

**kolar**

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Cincinnati, Ohio USA 45202  
main 513 241 4884

[www.kolardesign.net](http://www.kolardesign.net)



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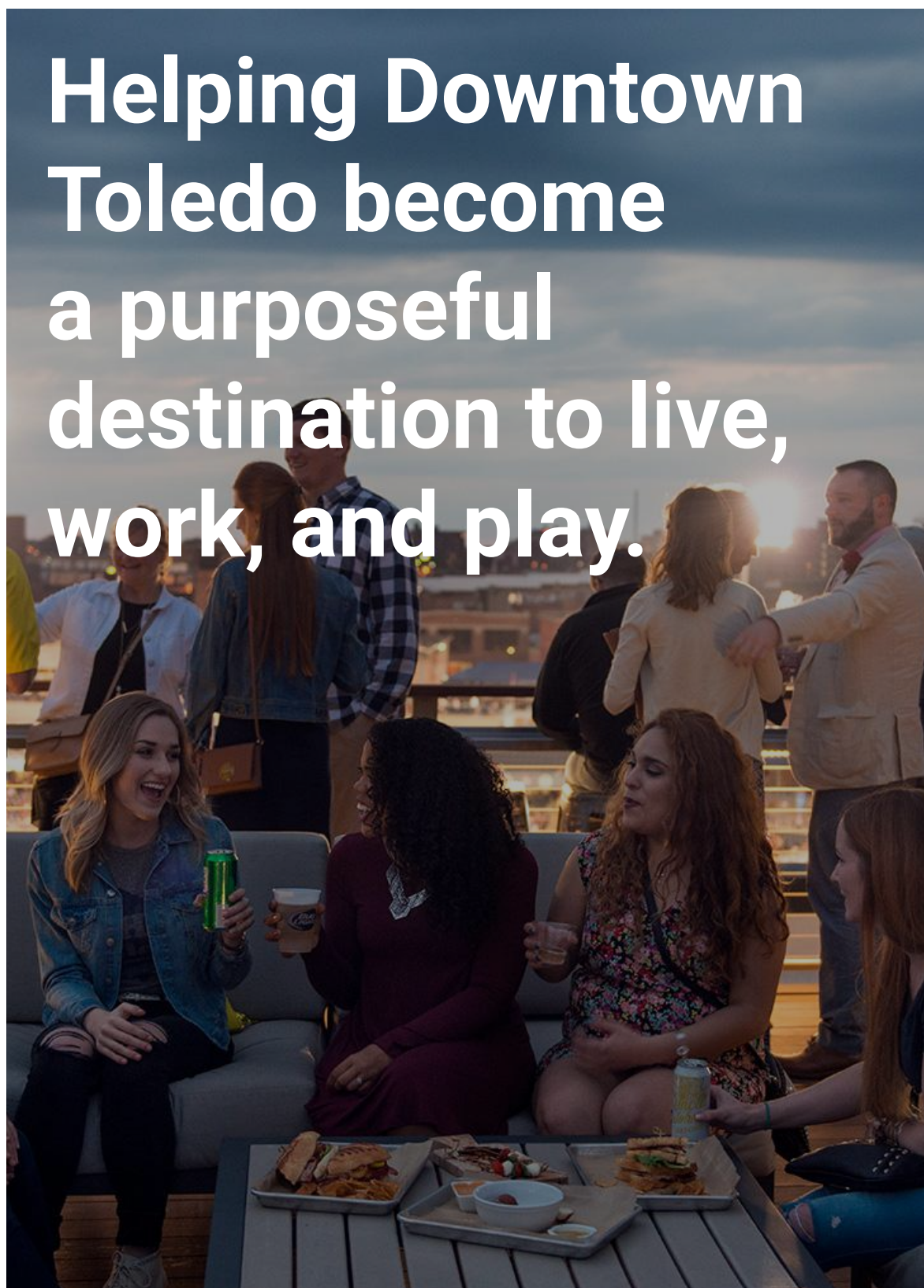
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# Helping Downtown Toledo become a purposeful destination to live, work, and play.



**ConnecToledo - Downtown Toledo Development Corporation**  
Wayfinding Strategy - Request for Proposal

September 15, 2023



807 Broadway, 5th Floor  
Cincinnati, Ohio USA 45202  
main 513 241 4884

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Kelly Kolar  
President + Founder  
Kolar Design

TO Mac Driscoll  
Projects Manager, ConnecToledo  
[mdriscoll@connectoledo.org](mailto:mdriscoll@connectoledo.org)

RE ConnecToledo - Downtown Toledo Development Corporation  
Wayfinding Strategy - Request for Proposal

DATE 09.15.2023

Dear Mac Driscoll and ConnecToledo,

Kolar Design, in association with MKSK and Mannik & Smith Group, is most pleased to express our interest in joining ConnecToledo - Downtown Toledo Development Corporation develop a Wayfinding Strategy furthering the downtown revitalization plans by developing an innovative and integrated vehicular and pedestrian Wayfinding System.

We have dedicated our lives to working with each client and site as a unique and special opportunity to express their values, aspirations, needs, and priorities; and we feel that rediscovering the downtown heart in the City of Toledo is a tremendously exciting opportunity. The development of a comprehensive wayfinding strategy is a narrative landscape opportunity, and the vocabulary that we develop together will communicate to visitors and residents alike the new vision.

We have assembled a strong multi-disciplinary team with extensive civic brand, cultural tourism, wayfinding, planning, and digital transformation experience. Leadership for this team has been selected based on their experience, availability and their track record of developing long term strategies that work. Our combined multidisciplinary experts with MKSK, Mannik & Smith Group, and will enable not only a wayfinding plan that is functional but one that leverages digital transformation and tools needed for the future of a best in class trail experience. In addition, we have available for consultation Rove IQ.

We feel that we are uniquely qualified to work with you, with our extensive experience in guiding clients and public participants through a process of self-discovery, exploration, consensus building, and implementation.

**Direct Civic Project Experience**—Kolar Design has over 30 years experience in wayfinding programs such as the City of Cincinnati Uptown District, City of Dublin, City of Norman, Oklahoma, and the City of Columbus. In addition, MKSK is completing the comprehensive downtown masterplan as well as several past projects. Mannik Smith Group has completed numerous signage and traffic related planning and engineering projects with ODOT and with the City of Toledo.

**City Identity Experience**—Kolar Design has worked with dozens of cities / villages to establish unique City Identities that directly translate to physical and digital platforms. We understand how to build integrated systems, that build on existing systems and have a multi-year, phase implementation approach with funding strategies included.



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**Public Participation Experience**—All of our public projects include consensus building with active client and public participation as a matter of course. We feel that this validates and refines our design concepts and builds ownership in the end-users of the built environment. We have facilitated public workshops and digital interactive sessions with many communities in order to listen and discover together.

**Commitment and Personal Attention**—Each of our team members are personally committed to delivering an on-time, on-budget, and responsible design. The faces you see in the interview will be on your project every step through the end product.

Collectively our team has worked with dozens of communities to establish unique cultural identities and wayfinding signage systems both digitally and physically. In addition, we have built and maintained public/private partnerships and funding strategies. We believe in an integrated landscape/streetscape, architecture, signage and sense of place. We are excited and honored to be considered to work with the ConnecToledo team to further your revitalization goals into reality. We look forward to speaking with you soon. Thank you.

Respectfully,

**Kelly Kolar**  
President + Founder  
Kolar Design  
[k.kolar@kolardesign.net](mailto:k.kolar@kolardesign.net)





## 2. QUALIFICATIONS | ABOUT OUR FIRM

### SERVICES

#### Customer Insight

Empathy + Understanding  
Data Gathering, Research,  
Analysis And Studies

#### Strategic Consulting

Visioning, Design Thinking  
Workshop Facilitation  
Community Engagement

#### Brand Experience

Brand Expression & Graphics,  
Digital Media, Donor, Heritage  
& Employee Recognition

#### Wayfinding

Wayfinding Strategy,  
Placemaking, Signage  
Systems

#### Artwork Programs

Engagement Programs,  
Collection Development  
Public Art Master Planning

#### Guidelines & Toolkits

Strategy/Design  
Documentation, Standards  
And Implementation Guides

Kolar is an award-winning design strategy firm that specializes in insights, interiors and experiential graphic design. We build brand experiences derived from data that deliver measurable business results for your space. With over 30 years of experience, our woman-owned enterprise is passionate about finding new and innovative ways to connect people, places, and brands to create best-in-class environments. The Kolar team is committed to delivering purposeful and transformative design. We design to inspire people and change lives.

