



Downtown Design Best Practices

RFP #26-25-PL

AVRES

City of Superior

October 20, 2026

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City of Superior
Contract Analyst
1316 North 14th Street, 2nd floor
Superior, WI 54880

Re: Downtown Design Best Practices Request for Proposal

Dear Selection Committee:

Downtown Superior already has what many communities are trying to create: authentic character, a recognizable urban structure, and buildings that tell the story of the City. The opportunity is not to reinvent that identity, but to give property owners, developers, and the City a clearer path for strengthening it.

That is how we see the Superior Downtown Design Best Practices project. The guide should be **more than a document on a shelf**. It should become a practical design tool that helps people make better decisions, from the rehabilitation of a storefront to the design of a block, streetscape, or new investment. The City's scope reinforces that ambition by connecting historic preservation, façade improvements, streetscape design, public engagement, and recommendations for 15 downtown buildings.

- » **Historic character as a starting point.** We will approach downtown's existing buildings and storefronts as assets, pairing preservation expertise with design thinking that helps historic properties remain relevant, useful, and distinctly Superior.
- » **From façade to street.** Building design cannot be separated from the public realm around it. Our team brings façade, urban design, and streetscape thinking together so improvements to individual properties contribute to a stronger and more cohesive downtown.
- » **Recommendations people can see.** Clear before-and-after imagery, diagrams, and graphics will help turn design principles into ideas that property owners and decision-makers can understand and act upon, an important part of the City's requested façade recommendations and final guide.
- » **A process grounded in Superior.** The best ideas will come from combining professional judgment with the knowledge of the people who use, own, operate, and invest in downtown every day. We will use that input to shape a guide that is practical for Superior rather than simply importing best practices from somewhere else.

We see this project as an opportunity to help Superior establish a shared design language for downtown, one that respects what is already there while giving the community confidence about what comes next.

Sincerely,
Ayres Associates Inc.



Alissa M. Santurri, PLA
Project Manager
715.202.8403 | SanturriA@AyresAssociates.com



Matthew J. Ashby, AICP CUD
Vice President – Development Services
970.797.3595 | AshbyM@AyresAssociates.com

4.1 Ayres Firm Profile

Founded in 1959 and headquartered at 3433 Oakwood Hills Pkwy, Eau Claire, WI 54701, Ayres Associates Inc. is an **employee-owned C corporation** of approximately 400 innovative problem solvers nationwide. We stand with integrity behind thousands of projects that strengthen communities and our country's infrastructure, economy, and environment. Alissa Santurri, senior landscape architect and project manager, will remain the main point of contact through the life cycle of the project.



Henry Schuette Park , Manitowoc, WI

FOUNDED IN
1959

APPROXIMATELY
400
EMPLOYEE-OWNERS

11
OFFICES

6
STATES

Creative Thinking Backed by Engineering Confidence

Ayres brings together a multidisciplinary team structured to support downtown planning and design projects from early visioning through implementation, combining community planning, landscape architecture, historic preservation, municipal zoning review, public engagement, architectural visualization, civil engineering, transportation engineering, and geospatial services under one organization. For Superior, that depth means the City benefits from a team that understands how to develop practical, cohesive guidance for downtown revitalization while respecting the character of historic commercial and mixed-use buildings along Tower Avenue and surrounding downtown areas. Our team can connect the Downtown Design Façade and Streetscape Best Practices Guide with conceptual façade recommendations for selected buildings, helping property owners, business owners, local leaders, and residents understand realistic opportunities for future improvements. Ayres brings the technical capacity to consider streetscape integration, lighting, signage, materials, site design, building massing, block-face character, municipal zoning, and Wisconsin Department of Transportation requirements where they apply. This integrated structure allows Ayres to move efficiently between design guidance, historic character considerations, community input, regulatory coordination, and implementation planning, helping Superior make informed decisions and advance downtown improvements over time.

\$315M+

In public funding secured
for communities

278

Public Improvement Projects
in the past 10 years

16

Downtown Planning Projects
in the past 5 years

4.2 PROJECT TEAM

People who deliver, together.



Project Team & Integrated Delivery Approach

Our team is intentionally structured around the core challenges of the Superior Downtown Design Best Practices project: understanding and celebrating downtown Superior's historic character, translating that character into practical building façade and streetscape recommendations, and creating a clear, highly visual guide that can support future investment and decision-making. **Alissa Santurri will serve as Project Manager, coordinating an integrated team** that includes Jay Molokwu as Historic Preservation Lead, Craig Stoffel as Façade Design Lead, Josh Olhava as Community Engagement + Planning Lead, Tiara Wuethrich as Visualization + Graphic Design Lead, and Chris Silewski as Technical Advisor for Streetscape + Urban Design. Matt Ashby will serve as Walking Workshop Facilitator for the optional in-person Downtown Walking Workshop, guiding an on-the-ground conversation about the buildings, streets, and public spaces that define downtown.

This structure allows the team to work across the full scale of downtown, from the preservation and rehabilitation of individual buildings to the relationship between storefronts, blocks, streetscapes, and the larger public realm. Historic preservation and façade design will inform site and streetscape recommendations; community engagement and planning will connect those ideas to local priorities; and visualization will make the recommendations clear and accessible to property owners, City leaders, and the community. The optional walking workshop adds another layer to this process by bringing the conversation directly into downtown, allowing participants to explore opportunities and challenges in context. Together, the team brings the right perspectives to create a **cohesive, practical, and implementable framework** for downtown Superior.





Alissa Santurri, PLA

Project Manager | Senior Landscape Architect

Alissa will serve as the City's primary point of contact and lead the overall coordination of the project. She will be responsible for keeping the multidisciplinary team aligned, managing the work plan and schedule, coordinating meetings and deliverables, and bringing the various components together into a concise and implementable Downtown Design Best Practices document.

Alissa is an award-winning landscape architect with 15 years of experience leading parks, recreation, public-space, healthcare, academic, and campus projects. Her approach combines clear communication, practical decision-making, and strong field knowledge to move complex projects forward while keeping community priorities, project goals, and implementation needs aligned. Alissa leads engagement activities that invite meaningful input at key decision points and translate feedback into clear, buildable outcomes. She develops communication approaches that help agencies, stakeholders, and community members understand options, participate in the process, and see how priorities inform final recommendations.

Alissa brings a wide-ranging portfolio that includes natural playscapes, park and recreation systems, waterfront and trail environments, athletic facilities, healthcare settings, academic institutions, and science and technology campuses. Her work reflects a thoughtful balance of site design, public engagement, technical coordination, schedule management, and practical construction considerations.

Select Experience

- **ECWRPC Small Business and Community Technical Assistance (SPARC) Program, Various Locations, WI:** Alissa worked closely with the community of Omro to develop a plan for abandoned industrial parcels in the heart of the downtown. The final illustrative plan brought multi-family housing and economic development to the community.
- **State Fair Park West Grounds Infrastructure Improvements, West Allis, WI:** Alissa provided landscape architecture services for improvements around the Dairy Building, formerly the Cream Puff Pavilion. The work included landscape and pedestrian-flow concepts, water main, sanitary sewer, storm sewer, pavement, grading, accessibility improvements, and colored concrete to improve aesthetics and visitor circulation
- Shipyard Plaza Phase II Development, Green Bay, WI
- Downtown Hortonville Master Plan, Hortonville, WI
- Cannery Trail Residences Roof Deck and Courtyard Renovation, Madison, WI
- Madlen Avenue Concept Refinement, Madison, WI
- Water Street Trail and Wall Design Services, Eau Claire, WI

Total Experience

15 Years

Registration

Professional Landscape Architect, WI

Education

BS, Landscape Architecture, University of Wisconsin-Madison

Memberships

American Society of Landscape Architects

Alissa keeps projects moving forward with clarity, coordination, and a strong focus on deliverability.



Total Experience

5 Years

Education

MA, Urban Design, Florida International University

MArch, Architecture, Florida International University

AA, Architecture, Hillsborough Community College

Memberships

American Institute of Architects

American Planning Association, Florida Chapter

Jay blends historical architecture, urban design, and data visualization to support sustainable, welcoming communities.

Jay Molokwu

Historic Preservation Lead | Planner

Jay will lead the historic preservation component of the project, providing guidance related to Superior's historic downtown character, character-defining architectural elements, historic storefronts, appropriate rehabilitation, compatible infill, and the relationship between preservation and reconstruction. This role will emphasize protecting and reinforcing the historic character of downtown Superior.

An urban designer and planner, Jay brings experience in historic preservation, downtown planning, public engagement, and visual communication. She combines architectural and urban design training with a practical ability to analyze complex information and translate it into clear graphics, planning materials, and recommendations. Her work supports communities as they connect historic character with contemporary needs, helping stakeholders understand preservation priorities, development options, and the role of historic resources in long-term downtown vitality.

Jay has prepared educational materials for historic preservation, including resource catalogs, oral histories, images, historically significant artifacts, outreach materials, and a heritage trail map. She will help identify and communicate the downtown's historic assets, support preservation-focused engagement and documentation, and contribute clear, context-sensitive strategies that respect local character while informing future investment and redevelopment decisions.

Select Experience

- **Historic Preservation Plan and Downtown Historic Preservation Design Guidelines, St. Cloud, FL:** Jay supported planning efforts to protect historic resources and architectural character while establishing clear direction for alterations, additions, and new construction within a historic preservation overlay district.
- **Vision/Master Planning and Redevelopment Plan Update, Crescent City, FL:** Jay helped develop a vision and master plan that builds on the community's lakeside setting in the St. Johns watershed while preserving its old-town character. The process brought together stakeholders, residents and decision-makers to shape redevelopment strategies, policy updates and implementation support for key sites, events and recreation along the lakes.
- Williams Street Branding & Placemaking, Waukesha, WI
- Parks and Open Space Plan, Wauwatosa, WI
- Facility Location Plan, Sister Bay, WI
- Rural Plains Communities Regional Affordable Housing Needs Assessments and Strategies, Limon, CO



Total Experience

20 Years

Registration

Professional Landscape Architect, CO, AZ

Education

BS, Landscape Architecture, Colorado State University

Craig is motivated by helping people see the possibility before a place is ever built.

Craig Stoffel, PLA

Façade Design Lead | Landscape Architect

Craig will lead the building façade design effort, translating the broader downtown best practices into practical recommendations for individual properties. Craig will focus on façade composition and articulation, storefront design, materials, signs, building improvements, and development of recommendations for the 15 buildings identified through the project. He will coordinate before-and-after images and descriptions of the recommendations and future steps for each building.

With more than 20 years of landscape architecture, urban revitalization, and visualization experience, Craig brings a practical, place-based approach to shaping memorable downtown environments. His work spans streetscape revitalization, downtown development, plazas, pocket parks, corridor improvements, trail systems, and community planning. Craig guides concepts from early visioning through design development, coordinating with clients and stakeholders to create solutions that respond to local character, community goals, and implementation realities.

Craig is especially valued for his hand sketching, illustration, and visualization skills, which bring building, streetscape, and public-realm ideas into focus early in the planning process. Through design charrettes, workshops, and stakeholder meetings, he uses real-time sketches and visual studies to help participants compare alternatives, communicate priorities, and build a shared understanding of possible outcomes. His work will support building improvements that strengthen street presence, reinforce pedestrian-scale detail, and connect individual projects to a cohesive downtown experience.

