FOURTH economy











BEST-IN-CLASS PLANNING FIRM DIRECTORY

A Regional Cities Transformation Toolkit Resource

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INTRODUCTION

The “Best-in-Class Planning Firm Directory” is the fourth tool in the regional transformation toolkit commissioned by the IEDC. The directory is a one-stop-shop resource of leading firms that provide technical, management, and strategy services for Indiana’s regional cities.

As regional leaders envision new futures and chart new paths, stakeholders from every corner will likely push for improvements and developments that will require planning and design, technical knowledge, and experience. Regional leaders should seek the support of advisory organizations experienced in addressing the issues and opportunities each community faces.

These firms operate within a broad marketplace that seeks to plan and execute projects aimed at improving the quality of place and economy. They work with private and public sector clients on the local and regional level, and address urban and regional planning projects with any number the following areas of expertise:

- Architecture and engineering
- Brownfield/Industrial lands development
- Business or workforce development
- Charrette services and public engagement
- City and Regional planning
- Civil engineering
- Community development
- Corporate site selection
- Development incentives strategy and programming
- Economic development planning and strategy
- Feasibility analyses
- Infrastructure planning and build
- Land-Use and land planning
- Market analyses
- Mixed-use development
- Public-private partnership (P3) development
- Real estate
- Recreation and tourism
- Redevelopment or revitalization strategies and practices
- Site remediation
- Smart growth and sustainable development
- Strategic planning
- Transit-oriented development
- Transportation planning
- Urban design/Downtown redevelopment
- Urban redevelopment or revitalization

With such a vast and varied field, a directory of experienced, leading, top-performing firms will save regions time and energy in seeking out the right firms for their projects.

DIRECTORY OVERVIEW

The directory is broken into two sections, “General” and “Feature” listings.

General Listings

A collection of 63 of the best planning and advisory firms addressing urban, regional, and economic development matters. These firm listings include basic information about their company and give a direct point of contact for RFP solicitation or consulting services.

General listing companies were selected for collection and profiling based upon a handful of selection criteria that sets them apart from their peer organizations.

- Firms contracted within a case study region
- Award recipients for practice and project outcomes through the APA and ULI
- Recognition among ZweigWhite’s annual “A/E/C’s Hot 100 Firms,” a ranking of top-performing companies in the A/E/C industry
- Selected listings in fee-based business development directories at the IEDC, APA, and PLANetizen

Feature Listings

Group of 14 firms responding to our solicited RFI. These profiles include in-depth organization and project experience information. Respondents invested extensive efforts into profiling their firms and overviewing their project experience in response to targeted questions with four specific themes.

These themed survey items were aimed squarely at prompting participating firms to describe past experiences addressing clients and projects similar to those found amongst Indiana’s regional cities. Each firm was given the ability the share as many as 4 project examples for each of the 4 sections.

This concentrated selection of companies not only meet the selection criteria used for “General Listing,” but also developed specific summaries of project synopses, outcomes, and supporting project materials that they believed would be relevant to Indiana’s regional communities based on general descriptions of the Regional Cities Initiative.

Project materials for specific projects can be found within the online toolkit platform. They are organized by firm, and include all project materials in the order they occur here.

Specializations & Experience
Firms were also invited to rate their firms' degree of expertise and experience on 26 practice specialties.

- Brownfields + Industrial lands re-use
- Campus + School Planning
- Charrette Services
- Community Development
- Comprehensive Planning | General Plans
- Economic Development Planning
- Environmental + Natural Resources
- Housing Development
- Infrastructure Planning
- Innovation- and Technology-based ED
- Land-Use + Land Planning
- Landscape Architecture
- Mixed-Use Development
- Public-Private Partnership (P3) Development
- Real Estate Development
- Recreation + Tourism
- Redevelopment + Revitalization
- Regional Planning
- Site Remediation
- Small Town + Rural Planning
- Smart Growth
- Strategic Planning
- Sustainable Development
- Transit-Oriented Development
- Transportation Planning
- Waterfront Development

As your regions begin looking for specific services or knowledge, this section will assist you in determining the firms with the right kind of targeted industry knowledge. Feature firms will have their exact rating, while General listings either include or exclude categories based upon their responses.

Using the Directory
Estimates suggest there are over 10,000 firms in the US offering these services to public sector clients. This directory captures 81 of the most active, top-performing, and most demanded firms within.

Even still, not all of these firms are identical or equally qualified. These companies differ in terms of size, service offerings, and their respective industry sub-groups.

Examples:

AECOM is the largest company in the A/E/C industry, best known for urban engineering, design, and construction. Yet their firm understands the value of their industry knowledge concerning real estate, design, land-use, etc. to public sector planning and economic development, so they have autonomous practice groups offering parallel services.

Avalanche Consulting, AngelouEconomics, and Biggins Lacy Shapiro & Company, are all considered economic consultancies in the economic development field. Yet, BLS&Co. focuses on traditional economic development practice pertaining to site selection and corporate attraction, while Avalanche and Angelous concentrate on providing research and insight such as market analyses, strategic planning, and feasibility and incentive studies.

FEATURE FIRMS

The following 14 firms responding to our solicited RFI, investing extensive energies into profiling their firms and overviewing their project experiences.

Each firm was given the opportunity to share project examples with summaries of project synopses, outcomes, and materials in response to four targeted prompt categories.

Each of the four sections were designed to prompt responses that would shed light on the firms' experiences with clients and projects that possess qualities similar to Indiana's regional cities. The sections are summarized below.

There are asterisks on both sides of the titles for project case examples with project materials within the toolkit. Some firms provided their own hosted links to projects instead of uploading files; these links will be in the project summary sections.

RFI Four Project History Prompts

SECTION ONE: Integrating Planning + Economic Development
Your firm's experience in providing services where there is an explicit marriage of urban/regional planning + economic development.

INTRODUCTION
In isolation, economic development or urban/regional planning practice cannot account for the complexity of the economic, social, and spatial issues addressed in broad-based redevelopment and revitalization projects. Any planning aimed at redevelopment and revitalization for our client will need to come from firms who understanding of urban-regional and economic development planning as dynamic and integrated service offerings.

PROMPT
How does your firm address the intersection of economic development and urban-regional planning in your organization and services offered? Use the space below to answer this, offering a description of at least one current or recent project within the past 12 months that illustrates this.

SECTION TWO: Client History in the Midwest
Your firm's experience in providing services to Midwestern clients.

INTRODUCTION
As our client is in the Midwest, it is important to show that you have experience working in that region.

PROMPT
What Midwestern clients have you provided urban-regional or economic development planning services for in the past? Using the spaces below, provide the client location, project overview, and the project outcomes.

SECTION THREE: Redevelopment & Revitalization in Practice
Your firm's experience providing services where a key client goal is the achievement of broad-based redevelopment and revitalization.

INTRODUCTION
Its one thing to offer services to regions where the local economies and communities are thriving and healthy. Your services are complimenting already-successful locations and building onto their strong foundation. But does your firm have experience offering urban-regional + economic development planning services to clients who are seeking to redevelop and revitalize their position? This requires experience and confidence in engaging multiple economic and spatial issues while contributing to long-range planning efforts.

PROMPT
Have you provided urban-regional and/or economic development planning services for cities/regions seeking redevelopment and revitalization of their economies, land-use, and built environments? If so, describe the project and the outcome(s) in the space provided below.

SECTION FOUR: Highlights of Project Success
Selected projects highlighting your most successful work in action.

INTRODUCTION
Up to this point in the RFI, we've been specific about the kinds of projects and outcomes we'd like for you to share. In this fourth and final section, we'd like for you to offer us a picture of project success from your portfolio of completed projects where you get to choose free of selection criteria. This is your opportunity to truly represent your firm and its accomplishments, revealing your strengths and what makes your firm distinctive.

PROMPT
What is a project you have completed within the last 10 years that could be considered among your most successful? Please use the space provided below to share the name of the project, client (not required), location, a brief abstract of the project, and the project outcomes. In "Project Outcomes," we are looking for a concise listing of the outcomes of the project, as well as a description of why this project is considered "successful" within your firm.

BNIM

FOUNDED	1970
NO. of EMPLOYEES	106
WEBSITE	http://www.bnim.com/
MAIN OFFICE	1735 Baltimore Avenue Suite 300 Kansas City, MO, 64108 816-783-1500
ADDITIONAL LOCATIONS	Des Moines Houston Los Angeles San Diego
POINT OF CONTACT	Vincent Gauthier, AICP, Associate Principal | Director of Planning vgauthier@bnim.com 816-783-1528
DESCRIPTION	The 2011 National Architecture Firm Award Winner, BNIM is an innovative leader in designing high performance environments. Through an integrated process of collaborative discovery, we create transformative, living design that leads to vital and healthy organizations and communities.

SPECIALIZATIONS & EXPERIENCE

Brownfields + Industrial lands re-use	★★★
Campus + School Planning	★★★★
Charrette Services	★★★★★
Community Development	★★★★★
Comprehensive Planning | General Plans	★★★★★
Economic Development Planning	★★★★
Environmental + Natural Resources	★★★★★
Housing Development	★★★★
Infrastructure Planning	★★★
Innovation- and Technology-based ED	★★★★
Land-Use + Land Planning	★★★★★
Landscape Architecture	★★★★★
Mixed-Use Development	★★★★
Public-Private Partnership (P3) Development	★★★★★
Real Estate Development	★★★★★
Recreation + Tourism	★★★★
Redevelopment + Revitalization	★★★★★
Regional Planning	★★★★
Site Remediation	★★★
Small Town + Rural Planning	★★★★
Smart Growth	★★★★
Strategic Planning	★★★★
Sustainable Development	★★★★★
Transit-Oriented Development	★★★★
Transportation Planning	★★★★
Waterfront Development	★★★★

SECTION ONE: Integrating Planning + Economic Development

PROJECT INFORMATION	Go2030: Fargo Comprehensive Plan	NextRail KC: Streetcar/Light Rail Expansion Analysis	Rebuild Springfield	Branson Spirit of 76 Complete Street Plan
CLIENT	City of Fargo	City of Kansas City, Missouri	DevelopSpringfield and Springfield Redevelopment Authority	City of Branson
LOCATION	Fargo, North Dakota	Kansas City, Missouri	Springfield, Massachusetts	Branson, Missouri
PROJECT ABSTRACT	The City of Fargo, North Dakota selected BNIM to lead the development of the City's Comprehensive Plan in 2011 and 2012. The updated plan establishes the community's vision for the future of Fargo, creates a framework for future infrastructure investment and development, and addresses major issues facing the City's growth and prosperity including the increasing frequency and severity of flooding events. The plan leverages Fargo's strong economy and residential growth to promote development that improves quality of life through coordinated infrastructure investments, and land use planning. Fargo's Red River of the North floods periodically, costing the region millions of dollars in emergency flood prevention expenses and property damage with each spring flood. A large flood that overwhelms past events would be catastrophic for the region. A $1.8 billion diversion project is in the planning stages, and the Fargo Comprehensive Plan considers the effects of this project on the community.	Through a data-rich, community-driven process, BNIM and its team members worked with the City of Kansas City, Missouri to develop a plan for the expansion of a citywide rail network that will create new connections between people and places and catalyze the revitalization of the city's mixed fabric of commercial nodes and residential neighborhoods.	BNIM was selected by DevelopSpringfield and the Springfield Redevelopment Authority to lead the recovery planning of Springfield after a tornado ripped through the city in early June 2011. The EF-3 tornado caused a six-mile path of destruction through the city and suburbs, damaging over 600 homes, businesses, and institutions, along with hundreds of historic trees. BNIM and the planning team created a citywide plan, specific district plans, and an implementation strategy to rebuild the seven neighborhoods affected by the tornado. Prior to the catastrophe, Springfield, like many other US cities, experienced deindustrialization and disinvestment in the central neighborhoods with certain areas plagued with absentee landlords, vacant properties and crime. The tornado, for all its devastation, created an opportunity for the City of Springfield to go beyond recovery and harness the collective will of the people to shape its future, while preserving and enhancing the historical and cultural underpinnings that make Springfield so special.	The City of Branson undertook an exciting project to transform Highway 76 into a place like no other. Because of Highway 76's central importance to Branson, its future success is paramount to the fiscal health of the community. This project was undertaken to position the corridor and the region to grow and thrive moving forward. From its economic impact, to its potential to embody, reflect, and share the cherished culture and values of the Branson and Ozark Mountain communities, the importance and potential of this project cannot be understated. The first phase of the project included the creation of a conceptual design plan and funding strategy that transformed the 76 Country Boulevard into a "Complete Street," enhancing efficiency, improve aesthetics, infuse energy, and fostering an authentic identity. The second phase of work included the design of the roadway corridor and adjacent properties to enable safe, attractive, and comfortable access and travel for all users, including pedestrians, bicyclists, motorists and public transport users of all ages and abilities. As part of its implementation efforts, BNIM assisted in the preparation of economic analysis for the purpose of submitting an application for federal TIGER grant funds. This analysis evaluated measurable impacts to the community related to both economic competitiveness and livability. A multimodal Highway 76 that provides a broad range of mobility options will accommodate a greater number of visitors and facilitate their travel more efficiently to corridor destinations, while expanding the region's tourism market by appealing to a wider range of visitor demographics. A safer, more comfortable, more attractive streetscape will encourage visitors to stay in the corridor longer, visit a greater number of destinations, and spend more.
PROJECT OUTCOMES	The plan includes changes to infrastructure and land use policies that would create denser, mixed use centers that efficiently use the land in the area protected by the diversion, create greater net revenue for the City, and result in a higher quality of life for Fargo residents. These recommendations align with the vision of a more sustainable and connected City created by Fargo residents during the plan's extensive and successful public engagement component. Hundreds of ideas were shared in community meetings and online by thousands of residents.	The team for the Phase II Analysis prioritized potential corridors for rail transit, and local and regional civic organizations will use the results to pursue local, state and federal funding for implementation. The identified goals for the streetcar/light rail transit analysis project reflect the potential benefits to the region, including: - Increase population and economic density in the urban core; - Support existing residential and commercial activity;	Over a period of four months, BNIM and the planning team engaged the community, identified strategic infrastructure and economic development projects, and crafted an implementation plan for a stronger, economically vigorous, socially cohesive and environmentally sustainable city. Plan initiatives addressed a diverse range of community needs including, but not limited to, reforestation, housing development, small business support, neighborhood marketing, streetscape improvements, vacant lot strategies, healthy food systems, public facilities, and social	The New Spirit of 76 Team completed concepts, plans and designs to improve aesthetics, enhance mobility and foster an authentic identity along five miles of Highway 76 from east of U.S. 65 to Shepherd of the Hills Expressway. The plan addressed several goals: building improvements that will create growth in the economy by bringing more customers to the "front doors" of attractions; transforming 76 Country Boulevard into a corridor that encourages more "stay-time" for visitors; and embracing beautification themes that are unique to Branson and the Ozark Mountain heritage. The

	Residents of Fargo overwhelmingly supported the Plan's recommendations. They are visionary, yet realistic, far-reaching, yet implementable. The Plan is serving to proactively advance Fargo's economic base and related public/private investments for the city's future.	- Develop underutilized or vacant properties; - Connect existing activity centers; - Provide efficient, reliable and effective transit service; and, - Secure governmental and other funding for rail-transit expansion. The project team analyzed the feasibility and community support for extending streetcar/light rail transit along the seven corridors. The analysis was based upon a continuous dialog between expert knowledge and experiential knowledge. Residents, business owners and other stakeholders provided intimate knowledge of their neighborhoods to shape the project team's understanding of each of the corridors. Similarly, stakeholders had access to detailed economic analysis data and were given a framework for understanding the corridors from the perspective of planners, engineers and development experts. Rather than inducing competition between corridors, the process built consensus among stakeholders in order to create a public mandate necessary for the implementation of a comprehensive streetcar system. To learn more about the Expansion Analysis, visit nextrailkc.com.	services.	improved roadway enhances safety for automobiles, pedestrians, cyclists, and transit users. Encouraging active forms of transportation improves the health of residents. Reducing spending on transportation improves the affordability of the area. Reduced emissions benefit both health and the environment. The project's economic analysis resulted in a strong first year application for federal transportation funds.

SECTION TWO: Client History in the Midwest

PROJECT INFORMATION	Riverside Comprehensive Plan	Oberlin College Green Arts District Campus Plan	Overland Park Downtown Parking Strategy	Greening America's Capitols
CLIENT	City of Riverside	Oberlin College and Conservatory	City of Overland Park	Office of Sustainable Communities, Environmental Protection Agency
LOCATION	Riverside, Missouri	Oberlin, Ohio	Overland Park, KS	Des Moines, Iowa; Jefferson City, Missouri; Lincoln, Nebraska
PROJECT ABSTRACT	In 2006, Riverside began a planning process to improve its residents' quality of life and to take advantage of Riverside's many amenities. Despite having access to a significant riverfront, a highly accessible link to a major downtown core, beautiful views from its limestone hills and a riverboat casino that generates significant tax revenue, the City had been largely passed over by the growth booms experienced by its neighbors. BNIM was retained to create both a Comprehensive Master Plan and Implementation Guidelines to lead the City in the coming decade.	Oberlin College is a national leader in both the arts and environmental sciences. The plan for the Green Arts District is to augment Oberlin's world-class reputation with facilities that bring the arts and sciences together in a way that transforms human potential and the way it is communicated. The District will be a global model for high performance buildings and whole-systems thinking, maximizing the ability to build synergistic relationships between infrastructure, ecology, economy and human productivity and prosperity.	Building upon the goals outlined by Vision Metcalf and the City's Downtown Form-Based Code, the Overland Park Downtown Parking Plan identified specific parking strategies that support a higher density, mixed-use, pedestrian-friendly area. New development and activity is projected to create a need for more parking.	BNIM worked with the U.S. EPA to develop environmentally and economically sustainable plans for the state capitols in Iowa, Missouri and Nebraska, in partnership with other firms. The process for developing these plans included soliciting input from local residents, businesses and other stakeholders, reflecting the collaborative method BNIM uses to engage the surrounding communities.
PROJECT OUTCOMES	On October 12, 2006, the Riverside Planning Commission unanimously adopted the Master Plan, making it the official recorded vision for redevelopment in Riverside. BNIM was selected to complete a Plan Update in late 2009 that focused on the city's future new downtown, a 900 acre undeveloped area called Horizons. The city also sought BNIM's expertise to develop a citywide sustainability plan. Extensive community engagement and stakeholder involvement led to an exceptional final plan that will guide the City over the coming decades to be a resilient natural	In its initial phases, the current work involved a wide variety of campus and community stakeholders aligned around a common vision and program to craft a fundraising package capable of communicating the opportunity. Completed in early 2010, the initial planning phase set the path for ongoing work to make the Oberlin Green Arts District a development capable of uniting the university and community around this important calling. Planned facilities for the Green Arts District that were envisioned by BNIM's architects include a black box theater, studio theater,	This study explored how that need can be met in a manner that supports the community's overall vision for Downtown Overland Park, including the following goals: attracting new residents and visitors; supporting and strengthening existing businesses; encouraging new development; providing an attractive, inviting environment.	The design concepts of the plan for Des Moines, Iowa illustrate Complete Streets strategies combined with green infrastructure strategies. The vision and priorities of the area, developed during the planning process, include: - Environmental benefits - Education - Community identity - A focus on public health The plan for Jefferson City, Missouri proposes:

	oasis in Kansas City's urban core.	chamber music hall, an experimental media laboratory, as well as state-of-the-art academic classrooms, new art studios and workshops, and student housing.	- The cleanup and restoration of Wears Creek - Connected services and amenities to the riverfront via trails - Additional parks and public gathering spaces - Identifying adjacent sites for adaptive reuse of existing buildings - Street and parking improvements The vision plan for Lincoln, Nebraska proposes: - Increasing safety and comfort for pedestrians - Improving streets and parking for bicycles and cars - Creating outdoor gathering spaces - Infiltrating rainwater - Increasing opportunities for small business Together, these visions will not only improve the aesthetic appearance of the specific areas, but will also increase their environmental performance and development potential.

SECTION THREE: Redevelopment & Revitalization in Practice

PROJECT INFORMATION	Municipal Farm Sustainable Reuse Plan	Marlborough Neighborhood Catalyst Plan	North Charleston Community - "New American City" Master Plan	Tuscaloosa Forward: A Strategic Community Plan to Renew and Rebuild
CLIENT	City of Kansas City, Missouri	Mid-America Regional Council	Noisette Company	City of Tuscaloosa
LOCATION	Kansas City, Missouri	Kansas City, Missouri	North Charleston, South Carolina	Tuscaloosa, Alabama
PROJECT ABSTRACT	The Municipal Farm Area-Wide Brownfield Sustainable Reuse Plan is a framework that guides the future land use and development of the brownfield site. The plan supports the people within the parameters of the site's natural resource limits and without degrading the natural, social, cultural and economic environment for present and future generations.	The Catalyst Plan was an initiative of the Marlborough Community Coalition to discover and develop the rich assets of the five neighborhoods making up the Marlborough community, and craft an action plan that will transform this potential into a thriving place to grow up, live, and work. The top priorities of Marlborough residents and business owners included new sidewalks and curbs connected to transit, proper street maintenance, and repair of failing infrastructure.	BNIM Architects was retained by the City of North Charleston South Carolina and the Noisette Company, a nationally known Charleston-based developer, to participate as one the nation's top sustainable design experts in the largest urban revitalization project in U.S. history. This massive redevelopment plan, with a three-quarter-mile waterfront site as its catalyst, covers 3,000 acres, including 350 acres that the City acquired from the Charleston Naval Complex Redevelopment Authority. The riverfront park at the old decommissioned Navy Complex joins a 200-acre preserve surrounding Noisette Creek, up to 10,000 new and rehabilitated housing units, 6 to 8 million square feet of commercial space and revitalization of the City's Old Village, improvements to 13 public schools, and the creation of cultural venues, such as museums and other recreational areas, tourist and shopping destinations. Plans also call for the reestablishment of Noisette Creek as a healthy, functioning ecosystem and watershed.	In April 2011, an EF4 tornado left an unprecedented path of destruction through the City of Tuscaloosa. The resilient spirit of the citizens of Tuscaloosa and the compassion of the people of Alabama have refused to let this tragedy define them. Working with the people of Tuscaloosa, BNIM and a team of local and national firms developed a plan that have helped Tuscaloosa emerge from this disaster by rebuilding a stronger and more capable city than ever before.
PROJECT OUTCOMES	The plan for the 441-acre area within the Eastwood Hills neighborhood of Kansas City, Missouri identified compatible land uses that address remediation and reuse of brownfield sites, improve infrastructure and transportation, and identify opportunities for the creation of jobs and economic growth. The Sustainable Reuse Plan synthesized expert knowledge of natural systems and the built environment with a robust process of public engagement and collaboration.	Four major projects emerged from the Catalyst Plan that have the most impact and support: building the capacity of the Community Coalition, which includes identity programs, training programs, a neighborhood watch network, and a sustainably funded community administrator; revitalizing Marlborough Village, featuring a streetscape plan and commercial redevelopment along Paseo between 79th and 82nd; redevelopment of Marlborough School a community hub centered on life-long education and green jobs; and implementation of green infrastructure projects relating to ongoing work with KCMO Water Services and area job training programs. Within these four major projects, a series of bite-sized projects existed that intermingled outcomes to promote outreach and engagement, encourage healthy food options, spur commercial development, increase mobility options, and repurposing the Marlborough School.	BNIM and Burt Hill completed the Noisette community Master Plan, as a response to the city's "Pledge to its Citizens." The pledge is a set of principles that underpin a future of prosperity, opportunity, social harmony, educational excellence, and ecological restoration. This pledge led to the establishment of a vision for "The New American City." The vision is based on the concept of a Triple Bottom Line ñ a balance among people, planet, and prosperity ñ that embodies the belief that sustainable cities must be equally responsive to social needs, environmental responsibility, and economic vitality. The project kicked off with an 18-24 month planning process involving community meetings, input from engineering firms, nonprofit foundations, government agencies, economic consultants, universities, and other eco-friendly development-related groups. Highlights of the Noisette Plan, which was completed in 2003, included: - Nature preserves, restored marshes and wetlands - "Urban farming" of specialized boutique products - Sustainable upgrade programs for existing housing - Connections between the waterfront park and the Filbin and Noisette Creek nature preserves - Streetscape plans, including road signs, landscape and lighting - The creation of museums including Maritime,	The final plan, Tuscaloosa Forward: A strategic Community Plan to Renew and Rebuild, establishes a framework that the city government, private sector, and public can work from to achieve a common vision. The Plan defines several "big ideas" for rebuilding a stronger, healthier, better-connected, and more efficient Tuscaloosa. It also includes an implementation plan that has detailed information about how to accomplish the strategic initiatives including the next steps, timing, and resources required. Tuscaloosa's "Big Ideas" included establishing a Greenway "Path of Remembrance and Revitalization," reconnecting neighborhoods, coordinating facilities and public uses, creating village centers, and developing model neighborhoods. These ideas resulted from detailed planning analysis and in-depth engagement of community residents and key stakeholders. For each big idea, the planning team identified and coordinated infrastructure and development opportunities. The plan recommendations leverage public investment and catalyze private development. The plan was vetted through extensive stakeholder conversations and community engagement.

			African American, Native American, Transportation, and Industrial History - A Sustainable Graduate Internship Center Construction is scheduled to be completed in 2020.	

SECTION FOUR: Highlights of Project Success

PROJECT INFORMATION	Greensburg Sustainable Comprehensive Plan	Oyate OmniciyË Oglala Lakota Regional Plan	Kansas City Greater Downtown Area Plan	Manheim Park Healthy Neighborhoods Initiative - Vision Plan
CLIENT	City of Greensburg	Springer Group Architects, P.C.	City of Kansas City, Missouri	Brush Creek Community Partners
LOCATION	Greensburg, Kansas	East Shannon, South Dakota	Kansas City, Missouri	Kansas City, Missouri
PROJECT ABSTRACT	On May 4, 2007, a two-mile wide, EF-5 tornado hit Greensburg, a town of 1,389 in southwestern Kansas, leveling over ninety percent of the town's buildings. Even before the storm, this rural Kansas town had struggled with an unstable economy and a dwindling population. Many wondered whether Greensburg would be able to recover. Emerging from the rubble of their ruined town, the citizens of Greensburg found that their buildings had been swept away, but the relationships that formed the bedrock of their community remained intact. Drawing strength from these relationships, the citizens of Greensburg took a straightforward look at their situation and decided to rebuild. They recognized that things were not working before and pledged to do it right going forward. This agricultural community based their recovery strategy on their respect for the land and a rededication to future generations. In the wake of this terrible disaster, the community rallied around a vision of a sustainable future. At the request of former Kansas governor Kathleen Sebelius, BNIM became involved in the sustainable comprehensive master plan efforts for the rebuilding of the town. The Greensburg Sustainable Comprehensive Plan helps Greensburg accomplish this vision.	The Thunder Valley Community Development Corporation (CDC) was awarded a Sustainable Communities Planning Grant in October 2010 to work in partnership with many tribal agencies, local non-profits, a team of experts, and the Oglala Lakota people to develop a Regional Plan for Sustainable Development. The plan serves as the blueprint for investment decisions, both public and private, to support a more sustainable future for the Pine Ridge Reservation of South Dakota. As lead consultant, BNIM assisted the Thunder Valley CDC-led team in studying comprehensive ways to integrate housing, land use, economic and workforce development, transportation and infrastructure investments in a manner that empowers the Oglala Lakota Nation.	Downtown Kansas City is continuing to undergo a transformation, experiencing an eruption of economic development in excess of $4.5 billion over the past several years. As a result of this new development, the City Planning and Development Department of Kansas City, Missouri formed a partnership with the COR Team, led by BNIM, to create policies designed to make certain that the City is able to maintain the momentum of the urban revitalization, while providing strategies to address the unique issues and needs of neighborhoods within the Greater Downtown Area.	Brush Creek Community Partners coordinated a visioning process and an Urban Renewal Area Plan for Historic Manheim Park in order to strengthen the area and promote appropriate, sustainable redevelopment projects and incentives. A consultant team comprised of BNIM, Patti Banks Associates, and graduate and undergraduate students from University of Missouri ñ Kansas City volunteered to assemble technical data and facilitate a community driven visioning process. Three meetings were held with the Historic Manheim Park, Rockhill and Hyde Park neighborhoods. Together, area residents, business owners, and community leaders identified the goals and strategies recorded in the Manheim Park neighborhood. Additionally, the redevelopment of the historic Bancroft School in the Manheim Park neighborhood was critical to the healthy transformation of the neighborhood. It provides an economic catalyst for the Troost corridor and the neighborhood through the revitalization of infrastructure and housing, connection to a new transit corridor to spur economic development and job creation, as well as community education and support programs.
PROJECT OUTCOMES	The Plan goes beyond disaster recovery and aims to overcome population decline and a struggling economy. Plan recommendations follow a triple bottom line philosophy that balances the city's social, environmental, and economic needs. The rebuilding effort also represents an opportunity to create a replicable model for the sustainable rural community of the future. BNIM's work in Greensburg resulted in multiple LEED Platinum certified projects, including the City Hall, John Deere Dealership, and the Kiowa County Schools building. These buildings have sustainable features such as: infiltration basins, stormwater collection, an irrigation system that uses reclaimed water, high-efficiency lighting, reclaimed wood furniture and brick pavers, underground stormwater cisterns, and community gathering spaces. To foster economic growth, the Plan also included a Business Incubator, which provides	The Oyate Omniciye | Oglala Lakota Plan is the first regional plan ever completed for the Pine Ridge Indian Reservation. The process was community driven, and community meetings drew hundreds of residents to craft a vision and goals for the future of the area. The plan incorporates a wide diversity of viewpoints regarding Lakota priorities and reaches consensus for a path forward toward a more sustainable future. The plan considers the interdependent challenges of economic competitiveness and revitalization, social equity, access to opportunity, energy use, climate change, public health, and environmental impacts. The plan is not just for the tribal government, but includes roles for businesses, non-profit organizations, and individuals. A consortium consisting of representatives of the tribal government, various tribal programs, BIA, businesses, organizations, and community	The Greater Downtown Area Plan (GDAP) process incorporated an integrated approach and involvement from the area neighborhood groups and the surrounding community, along with key stakeholders and City officials. The plan area spans both sides of the Missouri River and includes treasured landmarks and 11 diverse neighborhoods surrounding Kansas City, Missouri's Downtown. The GDAP represents a collective vision for the Greater Downtown Area that capitalizes on the area's strengths and will lead it progressively toward the city core envisioned by the community. The Plan suggests solutions that improve quality of life, protect precious natural capital, and strengthen economic vitality to competitively position Downtown as the region's cultural, economic and activity center. There are many initiatives that can move forward without significant new financial investments and	BNIM worked with a development team, including the Dalmark Development Group and Make It Right Foundation, to facilitate neighborhood meetings to brainstorm and prioritize desired spaces and potential partners that helped meet the community's needs. Ideas included daycare facilities, community greenhouses, job training programs, cultural arts spaces, exercise programs and affordable housing, to name a few. BNIM developed a conceptual design package for the reuse of the existing Bancroft School building (29 housing units), landscape design, a below-grade parking structure and the proposed new housing (21 housing units). The design package included rigorous sustainability measures and financial models, for which it won multiple awards.

	start-up space for small businesses to grow at attractive rental rates until they can relocate or build a larger facility. The Main Street design guidelines optimize downtown with "community architecture," featuring ideal building massing and materials. BNIM acted as the sustainability consultant to a local firm that previously had no experience with sustainable design practices.	members led the development of detailed strategies. The plan provides key recommendations in each of twelve interconnected initiative areas that have the greatest impact on Lakota quality of life. It was formally adopted in November 2012.	many others that will result in economic benefits over time. The Plan reflects the needs and hopes of all neighborhoods within the area and outlines a path to nurture a vibrant, healthy society that embraces its heritage and celebrates its role as the real and symbolic heart of Kansas City.

