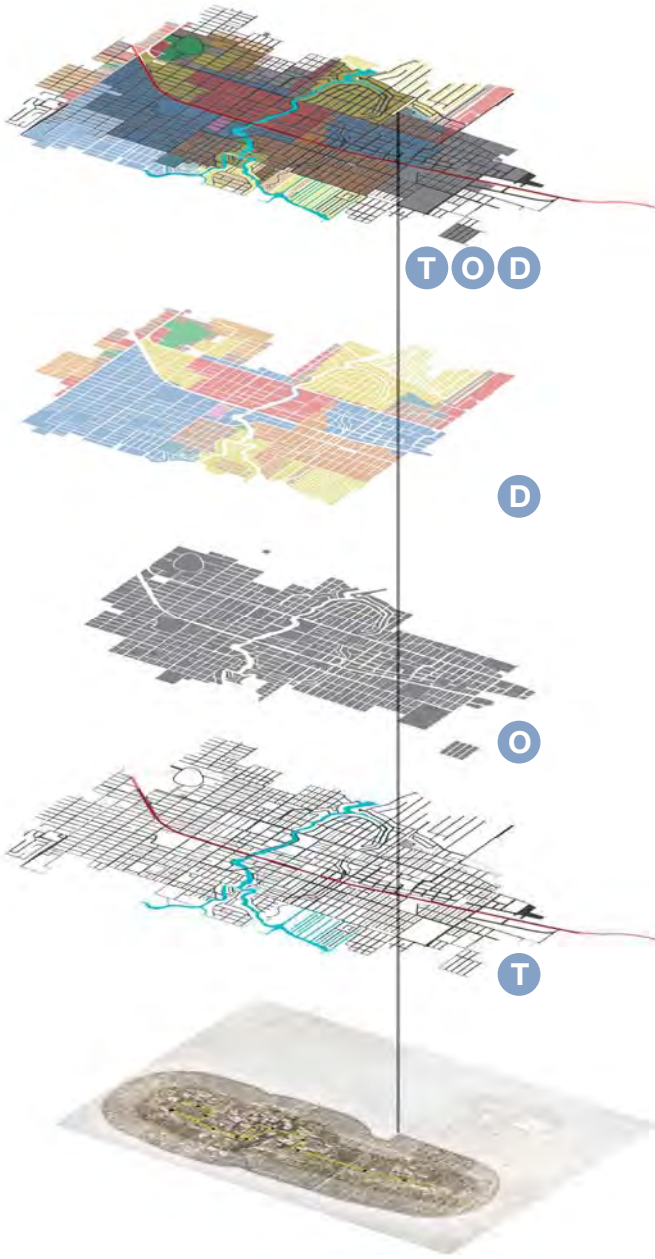

CITY OF FORT LAUDERDALE

FEDERAL TRANSIT ORIENTED DEVELOPMENT (TOD) PLANNING SERVICES

TECHNICAL PROPOSAL

RFP # 12093-885

SUBMITTED TO

City of Fort Lauderdale, Florida

January 25, 2018

SUBMITTED BY

IBI Group (Florida) Inc. in association with TYLin International, PMG Associates and Valerin Group
2200 Park Central Boulevard North-Suite 100,
Pompano Beach FL 33064 USA
Tel: +1 954 974 2200; Facsimile: +1 954 973 2686

CONTACT PERSON

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Patricia Ramudo, P.E.
patricia.ramudo@ibigroup.com

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EXECUTIVE SUMMARY

IBI GROUP (FLORIDA) INC.

January 25, 2018

Ms. Laurie Platkin
City of Fort Lauderdale Procurement Specialist II
Procurement Services Division
100 N. Andrews Avenue, Suite 619
Fort Lauderdale, FL 33301

Re: Request for Proposals (RFP # 12093-885) - City of Fort Lauderdale Federal Transit Oriented Development (TOD) Planning Services

Dear Ms. Platkin,

IBI Group is pleased to respond to the City of Fort Lauderdale Request for Proposal to provide Federal Transit Oriented Development (TOD) Planning Services. We are confident that with our assembled team we possess both the expertise and experience required to meet and exceed your expectations. In our understanding, the RFP is broader than a traditional, station focused TOD project and calls for a strategic TOD corridor study along the planned streetcar route. This will require seamless integration of disciplines and expertise including multimodal transportation analyses, zoning, real estate development, affordable housing, TDM, and public - private financing.

IBI Group is a global consulting firm with a strong track record of conducting complex, integrated assignments with an aim to develop strategies to address the issues of 21st Century urban living and development. As an established global leader in Transit Oriented Development (TOD) projects, IBI has a long-standing portfolio of award-winning redevelopment planning projects internationally, nationally and in the state of Florida.

The City will be hiring the best with IBI Group. And finally, we are not only one of the largest architecture, urban planning and urban design firms in the world, we are also transportation and transit engineers working on projects that focus on integration of land use and transportation. You will not find a team with all the elements in one firm as with IBI.

We trust that you will read our proposal with care and consideration and look forward to the prospect of participating in a subsequent presentation and interview to further expand upon our enthusiasm in conducting this much needed exercise in city shaping. Should you have any comments regarding our proposal, please contact the undersigned by phone at 954.974.2200 or by email at patricia.ramudo@ibigroup.com. Please find enclosed on the following pages an Executive Summary of our proposal.

Sincerely,

Patricia Frexes Ramudo, PE, LEED AP
Vice President, Engineering

IBI Group is pleased to respond to the City of Fort Lauderdale Request for Proposal to provide Federal Transit Oriented Development (TOD) Planning Services. The following is an executive summary highlighting the key elements of our proposal.

IBI GROUP PROFILE

Established in 1974 in Toronto, Canada, in 42 years IBI Group has grown steadily and now has over 63 offices throughout the United States, Canada, Europe, Asia and the Middle East, employing over 2,300 professionals and support staff. IBI Group is a globally integrated architecture, planning, engineering, and technology firm. From high-rises to industrial buildings, schools to state-of-the-art hospitals, transit stations to highways, airports to toll systems, bike lanes to parks, we design every aspect of a truly integrated city for people to live, work, and play. IBI Group's Toronto office became ISO 9001-compliant at the beginning of 2006 and has deployed its Quality Management System (QMS) across the firm. We provide services under three core sectors:

1. **INTELLIGENCE:** Technology & Systems design, Integration and software development;
2. **BUILDINGS:** Building architecture, interior design, building engineering;
3. **INFRASTRUCTURE:** Planning, urban design, landscape architecture, transportation and civil engineering.



IBI Group (Florida) Inc. is a member of the IBI Group of firms, and will service this contract from its office in Pompano Beach, Florida. Established as a Florida corporation in 1979, we have provided professional consulting services for 39+ years to Florida public and private entities. The table below illustrates the corporate and ownership structure of IBI Group (Florida) Inc.

IBI Group (Florida), Inc.
2200 Park Central Blvd. N.
Suite 100
Pompano Beach, Florida 33064

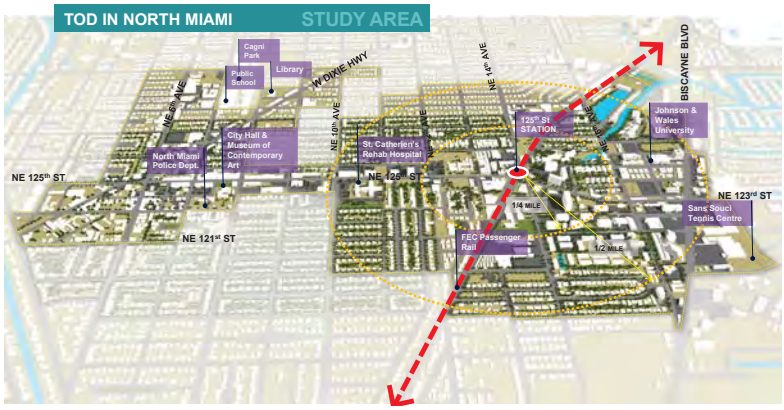
IBI Subco, Inc.
(Board of Directors)
7th Floor – 55 St. Clair Avenue West,
Toronto, Ontario, Canada M4V 2Y7
82.5%

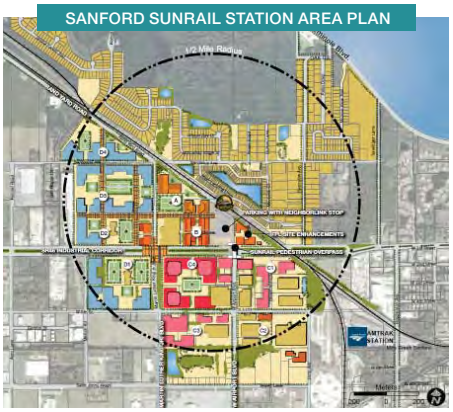
+

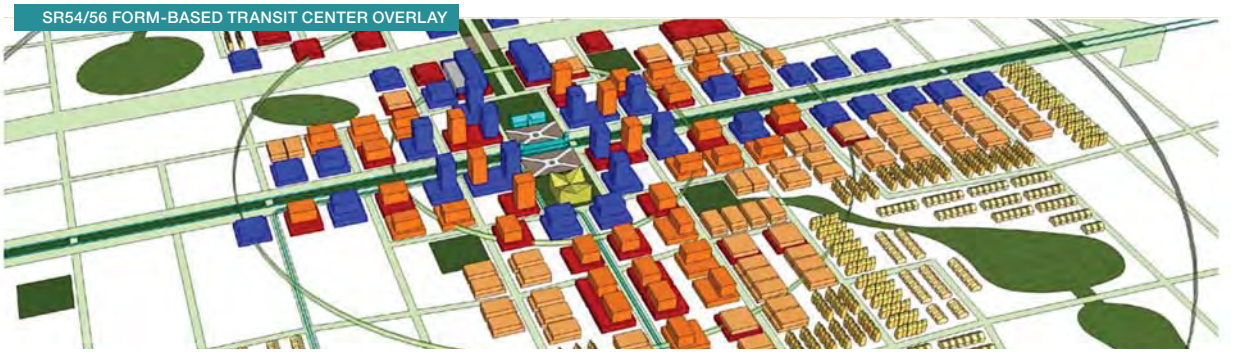
IBI Group
(General Partnership)
18401 Von Karman Avenue, Suite 110
Irvine, California 92612
17.5%

Globally, we have been leading the research related to TOD with the World Bank as one of our primary clients. We are currently working on TOD Implementation Knowledge Product for low and middle-income countries for World Bank. IBI was also charged with preparing the Guidance Documents for Transit Oriented Development, Non-Motorized Transportation and Bicycle Sharing for India, as part of World Bank's Sustainable Urban Transport Project. Other relevant projects similar to the scope of services for Fort Lauderdale include the Mobility Hub Guidelines for Metrolinx in Toronto and Development of TOD Multimodal Mobility Guidelines for Mexico City.

Some of our key similar projects in Florida include the Sanford SunRail Station Area Plan, US 19 TOD Corridor Study in Pasco County, SR54/56 Form-Based Transit Center Overlay Plan in Pasco County, Deerfield Beach TOD Plan, Lauderdale Lakes TOD Study, and North Miami TOD Study. Our APA award winning projects in North America include the First and Last Mile Strategic Plan for Los Angeles Metro.







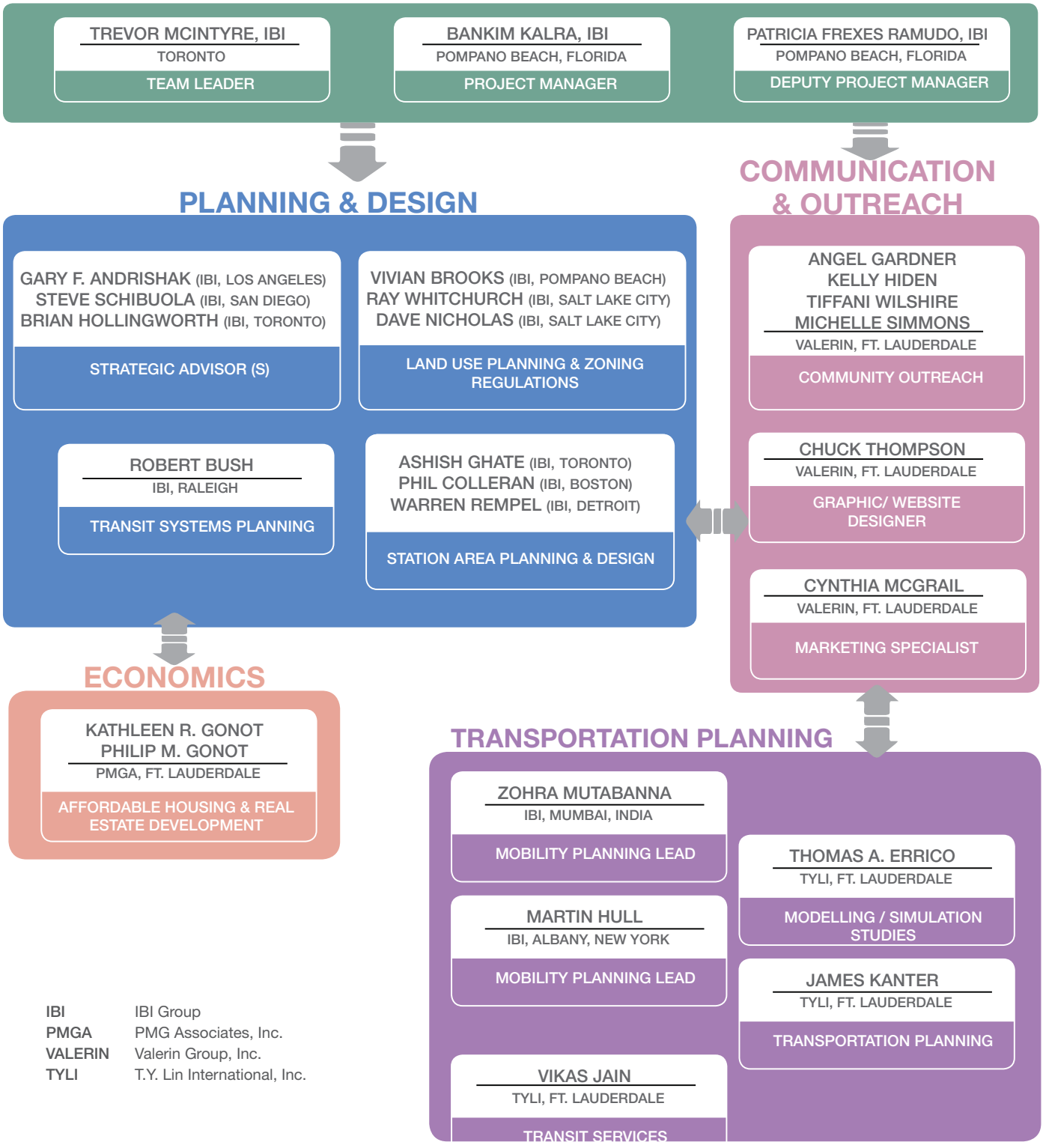
Trevor McIntyre, IBI's Global Director for Placemaking and Urban Design, will be the assigned Team Leader for this project. Based out of Toronto, Trevor brings to the team a diverse range of experience on complex TOD projects with strong leadership qualities and expertise in stakeholder communication and facilitation experience, land-use and multimodal transportation integration, transit design and organizational and conceptual design skills.

Assuming the role of Project Manager for this assignment will be **Bankim Kalra, AICP,** based out of our Pompano Beach office. Over the past 15 years, Mr. Kalra has authored numerous TOD studies internationally and master plans, including several redevelopment plans and TOD studies in Florida. Recently, Mr. Kalra was awarded the National Planning Excellence Award by the American Planning Association for his work on authoring the Smart City Strategic Plan for a the city of Bhubaneswar in India. Mr. Kalra is an effective project manager, an excellent communicator and, importantly, both an urban planner and urban designer making him a perfect fit for leading the scope of work outlined in the Federal TOD Planning Services RFP.

Assisting Mr. Kalra in the project will be **Patricia Ramudo, P.E.** as the Deputy Project Manager. Ms. Ramudo heads IBI Florida's civil engineering practice and will be taking the lead on assessing the infrastructure impacts of increased densification and streetscape improvements in the area.

PROJECT TEAM

We have built the ideal team – a combination of global experience, innovative thinking, and on-the-ground, local knowledge – to bring the long-running planning efforts in the City of Fort Lauderdale to successful realization. The following organizational chart identifies the officers, principals, supervisory staff, and key individuals who will be directly involved with Federal TOD Planning Services project.



IBI	IBI Group
PMGA	PMG Associates, Inc.
VALERIN	Valerin Group, Inc.
TYLI	T.Y. Lin International, Inc.

SUBCONSULTANTS AND DBE/ M/WBE PARTICIPATION

T.Y. Lin International, Inc. (TYLI) is an internationally recognized, full-service design consulting firm that has been delivering superior solutions for more than 60 years will serve as a subconsultant on the IBI team for providing transportation planning related services. We are known throughout the world for our innovative ideas and ability to solve complex transportation problems.. TYLI is a corporation, incorporated in the state of California in 1954, and is registered as a legal entity in the State of Florida. TYLI has 30 domestic offices with 708 employees and eight international offices with an additional 1,300 employees.

Our team is also bolstered by the participation of two DBE/ MBE firms- **PMG Associates for the affordable housing** and economics, and **Valerin Group for the public and stakeholder engagement**. Both firms have an excellent track record working with the City and County on several transit and urban planning related projects.

KEY ELEMENTS OF THE PROPOSAL

Our team has reviewed the previous planning efforts undertaken by the City, and commend the city leadership's proactive actions to capitalize upon the current trend of investment in Fort Lauderdale. We understand that the City's goal, through this process, is to undertake a planning process that integrates multimodal transportation, land use, urban design, affordable housing, and economic development seamlessly with the community's vision and maximizes the investment opportunities presented by the Wave as a catalyst for future growth.

A successful TOD must take a comprehensive planning approach that seamlessly integrates many different disciplines into one solution. In simple terms, the formula for TOD can be broken down into "T" - Transportation, "O" - Open Space, and "D" Development (or Buildings).

Transit (Transportation)

The "T" encompasses all forms of transportation, with a specific emphasis on transit, active transportation, and walkability.

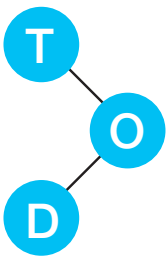
Oriented (Open Space)

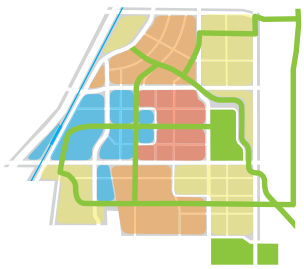
The "O" encompasses all of the public spaces, which must be skillfully integrated into the area to encourage vitality in the public realm.

Development (Buildings)

The "D" encompasses all built up areas, carefully considering land-uses, policies, market feasibility, and design that supports and activates the public realm and transit ridership

T+O+D = Transit Oriented Development





When all of these components are combined, a true TOD emerges. A TOD Plan should be accompanied by design guidelines and development standards that enforce basic (but essential) urban design principles. These ensure that future development is suitable to the human-scaled, walkable environment needed for a successful TOD.

PROJECT UNDERSTANDING

While streetcars can help shape the identity of automobile oriented corridors and encourage transit-oriented development (TOD) investments, the real benefit of streetcar is through its potential to create a sense of place in a revitalized urban setting. High-quality and strategic urban design is key to vastly – and rapidly – improving the urban conditions within the City of Fort Lauderdale.

We strongly believe in the adage that there is no "one-size-fits-all" approach to TOD and each station area along the corridor has varying contextual forces shaping its urban form and economic potential. Additional analysis would help understand how the Wave streetcar interacts with surrounding station areas and other modes of transport currently available and may be innovated such as automated vehicles and other shared mobility options in the near future.

KEY CONSIDERATIONS FOR FORT LAUDERDALE'S WAVE TOD CORRIDOR

01 PUBLIC PERCEPTION ISSUES RELATED TO STREETCAR

02 AGING INFRASTRUCTURE AND RESILIENCY

03 UNDERUTILIZED AND AGING INDUSTRIAL PROPERTIES

04 AFFORDABLE HOUSING AND GENTRIFICATION

01 STRONG DEVELOPMENT MARKET

02 AFFORDABLE COMMERCIAL/ INDUSTRIAL PROPERTY

03 PROXIMITY TO THE STRATEGIC EDUCATION AND ECONOMIC PARTNERS

04 TRANSIT INFRASTRUCTURE

05 DEMOGRAPHIC SHIFT RESPONSE

06 RIDERSHIP EXPLOSION FROM MIXED-USE EMPLOYMENT & RESIDENTIAL CENTERS

PROJECT APPROACH

A good process is essential to an implementable Plan. IBI Group has produced an extensive and impressive portfolio of TOD and station area planning exercises across North America. This experience has given our TOD Practice a proven approach to successful TOD planning. It is our team's observation that the RFQ is very well conceived and stated. IBI Group takes pride in its ability to "reach beyond the obvious" in its delivery of both innovation and value added consultant – one of the benefits of the company's size.

In terms of planning process, we propose to adopt the following key actions to accomplish the stipulated scope of work in the RFP:

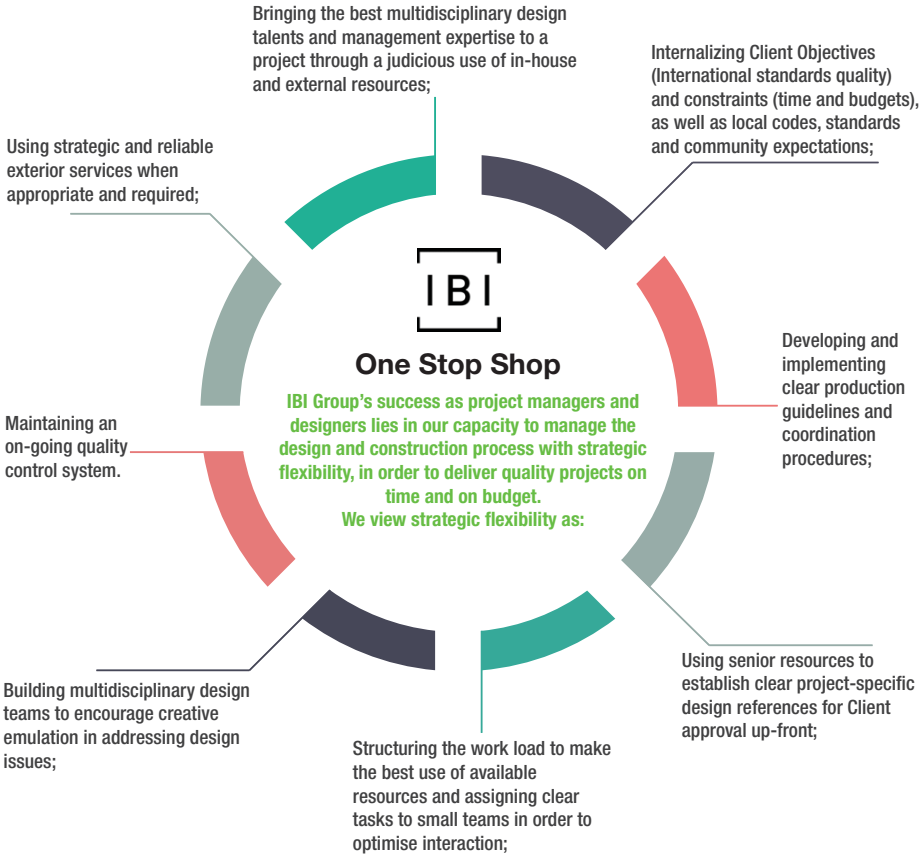
We have broken down our process into four phases. The steps in each phase have been carefully considered to build upon each other, creating an organized and understandable process for all participants.

USE OF VALUE-ADD TOOLS

IBI offers the City of Fort Lauderdale its in-house TOD+ online platform, that provides users with information pertaining to Transit Oriented Development (TOD) potential along various higher order transit lines across North America. Using spatial and data analytic software's, expert staff evaluate a number of urban planning, real-estate, and socio-economic factors that contribute to a properties potential TOD value. Utilizing advanced computer systems, these factors are graded and applied to each property within proximity to the relevant transit line. The resulting TOD score is displayed spatially as a numerical grade that can be compared with other properties intuitively and efficiently by the interested user. The TOD+ platform also stores over 20 other related TOD layers that can be toggled on and off for maximum analytical potential. Currently, TOD+ has conducted analysis of numerous higher order transit lines in North America, including the: Toronto Relief Line; Calgary Green Line; Ottawa Confederation Line; Toronto Finch West Line; Etc. Future expansion to European, Asian, and South American markets is anticipated.

IBI TEAM STRENGTHS

The Federal Transit Oriented Development (TOD) Planning for pilot program in City of Fort Lauderdale, Florida will be managed by IBI Group (Florida), Inc. with support as needed from our other offices in IBI group. The TOD Planning in City of Fort Lauderdale, Florida will require an established depth of transit-oriented development understanding and knowledge of economic forces underpinning future development and infrastructure investment. IBI Group has led numerous similarly scaled TOD projects that focus on issues germane to this project. Additionally, IBI Group has assisted municipal clients with devising innovating funding strategies for the implementation of their station area plans and construction of public infrastructure projects. IBI Group's success as project managers and designers lies in our capacity to manage the planning process with strategic flexibility, in order to deliver quality projects on time and on budget.



IBI has chosen to select professionals from our local, national and international offices because of their wide-ranging background and understanding of projects of this nature. We believe our local knowledge, outstanding performance on transit-oriented planning projects worldwide and combined experience of the team members assigned to this project, will enable the City of Fort Lauderdale to provide the highest quality of professional services to its citizens.

In summary, our carefully assembled team has:

- Successfully undertaken numerous station area and corridor studies of similar nature and scope;
- Strong record of establishing community consensus through proven techniques for engaging the public throughout the planning process;
- Extensive local knowledge combined with national and international experience enabling us to apply global experience while addressing local issues;
- Ability to draw on other areas of practice within the firm and the team to analyze and evaluate issues as they arise;
- Clear understanding of the challenges associated with balancing the economic and functional needs of the existing community, while at the same time developing a higher quality urban form to attract new development;
- Worked closely with the public and private sector to bring similar comprehensive redevelopment planning projects, centered around transit investments, to fruition through our relationship with local and national developers. This helps in providing the financial stability and partnerships that are critical in successful realization of TOD projects;
- In-depth understanding of South Florida market dynamics and the economic implications for future project feasibility and to stimulate needed private investment;
- The ability to provide transportation planning and engineering services to address future traffic circulation issues, transit needs and parking requirements as the City evolves into a significant destination in the region; and
- Award winning architects, engineers and urban designers that are LEED and ENVISION accredited professionals, to ensure that environmental efficiency and resilience are embedded in all city projects.

03

EXPERIENCE AND QUALIFICATIONS

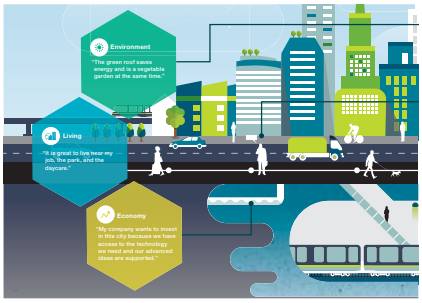
IBI GROUP

IBI Group is a globally integrated architecture, planning, engineering, and technology firm, providing comprehensive urban solutions driven by superior design and technology.

NUMBER OF YEARS IN BUSINESS:

44 yrs

1974 TO PRESENT



Smart City Plan

GO West Harbour Multimodal Station

Candlestick Master Plan in San Francisco

From IBI Group's inception in **1974**, we have brought comprehensive approaches to our work in delivering the best solutions for our clients.

IBI Group is recognized internationally as a leader in **sustainable transportation planning, land use planning, multi-modal transportation planning, urban design, landscape architecture, and architecture, specializing in transit-oriented development,** and providing services under **THREE CORE SECTORS**:

1 INTELLIGENCE

Industry Sectors
- Broadcast
- Commercial Vehicles
- Information Systems
- Intelligent Buildings
- Intelligent Transportation Systems
- Power Systems
- Revenue Systems
- Security Systems
- Telecommunications

Services
- Approvals
- Design and Contract Documents
- Implementation/Construction Phase Services
- Operations and Maintenance
- Planning and Environmental Assessment
- Policy
- Program Management
- Research

2 BUILDINGS

Industry Sectors
- Civic and Municipal
- Healthcare
- High-Rise
- Higher Education
- Hospitality
- Justice and Protective Services
- K-12 Education
- Mixed-Use
- Retail and Commercial
- Seniors Communities
- Stadiums and Special Events

Areas of Practice
- Architecture
- Interior Design
- Electrical Engineering
- Structural Engineering
- Mechanical Engineering
- Programming
- Systems Engineering (AV, IT, Security)

Services
- Approvals
- Compliance Services (Alternative Financial)
- Design and Contract Documents
- Implementation/Construction Phase Services
- Master Planning
- Operations and Maintenance
- Planning and Environmental Assessment
- Policy
- Procurement or AFP
- Program Management
- Research

3 INFRASTRUCTURE

Industry Sectors
- Ambulance and Medical Transportation
- Freight transportation and Logistics
- Governance and Service Delivery
- Multi jurisdictional Planning
- Neighborhood Development
- Public Transportation
- Transit Oriented Development
- Site Development
- Transportation and Land Use
- Transportation Information Technology
- Urban and Regional Development

Areas of Practice
- Air Transportation
- Civil Engineering
- Freight Transportation and Logistics
- Land Use Planning
- Landscape Architecture
- Marine Transportation
- Master Planning
- Real Estate Research
- Regional Planning
- Surveying and Mapping
- Urban and Intercity Transit
- Urban and Regional Transportation
- Urban Design
- Water Resources Management

Services
- Administration
- Approvals
- Concept Plan/Visioning
- Construction Phase Services
- Contract Administration
- Design Development and Contract Documents
- Design Guidelines
- Economic/Financial Analysis
- Emergency Dispatch Communications
- Implementation/Construction Phase Services
- Operations and Maintenance
- Planning and Environmental Assessment
- Policy
- Program Management
- Public Outreach
- Research

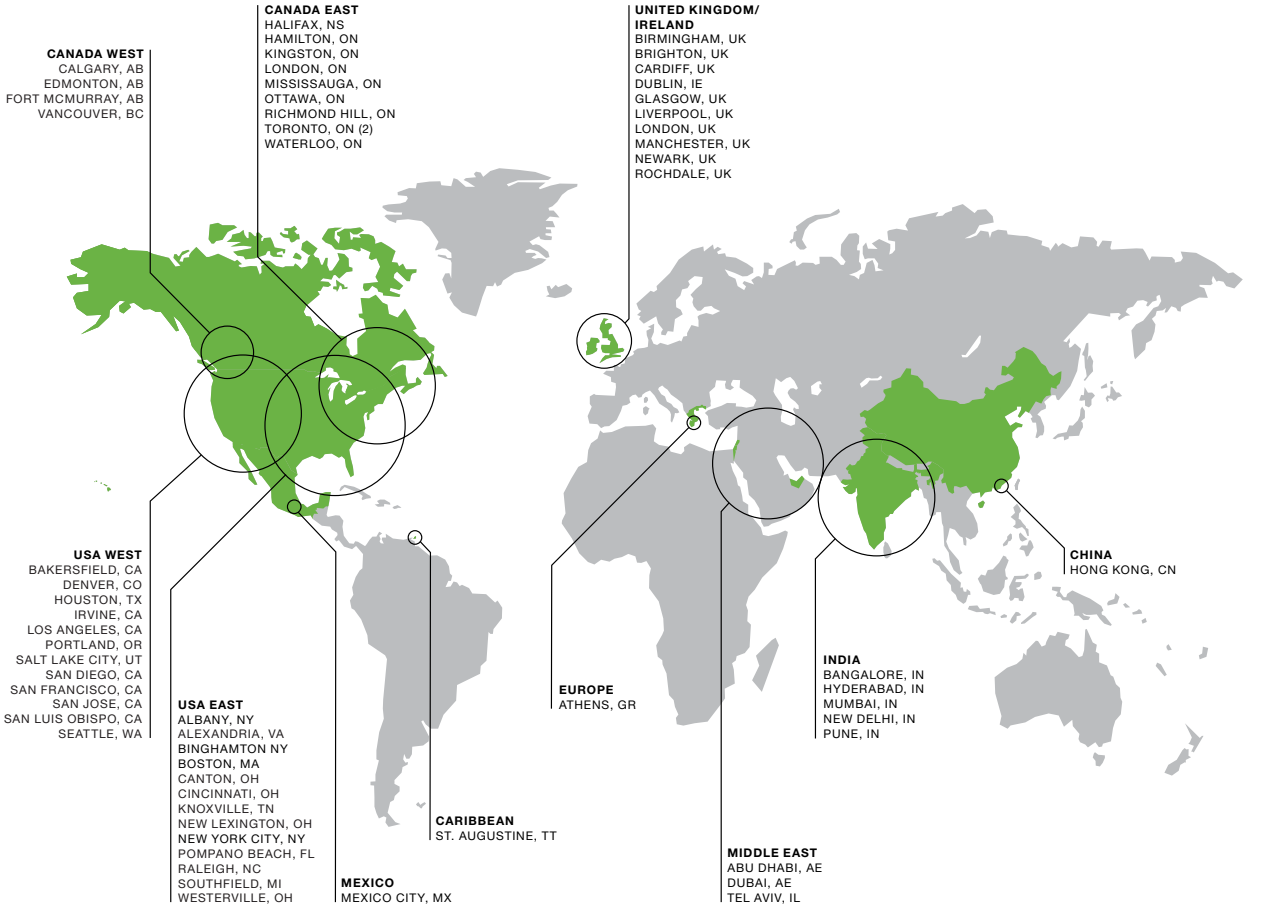
Through the integration of three core disciplines, we have provided our clients a holistic approach toward creating innovative and responsive solutions for over **44 years.** Our design and technology-driven solutions are vital to creating a future for our cities to become livable and viable entities where opportunities exist and grow.

We believe cities in the future must be designed with intelligent systems, sustainable buildings, efficient infrastructure, and a human touch.

IBI is the global partner to plan, design, build, and sustain the cities of tomorrow. We work with our clients to create livable, prosperous, and advanced urban environments. At IBI, we define how cities look, how cities feel, and how cities work.

61 OFFICES GLOBALLY

OVER 2,600 EMPLOYEES



61 offices located in major urban centres within North America, the Caribbean, Europe, Middle East, and Asia
Canada 14 offices | USA 25 offices | International 22 offices

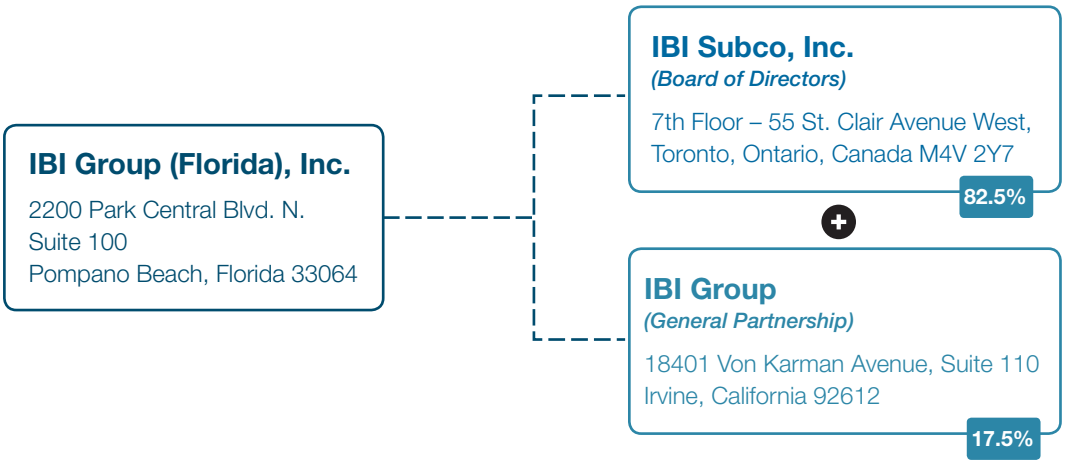
WORKFORCE ANALYSIS (NORTH AMERICA)

295	OFFICERS & MANAGERS	753	TECHNICIANS	TOTAL 2154
944	PROFESSIONALS	162	OFFICE & CLERICAL	

As a creative company, we draw upon our global experience to create local inspirational design solutions that reflect our diversity and collaborative working style.

IBI GROUP (FLORIDA) INC. CORPORATE AND OWNERSHIP STRUCTURE

The Federal Transit Oriented Development (TOD) Planning for pilot program in City of Fort Lauderdale, Florida will be managed by **IBI Group (Florida), Inc. office in Pompano Beach with support as needed from our Toronto, Boston, and Salt Lake City offices**. IBI Group (Florida) Inc. is a member of the IBI Group of firms. Established as a Florida corporation in 1979, we have provided professional consulting services for 38+ years to Florida public and private entities. The table below illustrates the corporate and ownership structure of IBI Group (Florida) Inc.



EXECUTIVE

CEO
SCOTT STEWART

PRESIDENT
DAVID THOM

CFO
STEPHEN TAYLOR

DIRECTION

Regions	Sector	CORPORATE SERVICES
Canada West • Mike Pankiw	**Intelligence** • Derek Sims	**Finance/Accounting** • Stephen Taylor
Canada East • Kevin Bebenek	**Buildings** • David Thom	**Mar/Comms** • Charles Finley
US West • David Chow	**Infrastructure** • Matt Cunningham	**Human Resources** • Jane Sillberg
US East • Tim Foley		**Legal** • Steven Kresak
UK/Ireland • Paul Hewes/Paul Whittlestone		**IT** • Kai Hum
International • Trevor McIntyre		**QA/QC** • Ewen Fisher

Implementation — Coordination + Direction — Strategic Support + Operations

Leadership Group
Includes deputy regional directors, sub-sector leads, and other directors/partners

Leadership at the Regional, Business Line and Corporate Service Level

IBI GROUP (FLORIDA) INC: CORPORATE INFORMATION

State of Florida
Department of State

I certify from the records of this office that IBI GROUP (FLORIDA) INC. is a corporation organized under the laws of the State of Florida, filed on March 27, 1979.

The document number of this corporation is 614253.

I further certify that said corporation has paid all fees due this office through December 31, 2018, that its most recent annual report/uniform business report was filed on January 9, 2018, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Ninth day of January, 2018

Ken Detzner
Secretary of State

Tracking Number: CC5444988134

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

TECHNICAL CAPABILITIES

IBI Group focuses on creative yet technically feasible solutions to improve mobility in cities, where resources and space are usually constrained and the negative effects of vehicular traffic are highest on residents and environment. We integrate our areas of practice, our offices, the analytical and evaluation tools we use, and bringing together of our public and private sector clients.

The firm's consulting services are based upon a holistic approach to land use planning and development by the integration of urban design, master planning, architecture, landscape architecture, transportation, infrastructure planning, systems design, and related economic planning, engineering and related disciplines into a single, seamless, built entity. This strategy produces a 'win-win' relationship.

The cornerstone of IBI Group's planning services is its extensive experience in assisting communities with the revitalization of their urban environments at varying scales from economically declining urban regions and downtown cores to aging commercial corridors, neighborhood centers and underutilized waterfronts. IBI Group has a solid track record in the development of station area plans and corridor planning studies globally. Some of our award-winning projects in Florida include the Downtown Tavares Master Plan (FRA 2007 Award for Best Planning Study); US 1 Corridor Master Plan, Titusville (APA Florida 2006 Award of Excellence); and Greater Childs Park Strategic Plan, St. Petersburg (APA Florida Suncoast Section 2007 Award of Excellence).

As a creative design-based company, we draw upon our global experience to create locally inspired design solutions that reflect our diversity and collaborative working style. IBI Group team has extensive experience in the following disciplines applicable to the work outlined in the RFP:

Westbrook Village TOD/Station Area Redevelopment Plan, Calgary, AB

Downtown Tavares CRA Master Plan, Florida

TRANSIT ORIENTED DEVELOPMENT

IBI sees transit-oriented development (TOD) as a critical step towards a more sustainable future. We are leaders in TOD master planning and have produced an impressive portfolio of major TOD and station-area planning exercises across North, Central and South America, Europe and India. Our land use and transportation planners apply an integrated approach to solving the problems of our clients and the demands of our ever-urbanizing planet.

REDEVELOPMENT PLANNING

We have a strong portfolio of CRA master planning and urban design projects to our credit, including downtown master plans, streetscape design projects, revitalization projects, form-based codes and corridor design guidelines. Our strength lies in methodically understanding the municipal framework and working with the existing policies to develop master plans that are innovative yet context-sensitive and implementable.

Downtown Minneapolis Master Plan, Minnesota

Orange County Centerline Transit Study, California

LAND USE PLANNING AND REAL ESTATE

Together, with the firm's other disciplines, the team of land use planners, market and real estate analysts, economists and financial analysts provide a comprehensive range of consulting services, including, but not limited to: Development Feasibility/ Highest and Best Use; Market Analysis; Land Use Planning and Development; Financial Feasibility; and Economic Impact Analysis; within the primary (400m/5 minute walk), secondary (800m/10 minute walk) and the broader catchment areas of the transit station.

TRANSPORTATION PLANNING

IBI is recognized as an innovative national and worldwide leader in transportation planning. Our services encompass urban and inter-regional facilities and cover high speed rail, rapid transit, light rail transit, bus rapid transit, walk/ cycle, truck, rail, and marine modes from planning to design and implementation to operations. Specialties in our transportation planning practice include traffic impact, parking studies, travel demand forecasting, policy, travel demand management, and emergency services.

Candlestick Master Plan in San Francisco

URBAN DESIGN

Perhaps the most important contribution that TOD can bring to a city is its concentration upon placemaking and urban design, described as the process of creating within the public realm, or the 'spaces between,' – the squares, plazas, parks, streets and waterfronts, that will attract people because they are pleasurable or interesting. IBI Group is a North American leader in the development of Context Sensitive Design (CSD) programs for major transportation and transit projects, thus ensuring better community fit and acceptance. We have an enviable list of mixed-used projects to our credit, combining seemingly disparate uses such as 'big box food stores and high-rise urban residential units' into single developments.

Greater Childs Park Strategic Plan, St. Petersburg, Florida

Salt Lake City Intermodal Hub, Utah

PUBLIC OUTREACH

Our public consultation programs ensure that user groups are well informed and able to participate in meaningful decision-making, resulting in community buy-in. IBI Group has extensive experience with stakeholder consultations, both with the general public and with staff of multiple government agencies. IBI Group has experienced graphic designers and public consultation experts who are able to successfully describe and present projects in an easily understood fashion, encouraging two-way discussion.

TRANSIT ARCHITECTURE

IBI Group provides a full service of architectural / design capability across North America, Europe and the Middle East. The firm has designed and supervised construction of a wide variety of building types including LRT / BRT stations and mixed-use developments, as well as single-use structures for specific clients, high-rise and residential towers, hospitals, schools, hotels, shopping centers, themed attractions. We combine solid design fundamentals with vision, and a clear understanding of business practice and economic considerations.

Lauderdale Lakes Streetscape Design, Florida

STREETSCAPE DESIGN AND LANDSCAPE ARCHITECTURE

IBI Group's design approach to the built environment is to create plans with a strong sense of place. Seamlessly integrating our four core areas of practice, we design spaces where buildings, the public realm, and the transportation network function as a coherent whole. Through our experience we understand that designing complex urban environments such as 'complete' or 'shared' streets have 3 key requirements for success: 1) Placemaking: Elements that make a place special or unique; 2) Traffic safety: Incorporated into the design process; and 3) Buildability: The plan must be implementable.

Bhubaneswar Smart city Strategy, Bhubaneswar, India

SMART CITIES

A Smart City is a city that can increase its competitiveness and quality of life, efficiently use resources, and support economic sustainability by using technology and creativity to raise the IQ of the built environment. We believe that a Smart City is not just about being technologically advanced—it's about urban renewal and citizen engagement. Smart Cities need to respond to the needs of the community. Similar to the US DOT, India's Ministry of Urban Development put forth a Smart City Challenge to develop a conceptual plan for improving a city and its residents' lives with smart solutions. IBI Group supported the development of a Smart City Challenge proposal for the city of Bhubaneswar in India, leveraging its global experience in the fields of transportation, planning, design, technology, and intelligence. As one of the upoming markets in South Florida, we are prepared to assist City of Fort Lauderdale in demonstrating how technology can be used to support new and improved city services, as part of this project.

LIST OF PAST PROJECTS

IBI has an extensive portfolio of TOD projects similar in complexity and scale to City of Fort Lauderdale. **The following is a partial list of relevant TOD projects in the last 5 years IBI has completed in Florida, North America and internationally.** Detailed project descriptions are provided in Annexure A.

