



Response to Solicitation 575-11886

# Comprehensive Planning Consultant

## City of Fort Lauderdale

February 23, 2017







**Stantec Consulting Services Inc.**

226 Causeway Street, 6th Floor, Boston, MA 02114  
901 Ponce de Leon Boulevard, Suite 900, Coral Gables, FL 33134  
5172 Station Way, Sarasota FL 34233

February 23, 2017

City of Fort Lauderdale, City Hall  
Procurement Services Division  
100 N. Andrews Avenue, #619  
Fort Lauderdale, FL 33301  
ATTN: AnnDebra Diaz, Procurement Specialist

**RE: Solicitation 575-11886 Comprehensive Planning Consultant**

Dear Ms. Diaz,

Stantec's Urban Places Group is excited to submit our proposal to the City of Fort Lauderdale to create Volume I: Goals, Objectives, Policies of the City's Comprehensive Plan. The foundation of the plan will be the City's vision plan, *Fast Forward Vision Plan 2035*, and strategic plan, *Press Play Strategic Plan 2018*, as well as the adopted Evaluation and Appraisal Report and Data Inventory. A number of other plans and initiatives, from the Downtown and Riverwalk plans to the Sustainability Action Plan and resilience programs, are being implemented. Facing the challenge of balancing growth with quality of life, neighborhood character, economic development, and resilience to climate change, Fort Lauderdale's Comprehensive Plan process offers the opportunity to build consensus around an effective, integrated planning framework and plan of action for the future.

Our team knows South Florida. We have experience developing the City of Miami's most recent comprehensive plan update, the Miami Comprehensive Neighborhood Plan; the Miami 21 form-based code and planning project; planning and design of resilient infrastructure in the City of Miami Beach; and work with the Fort Lauderdale Museum of Science and Discovery; and other assignments.

Stantec is a global multidisciplinary consulting firm with more than 22,000 employees in more than 400 locations. Stantec's Urban Places Group (UPG), which is based in Boston, was created in 2014, when David Dixon, FAIA, and Larissa Brown, PhD, AICP, moved with colleagues to create a specialty planning and urban design practice within Stantec. UPG focuses on urban and urbanizing places, working with both public and private sector clients. UPG members facilitate urban revitalization, smarter growth, sustainability and resilience through integrated planning for land use, urban design, transportation, economic development, housing, open space, and equitable community development. We have experience building consensus in complex planning environments and with diverse communities. Our work has been recognized by multiple national, regional, and state awards from organizations such as the American Planning Association (APA), Congress for the New Urbanism (CNU), and the American Institute of Architects (AIA). And perhaps most importantly--our plans get implemented. As a boutique practice within a larger firm, UPG can draw on Stantec's technical specialists in a multitude of fields--design, engineering, real estate, environmental science, and other fields.

As the leader of the UPG comprehensive planning practice, I will be principal in charge and project manager for the Fort Lauderdale comprehensive plan project. I have prepared over twenty community-wide plans, six of which have won state APA or AIA awards in the last ten years, and one which won a national APA award. I was part of the project team for the last update to the Miami Comprehensive Neighborhood Plan and led the team that prepared Miami's award-winning Parks and Public Spaces Master Plan. I also led the preparation

of comprehensive plans for Corpus Christi (TX) and Warwick (RI), both coastal cities; Birmingham (AL); Shreveport (LA); and am now completing a general plan update for Fontana, (CA), a city of 210,000 in Southern California. I was the project manager for the New Orleans Master Plan, which won national and state APA awards and which is now completing its five-year plan update. As part of Stantec's resilience group, I focus on holistic planning for climate change adaptation in urban environments.

UPG's staff of planners, urban designers, architects, GIS specialists, landscape architects, and real estate analysts will support our planning work for Fort Lauderdale. Florida-based Stantec specialists in resilience, transportation, and infrastructure will also be part of our team.

Joining us for the Fort Lauderdale project are three subconsultants who will add their expertise to our Stantec team:

**Gelabert-Sanchez LLC, led by Ana Gelabert-Sanchez, AICP.** As planning director for the City of Miami, Ana conceived and led the Miami 21 planning process that transformed the planning and regulatory framework for the city and won numerous awards, including the American Planning Association National Planning Excellence Award for Best Practice in 2011. She received Governing Magazine's Top Public Official award in 2010, and the Congress for the New Urbanism Groves Award for Leadership and Vision in 2011.

**Nancy Stroud Esq., AICP.** A founder of Lewis, Stroud, and Deutsch, Nancy was the legal consultant for Miami 21 and the Miami comprehensive plan. She has many years' experience as a practicing land use lawyer focusing on government representation in South Florida, including Broward County, and she writes and speaks regularly on state land use law and the intersection of planning and the law.

**ConsultEcon, led by James Stevens,** provides economic development analysis and recommendations for plans, projects and institutions with a specialty in the tourism economy and attractions. The firm has completed over 50 assignments in Florida, including a study for the Museum of Discovery and Science in Fort Lauderdale.

Our team is ready to help the City develop public consensus and create an effective framework and program for Volume I: Goals, Objectives, Policies of the Comprehensive Plan. We look forward to the possibility of working with you to create a plan that is community-based, user-friendly, and implementation-focused. We would be happy to present our qualifications and approach to you in person. If you have any questions or require additional information, please do not hesitate to call me for more details.

Sincerely yours,

**Stantec Consulting Services Inc. | Stantec Urban Places Group**



Larissa Brown, Ph.D., AICP  
Principal, Urban Places Group  
(617) 654-6070  
larissa.brown@stantec.com

# What's Inside

<b>1. Executive Summary .....</b>	<b>1</b>
Firm Background .....	1
Summary of Proposal .....	1
<b>2. Experience and Qualifications .....</b>	<b>2 - 37</b>
Firm History & Expertise .....	3 - 5
Project Team and Bios .....	5 - 8
Similar Projects .....	9 - 18
Team Member Resumes .....	19 - 37
<b>3. Approach to Scope of Work .....</b>	<b>38 - 49</b>
Understanding & Approach .....	38 - 41
Proposed Work Plan .....	42 - 47
Scheduling .....	48
Workload, & Resources .....	49
<b>4. References .....</b>	<b>50 - 51</b>
<b>5. Subconsultants .....</b>	<b>52 - 53</b>
M/WBE Participation .....	53
Subconsultant Information .....	53
<b>6. Required Forms .....</b>	<b>54 - 63</b>





# Executive Summary

# 1

## Firm Background

**Business entity:** Stantec Consulting Services Inc. (Stantec)

**Background:** The Stantec community unites approximately 22,000 employees working in over 400 locations across six continents. Our work—urban planning, landscape architecture, environmental sciences, engineering, architecture, and project economics, from initial project concept and planning through design, construction, and commissioning—begins at the intersection of community, creativity, and client relationships. With a long-term commitment to the people and places we serve, Stantec has the unique ability to connect to projects on a personal level and advance the quality of life in communities across the globe. Stantec trades on the TSX and the NYSE under the symbol STN.

**Main offices:** For this project, Stantec staff from the Boston, Coral Gables, and Sarasota offices will service this contract, with project leadership from the Boston office.

Boston	226 Causeway Street, 6th Floor, Boston, MA 02114
Coral Gables	901 Ponce de Leon Blvd Ste 900, Coral Gables, FL 33134
Sarasota	5172 Station Way, Sarasota FL 34233

**Officers, principals, supervisory staff and key individuals:** Description of staff and key individuals in section 2, including resumes. Key leadership includes:

Joe Geller, Vice President (Boston)  
David Dixon, Senior Principal (Boston)  
Larissa Brown, Principal (Boston)

## Summary of proposal

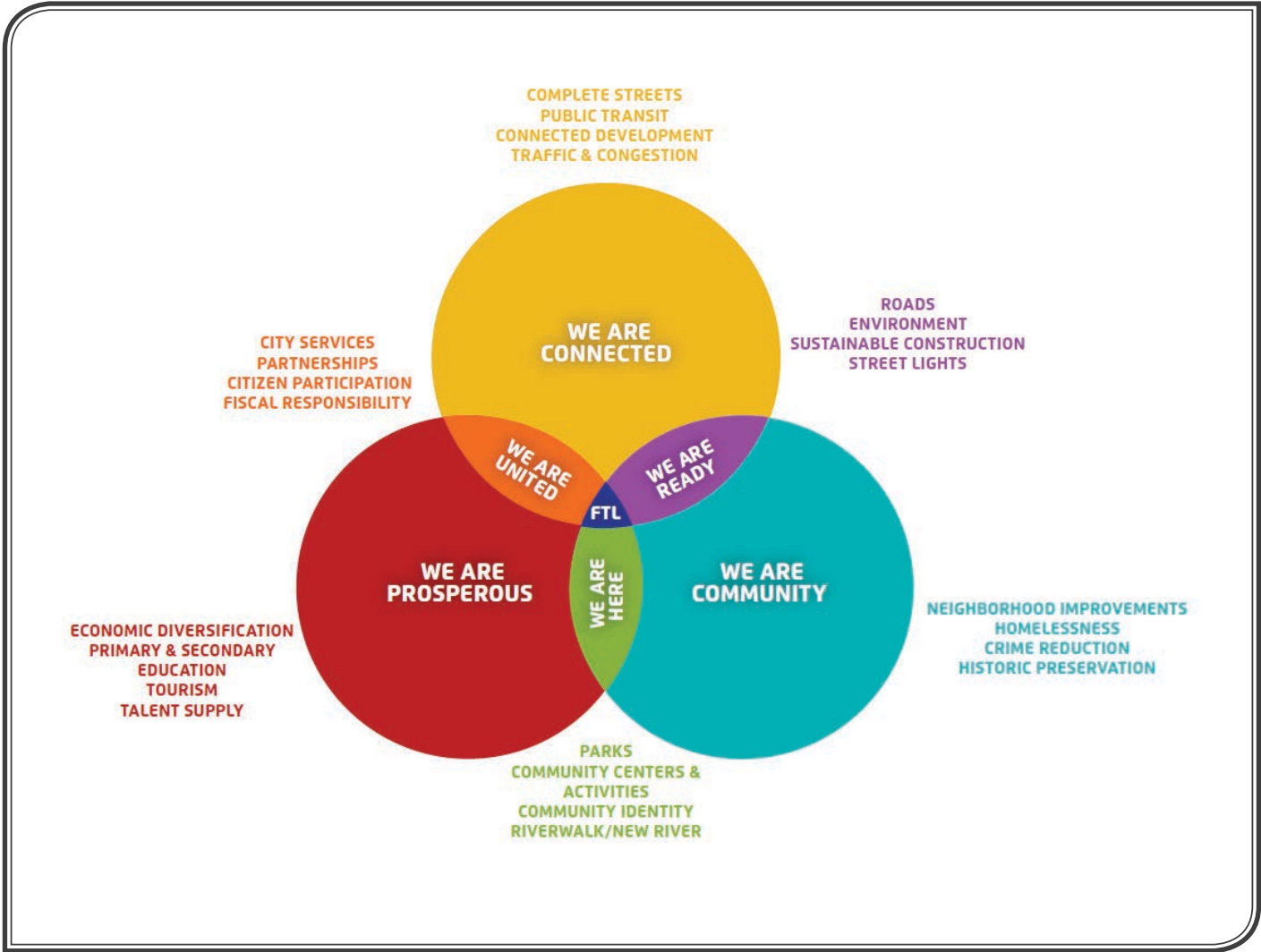
Fort Lauderdale is entering the second phase of its comprehensive plan update--Volume I: Goals, Objectives, Policies—and needs a plan that is aligned with the City’s *Fast Forward Vision Plan 2035* and *Press Play Strategic Plan 2018*. With an additional 50,000 people expected by 2030 and high growth, the “Venice of America” faces the challenge of balancing growth, quality of life and neighborhood character, and economic prosperity, while simultaneously preparing for the cost of meeting the challenges of climate change and sea level rise. To ensure that the Comprehensive Plan reflects a community consensus, a robust public engagement program will help create a constituency for the plan.

The Stantec team is led by Larissa Brown, PhD, AICP of Stantec’s Urban Places Group, a planning and urban design boutique practice within Stantec’s global multidisciplinary consulting firm in operation since 1954. Larissa has prepared over 20 comprehensive plans for communities across the country, with six state and one national APA awards in the last ten years, all with extensive public engagement programs. She knows Florida planning through her work as a member of the team for the City of Miami’s comprehensive plan update and leadership of Miami’s Parks and Public Spaces Master Plan. Florida-based Stantec transportation, infrastructure, and climate change experts will bring their experience with communities such as

the City of Miami Beach. In addition, ConsultEcon, a national economic development consultant with special expertise in tourism and over 50 assignments in Florida, will also be part of the team. We are also joined by two South Florida planning leaders: Ana Gelabert-Sanchez AICP of Gelabert-Sanchez LLC, former City of Miami Planning Director and award-winning leader of the Miami 21 zoning and planning process, and Nancy Stroud Esq., AICP of Lewis, Stroud & Deutsch member of the legal team for Miami 21, Nancy is a well-known practicing land use lawyer representing municipalities in South Florida.

Stantec team members will organize and implement a robust public engagement program, both face-to-face workshops and digital outreach, including use of smartphone surveys and the CiviComment digital platform to capture public comment. Interviews and focus groups with staff, elected and appointed officials, advisory groups, and community stakeholder groups will be used to discuss and refine the Goals, Objectives, and Policies. We will reorganize Volume I to align with the City’s system of Cylinders of Excellence and Internal Support Platform and work closely with staff and stakeholders to create a community-based, user-friendly, visual, and implementation-focused Comprehensive Plan that will help Fort Lauderdale achieve its vision as a community of choice and “the city you never want to leave.”





Credit: City of Fort Lauderdale, Fast Forward Vision Plan 2035



# Experience & Qualifications



## Firm History & Expertise

Founded in 1954, Stantec is a global corporation providing professional consulting services in planning, engineering, architecture, interior design, landscape architecture, surveying, environmental sciences, project management, and project economics for infrastructure and facilities projects. The company provides services on projects around the world through over 22,000 employees operating out of more than 400 locations in North America and 7 locations internationally.

Stantec is registered as authorized to transact business in the State of Florida (on file with the Department of State as corporation number F0100005948). Information on staff licenses can be found on the resumes within this section. The project will be led from the Urban Places Group's Boston office, with supporting team members from Florida offices.

### **Stantec's Boston Office**

226 Causeway Street, 6th Floor, Boston, MA 02114  
P: (617) 654-6070 | F: (617) 523-4333  
E: [larissa.brown@stantec.com](mailto:larissa.brown@stantec.com)  
[www.stantec.com](http://www.stantec.com)

Stantec's Urban Places Group (UPG) is a specialized practice within Stantec. David Dixon, FAIA, and Larissa Brown, PhD, AICP, have led the group since its establishment in 2014, when they and four other colleagues from Goody Clancy joined Stantec. Together they have led plans that have won more than three dozen awards for excellence from the American Planning Association, the American Institute of Architects, the Congress for the New Urbanism, and other professional associations, as well as numerous plans that have been successfully implemented. The UPG maintains the client focus and responsiveness of a boutique firm, but because we are part of one of the world's largest design/ engineering firms, we can also call on field-leading experts in a broad array of disciplines.

With this clear focus and a unified interdisciplinary approach, the planners, urban designers, architects, landscape architects, graphic designers, and GIS specialists of the Urban Places Group help communities across North America develop visions and plans to chart a path toward greater livability, opportunity, equity, sustainability, and resilience. We are experienced across scales, from multicounty regions to cities, neighborhoods, and specific sites. We are committed to collaborative planning based on an interactive dialogue with community members and known for achieving successful outcomes in complex planning environments with multiple, diverse stakeholders.

Multidisciplinary expertise is a Stantec strength. In addition to the UPG, our team for Fort Lauderdale includes Florida-based Stantec experts in transportation, infrastructure, and resilience. Should specific technical issues emerge during the planning process, our team will have access to Stantec's deep bench of expertise, with national leaders in resilience, civil engineering, environmental science and management, infrastructure, brownfields remediation, transportation planning, power generation, and real estate and project delivery.

Larissa Brown PhD AICP leads the Stantec UPG comprehensive master planning practice. She has prepared over twenty community-wide plans for communities around the country. Six of those plans have won state APA or AIA awards in the last ten years, as well as a national APA award. Larissa is also a member of Stantec's Resilience Group. In 2015 she participated with other Stantec professionals as a Subject Matter Expert in several Resilience Academies organized by the Rockefeller Foundation for jurisdictions eligible to compete in HUD's National Disaster Resilience Competition (NDRC). Larissa and other Stantec staff assisted eight jurisdictions with their applications for NDRC funding, many of which were successful.

## Our Team and South Florida

The Stantec team brings extensive experience in South Florida and elsewhere in the state.

- Project director Larissa Brown, PhD AICP, was a member of the team that prepared the City of Miami's most recent plan (Goals, Policies, Objectives) after having prepared the award-winning City of Miami Parks and Public Spaces Master Plan. She also led a study on how to incorporate a distance-based open space requirement in Miami's regulatory structure.
- Working with a private developer, Stantec's Urban Places Group recently prepared the Waterfront District Master Plan for a 50-acre "wellness district" in Tampa (FL) including the

urban design framework for open space, retail, bike lanes, and more than 3 million square feet of development.