Delta Development Group, Inc.

FOUNDED	1988
NO. of EMPLOYEES	42 employees
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DESCRIPTION	Delta, is a privately owned firm with expertise in land use, community and economic development consulting, downtown revitalization and master planning, public-private funding strategies and implementation, stakeholder outreach and meeting facilitation, emergency management and disaster preparedness, and development and design of compelling publications and communications services that enable clients to convey plans, issues, and ideas to businesses, citizens, funders, and other audiences. Our client list includes local and state governments, federal agencies, regional development organizations, nonprofits and trade groups, institutions of higher education, hospital and healthcare systems, and private and publicly traded corporations. Delta has completed projects in 27 states nationwide. We have helped clients acquire over a billion dollars in funding for a spectrum of projects and have assisted communities with the implementation of their plans and strategies.

SPECIALIZATIONS & EXPERIENCE

Brownfields + Industrial lands re-use	★★★★★
Campus + School Planning	★★★
Charrette Services	★
Community Development	★★★★★
Comprehensive Planning | General Plans	★★★★
Economic Development Planning	★★★★★
Environmental + Natural Resources	★★★
Housing Development	★★★
Infrastructure Planning	★★★★
Innovation- and Technology-based ED	★★★
Land-Use + Land Planning	★★★★
Landscape Architecture	★
Mixed-Use Development	★★★★★
Public-Private Partnership (P3) Development	★★★★★
Real Estate Development	★★★★★
Recreation + Tourism	★★★
Redevelopment + Revitalization	★★★★★
Regional Planning	★★★★
Site Remediation	★★★★
Small Town + Rural Planning	★★★★
Smart Growth	★★★★
Strategic Planning	★★★★★
Sustainable Development	★★★
Transit-Oriented Development	★★★★★
Transportation Planning	★★★★★
Waterfront Development	★★★★

SECTION ONE: Integrating Planning + Economic Development

PROJECT INFORMATION	Allegheny Riverfront Vision Plan	Middlesex County Economic and Business Development Strategy	Delaware County 10-Year Economic Development Strategic Plan
CLIENT	Urban Redevelopment Authority	Middlesex County Department of Economic Business Development	Delaware County Commerce Center
LOCATION	Pittsburgh, Pennsylvania	Middlesex County, New Jersey	Media, Pennsylvania
PROJECT ABSTRACT	A subconsultant and as part of a multidisciplinary consultant team to develop an urban design vision and market-based implementation plan for the Allegheny Riverfront neighborhoods, a $395,000 study led by Perkins Eastman (PE). Our primary role, led by Lynn Colosi, was to provide direction and enhancement solutions on broad transportation issues and identify funding programs compatible with accomplishing recommendations. The overarching objective was to achieve a plan that could serve as a model for the future of all of Pittsburgh's riverfront neighborhoods. Our specific responsibility was to determine how the framework of the neighborhood's transit infrastructure could create a better network of connections for residents, businesses, and visitors while concurrently catalyzing transformative development opportunities.	Middlesex County, New Jersey, required a multiphase planning process to prepare a comprehensive economic profile of the business activity within the County and surrounding areas. The process included the development of a strategy to retain and attract diverse businesses to the County. The strategy involved advertising alternatives to implement the business attraction and retention strategy, creating a comprehensive marketing campaign, and developing a plan to monitor the County's economic and business development efforts. Middlesex County comprises 25 municipalities and is the second most populous County in New Jersey with extensive residential, office, and industrial areas. Development within the County was unevenly dispersed; dense development characterized the northern half of the County, while the southern half was more rural with large tracts of vacant and agricultural land. Delta's approach to the planning process included three phases. Phase I, The Current Environment, required the collection and analysis of data (industry trends, education, and healthcare), and descriptions of the County's workforce, current economic development efforts in Middlesex County, and demographics and socioeconomic trends. This data provided the foundation for the report, and was used to profile the current economic environment in the County. Phase II, Site Selection and Advertising, included a number of stakeholder interviews, surveys of business leaders and municipal officials, focus group sessions with business leaders and municipal officials, and analysis of current marketing efforts of surrounding counties. The results of this phase identified and prioritized components that were included in the economic and business development strategy. Phase III, Action Plan and Performance Measures, provided the County with a detailed action plan and implementation strategy, along with a detailed blueprint and monitoring plan to ensure the progression of the County's efforts.	Delaware County decided to undertake a study to develop a 10-year strategy that would promote job growth, opportunity, and community vitality. The strategy to be developed would provide the road map to the future for the County's economic success. In April 2012, the County's Council requested that the Delaware County Commerce Center, in partnership with the Delaware County Office of Workforce Development, develop a local economic development and workforce development strategy that encourages County revitalization, industrial site redevelopment, workforce development, and the growth of key industries. The Redevelopment Authority of the Delaware County Commerce Center contracted with Delta to conduct the study and develop a 10-Year Economic Development Strategic Plan (Plan). Delta conducted an analysis of the County's current economic, social, and physical environments to provide the foundation required for developing a strategic, actionable economic development strategy. Components of the study included: demographic, industry, and workforce analyses; transportation infrastructure analyses; and the identification of vacant and underutilized properties, knowledge resources, and key economic assets.
PROJECT OUTCOMES	This goal by listening to stakeholders and the public at a series of neighborhood meetings and visioning sessions, studying demographic data, identifying key linkages to centers of commerce and innovation, considering how already-existing transit investments could be leveraged, and determining potential transit modes and alignment alternatives. As a result, two new transit modes were identified that could significantly strengthen	For decades, Middlesex County leveraged its strategic location to attract Fortune 500 companies, excellent health and wellness facilities, premier education and research institutions, and a diverse industry mix, which has provided a strong foundation for the County's economy. Through research, data collection, stakeholder interviews, and input from the business community and municipal officials, it	Based on the results of these analyses and collaboration with the Delaware County Team, in June 2013, Delta delivered the Plan, which will be used to promote job growth, opportunity, and community vitality, and will serve as the road map to the future for the County's economic success. Delta is currently assisting Delaware County with developing a communications marketing plan; establishing transformation zones to focus place-

	the Riverfront, each serving different markets and purposes but nonetheless improving connections to the city and the region. Those projects consisted of a light rail commuter line utilizing the Allegheny Valley Railroad corridor, connecting neighborhoods to the east with the study area and downtown Pittsburgh, and serving as the foundation for a regional rail system with Lawrenceville becoming a major transfer center and hub. The other project was an urban circulator using fixed-rail trolley cars that connect Lawrenceville with the Strip District. From our work emerged a high-level, integrated transit system for the study area, which focused on lessening reliance on the automobile while encouraging the use of multimodal transportation.	became abundantly clear that the County's economic development efforts should focus on actively recruiting business and industry to its industrial parks, business parks, downtowns, and commercial corridors. The implementation strategy that Delta developed envisions Middlesex County to have a globally competitive economy that will continue to be dynamic, diversified, and innovative, providing opportunities for business growth while sustaining a healthy environment to provide its residents with an exceptional quality of life. The strategy also encourages the County to direct its financial resources to methods that will specifically target certain industry sectors. The resulting plan identified a number of goals, strategies, action steps, and performance measures that will serve as a guide for shaping the economic future of Middlesex County.	based investment; and developing business plans, identifying partners, and recommending optimal sites to establish incubators and research and development facilities within Delaware County.

SECTION TWO: Client History in the Midwest

PROJECT INFORMATION	Unilever Distribution Facility ñ Gateway Commerce Park	The Hershey Company	Del Monte Foods Multi-Incentives Strategy
CLIENT	Unilever Home & Personal Care	The Hershey Company	Del Monte Foods
LOCATION	Madison County, Illinois	Madison County, Illinois	Georgia, Illinois, and Texas
PROJECT ABSTRACT	Unilever, a Fortune 50 health and beauty aid corporation, was in search of a leasable 1.3 million square foot site that could serve as a major distribution center for the mid-western portion of the country. Delta was deployed to inquire about locations in the Mid-West that could serve as sites for consideration. The sites were evaluated based on location, infrastructure, and public funding incentives available for this type of facility. As an organization, Unilever was unfamiliar with the intricacies of negotiating a complex economic incentive package.	The Hershey Company is the leading North American manufacturer of quality chocolate and non-chocolate confectionery and chocolate-related grocery products, and has a variety of international operations. Hershey's corporate net sales for 2002 were $4.12 billion. Hershey was in search of a Midwest strategic location that could serve as a major distribution center for its U.S. shipments. As the project advanced, Delta was deployed to negotiate public incentives for potential sites under consideration.	Del Monte Foods is one of the country's largest food manufacturers and distributors. The company currently operates 16 production facilities and 15 distribution centers in 14 states. To improve the level of service to its customers, Del Monte Foods made the decision to realign its distribution center network. The company sought to consolidate its Midwest distribution centers and merge operations in its Southeast distribution center. Del Monte Foods sought to reduce operational costs throughout the consolidation process.
PROJECT OUTCOMES	Delta assumed the lead role in structuring and implementing the incentive strategy. Working with state and local economic development agencies, Delta began the process by evaluating sites in Illinois and Missouri, keeping the client's identity confidential. Delta's site evaluation included comparing incentives available with the development costs and relative fit of each location to UniLever's needs. Once the client's identity became public, a bidding war developed between competing states. The attributes of the Illinois site and the value of the incentive package, including the local tax-increment financing (TIF) package, made the Illinois location the preferred site. The initial offer letter from the state of Illinois required the creation of at least 250 new jobs. A separate negotiation was underway by the landowner who had the ability to negotiate the local TIF arrangement. The Illinois Department of Commerce received word of a client facility closure within the State which resulted in the loss of 160 jobs. As a result of the closure, the	Working with state and local economic development agencies, Delta evaluated each site, comparing available incentives with the development costs and relative fit of each location to Hershey's needs. Once the client name was revealed to the economic development agencies, a multi-faceted negotiation took place resulting in three short-listed locations. Delta evaluated each entity's offer letter, determined funding applicability, and provided the results to Hershey, who made the final location decision. After finalizing the transaction, Delta completed the application materials necessary for The Hershey Company to access the funds offered by the state and local economic development agencies. $13 million was leveraged through state and local funds for The Hershey Company over a 20-year period at their new Illinois facility.	Del Monte Foods retained Delta to develop a multistate incentives strategy. Delta began by completing an economic impact analysis for each state under consideration to demonstrate the benefits of locating Del Monte's operation in timing issues, which allowed Del Monte to meet timing schedules associated with its distribution center facilities throughout the country. With Delta's assistance, Del Monte Foods made investment decisions in three states: Georgia, Illinois, and Texas. The total value of state and local incentives in the three states was over $22 million.

	Department reduced its offer by 160 jobs. The revised offer recognized the creation of 90 new jobs, which would have significantly reduced the incentives offered. As a result of Delta's communication with the Illinois Department of Commerce, the offer was once again updated to reflect 350 new jobs being created as a result of the project. Delta successfully utilized all the development team entities to justify job counts, which meant that that the facility closure would not negatively impact the total incentive package.			

SECTION THREE: Redevelopment & Revitalization in Practice

PROJECT INFORMATION	Castle Shannon Business District Plan	Comprehensive Plan / Early Intervention Plan	Lansdale Transit Oriented Development Project	Steinwehr Avenue Revitalization Plan
CLIENT	Castle Shannon Borough	Wilkinsburg Borough	Lansdale Parking Authority	Main Street Gettysburg, Inc.
LOCATION	Castle Shannon, Pennsylvania	Wilkinsburg, Pennsylvania	Lansdale, Pennsylvania	Gettysburg, Pennsylvania
PROJECT ABSTRACT	At the intersection of Willow Avenue and Castle Shannon Boulevard in Castle Shannon Borough lies a pedestrian-oriented shopping area that supports 45 "destination" businesses. The Light Rail Transit (LRT) stop in this area is one of its biggest assets, with over 1,100 cars parked at the Port Authority riders' lot each day and over 1,300 persons exiting the LRT during the evening rush hour. This area was once a thriving shopping and dining area that has suffered some decline in the past decade. In 2009, the Castle Shannon Revitalization Corporation (CSRC) was formed with a stated mission to accomplish the following: - Breathe new life into the Castle Shannon Business District through growth and development - Create a new image and identity - Provide green space - Promote community events The CSRC recognized that in order to carry out its stated mission it would be necessary to develop a comprehensive business district plan that would establish a vision of the future.	The Borough of Wilkinsburg has struggled for the past decade with a declining population, an eroding tax base, and decreasing business activity. By 2007, it had lost half of its population and much of its former economic vitality. Wilkinsburg is adjacent to the eastern border of the City of Pittsburgh, where a renewed vibrancy and economic activity are emerging. The Borough needed a comprehensive plan that focused on neighborhood and business revitalization and addressed organizational capacity and the ability to implement projects and programs for the future.	The Borough of Lansdale, Montgomery County (Borough), is located approximately 25 miles north of Philadelphia, Pennsylvania. The Borough contains a population of approximately 16,269 residents. The Borough is divided into eastern and western halves by the existing Southeastern Pennsylvania Transportation Authority (SEPTA) rail line that runs nearly through the center of the Borough. Lansdale is a hub for commuter and transit activity. The Lansdale Transit-Oriented Development Project will redevelop the Madison Parking Lot and several adjacent vacant lots owned by the Borough. The Madison Parking Lot is bound by Madison Avenue, Wood Street, and the train tracks, and primarily serves the Lansdale SEPTA rail station. Planning for the project first began in 2011 when the Lansdale Parking Authority utilized a Request for Qualified Submissions (RFQS) to select Equus as the developer to redevelop the Madison Parking Lot. The desire to promote SEPTA transit services, improve pedestrian access in the downtown, and complement the planned transit-oriented development with trail and other recreational amenities has led to a much larger collaborative public-private partnership and project scope. The Lansdale Parking Authority has worked diligently over the past 15 months to bring the right mix of project stakeholders to the table and, today, the Parking Authority, Borough, Equus, and SEPTA are all committed project partners advancing the completion of the Lansdale Transit-Oriented Development Project.	Since 1863, tourism has continued to play a significant role in Gettysburg's economy. According to the Gettysburg Convention and Visitors Bureau, Adams County attracts approximately three million annual visitors, with more than half of them going to the Gettysburg National Military Park (GNMP), which surrounds the Borough of Gettysburg. Consequently, the borough contains a high concentration of tourist service businesses. A significant number of these establishments are located in the southern portion of town along Steinwehr Avenue, which is host to approximately 53 tourism-related small businesses, mostly a mixture of retail, restaurant, lodging, entertainment, and tour operator establishments. In April 2008, the Gettysburg Foundation opened the new $105 million GNMP Museum and Visitor Center over one mile south of Steinwehr Avenue along PA Route 97 (Baltimore Pike). This facility has become the new destination for GNMP visitors and engages them through an array of educational programs and services, The effect of the relocation of the GNMP Museum and Visitor Center beyond the sight of and walking distance to Steinwehr Avenue businesses has been devastating to many of these once flourishing businesses, several of which have already closed and been placed on the real estate market.
PROJECT OUTCOMES	Delta worked with the local Business District Revitalization Steering Committee (Committee) to develop a plan for the business and commercial district, recognizing that the future of small urban business centers lies not just in retail and dining, but also in healthy residential and service segments that support the retail sector. Vibrant urban centers are typically surrounded by dense	In 2008, Delta was hired to develop a comprehensive plan ñ the Wilkinsburg Plan ñ that would provide a blueprint for capitalizing on the resurgence of urban living and sustainability in the Pittsburgh region. Funded by the Department of Community and Economic Development's LUPTAP program, the Plan includes a Business District Revitalization component and an Early	Lansdale's Revitalization Plan Update identified the approximately 7.52-acre Madison Parking Lot site in the heart of downtown Lansdale as a key target area for redevelopment. The site's proximity to the SEPTA train station and a variety of downtown destinations, including businesses, restaurants, and several desirable residential neighborhoods, among others, make it well-	Delta, in collaboration with Main Street Gettysburg, the Borough of Gettysburg, and property owners of Steinwehr Avenue, prepared a revitalization master plan for the borough's southern gateway and tourist commercial area. The initial effort concentrated on developing a clear understanding of the existing conditions through both qualitative and quantitative research

residential areas, and there are distinctive amenities that attract residential development. The plan included several components:

- A comprehensive market assessment
- A conceptual master plan of the downtown area
- Design standards for redeveloping the business district
- An implementation strategy
- A review of funding and resources Delta also worked with the Committee to undertake a productive public engagement process by scheduling public meetings and creating an electronic survey for the business owners.

The final plan provides a map for the future that can help the CSRC to achieve its goals. By developing short- and long-term goals and specific action items, the CSRC now has a "call to action" for everyone in the community.

Intervention Five-Year Financial and Management Plan. With extensive public input from the neighborhoods and the business district, the Wilkinsburg Plan is a unique document that addresses not only the typical community planning components but also the financial and organizational capacity to implement the Plan's components and engage and challenge the community leaders to champion solutions.

positioned to serve as the catalyst for the Borough's comprehensive revitalization plans. The Downtown Destination Plan and several subsequent analyses have called for mixed-use, transit-oriented development of the site, with complementary parking amenities to accommodate downtown activities. Current plans include the removal of the existing surface parking lot and relocation of a small transformer farm. The project will feature the construction of a mixed-use, transit-oriented development with retail space on the ground floors and residential units on the upper floors. The retail development will include transit-oriented businesses that best serve and attract transit riders. Retail/commercial development will also include restaurants and specialty shops that would contribute to downtown economic development and serve local residents.

and analysis. It included a review of existing studies, field survey work, market analysis, comparable communities analysis, over 35 stakeholder interviews, business surveys (over 50), visitor intercept surveys (nearly 500), resident surveys (approximately 300), and monthly meetings with the steering committee to discuss ongoing work processes and findings, including a feasibility analysis of creating a Business Improvement District as a key implementation tool. Data collected through this process formed the basis of a Strengths, Weaknesses, Opportunities, and Threats analysis, which elucidated the key challenges that needed to be addressed by the Revitalization Plan. The Steinwehr Avenue Revitalization Plan provides a new direction for Gettysburg's tourist commercial district by providing ways and means to reestablish the physical and economic foundations that will permit the area to prosper once again as a destination for local residents and tourists alike. The new environment that the plan envisions will create a pedestrian-oriented, mixed-use commercial neighborhood capable of competing in new market conditions by catering to a diverse group of consumers. The Revitalization Plan has been used to leverage federal and state funding requests of over $3.5 million and is being used as a foundation to prepare the Gettysburg community for the 150th anniversary of the Battle of Gettysburg in 2013.

SECTION FOUR: Highlights of Project Success

PROJECT INFORMATION	Transformation of the City of Williamsport	Eastside Development
CLIENT	County of Lycoming	The Mosites Company
LOCATION	Williamsport, Pennsylvania	Allegheny County, Pennsylvania
PROJECT ABSTRACT	The City of Williamsport is the county seat for Lycoming County, Pennsylvania, and encompasses approximately nine square miles. Williamsport is home to approximately 30,000 local residents. Delta has been assisting the County of Lycoming with the revitalization of the City of Williamsport for over a decade. The revitalization effort began through the development of two key plans: the Lycoming County Multi-municipal Comprehensive Plan and Central Business District Revitalization and Community Gateway Plan. MARKET STREET BRIDGE - The City of Williamsport and Lycoming County were planning a major bridge replacement on U.S. Route 15 across the Susquehanna River. The Market Street Bridge is a six-span bridge over the West Branch Susquehanna River that carries traffic between the City of Williamsport and South Williamsport Borough. As the main river crossing for U.S. Route 15, it is a critical link in the region's	Eastside Development is a $440 million mixed-use development located adjacent to Port Authority of Allegheny County's Martin Luther King, Jr., East Busway and Station in East Liberty. Delta Development Group consulted for the developer, The Mosites Company, from the onset of the project. Our role consisted of identifying ways to relocate the multimodal functions that occur at Penn Mall Transit Loop more effectively into Eastside so that transit, bike, pedestrian, and parking functions would no longer be isolated from the district. The overall approach to integrating multimodal functions into Eastside was to make sure the Busway, main line, and on-street feeder bus services were linked effectively for bus riders, bike riders, and pedestrians in the district. By creating intuitive access across the physical and socioeconomic barriers created by the Busway and eliminating gaps in transportation infrastructure, the residential and commercial markets of two diverse neighborhoods, East Liberty and Shadyside, were able to be

transportation system. In 2006, the bridge had reached the end of its useful life causing structural deficiencies costing in excess of $250,000 annually for steel deck repairs. The bridge was facing the prospect of load limitations as a direct result of these deficiencies. The total project involved the replacement of the six-span Market Street Bridge and the incorporation of a direct, Single Point Urban Interchange (SPUI), which included a direct connection to Interstate 180 on the Williamsport side of the river. For the City of Williamsport, the project was the key to igniting a $42 million revitalization effort that included a cinema, new transportation center, and Kohl's Department Store. From an environmental standpoint, the Market Street Bridge Replacement project included significant pedestrian and bicycle access and is a critical link to the Susquehanna River Trail connecting the Township of Loyalsock and the Borough of South Williamsport to the City of Williamsport. Residents and visitors now feel a sense of place within the City. The bridge project provided better access to downtown Williamsport, Interstate 180, US Route 220, and SR 15. TRADE

AND TRANSIT INTERMODAL FACILITY - In 1995, city officials in Williamsport, Pennsylvania, faced a problem common to many cities: a major underutilized property serving as a high-profile symbol of creeping blight and decline for the City's urban center. Although redevelopment of the site had been envisioned for years, a number of obstacles stifled progress, including limited availability of funding resources, insufficient development experience, a lack of community consensus on redevelopment plans, and lingering skepticism over the project's future. With Delta's assistance, today, this site is home to the Williamsport Trade and Transit Centre (Centre), a multimillion-dollar redevelopment project. In addition to the urban transit station, the Centre includes a 130-room hotel, restaurant and retail space, visitor information center, and a parking deck to accommodate 500 vehicles. The success of the project was based on Delta's efforts, including an innovative strategy that identified and secured $5.5 million in financing. Delta provided project management support, including selection of a private developer, completion of the development plan, and negotiations on behalf of the City of Williamsport. Delta also managed ongoing communications with public officials and the general public to build community support.

DOWNTOWN CINEMA - A downtown cinema was a key action item identified to revitalize downtown Williamsport by creating a key anchor to create additional foot traffic and reinvigorate the 4th Street corridor. Delta assisted the City in administrating a $2.5 million state grant and identifying a theater operator for this venture. The downtown cinema opened its doors in 2008 and has successfully added to the entertainment venues available in downtown Williamsport.

CHURCH STREET TRANSPORTATION

reconnected. Also, the shared facilities for parking, pedestrians, and bicycles that are part of the development are able to serve residential and commercial uses thereby reducing capital costs and ongoing transportation system operating costs. This approach coincided with the transit agency's service delivery initiative and with national Sustainable Communities' principles by better linking residents to economic opportunities.

	CENTER - The Church Street Transportation Center, a $12 million investment, located at 11 West Church Street, is Williamsport's third parking facility. This four-level facility provides 350 parking spaces, a bicycle rental station, and houses Susquehanna Trailways, an intercity motor coach transportation company. This development facilitated the privately owned Marriot Town Place Suites. Delta played a key role in this project by securing the necessary state and federal dollars. WILLIAM STREET REDEVELOPMENT PROJECT - Delta assisted the City of Williamsport with a funding and implementation strategy that resulted in a redevelopment project that attracted a major retail anchor to the City's central business district. The project included the acquisition and demolition of a number of blighted properties, and the construction of a Kohl's Department Store, along with the Susquehanna Bank, and additional pedestrian enhancements. This project is yet another example of the projects completed as a result of a revitalization plan.	
PROJECT OUTCOMES	The planning processes resulted in public and private support for the vision and strategic actions identified in the County Comprehensive Plan and the six multi-municipal comprehensive plans. The public/private partnerships coupled with the public support have enabled county and local elected officials, as well as community leaders, to begin changing public policy and start programming physical community improvements to benefit county residents. To date, Delta has secured over $70 million of state and federal funding for Lycoming County's economic initiatives.	The developer recognized the diverse skill-set that Delta possessed and expanded our role to other areas including coordinating multiple public agency efforts, and identifying and obtaining public funding sources to supplement the company's private financing strategy. Delta managed the 11 agencies that were united throughout various phases to accomplish Eastside, ensuring that tasks were coordinated and assignments completed. We also were integral in helping The Mosites Company and its public partners develop a funding strategy to obtain more than $25 million to fund the public infrastructure components of the project. Delta successfully helped the Developer obtain a $15 million TIGER grant, and $7.5 million in multimodal discretionary funds from the state. Eastside is a nationally renowned development cited in the New York Times as an innovative approach to community development and the integration of transit to unlock economic potential.

Development Concepts Inc.

FOUNDED	1992
NO. of EMPLOYEES	5
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DESCRIPTION	Development Concepts, Inc. (DCI) is a "development planning" firm with a focus on implementation. DCI was established to work with challenged real estate in predominately urban settings. DCI is able to become involved in all aspects of the pre-development process; from assessing an area's market potential to establishing a development program with a well structured public-private partnership charged with implementation. DCI has successfully worked in distressed urban settings as well as several strong downtown markets.