TOD PROJECTS

	Project Title	Completion Date	Client Contact
1	First and Last Mile Strategic Plan, Los Angeles County, California	2015	Sarah Jepson, Active Transportation and Special Programs Manager Southern California Association of Governments Phone No: (213) 236-1955 Email: jepson@scag.ca.gov
2	LA Metro Transit Oriented Land Use Planning Tool Kit	2016	One Gateway Plaza, Los Angeles, CA 90012, USA E-mail: zepedaj@metro.net
3	Gold Line TOD Assessment Phase II, San Gabriel Valley, California	2015	Patricia Flynn 406 East Huntington Drive, Suite 202, Monrovia, CA 91016, USA Phone No: (213) 236-4885
4	Monrovia Station Square Transit Village, City of Monrovia, California	2015	Steve Sizemore, Director of Community Development 415 S. Ivy Avenue, Monrovia, CA 91016 Phone No: 626-932-5565 E-mail: ssizemore@ci.monrovia.ca.us
5	Santa Ana Regional Transportation Center (SARTC) Master Plan, California	2015	20 Civic Center Plaza (M021), Santa Ana, CA 92702, USA Phone No: 714-647-5602 E-mail: cindy@cindycrebsconsulting.net
6	Sanford SunRail Station Area Plan, Seminole County and City of Sanford, Florida	2014	Bill Wharton (Principal Planner), Seminole County 1101 East First Street, Sanford, Florida 32771, USA Phone No: 407-665-7382
7	SR54/56 Corridor Station Area Planning Study, Pasco County, Florida	2013	Richard Gehring, Growth Management Administrator 7530 Little Road, New Port Richey, Florida 34654, USA Phone No: 727-847-8193 E-mail: rgehring@pascocountyfl.net
8	Canoga Connect TOD Study, Los Angeles, California	2013	Lori Grebbien; Contract Administrator 919 West 7th Street, 12th Floor, Los Angeles, CA 90017, USA Phone No: 213-236-1800
9	SR 15 Bus Rapid Transit (BRT) Station Area Planning and Design Study, San Diego, California	2013	Michael Prinz, Associate Planner City Planning & Community Investment Phone No: 619.533.5931 E-mail: mprinz@sandiego.gov
10	NW Gardens LEED for Neighborhood Development, Florida	2013	Carlisle Development Group 2950 SW 27th Ave Ste 200 Miami, FL 33133-3765 E-mail: llecour@carlisledevelopmentgroup.com
11	King Victoria Multi-Modal Transit Hub, Waterloo, Canada	2013	John Hill, Principal Planner Phone No: (519) 575-4500, ext. 3417; E-mail: jhill@regionofwaterloo.ca

Project Title	Completion Date	Client Contact
12 TOD Implementation Resources & Tools for Low and Middle Income Countries	Ongoing	Gerald Ollivier Transport Cluster Leader Transport and ICT Global Practice The World Bank, Singapore Phone: +65 65 171 252
13 Bhubaneswar TOD City Plan, India	Ongoing	Dr. Krishan Kumar, IAS, Vice Chairperson, BDA, Akash Shova Building, Pt. Jawaharlal Nehru Mg, Bhubaneswar Phone No: +91-876-340-9888 E-mail: krishan2002@gmail.com
14 Station Accessibility Plans, Bangalore, India	Ongoing	Ms. Sonal Kulkarni, Urban Planner, DULT, BMTC, B-Block, 4th Floor, K.H. Road, Shanthinagar, Bangalore Phone No: 080-22226627 E-mail: dultbangalore@gmail.com
15 National Level Guidance Document for TOD, NMT & PBS, India	2016	Mr. I.C. Sharma Room No. 311, B Wing, Nirman Bhawan, Maulana Azad Road, New Delhi-110108, India Phone No: 91-11-2306 2964 Email: iutindia.sutp@gmail.com
16 Mumbai TOD Strategy, India	2016	Ms. Rana Amani, Deputy Project Manager, PMU, Sustainable Urban Transport Project (India), Ministry of Urban Development Phone No:+91-11-2306-2615 E-mail: ranaamani.sutp@gmail.com
17 Bhopal TOD Strategy, India	2016	Ms. Rana Amani, Deputy Project Manager, PMU, Sustainable Urban Transport Project (India), Ministry of Urban Development Phone No:+91-11-2306-2615 E-mail: ranaamani.sutp@gmail.com
18 Bhubaneswar Town Centre Multimodal Hub, Bhubaneswar, India	2016	Dr. Krishan Kumar, Vice Chairperson, BDA, Akash Shova Building, Pt. Jawaharlal Nehru Marg, Bhubaneswar Phone No: +91-876-340-9888 E-mail: krishan2002@gmail.com
19 Development of CETRAMs Guidelines, Mexico City	2015	Laura Janka Zires; Manager, Secretaria de Desarrollo Urbano y Vivienda, Gobierno del Distrito Federal, Delegation Cuauhtemoc 06470, Mexico Email: Laura.janka@gmail.com
20 Naya Raipur TOD Study, India	2014	L.K. Panigrahi, Chief Engineer, NRDA, Capital Complex, Sector 19, Naya Raipur, Chattisgarh Phone No:+91-942-525-7357 E-mail: lk_panigrahi@yahoo.com

SIMILAR TOD PROJECTS BEFORE 2013

Project Title	Completion Date	Client Contact
21 City of Schenectady Route 5 Transit Gateway Study, New York	2012	Sreekumar Nampoothiri; Transportation Planner One Park Place, Albany, New York 12205, USA Phone No: 518 458-2161 E-mail: snampoothiri@cdtcmpo.org
22 RTD West Corridor Federal Center, Denver, Colorado	2011	Dennis Cole 1600 Blake Street, Denver, CO 80202, USA Phone No: 303 713-1013
23 Deerfield Station – Mixed Use Transit Oriented Development (TOD), Deerfield Beach, Florida	2010	Sam Pinson, Insight Development Consulting Inc. 12500 West Atlantic Boulevard Coral Springs, FL 33071 Phone No: 727-847-8193
24 Los Angeles TOD Plans and Market Study, California	2010	Jane Choi 200 N. Spring Street, Los Angeles, CA 90012 Phone No: (213) 978-1377
25 Broad River Road Corridor Master Plan, Richland County, South Carolina	2009	Gregory Sprouse, AICP, Director of Research, Planning and Development, Central Midlands Council of Governments Ph: 803-744-5158; Fax: 803-376-5394 Email: gsprouse@centralmidlands.org
26 Mohawk College Multi-Modal Transportation Hub, Hamilton, Ontario, Canada	2012	Elyse Pipitone, Supervisor, Special Projects, Office of the Vice President, Student Services, Mohawk College I 135 Fennell Ave. West Hamilton, ON I L8N 3T2 I Phone No: 905 575 -1212 Ext. 3601 E-mail: elyse.pipitone@mohawkcollege.ca
27 Metrolinx Mobility Hub Guidelines, Metrolinx, Greater Toronto Area, Canada	2010	Joshua Engel-Yan, Senior Advisor Suite 901, 20 Bay Street Toronto, ONM5J2N8 Canada Phone No: (416) 874-5943 Email: Joshua.Engel-Yan@metrolinx.com
28 Lauderdale Lakes TOD Study and CRA Plan Update, Lauderdale Lakes	2009	J. Gary Rogers; Executive Director, 2916 North State Road 7, Lauderdale Lakes, FL 33313, USA Phone No: 954 676-3604 E-mail: jgaryr@lauderdalelakes.org
29 Anderson Station Area Master Plan, Calgary, Alberta, Cananda	2009	Angelique Dean Calgary Municipal Building, 800 Macleod Trail S.E., Calgary, Email: angelique.dean@calgary.ca
30 Westbrook Village Area Redevelopment Plan, Calgary, Canada	2009	Thom Mahler, Manager, Established Community Planning PO Box 2100, Calgary, AB T2P 2M5, Canada Phone No: 403 268-6481 E-mail: thom.mahler@calgary.ca
31 North Stoney Concept Plan, Calgary, Canada	2009	David Dalen; Vice President, Development 2700 Western Canadian Place Calgary, Alberta T2P 3V4, Canada Phone No: 403 - 777-0410

DETAILED PROJECT DESCRIPTIONS: 2013-2018

1 LA METRO TRANSIT ORIENTED LAND USE PLANNING TOOLKIT

+ Project Information

Location:
Los Angeles County, California

Client:
Los Angeles County Metropolitan Transportation Authority

Client's Representative Contact:
One Gateway Plaza, Los Angeles, CA 90012, USA
E-mail: zepedaj@metro.net

Project Dates:
Nov. 2014 - 2016

Project Cost:
$324,986

Team Members Associated:
David Chow, William Delo

IBI Group was hired by LA Metro and the Los Angeles Regional Collaborative (LARC) to develop a toolkit of Transit Oriented Development (TOD) strategies, policies, and implementation actions for Los Angeles County. The objective of this study was to develop a toolkit that will be relevant to local cities within the county, regardless of their experience with and knowledge of TOD.

As Los Angeles County seeks to adapt to climate change and take advantage of the new funding opportunities presented by State programs encouraging and mandating reductions in greenhouse gas emissions and vehicle miles traveled, the TOD Toolkit seeks to provide local cities with the tools and strategies to address these goals through sustainable and more compact development.

The following information is an overview of what's in the Toolkit.

- TOD Characteristics – A description of the 10 characteristics of transit supportive places with research describing the benefits of each.
- Policy & Planning Tools – Over 25 specific policy, planning and regulatory tools that address the topics of land use, urban design, transportation, market and economic, and community engagement
- Environmental Analysis Tools – A description and link to analytical tools that allow communities to understand the benefits of transitsupportive places
- Economic Benefits – A description of the economic benefits of transitsupportive places.
- Outreach & Communication Best Practices – Methods for engaging the community in the decision-making process in a way that supports transit.
- Case studies, many of which include projects from Los Angeles County, are included with each tool.

DETAILED PROJECT DESCRIPTIONS: 2013-2018

2 FIRST AND LAST MILE STRATEGIC PLAN, LOS ANGELES COUNTY, CALIFORNIA

+ Project Information

Location:
Los Angeles County, California

Client:
LA County Metropolitan Transportation Authority

Client's Representative Contact:
Sarah Jepson, Active Transportation and Special Programs Manager
Southern California Association of Governments
Phone No: (213) 236-1955
E-mail: jepson@scag.ca.gov

Project Dates:
Aug. 2012 - May 2015

Project Cost:
$ 390,617

Team Members Associated:
David Chow, Bill Delo, Christina de Freitas, Colleen Hsieh

IBI Group helped Metro and SCAG prepare a Metro First Last Mile Strategic Plan for Los Angeles County. The plan advances the policies and goals of SCAG's visionary 2012 RTP/SCS and Metro's Countywide Sustainable Planning Policy (CSPP). The project aims to inform policies and goals relating to multi-modal access and system integration, and includes a set of guidelines that will lead regional implementation efforts in the interests of transit connectivity, social justice and community health.

IBI Group developed a physical active transportation networkbased strategy for improving station access in Los Angeles County. The strategy (referred to as "the Pathway") focuses on supporting mobility and transit access allowing the realization of the full potential of LA's bold transit expansion program. The Pathway is intuitive, universally accessible, easy to navigate, visually recognizable, efficient, safe and fun. The Pathway supports system access and multi-modal transfer activity, and expands the reach of transit throughout the County. A rigorous approach is outlined for station area analysis and network identification, and will provide a point of departure for the identification of possible bike share station locations, which are defined in the strategy as "plug-in" components.

ANNUAL SCAG SUSTAINABILITY AWARDS
2014 Pedesident's Award

APA CA
Award of Merit, Planning Best Practice, American Planning Association (APA) Los Angeles, 2014

APA 2015 WINNER
NATIONAL PLANNING EXCELLENCE AWARD for a BEST PRACTICE

DETAILED PROJECT DESCRIPTIONS: 2013-2018

3 GOLD LINE TOD ASSESSMENT PHASE II, SAN GABRIEL VALLEY, CALIFORNIA

+ Project Information

Location:
San Gabriel Valley, CA

Client:
Metro Gold Line Foothill Extension Construction Authority

Client's Representative Contact:
Patricia Flynn
406 East Huntington Drive, Suite 202, Monrovia, CA 91016, USA
Phone No: (213) 236-4885

Project Dates:
Completed in May, 2015

Project Cost:
$ 1,094,238

Team Members Associated:
David Chow, Gary Andrishak, Shannon Heffernan, Warren Rempel, Bill Delo, Nadim Kurani

The Gold Line TOD Study encompassed eight years of education and station area planning for the Foothill Extension Corridor cities. IBI Group was selected to study the development potential of each station area along the proposed Foothill Gold Line, and assist the twelve cities with developing visions for integrating transit-oriented development into their plans for the future. Many cities were already investigating the "return of rail" as a catalyst to revitalize their historic downtowns and worked with IBI Group to develop station area concepts supported by TOD land use policies and market demographics. IBI Group also acknowledged the different stages of TOD readiness along the corridor, and used this opportunity to educate local stakeholders about transit-oriented development – a relatively new concept for the San Gabriel Valley at the time.

With the significant economic downtown experienced since the 2006 study, the Metro Gold Line Construction Authority wanted to understand how the change in economic conditions would likely impact the timing of development along the Foothill Gold Line. IBI Group was selected to update the findings from the 2006 study under a new economic climate and provide guidance to cities in implementing their TOD plans. The 2010 study found that the development potential identified in 2006 was still possible long term, though momentarily slowed due to the economic. IBI Group identified a refined concept for TOD in terms of economic, sustainability and liveability to offer a more holistic approach to transit –oriented districts as opposed to individual developments; this is based on the added need for city facilitation through investment in public infrastructure and flexibility in planning policy to move projects forward.

DETAILED PROJECT DESCRIPTIONS: 2013-2018

4 SR54/56 CORRIDOR STATION AREA PLANNING STUDY, PASCO COUNTY, FLORIDA

+ Project Information

Location:
Port Richey, Florida, United States
North America

Client:
Pasco County

Client's Representative Contact:
Richard Gehring,
Growth Management Administrator
7530 Little Road, New Port Richey,
Florida 34654, USA
Phone No: 727.847.8193 x 8440
E-mail: rgehring@pascocountyfl.net

Project Dates:
Nov. 2010 - Mar. 2013

Project Cost:
$ 125,160

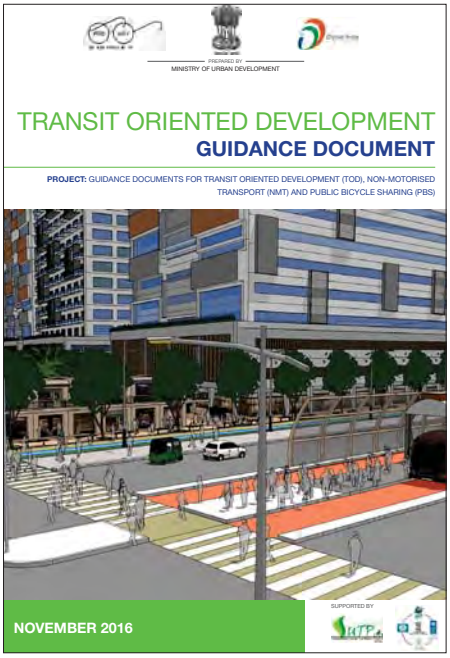
Team Members Associated:
Gary Andrishak, Suzanne Thompson, Bankim Kalra, Ashish Ghate

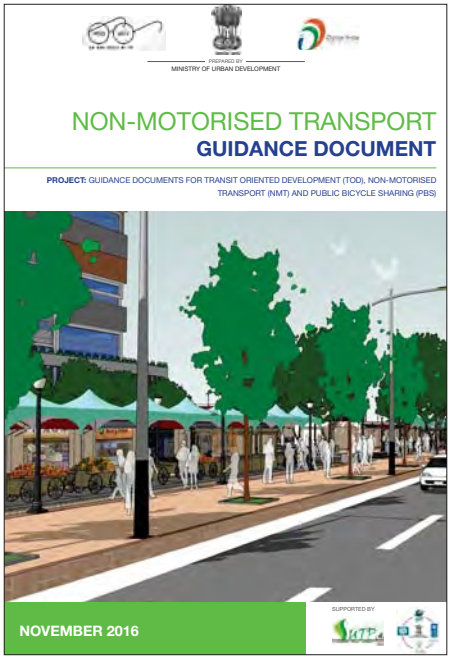
IBI Group was commissioned to assist in the development of this Station Area Planning Study, north of Tampa Bay, that runs from the Gulf Coast eastward towards Orlando. The study's purpose is, first, to catalog the initiatives in the planning stages by the local development industry in the hope of influencing them to think in terms of Smart Growth with regard to more compact, dense and pedestrian/cycle friendly alternatives served by rapid public transit, BRT or LRT, in the future.

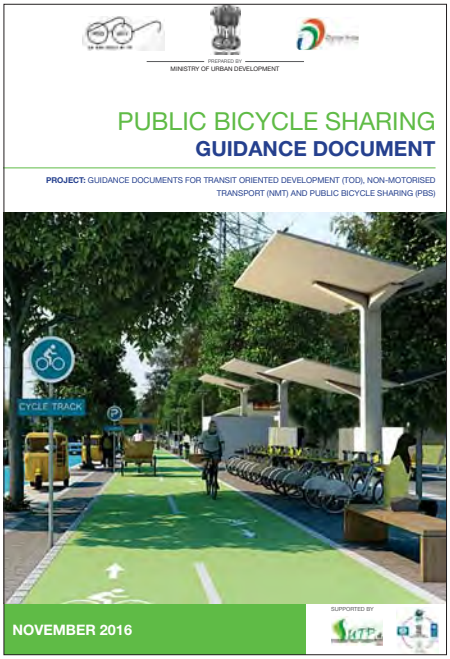
IBI Group's team is charged with selecting the preferred locations for community centers and developing typologies – Regional, Town or Village – for the communities anticipated. IBI Group worked with Pasco County, Florida to prepare typologies for seven designated transit overlay districts along S.R. 54/56. These districts are to be designed to support county-wide BRT service and connection with TBARTA planned transportation facilities across the county line with Hillsborough, Pinellas and Hernando Counties. The typologies will define development through three-dimensional modelling of the station and surrounding retail, commercial, educational, cultural, ecological and residential areas and guide investment in the corridor.

Services include GIS mapping of districts, inventory and analysis of the proposed sites and current MPUD's and DRI's, precedence studies, plan, section, form-based station typologies, transit supportive design guidelines (utilized to develop land development policies) and implementation planning.

DETAILED PROJECT DESCRIPTIONS: 2013-2018







5 NATIONAL LEVEL GUIDANCE DOCUMENT FOR TOD, NMT & PBS, INDIA

+ Project Information

Location:
India

Client:
Ministry of Urban Development, Government of India

Client's Representative Contact:
Nupur Gupta
Sr. Transport Specialist
Transport & ICT
T +91 1149247777
E ngupta1@worldbank.org

Project Dates:
Jul. 2013 - Jun. 2016

Project Cost:
$ 384,442

Team Members Associated:
Trevor McIntyre, Bankim Kalra, Ashish Ghate, Zohra Mutabanna

The Ministry of Urban Development (MoUD), Government of India, has taken up multiple capacity building programmes in urban transportation sector in India. As a part of one of these initiatives under Sustainable Urban Transport Project (SUTP), MoUD, with support from World Bank reatained IBI Group to undertake the task of developing Guidance Documents for Transit Oriented Development (TOD), Non-Motorised Transport (NMT), and Public Bicycle Sharing (PBS). Under the guidance of MoUD, these documents are envisioned to assist various government organizations, public authorities and development professionals in India, embarking on the process of integrating sustainable transport planning principles in diverse urban contexts.

The focus of the Guidance Documents was directed to establish a systematic process for plan preparation, serving more as an implementation manual with checklists of potential alternatives, rather than providing technical standards for development. The Guidance Documents define principles and includes a step-by-step planning process, supported with tools for quick reference and application of standards in Indian cities. Based on local conditions, it is expected that state, city and special authorities will adapt the steps presented in the Guidance Documents to each city's own individual situations.

ABILITY TO MEET TIME AND BUDGET REQUIREMENTS

IBI Group is an ISO9001:2008 registered company and has firmly established Quality Management mechanisms built into the daily regimen for all technical discipline deliverables and management processes.

IBI Group experience delivering to very tight deadlines on projects such as this is to ensure that a project management plan is in place and that all the team members are familiar with it and follow it. This plan provides a framework for the members of the team to proceed with the work required to complete the TOD Planning Services while adhering to set timelines and budgets. The management plan also ensures that quality control goals are met despite the risks and challenges associated with a large scale project.

SCHEDULE DEVELOPMENT AND CONTROL

IBI Group recognizes that in order to achieve timely completion of the work outlined in the RFP, it must adhere to a comprehensive work plan and schedule. These will both be developed for this submission and carefully revisited at the start-up meeting to include all risk and issue mitigation strategies. This will provide an agreed upon, realistic schedule and associated timeline.

The Project Management Team will take a proactive approach to minimize deviations from the work plan and schedule, and while the level of effort and/or duration of certain activities may differ from the original estimates, will continually endeavour to limit the impact unforeseen changes on the overall study schedule.

As there are multiple stakeholders involved in this study, and concurrent strategic studies and initiatives, integration and clear communication of schedules will be essential. The number of meetings, consultation and engagement will require early and ongoing communication as well as flexibility by all team members. The team understands the agility needed to successfully conduct this study and will be proactive in liaising with the City of Fort Lauderdale's Project Team and Steering Committee.

One of the key elements for controlling the study schedule is to build contingencies into the timeline and work plan. It is our experience from previous studies that against the best intentions of all involved, issues may arise. The key, therefore, is to plan for these occurrences to happen and to incorporate worst case scenarios within the study schedule to ensure that all activities can still be completed on time even when a series of problems may occur. This forethought and flexibility will be the single largest factor in ensuring tight schedule control.

Internal tracking of the study will be done on a bi-weekly basis, as identified above, through internal progress meetings of consultant team members to address and identify issues and risks before they escalate. Any issues having major impacts on the schedule will be communicated to the city of Fort Lauderdale's assigned Project Manager immediately along with the recommended course of action to address the problem. This regular tracking will allow for easy detection of even minor slippage, and provides the opportunity for immediate reinstatement of schedule should it be required.

BUDGET CONTROL

The work plan as discussed in the following section will include the breakout of all tasks and sub-tasks which will drive the comprehensive budget. This is the first requirement of successful cost control, having a realistic and holistic project budget to start with. IBI Group's industry experience will provide for accurate and realistic costing as well as understanding where and when contingency measures are required.

IBI Group will utilize existing internal cost control measures to assure that the project remains on budget. This includes ensuring team members are aware of the expectations and levels of effort required to complete tasks. The Project Manager and task leads will monitor this through the assessment of proportional earned value of the TMP components against approved budget and schedule.

With the clear documentation identified above, any potential changes to project scope and budget will be easy to determine. If change is required, it will follow the change management process and be communicated in writing to the City of Fort Lauderdale's Project Manager. All scope changes will be identified, documented and agreed to prior to commencing any work. The IBI Project Manager will issue an immediate written notification including the reasons for the change, proposed resolution, updated work plan if applicable and schedule and budget implications. Following approval of the change, the corresponding updates to the project schedule and budget will be implemented and the change will be included in the scope of activities.

Invoices will be prepared at the start of each month and be accompanied by a monthly 'flash report' identifying all submitted deliverables and completed tasks for the time period. The percentages complete against each work stream total, for the past month and projection for the upcoming month will be a part of this monthly package. This will provide clear tracking for both the IBI Project Manager and the City of Fort Lauderdale's Project Manager to measure progress.

SUSTAINABLE BUSINESS PRACTICES THAT DEMONSTRATE A COMMITMENT TO CONSERVATION

We acknowledge and support [client name]'s outstanding commitment to sustainability. The sustainable priority initiatives including green buildings, green procurement and green corporate culture directly align with IBI Group's corporate mission. With a well-established culture of innovation and flexibility, our professionals are proactive in fostering a culture of sustainability, both within the company and through the services we provide to our clients.

We understand that it is our responsibility to ensure that our day-to-day operations are designed to minimize our impact on the environment. A full selection of IBI Group's office's in-house sustainability initiatives appears below:

- Educating and encouraging our employees to adopt environmentally responsible and sustainable practices inside and outside the firm.
- Developing policies and practices that minimize the environmental impact of our day-to-day operations and ensures our compliance with applicable legal and other requirements and prevent pollution.
- Developing and implementing environmental goals, objectives, and targets.
- Implementing a process for regular (minimum annual) review of our goals, objectives and targets and our overall performance.
- Committing to continual improvement in our environmental performance.
- Investment in internal management systems.

With IBI Group's team of over 200 LEED Accredited professionals leading in the field of sustainable community plans and green buildings in North America, IBI has developed LEED Platinum level designs in architecture, open space planning and interiors. Not only is IBI Group a team of dedicated professionals in the field of sustainable community planning and design in North America and internationally, but we are driven to design an office that reflects environmental stewardship.

The office's design features and our team's commitment to sustainable practices include the following:

- Limit printing wherever possible and use digital correspondence
- Limiting waste
- Recycling our: Paper, Electronics, Cans, bottles, plastics, batteries, Toner cartridges, Scrap paper into notepads
- End-of-day computer power-off

IBI Group is committed to the principles of sustainable design and responsible urban development. Bankim Kalra is a certified AICP Urban Planner and incorporates sustainable design principles into the project under his projects. The IBI Florida office supports the local recycling programs through regularly pick-up of outdated plans and office files. Our forms and stationery are on recycled paper sourced from sustainable managed forests.

With a well-established culture of innovation and flexibility, our professionals are proactive in fostering a culture of sustainability, both within the company and through the services we provide to our clients. It is critical for us to formalize our efforts towards environmental management without losing focus of the goals of the project. IBI Group will work with the City to provide a final project which enhances all three pillars of sustainability – environmental, economical, and social. Through community engagement, IBI will consider the stakeholders in the decision-making process, including design. By using a life-cycle approach, the project will be treated as a community infrastructure development, representing the possibility of combining an infrastructure achievement with the quality of life benefit that can also be achieved.

IBI Group has designers capable of providing LEED and Envision expertise in all projects, and can design the project to meet certification standards if the City of Fort Lauderdale wishes to pursue sustainability focused awards. Through the Envision Rating System, which measures performance achievements against criteria, the sustainable performance of the technical, social, environmental and economic impact of the projects will be analyzed. With or without certification of the project, using the Envision rating system internally as a standard practice.

Sustainably designed and LEED certified projects completed by Florida staff include:

- Briny Avenue Streetscape and Urban Design utilized "shared street" principles – a concept that considered the interaction of pedestrians, bicyclists, and motorists with smart growth and urban design concepts
- Liberty Center at Monarch Lakes – LEED – Gold Certification
- Lynn Financial Center – Multi-story office buildings- US Green Building Council – LEED Gold – June 2010
- Edgar P. Mill Multi-Purpose Center & Garage – LEED NC Silver Certification – 2010
- Continuing Services for Broward County School Board – re-write of existing Design Criteria and Master Specifications to meet the LEED for schools standards - 2009

IBI GROUP SUSTAINABILITY & ENVIRONMENTAL POLICY
Prepared by IBI Group

Sustainability & Environmental Policy

IBI Group is a globally integrated architecture, planning, engineering, and technology firm.

We organize our expertise into three sectors: Intelligence, Buildings, and Infrastructure.

Our collaborative and combined approach focuses not only on creating the best solutions today, but also creating the right solutions for tomorrow.

We believe cities must be designed with intelligent systems, sustainable buildings, efficient infrastructure, and a human touch.

We accomplish this by:

- Having staffed trained and qualified to provide leading edge services and deliver projects to our clients that integrate sustainability into the process and the final deliverable.
- Providing our clients with options for enhancing the long term sustainability of their projects.
- Advocating within various forums and associations for enhancing sustainability within society.
- Being active members of industry work groups and associations that focus on sustainability.

We also understand that it is also our responsibility to ensure that our day-to-day operations are designed to minimize our impact on the environment.

We accomplish this by:

- Educating and encouraging our employees to adopt environmentally responsible and sustainable practices inside and outside the firm.
- Developing policies and practices that minimize the environmental impact of our day-to-day operations and ensures our compliance with applicable legal and other requirements and prevent pollution.
- Developing and implementing environmental goals, objectives, and targets.
- Implementing a process for regular (minimum annual) review of our goals, objectives and targets and our overall performance.
- Committing to continual improvement in our environmental performance.
- Investment in internal management systems.

At IBI, we're defining the cities of tomorrow

IBI GROUP

	May 4, 2017.
Scott E Stewart Chief Executive Officer	Date

FIRM'S CURRENT AND PROJECTED WORKLOAD

The following is a list of current and anticipated workload for the tem identified to work on this project:

IBI GROUP

KEY PERSONNEL	ROLE	COMMITTED UTILIZATION	ANTICIPATED UTILIZATION	CAPACITY AVAILABLE
Trevor J. McIntyre, LA	Team Leader	40%	30%	30%
Bankim Kalra, AICP	Project Manager	30%	20%	50%
Patricia F. Ramudo,	Deputy Project Manager	30%	20%	50%
Gary Andrishak	Strategic Advisor	50%	40%	10%
Steve Schiboula	Strategic Advisor	50%	40%	10%
Brian Holingworth	Strategic Advisor	50%	40%	10%
Martin D. Hull, AICP,	Mobility Planning Lead	30%	20%	50%
Zohra Mutabanna	Transportation/Traffic Planner	20%	10%	70%
Robert Bush	Transit System Planning	20%	20%	60%
Vivian Brooks, AICP	Land Use Planning & Zoning Regulations	20%	10%	70%
C. Ray Whitchurch, PLA	Land Use Planning & Zoning Regulations	50%	30%	20%
Ksenija Pridraski	Land Use Planning & Zoning Regulations	20%	20%	60%
Ashish Ghate	Station Area Planning and Design	50%	20%	30%
Phil Colleran, RLA	Station Area Planning and Design	50%	30%	20%
Warren Rempel	Station Area Planning and Design	50%	30%	20%
Debra Hernandez, RLA	Landscape Architect	30%	20%	50%
Marckley Etienne, PE	Infrastructure Assessment	30%	20%	50%
Chris Pence	GIS Analysis	20%	10%	70%

T.Y. LIN INTERNATIONAL

Vikas Jain	Transit Services	50%	30%	40%
Thomas A. Errico	Modeling/Simulation Studies	50%	30%	20%
James Kanter	Transport Planning	40%	20%	20%

VALERIN GROUP

Angel Gardner	Community Outreach	30%	20%	50%
Kelly Hiden	Community Outreach	20%	10%	70%
Tiffani Wilshire	Community Outreach	20%	20%	60%
Michelle Simmons	Community Outreach	30%	20%	30%
Chuck Thompson	Graphic/Website Designer	20%	10%	50%
Cynthia Mcgrail	Marketing Specialist	20%	20%	60%

PMG ASSOCIATES

Kathleen R. Gonot	Financial & Economic Analyst	30%	20%	30%
Philip M. Gonot	Financial & Economic Analyst	50%	30%	20%

04

APPROACH TO SCOPE OF WORK

PROJECT UNDERSTANDING

Transit Oriented Development – Neighborhoods where residents can live, work, shop, learn, and play in a pedestrian/cycle friendly environment, within a short, inviting walk to an efficient, rapid public transit system and, importantly, where automobile use is an option but not a necessity.

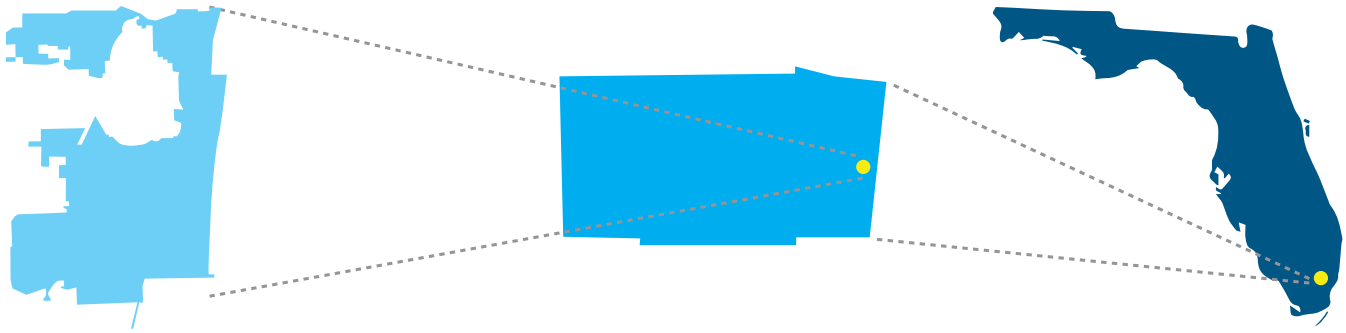
In today's economy, where jobs follow talent and where top talent is more frequently seeking mixed-use walkable urban environments that are less reliant upon automobiles, the City of Fort Lauderdale's TOD corridor along its planned Wave Streetcar route is well-positioned to transition into a thriving live-work-play innovation district. While the South Florida region has historically favored auto-oriented real estate development, the City's progressive planning initiatives and changing market conditions are showing strong signs of supporting new and diverse urban forms. With over 17,000 new residential units built and approved; over 2.8 million square feet of commercial space in the works and over 4.3 million square feet of office space under construction and built, Downtown Fort Lauderdale is experiencing a development trajectory that is poised to leverage these trends to encourage transit-oriented development and a denser built environment.

Urban development momentum within the North American marketplace is rapidly changing from the previously preferred suburban low density, car-oriented pattern, to location-efficient, mixed-use, compact grid development patterns known as TOD and walkable urbanism. Real estate experts are starting to proclaim that the new "location, location, location" is "transit, transit, transit!" While TOD is not a one-size-fits all solution to city shaping, the research supports an increasing preference for urban, car-independent living.

A housing market study recently produced by IBI Group, titled "Unconventional Wisdom: Understanding the Housing Market in Post-Recession America" (2011), concluded that while 80% of those surveyed expressed preference for single detached/ single lot living, albeit in smaller houses and on smaller plots than pre-recession, the remaining 20% stated an interest to live in multi-family developments, on transit corridors. This is in order, among other reasons, to reduce the daily commute, to reduce automobile dependency and, perhaps not surprisingly given the sterile nature of too many suburbs, to search for a sense of community placemaking. Such placemaking is created in part by urban design solutions that go hand-in-hand with responsive TOD planning.

Our team has reviewed the previous planning efforts undertaken by the City, and commend the city leadership's proactive actions to capitalize upon the current trend of investment in Fort Lauderdale.

We understand that the City's goal, through this process, is to undertake a planning process that integrates multimodal transportation, land use, urban design, affordable housing, and economic development seamlessly with the community's vision and maximizes the investment opportunities presented by the Wave as a catalyst for future growth. The following section provides our team's understanding of key priorities, considerations and opportunities in the streetcar TOD streetcar influence area.



FT. LAUDERDALE
36.31 SQ.MI

BROWARD COUNTY
1,323 SQ.MI

FLORIDA
53,624 SQ.MI

Source: Fort Lauderdale Wave Streetcar Project, TIGER IV Application, 2012

Source: Fort Lauderdale Building a Livable Downtown, Master Plan, 2003, Updates 2007

Fort Lauderdale Context

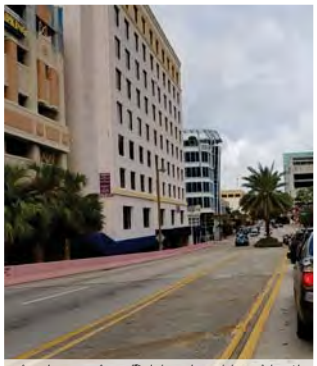
As one of the most robust economies in South Florida and Southeast US, Fort Lauderdale has successfully attracted many new residents and investments, many of whom have come from other urban centres where more dense, walkable patterns of development is prevalent. They are logical candidates for TOD development.

The City of Fort Lauderdale enjoys a mature and ever expanding multimodal transit system, recently enhanced with the launch of the Brightline, connecting Fort Lauderdale with Miami and West Palm Beach. Conventional wisdom suggests that real gains in converting car drivers into transit riders occurs when at least one of two things happen – when the commute by train is quicker than an equivalent trip by car, and/or when the return cost of that commute is cheaper than parking at one's work destination.

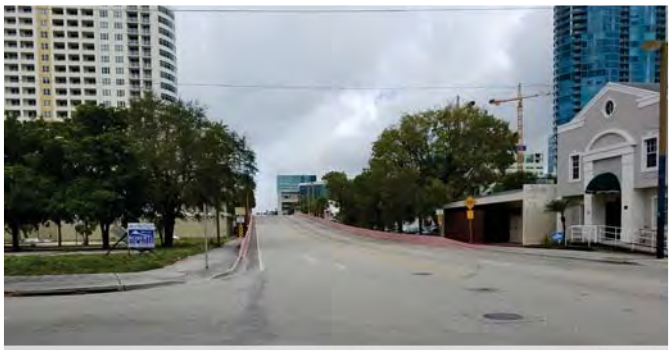
The City of Fort Lauderdale is cognizant of this fact as the foundation to its ambitious transit investments and progressive TOD policies. The City's TOD Design Guidelines have enabled some high-quality public and private investments in urban placemaking projects. Beyong guidelines, a sound TOD program requires zoning and other land use regulation that allows for lower parking requirements, higher density, mix of uses, narrower setbacks, and animated street frontages. This can be accomplished through comprehensive zoning code revision or through special districts around stations. There is no "one-size-fits-all" approach to TOD and each station area along the corridor has varying contextual forces shaping its urban form and economic potential. Additional analysis would help understand how the Wave streetcar interacts with surrounding station areas and other modes of transport currently available and may be innovated such as automated vehicles and other shared mobility options in the near future.

N Andrews Ave & NW 2nd St Looking North

N Andrews Ave & NW 2nd St Looking South



Andrews Ave Bridge Looking North



S Andrews Ave & SW 5th St Looking North

S Andrews Ave & SW 5th St Looking South

Sistrunk Blvd & NE 5th Ave Looking South

Sistrunk Blvd & NE 5th Ave Looking West

S Andrews Ave & SW 23rd St Looking North

CITY OF FORT LAUDERDALE DOWNTOWN DEVELOPMENT PROJECTS

as of **November 2017**

Built | Approved | Under Construction | In Review

45% | 8 | 36 | 11

TOTAL RESIDENTIAL UNITS: **21,180**

9571 | 7526 | 1699 | 2384

78% | 3 | 16 | 3

TOTAL COMMERCIAL (sqft.): **3,027,524**

2,363,884 | 464,820 | 100,979 | 97,841

83% | 2 | 4 | 11

TOTAL OFFICE (sqft.): **4,997,328**

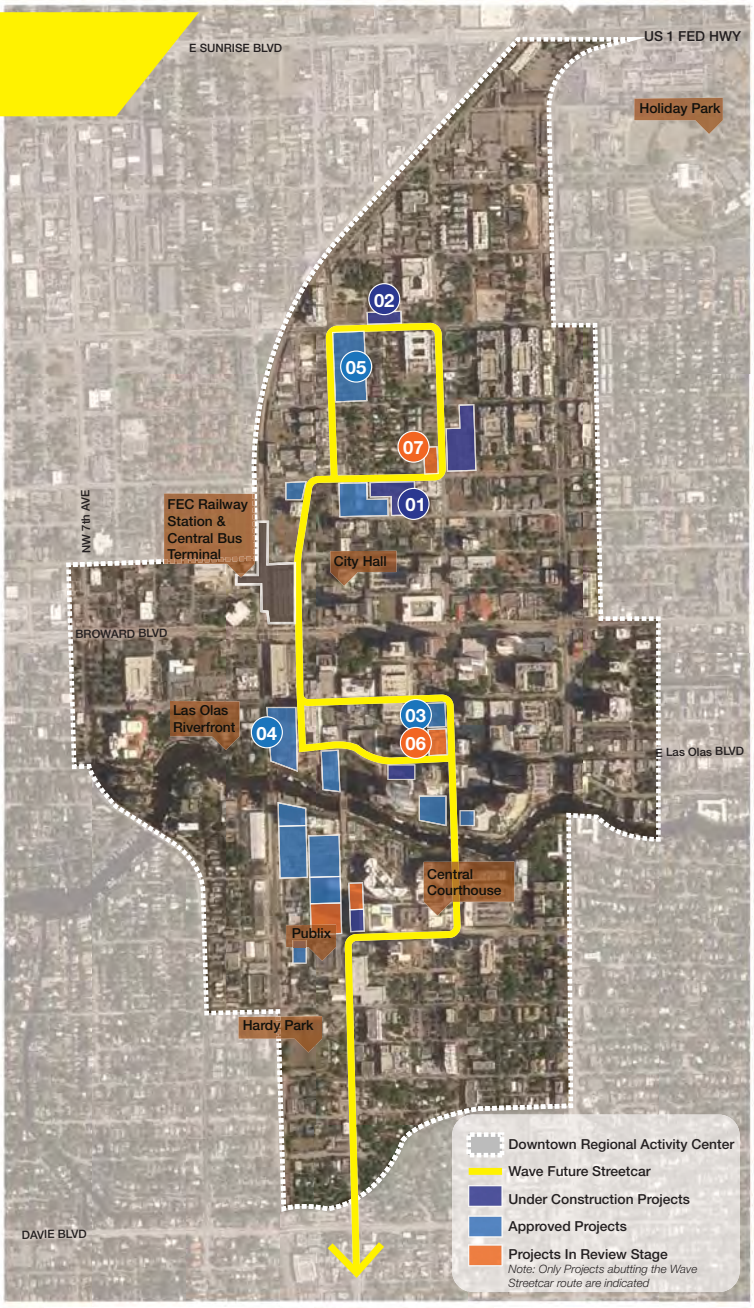
4,139,412 | 198,979 | 78,537 | 580,400

37% | 27 | 14 | 22

TOTAL HOTEL UNITS: **2,429**

909 | 332 | 659 | 529

Source: latest Development Map, https://www.ddaftl.org/new-developments , Nov 2017



PROJECTS SNAPSHOT

UNDER CONSTRUCTION

APPROVED

IN REVIEW

The Wave Streetcar as Fort Lauderdale's Placemaking Catalyst

While streetcars can help shape the identity of automobile oriented corridors and encourage transit-oriented development (TOD) investments, the real benefit of streetcar is through its potential to create a sense of place in a revitalized urban setting. High-quality and strategic urban design is key to vastly – and rapidly – improving the urban conditions within the City of Fort Lauderdale. If the marketplace is offered well-considered, transit-oriented neighbourhoods with well-defined streetscapes complete with small shops, outdoor cafes, and well considered street furniture, urban parks and plazas, informative wayfinding and other urban design tools and techniques that add to the enjoyment of daily life, local, and international, observation suggests there is a market ready and waiting for this improvement in the urban condition.

There is an adage that suggests "good design has always delivered a substantial return on investment." This is, indeed, the case with smart, strategic urban design as witnessed by global streetcar oriented cities such as Zurich and Portland, which are enjoying a high and sustained level of success in development and tourism alike. Such design need not be more expensive, but can in fact make well-designed developments for cost-effective and value-creating than alternatives.

KEY CONSIDERATIONS FOR FORT LAUDERDALE'S WAVE TOD CORRIDOR

01 PUBLIC PERCEPTION ISSUES RELATED TO STREETCAR

02 AGING INFRASTRUCTURE AND RESILIENCY

03 UNDERUTILIZED AND AGING INDUSTRIAL PROPERTIES

04 AFFORDABLE HOUSING AND GENTRIFICATION

01 STRONG DEVELOPMENT MARKET

02 AFFORDABLE COMMERCIAL/ INDUSTRIAL PROPERTY

03 PROXIMITY TO THE STRATEGIC EDUCATION AND ECONOMIC PARTNERS

04 TRANSIT INFRASTRUCTURE

05 DEMOGRAPHIC SHIFT RESPONSE

06 RIDERSHIP EXPLOSION FROM MIXED-USE EMPLOYMENT & RESIDENTIAL CENTERS

TOD ELEMENTS

A successful TOD must take a comprehensive planning approach that seamlessly integrates many different disciplines into one solution. In simple terms, the formula for TOD can be broken down into "T" - Transportation, "O" - Open Space, and "D" Development (or Buildings).

Transit (Transportation)

The "T" encompasses all forms of transportation, with a specific emphasis on transit, active transportation, and walkability.

Oriented (Open Space)

The "O" encompasses all of the public spaces, which must be skillfully integrated into the area to encourage vitality in the public realm.

Development (Buildings)

The "D" encompasses all built up areas, carefully considering land-uses, policies, market feasibility, and design that supports and activates the public realm and transit ridership

Multimodal infrastructure is required to provide "last mile" access by various modes to the rapid transit station. This infrastructure provides the connection between development and transit and the more convenient, safe, and attractive it is, the more likely people will be to use transit and live in the TOD. Sidewalks should be ubiquitous and bicycle lanes and paths comprehensive through the station area. Parking, on the other hand, should minimized within the station area to reduce the amount of dead space that is not given over to active uses. Any place that isn't filled with parked cars can be used for other more productive uses. Using prime real estate to store cars for hours each day is not the best use of urban land to the best way to encourage a vibrant equitable economy.