Select Experience

- **ECWRPC Small Business and Community Technical Assistance (SPARC) Program, Various Locations, WI:** Craig supported community planning and engagement through hand sketching and real-time visual analysis. His illustrations helped participants discuss alternatives and translate local priorities into clear planning concepts.
- **Shipyards Plaza Phase II Development, Green Bay, WI:** Craig contributed landscape architecture, urban design, illustration, and visualization support for this public-realm development project. His role helped communicate design ideas and future possibilities for a prominent waterfront and downtown setting.
- **Wick Park Public Engagement, Milwaukee, WI:** Craig used sketching and illustration to support public engagement, helping community members react to concepts and share input during the planning process.
- **Historic Tram Park, Twin Buttes, Durango, CO:** Craig contributed to park planning and design for a historic tram site, providing relevant experience in projects where public-realm improvements respond to historic context.
- **Sonnentag Event/Recreation Complex, Eau Claire, WI**



Total Experience

16 Years

Certifications

American Institute of Certified Planners, Prosci

Certified Change Practitioner, Prosci

Certificate in Historic Preservation, University of Cincinnati

Education

MS, Community Planning, University of Cincinnati

BS, Community and Regional Planning, Iowa State University

Memberships

American Planning Association (APA)

Colorado Chapter of the APA

Colorado President (2025-present)

APA Colorado Executive Board

APA Colorado Professional Development Committee

Josh turns community voices into actionable plans to help communities build momentum around their future.

Josh Olhava, AICP, PCCP

Community Engagement + Planning Lead | Planner

Josh will lead the planning and community engagement effort, translating the downtown design and streetscape best practices into practical zoning review and public outreach recommendations. He will focus on land use policies, procedures and regulations; review how existing standards affect the built environment; and help gather, organize and communicate community input to support the final guide.

Josh brings 16 years of experience in community and strategic planning, urban redevelopment, land use policy, and public facilitation. A recognized industry expert in local government processes and process improvement, he combines the skills of a certified planner, certified change practitioner, and trained process improvement specialist to develop practical strategies for community and organizational challenges. Josh leads multidisciplinary teams through complex planning initiatives, guiding stakeholder conversations, building consensus, and translating community priorities into clear, actionable recommendations. His background in community and regional planning and historic preservation supports an approach that respects local character while advancing implementation. His experience spans downtown, corridor, master planning, and land use initiatives throughout the Midwest, Mountain West, and Southeast, reflecting an understanding of downtowns as civic, economic, and social centers.

Select Experience

- **Comprehensive Plan Update 2026, Kimberly, WI:** Contributed to comprehensive and master planning, addressing community-wide direction that can inform land use, redevelopment, transportation, housing, public spaces, and implementation priorities.
- **Downtown/Main Street Planning: Multiple Communities, CO; Douglas, Hudson, WY:** Led downtown and Main Street planning initiatives that address community vision, land use, redevelopment, public engagement, and implementation for traditional downtown areas.
- **Design Guideline and Entitlement Support:** McWhinney Development - Broomfield, Johnstown, Loveland, CO
- **Colorado Main Street Technical Support:** Multiple Communities, CO Fee Study Analysis: Broomfield*, Estes Park, Greeley, Larimer County, Windsor*, CO
- Rural Plains Communities Regional Affordable Housing Needs Assessments and Strategies, Limon, CO
- **Comprehensive / Master Planning:** Kimberly, WI; Evans, Lamar, Windsor*, Wray, Yuma, CO; Douglas, Lander, Wright, WY; Chadron, NE
- **Process Evaluations and Improvements:** Broomfield*, Estes Park, Greeley, Larimer County, Montezuma County, Severance, Windsor*, CO
- **Land Use Regulation Analysis and Updates:** Berthoud, Mead, NE Region (Akron, Brush, Haxtun, Holyoke, Julesburg, Peetz, Wiggins, Wray), Pueblo, Severance, Windsor*, CO; Douglas, Sheridan, WY

* Work done under prior employment



Tiara Wuethrich, PLA

Visualization + Graphic Design Lead | Landscape Architect

Tiara will serve as Visualization + Graphic Design lead helping to translate the team's broader downtown recommendations into clear visuals that City staff, property owners, and the public can easily understand. She will focus on concept graphics, plan illustrations, 3D renderings, and before-and-after images that show façade improvements, streetscape recommendations, and future steps for individual buildings identified through the project. Her ability to translate planning ideas into compelling visual narratives using 3D modeling, rendering, and CADD-integrated workflows will help make the final guide practical, approachable, and ready to use.

Tiara brings experience supporting master planning, public-space design, waterfronts, plazas, streetscapes, and urban redevelopment efforts. Her portfolio includes visual and design support for park and urban design projects in Wisconsin, including work through the East Central Wisconsin Regional Planning Commission Small Business and Community Technical Assistance Program, as well as planning and streetscape work that draws on local history, ecology, community input, and district identity. She works closely with planners, engineers, and project managers so that visual materials reflect constructability, maintenance considerations, and program needs. Her visual communication approach will help connect the community's ideas with a clear and compelling future for downtown.

Total Experience

5 Years

Registration

Professional Landscape Architect, WI

Education

BS, Landscape Architecture, University of Wisconsin-Madison

Memberships

American Society of Landscape Architects, Member-at-Large (WI ASLA)

Tiara brings environments to life through engaging design and visual storytelling that connects community character, public spaces, and future-focused planning.

Select Experience

- **ECWRPC Small Business and Community Technical Assistance (SPARC) Program, Various Locations, WI:** Tiara provided visual-design and technical-assistance support for community planning initiatives. The program delivered tools through one-day workshops and helped communities address needs ranging from zoning recommendations to master planning.
- **City of Marinette, WI:** Led a citywide CORP process to evaluate park conditions, access, and natural resource constraints along the Menominee River and Green Bay shoreline, resulting in a prioritized, grant-ready framework to guide reinvestment and long-term park system improvements.
- **City of Wauwatosa, WI:** Supported the City's CORP and recreation planning efforts by evaluating parks, trails, and open spaces through a system-level lens, helping establish priorities that align participation goals with implementable improvements.
- State Fair Park West Grounds Infrastructure Improvements, West Allis, WI
- Shipyard Plaza Phase II Development, Green Bay, WI



Total Experience

19 Years

Registration

Professional Landscape Architect, WI, MN, FL

Education

BS, Environmental Design, North Dakota State University

BLA, Landscape Architecture, North Dakota State University

Memberships

American Society of Landscape Architects, Treasurer

Chris is driven by the belief that great public spaces emerge when vision, ecology, and implementation are aligned from the beginning.

Chris Silewski, PLA

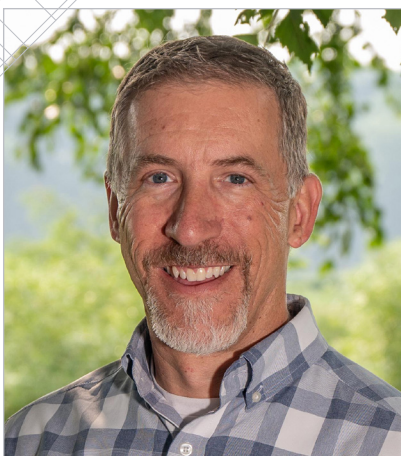
Technical Advisor for Streetscape + Urban Design | Principal Landscape Architect

Chris will serve as Technical Advisor for Streetscape + Urban Design and will guide the effort to translate the broader downtown best practices into practical recommendations for the public realm. He will focus on streetscape character, pedestrian amenities, wayfinding, signage, and downtown gateway improvements, and will develop recommendations for the priority areas identified through the project. His work with multiple smaller Wisconsin communities on streetscape and wayfinding issues tied to signage is a strong match for Superior's downtown design and streetscape guidance.

Chris brings nearly two decades of experience in urban design, streetscape planning, complete streets, multimodal corridors, and placemaking. He provides strategic guidance for municipal streetscapes, urban infill, downtown revitalization, and public-realm improvements. His approach combines site analysis, community priorities, regulatory context, and practical implementation considerations to shape streets and public spaces that support local character, walkability, and long-term vitality.

Select Experience

- **ECWRPC Small Business and Community Technical Assistance (SPARC) Program, Various Locations, WI:** Chris has participated in these rapid design response exercises for rural communities for multiple years, providing plans to assist communities in visioning, economic development and grant funding.
- **Harborview Plaza, Milwaukee, WI:** Urban waterfront plaza with a distinctive play structure, water features, canoe/kayak launch, and seating that reconnects the city to its inner harbor and supports inclusive family recreation.
- **River Prairie Park, Altoona, WI:** Vibrant riverside park adjacent to a mixed-use district that features walking and bike trails, splash pad, play areas, open green space, and places for community events and casual gathering.
- **St. Johns Avenue Reimagining, Palatka, FL:** Chris supported streetscape design, utility coordination, public engagement, community outreach, and visualization for a downtown corridor inspired by Palatka's history, local ecology, and community social structures. The design organized a pedestrian experience around individual district identities.
- Downtown Streetscape and Urban Design, Marinette, WI
- Eau Claire Parks and Recreation Plan and Eau Claire County Parks Master Plan, WI
- Saratoga Lake & Riverwalk Plan, Waukesha, WI
- Shipyard Plaza Phase II Development, Green Bay, WI
- Sonnentag Event/Recreation Complex, Eau Claire, WI



Matt Ashby, AICP CUD

Urban Design Best Practices Facilitator | Principal Urban Planner

Matt will serve as Urban Design Best Practices Facilitator for the Superior Downtown Planning and Design project and as Walking Workshop Facilitator for the optional in-person Downtown Walking Workshop. Drawing on his background in downtown development, planning, design review, and zoning, Matt will guide an on-the-ground discussion of the buildings, streets, and public spaces that shape downtown Superior's character and function. He will help participants observe how the physical environment supports walkability, activity, placemaking, redevelopment, and connections among public and private spaces. His facilitation will translate workshop observations into practical considerations for the project's downtown vision and implementation priorities.

Matt is an urban planning professional with over two decades of industry experience, including 15 years in public-sector service. His work spans community development, downtown development, comprehensive and strategic planning, code writing, design review, zoning entitlements, brownfield practices, transportation planning, urban parks, and recreation planning. He served seven years as the City of Cheyenne's planning director and has led planning services for communities across the country.

His relevant experience includes Colorado Main Street strategic planning for more than 10 communities, Colorado Pickaxe Workshops for more than 25 Main Street communities, land development and housing code updates, unified development code work, and EPA brownfield grant and area-wide planning. Matt has helped communities turn EPA brownfield grants into millions of dollars in public and private investment. His work on PlanCheyenne received the American Planning Association's Daniel Burnham Award, recognizing his ability to connect big-picture community goals with practical planning and implementation.

Select Experience

- **Colorado Main Street Strategic Planning, 10+ Main Street communities:** Led strategic planning support for more than 10 Main Street communities, addressing downtown development priorities, community visioning, and implementation direction.
- **Colorado Pickaxe Workshops, 25+ Main Street communities:** Facilitated workshops for more than 25 Main Street communities, supporting on-the-ground discussion of downtown conditions, development opportunities, and community-focused strategies.
- **Vision/Master Planning and Redevelopment Plan Update, City of Crescent City FL:** Contributed urban planning and redevelopment expertise to a community vision and master planning update focused on future growth and redevelopment direction.
- **EPA Brownfield Grant and Area-Wide Planning, Craig, CO:** Supported planning to guide brownfield reuse and redevelopment, helping connect environmental remediation with investment, public spaces, and broader economic development objectives.