SPECIALIZATIONS & EXPERIENCE	
Brownfields + Industrial lands re-use	★★★
Campus + School Planning	★
Charrette Services	★★★
Community Development	★★★★★
Comprehensive Planning | General Plans	★★★
Economic Development Planning	★★★
Environmental + Natural Resources	★★
Housing Development	★★★★★
Infrastructure Planning	★★
Innovation- and Technology-based ED	★
Land-Use + Land Planning	★★★★
Landscape Architecture	★★
Mixed-Use Development	★★★★
Public-Private Partnership (P3) Development	★★★★★
Real Estate Development	★★★★★
Recreation + Tourism	★
Redevelopment + Revitalization	★★★★★
Regional Planning	★★★
Site Remediation	★★★★
Small Town + Rural Planning	★★★★
Smart Growth	★★★★
Strategic Planning	★★★★
Sustainable Development	★★★
Transit-Oriented Development	★★★★
Transportation Planning	★★
Waterfront Development	★★

SECTION ONE: Integrating Planning + Economic Development

PROJECT INFORMATION	**Big Darby Town Center – Franklin** County/Columbus Ohio	**Downtown Strategic Development Plan**
CLIENT	Prairie Township/Columbus OH	City of Batesville
LOCATION	Columbus, OH	Batesville, IN
PROJECT ABSTRACT	A multi-jurisdictional client group asked DCI to test its development program for a several thousand acre town center development to be located in one of the most protected and important watersheds in the mid-west. DCI's approach was to understand regional market forces and then determine if the town center concept could work given regional economics and the objectives of those parties charged with protecting the water shed.	Batesville Indiana is a community of 6,400 with two headquarter operations in Hill-Rom (hospital beds and equipment) and the Batesville Casket Company. It is strategically located between Louisville KY., Indianapolis IN., and Cincinnatti OH. The historic downtown has struggled to remain relevant to both its growing suburban and regional populations. Batesville leadership requested a downtown plan that would help to articulate its role in meeting the needs of the region as a place to gather, conduct business and enhance the overall quality of life for area residents.
PROJECT OUTCOMES	DCI worked with environmentalists, public officials and local property owners to determine the viability of a "conservation community" approach that would provide a unique and attractive market offering in a dynamic regional development context. A phase I development was established with innovative infrastructure and community services that is now being vetted for implementation. The final recommendation calls for a 1 year pre-development program with development beginning in Spring 2016.	In 2008 a downtown development plan, based on local and regional market trends and real estate opportunties, was presented to Batesville leadership. A set of cleary articulated strategies and goals helped to provide a framework for the implementation work program. Batesville since this time has focused on a major adaptive re-use of a previously abandoned 500,000 square foot factory building. This building has been converted into a mixed-use development that now anchors the near south side of downtown Batesville. DCI worked with the developer of this project assisting with both strategic market issues and financial packaging. In addition several streetscape and connectivity objectives have been the focus of the Batesville leadership as it deals with the last vestiges of the recession. Recently, Batesville asked DCI to submit a proposal to update the downtown development plan in light of several economic adjustments within the region which occurred due to the recession.

SECTION TWO: Client History in the Midwest

PROJECT INFORMATION	**Downtown Columbus Strategic Development Plan**	**Waukegan Lakefront-Downtown Development Strategy**
CLIENT	City of Columbus - Redevelopment Commission	City of Waukegan
LOCATION	Columbus, IN	Waukegan, IL
PROJECT ABSTRACT	The City of Columbus is a smaller city with a healthy manufacturing base and economy. Its downtown has benefitted from significant world-class "design contributions" from the Irwin Miller Foundation and Family relating to many of its public and private buildings. Downtown, however, even with the attractive design was not an active	The City of Waukegan is located north of Chicago on Lake Michigan. Lake Michigan was a working waterfront with major manufacturing that has long sinced abandoned the area. Waukegan is a distressed community attempting to redevelop both its waterfront and adjacent downtown and once again enjoy a vibrant and diversified

	center of retail and events. Columbus leadership wished to conduct an audit of downtown uses and determine a strategy for activating the downtown area in a way that served its many constituents.	economy. DCI first worked as a member of a larger planning team to master plan both the 1400 acre waterfront as well as the downtown area. The Master Plan included a detailed implementation program established by DCI. More recently DCI has assisted the City with packaging both real estate and economic development projects in downtown. DCI was asked later to revamp the City's Tax Increment Financing Program and Policy.
PROJECT OUTCOMES	DCI worked with the city's leadership to craft a mixed-use re-development strategy for downtown. Uses included a redesigned retail center, introduction of downtown housing into the central business district, a new commercial office building, 2 new parking garages with retail along the street frontages, a contemporary hotel and other ancillary development. A tax increment finance district was established and DCI assisted the City in packaging the first economic development projects. Perhaps the most important outcome from this initiative was the creation of a development plan that brought the public and private sectors together and allowed them to display outstanding leadership in moving it forward to reality.	The City of Waukegan has organized several important waterfront land parcels as a result of the Master Plan. Unfortunately, a combination of distracted leadership and the recession have stymied signficant progress in this area. The downtown has benefitted from incremental growth and investment. DCI is now working with city leadership to package and market strategic downtown real estate parcels. Most recently, DCI and the City partnered with Arts Space to establish financing for the adaptive reuse of a 10 story historic office building in downtown into artist lofts and commercial space. In preparation for a large scale redevelopment initiative DCI worked with City leadership to re-establish its TIF Districts and to establish a TIF Policy that would be encourage the creation of strong public-private partnerships to support this pursuit. DCI is currently working with the City to determine a strategy that would allow the city to create a well endowed infrastructure and brownfield fund which is necessary to set the table for meaningul waterfront redevelopment.

SECTION THREE: Redevelopment & Revitalization in Practice

PROJECT INFORMATION	**Durham Dowtown Revitalization Strategy**	**Martindale on the Monon Neighborhood Revitalization Development**
CLIENT	Downtown Durham Inc.	Martindale Brightwood Community Development Corporation & Self-DCI
LOCATION	Durham, North Carolina	Indianapolis, Indiana
PROJECT ABSTRACT	The Raleigh-Durham region of North Carolina has been a prosperous and fast growing economy for over 3 decades. Unfortunately, as recently as 1998 Downtown Durham was not enjoying much of the economic success of its near-by cities and towns. DCI was selected to develop a downtown strategy and implementation program designed to encourage signficant private investment in Durham's central business district.	Martindale Brightwood is an historic African-American working class neighborhood that found itself, starting in the 1970's, in a state of steady economic and residential decline. It transitioned from a neighborhood of choice to one of last resort. In 2003 DCI committed to work with the City of Indianapolis and the neighborhood community development corporation to encourage the market place to rediscover this near downtown neighborhood in an attempt to kick-start a long term revitalization process.
PROJECT OUTCOMES	There were several significant impediments conspiring to deter regional and national investors from investing in Downtown Durham. At the top of the list were unresolved social issues that had to be addressed if the diverse Durham community	DCI formed a Martindale Development Corporation which invested in property, worked with local residents and established a redevelopment plan for several targeted blocks in the neighborhood. The primary goal of the

was to band together to redevelop its downtown. These issues were defined and addressed and clear steps deliniated that allowed previously disenfranchised groups to feel they had a stake in future development opportunities. This opened the door for institutional and private investment to feel welcomed to participate in downtown revitalization. There were significant infrastructure and real estate barriers which impeded development as well. A focused plan that encouraged an incremental approach to reconfiguring key infrastructure elements and organizing real estate in a manner conducive to today's development opportunities was established. At the end of a year long process both the business community and downtown interest groups united behind the Durham Downtown Revitalization Strategy and Implementation Program. To date there has been approximately 900 million dollars in downtown investment and Downtown Durham is now one of the most dynaminc economy's in a robust regional economy. DCI updated the master plan in 2008 and is currently discussing a 2015 update as well.

redevelopment plan was to reintroduce market rate residential investment into a neighborhood that had seen no new investment in several decades. This was to be done without displacing existing homeowners. An in-fill housing strategy was developed and new housing designs created in partnership with the CDC. DCI through its development corporation was able to design, build and market 40 new residential homes with an average value of $180,000. The average value of a Martindale home prior to this program was approximately $50,000. In addition, the development corporation completed an adaptive re-use of a former automobile factory for a new K-8 charter school and built 62 affordable multi-family units as part of a brownfield clean-up initiative. The housing initiative was stalled with the on-set of the recession. Recently new investors have entered the neighborhood and both the in-fill housing and new commercial investment is building from the foundation set by the earlier initiative.

SECTION FOUR: Highlights of Project Success

PROJECT INFORMATION	**Martindale on the Monon Neighborhood Revitalization Development**	**Rockville Town Center Master Plan and Implementation Program**
CLIENT	Martindale Brightwood Community Development Corporation & Self-DCI	City of Rockville
LOCATION	Indianapolis, IN	Rockville, Maryland
PROJECT ABSTRACT	see section 3 -	Rockville Maryland had attempted to plan and implement a town center program twice prior to hiring the DCI Team. Rockville wished to transition its low density suburban core to an active high density mixed-use urban center. DCI and its team designed an intense public engagement process designed to determine the key elements and opportunties for a future town center as well as the steps required for successful implementation.
PROJECT OUTCOMES	40 new homes - total investment = $7,500,000 62 multi-family units - total investment = $8,000,000 Adaptive Re-use for Charter School = $6,000,000 Infrastructure Upgrades = $1,500,000 Other Residential Investment - In-direct - $3,000,000 Now additional developers and investors have entered the neighborhood - sustainable long term redevelopment now occurring	A final master plan was delivered to the City of Rockville along with signficiant developer interest from within the region. DCI, as part of its implementation programming initiated the recruitment of potential developers-investors as it started to finalize the master plan. To date the town center has experienced in excess of 1 billion dollars in new investment with several thousand residents and employees now populating Rockville urban core.

Development Strategies

FOUNDED	1988
NO. of EMPLOYEES	Small Business, 20 employees
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DESCRIPTION	Development Strategies is a St. Louis-based consulting firm with a national practice providing economic and market research, strategic and land use planning, counseling, and valuation services. The firm ranks among the strongest independent providers of development consulting and appraisal services in America. With our mission to provide sound strategic guidance in real estate, community, and economic development, we have assembled a team of experts that work collaboratively to find the best solution. The varied backgrounds of our team is appropriate for the diversity of our clients, which range from for-profit to non-profit, small businesses to major corporations, local governments to federal agencies, and foundations and institutions of all types. The foundation of our services is quality research and analysis. Our effort is placed in applying market reality to an optimistic future, resulting in wise investment of our clients' resources. The depth and range of our collective knowledge and experience provide great value to clients in achieving effective implementation of their visions, plans, and strategies. Our professionals hold various graduate degrees in business administration, urban and regional planning, architecture, urban affairs, community planning, economics, geography, real estate development, geographic information systems (GIS), and urban design. To enhance the depth and range of services to our clients, we frequently partner on project teams that include architects, landscape architects, urban designers, developers, engineers, attorneys, social workers, and other specialists.

SPECIALIZATIONS & EXPERIENCE	
Brownfields + Industrial lands re-use	★★
Campus + School Planning	★★
Charrette Services	★★
Community Development	★★★★★
Comprehensive Planning | General Plans	★★★
Economic Development Planning	★★★★★
Environmental + Natural Resources	★
Housing Development	★★★★
Infrastructure Planning	★★
Innovation- and Technology-based ED	★★★
Land-Use + Land Planning	★★★★★
Landscape Architecture	★
Mixed-Use Development	★★★★
Public-Private Partnership (P3) Development	★★★★
Real Estate Development	★★★★★
Recreation + Tourism	★★
Redevelopment + Revitalization	★★★★★
Regional Planning	★★
Site Remediation	★
Small Town + Rural Planning	★★
Smart Growth	★★
Strategic Planning	★★★★
Sustainable Development	★★
Transit-Oriented Development	★★★
Transportation Planning	★★
Waterfront Development	★★★★★

SECTION ONE: Integrating Planning + Economic Development

PROJECT INFORMATION	**Louisville Downtown Plan**	West Side Neighborhoods Comprehensive Master Plan	Vita District Revitalization Plan	Page Avenue Revitalization Plan
CLIENT	Louisville Downtown Development Corporation	City of Greenville	Charter Oaks Communities	Beyond Housing
LOCATION	Louisville, Kentucky	West Greenville, South Carolina	Stamford, Connecticut	Pagedale, St. Louis, Missouri
PROJECT ABSTRACT	PROJECT OVERVIEW: Downtown Plan Mixed Use Development Strategy Business Development Strategy Housing Development Strategy	PROJECT OVERVIEW: West Side Neighborhoods Comprehensive Master Plan	PROJECT OVERVIEW: Development of a catalyst project to leverage hospital anchor to benefit a business district	PROJECT OVERVIEW: Devising place-based initiatives along a main street to improve city-wide economic opportunity
	SERVICES: Economic Development Analysis Market Analysis Market Strategy Catalyst Project Analysis Financial Strategy Implementation Strategy After 10 years of successful implementation of many elements of a previous downtown plan, the Louisville Downtown Development Corporation (LDDC) hired the team of Development Strategies and MKSK Consultants (of Columbus, Ohio) to craft a fresh vision for the Downtown. In the previous decade, Downtown made great strides in boosting annual visitation from three million to eleven million with new anchors such as Fourth Street Live!, Waterfront Park, and the Yum! Center (the downtown arena). Yet much remains to be done in re-creating an authentic, livable downtown that will increasingly invigorate the regional economy. The new vision for Downtown Louisville is one that focuses on the creation of five distinct neighborhood centers that will welcome new housing and become centers for start-up companies in targeted business sectors. DS prepared a broad housing market analysis that identified different housing product types, at marketable price points, for each neighborhood, and concluded that 2,500 new units are supportable over the next ten years (adding as many as 4,000 new residents). Market segmentation analysis was undertaken to identify a number of different consumer groups"îand the prices they are able to pay"îwho would choose to live Downtown. By evaluating the feasibility of several catalyst projects, DS determined that excessively high land value expectations were the key barriers to realizing housing growth, and set forth an economic development strategy"îwith a menu of options and actors"îto overcome those barriers. DS also worked with the LDDC to develop a business development strategy to encourage business startups by investing in place, fostering entrepreneurship, and leveraging the colleges and medical center that are already part of Downtown DS conducted office market analysis and used job projections and industry trend data to identify targeted industries and growth opportunities for Downtown. One conclusion was that, with incentives in place for building rehabilitation and competitive grant money for key industries, Downtown's stock of historic, low-rent office space could be leveraged to encourage	SERVICES: Socio-Economic Projections Market Development Potential Economic and Labor Force Development Potential Action Strategies	SERVICES: Market Analysis Public Finance Strategy Economic Analysis Marketing The Vita Neighborhood Revitalization Plan is an excellent example of institutions, non-profits, and community leaders working together in partnership for the betterment of the community. The seeds of a plan began to emerge as these groups on Stamford's West Side"îa neighborhood of working families consisting largely of immigrants and minorities"îbegan to recognize their aligned interests. Stamford Hospital, with a half-billion addition underway, has long-served the neighborhood's disproportionately uninsured population and is seeking to use innovative approaches to health, wellness, and preventative care for residents. Additionally, they need strategies to accommodate their long-term growth plans in a land-constrained community. Charter Oak Communities, a community development corporation, has been on a roll--demolishing Urban Renewal era public housing towers with neighbor-hood-scaled, Hope VI, mixed-income communities"îand wishes to continue this momentum by focusing on the nexus between Stillwater Avenue (the West Side's business district) and the adjacent hospital as a means to catalyze the local economy. Community leaders recognized these two organizations would be pivotal in advancing their goals of economic independence, quality housing opportunities, and healthier lifestyles. Development Strategies, working alongside planning firms David Gamble Associates and Madden Planning, identified market-based development opportunities to rejuvenate Stillwater Avenue, including mixed-income housing, senior housing, storefront retail, medical office, and institutional space. Ultimately a catalyst project was identified that would realign Finney Lane to make a more direct connection between Stillwater and the new hospital addition, providing ground-floor retail and institutional/classroom space as part of a new mixed-use building that would anchor the Vita/Stillwater business district. DS developed a retail tenanting strategy that included a 5,000 square foot green grocer, a fitness facility, and casual/fast casual dining to complement existing businesses on Stillwater. DS modeled several financial and legal arrangements for the lynchpin	SERVICES: Market Analysis Market Strategy Feasibility Economic Enhancement Strategy In the spring of 2012, DS completed a housing and economic strategy for North St. Louis County"îa broad area consisting of numerous municipalities and over 300,000 residents"îwhich had suffered disproportionately from outmigration, foreclosures, and a number of other social and economic hardships. Among the most prominent strategies was a recommendation to identify areas for targeted place-based interventions to enhance the competitiveness of these communities in attracting and retaining residents and jobs. Main streets, historic neighborhoods, transit stations, and new town centers were recommended to receive priority for targeted investment of other-wise scarce resources. It is within this context that, in the Winter of 2013, East West Gateway hired H3 Studio, DS, and an interdisciplinary team of planners to plan for the transformation of Page Avenue in Pagedale, Missouri. Among the community's assets are a transit station along the region's red line and Beyond Housing ñ a nationally-recognized non-profit devoted not only to developing quality affordable housing, but to engaging in a holistic set of long and short-term interventions and investments in people to help empower residents to achiever brighter economic and social outcomes. Building on its long-standing relationship with Beyond Housing, DS provided: - market analysis to identify development opportunities for Page Avenue - market strategy determine projects that could catalyze improved physical development - economic analysis to determine the amount of "gap" financing needed from the public and institutional sectors - economic enhancement strategy to identify specific ways in which Page Avenue could be leveraged to improve economic opportunities for Pagedale residents. Based, in part, on DS market strategies, Beyond Housing is actively pursuing a leisure anchor to locate next to a new supermarket, a program of casual dining, and funding for mixed-income housing as catalyst projects. Using the DS economic enhancement strategy as a guide, it is hiring an economic liaison to align workforce training with the needs of existing and future Page Avenue businesses, and pursuing a public market incubator concept and

	start-ups and job creation downtown. MKSK"ïthe lead planning and design firm on the project"ïdeveloped a framework plan that allocated the different land uses DS recommended, as well as identified opportunities for public space improvements, new amenities, changes to the circulation network, and sustainability efforts. DS then worked with MKSK to devise funding strategies for public, private, and public/private investment. The future is bright for Downtown Louisville and"ïusing the Master Plan as a guide"ïwill experience an infusion of new residents, jobs, and a more livable environment over the next decade.		of the project"ïa new, 500 space parking garage that will serve the hospital and the business district.	funding for local business start-ups to foster entrepreneurship. STUDY LINK: http://ewgateway.com/GreatStreets/PageAve/pageave.htm
PROJECT OUTCOMES		Development Strategies is helping to complete a master plan for a combination of three neighborhoods on the West Side of Greenville, an area of relatively low housing values and an under-educated labor force. To its great advantage, however, the West Side is adjacent to the bustling downtown Greenville market which is, by far, the highest concentration of jobs in the metro area. Moreover, downtown is one of the most attractive downtowns in the U.S., a result of several decades of public and private re-investment. While the West Side has its share of urban ills, it also has some special assets in addition to being next door to downtown. The region's most popular biking and hiking trail, the Swamp Rabbit Trail, bisects the West Side, giving it a high image among regional residents. A new regional park is planned on the West Side along the trail, part of an effort to conserve flood prone properties. Several new public schools have been developed on the West Side as has a new Salvation Army/Ray & Joan Kroc Community Center. Major arterial roads encircle the West Side and several enter it, making it highly visible to commuters. These arterials have also allowed the West Side to attract several regional-oriented retailers and employers. A week-long public charrette highlighted the several month planning process during which many scenarios were tested for urban design, transportation improvements, housing expansion, and economic development. Development Strategies is overseeing the demographic and labor force analysis along with projections of growth leading to a land development program. Strategies to assure that potential growth will actually occur are being drafted.		

SECTION TWO: Client History in the Midwest

PROJECT INFORMATION	West Side Land Use Study	Rolla and Phelps County Economic Development Action Plan	Comprehensive Economic Development Strategy (CEDS)	Economic Development Strategic Plan
CLIENT	Des Moines Community and Economic Development	City of Rolla and Phelps County	St. Louis County Economic Council	Tulsa City Council
LOCATION	West Des Moines, Iowa	Rolla, Missouri	St. Louis County, Missouri	Tulsa, Oklahoma

PROJECT ABSTRACT	PROJECT OVERVIEW: Regional Shopping Mall Surrounding Land Use Plan SERVICES: Market Demand Analysis The primary purpose of this study was to project the market demand for office, industrial, retail, and residential uses over the next 20 years in West Des Moines, Iowa. Being a fast growing, affluent suburban community about eight miles from downtown Des Moines; as was cited in the 2000 Census, the city had a population of 46,403, an increase of 46 percent since 1990. Our study performed and provided the following: - Conducted a thorough statistical analysis of economic, demographic, and real estate development trends - Projection of the market demand - Projection of the rate of absorption of land - Development and "testing" of two additional scenarios Our analysis indicated that the Des Moines region had the capacity for a new regional shopping center. Des Moines has less square footage of regional and super regional mall space than the average mid-western market and the area's population and income growth could support a new regional mall somewhere in the metro area. Our report findings supported construction of a large regional mall on the West Side of the city, thus projection that this would be an attraction for varied retail or office uses. This would in turn foster demand for more diverse residential opportunities, with a higher proportion of apartments and townhomes. This long term plan ñ with an ultimate build out over perhaps twenty years, is currently being implemented, and contributing significant growth and success into the region.	PROJECT OVERVIEW: County Plan SERVICES: Economic Development Action Plan Rolla is a city of approximately 20,000 residents in central Missouri that has long been a regional capital for commerce, housing, mining, forestry, higher education, and recreation. As the seat of Phelps County, it has a history dating back prior to the Civil War as a strategic location at the (then) end of the rail line from St. Louis and an entry to the lucrative minerals and forests of the Ozark Mountains. It continues to be well located with regard to metropolitan St. Louis, Springfield, and the U.S. Army's Fort Leonard Wood. Moreover, Rolla is home to the University of Missouri's branch involved in technology based research that serves both industry and defense. This Economic Development Action Plan was the first such effort in decades to pull together and coordinate these many assets, among others. Development Strategies conducted many interviews, worked with a local steering committee, analyzed the business and labor strengths and opportunities in the Rolla area and held public meetings to assist Rolla and the county in creating a plan. The plan included a series of action strategies and specific steps to assist city officials in taking advantage of the city's and county's opportunities. Key among these strategies was the rejuvenation of a previous organizational structure that had not been effective in recent years. Included with that recommendation was the need to augment the professional staff while encouraging Rolla to become more active in regional economic development initiatives that positively affect the city's and the county's growth potential. Subsequently, a full time economic developer was hired and most of the recommended actions have been accomplished or are being implemented.	PROJECT OVERVIEW: Complete revision and update to the five year CEDS covering the entire county. SERVICES: Economic development Research Public meetings and stakeholder focus groups Implementation strategies With a population of over 1 million, St. Louis County is the largest local governmental jurisdiction in both the bi-state St. Louis region and in the State of Missouri. St. Louis County is mature, with little remaining "greenfield" land available to accommodate further easy growth. As a result, the County cannot easily offer certain types of opportunities to potential developers, making it important public policy to facilitate redevelopment of quality housing, large-scale/campus-style office developments, and attractive industrial and warehousing/distribution facilities to ensure the continued health of the County's economy. This Comprehensive Economic Development Strategy (CEDS) establishes the framework to strengthen the economy of St. Louis County and the region, covering a wide range of issues and concerns, as well as opportunities to position the region for success in the 21st century economy. The strategies are in 11 categories: 1. Business retention 2. Targeted industry development 3. Entrepreneurship 4. International community 5. Communications 6. Redevelopment 7. Promoting collaboration 8. Regional workforce 9. Transportation 10. Environmental sustainability 11. Economic development tools Development Strategies managed the most recent CEDS planning process for the County by conducting extensive research on the economic strengths, weaknesses, and opportunities for the county and by interviewing numerous people with insights into specific economic sectors. This process also involved public meetings and workshops to assure that key leaders both understood the county and regional economies and were part of the creation of numerous strategies and tactics related to economic development.	PROJECT OVERVIEW: Strategic plan for economic development SERVICES: Economic analysis Cluster industry analysis Retail assessment Development Strategies, in association with the International Economic Development Council (IEDC), prepared the City of Tulsa's first comprehensive strategic plan for economic development. For decades Tulsa was the largest urban economy in Oklahoma, but soon began to feel the effects of competition from Oklahoma City and larger cities in neighboring states. Technical and background analyses included assessment of the city's strengths, weaknesses, opportunities, and threats; a regional and city economic profile; a cluster industry analysis; a review of the city's and region's economic development programs and organizations; a focused assessment of the city's retail shopping patterns and resources, given its state-mandated heavy dependence on sales tax; and a set of case studies of comparable cities. The resulting Strategic Plan addressed key topics deemed critical to enhance competitiveness and increase economic strength: - Business Retention and Expansion Program - Downtown Revitalization - Real Estate Packaging and Development Process - Neighborhood and Infill Nonresidential Development - Industrial Development - Entrepreneurship and Technology - Workforce Development - Cluster Development - Economic Development Funding - Annexation - Retail Development - Riverfront Development - Organizational Development
PROJECT OUTCOMES				

SECTION THREE: Redevelopment & Revitalization in Practice

PROJECT INFORMATION	Downtown Economic Development Potential	Downtown Revitalization Action Plan	St. Louis Port-North Riverfront Land Use Plan
CLIENT	City of Riverside	City of Lubbock	St. Louis Development Corporation & Port Authority of St. Louis
LOCATION	St. Joseph, Missouri	Lubbock, Texas	St. Louis, Missouri
PROJECT ABSTRACT	PROJECT OVERVIEW: Master land use and development plan for suburban city in metropolitan Kansas City SERVICES: Land use analysis and planning Market and economic analysis Strategic actions Riverside, Missouri, is a city of about 3,000 people that lies on the bank of the Missouri River just northwest of downtown Kansas City, Missouri, and just north of Kansas City, Kansas. Devastated by the floods of 1993, Riverside began a massive rebuilding and preservation effort. Now armed with a new, 500-year levee, the city launched an initiative to develop the once-flood prone acreage bordering the river, well served by both state and federal highways. A team of consultants led by Waterford Properties, BNIM Architects, and Shafer, Kline & Warren, was commissioned to assist the city with a full comprehensive plan that would enable Riverside to better capitalize on its regional location and to better leverage tax resources made available from Argosy Casino within the city limits. While the focus started as the flood plain, it was clear that the entire city should be subject to the planning process which consisted of weekly meetings of the consulting team, public workshops, and an extensive community attitudinal survey by ETC Institute. Development Strategies was charged with an economic analysis to determine the pace and type of development that could occur in Riverside and the conditions under which such growth and change could take place. DS recommended a broad development program by major land uses suitable to the goals of the city, market forces, and geographic assets. The planning team then converted this development program into a formal land use plan together with a number of other community goals. A great deal of the 2005 recommendations were implemented by 2009 because of the enthusiasm of the city to achieve its goals and because of the availability of resources from the casino tax base. An update to the plan was undertaken and completed in early 2010 which, as it turned out, refocused land use goals in favor of a mix of uses in the Horizons area while promoting even stronger residential growth centered on a "new" downtown commercial center. The updating process involved essentially the same consulting team and also included	PROJECT OVERVIEW: Downtown Redevelopment Program SERVICES: Market & Economic Analysis Land Use Recommendations Fiscal Benefits Strategic Actions Lubbock is the largest city in west Texas and home to Texas Tech University (enrollment: 28,000), but its downtown had lost much of its appeal as a center of regional commerce and social activity, for students and the broader population alike. Thus, a mayoral appointed task force of community leaders commissioned the planning and design firm, formerly known as EDAW, to lead a public planning process to stimulate renewed interest in downtown and to recommend growth strategies and design standards for revitalization and redevelopment. DS was engaged in the early stages of planning to define market constraints and opportunities affecting downtown, based on market opportunities and regional growth projections. Recommendations were made to establish a downtown redevelopment program for a wide range of uses that were supported in numbers. The downtown retail strategy centered the economic and physical enhancement of an area known as the Depot District. Following are key market-based recommendations for the district: - Encourage the development of new, dense housing on underutilized property to the west. Doing so would not only provide some market support for an enlarged retail district, but would also infuse the area with the life and vibrancy necessary to make the site more of a regional destination. - Develop a cinema, which is lacking in central Lubbock, to anchor the district, reinforcing ties with the student population at nearby Texas Tech University. - Raise sufficient funds to enhance the Buddy Holly Center to attract out-of-town visitors to the Depot District. - Attract resident-friendly vendors, such as coffee shops, to complement the existing nightclubs in the district. - Enhance the streetscape environment. - Assist anchor tenants with targeted acquisitions to accommodate their facilities.	PROJECT OVERVIEW: Multi-Modal Transportation-Driven Industrial Land Uses Infrastructure Assessments Labor and Business Market Segmentation Analysis Financing Alternatives DS SERVICES: Market Demand Analysis Existing Business Retention Fiscal Impact Analysis Economic Incentives Analysis Marketing Strategy The North Riverfront of St. Louis extends several miles from downtown to the city limits and encompasses some 3,000 acres of primarily industrial and heavy transportation operations along the Mississippi river. It is also home to the Municipal River Terminal (MRT) now under both renovation and expansion. The renovation project, however, triggered a need for a more comprehensive land use plan for the entire industrial riverfront in order to assure its sustainability as a vibrant 21st Century economic center. The area is served by every North American Class I railroad. Several private docks complement the MRT and countless truck terminals serve the Midwest and Great Plains. All of these transportation modes interact at break-of-bulk points from raw materials to high-value finished products, including pharmaceuticals. Numerous large and very successful business operations co-exist with badly run-down properties and vacant buildings. The area is subject to post-rainfall flooding, however, and some of the roads have become poorly suited for heavy, round-the-clock truck traffic. The land use plan, completed in 2011, is intended to guide both public and private reinvestment. Development Strategies was on a team headed by HNTB Engineers to conduct a business inventory, determine the needs of the thriving firms for growth and transportation movements, evaluate regional industrial development strengths and forces, recommend how the North Riverfront could capture some of those forces, and evaluate appropriate economic development incentive and financing programs. One of our products was a "full build-out-scenario" over time based on market forces and the land uses most appropriate for the location and policies developed for the plan. We also drafted a marketing plan and strategic actions to help the St. Louis Development Corporation with promoting the North Riverfront over the long run.

	extensive public participation. Subsequently, Development Strategies also prepared an updated economic impact analysis for the Horizons area.	- Create a community improvement district to ensure a cleaner, safer downtown, with guides to provide "eyes on the street" and answer visitor questions in a courteous manner.		