In addition, infrastructure to support new development and revitalization, including improvements to roads, development of a grid of local access and walking streets, utilities, parks, and other public amenities and facilities needs to be developed. This will communicate to developers and the public the long term commitment of the and City to its TOD program and give them the confidence to invest in it.

A comprehensive public and stakeholder outreach process is critical to building consensus around key issues and reaching agreement on changes to policy, regulation, the built environment, and infrastructure, all things that have major impacts on everyday life in the corridor. Given that TOD is a relatively new concept, education and outreach to developers including potential opportunities, available land, and joint development efforts will help to move the concept toward fruition. Similarly, the public needs to be educated on exactly what TOD is and how it will benefit both their individual communities and the entire City of Fort Lauderdale.

A key consideration, where sprawl without growth has occurred for many years, is that this form of development is inefficient and contributes to the ongoing instability of our municipalities and the services they provide. TOD clusters near transit stations require less water, sewer, electric, and other infrastructure, less lane miles of roadway, and are more efficient to provide with services such as fire, police, ambulance, and transit. Much public infrastructure replacement will be required over the next decade or two and sound municipal finances will be required to deliver. TOD can be part of the solution.

Based on our understanding of the project and familiarity with the local context, the following 10 TOD Guiding Principles encapsulate the priorities of Fort Lauderdale's TOD Program:

GUIDING PRINCIPLES: TOD in Fort Lauderdale

MULTI MODAL INTEGRATION

Create attractive, active and safe multimodal transit stations that connect with, not be isolated from, the surrounding neighbourhood.

FIRST & LAST MILE CONNECTIVITY

Encourage pedestrian connections to transit stops.
Encourage bike connections to transit stops and bike parking.

COMPLETE STREETS

Streets that accommodate pedestrians, bicyclists, motor vehicles, transit and transit riders by providing optimum space for all users and abilities

CREATIVE PLACEMAKING

Public and semi-public spaces enable the neighbourhood infrastructure to build community bonds, social interaction and community participation.

HOUSING DIVERSITY

Providing a diversity of housing choices that includes a mixture of types, styles, price ranges and tenure is essential to foster creation of equitable TODs.

MIXED USE

A mix of diverse and complimentary land uses in a compact pattern allows residents and workers to walk to work or to shop rather than driving for all daily needs.

OPTIMIZED DENSITIES

Optimize employment and residential densities along a transit corridor based on carrying capacities of transit and NMT infrastructure to promote walking and transit use.

RIGHT-SIZED PARKING

Utilize parking management strategies as a travel demand management tool to discourage personal vehicle usage, reduce parking demand, and promote sustainable mobility opportunities.

RESILIENT INFRASTRUCTURE SYSTEM

Integrating climate change strategy and mitigation measures into building designs, streetscape design for the corridors and related urban design guidelines

MARKET ACCEPTANCE

TOD strategies should be flexible, designed to respond to the diverse nature of the station areas, their surrounding community contexts, and Ft. Lauderdale's development market.

Source: Adapted from Downtown Master Plan, TOD Guidelines, 2014

PROJECT OBJECTIVES

As a key element of the implementation of the Fort Lauderdale TOD Planning Services, the project will provide a plan that meets FTA grant requirements, engages and inspires both the public and the development community, and provides a sound, practical regulatory foundation for future development. If this is accomplished, Fort Lauderdale will benefit far into the future as it continues to recreate and revitalize itself for a new era. The following graphic illustrates the key objectives envisioned by the City for this project.

1. ENHANCE ECONOMIC DEVELOPMENT AND RIDERSHIP
2. FACILITATE MULTIMODAL CONNECTIVITY AND ACCESSIBILITY
3. INCREASE NON-MOTORIZED ACCESS TO STATIONS
4. ENABLE MIXED-USE DEVELOPMENT
5. IDENTIFY INFRASTRUCTURE NEEDS ASSOCIATED WITH THE WAVE STREETCAR AND A TRANSIT-ORIENTED CORE
6. INCLUDE PRIVATE SECTOR PARTICIPATION

PROJECT APPROACH

A good process is essential to an implementable Plan. IBI Group has produced an extensive and impressive portfolio of TOD and station area planning exercises across North America. This experience has given our TOD Practice a proven approach to successful TOD planning. It is our team's observation that the RFQ is very well conceived and stated. IBI Group takes pride in its ability to "reach beyond the obvious" in its delivery of both innovation and value added consultant – one of the benefits of the company's size.

The IBI Group team brings to the City of Fort Lauderdale its expertise and experience in developing similar TOD studies for numerous national and international projects. Our extensive experience working with diverse communities in preparing their TOD plans, combined with our thorough understanding of global best practices, has guided our proposed project approach. While there is a general notion that all TODs are alike, IBI believes TODs are highly context sensitive and should vary from location to location.

In terms of planning process, we propose to adopt the following key actions to accomplish the stipulated scope of work in the RFP:

PLANNING PROCESS

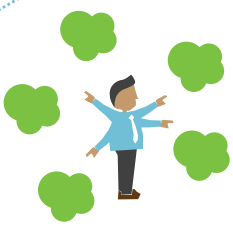
1. MULTI-LAYERED PUBLIC ENGAGEMENT STRATEGY

2. INTEGRATION WITH CONCURRENT STUDIES

3. ITERATIVE AND COORDINATED PROCESS

4. USE OF VALUE-ADD TOOLS

5. MARKET- DRIVEN TOD



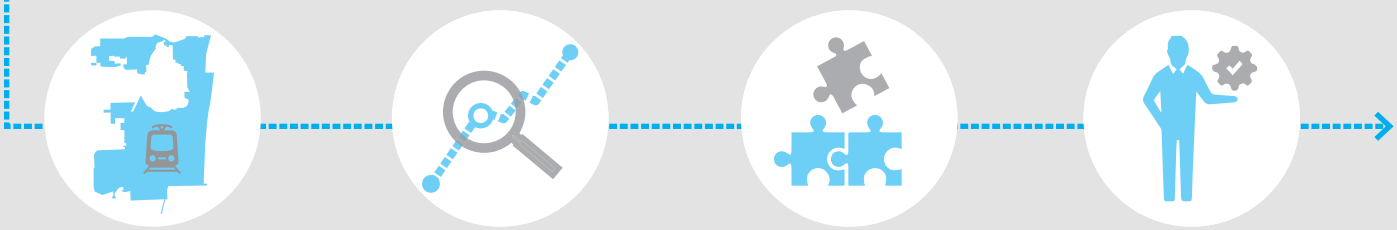
6. SHORT-TERM COMMUNICATION LOOPS

7. CULTIVATE PARTNERSHIPS TO LEVERAGE OPPORTUNITIES

WORK PLAN METHODOLOGY

WE UNDERSTAND THE PROJECT IS DEVELOPED TO... *provide the best value for the City of Fort Lauderdale within a judicious budget, and thus prioritizes tasks that are considered most important to the City, as stated in the RFP.*

WE WILL ADDRESS THIS BY... *breaking down our process into four phases:*



01. BACKGROUND & DISCOVERY PHASE
02. ISSUES IDENTIFICATION & ANALYSIS PHASE
03. SOLUTIONS & SYNTHESIS PHASE
04. IMPLEMENTATION SUPPORT PHASE

01. BACKGROUND & DISCOVERY PHASE

The BACKGROUND & DISCOVERY phase of our process starts with analyzing the built, market, and regulatory environments within the project area and the effects of adjacent and regional pressures and opportunities. This includes the Tasks 1, 2 and 3 from the RFP. Tasks include the following:

TASK 1 DELIVERABLES

- *Schedule of project management meetings*
- *Stakeholder list including public, private, and nonprofit groups*
- *Project timeline*
- *Public involvement schedule*
- *Proposed structure of final report*
- *Refined project study area boundary*

Task 1– Project Management Plan & Study Area Definition

A. Project Kickoff

As soon as practical following Notice to Proceed (NTP), the IBI Group team will coordinate with the City to schedule a kickoff meeting, at which the IBI Group team and key City staff will review the scope, budget, and timeline for project deliverables.

This meeting will be a major opportunity to develop agreement on the study goals and objectives before initiating active work. The IBI team will present their preliminary assessment of the project area, including apparent strengths and opportunities, which will help in refining the study area boundary. The meeting will also help in understanding the vision of the City for the corridor, and learn about their expectations from the final project report.

This meeting will also be an opportunity for the team to request needed data, determine the members of stakeholder groups and discuss the public engagement and communication plan.

B. Project Management Plan

At the outset of the project, IBI Group will prepare a Project Management Plan (PMP). The PMP is intended to serve as a quick management reference to the project management team, task leads, and the City. It will establish a baseline project schedule with Project milestones and meeting dates, including a finalized scope of work and deliverables listing, budget by task and subtasks with staff assignments, and invoicing and reporting procedures. The PMP will develop a format for the final project outcome that synthesizes the findings and recommendations in the most user-friendly format. The PMP shall also include a change of management plan that can be referenced for unanticipated changes to staff involvement, scope items or contract terms.

C. Public Involvement and Communications Plan

In coordination with the City, our team will develop a Public Involvement and Communications Plan that will detail all activities to be performed during each key milestone in the TOD Study. The plan will primarily identify key audiences and stakeholder groups, including but not limited to elected officials, private sector organizations, relevant City/County/State departments, and other key stakeholders. For each audience and stakeholder group, the plan will list out potential challenges and provide strategic recommendations for the most effective method of engagement. The Communications Plan will outline a schedule of key meetings with the City Commission, the Planning and Zoning Board, neighborhood and business groups, and other advisory groups throughout the project timeline. Moreover, the plan will:

- Suggest a list of surveys to be conducted online and offline, including proposed sample templates;
- Provide a list of attendees and proposed program for the Mock Development Review;
- Develop a format and schedule for all physical meetings, open houses or workshops;
- Develop a strategic approach for utilizing social media tools and applications to enable high participation rates and meaningful involvement;
- Outline what types of public information materials will be developed at key milestones in the project; and
- Include an overview of the outreach activities the IBI Team will implement and their schedule of implementation.

D. Study Area Definition

As a quantifiable basis for defining the study area, the team will conduct ped-shed, bike-shed and drive-shed analyses. These analyses will help identify streets and properties that are within 5-10 minute reach from the Wave Streetcar via different modes. These maps will be overlaid with what we learn about the corridor through site visits and existing planning documents.

The final influence area boundary will be refined based on criteria such as multimodal accessibility, cohesive urban structure and uniform regulatory bearing. In the understanding that first/last mile actions can expand the area of influence, the site area boundaries may extend beyond the ½ mile radius traditionally contemplated for TODs.

E. Existing Conditions Inventory and Prior Plans & Studies

To ensure a firm understanding of both the existing physical context of the area as well as prior plans and studies that have been undertaken.

TASK 2 DELIVERABLES

- *Technical memo summarizing applicable best practices both in the U.S. and internationally*
  - » *Mobility Strategies*
  - » *Land Use & Housing Strategies*
  - » *Management & Analytics*
  - » *Programmatic, Incentives & TDM*

Task 2 – TOD Best Practices Research

The goal of this task will be to summarize and present best practices with respect to TOD related planning and development. In addition to drawing on the wealth of active knowledge and research held by our team's professionals, we propose to structure the study by looking at best practices across 5 stages of the TOD lifecycle, focusing on applications of the four TOD topics listed in the RFP:

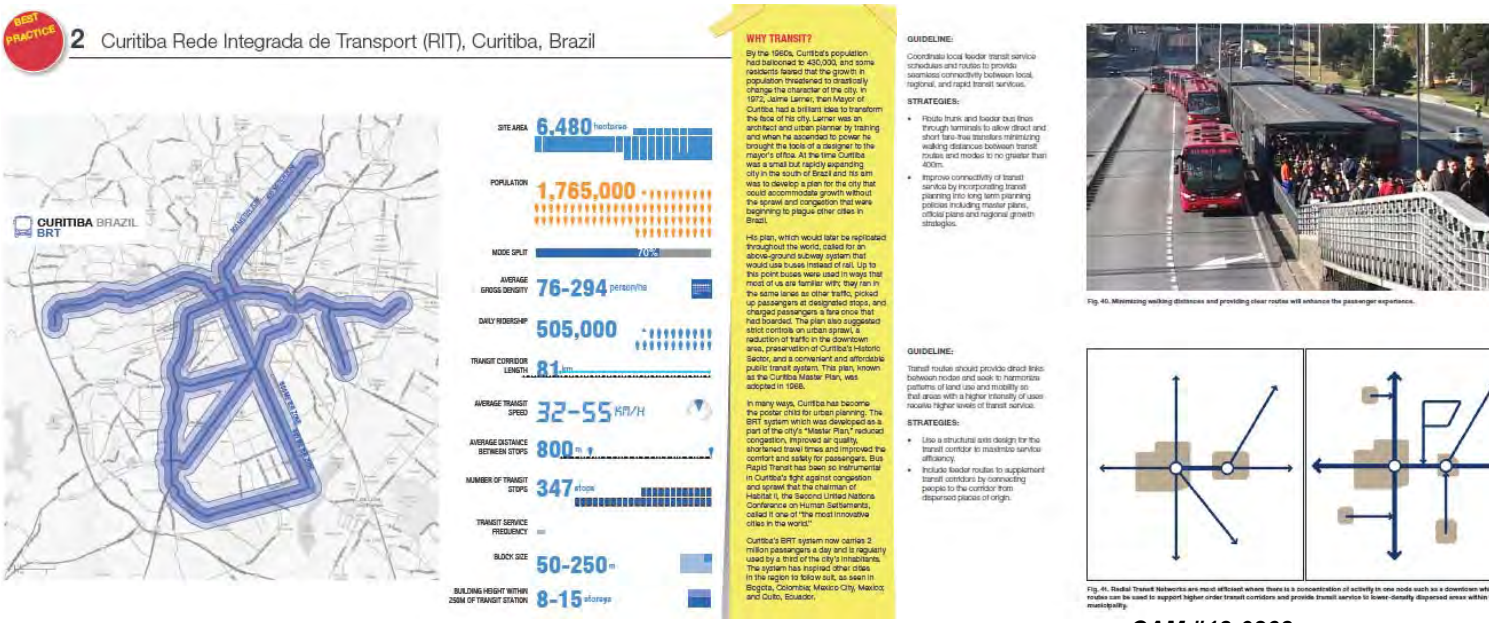
- Mobility Strategies
- Land Use & Housing Strategies
- Management & Analytics
- Programmatic, Incentives & TDM

In addition, we recommend the following topics to be included in the study of best practices:

- **Environment, Climate Change & Resilience**
- **Urban Design and Development Regulations**
- **TOD Outreach, Communication & Branding**

The IBI team will propose a draft list of best practices under each category to the City, based on mutually agreed criteria. Criteria may include similarity to Fort Lauderdale conditions, or similar modal share characteristics, or similar modes and corridor networks. We anticipate desk-based re-search, as well as phone interviews with relevant agency staff to research these items. Following the completion of the research effort, IBI Group will prepare a technical memorandum summarizing the research, inputs, findings, and applicability.

To make the TOD process and experience more relevant to target audiences, IBI will provide rele-vant best practices and innovative strategies from across North America and global TOD cities. The best practices shall also explain common pitfalls and how those were addressed. These best practices will be summarized in short, graphics-intensive write-ups of approximately 5-7 pages each. Each case study should include the (1) urban/metropolitan context, including population density, growth trends, and regulatory environment, (2) overview of local infrastructure funding, (3) key stakeholders and government relationships, (4) approximate timeline for implementation of solution, (5) key lessons and best practices, (6) roadblocks and ways to improve, and (7) actionable steps for readers.



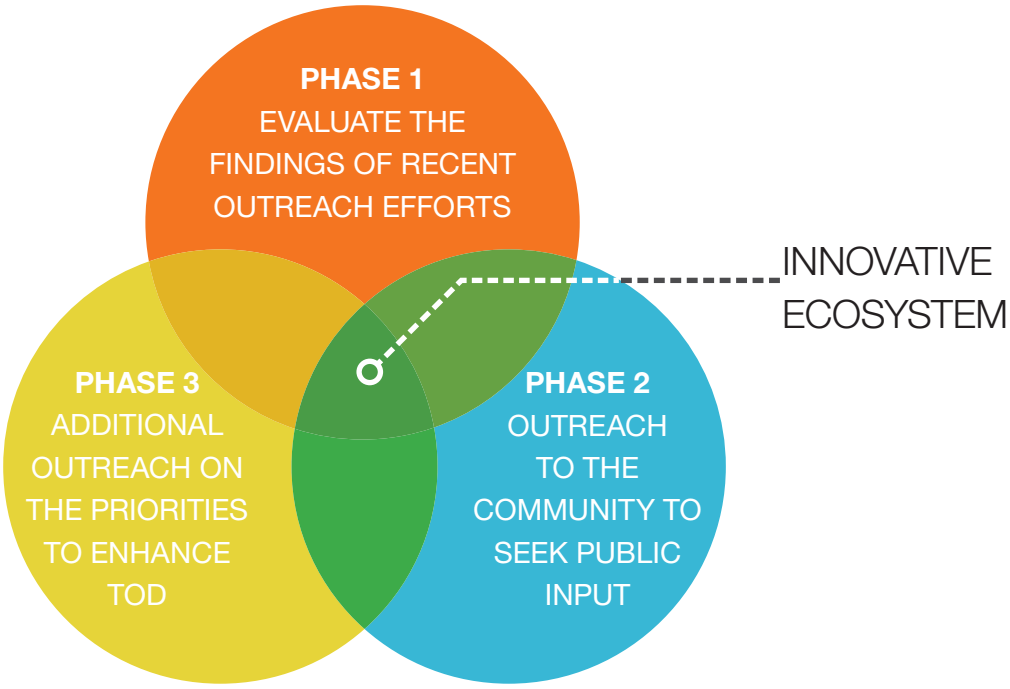
TASK 3 DELIVERABLES

- *Project website shall be live and accessible by the public*
- *2 public meetings, open houses, workshops, walkshops*
- *Workshop schedule, content, and invitees*
- *Online survey that obtains quantifiable feedback from professional public, private, and nonprofit stakeholder*
- *isually-oriented, interactive survey using a survey vendor*

Task 3 – Public & Stakeholder Engagement

The public and stakeholder engagement approach for the Wave Streetcar TOD study will ensure that a broad range of groups within the study area are consulted as part of the process, including current transit passengers on relevant downtown routes, major employers, human service providers, communities, businesses, government services, educational institutions, and other vested parties. Input from both Broward County Transit and Downtown Fort Lauderdale TMA (Sun Trolley) users as well as non-user public input on the Downtown transportation needs, priorities, and implementation strategies associated with desired growth and development scenarios will be key to developing TOD solutions. Our approach consists of three phases:

- **Phase 1** – The Project Team will review recent outreach efforts for the Wave Streetcar and evaluate the findings with respect to future development concerns. This includes the outreach and public input to surveys conducted as part of the DDA, SFRTA and FDOT AA study and subsequent PD&E process. Also, past studies related to the Downtown Fort Lauderdale area which were part of the FDOT-funded Regional Mobility Studies will be reviewed and incorporated into this effort. Information gathered during this phase will also be used to supplement the stakeholder database development.
- **Phase 2** – During this phase, the Project Team will conduct outreach to the community to seek public input on a range of service and capital/infrastructure needs relative to the TOD study period. The Project Team will be conducting informal discussion group workshops, public workshops, online surveys, major employer interviews/employee surveys as well as stakeholder interviews as part of this phase of the outreach effort.
- **Phase 3** – Following extensive evaluation of the input received and development of recommendations, additional outreach will occur to seek public input on the recommendations, priorities, and implementation strategies to enhance TOD in the Downtown Fort Lauderdale/study area.



Public involvement activities refer to events and activities that engage the public in "hands-on" workshops and/or discussions about the project with the goal of gaining input and feedback regarding the issues and options under consideration. Public involvement tools refer to public information materials that are used to inform the public and vested stakeholders of issues and developments regarding the project. A variety of public involvement meetings and tools will be organised and developed throughout the TOD study to facilitate the communication to all audiences.

PUBLIC INVOLVEMENT ACTIVITIES

Employer/Employee Outreach - Obtaining feedback and input on transportation preferences to support future downtown development options is a key component of this public involvement effort. Major employers will be identified and engaged through interviews and surveys to better understand their employees commuting habits, transit preferences and vision for future growth and development.

Public Workshops – Public workshops are an effective technique for obtaining substantial public participation in the planning process. Two (2) public workshops will be conducted for each priority HOA/Neighborhood Association located within or partly within the immediate project study area. The Project Team will coordinate with the City's Office of Neighborhood Support staff to ensure participation by all civic, neighborhood and homeowners associations within the WAVE Streetcar planning corridor. Additionally, a total of two city-wide public workshops, supplemented by City staff, will be conducted to obtain input from other citizens and vested stakeholders during the TOD study process. The first public workshops will be held early in the process to collect input on needs and concept scenarios and the second to be held later in the project to collect input on potential alternatives, priorities, and recommendations.

To maximize opportunities for citizen participation, locations will be selected to ensure geographic coverage and, to the extent possible, piggyback on other community events. Hours and locations will be chosen with the recognition of the challenges of participants' daily schedules. The workshops will support participation of those with children, if needed, and those who otherwise have problems accessing public meetings. All workshops will be advertised and promoted through the project/City of Fort Lauderdale website and social media platforms, including Nextdoor, along with legal advertisements in local newspapers. Presentation materials and handouts will be developed and made available in both English and Spanish, as needed. The media will be notified through press releases. The Project Team may also choose to stream the workshops through Facebook Live to draw more interest and input.

Stakeholder Interviews – The Project Team can also conduct interviews of key stakeholders as part of the engagement process. The Project Team will work with City staff to identify appropriate individuals to interview and then schedule and conduct the interviews using an interview script that will be developed and submitted to City staff for review prior to the first interview.

Discussion Group Workshops – Informal discussion groups can also be held to identify and assess perceptions of transit options and developments that can best leverage the current and future WAVE Streetcar route(s). Discussion groups are an excellent tool for revealing the attitudes and gaining insight of a particular group because of the open-ended nature of group discussions. These types of workshops typically involve a smaller group of participants (8–12 persons) in an intimate meeting setting that permits more in-depth discussion about issues and needs. Workshops could include participants/representatives from the following four groups.

- **Sun Trolley and BCT Riders** – Participants may include riders utilizing routes serving the study area
- **Community Groups** – Participants may include representatives from social service agencies, and Limited English Proficiency (LEP) and faith-based organizations/communities
- **Transportation/Land Use Groups** – Participants may include representatives from Bike/Walk programs, Downtown TMA, County/City/DDA staff, and Sierra Club
- **Business and Neighborhood Leaders** – Participants may include leaders from area chambers of commerce, Community Redevelopment Agencies (CRAs), and Neighborhood Associations

Review Team Meetings – A Communications Team (CT) comprising of the Project Team and City staff (and other agencies/staff as necessary) would be established at the outset of the project to monitor and provide input throughout the study and to evaluate deliverables. Project deliverables will be distributed to the CT for review and comment. Most of the communication with the review team will be via e-mail and telephone; however, in addition to the kickoff meeting, additional meetings can be held as needed during the Wave Streetcar TOD study period.

PUBLIC INVOLVEMENT TOOLS

Surveys – Public input surveys will be conducted to collect input on the transit development concepts and opportunities that leverage the WAVE Streetcar and guide future system growth. Links to the survey will be posted on the City's project website and included in the City's electronic newsletters and on its social media platforms. It can also be available as a tablet survey at public workshops in addition to hard copy surveys. Another survey will be developed specifically for use with employees at major employers and local educational institutions in the study area to determine their commuting habits, planned or current use of alternative transit modes and priorities for development based on the availability of WAVE Streetcar service. SurveyMonkey and Poll Everywhere are survey tools we have used to gather public and stakeholder on-line and/or real time interactive feedback.

Handouts/Flyers – Informational materials for public outreach activities and public workshops will be developed, including handouts/flyers, maps, tables, and graphics. Materials will encourage observers to visit the City's project website and social media pages for more information and participation in the project surveys.

Legal Advertisements – All public meetings will be advertised through legal ads in local newspapers (Sun Sentinel) and Florida Administrative Register (FAR) as needed. Other local digital publications will also be considered to enhance participation.

Electronic Newsletters – The City produces an electronic newsletter that pushes out information on public meetings to those who subscribe. Additionally, subscribers through the project website, will be added to the stakeholder database on an on-going basis.

Project Presentations – As part of the public outreach process, a user-friendly, graphical presentation will be incrementally developed to support the communication of TOD options and respective future benefits. The presentation will also be available for use by City staff for other applications and/or conclusion of the TOD study.

Presentation Boards – The Project Team will develop presentation boards for use at public workshops and discussion group workshops for the project. These exhibits could include the WAVE Streetcar service area maps and other pertinent development information that can benefit from visualization. Materials will encourage observers to visit the City's project website and social media pages for more information and participation in the project surveys.

IdeaMapr Interactive Survey Tool – We recommend using IdeaMapr, a simple survey and engagement tool to help local governments collaborate with their communities on civic decisions. Designed in close collaboration with staff from seven municipalities, IdeaMapr's set of online and mobile engagement tools are flexible enough to fit a wide array of public involvement projects, while also being structured enough to guide participants through the most complex civic projects. The Citizen Engagement Platform can be mixed and matched to gather feedback in many different ways, providing different interactive experiences for participants, while also having a familiar structure that guides them through the online engagement in a simple to understand way. Upon completion of an engagement program, we will produce full summaries and analysis of qualitative and quantitative data collected.

Media Relations – The Project Team will develop a list of media contacts related to this effort. As project milestones are accomplished and public outreach events are scheduled, the Project Team will work with the City's Strategic Communications Department to distribute press releases to this list. The list will include community-based, local, and regional media as well as county public information offices and government access channels. Press releases will be provided to City staff for review and release to the media.

INFORMATION DISTRIBUTION METHODS

Social Media – Social networking opportunities for the project using the City's social media platforms (Twitter, Facebook, Instagram, Nextdoor, Periscope, Google+ and Facebook). Regular social media updates along with an on-line survey will be used to increase public participation. Social media content will be coordinated with the City's Strategic Communications staff. Streaming public workshops through Facebook Live is another option to draw more public interest and input our Team will explore with City staff.

City Project Website – Our Project Team will develop a project specific website to be integrated with the City's main website. Once the project website is fully integrated with the City website, City staff will make updates to the project website with information provided by our Project Team. Items of interest will include meeting notices, comment forms, technical information on study findings and recommendations, project collateral and surveys. We would also propose including a link to the City website project page and brief information on the TOD study on the WAVE Streetcar website.

Notification of the Public and Stakeholders – The public and vested stakeholders will be notified about public meetings through legal advertisements, the City's project website, flyers, notifications, mailouts, press releases, and social media. We may also leverage the websites and social media channels of the Wave Streetcar funding partners in order to broaden our reach and participation in the city-wide public workshops. We will also coordinate information with the City's Office of Neighborhood Support staff and Strategic Communications Department.

Notification of State and Local Agencies – The MPO, DDA, Broward County and FDOT will be advised of all public meetings via email. In addition, project deliverables may be submitted as directed by the City to solicit feedback and comments when appropriate.

Reports and Information for the City's Project Website – Technical reports, community workshop and meeting schedules, surveys, and other appropriate items will be provided to City staff for posting on the project website.

A. Project Website

Valerin uses the latest web technologies combined with eye-catching design to create websites that are attractive, easy-to-use, interactive, and highly functional. For this project, and throughout the development process, our creative team will work closely with the City to ensure the website meets the goals and objectives while also allowing the target audience to easily obtain project information.

We believe that collaborating with the City is the key to the ultimate success of the development and maintenance of the project website. In addition, we will assign our creative director, Chuck Thompson, to the website task to ensure efficient, streamlined communication between the City, the IBI Group team, and Valerin development staff.

Based on our experience with website development, such as the current Wave Streetcar site maintained by Valerin, we know that innovative design and highly technical knowledge are crucial to create a site with impact. Our strategy for this website is to design a site that is well-organized, easily navigated, concise, visually interesting, and responsive. Our creative team is knowledgeable of W3C/Section 508 accessibility guidelines and will ensure that core services and content of the site are available to all site visitors and will verify site accessibility with current versions of Android, Chrome, Firefox, and Safari browsers as well as IE7, 8, 9, 10 and Edge. Also as part of our website development, we will design a site using java script to allow for easy integration into the City's existing and responsive website.

Once the integration is complete, our team will work diligently in providing the City staff with content, graphics, and materials to keep the website up to date. We will also be available to add enhancements to improve functionality, as requested by the City. (Project collateral, surveys and social media content will be developed to include the website to maximize visitor traffic.)

B. Public Meetings/ Open House/ Walkshops

Valerin has extensive experience with planning and facilitating public meetings and workshops as well as preparing meeting materials for a wide range of transportation initiatives for FDOT, expressway authorities, transit agencies and cities and counties across the state. We also have a clear understanding of protocols and procedures to be followed and will tailor the format and content for public meetings and workshops to align with the City's purpose and objectives. Valerin will create a schedule of activities/tasks to assure that all materials and notifications are developed and provided to the City to allow ample time for review, edits, finalization, and approval prior to the meeting date. We also understand that additional resources may be required and can provide additional staff as needed, including bilingual staff, to support the meeting. A detailed summary report of the meeting will be developed including all meeting collateral, mailing and email lists, and comments received. This summary will be provided to City following the comment period.

Using an internal Meeting Space Criteria checklist, Valerin will identify potential meeting facilities that comply with City criteria. Considerations will include locations in relation to the actual project location, parking availability, proximity to public transit stops, and ADA requirements. Once confirmed, we will secure the location and develop appropriate meeting logistics based on the meeting facility layout. This would typically include identifying meeting room electrical outlets location, light switches, exits, and staging for chairs, tables, exhibits, etc. for the public meeting. Valerin also uses a detailed Public Meeting Planning checklist to confirm all meeting details are accounted for in our preparations. Whether planned or unplanned, our community outreach specialists have the tools and access to additional company resources to quickly and effectively arrange and conduct meetings for the City. Valerin has successfully conducted numerous similar public meetings/workshops for FDOT District 4, Lynx (Greater Orlando area) and HART (Greater Tampa area). Valerin is fully knowledgeable of the federal and state requirements for ADA and Title VI compliance for both meeting venues and materials.

No matter how well attended a planned meeting may be, there may be occasions when City desires more interactive participant engagement at a public meeting. Valerin employs several innovative solutions and tools to encourage greater stakeholder participation and feedback to include Poll Everywhere, SurveyMonkey, Website Podcasts, and Facebook Live. Poll Everyone can be used during the actual public meetings to receive "real-time" feedback that displays immediate results in a variety of formats. SurveyMonkey and Website Podcasts can be used to allow stakeholders and interested parties who cannot attend the public meeting the opportunity to provide comments and feedback for consideration.

C. Mock Development Review

Valerin will work with the project team and City staff to develop and execute a "Mock Development Review" workshop that is engaging, informative and meets the stated workshop goals.

One key to successful workshop outcomes is to present information in a way that connects with both technical and non-technical audiences. Valerin offers award winning visualization capabilities using the latest in multimedia presentation technology. With these tools we can communicate technical project details by developing visualizations depicting project elements not easily explained from verbal descriptions or traditional drawings. Photo simulation, 3D modeling, and 3D animation tools are used to display complicated alternatives or techniques to build consensus and public trust. Eye catching animations are used to demonstrate the differences in the project alternatives. These visualizations can be combined with graphics, on location video, and interviews to create a comprehensive easy to understand video overview of the project. Our Team's multimedia presentations highlight the benefits of the project and utilize the power of moving images to foster understanding and build consensus. We also have staff experienced in CADD oriented applications that can produce precise, accurate two-dimensional drawings and aerial role plots.

Value- added Tool: We also employ one of today's most exciting technologies capable of bringing projects to life - Virtual Reality (VR). This form of technology allows stakeholders of varied technical knowledge to "experience" an imagined vision of the TOD. By definition, VR is a computer technology that replicates an environment, real or imagined, and simulates a user's physical presence and environment to allow for user interaction. Virtual realities artificially create sensory experience, which can include sight and sound.

D. Online Surveys

Valerin uses a variety of survey techniques to solicit feedback and gauge public opinion. We use tools such as Survey Monkey® to easily create online surveys and collect feedback. Social media channels such as twitter, Facebook and websites also have survey capabilities which can be captured in a database that can be used for data analytics, reporting and documentation. For real-time surveys and presentation of results we have used programs such as Poll Everywhere at public meeting forums. The survey will be easily accessible on the project website and optimized for mobile devices. It can also be available as a tablet survey or hard copy surveys at public workshops, public meetings, and events.

We will work in partnership with the stakeholders to publicize the online survey through both their internal communication channels, social media platforms (as appropriate) and directly via email. If public or stakeholder sponsored events are scheduled within the initial survey timeframe, we may use those events to engage community members to take the survey (as appropriate).

We would recommend using IdeaMapr, a budget and user-friendly survey and engagement tool that helps local governments collaborate with their communities on civic decisions. Designed in close collaboration with staff from seven municipalities, IdeaMapr's set of online and mobile engagement tools are flexible enough to fit a wide array of public involvement projects, while also being structured enough to guide participants through the most complex civic projects. The Citizen Engagement Platform can be mixed and matched to gather feedback in many different ways, providing different interactive experiences for participants, while also having a familiar structure that guides them through the online engagement in a simple to understand way. Upon completion of the interactive survey, we will produce full summaries and analysis of qualitative and quantitative data collected.

IdeaMpr includes:

- **A Budgeting Tool** - An online and mobile budgeting tool allows participants to allocate funds to specific ideas as well as select combination of ideas they support.
- **Map/Geolocation Tool -** With the mapping tool, we can gather location based responses by enabling participants to select locations on a map and add their comments. These responses are aggregated into the summary as a single map to help visualize which locations or areas are of particular concern.
- **Pro/Con Tool -** Pre-selected answer survey options tell a clear story, but qualitative responses illustrate exactly what concerns or outcomes are important to stakeholders. Normally the issue with qualitative feedback is that it can be difficult to scale to thousands of participants and difficult to visualize trends in the data. The Pro/Con tool is a way to gather detailed qualitative comments at scale. Ranking the ideas enables you to easily view which ideas were favored and which ones had more concerns attached to them. From that point, we review the detailed responses to see the qualitative data and learn the rest of the story.

MetroQuest

MetroQuest is another scenario-based planning program that helps public and stakeholder participants visualize how various development options will affect the direction of future growth in the study area. This interactive tool can be used within the public workshops as applicable to spur dynamic, meaningful discussions of proposed development options.

02. ISSUES IDENTIFICATION & ANALYSIS PHASE

This phase of our process starts with analyzing the feedback generated from the public outreach task in Phase 1. We will then work together in establishing the vision and principles that will guide the TOD planning process. This phase includes Task 4,5 and 6 from the RFP. Tasks include the following:

TASK 4 DELIVERABLES

- *Technical memo identifying barriers to best-practice TOD projects*

Task 4 – Evaluation of Development Barriers

We will work with the City, Broward County and FDOT to collect existing local regulations, ordinances and incentive programs that govern land use and transportation within the subject area. We will review and summarize these documents while evaluating those portions of the documents that foster, prohibit, are silent, or may be unclear, as to supporting the development consistent with TOD Best Practices. Issues to be identified include:

- Lack of clarity
- Inconsistencies among plans and regulations
- Conflicts between Vision Plans and existing market demand
- Barriers to affordable housing
- Impact of Broward County Trafficway Plan and FDOT traffic planning requirements
- Development review process uncertainties
- Conflicts between Development Regulations and TOD principles
- Financial constraints to development

Market Analysis and Industry Cluster/Regional Competitiveness Analysis – Critical to the grounding in reality of any plan, market analysis will be undertaken early on in the process to ensure a good foundation for the work ahead. In addition, to inform subsequent efforts to define the potential for an Innovation District in the Collins/Arapaho area, both industry cluster and regional competitiveness analysis will be undertaken.

Regulatory Analysis – Informed in part by the market analysis, the existing regulatory regime will be examined with regard to its status and effectiveness in relation to the findings of both the market analysis and TOD best practices.

Value-added Tool: IBI has developed an in-house TOD online platform for our clients that TOD+ is an online platform that provides users with information pertaining to Transit Oriented Development (TOD) potential along various higher order transit lines across North America. Using spatial and data analytic software's, expert staff evaluate a number of urban planning, real-estate, and socio-economic factors that contribute to a properties potential TOD value. Utilizing advanced computer systems, these factors are graded and applied to each property within proximity to the relevant transit line. The resulting TOD score is displayed spatially as a numerical grade that can be compared with other properties intuitively and efficiently by the interested user. The TOD+ platform also stores over 20 other related TOD layers that can be toggled on and off for maximum analytical potential. Currently, TOD+ has conducted analysis of numerous higher order transit lines in North America, including the: Toronto Relief Line; Calgary Green Line; Ottawa Confederation Line; Toronto Finch West Line.

TASK 5 DELIVERABLES

- *Develop and justify a target income range for affordable workforce housing*
- *Review of strategies in the Consolidated Plan and NRSA Target strategies*
- *A toolkit of innovative, TOD-supportive workforce housing funding and implementation strategies*

Task 5 – Affordable Housing Strategy

This task addresses determining the need for Affordable and Workforce Housing in the study area. Included in this analysis is the determination of the income levels, pricing and policies and approaches to provide sufficient housing options that meet the characteristics of the population that will be served in the Study Area.

ELEMENTS FOR THE COMPLETION OF THIS TASK AND METHODOLOGIES INCLUDE:

Demographic Data
Sources used in this analysis will include Census Data based on Census Tracts and Block Groups for the Study Area. The data from the Bureau of the Census, particularly the American community Survey, will be the basis for this analysis. Supplemental information will be derived from Claritas, which will allow for smaller geographic area analysis. Data will include: Population, Family Counts, Families Below Poverty Level, Women as Head of Households, and Other pertinent data

Housing Data
The sources noted earlier will also be utilized to determine the housing stock in the Study Area. In addition, data from the Broward County Property Appraiser will also be used to identify the existing housing data as well as vacant lots for future construction of residential units. Data will include: Number of Units by Type, Age of Units, Values of Property, Unsafe Structures, and Deficiencies in Kitchens and Bathrooms

Income/Employment Data
The sources noted earlier will also be utilized to determine the Income Levels in the Study Area. Data will include: Household Income, Employment, and Affordability of Housing

Review the City of Fort Lauderdale Consolidated Plan and other Housing Studies
The Consolidated Plan is a report required by HUD that is completed every five years by entitlement cities. The report identifies housing issues and includes data regarding the demand for housing based on income groups. The plans included in the Consolidated Plan will be a basis for the analysis completed for the TOD efforts. In addition, the City has several other analyses regrading housing that may be useful in the TOD discussion and analysis.

Neighborhood Revitalization Strategy Area (NRSA) Analysis
The Consolidated Plan also includes NRSAs that represent Target Areas due to low-income levels and special needs. The Consolidated Plan will also be reviewed to determine if there are any particular strategies designed for the NRSAs. Any overlap between the designated Study Area and the NRSAs will be noted and potential strategies considered for the TOD analysis.

Housing Costs
Representative cost of housing for the Study Area will be determined which includes the current costs of For Sale and Rental Housing as well as housing support costs (electricity, utilities and other costs). Included in the analysis will be the cost of transportation to work, shop and to receive services.

Cost Burden
The Census data will be used to determine the Cost Burden rates for the population and housing within the Study Area. Cost Burden is defined as the percentage of the household income used for housing purposes. For areas with a Severe or Extremely Severe Cost Burden, the need for services is more acute. The Cost Burden figure for the Study Area will be determined for this analysis.

Review of Best Practices
The Best Practices analysis found in Task 2 will be incorporated into potential strategies to address Affordable and Workforce Housing.

Review of Public and Stakeholder Input
The input from the public and stakeholders found in Task 3 will be incorporated into potential strategies to address Affordable and Workforce Housing.

ANALYSIS/HOW THE RESEARCH WILL BE USED FOR THIS STUDY

The empirical data collected for this study will be incorporated with inputs to measure the demand for Affordable and Workforce Housing and the opportunities to produce suitable housing options. The analysis of the data is designed to determine the demand for Affordable and Workforce Housing and the supply of such housing in the Study Area. Specific elements are:

- Demographic Data – will be the basis for the identification of the needs of the community. Specific identifications will include the number of households that are Below the Poverty level as well as Single Parent Households and other information. The use of this data is to enumerate the households that have issues obtaining housing and also need Child Care and other services. The number of school age children will also be identified along with methods of travel to school. This data will determine the transportation needs of this portion of the population.
- Housing Data – is an examination of the existing housing stock and the sales and rental values of these properties. This evaluation will also determine if there are any housing units that are deficient, from a safety and occupancy basis. This measurement will be combined with the demand analysis to estimate the need for additional housing.
- Income/Employment Data – will measure the ability of the residents in the area to afford the housing that is available. In addition, the employment data will determine the amount of employment, by industry in the area, as well as the employment status of the residents. Additional information will include the travel time to work as well as the mode of transportation of the residents. For transportation purposes, this data will evaluate the needs of the population to travel to work.
- Consolidated Plan and other Housing Studies – will be examined to determine the measurement of the transportation issue based on these research efforts. The Consolidated Plan is required by HUD for identification of housing issues and any barriers to Affordable Housing. Issues such as transport to work and other mobility issues should be identified in these documents. This study of transportation needs will combine these previous analyses and focus in on the issues. Included in the Consolidated Plan are Neighborhood Revitalization Strategy Areas (NRSAs) which are delineations of target area with specific issues due to low income levels. Some of the NRSAs in the City are in the transportation Study Area. Incorporation of issues, strategies and analysis from the previously completed projects is essential to a consolidated approach.
- Housing Costs/Cost Burden – Cost Burden is the percentage of the household income required to meet housing needs. This value includes rent, mortgage, utilities and other expenses. A measure of the demand for Affordable Housing is the current and expected Cost Burden. If the housing costs are too high the area is designated as Cost Burdened or Severely Cost Burdened. The transportation analysis should focus on reducing the overall household costs, including transportation.
- Best Practices/Public Input – will be used to identify specific problems, such as lack of public transit, as well as methods to improve the transportation conditions.

DATA SOURCES:

- Claritas, a nationally recognized source of demographic and market data which will provide small area demographics including income, poverty, employment, travel to work, housing values and service costs. The study area for Claritas is drawn as a polygon with whichever boundary required by the user. The data includes all of the information within that boundary.
- US Census Bureau (American Community Survey) is a data source required to be used by HUD and defines demographic and housing data by Block Group and individual Blocks. In this way, all data can be obtained for the specific area analyzed.
- Broward County Property Appraiser, which provides data regarding all parcels and identifies the number and type of hosing as well as housing values. Vacant land that can be used for additional housing will also be identified.
- City of Fort Lauderdale Consolidated Plan and Analysis of Impediments to Fair Housing which will identify specific needs and the extent of the housing problems.
- Housing Studies completed by the South Florida Regional Planning Council.

TOOLKIT

- A Toolkit will be prepared that identifies the options that could be selected for implementation of a program to enhance opportunities for Affordable and Workforce Housing. The Toolkit will identify strategies, prepare an evaluation of these strategies, discuss implementation in Fort Lauderdale and prepare recommendations. The Toolkit will be included in the overall report. However, it will be developed in a manner where it can function as a stand-alone document.

TASK 6 DELIVERABLES

- *Gap analysis report that identifies retail, service, and entertainment needs within the study area.*
- *Potential existing market for transit- and active transportation-accessible charter school and daycare facilities within the study area*
- *Four presentations to relevant neighborhood and business groups, the Planning and Zoning Board, and the City Commission*

Task 6 – Live/Work/Play Needs Assessment

This Task will identify the ability of the community to provide the services necessary to support the population. This support will include shopping, services and education for the population. The analysis will focus on the existence of the services, the distance to travel to receive the services and the transportation opportunities. The analysis will determine if there is a need for any particular service and the ability of the area to support additional services.

ELEMENTS FOR THE COMPLETION OF THIS TASK AND METHODOLOGIES INCLUDE:

Identify Existing Services

A table will be presented that identifies the number and type of service that is currently available. These services will include Retail, Medical, Professional Services and Educational facilities. This data will be obtained from Claritas and list the number of establishments. Locations will be derived from Property Appraiser data and windshield surveys.

Claritas data will also be used to determine the amount of Sales Activity by retail type.

Spatial Analysis

The locations of the service establishments will be mapped to identify the relationship to the housing. This analysis will also determine the distance between the housing and the service areas.

Gap Analysis

A Gap Analysis identifies the difference between the demand for a certain service and the ability of the commercial community to provide the service. If the population demand certain retail activity (measured in dollars), the Gap Analysis will determine if the business community can serve that demand. If the business community falls short, a gap exists.

The result of the Gap Analysis will be a measurement of the amount of additional services can be supported by the population. This gap is measured in dollars and is then converted into square footage. The Gap Analysis will identify the additional service needs of the community.