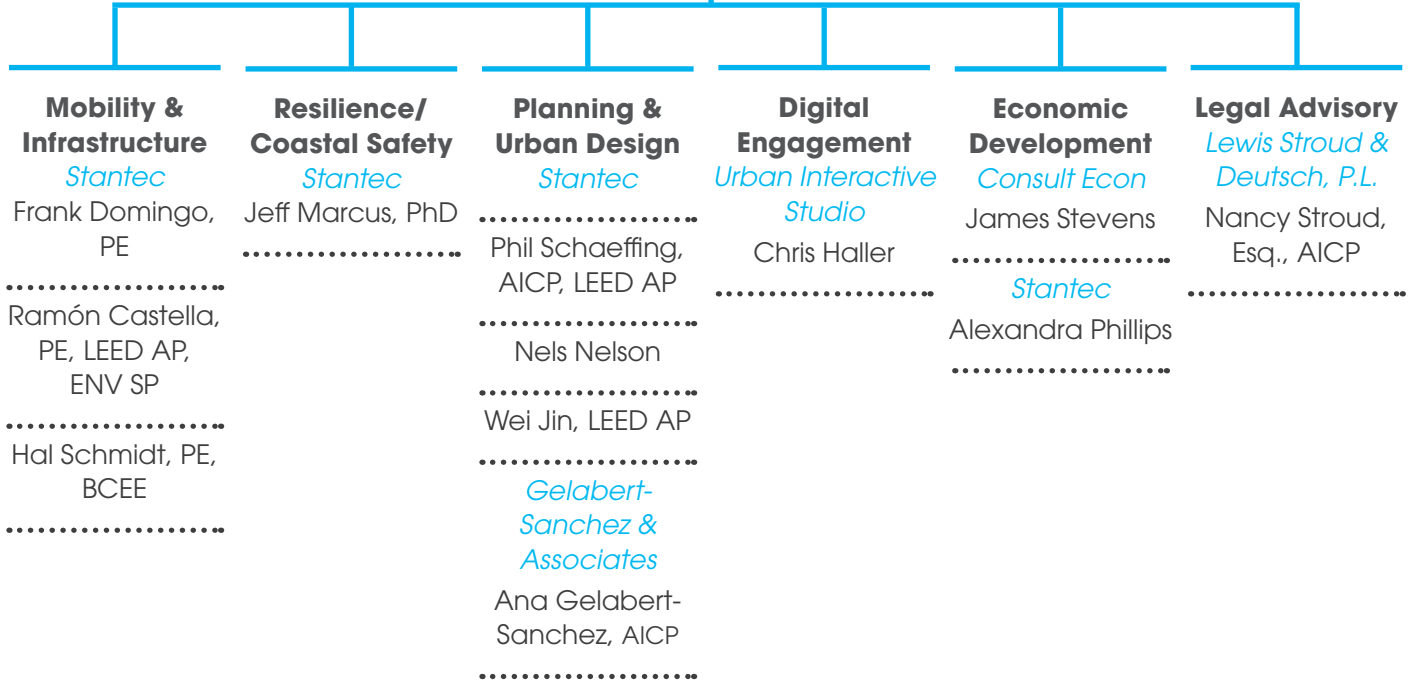
- Frank Domingo, PE, has transportation planning and design experience, including multimodal planning on a team led by Larissa for the Corpus Christi (TX) Comprehensive Plan.
- Engineering and resilience team members from the Stantec Coral Gables office include Ramón Castella, PE, LEED AP, ENV SP, who has managed public and private infrastructure projects throughout Florida, and Jeff Marcus, PhD, who is managing all of Stantec's work with the City of Miami Beach to design resilience retrofits related to the city's tidal flooding and sea level rise issues.
- Hal Schmidt, PE, BCEE, is a Florida registered professional engineer. He has over 35 years of experience in the planning, permitting, design, construction management, and start-up of over \$2.5B worth of municipal water and wastewater capital improvement projects and has seen such projects from master planning through construction.

Our partners, Ana Gelabert AICP and Nancy Stroud, Esq., AICP, have distinguished careers in the region and ConsultEcon has worked on 50 projects in Florida, including Fort Lauderdale.

- As planning director for the City of Miami, Ana conceived and led the Miami 21 planning process that transformed the planning and regulatory framework for the city and won numerous awards, including the American Planning Association National Planning Excellence Award for Best Practice in 2011. She received *Governing Magazine's* Top Public Official award in 2010, and the Congress for the New Urbanism Groves Award for Leadership and Vision in 2011. She now consults in the region and serves as a Urban Planning and Design Critic at the Harvard Graduate School of Design.

# City of Fort Lauderdale

**Project Director/Manager**  
*Stantec*  
 Larissa Brown, PhD, AICP



- Nancy Stroud has many years’ experience as a practicing land use lawyer in South Florida, including Broward County, and she writes and speaks regularly on state land use law and the intersection of planning and the law. She was the legal consultant for the Miami 21 planning process and form-based land development regulations and for the City’s update to the Miami Comprehensive Neighborhood Plan.
- ConsultEcon provides economic development analysis and recommendations, with a specialty in the tourism economy and attractions. Clients in Florida have included the Museum of Discovery and Science in Fort Lauderdale, the Pérez Art Museum in Miami, a study of spring baseball training economic impacts in Fort Myers, and a tourism tracking study for Lee County.

## Project Team

### Stantec Project Leadership

The entire Fort Lauderdale project team will be led by project director and manager **Larissa Brown PhD, AICP**. Larissa will be the primary client contact and responsible for the entire process and delivery of interim and final documents. Larissa has prepared over twenty community-wide plans, six of which have won state APA or AIA awards in the last ten years, and one which won a national APA award. She was part of the project team for the last update to the Miami Comprehensive Neighborhood Plan. She led the preparation of plans for Corpus Christi (TX) and Warwick (RI), both coastal cities; Birmingham (AL); Shreveport (LA); and she is now completing a general plan update for Fontana, (CA), a city of 210,000 in Southern California. She

was project director for the New Orleans Master Plan, which won a national APA award, and is now completing its five-year plan update. Larissa's award-winning City of Tyler (TX) comprehensive plan led to implementation of over two-thirds of the recommendations and an update in five years. She also led preparation of an award-winning citywide parks and public spaces plan for the City of Miami (FL).

Larissa is part of Stantec's resilience group, focusing on holistic planning for climate change adaptation. She was director and project manager for the post-Hurricane Katrina New Orleans citywide master plan, which included a plan element on Resilience. Follow-up work for New Orleans included design guidelines for raising houses above BFE (Base Flood Elevation). Since then she has included resilience as a plan element or theme in all her comprehensive planning work. In 2015 she served as a subject matter expert and facilitator for three regional Resilience Academies organized by the Rockefeller Foundation to assist jurisdictions eligible to apply for the HUD National Disaster Resilience Competition. She assisted the Commonwealth of Virginia in a successful application for funding under the competition for projects in the Hampton Roads region, which, like South Florida, is experiencing tidal and storm flooding as a result of sea level rise.

Larissa also understands planning from many perspectives. She has served as a planner for a municipal government and a regional planning agency. She also co-founded a state-wide planning advocacy organization, the Massachusetts Smart Growth Alliance, and was a volunteer member and chair of the Cambridge (MA) Planning Board during a period of intense development activity and rezoning of all nonresidential areas.

## Stantec Technical Team

The Stantec technical team includes staff with expertise in planning, urban design, GIS, transportation, infrastructure, resilience, and real estate analysis.

**Nels Nelson** is a planner and urban designer who has experience across scales, working on comprehensive master plans (including GIS) and district plans. He has provided analysis, mapping, and community engagement facilitation for several comprehensive plan projects, including Fontana (CA) and Corpus Christi (TX). He was one of the principal urban designers working on the Tampa urban waterfront district. Other urban design work includes redevelopment plans in Austin (TX) and Baton Rouge (LA), mall redevelopment plans with a focus on creating multi-modal connections and human-scale spaces, and he was a lead author of the West Blatchford Design Guidelines for the redevelopment of an airport in Edmonton, Alberta, to a new mixed-use walkable and transit oriented development.

**Phil Schaeffing, AICP**, is a planner and urban designer and has worked on a variety of downtown and neighborhood revitalization plans, transit oriented developments, strategic urban design interventions, as well as comprehensive plans.

**Wei Jin, LEED AP**, an urban designer and architect, has experience on a wide range of architectural and urban design projects, ranging from mixed-use and residential planning and design, to campus planning. Her strong design skills and environmental sensitivities integrate physical design solutions with social aspects and natural systems. She has produced concept plans and renderings for comprehensive plans in New Orleans, Birmingham, Shreveport, and Corpus Christi, as well as for many other planning and urban design projects.

**Alexandra Phillips** is an experienced real estate analyst with a master's degree in urban planning, a combination that gives her a broad perspective on real estate development. She is currently providing market-based analysis for a several of the Urban Places Group's comprehensive plans.

**Jeff Marcus Ph.D.**, based in Stantec's Coral Gables office, is an environmental scientist with a specialty in resilience. He is currently managing Stantec's work for the City of Miami Beach to make the city's infrastructure more resilient to tidal flooding and sea level rise, including moving from a gravity drainage system to a pump system, raising streets, new sea walls, and a living shoreline. In the Comprehensive Plan process, Jeff will work with the rest of the team to focus on climate change and resilience, including options for infrastructure, and on coastal management.

**Ramón Castella, PE, LEED AP, ENV SP**, from Stantec's Coral Gables office, has managed a wide array of water, wastewater, and stormwater projects throughout Florida and the Caribbean, from planning projects to detailed design. He will have primary responsibility for developing the infrastructure element/subelements of the plan, including public engagement activities, and will work closely with the rest of the team to insure that infrastructure Goals, Objectives and Policies are effectively integrated with the rest of the plan.

**Frank Domingo, PE**, is a transportation planner and engineer based in Stantec's Sarasota office. With a full understanding of multimodal planning as well as traffic, Frank worked with Larissa on the Corpus Christi (TX) Comprehensive Plan. He will have primary responsibility for developing the transportation element of the plan, including public engagement activities, and will work closely with the rest of the team to ensure that transportation Goals, Objectives and Policies are effectively integrated with the rest of the plan.

**Hal Schmidt, PE, BCEE**, based in Tampa, is responsible for the technical oversight of master planning through the detailed design and construction of major water related infrastructure projects. Work in Florida includes Miami-Dade County, Venice, Sunrise, Cape Coral, Palm Beach, and others. Hal will advise on water and wastewater infrastructure, climate change, and resilience.

## Subconsultants

**Ana Gelabert-Sanchez AICP**, principal of Gelabert-Sanchez LLC, has over 25 years' experience in the planning field. She was Planning Director for the City of Miami from 1998 to 2010. As Planning Director, Ana led the Miami 21 initiative, a planning process and form-based zoning code that takes a holistic approach to land use and urban planning, making Miami a more sustainable, pedestrian-friendly and better-planned city. Miami was the first major U.S. city to adopt a form-based zoning citywide code. Miami 21 won numerous awards, including the American Planning Association National Planning Excellence Award for Best Practice in 2011.

Ana directed all urban planning programs, including coordinating, developing, and implementing Miami's Comprehensive Neighborhood Plan (MCNP), directing a professional staff in the areas of general planning, land development, urban design, historic preservation, and community planning. She led several planning efforts, including the Museum Park Master Plan, the Coconut Grove Master Plan, the Virginia Key Master Plan, and the Parks and Public Spaces Master Plan. Ana also led the review and approval of more than 75,000 residential units, approximately 6,000 hotel rooms, over 8 million square feet of office space, and 7 million square feet of retail space, contributing to Miami's urban growth.

In 2010 she was awarded a Loeb Fellowship at Harvard University's Graduate School of Design and she is currently an Urban Planning and Design Critic at the Harvard Graduate School of Design. She was named Top Public Official of the year for 2010 by Governing magazine and received the CNU Groves Award on Leadership and Vision in 2011.

In the Fort Lauderdale planning process, Ana will provide strategic advice, especially on the Public Places, Neighborhood Enhancement, and Internal Support Cylinder elements.

**Nancy Stroud, Esq. AICP** is a founding partner of Lewis, Stroud & Deutsch, a law firm based in Boca Raton, with a practice throughout South

Florida. She heads the firm’s Land Use Department and specializes in land use law and municipal representation. In addition to being an attorney, Nancy is also a member of the American Institute of Certified Planners. She was an advisor to the Miami 21 process and a member of the consultant team that prepared the MCNP. Nancy is co-author of the LEXIS land use treatise, *Planning and Control of Land Development: Cases and Materials* (8th ed.), a leading land use textbook for law students. As a member of the Stantec Fort Lauderdale comprehensive plan team, Nancy, who has worked with both Larissa and Ana, will provide guidance on land use and zoning issues. Her broad experience will deepen our team’s focus on implementation-ready elements.

**ConsultEcon** has completed 50 assignments in the State of Florida. The firm’s work spans economic development cluster analyses to specialized tourism studies. Led by **James Stevens**, ConsultEcon will have primary responsibility for the Economic Development element of the Comprehensive Plan and public engagement activities relevant to economic development.

**Urban Interactive Studio** will provide an interactive digital comment tool for the project, CiviComment, a public comment tool that allows members of the public to comment directly on draft documents in pdf, (and comment on others’ comments).



## Public engagement

Stantec’s Urban Places Group is highly experienced in developing and implementing community participation programs, both face-to-face and digital. Digital engagement has become increasingly important for busy residents and providing on-line opportunities for engagement also helps us to reach some demographics that otherwise are difficult to engage. At the same time, we recognize that some people do not have access to or prefer not to use online resources. The public engagement program, therefore, must be as diverse as the people we are trying to reach.

We have developed and implemented outreach programs for multiple projects, and organized and facilitated hundreds of interactive workshops and charrettes, as well as digital surveys and exercises. We have interviewed and collaborated with a diverse

array of local officials, stakeholders, neighborhood groups, and other community-based organizations. Because of this long experience, we are skilled in building consensus in a context of multiple client groups and interests and multiple stakeholders, as will be the case in the Fort Lauderdale project.

## Ability to meet time and budget

Our team leadership has an excellent track record of meeting deadlines and staying within budgets for agreed-upon scope. Projects of this type that require many public and stakeholder engagement opportunities and client approvals can have complex scheduling issues and we will work closely with the City to ensure that the project is moving forward in a timely manner and within budget.



# Stantec sustainable business and conservation commitments

Stantec is committed to being a leader and model of sustainability by doing business in a way that meets the needs of the present while contributing to an environmentally, socially, and economically sustainable future. This commitment is at the heart of how Stantec operates and how it delivers solutions to its clients and is vital to its long-term success in achieving its vision. Stantec will focus its efforts in the areas where it believes that it can have a significant impact, as follows:

- Building a leading sustainability consulting practice in the markets it serves by:
  - » Using its expertise, experience, and influence to advance the sustainability of its valued clients
  - » Incorporating sustainability into all its service offerings
  - » Marketing and selling sustainable development services across all sectors
- Integrating sustainability into its overall operations and everyday practice by:
  - » Implementing best industry, employee, and vendor practices to reduce resource use, waste, and emissions while increasing efficiency and effectiveness
  - » Fostering an understanding of sustainability at all levels of the organization in ways that are both personally and professionally relevant

- » Embracing an accountable and transparent governance and leadership structure that integrates sustainability considerations into all its business decisions
- » Reporting on its sustainability performance and achievements

Stantec strives to achieve the following:

- **Environmental Progress**—Reduce its impact on the environment by progressing toward least impact approaches to resource and energy use, waste, and emissions of carbon and toxins
- **Social Progress**—Engage with stakeholders and support the communities in which it operates
- **Economic Viability**—Demonstrate that its sustainability efforts lead to long term business vibrancy and viability in concert with its vision, strategic plan, and business objectives

Sustainability performance accomplishments are published in an annual report prepared in accordance with the Global Reporting Initiative’s G4 comprehensive framework, which enables transparent and consistent sustainability reporting.

Stantec is also an early and continuing supporter of the Envision rating system for infrastructure projects. This system takes a triple bottom line approach to assessing infrastructure projects from planning to operation. ([www.sustainableinfrastructure.org](http://www.sustainableinfrastructure.org))



# Similar Projects & Team Qualifications

The following pages detail our relevant industry honors and awards, experience with other agencies of similar size and scope, and team member resumes.