Total Experience

25 Years

Certification

American Institute of Certified Planners

Education

MS, Urban Design, University of Colorado

MS, Urban and Regional Planning

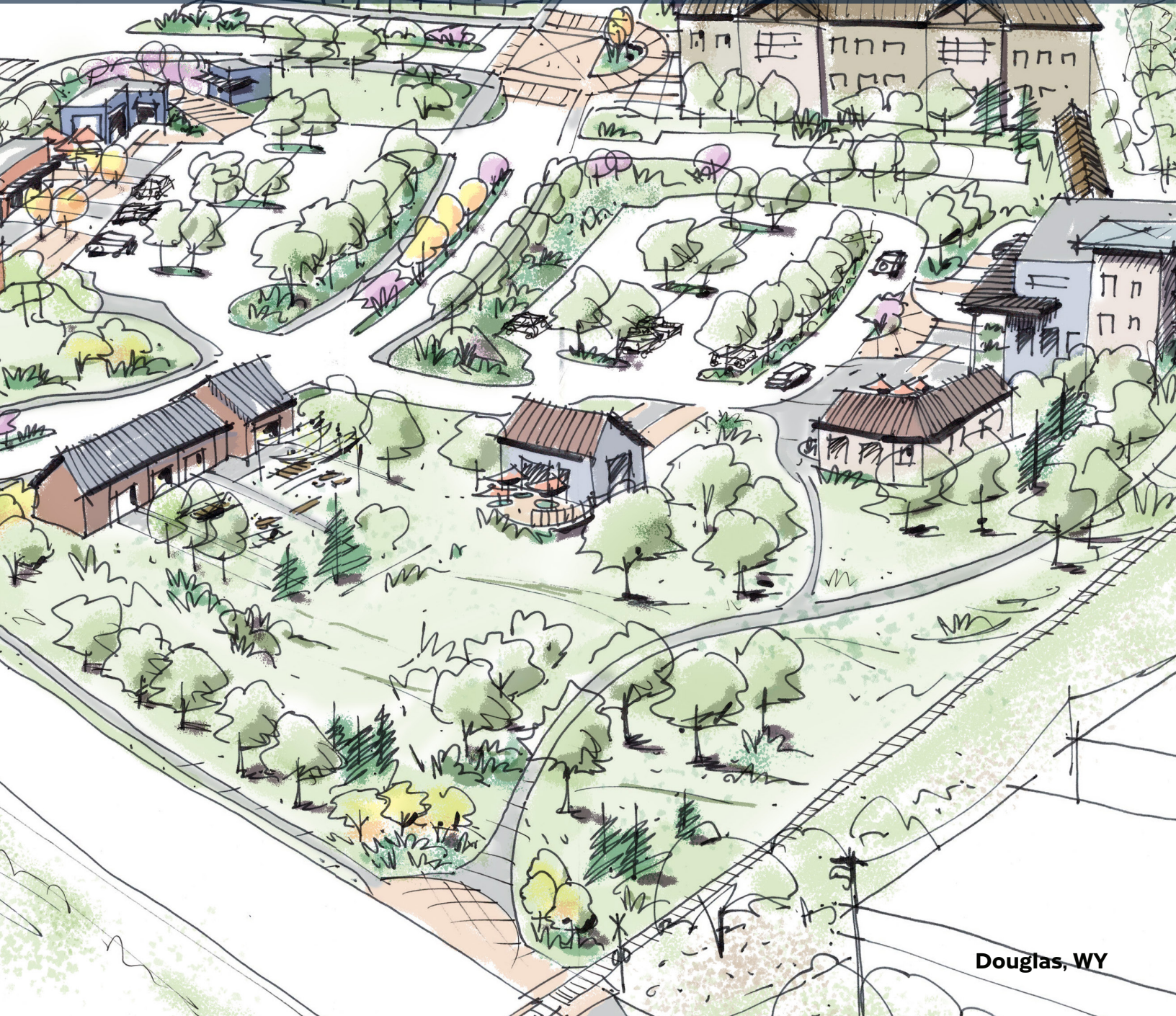
BS, Environmental Design, University of Colorado

Presentations

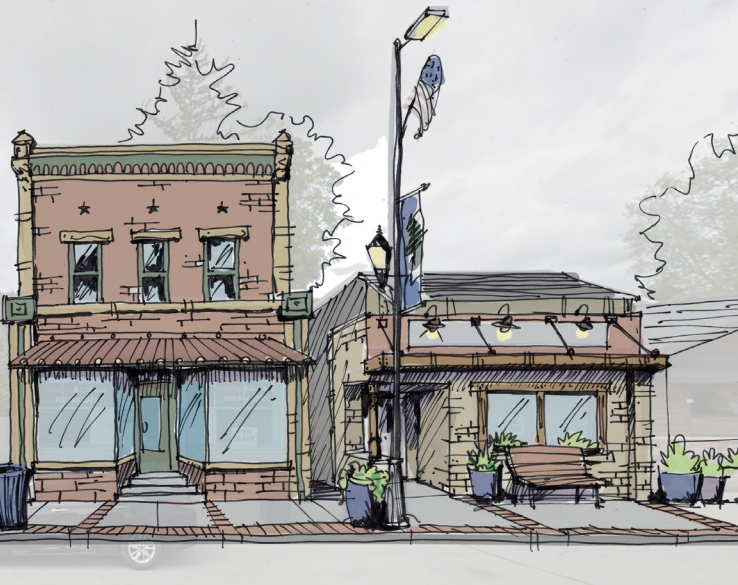
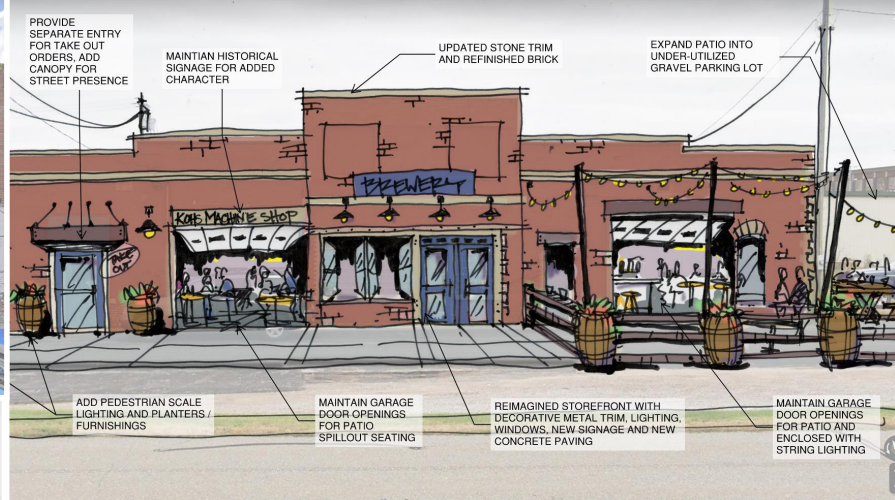
- 2025 National Brownfield Conference, This Ain't A One and Done: Creating a Brownfield Program that Lasts
- 2025 Radically Rural, Innovations in Brownfield Revitalization
- 2025 American Planning Association, Navigating Political Challenges to Create a Housing Code that Works
- 2024 West Virginia Brownfield Conference, How to Think Like A Developer
- 2023 National Main Street Conference, A Practitioner's Guide to Redevelopment
- 2023 Colorado Municipal League, Small Lot Development is No Small Thing
- 2022 National Main Street Conference, Demystifying Brownfields in 4 Easy Points (Brownfields as a vehicle for Main Street Revitalization)

4.3 RELEVANT EXPERIENCE

Proven projects. Real-world performance.



Douglas, WY



SPARC 2021 - Present

Multiple Locations, WI

In 2021, the East Central Wisconsin Regional Planning Commission (ECWRPC) teamed with Ayres to create and implement what was called at that time a “Small Business and Community Technical Assistance Program” (SPARC) intended to address economic and organizational impacts of the COVID-19 pandemic on small businesses and communities. The intention was to connect small businesses and/or communities to resources to help them increase their operational strength and resiliency.

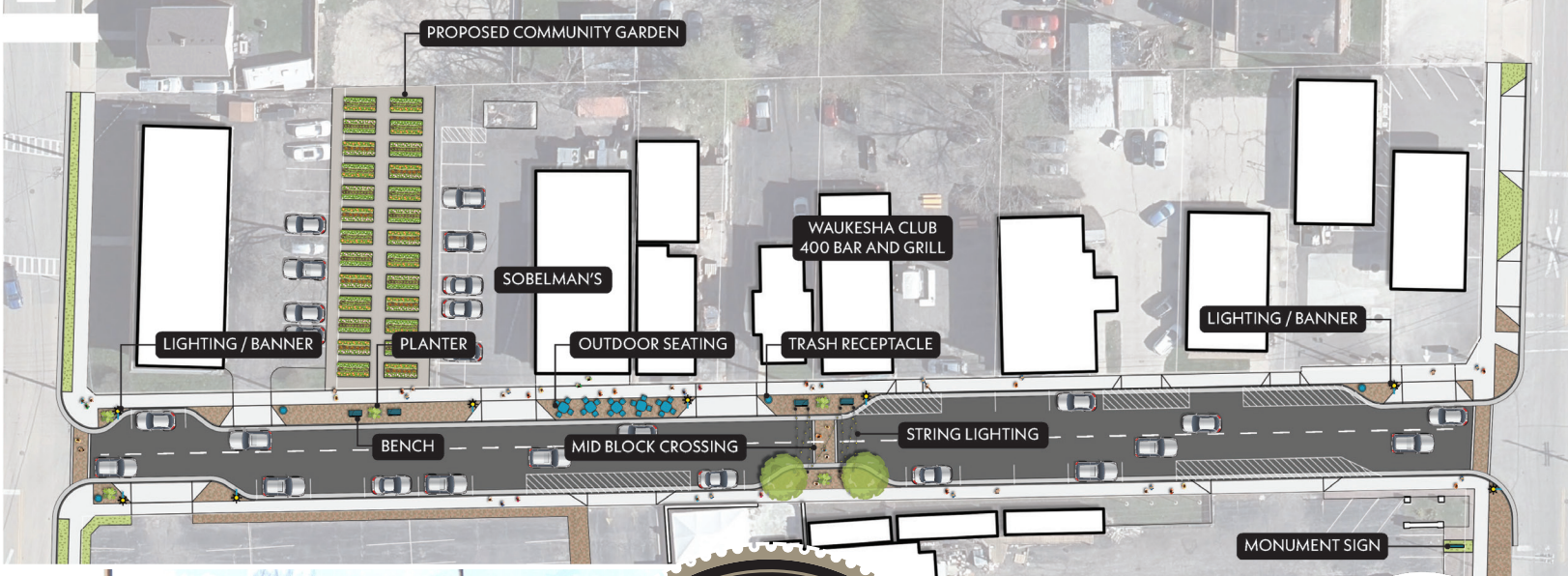
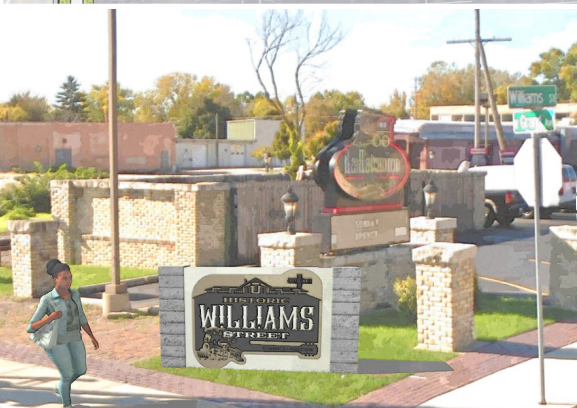
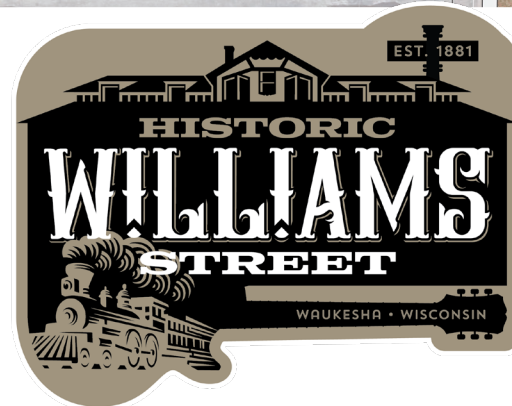
Rural communities throughout the midwest apply to the SPARC program with a specific project that is seeking design development and documentation for grant applications. The ECWRPC staff selects and works with the communities to arrange a single day workshop with design professionals. The format involves Ayres, ECWRPC, and NADO staff arriving in the morning and meeting with key stakeholders to understand the community’s concerns. Then the group does a site walk with key stakeholders and community members to take pictures and further understand the issues

and opportunities. The Ayres staff typically spent the afternoon drawing and developing solutions. At the end of the session, a presentation is given to the community with draft recommendations. After the visit, the recommendations, which were in the form of PowerPoint presentations and/or sketches are refined.