If new housing is planned, this analysis will measure the amount of activity that can be supported by that additional population.

Transportation

This sub-task will determine if there is sufficient transportation opportunity for the population to travel from the housing to the commercial areas. Travel options will include the ability for private vehicles, public transportation, jitneys, or other means.

Charter School/Daycare

The ability of the population to support Charter School or Daycare options will be measured. This analysis will be based on the measurement of the utilization of the education facilities and the ability for parents to transport their children to these facilities. The outcome would be an estimate of the demand for the education facilities. Locational preferences will also be addressed.

ANALYSIS/HOW THE RESEARCH WILL BE USED FOR THIS STUDY

The empirical data collected for this study will be incorporated with inputs to measure the demand for support facilities.

- Identification of Existing Services/Spatial Analysis – will be conducted through use of Claritas which will define the number of businesses by type, employment and total annual sales. Additional data will be derived from the Property Appraiser data which will locate all commercial and office areas. This analysis will determine where the resident population must travel for shopping, medical and other service needs. A mapping of the distance to these locations and the available transportation modes will be noted. This analysis will evaluate the existing needs of the population and the ability to reach the required services.
- Gap Analysis – is provided by Claritas and defines the shortfall in retail and service providers in the Study Area. This analysis identifies any additional commercial activity that can be supported by the population as well as any services that currently do not exist. Regarding transportation needs, this analysis will determine the percentage of the retail and shopping needs that the population must travel outside of the Study Area.
- Available Transportation will examine the number of households that have private vehicles, public transit and local for-hire options. This analysis will determine the deficiencies in transportation systems for work, shopping, service and school purposes.
- Charter School/Daycare facilities will be identified through use of Property Appraiser Data, School Board data, and Health Department registrations. The analysis will identify the location of the facilities. Each will be reviewed to determine capacity and suitability for the resident population. Important in the transportation analysis is the location of these facilities with regards to work centers or modes of public transit and the hours of operation. The analysis will determine how reasonable it is for parents to drop off the children on their way to work.

DATA SOURCES:

- Claritas, a nationally recognized source of demographic and market data which will provide small area demographics including income, poverty, employment, travel to work, housing values and service costs. The study area for Claritas is drawn as a polygon with whichever boundary required by the user. The data includes all of the information within that boundary.
- Broward County Property Appraiser, which provides data regarding all parcels and identifies the commercial properties. Vacant land that can be used for additional commercial activity will also be identified.
- School Board for listing of Charter Schools and attendance
- Health Department and other licensing agencies for listing of Child Care centers

03. ISSUES IDENTIFICATION & ANALYSIS PHASE

The SOLUTIONS & SYNTHESIS phase builds upon the previous two phases and explores solutions to address the City's future needs. We refine the concepts, comments and coordination to identify actionable items that meet the vision and goals of the project to arrive at an implementable plan. Tasks 8,9 and 10 of the RFP are included in this phase.

TASK 7 DELIVERABLES

- *Develop an actionable TDM plan for the study area that focuses on two elements:*
  - » *recommended requirements/ incentives for private developments*
  - » *recommended City/County/ State strategies.*

Task 7 – Transportation Demand Management (TDM) Plan

IBI Group brings an experienced, multi-disciplinary approach to this assignment. The TDM Plan formulation task will be delivered in four stages:

- **Stage 1** establishes the foundation for TDM initiatives in City of Fort Lauderdale and the South Florida region, and identifies best practices used by other jurisdictions, and consulting with stakeholders to understand the needs of the local municipalities, transit agencies, the development community, and other stakeholders.
- **Stage 2** identifies appropriate measures that may be required or recommended for new developments to encourage sustainable travel options. It includes a comprehensive implementation strategy, including an examination of existing and potential planning and development approvals tools that can be used to incorporate TDM, identify initial roles and responsibilities of stakeholders, determine triggers for when TDM needs to be integrated and to what extent, and the potential objectives of such a strategy.
- **Stage 3** determines appropriate roles and responsibilities for all participants and stakeholders in the land development process, and provides role clarity in the TDM implementation process for the Region and local municipalities.
- **Stage 4** develops a tracking process to ensure approval and compliance.

The following is a detailed description of some of the key activities that will be conducted as part of this task.

Task 7.1 - Policy Scan and Inventory of Local and Regional Plans

The project team will confirm past and current TDM initiatives in the City, County and region and the progress made as part of the TDM. The inventory will also include a review and summary or relevant policies affecting TDM including those in the city's Comprehensive Plan, transportation masterplans/ strategies, site planning guidelines, other regional relevant municipal or local plans and other similar documents.

It will be important to examine the current land development applications and approval processes to assess where TDM guidelines will be most effective. Reviewing how the City of Fort Lauderdale and other South Florida municipalities' traffic impact study guidelines are integrated into the development application process will inform how TDM measures may also be included. This will ensure that the TDM guidelines complement existing processes and are not redundant or overly onerous.

Task 7.2 - TDM in Development Approvals Best Practice

A review of methods and strategies used by municipalities to integrate transportation demand management into land use and development planning will be completed. This will inform what strategy will best suit the City of Fort Lauderdale's existing development application process and be most effective at supporting the goals of reducing single-occupancy modal share in new developments.

Task 7.3- Policy Alignments

Building upon the policy foundation work undertaken in Stage 1 (Tasks 7.1 and 7.2), the Project Team will further examine the TDM links and alignments with the existing plans, the local transportationplans, local sustainable community development guidelines (e.g. Fast Forward Vision Plan, Press Play Strategic Plan and its Sustainability Action Plan) and existing policy and research into the arealdentifying these links will be important for implementing the guidelines and any required changes to existing processes with the Region or local internationally on transportation policy development to suggest policy improvements to transform Fort Lauderdale into a leader in implementing TDM policies.

Task 7.4 - TDM Triggers

Identifying the trigger(s) that will be used to establish when TDM measures are needed and the extent of requirements will be critical to the success of the project. On one hand, TDM measures need to be incorporated into as many developments as possible in order to make using transit and active modes as easy as possible, especially as new transit cycling network investments are made. On the other hand, it is important that the TDM Guidelines are not burdensome for developers to adhere to or for staff to evaluate and enforce.

As a result, this task will require extensive consideration of the possible indicators or combinations thereof. Preliminary indicators, which can be refined in consultation with the City's Project Manager and Steering Committee include:

- Site-dependent indicators, such as proximity to current/ future rapid transit, level of service of adjacent roadway, proximity to a mobility hub or major transit station, or the urban structure of the area with respect to the Comprehensive Plan and Downtown Master Plan
- Development proposal indicators - number of trips generated, density, existing land use, expected population and employment numbers, development size, requests for parking supply reduction, or as a condition for rezoning.

Task 7.5 - TDM Measures

Building on the review of existing policies and processes, and the assessment of relevant strategies, a series of guidelines will be prepared to provide direction as to when new development proposals must include TDM measures to help mitigate traffic issues and promote sustainable modes of transportation. These guidelines will be tailored for different sectors development as needed (e.g. commercial, residential and institutional) and various land use contexts (e.g. urban, suburban, rural).

Task 7.6 - Implementation Opportunities

There are a number of tools within the planning and development process that can be used to implement the TDM measures identified above in order to create dynamic, multimodal communities. Each tool has benefits, constraints and limitations; however they should be looked at as part of a complete toolbox. Existing planning and developments tools that can be examined include:

- Traffic Impact Studies;
- TDM in high-level planning documents;
- TDM in zoning by-laws and guidelines;
- TDM within required studies;
- Development TDM plans;
- TDM checklists;
- Travel Plans; and,
- LEED.

Consideration will need to be given to whether the measures are self-enforcing or legislative. It is likely that the measures themselves will be self-enforcing, but some elements may require changes to the zoning code or other approvals processes. For example, the guide could suggest that car sharing and bike sharing lead to reduced need for parking (and in turn parking demand), but if there are no provisions in the land development regulations to actually reduce parking if these are implemented, then the effect is mitigated.

Task 7.6 – Shared Parking Feasibility Studies

The IBI Team will undertake two site-specific feasibility studies for shared parking facilities as part of the TDM Plan.

TASK 8 DELIVERABLES

- *Update and codify the existing TOD Guidelines*
- *Action items for better integrating County and State review processes into the development review process.*

Task 8 – TOD Zoning & Development Regulations

The team will use its extensive experience in TOD, economic development, and land use planning to assess and develop appropriate new zoning language for the City. This new zoning language will become part of the City's Development Regulations and form the basis of a companion guidebook wito the City's existing TOD Design Guidelines.

Using all information gathered during the data collection and analysis process, and public engagement interactions, the team will work with the City to clarify the boundaries of the Transit Oriented Development corridors and nodes. Nodes will likely be located around potential high traffic station areas. Once the nodes or "zones" are established, the team will compare the existing zoning to the preferred TOD scenario for each node and determine the appropriate zoning strategy which may include overlay districts or new base zoning districts. This will be determined based on the level of change a node will require to become transit oriented. Regardless of the approach, all TOD nodes will be expected to follow the TOD's Design Guidelines with some additional development standards for each zone or overlay district. In addition to the development standards, incentives may be incorporated to achieve certain desired development outcomes such as mixed-use buildings, public/green space, structured parking, LEED certified design and certain housing types and tenure.

The team will explore the potential for using form-based zoning codes to achieve planning and development objectives in streetcar station influence areas including both hybrid systems where form based codes can be used as a supplement to standard zoning and completely form-based codes. This is the model that IBI Group followed in Heber City, Utah, to provide maximum flexibility to land owners while assuring the community that the character of the area would meet their vision.

The team will prepare a Fiscal Impact Analysis using a fiscal impact module and Zonar application that the City is currently using. We will provide the City with an interactive model to test several different development scenarios. This tool will help evaluate the densities/ intensities under the proposed overlays to determine if the scenarios achieve market rate development financially feasible. It can also help the City in assessing how market rate development might be phased to implement the recommendations.

TASK 9 DELIVERABLES

- *Develop a modal priority methodology in conjunction with the MMLOS*
- *Develop s a suitable methodology for calculating an MMLOS, or similar measure, for streets and intersections within the study area*
- *A package of future "ideal" street cross section graphics*

Task 9 – Streetcar Connections & Multimodal Level of Service (MMLOS)

IBI team member, T.Y. Lin International (TYLI) will lead the multimodal analysis and prepare concepts for integrating motorized and non-motorized transportation infrastructure within the Wave Streetcar project area to enhance mobility and accessibility. Since 2012, TYLI has served the City of Fort Lauderdale as its General Transportation Planning and Engineering Consultant and delivered more than 25 Task Work Orders successfully. These projects include the gamut of assignments from front-end planning studies to final design plans for construction. Working with City staff over the past five years, TYLI staff has developed unmatched understanding of the City's existing and proposed plans and programs, development procedures and guideline. More importantly, TYLI shares the City's ultimate vision of creating a bicycle, pedestrian and transit friendly community in a sustainable manner.

This task will develop a plan to provide the best possible level of comfort and efficiency for access modes to the Wave Streetcar project. It will look at pedestrian accommodations, bicycle infrastructure, and local transit facilities and will be used to overcome any "first mile, last mile" issues that are identified. Quick and convenient access to Wave stations will be crucial to its success.

To operationalize and implement the City's vision through this project, the IBI Group team will develop metrics to prioritize different modes within a corridor that tend to compete for limited right-of-way. Our overall approach will be to develop and evaluate complete streets design concepts with context sensitive solutions. We will develop detailed methodology for developing multi modal level of service (MMLOS) based on a combination of state-of-the-art tools and latest literature available on this subject matter including but not limited to the following:

- Institute of Transportation Engineer's (ITE) person trip methodology
- Multimodal Transportation Districts (MMTD) and Areawide Level of Service (LOS) Handbook, FDOT
- Highway Capacity Manual's (HCM) Multimodal Level of Service (MMLOS) – the new version is more sensitive to bicycle and pedestrian needs
- NCHRP Report 616 – Multimodal Level of Service Analysis for Urban Streets
- NCHRP Web-Only Documen8 128: Multimodal Level of Service Analysis for Urban Streets – Users Guide
- Bicycle Compatibility Index and LOS, FHWA
- Florida Design Manual (FDM) and Context Zones (CZs) that provides a lot more flexibility in determining acceptable level of service based on land use context

The first step will be to meet with the City, FDOT, Broward County and Broward MPO to review work completed to date on the project and to develop a set of goals and objectives for the MMLOS. Challenges and barriers to the implementation of multi-model mobility and TOD will be identified and strategies for overcoming them discussed. All work will be coordinated with the Broward County and Broward MPO MMLOS development efforts and with the Zonar Traffic Impact Analysis Module. Our team will coordinate with Broward County Planning Council (BCPC) that is in the process of developing and adopting MMLOS methodology, which will be used for reviewing/approving land use plan amendment (LUPA) applications. TYLI staff assisted the City with its Downtown Regional Activity Center (RAC) LUPA amendment to allow for construction of 5,000 dwelling units, which was approved by Broward County Commission.

Existing multimodal conditions in the study area will be identified and recorded in a GIS database. Information collected will include street width, intersection density, existence of sidewalks and bike lanes, bus routes, bus stops, intersection pedestrian and bicycle accommodations, traffic volumes and speeds and safety statistics. It is anticipated that this information will be available through existing GIS sources. This information will be used in the MMLOS analysis to determine the needs of each street segment in the study area. It will also be used to evaluate alternatives for improving existing conditions.

An MMLOS will be developed to assess the multi modal needs of all street segments in the study area. Working with the study committee, a set of goals and objectives for the MMLOS will be created. Each of the overarching goals will have a number of objectives associated with it. The goals and objectives will be developed through collaboration between the City, FDOT, Broward MPO, the study committee, and the consultant team. The ability to meet the broader goals and objectives will be assessed in this evaluation through the use of qualitative and quantitative measures of effectiveness (MOEs) assigned to each objective. The MOEs will be vetted with the City, FDOT, the City, Broward MPO, and the study committee in advance and will be modified and honed as the study progresses to be the best measures based on available data. A tool will be developed using Excel to allow for the calculation and comparison of all MOEs.

Each MOE will require either quantitative input or a qualitative evaluation:

- **The quantitative inputs** are translated into relative scores on a scale of 0 to 100 to allow for comparison between the alternatives without setting absolute benchmarks.
- **The qualitative inputs** will be based on an evaluation based on a scale of 0 to 4 with zero being completely unsatisfactory and 4 being excellent. These scores will be translated as 0=0, 1=25, 2=50, 3=75, or 4=100 to put them on the same 0 to 100 scale as the quantitative measures.

Each objective will be weighted, based on a prioritization developed with study committee members. From there, scores will be determined for each MOE. Then, the weighted objective score will be determined by the average of all of the individual MOE scores for that objective times the weight for the objective. The total score for the goal will be based on a sum of each objective's weighted score. Finally, the overall mode score will be based on the average of all of the goal scores, assuming each goal was weighted equally.

This tool is designed to be adaptable. Any MOE can be removed and the results will still be valid for those that remain. Weighting can be easily changed if priorities shift. Cost would be considered separately, outside of the weighted average for all of the goals. These costs would be based on high level cost estimates.

Each street segment will be scored via the MMLOS for total level of service and level of service for each mode. This will allow deficiencies in pedestrian, bicycle and transit accessibility, and gaps in their relationship to Wave, to be identified and actions recommended. Recommendations will include specific non-motorized modal infrastructure projects for any street segments that warrant improvement.

With input received from Broward County, FDOT and City, IBI Group team staff will develop an MMLOS that is defensible and has a rationale nexus with levying impact fees to mitigate traffic impacts and address transportation improvement needs resulting from new development projects.

A scheme for prioritizing modes along different street segments based on roadway characteristics, traffic levels, nature of development and its density, locations of institutions, proximity to Wave stations, and existing and proposed modes will be established. These priorities can be fed back into the MMLOS to provide updated scores based on proposed improvements.

After the modal priority is completed a series of street cross section typologies will be created that respond to each of the modal priority variations that have been identified in the study area. Distributing street resources fairly is one of the most challenging problems facing urban transportation planners. Creating an analytical tool to assist with this process will lead to better outcomes. As the lead designer on Stacy Whitbeck's Design-Build Team for Wave Streetcar project, TYLI staff is intimately familiar with design plans for the various elements included track work, signalization, overhead catenary system, station design and placement as well as how these components interact with the surrounding built environment and utilities. Our team will not have a learning curve in developing "ideal" street cross sections that can be used to develop and implement projects, which is one of the key deliverables identified under this task.

The proposed recommendations will be presented at a meeting of the study committee and any remaining issues identified and resolved. The final step in this task is to complete a technical memo that describes the process undertaken, the MMLOS tools developed, and the list of recommendations for non-motorized traffic & transit infrastructure.

GOAL	OBJ (#)	OBJECTIVE	MOE (#)	MEASURES OF EFFECTIVENESS
GOAL 1: ACCESSIBILITY To improve the local and regional accessibility of people and the movement of goods	1A	To improve accessibility for all users of the corridor between Franklin corridor & points within the city as well as regional destinations	1A.1	Average speed for all trips to & from the study area
			1A.2	N0 of E-W street connections between Andrews Avenue and adjacent N-S streets
			1A.3	No of E-W public bike & pedestrian connections between Andrews & adjacent N-S streets
			1A.4	Number of sanctioned crossings across Andrews Avenue & Las Olas
	1B	To improve local street network connectivity	1B.1	Study area vehicle turning movements per vehicle-mile
			1B.2	No of E-W street connections between Franklin & adjacent N-S streets
			1B.3	Average block length along Andrews Avenue
			1B.4	Number of sanctioned crossings across Andrews Avenue
	1C	To encourage multimodal transportation	1C.1	Auto LOS from Multimodal LOS tool
			1C.2	Transit LOS from Multimodal LOS tool
			1C.3	Bicycle LOS from Multimodal LOS tool
			1C.4	Pedestrian LOS from Multimodal LOS tool
			1C.5	Fraction of trips to/from the study area by car
	1D	To improve current and future transit operations and access	1D.1	Average transit operating speed in the study area
			1D.2	Transit vehicle-miles operated in the study area in the AM and PM peaks
			1D.3	Fraction of trips to/from the study area by transit
			1D.4	Doesn't preclude accommodating a range of future transit options (in terms of ROW)

Sample goal, objective, and MOE table.

Objectives	1A Access to City and Regional destinations	1B Local street network connectivity	1C Multi modal transportation	1D Current and future transit operations	1E Pedestrian and Bicycle facilities	1F Capacity and LOS	Total
Weight	27%	20%	14%	11%	15%	13%	100%
No build	7	2	3	2	0	4	18
Urban Street 1	21	20	7	6	12	7	72
Urban Street 2	14	9	8	8	10	7	56
Urban Parkway	7	3	2	9	8	9	38

Example of an evaluation tool.

Below is a short description of the state-of-the-art tools that are proposed for evaluating MMLOS for various corridors:

Pedestrian and Bicycle Microsimulation: To overcome the limitations of tools traditionally used for conducting traffic operational analysis and evaluate bicycle/pedestrian improvements, the TYLI proposes to use the Viswalk pedestrian and bicycle microsimulation software. Viswalk is unique in that it models bicycle and pedestrian behaviors and their interaction with other modes of transportation in real-world situations. Information and measures of effectiveness produced from VisWalk can be used to inform the design and implementation of Complete Street projects, ADA compliance, bicycle/pedestrian safety projects, and prioritize non-motorized transportation improvements.

Multimodal Operational Analysis: TYLI proposes to use Synchro/SimTraffic microsimulation models as well as the High Capacity Manual (HCM), 2010 Edition and Highway Capacity Software (HCS) 2010 for conducting operational and queuing analysis. Operational and queuing analyses would be performed on Wave Streetcar mainline segments and intersections as applicable. The Synchro software uses the HCM methodology to determine intersection capacity and level of service (LOS). Simulation would be performed using the SimTraffic software to provide a detailed look at the simulated traffic flow and queue along the intersections and mainline corridors. SimTraffic is typically used for data input quality control, quality assurance and visual confirmation of the traffic behavior. TYLI typically uses Vissim to simulate transit operations to better understand the impact of transit signal priority, interaction of multiple modes in a given corridor, analyze traffic flow patterns, assess level of service as well as create 3D animations for public presentations.

Street Cross Sections: As the lead designer on Stacy Whitbeck's Design-Build Team for Wave Streetcar project, TYLI staff is intimately familiar with design plans for the various elements included track work, signalization, overhead catenary system, station design and placement as well as how these components interact with the surrounding built environment and utilities. Our team will not have a learning curve in developing "ideal" street cross sections that can be used to develop and implement projects, which is one of the key deliverables identified under this task. TYLI utilizes Computer Aided Design and Drafting (CADD) tools such as MicroStation and AutoCAD—as well as Geopak, Civil 3D, Auto TURN, GuidSIGN and Synchro in design of roadways, maintenance of traffic (MOT) plans, Signing and Pavement markings, and traffc control devices—to develop roadway design deliverables.

TASK 10 DELIVERABLES

- *Deliverables from previous tasks shall be compiled, indexed, and narrated where appropriate*
- *An executive summary*
- *Four presentations to relevant neighborhood and business groups, the Planning and Zoning Board, and the City Commission*

Task 10 – Preparation of Final TOD Report

IBI Group, working with its team members, will work with the City staff to thoroughly document the planning process and the resultant strategies and implementation mechanisms in a comprehensive document.

The IBI Group team will prepare the deliverables in each of the nine previous deliverables – technical memorandums, economic and environmental assessments, GIS databases, project mapping and site context photographs, station area typologies and design strategies, detailed TDM Plan, Streetcar MMLOS, and implementation mechanisms – in a consistent graphic format specified and approved by the City at the outset of the study. The deliverable for each task will constitute a chapter in the final report in pursuit of a seamless and time efficient manner.

In addition, the final report will contain a stand-alone Executive Summary, consisting of text narrative and visual graphics for distribution to a wider audience than would normally be the case, in an effort to bolster the of concept of TOD in Fort Lauderdale to as large an audience as possible.

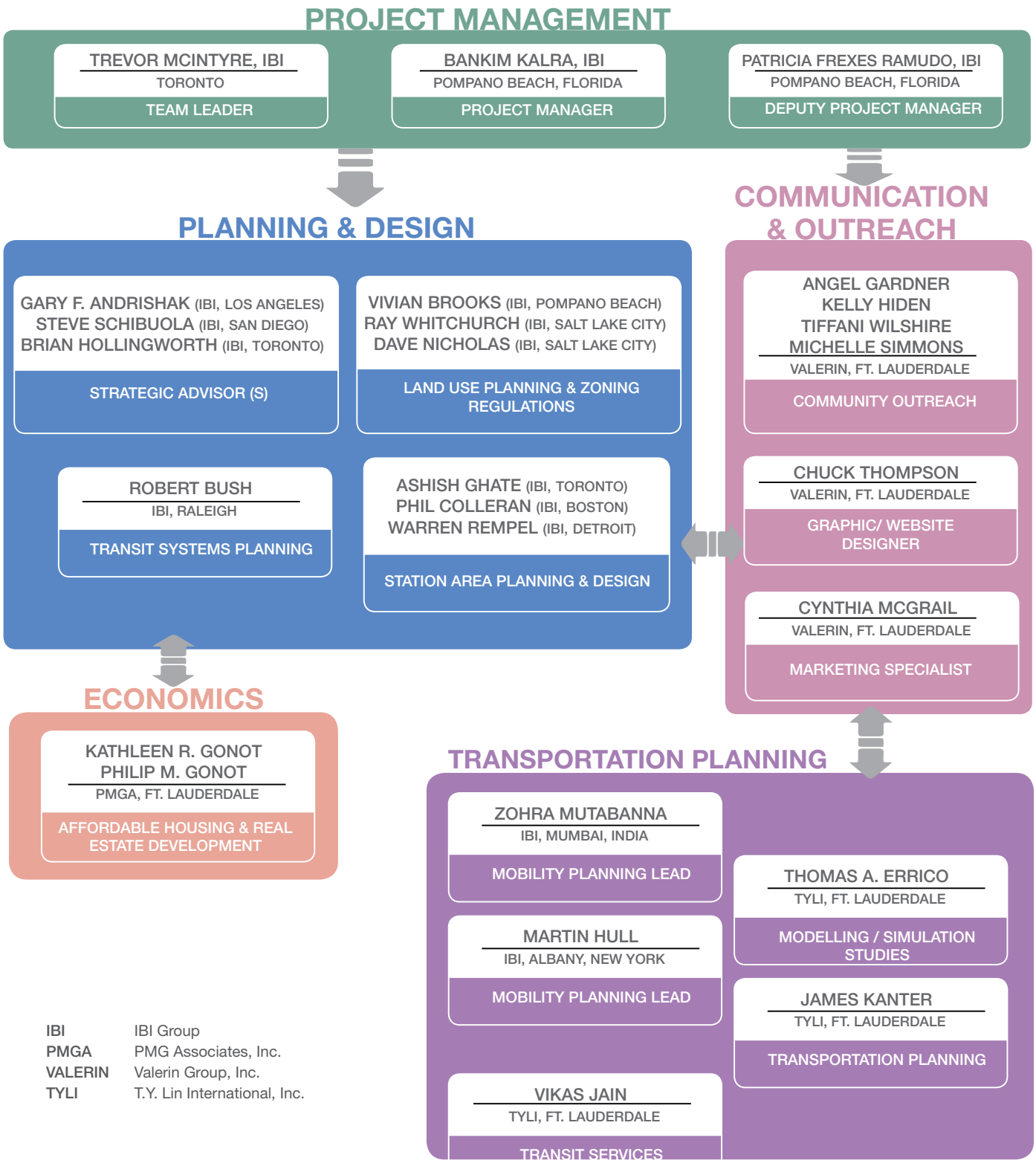
The team will assemble a final report document for the entire project. The final report will be the presentations to the Governing Board and their review. The report will be prepared in a format suitable to city needs as determined through the project management process.

04. IMPLEMENTATION SUPPORT PHASE

As stipulated in the RFP, the IBI Team will work with the City staff to develop a plan for providing miscellaneous support tasks to the City staff in implementing the TOD strategies, incentives, policies, and outreach.

PROJECT TEAM MEMBERS: KEY PERSONNEL

For carrying out the various tasks on the project, below is the illustrated organization chart for the team of global, national, and local practitioners.



IBI	IBI Group
PMGA	PMG Associates, Inc.
VALERIN	Valerin Group, Inc.
TYLI	T.Y. Lin International, Inc.

KEY PERSONNEL

The core working team is comprised of disciplines essential to achieve the project mandate. Our strategically assembled team members have worked on a range of projects that are directly related to the work requirements identified in the RFP. The following bios demonstrate that each core team member has multi-disciplinary skills and past experience dealing with projects of this scope and nature.

Additional information is available in Appendix A.

TEAM LEADER

Trevor J. McIntyre MLA, OALA, FCSLA, APALA, ASLA, ULI

GLOBAL PLACEMAKING LEAD – IBI GROUP

Education

- B.A. (Dept. of English), University of Saskatchewan, Saskatoon, SK, 1980
- B.A. Advanced Certificate, (Dept. of Geography), University of Saskatchewan, Saskatoon, SK, 1981
- Bell – Sargeant Memorial Fellowship for Recreational Planning/Design, 1983
- M.L.A. (School of Landscape Architecture), University of Guelph, Guelph, ON, 1985 Ontario Graduate Scholarship, 1985

AVAILABILITY OF KEY PERSONNEL

Availability & commitment of the key personnel to this project: 30%

Mr. McIntyre is an award-winning planner, urban designer and landscape architect with more than 25 years of experience in complex, multidisciplinary design projects carried out in Canada, United States, The Middle East, South America and Asia. Trevor is the Regional Director, International for IBI and Global Director for Planning and Urban Design for the firm.

Trevor is a recognized global expert in TOD, master planning, station area planning, and landscape architecture. He brings to the team a diverse range of experience on complex mobility hub and station design projects and an integrated approach to multi-disciplinary design and the built environment.

Trevor brings strong leadership qualities, land-use and multimodal transportation integration, transit design, organizational skills, stakeholder communication and facilitation experience, and conceptual design skills from projects across Canada, the United States, and international work in Europe, Asia, and the Middle East. Trevor was the Project Director for Mobility Hub Guidelines developed for Metrolinx, and is currently overseeing World Bank commissioned TOD Implementation Resources and Tools as Part of Global Platform for Sustainable Cities (GPSC).

MEMBERSHIPS & AWARDS

- Canadian Society of Landscape Architects (FCSLA), Fellow
- Ontario Association of Landscape Architects (OALA), Member
- Atlantic Provinces Association of Landscape Architects (APALA), Member
- American Society of Landscape Architects (ASLA), Member
- Urban Land Institute (ULI), Member

REPRESENTATIVE PROJECTS

+ Eglinton Crosstown LRT / Streetscape and Landscape Design
+ SunRail Station Area Plan for Sanford, Florida
+ Dundas Street Scoping Study
+ King Victoria Transit Hub Station Area Plan, Region of Waterloo
+ Development of Guidelines & Technical Criteria for the modernization of Intermodal Transit Facilities, Distrito Federal, Mexico

PROJECT MANAGER

Bankim Kalra, AICP

URBAN PLANNING / DESIGN & TOD LEAD – IBI GROUP

Education

- Bachelor of Architecture, Sushant School of Art and Architecture, Gurgaon, India, 2001
- Master of Urban Planning, University of Michigan, Ann Arbor, 2005

Mr. Kalra has over 15 years of diverse experience working with public planning agencies, international development organizations and private sector consultants. With a background in architectural design and an urban planning concentration in economic development, Mr. Kalra has developed a specialization in formulating innovative design approaches.

Mr. Kalra brings to his role particular expertise in all aspects of master planning including smart growth, regional planning, corridor planning, eco-industrial parks, campus planning, site design, branding and graphic design, and economic analysis. Mr. Kalra has worked on over 100 wide ranging projects giving him the unique skill to understand the interdependencies between various aspects of the development process, including: concept visualization, alternatives analysis, public involvement, capital improvements programming, capacity building, financing, and implementation.

Mr. Kalra's foundation in the study of architecture and focus in the specialty of urban planning gives him an understanding of the larger issues facing society and the way design and community development can be used to solve them. His professional interests include the relationship between land use and transportation and the ability of sustainable mobility to encourage the development of complete, livable communities and urban revitalization. As the project manager for the project, Bankim will utilize his extensive background in international development and private sector negotiations to provide valuable insight into strategic planning for the City of Lauderdale TOD vision.

AVAILABILITY OF KEY PERSONNEL

Availability & commitment of the key personnel to this project: 50%

MEMBERSHIPS & AWARDS

- American Planning Association
- American Institutr of Certified Planners
- Urban Land Institute
- Congress for New Urbanism
- 2017 American Planning Association (APA)—Pierre L'Enfant International Planning Excellence Award, Bhubaneswar Smart City Strategy

REPRESENTATIVE PROJECTS

+ Broad River Road Corridor TOD Study, Central Midlands Council of Governments, South Carolina, U.S.A, 2010
+ SunRail Station Area Study Plan for Sanford, Seminole County, Sanford, Florida, U.S.A, 2013
+ National Level Guidance Documents for TOD, NMT & PBS, Ministry of Urban Development, Govt. of India, 2015
+ SR54 Transit Oriented Development Study, Pasco County, Florida, U.S.A, 2013
+ Downtown North TOD Master Plan, City of Panama City, Florida, 2009

STRATEGIC ADVISOR

Gary Andrishak

GLOBAL TOD LEAD – IBI GROUP

Education

- Bachelor of Interior Design, Department of Interior Design, School of Architecture, University of Manitoba, 1969
- Certificate of Industrial Design, Post-Graduate Study in Industrial Architecture, The Royal Danish Academy of Art, 1973

AVAILABILITY OF KEY PERSONNEL

Availability & commitment of the key personnel to this project: 10%

Mr. Gary Andrishak, an IBI Group Director, has a multidisciplinary portfolio of significant work to his credit during his more than 35 years in the planning and design community. Importantly, he is equally at home in the co-joined disciplines of land use planning/ transit planning, from the standpoint of producing urban master plans concentrating on transit-oriented development (TOD). He has developed a graphic shorthand style that enables clients to envision what development might look like physically in long time horizons of 20 or more years. In addition, Mr. Andrishak is expert in the development of public outreach communications plans as they relate to major rapid transit initiatives to ensure the public is well-informed and able to participate in the planning process. Tools and techniques are employed to ensure that the public becomes an active, contributing member of the planning team. This includes the facilitation of stakeholder workshops/public open houses, as well as the production of information boards, PowerPoint presentations, newsletters, web pages, and other graphic support materials required to better explain complex engineering projects to the public-atlarge. Mr. Andrishak calls this skill: “Translating Engineering into English.”.

MEMBERSHIPS & AWARDS

- Member of the Urban Land Institute (USA)
- Member of National Steering Committee, Rail-Volution
- Alberta Pavilion at EXPO 86 – Commissioner General’s Special Citation Award

REPRESENTATIVE PROJECTS

+ California High Speed Rail Authority (CHSRA) TOD Program Development
+ Montclair Gold Line LRT TOD Master Plan, CA, 2017
+ Calgary Green Line Light Rail Transit TOD, AB
+ SR 54/56 Corridor Station Area Planning Study, Pasco County, 2011
+ Metro Gold Line TOD Station Area Planning, Phase II, LA, 2015
+ EXPO LRT Line Transit- Oriented Development (TOD), LA, 2011
+ US 19 Multi-Modal Connectivity and Design Standards Study, Pasco County, 2011

MOBILITY PLANNING LEAD

Martin Hull

INTEGRATED PUBLIC TRANSPORTATION - IBI GROUP

Education

- Bachelor of Arts (Community Planning), University of Massachusetts at Boston, 1986
- Master of Urban Planning, McGill University, Montreal, 1995

Mr. Hull's foundation in the study of urban planning and focus in the specialty of transportation give him an understanding of the larger issues facing society and the way transportation improvements can be used to solve them. His professional interests include the relationship between land use and transportation and the ability of transportation to encourage the development of complete, livable communities and urban and rural revitalization. He is a specialist in sustainable transportation and sees this as covering not just environmental issues, but social and economic aspects of service provision as well.

Mr. Hull has experience both in private consulting practice and with public transit providers, giving him an understanding of the day-to-day challenges to delivering public sector services.

AVAILABILITY OF KEY PERSONNEL

Availability & commitment of the key personnel to this project: 50%

MEMBERSHIPS & AWARDS

- American Planning Association
- American Institute of Certified Planners
- Certified Transportation Planner

REPRESENTATIVE PROJECTS

+ Adirondack Rail Corridor Market Demand Study Update, New York
+ Syracuse Metropolitan Area Rapid Transit Plan Phase I (SMART1), New York
+ Route 54/56 Corridor Study, Pasco County, 2011
+ Greater Hartford Integrated Transportation Strategy, New York
+ Route 19 Corridor Study, Pasco County, 2011
+ Albany Bicycle Master Plan, New York, 2009
+ Yamhill County Commuter Rail Study, Oregon, 2008

Patricia Frexes Ramudo, P.E. LEED®AP

IBI Group | **Role:** Deputy Project Manager
Availability & commitment to this project: 50%

Ms. Ramudo has 32+ years of experience in the civil engineering field. She has extensive experience in providing infrastructure assessments, engineering designs for streetscape improvement projects, and site development. As a LEED accredited professional and an Envision Sustainability Professional candidate, Patrcia will bring the sustainability lens into the project and ensure that by using a life-cycle approach, the project will be treated as a community infrastructure development, representing the possibility of combining an infrastructure achievement with the quality of life benefit that can also be achieved. She has been a Project Manager for numerous projects for public and private sector clients and as a South Florida native brings her in-depth her knowledge of the region to the team. In addition, Ms. Ramudo will also serve as the local client liaison and primary point of contact, along with Mr. Kalra, to ensure quality control on the project.

Steve Schiboula

IBI Group | **Role:** Strategic Advisor - Urban Planning & TOD
Availability & commitment to this project: 10%

Mr. Schibuola has eighteen years experience in a diverse variety of urban transportation disciplines including strategic and service planning for public transportation; major investment studies, feasibility studies and environmental assessments of transportation improvements; policy and research studies in the field of sustainable transportation; and user needs assessments, software design and operations planning for Intelligent Transportation Systems.

Brian Holingworth

IBI Group | **Role:** Strategic Advisor - Transportation
Availability & commitment to this project: 10%

Mr. Hollingworth has 20 years of experience. Originally trained as a transportation planner and traffic engineer, Brian's experience has broadened over the years to include all aspects of urban development and multi-modal integration. In addition, Brian leads IBI Group's pedestrian and bicycle planning/design group and has a long list of successful projects in this area. He is well known for his leading edge work in the area of sustainable and multimodal transportation including ITE's Recommended Practice on Promoting Sustainable Transportation through Site Design. Brian has successfully managed large, comprehensive transportation master plans for the City of Ottawa, City of Regina, City of Winnipeg, City of Hamilton, the Capital Regional District in Vancouver Island, B.C. and the Region of Durham.

Zohra Mutabanna

IBI Group | **Role:** Mobility Planning
Availability & commitment to this project: 70%

Ms. Mutabanna is an AICP accredited city and transportation planner, and urban designer with over 11 years of experience in planning and urban design projects in the North America and India. She has been with IBI for over eight years, within which she has worked on inter-disciplinary American and international projects involving master planning, transit oriented development, non-motorized transportation planning, streetscape design, and transit planning. Her professional expertise lies in envisioning strategic and design-based solutions to challenges associated with people, transportation, and the public realm. Through her experience with mapping, modeling, as well as transit technologies, she also brings a unique understanding of the synergy between urban planning and "smart" technologies.

Robert Bush

IBI Group | **Role:** Transit Systems Planning
Availability & commitment to this project: 60%

A focused and results-driven transit leader with extensive experience in transit operations and analysis, service planning, route scheduling, productivity reviews, ridership estimating, rider surveys, direction of public meetings, capital planning, long-range strategic planning, and financial analyses. Mr. Bush leverages local, regional, national, and international experience to solve complex challenges and is a forward-thinking producer who develops comprehensive operating plans, making significant immediate and long-term contributions to the operational efficiency of broad-based transit systems. He has managed or participated in numerous projects that include multi-modal, technological, and/ or inter-agency dimensions requiring a comprehensive approach and synthesis of diverse needs and viewpoints. Mr. Bush will bring a layer of transit systems analysis and assess the viability of integrating different modes of transit to ensure first and last mile connectivity on the project.

Vivian Brooks, AICP

IBI Group | **Role:** Land Use Planning and Zoning Regulations
Availability & commitment to this project: 70%

Vivian Brooks, AICP, MURP, FRA-RA, an urban planner, redevelopment professional, land use and zoning policy expert and urban market analyst has over 18 years of experience in urban redevelopment planning and project development as a director in both non-profit and public organizations. Ms. Brooks maintains a planning consulting practice that offers land use, development entitlement, public engagement, strategic planning, redevelopment plans, workforce housing policy, implementation plans, public-private partnership structure and transit-oriented policy guidance. Ms. Brooks has extensive experience in the development of community redevelopment area plans consistent with Fla. Stat. §163.3 including the drafting of land use policies that enable the implementation of CRA plans. Ms. Brooks, a South Florida native, also has an in-depth knowledge of the market & policy factors affecting South FL cities.

Ray Whitchurch

IBI Group | **Role:** Land Use Planning and Zoning Regulations
Availability & commitment to this project: 20%

Ray Whitchurch is a project manager, Landscape Architect, Urban Designer and Planner, for large-scale federal, state, municipal, institutional, mixed use villages, commercial, and residential projects. Ray has 26 years experience in a variety of project types. His projects have included landscape designs, architectural design, land planning and re-zoning, municipality general plans, subdivision development, public reviews and outreach. He has been involved in all phases of projects, inception to build-out.

Ashish Ghate

IBI Group | **Role:** Station Area Planning & Design
Availability & commitment to this project: 30%

With a background in Architecture, Urban Design and Planning, Mr. Ghate brings a keen eye for good urban form and the complexities of city building to his role as a project manager and urban designer / planner. Mr. Ghate has worked on a variety of integrated transit and land use planning and TOD projects based in North, Central and South America, Middle East, Eastern Europe, and India. His experience includes all aspects of project management and concept development and spans multiple scales ranging from regional plans, master plans, transit-oriented-design, mobility hub development, streetscape master plans, urban intensification projects and guidelines focusing on policy as well as detailed design standards. Some of his recent and relevant North American experience (in the capacity of project manager) includes the Mobility Hub Guidelines GTHA, Metrolinx Mobility Hub Studies & Station Plans, King / Victoria Inter-modal Transit Hub, Waterloo, Ottawa / Charles St. Station Area Access Pilot Plan in Kitchener, and the Sanford Sunrail Station Area Study, Sanford Florida. Ashish is currently managing the development of the World Bank commissioned TOD Implementation Resources and Tools as Part of Global Platform for Sustainable Cities (GPSC).

Phil Colleran

IBI Group | **Role:** Station Area Planning & Design
Availability & commitment to this project: 20%

Phil Colleran joined the professional staff of Carol R. Johnson Associates as a Landscape Architect in the winter of 1995. Since joining CRJA, he has directed a range of urban mixed-use development projects in the U.S. and abroad. He has significant experience with complex planning projects and large teams in the Far East, the Middle East and North Africa. In his work, he is responsive to environmental and civic concerns and has deployed ground-breaking design strategies suitable to climate and project conditions. He currently serves as the managing principal and design leader for CRJA's China operations.

Warren Rempel

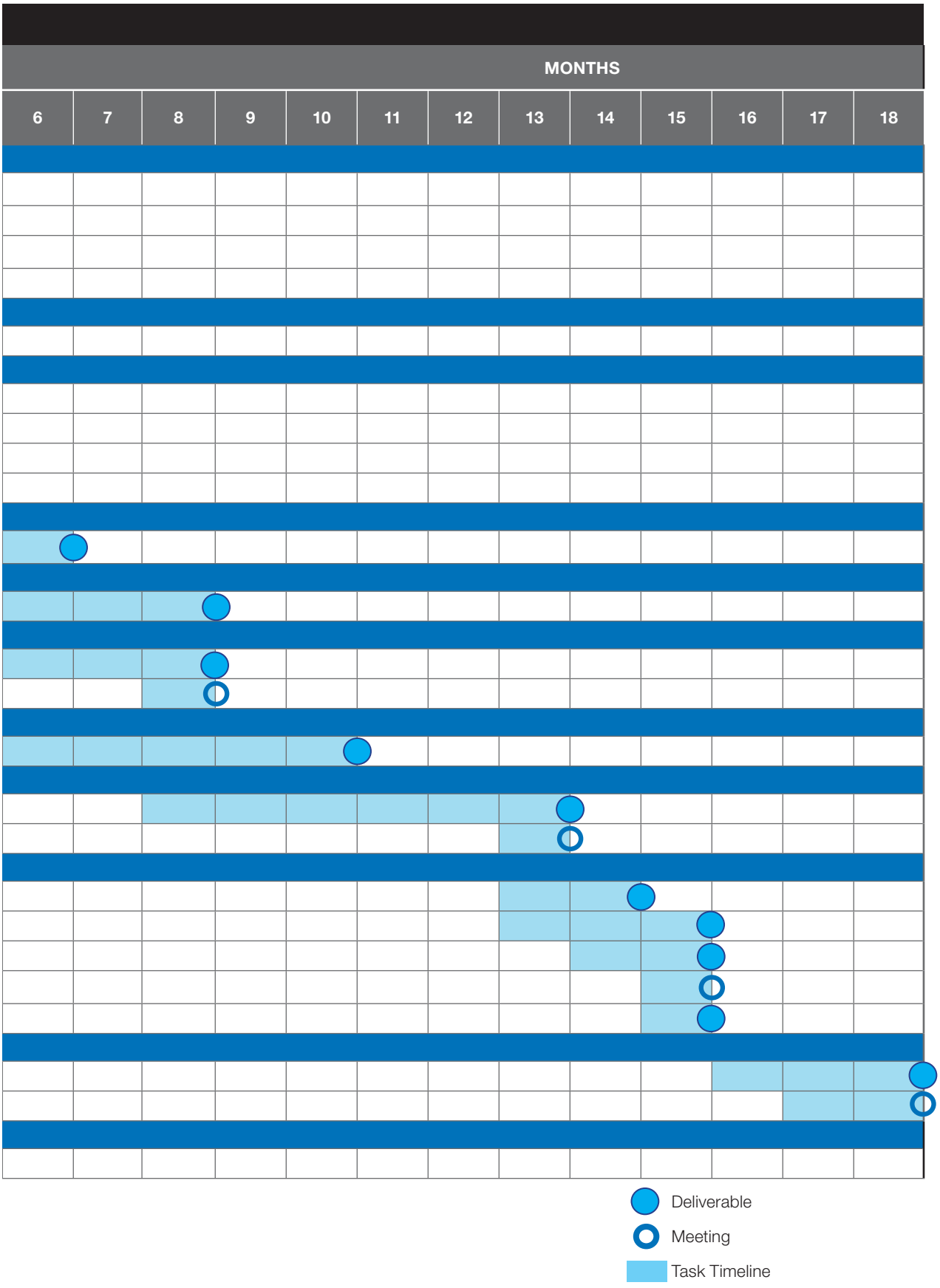
IBI Group | **Role:** Station Area Planning & Design
Availability & commitment to this project: 20%

Warren Rempel is an urban designer/architectural designer with over twenty years of experience in urban place making and the development of design guidelines for urban areas. His design experience is focused on transit-oriented development (TOD) planning, making buildings more pedestrian and transit friendly, and illustrative drawings and studies showing how station areas can evolve to become sustainable 'complete communities'. He is experienced in urban place-making – a prime ingredient in the design of pedestrian-friendly precincts. To date, Mr. Rempel has been a senior designer on three award-winning projects; the Minneapolis Downtown Northeast Loop Master Plan, which won a 2004 Planning Award for an Outstanding Plan from the American Planning Association; the Salt Lake City Intermodal Hub Area Plan, which received a 2007 Honor Award from the American Society of Landscape Architects, Utah Chapter; and the City of Calgary West LRT Station Area Plan, which garnered a 2010 Award of Merit from the Alberta Planners Institute.