## Selected Honors and Awards

### Comprehensive Master Plans

#### *National—American Planning Association (APA)*

2011 National Award for a Hard-Won Victory, City of New Orleans Master Plan and Comprehensive Zoning Ordinance

#### *State APA and AIA (American Institute of Architects)*

2014 Rhode Island: Award for Comprehensive Plan, City of Warwick Comprehensive Plan

2014 Alabama: Award for Outstanding Comprehensive Plan, City of Birmingham Comprehensive Plan

2012 Louisiana: Award for Comprehensive Planning, Shreveport-Caddo 2030 Master Plan

2011 Louisiana: Award for Comprehensive Planning, City of New Orleans Master Plan and Comprehensive Zoning Ordinance

2008 Texas Society of Architects: Planning Award, Tyler 21 Comprehensive Plan, City of Tyler

2007 Massachusetts: Outstanding Planning Award for Comprehensive Planning, Town of Wellesley Comprehensive Plan

2005 Massachusetts APA: Excellence in Planning, Brookline Comprehensive Plan

2004 Massachusetts APA: Honor Award, Growing Smarter in Plymouth's Fifth Century: A Strategic Action Plan for the Town of Plymouth, MA

### Other Selected Awards

#### *International Downtown Association*

2016 Merit Award, Downtown Brockton Action Strategy, Brockton, Massachusetts

#### *National Congress for the New Urbanism (CNU)*

2011 Grand Prize for Professional Projects, South Coast Rail Economic Development and Land Use Corridor Plan, Massachusetts

2006 Charter Award, Boston's Newest Smart Growth Corridor, Boston, Massachusetts

#### *National American Institute of Architects (AIA)*

2007 Honor Award for Urban & Regional Design, Boston's Newest Smart Growth Corridor, Boston, Massachusetts

#### *CNU New England*

2011 New England Chapter Award, South Coast Rail Economic Development and Land Use Corridor Plan, Massachusetts

2006 New England Chapter Award, Boston's Newest Smart Growth Corridor, Boston, Massachusetts

#### *State APA*

2009 Massachusetts—President's Award, South Coast Rail Economic Development and Land Use Corridor Plan, Massachusetts

2007 Florida—Award of Merit, Miami Parks and Public Spaces Master Plan, Miami, Florida

*\*Awards prior to 2016 were awarded for projects members of our team completed as part of Goody Clancy.*



## City of Miami Parks and Public Spaces Master Plan and Parks Level of Service Study Miami, FL

### Services

Public Spaces Plan  
2006–2007

Level of Service Study  
2012

---

Planning services

### Results

Adopted

### Plan Link



[http://www.miamigov.com/planning/docs/plans/MP/Parks\\_Master\\_Plan.pdf](http://www.miamigov.com/planning/docs/plans/MP/Parks_Master_Plan.pdf)

While at Goody Clancy, **Larissa Brown** developed a master plan for Miami that creates a framework for the city’s continuing growth in the 21st century. New residents, new visitors, new investment, the dynamism of immigrant communities, and neighborhoods in renovation are transforming Miami into America’s next international city. Exhaustively exploring multiple perspectives—including environment, urban design, recreation, community development, culture, and changing demographics—the plan re-envisioned the public realm as a citywide system of parks and public spaces.

The plan balances a citywide strategy for a system of green infrastructure and a set of district-level plans for each of the city’s thirteen neighborhood planning districts. With wide support, implementation began even before the plan’s adoption in May 2007.

The Parks Level of Service Study followed up the Master Plan in 2012, applying a “composite value level of service” to assess both the condition of the park system as a whole and the degree to which each park is accessible within a comfortable walk by its local community and meets their unique needs. Parks are classified by type, scored based on a standardized amenity and condition assessment survey, and mapped relative to socioeconomic and demographic profiles by neighborhood and census block. The study provides a reproducible and updateable methodology that helps the city prioritize needs and direct open space investment.



## Waterside Downtown District Master Plan Tampa, Florida

Services  
2016

Urban planning and  
design services

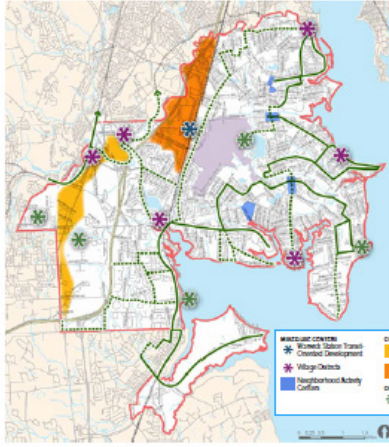
Results  
Adopted by  
developer

Implementation in  
progress

Our master plan transforms more than 40 acres dominated by parking lots into Tampa’s first mixed-use, walkable downtown district. Fusing wellness, urban amenity, culture, and community, the developer aims to create a nationally prominent destination that functions first and foremost as a lively and distinctive urban neighborhood. The master plan—created in close collaboration with walkability advocate Jeff Speck—gathers an unusual range of activities within a five-minute walking radius: more than 3,000 housing units; 1,200,000SF of offices; 500,000SF of retail; 1,000 hotel rooms; a new medical school for the University of South Florida; and a major museum, all integrated into a walkable network of landscaped streets, parks, and squares.

A new street network reconfigures an existing high-volume arterial to create a diverse environment that invites residents and visitors to stroll along a main street lined with unique shops and restaurants. The street connects to Channelside, the walkable heart of a busy food, entertainment, and sports scene anchored by the Tampa Bay Lightning’s arena. An animated civic square, dotted with interactive art and lined with a rich mix of hotels, cafés, stores and maker spaces, faces the arena. On the far end of the plaza a staircase—inspired by Rome’s “Spanish Steps”—follows a cascading freshwater fountain down to a waterfront park, rebuilt as a series of lush outdoor “rooms.” Each has a distinct theme or use, from interpreting local history to promoting active exercise to encouraging quiet reflection to hosting organized games—and plenty of perches for watching boat traffic moving in and out of the port. Next to the park, the ground floors of new hotels open onto the sidewalk, bringing new life to a little-used street with outdoor cafés and restaurants.

## Our Vision for 21st-Century Warwick



- **The Warwick Station District** as a vibrant live-work-play growth hub with mixed-use, transit-oriented development
- **Village and neighborhood centers** combining housing and shops in walkable environments
- **An Innovation District** for 21st-century business and advanced manufacturing
- **Design and aesthetic improvements** to keep our regional retail corridor attractive and improve our neighborhood retail centers
- **More safe and convenient ways to walk and bike around the city**
- **Preservation, protection, and enhancement** of our open space, environmental resources, waterfront, and coastal waters for today and future generations.

"A connected, sustainable, and prosperous coastal city of livable neighborhoods and walkable villages... We are strengthening our city and community to meet the needs of current and new generations of Warwick residents." —FROM THE VISION

"If we invest in the city, the city will give back." —WARWICK RESIDENT

## 21st-Century Warwick: City of Livable Neighborhoods Warwick, Rhode Island

### Services

2011–2013

Planning services

### Results

Adopted & implemented

Delivered on-time and on-budget with adjustments for additional requested work



2014 APA Rhode Island Chapter, Award for an Excellent Comprehensive Plan

### Plan Link



[www.warwickri.gov/planning-department/pages/comprehensive-plan](http://www.warwickri.gov/planning-department/pages/comprehensive-plan)

A full update of Warwick's comprehensive plan was prepared by a consultant team led by **Larissa Brown** while at Goody Clancy. The plan provides a framework for the city of 82,000 people to become a more connected, prosperous, and sustainable community, building on current efforts to enhance historic villages, promote transit-oriented development at the intermodal Warwick Station, and improve neighborhood quality of life. Along with elements on green systems, housing and neighborhoods, economic development, infrastructure and community services, the plan also provides recommendations on energy efficiency and resilience, particularly in relation to flood risks and coastal sea level rise. An extensive community engagement process included topic- and location-based public meetings and an online survey that attracted more than 700 responses. In addition, the project provided Warwick with new GIS data.

Major outcomes of the plan included:

- Investments in infrastructure for livability and economic vitality—multimodal transportation, water/wastewater system improvements, and telecommunications;
- A coordinated program to manage impacts of development in order to reduce and eliminate pollution in fresh and coastal waters;
- Walkable, mixed-use village centers add new living options to the city's suburban neighborhoods of single family homes and provide new centers of community activity;
- Connected neighborhoods and community destinations, such as parks, coastline, schools and commercial districts, through pedestrian and bicycle routes;
- Modern and competitive regional and local technology and commercial districts through creation of the Warwick Innovation District and design improvements to regional retail districts;
- Transit-oriented development at the Warwick City Centre intermodal district;
- Strategies to work with the state on sea level rise and flooding.

# THREE APPROACHES TO ACHIEVING THE 2030 VISION

## cautious CURRENT TRENDS IMPROVED



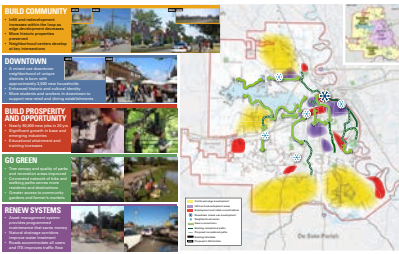
**Smart Growth**  
 To meet the needs of the future, the plan calls for a mix of land uses and transportation options that are walkable, bikeable, and transit-oriented. It also calls for a mix of housing types and densities that are affordable and sustainable.

**Unique Identity**  
 The plan calls for a mix of land uses and transportation options that are walkable, bikeable, and transit-oriented. It also calls for a mix of housing types and densities that are affordable and sustainable.

**Invest in Place**  
 The plan calls for a mix of land uses and transportation options that are walkable, bikeable, and transit-oriented. It also calls for a mix of housing types and densities that are affordable and sustainable.

**Invest in People**  
 The plan calls for a mix of land uses and transportation options that are walkable, bikeable, and transit-oriented. It also calls for a mix of housing types and densities that are affordable and sustainable.

## focused SELECTED INITIATIVES



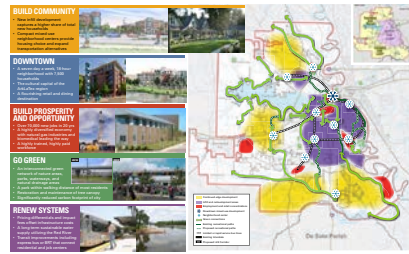
**Smart Growth**  
 To meet the needs of the future, the plan calls for a mix of land uses and transportation options that are walkable, bikeable, and transit-oriented. It also calls for a mix of housing types and densities that are affordable and sustainable.

**Unique Identity**  
 The plan calls for a mix of land uses and transportation options that are walkable, bikeable, and transit-oriented. It also calls for a mix of housing types and densities that are affordable and sustainable.

**Invest in Place**  
 The plan calls for a mix of land uses and transportation options that are walkable, bikeable, and transit-oriented. It also calls for a mix of housing types and densities that are affordable and sustainable.

**Invest in People**  
 The plan calls for a mix of land uses and transportation options that are walkable, bikeable, and transit-oriented. It also calls for a mix of housing types and densities that are affordable and sustainable.

## bold FULL ENGAGEMENT



**Smart Growth**  
 To meet the needs of the future, the plan calls for a mix of land uses and transportation options that are walkable, bikeable, and transit-oriented. It also calls for a mix of housing types and densities that are affordable and sustainable.

**Unique Identity**  
 The plan calls for a mix of land uses and transportation options that are walkable, bikeable, and transit-oriented. It also calls for a mix of housing types and densities that are affordable and sustainable.

**Invest in Place**  
 The plan calls for a mix of land uses and transportation options that are walkable, bikeable, and transit-oriented. It also calls for a mix of housing types and densities that are affordable and sustainable.

**Invest in People**  
 The plan calls for a mix of land uses and transportation options that are walkable, bikeable, and transit-oriented. It also calls for a mix of housing types and densities that are affordable and sustainable.

## Great Expectations: Shreveport-Caddo 2030 Master Plan Shreveport & Caddo Parish, LA

The Great Expectations plan puts Shreveport and surrounding Caddo Parish on a new strategic path for the 21st century, moving the 300-square-mile planning area toward more jobs, more households, smarter growth patterns, and a better quality of life for all. **Larissa Brown** led the plan while at Goody Clancy, developing a process that drew in thousands of people through public opinion surveys, visioning events, neighborhood workshops and open houses, and a comprehensive website. The city's first comprehensive master plan in more than five decades, this 20-year plan (including a fiscal analysis) provides strategies and an action plan to achieve the community's vision for a prosperous, creative, and green city with a revitalized downtown and inner city. The master plan is built around four themes:

**Grow Smarter.** After a generation of sprawl without growth, strategies to promote development "inside the loop" rather than at the edges and in rural areas; creation of a unified development code reflecting the master plan and high development standards; creation of walkable mixed-use centers and urban villages; and public transportation improvements.

**Celebrate Uniqueness.** With the only truly urban downtown in the region, Shreveport has a rich history, a beautiful landscape, and a unique cultural mix. The plan lays out clear steps for downtown revitalization.

**Invest in People.** To provide opportunity for all, the economic development program must focus on human capital, including investment in retaining and attracting talent, providing a hospitable environment for entrepreneurs, and intensifying workforce development partnerships and educational opportunities.

**Invest in Place.** To enhance quality of life for current residents and attract new ones, the master plan provides place-based strategies, including investment in neighborhood housing, amenities and connections; revitalization of disinvested areas by comprehensive blight elimination and redevelopment that creates new neighborhoods; and investment in infrastructure that supports community life, from the gray infrastructure of streets, water and sewer lines to the green infrastructure of parks, greenways, and natural water networks.

Implementation since adoption of the plan in December 2010 includes a Unified Development Code project and hiring of an implementation planner.

Services  
2009-2010

Planning services

Results  
Adopted

Delivered on time  
and on budget



2013 Excellence Award  
for a Plan, LA APA

Plan Link



[www.shreveportla.gov/  
index.aspx?nid=907](http://www.shreveportla.gov/index.aspx?nid=907)



## Plan for the 21st Century: New Orleans 2030 & Comprehensive Zoning Ordinance New Orleans, LA

Three years after Hurricane Katrina, the New Orleans City Planning Commission chose a team led by **Larissa Brown** and David Dixon, then at Goody Clancy, to prepare a citywide master plan and a new comprehensive zoning ordinance. The resulting plan was adopted by the planning commission and the City Council in 2010, and a zoning revision consistent with the master plan is complete. Many plan recommendations have been implemented.

The first post-Katrina initiative to go beyond recovery, the plan presented an integrated and holistic approach to “building back better.” Based on extensive work with stakeholders, the plan provided detailed strategies and actions, including conceptual development plans for key locations.



### Services 2008-2010

Planning services

### Results Adopted & implemented

Delivered on-time and on-budget with an adjustment for additional requested work

Five-Year Update, 2016



2011, National Planning Achievement Award for a Hard-Won Victory, APA

2011, Comprehensive Planning, LA APA

### Plan Link



[www.nola.gov/city-planning/master-plan](http://www.nola.gov/city-planning/master-plan)

The citywide master plan lays out a vision of livability, opportunity, and sustainability over 20 years for the city’s physical development and its social, economic, and environmental future. An extensive public participation program included citywide public forums, district meetings, open houses, working groups, and numerous meetings with neighborhood groups and other organizations. Implementation began in 2010.

**Livability.** The plan focuses on reviving and sustaining vibrant and walkable neighborhoods; historic and cultural preservation that supports community; new neighborhood centers at transit hubs; and green infrastructure, parks, and greenways. Strategies include a comprehensive blight-eradication program; public improvements tailored to neighborhood conditions; a preservation program; and provision of decent housing for residents of all incomes.

**Opportunity.** The plan envisions a prosperous city through the alignment of job training and jobs for all skill levels, a dynamic small business base, and 24-hour activity that supports the downtown’s role as an economic driver. Strategies include business-school partnerships; a comprehensive one-stop shop for business permitting and assistance; and rewriting regulations to facilitate adaptive reuse in downtown.

**Sustainability.** Measures rely on a multiple-lines-of-defense strategy in the face of sea-level rise; transportation choices; a “green” agenda of environmental strategy innovation; and cost-effective public facilities and services. Strategies include creation of a department of environmental affairs; studies of new approaches to managing water; enhanced pedestrian and bicycle conditions; and a range of energy-efficiency, green building, and urban agriculture activities.

Two of the most important components of the associated comprehensive zoning ordinance are the incorporation of “place-making” standards and development regulations that further the city’s resiliency, to rebuild New Orleans in its established character as a sustainable city.



## Birmingham Comprehensive Plan

### Birmingham, AL

**Services**  
2008–2012

Planning services

**Results**  
Adopted

Delivered on time  
and on budget



2014 Outstanding  
Planning Award for a  
Comprehensive Plan,  
APA AL

**Plan Link**



[www.birmingham  
comprehensiveplan.  
com](http://www.birminghamcomprehensiveplan.com)

*Members of our project team  
completed this work while  
employed at Goody Clancy.*

**Larissa Brown** led a consultant team that worked with the City of Birmingham to develop its first full comprehensive plan in 50 years. With a robust program of public engagement involving over 2,300 people, multiple committees and opportunities for public input, the planning process produced an ambitious vision of a strong economy, a renaissance of city neighborhoods with compact, walkable, urban villages, more transportation choice, and a linked system of green spaces. The team drew up a detailed implementation matrix setting out strategies and action items. The plan also included recommendations for improving the City’s tools and communications, and enhancing partnerships to achieve the citizen vision.

#### **People**

- Prepare students and workers for 21st-century jobs through high-quality career education and a responsive workforce-development system.
- Reinvigorate the citizen-participation process.

#### **Prosperity**

- Cultivate innovation by strengthening the local entrepreneurial ecosystem.
- Capitalize on existing economic drivers by targeting life sciences, advanced manufacturing, and entrepreneurship.

#### **Place**

- Create transit-ready urban villages by investing strategically in neighborhoods to make a quickly visible difference.
- Invest in quality of life: design excellence, complete streets, bicycle routes and well maintained parks.
- Create and implement a plan to link downtown attractions and neighborhoods.