### making the human connection between brand + space

Kolar offers entirely comprehensive design services to complete your projects from start to finish. Our team of knowledgeable experts coupled with our exclusive creative process brings forth built environments that illuminate your brand.

### kolar experience institute™

Kolar experience institute™ (KEI) unlocks the ideas and solutions of industry thought leaders, researchers, design thinkers, architects, designers, and business leaders with a singular focus: to develop a deeper understanding of connections between human experiences and business.

### Firm Ownership, Certifications & Locations

Kolar Design, Inc. is a S-Corporation established in 1990 and is a 100% Woman Business Certified Enterprise. Our interdisciplinary team consists of team members trained in architecture, interior design, industrial design, planning, brand/graphic design, marketing and design thinking along with Evidence-Based Design Accreditation and WELL Certification. Our headquarters is located in Cincinnati, Ohio.



## PARTNER FIRM: MKSK

### SERVICES

Planning  
Urban Design  
Landscape Architecture

MKSK is a collective of Planners, Urban Designers, and Landscape Architects, founded in 1990, who are passionate about the interaction between people and place. We are an employee-owned practice with a network of twelve metropolitan studios in Ohio, Illinois, Indiana, Kentucky, Michigan, South Carolina, Georgia, Florida, and the District of Columbia.

MKSK works to solve the pressing issues in our cities and communities, and build places where people want to live. We work with communities and clients to reimagine, plan, and design dynamic environments for the betterment of all. MKSK approaches planning and design with a clear understanding that each place is unique and has economic, social, environmental, historical, and cultural influences which should be explored through thoughtful, context sensitive design. We help communities and our clients meet the challenges of changing global conditions through the MKSK LAB for Climate and Biodiversity Resilience.

We shape place to improve lives, and we share our transformational stories and the power of strong planning and design to inspire ourselves, our peers, and the world to work together for the common good. Together we plan and design a world in which we all want to live.





## PARTNER FIRM: MANNIK & SMITH GROUP

### OHIO OFFICES

Toledo  
Cleveland  
Cincinnati  
Columbus  
North Canton

### MSG's Background

The Mannik & Smith Group, Inc. (MSG) opened its first office in Maumee, Ohio in 1955. Today, MSG has over 400 employees in 16 offices throughout Michigan, Ohio, West Virginia, and Alabama. Consistently ranked in Engineering-News Record's (ENR) Top 500 Design Firms nationwide, and ENR Midwest's Top Design Firms, MSG creates a benchmark for area consulting firms.

### Our People are the Heart of Our Company

Jaan Mannik and C. Michael Smith laid the foundation for the current company culture, which embraces technical skill and creative spirit. MSG provides continuous training and encourages its employees to be imaginative while remaining faithful to the company's core values, solidifying that employees are MSG's most appreciated asset. MSG continuously evolves to meet the changing needs of the industry, and implements innovative ideas to streamline processes and add value.

### Who We Are

MSG offers a solution-oriented approach to helping clients complete successful projects by employing creativity to solve problems, maximize value, and realize cost-effective solutions. MSG is your partner from start-up through closeout.





## ADDITIONAL CONSULTING FIRM: ROVE IQ

HARDWARE  
& SOFTWARE  
EMPLOYMENT  
LOCATIONS  
California  
Florida  
Georgia  
Indiana  
Kentucky  
Nevada  
North Carolina  
Ohio  
Pennsylvania

RoveIQ has been providing innovative and transformative solutions since 2016. Our primary purpose is to enrich lives through intelligent software designed to move humans both physically and emotionally. Our consultants design and build curated experiences through customized, hyper local and 3D wayfinding maps. Our software allows citizens and visitors to discover, interact and connect with all aspects of a property or community. Our goal is to elevate each citizen and visitor's journey, leaving a lasting experience that keeps them coming back.





## KELLY KOLAR

President & Founder, Kolar Design & Kolar Experience Institute  
Bachelor of Science in Graphic Design, University of Cincinnati  
34 Years of Experience

Kelly Kolar is president and founder of Kolar + Kolar Experience Institute™, an award-winning design strategy firm that specializes in insights, interiors, and experiential graphic design.

Kelly is passionate about finding new and better ways to connect people, places, and brands—from community development, where placemaking is breathing life into new urban areas to civic spaces that have become the heart of communities.

She is currently serving on the board of the Cincinnati Parks Foundation. In addition, she serves as the Second Vice Chair of the National Forum of the Women's Business Enterprise National Council.

She truly believes that intersection of design and business breathes life into our community, making a positive impact through education, innovation and entrepreneurship.

*"Building great Communities stretches beyond the physical design of the urban environment and includes the new "digi-phys" paradigm. We build connectivity at the intersection of people, process, and place."*

Kelly Kolar

**City of Dublin & Bridge Park, Signage System & Mobility Study**  
Dublin, OH

**Central Ohio Greenways, Signage System**  
Central Ohio

**Scioto Mile, Master Plan & North Bank Park**  
Columbus, OH

**City of Cincinnati, Uptown Wayfinding System**  
Cincinnati, OH

**City of Columbus, Wayfinding System**  
Columbus, OH

**City of Norman, Wayfinding System**  
Norman, OK

**City of Vandalia, City Brand & Wayfinding System**  
Vandalia, OH

**City of Montgomery, City Brand & Wayfinding System**  
Montgomery, OH



## JOHN KENNEDY

Senior Designer & Construction Administration Lead, Kolar Design  
ADA Requirements Certification  
Bachelor of Science in Industrial Design, University of Cincinnati  
30 Years of Experience

John Kennedy is a Senior Designer & Construction Administration Lead with Kolar + Kolar Experience Institute™, an award-winning design strategy firm that specializes in insights, interiors, and experiential graphic design.

With over 28 years of design experience, he helps make design concepts a reality. John is an expert in creating and reviewing technical drawing with detail specifications for fabrication. His Industrial Design background of materials and manufacturing techniques serves him well in this capacity.

John enjoys large, complicated projects. He welcomes the challenge of organizing all of the drawings and details and bringing them together in a comprehensive design package, accomplishing all tasks on time and within budget.

*"Design is functional art in which we solve a problem creatively."*

John Kennedy

**Central Ohio Greenways Signage System**  
Central Ohio

**Ohio River Way Trail Signage System**  
Portsmouth, OH to West Point, KY

**City of Dublin & Bridge Park, Signage System & Mobility Study**  
Dublin, OH

**Cincinnati Riding or Walking Network (CROWN), Wayfinding**  
Cincinnati, OH

**City of Vandalia, City Brand & Wayfinding System**  
Vandalia, OH

**City of Montgomery, City Brand & Wayfinding System**  
Montgomery, OH

**City of Cincinnati & MSD, Lick Run Greenway**  
Cincinnati, OH

**Scioto Mile, Master Plan & North Bank Park**  
Columbus, OH





## KEEGAN RILEY

Designer  
Bachelor of Science in Architecture, University of Cincinnati  
8 Years of Experience

Keegan Riley is a designer at Kolar + Kolar Experience Institute™, an award-winning design strategy firm that specializes in insights, interiors, and experiential graphic design.

Keegan began his creative career in architecture, but learned he wanted something more. After discovering the unique industry of branded environments and experiential graphic design, he knew it was the perfect intersection of “spatial” and “visual” in which he could flourish.

Keegan has been a Designer at Kolar since 2018. As someone who thrives on logic, he is passionate about creating simple and elegant design solutions rooted in reason and strategic insight. He brings to the design team technical skills stemming from his architectural education and enthusiasm for purposeful visual communication. Keegan has been a part of a wide variety of projects and initiatives including healthcare signage and strategy, corporate workplace graphics, and civic branding.