The final report that is shared with the group gives each municipality a plan, documentation and grant information as a roadmap to pursue funding and a tangible roadmap for the implementation of their project.

RELEVANCE TO SUPERIOR DOWNTOWN DESIGN PRACTICES PROJECT:

- Rapid design-response exercises for rural Wisconsin communities
- Community visioning and downtown planning concepts
- Economic-development strategies and grant-funding support
- Integration of public input, site conditions, and technical analysis
- Practical, implementable recommendations for long-term community investment
- Coordinated approach to public spaces, access, business vitality, and feasibility



Williams Street Branding & Placemaking

Waukesha, WI

Project Status: Completed in 2025

The Williams Street Branding and Placemaking project in Waukesha, WI, focused on transforming this historic street into a vibrant and inviting destination. Through a collaborative process involving stakeholders, community input, and design expertise, we developed a comprehensive approach to enhance the street's identity and functionality. Our efforts aimed to foster a stronger sense of place while aligning with Waukesha's broader goals for revitalization and community engagement in its historic areas.

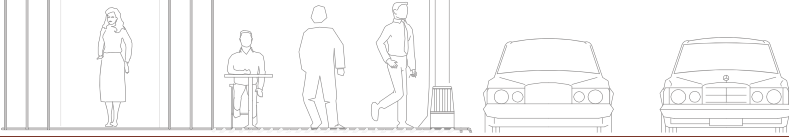
As part of the project, we delivered a cohesive streetscape design emphasizing walkability, accessibility, and aesthetic appeal. This included recommendations for infrastructure improvements, pedestrian amenities, and visual enhancements to create a welcoming environment for residents, businesses, and visitors. The branding component resulted in a distinctive logo and identity for Williams Street, drawing inspiration from its unique history and character, including its connection to the railroad and Les Paul. The final logo embraced a vintage aesthetic and historic charm, creating a recognizable and memorable brand for the street.

To support long-term activation, we provided a set of actionable placemaking strategies tailored to Williams Street. These strategies outlined ways to encourage community interaction, highlight local culture, and promote economic vitality. From hosting events and integrating public art to creating flexible spaces for gathering, the recommendations empower stakeholders to implement initiatives that bring life and energy to the street. Together, these deliverables position Williams Street as a model for how targeted interventions can catalyze meaningful change in historic areas.

RELEVANCE TO SUPERIOR DOWNTOWN DESIGN PRACTICES PROJECT:

- Downtown placemaking experience in Wisconsin
- Streetscape-focused design and visualization services
- Public-realm improvements supporting walkability and community activity
- Place-based concepts reflecting local character and identity
- Community engagement, planning graphics, and presentation materials

STREETSCAPE / URBAN DESIGN ELEMENTS



DEFINITIONS • PRINCIPLES • RULES FOR SUCCESS

SPECIAL EVENT SPACES

PURPOSE *Special event spaces can significantly enliven the streetscape.*

Cheyenne Streetscape Handbook

Cheyenne, WY

Recognizing the importance of its rich architectural heritage, Cheyenne's downtown possesses the historic architecture, western heritage, and authentic sense of place that embody the spirit of the American West. Yet many of the individual elements that shape memorable downtown experiences, from storefronts and outdoor dining to site furnishings, landscaping, lighting, and pedestrian amenities, were not always working together as a cohesive system. To bridge the gap between the public and private realm, the City of Cheyenne developed the Streetscape Handbook under the leadership of then-Urban Planning Director Matt Ashby, now with Ayres. The handbook was created to illustrate how streetscape improvements, building frontage enhancements, and sidewalk-based activities can work together to create a more vibrant, welcoming, and economically successful downtown environment. Designed for both public agencies and private property owners, it serves as a practical guide for improving streets, expanding outdoor business opportunities, and enhancing the pedestrian experience.

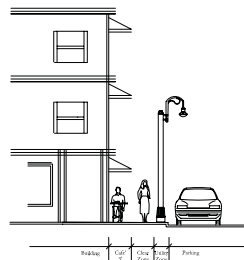
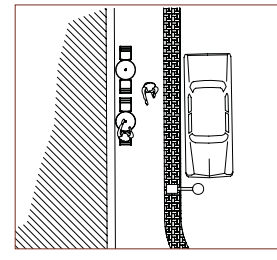
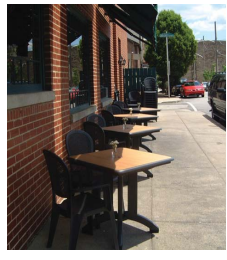
Developed using real-world downtown dimensions and local constraints, the handbook was informed by an interactive Walking Workshop that transformed the city itself into a living learning laboratory. Participants experienced firsthand how street trees, lighting, seating, outdoor dining areas, building frontages, and other design elements influence comfort, activity, and sense of place. While many people instinctively recognize great places, they often struggle to identify the individual building blocks that make those places successful. The Walking Workshop helped demystify the principles of urban design, fostering a shared understanding of how thoughtful public and private investments contribute to a more vibrant downtown.

Presented in a convenient cut-sheet format, each handbook section focuses on a specific streetscape or urban design element and includes a description of its purpose, dimensional considerations, placement guidance, and implementation recommendations. Individual sheets can be used independently to address specific projects or collectively as a comprehensive

resource for creating a more connected, pedestrian-friendly, and memorable downtown experience. Since its adoption, the handbook has served as the foundation for Cheyenne's sidewalk café ordinance, informed the design of multiple street and corridor improvement projects, and provided practical guidance to private property owners seeking to create inviting outdoor spaces that enhance customer experiences and support business growth. By creating a common language between public officials, property owners, business operators, and designers, the Streetscape Handbook continues to guide investments that strengthen downtown Cheyenne's character while transforming its historic assets into an authentic and engaging visitor experience.

CAFÉ SPACES: 8-foot sidewalk

PURPOSE Outdoor cafés provide an active street frontage and natural locations for arranged and spontaneous social interactions. Even narrow sidewalks can accommodate café-style seating.



PRINCIPLES

- Minimum practical depth: 3.0 feet, to allow for a table and two chairs parallel to the premises.
- Minimum clear distance: 3.0 feet adjacent to the seating area for pedestrian circulation exclusive of any obstruction or street fixture (bench, tree, planter, utility pole).
- 8' sidewalks do not provide adequate room for cafés located along the curb edge.
- Place tables and chairs under building awnings when possible. Umbrellas may not interfere with pedestrian movement and must be at least 8 feet above ground level.

RULES FOR SUCCESS

- The preferred location for an outdoor café is on an 8' sidewalk directly adjacent to the respective indoor premise, rather than separated by a pedestrian thoroughfare.
- Corner cafés should be placed against the building edge, rather than at the outer edge of the sidewalk, to maintain visibility at intersections.
- Ground surfaces must be suitably constructed and sufficiently level to support a proper layout

- and safe use of the required furniture and associated circulation areas.
- Due to narrow width, screening or enclosures should not be allowed along the accessible/public edge.
- City permits are required for sidewalk cafés.



CAFÉ SPACES: 12-foot and 16-foot sidewalk; SIDEWALKS; STREET CORNERS & CURB EXTENSIONS

CITY OF CHEYENNE • STREETScape / URBAN DESIGN ELEMENTS

20

FIXTURES / UTILITY ZONE

PURPOSE The fixtures/utility zone is located directly adjacent to the street and provides a buffer between street traffic and the pedestrian travel zone. It also offers a location for lights, poles, and signs outside the pedestrian travelway.



PRINCIPLES

- Minimum typical dimension for this zone: typically 2.5 feet; preferred minimum, 3.0 feet.
- When possible, consolidate or congregate utilities, street furniture, etc., to minimize pedestrian obstacles and improve visual appearance.
- When possible, install multiple utilities on a pole system or multiple signs on one post.
- Cluster furnishings within the planting strip or to one side of the primary walking area.
- This zone may be combined with the tree and landscape strip.

RULES FOR SUCCESS

- While it is beneficial to keep utility poles, lighting, street furnishing etc. to one side of the street to create a clear zone for pedestrians, care must be taken not to "clutter" the zone. Adequate spacing between trash receptacles, newspaper boxes, and street furnishings contributes to a cleaner visual environment.

- Items in the fixtures/utility zone should not be spaced so closely that they create a barrier to the street and parking. The edge should be permeable enough to allow pedestrian access from the street.



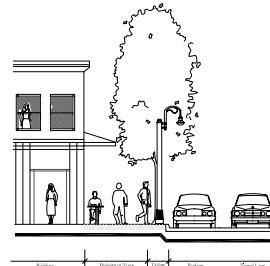
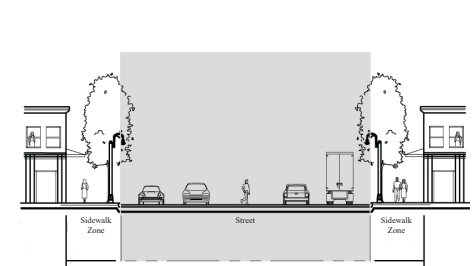
TREES and LANDSCAPE STRIPS, LIGHTING

CITY OF CHEYENNE • STREETScape / URBAN DESIGN ELEMENTS

28

SIDEWALKS

PURPOSE Sidewalks function as integral components of pedestrian-friendly street systems where pedestrians can experience safety, comfort, accessibility, and efficient mobility. Sidewalks also function as outdoor rooms and gathering places, and help define community character.



PRINCIPLES

- Recommended minimum clear travel way on all sidewalks: 3.0 feet (required by the ADA for all accessible routes of travel.) However, this clearance is only suitable where pedestrian volumes are low. A 3-foot-wide area is typically insufficient for use by more than one person.
- Typical minimum width for downtown and high-volume pedestrian zones: 6.0 feet.
- Minimum height clearance for mounted traffic signs and tree branches in pedestrian travel ways: 8.0 feet.