#### **Partnership**

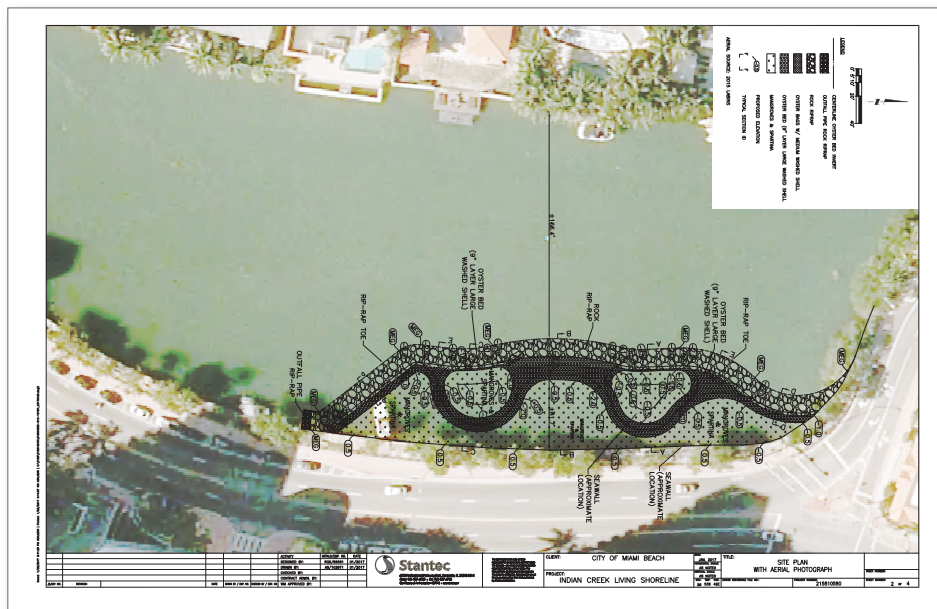
- End “silos:” cooperate and collaborate across municipalities, communities, constituencies, institutions, agencies, and departments.

#### **Performance**

- Accelerate revitalization through a redevelopment authority and land bank and a comprehensive property-information system.
- Prepare an annual public report on progress implementing the plan.

Since adoption in late 2013, the City has begun downtown and green system improvements, advanced the creation of a land bank, completed three framework plans to provide more detailed guidance reflecting the comprehensive plan for groups of neighborhoods, and developed zoning amendments.





## Miami Beach Pump Station and Outfall Permitting Miami Beach, FL

### Services

2014 - Ongoing

Project management, Permitting, Testing and modeling, Living shoreline design

With the growing challenges to stormwater management based upon the very real threat of sea level rise, the city has modified their stormwater master plan converting from a gravity-based system to a system utilizing pump stations and outfalls.

Stantec was selected by the city to provide environmental and engineering services related to obtaining a wide range of federal, state, and local permits. The required authorizations have included:

- Environmental Resource Permits (ERP) through the South Florida Water Management District (SFWMD)
- Dredge & Fill Permits through the U.S. Army Corps of Engineers (USACE)
- Class I, Class II and Class V Permits from the Miami-Dade County Department of Environmental Resource Management (DERM)
- Consumptive use permits (CUP) through the SFWMD
- Class V stormwater well permits from the Florida Department of Environmental Protection (FDEP)

These projects have included construction of seawalls and pump stations and installation of stormwater outfall structures and riprap. Stantec has met the challenge of obtaining these permits in a very short period in order to meet the demanding schedule established by the city to avoid flooding in the streets during high and king tides.

Our staff, led by **Jeff Marcus**, was able to work with all of the listed agencies to negotiate through the permitting processes to meet construction schedules. In addition, Stantec was able to coordinate with commenting agencies to avoid lengthy federal consultation processes for endangered species (specifically the small tooth sawfish and Johnson's seagrass both regulated by the National Marine Fisheries Service). Permits have been acquired for pump stations and outfalls at 6th, 10th, 14th, 17th Street, and Sunset Harbor, seawall at 10th, 14th and Collins Canal. The overall plan includes permitting and design of over 40 pump stations, outfalls and 60 miles of seawall. Currently, Stantec is designing and permitting 4,000ft of living shoreline along Indian Creek Drive between 26 & 41st Street.



## ConsultEcon’s Economic Development Experience Selected projects

ConsultEcon was established in 1991 to provide business advisory services to clients in the fields of real estate, community economic development, visitor attractions and venues, and tourism. Services include:

- **Market and Financial Feasibility Studies:** Evaluation of the market support for and financial feasibility of real estate, sports and recreation venues, parks, museums, convention and performance venues, heritage sites, and other tourism attractions.
- **Business and Master Plans:** Development of business plans and master plans for wide range of facilities and communities.
- **Site Evaluation and Selection:** Assessment of sites from a market and economic perspective in a structured process to support owners and physical designers to identify and secure the best site for their project.
- **Management and Operational Analysis:** Evaluation of management and operational aspects of programs and projects, and analysis of alternative organizational models.
- **Socio-Economic Impact Evaluations:** Analysis of the socio-economic impacts associated with project and program development.
- **Project Implementation:** Targeted strategies for achieving project and plan implementation.

The senior staff at ConsultEcon have many years of experience serving a wide range of clients, including non-profit organizations, private companies, financial institutions, municipalities, county and state governments, and developers. The staff understands

the needs and motivations of both the public and private sectors. Much of ConsultEcon’s work has been in multidisciplinary settings where associated professionals have worked to develop action plans or to generate process-oriented solutions to complex projects.

### Selected Florida Experience

CEI have conducted over 50 studies in the State of Florida. These studies have evaluated the economic development feasibility of a wide range of projects as well. CEI has also evaluated the socioeconomic impact of projects across the State. CEI maintains extensive project reference files on over 3,000 projects to assist us with our work. Much of this work has been in multidisciplinary settings where associated professionals have worked to develop projects, or to generate process-oriented solutions to complex development problems through market, management, and implementation-oriented plans. Many of our projects have been successfully implemented.

- *Museum of Discovery and Science, Ft. Lauderdale*
- *Ocean Sciences Center at NOVA Southeastern University: Ft. Lauderdale*
- *Pérez Art Museum Miami (PAMM), Miami*
- *Museum of Science and Industry, Tampa*
- *Baseball Spring Training Impacts, Ft. Myers*
- *Patricia and Phillip Frost Museum of Science (Frost Science), Miami*
- *Mote Marine Laboratory: Sarasota*
- *Tampa Museum of Art Expansion: Tampa*
- *Gulf Coast Community Foundation, Punta Gorda*

# Resumes





## Larissa Brown PH.D., AICP | PRINCIPAL

Project Director/Manager

A principal at Stantec's Urban Places Group, Larissa is an experienced leader of large interdisciplinary teams working on complex, multi-stakeholder planning projects and is principal author of numerous award-winning plans. Larissa's work is inherently interdisciplinary, integrating land use and urban design with resilience and sustainability, market analysis and economic development, housing, transportation, and infrastructure. In a planning career of more than 20 years, she has led a variety of comprehensive, visioning, revitalization, neighborhood and corridor, open space, environmental, and housing plans for public, private, and nonprofit clients across the country. She served as a Subject Matter Expert and Facilitator at 2014-2015 Rockefeller Foundation-sponsored Resilience Academies for jurisdictions eligible for HUD's National Disaster Resilience Competition. Larissa's projects have won state, regional, and national awards from professional groups such as the APA, AIA, and the Congress for the New Urbanism. Larissa has worked as a municipal and regional planner, has served as a member and chairperson of a municipal planning board, and was a founding board member of a statewide smart-growth advocacy collaborative.

### Registration

Certified Planner #015721,  
AICP

### Education

Ph.D., Urban,  
Environmental and  
Latin American History,  
University of Virginia

M.A, Environmental  
Landscape Planning and  
Design, Conway School of  
Landscape Design

B.A., Magna Cum Laude,  
History, Princeton  
University

### Memberships

Member, American  
Planning Association

### Select Awards

**National APA**  
2011 Hard-Won Victory,  
City of New Orleans Master  
Plan and Comprehensive  
Zoning Ordinance

**National AIA**  
2007 Honor Award for  
Urban & Regional Design,  
Boston's Newest Smart  
Growth Corridor

### Selected experience

#### **Miami Parks and Public Spaces Master Plan\*, Miami, FL**

*Project director/manager for an innovative master plan for parks and public spaces in an era of renewed investment and redevelopment. Based on an unprecedented program of public participation, the plan creates a linked system that provides aesthetic, recreational and environmental benefits to residents, neighborhoods, the city and the region.*

#### **Park Level of Service Study\*, Miami, FL**

*Following work on the Parks and Public Spaces Master Plan, Larissa served as the Project director/manager for a study that established a parameters by which the city can prioritize needs and direct open space investment.*

#### **Wellesley Unified Plan , Wellesley, MA**

*Project director/manager for an innovative combined comprehensive plan update and town government strategic plan.*

#### **Wellesley Comprehensive Plan 2007-2017\*, Wellesley, MA**

*Project director/manager for a comprehensive plan process focused on accommodating new housing that is more diverse in type and affordability in commercial areas while preserving character in traditional neighborhoods and green space resources.*

#### **City of Fontana General Plan Update, Fontana, CA**

*Project director leading a local team updating the General Plan for this city of over 200,000 people in California's Inland Empire. An extensive public engagement program includes visioning and thematic workshops, working groups, district open houses, a public opinion survey, and citywide events. Fontana became a suburban bedroom community with a logistics industry cluster over the last generation. The plan focuses on how the city could accommodate future growth, become a full-service urban center with more jobs and economic diversity, improve older areas, and align with a stat planning framework that calls for compact, walkable, and transit-friendly centers. Expected adoption 2017.*

**State APA and AIA**  
2014 APA RI Award for  
Comprehensive Plan, City  
of Warwick Comprehensive  
Plan

**City of Warwick Comprehensive Plan\*, Warwick, RI**

*Project director/manager for a comprehensive plan for this coastal suburban city. Including extensive community participation and creation of new GIS data and maps, the plan includes strategies to connect green space, to work with the State on sea-level rise and other coastal issues and hazards, and to retrofit and improve conventional suburban development patterns through a focus on village centers, mixed-use redevelopment of strip malls, redesign of the regional commercial center to retain customers by reducing traffic congestion and improving aesthetics, and creation of an innovation district for redevelopment of underutilized older manufacturing sites centers.*

2014 APA AL Award  
for Outstanding  
Comprehensive Plan,  
City of Birmingham  
Comprehensive Plan

**City of New Orleans Master Plan and Comprehensive Zoning Ordinance\*,  
New Orleans, LA**

*Project director/manager for the official citywide comprehensive plan and zoning rewrite to provide a 20-year shared framework to take the city beyond Katrina recovery to become a 21st-century model of the resilient city. With intensive public outreach and participation, and special focus on creation of policies for a citywide housing framework, economic development, infrastructure, resilience, sustainability, citizen participation structure, and implementation structures. Implementation of the adopted plan includes zoning changes to reflect the plan, a focus on resilience, code enforcement reforms, additional planning for the Claiborne Expressway corridor, and other initiatives.*

2012 APA LA Award for  
Comprehensive Planning,  
Shreveport-Caddo 2030  
Master Plan

**Shreveport-Caddo 2030 Master Plan\*, Caddo Parish, LA**

*Project director/manager for a 20-year master plan for a planning area of 300 square miles and 230,000 people, including the City of Shreveport. Based on extensive public outreach and participation, the plan focuses on a transition from sprawl to smarter growth through expanding economic opportunity and improving quality of life. The plan includes elements on downtown, waterfront and inner-core revitalization, development of a signature green network with natural stormwater management and urban agriculture, infrastructure investments, and reform of the regulatory system.*

2011 APA LA Award for  
Comprehensive Planning,  
City of New Orleans Master  
Plan and Comprehensive  
Zoning Ordinance

2008 TX Society of  
Architects, Planning  
Award, Tyler 21  
Comprehensive Plan, City  
of Tyler

**City of Birmingham Comprehensive Plan\*, Birmingham, AL**

*Project director and manager for the first comprehensive plan in 50 years for Birmingham. Through an unprecedented public participation process, community members defined their top priorities. To respond to these concerns and aspirations, the plan focuses on linking economic development, education, and workforce development; identifying strategies for transit improvements and transportation alternatives linked to the creation of transit-ready compact, urban villages; and a comprehensive strategy of land banking, redevelopment, and community greening to revitalize neighborhoods and reduce blight.*

2007 Florida Chapter  
American Planning  
Association Award of  
Merit, Miami Parks and  
Public Spaces Master Plan,  
Miami, Florida

2007 APA MA Outstanding  
Planning Award for  
Comprehensive Planning,  
Town of Wellesley  
Comprehensive Plan

**Corpus Christi Comprehensive Plan, Corpus Christi, TX**

*Project director with responsibility for managing preparation of a new comprehensive plan to guide growth in this port city of over 300,000 people and 460 square miles (of which 155 sq miles is land). Through an extensive digital and face-to-face public engagement program, citizens identified themes for a 20-year vision: permanent diversification of the economy to avoid a boom/bust syndrome; modernization of infrastructure; safe, connected walkable neighborhoods; and good stewardship of the city's unique natural heritage. The plan includes goals and strategies to implement preferred elements including focusing public investments within the existing city and slowing growth at the edges; promoting housing and revitalization downtown; promoting compact, walkable, mixed use, urban villages at key locations that are connected to community destinations; investing in workforce development and emerging industries; identifying needs for resilience actions; and protecting natural heritage.*

\* Denotes projects  
completed with other firms



## Nels Nelson | PLANNER

Planner and Urban Designer

Nels is passionate about helping cities and towns become happier, healthier, and more resilient. He finds synergy among factors that influence the development of urban places, including quality of life, resilience, and economic development. He has unique experience working with smart urban systems, closing energy and material cycles. After earning his masters degree in environmental management and technology, Nels has kept close ties to academia, developing curricula for and teaching at Wageningen University, the Rotterdam Academy of Architecture, and the Royal Academy of Art. As a Fulbright Fellow, 2011-2013, he managed green infrastructure projects with the City of Addis Ababa and the United Nations Development Program.

### Education

Master of Urban  
Environmental  
Management, Wageningen  
University and Research  
Center

Fulbright Fellow, US State  
Department, Ethiopia,  
Africa

B.A., Art and Visual  
Culture, Bates College

---

### Memberships

Member, Boston Society of  
Architects

Member, Board of  
Directors, Boston Cyclists  
Union

### Selected experience

#### Tampa Waterfront District, Tampa, FL

*As a planner on the project, Nels is providing district-, neighborhood-, corridor- and block-level planning and zoning; urban design; graphic and document design and illustrations; active transportation planning; open space planning; human wellness planning; and mixed use district planning services. The project involves creation of an urban design framework for 40 acres (approximately 10 blocks) of walkable new development in the city's downtown.*

#### Fontana General Plan Update, Fontana, CA

*Planner for the comprehensive general plan update for Fontana, an evolving city of more than 200,000 inhabitants in California's Inland Empire. Nels has played a leading role in client, team, and sub-consultant management, mapping, analysis, and documentation.*

#### Union Square Redevelopment, Somerville, MA

*Planner for a transformative new chapter of Union Square. Announcement of Green Line extension plans in 2006 prompted the City of Somerville to consider how it could use parcels it owned to jump-start high-quality, transit-oriented development in the square, which had long struggled economically. Our team analyzed development potential for the three parcels, then, under a second contract, assembled a development strategy to promote the city's vision for the district and bring the city maximum return on its parcels. The strategy guided development of new zoning that encourages higher-density development and encourage coordinated development of scattered, underutilized parcels.*

#### Burlington Comprehensive Master Plan, Phase I\*, Burlington, MA

*Planner working with the town planners to create a new comprehensive master plan, including charrettes, public input, visual preference surveys, online stakeholder interaction, land use analysis, existing conditions analysis, open space analysis, and project branding.*

\*Denotes projects  
completed with other firms





## Phil Schaeffing AICP, LEED AP | PLANNER

Planner and Urban Designer

Phil is a planner and urban designer who strives to strengthen neighborhoods, cities, and communities. He explores the integration of urban design with market economics, transportation, and public policy to create forward-thinking yet achievable plans tailored to the unique circumstances of each community. He has managed neighborhood-revitalization and campus-planning projects that combine community input, data-driven insights, and client guidance. Prior to joining Stantec, Phil worked at Goody Clancy, where he contributed to downtown and neighborhood revitalization projects, transit-oriented development, campus planning, mixed-use development, housing, and design guidelines.

