies, sidewalks may need to be updated and widened to provide adequate space to allow for tree growth and consistent location of trees and shrubs as well as miscellaneous street features. **Right-of-way access and building placement as well as underground and overhead utilities need to be assessed** to see if they could limit the ability to widen sidewalks and plant trees in certain areas. **The availability of street parking** seems to be sufficient for current needs, but the availability may become an issue as the population grows and should be assessed in the future streetscape plan.

4. A COMMUNITY-DRIVEN STREET TYPOLOGY

The team will work with stakeholders to develop a street typology that **classifies all study area streets by their highest and best use**, in terms of achieving the overarching goals to improve downtown and bridging the gap between transportation, land uses, and economic development strategies. Within the three street types, **we can also define more granular and intuitive street types that are more reflective of the community's history and aspirations**. Such subtypes could include: destination streets, cultural streets, restaurant row, etc.



5. TREE MANAGEMENT PLAN

The MIG Team will develop an effective tree management plan that will consider the following:

- Urban-tolerant and region appropriate trees (native trees preferred).
- Tree species consistent based on street name, street type, ward, district, etc. to create uniformity and rhythm with a variety of species required for the overall downtown district.
- Adequate spacing for healthy growth while avoiding utilities and infrastructure
- Sustainable cultivation, root pruning and transplanting techniques
- Soil amendments that promote healthy tree and root growth
- Tree pits with suspended slabs, Silva cells or other tree planting techniques
- Subsurface drainage and irrigation to promote healthy water levels during wet or dry time weather

6. DESIGN STANDARDS

MIG will develop “kits” that specify streetscape amenities such as street furniture, sidewalk materials, lighting elements, artistic transit and bike amenities, crosswalks, bollards, public art, landscape materials, and other special features to help provide the area with a unique identity. Social spaces will be assigned a special section of the toolkit so that as opportunities arise the city can apply a streetscape package that is specially formulated to be a welcoming and popular social place. These will focus on **creating a unique and branded design sensibility for downtown, but also on the functional dynamic of social spaces**.

7. GENERAL SIGNAGE RECOMMENDATIONS

A great downtown is explorable and easy to read, in terms of where its attractions are and getting around. **Legibility, wayfinding, art, pleasant surprises, artistic and architectural interest are all elements of explorability that could change the way people think about downtown Winston-Salem.**

We propose to take this more expansive approach to creating a strategy for this task, in which signage would be one component. The MIG team will develop a booklet of signage types to be applied for different purposes throughout downtown, such as directional wayfinding, gateways, places of interest, following the Strollway, visitor information and potential information kiosks. For each sign type, key locations will be identified so that visitors and residents get clear information as they proceed through downtown and along the Strollway.

General design recommendations will be given for each signage type, with photographic examples. Locations and recommendations for public art and interpretation of buildings and places of historic interest will also be given, with a preliminary itinerary for how different audiences can tour downtown. This can become the foundation for the City to develop walking guides, whether in booklet form or as a smartphone app.

8. STROLLWAY

The Strollway is a unique feature that should be expanded on to strengthen both the physical linkages and the brand of Winston-Salem. Upgrading how the path crosses downtown is an opportunity to create a more walkable, bikeable city, but also to bring a **new contemporary design aesthetic that feels exciting and catalyzes further interest in downtown**, while better connecting the office areas south of Second Street with the retail and entertainment areas to the north.



9. OTHER PLANNING DOCUMENTS AND DESIGNS

The Downtown Streetscape Master Plan and Design Standards will continue the City staff's work that is exhibited in the **excellent Downtown Plan of 2013 and Downtown Streetscape Plan Report of 2016**. It will also build on the Winston-Salem Downtown Street Study, Creative Corridors Visionary Master Plan, Legacy 2030, the Business 40 bridge project and Streetscape Design Plan, the Martin Luther King Jr. Streetscape Design, the Bicycle Master Plan, the Goler Master Plan and others. In addition, projects like **the Innovation Quarter and Goler's residential and commercial projects introduce special opportunities where the physical streetscape can be designed to help achieve synergistic goals**.