*“Successful design is never a bandage, and nothing without a reason. We should strive for solutions that truly mean something and create positive change.”*

Keegan Riley

**City of Dublin & Bridge Park, Signage System & Mobility Study**  
Dublin, OH

**City of Montgomery & Montgomery Quarter, Civic Brands & Wayfinding Signage System**  
Montgomery, OH

**City of Columbus Downtown Pedestrian Map & Kiosk**  
Columbus, OH  
Wayfinding, Visitor Strategy, Map Program

**City of Vandalia, City Brand & Wayfinding System**  
Vandalia, OH

**Ohio River Way Trail, Brand & Wayfinding System**  
Portsmouth, OH to West Point, KY

**Cincinnati Riding or Walking Network CROWN, Wayfinding**  
Cincinnati, OH

**University of Pittsburgh, Wayfinding System**  
Pittsburgh, PA



## AUDREY EYMAN

Designer + Workshop Facilitator  
Design Thinking Certification, IDEO U  
Bachelor of Science in Communication Design, University of Cincinnati  
4 Years of Experience

Audrey Eyman is a Designer at Kolar + Kolar Experience Institute™, an award-winning design strategy firm that specializes in insights, interiors, and experiential graphic design.

In her role, Audrey functions as an interdisciplinary designer. She works with the EGD team on Academic and Civic projects, as well as the Interiors team providing support on Workplace projects. She has worked on a variety of design projects, ranging in scale and industry. She specializes in environmental graphics and experience design. She also conducts Key Stakeholder Engagement Sessions, and Design Thinking Workshops.

Prior to joining Kolar, Audrey worked in marketing and design roles. Audrey received her undergraduate degree in Communication Design, along with a minor in Fine Arts from the University of Cincinnati, DAAP. She also received her Design Thinking Certification from IDEO U, and is working towards a Permacultural Design Certification from Cincinnati Permaculture Institute.

*“Smart design utilizes empathy, and considers the needs of all key stakeholders in a project.”*

Audrey Eyman

**City of Montgomery, Workshops and Public Art and Placemaking Masterplan**  
Montgomery, OH

**City of Montgomery & Montgomery Quarter, Wayfinding Signage System and Facilities / Parks Identification Signage**  
Montgomery, OH

**City of Deer Park, Chamberlain Park Donor Strategy and Economic Development Strategy**  
Deer Park, OH

**Ohio River Way Trail, Brand & Wayfinding System**  
Portsmouth, OH to West Point, KY

**Cincinnati Riding or Walking Network CROWN, Wayfinding & Donor Recognition**  
Cincinnati, OH

**University of Pittsburgh, Wayfinding System**  
Pittsburgh, PA

**R2 Partners, Live/Work Mixed-Use Development Workshops and Experience Strategy**  
Cincinnati, OH



## ANDREW OVERBECK, AICP

Principal, Planner, MKSK  
Master of City and Regional Planning, The Ohio State University  
Bachelor of Arts in Politics, Earlham College  
Certified Planner, American Planning Association

Andrew takes a collaborative approach to developing effective plans that address complex urban issues and identify catalytic projects.

Andrew has completed transformational municipal planning, long-range planning, urban design, streetscape, alternative transportation, urban parks, and campus master plan projects. He has worked in cities throughout the region on downtown plans and public realm improvements with a focus on urban revitalization, sustainability, and connectivity. Matching his strong background in research, writing, and graphic design with his ability to facilitate public discussion and discourse, Andrew is able to effectively communicate and build consensus for solutions that enhance and invigorate cities and neighborhoods.

**Downtown Toledo Master Plan and Update**  
Toledo, Ohio

**Toledo Downtown Transportation Plan**  
Toledo, Ohio

**Toledo Marina District Framework Plan**  
Toledo, Ohio

**Toledo RAISE Grant**  
Toledo, Ohio

**Toledo Civic Center Mall Concept Plan, Metroparks Toledo**  
Toledo, Ohio

**Downtown Akron Vision and Redevelopment Plan and Update**  
Akron, Ohio

**Kenmore Neighborhood Plan**  
Akron, Ohio

### Professional Affiliations

American Institute of Certified Planners  
American Planning Association, Ohio Chapter

### Boards & Commissions

Central Ohio Greenways Board, 2015-present



## KRISTYN BOWDEN, PLA, ASLA, LEED GA

Associate, Landscape Architect, MKSK  
Bachelor of Science in Landscape Architecture, The Ohio State University  
Registered Landscape Architect, OH, MI  
LEED Green Associate, U.S. Green Building Council

With an attention to detail and sustainable approach, Kristyn is committed to designs of aesthetic quality and function while being mindful of both the natural and built environment.

Kristyn is an experienced Landscape Architect with over 14 years experience with the firm and professional experience on a wide range of projects. Kristyn excels at building meaningful relationships with clients and sub-consultants resulting in client satisfaction and successful design. She is involved in all phases of the project from initial planning and design to construction detailing and has experience with sustainable design practices. Her projects often focus on streetscape design, higher education campus design and parks and recreation planning/design.

**Toledo Civic Center Mall Concept Plan, Metroparks Toledo**  
Toledo, Ohio

**Scioto Audubon Metro Park Signage Program**  
Columbus, Ohio

**Maple Road & South Old Woodward Design**  
Birmingham, Michigan

**City of Columbus Michael B. Coleman Government Center Campus**  
Columbus, Ohio

**City of Columbus Creative Campus Streetscape**  
Columbus, Ohio

**City of Columbus Front/Marconi Streetscapes**  
Columbus, Ohio

**Woerner Avenue Streetscape**  
Clarksville, Indiana

**Lexington Streetscape Master Plan Lexington, Kentucky**  
**Tremont Road Corridor Plan and Reconstruction Upper**  
Arlington, Ohio

### Professional Affiliations

American Society of Landscape Architects



#### Specializations

Transportation Project Management  
Traffic Signal & Signal System Design  
Traffic Impact & Access  
Management Studies  
Interchange Modification Studies  
Transportation Master Plans

### JEAN M. HARTLINE, PE, PTOE

Transportation Lead, The Mannik & Smith Group  
Bachelor of Science in Civil Engineering, University of Toledo  
Professional Engineer – Michigan, #6201035951, Ohio, #53480  
Professional Traffic Operations Engineer, #2739  
Meets ODOT Prequalification Requirements for Interchange  
Justification/ Mods Studies & Safety Studies  
Institute of Transportation Engineers (ITE)

Jean has more than 38 years of experience in the areas of project management and traffic engineering and is knowledgeable concerning ODOT and MDOT standards and procedures for the design of transportation projects. As a Project Manager, she has managed or designed numerous ODOT LPA corridor and intersection improvements, meeting schedule and budget for all projects. Jean welcomes the public outreach process as both a necessary NEPA requirement and as a means for input and the buy-in necessary for the success of a project.

**City of Toledo Downtown Transportation Plan**  
Toledo, Ohio

**U.S. State Route 250 Corridor Study (ODOT)**  
Sandusky & Erie Counties, Ohio

**Bedrock Hudson and Monroe Block Traffic Studies Current**  
Detroit, Michigan



#### Specializations

Traffic Signal and System  
Design/Analysis  
Interchange Modification Studies,  
Traffic Impact Studies and Corridor  
Planning  
Transit Planning

### KRISTOPHER D. BALL, PE

Traffic Engineer, The Mannik & Smith Group  
Master of Science in Civil Engineering, Texas A&M University (in progress)  
Bachelor of Science in Civil Engineering, University of Michigan  
Professional Engineer – Ohio, #81375  
Meets ODOT Prequalification Requirements for Basic Traffic Signal Design  
ITE (Institute of Transportation Engineers), Member

Kris has 17 years of experience in certified traffic development, traffic signal design, traffic signal timing, traffic counts, transportation impact studies, parking studies, ADA assessments and transition plans, transit planning, transit studies, traffic impact fee studies, and vehicle safety studies. He has a thorough understanding of traffic signal design standards and procedures and extensive experience working with Ohio Manual on Uniform Traffic Control Devices (OMUTCD) requirements. Kris has a thorough knowledge of traffic software packages VISSIM, CORSIM, Synchro, HCS, and PASSER programs. He often leads traffic data collection efforts to ensure safe and accurate collection of traffic field data.