### Registration

American Institute of Certified Planners

LEED Accredited Professional, U.S. Green Building Council

### Education

Masters of City and Regional Planning, Georgia Institute of Technology

Bachelor of Architecture, University of Notre Dame, Notre Dame, Indiana

Rome Study Abroad Program, University of Notre Dame, Rome, Italy

### Memberships

Member, American Planning Association

### Selected experience

#### Mansfield Tomorrow Comprehensive Plan\*, Mansfield, CT

*Planner and urban designer. A 20-year comprehensive plan and new zoning ordinance for the town, which includes the flagship campus of the University of Connecticut in the village of Storrs. Funded by a federal Sustainable Communities grant, the plan focuses on balancing the rural character of much of Mansfield with expected housing and other impacts of university-driven changes including expansion of the student body and a new technology business district, and infrastructure extensions. Recommendations include new approaches to denser development in areas served by infrastructure and natural resource protection zoning approaches in rural character areas.*

#### Hill-to-Downtown Initiative\*, New Haven, CT

*Urban designer. Studied redevelopment potential in the 200 acres between New Haven's Union Station, Yale-New Haven Hospital, Yale Medical School, the Route 34 Corridor, and existing neighborhoods to the west. The study envisions a vibrant, mixed-use district that promotes sustainability, walkability, and accessibility, featuring new parks, revitalized housing, and improved services for the community. It establishes a framework for a greatly enhanced transit-oriented development district near historic Union Station.*

#### Glenbrook-Springdale TOD Feasibility Study\*, Stamford, CT

*Urban designer. Identified strategic redevelopment opportunities in two villages with commuter rail stations. The plan identifies near-term TOD opportunities on underutilized parcels near the stations; recommends streetscape improvements to transform the station areas into more attractive, accessible places; and proposes key zoning refinements to remove barriers to investment. The process included a series of community meetings to guide the overall vision. Since completion of the plan, several new projects by local developers have been completed or are underway in the area.*

#### Barnum Station TOD Plan\*, Bridgeport, CT

*Deputy Project Manager. Developed strategies to guide reinvestment in a former industrial area around a planned new train station to catalyze economic development. Land use, zoning, transportation, open space, and development economics components were brought together in a comprehensive strategy to attract new mixed-use development to vacant former industrial sites and to support community-serving amenities.*

#### Oswego Downtown Revitalization Initiative, Oswego, NY

*Planner and urban designer. Currently identifying catalyst redevelopment projects to strengthen a waterfront downtown community. Final plan anticipated for Spring 2017.*

\* Denotes projects completed with other firms





## Wei Jin LEED AP | URBAN PLANNER & DESIGNER

Urban Designer / Placemaking

Wei has experience on a wide range of architectural and urban design projects, ranging from campus planning and mixed-use development to residential planning and housing design. Her strong design skills and environmental sensitivities integrate physical design solutions with social aspects and natural systems. Wei has five years of professional experience in China as an architect working on projects from office buildings to residential complexes. She has also worked as the main designer on urban design projects in South Korea and Mexico.

### Registration

LEED Accredited  
Professional, USGBC

### EDUCATION

Master of Urban Planning  
and Master of Urban  
Design, University of  
Michigan

Bachelor of Architecture,  
Wuhan Urban Construction  
Institute

### Select Awards

2014 APA National  
Planning Excellence Award  
for Innovation in Economic  
Development and Planning,  
East Franklinton Creative  
Community District  
Revitalization Plan

2011 APA Louisiana,  
Award for Comprehensive  
Planning, City of New  
Orleans Master Plan and  
Comprehensive Zoning  
Ordinance

*\* Denotes projects  
completed with other firms*

### Selected experience

#### Tampa Waterfront District, Tampa, FL

*Urban designer for a mixed-use, walkable, 40-acre district in downtown Tampa, providing architectural concept design, site plans, aerial renderings and street level renderings.*

#### City of New Orleans Master Plan and Comprehensive Zoning Ordinance\*, New Orleans, LA

*Contributed to a citywide comprehensive plan and zoning revision to provide a 20-year shared framework for moving beyond recovery from Hurricane Katrina to create a resilient city. Developed urban design concepts for the plan, citizen participation structure, and implementation plans. Winner of a 2011 National APA Award for Hard-Won Victory and a 2011 APA Louisiana Excellence Award.*

#### City of Corpus Christi Comprehensive Plan\*, Corpus Christi, TX

*Provided concept plans, urban design framework, and visuals for two key opportunity sites in Corpus Christi.*

#### Union Square Redevelopment, Somerville, MA

*Urban designer for a mixed-use, higher-density, transit-oriented development district, including massing studies, architectural concepts, site plans, aerial renderings, and street-level renderings.*

#### Near East Side Neighborhood Master Plan\*, Columbus, OH

*Provided redevelopment and reinvestment master planning to shape a consensus-based investment strategy for an 800-acre urban neighborhood. The neighborhood has served as a major historic center of the African-American community in Columbus.*

#### East Franklinton Creative Community District Revitalization Plan\*, Columbus, OH

*Provided urban design for a vision and implementation plan for transforming an underutilized 200-acre urban neighborhood adjacent to Columbus's central business district into a residential and commercial area for creative professionals. The plan received a 2013 Congress for the New Urbanism Honorable Mention.*

#### Downtown Brockton Strategic Action Plan, Brockton, MA

*Urban planner for the development of this action strategy, which lays out a set of mutually reinforcing strategic projects and initiatives that can be completed over ten years and takes advantage of the city's assets—walkable streets, historic buildings, rail connections to Boston, an entrepreneurial immigrant community, and low-cost housing.*







## Alexandra Phillips | ANALYST

Real Estate Analyst

Alex has nearly five years of experience in the real estate industry, three of which she spent doing commercial real estate market research and analysis and managing projects for a data and analytics firm in Washington, DC. Alex recently moved back to her native Boston after completing a master of city planning degree with a certificate in real estate development at the University of Pennsylvania. Through this mix of studies, she gained a comprehensive understanding of the real estate development process from project conception to completion, and brings a unique perspective to her real estate analysis.

### Education

M.A., City Planning,  
University of Pennsylvania

B.A., Spanish, Emory  
University

Real Estate Design and  
Development Certificate,  
University of Pennsylvania,

---

### Memberships

Member, Urban Land  
Institute

### Selected experience

#### **Taunton Comprehensive Master Plan, Taunton, MA**

*Real estate technical analyst for the city’s first comprehensive plan since 1998, which will guide decision making over the next ten to twenty years.*

#### **Wellesley Unified Plan, Wellesley, MA**

*Real estate technical analyst for a combined comprehensive plan update and strategic plan.*

#### **Downtown Brockton Strategic Action Plan, Brockton, MA**

*Economic development advisor as part of the on-call urban-planning consultants for the state economic development agency. Provided study services to tie economic development to downtown’s physical redevelopment and to shape final recommendations with a strong focus on implementation. The resulting award-winning action strategy lays out a set of mutually reinforcing strategic projects and initiatives that can be completed over ten years and takes advantage of the city’s assets.*

#### **MassDOT Kneeland Street Development Disposition, Boston, MA**

*Served as real estate consultant for the redevelopment of Boston’s parcels 25 and 26, which are adjacent to the Leather District and Chinatown. Provided facilitation for community meetings.*

#### **DCAM, Worcester Deep Dive, Worcester, MA**

*Analyzed all publicly owned property in the city to identify surplus parcels and buildings. Determined opportunities for disposition and redevelopment as part of Governor Baker’s “Open for Business” initiative.*

#### **Financial Analysis of Catalyst Project, Brockton, MA**

*Provided financial feasibility analysis of multiple potential development projects including a Historic Tax Credit deal and a LIHTC development.*

#### **Atlantic City Equitable Development Plan\*, Atlantic City, NJ**

*Developed a plan for the equitable development of the city for the Federal Reserve Bank of Philadelphia. As part of this process, Alex identified potential investments in the economy, human capital, and public realm.*

*\*Denotes projects  
completed with other firms*





## Jeff Marcus PH.D | | PRINCIPAL

### Resilience/Coastal Safety Management

#### Education

Ph.D., Aquatic Biology,  
University of Lancaster

Bachelor of Science,  
Biological Sciences,  
University of Colorado,  
Boulder,

#### Membership

Board of Directors,  
Florida Association  
of Environmental  
Professionals

Dr. Marcus has over 32 years of experience in environmental assessment and regulatory compliance. He joined Stantec Consulting Services, Inc. in 2010, formerly C3TS, prior to which he worked at Consulting Engineering & Science, Inc., a Miami-based environmental consulting firm for 20 years. Dr. Marcus has an extensive background in transportation related impact analysis as required by NEPA (Programmatic, Cat-EX Type II, EA/FONSI and EIS's) and FHWA regulations as well as State Environmental Impact Reports (SEIR) for non-federally funded facilities. His areas of expertise include freshwater and marine ecology, wetland restoration and enhancement projects, and the preparation of environmental assessments and impact statements; particularly in subtropical and tropical habitats. Dr. Marcus has managed numerous biological surveys, air and noise investigations, endangered species impact assessments, wetlands delineations, ecological risk assessments, and has prepared a wide variety of permit applications at the Federal, State and local levels. Since 2015, Dr. Marcus has overseen permitting for the City of Miami Beach in their 500 million dollar program to fight sea level rise by raising seawall, roads, and installing more than 60 pump stations and over 100 outfalls.

#### Selected experience

##### **Miami Beach Pump Station and Outfall Permitting, Miami Beach, FL**

*Responsible for environmental and engineering services related to obtaining a wide range of federal, state, and local permits. Projects included construction of seawalls and pump stations and installation of stormwater outfall structures and riprap. Stantec has met the challenge of obtaining these permits in a very short period in order to meet the demanding schedule established by the city to avoid flooding in the streets during high and king tides.*

##### **Indian Creek Living Shoreline, Miami Dade County, FL**

*Designed to stabilize loose sediment and improve water quality, create habitat for marine invertebrates and fish, this living shoreline will provide substrate for coral growth, and create planters for mangroves and spartina. Project areas also will provide habitat for wading birds including egrets, and herons.*

##### **Seagrass Restoration in Lake Surprise by Removal of the Causeway\*, FL**

*Dr. Marcus permitted and developed the mitigation for the construction of the new Jewfish Creek Bridge over Lake Surprise just north of Key Largo that included the removal of the causeway which provided improved water quality and 5.8 acres of seagrass restoration. The projects included design, permitting, construction, monitoring and maintenance.*

##### **Boca Chica Lagoon Seagrass Restoration, Monroe County\*, FL**

*Dr. Marcus designed and permitted the Boca Chica seagrass restoration site located within the Boca Chica Naval Air Station (NAS) near Key West. The mitigation project consists of restoration of tidal flow in the Boca Chica lagoon through two remedial actions: the construction of a flushing channel through an existing berm to the Atlantic Ocean, and maintenance of an existing cross lagoon flushing channel. Compensatory mitigation was needed for approximately 7.3 acres of seagrass impacted by the US-1 South Two-Lane Safety project.*



## Ramón Castella PE, ENV SP, LEED AP | VICE PRESIDENT

### Infrastructure

Ramón has over 31 years of expertise in public and private infrastructure projects throughout Florida and the Caribbean. His engineering experience on these projects includes programming, planning, analysis, design, preparation of construction documents, construction administration and inspection and commissioning. His public works infrastructure project types include drainage, flood control, coastal construction, water and sewer systems, roads and bridges, public facilities, parks, project budgeting and grants acquisition.

#### Registrations

Professional Engineer  
#40073, Florida

Professional Engineer  
#11731, Puerto Rico

Envision™ Sustainability  
Professional (ENV SP),  
Institute for Sustainable  
Infrastructure

LEED Accredited  
Professional, USGBC

#### Education

B.S. Civil Engineering,  
Florida International  
University

#### Selected experience

##### **North Miami Floodplain Management Plan\*, North Miami, FL**

*Principal in Charge responsible for the preparation of a Floodplain Management Plan for the City of North Miami. The report provides a detailed assessment of the city's drainage system and helps identify and prioritize the city's floodplain needs in order to minimize future flood losses in the community. The city's NFID Program was extremely successful and was able to capitalize on 15% discount for North Miami's residents flood insurance offered by the National Flood Insurance Program (NFIP).*

##### **Stormwater Utilities\*, Opa-locka, FL**

*Assisted the City of Opa-locka in establishing a municipal stormwater utility. Services included preparation of ordinances, utility rate studies, private property assessments, intergovernmental coordination with Miami-Dade County and adjacent municipalities and also assisted in implementing billing system.*

##### **Water Supply Upgrade and Development Project, Barbados**

*Project Manager. This initiative is known as the Water Supply Upgrade and Development Project (WSUDP), with an estimated cost of US \$120 million. BWA engaged Stantec to conduct a feasibility study to support the funding application. The WSUDP is aimed at complementing the ongoing elements of the improvement program, and completing the renewal of the water system.*

##### **Watermain Replacement, Sanitary Sewer System & MDC-WASD Pump Station Upgrades\*, Key Biscayne, FL**

*Principal in Charge to provide engineering services for this project which includes the site clearing, earthwork and grading, pavement construction, construction of sewage collection system and lateral connection, manholes, existing pump station upgrades and modifications, fire hydrants, watermain replacement including valves and appurtenances, landscaping and roadway/right-of-way restoration, and other related work as shown on the plans.*

##### **Analysis of Water and Wastewater Infrastructure - Miami Dade Industrial Park\*, Miami, FL**

*Analysis and computer hydraulic modeling of water distribution system for peak and fire flows, analyses of gravity sewer system, pump stations and force main transmission system. Study included infiltration and inflow study and analysis of pump elapsed run times and the effect of alternative improvements.*





## Hal Schmidt PE, BCEE | SOUTHEAST WASTEWATER DIRECTOR Infrastructure Advisor

### Registrations

Professional Engineer,  
State of Florida

Professional Engineer,  
Commonwealth of Virginia

Professional Engineer,  
State of North Carolina

Board Certified  
Environmental Engineer

### Education

M.S., Engineering,  
Vanderbilt University

B.E., Engineering,  
Vanderbilt University

Hal has over 35 years of experience in the planning, permitting, design, construction management, and start-up of over \$2.5B worth of water and wastewater capital improvement projects, which has primarily included advanced water and wastewater treatment facilities, water reclamation, residuals management and resource recovery facilities. With Stantec's acquisition of MWH, he continues his role in providing technical analysis and review support to design teams for new and rehabilitated water and wastewater facilities and piping networks. Hal has served on numerous state and national forums and stakeholder work groups related to environmental rules, regulations and environmental legislation, and emerging treatment technologies.

Hal was responsible for the technical oversight, which included development of master planning through the detailed design and construction of the below projects.

### Selected experience

*City of Venice – 6.0 MGD Eastside Advanced Wastewater Treatment Plant Upgrades and Reverse Osmosis Water Treatment Plant Upgrades*

*Miami-Dade Water and Sewer Department – Reclaimed Water Facility*

*City of Sunrise – Master Planning, Wastewater Capital Program and Groundwater Replenishment Pilot Program*

*Miami-Dade Water and Sewer Department – Wetlands Rehydration Pilot Study*

*Decision Support Document for Selection of Satellite vs. Regional Treatment for Reuse Systems, WateReuse Research Foundation*

*City of North Port – Myakkahatchee Creek Surface Water and Reverse Osmosis Water Treatment Plants*

*City of Cape Coral – Citywide Capital Water and Wastewater Program*

*Palm Beach County – Wastewater Expansion Program*

*Hillsborough County – Biosolids Master Planning Program*

*City of Cape Coral – 16.0 MGD Southwest and 15.0 MGD Everest Advanced Wastewater Treatment Plant Upgrades*

*Miami-Dade Water and Sewer Department – Central District Renewal and Replacement Program*



## Frank Domingo PE, ENV SP | SENIOR PROJECT MANAGER

### Transportation and Mobility

Frank brings over 29 years of comprehensive infrastructure, transportation planning, and development expertise to his projects. His professional experience includes nearly 9 years in local government with Sarasota County culminating in roles as the Mobility General Manager/County Engineer. His skill sets encompass project management, conceptual planning, feasibility analysis, roadway design, right-of-way acquisition, permitting, community relations, developer agreement negotiations, and construction contracts. Frank offers his clients valuable knowledge of the policies and procedures involved in the planning process to facilitate successful public-private partnerships.

#### Registrations

Professional Engineer  
#51601, State of Florida

Professional Engineer  
#C46393, State of  
California

#### Education

Bachelor of Science, Civil  
Engineering, University of  
Florida

FICE Graduate, Florida  
Engineering Leadership  
Institute

FDOT, Advanced Work  
Zone, Traffic Control

#### Membership

Chair, Sarasota County  
Traffic Advisory Council

Member, Myakka Chapter,  
Florida Engineering  
Society

#### Awards

2012 Transportation  
Project of the Year, Honore  
Avenue, APWA FL

2013 LAP Construction  
Project of the Year, North  
Cattlemen Road, Florida  
Transportation Builders  
Association

#### Selected experience

##### **Corpus Christi Downtown Area Development Plan, Corpus Christi, TX**

*Transportation Engineer responsible for detailed multimodal mobility and parking strategy elements of the plan. Stantec provided evaluation of the existing and planned bicycle, pedestrian and transit network, and developed conceptual improvements and standards for the Downtown Development Plan. A parking inventory and recommended strategies/best practices for a parking district to support special event and accommodate future development were generated. Alternative alignments for the downtown street network including intersection controls (roundabouts) were evaluated, and developed for possible incorporation into the Harbor Bridge Replacement Project. On-site and off-site parking and transit operation strategies were developed for the Sports, Entertainment and Arts (SEA) District including the minor league baseball stadium, convention center and museums.*

##### **City of Corpus Christi Comprehensive Plan, Corpus Christi, TX**

*Served as the technical specialist focused on infrastructure related issues including potable water, wastewater, stormwater and transportation. This included working with stakeholders in the community and working groups to develop policies and strategies for implementation.*

##### **Robinson Farms Comprehensive Plan Amendment Hurricane Preparedness Analysis, Manatee County, FL**

*Responsible for overseeing the evaluation of the impact of 147 single-family dwelling units on hurricane shelters and evacuation times in Manatee County consistent with Rule 9J-2.0256, Florida Administrative Code. This was completed as part of the Comprehensive Plan Amendment to increase the residential density within Evacuation Level B zone. Testimony at the public hearing and before an administrative law judge.*

##### **Clark Road Properties Amendment, Sarasota, FL**

*Responsible for the transportation planning for a Comprehensive Plan Amendment that revise polities and definitions related to future development of walkable villages on properties located outside the Urban Service Area and south of Clark Road. The project included data collection and traffic analysis, public workshops, drafting of documents, and public hearings. This also included revising the Sarasota County Zoning Regulations to implement the Comprehensive Plan Amendment.*





## Ana Gelabert-Sanchez AICP

Urban Designer & Planner

Ana Gelabert-Sanchez, AICP, has over 25 years experience in the Planning field. In 2010 she was awarded a Loeb Fellowship at Harvard University and was Planning Director for the City of Miami from 1998 to 2010.