PROJECT SCHEDULE

WORK SCHEDULE

	1	2	3	4	5
1. PROJECT MANAGEMENT PLAN AND STUDY AREA DELINEATION					
1.1 Project Kickoff					
1.2 Project Management Plan					
1.3 Public Involvement & Communications Plan					
1.4 Study Area Definition					
2.TOD BEST PRACTICES					
2.1 Best Practices Research					
3.PUBLIC AND STAKEHOLDER ENGAGEMENT					
3.1 Project Website					
3.2 Public Meetings/ Open House/ Walkshops					
3.3 Mock Development Review					
3.4 Online Surveys					
4.EVALUATION OF DEVELOPMENT BARRIERS					
4.1 Market and Regulatory Analysis					
5.AFFORDABLE HOUSING STRATEGY					
5.1 Affordable Housing Strategy					
6.LIVE/ WORK/ PLAY ASSESSMENT					
6.1 Analysis identifying contextual retail, service, and entertainment needs					
6.2 Presentations to Governing/Advisory Bodies.					
7.TRANSPORTATION DEMAND MANAGEMENT PLAN					
7.1 Transportation Demand Management (TDM) Plan					
8.TOD ZONING AND DEVELOPMENT REGULATIONS					
8.1 TOD Zoning & Development Regulations					
8.2 Presentations to Governing/Advisory Bodies					
9.STREETCAR CONNECTIONS AND MULTIMODAL LEVEL OF SERVICE (MMLOS)					
9.1 Meetings with FDOT and Broward County Transport Teams					
9.2 Creating methodology for calculating MMLOS					
9.3 Develop future “ideal” street cross section graphics					
9.4 Final TOD Workshop					
9.5 Prioritize non-motorized traffic and transit infrastructure projects					
10.PREPARATION OF FINAL TOD REPORT					
10.1 Final TOD Report					
10.2 Presentations to Governing/Advisory Bodies					
11.MISCELLANEOUS SUPPORT					


MONTHS
6
7
8
9
10
11
12
13
14
15
16
17
18
Deliverable
Meeting
Task Timeline

FIRM'S ABILITY AND CAPACITY TO COMPLETE TASKS WITHIN SPECIFIED TIMEFRAME

PROJECT SCHEDULE AND TIMELINE CONTROL

The IBI Group team is committed to complete this study over the 540 calendar days. To achieve this objective, we must adhere to a work plan and schedule. We will take a proactive approach to minimize deviations from our work plan and schedule, and while the level of effort and/or duration of certain activities may differ from the original estimates, we will continually endeavor to limit the impact of any such unforeseen changes on the overall Plan delivery schedule. The Management Team will track actual performance with respect to scheduled critical path, target dates and milestones. The schedule will be tracked and managed by the Project Management Team so that the project status will be known at all times.

Schedule adherence will be monitored by comparing the proportion completion of Plan components against the Plan schedule. Internal tracking will be done on a bi-weekly basis. Every 2 weeks the project team will conduct internal meetings (GoTo meeting, teleconference etc.) to track progress and discuss potential challenges. Any issues with schedule implications will be communicated to the Client managers immediately along with the recommended course of action to address the problem.

Essential to schedule adherence is ensuring that tasks are done in a logical sequence with a sound understanding of how one task affects or builds on others, and keep a special emphasis on Plan elements that are on foundational or critical path for other elements. In preparation of Plan deliverables, we begin with a clear annotated outline to ensure that documents are well structured with good flow of discussion topics before commencing detailed writing.

Progress reports are used to ensure the project is on-schedule, resources are being applied, and all aspects are being dealt with due diligence. The IBI team submits monthly progress reports to the client indicating the following as required:

- Overall progress made in the assignment with reference to the TOR, with special reference to progress made in the month;
- An update on the Work Plan and proposed changes, if any;
- Proposed activities for the following month;
- Difficulties, if any, encountered in carrying out the assignment and suggested solutions.

05

REFERENCES

1. PROJECT NAME: Metrolinx Mobility Hub Studies & Station Plans on an Emergent Basis

CLIENT: Metrolinx

CLIENT'S REPRESENTATIVE CONTACT:
Richard Borbridge, Senior Advisor, Hub and Station Planning
Tel: 416-202-5742
Email: Richard.Borbridge@metrolinx.com

TASK PERFORMED: Station area plans, preliminary design for station areas and other planning and development studies related to station in Greater Toronto & Hamilton Area

PROJECT COST: $1,372,500

PROJECT DATES: 2015 - 2016

2. PROJECT NAME: King Victoria Multi-Modal Transit Hub, Waterloo, Ontario, Canada

CLIENT: Regional Municipality of Waterloo

CLIENT'S REPRESENTATIVE CONTACT:
John Hill, Principal Planner
Tel: (519) 575-4500, ext. 3417
Email: jhill@regionofwaterloo.ca

TASK PERFORMED: developed preliminary site plan, station access plan, functional grade separation design and a full Schedule 'B' Municipal Class Environmental Assessment (EA). Determined the functional requirements and conceptual layouts for all modes of transit including walking and cycling access plans.

PROJECT COST: $348,588

PROJECT DATES: FEB. 2012 - AUG. 2013

3. PROJECT NAME: Metrolinx Mobility Hubs Guidelines, Ontario, Canada

CLIENT: Metrolinx

CLIENT'S REPRESENTATIVE CONTACT:
Joshua Engel-Yan, Senior Advisor
Suite 901, 20 Bay Street Toronto, ONM5J2N8 Canada
Tel: (416) 874-5943
Email: Joshua.Engel-Yan@metrolinx. com

TASK PERFORMED: Develop a document that will: communicate the mobility hub concept; Provide detailed guidance on howto develop mobility hub master plans and incorporate mobility hub objectives into other official plans; Become a tool andguide for Metrolinx, GTHA municipalities, GTHA transit agencies, developers,consultants and provincial ministries/other public agencies

PROJECT COST: $179,000

PROJECT DATES: OCT. 2009 - OCT. 2010

4. PROJECT NAME: VivaNext BRT, York Region, Ontario, Canada

CLIENT: YRRTC York Region Rapid Transit Corporation

CLIENT'S REPRESENTATIVE CONTACT:
Mary Francis Turner, President YRRTC;
3601 Highway 7 East Twelfth Floor, Markham, ON L3R 0M3, Canada;
Tel: 905-886-6767 ext. 71010;
Email: mary-frances.turner@york.ca

TASK PERFORMED: responsible for all aspects of transit and transportation planning for the project, including ridership forecasts, corridor definition, technology specifications, facilities design, transit network integration, service planning, fare policy, fare collection, traffic optimization, intelligent transportation systems and implementation staging.

PROJECT COST: $3,000,000,000

PROJECT DATES: 2008

5. PROJECT NAME: Sanford SunRail Station Area Plan, City of Sanford, Florida

CLIENT: Seminole County Development Services Dept.

CLIENT'S REPRESENTATIVE CONTACT:
Bill Wharton (Principal Planner)
1101 East First Street, Sanford, Florida
32771, USA
Tel: 407-665-7382

TASK PERFORMED: Prepared coneptual master plan for the station lands; Identified desired land uses, building scale, density, co-location of criticalelements, integration and evolution of existing built form; Recommended transit-supportive land use and development scenatios onstation lands; Assessed opportunities for joint development of station lands, including consideration of market viability; Outlined pedestrian, cycling, transit and auto access routes to and through thestation and locations of inter-modal connections; Identified strategies for implementation by the City of Sanford on private lands,such as official plan and zoning updates, site and area specific policies, designguidelines, capital plan allocations for public realm improvements, and other strategies.

PROJECT COST: $84,477

PROJECT DATES: NOV. 2013 - NOV. 2014

6. PROJECT NAME: National Level Guidance Document for TOD, NMT & PBS, India

CLIENT: Ministry of Urban Development, Government of India

CLIENT'S REPRESENTATIVE CONTACT:
Mr. I.C. Sharma
Room No. 311, B Wing, Nirman Bhawan,
Maulana Azad Road, New Delhi-110108, India
Tel: 91-11-2306 2964
Email: iutindia.sutp@gmail.com

TASK PERFORMED: Prepared State of the Art Review Reports for NMT, TOD and PBS; Dissemination Workshops for all the states (28), UTs (7) and the million plus cities (as per 2011 census) & Selection of Interested Cities; Developed three Guidance Documents and 6 City Specific Plans for NMT, TOD and PBS; Conducted capacity building workshops on NMT, Bike Sharing Scheme and Transit Oriented Development with selected cities and for all the States

PROJECT COST: $384,442

PROJECT DATES: JUL. 2013 - JUN. 2016

7. PROJECT NAME: Broad River Road Corridor Master Plan, Central Midlands, South Carolina, USA

CLIENT: Central Midlands Council of Governments

CLIENT'S REPRESENTATIVE CONTACT:
Gregory Sprouse, AICP, Director of
Research, Planning and Development,
Central Midlands Council of Governments
Tel: 803-744-5158
Email: gsprouse@centralmidlands.org

TASK PERFORMED: The intent of this study was to identify redevelopment opportunities that enhance the safety, security, and efficiency of the transportation system and improve the overall quality of life for residents

PROJECT COST: $250,000

PROJECT DATES: JAN. 2009 - FEB. 2015

8. PROJECT NAME: Lauderdale Lakes TOD Study and CRA Plan Update Lauderdale Lakes, Florida, USA

CLIENT: City of Lauderdale Lakes Community Redevelopment Agency

CLIENT'S REPRESENTATIVE CONTACT:
J. Gary Rogers; Executive Director,
2916 North State Road 7, Lauderdale
Lakes, FL 33313, USA
Tel: 954 676-3604
Email: jgaryr@lauderdalelakes.org

TASK PERFORMED: The plan focused on existing conditions inventory/ SWOT Analysis/ GIS Database Analysis/ Community Visioning and Public Outreach/ TOD Regulations/ Conceptual Master Plan Preparation/ Site Planning and Design/ Goals, Objectives and Action Strategies Formulation/ Capital Improvements Plan/ Implementation Strategies/ Funding.

PROJECT COST: $140,000

PROJECT DATES: APR. 2008 - APR. 2009

06

MINORITY/WOMEN (M/WBE) PARTICIPATION

PMG ASSOCIATES, INC.

The basic business premise of **PMG Associates, Inc. (PMGA)** is to provide economic, management and marketing services to a variety of public and private clients. Our firm was founded in 1984 and has been serving clients throughout Florida, the Caribbean and Mexico since that time. **PMGA is a Minority Business Enterprise (Woman Owned Business) which specializes in the financial and planning aspects of development.**

PMGA strives to provide our clients with the most cost effective solution to the questions they face. Economic Impact analyses are performed not only to meet an academic measurement of data, but also to identify the meaning of the numbers and how they effect the complimentary industries. In the area of statistics and surveys, emphasis is placed on correct selection of the survey sample to avoid errors.

In addition to citizen surveys PMGA also provides municipal consulting services in the area of urban planning, infrastructure analysis, financial planning and economic evaluation. These additional services will enable us to fully understand the magnitude of the surveys to be conducted and provide better results. Other services include:

- **ECONOMIC IMPACT** of projects is analyzed to determine the impact on the surrounding area including the economy, employment and other aspects of the business community.
- **FEASIBILITY STUDIES**, which examine the potential revenues as well as the costs of developing and operating the project.
- **FINANCIAL PLANNING**, including an analysis of the return on investment, funding for the project and overall financial operation.
- **INFRASTRUCTURE REQUIREMENTS** are addressed through an evaluation of the needs of the community and the subsequent capital projects required to meet these needs.
- **VISIONING SESSIONS/FOCUS GROUPS** of projects and issues to secure community input, involvement and consensus building.
- **PUBLIC PARTICIPATION** including workshops and meetings to solicit and address community needs, perceptions and initiate goal setting strategies.
- **STATISTICS AND SURVEYS** address the current and future needs of individuals and populations to ascertain goals, marketing potential and trends.
- **DEMOGRAPHIC ANALYSIS AND PROJECTIONS** are performed on many projects to identify the population expected and the characteristics of this group including income, age, housing and other factors.

DBE CERTIFICATION

Florida UCP DBE Directory

Number of Records Returned: 1
Selection Criteria:
Vendor : PMG ASSOCIATES INC

Vendor Name: PMG ASSOCIATES INC
DBE Certification: CERTIFIED
DBA:
Business Description: CONSULTING
MBE Certification: Certified
Former Name:

Mailing AddressJ: 3880 NW 2 COURT
DEERFIELD BEACH, FL 33442-

Contact Name: KATHLEEN R GONOT
Email: KATHY@PMGAECON.COM
Phone: (954) 427-5010
Fax: (954) 480-8836
ACDBE Status: N

Statewide Availability: Y

Certified NAICS

541611	Administrative Management and General Management Consulting Services
541618	Other Management Consulting Services
541690	Other Scientific and Technical Consulting Services
561311	Employment Placement Agencies

Recertified by FDOT in 8/2107 KRG/PMG Associates, Inc.

REPRESENTATIVE PROJECTS

1 SFRTA-TRI-RAIL (SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY) COASTAL SERVICE STATION AREA MARKET ANALYSIS

Part of the team for The South Florida Regional Transportation Authority's (SFRTA's) Coastal Service Plan that will study the feasibility of providing Southeast Florida with Mobility, Economic Development and Transportation Choices through the reintroduction of Passenger Rail Service in the Florida East Coast (FEC) Corridor. A key element of the Plan is an annual station assessment to the local municipality where the station(s) is located, which recognizes the inherent benefit of passenger rail service and recovers a portion of that economic benefit. The annual assessment will support the ongoing costs of providing the service and will be based upon the level of passenger service provided to each municipality. This analysis focused on addressing TOD needs throughout the Corridor

Tasks that are required are: working with various municipal staffs and elected officials to perform an Economic Analysis and Market Study to identify the potential development around proposed project stations on the FEC corridor; identify the incremental value of development; consider alternative value capture methods for the municipality to capture a portion of the incremental value, and compare the potential economic benefits and revenue capture potential to the station assessment fee, to determine benefits and costs; and to garner support from each municipality for the proposed project.

2 MOBILITY AND MULTI-MODAL TRANSPORTATION STUDY, BOCA RATON, FLORIDA

This project included the analysis of density implications on the travel needs of the population and workforce population within the City of Boca Raton. Our firm coordinated efforts with City staff, and the other consultants to come to a satisfactory outcome regarding determining this type of demand.

3 DATA COLLECTION, ANALYSIS & EVALUATION, LAND USE SCENARIOS, FUNDING & FINANCING FOR THE SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY, SOUTHEAST FLORIDA

As a sub-contractor to PB World, have participated in numerous projects to ascertain the current and future functioning of this transportation agency. Multiple Projects have included: Determination of the Economic Impact of station locations for the extension of commuter service for Tri-Rail; Passenger Counts on Tri-Rail; Passenger surveys on Tri-Rail; and the measurement of economic impacts of sale of Authority surplus property.

4 ECONOMIC ENVIRONMENTAL STUDY, CITY OF SATELLITE BEACH CRA, SATELLITE BEACH

This is an economic and market analysis of the City and the City's trade area. This evaluation consisted of an evaluation of the current structure of the economy and its condition, the market demographics, the strengthens and weaknesses of the area, an inventory of the types of businesses that are currently available vs. what the population wants, problems that the existing businesses currently run into in attempting to expand or relocate within the City, whether current zoning should remain commercial vs. change to residential and a review of the City's current Redevelopment Plan. Analysis was completed through data collection, public meetings and stakeholder interviews.

5 BUSINESS PLAN FOR THE CHILD DAY CARE FACILITIES IN THE CITY OF MIRAMAR, FLORIDA

Completed a market and positioning report for four Child Day Care facilities. Responsibilities included documentation of the competition in the Child Day Care Market, needs of the parents, pricing and amenities. Results were a completed a 5 year business plan based on the current and projected operations of the centers in the city along with the population and demographics of the area.

REPRESENTATIVE PROJECTS CONTD..

6 SURVEY OF PARENTS OF CHILDREN ATTENDING CHARTER SCHOOL, CITY OF CORAL SPRINGS, FLORIDA

The goal of this project was to ascertain the satisfaction and insights of the parents of middle and high schools who attend a public City-sponsored Charter School. This Survey established the household's satisfaction with the staff, teaching approaches and success rate, optionally offered activities and the parent's involvement in the process.

7 CHARTER SCHOOLS – VARIOUS AREAS THROUGHOUT THE USA

Charter School Surveys – These surveys measured the interest of households with pre-school and school-age children who would have an interest in sending their child(ren) to a charter school. Duties entailed the determination of area to be surveyed, the determination of sample size for the specific population, survey development, the specific areas of interests/conduct of the students and parents, conducting the surveys, data collection and processing, report, cross-tabulations and presentation of results. These surveys have been successfully completed in Texas, New York and Florida

- Houston, Texas
- Bridgewater (Orange County), Florida
- Summerport (Seminole County), Florida
- Aventura, Florida
- North Lauderdale, Florida
- Miami, Florida
- Cape Coral, Florida
- Homestead, Florida
- South Florida Technical, Miramar, Florida
- St. Cloud, Florida
- Orlando, Florida
- Parkland, Florida
- Hialeah Gardens, Florida
- West Dade, Florida
- Plantation, Florida
- Miramar, Florida
- Orange/Ulster Counties, New York
- Coral Springs, Florida
- North Fort Myers, Florida
- Bonita Springs, Florida
- Hollywood, Florida
- Gateway (Lee County), Florida
- 6 Mile (Lee County), Florida
- Village of Miami Shores, Florida
- City of Palm Bay, Florida

BIOS OF ASSOCIATED KEY PERSONNEL

KATHLEEN R. GONOT

Responsible for general management of the firm. Performs market analysis/research, stakeholder interviews/focus groups on projects ranging from housing and commercial activities to utility systems to economic impact analysis. Conducts research and evaluations of the economic impacts of capital projects for various municipal entities. Over 44 years' experience developing analytical studies of research and survey projects designed to determine public perceptions and to gather input for the development of programs for success.

PHILIP M. GONOT

Over 46 years of experience developing research into cost analysis of projects to determine the benefits received and the costs incurred, capital cost assessments, economic feasibility, market analysis studies and impact considerations. Performs economic evaluations, along with projection of direct and secondary impacts of a variety of capital intensive projects. Determination of the proper budgetary allocations and the analysis of all fiscal aspects of the study.

Refer Appendix A for detailed resumes.

VALERIN GROUP

- **PUBLIC RELATIONS**
- **BRANDING AND AWARENESS**
- **MARKETING**
- **ADVERTISING**
- **INBOUND MARKETING**

The Valerin Group, Inc. (Valerin), **a certified SBE/WBE/DBE**, full-service communications firm, specializes in public engagement, community outreach, communications strategies, marketing, graphic and digital media design, website design, multimedia, media and government relations, and bilingual services. With offices in Tampa, Orlando and Fort Lauderdale, Valerin's talented staff of communications and creative professionals have more than 250 years of combined experience, and have worked on over 500 projects for public sector clients, including municipalities, counties, expressway authorities, transit agencies and the Florida Department of Transportation (FDOT). Valerin has a full complement of technical and communications tools, a full bench of local resources and the ability to manage and deliver a complete range of communications, marketing and public engagement tasks and services. Valerin's community engagement and public relations efforts have resulted in several FDOT projects being awarded the Florida Transportation Builders' Association (FTBA) Award for Outstanding Community Awareness.

Valerin has extensive experience successfully developing and implementing public engagement, communications and marketing plans for transportation projects and initiatives, including planning, PD&E studies, design and construction projects. Valerin excels in creating communication materials that educate, promote, and inform using appropriate graphics, clear messaging, and understandable presentations. Valerin also has extensive experience writing press releases; developing press kits; coordinating and conducting public workshops, public and special interest group meetings, public hearings, and focus groups; developing project-specific websites, logos, and taglines; social media management; coordinating special events such as press conferences, ground breakings and ribbon cuttings; and providing English to Spanish written and verbal translations.

Valerin serves as the prime for several FDOT public involvement and communications contracts, including District Four's Districtwide Public Communications Services. As part of this contract, **Valerin is FDOT's Community Outreach Specialist** responsible for developing and implementing the communications plan for the Wave Streetcar project in Fort Lauderdale. Valerin also leads the Communications Committee for the Wave Streetcar that consists of project partners, including City of Fort Lauderdale, Fort Lauderdale Downtown Development Authority (DDA), Broward County and Broward County MPO.

QUALITY | RELIABILITY

Valerin uses an Independent Peer Review Quality Assurance/Quality Control (QA/QC) process that ensures project task objectives and work products meet City and Valerin professional standards. All project work products are internally reviewed for content, formatting, grammar/punctuation, spelling, consistent voice, plain language, and accuracy prior to being submitted to the City for final approval and distribution. Presentations, videos, and other digital media are pre-run in live format to ensure compatibility and smooth operation. At conclusion of each task, our Team will meet with City and project staff to evaluate our performance and determine whether established public engagement objectives and requirements were met and document "lessons learned" as appropriate. Quick, direct feedback about the Team's work performance will allow solutions to be set in motion and processes adjusted as needed to ensure continued quality performance. Fostering this open communication and generating feedback helps all parties to gain insight and measure the effectiveness of our efforts. Our QC process is a continuous, ongoing process, and a key contributor to the confidence and trust clients have in our public communications services.

DBE CERTIFICATION

Florida Unified Certification Program

Disadvantaged Business Enterprise (DBE)

Certificate of Eligibility

THE VALERIN GROUP INC

MEETS THE REQUIREMENTS OF 49 CFR, PART 26

APPROVED NAICS CODES:
541618, 541820

4/4/2017 ***VICTORIA V SMITH****, Equal Opportunity Office Manager - Florida Department of Transportation*

REPRESENTATIVE PROJECTS

Valerin has a staff of talented communications and creative professionals with more than 250 years of combined experience, whom have worked on over 500 transportation projects and initiatives for public sector clients, including cities, counties, transit agencies, expressway authorities, MPOs, and the FDOT. Valerin has also contributed to several FDOT projects being awarded the Florida Transportation Builders' Association Award for Outstanding Community Awareness. Valerin has proven experience with public outreach and engagement and currently leads these services for FDOT District Five and FDOT District One through our Districtwide Community Awareness Consultant Services, Modal Outreach Support and Districtwide Public Involvement Services contracts. Valerin was also selected and currently serves as FDOT District Four's Districtwide Public Communications Consultant. This contract requires Valerin to serve as an extension of FDOT on projects located in Broward, Indian River, Martin, Palm Beach, and St. Lucie counties, including the Wave Streetcar project in Fort Lauderdale. Local relevant experiences are showcased below:

1 WAVE STREETCAR, FDOT DISTRICT FOUR, FORT LAUDERDALE

The Wave will serve downtown Fort Lauderdale, spanning the New River to connect the hospital and courthouse districts on the south side with the downtown business core and government, education, shopping, recreation, and entertainment centers on the north side. The design of the 2.8-mile route was expanded in October 2015 to include a loop on the north end in Flagler Village to capture recent and future residential and retail development in that area. The Valerin team provides the public engagement, community outreach and website and social media channels for the project. Valerin is responsible for the development and implementation of a comprehensive engagement, education and communications plan for the project and leads the Communications Committee requiring team members to collaborate with project partners, including City of Fort Lauderdale, Fort Lauderdale Downtown Development Authority (DDA), Broward County MPO, and Broward County Transit (BCT). Valerin has redeveloped the www.wavestreetcar.com website and created style guides to support the planned branding efforts.

2 DISTRICTWIDE PUBLIC COMMUNICATIONS FOR MISCELLANEOUS CONSTRUCTION PROJECTS CONTRACT, FDOT DISTRICT FOUR

Valerin was selected to provide public information and community outreach services for construction projects located within District Four, including Broward, Indian River, Martin, Palm Beach, and St. Lucie counties. Under this contract, Valerin's community outreach specialists provide services for the Wave Streetcar, Flagler Memorial Bridge Replacement, and Southern Boulevard Bridges Replacement projects.

3 I-95 AT COPANS ROAD INTERCHANGE MODIFICATIONS DESIGN PROJECT, FDOT DISTRICT FOUR, FORT LAUDERDALE

Valerin provides public involvement services for interchange improvements required to address deficiencies associated with the SR-9/I-95 entrance ramps at Copans Road interchange. The interchange carries a high level of traffic and modifications required Valerin to develop and execute a public communications plan, identify project stakeholders and plan for public meetings and a public hearing to inform the public of the design modifications.

4 14TH AVE. FROM HALLANDALE BEACH BLVD. (HALLANDALE BEACH) TO SHERIDAN (HOLLYWOOD) MOBILITY PROJECT, FDOT DISTRICT FOUR

The project proposes milling and resurfacing the roadway, adding designated bicycle lanes where possible through minor widening, and providing shared lane markings. In addition, construction of a shared use path is proposed along Polk Street from N. 17th Avenue to N. 14th Avenue and on N. 14th Avenue from Polk Street to Johnson Street. Valerin prepared a Community Awareness Plan (CAP) and provided public involvement services including informative collaterals and coordinating a public meeting.

REPRESENTATIVE PROJECTS CONTD..

5 I-95 FROM S. OF SW 10TH STREET TO N. OF HILLSBORO BLVD. PD&E STUDY, FDOT DISTRICT FOUR, DEERFIELD BEACH

A PD&E study is being conducted to address interchange improvements to partial cloverleaf interchanges at SW 10th Street and Hillsboro Boulevard and along I-95 from just south of the SW 10th Street interchange to just north of the Hillsboro Boulevard interchange, and proposes improvements along both SW 10th Street and Hillsboro Boulevard in the vicinity of I-95. Valerie serves as the community outreach specialist leading all public involvement efforts including coordinating public official and public kick-off meetings, alternatives meeting and the final hearing. Responsibilities include development and implementation of the Public Involvement Plan (PIP), creation of project collateral such as project fact sheets, agendas, meeting advertisements, graphics, stakeholder database, press releases, development and maintenance of project website and preparing final summary reports following each meeting.

6 MOBILITY (DESIGN) PROJECTS FOR MIRAMAR/HOLLYWOOD, FDOT DISTRICT FOUR, HOLLYWOOD AND MIRAMAR

The purpose of this project is to construct sidewalk and widen pavement for bicycle lanes for SW 56th Avenue from Pembroke Road to Stirling Road. The project will restripe North 64th Avenue from Hollywood Boulevard to Sheridan Street; and SW 62nd Avenue from County Line/ SW 41st Street to Johnson Street to add shared bicycle lanes. Sidewalk will be constructed on SW 62nd Avenue within the City of Miramar limits. Valerin provides public involvement services including developing a Community Awareness Plan and coordinating a public meeting.

7 LOXAHATCHEE ROAD FROM ARTHUR MARSHALL LOXAHATCHEE REFUGE TO US 441 DESIGN PROJECT, FDOT DISTRICT FOUR, PARKLAND

The project entails widening and resurfacing Loxahatchee Road, a two-lane undivided, rural roadway located in a rapidly developing section of the City of Parkland known as “The Wedge.” The project limits, which spans the entire length of Loxahatchee Road, stretches for more than 6 miles from the Arthur R. Marshall Loxahatchee National Wildlife Refuge to SR 7/US 441. Valerin serves as the community outreach specialist responsible for leading the public involvement efforts including developing and implementing a comprehensive Community Awareness Plan.

OTHER NOTABLE/RELEVANT PROJECTS

- Southern Boulevard Bridges Replacement Project, FDOT District Four
- Flagler Bridge Replacement Project, FDOT District Four
- Districtwide Public Involvement Services Contract, FDOT District One
- I-75/University Parkway Diverging Diamond Interchange (DDI), FDOT District One, Sarasota/Manatee Counties
- Districtwide Community Awareness Consultant Contract, FDOT District Five
- Continuing Services Contract for FDOT District Five Modal Office Outreach Support
- I-4 Ultimate Improvement Project, FDOT District Five
- Transit Development Plan (TDP), Hillsborough Area Regional Transit Authority (HART), Hillsborough County
- SR 436 Transit Study, LYNX, Orange/Seminole Counties
- Hillsborough County MPO 2045 Long Range Transportation Plan

BIOS OF ASSOCIATED KEY PERSONNEL

ANGEL GARDNER

Angel is an established communications professional experienced in community outreach and public involvement. Having worked on major infrastructure projects, Angel is adept at providing public information, serving as a media spokesperson and engaging with stakeholders. She is well versed in developing and implementing community awareness plans, organizing public meetings and developing project-specific collateral materials. As a former newspaper reporter, Angel has substantial experience working with public sector entities, community organizations, special interest groups, elected officials and the general public.

CHUCK THOMPSON

Over the course of his 32+ year career in marketing and graphic design, Chuck has earned multiple gold and silver Addy awards, as well as a Clio award, for his design work. He specializes in both traditional and non-traditional media and has served as creative director and project manager throughout his career. Chuck has a proven track record of success in creating marketing strategies that effectively connect client messages with target audiences through the incorporation of a variety of graphic elements to achieve effective project designs. Chuck's vast experience and knowledge has taken us to new depths in graphic design.

CYNTHIA MCGRAIL

Cynthia brings over 25 years of strategic communications, marketing and media expertise to Valerin. A natural collaborator and connector, Cynthia's commitment to improving our communities guides her daily work with clients, stakeholders and colleagues. As the Director of Incite Austin, she led an award winning team that produced hundreds of high impact public awareness and behavior change campaigns for government and non-profit clients in transportation, healthcare, utilities and education.

KELLY HIDEN

Kelly's professional career spans three decades and is heavily concentrated in providing public involvement for PD&E, design, and design-build transportation projects. Kelly's specialized graphic art skills, combined with her careful attention to technical details, allows her to translate complex project materials into information that is clear and comprehensible. She is collaborative and resourceful in the coordination and development of public involvement and outreach programs and initiatives and is intuitive and creative in developing materials that are relevant and effective.

TIFFANI WILSHIRE

Tiffani is an experienced communications professional with a passion for relationship-building, public engagement and achieving client outreach goals and objectives. Her 10 years of diverse public relations, community outreach, and social media management experience gives her an excellent skill set and strong communications foundation. Tiffani has also developed and implemented strategic communication plans for both private and public-sector clients. Her positive approach and keen ability to develop relevant public relations strategies make her a versatile and effective representative for our team and our clients.

MICHELLE SIMMONS

Michelle is a community outreach specialist. Her has 20+ years of experience in media and public relations, government affairs, marketing and social media outreach strategy. Some of her key projects include Wave Streetcar for South Florida Regional Transportation Authority (SFRTA) in Florida, Miami-Dade Transit f Public Involvement and Governmental Affairs Liaison in Miami, Senior Public Information Specialist for Media Relations Group in South Florida.

Refer Appendix A for detailed resumes.

07

SUBCONTRACTOR

T.Y.LIN INTERNATIONAL

YEARS PROVIDING REQUIRED SERVICES

- TYLI has been providing engineering and environmental services in Florida for well **over 20 years.**

BUSINESS STRUCTURE AND STATUS

- TYLI is a corporation, incorporated in the state of California in 1954. TYLI is registered as a legal entity in the State of Florida, as evidenced by our Certificate of Status reproduced on the following page.
- TYLI is not a minority-owned or woman-owned business.

RELATIVE SIZE OF THE FIRM

TYLI has:

- **30 domestic offices** with 708 employees and
- **8 international offices** with an additional 1,300 employees.
- More than **2,000 employees** networked in offices throughout the world, **120 employees in our Fort Lauderdale** and Coral Gables offices, TYLI can provide leadership and support on projects of widely varying size and complexity.
- TYLI is licensed to provide engineering services in the state of Florida.

FIRM INTRODUCTION

T.Y. Lin International, Inc. (TYLI) is an internationally recognized, full-service design consulting firm that has been delivering superior solutions for more than 60 years. We are known throughout the world for our innovative ideas and ability to solve complex transportation problems. TYLI is a “one-stop shop” resource for providing the transportation planning, engineering, and construction phase services as well as the analyses, permits, documentation, and public involvement processes associated with the City of Fort Lauderdale’s responsibilities. TYLI is a corporation, incorporated in the state of California in 1954, and is registered as a legal entity in the State of Florida.

Our Fort Lauderdale office was established in 1997, and since that time we have completed scores of projects for the City and otherwise assisted the City in advancing its transportation programs. Under our current Traffic and Transportation Engineering Services contract, we have completed (or are in the process of completing) over 20 task order assignments from development reviews to neighborhood master plans, lane elimination projects, area-wide parking studies, a streetcar feasibility study, design of pedestrian safety improvements at six downtown intersections, and design of the NE 13th Street Complete Streets project. In addition to our understanding of your program and future needs, TYLI brings the benefit of trusting and resourceful relationships with your transportation agency partners – FDOT District Four, SFRTA, Broward MPO, and Broward County – where we also hold continuing service contracts.

COMMITMENT TO SUSTAINABLE BUSINESS PRACTICES

Ever mindful that our work has a significant impact on people’s daily lives, as well as on the lives of future generations, we ensure project success and sustainability by strategically mobilizing the collective power and diverse expertise of our global organization; assembling multi-disciplinary teams; leveraging experience and state-of-the-art technical solutions; and sharing knowledge among regions. This value-driven approach and unwavering commitment to excellence consistently results in award-winning projects, delivered on schedule and within budget, for satisfied clients.

TYLI is committed to sustainable business practices and the protection of our natural environment. Our commitment to conservation of natural resources is evidenced through such measures as:

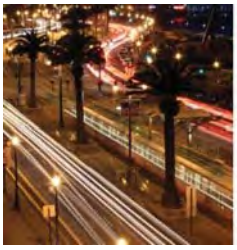
- Use of technology such as ProjectWise and SharePoint file-sharing services to facilitate working remotely rather than having employees travel excessively to project sites and/or other offices.
- Recycling programs in all of our offices to recover and reuse such resources as paper, aluminum, and cardboard.

Broward County Bicycle/Pedestrian Action Plan, Florida

MIC-MIA Connector – Automated People Mover, Florida

Miami-Dade Transit (MDT): Design of Pedestrian Overpasses at University Metrorail Stations, Florida

Multi-Modal Transportation Plan for the City of Evanston, Illinois



HOW CAN THE TYLI TEAM ASSIST THE CITY IN REACHING ITS SUSTAINABILITY GOALS?

The TYLI Team believes in design solutions that are restorative, regenerative, and productive and that today's sustainable designs must go far beyond mere impact-neutrality and must balance environmental, economic, social, and aesthetic needs. To that end, and supporting our design processes at all scales, our team employs LEED® concepts in our design work from conceptual design through implementation. We continually explore techniques to combine aesthetics, infrastructure, and functionality to achieve goals for sustainability; these include "longer lifecycle" projects, use of low-maintenance and locally derived/recycled materials, green roofs and walls, comfortable and shaded outdoor spaces and connections, and elements to improve water quality and reduce carbon emissions and energy costs.

TYLI as an organization, and its staff personally, are committed to sustainable design practices and to social behaviors representing "green" environmental initiatives. We are a member of the U.S. Green Building Council, focusing on incorporating sustainable construction and energy efficiency into our design practices, and have retained LEED-accredited professionals in our Coral Gables, Rochester, and Atlanta offices, affording us the opportunity to consult on environmentally responsible projects. Some of our staff are involved with local environmental groups and participate in climate change programs for greenhouse gas reduction practices.

This is a professional commitment to promote sustainable design practice and a personal commitment to promote green practices within our offices and communities.

- TYLI staff have been training **FDOT District Four engineers** in Complete Streets design and implementation practices
- TYLI were involved in the development of the **City of Chicago's "Sustainable Green Initiatives,"** particularly in leading the development of:
  - Alternative Fuel Vehicles
  - Energy Efficiency
  - Recycling Programs
  - Use of Environmentally Friendly Products
  - Sustainable Construction Design Guidelines
- TYLI has been supporting the **City of Fort Lauderdale** in its work to reduce travel by automobile through the completion of the Powerline Road Lane Reduction and the Lake Ridge Neighborhood Transportation Master Plan, and we are preparing roadway design to provide improved pedestrian and bicycling facilities, and reduce roadway capacity for motor vehicles for the NE 13th Street Complete Streets Project and the Downtown Walkability Study, which includes roadway design for six locations.

REPRESENTATIVE PROJECTS

1 MIC-MIA CONNECTOR – AUTOMATED PEOPLE MOVER, MIAMI INTERMODAL CENTER (MIC), FLORIDA

The project included the design and construction administration of a new ($200M) Automated People Mover (APM) System connecting the Florida Department of Transportation's new Miami Intermodal Center / Rental Car Facility (MIC which will serve as a major transportation hub for highway, mass transit, and rail systems) to Miami International Airport's landside terminal pedestrian bridges and parking garage structures. The new APM system includes two new elevated stations and a 1.2 mile long guideway structure utilizing segmental construction.

The firm was responsible for the engineering design/construction including structural design of guideway segmental construction, including both the steel girders and the precast beams which connect to the MIC Station. The team also designed the interface for the traction power substation between the power supply and the DC current traction power systems for the trains. Maintenance of traffic plans were also created by our civil design team for coordination between a very aggressive construction schedule and the demands of maintaining the operations of MIA without construction impacts.

2 ALL ABOARD FLORIDA – ORLANDO VEHICLE MAINTENANCE FACILITY, ORLANDO, FLORIDA

TYLI provides management, design and coordination for the development of the preliminary design and design/build criteria package for All Aboard Florida's ultimate Vehicle Maintenance Facility (VMF) south of Orlando Airport. The approximate 80 acre facility will include all required maintenance and storage for All Aboard Florida operations from Miami to Orlando. The VMF facility consists of a main shop building to stable and service four complete train consists under cover. Two of the four tracks are designated with full pool pits for Service & Inspection (S&I), and these two tracks shall be used for All Aboard Florida (AAF)'s innovative 'Quick Turn-around Servicing' program.

3 ALL ABOARD FLORIDA – WEST PALM BEACH RUNNING REPAIR FACILITY, FLORIDA

TYLI provides management, design and coordination for the development of the preliminary design and design/build criteria package for an interim Running Repair Facility (RRF) at the existing FECR West Palm Beach Yard. The RRF will house the maintenance and operations for All Aboard Florida's initial operating segment from Miami to West Palm Beach. The design of the new AAF facilities at the existing FECR site will be developed in order to maintain the existing FECR freight service while including all required maintenance and storage for All Aboard Florida's operations.

4 MIAMI-DADE TRANSIT (MDT): DESIGN OF PEDESTRIAN OVERPASSES AT UNIVERSITY METRORAIL STATIONS, DADE COUNTY, FLORIDA

The firm was responsible for the complete design and construction administration for two new pedestrian overpasses spanning U.S. 1 at the University and South Miami Metrorail Stations. The scope of work included coordination with affected agencies such as MDT, Miami Dade Public Works (PWD), Building Department, Transportation Aesthetics Review Committee (TARC), Florida Department of Transportation (FDOT), the City of South Miami, the University of Miami, South Florida Water Management District (SFWMD) and other permitting agencies. Elements of the work included design services for structural, mechanical, electrical and civil engineering, architecture, surveying, right of way issues, soils investigation, utility identification and relocation, lighting, landscaping, maintenance of traffic, environmental studies and environmental mitigation plans.

5 BROWARD COUNTY BICYCLE/PEDESTRIAN ACTION PLAN, BROWARD COUNTY, FLORIDA

As a subconsultant to Kittelson & Associates, Inc., T.Y. Lin International is leading the bicycle and pedestrian crash analysis using ArcGIS software package to identify hot spot zones and recommending appropriate safety countermeasures based on the 4Es Concept – Engineering, Education, Enforcement, and Emergency Services. TYLI staff will use PBCAT to analyze crash data for selected hot spots. The project includes extensive public engagement, stakeholder/agency coordination through public workshops, meetings, as well as Walking and Biking Audits. This Action Plan will culminate with the Broward MPO Board adoption and will include an implementation plan.

Chicago Transit Authority Red Line transit stations Improvements

Design/build of Lima Metro Line 1, Chicago

Chicago DOT Bicycle Program

OTHER REPRESENTATIVE PROJECTS:

MULTI MODAL:

- Multi-Modal Transportation Plan for the City of Evanston, Illinois
- Mass transit feasibility study, an impact assessment, and a technical analysis for the MetroMover extension from downtown Miami to Miami Beach
- Comprehensive County Expressway Planning Study for the improvement and maintenance of 62 miles along eight expressways in Santa Clara County.
- Hamilton Train Station Multimodal Parking Structure, New Jersey

TRANSIT HUB:

- The design/build of Lima Metro Line 1, Segment 1 & 2, Peru
- Improvements at eight Chicago Transit Authority (CTA) Red Line transit stations, Chicago
- Architecture and engineering design services for the Panama Metro Line One (Linea Uno) in Panama
- Seismic retrofit design of five Bay Area Rapid Transit (BART) underground stations in San Francisco and Oakland, California including Glen Park, MacArthur, Church Street, 12th Street, and 19th Street stations.
- Sky Bridge over the Fraser River in Vancouver, Canada
- Tilikum Crossing, Bridge of the People, a modern multi-modal bridge for light rail, streetcars, buses, bicycles, pedestrians, and emergency vehicles in Portland, Oregon
- CD Southbound Roadway System for Miami Intermodal Center by Florida DOT

COMPLETE STREETS:

- Design and implementation of Complete Streets and innovative bicycle facilities to the City of Chicago's Bicycle Program for Chicago DOT
- Engineering and permitting assistance to the San Bernardino County Transportation Authority (SBCTA) for the Class I bike path
- Design Engineering services for the construction of the Valley Line Bicycle Path, Chicago.
- Statewide Access Management Study for New York State DOT

BIOS OF ASSOCIATED KEY PERSONNEL

JAMES KANTER, PE, LEED® AP

PROGRAM MANAGEMENT

Mr. Kanter is a FL-registered professional engineer and LEED® accredited transportation engineer with more than 29 years of professional consulting experience involving highways, airports, roadway/ civil design, intermodal facilities and transit systems. He has a keen understanding of the project delivery process – from planning through construction administration and has successfully managed complex multi-disciplinary teams for the FDOT District 6 and its local agency partners throughout Miami-Dade and Monroe counties. He has consistently demonstrated an ability to overcome unique project challenges while delivering projects on-time and on-budget with District 6 and a dedication to high quality service, ethical standards and effective client relationship-building.

GUSTAVO D. SCHMIDT, PE

TRANSPORTATION PLANNING GROUP MANAGER

Gus Schmidt joined T.Y. Lin International in 2015 following a lengthy tenure of 35 years with the Florida DOT's District 4. His strong technical background in traffic engineering, planning and project development, coupled with solid communications skills, have enabled him to lead productive teams. His recent experience has been in leading project pursuits, primarily in Districts 4 and 6, in addition to providing Quality Control in the form of document preparation and review for projects with both state and municipal clients. From a managerial perspective, he has significant experience in implementing change in the workplace as a veteran of organizational restructurings.

VIKAS JAIN, AICP, GISP

TRANSIT SERVICES TASK LEADER

Mr. Jain has more than 16 years of experience working on large scale complex transportation/ land use planning projects throughout the U.S. He has managed technical aspects of transit feasibility studies, transit AAs, Transit Development Plans, and site suitability studies for transit projects, and has extensive experience in developing long-range multimodal transportation and transit service plans, transit operations analysis, and capital cost and O&M cost models. He has effectively integrated GIS and travel demand forecasting software data for socio-economic, land use, and demographic analysis to aid the team in preparing environmental assessments and impact statements under NEPA guidelines. Vikas has profound understanding of FTA project development process including preparing New Starts and Small Starts applications.

THOMAS A. ERRICO, PE

NEW ENGLAND TRAFFIC ENGINEERING DIRECTOR

Thomas Errico has significant experience in designing traffic signals, developing and maintaining traffic plans, and determining intersection and roadway design requirements for highway projects, including auxiliary lanes, bicycle and pedestrian facilities, signing, and traffic control. His background in traffic engineering includes access management, corridor studies, traffic operations studies, pedestrian studies, parking studies, safety evaluations, and traffic impact studies. He has worked extensively with traffic engineering software such as SYNCHRO, SimTraffic, HCS, TRANSYT-7F, PASSER, and CORSIM.