**City of Toledo Downtown Transportation Plan**  
Toledo, Ohio

**LUC-475-7.71, US 20 and I-475 Interchange**  
Lucas County, Ohio

**LUC-475-9.05, US 23 and I-475 Interchange**  
Lucas County, Ohio

**Dorr Street (SR 246) Corridor Improvements**  
Toledo, Ohio

**Downtown Detroit Traffic Impact Study 1**  
Detroit, Michigan



#### Specializations

Roadway Design  
Pavement Marking and Signing Plans

### AMY L. TAYLOR

Transportation Engineer, The Mannik & Smith Group  
Master of Science in Civil Engineering, University of Toledo  
Bachelor of Science in Civil Engineering, University of Toledo

Amy has 20 years of experience in the preparation of traffic control and maintenance of traffic plans for various highway construction and improvement jobs. She also assists in preparing construction plans and is fully versed in ODOT and MDOT specifications, standards and procedures.

**LUC-McCord Road Separation Project**  
Toledo, Ohio

**LUC-475-7.71 (Central Avenue) Interchange  
Reconstruction with SPUI**  
Toledo, Ohio

**Dorr Street Corridor Project**  
Toledo, Ohio

**LUC-475-6.48 L&R/7.53 L&R, I-475 Third Lane Widening**  
Toledo, Ohio

**LUC-20A-6.59, US 20A & Weckerly Rd Roundabout**  
Toledo, Ohio

**Wabash Cannonball Extension Part 1**  
Toledo, Ohio

**LUC-CR22-8.00, McCord Rd. & Bancroft St. Roundabout**  
Toledo, Ohio





## PJ THELEN

Executive Officer, Rove IQ  
25+ Years of Experience

Mr. Thelen has 25+ years of leadership experience servicing the IT industry in hardware, software, and services. Prior to joining Rove IQ, Mr. Thelen was President of Sunrise Technology (a division of Kroger), an innovative company that developed strategic in-store technologies. Prior to Kroger, he was an executive with Pomeroy where he transformed the organization over 19 years from a hardware reseller to a high value services company. PJ, a CPA, started his career with Arthur Andersen as a consultant for seven years.

**Miami Design District**  
Miami, FL

**Barclays Center**  
Brooklyn, NY

**Midtown Tampa**  
Tampa, FL

**Fashion Show**  
Las Vegas NV



## RUSS MIDDLETON

UI/UX Consultant, Rove IQ  
10+ Years of Experience

Mr. Middleton is one of the founders of RoveIQ and is the leader in creating the software experiences we bring to market. He helps design and build the user interface and user experience for all parts of our software solution. He has over 10 years of experience in deploying software, hardware, and other technologies around the country.

**Merrick Park**  
Coral Gables, FL

**The Pointe**  
Orlando, FL

**Irvine Spectrum Center**  
Irvine, CA

**Northern Kentucky University**  
Highland Heights, KY



## COOPER THEOBALD

Project Manager, Rove IQ

Mr. Theobald has experience in coordinating RoveIQ's projects and is responsible for making sure that all parties are working towards deadlines together and are organized to complete tasks in a timely manner. He helps with communication, coordination, and managing client expectations in order to deliver the expected outcomes.



year completed:  
2019

design team:  
Kolar Design  
MKSK

project owner:  
City of Dublin

**IT'S MORE THAN A  
BRIDGE.** It's more than a  
park, or a new district.  
It's about something bigger...  
it's about building  
connections that create,  
enhance, preserve the  
community we love.  
Connecting East & West,  
Past & Present, Present &  
Future, Work & Life, People  
& Place, People & Art,  
People & Culture.



DUBLIN, OH

### 3. PAST WORK



#### CITY OF DUBLIN + BRIDGE PARK

Kolar has been working collaboratively with the City of Dublin, Convention and Visitors Bureau, Dublin Arts Council, and Crawford Hoving to build a comprehensive Highway2Hallway™ Civic Brand visitor strategy transforming the city into a "Work of Art."

The \$270 million highway improvement and \$500 million Bridge Street District masterplan provided an opportunity for our multi-disciplinary team to rethink the approach and develop a new urban experience, civic brand strategy, and positioning. We also created the Bridge Park comprehensive District Brand Guidelines, Master Sign plan and Tenant Guidelines with the Crawford Hoving team.

Our process for the Civic Branding began with understanding how the city was currently communicating about itself with existing physical, digital and print communication. We were then able to redesign to meet the new needs of the growing community.

We have integrated a wayfinding and parking strategy into a comprehensive public and private investment: Gateways, Streetscapes, Signage, Parks and Trails are part of transforming Bridge Park into a great community. The City of Dublin continues to be a client today for signage needs.

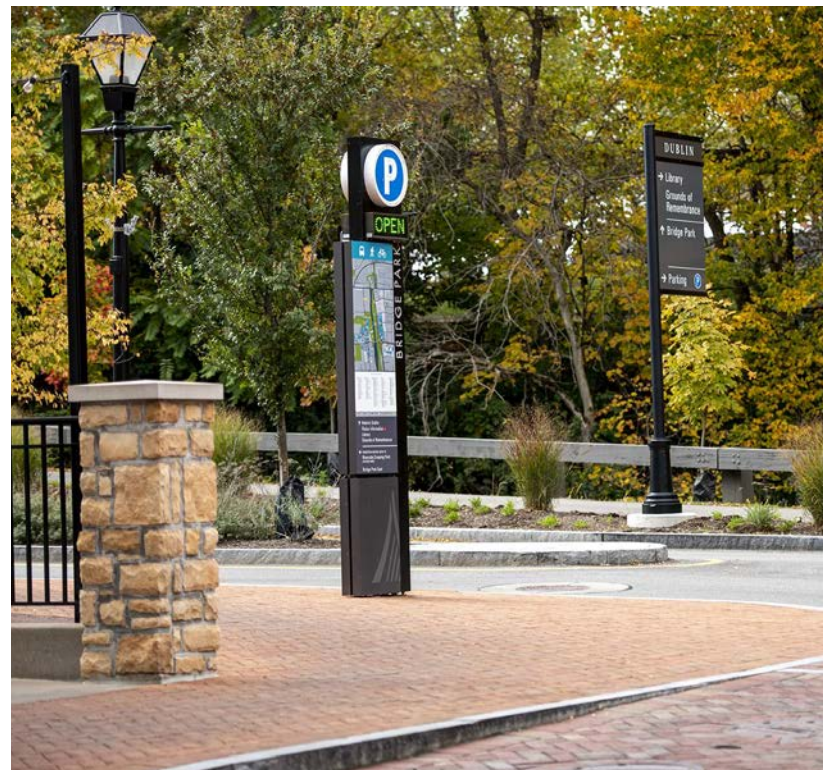
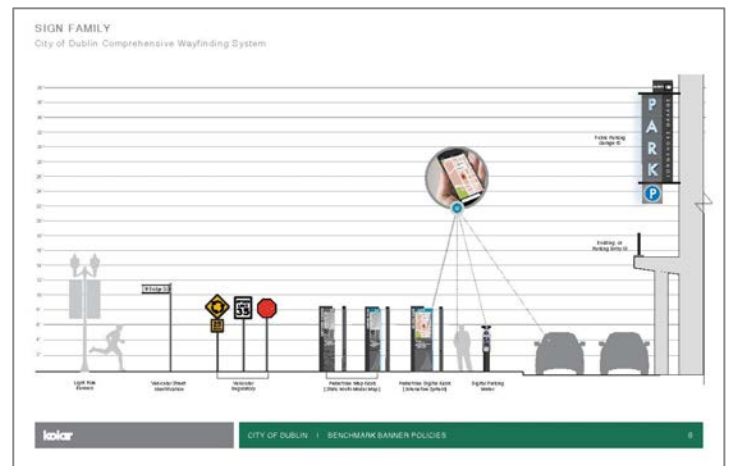
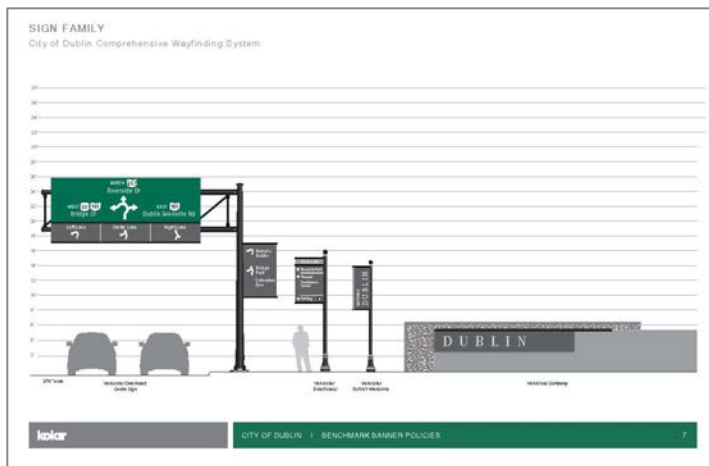
#### SERVICES