As Planning Director, Ana led the Miami 21 initiative, a form-based zoning code that takes a holistic approach to land use and urban planning; making Miami a more sustainable, pedestrian-friendly and better-planned city. Miami was the first major U.S. city to adopt a form-based zoning citywide code. Miami 21 won numerous awards, including the American Planning Association National Planning Excellence Award for Best Practice in 2011.

Ana directed all urban planning programs, including coordinating, developing, and implementing Miami's Comprehensive Neighborhood Plan, directing a professional staff in the areas of general planning, land development, urban design, historic preservation, and community planning. She led several planning efforts, including the Museum Park master plan, the Coconut Grove master plan, the Virginia Key master plan, and the Parks and Public Spaces master plan. Ana also led the review and approval of more than 75,000 residential units, approximately 6,000 hotel rooms, over 8 million square feet of office space, and 7 million square feet of retail space, contributing to Miami's urban growth.

### Registrations

American Institute of Certified Planners

### Education

Loeb Fellowship, Harvard University, Graduate School of Design

Master in Landscape Architecture, Harvard University, Graduate School of Design

B.Arch., Rhode Island School of Design

B.F.A., Rhode Island School of Design

### Memberships

American Institute of Certified Planners

Planning Accreditation Board – Site Visitor

American Planning Association

Urban Land Institute

East-West Center Associate

### Selected experience

#### City of Miami, Director of Planning

*Led the City of Miami's Planning Department for over ten years (1998-2010) during Miami's greatest growth period in history. Responsibilities included administering a \$2.8 Million budget and directing a staff of 30 professionals in the areas of general planning, land development, urban design, historic preservation, zoning and community planning. Worked closely with the development community and with Miami's culturally diverse neighborhood groups; bridging their needs with quality projects that helped further the city's goal of creating a sustainable community with a higher quality of life. Directed all urban planning programs, including coordinating, developing, and implementing Miami's Comprehensive Neighborhood Plan.*

#### Miami 21, Comprehensive Plan, Miami, FL

*A comprehensive approach to land use and urban planning focused on overhauling Miami's Zoning Ordinance, from a Euclidean zoning code into a form-based code based on Smart Growth and New Urbanist principles. This fundamental shift emphasizes form rather than use and encourages sustainable economic and urban development while addressing issues of affordable housing, historic preservation, and parks and open spaces. Four years in the making and at a cost of \$2.6 million dollars, the Miami 21 Plan received final approval from the Miami City Commission in October 2009, as well as accolades from the media and the community. Miami 21 has been hailed as "the most ambitious contemporary zoning code reform yet undertaken by a major U.S. city" by the Center for New Urbanism. Miami is the first major city in the U.S. to adopt a form based code and has received several awards.*

## Gelabert-Sanchez & Associates

**Selected Awards**

2010 Top Public Official of the Year, Governing Magazine

2011 CNU Groves Award on Leadership and Vision

Waterfront Development Master Plan, City of Miami, American Planning Association

Outstanding Service Award, Community Partnership for the Homeless

Distinguished Service Award, Greater Biscayne Boulevard Chamber of Commerce

Outstanding Service Award, Federation of the Upper East Side

Outstanding Service Award, Belle Meade Homeowners Association

Certificate of Appreciation, Bayside Residents Association

Certificate of Appreciation, Shorecrest Homeowners Association

**Master Plans, Various:** *Developed, secured approval, and implemented three major master planning initiatives which have defined a vision based on sound, sustainable urban design principles. Collaborated with outside consultants, organized community meetings, and made presentations to the general public, community boards and elected officials to ensure that the City's vision was implemented. Specifically:*

- **Museum Park Miami** – *The redevelopment of 30 acres of waterfront property for cultural and recreational activity with an implementation budget of \$68M. The planning process included a charrette that attracted 300 stakeholders, followed by four major public meetings. The plan was presented to the Miami City Commission and was approved in the Spring of 2008.*
- **Parks and Public Space Master Plan** – *A comprehensive plan to guide the Miami Park System. The development of this master plan considered the community's diverse cultural identities as well as urban design and environmental sustainability. After over 40 public meetings, with a project cost of \$600,000, the plan was presented to and approved by the City Commission in the summer of 2007. The Plan received the 2007 FAPA Award of Merit.*
- **Coconut Grove Master Plan** – *A coastal recreational plan emphasizing public open spaces, waterfront promenades, and pedestrian connectivity with an implementation budget of \$55M. Although the waterfront historically had been one of the City's best-known assets, such a study had never been performed. The Plan, with a \$650,000 project budget, was presented to and approved by the Miami City Commission in the summer of 2008.*

**Urban Design Planner:** *Established and implemented sound urban design principles to achieve the highest standards for architecture, landscape architecture and urban design to guide current and future development within the City of Miami. Responsible for the Urban Design of the following projects:*

- *Watson Island Master Development Plan*
- *Downtown Miami Master Plan*
- *Downtown Waterfront Master Plan*
- *Lummus Park Redevelopment Plan*
- *Miami River Study*
- *Miami Comprehensive Plan (1989-2000) - Parks and Recreation Element*

**Neighborhood Enhancement Team (NET) Administrator:** *Executive level position responsible for managing two ethnically, socially, and economically diverse NET offices in the City of Miami areas of Downtown and the Upper East Side.*



## James Stevens

### Economic Development

James has over a decade of experience in market analysis, business planning, financial modeling, and economic planning and development. Areas of expertise include commercial revitalization strategies, downtown and commercial area planning, land use economics, financial feasibility analysis, and economic and fiscal impacts due to real estate developments and business operations.

James also specializes in the planning and development of cultural facilities, heritage sites, parks, visitor attractions and other recreation-oriented uses, and has completed business and operating plans, and management studies for a wide array of public and private organizations. His clients include private developers, non-profit organizations and city, town and county governments.

#### Selected experience

**Downtown / Commercial Area Plans:** *conducting a market analysis for a streetscape master plan in Oak Bluffs, MA; analyzing retail and office markets in Davis Square and daytime office park and nighttime destination restaurant and entertainment district, Somerville, MA; reviewing market context and developed action plan to implement revitalization strategies in historic, riverfront downtown, Salamanca, NY; providing market and economic analysis for the Virginia Aquarium and Owls Creek Area Master Plan in Virginia Beach, VA; developing tourism strategies in support of the Renaissance Area Master Plan, Paducah, KY; recommending redevelopment strategies for the harbor area in Hyannis, MA; conducting market research and identifying redevelopment opportunities for downtown master plans in Silver City and Las Vegas, NM; developing retail market profile and revitalization plan for the Hyde Park business district in Boston, MA; evaluating redevelopment opportunities for nine neighborhood Main Street commercial districts in Birmingham, AL; and researching market conditions and developing an implementation strategy for downtown retail plan in Salem, MA.*

**Real Estate and Adaptive Use Projects:** *assessing multi-family apartment and condominium housing markets for multi-disciplinary pre-development study, Braintree, MA; testing the economic feasibility of a new event center in Owensboro, KY; and identifying opportunities for commercial redevelopment at a downtown transit center in Tucson, AZ.*

**Economic and Fiscal Impacts Evaluations:** *evaluated the economic impacts and community benefits of re-watering and revitalizing the Smoky Hill River, Salina, KS; estimated linkage fee charged to new commercial developments to fund affordable housing demand created by new employment in commercial developments in Cambridge, MA and in Somerville, MA; analyzed the potential fiscal revenues of alternative waterfront uses, including hotel, residential, and cultural uses in Alexandria, VA; assessing the impact of a proposed “lifestyle center” on retail businesses in downtown Dedham, MA.*

**Parks / Recreation Plans:** *creating market analysis, operating plan and impact analysis for a new regional park in Frederick, MD; developing the business plan component of a master plan for Fort Adams, a historic fort on the waterfront in Newport, RI; developing the business plan component of the master plan for Fort Lowell Park, a historic and recreational park in Tucson, AZ.*

#### Education

M.S., City Planning,  
Massachusetts Institute of  
Technology

B.S., History, Cornell  
University

#### Membership

Member, American  
Planning Association





## Nancy Stroud AICP

Legal Advisor

Nancy is a founding member of Lewis Stroud & Deutsch, a boutique firm with a substantial practice in the representation of Florida governments, including as regional counsel for the Florida Municipal Insurance Trust Fund (the Florida League of Cities). Nancy’s practice focuses on the representation of local governments in land use matters. Prior to co-founding Lewis Stroud & Deutsch, she led the local government land use department of a Ft. Lauderdale firm that provided representation as municipal attorneys for eighteen municipalities in the south Florida region. She regularly represents elected bodies and planning boards, or local government staff, in quasi-judicial proceedings. She is also intimately familiar with the day to day administration of land use regulations as applied to development and redevelopment projects, both public and private.

Nancy is co-author of the LEXIS land use treatise Planning and Control of Land Development: Cases and Materials (9th ed.), one of the leading land use textbooks for law students.

### Registrations

American Institute of Certified Planners

### Education

M., Law, University of North Carolina

M., Regional Planning

### Awards

2011 Award for Distinguished Contribution to the Chapter; APA FL

2011 National Planning Excellence Award for Best Practice (as part of the Miami 21 team), APA

2010 Richard Dreihaus Form Based Code Award (Miami 21 Code), APA

### Selected experience

#### **Estero Comprehensive Plan Legal Consultant, Village of Estero**

*Legal consultant on the creation of the Village of Estero’s first comprehensive plan, currently in preparation. (2016- present)*

#### **Key West Comprehensive Plan Legal Consultant, City of Key West, FL**

*As legal consultant on the planning consulting team, Ms. Stroud participated in the drafting of the City’s long overdue comprehensive plan amendments to implement its evaluation and appraisal report. (2011-2013)*

#### **Miami 21 Comprehensive Plan Legal Consultant, City of Miami, FL**

*Legal consultant, working with the planning firm of Duany Plater-Zyberk, on the precedent-setting Miami 21 comprehensive plan and form-based land development regulations for the City of Miami. The Miami 21 project received the 2011 National Planning Excellence Award from the American Planning Association. (2005-2009)*

#### **Comprehensive Plan Legal Consultant, St. Lucie County, FL**

*Provided legal advice and assistance in drafting the form-based comprehensive plan amendments and land development regulations for the northern part of the county. The comprehensive plan received a 2006 Florida Chapter APA award. (2004 – 2006)*

#### **Ft. Myers Comprehensive Plan Legal Consultant, City of Ft. Myers, FL**

*Legal consultant for the Comprehensive Plan revisions for the City’s historic downtown, also the Community Redevelopment Area. (2003-2004)*



## Chris Haller | FOUNDER/CEO, PRINCIPAL

### Public Engagement

Chris is a nationally-recognized User Experience designer and Online Engagement strategist, with a broad background in local government, urban and regional planning and communication technologies. This experience, combined with many years consulting for urban planning projects, are what brings Urban Interactive Studio's mission – to give people a voice in shaping the future of their communities – to life. In April 2011 he was named one of the Top 25 thinkers in Urban Planning Technology by the urban planning magazine Planetizen.

### Education

M.S., Urban and Regional Planning, Technical University Berlin, Germany

B.S.: Urban and Regional Planning, Technical University Berlin, Germany

As UIS' founder, Chris is closely involved in the day-to-day development of interactive engagement web apps. His work has led the development of UIS's apps, EngagingPlans, EngagingApps, and CiviComment Public Engagement Software, all of which help provide interactive websites for any public process with a need to engage citizens and stakeholders. He designs effective online participation projects and facilitates client training, and oversees the UIS team of planners, engagement specialists, designers, and developers. Chris is also the founder and publisher of EngagingCities, the online news source for trends in urban planning and public involvement.

Chris also speaks at industry conferences with a focus on best practices for online engagement. Recent highlights include: APA annual conference, Downtown Colorado Inc., and New Partners for Smart Growth.

### Selected experience

#### **Longmont Comprehensive Plan & LRTP Updates, Longmont, CO**

*Oversaw implementation of EngagingPlans and multiple EngagingApps for a 3 year comprehensive planning project.*

#### **Minneapolis 2040 Comprehensive Plan, Minneapolis, MN**

*Oversaw strategic direction and implementation of EngagingPlans to support broad engagement throughout a downtown master planning process.*

#### **Byron Bay Town Centre Master Plan, Byron Bay, Australia**

*Oversaw implementation of an EngagingPlans website and community asset mapping tool to collect feedback on areas of interest and concern to inform a master plan update in an Australian tourism hub.*







# Approach to Scope of Work

# 3

## Project Understanding

Fort Lauderdale is a thriving coastal city of approximately 175,000 residents (and about 255,000 during the day). With a cruise and cargo port, a strong tourism economy, and an increasingly diversified economy (including tech firms on the “Internet Coast”), the city is expected to add some 50,000 people by 2030. The recent pace of development has resulted in neighborhood concerns about development compatibility and traffic. And with 337 miles of shoreline in beaches, canals, and waterways and 70 percent of the city within the 100-year floodplain, Fort Lauderdale is also facing the long-term challenge of climate change and sea level rise.

The City of Fort Lauderdale is seeking a consultant to assist in Phase II of its Comprehensive Plan amendment process. The first phase of the project resulted in an Evaluation and Appraisal Report (EAR) and what will constitute Volume II: Data, Inventory, and Analysis, including updates to existing conditions and trends, of the amended Comprehensive Plan. Phase II will include preparation of Volume I: Goals, Objectives and Policies, expected to be an entirely new, user-friendly document, based on the EAR and Volume II, and consistent with all state (Chapter 163 F.S.) and county (Broward County Land Use Plan) requirements. Fort Lauderdale has two additional recent planning documents that will serve as a foundation for the Comprehensive Plan: *Fast Forward Vision Plan 2035* and *Press Play Strategic Plan 2018*. Broward County has also recently updated its comprehensive plan (*Broward Next*). Fort Lauderdale’s area/district plans and sector plans will also be analyzed.

Consistent with the vision and the strategic plan, the EAR identified issues of particular importance for Fort Lauderdale’s future for which the Comprehensive Plan should provide implementable guidance: climate change, sea level rise and resilience; sustainability, resource efficiency, and energy conservation; infrastructure and facility systems; connectivity and transportation choice; housing choice and affordability; placemaking; and appropriate densities and land uses for quality of life and a prosperous economy.

Robust public engagement will be essential to creation of the Comprehensive Plan, so that there is a community consensus and a constituency for the goals, objectives and policies in the plan that will support implementation. Through the recent vision and strategic plans, the City has made an effort to make the plans user-friendly, concise, and visually appealing and expects the Comprehensive Plan to match the graphic template of those documents.

## Project Approach

We understand that Fort Lauderdale’s Vision and Strategic plans, along with the EAR and Data Inventory, and the City’s resilience and sustainability plans and other initiatives, will guide the development of the Comprehensive Plan. Our approach to comprehensive planning is community-based, strategic, integrative, user-friendly, and implementation-focused.

- **Community-based.** Fort Lauderdale stakeholders’ vision, values, principles, and goals for the future will guide the plan. The Comprehensive Plan process will involve the public at large and representative interests. There will be multiple opportunities for face-to-face and digital participation. At the same time, our team will work very closely with the City staff, officials, boards and commissions, community organizations, and other organized groups.
- **Integrative and interdisciplinary.** The Fort Lauderdale Comprehensive Plan will result in a holistic policy framework that effectively integrates the plan’s elements, builds on the Vision and recent existing planning, and inserts the plan into the City’s strategic framework of Cylinders and Platforms. The implications of policy choices in specific elements will be evaluated for their critical mass and combined strategic impact on achieving the vision and goals.
- **User-friendly and visually rich.** We will illustrate selected concepts so the public and City staff can envision the results of achieving the plan’s visions and goals. The planning process and products will include maps, diagrams, photos/ photo-montages, drawings, charts, graphs, tables, and text.

- **Implementation-focused.** We think about implementation from the beginning. Working closely with the City officials and staff, and community stakeholders, we will develop an implementable plan that relates to the everyday activities of decision makers and City government, provides metrics to measure progress, and systems to make City government more effective.

Stantec also helped create and is committed to the Envision rating system for sustainable infrastructure, a program of the Institute for Sustainable Infrastructure (ISI). ([www.sustainableinfrastructure.org](http://www.sustainableinfrastructure.org)). Envision provides a holistic framework for evaluating and rating the community, environmental, and economic benefits of all types and sizes of infrastructure projects, and is free to users, including municipalities. ISI was founded by the American Public Works Association (APWA), the American Society of Civil Engineers (ASCE), and the American Council of Engineering Companies (ACEC) and developed with the collaboration of the Zofnass Program for Sustainable Infrastructure at the Harvard University Graduate School of Design to develop Envision. Our team’s infrastructure specialist is an Envision-certified professional. Jurisdictions such as Los Angeles County are increasingly adopting and including Envision as part of their infrastructure planning system.