08

REQUIRED FORMS

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) IBI Group (Florida) Inc. EIN (Optional): 591922964

Address: 2200 Park Central Blvd. North, Suite 100

City: Pompano Beach State: FL Zip: 33064

Telephone No. 954-974-2200 FAX No. 954-973-2686 Email: patricia.ramudo@ibigroup.com

Delivery: Calendar days after receipt of Purchase Order **(section 1.02 of General Conditions)**: in accordance with schedule

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)**: no MBE _____ WBE _____

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

Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued
1	01/08/2018				
2	01/09/2018				

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.**

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:

Patricia F. Ramudo, PE LEED AP
Name (printed)

Signature

January 18, 2018
Date:

Vice President Enginering
Title

revised 04/10/15

SECTION VI - COST PROPOSAL PAGE

Proposer Name: IBI Group (Florida) 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: Firm shall 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. Additional lines have been provided for you to include any costs not listed.

TASK	ESTIMATED HOURS	COST NOT TO EXCEED
Task 1 – Project Management Plan & Study Area Definition	360	$ 52,880.00
Task 2 – TOD Best Practices Research	470	$ 78,140.00
Task 3 – Public & Stakeholder Engagement	995	$133,260.00
Task 4 – Evaluation of Development Barriers	370	$ 66,560.00
Task 5 – Affordable Housing Strategy	444	$ 70,300.00
Task 6.1 – Live/Work/Play Needs Assessment	580	$ 95,320.00
Task 6.2 – Presentations to Governing/Advisory Bodies	310	$ 58,340.00
Task 7 – Transportation Demand Management (TDM) Plan	290	$ 40,770.00
Task 8.1 – TOD Zoning & Development Regulations	290	$ 52,610.00
Task 8.2 – Presentations to Governing/Advisory Bodies	260	$ 42,340.00
Task 9 – Streetcar Connections & Multimodal Level of Service (MMLOS)	1070	$139,570.00
Task 10.1 – Final TOD Report	570	$ 97,780.00
Task 10.2 – Presentations to Governing/Advisory Bodies	210	$ 36,720.00
Task 11 – Miscellaneous Support	256	$ 32,550.00
TOTAL	6475	**$** 997,140.00

Submitted by:

Patricia F. Ramudo, PE LEED AP
Name (printed)

Signature

January 25, 2018
Date

Vice President Engineering
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.

NAME	RELATIONSHIPS

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.

Statement of Non-Collusion

Patricia F. Ramudo, PE, Vice President Engineering

CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH NON-DISCRIMINATION PROVISIONS OF THE CONTRACT

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

Pursuant to City Ordinance Sec. 2-17(a)(i)(ii), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

(a) Contractors doing business with the City shall not discriminate against their employees based on the employee's race, color, religion, gender (including identity or expression), marital status, sexual orientation, national origin, age, disability or any other protected classification as defined by applicable law.

Contracts. Every Contract exceeding $100,000, or otherwise exempt from this section shall contain language that obligates the Contractor to comply with the applicable provisions of this section.

The Contract shall include provisions for the following:

(i) The Contractor certifies and represents that it will comply with this section during the entire term of the contract.

(ii) The failure of the Contractor to comply with this section shall be deemed to be a material breach of the contract, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.

Authorized Signature

Patricia F. Ramudo, PE LEED AP, Vice President Engineering
Print Name and Title

January 18, 2018
Date

ATTACHMENT "A"

E-VERIFY AFFIRMATION STATEMENT

RFP/Bid /Contract No: Bid 12093-885

Project Description: Federal Transit Oriented Development (TOD) Planning Services

Firm/Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

(a) all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
(b) all persons (including subcontractors/vendors) assigned by Firm/Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

IBI Group (Florida) Inc.
Firm/Contractor/Proposer/Bidder Company Name

Authorized Company Person's Signature

Vice President Engineering
Authorized Company Person's Title

January 18, 2018
Date

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
01/11/2018

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	CONTACT NAME:
Aon Risk Services Central, Inc. Minneapolis MN Office 5600 West 83rd Street 8200 Tower, Suite 1100 Minneapolis MN 55437 USA	PHONE (A/C, No, EXT): FAX (A/C, No): E-MAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A:	Liberty Mutual Insurance Company	24043
INSURER B:		
INSURER C:	Beazley Insurance Company, Inc.	37540
INSURER D:		
INSURER E:		
INSURER F:		

INSURED
IBI Group (Florida) Inc. 2200 Park Central Blvd North, Suite 100 Pompano Beach, FL 33064

COVERAGES **CERTIFICATE NUMBER:** USIBI-1163-1718 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT 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 POLCIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSRD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			TB1-B71-171213-027	04/30/2017	04/30/2018	EACH OCCURRENCE	$ 1,000,000 USD
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000 USD
							MED EXP (Any one person)	$ 2,500 USD
							PERSONAL & ADV INJURY	$ 1,000,000 USD
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 1,000,000 USD
	X POLICY PRO-JECT LOC						PRODUCTS – COMP/OP AGG	$ 1,000,000 USD
	OTHER							
A	AUTOMOBILE LIABILITY			AS1-B71-171213-017	04/30/2017	04/30/2018	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000 USD
	X ANY AUTO						BODILY INJURY (Per person)	
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	
								$
	UMBRELLA LIAB OCCUR						EACH OCCURRENCE	
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	
	DED RETENTION $							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER /EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N	N / A					E.L. EACH ACCIDENT	$
	(Mandatory in NH)						E.L. DISEASE - EA EMPLOYEE	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - POLICY LIMIT	$
C	Professional Liability			V1F72F170101	04/30/2017	04/30/2018	Per Claim Annual Aggregate	$ 1,000,000 USD $ 1,000,000 USD

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

Response to Solicitation 120093-885 Federal Transit Oriented Development (TOD) Planning Services
Only with respect to the above and arising out of the Named Insured's operations are the following name(s) added to the policy as Additional Insured(s). The policy limits are not increased by the addition of such Additional Insured(s) and remain as stated in this Certificate
City of Fort Lauderdale where required by written contract or written agreement with respect to Commercial General Liability

CERTIFICATE HOLDER

City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue, Suite 619
Fort Lauderdale, FL 33301

CANCELLATION

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

Andrea R. Otte

ACORD 25 (2016/03) **The ACORD name and logo are registered marks of ACORD**

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
01/12/2018

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.

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PRODUCER Aon Risk Services Central, Inc. Minneapolis MN Office 5600 West 83rd Street 8200 Tower, Suite 1100 Minneapolis MN 55437 USA	**CONTACT NAME:** **PHONE (A/C. No. Ext):** (952) 886-8000	**FAX (A/C. No.):** (312) 381-0536
	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	**NAIC #**
INSURED IBI Group (Florida) Inc. 2200 Park Central Blvd. North Suite 100 Pompano Beach FL 33064 USA	**INSURER A:** Twin City Fire Insurance Company	29459
	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** 570069936802 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. **Limits shown are as requested**

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	☐ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC ☐ OTHER:						EACH OCCURRENCE	
							DAMAGE TO RENTED PREMISES (Ea occurrence)	
							MED EXP (Any one person)	
							PERSONAL & ADV INJURY	
							GENERAL AGGREGATE	
							PRODUCTS - COMP/OP AGG	
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	
							BODILY INJURY (Per person)	
							BODILY INJURY (Per accident)	
							PROPERTY DAMAGE (Per accident)	
	☐ UMBRELLA LIAB ☐ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION						EACH OCCURRENCE	
							AGGREGATE	
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N [N] (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		41WEID5484	01/13/2018	01/13/2019	X PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$1,000,000
							E.L. DISEASE-EA EMPLOYEE	$1,000,000
							E.L. DISEASE-POLICY LIMIT	$1,000,000

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

RE: Response to Solicitation 120093-885 Federal Transit Oriented Development (TOD) Planning Services; Should the above described Workers Compensation be cancelled, notice of such cancellation will be provided 30 days in advance of the cancellation.

CERTIFICATE HOLDER

City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue, Suite 619
Fort Lauderdale FL 33301 USA

CANCELLATION

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

Aon Risk Services Central, Inc.

Holder Identifier :

Certificate No : 570069936802

ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD

SUNBIZ REPORT: IBI GROUP (FLORIDA) INC.

Florida Department of State

DIVISION OF CORPORATIONS

Sunbiz.org Division of CORPORATIONS an official State of Florida website

Department of State / Division of Corporations / Search Records / Detail By Document Number /

Detail by Entity Name

Florida Profit Corporation
IBI GROUP (FLORIDA) INC.

Filing Information

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FEI/EIN Number	59-1922964
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Status	ACTIVE
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Event Date Filed	11/06/2017
Event Effective Date	NONE

Principal Address

2200 PARK CENTRAL BLVD.,N.
SUITE 100
POMPANO BEACH, FL 33064

Changed: 01/06/2011

Mailing Address

2200 PARK CENTRAL BLVD., N.
SUITE 100
POMPANO BEACH, FL 33064

Changed: 01/18/2012

Registered Agent Name & Address

CORPORATE CREATIONS NETWORK INC.
11380 PROSPERITY FARMS ROAD #221E
PALM BEACH GARDENS, FL 33410

Name Changed: 02/01/2008

Address Changed: 02/01/2008

Officer/Director Detail

Name & Address

Title VP

BARBOSA, JAMES JOEL

2200 PARK CENTRAL BLVD N/SUITE 100
POMPANO BEACH, FL 33064

Title CEO,P,S

STEWART, SCOTT E
55 ST CLAIR WEST AVENUE
TORONTO, ON M4V-2Y7 CA

Title CFO

TAYLOR, STEPHEN
55 ST CLAIR WEST AVENUE
TORONTO,ON M4V-2Y7 CA

Title VP

PEERY, W MICHAEL
801 CORPORATE CENTER DRIVE SUITE 202
RALEIGH, NC 27607

Title P

THOM, DAVID
55 ST CLAIR WEST AVENUE
TORONTO, ON M4V-2Y7 CA

Title Vice President Engineering

Ramudo, Patricia F
2200 PARK CENTRAL BLVD., N.
SUITE 100
POMPANO BEACH, FL 33064

Title Vice President Landscape Architecture

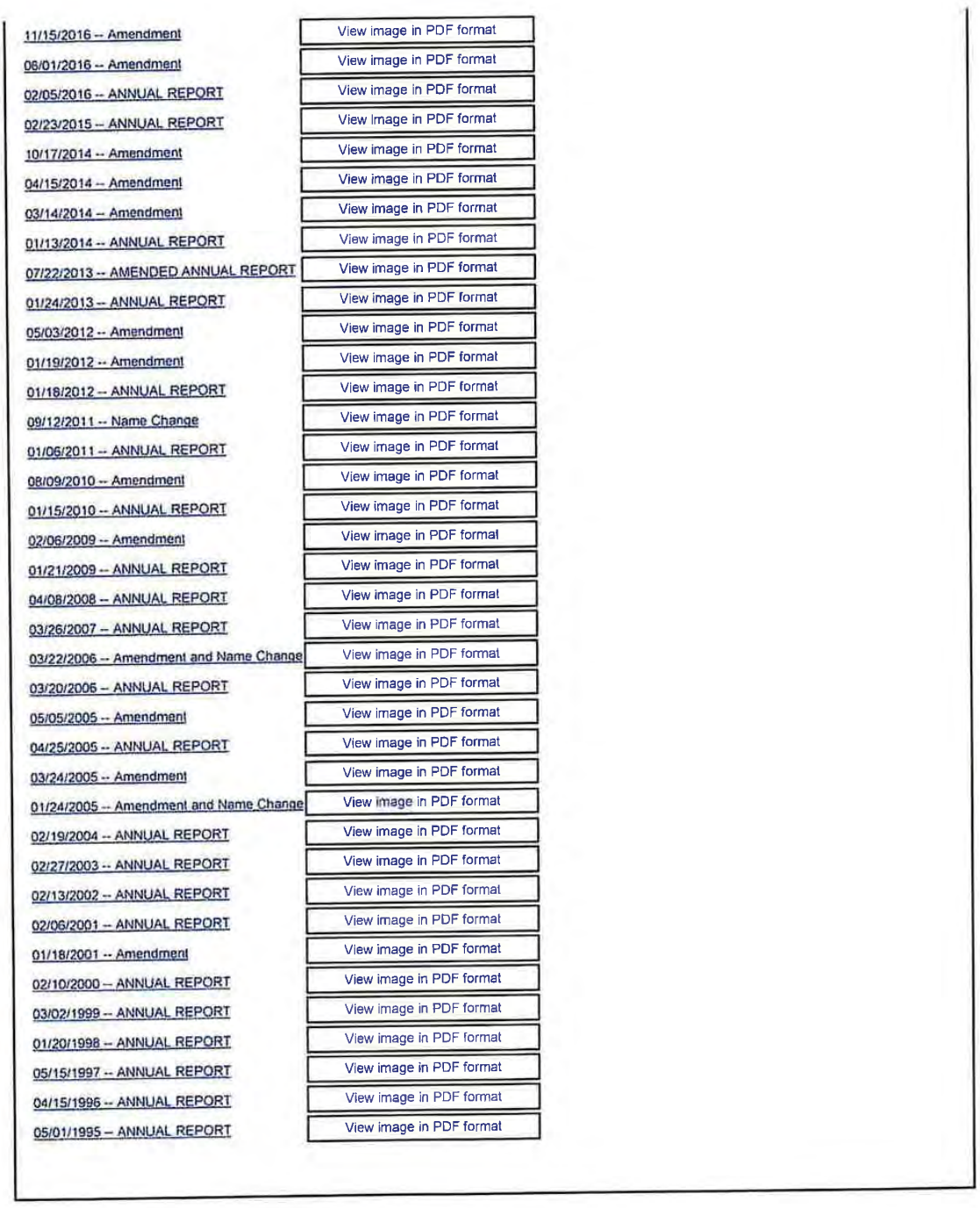
Hernandez, Debra
2200 PARK CENTRAL BLVD., N.
SUITE 100
POMPANO BEACH, FL 33064

Annual Reports

Report Year	Filed Date
2016	02/05/2016
2017	01/24/2017
2018	01/09/2018

Document Images

01/09/2018 -- ANNUAL REPORT	View image in PDF format
11/06/2017 -- Amendment	View image in PDF format
01/24/2017 -- ANNUAL REPORT	View image in PDF format
01/11/2017 -- Amendment	View image in PDF format



11/15/2016 -- Amendment	View image in PDF format
06/01/2016 -- Amendment	View image in PDF format
02/05/2016 -- ANNUAL REPORT	View image in PDF format
02/23/2015 -- ANNUAL REPORT	View image in PDF format
10/17/2014 -- Amendment	View image in PDF format
04/15/2014 -- Amendment	View image in PDF format
03/14/2014 -- Amendment	View image in PDF format
01/13/2014 -- ANNUAL REPORT	View image in PDF format
07/22/2013 -- AMENDED ANNUAL REPORT	View image in PDF format
01/24/2013 -- ANNUAL REPORT	View image in PDF format
05/03/2012 -- Amendment	View image in PDF format
01/19/2012 -- Amendment	View image in PDF format
01/18/2012 -- ANNUAL REPORT	View image in PDF format
09/12/2011 -- Name Change	View image in PDF format
01/06/2011 -- ANNUAL REPORT	View image in PDF format
08/09/2010 -- Amendment	View image in PDF format
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02/06/2009 -- Amendment	View image in PDF format
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01/18/2001 -- Amendment	View image in PDF format
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03/02/1999 -- ANNUAL REPORT	View image in PDF format
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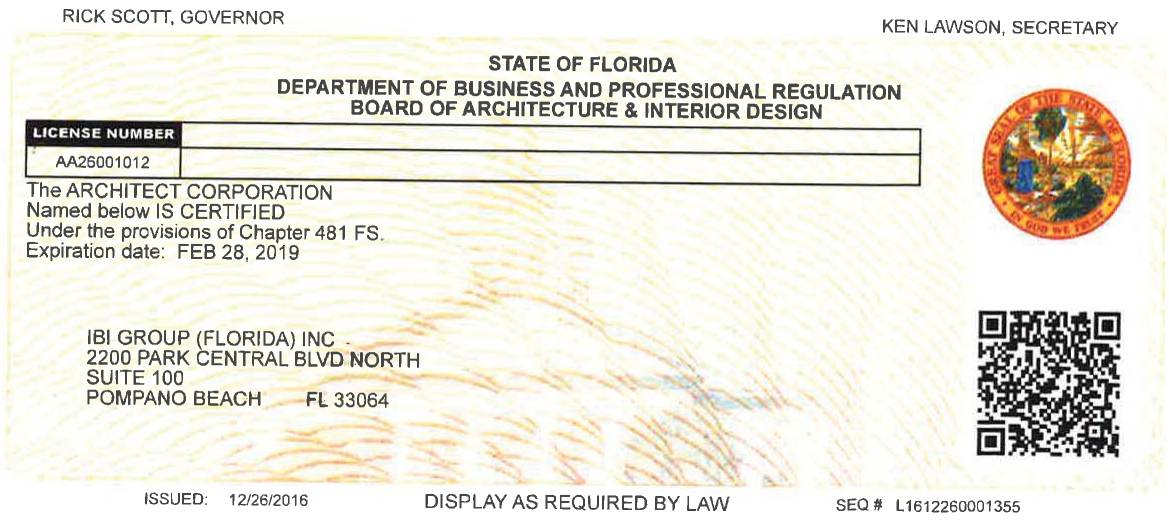
05/15/1997 -- ANNUAL REPORT	View image in PDF format
04/15/1996 -- ANNUAL REPORT	View image in PDF format
05/01/1995 -- ANNUAL REPORT	View image in PDF format

Florida Department of State, Division of Corporations



RICK SCOTT, GOVERNOR

KEN LAWSON, SECRETARY

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF ARCHITECTURE & INTERIOR DESIGN

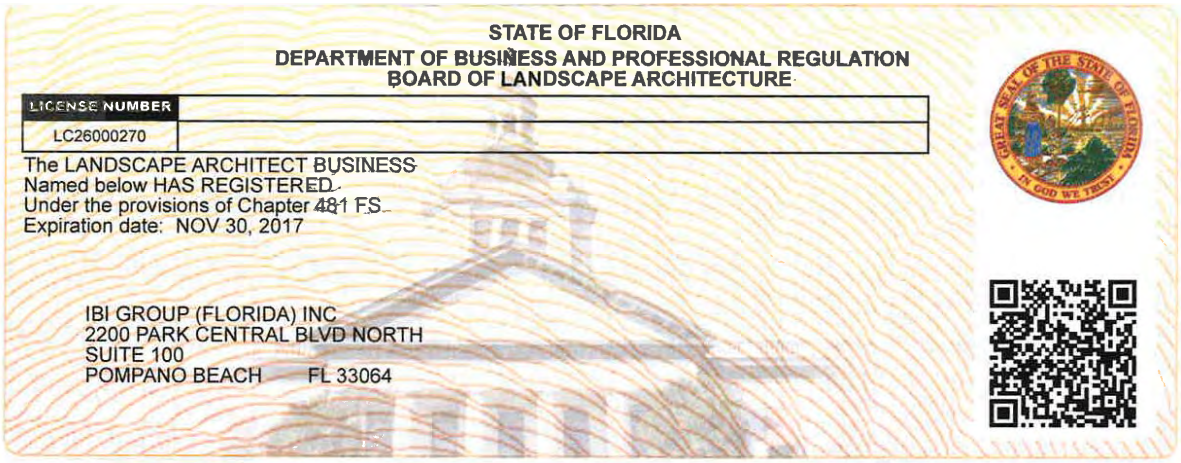
LICENSE NUMBER
AA26001012

The ARCHITECT CORPORATION
Named below IS CERTIFIED
Under the provisions of Chapter 481 FS.
Expiration date: FEB 28, 2019

IBI GROUP (FLORIDA) INC
2200 PARK CENTRAL BLVD NORTH
SUITE 100
POMPANO BEACH FL 33064

ISSUED: 12/26/2016 DISPLAY AS REQUIRED BY LAW SEQ # L1612260001355

BOARD OF ARCHITECTURE & INTERIOR DESIGN REGISTRATION



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF LANDSCAPE ARCHITECTURE

LICENSE NUMBER
LC26000270

The LANDSCAPE ARCHITECT BUSINESS
Named below HAS REGISTERED
Under the provisions of Chapter 481 FS
Expiration date: NOV 30, 2017

IBI GROUP (FLORIDA) INC
2200 PARK CENTRAL BLVD NORTH
SUITE 100
POMPANO BEACH FL 33064

ISSUED: 10/13/2015 DISPLAY AS REQUIRED BY LAW SEQ # L1510130003188

BOARD OF LANDSCAPE ARCHITECTURE REGISTRATION

State of Florida

Board of Professional Engineers

Attests that

IBI Group (FLORIDA) Inc.

FBPE
FLORIDA BOARD OF PROFESSIONAL ENGINEERS

Is authorized under the provisions of Section 471.023, Florida Statutes, to offer engineering services to the public through a Professional Engineer, duly licensed under Chapter 471, Florida Statutes.

Expiration: 2/28/2019
Audit No: 228201905414 R

CA Lic. No:
2966

09

ANNEXURES

ANNEXURE - A

PROJECT DETAILS

DETAILED PROJECT DESCRIPTION

01 MONROVIA STATION SQUARE TRANSIT VILLAGE, CITY OF MONROVIA, CALIFORNIA

+ Project Information

Location:
Monrovia, California

Client:
City of Monrovia

Client's Representative Contact:
Steve Sizemore, Director of Community Development
415 S. Ivy Avenue, Monrovia, CA 91016
Phone No: 626-932-5565
E-mail: ssizemore@ci.monrovia.ca.us

Project Dates:
2011 – 2015

Project Cost:
$ 3,638,365

Team Members Associated:
David Chow, Jerry Penrose, Shannon Heffernan, Lance Tyrell, Nadim Kurani

In 2011, IBI Group helped Monrovia develop a vision for Station Square Transit Village, a transit-oriented project adjacent to the City's proposed Gold Line station. Through City and stakeholder collaboration, IBI Group identified a concept plan for publicrealm improvement and amenities for Station Square. The main components of the project included adaptive reuse of the historic Santa Fe depot, a transit plaza for Gold Line and local bus service, and community park space with active and passive uses. Station Square will be the largest public works project in City history and will utilize federal funds, state grants, and Gold Line Construction Authority and Metro money to improve areas that will benefit the community.

In 2013, IBI Group was selected to further the City's vision and developed design concepts for on-site and off-site improvements. The Monrovia community helped prioritize amenities needed for components of the project including the Santa Fe Depot, Transit Plaza, Depot Promenade, and Neighborhood Park. Station Square is currently under construction.

DETAILED PROJECT DESCRIPTION

02 SANTA ANA REGIONAL TRANSPORTATION CENTER (SARTC) MASTER PLAN, CALIFORNIA

+ Project Information

Location:
Santa Ana, California, United States
North America

Client:
City of Santa Ana, Public Works Agency

Client's Representative Contact:
20 Civic Center Plaza (M021), Santa Ana, CA 92702, USA
Phone No: 714-647-5602
E-mail: cindy@cindycrebsconsulting.net

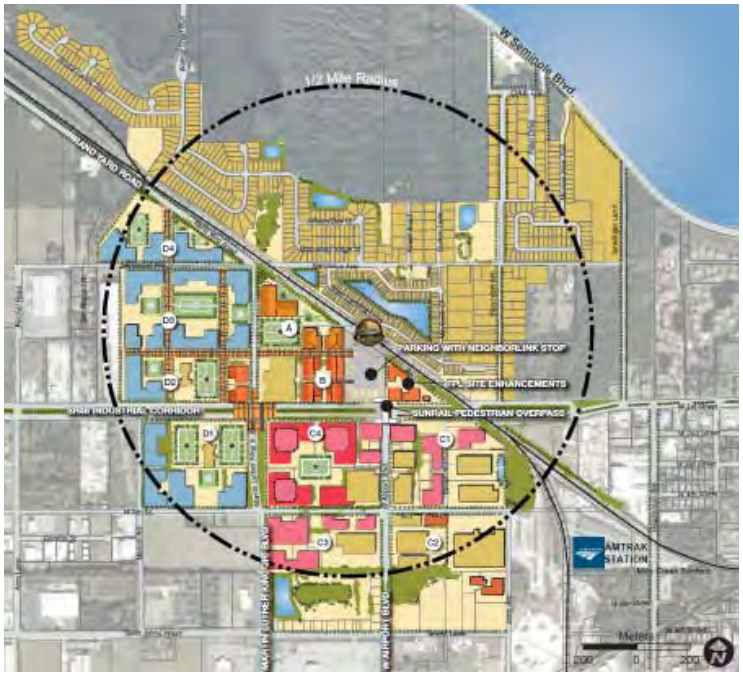
Project Dates:
Apr. 2010 - Oct. 2015

Project Cost:
$1,368,504

Team Members Associated:
David Chow

IBI Group led the Master Planning and Station Visioning effort for the development of the Santa Ana Regional Transportation Center (SARTC). The project looked at the development potential of the station site and existing connections through three phased development horizons, 2014, 2025, and 2040. IBI Group utilized an integrated planning process to help the City realize a vision that not only includes a viable multi-modal transit center, but also provides an anchor for a revitalized station district. A parking management plan for SARTC was also prepared and focused on implementation of a parking fee at the station to offset the city's ongoing maintenance and operations costs for the facility. SARTC serves Metrolink commuter rail, Amtrak, intercity and local bus lines. The station has been experiencing recent increases in transit ridership and parking demand. The facility is also home to office and restaurant uses, creating a dynamic parking demand condition. Elements of the study include identification and evaluation or parking pricing strategies, a public workshop, and surveys of station users to gauge acceptance levels for a parking fee program.

DETAILED PROJECT DESCRIPTION



03 SANFORD SUNRAIL STATION AREA PLAN, SEMINOLE COUNTY AND CITY OF SANFORD, FLORIDA

+ Project Information

Location:
Sanford, FL, U.S.A.

Client:
Seminole County Development Services Dept.

Client's Representative Contact:
Bill Wharton (Principal Planner)
1101 East First Street, Sanford, Florida 32771, USA
Phone No: 407-665-7382

Project Dates:
Nov. 2013 - Nov. 2014

Project Cost:
$ 84,477

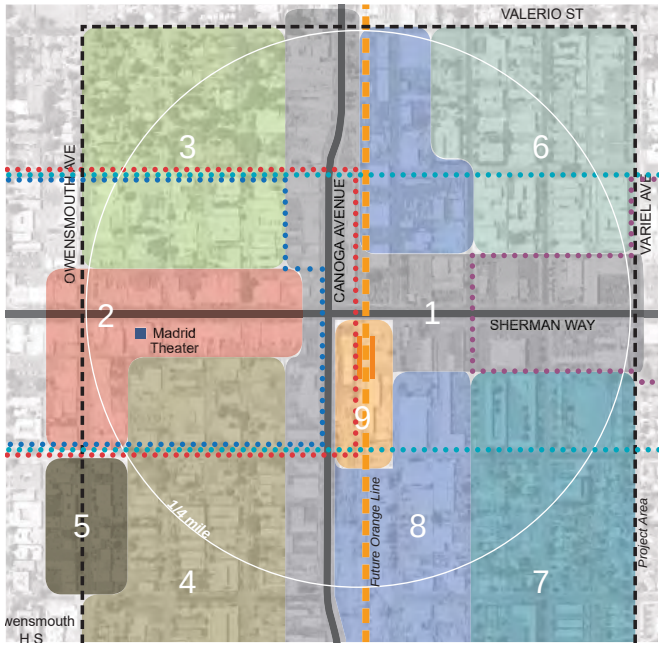
Team Members Associated:
Trevor McIntyre, Bankim Kalra, AICP; Ashish Ghate; Patrea St. John; Robert Gray

The arrival of SunRail commuter rail services as a public transportation alternative for Central Florida residents provided a unique opportunity for Seminole County and the City of Sanford to promote Transit Oriented Development (TOD) as a growth management tool in its communities. IBI Group led the preparation of a Station Area Plan that will help leverage the value of land in the vicinity of this transportation hub to its maximum potential.

The study area focuses on integrating transportation and land use plan for a designated area within a 5 to 10 minute walk of the SunRail Station covering 2,446 Acres of land area and housing 8,806 populations. The Station Area Study Plan focussed on:

- Increase transportation choices and accessibility for area residents to the commuter rail station
- Prioritize walkability, Transit Oriented Development (TOD) and Crime Prevention Through Environmental Design (CPTED)
- Attract jobs and residents through economic and development incentives
- Improve affordable housing opportunities
- Increase land values through strategic developments & investments
- Increase transit ridership
- Ensure that future development is adequately served by infrastructure systems
- Create a set of development guiding policies

DETAILED PROJECT DESCRIPTION



04 CANOGA CONNECT TOD STUDY, LOS ANGELES, CALIFORNIA

+ Project Information

Location:
Canoga Park, Los Angeles CA

Client:
City of Los Angeles Department of City Planning and Southern California Association of Governments (SCAG)

Client's Representative Contact:
Lori Grebbien; Contract Administrator
919 West 7th Street, 12th Floor, Los Angeles, CA 90017, USA
Phone No: 213 236-1800

Project Dates:
2010 - 2013

Project Cost:
$ 92,772

Team Members Associated:
David Chow, Bill Delo, Shannon Heffernan, Christina de Freitas,

Canoga Connect was a SCAG Compass Blueprint Demonstration project initiated by City of Los Angeles Planning Department and the Canoga Neighborhood Council to analyze TOD opportunities along Sherman Way, adjacent to the planned Orange Line BRT station in Canoga Park. The study reviewed expected changes to pedestrian patterns in the station area and new opportunities that accompany a close proximity to a highly successful mass transit system. The station area is rich in urban fabric that has been under attack by high levels of vehicular traffic, minimal retail parking opportunities, competition from regional shopping centers in the neighboring communities, and the economic downturn.

IBI Group formulated strategies to help the community leverage opportunities that would complement the introduction of a BRT station and improve pedestrian and bicycle linkages while protecting local employment. Recommendations were informed by interactive workshops with the Canoga Neighborhood Council and City of Los Angeles, and resulted in a vision for a Canoga Park "Clean Tech" corridor. The Clean Tech corridor concept was articulated through the creation of new TOD zones (life-style employment, clean tech, and untraditional mixed-use), precedent imagery and conceptual sketches. The project won the 2011 APA LA Planning Excellence Award for Best Practice.

Award: APA Los Angeles 2011 Awards - Planning Excellence Award for Best Practice

DETAILED PROJECT DESCRIPTION

05 SR 15 BUS RAPID TRANSIT (BRT) STATION AREA PLANNING AND DESIGN STUDY, SAN DIEGO, CALIFORNIA

+ Project Information

Location:
San Deigo, CA

Client:
City of San Diego

Client's Representative Contact:
Michael Prinz, Associate Planner, City Planning & Community Investment
Phone No: 619.533.5931
E-mail: mprinz@sandiego.gov

Project Dates:
Completed in 2013

Project Cost:
$ 364,318

Team Members Associated:
Gary Andrishak, Warren Rempel

SANDAG is implementing a BRT facility in the SR-15 freeway corridor in the Mid-City area of San Diego. IBI Group conducted the Mid-City SR-15 BRT Station Area Planning Study for the City of San Diego to develop policies and design concepts for future development in the vicinity of two new BRT stations at El Cajon Boulevard and University Avenue. The effort included analyses of mobility, economic viability, environmental implications, and design options. It also included an extensive public outreach effort that included a walk audit and community workshops. A comprehensive set of existing conditions reports was completed to facilitate the development of future land use scenarios. The preferred scenario was analyzed for its economic impact and its effect on community mobility, including traffic, transit, bicycle, and pedestrian modes. The results of the study was a set of policies and design packages to encourage transit oriented development and take advantage of the enhanced transit access that will be available with the BRT project.

APA CA

Award: APA San Diego 2011 Awards - 1st Place in "Hard Won Victories"

DETAILED PROJECT DESCRIPTION

06 NW GARDENS LEED FOR NEIGHBORHOOD DEVELOPMENT, FLORIDA

+ Project Information

Location:
Fort Lauderdale, Florida
United States, North America

Client:
Carlisle Development Group

Client's Representative Contact:
2950 SW 27th Ave Ste 200
Miami, FL 33133-3765
E-mail: llecour@
carlisledevelopmentgroup.com

Project Dates:
Aug. 2011 - Sept. 2013

Project Cost:
$7,800

Team Members Associated:
Patrea St. John
Scott Stewart

Northwest Gardens, which is being built in partnership by Carlisle Development Group and The Housing Authority of the City of Fort Lauderdale, has become a model for social, environmental and economic sustainability. The $100 million redevelopment residential housing development is the first certified LEED® Neighborhood Development project in the state of Florida, and the third certified project in the country.

With a focus on urban self-sufficiency, Northwest Gardens has empowered residents with tools such as a robust urban farm, community gardens, a social entrepreneurship program, direct support for grandparents taking care of grandchildren and onsite vocational training.

In addition the development, which is a combination of rehabilitated units and new construction, incorporates a number of notable green building features, including solar lights, dual flush toilets, water conserving plumbing fixtures, drought-resistant native plants and low-emitting cabinetry, which was constructed a few blocks away through the Housing Authority's StepUp Apprenticeship program. The final build-out will be complete in March 2014, six years ahead of the schedule envisioned during the planning process.

Awards: Smart Growth Award for Equitable Development, Environmental Protection Agency, 2012; Project of the Year, City of Fort Lauderdale, 2012; Community Appearance Award, City of Fort Lauderdale, 2012; Smart Growth Designation, South Florida Smart Growth Partnership, 2012; Most Outstanding LEED Multi-Family Project, South Florida U.S. Green Building Council, 2012

DETAILED PROJECT DESCRIPTION

07 KING VICTORIA MULTI-MODAL TRANSIT HUB, WATERLOO, CANADA

+ Project Information

Location:
Waterloo, ON, Canada

Client:
Regional Municipality of Waterloo

Client's Representative Contact:
John Hill, Principal Planner
Phone No: (519) 575-4500, ext. 3417;
E-mail: jhill@regionofwaterloo.ca

Project Dates:
Feb. 2012 - Aug. 2013

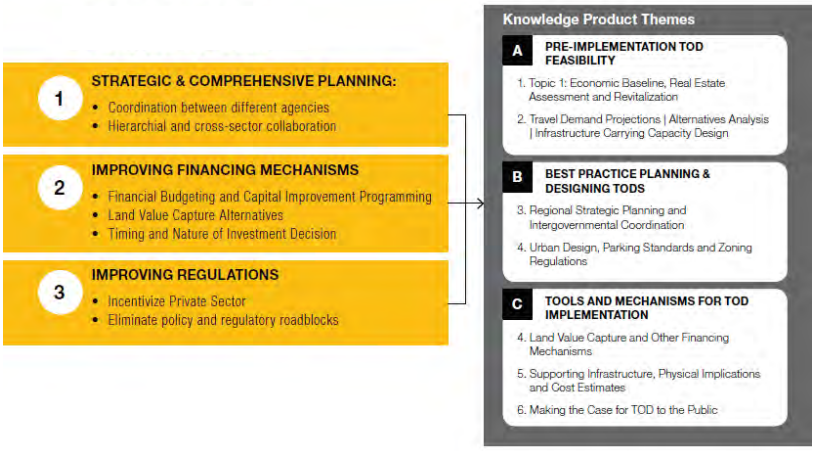
Project Cost:
$ 348,588

Team Members Associated:
Brian Holllingworth, Trevor McIntyre, Ashish Ghate, Don Verbanac, Laurence Lui, Tony Zhou

The King-Victoria Transit Hub will be the highest level transit hub within the Region of Waterloo where VIA Rail (intercity), GO Rail (commuter), intercity bus services, local Grand River Transit buses and the future Central Transit Corridor LRT come together. Located at the gateway to downtown Kitchener, this 1.5 hectare site will also provide opportunities to live, work and play.

As prime consultant, IBI Group developed the preliminary site plan, station access plan, functional grade separation design and a full Schedule 'B' Municipal Class Environmental Assessment (EA). As part of the preliminary / site design, IBI Group determined the functional requirements and conceptual layouts for all modes of transit including walking and cycling access plans. One of the most important functions of the transit hub is to provide seamless, efficient and easy transfers between transit services including two GO/VIA Rail platforms, two LRT platforms, a six-bay bus terminal, passenger drop off/ pick-up, local onstreet bus stops and on-site parking facilities. The site includes compact mixed-use development on two urban blocks constrained by a future grade-separation between the bordering railway corridor and central arterial road. The site also includes pedestrian enhancements such as wide boulevards, a transit plaza, main entrance plaza, internal Grand Hall and barrier-free access between transit modes and associated uses.

DETAILED PROJECT DESCRIPTION



08 TOD IMPLEMENTATION RESOURCES & TOOLS FOR LOW AND MIDDLE INCOME COUNTRIES

+ Project Information

Location:
Applicable for 11 GPSC countries

Client:
The World Bank Group

Client's Representative Contact:
Gerald Ollivier
Transport Cluster Leader
Transport and ICT Global Practice
The World Bank, Singapore
Phone: +65 65 171 252

Project Dates:
2017 - Ongoing

Project Cost:
$199,565

Team Members Associated:
Trevor McIntyre, Bankim Kalra, Ashish Ghate, Lee Sims, Gary Andriashak, Zohra Mutabanna, Audrey Jacob, Matt Cunningham, Amy Shepherd, Brian Hollingworth, Martin Hull

The World Bank has retained IBI to create TOD implementation resources and tools as part of Global Platform for Sustainable Cities (GPSC). The purpose of the TOD Implementation Toolkit is to provide a one-stop resource for practitioners, city leaders, stakeholders, and academics to further implementation of TOD projects at varying scales. The step-by-step guidance provided in the TOD Implementation Toolkit(s) will be applicable in diverse contexts represented by the 11 GPSC countries. The TOD Implementation Toolkit will be a self-contained, in-depth resource document that will include processes to be adopted to achieve objectives in each topic area, case studies of a range of solutions and best practices from around the world with a focus on low and middle income countries, techniques to evaluate trade-offs between different approaches, prioritization parameters, data needs including sample survey formats, methods for quality control, and terms of references for preparing knowledge products locally. The main objectives of the toolkit include:

- Creating a comprehensive TOD knowledge product that reiterates the basic arguments with stronger emphasis on detailed design requirements and implementation mechanisms.
- Combining policy best practices with design and financial case studies, with a focus on low and middle-income countries.
- Creating a set of new tools and checklists to assist city leaders, practitioners, private developers and citizen representatives in understanding the implementation mechanisms, trade-offs and 'pros and cons' of TOD projects

DETAILED PROJECT DESCRIPTION

09 DEVELOPMENT OF CETRAM GUIDELINES, MEXICO CITY

+ Project Information

Location:
Mexico City, Mexico,
North America

Client:
Cetram Corporation,
Mexico City Ministry of Urban Development and Housing

Client's Representative Contact:
Laura Janka Zires; Manager,
Secretaria de Desarrollo Urbano y Vivienda, Gobierno del Distrito Federal,,
9 Colonia San Rafael, Delegation Cuauhtemoc 06470, Mexico
E-mail: Laura.janka@gmail.com

Project Dates:
Dec. 2013 - Sep. 2015

Project Cost:
$140,500

Team Members Associated:
Trevor Mcintyre, Ashish Ghate

The Mexico City Ministry of Urban Development and Housing requested IBI Group the development of the Guidelines and Criteria for the modernization of the Modal Transfer Centers (CETRAMs) or Mobility Hubs to guide and help in the development of functional and detailed designs for the CETRAMs. The document was developed within the established framework by the Government of Mexico City in relation to the use of roadway space and the Urban Development Plan, the document is online and is updated based on international best practices.

It provides a guide to conceptualize, plan and design a well designed CETRAM. This document is developed under the premise that CETRAMs are the gates for the citizen to access the transit network and the surrounding areas. A well designed CETRAM has a significant impact in users experience by making him/her feel relaxed, comfortable and well informed during his/ her trip. The document expands on the concept of the CETRAM design to a new perspective that includes Modal Transfer, Integration with Surroundings, Comercial area and Socio Cultural spaces.

The Government of Mexico City published in its official paper a Statement of Necessity for the granting of concessions for the use of the infrastructure were the CETRAMs are located under a Public Private Partnership Scheme. The document developed by IBI Group is a key component to ensure the proper development of CETRAMs and the coordination of all the parties involved.

DETAILED PROJECT DESCRIPTION

10 CITY OF SCHENECTADY ROUTE 5 TRANSIT GATEWAY STUDY, NEW YORK

+ Project Information

Location:
Schenectady, New York

Client:
Capital District Transportation Committee (CDTC)

Client's Representative Contact:
Sreekumar Nampoothiri; Transportation Planner
One Park Place, Albany, New York 12205, USA
Phone No: 518 458-2161
E-mail: snampoothiri@cdtcmpo.org

Project Dates:
Jun. 2008 - 2012

Project Cost:
$65,000

Team Members Associated:
Martin Hull, Carl Henry, Ashish Ghate, Zohra Mutabanna

IBI Group completed this transit oriented development (TOD) plan for the area surrounding the western terminal of the Capital District Transportation Authority's (CDTA) "BusPlus" BRT line. This new BRT service will link downtown Schenectady with employment centers in Albany and Colonie, NY. The study area is currently characterized by significant amounts of surface parking, vacant land, and an obsolete street network that are not supportive of redevelopment. The study used the new "BusPlus" BRT line and other strengths such as proximity to Amtrak service to New York City, interstate highway access, and the stable, historic Stockade neighborhood just to the north, as catalysts for the creation of an exiting new urban district.

The plan included land use planning, market analysis, urban design, transit, pedestrian, and automobile connectivity, and extensive coordination with city representatives and local stakeholders, including businesses and institutions with property in or adjacent to the study area. The final plan included many elements focusing on sustainability, such as Green Streets, electric car terminals, and reduced parking requirements, all in keeping with the theme of converting the study area into an "EcoDistrict"

ANNEXURE - B

RESUMES

Trevor J. McIntyre
Regional Director, International Operations

Mr. McIntyre is an award-winning planner, urban designer and landscape architect with more than 25 years of experience in complex, multi-disciplinary design projects carried out in Canada, United States, The Middle East, South America and Asia. Trevor is Regional Director, International Operations for IBI and Global Director for Planning and Urban Design for the firm. He brings to the team a diverse range of experience on complex transit oriented development, mobility hub and station design projects and an integrated approach to multi-disciplinary design and built environment combined with strong leadership qualities and expertise in stakeholder communication and facilitation experience, land-use and multimodal transportation integration, transit design and organizational and conceptual design skills.

He is a full member of the American Society of Landscape Architects and of the College of Fellows of the Canadian Society of Landscape Architects. Trevor is registered in the provinces of Ontario, Alberta and the Atlantic Provinces of Canada.

His recent work has been recognized by a number of organizations including:

- 2016 Canadian Institute of Planners (CIP) – Award of Merit – Sustainable Mobility, Transportation and Infrastructure – Toronto 2015 Pan Am / Parapan Am Games Transportation Plan
- 2015 City of Hamilton Urban Design "People's Choice Award" – Mohawk's David Braley Athletic and Recreation Centre
- CSLA National Citation Award – John Street Roundhouse Park
- CSLA National Merit Award – King Street, Kitchener Revitalization
- CSLA National Merit Award – Mobility Hub Guidelines – Metrolinx
- 3rd Prize for International Design Competition for Gwanggyo Lakeside Park, Korea
- City of Toronto Urban Design Awards
- City of North York Urban Design Awards
- City of Mississauga Urban Design Awards
- Green Streets Canada 2008-09 Award for King Street Kitchener
- Ontario Professional Planners Institute (OPPI) Design Awards
- Canadian Urban Institute (CUI) Brownie Awards

Representative Experience

TOD Implementation Resources and Tools as Part of Global Platform for Sustainable Cities (GPSC), The World Bank Group– IBI Group was recently retained to consult on the TOD Implementation Toolkit, and how to provide a one-stop resource for practitioners, city leaders, stakeholders and academics. The step-by-step guidance provided in the TOD Implementation Toolkit will be applicable in diverse contexts represented by the 11 GPSC countries. The overarching intent

Education

M.L.A. (School of Landscape Architecture), University of Guelph, Guelph, ON, 1985

Ontario Graduate Scholarship, 1985

Bell – Sargeant Memorial Fellowship for Recreational Planning/Design, 1983

B.A. Advanced Certificate, (Dept. of Geography), University of Saskatchewan, Saskatoon, SK, 1981

B.A. (Dept. of English), University of Saskatchewan, Saskatoon, SK, 1980

Experience

2014–Present
IBI Group, Regional Director, International Operations

IBI Group, Global Director Planning and Urban Design

2000-2014
IBI Group/IBI Group Architects, Toronto, ON, Director

1998–2000
IBI Group/IBI Group Architects, Toronto, ON, Associate Director

1992–1998
IBI Group/IBI Group Architects, Toronto, ON, Senior Associate

1987–1992
IBI Group/IBI Group Architects, Toronto, ON, Landscape Architect

1985–1987
The Landplan Collaborative

1984–1985
University of Guelph, Teaching Assistant

1982–1984
Meewasin Valley Authority, Designer (Seasonal)

Memberships

Canadian Society of Landscape Architects (FCSLA), Fellow

Ontario Association of Landscape Architects (OALA), Member

Alberta Association of Landscape Architects (AALA), Member

Atlantic Provinces Association of Landscape Architects (APALA), Member

American Society of Landscape Architects (ASLA), Member

Urban Land Institute (ULI), Member

is to create a more structured learning resource with focus on best practices in Innovative Financial Mechanisms, Regulations, and Policy Support. The main objectives of the TOD Toolkit will include creating a comprehensive TOD knowledge product that reiterates the basic arguments, with stronger emphasis on detailed design requirements and implementation mechanisms.