Visioning, Design  
Thinking Workshop  
Facilitation  
Stakeholder Engagement  
District Branding  
Visitor Strategy  
Wayfinding & Signage  
Placemaking  
Guidelines Manual



## VISITOR STRATEGY & WAYFINDING SYSTEM

### HIGHWAY TO HALLWAY EXPERIENCE







## Recommendation #2

Develop a consistent Signage System that integrates the Dublin Wayfinding System with the new loop identifiers

Option 1

STORYTELLING	DIRECTIONAL		REGULATORY
	Bike Trail / Loop ID (Ground) 		
	Directional Graphics (Ground) 		
	Destination Based	Icon Based	
18'-0"			
12'-0"			
10'-0"			
8'-0"			
6'-0"			
4'-0"			
2'-0"			
0'-0"			
	Storytelling Sign	Directional Sign with Map on Trail Directional Sign on Trail Trail Directional (Icons only) Trail Totem Directional (Icons only) Trail Totem Directional (With Map) Free-standing Map	Rules of Conduct Traffic

COLUMBUS, OH

### SERVICES

Data Gathering,  
Research, Analysis And  
Studies

Trail Signage

Masterplan

Visitor Strategy

## CITY OF DUBLIN MOBILITY STUDY

The Dublin Mobility Study is intended to develop a shared transportation vision that will guide policy, design, and implementation strategies for multimodal mobility improvements throughout the City of Dublin.

Currently, the majority of residents and employees in Dublin rely on personal vehicles for all their mobility needs. However, there are growing opportunities for multimodal improvements in Dublin.

The mixed-use development of the Bridge Street District, a new public library, other improvements in Historic Dublin, as well as the emerging "connected vehicles" corridor on Route 33, place additional demands on the local roadway network while also paving the way for an expanded range of alternative mobility choices.

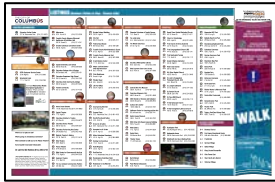
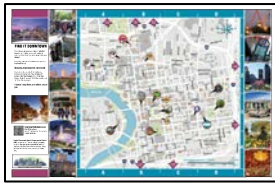
The City Council has identified the need for enhanced multimodal transportation options in order to support their vision of being a "Vibrant, Innovative, and Engaged Community."

Kolar was engaged to create the signage and wayfinding masterplan to connect to the vehicular "highway to hallway" strategy previously completed by Kolar. The new multi-modal signage system creates eco-tourism and cultural tourism trails throughout the City of Dublin as well as connecting to the regional Central Ohio Greenways "emerald trail" as a key partner.

# kolar

design team:  
Kolar Design

project owner:  
City of Columbus



THE CITY OF  
**COLUMBUS**

COLUMBUS, OH



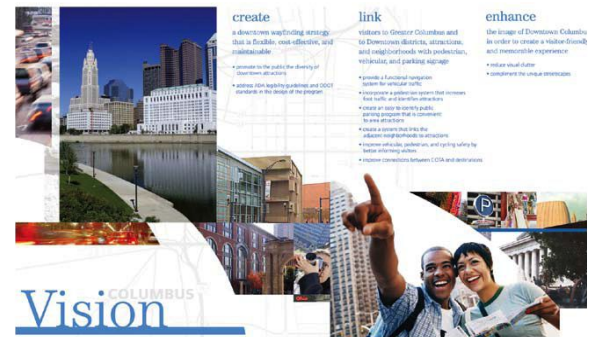
## SERVICES

District Branding  
Visitor Strategy  
Wayfinding & Signage  
System  
Guidelines Manual

## CITY OF COLUMBUS WAYFINDING & DISTRICT BRANDING

Kolar was contracted to develop a district-based vehicular wayfinding system for the opening of COSI and the Nationwide Arena. The "River" and "Arena" districts were created to accommodate multiple destinations within the area, and for the first time, guiding visitors off the highway corridors.

This system was then extended as the civic wayfinding and signage system for the city. The city's logo and branding was redesigned with inspiration from the graphic language set on the signage system.





# kolar

design team:  
Kolar Design

project owner:  
Central Ohio Greenways  
MORPC  
City of Columbus  
Recreation & Parks  
Department  
The Metro Parks



CENTRAL OHIO



## CENTRAL OHIO GREENWAYS

### SERVICES

brand strategy  
masterplan wayfinding &  
signage public  
engagement guidelines  
manual

Three public agencies came together to create a comprehensive branding and signage masterplan for Greater Columbus; The Columbus Recreation Park Department, The Metro Parks and the MORPC organizations. Together the agencies have built a 150-mile trail system through the Greater Columbus area. The Central Ohio Greenways Board, a committee of the Mid-Ohio Regional Planning Commission, was formed in 2015. The COG board's efforts are focused within four working groups: Marketing & Communications; Operations & Access; Partnership; and Trail Development.

A 5-year strategic plan was developed that included the development of a vision and mission statement. Recently, the COG board developed a regional trail vision to add more than 500 new miles of trails spanning 7 counties to its existing 230+ mile network.

**Vision:** A world-class network of trails easily accessible to every Central Ohioan.

**Mission:** Increase greenways trail mileages and use of trails for recreational and transportation needs. The Board seeks to increase the number of people using the regional trail system through trail network expansion, increased programming, improved branding and marketing, and new partnerships.

With Central Ohio expected to grow by more than 500,000 people over the next 30+ years, bringing an increased demand for more walkable neighborhoods and transportation options, trails have become a critical element for providing a high quality of life to a diverse population. New trail miles extend existing trails, fill in gaps in trail corridors, connect neighborhoods to job centers, and create a truly interconnected network of trails for both transportation and recreation.

Kolar developed the brand, related marketing and signage system into a guidelines and toolkit. Kolar designed and participated in the implementation of the original community engagement strategy and continued to consult.



# kolar MKSK

design team:  
Kolar  
MKSK  
MSI Design

project owner:  
Columbus Downtown  
Development Corporation  
CRPD  
Metro Parks  
MORPC



TOLEDO, OH



## COLUMBUS DOWNTOWN RIVERFRONT

### OUTCOMES

2017 ULI Columbus  
Community Impact  
Award

2016 American Planning  
Association National  
Planning Excellence  
Award for  
Implementation

2014 ULI Open Space  
Award Finalist

2012 IDA Pinnacle  
Award for Public Space;  
2012 James B. Recchie  
Design Award

2011 Harrison W. Smith  
Award; 2011 OCASLA  
Award of Excellence;  
2011 OPRA Award of  
Excellence

2011 Capital  
Crossroads SID  
Outstanding Aesthetic  
Contribution

### NORTH BANK PARK

North Bank Park is part of the 150-mile trail system through the Greater Columbus area. MKSK was the park master planner and landscape architect for the implementation. The park replaces an earthen berm and retaining wall that had disconnected the river from this part of downtown. As the first park to be redeveloped under the Columbus Riverfront Vision Plan, it set the standard for the entire urban riverfront. North Bank serves as a vital link in the riverfront park system, a destination for downtown workers and festival-goers, and a lively neighborhood park for the expanding downtown residential population.