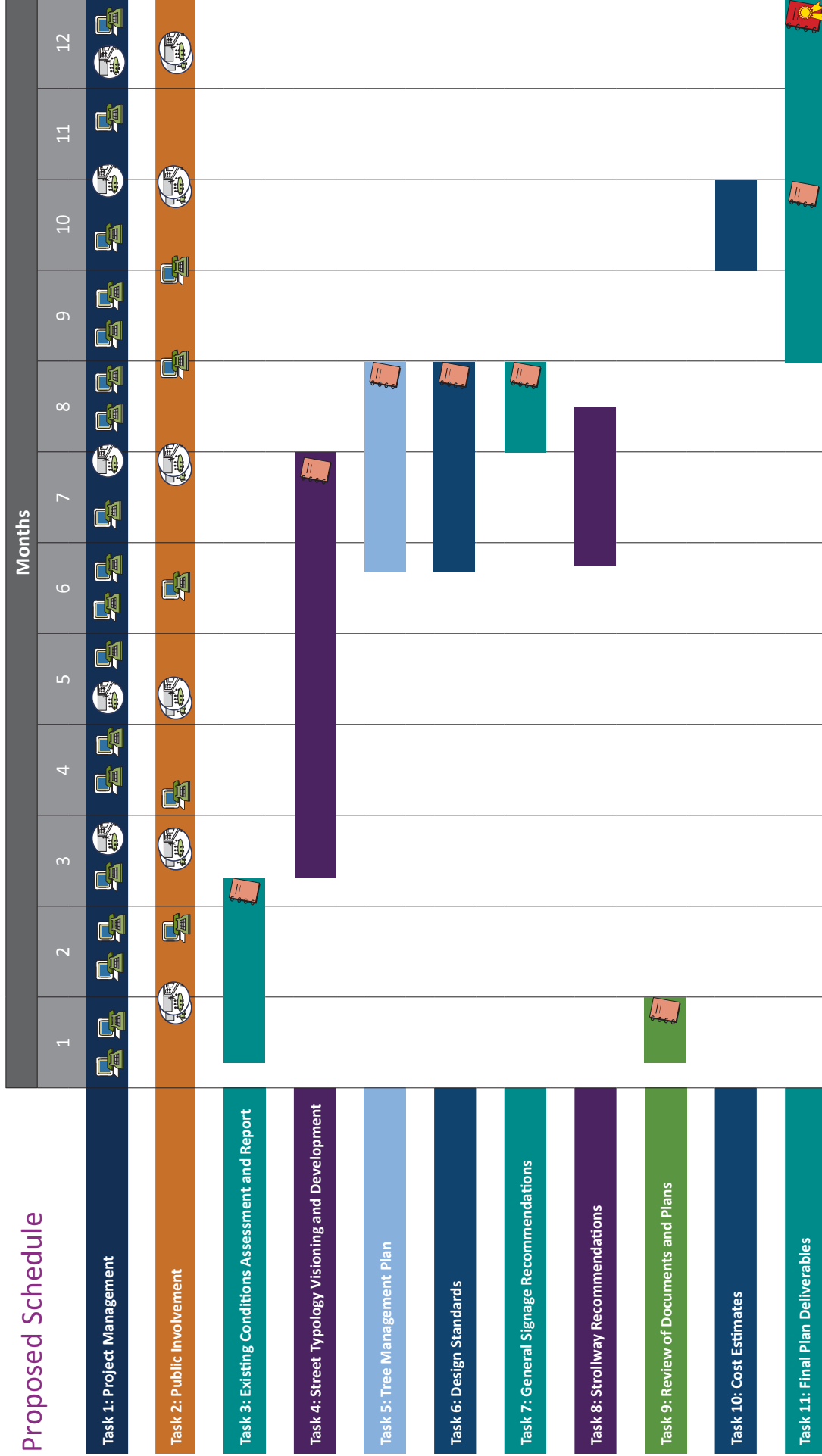
10. COST ESTIMATES, FUNDING RECOMMENDATIONS, AND IMPLEMENTATION

A final magnitude of probable cost will be developed for typical blocks under each typology. MIG, Urbane Environments, and Retail Advisory Services are supremely qualified to identify funding sources and financing strategies, which will include local, state and federal options. A phasing and implementation plan will be included in the final plan, which **pinpoints blocks that have the most catalytic potential and return on investment**.