SECTION FOUR: Highlights of Project Success

PROJECT INFORMATION	Gateway Arch Grounds Economic Growth Impacts	Cortex	Strategic Development Plan for the Canal Street Corridor	Uptown Collinsville Revitalization Plan
CLIENT	City+Arch+River 2015 Foundation (CAR 2015)	Cortex and Mills Properties	Downtown Development District	City of Collinsville, Illinois
LOCATION	St. Louis, Missouri	St. Louis, Missouri	New Orleans, Louisiana	Collinsville, Illinois
PROJECT ABSTRACT	PROJECT OVERVIEW: Multi-dimensional economic impact and visitor analysis Baseline economic metrics for Arch grounds improvements Scenarios for improved economic impacts Land development spin-offs from improved Arch Grounds	PROJECT OVERVIEW: 175,000 SF Research Building 280-acre Redevelopment Plan 177 Upscale Apartments Mixed-Use Development	PROJECT OVERVIEW: 1.1-mile corridor redevelopment, revitalization, redesign, and strategic plan	PROJECT OVERVIEW: Uptown Master Plan
	SERVICES: Market Demand Analysis The world-renowned Gateway Arch on the Mississippi Riverfront in St. Louis celebrates the expansion of the American west and St. Louis as a focal point for western settlement. Formally known as the Jefferson National Expansion Memorial (JNEM) because of Thomas Jefferson's commissioning of the Lewis & Clark expedition and his leadership for the Louisiana Purchase, the downtown central riverfront was transformed in the 1960s to a national monument and is under the auspices of the National Park Service. Originally planned for both the Missouri and Illinois sides of the river, funding was never obtained for the entire park. Moreover, the present park is deemed too passive, fails to retain visitors for long periods of time, and the interconnections between the Arch and the economy of downtown St. Louis are weak, at best. The City+Arch+River 2015 Foundation was formed in 2009 to, in part, make the connections between downtown, the Arch grounds, and the river much more seamless and inviting while also connecting to the East Bank. An international design competition during 2010 resulted in the selection of a team to recommend changes to the dynamics of the grounds. Improvements are intended to be substantially complete by late 2015 to coincide with the 50-year anniversary of the completion of the Arch. In anticipation of those improvements, Development Strategies conducted a baseline economic impact study of JNEM and the spending by non-local visitors that can be attributed to their trips to JNEM. Three scenarios resulting from increased metro area visitation as a result of improvements made at JNEM were modeled. The focus of our studies was on the major attractions that generate economic activity"îtram rides up the Arch, theater tickets, gift shop sales, concessions, river boat cruises, etc. JNEM has historically attracted more than 2.6 million visitors annually. About 75 percent of these visitors are from out-of-the region who	SERVICES: Market Analysis Economic Feasibility and Fiscal Impact Analysis Financial Projections Land Use Recommendations CORTEX (Center of Research and Technology Exchange) was founded in pursuit of a dream held by many in St. Louis: to capitalize on the development potential of the City's major higher educational, research, and health care institutions. Principal partners in the development of Cortex are the Washington University Medical Center, Saint Louis University, the University of Missouri St. Louis, and the Missouri Botanical Garden. The targeted means to realize this vision was to create an Urban Business/Research District centered on the plant and life sciences industry. Development Strategies has been a planning, economic, and financial adviser to Cortex for over 25 years. CORTEX has undertaken to foster development that complements and takes ad-vantage of existing institutional anchors. The net result will be a large and internationally recognized center of research, innovation, and business growth that adds both jobs and wealth. The initial test of this thesis was the construction of the region's first investor-owned biomedical research building ñ CORTEX I. The new CORTEX district is an "offspring" of the Washington University Medical Center (WUMC) Redevelopment Area. The WUMC Redevelopment Corporation undertook to guide the revitalization of a 280-acre area surrounding the medical center, which faced severe urban decline and disinvestment. The redevelopment and reinvestment pro-gram that emerged marshaled in an era of unprecedented private investment both in the community and in the core institutions themselves. The result of the now 40-year redevelopment process is some 60 different privately developed projects within 38 city blocks. The impact was a complete reversal of for-tunes for the area. Over 500 new residential units were built and another 800 units were fully rehabilitated. The other projects consisted of all variety of retail	SERVICES: Project management Market study Financial projections Retail tenanting strategy Implementation strategies Development Strategies was retained in 2003, prior to the Katrina Hurricane disaster, to lead a consultant team to formulate a vision and a development strategy for the future of Canal Street from the Mississippi River to Interstate 10/Tulane Medical Center. The grand and wide Canal Street is the "òMain Street' of New Orleans with new and historic buildings lining its street fronts. Over the course of its first mile, Canal Street serves as the boundary between, or the meeting place for, the historic French Quarter and the city's central business district. While still retaining much of its physical grandeur, Canal Street had lost its position as the premier shopping district for the New Orleans region. DS led the consulting team but also had direct responsibility for projecting market-based development potential and phasing, a re-tenanting strategy for retailers, economic and financial modeling of specific redevelopment ideas, and projecting incremental tax revenues that might be directed toward tax increment financing. The strategic plan addresses not only issues of image and marketability that relate directly to the Canal Street Corridor, but also broader socio-economic issues in adjacent neighborhoods that have contributed to its decline as a center of retail but which can also contribute to mutual revitalization. While certainly severely impacted by Hurricane Katrina, "lower" Canal Street is making a steady recovery. The framework of the DS strategy will be a major asset to ensure and guide the recovery process so that the re-emerging Canal corridor is optimally productive to property and business owners, residents, and visitors, as well as to the city image and tax base.	SERVICES: Market and Economic Analysis Land Use Recommendations Collinsville is a very old city centered about 15 miles from downtown St. Louis. For decades, it was a vibrant combination of industrial development and working class housing. As suburbanization throughout metro St. Louis expanded, Collinsville itself grew in population and geographic size, but with a negative impact on the downtown area. New commercial centers lured retailers and restaurateurs to places more easily accessed by automobile. The historic "Uptown" area slowly declined with underutilized buildings, virtually no housing, and little economic activity. It retained many of its historic buildings, however, which has come to give Uptown a charm not found in many St. Louis area suburbs. In 2008, Development Strategies joined an urban design consultant to recommend a strategic approach to capitalize on this charm, the quality of the buildings, and general population movement back to urban/suburban centers for housing, specialty retail, and unique eating and drinking places. The plan essentially divided Uptown Collinsville into three distinct but overlapping and interacting districts. To the east would be automobile-oriented businesses because that area is dominated by Illinois Route 159, a major north-south arterial road which the state as also then realigning to remove dogleg turns. As a result, traffic moves more easily and actually adds to the quality of life in Uptown Collinsville. The western part of Uptown would be devoted to higher density housing. Adjacent to some attractive neighborhoods of older houses, this transition area into the economic activity of downtown will be a combination of new apartments and townhomes alongside conversions of vacant buildings into loft apartments. The attraction of more housing and residents in the Uptown area was strongly supported by Development Strategies' market research and will give Uptown a more "24-7" feel

	spend "new money" in the metro area as part of their trips to JNEM. This spending combines with the spending required to operate JNEM to trigger multiplier effects throughout the metropolitan St. Louis. We also prepared the rather complicated benefit-cost analysis for a TIGER grant to support major transportation system improvements. And we prepared the economic impact analysis for use of a new regional sales tax to support Arch Grounds improvements.	and office development, mostly rehabilitation, comprising over one million square feet. In total, more than $250 million in private investment was attracted to the community. Recently, DS has performed market analysis and fiscal impact analysis for several proposed residential/mixed use projects that will target a mix of urban professionals, bio-medical science researchers, and other workers in the district. One such project, City-Walk, developed by Mills Properties, will have 177 upscale units and a Whole Foods grocery store in the ground floor. Another large-scale project is currently being evaluated and has not been announced publicly.		with pedestrians at many hours of the day. The middle section of Uptown is the focus of most of the historic structures of yesteryear. By constricting some retail activity away from the housing area and into the middle section, merchants will be able to take greater advantage of synergy among themselves while shoppers and diners will have comfortable walks between businesses rather than lengthy walks (if they walk at all) past deteriorated or empty lots.
PROJECT OUTCOMES	Virtually all of the anticipated outcomes are underway or under construction as of September 2014. Our work helped in justifying public investment, attracting private donors, and attracting related private investment. - Lenor K. Sullivan Boulevard (former Wharf Street) at the river's edge is being raised 20 feet to greatly increase the number of "revenue days" when Arch visitors can reach riverboat attractions without street flooding. - The interstate highway along the west edge of the Arch Grounds is being reconfigured with new and better designed ramps to improve accessibility and traffic flow. - The "Park Over the Highway" is under construction to cover the depressed section of the highway between the core of downtown and the Arch Grounds in order to vastly improve the pedestrian experience to the new primary entrance to the underground Arch Museum and tram rides. - A new parking garage to satisfy the needs of park visitors is under planning north of the Eads Bridge, the northern edge of the JNEM Park, to replace an existing garage at that northern edge which is not compatible with the improved Arch Grounds. - Planning has been initiated to capture the "value" of the Arch Grounds and Lenor K. Sullivan Boulevard improvements for revitalization and expansion of the areas north of the Eads Bridge (Laclede's Landing is the initial focus). (Development Strategies is on this planning team.) - On-site improvements to the Arch Grounds themselves are well underway including new paths, replacement trees, and improved water features to enhance the visitor experience which, in turn, is intended to retain more visitors downtown for longer periods.	- Several new technology-based buildings and wet labs to serve the scientific research community. More are planned. - Renovation of several existing buildings (others were razed for new structures) for research and medical services purposes. - Conversion of two properties for residential apartments, a relatively new concept that builds on the market in urban locations for residential and commercial properties to co-exist in the same development. - Development of a central greenway that serves as a focal point for the mixed used environment and as a link to the Missouri Botanical Garden to the south. - Receipt of a TIGER grant in 2014 to assist with creation of a brand new light rail (MetroLink) station to serve Cortex in between the stations that presently, and will continue to, serve Saint Louis University and the Washington University Medical Center. Development Strategies prepared the cost-benefit analysis for the TIGER grant application. - Massive I-64 alignment and ramp reconfigurations to better accommodate automobile traffic into the Cortex area, which was formerly dominated by underutilized or vacant buildings.	- Far more organized and directed leadership focused on common problems and opportunities along Canal Street. - Increased political clout of the Canal Street business and property owners who leverage the comprehensiveness of the plan for stronger public-private partnership initiatives. - Completely re-built sidewalk surfaces to minimize maintenance costs, increase pedestrian safety, and provide a unifying aesthetic and functional element along the entire corridor. - The plan contributed greatly to the City's efforts to re-attract tourists and merchants in the immediate post-Katrina years.	- Renovation of the former movie theater building for community activities, including theater productions and fund-raising events. - Renovation of several second story spaces for apartments above the retail as well as for studio "live-work" spaces. - Purchase and renovation of a former manufacturing structure on the west end of Uptown into apartments. - Fa√ßade grants and investments to improve aesthetics with unifying architectural themes. - Major marketing initiatives to attract mostly Collinsville residents to enjoy their "new" historic Uptown so that they become ambassadors to attract outsiders.

evolveEA

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DESCRIPTION	evolveEA is a full service strategy and design firm focused on the intersection between built environment and sustainability. We design places, processes, and systems that benefit people, the environment and the economy. Since our inception in 2004, we have been working with communities to implement these ideas through our impact areas: We have worked with civic leaders and those they serve to transform their communities through a combination of strategic definition, award winning design, and a creative and customized approach to civic engagement. Careful attention to these areas help communities become more resilient. Our approach focuses on three areas"îpeople's actions and beliefs, community processes and community's places. Together these interconnected systems form "the DNA" of a neighborhood. Our in-house multidisciplinary team and our consulting experts bring a new dimension to analyzing and shaping urban places.

SPECIALIZATIONS & EXPERIENCE

Brownfields + Industrial lands re-use	★★
Campus + School Planning	★★
Charrette Services	★★★★★
Community Development	★★★★★
Comprehensive Planning | General Plans	★★
Economic Development Planning	★★★
Environmental + Natural Resources	★★★★
Housing Development	★★★★
Infrastructure Planning	★★★
Innovation- and Technology-based ED	★
Land-Use + Land Planning	★★★★★
Landscape Architecture	★★★★
Mixed-Use Development	★★★★
Public-Private Partnership (P3) Development	★★
Real Estate Development	★★★
Recreation + Tourism	★★
Redevelopment + Revitalization	★★★★★
Regional Planning	★★★
Site Remediation	★
Small Town + Rural Planning	★★★
Smart Growth	★★★★
Strategic Planning	★★★★★
Sustainable Development	★★★★★
Transit-Oriented Development	★★★
Transportation Planning	★
Waterfront Development	★★

SECTION ONE: Integrating Planning + Economic Development

PROJECT INFORMATION	**Our Brookline: Neighborhood Identity and Vision**	**Lawrenceville Business Improvement District: Communicating Value, Visualizing**	**Millvale Town Center and Fresh Food Community Enterprise**	**Living Waters of Larimer**
CLIENT	South Pittsburgh Development Corporation (SPDC)	Lawrenceville Corporation	Millvale Borough Council & Millvale Borough Development Corporation	Larimer Consensus Group, The Kingsley Association, Larimer Green Team
LOCATION	Pittsburgh, PA	Pittsburgh, PA	Millvale, PA	Pittsburgh, PA
PROJECT ABSTRACT	As Pittsburgh expanded past its early industrial boundaries, blue collar workers moved to inner ring suburbs like Pittsburgh's Brookline neighborhood. Brookline was connected to the city with a trolley line and developed a vibrant business district on Brookline Boulevard which, like many other streetcar communities, began to decline when the streetcar system was removed. Although the community has not seen the urban blight of adjacent neighborhoods, it also has not seen the growth experienced by many others. The community had no community planning efforts in over 15 years and needed to assess its position, develop a vision, and institute efforts to stop continued decline. With an impending multi-million dollar road reconstruction project slated for the Boulevard, the South Pittsburgh Development Corporation (SPDC) engaged evolveEA to collaborate on a vision for a Brookline Boulevard business district to attract visitors from around the region and to serve the quality-of-life needs of the community. evolveEA's intensive community process identified a combination of placemaking strategies, programs, and efforts to activate the community. Our analysis identified previously unaddressed issues, such as engagement of a growing immigrant community and the integration of public recreational facilities in strategic positioning. The action plan clearly identified immediate actions for the current volunteer-driven development group and prioritized steps needed to grow a higher capacity organization. This vision has become the foundation for a new brand expressed in streetscaping, programming, and communications to position Brookline among Pittsburgh's most recognizable and unique business districts.	Lawrenceville is a rapidly developing neighborhood in close proximity to downtown Pittsburgh. Its premiere community development corporation, Lawrenceville Corp., has been instrumental in attracting business, residents, and visitors to its shopping districts. Now they are taking economic development to the next level through the implementation of a Business Improvement District (BID). To operate a BID initiative that will significantly improve a commercial district through streetscaping, beautification and marketing efforts, business owners in the district must agree to contribute a small fee in exchange for a menu of improvements and ongoing services. Lawrenceville Corporation enlisted evolveEA to brand the BID effort and develop information graphics that explain how the program will work and communicate a vision of the district attainable via the BID implementation.	Millvale is at a pivot point. The namesake mills of the last century are gone, but the work ethic and a history of "making" have continued to sustain the community and has become attractive to newcomers. Although many challenges remain, the Borough of Millvale worked with evolveEA on ecodistrict planning (see Millvale Ecodistrict Planning for more information) and the municipality adopted an ambitious vision for long term resiliency. The community is eager to cultivate a spirit of triple bottom line thinking. The ecodistrict plan led to the vision for the Town Square as a hub of activity that generates economic opportunity, encourages the community to adopt a healthy lifestyle, and improves the Borough's ecological footprint. The two-part project establishes a well-designed place where people meet to share ideas, encourage creativity, and cultivate entrepreneurialism. In addition to the design of a Fresh Food Community Hub, a Masterplan is being created for the surrounding multi-block area with the goal of contributing to the ecological improvement of the community, and will act as a catalyst for well-designed reinvestment in Millvale's business district core.	In 2011, evolveEA worked with the Larimer community created the region's first ecodistrict plan. Living Waters of Larimer (LWOL) advances goals established in the ecodistrict plan by aligning placemaking, performance, and policy for artful green infrastructure. LWOL is a community development project that demonstrates how green infrastructure can be integrated into the urban spaces, cultural life, and economic infrastructure of a community. The project is designed to: - Raise community capacity to advocate for wise long term rainwater management. - Activate the community through place-based rainwater demonstration projects. - Define best practices for urban placemaking with high performing rainwater systems in different scales of development. The project is intended to advance the community's ecodistrict goals in a market of emerging development activity. It is being stewarded by and with the community and will grow the considerable knowledge already within the community. The project will strengthen the community knowledge with tools that navigate the various processes required to bring rainwater infrastructure projects to the Larimer neighborhood.
PROJECT OUTCOMES	evolveEA designed a public campaign to attract participation in the visioning process in community meetings and online at OurBrookline.com, with over 500 unique viewers. The community shared their thoughts about the values, assets, and issues in Brookline's business district and throughout the neighborhood. This process helped to build advocacy for new place-based initiatives while promoting membership and engagement among Brookline's stakeholder groups. In distilling stakeholder input, we determined a number of directions for Brookline Boulevard's physical and programmatic environment that would empower the community to own and implement its vision. A	Lawrenceville Corporation used the materials to host conversations about community needs and to role of aggregated action. These conversations have resulted in the securing of resources in support of BID amenities and ongoing discussion about a governance model for business district upkeep.	evolveEA is providing Masterplanning and Architectural services for the project, and has worked with the Borough and project team to establish these project goals: - To envision civic space that is memorable, contributes to the ecological improvement of the community, and can be a catalyst for well designed reinvestment in Millvale's business district core - To save a legacy historic building in the town center. - To create a home for new community venture that advocates for healthy and sustainable living and supports entrepreneurial efforts in Millvale - To further Millvale's reputation as a robust food hub with enterprises at many levels: producers (urban	The project focuses on four areas in Larimer that are at various stages in the redevelopment process, including a large single parcel redevelopment project, a scattered site redevelopment project, multiple adjacent vacant parcels publicly and privately owned, and publicly owned road right-of-way areas. These types of development can be found in communities across the region; the findings of the Living Waters project will be applicable far beyond the boundaries of Larimer. The project brings together the community with disciplinary expertise and resources to produce real and achievable results including: - Design proposals that identify site

	new website, Brooklineunveiled.com, was launched by the SPDC to promote neighborhood events and Brookline Boulevard businesses. Brookline Unveiled also has social media components designed to attract visitors from the Greater Pittsburgh region. In September 2014, a Brookline Unveiled festival was held to celebrate the completion of the Boulevard reconstruction. The festival included live music acts at several venues along the Boulevard, food trucks, art displays, children's entertainment, and a special exhibit featuring Brookline's past, present, and future. Another component of the festival was a small business workshop and resource fair designed to encourage entrepreneurial activity in the neighborhood. Ryan Askey, Board Chair for the South Pittsburgh Redevelopment Corporation, said of the project, "Not only did we really benefit from the engagement, but we've rethought some of our models of community engagement. I couldn't be happier with the experience."ù		agriculture, apiaries, etc.,), processors (such as breweries, canneries, bakeries, etc.), and consumer serving outlets (restaurants, cafes, markets, etc.,). - To engage the community through an inclusive planning and design process that enables meaningful decisions and long term stewardship capacity The Fresh Food Hub is both a place and a business enterprise. The team worked with the municipality to conceptualize a business development strategy focused on equitable access to food and improved public health. Informed by an inclusive and data driven planning and design process, the Fresh Food Hub will start construction in December 2014. The Masterplan is expected to be completed in December 2014	specific best practices for rainwater management and opportunities for placemaking - The value proposition and business case for each development scenario - Catalytic programs and policies to support long term planning and adoption - Community activation and education, including several demonstration art projects

SECTION TWO: Client History in the Midwest

PROJECT INFORMATION	**IBM Technology Service Center: Leveraging sustainability for a smarter economy**	**The Living Lab at Ross Reserve: Celebrating Adaptation at Purdue University**
CLIENT	IBM, Roshek Development Team	Purdue University
LOCATION	Dubuque, IA	West Lafayette, IN
PROJECT ABSTRACT	Dubuque is proud of the city's dedication to improving sustainable strategies, and they were thrilled when IBM selected their downtown for a 1300-person service center in its historic and iconic yet empty Roshek Department Store building. The evolveEA team worked from early design stages through construction, leading community and business district charrettes, educated the design team about sustainability, created tenant guidelines to reinforce the sustainable strategies and directed the LEED certification effort. The result is that the largest building in the city has been reborn and has a world-class tenant, powering the local economy in a building with 21st century standards.	Ross Reserve at Purdue University is an unusual ecological habitat that provides a data-rich window on forest dynamics and has proven useful in planning and framing research projects. The diverse flora and fauna have been studied by generations of undergraduate, Masters and PhD students and research in the Reserve includes study of natural community composition and dynamics, evolutionary competitive strategies, resilience to anthropogenic impact, and restoration ecology. The Reserve is also a center for the broader community to better understand the natural world, promoting scientific literacy, and understanding anthropogenic impacts on ecological life-support systems. evolveEA was asked to help strategically position the reserve with a plan for the public interface of the reserve, resulting in a new public engagement facility and strategies. When Alton Lindsey of Purdue University founded the Ross Reserve, he envisioned a "living labora¬¨tory" "î an unparalleled place to make discoveries through field research, teaching and outreach in evolutionary ecology and conservation biology. The Living.Lab will be a new lens through which to under¬¨stand the Reserve, connecting people to the landscape through experiential learning. The Living.Lab's operational metabolism will actively contribute to the ecological dynamics of the Reserve while expand¬¨ing community connectivity with additional visitor capacity to protect the integrity of on-site research. The project is expected to start construction in 2015.
PROJECT OUTCOMES	IBM deemed Dubuque to be a good test be for their Smarter Cities Initiative due to its size (population 57,000) and its public committed to sustainability. The Smarter Cities Initiative is a program that enables strategic use of data for better, more efficient cities. Dubuque became the first American "Smart City"ù, paving the way for dozens more to come. evolveEA worked to advance the Smart City agenda as part of the project team on a major urban redevelopment project at the Roshek Building. The building is the headquarters for IBM's initiatives in partnership with the City of Dubuque to develop and pilot platforms for Real-time Integrated Sustainability Monitoring. For example, one pilot study completed in 2011 provided over 300 Dubuque households with real-time water usage data that helped reduce water use by 6.6% and increased leak detection and response eight-fold among	The construction and operation of the facility will itself be a multi-disciplinary learning opportunity as its creation is integrated into curriculum across the Purdue campus. The Living.Lab will coevolve with the region and provide a dynamic learning environment that will become the next legacy of Ross Reserve. evolveEA guided the development of this project from its conception through the design process. We planned and managed an early stakeholder charrette, helped the team set preliminary goals and think big about their vision for the project. Site issues, building program and form were carefully con¬¨sidered throughout the process with scenario testing, energy modeling and water calculations. The client's commitment to Living Building principles gave us an imperative to achieve net zero energy and water use in the building's design. By working closely with Purdue's Department of Biological Sciences to understand

	participants. The implementation of key principles and technologies at the Roshek Building have connected it to a regional network of green buildings that the project helped to catalyze. LEED Platinum Core & Shell as well as LEED Gold Commercial Interior certifications were achieved for the building and IBM office suites. With over 1300 new jobs created, the building was a success and essential part of downtown Dubuque's revitalization. The Roshek building is Dubuque's proud testament to a new beginning and a sustainable future for the whole city. Today Dubuque is a leading Midwest hub for sustainability and Smart City technologies, hosting regional and national conferences as well as publications promoting sustainable urban design.	user needs and preferences, and by setting goals early, the Living.Lab has celebrated adaptation in its design process and will continue to do so in its physical existence.	