Eglinton Crosstown LRT / Streetscape and Landscape Design – IBI Group is part of the design build/design joint venture partnership (DBJV) and Trevor is the Lead, Urban Design and Landscape Architecture team for the multi-billion dollar Eglinton Crosstown LRT (ECLRT) project to address the extensive mobility needs in the City of Toronto. IBI Group is an integral part of the management, design, planning, engineering and implementation of all facilities related to the project. IBI's Urban Design team are responsible for developing the design vocabulary of the 15 urbanized LRT stations and the streetscape design of the public realm for the 10 at-grade stops. Scope includes landscape design, streetscape design, raised bike lane interface, site furnishings, lighting design and intersection plaza layouts.

As Lead, Urban Design and Landscape Architecture Streetscape for ECLRT, Trevor's role includes ensuring Project Agreement compliance, development of landscape approach and design excellence as well as multi-disciplinary coordination with architectural, civil, structural and electrical teams system-wide. He is actively involved in discussions, presentations and coordination with the DBJV to produce a design that elevates the passenger experience at-grade, achieves design excellence, complies with project requirements, and is cost effective.

SunRail Station Area Plan for Sanford, Florida – IBI Group were retained by Seminole County to undertake a Station Area Study Plan for the Sanford SunRail Station. The project is part of the Enhance Central Florida initiative supported by the HUD Sustainable Communities Regional Planning Grant. The overall goal is the creation of comprehensive plan policies and regulatory changes applicable to and individualized for the Study Area around the SunRail station, located within the City of Sanford. Additionally, the study aims to create a long term development pattern within the Study Area and within one-half mile of the Sanford Sun Rail station that reflects both the walkability and transit-oriented principles of Transit Oriented Development practices, and the principles of Crime Prevention Through Environmental Design.

Dundas Street Scoping Study – The purpose of the study was to develop implementation strategies for the potential future reconfiguration of the downtown section of Dundas Street into a "shared street". The study included the identification of alternative concepts, the identification of opportunities and constraints and the development of implementation strategies, bringing together a range of disciplines from urban design, transportation, and civil engineering. A key aspect of the study included the identification of issues relating to public transit in the core area and the potential impact of the planned BRT system.

King Victoria Transit Hub Station Area Plan, Region of Waterloo – The Region of Waterloo retained IBI Group to help prepare a Preliminary Site Design and a Station Area Access Plan for the Region of Waterloo's King/Victoria Transit Hub. The preliminary site design identified the location and design of the entrances and concourse levels of the Transit Hub, and the pedestrian and cycling requirements associated with the King Street Grade separation and the streets immediately adjacent to the facility. The Access Plan integrated and expanded on existing and planned Regional and Area Municipal active transportation routes and identified ways to improve the connectivity of surrounding neighbourhoods and employment areas.

Development of Guidelines & Technical Criteria for the modernization of Intermodal Transit Facilities, Distrito Federal, Mexico – IBI Group were retained by the Secretary of Housing and Urban Development, Mexico City (SEDUVI) to develop Guidelines, Technical Criteria and Checklists for the development of 46 Intermodal Stations integrated with high-density mixed-uses in Mexico City. The goal of this study was to develop a document that would clearly communicate intent of the intermodal hub, roles and responsibilities of stakeholders, develop detailed technical standards and criteria tied to the guidelines. In addition, the development checklists provide detailed guidance on the approval process of the intermodal station development. The document also provides guidance

on integrating the concept into other planning activities such as the City's master plan and transportation plans.

National Level Guidance Documents on Transit Oriented Development, Non-Motorized Transportation, and Public Bicycle Sharing Schemes, Ministry of Urban Development, Government of India – The Government of India (GoI) initiated the Sustainable Urban Transport Project (SUTP) with the Ministry of Urban Development (MoUD) as the nodal agency and supported by the Global Environment Facility (GEF), World Bank and UNDP. The project aimed to enhance capacity of local governments to implement sustainable transportation concepts in the country. The project entailed preparation of Guidance Documents for developing TOD, NMT and PBS plans. Additionally, six city-specific plans were prepared to test the applicability of the guidelines at the local level.

Kitchener-Waterloo Operations and Maintenance Facility - Design Services – IBI Group, were part of a P3 consortium, and one of three teams who provided a proposal and preliminary designs for the Kitchener-Waterloo LRT project. The project incorporates 21 urban stops between the cities of Waterloo and Kitchener. In addition, IBI Group designed the operations control and maintenance facility (OMSF), which provides central control systems for the entire line, offices for associated administration professionals, and maintenance facilities for the LRT vehicles themselves. The maintenance facility site accommodates on-site storage of 22 LRT vehicles. The maintenance building includes six track positions for day to day cleaning and upkeep including heavy repairs, and workshops for specific components such as wheels or electronics, and a fully enclosed paint booth. Next to the OMSF building is a separate wash building for daily cleanings of all LRT vehicles.

Metrolinx Mobility Hubs Analysis; Mobility Hubs Guidelines, GTHA – Further to the work conducted for *The Big Move*, IBI Group were retained to conduct additional analyses on the 51 Mobility Hubs identified in the regional transportation plan. Building upon the RTP ridership and demographic projections for each Mobility Hub were developed and packaged into a handbook for reference by internal staff. In late 2009, IBI Group were retained by Metrolinx to commence development of the Mobility Hub Guidelines. The resulting document is a reference guide for planning development adjacent to Mobility Hubs, including implementation strategies, tools, and processes.

Kitchener King Street & City Centre Streetscape Master Plan – Kitchener, ON – IBI group were retained by the City of Kitchener to redesign the core streets in the downtown district. The aim of the project was to define an urban design framework to guide the physical renewal and public realm improvements within the City Centre District to support pedestrians and mixed uses. The masterplan objectives focused on setting the tone for a more vibrant, successful and desirable place where residents, business owners and visitors could live, operate a business, work and play and is based on the principle that an investment in high quality public realm will serve as a catalyst for private sector investment, intensification and renewal of the City Centre District in the downtown Kitchener core.

Naya Raipur, India – IBI Group were retained by the World Bank to prepare a Transit-Oriented Development based review of the Master Plan for Naya Raipur; a new planned city of 560,000 people located 15 km from Raipur. The City was originally master planned a number of years ago and the road infrastructure is largely in place. The planning was based on an 800x800m grid with each development parcel yielding some 16,000 people. More recently the city committed to a BRT system. IBI Group carried out a global Best-Practices study for BRT, and is working with Naya Raipur municipal planners and the World Bank to redesign the master plan based upon the principles of a successful Transit-Oriented Development. This project is intended to become a new planning precedent for new communities in India.

Transit-Supportive Land Use Planning Guidelines – IBI Group have applied multi-disciplinary skills for many years to help public and private sector clients achieve transit-supportive urban development. We authored a report on behalf of the Government of Ontario, which was distributed to all urban municipalities in the province as well as many other jurisdictions, and has been widely used

IBI GROUP

BANKIM KALRA, AICP
Urban Designer / Planner

Mr. Kalra has over 15 years of diverse experience working with public planning agencies, international development organizations and private sector consultants. With a background in architectural design from India and an urban planning concentration in economic development from U.S.A, Mr. Kalra has developed a specialization in formulating innovative design approaches that successfully blend global best practices with the nuances of Indian cities.

An experienced Urban Designer / Planner with IBI Group Florida, Mr. Kalra brings to his role particular expertise in all aspects of master planning including smart growth, regional planning, corridor planning, eco-industrial parks, campus planning, site design, branding and graphic design, and economic analysis. Mr. Kalra has worked on over 100 wide ranging projects giving him the unique skill to understand the interdependencies between various aspects of the development process, including: concept visualization, alternatives analysis, public involvement, capital improvements programming, capacity building, financing, and implementation.

Representative Experience

Developing National Level Guidance Documents Transit Oriented Development (TOD), Non-Motorized Transportation (NMT) and Public Bicycle Sharing (PBS), Ministry of Urban Development, Govt. of India, 2015 - The Government of India (GoI) has initiated the Sustainable Urban Transport Project (SUTP) with the Ministry of Urban Development (MoUD) as the nodal agency and supported by the Global Environment Facility (GEF), World Bank and UNDP. The project aims to enhance capacity of local governments in implementing sustainable transportation concepts in the country. The project entails preparation of Guidance Documents for developing TOD, NMT & PBS plans, changing the model of urban transportation planning as currently practiced in Indian cities. IBI Group is currently providing the expertise through this guidance documents to solve practical transportation planning issues. Mr. Kalra, serving as the Deputy Project Manager, was responsible for conducting State-of-the-Art Reviews and document international best practices to benchmark the current state of sustainable transportation initiatives in India; stakeholder dissemination workshops and public awareness campaigns to promote sustainable transportation alternatives and integrated land use-transportation planning; prepare detailed Guidance Documents which serve as step-by-step “How-to” guide for Indian cities in developing a comprehensive TOD, NMT & PBS Plan; develop City Specific Plans for six (6) cities as pilots to demonstrate the applicability of the national-level Guidance Documents; document learnings from pilot City Specific Plans and update Guidance Documents; develop training material for capacity building workshops; client liaison and coordination with sub-consultants & subject experts.

Education

Bachelor of Architecture, Sushant School of Art and Architecture, Gurgaon, India, 2001

Master of Urban Planning, University of Michigan, Ann Arbor, 2005

Experience

2011–Present
IBI Group, Gurgaon, India, Senior Urban Planner

2007–2010
IBI Group Inc., Orlando, FL, Senior Urban Planner

2005–2007

RMPK Group, Sarasota, FL, Urban Planner

2005

Jacobsen Daniels Associates, Ann Arbor, MI, Intern Aviation Planner

2000 - 2002

Auroville’s Future, Auroville, India, Urban Planner/ Architect

Memberships

American Planning Association

American Institute of Certified Planners

Urban Land Institute

Congress for New Urbanism

Publications

101 Indian City Profiles, Asia Urbs Program, City Networking for Sustainable Development and Human Unity, Auroville’s Future, India

Awards

American Planning Association 2017 National Planning Award for Best Planning Study in the International Category: Bhubaneswar Smart City Plan (IBI Group and Bhubaneswar Municipal Corporation)

Canadian Institute of Planners, 2016 Award for Planning Excellence (International): Bhubaneswar Smart City Plan

Florida Redevelopment Association 2009 Best Planning Study Award: Downtown Master Plan, City of Tavares, Florida. (IBI Group and City of Tavares)

APA Florida 2007 Award of Excellence: U.S. 1 Corridor Master Plan, City of Titusville (IBI Group and City of Titusville)

APA Florida Suncoast Section 2007 Award of Excellence- Greater Childs Park Strategic Planning Initiative (IBI Group with City of St. Petersburg)

Michigan APA 2005 Best Student Project of the Year: New Directions for Vehicle City: A Framework for Brownfield Reuse. (Team effort, University of Michigan, Ann Arbor)

Bhubaneswar Smart City Urban Design Plan, Bhubaneswar Municipal Corporation, Bhubaneswar, State of Odisha, India, 2015 –IBI Group, spearheaded the winning proposal for India's first Smart Cities Challenge, on behalf of the city of Bhubaneswar. Bhubaneswar, a state capital in the south-eastern state of Odisha, was declared the first ranked city in the challenge conducted by the Ministry of Urban Development, Government of India on January 28, 2016. The IBI team worked closely with the city to craft a strategic proposal that was truly reflective of IBI's philosophy in integrating its practice of urban planning, design, and transportation seamlessly through intelligent systems and technological interventions to make Bhubaneswar a livable city for its 1 million plus residents. IBI played an instrumental role in the overall project management of Bhubaneswar's bid providing support in the areas of public engagement, urban planning, urban design, transportation planning, conceptual system design and overall project coordination. Mr. Kalra serving as the team leader was responsible for overall strategy development; extensive stakeholder consultation; master plan proposal conceptualization and preparation of final document & presentation.

SunRail Station Area Study Plan for Sanford, Seminole County, Sanford, Florida, U.S.A, 2013 – IBI Group was retained by Seminole County to undertake a Station Area Study Plan for the Sanford SunRail Station. Mr. Kalra, as the Project Manager, was involved in the project on the following tasks: compile data and perform GIS analysis of all roadways and properties within a half-mile radius of the Sanford Commuter Rail Station; prepare thematic maps based on primary and secondary surveys for pedestrian, cycling, and vehicular traffic patterns; develop alternative scenarios for growth based on a base layer of transportation improvements; proposed strategies and recommendations to improve first and last mile connectivity to the commuter rail transit system including integration with other public transit modes and improved walking and cycling infrastructure; prepare and facilitate a comprehensive community and stakeholder outreach program.

Naya Raipur TOD Study, Naya Raipur, Chhattisgarh,India Naya Raipur Development Authority (NRDA)- The Naya Raipur Development Authority, with support from the World Bank, commissioned IBI Group to develop a Transit Oriented Development (TOD) strategy for Naya Raipur to better integrate land development, transportation and infrastructure investment, within the overall City Development Plan. Mr. Kalra serving as the Project Manager was involved in ensuring team coordination and client liaison throughout the course of the project. Mr. Kalra reviewed national and international best practices on transit systems and its integration with development; conducted gaps and consistencies analysis for past and current planning documents related to transit systems and development regulations w.r.t TOD principles; BRT transit system SWOT analysis; BRT route operation alternatives analysis; prepared TOD Station Area Plans; formulated streetscape guidelines; recommended modifications to Master Plan and Development Code; prepared implementation strategies including regulatory changes, branding, marketing and institutional framework; organized, facilitated and documented capacity building workshops, stakeholder meetings and design charrettes with governmental agencies and private developers.

Bhubaneswar Urban Knowledge Centre, Bhubaneswar Development Authority, State of Odisha, India, 2015- (Team Leader) – Bhubaneswar Urban Knowledge Centre is envisioned as a one-stop technical resource centre for BDA, BMC, BSCL (Smart City SPV) and BPTSL (Transport SPV). BUKC, as a technical research cell, seeks to address planning and plan implementation issues that are beyond the mandate of the traditional master plans and the current fragmented planning and implementation structure in Bhubaneswar. It aims to build capacities in local agencies effectively integrating across administrative and conceptual boundaries in the following five domains- 1) Child-friendly Smart Cities Centre; 2) Complete Streets; 3) Smart Growth; 4) Placemaking, Open

Space and Heritage Preservations; and 5) Communication, Outreach and Knowledge Management. As the Project Director, Mr. Kalra is involved in all stages of the project from management to detailed master planning, formulation of design guidelines, and handholding during implementation phase.

Broad River Road Corridor TOD Study, Central Midlands Council of Governments, South Carolina, U.S.A, 2010 - IBI Group was retained by the Central Midlands Council of Government to prepare a detailed land use and transportation study along a 5.6 mile transportation corridor- Broad River Road- which passes through multiple jurisdictions. Mr. Kalra's specific role in this project includes: existing conditions inventory- land use, regional bus transit system and infrastructure carrying capacity; GIS Mapping; transit-supportive land use modelling; visioning; formulation of goals, objectives and policies in support of integrated transit and land use development models; phasing plan; implementation program; identification of funding sources; preliminary financial estimates; conducting community workshops; plan approval from relevant authorities; and preparation of final master plan documents.

Bhubaneswar Town Centre Master Plan, Bhubaneswar Development Authority, Bhubaneswar, State of Odisha, India, 2015 – Bhubaneswar Development Authority selected IBI Group to prepare a master planning and urban design strategy for the redevelopment of a 12-acre site in the heart of Bhubaneswar's new town precinct. Strategically located at the Master Canteen Chowk, the site is uniquely positioned to take advantage of multi-modal public transportation facilities including the old Bhubaneswar Railway Station, the Intercity Bus Terminal, and the proposed BRTS route to create a Town Centre. The redevelopment plan prepared by IBI was designed as a vibrant and self-financing mixed-use destination focused on prioritizing pedestrian movement and improved traffic circulation in an aesthetically upgraded built environment. Mr. Kalra, as the tram leader, was involved in data collection; monitoring site surveys; conducting multiple stakeholder consultations; developing conceptual master plans with alternatives; presentations to the stakeholders & preparing the reports.

Tavares Downtown TOD Master Plan, City of Tavares, USA - IBI Group was retained by the City of Tavares to develop a revitalization plan for the 400-acre district encompassing the City's downtown CRA district. The master plan's goal was to propose development patterns that support densification of the city's urban core, as well as encouraging the creation of a vibrant mixed-use environment in anticipation of the arrival of the commuter rail in Central Florida. The end product included a comprehensive document that proposed detailed recommendations related to land use and housing, urban design, circulation and multimodal transportation options, economic development, historic preservation, and recreation along the downtown's exceptional Lake Dora waterfront. Mr. Kalra, serving as the senior planner and urban designer on this project, provided assistance in all aspects of the project including: day-to-day management, team coordination, inventory and analysis, writing reports, conducting workshops, formulating implementation strategies, and production of final deliverables.

SR54 Transit Oriented Development Study, Pasco County, Florida, U.S.A, 2013 - IBI Group was retained by Pasco County in Florida, U.S.A to prepare a study for promoting integrated transit planning and land use principles along an 115 mile corridor. Activities performed by Mr. Kalra includes: existing conditions inventory & analysis; data collection and GIS mapping; review of previous plans and programs; visioning; stakeholder workshops; land use planning; development code regulations; urban design guidelines; detailed capital improvement programs and phasing plans for including delineating organizational roles and relationships of various entities involved, timing of projects, and identifying funding sources for key projects; capacity building and training programs.

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Gary F. Andrishak
Director

Master Planning/Transit-Oriented Development (TOD)

Gary Andrishak, IBI Group Director, has a multi-disciplinary portfolio of significant work to his credit during his more than 35 years in the planning and design community. Importantly, he is equally at home in the co-joined disciplines of land use planning/transit planning, from the standpoint of producing urban master plans concentrating on transit-oriented development (TOD). In addition, Mr. Andrishak is skilled at developing branding, marketing, and communications strategies for public transit systems, with an eye to increasing transit ridership and thereby, reducing automobile use.

Public Outreach

Gary Andrishak, IBI Group Director, is expert in the development of public outreach communications plans as they relate to major rapid transit initiatives to ensure the public is well-informed and able to participate in the planning process. Tools and techniques are employed to ensure that the public becomes an active, contributing member of the planning team. This includes the facilitation of stakeholder workshops/public open houses, as well as the production of information boards, PowerPoint presentations, newsletters, web pages, and other graphic support materials required to better explain complex engineering projects to the public-at-large. Mr. Andrishak calls this skill: “Translating Engineering into English.”

Exhibit and Event Design

Gary Andrishak, IBI Group Director, is an expert in the development of award-winning exhibit and event designs. His career in themed environment design began with the commission to provide both architectural and exhibit design for the Alberta Pavilion for EXPO 86 in Vancouver, British Columbia; a project for which he was awarded the Commissioner General’s Special Citation. He has since worked worldwide on showcase centres for Coca-Cola and numerous Olympic Games. Mr. Andrishak was one of only two North American representatives who participated in Zentrum Berlin; an elite think tank workshop where architects and planners assembled for the express purpose of jumpstarting the reunification of East and West Berlin in 1990.

Representative Experience

Transit-Oriented Development/Urban Design

Los Angeles Civic Complex, Los Angeles, CA – Mr. Andrishak is a senior team member with regard to "expertise and experience" for a newly commissioned planning and urban design study for the Los Angeles Civic Complex -- the area surrounding the City's iconic city hall. The study is tasked with determining the "highest and best use" for a number of City-owned parcels within the precinct as well as shaping their subsequent reuse into a strong statement re: civic placemaking,

Education

Diploma: Certificate of Industrial Design, Post-Graduate Study in Industrial Architecture, The Royal Danish Academy of Art, 1973

Degree: Bachelor of Interior Design, Graduated from Department of Interior Design, School of Architecture, University of Manitoba, 1969

Experience

2008 - Present
IBI Group Architects (Canada) Inc., Vancouver, BC, Director

1998–2008
IBI Group, Vancouver, BC, Associate

1988–1998
Andrishak Design Group (ADG), Vancouver, BC, Principal

1978–1987
Andrishak + Sturgess (The Sturgess Partnership), Vancouver, BC, Principal

Registration

Member of the Urban Land Institute (USA)

Member of National Steering Committee, Rail-Volution

Awards

Alberta Pavilion at EXPO 86 – Commissioner General’s Special Citation Award

consistent with downtown LA's renaissance, and includes alternative scenarios with regard to selling off portions of underutilized properties and/or considering joint venture with private interests in order to supplant existing or anticipated budget (2016-ongoing)

California High Speed Rail Authority (CHSRA) TOD Program Development, Sacramento, CA – Mr. Andrishak is leading the IBI team as a sub-consultant to Foster + Partners for the definition of non-transit uses within the 1/8 mile immediately surrounding each of the 14 station areas that comprise the rail corridor for the proposed CHSRA service, scheduled to run from San Diego to San Francisco, via the central valley cities of Bakersfield and Fresno. IBI's work regards the selection of uses that will encourage "ridership and revenue" as well as provide "community benefit" to ensure that each station becomes a destination for use by local residents and, thus, a good neighbor within the local landscape. (2016-ongoing)

Montclair Gold Line LRT TOD Master Plan, Montclair CA – Mr. Andrishak served as project manager for a station area plan for the final stop along the Foothill Gold Line running eastward from Pasadena. The resultant master plan needed to reflect and enhance with the requirements of the area's operation as a park-and-ride site (1,600 stalls) and a major transit drop off and layby station (17 expanding to 21 bus bays), while at the same time reaching southward to the existing Central Business District (CDB) in anticipation of TOD initiatives in the years to come. (2016-2017)

Calgary Green Line Light Rail Transit TOD, Calgary, AB – Mr. Andrishak is currently serving as TOD Lead Consultant for a multidisciplinary team of engineers, planners and architects for the new 46 km, 28-station traversing the full length of Calgary, Alberta. Mr. Andrishak and his team have established a series of TOD Sub-typologies – "New Town In -Town", Urban Infill, Industrial/Incubator, etc. to respond to a wide variety of physical and social conditions within the corridor. The assignment includes a detailed charrette process whereby six (6) of the alignment's stations have been designated transit villages development with extensive community input – "local knowledge" to merge with the "expertise and experience" of the TOD consultant team. (2014-ongoing)

Little Mountain Rezoning, Vancouver, BC – Mr. Andrishak served as project advisor for this major rezoning of a 15-acre, 1.6 million square-feet floor space property in the central area of Vancouver, British Columbia. The scope includes consolidating the detailed application, which consists of development statistics, urban design plans and analyses, architectural drawings and views, sustainability studies, and urban design guidelines. (2013-ongoing)

Santa Monica Pier & Airport, Santa Monica, CA – Mr. Andrishak served in the capacity as Project Manager for two co-related, high profile planning/urban design studies for the City of Santa Monica. The first regards the enhancement of the century old Santa Monica Pier. The study looks to upgrade its user experience while not altering its position, as the City's arguably most beloved icon, with new features that will appeal to local residents and visitors alike. The second piece involves concepts for the re-use of 40 acres of prime, non-aviation lands fronting Airport Avenue on the south side of the Santa Monica Airport, in search of uses that will deliver "wins" to both the airport and the residential community surrounding it. (2012–2013)

San Ysidro Intermodal Transit Center, San Diego, CA – Mr. Andrishak coordinated a team of transportation planners, architects, urban designers, and market analysts in determining public private partnerships (P3) for the redevelopment of the San Ysidro Intermodal Transit Center on the border between San Diego, California and Tijuana, Mexico, purportedly the busiest land border in the world with 20 million crossings annually. His work involves the evaluation of potential markets and their physical layout in a manner that will not interfere with the ongoing functional aspects of train, bus, auto, and pedestrian traffic (2012–2014.

Rail-Volution 2012 "Transit & Retail" Planning Session, Los Angeles, CA – Mr. Andrishak, in his capacity as member of the National Steering Committee for Rail-Volution, the US-based "rail/land use" development organization, hosted a lively and knowledgeable discussion panel on "Transit and Retail," moderation discussion regarding retail development on the station platform, within the station

facility and beyond. In combination, the presentations covered a range of best practices of the retail/commercial development within and surrounding transit stations in North America today. (2012)

TransLink, King George Station, Surrey, BC – IBI Group was asked to develop conceptual designs for the King George Station area as an extension to the Surrey Rapid Transit Study, in order to define rapid transit layouts, future streets, and a transit-oriented development footprint. The study involved stakeholder consultation and workshops, conceptual designs, and operational evaluation of the concept. Mr. Andrishak led the stakeholder workshops and overall urban design aspects. (2011)

Mid-City SR-15 Station Area Planning Study, San Diego, CA – Mr. Andrishak served as Project Manager for this planning study in east central San Diego, made possible by the implementation of Bus Rapid Transit (BRT) service within the SR-15 median, depressed within a cut from the community above. The cross streets of the study area are El Cajon Boulevard and University Avenue, both featuring BRT stations at the centre of the intended Transit-Oriented Development (TOD) zones. Mr. Andrishak worked extensively with the community to help define a vision that both benefits from the distinctive Teralta Park, built above the freeway and enabling the community to redevelop to greater densities while not losing its existing character. (2010–2012)

US 19 Multi-Modal Connectivity and Design Standards Study, Pasco, FL – Mr. Andrishak was Project Manager for the development of a Corridor Plan for US-19, running north/south through Pasco County's boundaries. Mr. Andrishak proposed the transformation of US-19 from its current multi-lane configuration into a multi-way boulevard, one serving Transit-Oriented Development (TOD), to achieve a more balanced approach to community redevelopment. Long a favourite in Central and South American cultures, the multi-way boulevard (as proposed) divided the roadway cross-sections into segments, each separated by generous medians that serve both as a refuge for pedestrians and provided "greenscape" relief for the streetscape that the roadway runs though. Through traffic, including Bus Rapid Transit (BRT), is relegated to the central lanes, while local traffic is directed to the side lanes, thus encouraging street facing redevelopment in support of pedestrian and cycle friendliness. (2010–2011)

SR 54/56 Corridor Station Area Planning Study, Pasco County, FL – Mr. Andrishak was Project Manager for this Station Area Planning Study, north of Tampa Bay, that runs from the Gulf Coast eastward towards Orlando. The study's purpose is, first, to catalog the initiatives in the planning stages by the local development industry in the hope of influencing them to think in terms of Smart Growth regarding a more compact, dense, and pedestrian/cycle friendly alternatives served by rapid public transit, BRT or LRT, in the future. Mr. Andrishak's team is charged with selecting the preferred locations for community centres and developing typologies – Regional, Town or Village - for the communities anticipated. (2010–2011)

Metro Gold Line TOD Station Area Planning, Phase II, Metro Los Angeles, CA – IBI Group was selected to continue their Phase I work within this LRT Corridor running from downtown Pasadena eastward to Montclair CA. Mr. Andrishak is serving as Co-Project Manager, overseeing the technical aspects of the study whose key components include an extensive market analysis and economic feasibility, studies looking closely at "connectivity" from each of the LRT stations, and consultation with the ten host cities to enable them to better understand the issues and opportunities afforded by "location efficient" development surrounding the impending LRT transit system. (2010–Present).

Cambie Corridor Plan, Vancouver, BC – Mr. Andrishak served as special advisor to the City of Vancouver Planning Department for the development of the Cambie Corridor Plan, which included polices for a coordinated approach for the entire corridor re: Transit-Oriented Development / Placemaking strategies, including public benefits/amenity and active transportation planning. He appeared at the May 2011 City Council Public Hearings in support of a mid-height/high density building typology with strong street-facing presence in support of pedestrian life. (2009–2011)

City of Victoria, Inner Harbour Design Study, Victoria, BC – IBI Group was retained by the City of Victoria to conduct a high-level urban design study of the City's South Inner Harbour, focusing primarily upon the BC Legislative Precinct. It was intended that the study results would provide some concepts and images to serve as the basis for continuing the discussions between the Mayor,

IBI GROUP

Martin D. Hull AICP, CTP
Associate

Mr. Hull has over 25 years of experience in transportation and land use planning and design and has managed a variety of complex projects in Philadelphia, Boston, Salt Lake City, Hartford, CT, Albany, NY, Portland, Oregon, and Vancouver, British Columbia.

Mr. Hull's foundation in the study of urban planning and focus in the specialty of transportation give him an understanding of the larger issues facing society and the way transportation improvements can be used to solve them. His professional interests include the relationship between land use and transportation and the ability of transportation to encourage the development of complete, livable communities and urban and rural revitalization. He is a specialist in sustainable transportation and sees this as covering not just environmental issues, but social and economic aspects of service provision as well.

Mr. Hull has experience both in private consulting practice and with public transit providers, giving him an understanding of the day-to-day challenges to delivering public sector services.

Representative Experience

Adirondack Rail Corridor Market Demand Study Update – Warren County, New York (2016-Present) – Managing this study of the extension of tourist rail service from Saratoga Springs to Albany, New York to connect with Amtrak service to New York City. Service currently operates between North Creek, site of a large ski resort, and Saratoga Springs but the connections onward are infrequent and unreliable. The improved connections to New York City at Albany would increase the market for tourism in the corridor and provide an environmentally friendly way to visit the Adirondack wilderness. Elements of the plan include service alternatives development, preferred alternative selection and refinement, economic development planning and impacts assessment.

Syracuse Metropolitan Area Rapid Transit Plan Phase I (SMART1) – Syracuse Metropolitan Transportation Commission (SMTC) (2015-Present) – Managing this regional study of future rapid transit routes in the Syracuse, New York region. The study includes existing conditions definition and analysis, demand estimation, alternatives development, selection criteria development, environmental, community, and economic impacts analysis, locally preferred alternative recommendation, and an extensive public outreach component. The final product will be completed in accordance with FTA Small Starts requirements should the SMTC decide to pursue that funding source.

Transportation Demand Management Plan – Global Foundries (2015-2016) – Managed TDM plan development for major semiconductor fabrication plant (chip fab) under development in Malta, New York. Parking became a major concern as the fab went into production and both operating and construction staff needed to access the suburban site. The plan looked at a variety of solutions include improved transit service, shuttles from remote lots, potential for walking and bicycle commuting, and staggered work hours.

Education

Master of Urban Planning, McGill University, Montreal, QC, 1995

Bachelor of Arts (Community Planning), University of Massachusetts at Boston, Boston, MA, 1986

Experience

2007–Present
IBI Group, Albany, NY, Associate

2005–2007
Kise Straw & Kolodner, Philadelphia, PA, Director of Transportation

2003–2005
Michael Baker Jr. Inc., Philadelphia, PA, Transit Practice Regional Manager

1999–2003
Capital District Transportation Authority, Albany, NY, Senior Planner

1997–1999
BRW Inc., Portland, OR, Senior Transportation Planner

1996
BC Transit, Vancouver, BC, Senior Transit Planner

1992–1996
TriMet, Portland, OR, Senior Planner

1985–1990
Massachusetts Bay Transportation Authority, Boston, MA, Transportation Analyst

Memberships and Certifications

American Planning Association

American Institute of Certified Planners

Certified Transportation Planner

IBI

Westmere Corridor (Route 20) Study – Capital District Transportation Committee (MPO) (2015-2016) – Managed the development of a land use and transportation plan for this heavily traveled corridor just outside the City of Albany. Over time, development has densified the corridor from a rural area, to suburban bedroom community, to a major quasi-urban commercial and multi-family residential node, and changed the transportation needs of the community with it. Elements included pedestrian, bicycle, and transit infrastructure including a multi-use trail system to allow local residents to bike or walk throughout the area without needing to use Route 20 with its heavy traffic, a TOD plan for a site adjacent to the new BRT station at Crossgates Mall, and recommendations for the improvement of Route 20 to better accommodate non-automobile transportation.

River Corridor and Washington Western Corridor Implementation – Capital District Transportation Authority (2015–Present) – Managing IBI Group's activities in planning, design, architecture and ITS on two corridor BRT implementation program. The two projects will provide BRT service in two heavily travels corridors from downtown Albany to the major universities and colleges along Western Avenue and to downtown Troy the second largest municipality in the region. Development of a strategy and completion of planning and analysis for the FTA Small Starts project is included. The project will result in the award of state and federal grants for construction and final design.

River Corridor BRT – Capital District Transportation Authority (2013–2015) – Managed the development of a corridor plan for bus rapid transit (BRT). The River Corridor will be the third BRT line in a three-line system, serving the highly transit supportive communities along the Hudson River including the Cities of Albany and Troy. The plan includes route alternatives analysis, service planning, station location determination, and transit priority measures. The project is planned to be completed in 2015 and resulted in an LPA and application to enter Project Development for the FTA Small Starts program.

Greater Hartford Integrated Transportation Strategy – City of Hartford (2013–Present) – Managing the development of a strategy to better coordinate transportation planning and implementation in the City of Hartford and the surrounding region. The project includes inventorying all transportation planning, design, and construction projects active in the City, evaluating their compliance with the comprehensive plan, reviewing the comprehensive plan for possible improvements, researching peer city's methods of planning and project coordination, exploring new ways that agencies can coordinate in the Hartford region, and recommending systems of coordination both within the City and between agencies. The plan will be used to establish a coordination system including process, procedures, committees, and new electronic systems.

Franklin Corridor – City of Portland, Maine (2013–2015) – Provided technical review and revision to an urban transportation corridor study exploring improvements to pedestrian, bicycle, transit and auto modes. The project involves the redesign of an auto-oriented urban highway into a more pedestrian-friendly boulevard supportive of urban redevelopment. The expansion of an adjacent park is also under consideration. Coordination of land use and development through higher densities and more pedestrian oriented urban design are an integral part of the work.

Lincoln Highway Streetscape Plan – Lancaster County, PA (2014–2015) – Completed technical work for this suburban transportation corridor study. IBI Group is responsible for transit and pedestrian planning including improvements at bus stops, crosswalks, and stop access. The Route 30 corridor is a major tourist destination and improvements to pedestrian, bicycle and transit services would expand the attractiveness of the corridor to a larger market of potential visitors. A complete streets approach is being taken and will result in an agreed-upon plan ready to enter final design.

New Britain-Hartford Busway Service and Operations Plan – Connecticut Department of Transportation (2008–2015) – Managed the development of a service and operations plan for this BRT project. The service plan determined the routes that buses will take to and from the busway, their schedules, the stops they will make and the routes and schedules for bus routes that connect with the busway but do not actually operate over it. IBI Group worked closely with the Capital Region Council of Governments to develop demand estimates for the new routes to be used in establishing optimal schedules. Stakeholder and public outreach were included.

Hartford – New Britain Busway Maintenance Plan – Connecticut Department of Transportation (2012–2014) – Managing this study of maintenance procedures for fully grade-separated busway. It was developed through a comprehensive stakeholder involvement process and a thorough peer review of four other busway operations in North America. Key issues include Winter maintenance including snow plowing, snow removal, and methods of keeping passenger platforms clean and clear of snow and ice. The study resulted in a maintenance plan for the busway including roles and responsibilities for the organizations involved.

Washington and Western Avenues BRT Conceptual Design Study – Capital District Transportation Authority (2008–2011) – Managed this study of alternatives for a new BRT route between downtown Albany, New York, and the major traffic generators at the State University of New York at Albany, the New York State Office Campus, and the large regional Crossgates Mall. The study included service planning, urban design, the feasibility of a new busway through the campuses, and opportunities for TOD and included a major stakeholder outreach component. The plan was used to develop a successful application to enter project development for the FTA Small Starts program.

Route 19 Corridor Study – Pasco County, New Port Richie, FL (2010–2011) – Developed transportation concepts for this study of improved transit, pedestrian, and bicycle transportation in a heavily traveled highway corridor. US Route 19 currently carries over 75,000 ADT on the most heavily traveled sections in Pasco County. Reconciling the need to move this vast amount of traffic on a National Highway System route while creating better and safer environments for the people who live along the corridor were the primary challenges. Recommendations included implementing a multi-way boulevard cross section that separates higher speed through traffic from local traffic, transit, bicyclists, and pedestrians.

Route 54/56 Corridor Study – Pasco County, New Port Richie, FL (2010–2011) – Completed the transportation element of the State Route 54/56 corridor study which looked at an emerging suburban highway corridor just north of Tampa, Florida. Existing development patterns in the corridor include auto-oriented development only at main intersections with major north south routes. The county's long range plan calls for future development to be focused on a serious of transit oriented development nodes on a BRT or LRT line. The study considered ways to accommodate both auto and transit in the corridor without compromising the efficiency of either and while providing a pedestrian-oriented environment around key development nodes.

Las Cruces Transit Center – City of Las Cruces (2011) – Completed an operations and facility planning study to determine the optimum network of transit routes to serve a new transit center in Albuquerque, New Mexico and developed a design for the transit center that could accommodate both transit operations and joint development on a constrained site. Extensive realignment and rescheduling of bus routes serving this area were included.

Forest Avenue Transportation Study – Portland Area Comprehensive Transportation Study (PACTS) and the City of Portland, Portland, ME (2011) – Managed an urban transportation corridor study looking at improvements to pedestrian, bicycle, transit and auto modes. Coordination of land use and development through higher densities and more pedestrian oriented urban design were an integral part of the work. A comprehensive public involvement process that addressed numerous controversial issues such as up-zoning and removal of on-street parking was completed.

IBI GROUP

Ashish Ghate B.ARCH, M.U.P., MCIP, RPP, LEED® AP
Associate Director

With a background in Architecture, Urban Design and Planning, Mr. Ghate brings a keen eye for good urban form and the complexities of city building to his role as a project manager and urban designer / planner. Mr. Ghate has worked on a variety of integrated transit and land use planning projects based in North, Central and South America, Middle East, Eastern Europe, and India. His experience includes all aspects of project management and concept development; and spans multiple scales ranging from regional plans, master plans, transit-oriented design, mobility hub development, streetscape master plans, urban intensification projects and guidelines.

Awards

Mr. Ghate was a peer reviewer for the Bhubaneswar Smart City Strategy which was recently awarded:

- 2017 American Planning Association (APA)—Pierre L'Enfant International Planning Excellence Award
- 2016 Canadian Institute of Planners (CIP) Award of Merit – International Development category.

Mr. Ghate was the Project Manager for the Mobility Hub Guidelines (commissioned by Metrolinx, the Regional Transportation Authority) for the 51 Mobility Hubs in the Greater Toronto & Hamilton Area. Mobility Hub Guidelines have been awarded the:

- ITE Planning Council Award for Best Project in 2012;
- National Merit Award from the Canadian Society of Landscape Architects, 2013.
- Honorable Mention in the Canadian Institute of Planners 2012 Awards for Planning Excellence, in the category of Sustainable Mobility, Transportation and Infrastructure.

Mr. Ghate also led the development of the Public Realm Design Manual for the Cities of Abu Dhabi and Al Ain (in conjunction with Peter J. Smith & Associates) commissioned by the Urban Planning Council, Abu Dhabi. The Manual received the:

- 2011 Honorable mention in the category of urban design from the Canadian Institute of Planners (CIP); and
- Excellence Award from the International Society of City and Regional Planners (ISOCARP).

Relevant Experience – North America

TOD Implementation Resources and Tools as Part of Global Platform for Sustainable Cities (GPSC), The World Bank Group– IBI Group was recently retained to consult on the TOD Implementation Toolkit, and how to provide a one-stop resource for practitioners, city leaders, stakeholders and academics. The step-by-step guidance provided in the TOD Implementation Toolkit will be applicable in diverse

Education

Masters in Urban Planning, McGill University, Montreal, Canada, 2006

Bachelor of Architecture, School of Planning and Architecture, New Delhi, India, 2003

Canadian Commonwealth Scholarship, 2004-2006

Experience

2015
IBI Group, Toronto, ON, Associate Director

2010–2015
IBI Group, Toronto, ON, Associate

2006–2010
IBI Group, Toronto, ON, Architecture / Urban Design / Planning

2005
Le Groupe ARCOP, Montreal, Quebec, Intern Architect / Planner

2003–2004
Ajoy Choudhory & Assoc. New Delhi, India, Architect
Pramod Ghate & Assoc., New Delhi, India, Architect

Memberships

Ontario Professional Planners Institute / Canadian Institute of Planners, Member

LEED® Accredited Professional

IBI

contexts represented by the 11 GPSC countries. The overarching intent is to create a more structured learning resource with focus on best practices in Innovative Financial Mechanisms, Regulations, and Policy Support. The main objectives of the TOD Toolkit will include creating a comprehensive TOD knowledge product that reiterates the basic arguments, with stronger emphasis on detailed design requirements and implementation mechanisms.

Winnipeg Rapid Transit Eastern Corridor Study, Winnipeg, Manitoba, Canada— IBI Group has been retained as a sub-consultant to WSP Group leading the land use and Transit Oriented Development elements of the Winnipeg Rapid Transit Eastern Corridor Study. The Study will determine the most suitable route for providing rapid transit services between downtown Winnipeg and Eastern Winnipeg. IBI Group is developing criteria and detailed measures to determine the ideal rapid transit route from a city building perspective and envision potential development along the future rapid transit corridors**. Mr. Ghate is the IBI Project Manager on this project.**

London Rapid Transit Environmental Assessment, London, Ontario, Canada – IBI Group is leading a major Environmental Assessment Study to develop a Rapid Transit Master Plan for the City of London. This includes an assessment of potential corridors and technologies, as well as preliminary designs for the preferred alternative. The project is following the Class Environmental Assessment process for Master Plans, but goes far beyond the typical Environmental Assessment in terms of public engagement. Early in the project, a brand for the initiative was established – Shift. The Shift Brand has been used to raise awareness in the project, having a major impact on the website design, marketing materials such as T-shirts, and even social media. **Mr. Ghate is TOD and Streetscape Planner on this project.**

Port Credit GO Station Master Plan, Mississauga, Ontario, Canada – IBI Group were retained by Metrolinx to prepare a Master Plan to help guide the preparation and review of development proposals for all lands within the Port Credit GO Station Southeast Area. The Master Plan is the first stage of a comprehensive design and panning approvals process required for future redevelopment within the comprehensive design and planning approvals process required for future redevelopment within the Port Credit GO Station Southeast Area. The focus of the Master Plan was to provide a suitable balance of definiteness and flexibility to facilitate: public-private partnerships and investment; creativity and innovation; phased implementation and responses to market opportunities and conditions, and integration of all modes of transportation, including future transit infrastructure and services. **Mr. Ghate was the Urban Designer / Master Planner on this project**.

Metrolinx Mobility Hub Studies & Station Plans on an Emergent Basis, Greater Toronto Area (GTA), Ontario, Canada – IBI Group were retained by Metrolinx on a three year on-call contract to prepare Mobility Hub Studies for station areas, station area plans, preliminary design for station areas and other planning and development studies related to stations in Greater Toronto and Hamilton Areas. **Mr. Ghate is the Project Manager on this emergent / on-call contract.**

- **GO Rail Parking and Station Access Plan Update, Metrolinx –** As part of the **Mobility Hub Studies & Station Plans on an Emergent Basis** 3 year on-call contract, IBI were retained to investigate all 65 GO Stations to determine what impact the implementation of Regional Express Rail (RER) service would have on station access. This information was used to update the *GO Rail Parking and Station Access Plan (2013)*. The study focused on expanding modes of station access not dependent on parking by conducting an analysis of the needs, costs and repercussions for station access affiliated with the implementation of RER; reviewing each individual GO Rail station site and its surroundings to determine the impact that RER operation will have and the corresponding investments needed in order to support station access, and ensuring that analysis, findings and deliverables and to address the needs of internal and external stakeholders through extensive consultation.
- **Focused New Stations Initial Business Case (IBC) Assessment, Metrolinx -** As part of the Mobility Hub Studies & Station Plans on an Emergent Basis 3 year on-call contract, IBI were retained to assist in identifying the best performing locations across the system and to provide recommendations for new stations that would benefit the system within the 10-year scope of the RER programme. The IBCs were prepared based on the most recent Metrolinx guidance for all

locations identified for further analysis; incorporate public input and community feedback as available and build on data and analysis of 50+ stations, as well as previous site analyses including Environmental Assessments and any detailed studies available.