## Community Engagement: High Tech and High Touch

We view the planning process as a partnership with the City and with community members and our team is highly experienced with all types of face-to-face and digital outreach and engagement. We develop comprehensive master plans

through an iterative process that ensures regular communication, both digital and face-to-face, with community residents and other stakeholders as the plan is developed. In addition to communication between stakeholders and the planning team, it is also very important that the process include opportunities for community members from different parts of the City and representing different interests to talk to each other about policies and priorities.

Our process emphasizes both dialogue among community members and individual expression of ideas and proposals. We have used a wide array of strategies to engage communities, and we tailor our engagement program to each community. The broad principles that guide our approach include:

- Make it interactive, enjoyable and meaningful
- Create opportunities for people to speak to one another as well as to the planners
- Provide opportunities for people to discuss their individual ideas and work together to identify priorities
- Provide a range of options for participation that are widely publicized and aimed at including the diverse groups in the city—by age, race and ethnicity, income level, interests, and so on.

- Use multiple platforms and be redundant, for example, by providing online exercises that mirror face-to-face workshops
- Provide both high tech (on-line) and no tech options (e.g., comment boards in prominent locations where people can write their ideas onto post it notes)
- Meet people where they are, for example, festivals, community centers, shopping areas, and so on
- Demonstrate that we are listening by documenting and showing how public participation and comment has been incorporated, questions have been answered, principles have been respected, and that the community process has guided and influenced the final plan.

Outreach methods will range from a project web page and social media to digital surveys, collaboration with community organization partners, interviews and focus groups, and presence at community events. We expect to use survey polling using smart phones and the CiviComment platform for public review of interim and draft documents.



## Proposed Work Plan

As the prime consultant, Stantec will have overall responsibility for management of the entire consultant team and the writing and producing of the Comprehensive Plan. Larissa Brown, PhD, AICP, will be the project director and manager for Stantec. We expect to meet regularly with the City project manager and communicate as needed through email and telephone. We have found that it is useful to have a weekly telephone call to discuss project progress and issues. The Stantec technical team will provide specific expertise, as will our advisors for infrastructure, planning and urban design, zoning and legal issues, and economic development. Key team members will participate in the community process and all members of the team will contribute to developing the overall strategies for the plan.

## Flexibility in allocation of resources and scheduling

Community-based planning projects are partnerships with the client, and they respond to issues that emerge from the community participation process. This sometimes requires rebalancing of activities. In collaboration with the City, Stantec may identify the need to shift resources or modify scheduling within the project in order to meet unforeseen needs as the project progresses. Stantec will make every effort to meet the project schedule, assuming timely action by the client when needed.

## Expectations of assistance from the City

Stantec requests that the City provide a staff person who will act as project manager and principal liaison to coordinate all aspects of the project with the consultant team's project manager. The City will be expected to assist the consultant team in the following ways:

- Providing access as needed to demographic and socio-economic data, GIS data layers and map projects, assessor's data, regulations, previous planning documents, stakeholders' contact information, and so on, to include the current Comprehensive Plan, existing master plans related to the Comprehensive Plan, the 2016 Update of the Data Inventory and Analysis Volume, 2016 Evaluation and Appraisal Report, and other plans
- Assistance in making data and information held by other governmental bodies available to the consultant, as needed
- Suggesting interview and focus group subjects
- Contacts with community organizations for public engagement outreach purposes
- Scheduling and providing space for interviews, focus groups and meetings
- Logistics for public meetings, including identification and provision of City-owned meeting space at no cost to the project
- Attendance and assistance at public engagement events

## Public Engagement Program Overview

Stantec's Urban Places Group is highly experienced in developing and implementing community participation programs, both face-to-face and digital. We have developed and implemented outreach programs for multiple projects, and organized and facilitated hundreds of interactive workshops and charrettes. We expect the public engagement program for this project to include a web page on the City's website; social media (partnerships with existing Facebook and Twitter feeds); email blasts (partnerships with community organizations and government agencies); public workshops; short surveys; digital workshops; and pop-up activities.



# Themes of the Comprehensive Plan

The EAR suggests developing a vision statement for the Comprehensive Plan that is focused on the physical development of the city and is consistent with the city's *Fast Forward Vision Plan*. The EAR is organized around a series of six questions that have implications for more than one Comprehensive Plan element or Cylinder of Excellence:

1. How to best respond to the effects of **climate change** and become more resilient;
2. How to best achieve **sustainability** at all levels;
3. How to meet current and future **infrastructure** needs;
4. How to provide **housing** to meet current and future needs;
5. How to increase **multi-modal transportation** options;
6. How to enhance the City's **sense of place**, and;
7. How to take advantage of the City's **economic opportunities**.

These themes can be organized to serve as the focus of public workshops and surveys and each of these themes has implications for more than

one Comprehensive Plan element and the overall physical development of the city. This will ensure that the discussions occur within an integrated framework and that cross-referencing of GOPs will occur as needed.

Many of the discussions during the Comprehensive Plan process will ultimately be focused on the difficult question of balancing growth, quality of life and neighborhood character, and economic prosperity, while simultaneously preparing for the cost of meeting the challenges of climate change and sea level rise. Seventy percent of Fort Lauderdale is in the current 100-year floodplain and many areas already experience significant tidal flooding. In recent years, high-density development in vulnerable areas has been growing, while residents in existing neighborhoods express concerns about compatibility and traffic impacts. The prospect of changing from a gravity drainage system to pumps (as Miami Beach is doing) is daunting given Fort Lauderdale's more than 300 miles of waterfront and beach. The City has already made significant strides to advance its readiness to deal with climate change, including the adoption of Adaptation Action Areas and a climate change and sustainability training program for 2,600 City staff. However, finding the right balance and incremental approach while recognizing longer-term threats will be a continuing challenge.



## THE ENVISION™ RATING SYSTEM



### Envision Categories and Sub-Categories

	<b>QUALITY OF LIFE</b> 13 Credits	Purpose, Community, Wellbeing
	<b>LEADERSHIP</b> 10 Credits	Collaboration, Management, Planning
	<b>RESOURCE ALLOCATION</b> 14 Credits	Materials, Energy, Water
	<b>NATURAL WORLD</b> 16 Credits	Siting, Land & Water, Biodiversity
	<b>CLIMATE AND RISK</b> 8 Credits	Emissions, Resilience



## Surging Seas Inundate Ft. Lauderdale's Drainage System

Ft. Lauderdale's 165 miles of canals and rivers once functioned reliably as the city's drainage system. But rising seas and heavier floods are rendering it useless—overwhelming the infrastructure and causing backflooding in the streets.



# Proposed Work Plan

## 1 Phase I: Project Initiation March - May 2017

### A. Project initiation (March-April 2017)

The Stantec team will meet with the City project manager and other staff to kick off the project. We will refine the work plan, create a public engagement plan; collect information such as GIS datalayers, regulations, and plans; work with the City on a project web page; and set up the CiviComment platform.

#### **DELIVERABLES**

- Work plan
- Public engagement plan
- Project web page design
- CiviComment platform setup

### B. Review existing plans and initiatives and interview staff (March-April 2017)

The team will review the Vision, Strategy, EAR, Data Inventory, additional plans and initiatives. We will also review the existing Comprehensive Plan to identify Goals, Objectives, and Policies (GOPs) in the 2008 plan that can be deleted because they have already been accomplished or are no longer relevant. We expect to interview City staff and possibly other stakeholders as needed and directed by the City project manager.

#### **DELIVERABLE**

- Interviews

### C. Reorganization and draft outline according to Cylinders of Excellence and Internal Support Platform (April 2017)

The team will reorganize Volume I according to the Cylinders of Excellence and Internal Support Platform structure. We will also prepare a preliminary draft outline of Volume I for discussion with City staff.

#### **DELIVERABLES**

- Reorganization of Volume I
- Preliminary draft outline of the Volume I GOPs

### D. First round of meetings with Commission and Board members, stakeholder groups, and public survey (May 2017)

The team will hold the first round of meetings with elected officials, advisory boards, and stakeholder groups.

- Meeting #1 with Commission members (five individual meetings)
- Meeting #1 with stakeholder groups to include Council of Fort Lauderdale Civic Associations, Downtown Development Authority, Greater Fort Lauderdale Chamber of Commerce, and others (approximately 10 meetings)
- Meeting #1 with City advisory boards including the Planning and Zoning Board, Education Advisory Board, Sustainability Advisory Board, Historic Preservation Board, and the Affordable Housing Advisory Committee (approximately five meetings)

In addition, we would like to create a short public survey for the webpage to “take the temperature” of the public on major issues. Outreach for this survey through community organizations and public agencies will also help inform the public that a new phase of the Comprehensive Plan update process is beginning.

#### **DELIVERABLES**

- Meetings
- Public survey
- Outreach

## 2 Phase 2: Public Engagement

June - November 2017

### A. Preliminary Goals, Objectives, Policies and workshop preparation (June-July)

The team will develop preliminary Goals, Objectives, Policies based on the EAR, the vision and strategy, and existing plans to review with staff and use in structuring the workshops. We will also prepare materials and exercises for the workshops and begin outreach through e-blasts, social media, flyers, community partners, government agencies, and so on. In collaboration with the City, we will identify locations and logistics needs for the workshops.

#### **DELIVERABLES**

- Preliminary GOPs
- Materials for workshops – maps and other exhibits, powerpoint presentation, exercises
- Outreach activities

### B. Public engagement workshops—round one (August-September)

The Stantec team will organize and implement four public workshops. The team will provide exhibits and handouts for participants. After a brief presentation, the workshops will be interactive events in which participants work together in small groups using maps and exercises designed for them to express their individual views on the workshop themes as well as to work together on identifying

priorities. There will also be two short smartphone polling activities that provide real-time results for participants. (Paper surveys will be available for those who do not have smartphones.) Each interactive workshop will also a visioning section for the comprehensive plan in which participants will be asked to write an individual vision and then work with others in small groups to identify the priority elements that they believe should be in the vision. At this stage, we propose that the four general workshops be on the following themes:

- Climate Change and Sustainability
- Infrastructure and Multimodal Transportation
- Housing and Placemaking
- Economic Development

Materials will also be made available on the CiviComment platform that mirror the workshops, so people who cannot attend workshops will be able to provide their input.

Information and comment boards can also be prepared for community locations such as libraries and community centers as a way to collect comment and direct people to the CiviComment platform.

#### **DELIVERABLES**

- Four workshops
- CiviComment materials to mirror workshop activities
- Plan information for comment in civic centers such as libraries
- Prepare materials for high-complexity workshops and website



### C. Public engagement workshops—round one (September-October)

During the course of the four general workshops, the team and City staff will review topics for an additional two workshops on high-complexity topics or specific geographies, such as balancing growth, neighborhood character, transportation, and resilience. Like the previous workshops, these events will be highly interactive and include CiviComment opportunities to give input.

#### **DELIVERABLES**

- Two public workshops
- CiviComment opportunities to participate

### D. Second round meetings with stakeholder groups (October)

After the public engagement events, the team will have a second round of meetings with stakeholder groups and advisory boards to discuss the results of the meetings and preliminary GOPs.

#### **DELIVERABLES**

- Meeting #2 with stakeholder groups to include Council of Fort Lauderdale Civic Associations, Downtown Development Authority, Greater Fort Lauderdale Chamber of Commerce, and others (approximately 10)
- Meeting #2 with City advisory boards including the Planning and Zoning Board, Education Advisory Board, Sustainability Advisory Board, Historic Preservation Board, and the Affordable Housing Advisory Committee (approximately 5)

### E. Comprehensive report on public participation (November 2017)

The team will prepare a report on all public meetings, surveys, other input, and advisory meetings. The team will also update the draft GOPs.

#### **DELIVERABLES**

- Comprehensive report summarizing all public workshops, advisory board meetings and public input regarding draft amendments to the Plan's Goals, Objectives and Policies
- Updated draft GOPs

## 3 Phase 3: Draft Volume I Presentation

### November 2017 - November 2018

#### A. Technical Review Committee meetings (November 2017)

The team will participate in up to three Technical Review Committee meetings to discuss the public engagement results, the outline and preliminary GOPs. Staff from Urban Design & Planning, Economic Development, Public Works, Sustainability, Transportation and Mobility, Parks and Recreation, Geographic Information Systems, the Executive Airport, are expected to be involved, as well as possible others.

#### **DELIVERABLES**

- Up to three Technical Review Committee meetings

#### B. Draft Volume I for staff review, including images (January 2018)

The team will prepare Draft Volume I, including images, for staff review. A CiviComment platform can be used to collect staff's written comments. The sections of the Comprehensive Plan are expected to be consistent with the City's vision and strategy plans as follows:

#### **Infrastructure: We are Ready and We are Connected**

- *Climate Change and Resilience (new element)*
- Transportation
- Infrastructure/Utilities
  - Water
  - Sanitary Sewer
  - Storm water
  - Aquifer Recharge
  - Solid Waste

Stantec team members Frank Domingo, Jeff Marcus, Ramón Castella, and Hal Schmidt will have primary responsibility for the transportation and infrastructure elements. Jeff Marcus and Larissa Brown will have responsibility for the Climate Change/Resilience element, with Larissa focusing on social vulnerability and heat impacts, and Jeff

focusing on flooding and sea level rise issues. The climate change, transportation, and infrastructure work will be integrated with land use, urban design and other elements of the plan.

### **Public Places – We are Here and We are Community**

- Parks and Recreation
- *Urban Design (new element)*

Stantec’s Urban Places Group will have primary responsibility for these elements of the plan. Ana Gelabert will also participate, especially in developing the GOPs for urban design.

### **Neighborhood Enhancement: We are Community**

- Future Land Use
- Housing
- Conservation
- Historic Preservation

The Urban Places Group will have primary responsibility for developing the GOPs for these elements, with the participation of Ana Gelabert and Nancy Stroud.

### **Business Development: We are Prosperous**

- Economic Development
- Public Schools

ConsultEcon will be primarily responsible for the economic development element, including GOPs for industry sectors, workforce and jobs, and development. They will work closely with other members of the team to ensure that the element is well-integrated with other elements.

The Urban Places Group will prepare the Public Schools element, working with the Broward Public Schools.

### **Public Safety – We are Ready**

- Coastal Management

Stantec team members Jeff Marcus and Larissa Brown will be responsible for this element, working with emergency management and hazard mitigation agencies.

### **Internal Support Platform – We are United**

- Capital Improvements
- Intergovernmental Coordination
- Administration and Implementation

The entire team will be involved in this section of the plan in relation to the GOPs developed for previous elements. In addition, Ana Gelabert, with decades of experience in municipal government, and Nancy Stroud, with experience representing municipalities, will contribute their insights for this section of the Comprehensive Plan.

### **DELIVERABLES**

- Draft Volume I Document: Goals, Objectives and Policies for City Staff Review
- CiviComment platform to collect staff written comments

### **C. Technical Review Committee meetings on Draft Volume I (March 2018)**

The Stantec team will have up to three meetings with the Technical Review Committee on Draft Volume I.

### **DELIVERABLES**

- Up to three Technical Review meetings on the draft

### **D. Revise Draft Volume I for public review (April - November 2018)**

Stantec will revise the draft in response to staff comments and produce a draft in InDesign with all maps, charts, tables, photos, and illustrations. The graphic design will be similar to and compatible with the *Fast Forward Vision* and *Press Play* documents. A pdf of this draft will be put on the city website and on the CiviComment platform for ease of public comment.

### **DELIVERABLES**

- Draft Volume I Document: Goals, Objective and Policies for posting on the City’s website and on the CiviComment platform.

## 4 Phase 4: Public Review & Adoption

### January 2019 – April 2020

#### A. Public workshops on Vol 1 (January 2019)

The team will organize and implement two public workshops on the Draft Volume I Comprehensive Plan. Boards and exhibits on the draft plan will be created. The workshops will include a presentation on the draft, opportunities for questions, and interactive discussion and comment among participants in small groups. We also suggest that two drop-in public open houses may be beneficial, as some people may not have the time or desire to attend a longer public meeting. They would have the opportunity to view displays on the plan, ask questions one on one with members of the team and City staff, and provide comments. Materials from these meetings and the workshops could be displayed in community centers or libraries.

##### **DELIVERABLES**

- Outreach for public workshops and open houses
- Materials for public events
- Two public workshops
- Two public open houses

#### B. Presentations to Boards and Commissions (February 2019 – June 2019)

The team will participate in phone calls and meetings, prepare materials, and participate in public hearings at the Planning and Zoning Board, City Commission, Broward County Planning Council, and Broward County Commission.

##### **DELIVERABLES**

- Draft Volume I Document: Goals, Objectives and Policies for Broward County Planning Council and Broward County Commission review
- Conference calls with each member of the Planning & Zoning Board
- Second round of meetings (Meeting #2) with each City Commission member (5 meetings)
- Powerpoint and other materials, as needed for public hearings

- February 2019 – Planning & Zoning Board public hearings (2 meetings)
- March 2019 – City Commission public hearings (2 meetings)
- May 2019 – Broward County Planning Council public hearing
- June 2019 – Broward County Commission public hearing

#### C. Agency review and revisions (August 2019 – January 2020)

The team will assist the City in transmitting the Comprehensive Plan to reviewing agencies. After receipt of ORC reports, the team will discuss comments with the agencies and the City as needed, and revise the document as directed.