Kolar developed the brand, related marketing, and signage system. This is just one example of the comprehensive branding and signage masterplan that Kolar developed with MKSK, The Columbus Recreation & Parks Department, the Columbus & Franklin County Metro Parks, and the MORPC organizations.

### SCIOTO MILE

Located in the heart of downtown Columbus, the Scioto Mile is an urban oasis of lush parkland. Stretching along the riverfront from the Arena District to the Whittier Peninsula, the Scioto Mile reconnects downtown to the Scioto River through an integrated system of parks, boulevards, bikeways and pedestrian paths.

The Scioto Mile project reclaims the riverfront and plays an essential role in the revitalization of downtown by offering a vibrant public destination. The Promenade runs south on Civic Center Drive from Broad Street with intimate gardens, relaxing park swings and benches, and elegant bronze fish fountains, becoming the most romantic place to watch a sunset in Central Ohio. The historic Bicentennial Park space renovation features a restaurant, amphitheater, rose garden, and signature dynamic fountain, which offers numerous water play experiences. The amphitheater and event lawn are used for weekend activities and events, movies in the park, and concerts. Green infrastructure components have contributed to the success of the Scioto Mile. By removing 1,000-linear-feet of concrete revetment and deteriorating floodwall, three acres of parkland were recovered and 600-linear-feet of bio-retention were installed to improve water quality and enhance river edge restoration.





# MKSK

design team:  
MKSK

project owner:  
City of Toledo  
ConnecToledo



TOLEDO, OH



## DOWNTOWN TOLEDO MASTER PLAN (2017 AND 2023 UPDATE)

### OUTCOMES

2021 IDA Downtown  
Achievement Award of  
Excellence in Urban  
Place Management

2017 APA Ohio Award  
for Comprehensive  
Planning- Large  
Jurisdiction

2020 APA-OH Great  
Places in Ohio -  
Promenade Park

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

To meet people where they are in their daily lives, a downtown storefront was created to provide a permanent presence for the plan and to offer walk-in interactions. Input has also been received by visiting multiple office lobbies during the lunch hour and taking mobile input displays to sporting and arts and culture events. More than 1,000 people attended three public open houses, and the plan received nearly 1,000 individual comments both in-person and on-line. This robust input and interest established a strong direction for the planning effort in 2017. Capping a 12-month planning process, City Council approved the Downtown Toledo Master Plan to continue Toledo's momentum to create a vibrant downtown.

### Implementation Track Record

Before the plan was adopted in 2017, one of the first implementation recommendations was already underway—the creation of ConnecToledo. This new organization has focused on downtown and acts as the consistent planning partner of the city, county, and community.

The implementation results benefit all Toledoans: \$244 million of completed catalytic projects, from the new ProMedica corporate headquarters to the residential conversion of downtown office towers and warehouse buildings for both market rate and workforce housing. Investment in the riverfront is just beginning. Promenade Park opened in summer 2017 and has been a hub of activity for the community, hosting dozens of community events and attracting tens of thousands of residents downtown each summer.

More than \$425 million of additional catalytic projects are currently underway, including the \$200 million Glass City Metropark that fulfills the community's vision of a restored riverfront park system on both sides of the Maumee River. An \$80 million renovation to the Glass City Convention and Event Center and attached hotel will boost downtown's hospitality market. From the architecturally significant "Four Corners" buildings at the intersection of Huron St. and Madison Ave. to Fort Industry Square, 11 historic structures have also been rescued from neglect and plans for restoration are underway. Downtown mobility improvements have also been made, with a new transit center, and the pedestrian-focused and bicycle-focused streetscape improvements complete on Summit Street and Jefferson Avenue. All of the 2017 Plan's 12 Priority Action Items are either underway or complete.

### 2023 Update

With this implementation success, MKSK is now working with ConnecToledo to identify the next steps for Downtown Toledo. Along with Development Strategies, MKSK is developing updated recommendations, catalyst projects, and market strategies to shape the next evolution of Downtown Toledo. Stakeholder and community input was conducted in late 2022 and early 2023 and the refreshed plan will be completed this Fall.



# MKSK

**Project Team:**  
Mannik & Smith Group  
MKSK  
DGL  
BPS  
ConnecToledo

**project owner:**  
City of Toledo



TOLEDO, OH



## MANNIK SMITH GROUP SERVICES

Traffic Data Collection  
Traffic Modeling  
(Synchro & Vissim )  
Safety (Crash) Analysis  
Pedestrian Facilities  
Study  
Road Diet Concepts  
Transit Analysis (Central  
Station & Routes  
Truck Route Studies  
Bicycle Facility Planning  
Public Involvement

## DOWNTOWN TOLEDO TRANSPORTATION STUDY

As the consultant team lead for the City of Toledo, The Mannik & Smith Group, Inc. (MSG) conducted a comprehensive Downtown Toledo Transportation Study. The City's vision is for a more balanced, complete and integrated transportation system in downtown that meets the needs for travel by all modes (automobile, transit, bicycle and pedestrian). The study includes multimodal components including a new transit station and bicycle facilities (bike share, cycle track and sharrows) with a large focus on non-motorized mobility.

The traffic portion of the study included traffic data collection, capacity analyses and safety studies on 50 intersections. Street typologies were developed to determine the emphasis and priorities for streets. The Typologies included: Downtown Standard, Downtown Collector, Downtown Specialty and Downtown Signature. The Signature streets have a focus on defining downtown and gateway features. Specialty streets are pedestrian, parking and bicycle focused. Collector streets are more vehicular focus while balancing non-motorized facilities. Standard streets are low volume streets with development focus. Festival streets with curbless design and a high focus on aesthetics were identified as part of the specialty street concept and would allow for street closures for special events.

The study offered great opportunities for bicycle facilities through the recommended Road Diets that provided needed connections to adjacent trails, bicycle lanes and cycletracks completing routes to north, south and east Toledo.

An extensive public outreach was conducted and included workshops involving six different focus groups and public involvement meetings. With input from these meetings, our team identified and categorized projects for immediate implementation, near term implementation and long range planning. The final Downtown Toledo Transportation Plan will envision a safe, smart, convenient and efficient transportation network that supports downtown growth and will guide the City through the steps needed to attain this goal. The public meetings noted great public attendance with 60-80 in attendance in each meeting. Workshops engaged an additional 60 downtown stakeholders. The resulting recommendations for the streets was overwhelming supported by the public. Fourteen (14) street concepts were developed with several projects are currently in construction. Funding options and priorities were developed to carry the plan through future phasing.





Project Team:  
Mannik Smith Group

project owner:  
City of Akron  
University of Akron



AKRON, OH

## SERVICES

Comprehensive  
Transportation & Traffic  
Study  
Transit Route Analysis  
Multi-Modal Analyses  
Traffic Modeling  
Pedestrian & Bicycle  
Facilities  
Traffic Calming  
Strategies  
Project Phasing &  
Planning Level Cost  
Estimates  
Conceptual Design  
Recommendations

## UNIVERSITY OF AKRON TRAFFIC/TRANSIT STUDY

MSG was contracted by the City of Akron and the University of Akron (UA) to conduct a comprehensive transportation study around the UA campus and adjacent street network. The comprehensive study entailed assessing existing traffic conditions and predicting future traffic patterns based on growth trends, future land uses, and University campus development plans. This transportation system assessment included evaluation of interaction between vehicular traffic, pedestrians, bicycles, and bus routes. Improving people's mobility and safety, as well as multi-modal interfaces (pedestrian to bus, bike to bus, etc.) was a vital element of the project goals. Traffic data collection included passenger car, trucks, busses, bicycles and pedestrians. Interfaces, conflict points and flows between the various mobility components, were assessed for operations, needs and safety.