RULES FOR SUCCESS

- Sidewalk and walkway materials must be slip-resistant and easy to maintain (smooth for snow removal and resistant to buckling and cracking).
- Surfaces must be ADA-accessible.
- Locate obstacles such as signs, street furniture, and newspaper stands to the side of the travel way in the fixtures/utility zone.

- Special districts and downtown streets often incorporate special paving into the design of sidewalks and pedestrian areas, such as stamped or colored concrete, brick or other unit pavers. Special paving must be installed so the finished surface is smooth and level, and easily maintained.



ALL OTHER ELEMENTS

CITY OF CHEYENNE • STREETScape / URBAN DESIGN ELEMENTS

2

RELEVANCE TO SUPERIOR DOWNTOWN DESIGN PRACTICES PROJECT:

- Historic downtown character, western heritage, and sense-of-place reinforcement
- Cohesive public-realm and private-frontage design guidance
- Streetscape standards for furnishings, landscaping, lighting, and pedestrian amenities
- Walking-workshop engagement approach for shared urban-design understanding
- Outdoor dining, sidewalk café, and storefront activation strategies
- Practical cut-sheet guidance for dimensions, placement, and implementation
- Public and private investment coordination
- Pedestrian comfort, downtown activity, and business-growth support
- Adaptable standards for street, corridor, and property-level improvement



Port Richey's Waterfront District is the heart of our community.

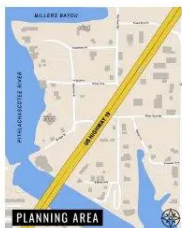
It's our place to watch a relaxing sunset or start a beautiful day on the water. It's where we gather with family and friends to play and to celebrate.

While our waterfront is undeniably unique and cherished, could the District become an even better version of itself?

Is there room for improvement? How might the District evolve to have even more inviting spaces? Are there opportunities for enhancements that benefit us all?

Our community holds the answers to these questions.

Be a part of the conversation.



Imagine Cotee River Landing is a community visioning project by the City of Port Richey.

The vision will guide new development, supporting infrastructure, and public access in the Waterfront District and surroundings.



Important Dates

"Your Preferences" Survey
May 10-June 6 (online)

Visioning Open House

May 30, 4-7:30 p.m.
City Hall, 6333 Ridge Road
Port Richey, FL 34668

Learn more & take the survey!

Visit the project webpage or use the QR Code.



cityofportrichey.com/imagine-cotee-river-landing/

Have questions? Contact Matthew Coppler at city.manager@cityofportrichey.com or (727) 816-1912.



Imagine CRL Visioning and Engagement

Port Richey, FL

Project Status: Completed in 2024

The City of Port Richey's waterfront is a key part of the City's identity and economic strength. The Cotee River Landing (CRL) area in the southern end of the City is a vibrant waterfront recreational and entertainment center and serves as the community's economic and social hub. The City initiated this visioning process for CRL to create a roadmap to guide the future development and balance economic development, environmental, and community interests.

The project vision and strategies were drawn through a comprehensive community engagement and feedback process including well-participated community surveys and an interactive in-person charrette workshop with the planning team. The vision for CRL was established as: "Cotee River Landing is a vibrant, thriving waterfront district offering enhanced community and recreational experiences for City of Port Richey residents and visitors."

Using the vision and community development principles established through this planning process, the City seeks to create a vision-based regulatory plan. Specifically, this calls for the alignment of the City's Comprehensive Plan, Land Development Code, and Design Guidelines to manage growth and set expectations. Separate character areas were established for the US 19 corridor and the East and West waterfront areas. It is expected that the implementation of this plan will positively impact the community's quality of life, economic growth, and small-town character.

RELEVANCE TO SUPERIOR DOWNTOWN DESIGN PRACTICES PROJECT:

- Waterfront destination planning and downtown placemaking
- Retail, recreation, and entertainment-focused public-realm improvements
- Safe, efficient multimodal transportation connections
- Historic-character preservation within redevelopment planning
- Mobility, environmental quality, and funding-plan integration

The City of Crescent City is preparing a vision master plan and redevelopment plan update for Crescent City's downtown and the US Hwy 17 corridor in collaboration with project consultants Ayres and CHW. The planning and design recommendations are to meet the City's residents and business community's aspirations for the future of the city.

To do this we want your input!
Please join us at:

Public Meeting 1: Ideas Gathering

City Hall Commission Chambers
3 N Summit St. Crescent City, FL 32112

Tuesday, September 12, 2023 - 5:00 to 8:00 PM
(Open House).

Crescent City

CHW AYRES

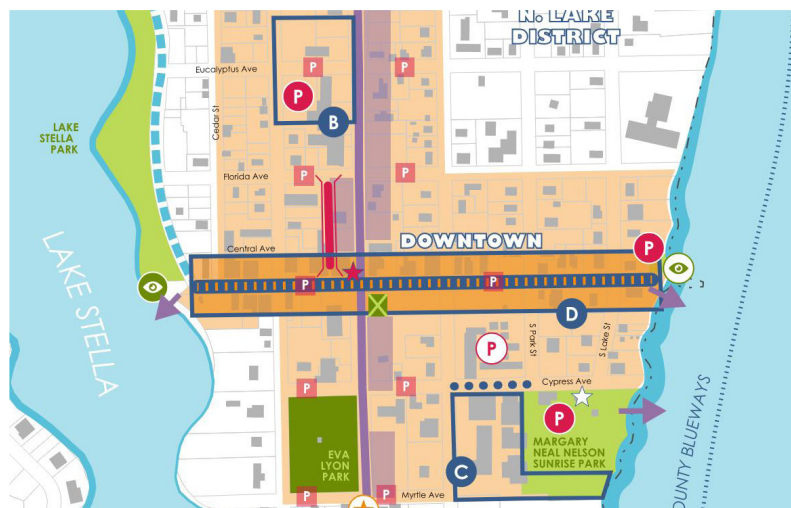


Vision/Master Planning and Redevelopment Plan Update

Crescent City, FL

Project Status: Completed in 2024

Crescent City is a community of 1,600 residents and known as the gateway to Old Florida. Ayres, in collaboration with NV5, prepared a vision and master plan to leverage the community's unique location between two lakes within the St. Johns watershed while retaining the City's old-town charm. The planning process included collaboration with wide-ranging stakeholders, the community at large, and decision makers. The plan's recommendations highlight and propose redevelopment options for key sites, including the old middle school, and enhance the experience in downtown which is bisected by Summit Avenue (Highway 17) – an FDOT road. The plan aims to connect the City's events, provide recreational opportunities along the lakes, and help ensure it's appealing for families to stay here and for visitors to enjoy its unique assets. Services included community assessment and engagement, vision, branding, and plan creation based on stakeholder feedback, redevelopment plan, policy updates, and implementation assistance.



RELEVANCE TO SUPERIOR DOWNTOWN DESIGN PRACTICES PROJECT:

- Community visioning and stakeholder engagement
- Downtown redevelopment options for priority sites
- Downtown identity, branding, and destination development
- Public-space and recreational-connection planning
- Highway corridor integration within the downtown setting
- Policy updates and implementation support



Main Street Consulting

Various Locations, CO

Main Street districts face a unique set of challenges that often change on a daily basis. Understanding this dynamic is what sets Ayres apart – we know what it's like to serve on the front lines of community revitalization. This experience has helped us to structure several assistance programs that have been deployed by the Colorado Main Street Program. We are pre-qualified to deliver services to all of Colorado's 22 certified programs.

Whether it's starting up a new program, or refreshing a seasoned Main Street, our team has the expertise needed to jumpstart actionable strategies. Here are a few of the services we've provided over the years:

Board of Director's Handbook/Training

This toolkit was originally developed for the State Program, with a handbook containing helpful hints and tips for managing a board. This program is offered annually to Main Streets who might have experienced board turnover or just need a refresher on best practices.



RELEVANCE TO SUPERIOR DOWNTOWN DESIGN PRACTICES PROJECT:

- Strategic planning, branding, and storytelling for main street communities
- Main street streetscaping and economic-development project analysis
- Community-driven downtown revitalization strategies
- Implementation-focused planning and technical support
- Downtown Development Authority support, grant administration, and project incentive



Strategic Planning

Creating a vision and communicating your purpose are critical to creating a well-functioning organization. Ayres has completed plans for a dozen communities, helping to align their mission and vision with key committee activities.

Annual Workplan

As a spinoff from Strategic Planning, developing annual workplans is an important element of Main Street activity. Prioritizing action items is essential, as is outlining the necessary step-actions so volunteers and staff know the process to advance complicated community development endeavors. We often pair our workplans with How-To Guides that provide a deeper dive into critical activities so our program managers aren't left high and dry.

Special Project Studies

If you've got a great idea, we have the folks who can explore how to make it a reality. Ayres has been hired on by Main Streets to explore key projects and initiatives, including feasibility studies, fiscal market analysis, redevelopment strategies and wayfinding programs. We enjoy bringing a four-point approach to projects by thinking through how each of the points might be relevant.

Development Assistance

Our team has extensive experience facilitating redevelopment projects – with projects totaling over \$100 million and counting. We can assist with developer recruitment and selection, incentive and deal structuring as well as TIF financing. Our history working with CRAs, URAs, and DDAs will bring expert knowledge to your side of the negotiations.

SIGNATURE WORKSHOPS/ DELIVERABLES

When Colorado Main Street needed innovation, they turned to Ayres for help. Our team is able to work with State Coordinating Programs to develop solutions that deliver results. The following offerings demonstrate our innovation and programs that could be tailored to the needs of your communities.

Pickaxe – Storytelling for Economic Success

When Main Streets face increasing competition for finite resources, they must be able to effectively demonstrate impact. Yet we've found too often that our programs are bashful in promoting their results. Pickaxe was developed in conjunction with Ben Muldrow to deliver a toolkit that teaches managers how to communicate effectively to key audiences. Packaging storythreads with visual branding, this workshop is one of our most powerful and effective!

Futures Visioning – Strategic Planning for Economic Success

Organizing an economic development strategy can be overwhelming and somewhat foreign to Main Street organizations. In fact, we find that Economic Vitality is often the most difficult point for programs to effectively implement. Using our engaging workshop structure, our team is able to quickly identify key action items to promote economic growth.



4.4 APPROACH & METHODOLOGY

Listen. Align. Design. Deliver.



Methodology

Understanding

Downtown Superior is at an important intersection of preservation and reinvestment. Its historic buildings, storefronts, streets, and public spaces establish a character worth protecting, while continued redevelopment requires clear guidance for how new investment can contribute to that character. The City is seeking a best practices guide that can bridge those needs, providing practical direction for building façades, compatible infill, site design, streetscapes, lighting, signage, and materials while remaining adaptable to future zoning updates.

We understand that success will depend on making these ideas tangible and usable. The 15 façade recommendations create an opportunity to demonstrate how broader design principles can translate to real properties, while engagement with property owners, businesses, residents, stakeholders, and City leadership will help ground the recommendations in downtown Superior itself. Our goal is to connect these scales, from storefront to block to street, into a concise and highly visual guide that gives the City and community a practical framework for shaping downtown investment over time.

Approach

A successful downtown design guide must do more than describe good design. It must help the City, property owners, developers, and community members make confident decisions about real buildings and public spaces. Our **Collect, Connect, Consider, Commit** framework begins with downtown Superior as it exists today, brings local knowledge into the design process, tests recommendations against actual properties, and concludes with a concise guide that can support both near-term improvements and long-term reinvestment.