11. DELIVERABLES

A typology can answer many questions, but can only go so far if the goal is to create a dynamic transformation of downtown. Therefore, our final Downtown Streetscape Master Plan and Design Standards document will apply the typologies and make design decisions in a strategic fashion, assigning priorities based on travel and pedestrian realm considerations, as well as economic impact and other elements the City deems valuable. **In addition to the scope deliverables described in the RFQ, the final plan will include: a strategic priorities tool; a matrix applying the design criteria to all street types; guidelines that address the whole envelope of the street experience, including what private developers can do with their buildings that edge the public realm.**

Proposed Schedule



Onsite Meetings and Workshops

WebEx or Conference Call

Previous Experience

MIG is a multidisciplinary firm that starts with community engagement as the core of its design process. We bring a holistic approach to all our work based on 35 years of experience leading projects of a similar nature. MIG has a cutting-edge “re:Streets” approach that builds on a complete streets model ensuring **safe and comfortable improvements** for all modes of travel while maximizing **opportunities for social gathering, commerce, green infrastructure and play for all ages**. These flexible multi-purpose streets incorporate **art and placemaking** opportunities to tell the unique multilayered story of its community.

We are proud to present noteworthy examples of our experience that highlight innovative and engaging outreach; master planning and design; and implemented projects. These select samples share commonalities with the issues and desired outcomes of Winston-Salem. Each project was approached in a manner that met the specific needs of the agency for whom we were working.

MIG PROJECTS: MASTER PLANS



Downtown Complete Street Streetscape Plan, Mobile, AL

- Defined neighborhoods for first time in City’s history, with unique goals for each.
- Facilitated a robust public engagement process that included 104-member advisory committee representing residents, business owners, community groups and college faculty from The Claremont Colleges.
- One of the first general plans to holistically integrate environmental sustainability, fiscal sustainability and government transparency and engagement.

Client: City of Mobile
Contact: The Honorable Sandy Stimpson Mayor (251) 208-7800
Dates: 2015-Ongoing
Estimated construction cost: \$15 million (Water Street)



Charlotte 2020 Vision Plan and North Tryon Vision and Implementation Plan, Charlotte, NC

- A development vision and implementation strategy to link existing cultural facilities, activate the public realm, improve the visitor experience, create more housing options, and create jobs for the 21st century economy.
- Recommendations for streetscape design to better connect arts and culture institutions, improve safety and perceptions of the area, link the First Ward and Fourth Ward neighborhoods, and catalyze the Applied Innovation Corridor to the north.
- Cutting-edge web participation tools, interactive community meetings, steering committee sessions, neighborhood focus groups, charrettes with local design professionals, and engaged more than 20 stakeholder organizations.

Client: Charlotte Center City Partners
Contact: Michael J. Smith, President and CEO, (704) 332-9576
Dates: 2015-2016
Actual or estimated construction cost: N/A



Downtown Dallas 360°, Dallas, TX

- A master plan for Downtown capitalizing on investments, building on existing and emerging district identities, strengthening connections within and outside of the freeway loop; activating streets; and animating public spaces
- Urban design and complete streets; recommendations for parks and open spaces, parking, economic development and transit-oriented development. Redesign of Main Street enhanced pedestrian and bicyclist connectivity and opportunities for social gathering and innovative vending.
- A unique public-private partnership with the City of Dallas and Downtown Dallas, Inc. and a broad spectrum of Downtown stakeholders.