SECTION THREE: Redevelopment & Revitalization in Practice

PROJECT INFORMATION	**Mayor's Office Capacity Building and Advisory Services**	**Centre Avenue Corridor Redevelopment Design Plan**	**Upper Lawrenceville Community Visioning: Targeted Development Strategy**	**PIVOT Millvale: Building Community Through Ecodistrict Planning**
CLIENT	City of Pittsburgh	Hill CDC	Lawrenceville United and Lawrenceville Corporation	Millvale Borough Council and Millvale Borough Development Corporation
LOCATION	Pittsburgh, PA	Pittsburgh, PA	Pittsburgh, PA	Millvale, PA
PROJECT ABSTRACT	When Pittsburgh's Mayor Bill Peduto came into office in 2014, he set an ambitious agenda to redefine the effectiveness of government in the City. To assist in this rapid redesign process, the Mayor's office asked evolveEA to faciltiate a series of workshops with the Department Chief's and to specifically help develop the vision within the newly created Bureau of Neighborhood Empowerment. In addition, evolveEA has been an active and ongoing advisor on issues related to sustainability, built environment, and community engagement.	From its earliest history as a multicultural neighborhood, to its national prominence as a hub for African American culture, the story of Pittsburgh's Hill District has always been remarkable. Despite the difficulties of population loss, economic disinvestment, and the destabilization of the social fabric, the community has proved resilient and tireless in its desire for an empowered future. This project showcases this spirit by reimagining Centre Avenue as a meeting place for residents, a welcoming place for visitors, a sharing place for institutions, and a place of exchange for businesses. The establishment of a rich and welcoming identity for the Centre Avenue Corridor in the Hill is guided by previous efforts, including the Greater Hill District Masterplan (2011). The redevelopment plan engages each of the five Masterplan goals: - Build upon the African American cultural legacy - Family friendly housing development without displacement - Economic empowerment and commercial development - Make the Hill District a green and well designed community - Address mobility, transportation, and parking Through evolveEA's strategies for Placemaking, Identity, and Activation, our approach creates an attractive Centre Avenue corridor by understanding the community's aspirations and values and catalyzing them to take action.	Upper Lawrenceville, or the 10th Ward as it affectionately called by the residents, is part of the thriving Lawrenceville neighborhood of Pittsburgh. Known for its youthful culture within historic urban fabric, Central and Lower Lawrenceville have transformed in the past years with significant investment and planning efforts. This development energy has also surfaced in Upper Lawrenceville and this Strategy Study was the first significant planning effort dedicated solely to the 10th Ward area. Through a series of community charrettes, we created a neighborhood identity and series of principles that would help prioritize future development to suit the community's long term livability goals. The principles built upon existing physical and cultural legacy of the 10th Ward, but also were aspirational, seeding a vision for a future yet to come. The district wide principles suggest indicators of success that focus on economic, cultural and environmental issues. The Upper Lawrenceville Community Vision and Targeted Development Strategy Study is significant because it has identified priorities while forging the community spirit to see the vision to completion. The plan is a product of active community engagement, data driven analysis, and formal and spatial investigations, from which has emerged a commitment to long term horizons and sustained actions.	The Borough of Millvale is a classic western Pennsylvania milltown with a compact residential and commercial district woven into a dramatic landscape of hillsides and waterfront. Similar to many of the riverfront industrial communities, Millvale suffered a loss of business and population as the steel industry declined in the region. To further complicate matters, Millvale sits at the bottom of the Girty's Run watershed where upstream development has repeatedly caused flooding in its business district and residential areas. Over the years, Millvale officials have worked to rehabilitate and rejuvenate the community in the face of economic adversity, flood events, and environmental challenges. Recently, the community has seen return on these efforts as the community is receiving attention for its affordability and livability and proactive efforts. The community has embarked on an Ecodistricts planning process and evolveEA has been proud to facilitate Ecodistrict training with the community. The training was intended to build the community's capacity to catalyze renewal by introducing residents to Ecodistrict concepts, contextualizing current community efforts, and by asking residents to envision how Ecodistrict principles might be applied in future planning projects.
PROJECT OUTCOMES	evolveEA provided data analysis, team building, and strategic planning in sessions and with report briefs that resulted in redirection and ongoing definition of scope and efforts by the Mayor's leadership team. evolveEA has continued to assist in policy development through Christine Mondor's role as Chair of the the Planning Commission, as advisor to the P4 (People, Planet, Performance, Pittsburgh) International Symposium, and in our work with the City's Sustainability Manager to develop city-wide ecodistrict planning protocol and as advisor for green building policy.	The Hill District is one of the more studied communities with regards to African American culture. This project needs to be more than another study and its long term success relies on the authentic adoption and community leadership development around placemaking, economic, and ecological issues. Our process has been crafted with attention to enabling community members to take ownership of their strategies and plan so that the cultural extension is organic. A Critical Issue Assessment process followed by the first community meeting in which over a hundred residents participated has set the stage for the creation of a visioning and identity toolkit. This toolkit includes identity strategies and scenarios that will help members of the community imagine a variety of potential futures for Centre Avenue. Further community engagement will define a Centre Avenue Action Plan to be implemented beginning with a public launch, media campaign and activation of local partnerships. Completion is expected in December 2014	The community focused on three themes: Upper Lawrenceville is an affordable and authentic place to live, Upper Lawrenceville is a place where people make (and grow) things, and lastly, Upper Lawrenceville's recreational amenities attract visitors who are inclined to stay as residents. The community then identified projects and programs that would be essential to create a place where people wanted to live, work and play. Strategies range in scale from site speciifc development projects and guidelines, infrastructure design, and business/economic development strategies. Examples include: Alley Housing Long thought of as a liability, the plan identified the market demand, favorable existing conditions, and design potential for alley housing where shared open space gardens, bike areas and car parks make "alley commons" a desirable place for young professionals, families and older residents. Green Streets The Study proposes a series of green infrastructure improvements to sequester water, calm traffic, and create an improved public realm.	In collaboration with residents and council people in Millvale, we helped to build community capacity to understand and implement ecodistrict planning. We helped the community identify and understand critical information about ecodistricts so that they could become advocates for future decisions. Our work created a collaborative vision, identified actionable projects, and strengthened community champions to see them to fruition, and also has leveraged access to grants for continued planning and for project implementation. The planning efforts were funded through PA Department of Environmental Protection grants and the Local Government Academy and the process was documented and material prepared to be implemented by other communities served by these agencies..The ecodistrict plan has helped the community leverage over $2 million dollars from foundations grants, state economic development funds, and municipal funding. The project is also part of the community's efforts to solicit over 70,000 hours of volunteer services and

	In addition, the plan identifies a pedestrian network from the neighborhood to the waterfront. Pop-Up! Fill-In! The plan identified a Pop-Up! Fill-In! initiative to encourage short term and long term reuse of vacant storefronts. The study identified innovative business development models to help property owners and potential tenants develop new space for short term use that later develops into long term tenure. River Recreation Through the process, the community decided that it did not want to erase industry from its waterfront but instead wanted to embrace the businesses that define its urban character. The community did not want large scale commercial development, nor did market studies suggest it was possible. The plan developed strategies for incremental development of an "off ramp" park that serves neighborhood needs, including connection to regional bike trails, a small park, access for kayaks and canoes, and a floating barge pool that attracts seasonal visitors. Soon after the study was completed, members of the community began implementing their vision. Two residents were inspired to open a neighborhood grocery called 52nd Street Market, attracting crowdfunding and state grants to launch the business. As other food-based projects and businesses have been started this year, a campaign called 10th Ward Fresh was recently launched to promote access to fresh foods, garden plots and supplies throughout the neighborhood and surrounding area. One of the biggest vacant properties on a central corridor"îan old elementary school building"ïis being redeveloped as new mixed income housing. A large green infrastructure demonstration project has been installed at one of the neighborhood's commercial facilities by a business that was previously not engaged with local community and its plans. Also, a neglected playground has been decommissioned from the City at the request of residents and who are funded to redevelop the site into an orchard with green infrastructure and a play area. Finally, there has been a sharp increase in building permits and renovation activity throughout Upper Lawrenceville, with home values and sales rising steadily.	is expected to create numerous jobs.

SECTION FOUR: Highlights of Project Success

PROJECT INFORMATION	**Living Cities Masterplan: Larimer and Homewood Ecodistrict Planning**	**Pennsylvania Dept. of Environmental Protection Ecodistrict Education Workshops**
CLIENT	Kingsley Association, Larimer; Bridging the Busway Project, Homewood	PA DEP, Pittsburgh URA, ARTEZ
LOCATION	Pittsburgh, PA	Pittsburgh, PA
PROJECT ABSTRACT	Like many post-industrial communities, the Larimer and Homewood neighborhoods have seen massive amounts of disinvestment in its residents, organizations and infrastructure. In collaboration with the community, evolveEA articulated a "living cities" vision that examined ways that energy independence, net zero water use, and localized food economies could make the existing community more resilient and attract and sustain development. Together with the community, evolveEA identified environmental performance goals as well as economic performance goals, and found new opportunities for community engagement and for design innovation. We applied environmental metrics that addressed both the physical infrastructure as well as the social and community networks that are needed to support this transformation. Our Living Cities Ecodistrict Plan addresses change over time, resource flows and patterns and the dynamic between changing social and economic conditions as changes take place.	Sustainability frameworks such as the ILBI's Living Cities Challenge (Institute 2011) are changing the practices of urban and architectural design by advocating for urban scale systems that are environmentally performative. The emerging term ecodistrict has been used to describe this planning. This planning is often focused on the technical and engineering implications of performative place-making, especially with infrastructure related to distributed power generation, net zero water, and net zero energy. Consequently, technology has been seen as the biggest challenge. In our work in urban communities we have observed that while infrastructure"ïthe "hardware" of a community will continue to be a focus for problem solving, the "software" of community capacity is the variable that most affects the success of a project. We believe that community capacity will be the locus for transformation and the next threshold for design opportunity. This symposium examined sustainability through physical place making, as well as the social and cultural infrastructure. The symposium presented research on work with community groups, nonprofits and local government, to create a regionally relevant concept of an ecodistrict.
PROJECT OUTCOMES	The Larimer community has taken many actions towards the goals outlined in the Living Cities Ecodistrict Plan, including commercial property bioswales, an EECO center to demonstrate green technologies, urban agriculture initiatives and public art installations that will become part of a network of green infrastructure demonstration sites. Other funded projects currently in process include a shipping container farm station and net zero infill housing. The Living Waters of Larimer project (see LWOL description) is continuing the ecodistrict water goals through in depth community engagement, technical assistance to developers, and policy and position papers on best practices in the city. The ecodistrict planning helped the community position themselves for negotiation during an intensive application process to secure $30 million through the US Department of the Housing and Urban Development's Choice Neighborhood's Investment. The Living Cities Ecodistrict Planning also helped the community prioritize indicators to understand their progress. The ecodistrict work helped to provide a frame of context for community efforts that have leveraged	We worked with the Borough of Millvale, the Kingsley Association, Allegheny River Towns Enterprise Zone and the Pittsburgh Community Reinvestment Group to host a regional symposium during the PCRG conference in May 2013. The symposium was attended by community and economic development professionals, lenders, public officials, developers, architects, planners, researchers, neighborhood volunteers and others involved in rebuilding and sustaining healthy, vibrant, and sustainable communities. The event was overbooked and we had to limit attendance to 45 people. Our internal goals included: - To elevate conversation on ecodistricts and how they can create more economically and environmentally resilient communities. - To further develop a replicable methodology for use in the region and beyond. - To create potential partnerships (working, sharing knowledge sharing capacity) that would

	over $1 million in volunteer time, trained community members for jobs in sustainability fields, and started entrepreneurial ventures.	bring the ideas to the next level. - Create benefit for everyone at the table - To seed catalytic action in both communities, possible foundation for sister community relationship. - Create legitimacy for methods. - Connect ecological resources to economic development. - Create an understanding of the need for integrated action The workshop was the beginning of the regional conversation on ecodistricts as a regional planning framework. The current conversation at the City and County levels is a direct result of this education grant and its activation of key community leaders.	

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ADDITIONAL LOCATIONS	New York Dallas Tijuana Halifax London
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DESCRIPTION	Two core business units: 1) Corporate Advisory - supply chain strategy and site selection 2) Logistics-Enabled Projects - international investment advisory firm specializing in projects at and around logistics hubs (airports, seaports and strategic inland trade and logistics hubs. GLDPartners has senior practitioner expertise in economic development, project finance, infrastructure and property development, market evaluation, supply chain management, port and rail asset management.

SPECIALIZATIONS & EXPERIENCE

Brownfields + Industrial lands re-use	★★★★★
Campus + School Planning	★
Charrette Services	★★★★
Community Development	★★
Comprehensive Planning | General Plans	★★
Economic Development Planning	★★★★★
Environmental + Natural Resources	★
Housing Development	★
Infrastructure Planning	★★★★★
Innovation- and Technology-based ED	★★★
Land-Use + Land Planning	★★
Landscape Architecture	★
Mixed-Use Development	★★★
Public-Private Partnership (P3) Development	★★★★★
Real Estate Development	★★★★★
Recreation + Tourism	★
Redevelopment + Revitalization	★★★★★
Regional Planning	★★★★
Site Remediation	★★★★
Small Town + Rural Planning	★★★
Smart Growth	★★
Strategic Planning	★★★★
Sustainable Development	★★
Transit-Oriented Development	★
Transportation Planning	★★★★★
Waterfront Development	★★★★

SECTION ONE: Integrating Planning + Economic Development

PROJECT INFORMATION	Temple Inland Port Development Strategy
CLIENT	Temple Economci Development Corporation
LOCATION	Temple, TX
PROJECT ABSTRACT	Development of a multi-site industrial/business park project to be multimodal logistics-led economic development assets with focus on: 1) transcontinental rail and highway cargo movement, 2) international maritime import and export cargo via connections to three deep water ports, and 3) cross-border trade hub resulting from projected increases in trade with Mexico. The project required a thorough supply chain-based market assessment, competitiveness analysis, revenue projections and infrastructure finance. GLDPartners defined the medium and long-term business potential for development of a major rail, highway and port-connected development project in Texas. These analytics were utilized to define property and infrastructure product gaps and a detailed property and infrastructure development strategy, and a complex investment partnership structure including: - analysed existing supply chains for through cargo: market to market, (various) port to market and (various) cross border points - projected forward views of cargo flow along key market to market routes, from/through various seaports, from and to Mexico - reviewed supply chains in key industry verticals from a business intelligence perspective - determined regional competitiveness for ten key supply chain verticals - measured regional property assets, property-related infrastructure, logistics assets and transport infrastructure and associated market gaps - defined viability for enhancing assets and infrastructure - tested market interest from national/international property interests, risk capital investors such as infrastructure funds, private equity funds and institutional investors - reviewed strategy with regional, state economic development entities and port authorities - created property and infrastructure strategy structure with public and private partners.
PROJECT OUTCOMES	A forward an integrated market-view of the opportunity in Central T Texas. - Tangible

	economic development targets for Mexican supply chains Mexico, though close, had never been much of A focus - A set of investor-test recommendations concerning development of new infrastructure and acquisition of new land - A very specific business strategy concerning use of municipal risk capital and detailed recommendations for attracting risk capital partners - Led to securing new deals in several focus industry sectors

SECTION TWO: Client History in the Midwest

PROJECT INFORMATION	Michigan Statewide Logistics-Enabled Economci Development Strategy
CLIENT	Business Leaders for Michigan
LOCATION	Detroit, Grand Rapids, Flint, Traverse City, Lansing, MI
PROJECT ABSTRACT	A real-world business assessment of Michigan's competitive positioning to retain and attract manufacturing and distribution investment and a full review of industrial development land and state-wide infrastructure in the rail, highway, air, sea and intermodal modes. Following a commission from the Business Leadership Organisation that that represents the CEO's of the 80 largest companies in the state, partnering with two national site selection consultants, GLDP managed a comprehensive piece of work that reviewed: 1) Michigan's road, rail, ocean and air infrastructure; 2) Michigan's ability to compete with Midwestern market and other competitors, given current supply chain and investment patterns; 3) and identified sweet spot market niches for business growth; and 4) produced a revenue and risk business case for the development of certain critical infrastructure assets. GLDPartners managed a comprehensive review of Michigan's ability to compete as a continental and global logistics center. The Team performed a comprehensive assessment of the State's road, rail, ocean and air infrastructure and its competitive position to move cargo to key domestic and global markets. The assessment led to the production of an industry competitiveness review that identified its sweet spot industry segments. Given an evaluation of evolving supply chain and investment patterns, GLDPartners identified Michigan's ability to compete with key Midwestern and depending on the industry, other strategic competitors. GLDPartners developed a risk business case for the development of certain critical infrastructure assets
PROJECT OUTCOMES	BLM has worked with the State economic development leadership and Governor on specific recommendations for logistics infrastructure and targeted market business development.

SECTION THREE: Redevelopment & Revitalization in Practice

PROJECT INFORMATION	Castle Logistics Investment District
CLIENT	
LOCATION	
PROJECT ABSTRACT	This project planned the redevelopment potential and strategy for of a former 2000 acre Air Force Base to a multi-modal logistics and manufacturing district in Central California. The work assessed the regional transport system and the asset's interface into the national rail, road, port and air cargo system, and also key agricultural export product and manufacturing potential. The second phase of work includes a refined competitiveness review and redevelopment planning, which will include development of an investment prospectus for private risk capital partners.
PROJECT OUTCOMES	A comprehensive redevelopment program, with phase by phase property and infrastructure for a very large development asset, and also the interface with the City's residential and business district areas.

SECTION FOUR: Highlights of Project Success

PROJECT INFORMATION	Alaska International Airport Global Investment Strategy
CLIENT	Anchorage Economic Development Corportion and Alaska International Airport System
LOCATION	Anchorage and Fairbanks, AK
PROJECT ABSTRACT	This project is a joint venture between the Alaska International Airport System and the Anchorage Economic Development Corporation. GLDPartners' twin missions were to 1) review air cargo development opportunities (Asia-North America and Asia-South America), and 2) economic development opportunities resulting from evolving North America-Asia supply chains, this included development of spatial and transport plans for where this growth was possible. The AIAS operates the most extensive airport system in the world with 273 assets, with Anchorage International Airport being the 4th busiest cargo airport in the world and an important part of the North American transport system.
PROJECT OUTCOMES	A revision of State transport asset strategy to include local and regional economic development. Additionally, the Municipality of Anchorage used this as a baseline for its new industrial land planning work. The AEDC created a new economic focus that they say is the main economic/jobs growth engine for the State and monetizes the primary lifeline to the outside world, the airport system.

HR&A Advisors, Inc.

FOUNDED	1976
NO. of EMPLOYEES	58
WEBSITE	http://www.hraadvisors.com/
MAIN OFFICE	99 Hudson Street 3rd Floor New York, NY, 10013 212-977-5597
ADDITIONAL LOCATIONS	Washington, DC Los Angeles, CA
POINT OF CONTACT	Stockton Williams, Managing Principal swilliams@hraadvisors.com 202-903-0722
DESCRIPTION	HR&A Advisors, Inc. (HR&A) is an industry-leading real estate, economic development and energy efficiency consulting firm. Equipped with a unique understanding of the intersection of the public and private sectors, we have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects across North America and abroad for over thirty years. We understand the importance of linking accretive private investment with public resources to support investors and communities' responsibilities and aspirations. We have offices in New York, Los Angeles, and Washington D.C., a presence that allows us to serve clients all over the world. From Brooklyn to London, and Southern California to Hong Kong, we have guided hundreds of clients in transforming real estate and economic development concepts, and public infrastructure, first into actionable plans then into job-producing, community-strengthening assets. We have served a range of clients ñ real estate owners and investors, hospitals and universities, cultural institutions, community development organizations and governments ñ since 1976.

SPECIALIZATIONS & EXPERIENCE

Brownfields + Industrial lands re-use	★★★★★
Campus + School Planning	★★★★
Charrette Services	★★★★
Community Development	★★★★★
Comprehensive Planning | General Plans	★★★★★
Economic Development Planning	★★★★★
Environmental + Natural Resources	★
Housing Development	★★★★★
Infrastructure Planning	★★★★★
Innovation- and Technology-based ED	★★★★★
Land-Use + Land Planning	★★★★★
Landscape Architecture	★
Mixed-Use Development	★★★★★
Public-Private Partnership (P3) Development	★★★★★
Real Estate Development	★★★★★
Recreation + Tourism	★★★★
Redevelopment + Revitalization	★★★★★
Regional Planning	★★★
Site Remediation	★★★★★
Small Town + Rural Planning	★★★★
Smart Growth	★★★★★
Strategic Planning	★★★★★
Sustainable Development	★★★★★
Transit-Oriented Development	★★★★★
Transportation Planning	★★★★
Waterfront Development	★★★★★

SECTION ONE: Integrating Planning + Economic Development

PROJECT INFORMATION	Austin Colony Park	University of Pennsylvania South Bank	Baltimore Inner Harbor	Southern Manhattan Multi-purpose Levee
CLIENT	City of Austin	University of Pennsylvania	Waterfront Partnership of Baltimore (WPB) and the Maryland Economic Development Corporation (MEDCO)	New York City Economic Development Corporation
LOCATION	Austin, Texas	Philadelphia, Pennsylvania	Baltimore, MD	New York, New York
PROJECT ABSTRACT	On behalf of the City of Austin, Texas, HR&A is serving as the real estate and economic development advisor to a multi-disciplinary team jointly led by Urban Design Group and Farr Associates that is creating a transformative master plan for a vacant, 208-acre city-owned parcel. The City, a recipient of a HUD Community Challenge Grant, envisions transforming the undeveloped site located in the Colony Park neighborhood into a vibrant, mixed-use neighborhood that offers attractive urban design, forward-looking sustainability measures, and a mix of housing typologies.	HR&A assisted the University of Pennsylvania in developing a business framework and master plan for its 23-acre "South Bank" site in Philadelphia. The University set forth an ambitious vision to transform the site into an innovation and commercialization park, seizing an opportunity for both the institution and the City to retain talent and grow the City's creative and research economies.	On behalf of the Waterfront Partnership of Baltimore (WPB) and the Maryland Economic Development Corporation (MEDCO), HR&A performed an economic and fiscal impact analysis of Baltimore's Inner Harbor and a feasibility study of potential improvements to Rash Field, an underutilized component of the Inner Harbor promenade. HR&A supported the WPB in its advocacy for increased public, private, and philanthropic investment in the Inner Harbor to ensure it remains an iconic destination and economic driver for Baltimore and the State of Maryland.	On behalf of the New York City Economic Development Corporation (NYCEDC) and the Office of Recovery and Resiliency, HR&A led the economic, planning, and regulatory components of a multidisciplinary feasibility study to build a multi-purpose levee (MPL) along the eastern shoreline of Southern Manhattan that could integrate flood protection with new real estate and open space uses. The team tested multiple MPL scenarios against a set of project goals, including enhancing flood protection for Southern Manhattan, generating a funding source for on-site and off-site resiliency improvements and supporting economic and community development. HR&A helped to manage a team of planners, lawyers, and consultants that evaluated regulatory obstacles for project implementation, and led all real estate and financial analyses for the project, including the preparation of a dynamic pro forma to test multiple alternatives for the project.
PROJECT OUTCOMES	As a first step, HR&A benchmarked development opportunities by researching case studies of developments in comparable markets. Additionally, HR&A analyzed existing market conditions and engaged local developers to identify market-feasible development opportunities. HR&A continues to work iteratively with the consultant team and City to translate these findings into three viable site concepts that meet the aspirations of the City and community for a transformational development plan which will guide the phased implementation of a shovel-ready development project in 2015.	HR&A's work supported the design team, led by WRT, through stakeholder outreach to confirm the University's innovation-related activities and aspirations, assessment of market opportunities and challenges from both the real estate and industry perspectives, case study analysis, and facilitation of a workshop with key University and civic leaders to determine short- and long-term programs for future study. In February 2014, the University released its South Bank plan for the "Pennovation Center," which will facilitate up to 1.5 million square feet of development through the infill opportunities, conversion of existing buildings, new infrastructure, and enhanced open space.	HR&A's analysis determined that the 14 million annual out-of-town visitors to the Inner Harbor, in addition to the local business activity, generate substantial benefits for the city and the state. The analysis showed that there was $2.3 billion in annual economic activity, which supported more than 20,000 jobs and drove $102 million in annual local and state taxes. HR&A's fiscal and economic analysis combined IMPLAN modeling, market research, utilization of prior reports, and stakeholder interviews. HR&A's report was released in conjunction with a new master plan for the WPB publicly credited the HR&A report in its successful efforts to secure $39 million in local and state funding for Inner Harbor Improvements. The economic and fiscal impact analysis and financial analysis will support decisions for phasing development and structuring sources of capital for infrastructure investment. HR&A will advise the plan's Coordinating Committee, comprised of business, institutional, and government leaders, and lead the plan's Commercial Opportunities Technical Committee, comprised of real estate and economic development experts.	The team's findings were published in May of 2014 and describe a preferred alternative consisting of 500 feet of land reclamation, up to 20 million square feet of new residential, commercial and community facility space, as well as new roadways, waterfront esplanades and open space. The final report also describes variants of the preferred alternative demonstrating the implications of creating a large, contiguous park between the Manhattan and Brooklyn Bridges, additional affordable housing mandates and various means of permanently preserving the South Street Seaport Historic District while meeting the project's flood protection goals.

SECTION TWO: Client History in the Midwest

PROJECT INFORMATION	Michael Reese Hospital Site Redevelopment Study	Minneapolis Riverfront Development Initiative	Downtown Columbus Redevelopment	St. Louis Loop Retail Recruitment and Development Strategy
CLIENT	City of Chicago Department of Housing and Economic Development	Minneapolis Park and Recreation Board	City of Columbus	Washington University
LOCATION	Chicago, Illinois	Minneapolis-St. Paul, Minnesota	Columbus, Ohio	St. Louis, Missouri
PROJECT ABSTRACT	HR&A provided strategic guidance to the City of Chicago Department of Housing and Economic Development on the redevelopment of the 48-acre Michael Reese Hospital site, originally intended to house the Olympic Village for the 2016 Olympics. The site, adjacent to the country's largest convention center McCormick Place, located 1,000 feet from Lake Michigan, and three miles from Chicago's central business district presents the City with a unique opportunity to spearhead transformative development and significant job creation in the City's Bronzeville neighborhood. HR&A recommended a vision that focused on catalyzing growth by drawing an anchor user, connecting the site to the lakefront, and delivering improved mass transit service to the site. Through stakeholder outreach to nearly 40 local experts, we found significant competition in Chicago for technology park development, the previously stated vision for the site. Leveraging proximity to McCormick Place and the size of the site, we found opportunity to locate a major entertainment and/or cultural destination with a major convention-hotel cluster.	For the Minneapolis Park and Recreation Board, HR&A developed a funding strategy for the implementation of the Minneapolis Riverfront Development Initiative (MR|DI). HR&A worked intensively with the design team of Tom Leader Studio and Kennedy & Violich Architecture to shape the proposed redevelopment of 5.5 miles of the Mississippi riverfront north of Minneapolis' downtown core in a manner that would promote the economic development of the city while not creating undue fiscal burdens. The plan for this section of riverfront, which passes through some of the city's most deprived communities and industrial lands, included new signature parks, environmental restoration projects, real estate developments, and the completion of critical links in the city's famous Grand Rounds bicycle network. HR&A assessed the potential for generating revenues to fund ongoing operations and maintenance of the planned parklands from real estate disposition and development, and from funding structures related to environmental restoration. The firm also helped identify priority sources of capital funding and strategies for the coordination of project implementation and stewardship.	For three years, HR&A led downtown development efforts for the City of Columbus, Ohio as its development manager. Central to this assignment was identifying and accessing innovative financing mechanisms to catalyze real estate development. HR&A secured substantial funding from both the public and private sectors for a $250 million mixed-use project that includes a riverfront park, an arts district, a baseball stadium, and a public amphitheater. The development also includes a redesigned Lazarus Building, a former department store and critical development site. The firm maintained project schedules, quantified financial needs and sources, coordinated efforts between the mayor's office and the development team, and was responsible for all public interface, including obtaining public approvals.	To restore retail health and street-level vibrancy to the Delmar Loop, a 2.1-mile corridor that serves as Washington University's "campus main street," HR&A assembled a multi-disciplinary team and prepared a strategy that made recommendations for not only retail recruitment, but for public realm improvements, infrastructure investments, transit-oriented real estate development, marketing and programming, and governance as well.
PROJECT OUTCOMES	With the key ingredients in place, HR&A's market analysis found potential for 7 to 9 million square feet of development and in partnership with Skidmore, Owings and Merrill, created a master plan focused on maximizing land value and economic impact. Our phasing strategy identified a timeline for redevelopment and a financial analysis guided our infrastructure funding and financing recommendations. Our redevelopment strategy will be used to facilitate long-term development of the site, including infrastructure investment and attracting an anchor user.	The Minneapolis Park and Recreation Board unanimously voted to formally adopt RiverFIRST: A Park Design Proposal and Implementation Plan for the Minneapolis Upper Riverfront in March 2012. The plan grew out of the year-long MR|DI planning process, and when complete, will be the largest expansion of the renowned Minneapolis park system in over 100-years. Approximately $20M has been dedicated for the implementation of RiverFIRST, including development of the central riverfront, where HR&A is also working on the WaterWorks conceptual development framework.	HR&A raised $10 million from private industries and secured an additional $10 million per year for ten years from the City. Additionally, based on HR&A's advice, the Lazarus Building was gifted to the Columbus Downtown Development Corporation, a not-for-profit. The CDDC in turn leased 700,000 square feet to various State agencies after $70 million of renovation. The renovation was made possible through City-guaranteed, tax-exempt bonds. Columbus' exemplary revival, ongoing even in a poor economic climate, was featured in the New York Times on December 2nd, 2008.	HR&A conducted a series of thorough market analyses that underpinned key recommendations. After completing an assessment of demographic and economic trends in St. Louis, HR&A conducted a real estate market scan of uses relevant to the area, including retail, office, and multifamily residential. Additionally, HR&A completed a more in-depth analysis of the local retail market and tenant mix in the study area, including a block-by-block assessment of existing retail tenants and vacancies. Following these analyses, HR&A projected demand for additional retail and office space in the study area and identified categories of tenants that should be targeted. HR&A reconciled the existing mix of retail in the study area with the unmet demand for additional retail, and created a block-by-block tenanting strategy. The tenanting strategy identified mature and nascent retail clusters in the study area and recommended tenants that would enhance the retail mix and the area's character. As Washington University and the Special Business Districts pursued implementation of the plan, they again retained HR&A to set the retail recruitment process on a trajectory for success. HR&A worked with the University to market the area as a destination for local, regional, and national retailers and to work with these retailers

	to identify suitable spaces in the study area. HR&A also worked with the University to procure a design firm to create new print and digital marketing materials for branding and marketing the University and Special Business Districts. As a result of the retail strategy, over half a dozen new leases have been signed on the Delmar Loop including an international supermarket, a bakery/caf√©, and four restaurants.