The process is intentionally iterative. Engagement does not occur as a single isolated task, and design does not begin after engagement ends. Instead, information is gathered, shared, tested, refined, and documented throughout the project. This structure allows the City to establish policy direction at key milestones while keeping the work focused on the required schedule, budget, and final deliverables.

01 | COLLECT

Understand Downtown Superior Before Recommending Its Future

Objective

Establish a shared understanding of downtown Superior's physical character, historic resources, regulatory framework, community values, and current development patterns. This initial phase will create the factual and visual foundation for the best practices guide and façade recommendations.

TASKS

1. Project initiation and management framework

We will begin with a virtual kickoff meeting with City staff to confirm project goals, roles, communication protocols, schedule, stakeholder groups, available background information, and decision-making responsibilities. The team will also confirm expectations for consolidated City review, property-owner coordination, public meetings, and final document production.

Following the kickoff, we will prepare a detailed work plan organized around the City's required milestones, including the March 30, 2027, draft and April 30, 2027, final document deadlines.

2. Plans, policies, and regulatory review

The team will review the Superior 2040 Comprehensive Plan, zoning and development regulations, applicable downtown plans and studies, historic-resource information, relevant grant or incentive programs, and other materials provided by the City. This review will focus on identifying:

- ◆ Existing goals for downtown revitalization, preservation, growth, and public investment
- ◆ Zoning provisions that affect building placement, height, massing, façades, signs, lighting, site design, and parking
- ◆ Areas where the best practices guide could clarify, support, or inform future City policy
- ◆ Applicable state and federal considerations, including accessibility requirements and relevant Wisconsin Department of Transportation requirements
- ◆ Existing recommendations that should be carried forward, clarified, or updated

The intent is not to repeat existing plans or ordinances. It is to understand where the new guide can make design expectations clearer and more useful.

3. Downtown field review and documentation

The multidisciplinary team will conduct an on-site

tour of the downtown implementation area, centered on Tower Avenue while also considering surrounding blocks and connections. The field review will record existing conditions affecting both private property and the public realm, including:

- ◆ Downtown blocks and development patterns
- ◆ Building types, scale, massing, and architectural character
- ◆ Historic storefronts and character-defining features
- ◆ Building façades, entrances, signs, lighting, and materials
- ◆ Vacant, underused, altered, and infill properties
- ◆ Sidewalks, streetscape elements, crossings, furnishings, and pedestrian conditions
- ◆ The relationship between buildings, sites, parking, and streets
- ◆ Opportunities for coordinated public and private investment

Field observations will be documented through photography, annotated maps, written observations, and initial building-character classifications.

4. Preliminary façade candidate identification

Working with City staff, the team will establish criteria for selecting the 15 façade recommendation properties. Criteria may include visibility, architectural significance, geographic distribution, building type, degree of need, potential community impact, owner interest, and the ability to demonstrate broadly applicable design principles. The City and consultant team will develop a preliminary candidate list. Final participation will depend on property-owner interest and permission.

Deliverables

- Kickoff meeting agenda, presentation, and summary
- Detailed project work plan and milestone schedule
- Background document and regulatory review summary
- Existing-conditions photo inventory
- Annotated downtown analysis maps
- Initial building and storefront character observations
- Preliminary façade candidate criteria and property list
- Initial project opportunities, constraints, and decision log

02 | CONNECT

Build the Guide Around Local Knowledge and Shared Priorities

Objective

Engage City leadership, property owners, businesses, residents, and downtown stakeholders in a focused conversation about what should be protected, what should change, and how the guide can become a practical tool for reinvestment.

TASKS

1. Public participation and communication strategy

At the beginning of this phase, the team will prepare a concise engagement plan identifying audiences, meeting objectives, formats, communication responsibilities, input methods, documentation procedures, and decision points.

Each engagement activity will be designed to answer a specific project question. Rather than asking participants broad questions about what they like or dislike, we will use maps, photographs, building examples, and visual preference exercises to discuss:

- ◆ What makes downtown Superior recognizable
- ◆ Which architectural and streetscape characteristics should be reinforced
- ◆ Where existing conditions create barriers to investment
- ◆ What guidance property owners need to make improvements
- ◆ How preservation, rehabilitation, and new construction can work together
- ◆ What would make the guide easier for the City and property owners to use.

2. Downtown tour and working sessions

The project team will conduct the required downtown tour in coordination with City staff and selected stakeholders. The tour will allow participants to discuss existing conditions in place and identify recurring issues that should be addressed in the guide.

Observations from the tour will be recorded and incorporated into the existing-conditions analysis.

3. City body goal-setting meeting

The team will participate in one meeting with the Common Council, Plan Commission, or another City body selected by the City. This session will establish desired outcomes, confirm major project priorities, and clarify the City's role in setting final policy direction.

Stakeholder and public sessions

We will plan and facilitate:

- ◆ Two (2) stakeholder sessions
- ◆ Two (2) public sessions
- ◆ One (1) meeting with the Common Council, Plan Commission, or other designated City body

Early sessions will focus on downtown character, opportunities, concerns, and desired outcomes. Later sessions will test draft design concepts, priorities, and the clarity of the proposed guidance.

The team will prepare agendas, presentation materials, sign-in and attendance information, comment records, meeting summaries, and a written explanation of how public and stakeholder feedback influenced the work.

4. Property-owner outreach and permissions

The team will coordinate with the City to contact owners of the proposed façade properties, explain the purpose and expectations of the program, request permission to proceed, and schedule owner discussions.

If a selected owner declines to participate, the team will move to an agreed-upon alternate property. Written permission will be obtained before façade design work begins.

5. Synthesis of community input

Following the initial engagement activities, the team will organize feedback into clear project themes. Input will be compared against field observations, regulatory requirements, City policy, and professional design judgment.

The result will be a concise set of guiding principles for City review. These principles will provide direction for the guide without treating every individual comment as a design requirement.

Deliverables

- Public participation and communication plan
- Downtown tour materials and summary
- City body meeting agenda, presentation, attendance record, and summary
- Agendas and presentation materials for two stakeholder sessions
- Agendas and presentation materials for two public sessions

- Sign-in and attendance documentation
- Public and stakeholder comment record
- Property-owner outreach materials
- Written owner permissions for participating properties
- Engagement findings and incorporation matrix
- City-confirmed guiding principles for the draft guide

03 | CONSIDER

Translate What We Learn into Practical Design Guidance

Objective

Develop and test a coordinated set of best practices addressing buildings, façades, sites, blocks, and streetscapes, then demonstrate those principles through recommendations for 15 actual downtown properties

TASKS

1. Best practices guide framework

Before producing the full draft, the team will prepare an annotated outline and graphic framework for City review. This early checkpoint will confirm the guide's organization, level of detail, visual language, and relationship to existing City regulations.

The outline will be structured around the topics required by the City:

- ◆ Block-face design
- ◆ Site design
- ◆ Building design and massing
- ◆ Façade composition and articulation
- ◆ Lighting
- ◆ Streetscape
- ◆ Signs
- ◆ Materials

The framework will also address historic architectural features, character-defining elements, appropriate rehabilitation, inappropriate alterations, compatible infill, historic storefronts, and preservation versus reconstruction.

2. Develop design principles and recommendations

For each topic, the team will identify:

- ◆ The intended design outcome
- ◆ Conditions commonly found in downtown Superior
- ◆ Recommended practices
- ◆ Practices to avoid
- ◆ Considerations for historic buildings and compatible infill
- ◆ Relationships to City codes or future policy
- ◆ Implementation considerations

- ◆ Visual examples or diagrams needed to explain the guidance

Recommendations will be specific enough to support project conversations while remaining flexible enough to respond to different building types, ownership conditions, and investment levels

3. Prepare 15 façade recommendations

For each participating property, the team will:

- ◆ Review existing building conditions and available information
- ◆ Meet with the property owner
- ◆ Identify historic and character-defining building features
- ◆ Discuss owner objectives and likely improvement priorities
- ◆ Develop a recommended façade concept
- ◆ Prepare before-and-after imagery
- ◆ Describe the intent of the proposed improvements
- ◆ Identify potential next steps for implementation

The façade concepts will illustrate a practical design direction rather than constitute construction documents. Each recommendation will connect to the broader principles in the guide, allowing the 15 properties to function as applied examples rather than unrelated design exercises.

4. Coordinate building and public-realm recommendation

The historic preservation, façade design, streetscape, planning, and visualization disciplines will review the work together. This coordination will ensure that façade recommendations support the larger block face and that streetscape recommendations account for building entrances, storefront activity, visibility, signs, pedestrian movement, and surrounding context.

5. Internal quality review

Before the draft is issued to the City, the team will complete a multidisciplinary quality review. The review will evaluate:

- ◆ Responsiveness to the approved guiding principles
- ◆ Consistency between written and graphic recommendations
- ◆ Historic-preservation appropriateness
- ◆ Planning and regulatory considerations
- ◆ Technical accuracy
- ◆ Accessibility and readability
- ◆ Graphic consistency
- ◆ Completeness against the RFP scope
- ◆ Compliance with the 25-page, 11x17 final-document requirement

Deliverables

- Annotated guide outline and graphic framework
- Draft design principles
- Draft recommendations for block face, site design, buildings, façades, lighting, streetscape, signs, and materials
- Draft historic-preservation and compatible-infill guidance
- Existing-condition documentation for 15 properties
- Draft before-and-after images for 15 façade recommendations
- Written description and suggested next steps for each façade
- Internal quality-control checklist
- Draft Downtown Design Best Practices guide

04 | COMMIT

Refine, Document, and Position the Guide for Use

Objective

Confirm the guide with City staff, stakeholders, and participating property owners; document how comments were addressed; and deliver a concise, accessible tool that the City can use to guide future public and private investment.

TASKS

1. In-person draft review

The team will present the draft guide and façade recommendations during an in-person review with the City and stakeholders. The presentation will focus on key recommendations, how community input shaped the draft, and decisions requiring City direction.

Visual materials will be used to make the recommendations understandable to technical and nontechnical audiences.

2. Individual property-owner meetings

The team will meet in person during one trip with each owner participating in the 15 façade recommendations. During these meetings, the team will explain the recommendation, discuss owner feedback, clarify that the concept is advisory, and identify appropriate revisions.

Owner feedback will be considered alongside the historic, design, regulatory, and project-wide goals of the guide.

3. Consolidated City review and revisions

The base scope will include two (2) rounds of consolidated City comments and revisions.

To maintain schedule and budget, the project manager will provide the City with a comment matrix for each review. The City will be asked to reconcile internal comments and return one consolidated set of direction at each milestone. The team will document how comments were addressed and identify decisions that require further City direction.

4. Final guide production

The team will refine the written recommendations, façade concepts, diagrams, and document layout into one coordinated final guide. The document will be designed for use on screen and in print, with a clear hierarchy, legible graphics, accessible navigation, and appropriately described visual content.

The final guide will be delivered as a single PDF, not more than 25 pages, formatted at 11x17, as required by the City.