Clients: Downtown Dallas Inc. and City of Dallas
Contacts: Kourtney Garrett , President, Downtown Dallas Inc., (469) 471-4059 | Peer Chacko, City of Dallas, (214) 670-3972
Dates: 2009-present
Actual or estimated construction cost: N/A

MIG PROJECTS: DESIGNED AND CONSTRUCTED



Hemisfair and Zona Cultural Streetscape Plan and Design Services , San Antonio, TX

- Innovative streetscape plans for multiple neighborhoods in Downtown San Antonio include the 44 contiguous block Zona Cultural neighborhood, 12 block Hemisfair neighborhood and over 3 mile long Cultural Corridor. All plans incorporate complete street concepts including protected bike lanes, flexible sidewalks, parklets and stormwater planters. The plans have helped City get over \$88M from public and private sector for roadway improvements for 7 different streets.
- From concept to construction drawings, MIG has provided design services for 5 different streets. These include the multi-purpose East Nueva St, an iconic festival shared-street, and Tower of America Way, that features the City’s first 2-way cycle track along stormwater planters.
- Robust community engagement included large public workshops, design charrettes, mapita surveys, public/private stakeholders meetings and 2 pop-up workshops.

Client: Hemisfair Park Area Redevelopment Corporation (HPARC)
Contact: Andres Andujar, CEO, HPARC, (210) 867-1305
Dates: 2012-2017
Actual or estimated construction cost: \$4.2M



Bell Street Multi-Purpose Park , Seattle, WA

- Building on Seattle’s Pedestrian Master Plan, which MIG completed in 2010, multiple streetscape improvements were created in Downtown Seattle.
- An innovative streetscape project In Downtown is Bell Street, a 4 block hybrid of park activities and street functions. A ‘shared street’ concept provides an outdoor living room to office workers and residents of Seattle’s densest neighborhood while allowing automobile, bus, bicycle, and emergency vehicle access.
- An hands-on series of public engagement forums included interactive design charrettes and open houses.

Client: Seattle Parks and Recreation
Contact: Patrick Donohue, Project Manager, (206) 684-9286
Dates: 2009-2014
Actual construction cost: \$3 million



Downtown Strategic Plan and Complete Streets Services Plan, Long Beach, CA

- A Strategic Plan for Downtown articulates transformative strategies and key short and long improvements to ensure it’s role as a premier local and regional destination. A coordinated complete streets design services helped implement Plan goals and catalyze over \$23M dollars in private investment.
- The phased streetscape improvements over 5 years repurposed extra public ROW space in 5 different streets to create wider sidewalks, protected bike lanes and flex parking lanes. Enhanced pedestrian connectivity with mid-block crosswalks and stormwater planter bulbouts. Celebrated the unique physical and cultural context of downtown through iconic bus shelter, gateway signage and interactive art.
- Interactive community engagement with large public workshops/ open houses, interactive surveys, and “drop-in” meetings with public / private stakeholders in empty storefront in project area.

Client: City of Long Beach
Contact: Amy Bodek, Director of Dvlpt Services, (562) 570-6428
Dates: 2009-2016
Actual or estimated construction cost: \$5.0M Transit Mall + \$4.0M Pine Ave+ Shoreline Drive

SUBCONSULTANT EXPERIENCE



Brooklyn Village Redevelopment Community Engagement, Charlotte, NC | Urbane Environments

- A planned 17-acre mixed-use redevelopment in uptown Charlotte’s Second Ward in the area known as Brooklyn.
- Located in Second Ward historically was a thriving African-American neighborhood before urban renewal in the 1960s.
- UE led an extensive Community Engagement process that was required by the Mecklenburg County Board of Commissioners the issuer of the Request for Developers.

Client: BK Partners
Contact: Monte Ritchey, (704)334-0896
Dates: 2016
Project cost: \$683 million



North Tryon Street, Charlotte, NC | Retail Advisory Svs

- A development strategy for the Library/Spirit Square block, building on MIG’s work on the North Tryon Vision and Implementation plan.
- Engaged land planners, architects and stakeholders to direct alternative development plans to shape the streetscape for the desired uses and activities.
- Project was awarded \$65 million by Mecklenburg County in June 2017.