##### **DELIVERABLES**

- Assist in transmittal of volume to reviewing agencies
- Revised Volume I Document: Goals, Objectives and Policies based upon Florida Department of Economic Opportunity Report potentially incorporating recommendations and comments

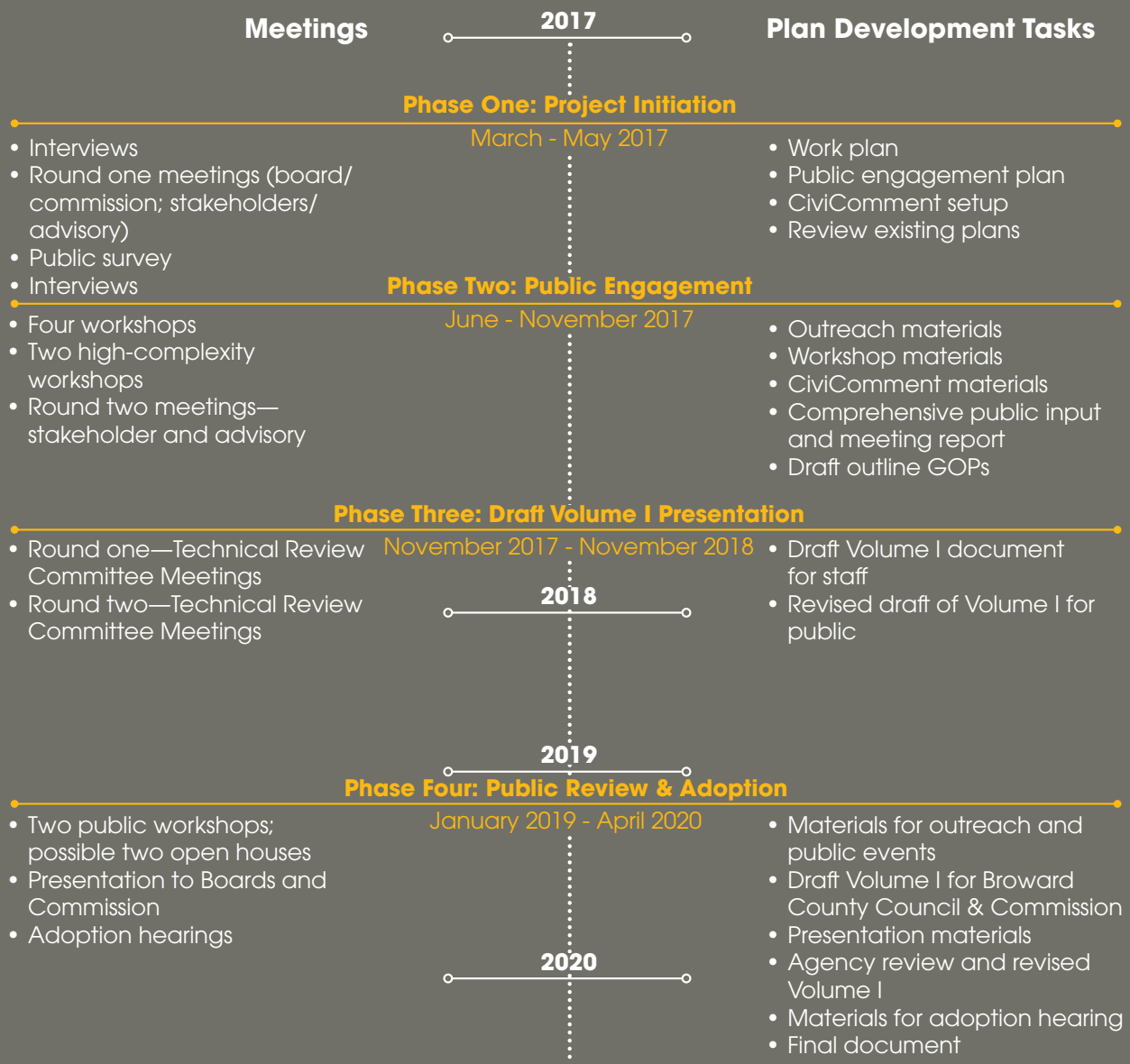
#### D. Adoption hearings and final plan (February 2020 – April 2020)

The team will prepare materials, participate in adoption hearings for the Comprehensive Plan, and produce the final plan document. Adoption hearings will be before the Broward County Planning Council, the Broward County Commission, and the Fort Lauderdale City Commission.

##### **DELIVERABLES**

- Powerpoint and other materials, as needed, for adoption hearings
- Three adoption public hearings
- Final Document: City of Fort Lauderdale Comprehensive Plan Volume I – Goals, Objectives and Policies

# Project Timeline



## Current Workload

Our team, including proposed subconsultants, is ready to begin work immediately on this project upon notice to proceed. The scope and schedule fits well within the capacity of our team members, and will not impede or be limited by other commitments.

## Available Resources

Stantec has all the facilities, technology and other resources needed to complete this project, including offices in Deerfield Beach and Coral Gables that can support our team as needed.





# References

# 4

## References

### **Leslie Alley, Deputy Director**

New Orleans City Planning Commission  
City of New Orleans, LA  
504-658-7000  
lalley@nola.gov

Project: Plan for the 21st Century: New Orleans 2030 & Comprehensive Zoning Ordinance (2010)  
Cost: \$2M

### **Roy Jambor, Senior Planner**

City of Shreveport, TX  
318-673-6464  
roy.jambor@shreveportla.gov

Project: Great Expectations: Shreveport-Caddo 2030 Master Plan (2010)  
Cost: \$1.6M

### **Tom Magee, Chief Planner**

Dept. of Planning, Engineering & Permits  
City of Birmingham, AL  
205-254-2479  
tom.magee@birminghamal.gov

Project: Birmingham Comprehensive Plan (2012)  
Cost: \$566,000

### **Francisco Garcia, Planning Director**

City of Miami, FL  
305-416-1470  
fgarcia@miamigov.com

Project: Miami Comprehensive Neighborhood Plan (2010) & Parks Level of Services Study (2012)  
Cost: \$50,000 (Park LOS Study); \$50,000 (MCNP)

### **Ernest Burkeen Jr., Former Miami Parks and Recreation Director**

(Current) Director of Parks and Recreation, City of Plantation  
954-452-2514  
eburkeen@plantation.org

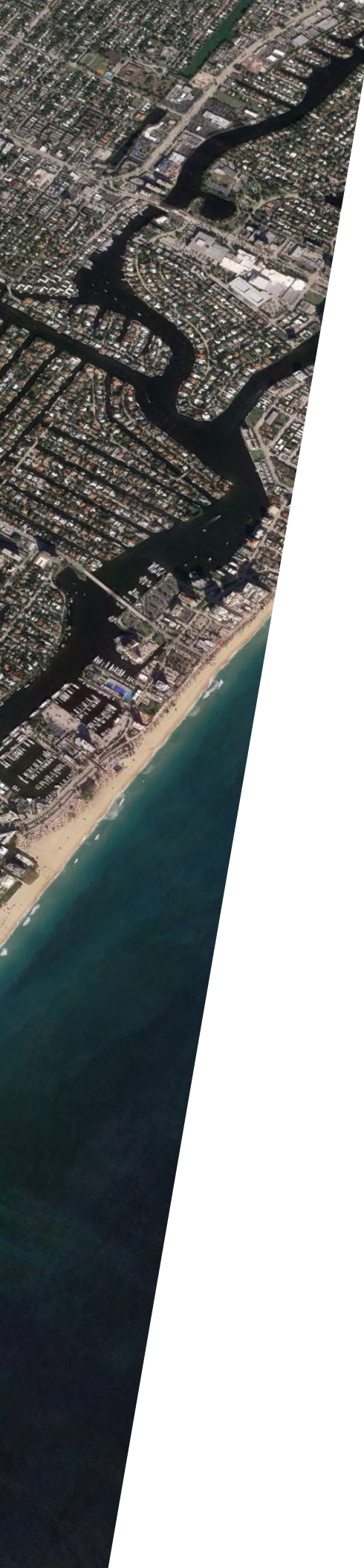
Project: City of Miami Parks & Public Spaces Master Plan (2007)  
Cost: \$700,000

### **ConsultEcon Reference Brian Solis, Planning, Design & Development Administrator**

City of Virginia Beach  
757-385-2907  
bsolis@vbgov.com

Project: Virginia Aquarium and Owls Creek Area Plan: Virginia Beach, Virginia (2011)  
Cost: \$150,000





# Subconsultants

# 5

## M/WBE Participation

Our team includes two Florida firms headed by women (one of whom is Hispanic).

Miami-based planning and urban designer, Ana Gelabert-Sanchez, of Gelabert-Sanchez & Associates is currently seeking WBE certification from the State of Florida and anticipates being fully certified upon award.

As part of the outreach process for public engagement, we will seek to partner with minority organizations and pay for services in promoting the public workshops and other engagement opportunities for this project.

## Subconsultants

Four subcontractors will be part of the Stantec team:

Gelabert-Sanchez, LLC (Ana Gelabert-Sanchez, AICP)

Lewis, Stroud and Deutsch, P.L. (Nancy Stroud, Esq., AICP)

ConsultEcon, Inc. (James Stevens)

Urban Interactive Studio (CiviComment platform)

Please refer to staff descriptions and resumes in section 2.





# Required Forms

# 6

Completed forms and Stantec's insurance certifications, for both general and professional liability, are on the following pages.



**BID/PROPOSAL CERTIFICATION**

**Please Note:** If responding to this solicitation through BidSync, the electronic version of the bid response will prevail, unless a paper version is clearly marked **by the bidder** in some manner to indicate that it will supplant the electronic version. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) Stantec Consulting Services Inc.

Address: 226 Causeway Street, FL 6

City: Boston State: MA Zip: 02114

Telephone No. (617) 654-6070 FAX No. (617) 523-4333 Email: larissa.brown@stantec.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): April 2020

Total Bid Discount (section 1.05 of General Conditions): N/A

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): MBE N WBE N

**ADDENDUM ACKNOWLEDGEMENT** - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
<u>1</u>	<u>2/10/17</u>	<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>	<u></u>	<u></u>

**VARIANCES:** If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSYNC you must also click the "Take Exception" button.**

If selected for this work, we expect that we will be able to negotiate mutually acceptable terms. In particular, we would propose negotiating appropriate language regarding 1. Scope of indemnity (no defense) specifically tied to our negligence; 2. No withholding of payments for alleged indemnity claims; 3. Proper standard of care for professional services as reflected in VI.(H) without "best" standards as reflected in VI.(N); 4. Removal or clarification regarding conflicts which are "substantially antagonistic or incompatible with Contractor's loyal and conscientious exercise of judgment"; 5. Removal or revision regarding City's limitation of liability which is currently proposed to never exceed \$1,000.

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:  
Larissa Brown, Ph.D., AICP  
 Name (printed)  
2/22/2017  
 Date:

  
 Signature  
Stantec Consulting Services Inc.  
 Title

**SECTION VI - COST PROPOSAL PAGE**

**Proposer Name:** Stantec Consulting Services Inc.

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor must quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

Attach a breakdown of costs based upon the tasks in the detailed scope of services stated herein.

<b>Task</b>	<b>Cost</b>
1. Public participation program for drafting Volume I	\$80,000
2. Technical Review Committee meetings prior to draft Volume 1	\$8,000
3. Draft Volume I for staff review	\$76,000
4. Technical Review Committee meetings on draft Volume I	\$8,000
5. Revised draft Volume I for public review.	\$16,000
6. Public workshops on Volume I of the Comprehensive Plan	\$15,000
7. Present Comprehensive Plan Volumes I and II to Planning & Zoning Board.	\$10,000
8. Present Comprehensive Plan Volumes I and II to City Commission (first reading and transmittal).	\$10,000
9. Present Comprehensive Plan Volumes I and II to Broward County Planning Council (First reading).	\$5,000
10. Present Comprehensive Plan Volumes I and II to County Commission (first reading).	\$4,000
11. Transmit Comprehensive Plan Volumes I to Florida Department of Economic Opportunity/other review agencies.	\$2,000
12. Revise Comprehensive Plan Volumes I based upon State objections, recommendations, and comments (ORC) report and agency comments.	\$4,000
13. Present Comprehensive Plan Volumes I and II to Broward County Planning Council (second reading).	\$4,000
14. Present Comprehensive Plan Volumes I and II to County Commission (second reading and adoption).	\$4,000
15. Present Comprehensive Plan Volumes I and II to City Commission (second reading and adoption).	\$4,000
<b>Total Cost</b>	<b>\$250,000</b>

**Submitted by:**

Larissa Brown, Ph.D., AICP

Name (printed)

2/22/2017

Date



Signature

Principal, Project Manager/Director

Title



**NON-COLLUSION STATEMENT:**

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

<u>NAME</u>	<u>RELATIONSHIPS</u>
Not applicable	

**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**

**CONTRACT PAYMENT METHOD BY P-CARD**

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.

Please indicate which credit card payment you prefer:

\_\_\_\_\_ Master Card

At this time, Stantec does not accept payment by p-card. Payments by wire or automated clearing house (ACH) methods are accepted. Please see the attached letter for payment details.

\_\_\_\_\_ Visa Card

Company Name: Stantec Consulting Services Inc.

Larissa Brown, Ph.D., AICP

Name (printed)



Signature

2/22/2017

Date:

Principal, Project Manager/Director

Title



# Stantec

**Stantec Consulting Services Inc.**

10160 – 112 Street  
Edmonton, AB T5K 2L6  
Tel: (780) 917-7000  
Fax: (780) 917-7330

July 23, 2015

**Reference: Information to make payments to Stantec Consulting Services Inc.**

Good Day,

This is to confirm that as of the date of this letter, the following information is correct to make payments to Stantec Consulting Services Inc.

**For Wire payments:**

**Bank Name:** Bank of America  
**ABA Number:** 026009593  
**SWIFT:** BOFAUS3N  
**Bank Account Number:** 3752096026  
**Bank Account Name:** Stantec Consulting Services Inc.  
**Bank Address:** 100 North Tryon Street, Charlotte, NC 28202 United States

**For ACH payments:**

**Bank Name:** Bank of America  
**ABA Number:** 111000012  
**Bank Account Number:** 3752096026  
**Bank Account Name:** Stantec Consulting Services Inc.  
**Bank Address:** 100 North Tryon Street, Charlotte, NC 28202 United States

**\*\*\*NOTE: Please send an e-mail with remittance details to [eff@stantec.com](mailto:eff@stantec.com) when a wire or ACH payment is made to the account.**

This information is correct as of the date of this letter. Stantec will not update this letter unless changes occur in the information provided.

Regards,

**Stantec Consulting Services Inc.**

Ian Mulligan  
Authorized Signer

**LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT**

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm its local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this ITB. Violation of the foregoing provision may result in contract termination.

(1) \_\_\_\_\_ is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt **and** a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.

Business Name

(2) \_\_\_\_\_ is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt **or** a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.

Business Name

(3) Stantec Consulting Services Inc. is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.

Business Name

(4) \_\_\_\_\_ requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

Business Name

(5) \_\_\_\_\_ requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

Business Name

(6) \_\_\_\_\_ is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preference consideration.

Business Name

BIDDER'S COMPANY: Stantec Consulting Services Inc.

AUTHORIZED COMPANY PERSON: Larissa Brown, Ph.D., AICP *Larissa Brown* 2/22/2017

NAME

SIGNATURE

DATE



# CERTIFICATE OF LIABILITY INSURANCE

5/1/2017

DATE (MM/DD/YYYY)

8/2/2016

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 Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000	CONTACT NAME:	
	PHONE (A/C, No, Ext):	FAX (A/C, No):
	E-MAIL ADDRESS:	
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A : Zurich American Insurance Company		16535
INSURER B : Sentry Insurance a Mutual Company		24988
INSURER C : American Guarantee and Liab. Ins. Co.		26247
INSURER D :		
INSURER E :		
INSURER F :		

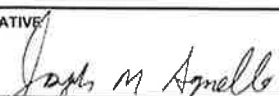
**COVERAGES**      **CERTIFICATE NUMBER:** 14193567      **REVISION NUMBER:** XXXXXXX

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.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>CONTRACTUAL/CROSS</b> <input type="checkbox"/> XCU COVERED GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:	N	N	GLO5415704	5/1/2016	5/1/2017	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B B B	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY	N	N	90-17043-08 (AOS) 90-17043-09 (MA) 90-17043-10 (CA)	5/1/2016 5/1/2016 5/1/2016	5/1/2017 5/1/2017 5/1/2017	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$ XXXXXXXX
C	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000	N	N	AUC918463701	5/1/2016	5/1/2017	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$ XXXXXXXX
B B B	<input checked="" type="checkbox"/> <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> <input type="checkbox"/> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	N	90-17043-06 (AOS) 90-17043-07 (HI) EXCEPT FOR OH ND WA WY	5/1/2016 5/1/2016	5/1/2017 5/1/2017	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> 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

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

**CERTIFICATE HOLDER**      **CANCELLATION**

<b>14193567</b> TO WHOM IT MAY CONCERN	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 
---	--