5. City Council presentation

The team will prepare for and virtually attend a City Council meeting to present the final document. The presentation will explain:

- ◆ What the team learned about downtown Superior
- ◆ How the public and stakeholders informed the work
- ◆ The major design principles
- ◆ How the façade recommendations demonstrate those principles
- ◆ How the guide can support future review, investment, and implementation

Deliverables

- In-person draft review presentation
- Draft review meeting summary
- Fifteen (15) in-person property-owner meetings
- Property-owner comment record
- Two (2) City review comment matrices
- Two (2) rounds of consolidated revisions
- Public and stakeholder feedback incorporation summary
- Final Downtown Design Best Practices guide
- One (1) accessible, graphically clear PDF
- Final City Council presentation
- Virtual City Council attendance and presentation

Optional Task | DOWNTOWN WALKING WORKSHOP

Objective

Bring the design conversation directly into downtown Superior through an interactive, in-person walking workshop. The session will allow participants to observe buildings, storefronts, blocks, streetscapes, and public spaces together, creating a shared understanding of what is working, what is getting in the way, and where the Downtown Design Best Practices can have the greatest impact.

Rather than discussing design principles in the abstract, the workshop will use downtown itself as the working canvas. At a series of planned stops, our team will lead focused conversations around historic character, façades, storefronts, signs, site design, streetscape, materials, and the relationship between buildings and the public realm. Observations and ideas gathered during the walk will be documented and carried directly into the development of the guide and façade recommendations.

TASKS

- ◆ Develop a focused walking-workshop agenda and field guide.
- ◆ Facilitate an approximately 90-minute to two-hour walking workshop through the downtown study area.
- ◆ Use specific buildings, storefronts, blocks, and streetscapes to discuss preservation, design opportunities, and recurring challenges.
- ◆ Lead participants through targeted questions at key stops to establish preferences and priorities.
- ◆ Document observations, photographs, comments, and recurring themes.

- ◆ Synthesize workshop findings and incorporate relevant direction into the Downtown Design Best Practices and façade recommendations.

Deliverables

- Workshop route, agenda, and field materials
- Facilitated in-person Downtown Walking Workshop
- Photographic and written documentation of key observations
- Concise workshop findings summary
- Integration of applicable findings into the draft guide and façade recommendations



Project Management

One Point of Accountability

Alissa Santurri, Project Manager, will serve as the City's primary point of contact and be responsible for coordinating the team, schedule, budget, meetings, reviews, and deliverables. The project manager will maintain continuity among the preservation, façade design, planning, engagement, visualization, streetscape, and urban-design workstreams.

At kickoff, the team and City will agree on communication protocols, milestone dates, review responsibilities, and decision authority. Regular coordination meetings will be concise and decision-focused, supported by agendas, action items, and a current decision log.

 COST CONTROL	 QUALITY OF WORK	 SCHEDULE MANAGEMENT
<p>Cost control begins with a clearly defined work plan, disciplined review process, and early agreement on what each deliverable must accomplish. The project manager will monitor effort by phase and task against the approved fee and will review progress at regular intervals.</p> <p>Our cost-management practices will include:</p> <ul style="list-style-type: none"> • Aligning labor and budget with the work breakdown structure • Using senior specialists at key decision points while assigning production efficiently • Confirming meeting purposes and desired decisions before materials are prepared • Developing the guide outline before full writing and graphic production • Securing owner permission before beginning property-specific façade concepts • Using one consolidated City comment set for each review round • Maintaining a decision and change log • Identifying potential scope changes before additional work proceeds • Providing a separate unit cost for each additional façade recommendation beyond the first 15 <p>No additional service will be undertaken without first documenting the proposed scope, schedule effect, and fee for City authorization.</p>	<p>Quality will be built into the process rather than reserved for a final proofreading exercise. Reviews will occur at the end of each phase and before major submissions.</p> <p>The quality-assurance process will include:</p> <ul style="list-style-type: none"> • Scope review: Confirm that the proposed content addresses each required RFP task and deliverable. • Technical review: Check preservation, planning, urban design, streetscape, façade, accessibility, and regulatory considerations. • Interdisciplinary review: Confirm that building, site, block, and public-realm recommendations work together. • Graphic review: Verify that diagrams and before-and-after images accurately support the written recommendations. • Editorial review: Check clarity, consistency, terminology, grammar, and document navigation. • Final compliance review: Confirm file format, page size, page limit, accessibility, and delivery requirements. <p>The project manager will be responsible for closing review comments before each submission.</p>	<p>The project schedule will be organized backward from the City's required draft and final delivery dates. Each phase will include a clear City decision point before the team advances to the next level of detail.</p> <p>The working schedule will track:</p> <ul style="list-style-type: none"> • Required meetings and engagement activities • Property-owner permissions and coordination • Existing-conditions documentation • Guide outline approval • Façade concept development • Internal quality reviews • Draft delivery • Two consolidated City review periods • Final production • City Council presentation <p>Potential schedule risks, particularly owner permissions, meeting availability, and delayed or conflicting review comments, will be identified early and discussed with the City before they affect subsequent work.</p>

Public Participation + Communication Framework

Our approach to public participation is built around a simple principle: **engagement should influence the work, not simply document that engagement occurred.** The strategy will be transparent and visual, with each meeting tied to a defined decision. Participants will be shown how previous input affected the work.

The team will maintain:

- Consistent project messaging
- Clear meeting agendas
- Accessible presentation materials
- Attendance and comment records
- Summaries written for public understanding
- A feedback incorporation matrix
- A record of City direction and major decisions

For the Superior Downtown Design Best Practices project, each interaction will be tied to a specific decision in the design process. Early conversations will help us understand what the community values about downtown and where change is needed. As ideas develop, engagement will shift toward testing priorities, reviewing recommendations, and building a shared understanding of how the guide can support reinvestment. Property owners will have a particularly important role, providing direct input on the 15 façade recommendations before those concepts are finalized.

The engagement process will follow the same Collect, Connect, Consider, Commit framework as the overall project approach. Communication will be visual and place-based, using photographs, maps, precedent imagery, façade concepts, and diagrams to make design conversations accessible. The optional Downtown Walking Workshop, facilitated by Matt Ashby, strengthens this approach by moving the conversation onto the street, where participants can discuss buildings, storefronts, blocks, and public spaces in context. Throughout the process, we will maintain a clear record of what we heard, what we learned, and how that input shaped the recommendations.



Regulatory and Technical Coordination

The team will review relevant local plans and ordinances and consider applicable state and federal requirements within the scope of the guide. Particular attention will be given to Wisconsin Department of Transportation (WisDOT) considerations, open meetings requirements, accessibility, historic-resource considerations, and the relationship between best practices and potential future zoning updates, all of which are identified or anticipated in the City's requested work.

Where the guide provides design recommendations rather than regulatory requirements, that distinction will be clearly communicated. This will help the City use the document appropriately and reduce confusion for property owners and applicants.

4.5 FEE PROPOSAL

Value-driven. Clear and accountable.



FEE PROPOSAL

BASIS OF FEE

Our proposed fee is structured to align with the services requested in the RFP and the phased progression of the project from planning refinement through implementation. The base fee reflects the professional services required to complete the project.

Should you have any questions about the proposed fee or scope, please feel free to contact us.

Alissa Santurri
715.202.8403
SanturriA@AyresAssociates.com

Ayres Associates Inc.
3433 Oakwood Hills Parkway
Eau Claire, WI
AyresAssociates.com

Matt Ashby
970.797.3595
AshbyM@AyresAssociates.com

A breakdown by phase is shown below.

Task	Cost
01: Collect	\$8,000
02: Connect	\$6,000
03: Consider	\$10,000
04: Commit	\$7,000
TOTAL	\$31,000
Optional: Walking Workshop	\$4,000
Additional Tasks	Cost
Cost per façade recommendation beyond 15	\$1,350(ea)

EXCLUSIONS

Unless specifically identified as an optional or additional service, the following items are excluded from the base fee:

- Survey
- Environmental testing, hazardous materials assessment, or remediation
- Wetland delineation
- Geotechnical investigation
- Construction level documentation
- Permit and application fees
- Architectural drawings and specifications





AYRES DEVELOPMENT SERVICES	
Billing Category	2026 Per Hour Rate
Principal	\$ 300.00
Service Group Manager	\$ 250.00
Service Group Supervisor	\$ 235.00
Senior Project Manager 5/Business Development Strategist	\$ 225.00
Senior Project Manager 4	\$ 215.00
Senior Project Manager 3	\$ 205.00
Senior Project Manager 2	\$ 200.00
Senior Project Manager 1	\$ 195.00
Project Manager 5	\$ 190.00
Project Manager 4	\$ 185.00
Project Manager 3	\$ 180.00
Project Manager 2	\$ 175.00
Project Manager 1	\$ 165.00
Professional 5	\$ 155.00
Professional 4	\$ 145.00
Professional 3/Project Controller	\$ 140.00
Professional 2	\$ 135.00
Professional 1	\$ 130.00
Junior Professional 3/Technician 4	\$ 125.00
Administrative/Accounting	\$ 110.00
Junior Professional 2/Technician 3	\$ 105.00
Junior Professional I/Graphic Designer/ Tech 2	\$ 100.00
Intern	\$ 80.00

This schedule of charges shall be in effect from January 1 through December 31, 2026. These rates are subject to an annual adjustment to be determined by Ayres Associates and shall become its prevailing rates for the ensuing year.

4.6 - 4.9 FORMS



8. Professional Services

Date: 10/20/2026

City of Superior, Wisconsin

I/we, the undersigned, being familiar with your local conditions, having made a field inspection and investigation that I/we deemed necessary, having studied the scope of work and being familiar with all the factors and other conditions affecting the work, are hereto attaching the following documents:

- 1) Subcontractors List
- 2) Addenda Acknowledgment
- 3) Qualification & Evaluation Checklist
- 4) References

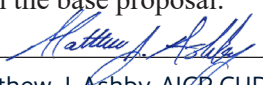
I/we, the undersigned, hereby propose to furnish all labor, tools, materials, skills, equipment and all else necessary to complete the work, in accordance with the specifications, and are hereby submitting the following proposal:

Total Cost (Not-to-Exceed): \$ 31,000

Amount in written figures: Thirty-one thousand dollars

Completion Date: 10/20/2026 (date)

Interested firms may, at their discretion, suggest additional services not explicitly requested by this RFP. Proposals should include line-item costs for additional services. Please note that additional services may or may not be awarded by the City and that costs for additional services are excluded from the base proposal.

SIGNATURE  Date 10/20/2026

Print Name Matthew J. Ashby, AICP CUD

Name of Company Ayres Associates Inc.

Address 3433 Oakwood Hills Parkway, Eau Claire, WI 54701-7698

Phone 970.797.3595 Fax 715.831.7500

E-mail Addresses AshbyM@AyresAssociates.com

9. **Subcontractors Listing** (Must be submitted with proposal.)

Superior Downtown Design Best Practices

The undersigned agrees to employ the following listed **subcontractors** for the following enumerated classes of work and not to alter or add to such list without the written consent of the City of Superior, WI. Use separate sheet as necessary.

	<u>SUBCONTRACTOR</u>	<u>CLASS OF WORK</u>
1)	NONE	
2)		
3)		
4)		
5)		

Submitted by: COMPANY Ayres Associates Inc.
 ADDRESS 3433 Oakwood Hills Parkway, Eau Claire, WI 54701-7698
 COMPANY REPRESENTATIVE Matthew J. Ashby, AICP CUD

10. Addenda Acknowledgement (Must be submitted with Proposal)**Superior Downtown Design Best Practices**

I/we hereby acknowledge receipt of the following addenda(s):

Addendum No. <u>1</u>	Dated 09/29/2026
Addendum No. _____	Dated _____
Addendum No. _____	Dated _____
Addendum No. _____	Dated _____

I/we further certify that no agreement has been entered into to prevent competition for said work and that I/we carefully examined the site where the work is to take place, and the plans, specifications, form of contract and all other contract documents.