Client: DaVinci Development
Contact: John Goff, DaVinci Development, (404)345-7074
Dates: 2015
Actual or Estimated Construction Cost: Unknown



First Ward Park and Infrastructure, Charlotte, NC ColeJenest & Stone

- Design of a 4.5 urban park located in Uptown Charlotte spanning two city blocks surrounded by multiple streets lined with mixed use buildings, the Linx light rail corridor and future development parcels created during the public-private partnership between Levine Properties, Mecklenburg County Parks and Recreation and the City of Charlotte.
- Four existing streets including all the supporting infrastructure and utilities were redesigned, relocated and coordinated with a multitude of both private and public stakeholders to create the site for the park, improved vehicular and pedestrian connectivity and to facilitate future mixed-use development adjacent to the park.
- Infrastructure and streetscape design focused on all aspects of civil engineering, landscape architecture and urban design with the relocation and coordination of existing duct banks and utilities and the creation of active and vibrant streetscapes including urban tree planting techniques, such as suspended slabs, amended soils, subsurface drainage and irrigation within the public right-of-way.

Client: Levine Properties
Contact: Lee Jones, Director of Parks & Recreation, 704.336.8466
Dates: 2010-2015
Actual or Estimated Construction Cost: \$11,380,000

Country Club Road Traffic Assessment, Winston-Salem Ramey Kemp & Associates

- Traffic assessment for the City of Winston-Salem of the existing and future traffic conditions on Country Club Road in the vicinity of Meadowlark Drive.
- Worked closely with the City in order to prepare the traffic assessment.

Client: City of Winston-Salem
Contact: Connie James, Dep Dir of Transportation, (336) 747-6872
Dates: 2013
Actual or Estimated Construction Cost: N/A

Team Introduction

As a team with a combination of local and national talent, we can help address the critical issues and opportunities discussed above. Like we have done for cities like Charlotte, Raleigh, Greensboro, Asheville, Dallas, San Antonio, Seattle, Portland, and many others, MIG’s work will be directed toward outcomes far above the typical design firm. A planning and design firm specializing in downtown revitalization, we see the major opportunity here to attract **investment that catalyzes downtown and the economy of Winston-Salem as a whole**. Building on the entrepreneurial and artistic energy that is very much alive, and engaging the public broadly so they can share in this future of opportunity, we will work with the City and its partners to deliver the excellence our firm is known for in downtowns across the country.

MIG has carefully selected a highly experienced team of **motivated, passionate professionals** to provide services to the City, representing the full range of expertise needed. Our project management team of Mukul Malhotra and Phil Myrick will guide the entire effort, bringing the depth and breadth of experience needed for this project to be a success. The following individuals will be primarily responsible for this project, as illustrated in the organizational diagram below.

- **Mukul Malhotra** will serve as Principal-in-Charge overseeing the project from start to finish. With over 15 years of innovative community outreach, Mukul will work

hand-in-hand in with Phil and develop an engaging and interactive public involvement process. Additionally, he will oversee the contract, direct all work and provide quality assurance and quality control.

- **Phil Myrick, AICP** will serve as Project Manager and will be the primary point of contact, interacting and collaborating with the City’s Project Manager. Phil will work Mukul to lead the engagement process. Additionally, he will also manage the scope, schedule, and budget.
- **Chris Beynon, AICP** is a our team’s Consulting Principal, providing technical expertise in the revitalization of downtowns and urban environments.
- **Amy Mitchell** is a landscape architect who brings a strong background in streetscape design.
- **Fiona Cahill** is an Associate Planner providing community outreach, planning and design support to the team.
- **Gwen Jackson of Urbane Environments** will provide public involvement and community engagement support.
- **Jay Clapp and Roger Henderson of Ramey & Kemp** will provide transportation planning and design services.
- **Kevin Ammons of ColeJenest & Stone** will assist with the development of design standards and cost estimates.
- **Jennifer Meoli Stanton of Retail Advisory Services** provides the team with retail investment strategies.