SECTION THREE: Redevelopment & Revitalization in Practice

PROJECT INFORMATION	Strong Cities, Strong Communities National Resource Network	Real Estate and Market Study to Support Development at RiverBend	Downtown Ranson Brownfields Study	Newark Economic Development
CLIENT	U.S. Department of Housing and Urban Development	Buffalo Urban Development Corporation	City of Ranson	City of Newark
LOCATION	Nationwide	Buffalo, New York	Ranson, West Virginia	Newark, New Jersey
PROJECT ABSTRACT	HR&A provides technical assistance to economically distressed cities across the U.S. for the SC2 Network, established though a national competition and funded with an initial commitment of $10 million from the U.S. Department of Housing and Urban Development in May 2013. In addition to providing direct services to cities in all aspects of economic development, land use, redevelopment, and public administration, the Network will establish a national platform for peer networks of local officials and serve as the central source of federal support for cities and regions in creating economies for the future. HR&A's partners in the Network are Public Financial Management, Inc.; New York University's Robert F. Wagner School of Public Service; Enterprise Community Partners; and the International City/County Management Association.	In collaboration with a multi-disciplinary team led by Sasaki Associates, HR&A supported the development of a site development plan and implementation strategy for RiverBend a 260-acre vacant, brownfield site in Buffalo, New York owned by the Buffalo Urban Development Corporation (BUDC).	For the City of Ranson, West Virginia, HR&A conducted a real estate market study focusing on traditional downtown retail and residential uses as proposed in the City's redevelopment plan. Located on the outskirts of the Washington, DC metropolitan area, the City had experienced rapid growth over the past decade due to both growth in the DC area and growth of the local employment base. The redevelopment of downtown Ranson, however, has lagged due to its history as an industrial town that left a large number of brownfield sites.	Once a vibrant urban living and employment center, Newark's population has begun to stabilize after more than 40 years of decline and disinvestment. HR&A's work with the City of Newark seeks to leverage its significant transportation, and other infrastructure assets, and strong regional location to overcome barriers to economic growth, such as high unemployment, a declining tax base, and vacant land.
PROJECT OUTCOMES	To date the SC2 Network has performed comprehensive assessments of economic needs and opportunities in nine cities and provided detailed recommendations for specific technical assistance for each. The Network has also built an on-line portal with a variety of resources for cities, including a database of technical assistance opportunities and an on-line, on-demand "311" service for local leader seeking timely assistance on pressing land use, real estate, and economic development issues.	HR&A completed an industrial and real estate market study that identified the types of uses that would be suited for the site and would help foster long-term economic growth in the region. HR&A also produced a detailed site-wide financial pro forma and implementation strategy for the master plan. The team produced a high quality site plan that the BUDC can use to market the site to potential tenants. This project was funded by a Step 3 Brownfield Opportunity Area (BOA) grant from the New York Department of State. In September 2014, RiverBend broke ground on the new home of one of the world's largest solar panel factories, SolarCity, which will produce enough solar panels to generate 1,000 megawatts of electricity. Future development plans include a 1.5 million square foot complex that will employ up to 3,000 people in Buffalo.	HR&A's market study helped define the types of and target markets for residential and retail development. HR&A recommended development scenarios that are market-supportable and reflect successful land use program elements from successful and relevant downtown revitalization projects. HR&A's work helped Ranson to secure $4.5M from the U.S. Department of Housing and Urban Development (HUD) and $750K from the Environmental Protection Agency (EPA) in additional funding for brownfields clean-up.	In the past decade, HR&A has analyzed developer proposals for affordable housing; advised the City on the use of tax abatements, tax increment financing, and New Markets Tax Credits to facilitate new housing development; assisted the City to spur development by preparing new policies to reform and standardize its development incentives and policies; and evaluated the economic impacts of proposed industrial tenants at the Southward Industrial Park. HR&A has also managed the issuance and evaluation of a Request for Expressions of Interest for key publicly-owned parcels proximal to the Broad Street Station. In 2012, HR&A prepared the Business and Industry Element of the first overall Master Plan for the City of Newark since 1964 and facilitated the relocation of Bartlett Dairy to the city.

SECTION FOUR: Highlights of Project Success

PROJECT INFORMATION	Capitol Riverfront District Planning	Columbia Pike Transit Initiative Return on Investment Analysis	Toronto Waterfront Revitalization	Revitalizing Downtown Cincinnati and Over-the-Rhine
CLIENT	District of Columbia's Office of City Planning	Arlington County	Waterfront Toronto	City of Cincinnati; Downtown Cincinnati, Inc.; the Cincinnati Business Committee
LOCATION	District of Columbia	Arlington, Virginia	Toronto, Ontario	Cincinnati, Ohio
PROJECT ABSTRACT	On behalf of the District of Columbia's Office of City Planning, and in partnership with city and federal agencies, HR&A guided six nationally renowned planning firms to create a revitalization plan for the neighborhoods and waterfront along a ten-mile stretch of the Anacostia River. HR&A assisted the District of Columbia to implement the plan by guiding the redevelopment of the 55-acre Southeast Federal Center, assessing the feasibility of numerous locations for a new major league baseball stadium, negotiating with selected developers for the Navy Yard, and creating an innovative public finance strategy to support both a new home for the Washington Nationals and affordable housing.	On behalf of Arlington County, Virginia, HR&A produced a return on investment study comparing the economic and fiscal benefits of a proposed streetcar along the Columbia Pike versus an enhanced bus alternative. The Columbia Pike corridor, which connects Pentagon City in Arlington to Bailey's Crossroads in Fairfax County, is currently the highest bus ridership corridor in Virginia, and the County is seeking to implement new high-capacity transit service that supports its place-making and development goals.	HR&A provided strategic real estate and economic advice to Waterfront Toronto on the largest urban regeneration project in North America. Waterfront Toronto was established as the Toronto Waterfront Revitalization Corporation in 2001, when municipal, provincial and federal governments committed $1.5 billion and public land holdings for the creation of a series of new development precincts featuring high quality urban real estate development, world class open spaces and a signature public realm along streets and the water's edge. Waterfront Toronto seeks to create recreational amenities, new housing and commercial spaces that will support Toronto's future competitiveness.	HR&A recommended a bold strategy to revitalize Cincinnati's Downtown then worked with corporate, civic, and governmental leaders to establish the Center City Development Corporation (3CDC) which has successfully led the transformation of Fountain Square and Over-the-Rhine. HR&A designed and supported the creation of 3CDC, a public-private development corporation, to steward revitalization and on-going development in Downtown Cincinnati. HR&A worked as the real estate and public policy advisor for the planning of Cincinnati's Downtown. Working in partnership with the City of Cincinnati, Downtown Cincinnati, Inc., the Cincinnati Business Committee, and master planning firm Cooper Robertson & Partners, HR&A crafted a strategic investment plan that addressed a number of Downtown planning and development issues, including enlivening Fountain Square. Fountain Square, the traditional heart of Cincinnati suffered from poor design, an absence of programming, and lack of maintenance, which resulted in a void of life and activity Downtown. HR&A helped to create 3CDC to guide the redevelopment of the Square, conceived of an innovative financing structure, framed a programming strategy, and shaped the redesign of the public plaza. In the years since, 3CDC has proven to be a successful public-private partnership, serving as the principal advocate and steward of Downtown and its core assets. HR&A also provided strategic implementation direction for revitalization of the city's most troubled neighborhood, Over-the-Rhine. Over-the-Rhine, the site of riots in 2001, was crippled by residential and commercial disinvestment, a lack of retail options, and entrenched crime. In response, HR&A recommended a range of interventions including targeted public sector investments such as the redevelopment of its signature open space, creating new parking options, and buying and rehabilitating deteriorated multifamily housing units. We suggested a robust public-private partnership to facilitate reinvestment throughout the neighborhood, plus a regulatory system with revised design guidelines to create a physical sense of identity by complementing and celebrating the neighborhood's historic architectural fabric.
PROJECT OUTCOMES	Our work provided a development framework for a new 350-acre neighborhood: the Capitol	HR&A prepared an economic and financial model that is underpinned by an assessment of corridor	HR&A provided economic analysis underpinning some of the most significant infrastructure	The completed project has brought people back to Downtown Cincinnati in record numbers, spurred

Riverfront, anchored by the relocation of the Nationals Ballpark and a new development at the Navy Yard. HR&A also prepared the plan for the new development at the Navy Yard"ï"The Yards"ù. Following Congress's decision to relocate the US DOT headquarters to the former Southeast Federal Center near the Navy Yard, HR&A supported the District in negotiating a PILOT agreement with the private developer for the US DOT building. Bonds were then issued against these future PILOT payments and the proceeds were used to invest in public infrastructure to make the Capitol Riverfront neighborhood more attractive; funding from these bonds was crucial to infrastructure improvements and the development of two waterfront parks that opened in 2010. HR&A supported the District in creating a new Tax Increment Finance District around the Ballpark, which provided the last tranche of financing for the completion of the Ballpark, and further investment in public infrastructure, as well as a community benefits fund to catalyze revitalization of other areas within the Anacostia Waterfront Initiative. The Anacostia Waterfront Initiative Framework Plan won an AIA Honor Award for Regional and Urban Design and has seen over $1 billion in public investment that has leveraged over $2 billion of private investment, to date. The Capitol Riverfront has become one of the District's most successful transformation efforts. This 350-acre neighborhood surrounding the Washington Navy Yard has seen more than $3 billion in private investment surrounding the Washington Navy Yard and new Nationals Ballpark. Additionally, Currently, three new parks"îDiamond Teague, Canal, and the Yards Park"îare open to the public.

real estate market dynamics, local developer and retailer outreach, and case studies and literature review of precedent transit systems. HR&A found that streetcar will accelerate delivery of the adopted plans, enhance the corridor's competitiveness within the region, and ultimately yield greater economic benefits and fiscal benefits than enhanced bus service. HR&A projected that implementing a streetcar service along the Columbia Pike would generate $2.2-$3.0 billion more in net economic benefits over 30 years than would be generated by enhanced bus service. HR&A also projected that the streetcar service would generate $315-$620 million more in incremental local tax revenues over 30 years and would support 4,600 more jobs on the corridor within 10 years after construction than enhanced bus service. HR&A provided Arlington County with a comprehensive report detailing the projected impacts of the different transit modes, which is available at

http://www.columbiapikeva.us/streetcar-transit/return-on-investment-study/. In July 2014, the Arlington County Board voted to back the streetcar with local business tax receipts, and the State of Virginia has committed $65 million in transportation funding"îwith no federal funding necessary.

decisions in the waterfront lands. HR&A assessed the feasibility and the economic benefits of naturalizing the mouth of the Don River, a proposed $600 million capital project that would create new urban neighborhoods by flood protecting over 200 hectares of waterfront land. In August 2010, Toronto City Council passed an Official Plan amendment for the Lower Don Lands and a new zoning by-law for the Lower Don Lands' first precinct, the Keating Channel. HR&A provided peer review resources for Waterfront Toronto as it pursued further business planning for this major capital investment. HR&A's cost-benefit analysis work has been cited widely, including in subsequent environmental assessment efforts. HR&A is working as part of a multidisciplinary team to conduct the economic cost-benefit analysis of the Integrated Urban Design

Study/Environmental Assessment(EA) of options to replace, improve, or remove a portion of the Gardiner Expressway. To lay the groundwork for the EA, HR&A designed the economic cost-benefit framework, conducted rigorous case studies of investments elsewhere internationally and helped structure an organize an international design competition. During the assessment process, HR&A estimated impacts on jobs, developable square footage, and incremental value of public disposition proceeds and tax revenues over a 100 year period. HR&A also provided more detailed case study analysis of the relationship between highway accessibility and central business district growth to demonstrate that a lack of highway access does not hinder CBD growth. The consulting team is currently refining the proposed alternatives for further review by the City. HR&A prepared a feasibility study and financing options for Canada Square, a new civic park on the York Quay site adjacent to Harbourfront Centre. HR&A prepared a financial feasibility assessment, developed capital investment options, produced an ongoing operations model, and guided planning and design for the new park and complementary mixed-used development, including potential cultural, hotel, retail, and parking uses adjacent to the new park. HR&A's concept was adopted by Waterfront Toronto and the new open space, Canada Square, was completed in 2013. HR&A developed a maintenance and operations funding strategy for 1,100 acres of new parkland on the Lake Ontario waterfront. Leading a team of experts, HR&A examined budgets and best practices from municipal park systems and signature parks throughout North America. Our strategy rested on development of significant new revenue sources, a capital preservation fund and a governance structure that identifies entities responsible for funding and/or maintaining the new world-class parks. The strategy was adopted by Toronto City Council.

investment of over $125 million in additional private investment in the Fountain Square District, and continues to serve as a catalyst for new residential, retail, and restaurant development in the region. In 2004, 3CDC, in partnership with the City of Cincinnati, began a two-year, $49 million renovation of Fountain Square. HR&A and the Cincinnati Center City Development Corporation (3CDC) were awarded the 2009 International Economic Development Council Partnership Award for a Public-Private Partnership in a city with a population of over 200,000 persons for the creation of 3CDC. Today, Over-the-Rhine is enjoying a startling turnaround and is heralded nationally as a success story in neighborhood revitalization. Over-the-Rhine is now the center of Cincinnati's thriving arts community, historic buildings have been renovated into a variety of housing and retail options, major new mixed-use projects have recently come online, and crime has decreased substantially.

Ninigret Partners LLC

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NO. of EMPLOYEES	4
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DESCRIPTION	Business Strategy and Economic Development Consulting.

SPECIALIZATIONS & EXPERIENCE

Brownfields + Industrial lands re-use	★★★★★
Campus + School Planning	★★★
Charrette Services	★
Community Development	★★★★
Comprehensive Planning | General Plans	★
Economic Development Planning	★★★★★
Environmental + Natural Resources	★
Housing Development	★★★★
Infrastructure Planning	★★★
Innovation- and Technology-based ED	★★★★★
Land-Use + Land Planning	★★★
Landscape Architecture	★
Mixed-Use Development	★★★★
Public-Private Partnership (P3) Development	★★★★★
Real Estate Development	★★★★
Recreation + Tourism	★★★★
Redevelopment + Revitalization	★★★★★
Regional Planning	★★★
Site Remediation	★
Small Town + Rural Planning	★★★
Smart Growth	★★★★
Strategic Planning	★★★★★
Sustainable Development	★★★★
Transit-Oriented Development	★★★
Transportation Planning	★
Waterfront Development	★★★★★

SECTION ONE: Integrating Planning + Economic Development

PROJECT INFORMATION	**US 422 Corridor Revitalization Study**	GR Forward: Downtown & River Action Plan	Worthington St Corridor Plan	Mill River
CLIENT	Youngstown Neighborhood Development Corporation	Downtown Grand Rapids Inc	Develop Springfield	EDC of New Haven/City of New Haven
LOCATION	Youngstown, OH	Grand Rapids, MI	Springfield, MA	New Haven, CT
PROJECT ABSTRACT	The US422 Corridor Redevelopment Plan is a multifaceted corridor redevelopment plan for a study area of approximately three (3) miles along the US422 corridor, leading from Wirt Street in the City of Youngstown, Mahoning County, Ohio near the Madison Avenue Expressway to Liberty Street in the City of Girard, Trumbull County, Ohio. The study provides a framework for redevelopment along the corridor with an emphasis on leveraging existing investments along the corridor to encourage economic development. In recent years, the US422 corridor has experienced significant economic growth due to the recent historic expansion and investments made by V&M Star. Future development related to V&M Star and the emerging energy industry is anticipated along the corridor. US422 is a major highway connecting communities from Pennsylvania into Cleveland, Ohio, including the cities of Youngstown and Girard. The US422 Plan is the first comprehensive multi-stakeholder economic development plan to be managed by YNDC, in partnership with the Trumbull County Planning Commission and the Youngstown-Warren Regional Chamber. Plan was conducted by Interface Studios and Ninigret Partners	What will the next decade and beyond bring for Downtown? The Downtown Plan component of Grand Rapids Forward will create a vision for the future of Downtown that will seek to maximize opportunities for improvements. Getting to that vision and framework for change will require a comprehensive analysis of economic development, the Grand River, housing, transportation and parking, land use, open space, infrastructure, among other important issues. The River Corridor Plan will reimagine lands along the riverfront and rethink how we interact with the Grand River itself. We will explore how to enhance the city's vitality, improve quality of life and leverage economic activity. The planning process will study the river corridor from Lamoreaux to Millennium Parks. Through a robust community engagement process, the public will provide critical input to guide the River Corridor Plan's development. Anticipated topics include an analysis of complimentary and catalytic land uses, parks and trails, environmental quality and neighborhood connections. Grand Rapids' namesake rapids were removed from the landscape more than a century ago. The river shaped our past, now how will we design the future? http://grforward.org/#home Plan involves Interface Studios, Stoss, and Ninigret Partners	Leverage architecture, TOD potential, casino development, and growing innovation sector to support downtown revitalization. In the presentation there are several examples from the Midwest, including New Albany IN. Project team included Utile and Ninigret Partners	Comprehensive integrated regeneration study of historic industrial area of New Haven. Study involved comprehensive economic analysis, flood plain/storm surge issues, brownfield strategies, scenario planning using test fits and basic pro formas, creation of a mixed industrial zoning concept among other items. Project team included Utile, Ninigret Partners and Stoss
PROJECT OUTCOMES	Plan completed in April of 2014. Plan elements formally adopted by city of Youngstown in May of 2014.	Project launched in April 2014.	The study was completed in August 2014. Here are links to coverage. http://developspringfield.com/news.html	Study completed June 2013 City Development Committee of Board of Alderen adopted plan and zoning recommendations in July 2014 Several buildings are in the process of rehabilitation since the study.

SECTION TWO: Client History in the Midwest

PROJECT INFORMATION	**US 422 Corridor Revitalization Plan**	GR Forward: Downtown and River Action Plan	Detroit Innovation District
CLIENT			
LOCATION	Youngstown, OH	Grand Rapids, MI	Detroit MI
PROJECT ABSTRACT	Described on previously	Described Earlier	Develop strategy and identify catalytic project opportunities for new Innovation District spanning Midtown and Downtown Detroit. Project in conjunction with Interface Studios
PROJECT OUTCOMES	Described previously	Described Earlier	New project launched September 2014

SECTION THREE: Redevelopment & Revitalization in Practice

PROJECT INFORMATION	Hartford Downtown North	Detroit Innovation District	Transformative Development Initiative	Philadelphia Manufacturing Strategy
CLIENT	City of Hartford	City of Detroit, Midtown Detroit Inc.	MassDevelopment	Philadelphia industrial Development Corporation
LOCATION	Hartford, CT	Detroit,MI	Boston, MA	Philadelphia, PA
PROJECT ABSTRACT	Revitalization strategy for the Downtown North section of Hartford, a largely underutilized and undeveloped section of the downtown. The project included assessment of several potential development scenarios. Study included a major downtown housing analysis which included benchmarking Cleveland, Milwaukee, Kansas City and Des Moines.	Described earlier	Working with MassDevelopment - the statewide development agency - on designing their new Transformative Development Initiative investment fund targeted at Gateway Cities. Gateway cities are regional cities, formerly industrial hubs, with populations between 35k to 250k people. Nearly all the gateway cities have seen substantial disinvestment since the 1950s. NP worked with MassDevelopment on structuring and communicating the program.	Create a strategy to revitalize manufacturing in Philadelphia. In depth analysis of innovation capacity, entrepreneurial and maker activity (through some unique resources for analysis) and workforce issues. This study was coupled with the previous urban industrial land plan to identify where and how to focus various investments to spur additional growth from Philadelphia's manufacturing sector
PROJECT OUTCOMES	Area is the focus of several P3 development initiatives.	Project just launched.	Program approved September 2014.	Newly created Mayor's Office on Manufacturing which is leading implementation of several items.

SECTION FOUR: Highlights of Project Success

PROJECT INFORMATION	Downtown Crossing	Gardner Brownfield Reuse
CLIENT	City of New Haven	MassDev/City of Gardner
LOCATION	New Haven CT	Gardner MA
PROJECT ABSTRACT	Start Date: 2008 Reconnecting the Yale Medical District with the Downtown through a comprehensive and integrated approach - Infrastructure improvements to create new development parcels to expand the capacity to support the thriving life sciences research activity. - New zoning/design guidelines to better manage parking impacts and pedestrian experience - Incorporating workforce training / career ladder programming to link residents to job opportunities - strategic approach to traffic demand management and parking. NP has been fortunate to be involved in every phase of this project including assisting the city on the Alexion deal, presently working with the city and local university on a biocareer ladder program, and working with the Parking Authority and traffic consultants on shared parking development options.	2010 Reuse of 2 major brownfield sites in the city of Gardner, MA. Gardner was once the furniture capital of the US but the furniture industry left over the last 40 years leaving a number of abandoned and dilapidated properties. The development economics and market conditions in Gardner are highly challenging making brownfield reuse difficult. Using a series of planning and development tools and processes under Massachusetts state law, the city gained site control. A redevelopment plan was created that focused on interim use strategies versus a long term development vision. One of the interim strategies recommended was a solar array farm because it could generate revenue for the town and did not require major site clean up since they are ground-mounted.
PROJECT OUTCOMES	- Successful initial round $36 million TIGER grant application - New zoning with reduced parking requirements - New Construction: Relocation of Alexion	A 2.5 MW project opened in May 2014. http://gwenergy.com/greenwood-energy-celebrates-ribbon-cutting-event-at-the-new-

	Corporate Headquarters - 400ksft + project - to downtown to anchor area between Yale Medical District and Downtown - New Construction: Relocation of major behavioral health services provider HQ to available parcel - Proposed construction: Additional site (former Coliseum site) under contract with a proposed 2 million sqft mixed use development including 500 units of housing - series of new parking and traffic demand management programs in process. - Workforce development bio career ladder activity: working with Southern Connecticut State University on developing a series of certificates and related programs to support growth in sector.	ground-mount-fixed-tilt-solar-panel-farm-in-the-town-of-gardner/	

PlanningNEXT (formerly ACP Visioning+Planning)

FOUNDED	1994 (renamed in 2013)
NO. of EMPLOYEES	9 employees
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DESCRIPTION

For 17 years as ACP Visioning + Planning, we've helped communities move forward. We've worked to create some of the country's most enduring spaces and prosperous places. And we've helped communities answer a critical question: What's next? Now we've done it for ourselves. In 2013 we created a new look and a new name. We're now planning NEXT.

PHILOSOPHY
Communicate clearly. True understanding and acceptance are always more favorable than superficial buy-in or forced resignation. That's why we believe in integrating insight into even the most complex community and planning issues. We help stakeholders make informed decisions about potential solutions while promoting productive dialogue and open communication among internal and external audiences. Using visual communications and visualization tools, we help to clearly express the plan in a way that empowers participants and encourages community-wide support. Invite genuine participation. When it comes to a community's future, most agree that citizens should have their say. The problem, though, is getting a broad and fair enough representation"îand then deciding what to do with all the ideas. Gathering viewpoints is one thing; engaging real participation is another. That's why our practice employs a proven community engagement process unlike any other. We attract participation from a cross-section of citizens and stakeholders, including those typically not involved in planning efforts. By launching a robust outreach and communications campaign, we ensure that involvement in the process is not just perfunctory, but a real choice to be excited about. Create an enduring place. The way people think and feel about where they work and live depends on this: community character. It's what sets a place apart. It's what incites loyalty and deepens devotion. It's what attracts business and growth. It's what draws people to call a place "home." Every community has it; but not every community knows how to manifest it. That's where we come in. Cultivate understanding. A plan devoid of listening, learning and logic is nothing more than shelf paper. For real impact, a plan needs to include a strategic communications effort"îone that informs and inspires. From population trends to development capacity to economic opportunity to character of place, our practice helps convey the most complex particulars of your plan. Manage the effort. Every project brings its share of complexity. Whether engaging diverse stakeholders, dealing with big or inflexible budgets, coordinating the efforts of multiple committees, or all of these at once, we're known for skillfully facilitating, managing and bringing together personalities, ideas and possibilities into a single, actionable plan.

SPECIALIZATIONS & EXPERIENCE

Brownfields + Industrial lands re-use	★★★
Campus + School Planning	★★★
Charrette Services	★★★★★
Community Development	★★★★★
Comprehensive Planning | General Plans	★★★★★
Economic Development Planning	★★★★
Environmental + Natural Resources	★★★★
Housing Development	★★★
Infrastructure Planning	★★★★
Innovation- and Technology-based ED	★★★
Land-Use + Land Planning	★★★★★
Landscape Architecture	★★★★
Mixed-Use Development	★★★★★
Public-Private Partnership (P3) Development	★★★
Real Estate Development	★★
Recreation + Tourism	★★
Redevelopment + Revitalization	★★★★★
Regional Planning	★★★★★
Site Remediation	★
Small Town + Rural Planning	★★★★★
Smart Growth	★★★★★
Strategic Planning	★★★★★
Sustainable Development	★★★★★
Transit-Oriented Development	★★★★★
Transportation Planning	★★★★
Waterfront Development	★★★

SECTION ONE: Integrating Planning + Economic Development

PROJECT INFORMATION	Economic Development Strategic Plan, Independence, OH	**Competitiveness and Viability Study, Dublin, OH**	Land Use Framework, Grove City, OH	ValpoNEXT, Vision and Strategic Plan, Valpariso IN
CLIENT	City of Independence, OH	City of Dublin, OH	City of Grove City, OH	City if Valpariso, IN
LOCATION	Independence, OH	Dublin, OH	Grove City, OH	Valpariso, IN
PROJECT ABSTRACT	Independence, Ohio was one of the most popular and prestigious office locations in all of northeast Ohio through the 1980s and 1990s. In addition to its impressive office stock along interstate 77 and 480 (the Cleveland outer belt), the suburb of Cleveland also includes strong neighborhoods, quality schools, excellent infrastructure and a number of significant natural assets. However, in a region struggling with economic decline and disinvestment, Independence has not been immune to the lowering tide. As a result, community leaders were eager to address the uncertain challenges Independence might soon face in the stiff competition for jobs and investment. As a partner with economist, Randall Gross, the planning NEXT team developed and facilitated the community engagement strategy for the Economic Development Strategic Planning process. The process sought to identify the key economic assets, liabilities and opportunities for the community through a combination of research and discussion. The planning NEXT team and Randall Gross hosted two large public meetings to gather input from residents and business leaders alike. During this process the team heard from more than 100 participants and gathered more than 500 ideas. This input served as a foundation for the economic analysis and recommendations. Following from this work, planning NEXT has been hired to complete five area plans in a multijurisdictional effort between Independence and the neighboring municipality of Seven Hills. This project will identify development potential and conceptual zoning strategy for land use regulation in a commercial area with a highly successful past but an uncertain future. Planning next is facilitating this unprecedented collaboration between the two municipalities.	The planning NEXT team has a longstanding relationship with the city of Dublin and has assisted the city with many important planning efforts over the years. The team is currently assisting with the analysis of two of the city's key office districts. (Together they comprise nearly 10% of the central Ohio inventory.) The viability and competitiveness study includes addressing the challenges facing the aging Metro Center and Blazer Parkway office parks. Recent findings from the team's research and analysis reveal shifting preferences for office locations with more amenities, greater a mix of uses, and enhanced walkability.	Grove City, a suburb at the edge of the Columbus region, has grown steadily since 1960 to a 2010 population of approximately 35,575 people. Due to its proximity to Columbus and abundant developable land, Grove City is expected to have the highest growth rate among all Franklin County cities over the next 20 years. Unlike several of its suburban neighbors in the region, Grove City has lacked a comprehensive vision for its future to guide growth and policy decisions. Planning NEXT has worked with the city for over five years on a range of planning efforts that collectively help the city manage growth in the face of changing regional and national market conditions, and maintain a high quality of life for its residents while promoting fiscal health. Recently, the planning NEXT team has served as a general planning advisor and has assisted the Grove City with four significant projects: 1) form-based regulations for the city's historic Town Center; 2) a Vision Charrette for the Town Center; 3) the Parks and Recreation Comprehensive Plan and 4) a Land Use Framework for the Thoroughfare Plan Update.	Valparaiso is a small but prosperous and growing community in the Chicago Region. The city has been proactive and deliberate in planning for its future (being the first Indiana community to adopt a comprehensive plan) and in following through on those plans. This legacy is evident in the city's vibrant downtown, diverse and well-maintained neighborhoods, highly regarded park system, improving transportation system, and fiscal health. To make Valparaiso even better in the future, the city is undertaking its first community-driven effort to create a long-term vision and action plan. A large and diverse citizen steering committee was appointed to guide the process and substance of the vision. They branded the effort ValpoNEXT and helped conduct a publicity campaign that included traditional and online media, as well as personal word-of-mouth outreach. At the first public event, over three nights in February, nearly 300 people braved sub-zero temperatures to think big about making their community even better. Over 881 ideas were generated and 536 issues were raised during these Big Idea Workshops. In May 2014, over 200 people came out for the community summit, which used real time polling in order to collect attendee responses to questions regarding specific policies, programs or actions that should be pursued.
PROJECT OUTCOMES	The final strategic plan calls for a greater focus on the retention of current office, the expansion of recruitment efforts on focus sectors, and finally, the improvement of downtown. It became increasingly clear through the process that one of the key limiting factors to Independence's continued prosperity was the relative weakness of the community's downtown. The research and community input indicated that business leaders and young workers were looking for vibrant, amenity-rich communities with a mix of uses and high levels of walkability. Independence does not offer that choice. As a result of the plan, community leaders have begun to identify ways of improving Independence's image through	This project is currently underway. The team will work closely with the city's planning and economic development staff to craft a set of strategic policy, project and program recommendations.	Planning NEXT continues to serve the city as a planning advisor and is currently assisting with the creation of a redevelopment vision and framework document for Beulah Park, a former thoroughbred race track located near the Town Center.	This community-driven process has centered on engagement of diverse constituencies in order to inform the long term plan. The ValpoNEXT citywide plan will be presented in late-September, 2104 and participants will vote on priorities in an open house format. The final Strategic Plan will be an inspirational and action-oriented document that provides a blueprint for the city's future. It will be a focused summary of the vision that highlights critical steps of the strategic plan in an illustrated, easy to read format.

	marketing and strategic investment. This work led to the current initiative to complete five area plans, which is ongoing.			