I/we further agree to enter into the contract, as provided in the contract documents, under all the terms, conditions and requirements of those documents.

* If no addenda were issued, the consultant/firm shall so indicate and sign this document.

Ayres Associates Inc.

Company



Representative Signature

11. Qualification Evaluation Checklist

Owner: Ayres Associates Inc.

Contact Person: Matthew J. Ashby, Vice President - Development Services

Address: 3433 Oakwood Hills Parkway

City: Eau Claire

State: WI

Zip: 54701-7698

Telephone: 970.797.3595

Instructions:

1. When filling out the checklist check "YES" only to those services provided "in-house" by your firm (or prior experience of key personnel anticipated to perform a substantial amount of the project work) and check "SUB" for services you intend to subcontract out. List the subcontracting firm in the "Comments/Explanation" area.
2. Respondents are encouraged to add comments and to attach more detailed information where appropriate in response to checklist items. Such clarification can greatly assist the evaluation process. **Firms may include other information as they deem appropriate.**
3. Attach to this checklist any appropriate licenses, certification, degrees, or appropriate training that will assist in qualifying your firm for these services.
4. Consultant qualifications will be determined using this checklist along with the information provided as outlined in the "Requirements for Statement of Qualifications".
5. Firms are expected to answer "YES" to some of the checklist items, but not all of them.
6. False, inaccurate or misleading information shall be grounds for disqualification at any time during and after the selection process. When in doubt attach a detailed answer or call for clarification.

Yes	Sub	No	#	Question
			1.	<p>How many years has your firm been engaged in the consulting business under the present firm name? _____</p> <p>Ayres was established April 28, 1959, as Garnock, Ayres and Loken Engineering and Surveying. The company was renamed Owen Ayres & Associates, Inc. in 1962. It adopted the trade name Ayres Associates in 1984 and changed its legal name to Ayres Associates Inc. on Dec. 3, 2004.</p>
	Please see comment		2.	<p>Has your firm ever failed to complete any work awarded to you?</p> <p>Comment/Explanation:</p> <p>Clients may stop projects for a range of reasons. Ayres does not record or track instances in which a project is stopped, the circumstances surrounding the decision, or comparable details related to work employees performed before joining Ayres. Therefore, Ayres cannot provide a definitive statement that it has or has not failed to complete work.</p>

Yes	Sub	No	#	Question
☐		☒	3.	<p>Has your firm ever defaulted on a contract?</p> <p>Comment/Explanation:</p> <p>To the best of Ayres' knowledge, no owner has directly notified Ayres that it was terminated for default as defined within the past five years. Ayres does not track the reasons clients may terminate projects.</p>
☒		☐	4.	<p>Has your firm ever had claims filed for errors and omissions or been sued for services you provided?</p> <p>Comment/Explanation:</p> <p>Please refer to the list on the following page for full details.</p>
☒		☐	5.	<p>Is your firm willing to provide (at no cost to the City) an on-site or virtual presentation to the City regarding your firm's qualifications?</p> <p>Comment/Explanation:</p>
☐	☐	☒	6.	<p>Have you reviewed the example of the service contract attached and are willing to sign a similar agreement?</p> <p>Comment/Explanation:</p> <p>Ayres will want to review the final language and limitations of the contract to ensure that it does not unduly obligate Ayres to indemnify actions not associated with negligence caused by our performance.</p>

Following are all significant instances of litigation involving Ayres Associates Inc. in the past five years:

Lawsuit Name: Zachary E. Peterson v. University of Wisconsin-Green Bay et al.

Lawsuit Date: 8/18/2026

Lawsuit Description: Plaintiff tripped over a construction sign, causing bodily injury.

Disposition: Ongoing.

Lawsuit Name: Kirkland v. OTAK

Lawsuit Date: 3/4/2024

Lawsuit Description: Lawsuit alleges design error caused construction modifications.

Disposition: Ongoing.

Lawsuit Name: James Payton v. Ayres Associates and other defendants

Lawsuit Date: 1/08/2024

Description: Plaintiff seeking damages from manufacturers, suppliers, and any engineering firms whose projects his former employer (Chicago Bridge and Iron Works) bid on and constructed a product.

Disposition: Dismissed from claim.

Lawsuit Name: Menekaunee Harbor Dredge Project – 10 Individual Lawsuits

Lawsuit Date: 12/07/2022

Lawsuit Description: Each claim pertains to personal injury from contact with PFAS contaminated material generated by Tyco Industries, and Ayres was added to lawsuit stating allegedly contaminated dredge material deposited at DNR-approved site was part of the causation.

Disposition: Ongoing.

9/17/26, 3:55 PM

License Lookup Details



- Home
- Request Support
- Third Party Document Upload
- Application Status Lookup
- LEAP Login
- Provider Login
- Performance Data
- File a Complaint
- Orders and Disciplinary Actions
- License Lookup



DSPS Site Guest User

Credential/License Summary for 832 - 14As of September 17, 2026 3:55:33 PM

Name : Alissa M Santurri	Credential/License Number : 832 - 14
Professions : Landscape Architect	Location : Eau Claire, Wisconsin - 54701-4068
Credential/License Type : Regular	Status : License is current (Active)
Eligible To Practice : Eligible	Credential Expiration Date : 2028-07-31
Granted Date : 2021-12-14	Multi-State : N
Orders : 0	Other Names :
Specialities :	
Sub Specialities :	

Orders for 832 - 14



No Orders Found

Relationships for 832 - 14

Individual

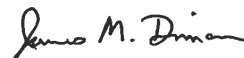


This certificate hereby qualifies

Joshua Douglas Olhava, AICP

as a member with all the benefits of a Certified Planner and a commitment to the AICP Code of Ethics and Professional Conduct.

Certified Planner Number: 028550


James M. Drinan, JD
Executive Director


Valerie J. Hubbard, FAICP
President

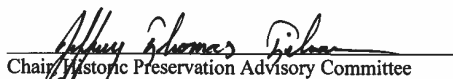


*College of Design, Architecture, Art, and Planning
and
McMicken College of Arts and Sciences*

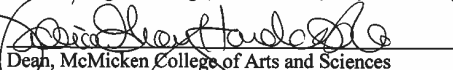
hereby certify that

Joshua D. Olhava

has successfully fulfilled the requirements for the
Certificate in Historic Preservation


Chair, Historic Preservation Advisory Committee


Dean, College of Design, Architecture, Art, & Planning


Dean, McMicken College of Arts and Sciences

June 2012

UNIVERSITY OF 
Cincinnati

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
06/19/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Willis Towers Watson Midwest, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA	CONTACT NAME: WTW Certificate Center PHONE (A/C, No, Ext): 1-877-945-7378 FAX (A/C, No): 1-888-467-2378 E-MAIL ADDRESS: certificates@wtwco.com														
INSURED Ayres Associates, Inc. 3433 Oakwood Hills Parkway Eau Claire, WI 54701	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: The Charter Oak Fire Insurance Company</td> <td>25615</td> </tr> <tr> <td>INSURER B: Farmington Casualty Company</td> <td>41483</td> </tr> <tr> <td>INSURER C: Travelers Property Casualty Company of Ame</td> <td>25674</td> </tr> <tr> <td>INSURER D: Travelers Indemnity Company of CT</td> <td>25682</td> </tr> <tr> <td>INSURER E: RLI Insurance Company</td> <td>13056</td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: The Charter Oak Fire Insurance Company	25615	INSURER B: Farmington Casualty Company	41483	INSURER C: Travelers Property Casualty Company of Ame	25674	INSURER D: Travelers Indemnity Company of CT	25682	INSURER E: RLI Insurance Company	13056	INSURER F:	
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INSURER F:															

COVERAGES

CERTIFICATE NUMBER: W46765964

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. *LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. LIMITS SHOWN ARE INCLUSIVE OF AMOUNTS REQUESTED BY THE CERTIFICATE HOLDER AND MAY NOT REFLECT POLICY LIMIT AMOUNTS IN EXCESS OF THOSE REQUESTED. *Not Applicable in WY

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PROJECT ☐ LOC OTHER:		P-630-C2148191-COF-26	01/01/2026	01/01/2027	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
B	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY ☐ AUTOS ONLY		810-C2187536-26-43-G	01/01/2026	01/01/2027	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Included
C	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED RETENTION \$		CUP-C2190909-26-43	01/01/2026	01/01/2027	EACH OCCURRENCE \$ 9,000,000 AGGREGATE \$ 9,000,000
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N No	UB-C2188810-26-43-E	01/01/2026	01/01/2027	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Professional Liability		RDP0062632	06/30/2026	06/30/2027	Per Claim \$5,000,000 Aggregate \$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

Evidence of Coverage	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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ACORD 25 (2025/12)

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SR ID: 30147220

BATCH: 4495778

12. Statement of Qualifications Reference Form

Applicant Firm Name: Ayres Associates Inc.

Contact Person: Alissa Santurri

Address: 3433 Oakwood Hills Parkway

City, State, and Zip Code: Eau Claire, WI 54701-7698

Telephone: 715.202.8403

Reference #1

Owner or Company Name: East Central Wisconsin Regional Planning Commission

Contact Person: Joe Stephenson, Economic Development Planner

Type of Service(s) Provided: Downtown and waterfront plans, streetscape and park improvements, trail planning, alley designs, and organizational strategies.

Calendar Year(s) of Service(s) Provided: 2021 - Present

City, State, and Zip Code: 400 Ahnaip Street, Suite 100, Menasha, Wisconsin 54952

Telephone: 920.886.6832 | jstephenson@ecwrpc.org

Reference #2

Owner or Company Name: National Association of Development Organizations (NADO)

Contact Person: Carrie Kissel, Associate Director

Type of Service(s) Provided: Rapid site planning & technical assistance to support community & economic development, transportation access, and small-business resilience for the Menominee Indian Tribe of Wisconsin and Menominee County.

Calendar Year(s) of Service(s) Provided: SPARC started in 2021 and started partnering with NADO in 2025 to present

City, State, and Zip Code: 122 C Street, NW, Suite 830, Washington, DC 20001

Telephone: 202.921.4449 | ckissel@nado.org

Reference #3

Owner or Company Name: Colorado Department of Local Affairs, Colorado Main Street Program

Contact Person: Gayle Langley, Program Coordinator

Type of Service(s) Provided: Colorado Main Street planning and \$2 million CDOT grant-support services for downtown revitalization and multimodal improvements.

Calendar Year(s) of Service(s) Provided: 2020 - present

City, State, and Zip Code: 1313 Sherman Street, Room 521, Denver, Colorado 80203

Telephone: 303.864.7720 | gayle.langley@state.co.us

4.9 Proposer Statement

Ayres has made its own examination, investigation, and research regarding the method of doing the work, all conditions affecting the work to be done, the labor, equipment and materials, and the quantity of the work to be performed. Ayres agrees that it has satisfied itself by its own investigation and research regarding all of such conditions, and that Ayres' conclusion to enter into the Service Agreement is based upon such investigation and research, and that Ayres shall make no claim against the City because of any of the estimates, statements, or interpretations made by any officer or agent of the City which may prove to be erroneous in any respect.