CITY OF WINSTON SALEM FORSYTH COUNTY PLANNING BOARD			
MIG, Inc. Prime Consultant			
Project Management		Mukul Malhotra, <i>Principal-in-Charge</i> Phil Myrick, AICP, <i>Project Manager</i>	
Subconsultants			
Urbane Environments <i>Public Involvement</i>	Ramey Kemp & Associates <i>Transportation Planning</i>	ColeJenest & Stone <i>Design Standards Cost Estimates</i>	Retail Advisory Services <i>Retail Investment Strategy</i>
Assignments and Responsibilities			
Master Planning Mukul Malhotra, <i>MIG</i> Phil Myrick, <i>MIG</i> Chris Beynon, <i>MIG</i>	Public Involvement Mukul Malhotra, <i>MIG</i> Phil Myrick, <i>MIG</i> Gwen Jackson, <i>Urbane</i>	Existing Conditions Phil Myrick, <i>MIG (urban form)</i> Jay Clapp, <i>RKA (transportation)</i> Kevin Ammons, <i>CJS (gray and green infrastructure)</i>	
Tree Management Kevin Ammons, <i>CJS</i>	Design Standards Mukul Malhotra, <i>MIG</i> Amy Mitchell, <i>MIG</i> Kevin Ammons, <i>CJS</i>	Street Typology Mukul Malhotra, <i>MIG</i> Phil Myrick, <i>MIG</i>	Strollway Mukul Malhotra, <i>MIG</i> Phil Myrick, <i>MIG</i>
Signage Recommendations Mukul Malhotra, <i>MIG</i> Amy Mitchell, <i>MIG</i>	Cost Estimates Jay Clapp, <i>RKA</i> Kevin Ammons, <i>CJS</i>	Retail and Investment and Placemaking Strategy Phil Myrick, <i>MIG</i> Jennifer Stanton, <i>RAS</i>	



Mukul Malhotra

PRINCIPAL-IN-CHARGE

Mukul Malhotra has over 15 years of experience in urban design and planning, having managed a wide range of projects related to streetscape design and planning, urban development and revitalization, pedestrian- and transit- oriented design and preservation of neighborhood and city character. With his architecture and urban design expertise, Mukul has created design concepts; developed character- and form-based codes and standards; devised land use alternatives; and written planning studies and design guidelines. Through his project work, he has acquired particular expertise in designing and implementing complete streets. From large arterials to small neighborhood streets, he has managed projects from design to construction drawings, resulting in streetscapes that are multifunctional, sustainable and green, and cost-effective to maintain.



Philip Myrick, AICP

PROJECT MANAGER / PLACEMAKING / LIVABLE STREET DESIGN

Phil is a leading practitioner whose expertise encompasses public space planning, downtown revitalization, transportation and land use planning, livable street design, and facilitation. Phil applies decades of research into how humans interact with their environments and each other to planning and designing projects in settings as diverse as downtowns, waterfronts, Main Streets, and mixed-use developments.

Phil recently joined MIG after 18 years with the Project for Public Spaces, renowned worldwide for their leadership in the practice of Placemaking. In scores of projects, including innovation districts like CORTEX in St. Louis, he has led communities and agencies through the visioning process with an outcome that both created a better built environment that attracts people and investment.

EDUCATION

- Diploma in Architecture, Sushant School of Art and Architecture, Gurgaon, India
- Master of Urban Design, University of California, Berkeley

SELECTED PROJECT EXPERIENCE

- Water Street Master Plan, Mobile, AL (2016)
- Hemisfair Complete Streets Master Plan, San Antonio, TX (2013)
- Long Beach Downtown Streets, Long Beach, CA (2016)
- West Capitol Avenue Streetscape Master Plan, West Sacramento, CA (2013)

EDUCATION

- Master of Urban Planning, Hunter College, City University of New York
- Bachelor of Arts, Grinnell College, Grinnell, Iowa

PROFESSIONAL AFFILIATIONS

- Urban Land Institute
- American Planning Association
- American Institute of Certified Planners

SELECTED PROJECT EXPERIENCE

- Greensboro Downtown Streets Bond Catalyst Project, Greensboro, NC (2016)
- Zona Cultural Downtown Street Design, San Antonio, TX (2016)
- Broadway Master Plan, San Antonio, TX (2015)
- West Florissant Avenue Great Streets Master Plan, Ferguson and Dellwood, MO (2013)

Chris Beynon, AICP

CONSULTING PRINCIPAL/LAND USE PLANNER | MIG

Chris is a national leader in downtown planning, design and implementation, with a proven track record of effectively developing successful plans based on an understanding of development requirements, retail, cultural and entertainment district creation; the role of green space and the public realm in downtown revitalization; and how to translate visions and concepts into action-oriented projects, policies and programs.