SECTION TWO: Client History in the Midwest

PROJECT INFORMATION	Community Plan, Dublin, OH	Creating Quality Places, Kansas City, MO/KS	ENVISION Jefferson County, Vision and Action Plan, City of Madison and Jefferson County, IN	Comprehensive Plan and Area Plans, Upper Arlington, OH
CLIENT	City of Dublin, OH	Mid-America Regional Council	Jefferson County Industrial Development Corporation	City of Upper Arlington, OH
LOCATION	Dublin, OH	Kansas City, MO/KS	Madison and Jefferson County, IN	Upper Arlington, OH
PROJECT ABSTRACT	Dublin, Ohio, is an affluent, outer suburb in the Columbus region, home to corporate headquarters, the Jack Nicklaus-designed Muirfield Golf Club and the annual Memorial Tournament PGA event. The city has a tradition of planned and thoughtful development, having been on the leading edge of positive national trends since the 1970s. With competition increasing in the region, some development becoming less competitive due to age and market preferences, and the supply of developable land limited, the city hired the planning NEXT team to lead an update the Land Use Chapter of Dublin's Community Plan. As a part of the Land Use Chapter update, the team designed and facilitated a process to develop conceptual master plans for six areas of the community targeted for future growth or redevelopment. The technical analysis included evaluation of current land use and approved development applications, retail market conditions, development capacity for the planning area, and fiscal impacts. These analyses were conducted from a "macro" scale to evaluate the city as a whole as well as from a "micro" scale to delve deeply into six target areas, several of which also contained sub-target areas. Sixteen public events, including a charrette and an open house, were held during the planning process. Public input was also provided through a series of stakeholder interviews, focus group meetings and a survey of Community Plan users. The target area plans were conceived through several public workshops where participants worked in small groups to discuss the areas in detail with respect to relevant technical input and community values. As part of the plan update, the team facilitated 18 joint workshops between the City's Planning Commission and Council.	Creating Quality Places is a program of the Mid-America Regional Council creating (MARC) aimed at improving the quality of life in neighborhoods and communities throughout the Kansas City region. Creating Quality Places addresses a pressing issue facing many metropolitan areas: the issue of growing in ways that are ecologically and economically sound, and with developments that are attractive and in tune with the aspiration of residents. The program was designed to create a regional dialogue on quality land use practices, to identify land use principles that local municipalities can embrace, and to identify tools ñmodel codes, ordinances, and plans ñthat will help implement those principles.	Nestled along a winding bend of the Ohio River, Jefferson County, Indiana, is a beautiful mix of open agricultural fields, forests and rolling bluffs. The city of Madison and town of Hanover within the county both have a long and proud history evidenced by their impressive stock of historic structures. Beyond its setting, the community also maintains an impressive list of industrial employers who help to drive the local economy. Despite these assets, the county suffers from low levels of personal prosperity, an aging population and challenged school districts. Determined to address these challenges, a group of local businesses leaders initiated an effort to develop vision and action plan for the county's future. Launched at the end of 2013, ENVISION Jefferson County is a collaborative effort being facilitated by the planning NEXT team, with the assistance of a citizen steering committee. ENVISION Jefferson County is a process to prepare a community-driven vision and action plan for the entire county, including Madison, Hanover all of the other communities. The public process includes several large-scale public workshops concluding with an open house in September 2014.	Upper Arlington is a mature, first ring suburb in the Columbus region. It is well known for excellent schools, high quality residential areas, and proximity to The Ohio State University and downtown Columbus. The City, which occupies 10 square miles, is fully developed and there is virtually no way to grow via annexation. Furthermore, the City has very little land in commercial use (less than five percent) and no industrial land. Upper Arlington had not undertaken a comprehensive planning process in nearly 40 years. The planning NEXT team was hired to lead a comprehensive planning process and create a physical plan that reflected both needs and aspirations. Hundreds of citizens participated in the process that resulted in nearly 900 ideas, a goal for each element of the comprehensive plan, and a consensus on the future of land use after a two-day Community Choices workshop. This extensive planning effort focused on redeveloping existing commercial areas in the community with greater intensity and mix of uses ñ especially office use. These areas will be developed to enhance City revenues and improve the overall community appearance and quality of life. As part of the comprehensive plan update, planning NEXT prepared redevelopment plans for eight commercial areas in the City. These commercial areas ñ predominately retail uses only ñ offer the best opportunity for the City to broaden its tax base through economic redevelopment.
PROJECT OUTCOMES	Please follow this link to see the current Dublin Community Plan website. This website builds upon our work on the Dublin Land Use Plan Update. http://communityplan.dublinohiousa.gov/ To complement the land use analysis and public involvement, the team provided graphic design and GIS assistance to finalize the plan. The Dublin Community Plan received the 2009	Our team helped MARC develop the program and conduct its first two phases: development of principles and identification of tools. During the first phase, we developed an initial set of principles for each of three topic areas: Homes and Neighborhoods; Commercial Development; and Transportation and Public Places. These principles were refined and finalized through a	The group's first round of workshops, branded Community Conversations, attracted hundreds of participants over three days and collected more than 2,000 ideas for the future. The team is currently working with the steering committee to prepare for the next phase of community input that will ask citizens to dig deeper into some of the strongest ideas for the future.	In less than a year after unanimously adopting the Master Plan, Upper Arlington became the first community in Ohio to adopt a unified development ordinance (UDO), which planning NEXT prepared. Upper Arlington's UDO addresses all development regulation strategies recommended in the Master Plan including overlay zoning districts for the study areas identified within the plan, residential

	Comprehensive PlanningñSmall Jurisdiction award from the Ohio Chapter of the American Planning Association. The plan has since served as the basis for several detailed plans and studies including the city's highly-regarded Bridge Street Corridor Plan.	facilitated process involving three committees made of elected officials, planners, and development professionals. In the second phase, we assisted MARC with collecting and analyzing a library of tools related to those principles. The principles and tools were presented and made available through a specially designed interactive website. One outcome of this work was a Crating Sustainable Places initiative through a HUD Sustainable Community Grant. Planning NEXT was engaged again to create an overall process for how the initiative would be executed.		conservation guidelines, street and walkway connectivity standards and pedestrian orientation. It also includes commercial design standards and guidelines, zoning incentives, multi-family design standards and increased landscape and screening standards for commercial development. Upon adoption of the UDO, the City revised its zoning map and rezoned the Plan's seven study areas (all adjacent to well established residential neighborhoods) to Planned Mixed-Use District (PMU) a higher intensity, base zoning district that replaced the previous single-use commercial districts. The PMU includes illustrated design guidelines and standards for architecture, pedestrian orientation, street connectivity, streetscape design, traffic calming, and other form-giving elements. The Upper Arlington UDO was awarded the 2003 Focused Planning Award by the Ohio Planning Conference.

SECTION THREE: Redevelopment & Revitalization in Practice

PROJECT INFORMATION	Near East Side Neighborhood Plan (PACT), Columbus, OH	East Franklinton Creative Community Neighborhood Plan, Columbus, OH	The East Franklinton Creative Community District plan was adopted in November 2012. It has since received a national award from the Congress for the New Urbanism (CNU) (2013) and a Planning Excellence Award from the American Planning Association (2014).	The Muncie Action Plan, Muncie, IN
CLIENT	Partners Achieving Community Transformation (PACT)	City of Columbus, OH	City of Anniston, AL	City of Muncie, IN
LOCATION	Near East Side neighborhood, Columbus, OH	East Franklinton neighborhood, City of Columbus, OH	Anniston, AL	Muncie, IN
PROJECT ABSTRACT	Partners Achieving Community Transformation (PACT) is a partnership between the City of Columbus, The Ohio State University, the Columbus Metropolitan Housing Authority (CMHA) and stakeholders on the Near East Side neighborhood of Columbus, Ohio. PACT's aim is to enhance the quality of life on the Near East Side of Columbus by focusing on five core areas: Jobs and Economic Impact; Safe, Vibrant and Accessible Neighborhoods; Health and Wellness; Education; and Housing. In 2011 the organization set about to create a master plan called the "Blueprint for Community Investment" to leverage $1 billion expansion of Ohio State University's Medical Center facility in the area. The planning NEXT team was hired as part of a multi-disciplinary consulting team being led by Goody Clancy to create and facilitate an inclusive and meaningful public process for the Blueprint. The approach was a multi-platform strategy that recognized a range of interests, confidence and availability of individuals the process sought to attract. It involved both outreach, to keep interested parties informed and deliver people to input opportunities, and engagement, focused on the venues and techniques to gaining and sharing insight. The outreach effort included electronic	In the spring of 2011 at his State of the City address, Columbus Mayor Michael B. Coleman announced a new initiative, the Creative Community District Plan, to attract the creative class to the neighborhood of East Franklinton as a means of revitalizing this neighborhood near downtown. The planning NEXT team was hired as a part of a multi-disciplinary consulting team being led by Goody Clancy to lead the public involvement aspect of the planning process. The East Franklinton Creative Community District Plan involved several major components: public engagement to understand the values and interests of the community, as well as the arts community in growing a "creative district"ù; very detailed market studies to understand fully the residential, retail and office markets and their potential in this district; an urban design approach to ensure that reinvestment occurs in an organic fashion; and an implementation strategy that brings all parties together to jointly move forward on a common vision.	Anniston, Alabama, located almost exactly between Atlanta and Birmingham, was nicknamed the Model City over a century ago due to its deliberate planning. But the community has faced hard times for many years. Multiple environmental disasters from military and industrial installations, social unrest since the civil rights era, and deindustrialization have contributed to five decades of population decline. For years, city leadership focused on the most pressing and immediate of community needs, with little significant long-term improvement. In 2012, the city's new leadership initiated an effort to move toward a new, brighter future by creating a community-driven vision and strategic action plan. The One City, One Vision process kicked off in 2013 with the formation of a citizen steering committee. In a city with a legacy of division, it was important to the process that this group represents all of Anniston. Over a period of nearly nine months the Team, committee, and city leadership held a series of community workshops, beginning with brainstorming sessions that collected 1700 ideas and 150 specific actions. A Community Summit asked citizens to evaluate goals and prioritize potential initiatives. Enthusiasm for One City, One Vision and its	Like many communities in the Midwest"îMuncie faces significant challenges in creating a prosperous and sustainable future after decades of disinvestment, population decline, changing demographics, and inefficient land development. Community leaders, including the close involvement of stakeholders from higher education institutions (Ball State University, Ivy Tech Community College, Harrison College), conceived the Muncie Action Plan (MAP) as a means to take stock of the current situation, to collaboratively shape an inspired agenda for the future, and to collectively work toward that future. Our team designed and facilitated a visioning and strategic planning process that was inclusive, holding citizens' opinions and values at its core; supportable, using the methods to reach consensus on shared future goals among diverging interests; and actionable, detailing clear implementation steps to immediately work toward the vision. The Muncie Action Plan process was an unprecedented coming together of the community. It engaged people of all ages and backgrounds from all parts of the city. Over 2,000 people attended at least one MAP workshop and many others volunteered to support the process. Never before have so many Muncie citizens

	(social media and website), print (flyers and mailers), media (local radio, television and newspapers), and personal (direct word-of-mouth communication). The engagement effort involved a range of committee and stakeholder meetings, small public workshops called "community conversations," a multi-day design charrette and a series of open houses.		potential benefits for the community remained high throughout the process ñ with nearly 200 people providing feedback at the Open House. Citizens reinforced the importance of building community pride in Anniston, and in sharing their stories. Most recently planning NEXT has been re-engaged as part of a team to conduct a character land use framework and development regulation effort to pursue new zoning for the area.	gathered to share their ideas, hopes, and concerns about the community's future.
PROJECT OUTCOMES	The public process brought together a diverse group of residents and stakeholders and ultimately led to a high degree of community support for the Blueprint.	The East Franklinton Creative Community District plan was adopted in November 2012. It has since received a national award from the Congress for the New Urbanism (CNU) (2013) and a Planning Excellence Award from the American Planning Association (2014).	In June 2014, the City of Anniston adopted the strategic plan and has begun to focus on implementation. The land use framework and zoning regulation project is ongoing.	Please see the full Muncie Action Plan at: http://muncieactionplan.org/wp-content/uploads/2012/02/MAP_Report_FINAL.pdf The final Plan is a strategic guide to achieving the community's aspirations for the future and includes 47 actions organized into five initiatives: 1) Linking Learning, Health, and Prosperity; 2) Fostering Collaboration; 3) Strengthening Pride and Image; 4) Creating Attractive and Desirable Places; and 4) Managing Community Resources. The plan was formally adopted by elected officials in both Muncie and Delaware County in early 2010. The Plan will also serve as a foundation to support future detailed planning such as an update to the Muncie-Delaware County Comprehensive Plan. Our team designed an implementation structure for the Plan and, in September of 2010, organizers and citizen volunteers formed a leadership group and five task forces to carry out MAP's initiatives.

SECTION FOUR: Highlights of Project Success

PROJECT INFORMATION	Columbus 2012 Vision and Implementation, Columbus, OH	Comprehensive Plan, Cincinnati, OH	Community Plan, Cary, NC	BlueprintPlus and North River Now, Downtown Visions, Fort Wayne, IN
CLIENT	City of Columbus, OH	City of Cincinnati, OH	Town of Cary, NC	City of Fort Wayne, IN
LOCATION	Columbus, OH	Cincinnati, OH	Cary, NC	Fort Wayne, IN
PROJECT ABSTRACT	The year 2012 marked the 200th anniversary for Columbus, the 15th largest city in the nation, Ohio's capitol and home for The Ohio State University and businesses such as Limited Inc. and Nationwide Insurance. In celebrating Columbus' history the City launched an ambitious process to envision the City's future, including establishment of goals and specific priority projects and programs. The planning NEXT staff was selected to facilitate a transformational vision project that challenged the 700,000+ residents to think big and think creatively about the future of the 225-square-mile city and its neighborhoods. The initiative, called Dream it. Do it., aimed to reach consensus on projects that can be built or initiated by 2012 (based on 13 topical areas) and develop a list of neighborhood-based capital improvements. Extensive public involvement, including a Youth Meeting, College Symposium, Focus Groups, Citizen Summit and Neighborhood Meetings added to over 11,000 "Think Tank" ideas already gathered from citizens throughout the Summer of 2007. The Summit, which utilized	As the first city in the United States to adopt a comprehensive plan (in 1925) Cincinnati led the way for cities to strategically plan their growth and development. Seeking to re-establish itself as a model of a thriving urban city, in 2009 Cincinnati embarked on a process to prepare a new plan, the City's first in 32 years. The planning NEXT team led the public engagement effort for the process. The public engagement process lasted nearly three years and included opportunities for citizens with various levels of interest to be involved. A steering committee and twelve working groups guided the process. Public workshops including community information sessions, large neighborhood summits, an event to engage youth called "òPlanting the Future', events to engage young adults called "òInvesting in the Future,' and a series of open houses engaged citizens in face-to-face dialog, while a website and social media kept interested people informed about the plan and gathered ideas through polls and surveys.	The Town of Cary has launched an unprecedented multi-year effort to prepare a new community plan. Building on its commitment to planning, transparency and citizen involvement, the Town of Cary has undertaken the most ambitious planning effort in its history. Imagine Cary is a first-of-its-kind effort by the Town to update and connect its many specific topic plans into a single, integrated comprehensive policy guide for the future. This process was recommended by Town Council in the 2012 Charter for the Community Plan and will be built on the values, needs and aspirations of residents. Imagine Cary's success depends on widespread community participation, so the planning NEXT team worked with the Cary Town Council and staff members to focus on the long-term future of this affluent, rapidly growing community. The planning NEXT team first helped the Town to review hundreds of existing policies from numerous adopted plans for land use, transportation, open space, housing, parks and utilities. Council decisions and discussions over the previous five	Our team was hired by the City of Fort Wayne to help develop a vision to guide public policy and private investments in the downtown area, design the public places and the buildings that frame the vision, and identify site specific catalyst projects. We designed and implemented a three-part intensive charrette process, named BlueprintPlus. The first two phases included two public workshops, a public meeting focused on discovering prevailing attitudes about strong places and weak places, two public open houses, multiple interviews with stakeholder groups, and extensive research into existing conditions. A steering committee representative of the varied interests in the city served as stewards of BlueprintPlus, ambassadors of the charrette to greater Fort Wayne, and a compass for the emerging ideas. BlueprintPlus identified a total of 49 initiatives, of which 10 were considered to have the potential of being catalysts for further development. Our team then designed and facilitated North River Now"ïa vision and strategic planning process for the 29-acre area just north of

	TurningPoint keypad response technology, brought a broad cross-section of the public together to think big and think creatively about the city's future. Over 1,700 participants registered for the Columbus Bicentennial Citizen Summit in advance and 250 people registered on-site the night of the event, marking the largest community meeting ever to take place in the City of Columbus.		years were then revisited, individual Council members were interviewed, community and growth and development trends were studied, and results of special citizen surveys and focus group meetings were reviewed. This preliminary work set a baseline of information for Town Council to consider during an annual retreat in 2003, during which the Council worked intensely for nearly three days to formulate preliminary vision statements for the future. Special presentations were made, preliminary principles and policies were evaluated and prioritized, and a draft collection of Vision Principles & Policies was prepared to serve as the basis of the Town's Comprehensive Plan. To share the proposed Vision Element with the community to get reactions, ideas, and suggestions, the Town then embarked on a public involvement process in late 2003.	downtown which, through the BlueprintPlus process, was determined to hold great potential to introduce housing and commercial and capitalize on the St. Mary's River. We designed the North River Now charrette to determine the best use for the site, capture the community's vision for the district, identify implementation steps that leverage public funds and private investments, and ensure that the downtown retains its role as the vibrant social and physical center of the region. The charrette kicked off with an intensive public design workshop that attracted a wide cross-section of the public and generated five alternative schematic plans for the site. The Plan was refined through subsequent public review.
PROJECT OUTCOMES	Please see the full plan at: http://www.plancincinnati.org/sites/default/files/plan_cincinnati_pdf/final_plan_cincinnati_document_11-21-12.pdf Priorities of Dream it. Do It. were documented in the city's Blueprint for the Bicentennial and ultimately supported with a bond package and significant private investment. In the short two-and-a-half years since the Blueprint was prepared, many of the community goals developed through the vision have already become a reality, including a new hotel across from the convention center, the redevelopment of the City Center Mall into Columbus Commons Park, the Art Museum renovation, and completion of the "Scioto Mile" on the riverfront. Between 2011 and 2013, the planning NEXT team supported implementation of the vision as the project manager for 200Columbus, the bicentennial celebration and initiatives.	The planning NEXT team helped the city distill the public input into a clear memorable vision statement to serve as the plan's foundation. The comprehensive plan has been widely embraced and is the touchstone of future engagement and planning. The plan was honored in 2014 as the recipient of the American Planning Association's Daniel Burnham Award for a Comprehensive Plan.	Entitled "Imagine Cary," this effort provided three different ways for interested citizens to participate: an online web poll or survey was made available on the Town's website, an online discussion forum, and a "traditional" public meeting. Overall, those who participated in these various forms of input strongly supported the direction that was expressed in the preliminary Principles and Policies.	Many of the 49 initiatives have been or are in the process of being implemented, including the conversion of one-way streets, the physical reintegration of the Library and the Grand Wayne Center into downtown, and extensive beautification initiatives. But the project that has captured the imagination of the community has been the development of Harrison Square, a mixed use project located in the southern part of downtown which includes a minor league baseball park, a new hotel, retail, a parking structure, and residences with an easy walking distance from the downtown core. The complex was inaugurated a mere four years after the completion of BlueprintPlus. When not in use for a game, the complex is open to the public as a park. Harrison Square is making downtown a regional destination, once again. The final Vision for the North River was presented to the public and received strong support. We also used the charrette process to develop a regulations plan as well as form-based standards, which will serve as a precursor for the City to institute a form-based code. The City is in the process of acquiring land to implement the North River Now vision.

ROGERS PARTNERS Architects+Urban Designers

ROGERSPARTNERS

FOUNDED	2013
NO. of EMPLOYEES	40
WEBSITE	rogersarchitects.com
MAIN OFFICE	100 Reade Street Ground Floor New York, New York, 10013 212-309-7570
ADDITIONAL LOCATIONS	None as of 9/30/14; a new office opens in Houston, Texas in November, 2014.
POINT OF CONTACT	Robert M. Rogers, FAIA, Partner rrogers@rogersarchitects.com 212-309-7570
DESCRIPTION	At ROGERS PARTNERS Architects+Urban Designers, we refuse to do things the way they have always been done. We approach each project with an open mind and expert eye, built on years of experience. We unite multiple disciplines and design regenerative 21st-century environments where architecture, landscapes and urban spaces converge. We address all aspects of design, focusing on what you see as well as what you don't. We explore the impact of both small and big things. To us, both matter equally. Our practice is built on research, analysis, discovery and shared experiences. We design for today with tomorrow in mind. Above all, we create buildings that work, projects that last, and designs that delight. Rogers Partners includes architects, urban designers and landscape architects with a breadth of experience in projects of varying types and sizes. Our projects have won more than 60 design and industry awards from peer and client groups and have been included in exhibitions and frequent publications internationally. Some of our current projects include the redesign of Constitution Gardens and a new pavilion on the National Mall in Washington DC, a K-8 charter school for John Hopkins School of Education on four blocks in inner city Baltimore, the new headquarters for international advertising superstar Droga5 in New York's Financial District, a corporate campus in downtown Oklahoma City for SandRidge Energy, the expansion of the Trinity School in New York City and the new cogeneration plant for Syracuse University.

SPECIALIZATIONS & EXPERIENCE

Brownfields + Industrial lands re-use	★★
Campus + School Planning	★★★★
Charrette Services	★
Community Development	★
Comprehensive Planning | General Plans	★
Economic Development Planning	★
Environmental + Natural Resources	★
Housing Development	★
Infrastructure Planning	★★★★
Innovation- and Technology-based ED	★
Land-Use + Land Planning	★
Landscape Architecture	★★★★★
Mixed-Use Development	★★★★★
Public-Private Partnership (P3) Development	★
Real Estate Development	★
Recreation + Tourism	★★★
Redevelopment + Revitalization	★★★★★
Regional Planning	★★
Site Remediation	★
Small Town + Rural Planning	★
Smart Growth	★
Strategic Planning	★★★★★
Sustainable Development	★
Transit-Oriented Development	★★★★★
Transportation Planning	★
Waterfront Development	★★★★★

SECTION ONE: Integrating Planning + Economic Development

PROJECT INFORMATION	**SandRidge Commons**	**Governors Island**	**Battery Park City Streetscapes**	**President's Park South**
CLIENT	SandRidge Energy	Governors Island Preservation and Education Corporation	Battery Park City Authority	National Capital Planning Commission
LOCATION	Oklahoma City, OK	New York, NY	New York, NY	Washington, D.C.
PROJECT ABSTRACT	SandRidge Energy, an independent natural gas and oil company, moved from the outskirts of Oklahoma City to downtown to help the city's revitalization's efforts. The master plan for their new headquarters spans multiple buildings and city blocks, where architecture and landscape architecture weave to balance company needs and civic engagement. The design reveals an existing Pietro Belluschi-designed tower as the centerpiece of the new complex, the Commons. The two-block site is sandwiched between North Robinson, the city's planned green connector and North Broadway lined with lower scale fine-grained commercial buildings. An "òoutdoor interior' civic space connects the tower to other buildings on the site and provides a green link between the two arteries. This civic space enables employees and the community to enjoy native eco-regional landscapes in the city, protected from high street-level winds that currently discourage outdoor activity. The Commons is host to a wide variety of activities made possible through the design of an equally wide range of outdoor spaces. Plazas for gathering, lawns for exercise and play, and pathways for walking and cycling routes that encourage groups and individuals to take advantage of public space in the downtown core.	In 2008 the design team led by Rogers Partners and West 8 and was chosen as the winning team of the international design competition for Governors Island's new park and promenade. The Master Plan encompasses 87 acres. The landscapes of the northern Historic District total 33 acres and the new Park and Public Spaces on the southern part total 40 acres. The Great Promenade, 2.2 miles in length, runs the complete periphery of the Island. The island, once languishing in relative isolation, will become an exploration in recreating paradise. A combination of natural and created landscapes will conjure up fantasies of a lost utopia ñ of nature, the primordial, and of artificial worlds ñ creating an unimaginably diverse visual experience along the Hudson shoreline. The Vertical Landscape, developed in part from a distortion of the city grid, will be built from recycled materials taken from the island itself. Dredged-up earth from the marshes and portions of the eroding buildings will form new hills that house programs and provide panoramic views. Steeped in the natural and cultural history of the New York Harbor, Governors Island will re-emerge as the next great World Park and will be a global exemplar of sustainability, a beacon for the harbor, and an icon for the city.	Battery Park City is a 92-acre planned community on Manhattan's lower west side, initiated by Governor Nelson Rockefeller as a vision of what urban life might be. Today, it is home to over 9,000 residents, 9.3 million square feet of commercial space, 35 acres of parks, and numerous civic institutions. Built over Hudson River piers with dirt from the World Trade Center construction, it sits adjacent to the World Trade Center site. In the aftermath of September 11th, the Battery Park City Authority commissioned Rogers Partners (then Rogers Marvel Architects) to redesign community streetscapes around the World Financial Center and throughout the North Neighborhood. Through the design and execution of a comprehensive district master plan, the project sought to improve security for critical national infrastructure while strengthening pedestrian connectivity and creating new community-oriented open spaces. Using amenity to guide security required a multi-disciplinary team of designers, engineers, historians, and artists. The project needed new methods of assessing security threats in urban environments; Vector Analysis - the study of vehicular threats combining traditional criteria with urban obstacles, originated through the creative collaboration of the project team. That method is now codified in both local and national security design guidelines, enabling the reduction of intrusive security elements in urban environments. The project also required new partnerships. Through Cooperative Research and Development Agreements with the Corps of Engineers, new devices were designed and tested for perimeter security while unobtrusively serving as pedestrian amenities. Programming was central to developing that palette of amenities to ensure that they were integral to the neighborhood. Through stakeholder meetings and charrettes, pedestrian connections and residual space- vacant medians and edges of wide streets, were orchestrated into a cohesive environment to serve the community.	President's Park South is one of the most visited landscapes in the nation's capital. The area includes Sherman Park, the First Division Monument, the Ellipse and its side panels, as well as the associated paths and roadways that surround the White House and connect district neighborhoods. Between the South Lawn of the White House and the Ellipse, E Street NW has effectively been closed for over a decade. Temporary security measures have eroded public space, broken connections between neighborhoods, and choked engagement between the citizenry and their Executive. The project team is charged with the reopening E Street to pedestrians and cyclists, reconnecting district neighborhoods, and enhancing key spaces between the White house and the National Mall for residents and visitors alike. This project, now in Schematic Design, represents a unique challenge that requires the sensitive integration of security requirements, public space, and expanded programming into a landscape of extraordinary cultural significance. In this context, history provides strong guidance. The new design must draw from existing resources such as the landscape and dimensions of the Ellipse, and the public qualities of a continuous E Street to weave present needs with the underlying intent of the Park's original plan in order to restore the visual grandeur and freedom of this national landscape.
PROJECT OUTCOMES	SandRidge Commons is a unique combination of economy and flexibility, environmental study and design, and leveraging existing resources to create an entirely new destination area. "òCommons' have been an important urban spatial type since the founding of American colonial cities. SandRidge Commons draws from that history of place making to contribute an inviting privately-owned public-center for people	Planning for the implementation of the Master Plan depends largely on a single key understanding: islands are closed systems. Every design, construction, and maintenance decision impacts everything else, and therefore every decision must be coordinated, and solutions must be holistic. The physical transformation of Governors Island will happen in multiple years, in phases. The Master Plan provided phasing	The project seamlessly integrates much needed neighborhood amenities with security considerations into the urban fabric at all scales throughout the district. At the neighborhood scale, the solution adjusts curb lines, changes traffic patterns, and re-assigns streets to reduce vehicular speeds approaching sensitive financial institutions and alongside pedestrian spaces. Landscape provides security for the World	The Ellipse is a cultural asset; it is also a resource for security design. In most cases, urban environments require security measures in close proximity. Public activity can be choked between barriers. But the dimensions of the Ellipse provide a unique opportunity. By subtly altering the grade of the Ellipse- a minimal tilt across its length, perimeter interdiction is achieved to prevent the passage of vehicles while allowing more open

	and a catalytic strategy to help grow the city's core. This public space was designed to act as a catalyst for surrounding community development. SandRidge Commons presents the Oklahoma City fabric with a new type of urban space, where corporate development actively engages and improves the civic realm.	scenarios with an accounting of how to construct and sequence its completion. In the context of Island-wide redevelopment, the Park and Public Spaces are the first step of a longer-term strategy that seeks to enliven the Island with new tenants--both in the existing structures on the north Island and new development occurring in 33 acres on the southern Island. The public launch of the Master Plan, in conjunction with TGI's incredibly successful public programming has made implementation of the Master Plan a priority. The design team is currently in design development phase for a fully funded phase one of the Park and Public Spaces, scheduled for opening in the fall of 2013. The implementation of a dramatic transformation of the Island will soon be a reality.	Financial Center: a combination of earth-backed walls, grass-covered berms, and collapsible paving systems do double duty as perimeter security and spaces for people. Enhanced pedestrian connections to public spaces and amenities created a strong identity for this residential, business and touristic neighborhood, linking together North Neighborhood open spaces with the Hudson River and the World Trade Center site. Illuminated bench seating and glowing glass shade canopies provide amenity at destination spaces and wayfinding for neighborhood connectivity. A plant nursery, a dog run, and median park spaces create gracious and highly used pedestrian areas. Designed to offer more beautiful and enjoyable experiences by day or night, the Battery Park City streetscapes welcome people cycling on their way to work, strolling along at sunset, on a morning run or out to catch a watertaxi. Through inclusive participation in the design process that drove innovation, the project combines diverse programmatic requirements into a synthesized urban design and management solution. Through innovative analysis methods and design strategies, the seemingly disparate conditions of perimeter security and public amenity are combined into a viable whole. The outcome and the process for the re-design of Battery Park City's North Neighborhood now serves as a model for other urban areas facing similar challenges.	pedestrian access. Now with a thousand feet between layers of security, public activity can once again thrive. The design strengthens the edge of the Ellipse by adding a seating wall with integrated lighting. This establishes a security element, reinforces the Ellipse as civic space, integrates 21st century issues of sustainability and stormwater management, and minimizes the visual impact of adjacent parking. This bold, elegant move allows for a larger and unobstructed interior public area. Downing's 1851 drawing for the Ellipse's northern side panels offered a solution for today's demands. New Groves have been designed in deference to that plan. The four islands within each of Downing's side panels have been reintroduced and shaped to reduce conflicts with security operations, improve access and circulation, support event and seasonal programming, and promote active daily use between surrounding neighborhoods. Relocating security and fully realizing the potential of the Ellipse side panels allows E Street to become the generous public way envisioned in early plans. The design culminates in a new E Street terrace that joins the enhanced space of the Ellipse with the South Lawn of the White House. The terrace provides another prominent space for public gathering that symbolically joins the people with their President. Not every large area requires a large gesture; small actions can have big impacts. Through this project, entire neighborhoods are once again linked together by a seemingly unrelated move, simply tilting the Ellipse by two one-hundredths of an inch across its length enables a reorganization of elements across a range of scales. The White House and the National Mall are seamlessly linked, E Street once again becomes a daily route for residents, and visitors can find respite on a gracious bench encircling the Ellipse, under shade and open to the activity of a nation.