- **Newmarket GO Mobility Hub Study, Newmarket, Ontario, Canada—**As part of the Mobility Hub Studies & Station Plans on an Emergent Basis 3 year on-call contract, IBI Group was retained by Metrolinx to prepare a Mobility Hub Study for Newmarket GO Station. Through extensive consultation with stakeholders and community engagement, the Study develops a phased approach for improvements to the GO station that balances current and future station amenities requirements, station access, the planning policy context, the needs of local and regional transit agencies, as well as potential future Transit Oriented Development (TOD) in the area. The Study includes a detailed transportation assessment of the existing and planned operations within the Newmarket GO Station, as well as within the larger municipal transit network.
- **New GO Station Concept Designs, Greater Toronto Hamilton Area (GTHA), Ontario, Canada—**As part of the Mobility Hub Studies & Station Plans on an Emergent Basis 3 year on-call contract, IBI Group was retained to refine three New Station Concept Designs developed by IBI initially as a part of the New Station Evaluation Process, and documented in the Initial Business Cases. New Station Concept Designs were developed **for Breslau GO Station, Innisfil GO Station and Kirby GO Station**. The Station Concept Designs provide a refined station plan that balances issues surrounding technical feasibility, operational needs, stakeholder input from municipal and regional planning and transit agencies, as well as forthcoming development in the area. The Station Concept Designs and accompanying reports provide a set of objectives to guide the station design process including specific outcomes and performance goals for the station.
- **Pickering GO Station Functional Site Plan, Pickering, Ontario, Canada** - As part of the Mobility Hub Studies & Station Plans on an Emergent Basis 3 year on-call contract, IBI Group has been retained by Metrolinx to develop a Functional Plan for improvements to the Pickering GO Station as a part of the RER program. The Functional Plan involves developing an understanding of the relationships between passenger origins and destinations, local transit service provisions, station infrastructure requirements, station access, seamless multi-modal integration, design excellence, planning policy context and opportunities for mixed-use Transit Oriented Development (TOD). The Pickering GO Station Functional Plan will provide a phased approach to station that addresses the current issues with the station amenities and access, as well as provide plans for potential future mixed-use TOD.
- **Ajax GO Station Functional Site Plan, Ajax, Ontario, Canada—** As part of the Mobility Hub Studies & Station Plans on an Emergent Basis 3 year on-call contract, IBI Group has been retained by Metrolinx to develop a Functional Plan for improvements to the Ajax GO Station as a part of the RER program. The Functional Plan involves developing an understanding of the relationships between passenger origins and destinations, local transit service provisions, station infrastructure requirements, station access, seamless multi-modal integration, design excellence, planning policy context and opportunities for mixed-use Transit Oriented Development (TOD). The Ajax GO Station Functional Plan will provide a phased approach to station that addresses the current issues with the station amenities and access, as well as provide plans for potential future mixed-use TOD.
- **Whitby GO Station Functional Site Plan, Whitby, Ontario, Canada—**As part of the Mobility Hub Studies & Station Plans on an Emergent Basis 3 year on-call contract, IBI Group has been retained by Metrolinx to develop a Functional Plan for improvements to the Whitby GO Station as a part of the RER program. The Functional Plan involves developing an understanding of the relationships between passenger origins and destinations, local transit service provisions, station infrastructure requirements, station access, seamless multi-modal integration, design excellence, planning policy context and opportunities for mixed-use Transit Oriented Development (TOD). The Whitby GO Station Functional Plan will provide a phased approach to

KATHLEEN R. GONOT

PMG ASSOCIATES, INC.

GENERAL OVERALL EXPERIENCE:

Responsible for general management of the firm. Performs market analysis/research, stakeholder interviews/focus groups on projects ranging from housing and commercial activities to utility systems to economic impact analysis. Conducts research and evaluations of the economic impacts of capital projects for various municipal entities. Over 44 years' experience developing analytical studies of research and survey projects designed to determine public perceptions and to gather input for the development of programs for success.

EXPERIENCE:

South Florida Regional Transportation Authority - Economic evaluation of twenty-four (24) South Florida area proposed train stations, for the Tri-Rail Coastal Link passenger service. Duties include; outreach, obtaining and the evaluation of various land uses and property appraiser data for the market area of ½ mile surrounding the potential new station areas and their impact on the region and establishment of a matrix of developments at the proposed sites including specifics of each for possible future comparison.

City of Satellite Beach - Conducted a market, economic, environmental and market study for the City's trade area. The study consisted of an evaluation of the current structure of the economy and its condition, the market demographics, a SWOT analysis of the area, an inventory of the types of businesses, problems that businesses encounter in attempting to expand or relocate within the City, whether current zoning should remain commercial or change to residential and a review of the City's current Redevelopment Plan. Stakeholder interviews were an important part of this endeavor.

Broward County Transit - Responsible for monthly evaluations of transit service. These duties included the provision of "Mystery Riders or Shoppers" on the system to evaluate the service providers. The evaluation included the observation of the performance and the completion of a monthly report to summarize the activity. The service evaluations included: Fixed Routes, Community Routes, ParaTransit, Customer Service System, BuzzPass purchases and On-Board Evaluations.

U.S. Department of Housing and Urban Development - Completed Analysis of Impediments to Fair Housing (AI) and Consolidated Plans (CP) required by the U.S. Department of Housing and Urban Development. Elements completed included development and completion of programs and projects to address the housing needs in the designed target areas, development of specific neighborhood revitalization plans to address needs including housing, documentation of public and assisted housing, and documentation of general housing characteristics of the target area, including the supply, demand, condition and cost of housing.

City of Coral Springs Charter School - Project tasks included development of survey, conducting survey of the parents of students to ascertain the satisfaction and gather input regarding the public City-sponsored Charter School. This survey established the parent's

satisfaction with the staff, teaching approaches and success rate, optionally offered activities and the parent's involvement in the process.

Miramar-owned Child Care Facilities – Evaluation of child care facilities. Scope of work included documentation of the competition in the Child Day Care Market, needs of the parents, pricing and amenities. Completed a five year business plan based on the current and projected operations of the centers in the City along with the population and demographics of the area.

Charter Schools, USA – Market evaluation to determine expansion to markets within the U.S. was feasible and would answer the market demands of the area. Once an area was determined by Charter Schools, USA, PMGA's responsibilities included determining of a primary and secondary market area, survey development, determining which households to survey, areas of interests/conduct of the students and parents, data collection and processing, report, cross-tabulations and presentation of results.

MEMBER OF:

- Member-North Carolina Downtown Development Association
- Past President-National Association of Women Business Owners
- Past Chairman-Deerfield Beach Redevelopment Committee

EDUCATION:

- B.S., Sociology;
- M.S., Sociology

PHILIP M. GONOT

PMG ASSOCIATES, INC.

GENERAL OVERALL EXPERIENCE:

Over 46 years of experience developing research into cost analysis of projects to determine the benefits received and the costs incurred, capital cost assessments, economic feasibility, market analysis studies and impact considerations. Performs economic evaluations, along with projection of direct and secondary impacts of a variety of capital intensive projects. Determination of the proper budgetary allocations and the analysis of all fiscal aspects of the study.

EXPERIENCE:

South Florida Regional Transportation Authority – Project manager for economic evaluation of twenty-four (24) South Florida area proposed train stations, for the Tri-Rail Coastal Link passenger service. Duties include; outreach, obtaining and the evaluation of various land uses and property appraiser data for the market area of ½ mile surrounding the potential new station areas and their impact on the region and establishment of a matrix of developments at the proposed sites including specifics of each for possible future comparison.

City of Boca Raton's Mobility and Multi-Modal Transportation Study - Responsibilities included the analysis of density implications on the travel needs of the general and workforce population within the City. PMGA coordinated efforts with City staff, and the other consultants to come to a satisfactory outcome regarding determining this type of demand.

City of Satellite Beach - Conducted a market, economic, environmental and market study for the City's trade area. The study consisted of an evaluation of the current structure of the economy and its condition, the market demographics, a SWOT analysis of the area, an inventory of the types of businesses, problems that businesses encounter in attempting to expand or relocate within the City, whether current zoning should remain commercial or change to residential and a review of the City's current Redevelopment Plan. Stakeholder interviews were an important part of this endeavor.
For the City of Miramar, Florida, lead a team that evaluated the market and positioning of the City for their four Child Day Care facilities. Results were a completed a 5 year business plan based on the current and projected operations of the centers in the city along with the population and demographics of the area.

U.S. Department of Housing and Urban Development - Completed Analysis of Impediments to Fair Housing (AI) and Consolidated Plans (CP) required by the U.S. Department of Housing and Urban Development. Elements completed included development and completion of programs and projects to address the housing needs in the designed target areas, development of specific neighborhood revitalization plans to address needs including housing, documentation of.

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secondary market area, survey development, determining which households to survey, areas of interests/conduct of the students and parents, data collection and processing, report, cross-tabulations and presentation of results.

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EDUCATION:

- B.BA. Economics;
- M.B.A.; Finance;
- M.Acc. Accounting

REGISTRATIONS:

- C.P.A. certification in Florida

MEMBERSHIPS:

- International Council of Shopping Centers

Cynthia McGrail
Marketing Specialist

Key Qualifications
- 20 Years of Marketing | Public Relations Experience
- Public & Private Sector Clientele
- Marketing | Communications Strategy

Training | Certifications | Affiliations
- BS, English & Technical Writing
- Member, WTS International

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RELEVANT PROJECT EXPERIENCE

Wave Streetcar: The Wave is a 2.8-mile light rail streetcar circulator that will serve downtown Fort Lauderdale and is part of a planned regional transportation system. It will integrate with a full spectrum of mobility options including rail, commuter and community buses, rideshare services, biking and walking. Cynthia serves as a public relations and communications outreach specialist for this project, developing social media strategy for the Wave Streetcar and supporting Communications Committee initiatives. She is responsible for social media platform management and coordination with FDOT, ensuring that all content is approved and follows the FDOT Social Media Guidelines.

FDOT District 5 Mobility Week: Mobility Week is a month-long initiative during which counties, cities and transportation agencies host events to promote safe and sustainable transportation choices through the nine-county Central Florida region. Cynthia serves as the Project Manager and developed an enhanced Community Engagement and Integrated Media strategy for the client. She manages project staff, schedules, and deliverables to successful completion.

Metropolitan Planning Organization (MPO) Hillsborough County: The Hillsborough County Metropolitan Planning Organization (MPO) has engaged The Valerin Group as a subconsultant to Kittelson, Inc. to develop a Public Engagement Strategy (PES) to support their 2045 Long Range Transportation Plan (LRTP). Cynthia serves as a marketing/communications and public engagement strategist for the project and is a key member of the PES team.

Metropia Mobile App Pioneer Program - Texas Department of Transportation (TDOT), El Paso, Texas: As the Marketing and Public Relations Director for Metropia, Cynthia developed and managed the marketing and community outreach strategy and execution for the *El Paso Metropia Beta/Pioneer Data Collection Program* (Pioneer Program) and public launch of Metropia's mobile application in El Paso, Texas. Cynthia developed and managed launch strategy, timeline and deliverables. She also managed partner/vendor contracts, tasks and deliverables including a public relations firm, graphic design firm and internal Metropia resources. The launch garnered extensive local media coverage and exceeded the program user and data acquisition goals. Partners in this initiative included CDM Smith, Texas Department of Transportation and The City of El Paso.

Metropia and Central Texas Regional Mobility Authority (CTRMA), Metropia Mobile App Launch. Cynthia was retained as a consultant to lead the marketing and communications strategy and execution for the Metropia Mobile App launch in Austin, Texas. In conjunction with sponsoring partner The Mobility Authority (CTRMA) she developed the integrated marketing strategy, managed the partner/vendors including graphic design and public relations firms. She led the overall strategy and execution of the launch media event that included a Transportation Roundtable with city and community leaders and a "partner expo" highlighting the Metropia ecosystem of community partners. The mobile app launch received substantial local and national media coverage resulting in exceeding the mobile app downloads goal.

Metropia and Central Texas Regional Mobility Authority (CTRMA), Metropia Mobile App at SXSW 2016: South by Southwest (SXSW) is an annual, 11-day interactive film and music festival attracting over 150,000 attendees. Cynthia developed and executed a budget friendly, multi-layered, strategic communications program designed to help client Metropia and the CTRMA reach this influential, tech savvy audience surrounding the 2016 USDOT Smart City Challenge Grant winner announcement at SXSW. The integrated marketing strategy included event sponsorship, innovative paid and earned media partnerships and a strategic alliance with The City of Austin. The project garnered over 1,000,000 media impressions and exceeded set goals.

Cynthia McGrail
Marketing Specialist

OTHER RELATED EXPERIENCE

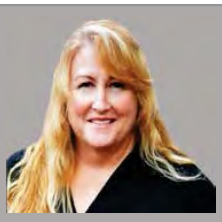
President, McGrail Marketing Group, Austin, TX & Fort Lauderdale, FL: McGrail Marketing Group provided integrated marketing, media and communications counsel that brought together business, people, and purpose. Past clients included non-profit and for-profit organizations improving communities through transportation technology, education, and healthcare.

Director of Marketing & Public Relations, Metropia, Tucson, AZ: As director of marketing and public relations, Cynthia led marketing, public relations, and user acquisition for Metropia; a transportation technology start-up designed to enhance transportation system efficiency by changing commuter behavior. She created and executed mobile app user acquisition, communications, and engagement strategies in Austin and El Paso, Texas. Cynthia launched a beta program in New York City, suburban New Jersey, and Connecticut, and developed and executed a comprehensive marketing plan involving paid traditional and digital media, event sponsorships, public relations, and strategic partnerships. Cynthia successfully sourced and managed public relations, social media, and web design contractors and vendors and developed marketing KPI's and metrics. Earned media and marketing strategy resulted in increased mobile app engagement, increased share of voice, and improved overall sentiment and over $1.5 million ad equivalency.

Director, INCITE Austin, Austin, TX: Cynthia served as director for INCITE Austin, the social impact marketing division of Emmis Communications – Austin's largest broadcaster with seven commercial radio stations - using entertainment as a means of connecting brands and companies with various causes and building meaningful consumer relationships. Cynthia managed cross-functional teams and regularly collaborated with account executives and brand managers, initiating, brokering, creating, and executing media campaigns for more than 200 causes and social impact marketing initiatives. During her time with INCITE, Cynthia exceeded all annual and stretch revenue goals for five consecutive years, increased market revenue by more than 500% from 2009 – 2015 in a flat growth industry, and attained the highest level of client retention companywide.

Director of Marketing, Gemini School of Visual Arts, Cedar Park, TX: Cynthia was a founding team member and board member for this unique private, post-secondary art college. As director of marketing, Cynthia led all marketing, public relations, and student recruitment activities and created strategic partnerships with local school districts, video game studios, and industry trade groups.

Director of Marketing & Client Service, Big Sesh Studios, Cedar Park, TX: As director of marketing and client services, Cynthia led marketing, sales, and client service activities for this corporate leader in entertainment design specializing in video game and advertising, whose clients included Microsoft, Vivendi-Universal, Atari, Acclaim, Activision, and Konami, and recognized projects including Halo, Lord of the Rings, Enter the Matrix, and The Hobbit.



Kelly Hiden
Community Outreach Specialist

Key Qualifications
- 31 Years of Transportation | Engineering Industry Service
- Extensive PD&E | Design | Design-Build Experience
- Public Involvement Expertise

Training | Certifications | Affiliations
- Engineering Technician | Graphic Artist
- Member | Board Secretary Transportation Expressway Authority Membership of Florida (TEAMFL)

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RELEVANT PROJECT EXPERIENCE

Jacksonville Transit Study, Jacksonville Transportation Authority, Jacksonville, FL: Kelly provided public involvement services for this project - a multiple-corridor transit (Bus Rapid Transit/Transit Oriented Development) study which involved the greater Jacksonville area. This project included numerous workshops and public hearings.

SR A1A Arterial Investment Study in Duval and St John Counties, FDOT District Two, Atlantic, Neptune, Jacksonville and Ponte Vedra Beaches (1996 to 1998): This was a comprehensive study spanning multiple jurisdictions was undertaken to determine possible improvements to a vital commercial and commuter corridor. As part of the consultant team, Kelly provided study report graphics and handled various segments of public involvement, including a project newsletter for providing regular information and updates.

Districtwide Community Awareness Consultant Contract, FDOT District Five: Valerin served as the prime for the contract from 2014 to 2017, and was recently reselected for another three-year contract to provide public involvement and community engagement services for in-house design projects, including safety and access management. Kelly is responsible for coordination and handling of all public involvement and outreach activities for district projects, as assigned by task work orders.

SR 9/I-95 from SW 10th Street to Hillsboro Boulevard, FDOT District Four, Broward County, FL: This is an on-going PD&E study which provides for improvements to the I-95 partial cloverleaf interchanges at SW 10th Street and Hillsboro Boulevard; and along I-95, from just south of the SW 10th Street interchange to just north of the Hillsboro Boulevard interchange – spanning the distance of approximately 1.8 miles, excluding the length of the ramps - in Broward County, Florida. This project also proposes improvements along both SW 10th Street and Hillsboro Boulevard in the vicinity of I-95. The logical termini along SW 10th Street extend from just west of Military Trail, and east to SW Natura Boulevard Along Hillsboro Boulevard, the improvements extend from Goolsby Boulevard east to SW Natura Boulevard. Kelly is responsible for public involvement and outreach efforts, including the preparation and implementation of a detailed Public Involvement Plan (PIP), as well as coordination and preparation for Agency and Public Kick-off Meetings, Alternatives Public Meetings, and Public Hearings.

Broward Mobility Hollywood/Miramar (off system), FDOT District Four, Broward County, FL: The purpose of this project is to construct sidewalk and widen pavement for bicycle lanes for North 64th Avenue from Hollywood Boulevard to Sheridan Street; SW 56th Avenue from Pembroke Road to Stirling Road; and SW 62nd Avenue from County Line/ SW 41st Street to Johnson Street in the cities of Hollywood and Miramar. Kelly has prepared a Level 2 CAP, and will compile stakeholder and property owner mailing lists, as well as make preparations for a public meeting.

Broward Mobility 14th Avenue from Atlantic Shores Boulevard to Sheridan Street (off system), FDOT District Four, Broward County, FL: This project has two main corridors with various segments that are not contiguous. The first segment generally runs along NE 14th Ave, S 14th Avenue, and N 14th Avenue in the Cities of Hallandale Beach and Hollywood, between Atlantic Shores Boulevard and Sheridan Street. The second segment runs along Polk Avenue from N 17th Avenue to N 14th Avenue. The project will provide a combination of sidewalks, shared use paths and bike lanes or sharrows to increase pedestrian and bicyclist mobility. This project, which Kelly prepared a Level 2 CAP is nearly complete.

SR 9/I-95 at Copans Road, FDOT District Four, Broward County, FL: An interchange modification design project to eliminate deficiencies by combining the two NB entrance ramps into a single entrance ramp, physically separated from the SR-9/I-95 general purpose lanes. Similarly, the two SB entrance ramps are to be combined. Kelly has prepared and submitted a Level 4 Community Awareness Plan (CAP) and will be responsible for updating the CAP periodically. She will also be responsible for creating the elected

Kelly Hiden
Community Outreach Specialist

and appointed official email lists, the adjacent property owner mailing lists, and coordinating a public information meeting which is tentatively scheduled for Spring 2018.

SR 5/US 1 at SW Joan Jefferson Way Planning Study, FDOT District Four, Martin County, FL: A planning study is currently underway which will address operational deficiencies related to congestion, safety and pedestrian, bicycle and transit access. The study will develop proposed improvements particularly for the southbound left turn lane to address existing and future traffic demands at the intersection. Valerin is coordinating outreach activities with the Project Advisory Team (PAT), local business owners, and the project team.

SR 76 (Kanner Highway) Design Build Reconstruction from SW Lost River Road to South of SR 714 (SE Monterey Road) Design-Build Project, FDOT District Four, Martin County, FL): Improvements proposed on this project consist of widening of the existing pavement to the outside, between SW Lost River Road and SE Cove Road; and to the inside, between SE Cove Road and SW Cabana Point Circle, south of SE Monterey Road (SR 714). Widening of the pavement will change the existing SR 76 from a four-lane, divided highway to a six-lane, divided highway. Enhancements will include upgraded drainage systems and improvements to travel and bicycle lanes, lighting, and signalization, along with bridge widening and noise barriers. As the public involvement lead for the design consultant of the design-build project team, Kelly was responsible for the development and implementation of the CAP, and coordination of a Public Information Meeting.

I-95/I-595 Master Plan, FDOT District 4, Broward and Palm Beach Counties, FL: This project included a study to determine the Locally Preferred Alternative relative to safety improvements, lane additions and interchange upgrades.

SR 44/US 441 at Fern Drive and Waterman Way/Nightingale Lane, FDOT District Five, Lake County: These project address crash patterns at these intersections through conversion of the full-median openings to directional-median openings, improving safety by reducing traffic conflict points at the intersections. Kelly was responsible for identifying the hearing venue; researching and developing the mailing list; preparing and mailing the public hearing notifications; creating the newspaper advertisements; developing the PowerPoint and accompanying script; arranging the voice over recording; preparing the agenda and handouts; arranging for a court reporter to appear at the public hearing; setting up and tearing down of the public hearing; and attending and preparing the final summary for the public hearing. This task was issued as part of Valerin's Districtwide Community Awareness Consultant contract.

SR 426 (Aloma Avenue at North Goldenrod Road, FDOT District Five, Orange County, FL: Kelly coordinated a Public Hearing for this Access Management Safety project, with a median modification and a median closure. As a task work order for Valerin's Districtwide Community Awareness Consultant contract, Kelly was responsible for all aspects of the hearing, including the production of notifications, presentation materials and Final Summary Report.

SR 464 at SE 53rd Avenue, FDOT District Five, Marion County, FL: A small Access Management Safety project, this median modification required a Public Hearing due to access management classification change. Kelly coordinated all aspects of the hearing, including the production of notifications, presentation materials and Final Summary Report. This task was issued as part of Valerin's Districtwide Community Awareness Consultant contract.

SR 15 (South Conway Avenue) just north of Hoffner Avenue Median Modification, FDOT District Five, Orange County, FL: This traffic operations, push-button design project involved conversion of the full-median opening to a directional median opening for improvement of operations at the intersection. A public hearing was required, for which Kelly identified and secured a meeting venue; performed property research and compiled a mailing list; developed, prepared and mailed the public hearing notifications; prepared newspaper advertisements and other legal notifications; created the PowerPoint presentation and accompanying script; coordinated a pre-recorded voice-over; prepared agenda and handouts; arranged for a court reporter; performed set up, tear down and attended the public hearing, and prepared the final summary. This task was issued as part of Valerin's Districtwide Community Awareness Consultant contract.

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JOSEPH M. YESBECK, PE

NATIONAL RAIL AND TRANSIT DIRECTOR

Mr. Yesbeck has more than 38 years of experience in both public and private sectors. His experience in transportation planning and engineering have included management of major transit, rail and highway projects, evaluation of transportation corridors and preliminary design for major traffic engineering projects. While at FDOT, he served as the project manager for the development of the Tri-Rail commuter rail system in southeast Florida. Recent experience includes:

Broward County Metropolitan Planning Organization (MPO), Quiet Zone Assistance, Project Manager. May 2015 – Present. Assist the Broward MPO with the analysis, approvals and implementation of a Quiet Zone along the FEC railway in Broward County.

SFRTA; General Planning Consultant; Project Manager. (December 2014 – Present). Provided general transportation/transit planning services to SFRTA for a wide variety of tasks including system planning, station and site plan review. Services included public outreach / coordination for agency's legislative packages, short- and long-range transportation planning, transit facilities planning and development, alternative analysis, major investment studies, and station area/transit-oriented development.

California High Speed Rail Authority, Bakersfield to Palmdale PE/NEPA, Planning Task Leader. Serve as the Task Leader for the Preliminary Engineering and NEPA phase for the Bakersfield to Palmdale Section of the California High Speed Rail Project. This includes development and oversight of documentation needed to satisfy NEPA and CEQA requirements.

South Florida Regional Transit Authority (SFRTA) Downtown Boca Raton Transit **Feasibility Study, Palm Beach County, FL.** Principal in Charge. T.Y. Lin International is currently evaluating the feasibility of transit service in Downtown Boca Raton for South Florida Regional Transportation Authority (SFRTA) and the City of Boca Raton. As part of this study, TYLI staff is preparing alternative transit networks (downtown circulators and downtown-commuter rail connectors), service plans, cost estimates, and ridership forecasts. Ultimately, the TYLI staff will recommend a preferred alternative for the Downtown CRA Board for adoption and implementation purposes.

Martin MPO, Transit Development Plan (TDP) 2014-2023, Martin County, FL; Principal in Charge. T.Y. Lin International prepared the 2014-2023 Transit Development Plan, Major Update, which included a robust public involvement effort in combination with the development of a forecast model using the TBEST software, original data collection, a comparative review with peer transit agencies, analysis of multiple alternative service scenarios, and preparation of a detailed capital and operating cost model – including replacement and repair of the fleet, facilities, and equipment. Ultimately, three scenarios were advanced for consideration: Current Trend Scenario (i.e., Status Quo), Alternative Scenario (i.e., More Frequent Bus Service), and an Aggressive Scenario (i.e., Hub and Spoke System/Three New Routes). The capital and operating costs each scenario was calculated and a financial plan was developed.

All Aboard Florida, LLC, Project Manager. Assisted All Aboard Florida, a proposed higher speed intercity passenger rail service between Miami and Orlando, Florida. The analysis centered on the refinement of corridor concepts and cost estimates for the alignment portion between Cocoa and Orlando.

YEARS OF EXPERIENCE
38

EDUCATION
BS, Civil Engineering, Georgia Institute of Technology, 1979

REGISTRATIONS
Professional Engineer, Florida, #34402, 1984

AFFILIATIONS
Greater Miami Chamber of Commerce, 2005–Present (Executive Board, 2014-2016)

Miami Dade College School of Computer and Engineering Technology Advisory Board

2005–2014 (Chair, 2008–2012)

FDOT District Four, US 27 Multimodal Planning and Conceptual Engineering (PACE) Study, Planning Transit and Rail Director. This study addressed the feasibility of multimodal improvements to a 75-mile segment of US 27 from Miami-Dade to Palm Beach/Hendry County line. The improvements will serve as alternate to shipping freight to proposed inland logistic centers from South Florida seaports. TYLI prepared the alternative analysis and ultimately the PACE study for a preferred alignment.

FDOT District Four, Oakland Park Boulevard Transit Alternatives Analysis, Fort Lauderdale, Florida; Planning Transit and Rail Director. The analysis will identify high quality, high-capacity premium transit service, as well as define the markets and area to be served by the solution. These improvements will enhance the transit passenger and/or pedestrian experience, improve transit service reliability and travel time and encourage transit oriented development. TYLI services include considering the markets served, existing and future ridership, analysis of stop and transfer activity, existing and anticipated travel volumes, existing and forecast congestion, land use plans, economic development initiatives and sensitive social or natural environmental resources.

City of Miami, Quiet Noise Analysis, Miami, Florida; Project Manager. Mr. Yesbeck served as Project Manager for the analysis and implementation of a "Quiet Zone" as part of the Port of Miami Intermodal and Rail Reconnection. The project involved collecting traffic/crash data, conducting analysis at the railroad crossings, and providing regular reporting to the City of Miami, the Federal Railroad Administration, and FDOT.

South Florida East Coast Corridor, Corridor Management Consultant; Senior Advisor. This contract provided program management and technical oversight support for environmental and conceptual design activities for the 85-mile passenger rail development project. Design services and detailed environmental processing will be performed by segment consultant teams under the guidance and oversight of this Corridor Management team. TYLI was responsible for all the infrastructure related tasks assigned to the team and participated in the public involvement and environmental tasks associated with the project.

South Florida Regional Transportation Authority (SFRTA), General Engineering Consultant; Senior Advisor. TYLI provides professional engineering services on an on-call basis in any and all of 11 disciplines identified by the client including: architecture, landscape architecture and planning; civil engineering; structural engineering; electrical engineering; mechanical engineering; transportation engineering; environmental engineering; geotechnical/materials engineering; railroad engineering, track and signal; construction engineering; and surveying.

Broward County Metropolitan Planning Organization (MPO), Long Range Transportation Plan (LRTP) 2035 Update, Fort Lauderdale, Florida; Project Director. The purpose of the Broward MPO LRTP Update 2035 is to ensure that the current and future transportation needs of the area are identified and met in accordance with local and Federal requirements. The plan encompasses multimodal components that include highways, mass transit, pedestrian facilities, bikeways, waterborne transportation, and freight transportation as well as intelligent transportation systems, improvements to safety and security, and environmental protections.

FDOT, I-595/Central Broward East-West Transit Alternatives Analysis and Draft Environmental Impact Statement (DEIS), Fort Lauderdale, Florida; Project Manager. The project includes preparation of a DEIS for a 20-mile light rail line. In addition to significant public outreach and involvement, other major tasks include identification of 16 station locations, conceptual engineering, evaluation of Minimum Operable Segment alternatives, and preparation of a New Starts submittal to enter into Preliminary Engineering. Mr. Yesbeck is managing this project for FDOT District Four to lead the DEIS phase of the Central Broward East-West Transit Analysis project.

Central Broward East-West Transit Analysis, Fort Lauderdale, Florida; Project Manager. Developed a locally-preferred alternative (LPA) to address recent rapid growth in the western section of Broward County and to develop mobility options on east-west facilities in Central Broward County. The LPA provided east-west mobility options in a way that is feasible in terms of engineering and public acceptance, that minimizes environmental impact, and that is cost effective and ultimately, potentially eligible for federal funding. Public outreach included dozens of meetings to residential and business groups to gain input and acceptance of a new transit system in Broward County.

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JAMES KANTER, PE, LEED® AP

PROGRAM MANAGEMENT

Mr. Kanter is a FL-registered professional engineer and LEED® accredited transportation engineer with more than 29 years of professional consulting experience involving highways, airports, roadway/civil design, intermodal facilities and transit systems. He has a keen understanding of the project delivery process – from planning through construction administration and has successfully managed complex multi-disciplinary teams for the FDOT District 6 and its local agency partners throughout Miami-Dade and Monroe counties. He has consistently demonstrated an ability to overcome unique project challenges while delivering projects on-time and on-budget with District 6 and a dedication to high quality service, ethical standards and effective client relationship-building.

Past assignments have involved leadership role in the districtwide contracts for Districts 6 and 4 including serving: as Principal, Project Manager and Engineer for the District 6 Districtwide Public Transportation Consultant (evaluation scores >90), and as Engineering task-leader for the District Four Office of Modal Development Consultant (evaluation scores >90). Mr. Kanter has also managed or served in a principal-in-charge role on consultant teams on districtwide contracts for transportation statistics, short range planning, and miscellaneous engineering, a FDOT District 6 PD&E Study (with an evaluation score of 99), and several District 6 limited access and principal arterial state roads. The list of local agency clients he has served includes: the Miami-Dade Aviation Department, Miami-Dade Transit, Miami-Dade County Department of Transportation and Public Works, and local municipalities. He has also served private transportation clients operating in Miami-Dade County, including American Airlines and Atlas Air.

General Consultant to the Public Transportation Office, FDOT District 6 - Miami, FL. Project Manager responsible for planning and engineering efforts for District 6 rail, bus, aviation, and bicycle facility projects. Coordinated reviews, inspections and other miscellaneous tasks required for Federal grant oversight of infrastructure projects in Miami-Dade and Monroe Counties.

General Consultant to the Office of Modal Development, FDOT District Four - Ft. Lauderdale, FL. Mr. Kanter was responsible for coordinating all planning and engineering efforts associated with District Four rail, bus, aviation, and bicycle facility projects. Lead Engineer for the development of District Four project review checklists and transit design guidelines development for the review of highway plans for transit facility infrastructure throughout District Four.

Districtwide Short Range Planning Consultant, FDOT District 6 - Miami, FL. Mr. Kanter was Principal-In-Charge and Quality Control/Technical Advisor for a consultant team responsible for preparation of scoping reports that assess existing conditions along various on and off-system state roadways in Miami-Dade County based on the requirements of Chapter 25 of the FDOT Plans Preparations Manual (PPM). Assessments were performed of the physical and operational conditions, and safety of the roadway corridors based on field and office reviews. Recommendations for improvements were proposed based on evaluation of alternatives that can most preserve or extend the service life of existing pavements, optimize capacity (without adding through lanes), operating characteristics, improve sight distance, reduce corridor crashes, and made recommendation of general safety modifications for further programming into the Five Year Work Program. .

GIS & Mapping Services General Consultant, FDOT District Six - Miami, FL. Mr. Kanter was the task leader for GIS/IT support staffing as a subconsultant member of a team serving the District 6 Planning Statistics Office. He was involved in organizing FDOT District Six's participation in the annual TranStat conference. He was actively involved in the planning and

YEARS OF EXPERIENCE

29

EDUCATION

B.S. in Civil Engineering, University of Miami, 1986

B.S. in Architectural Engineering, University of Miami, 1986

Master of Business Administration, FL International University, 1983

Civil Engineering Studies, Universidad Autonoma de Guadalajara, Mexicó, 1980-1982

Architecture Studies, Universidad de los Andes, Bogotá, Colombia, 1978-1980

REGISTRATIONS

Professional Engineer Florida, No. 44005, 1991

LEED Accredited Professional (Civil) – Green Building Certification Institute, 2009

AFFILIATIONS

Former Member, Miami-Dade MPO Transportation Aesthetic Review Committee, 2000-2009

Former Member, FICE Transportation Committee

Member, American Society of Civil Engineers,

Past Secretary and Treasurer, Miami-Dade Branch, Chi Epsilon, Civil Engineering Honor Society

Past Member, American Association of Colombian Engineers (AACE)

Past Secretary and Vice-President, South FL Branch

development of a newsletter and presentation detailing District 6 PSO's activities for the year highlighting the new GIS "Super" Enhanced Straight Line Diagrams process. Other assignments involved database re-structuring and organization of the District's archives, GIS application development and other miscellaneous map development functions.

Atlas Air Maintenance Facility at Miami International Airport, Miami-Dade County, FL. Engineer-of-Record for the late-stage planning, final design and construction administration for civil site work and utilities of this 55-acre aircraft maintenance hangar industrial/ commercial site located at the northeast corner of Miami International Airport. Responsible for coordination of civil engineering issues with the Aviation Department, environmental regulatory agencies, the Florida Department of Transportation, and the Public Works Department.

Historic Steel Bridge Preservation Study at NW 54th Street/Curtiss Parkway and Hook Square/East 1st Avenue (PD&E), Miami Springs, FL. Project Manager for the study of the rehabilitation/restoration of two locally historic steel bridges over the Miami Canal, their approaches, abutments, and foundations between the Cities of Miami Springs and Hialeah. Consideration was given to historic preservation priorities. Also included developing and evaluating alternative concepts to modify the existing bridges or provide a pedestrian bridge, crossing at a new location that would satisfy the Americans with Disabilities Act.

PTMS Site Design and Professional Services Consultant, FDOT District 6 - Miami, FL. Mr. Kanter served as Principal-In-Charge for the PTMS Site Design and Professional Services contract. The contract scope involved evaluation of alternative sites and implementation of traffic monitoring sites throughout the District. Other tasks involved on-site support, miscellaneous planning studies and reports.

Supplemental Architectural/Engineering (A/E) Services for Concourse J and H-J Aircraft Aprons, South Terminal Program, Miami International Airport. Principal-In-Charge ultimately responsible for the office's performance in the project. Was involved in quality control and quality assurance related to project management, oversight of project coordination for owner's field representation, and management of the relationship with the A/E of Record assuring that the needs and expectation of the client were met above expectations. Estimated Construction Cost approx. $1 Billion.

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GUSTAVO D. SCHMIDT, PE

TRANSPORTATION PLANNING GROUP MANAGER

Gus Schmidt joined T.Y. Lin International in 2015 following a lengthy tenure with the Florida Department of Transportation's District 4. His recent experience has been in leading project pursuits, primarily in Districts 4 and 6, in addition to providing Quality Control in the form of document preparation and review for projects with both state and municipal clients.

His extensive experience in public sector management includes leading different organizational structures, initially in the Transportation Planning Office and eventually in the Planning and Environmental Management Office (PL&EM) of FDOT District 4. Under his leadership, PL&EM performed planning and project development ensuring compliance with the National Environmental Policy Act (NEPA) regulations in the development of any project produced by the Department. He managed seven functional units responsible for Systems Planning, Transportation Statistics, Project Development, Transit Development, Environmental Resources, Strategic Intermodal Systems (SIS) and Concept Development. PL&EM also coordinated with and provided technical support to local Metropolitan Planning Organizations in development of their Long Range Transportation Plans.

His strong technical background in traffic engineering, planning and project development, coupled with solid communications skills, have enabled him to lead productive teams. From a managerial perspective, he has significant experience in implementing change in the workplace as a veteran of organizational restructurings.

Listed below are significant projects originated and managed in FDOT's D4 Planning & Environmental Management Office during Gus Schmidt's tenure:

I-95/I-595 Master Plan Leading to the I-595 PD&E Study. The PD&E Study was a challenging CE type 2 completed in two years. It had to deal with key issues such as an elevated alternative, significant potential noise issues as well as the implementation of the first reversible managed lane project in Florida. Completed in time to allow for a pioneering P3 opportunity which resulted in record construction and full implementation timeline.

Indian Street Bridge (Veteran's Memorial Bridge) PD&E Study. This EIS, initiated in 2003, was the first in Florida to receive LDCA within 5 years. Although facing significant opposition from a citizen's group, the study was conducted and completed flawlessly and was able to overcome lawsuits in Federal Court and, benefitting from the stimulus package, was opened to traffic in 2012.

Tri-Rail Coastal Link (FEC RR) Planning Phase. FDOT was charged with the responsibility of investigating the possibility of implementing a Rail Passenger line aimed primarily at providing service along the coastal cities in South Florida. A major undertaking involving multiple partners and stakeholders which is about to enter the PD&E phase.

Central Broward East-West Transit Study. Project was prioritized by the Broward MPO as the Transit component of the I-595 Master Plan. Based on forecasted ridership, neighborhood/ stakeholder input and the political process, it had to undergo a number of changes both on the technology and alignment alternatives. A key link to the implementation of Transit in downtown Fort Lauderdale and for rail service to the Airport and Convention Center.

YEARS OF EXPERIENCE

43 years including 35 years at Florida DOT – District 4

EDUCATION

MS, Civil and Environmental Engineering, University of Wisconsin-Madison, 1979

BS, Civil Engineering, Federal University of Rio de Janeiro, 1973

REGISTRATIONS

Professional Engineer, Florida #35619 (1985)

TRAINING

Florida DOT/AASHTO Leadership Academy, 1993-1994

Various CE courses in Leadership, Management skills and technical updates

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VIKAS JAIN, AICP, GISP

TRANSIT SERVICES TASK LEADER

Mr. Jain has more than 16 years of experience working on large scale complex transportation/ land use planning projects throughout the U.S. He has managed technical aspects of transit feasibility studies, transit AAs, Transit Development Plans, and site suitability studies for transit projects, and has extensive experience in developing long-range multimodal transportation and transit service plans, transit operations analysis, and capital cost and O&M cost models. He has effectively integrated GIS and travel demand forecasting software data for socio-economic, land use, and demographic analysis to aid the team in preparing environmental assessments and impact statements under NEPA guidelines. Vikas has profound understanding of FTA project development process including preparing New Starts and Small Starts applications.

Miami-Dade MPO General Planning Consultant Support Services, Project Manager; Managed multiple task work orders ranging from $50,000 to $300,000 in consulting fee. Project types included sustainable transport strategies, public information campaigns, transit service evaluation, and studies related to motorized and non-motorized transportation.

South Miami-Dade Corridor Alternatives Analysis, Miami, FL; Lead Analyst, Project involved the development and evaluation of transit alternatives for the South Dade Corridor Alternatives Analysis. The South Dade Corridor extends from the Dadeland South Metrorail Station to Florida City, approximately 20 miles. The northern portion of the corridor is currently served by the South Miami-Dade Busway. The study included the development and evaluation of transit and roadway alternatives, as well as extensive public involvement. Vikas assisted with capital cost estimation, GIS mapping, and transit service planning.

Miami-Dade MPO, Strategies for Integration of Sustainability and the Transportation System, Miami, Florida; Deputy Project Manager. The focus of the project was to accommodate future travel needs over the next 25 years in Miami-Dade County using travel demand management strategies. Responsible for developing sustainable transportation scenarios and methodology for evaluating transportation strategies using Southeast Florida Regional Planning (SERPM) model.

FDOT District Six, Golden Glades Interchange Intermodal Facility–Bus Bay Analysis, Miami, FL; Planner. Mr. Vikas provided an evaluation of the proposed bus terminal facility design at Golden Glades Interchange and calculation of the number of berths required at the terminal based on existing and future transit service plan. Vikas was responsible for bus operations analysis and service plan evaluation to determine the size of the proposed bus terminal capacity at the Interchange.

Oakland Park Boulevard Alternatives Analysis; Project Manager. As part of the short term transit operational improvements, Vikas inventoried and analyzed 150 bus stops on the most productive route in the transit system to identify optimal location for bus pullouts and bus islands using a variety of evaluation criteria including bus run times, bus stop spacing, right of way availability, traffic impacts, ridership, and pedestrian safety.

US 27 PACE Study, City of Fort Lauderdale; FL; Senior Transportation Planner. Assisted in analyzing traffic impacts and developing cost estimates for future rail concept in the US 27 freight corridor between the FEC Hialeah Rail Yard and the CSX and FCRR facilities surrounding Lake Okeechobee; as well as the connections to and from proposed inland logistics centers in the corridor.

YEARS OF EXPERIENCE

16

EDUCATION

Master of City and Regional Planning, Clemson University, 2003

Master of Planning (specialization in housing), School of Planning, Center for Environmental Planning and Technology (CEPT), India, 2000

Bachelor of Engineering, Construction Technology, School of Building Science & Technology (SBST), CEPT, India, 1998

REGISTRATIONS

American Institute of Certified Planners, (AICP) #020097

Certified Geographic Information Systems (GIS) Professional #00057880, 2008

AFFILIATIONS

American Institute of Certified Planners

American Planning Association

Associate Member of Institute of Town Planners, India

Member of Indian society of Geomatics (ISG)

PUBLICATIONS

"Propensity to Use Transit–A Gis Based Model," November 2007, GIS In Transit Conference, Tampa, FL

Complete Streets Plan; Project Manager. Vikas led TYLI staff in developing a complete streets implementation plan for the City of Coconut Creek that will serve as the basis of updating the City's comprehensive plan and land development regulations. TYLI staff will analyze the major corridors in the City to identify bike/ped improvement needs and develop proposed typical sections based on Broward County Complete Street Guidelines and "best practices."

South Florida East Coast Corridor Transit Analysis (SFECCTA) Study; Task Manager. This corridor is 85 miles long spanning Palm Beach, Broward, and Miami-Dade Counties. Vikas prepared the Existing Conditions Report and Summary of Previous Studies Report. A feasibility study was conducted for the introduction of transit service and expanded freight service in the Florida East Coast railroad corridor. He assisted with the design of the Transportation System Management alternative for the study. Vikas developed a GIS model to predict viability of different levels of transit investment for different populations and job populations densities.

DEIS for Central Broward East/West Transit Analysis, FL; Task Manager. Mr. Jain prepared transit ridership forecasts; capital cost estimate for BRT, LRT, modern streetcar technologies; Operation and Maintenance (O&M) cost model; land use and transportation data analysis using GIS. Assisted with station area planning and public involvement tasks. The budget for the project was approximately $7 million, which included preparation of a Draft Environmental Impact Statement for a 20-mile corridor. Other major tasks in the project included identification of station locations, conceptual engineering, evaluation of Initial Operable Segment alternatives, and preparation of a New Starts submittal to enter into Preliminary Engineering.

Pinellas County Alternatives Analysis Study, FL; Task Manager. This project identified a premium transit corridor in Pinellas County that connects major activity centers in the County and provides regional connection to downtown Tampa and Tampa International Airport. Vikas was responsible for travel market analysis; developing capital cost model for BRT, LRT, and commuter rail technologies; methodology for tiered-screening approach for evaluating alternatives. Also assisted with ridership forecast, provided oversight, and quality control on deliverables for Federal Transit Administration and the client.

Miami-Dade Transit, Miami-Dade East-West Corridor Supplemental DEIS, Miami, FL; Planner. Mr. Jain Prepared a Supplemental Draft Environmental Impact Statement and development of conceptual station designs for a 10-mile heavy rail extension. Other project elements included supporting public involvement activities and review and evaluation of alignment and station options. Vikas was responsible for analyzing travel patterns using the CTTP–Journey-to-Work data and assisted with the ridership forecast.

IBI Group is a multi-disciplinary consulting organization offering services in four areas of practice: Urban Land, Facilities, Transportation and Systems.

We provide services from offices located strategically across the United States, Canada, Europe, the Middle East and Asia.