EXPERIENCE

- Charlotte 2020 Vision Plan and North Tryon Vision and Implementation Plan, Charlotte, NC (2010-16)
- Dallas Downtown 360° Plan, Dallas, TX (2009-11; 2016-2017)
- Calgary Downtown Retail, Urban Design and Branding Strategy, Calgary, Canada (2011)
- Boston Downtown Crossing Strategy, Boston, MA (2009)

Fiona Cahill

ASSOCIATE PLANNER | MIG

Fiona Cahill supports MIG's urban design and planning practice through innovation and implementation of community-oriented planning and urban design projects. In particular, Fiona analyzes urban environments and creates strong, context-specific graphics through a variety of tools and techniques. This includes illustrative plans, schematic designs, sketches, photo-simulations, and other renderings for major city clients, university campuses and private developers.

EXPERIENCE

- Davis Nishi Gateway Plan, Davis, CA (2016)
- Water Street Master Plan, Mobile, AL (2016)



Amy Mitchell

LANDSCAPE ARCHITECT | MIG

Amy Mitchell's work has included a variety of landscape architecture projects including streetscapes, parks, schools, specialized children's environments and accessibility studies—both nationally and internationally. Amy is skilled in a broad range of project development tasks, including site analysis, design development, construction documentation, streetscape design and ADA compliance. In addition, she has extensive community outreach and needs assessment experience, including public design charrettes and stakeholder interviews. Amy is particularly interested in designing spaces that support strong community relationships.

EXPERIENCE

- Hemisfair Complete Streets Master Plan, San Antonio, TX (2013)
- Town Center Streetscape, Loomis, CA (2012)
- West Capitol Avenue Streetscape Master Plan, West Sacramento, CA (2013)



Gwen Jackson

PUBLIC ENGAGEMENT | URBANE ENVIRONMENTS

Gwen Jackson is the owner of Urbane Environments and is uniquely positioned to weigh in on the future of Winston-Salem’s downtown revitalization, and future growth. Gwen works with teams of developers, community leaders, and various contractors and stakeholders to bring big ideas to life. She develops public events for community engagement campaigns for large scale redevelopment initiatives in metropolitan areas and urban districts to reposition areas as attractive for reinvestment. Gwen provides the marketing, branding, and community engagement piece for downtown, urban revitalization, commercial and retail center development projects. Gwen was the Community & Public Affairs Liaison, Northwest Corridor CDC, Charlotte NC. While there she implemented creative ways to facilitate and maintain clear communication processes between a diversity of stakeholder groups within 12 neighborhoods and a 2-mile business corridor.

Jayson Clapp, Jr., P.E., PTOE

TRANSPORTATION PLANNER | RKA

Jayson Clapp, JR., P.E., PTOE, is RKA’s Winston-Salem office regional manager, with over 20 years of experience in traffic engineering and project management. His responsibilities include the management of transportation projects from inception to completion including scoping and budgeting.

Roger Henderson, P.E., PTOE

TRANSPORTATION PLANNER | RKA

Roger Henderson, has more than 36 years of transportation planning, design, and policy consulting experience acquired throughout the U.S. including the last 21 years in North Carolina. He provides expertise in complete streets, street transformation, transportation corridor planning and development modes including pedestrian/ bicycle design. Roger has served as an instructor for university traffic courses and has contributed to design manuals in for traffic engineering and intersection design. He leads design and implementation workshops for the National Complete Streets Coalition.

Kevin C. Ammons, RLA

LANDSCAPE ARCHITECT | CJS

Kevin Ammons serves as managing principal for CJS, focusing on a variety of public and private projects in many sectors including: commercial/retail; residential; civic (parks, athletic fields) and public infrastructure and industrial. Kevin has worked on all aspects of projects including rezoning plans, master planning, and construction documents. His work also includes compiling due diligence reports, master planning, rezoning, public engagement, urban design, hardscape/ landscape design, site engineering design, grading and storm drainage design, and project management.