The project included extensive stakeholder involvement, including leaders from the Metro Transit, UA Transit, City of Akron, and University of Akron, along with neighborhood leaders and business representatives. The stakeholder involvement was active from the project initiation through the selection of the feasible alternatives so as to provide input from various factions, assisting in establishing community buy-in on the proposed improvements.

The conceptual improvements developed by MSG included:

- Traffic calming strategies consisting of "road diets" to provide sustainable designs with landscaped medians to allow for safer pedestrian roadway crossings.
- Improved pedestrian and bicycle crossings at intersections, along with several at grade mid-block crossings.
- Transit/bus access and interfaces linking the Akron Metro Transit Center to the UA campus and downtown Akron.
- Signal system upgrades for traffic flow improvements.
- Safety assessment recommendations, which included several potential roundabout locations to calm traffic and improve traffic safety for vehicles & pedestrians.
- Project phasing with funding suggestions.

Additional Consultant  
not currently scoped.



Project Team:  
Rove IQ

project owner:  
Miami Design District



MIAMI, FL



## SERVICES / PRODUCTS

Digital Kiosk  
Wayfinding Software  
CMS

## PRODUCT DETAILS

55" Dual sided

- 3500 Nit Daytime Luminance
- 10 Year Performance
- All-Glass Infinite Touch

SkyOS Software Platform

- 3D Mapping
- Content Scheduling
- Consumer Behavior Analytics

## PURPOSE

Digital directories  
integral to Miami Design  
District's technological  
future.

## MIAMI DESIGN DISTRICT

The 18 square block district is home to more than 130 art galleries, showrooms, creative services, architecture firms, luxury fashion stores, antiques dealers, eateries and bars. Interactive kiosks deliver wayfinding, events schedules, feature artwork at avant-garde mixed use development, Miami Design District.

### The Rove iQ® Platform

More than twenty years ago, Miami native Craig Robins recognized the potential of the Miami Design District, and started acquiring buildings in the neighborhood. His goal was to reinvigorate a forgotten part of Miami, transforming it into a unique creative community through exceptional architecture, design and experiences. This singular vision for the neighborhood has now been realized. Today the District is a vibrant community where residents and visitors enjoy amazing shopping, chef-driven restaurants, world-class museums and abundant outdoor space.

Like any neighborhood, the district is constantly evolving. With the goal of keeping always up to date information about the district's many shops, restaurants, and museums within arm's reach of thousands of monthly visitors, Miami Design District turned to RoveIQ to bring interactive digital kiosks to the venue. Dual-sided 55" touchscreen kiosks dot the property and provide 3D wayfinding to local places of interest, highlight event schedules, and feature works of local artists.

### Creating an Interactive and Responsive Environment

The Miami Design District is built as an interactive destination, where visitors can shop in flagship stores from global fashion retailers, admire monumental sculptures and murals, and explore numerous museums and art galleries. The digital directories echo the constant change of the neighborhood with dynamic video and artwork. The solution came together as a collaboration between Miami Design District and RoveIQ. RoveIQ is a technology partner known for high-performance interactive digital signage solutions.

With Miami's endless sunshine and blistering temperatures, the 3500 nit digital kiosks come with a 10-year performance that proved to be the best suited kiosk hardware for the District. RoveIQ developed the on-screen interactive experience with their platform, skyOS. SkyOS provides the District's management team an easy way to change content, review consumer behavior analytics, and help drive traffic to tenants with up to date content, 3D wayfinding, and promotions.

### Intelligent Design Drives Desired Outcomes

RoveIQ's SkyOS platform is an all-in-one, web-based mapping, content management, and data insights platform for consumer engagement. At MDD, the experience consists of five main interfaces: the ad loop, home screen, location finder, a selfie camera, and map.

## 4. REFERENCES

### **Kolar Design**

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Brad Westall  
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brwestall@columbus.gov

### **MKSK**

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Paul Toth  
President  
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### **Mannik & Smith Group**

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Additional Consultant not currently scoped.

### **Rove IQ**

Jay Yu  
Director of Innovation and Digital Assets  
North American Properties  
757-893-0471

Blake Windal  
Vice President and General Manager  
Irvine Spectrum Center  
949-790-4814

Robert Rowlinson  
Property Manager (Atlantic Station)  
Hines  
470-207-8821





## 5. PROJECT APPROACH

### OUR PROJECT APPROACH

In Toledo, much progress and development has taken place in recent years. With this momentum, the opportunity exists to develop a clear directional messaging and wayfinding signage system to facilitate economic development and provide an enhanced visitor experience. Toledo serves as a regional hub for medical, commercial, financial and governmental operations, and celebrates many arts and cultural assets.

Kolar is focused on creative problem solving through the development of unique solutions for each wayfinding project. Successful design should address function, appearance, integration, clarity, and durability in its application. The final design solution must exude quality, integrity, and functionality.

Our systematic approach has been used to create solutions that span multiple disciplines with our integrated design and engineering approach. Our close involvement with our clients deepens our understanding of the philosophy, people, and sense of place for the City of Toledo to compliment the great planning work accomplished to date. We are committed to, and understand the value of the public process and our experience will continue this journey. Ultimately, a wayfinding solution should be seamless within the community and integrate with existing infrastructure while leveraging any new roadway improvements. We are committed to identifying the opportunities to make a difference, creating results for our clients.

### PROJECT STRATEGY

The goals for the ConnecToledo and the City of Toledo's wayfinding strategy plan are:

- Identify necessary places for signage for pedestrian and motorist experience.
- Graphic design of an attractive and seamless system.
- Work within existing color palettes and brands.
- Reduce redundancy of signage and identify existing signage that can be removed.
- Work with local neighborhood groups and stakeholders to help create a sense of place.
- Identify an implementation strategy with prioritization (anticipate up to a 5-year implementation plan with yearly priorities).
- Work with local companies and the City of Toledo for a fabrication strategy

Additional goals that we have developed with other clients include:

- Highway to Hallway strategy will guide visitors to and from destinations within the region and connect with the city
- promote tourist, historic and cultural destination and assist local retail market
- reflect the identity of the city and distinct districts
- Establish a vision which defines routes, sign types, and signage concept
- Identify potential funding sources to implement a wayfinding system



## PROJECT SCOPE

Kolar Design has been requested to develop a Wayfinding Strategy for ConneCToledo and the City of Toledo. Kolar will act as the project leader and our team members will play critical roles in the delivery of the project. We will leverage our design process, integrated with the outline of deliverables, to achieve the goals. Suggested timeline assumes the Wayfinding and Signage project will be awarded by October 2023 and completes prior to the end of March 2024

### PHASE 1: Discovery (Audit, Analysis & Recommendations)

#### A. Project Vision and City Identity (Trip #1)

During this phase Kolar will discover and learn about the City of Toledo including all background, opportunities and challenges and existing conditions leading to this initiative.

Deliverables:

- Conduct kickoff meeting with ConneCToledo Team to confirm scope and proposal
- Review existing background materials/research/existing standards provided by client
- Facilitate interviews with Steering Team, key stakeholders and partners to define vision and goals of wayfinding effort and discuss current/evolving brand assets
- Participate in city tour/site visit

#### B. Audit and Analysis (Trip #2)

This is a continuation of our discovery, we will seek to understand existing conditions and identify opportunities for improvement.

Deliverables:

- Synthesize and document existing conditions and primary routes
- Provide assessment of current & opportunity for new wayfinding signage
- Identify wayfinding and design opportunities and issues

#### C. Visioning Workshop (Trip #3)

Conduct visioning workshop with stakeholders to craft the “highway to Hallway” vision framework.

Deliverables:

- Share summary of wayfinding findings
- Review & share existing City Methods: Fabrication/Installation Budgets

#### D. Summary Report Presentation (Trip #4)

Deliverables:

- Create Summary of Findings & Recommendations Report
- Revise Summary Report & Present to Advisory Committee

### PHASE 2: Strategy: (Concept Design)

#### A. Refine Criteria/Select Wayfinding Destinations

Kolar and the City will craft and align to criteria for identifying and establishing the appropriate Tier 1, Tier 2 and Tier 3 destinations. The navigational system will help establish programming and budgeting.