Jennifer Stanton

RETAIL INVESTMENT STRATEGIST | RAS

Jennifer Stanton is the sole proprietor of Retail Advisory Services providing site selection, development and investment strategies, asset management, merchandising, leasing, research, and marketing plans for various clients and communities throughout the US. Her clients include developers, owners, capital investors, municipalities, community neighborhood organizations, retailers, brokers, commercial property leasing and management companies, universities, and business owners. Jennifer served as Vice President of Strategic Planning for Trammell Crow Company and the Director of Market Planning and Research for Faison Enterprises.

Percent Work

Local Office: No local office

Corporate Office: Berkeley, CA | **Total Employees:** 240

Subconsultants: Approximately 30%

Statement of Insurance Coverage

MIG, Inc., currently maintains the following levels of insurance coverage.

- **General Liability:** \$1,000,000 per occurrence, \$2,000,000 aggregate and \$3,000,000 umbrella
- **Professional Liability:** \$1,000,000 per claim and \$2,000,000 aggregate
- **Automobile Liability:** \$1,000,000 per accident
- **Worker’s Compensation:** \$1,000,000 per accident

AFFIDAVIT A

MINORITY PARTICIPATION/GOOD FAITH EFFORTS

Project:

A 10% goal for participation by minority/women owned businesses has been established on this proposal. A proposer may meet this goal through the participation of M/WBE sub-consultants and/or through his own performance on the project if the proposer is a minority/woman owned firm. Please list below all M/WBE firms to be used on this proposal.

Affidavit of MIG, Inc.
(Name of Proposer)

I hereby do certify that this documentation is a true and accurate representation of my MWBE participation and my good faith efforts. (Attach additional sheets if required).

Minority Firm Name City-State	Phone Number	Minority Category*	Type of Work	Percent of Project Work
<i>Urbane Environments</i>	<i>704-213-8750</i>	<i>B</i>	<i>Public Engagement</i>	<i>10%</i>
<i>Retail Advisory Services</i>	<i>704-321-7832</i>	<i>WF</i>	<i>Economic Strategy</i>	<i>5%</i>
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

* Minority Categories: Black, African American (B), Hispanic (H), Asian American (AA), American Indian (AI), Female (WF), Socially and Economically Disadvantaged (SE), and Disabled (D).

If the established 10% goal for participation by minority/women owned businesses is not achieved, the proposer must provide, with the proposal, the following documentation to the Owner of his Good Faith Efforts to meet the goals set forth in these provisions.

Examples of documentation include, but are not limited to, the following evidence.

<input type="checkbox"/>	Description	Points	Awarded Points
_____	(a) Did your firm advertise in general circulation, professional association, or minority focus media concerning subcontracting opportunities? NOTE: A consultant must advertise in all three mediums to receive full value for this item).	15	_____
_____	(b) Did your firm provide written notice to a reasonable number of specific M/WBE firms that their interest in the contract is being solicited, at least 10 days before proposals are due to allow M/WBE firms time to participate? Please provide a copy of the solicitations sent to at least 3 minority firms from the source list provided by the owner for each subcontract to be let under this contract (if 3 or more firms are shown on the source list). Each solicitation shall include a specific description of the work to be subcontracted, location where the RFP can be reviewed, and name of representative of the lead consultant.	15	_____

NOT APPLICABLE

AFFIDAVIT B

INTENT TO PERFORM CONTRACT WITH OWN WORK FORCE

County of _____

Affidavit _____
of (Name of Firm)

I hereby certify it is our intent to perform 100% of the work required for the contract:

(Name of Project)

In making this certification, the Proposer states:

- That the proposer does not customarily subcontract elements of this type project,
- Normally performs, has the capability to perform, and will perform all elements of the work on this project with his/her own current work force; and,
- Agrees to provide any additional information or documentation requested by the City of Winston-Salem in support of the above statement.

The undersigned hereby certifies that he or she has read this certification and is authorized to bind the Proposer to the commitments herein contained.

Date: _____

Name of Officer: _____

Signature _____

Title _____

State of North Carolina, County of _____ subscribes and sworn before me

This _____ day of _____, 20____

Notary Public _____ My commission expires _____

SEAL

In the event the Proposer does not self-perform 100% of the work, the contract will be subject to the M/WBE goals originally established for this project, as well as, good faith efforts and documentation requirements of this program.