#### B. Develop Typical Programming Plan, Nomenclature, Message Hierarchy (Trip #5)

The strategic deliverables for this phase identify opportunities and establish a framework for a comprehensive signage program. We will include update reports to be posted on the ConneCToledo website of our progress.

Deliverables:

- Develop signage opportunities and program plan
- Identify framework for various sign types (vehicular and pedestrian)
- Develop recommended sign removal/replacement plan
- Develop preliminary nomenclature/messaging
- Develop New and/or Refine Existing Sign Family Concepts

#### C. Develop Phased Implementation Plan and Identify Potential Funding Sources

During this sub phase, Kolar will assist with identifying and planning of potential funding sources and phasing for implementation of the wayfinding program.

Deliverables:

- Develop Phased Implementation Plan
- Develop a Fabrication/Installation Budget/Multi-phase/Year.
- Define strategies for partnerships, sponsorships and policy recommendations
- Establish criteria and input on the City and ConneCToledo approaches to integrated implementation

#### D. Create & Review Summary of Findings & Recommendations Report (Virtual)

During this sub-phase Kolar will assist in conducting a town hall meeting for community members or a virtual town hall.

Deliverables:

- We will present the final Wayfinding Strategy and provide a report
- Revise Summary Report & Present to Advisory Committee (Trip# 6)

## PROPOSED ROLES & RESPONSIBILITIES MATRIX & PROJECT SCHEDULE

ROLES & RESPONSIBILITIES MATRIX ConnecToledo Signage + Wayfinding Strategy	KEY PROJECT STAKEHOLDERS:						PROPOSED PROJECT SCHEDULE:				
	Kolar Design	ConnecToledo Office	MKSK	The Mannik & Smith Group, Inc.	ConnecToledo Advisory Committee: City/SID/BID/ businesses Partners	ROVE IQ ? Others	2023-2024				
PROJECT PHASING							NOV	DEC	JAN	FEB	MAR
<b>PHASE 1: Discovery (Audit, Analysis &amp; Recommendations)</b>											
Kick off meeting with Team- review schedule etc. (Trip #1)	R	A	R	R	I						
Leadership Interviews & Tours of city	R	A	C	C	I						
Perform Exterior Sign Audit (Trip #2)	R	A	C	C	I						
Develop Design Criteria, Strategy, Vision	R	A	R	I	I						
Visioning Workshop: Share summary of wayfinding findings / Craft vision framework (Trip #3)	R	A	R	R	I						
Review existing City Methods: Fabrication/Installation Budgets	R	A	I	I	I						
Create Summary of Findings & Recommendations Report	R	A	C	R	I						
Revise Summary Report & Present to Advisory Committee (Trip #4)	R	A	R	C	I						
<b>PHASES 2: Strategy (Concept Design)</b>											
Refine Design Criteria, Strategy, Vision	R	C	C	I	I						
Develop New and/or Refine Existing Sign Family Concepts	R	A	C	C	I						
Develop Typical Programming Plan, Nomenclature, Message Hierarchy (Trip #5)	R	A	I	C	I						
Develop Sign Removal Plan	R	A	I	R	I						
Develop Phased Implementation Plan	R	A	C	C	I						
Develop a Fabrication/Installation Budget/Multi-phase/Year	R	A	I	I	I						
Create & Review Summary of Findings & Recommendations Report (Virtual)	R	A	I	R	I						
Revise Summary Report & Present to Advisory Committee (Trip #6)	R	A	I	C	I						
<b>LEGEND</b>											
<b>R</b> Responsible (usually one per task)											
<b>A</b> Approve (usually one per task)											
<b>C</b> Consult - Provide input, but not responsible											
<b>I</b> Inform											
<b>*</b> Indicates an in-person Trip											

## 6. CONSULTANTS EXPECTATIONS OF CONNECTOLEDO

We agree with the support you propose for the project. We have met with our sub-consultants who have previously completed work with ConnecToledo, and propose to follow a similar process for stakeholders interviews, review meetings and public presentations. Our presentations will be a combination of digital Zoom sessions for coordination and in person meetings for any workshops. In addition, if Client can provide Brand Standards, City & Stakeholder Masterplan(s), Any new Design plans, and any existing projects that would influence the growth of the system. Enclosed is a draft Roles and Responsibilities Matrix (RACI) that outlines our process and timeline per this proposal. It is our understanding that this project is mainly focused on the City of Toledo per the RFP, and that all internal meetings and committees will be formed/managed by ConnecToledo team. Upon completion of Phase 1, design of the system can typically be completed within a single design phase (Phase 2). In addition, a guidelines can then be developed (Phase 3) based on this new design standard.

## 7. FEE PROPOSAL

### ESTIMATED PROJECT COSTS

	KOLAR	MKSK	MSG
PHASE 1 - Discovery (Audit, Analysis & Recommendations)	\$ 18,700	\$ 8,400	\$4,600
PHASE 2 - Strategy (Concept Design)	\$18,400	\$3,500	\$6,200
<b>SUB-TOTAL FIRM ESTIMATE</b>	<b>\$37,100</b>	<b>\$11,800</b>	<b>\$10,800</b>
<b>TOTAL FEES</b>	<b>\$59,700</b>		

Additional Outside Service Expenses:  
(to be confirmed)

Travel/hotel etc.

Estimated: 4 trips x 2 people from 2 firms (\$750- \$800 a trip)

\$3,000.00 - \$4,000.00

### PROJECT ADMINISTRATION AND FEES

Our firm will include principals and technicians as needed. It is understood that the team will work under the project management and guidance of ConnecToledo. Our fees have been estimated for each phase based upon the tasks to complete and will be billed to ConnecToledo not to exceed the estimate below.

### REIMBURSABLE EXPENSES

All DIRECT project expenses are included within outlined fees. ADDITIONAL OUTSIDE SERVICE expenses such as photography, travel, expenses related to family focus groups, prototyping / mockup / plotting expenses, etc will be approved separately.

### OWNERSHIP

Ownership of Kolar-created photography and all approved creative work for this initiative, will be property of ConnecToledo.





## 8. PAST LITIGATION OR CONTRACT TERMINATIONS

Kolar Design, Inc. is pleased to share that we will serve as the prime consultant to complete the delivery of the services. We have never been terminated, debarred, suspended, proposed for debarment, declared ineligible or involuntarily excluded from covered transactions by any federal department or agency, City, County or the Ohio Department of Transportation. There has never been any litigation against the firm in our 33 year history.

## 9. COPYRIGHT RELEASE

See Following Page.



807 Broadway, 5th Floor  
Cincinnati, Ohio USA 45202  
main 513 241 4884

[www.kolardesign.net](http://www.kolardesign.net)



TO ConnecToledo  
Attn: Mac Driscoll, Projects Manager, ConnecToledo  
[mdriscoll@connectoledo.org](mailto:mdriscoll@connectoledo.org)

RE Permission to Photocopy and Distribute  
Copyrighted Images and Materials

DATE 09.15.2023

Dear ConnecToledo and the City of Toledo,

I am writing on behalf of Kolar Design, Inc., MKSK, and Mannik & Smith Group, the exclusive copyright owner of the images and materials enclosed in this RFP Submittal.

We acknowledge that you seek limited permission to photocopy and distribute these copyrighted images and materials for your reference.

Duration: The duration of this agreement is from 9/15/23 to 12/31/23

Distribution Channels: Materials may be distributed within the ConnecToledo network.

This permission is granted with the understanding that ConnecToledo will comply with all applicable copyright laws and regulations and will not use the copyrighted materials for any purpose beyond what is specified in this letter.

Any use of these materials beyond the scope of this RFP submittal or after the specified duration without our explicit consent will be considered a violation of our copyright and subject to legal action.

If you have any questions or need further clarification, please do not hesitate to contact us at 513-241-4884. Thank you for your cooperation in this matter.

Respectfully,

**Kelly Kolar**  
President + Founder  
Kolar Design  
[k.kolar@kolardesign.net](mailto:k.kolar@kolardesign.net)