SECTION TWO: Client History in the Midwest

PROJECT INFORMATION	**SandRidge Commons**	Water Works Signature Park	Kerr Couch Park	Tapstone Energy Headquarters
CLIENT	SandRidge Energy	Minneapolis Parks Foundation	City of Oklahoma City and SandRidge Energy	Tapstone Energy
LOCATION	Oklahoma City, OK	Minneapolis, MN	Oklahoma City, OK	Oklahoma City, OK
PROJECT ABSTRACT	SandRidge Energy, an independent natural gas and oil company, moved from the outskirts of Oklahoma City to downtown to help the city's revitalization's efforts. The master plan for their new headquarters spans multiple buildings and city blocks, where architecture and landscape architecture weave to balance company needs and civic engagement. The design reveals an existing Pietro Belluschi-designed tower as the centerpiece of the new complex, the Commons. The two-block site is sandwiched between North Robinson, the city's planned green connector and	Water Works is a designated priority project in a plan to transform five and half miles of the Mississippi River in Minneapolis. This urban site lies at the convergence of multiple riverfront destinations and physical features, including the only waterfall on the Mississippi. The birthplace of Minneapolis, Water Works was home to lumber and flour mills, whose ruins lie beneath the embankments. It gets its name from its history as the city's first water supply and fire-fighting pumping stations in the 19th Century. The design for the site and its adjacent areas will transform	The redesign and reconstruction of Kerr Couch Park is being undertaken as a public-private partnership between the City of Oklahoma City and SandRidge Energy, a local natural gas and oil company. The existing park sites are located in the geographic center of the downtown core. Constructed in the 1970's as two parks, Kerr Park and Couch Park, these paired public spaces had long been separated from one another by a service drive, Couch Drive, and through significant grade changes that prevented equal access to park events and general use. The redesign is	Tapstone Energy was founded in Oklahoma City in 2013 and later that year began a site selection process for the location of their corporate headquarters, in order to develop capacity for a rapidly growing workforce. Through site review, the company made a decision to move into the Bricktown neighborhood, an area rich in vacant historic warehouses in need of new uses and reintegration with the downtown core. Throughout the years, the building has undergone minor renovations, particularly on the ground floors, that will require reorganization of the building's

	North Broadway lined with lower scale fine-grained commercial buildings. An "òoutdoor interior' civic space connects the tower to other buildings on the site and provides a green link between the two arteries. This civic space enables employees and the community to enjoy native eco-regional landscapes in the city, protected from high street-level winds that currently discourage outdoor activity. The Commons is host to a wide variety of activities made possible through the design of an equally wide range of outdoor spaces. Plazas for gathering, lawns for exercise and play, and pathways for walking and cycling routes that encourage groups and individuals to take advantage of public space in the downtown core.	this side of the city and its waterfront through new opportunities for programming, connectivity, sustainability, infrastructure and public space. The new vision plan for Water Works will form the basis for a new, ecologically resonant Water Works landscape and integrated iconic park buildings programmed as economic drivers for the district. Economic strategies within the broader downtown plan will leverage revenue-generating potential for this new riverfront destination	intended to unite these two open spaces, and to remove the current grade and roadway separations, to create a single and more expansive recreation destination for a rapidly changing downtown neighborhood.	circulation system- as well as the introduction of new vertical circulation in order to satisfy code requirements and graciously connect all interior floor levels. Land use at this building has, for some time, been registered as mixed-use; the ground floor of the building has been occupied by retail and entertainment tenants that have varied over time. The intersection of Oklahoma Avenue and East Main Street is a key corner in northern Bricktown. The project has been organized to maintain the possibility of retail tenancy on the ground floor in this high profile location, to serve the growing neighborhood with storefront venues. The remainder of the building would be designed for office use and would contain a mix of private and open offices, conference rooms and common spaces.
PROJECT OUTCOMES	SandRidge Commons is a unique combination of economy and flexibility, environmental study and design, and leveraging existing resources to create an entirely new destination area. "òCommons' have been an important urban spatial type since the founding of American colonial cities. SandRidge Commons draws from that history of place making to contribute an inviting privately-owned public-center for people and a catalytic strategy to help grow the city's core. This public space was designed to act as a catalyst for surrounding community development. SandRidge Commons presents the Oklahoma City fabric with a new type of urban space, where corporate development actively engages and improves the civic realm.	The park is a complex urban site, in which multi-modal circulation, significant elevation changes, and some of Minneapolis' most important ruins come together. It is envisioned as a two-phase project, with the First Street urban edge designated as Phase 1 (including the Pavilion), and the waterfront as Phase 2. The project is currently in schematic design.	The park design has united the city and local stakeholders, through a robust process of inclusion, into strong supportive roles. Programming directly reflects City and community input and is orchestrated to dovetail with other downtown public spaces to prevent the duplication of services and to develop synergistic relationships across the urban core. The use of native plantings and regional best practices has framed the park as representative of the local geography, climate, and culture. The strong material ties to another ongoing City project, the reconstruction of the streetscapes in the downtown core, has extended and amplified the presence of the park and it's recognition as a destination location for guests from nearby hotels as well as local residents and workers. The project is now in construction.	The Mideke Building and adjacent single-story structure are planned for conversion to office space with the opportunity for future ground floor retail use. This infusion of new office workers into North Bricktown further strenghtens this subdistricts role within the overall neighborhood. The approach to the renovation of the Mideke Building is twofold, addressing the unique historical character of the fa√ßades along East Main Street and Oklahoma Avenue while incorporating new elements that signal contemporary uses and foster unique and engaging relationships within the building and between the building and the larger Bricktown community. The project clarifies the historic street-facing fa√ßades by removing accessory elements, cleaning the existing masonry and installing new windows to match historic conditions. The east facing wall, originally a lot-line wall and now fully exposed, will receive a new glass facade to allow natural light into the deep floor plates of the building. A new communicating stair, enclosed with glass, is planned for the eastern wall as well. This element will allow the activity within the building to contribute to the activity on the street through high degrees of visibility and associative participation. Office floors will contain a mix of private and open offices, conference rooms and common spaces. Within the building, two new courtyards are planned to bring natural light and verdant landscaping into the office spaces to create an engaging and healthy work environment. While the immediate need, and work, will focus on the top three floors of the building, the project's goal is to maintain a mix of uses within the building in order to maintain integration with the broader neighborhood.

SECTION THREE: Redevelopment & Revitalization in Practice

PROJECT INFORMATION	Berry Lane Park	Cody Canal Park and Pathways	Syracuse University Energy Campus	**SandRidge Commons**
CLIENT	Jersey City Redevelopment Agency	City of Cody	Syracuse University	SandRidge Energy
LOCATION	Jersey City, NJ	Cody, WY	Syracuse, NY	Oklahoma City, OK
PROJECT ABSTRACT	A "Brownfields to Greenfields" initiative, the Berry Lane project will transform approximately 13.5 acres of vacant and underused industrial and commercial property into a vibrant new urban park. The park will begin at the foot of Berry Lane and continue south to the Bergen-Hudson Light Rail System; the former Morris Canal runs along the entire length of the site. Our design for the re-use of the concrete silos at the new Spray Park will create a striking water feature within which people can discover the varied water experiences of mist, shower, drip, bucket, sheet and pulse.	The history of human, agrarian and industrial processes mandated new infrastructure systems that performed the necessary operations for successful growth and prosperity of cities. A new project extending from Heart Mountain Park in Cody, Wyoming provides a pathway that responds to more contemporary mandates.	The Syracuse University Energy Campus, won through a design competition, is an integral part of the University's Climate Action Plan. Located in an inner city neighborhood on the western edge of the campus, bounded and isolated by an elevated interstate and an elevated rail line, the University's energy plant has for many years presented itself as hulking and impenetrable. The redesigned plant complex ñ the Syracuse University Energy Campus ñ forges a new relationship with its context. In addition to producing cleaner and more efficient power, heat, and cooling through cogeneration, it knits the power plant back with the surrounding urban fabric and introduces synergistic programming for the University and the neighborhood. Currently in Schematic Design, Rogers Partners' architecture actively supports this transformation, enabling programmatic overlaps and educational opportunities, reducing the new buildings' mass and scale, and emphasizing openness.	SandRidge Energy, an independent natural gas and oil company, moved from the outskirts of Oklahoma City to downtown to help the city's revitalization's efforts. The master plan for their new headquarters spans multiple buildings and city blocks, where architecture and landscape architecture weave to balance company needs and civic engagement. The design reveals an existing Pietro Belluschi-designed tower as the centerpiece of the new complex, the Commons. The two-block site is sandwiched between North Robinson, the city's planned green connector and North Broadway lined with lower scale fine-grained commercial buildings. An "òoutdoor interior' civic space connects the tower to other buildings on the site and provides a green link between the two arteries. This civic space enables employees and the community to enjoy native eco-regional landscapes in the city, protected from high street-level winds that currently discourage outdoor activity. The Commons is host to a wide variety of activities made possible through the design of an equally wide range of outdoor spaces. Plazas for gathering, lawns for exercise and play, and pathways for walking and cycling routes that encourage groups and individuals to take advantage of public space in the downtown core.
PROJECT OUTCOMES	Active recreation is organized along the path of the historic canal, creating a dynamic pedestrian promenade from the neighborhood through the park. Flexible enough to accommodate gatherings, concerts or markets, the grassy tiered bowl of the amphitheater creates a comfortable and informal space that can be co-opted as needed.	With the marking of new recreational routes, familiar everyday landscapes and newly regenerated native habitats will provide an explanation of the available requirements of the land. As the pathways become operational, this new infrastructure will extend into the city. Connections between recreational, cultural and civic locations will be integrated into the pathways to link these circulation routes with the natural landscape. The new routes will take opportunities engage all aspects of the existing urban landscape, from commercial downtown to residential neighborhood to outlying hiking paths. Like streetlights and fire hydrants, these new routes and markers form an additional layer of public infrastructure within the city.	The project includes a new cogeneration plant, chiller plant, storage facility and offices; the obsolete 1926 Steam Station is gutted and repurposed for academic and community use. Green market, teaching kitchen, and community rooms fill the ground floor and engage the street; the upper floors house classrooms, offices, and laboratories. Greenhouses, warmed with the cogen plant's waste heat, occupy the roof. An elevated public path ñ the Education Loop ñ snakes through the entire complex. The plant becomes a neighborhood asset where power plant workers, students, and the local community work, meet, mingle, learn, garden, cook, and eat. From the neighborhood and the highway, the Energy Campus serves as a beacon and symbol of the University's commitment to sustainability.	SandRidge Commons is a unique combination of economy and flexibility, environmental study and design, and leveraging existing resources to create an entirely new destination area. "òCommons' have been an important urban spatial type since the founding of American colonial cities. SandRidge Commons draws from that history of place making to contribute an inviting privately-owned public-center for people and a catalytic strategy to help grow the city's core. This public space was designed to act as a catalyst for surrounding community development. SandRidge Commons presents the Oklahoma City fabric with a new type of urban space, where corporate development actively engages and improves the civic realm.

SECTION FOUR: Highlights of Project Success

PROJECT INFORMATION	**Henderson-Hopkins School**	**SandRidge Commons**	**Battery Park City Streetscapes**	**The Elevated Acre at 55 Water Street**
CLIENT	East Baltimore Development Inc.	SandRidge Energy	Battery Park City Authority	The New Water Street Corporation
LOCATION	Baltimore, MD	Oklahoma City, OK	New York, NY	New York, NY
PROJECT ABSTRACT	The Elmer A. Henderson: A Johns Hopkins Partnership School and the Harry and Jeanette Weinberg Early Childhood Center, together called Henderson-Hopkins, is the first new Baltimore public school built in 30 years. Envisioned to catalyze the revitalization of East Baltimore, the project integrates innovative educational facilities with community and recreational resources and reflects the neighborhood's urban fabric. Henderson-Hopkins is conceived as "òcontainer' for learning and teaching that can adapt over time to the progressive visions of the school's operators, Johns Hopkins School of Education/Morgan State.	SandRidge Energy, an independent natural gas and oil company, moved from the outskirts of Oklahoma City to downtown to help the city's revitalization's efforts. The master plan for their new headquarters spans multiple buildings and city blocks, where architecture and landscape architecture weave to balance company needs and civic engagement. The design reveals an existing Pietro Belluschi-designed tower as the centerpiece of the new complex, the Commons. The two-block site is sandwiched between North Robinson, the city's planned green connector and North Broadway lined with lower scale fine-grained commercial buildings. An "outdoor interior' civic space connects the tower to other buildings on the site and provides a green link between the two arteries. This civic space enables employees and the community to enjoy native eco-regional landscapes in the city, protected from high street-level winds that currently discourage outdoor activity. The Commons is host to a wide variety of activities made possible through the design of an equally wide range of outdoor spaces. Plazas for gathering, lawns for exercise and play, and pathways for walking and cycling routes that encourage groups and individuals to take advantage of public space in the downtown core.	Battery Park City is a 92-acre planned community on Manhattan's lower west side, initiated by Governor Nelson Rockefeller as a vision of what urban life might be. Today, it is home to over 9,000 residents, 9.3 million square feet of commercial space, 35 acres of parks, and numerous civic institutions. Built over Hudson River piers with dirt from the World Trade Center construction, it sits adjacent to the World Trade Center site. In the aftermath of September 11th, the Battery Park City Authority commissioned Rogers Partners (then Rogers Marvel Architects) to redesign community streetscapes around the World Financial Center and throughout the North Neighborhood. Through the design and execution of a comprehensive district master plan, the project sought to improve security for critical national infrastructure while strengthening pedestrian connectivity and creating new community-oriented open spaces. Using amenity to guide security required a multi-disciplinary team of designers, engineers, historians, and artists. The project needed new methods of assessing security threats in urban environments; Vector Analysis - the study of vehicular threats combining traditional criteria with urban obstacles, originated through the creative collaboration of the project team. That method is now codified in both local and national security design guidelines, enabling the reduction of intrusive security elements in urban environments. The project also required new partnerships. Through Cooperative Research and Development Agreements with the Corps of Engineers, new devices were designed and tested for perimeter security while unobtrusively serving as pedestrian amenities. Programming was central to developing that palette of amenities to ensure that they were integral to the neighborhood. Through stakeholder meetings and charrettes, pedestrian connections and residual space- vacant medians and edges of wide streets, were orchestrated into a cohesive environment to serve the community.	The design for this elevated plaza transforms a barren, windswept deck into a vibrant, multi-programmed and accessible public park. Designed by Rogers Partners with Ken Smith Landscape Architect, the park is one acre in total area, was built above a four-story parking facility, and ties into the planned Green Necklace that circles the edge of Manhattan. A gleaming cascade of new escalators, stairs and planting beckons pedestrians at street level to discover what may be at the top. Once there, they enjoy panoramic views of the Brooklyn Bridge and New York Harbor amidst lush seasonal flora or under the plaza's beacon tower.
PROJECT OUTCOMES	The campus is organized into five Houses that visually connect to each other, encouraging children to aspire to their future. Each House includes traditional classrooms and flex spaces for multi-modal instruction and individualized learning, as well as a Commons: a large, luminous volume used for flexible learning and communal lunch, and the connector to an exterior Learning Terrace. The interior spaces are modular and adaptable to any type of pedagogical program and conform to students' varying learning abilities, habits and ages. Windows everywhere provide optimal	SandRidge Commons is a unique combination of economy and flexibility, environmental study and design, and leveraging existing resources to create an entirely new destination area. "òCommons' have been an important urban spatial type since the founding of American colonial cities. SandRidge Commons draws from that history of place making to contribute an inviting privately-owned public-center for people and a catalytic strategy to help grow the city's core. This public space was designed to act as a catalyst for surrounding community development.	The project seamlessly integrates much needed neighborhood amenities with security considerations into the urban fabric at all scales throughout the district. At the neighborhood scale, the solution adjusts curb lines, changes traffic patterns, and re-assigns streets to reduce vehicular speeds approaching sensitive financial institutions and alongside pedestrian spaces. Landscape provides security for the World Financial Center: a combination of earth-backed walls, grass-covered berms, and collapsible paving systems do double duty as perimeter	Illuminated by programmable LEDs, the tower announces the park to visitors along the highway, the harbor and across the river in Brooklyn Heights. It also provides support space for year-round event planning, additional park amenities and concessions services. The plaza is designed to host a wide range of programs from ice-rink, to outdoor amphitheater, to wedding receptions. It has become a favorite spot for commuters to enjoy their lunch break, for tourists to take in views of the Brooklyn Bridge and for neighbors to meet for movies under the stars.

sunlight in every building on campus. National precedents were researched to design these traditional and non-traditional learning spaces that accommodate multiple and spontaneous activities. The scale, composition, pattern, and rhythm of East Baltimore inspired the planning and the architecture of the school. Streets are continued through the school's two-block site as major communal arteries and social centers. Baltimore's building block of row houses and internal courtyards inform the plan of interior and exterior learning spaces. Facades step down along the street; the ubiquitous neighborhood form-stone is reimagined in the grooved pre-cast concrete; the glowing Commons set education as a visual landmark following the city's church steeples' tradition. The project's developers, East Baltimore Development, Inc. (EBDI) ñ a non-profit organization established by community, government, institutional and philanthropic partners ñ built the school, with a total project cost of $41 million, as part of broader efforts to revitalize greater Middle East Baltimore. To promote urban regeneration, in addition to the school and early childcare facilities, the campus incorporates a family health center, a library, an auditorium, and a gym, as shared resources with residents and businesses in the community. This project represents what architecture for education can really be about: enabling students, teachers and community. The goal was to recover and reimagine an urban fabric rich in opportunity and optimism for East Baltimore and innovate a school concept rooted in the familiar yet ever changing to fulfill a progressive pedagogy. In its intentionally porous, safe, urban plan and through the craftsmanship of light, materiality and performance, the design respects history and supports the future of education and of this neighborhood.

SandRidge Commons presents the Oklahoma City fabric with a new type of urban space, where corporate development actively engages and improves the civic realm.

security and spaces for people. Enhanced pedestrian connections to public spaces and amenities created a strong identity for this residential, business and touristic neighborhood, linking together North Neighborhood open spaces with the Hudson River and the World Trade Center site. Illuminated bench seating and glowing glass shade canopies provide amenity at destination spaces and wayfinding for neighborhood connectivity. A plant nursery, a dog run, and median park spaces create gracious and highly used pedestrian areas. Designed to offer more beautiful and enjoyable experiences by day or night, the Battery Park City streetscapes welcome people cycling on their way to work, strolling along at sunset, on a morning run or out to catch a watertaxi. Through inclusive participation in the design process that drove innovation, the project combines diverse programmatic requirements into a synthesized urban design and management solution. Through innovative analysis methods and design strategies, the seemingly disparate conditions of perimeter security and public amenity are combined into a viable whole. The outcome and the process for the re-design of Battery Park City's North Neighborhood now serves as a model for other urban areas facing similar challenges.

Sasaki Associates, Inc.

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DESCRIPTION	For over 50 years, Sasaki Associates has combined creativity and problem solving to provide clients with exceptional planning and design services. Our approach grew out of the belief that the most successful planning and design is accomplished by a team of experienced professionals from an array of design disciplines who work closely with the client to achieve the best solution. We are acknowledged leaders in planning and design for urban environments of redevelopment and re-use, corporate and commercial investments, college and university campuses, resorts and leisure developments, roadway and transportation projects, waterfronts, parks, gardens and other public spaces. Our appreciation for context"îwhich broadly encompasses physical setting, natural environment, history and culture, and the particular opportunities and constraints of the program"îhas consistently shaped and inspired our work.

SPECIALIZATIONS & EXPERIENCE

Brownfields + Industrial lands re-use	★★★★
Campus + School Planning	★★★★★
Charrette Services	★★★★★
Community Development	★★★★
Comprehensive Planning | General Plans	★★★★★
Economic Development Planning	★★★★
Environmental + Natural Resources	★★★★
Housing Development	★★★
Infrastructure Planning	★★★
Innovation- and Technology-based ED	★★★★
Land-Use + Land Planning	★★★★
Landscape Architecture	★★★★★
Mixed-Use Development	★★★★★
Public-Private Partnership (P3) Development	★★★
Real Estate Development	★★★★
Recreation + Tourism	★★★★
Redevelopment + Revitalization	★★★★★
Regional Planning	★★★★★
Site Remediation	★★★
Small Town + Rural Planning	★★★
Smart Growth	★★★★
Strategic Planning	★★★★★
Sustainable Development	★★★★★
Transit-Oriented Development	★★★★★
Transportation Planning	★★★★
Waterfront Development	★★★★★

SECTION ONE: Integrating Planning + Economic Development

PROJECT INFORMATION	**CENTRAL IOWA REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT (THE TOMORROW PLAN)**	**DOWNTOWN ROCHESTER MASTER PLAN**	**MIDTOWN DETROIT TECHTOWN DISTRICT**	**ENVISION ALACHUA SECTOR PLAN AND DETAILED SPECIFIC AREA PLANS**
CLIENT	Des Moines Area Metropolitan Planning Organization	City of Rochester, in association with Mayo Clinic and University of Minnesota at Rochester	Midtown Detroit	Plum Creek Timber Company, Inc.
LOCATION	Des Moines, IA	Rochester, MN	Detroit, MI	Gainesville, FL
PROJECT ABSTRACT	The Tomorrow Plan is an unprecedented regional planning effort focused on the future sustainable development of Greater Des Moines, Iowa. The project pairs technical analysis of existing conditions and future trends with ongoing community engagement around priorities, trade-offs, and aspirations. Bringing together a number of recent area planning efforts, the goal of The Tomorrow Plan is to develop a vision for what a sustainable Greater Des Moines will look like in 2050"îand the steps to make it a reality. Working within a tight timeframe and budget for a project of this scale, Sasaki is leading both the technical exploration and interactive outreach components of the project. Sasaki's bold project branding and comprehensive outreach approach have led to a distinctive project identity evident in all aspects of the planning.	The 2010 Downtown Rochester Master Plan, prepared by Sasaki, captures the spirit of a unique partnership between the local universities, medical institutions, and the public sector. The City of Rochester, the Mayo Clinic, the University of Minnesota Rochester, the Rochester Downtown Association, and the Rochester Area Foundation all worked together with the community to develop this master plan"îwhich laid the foundation for a high level of organizational collaboration to advance the plan, shepherding implementation of its priority projects and setting a national precedent for the level of collaboration undertaken by community leaders. The plan establishes a strong and sustainable framework of open space, streets, alternative transportation, and an engaging public realm that forms a foundation within which future development will occur. The framework is composed of several parts: land use, urban design, open space, mobility, and sustainability. The master plan represents a commitment to the health of the downtown that is shared by residents and employers who play such a significant role in the economic vitality and quality of life in the city. The downtown district of Rochester is experiencing growth within its core from two of its key institutions, the Mayo Clinic and the University of Rochester. The master plan seeks to balance the growth needs of these major institutions with the character and needs of the broader Rochester community. Sasaki's plan considers the needs of each group, and plans for a future that is beneficial to all.	TechTown"îan emerging knowledge district in Midtown Detroit"îis currently characterized by surface parking, vacant properties, and inward-facing, siloed hubs of activity. The TechTown District Plan articulates an inspiring vision for the revitalization of the district. Developed by Sasaki Associates in collaboration with Midtown Detroit Inc. and U3 Ventures, the plan accelerates innovation, promotes entrepreneurship, and builds community around the generation of ideas in a vibrant, mixed-use setting. Leveraging the potential of key institutional anchors within the district (Wayne State University, College for Creative Studies, and Henry Ford Health System), the plan creates an environment that fosters knowledge generation and innovation. The plan re-purposes the historic building stock with uses that support innovation and create vibrancy, and also strengthens connections within Midtown Detroit and to surrounding neighborhoods. A key feature of the plan, and an early action item, is a plaza at the heart of the district that contains a variety of program and design elements to foster creativity and the exchange of ideas throughout all seasons, flexible places and spaces for planned and serendipitous gatherings. "Collaboration cubesñîmoveable, adaptable workstations"îcan be reconfigured and relocated to meet specific user needs. The cubes also become icon for the district. Fabrication labs anchor the southern side of the plaza. A projection screen, climbing wall, fire pits, and a caf√© with seating among a grove of trees attract knowledge and creative workers to the heart of the district. The plaza hosts events such as a "maker's fair" and "hacker challenge" in the summer, while curling lanes and campfires activate the plaza during the winter. A community park and two additional plazas connected along landscaped corridors provide a range of amenities. This robust public realm framework and urban design strategy transforms parking lots and vacant sites into places for people to come together.	Plum Creek Timber Company, Inc., one of the largest private landowners in the nation, convened Envision Alachua to develop a long-term master plan for its property in Alachua County, Florida. The nearly three-year process has been distinguished by a comprehensive program of community and stakeholder engagement. During Phase I of Envision Alachua, the community defined a series of goals and planning principles, prioritizing large-scale conservation and job creation. In 2012, Plum Creek engaged Sasaki to join the project team and lead the land use analysis, planning, and design for Phase II. Building upon the public engagement process, Sasaki developed a long-term land use plan for approximately 60,000 acres. The resulting land use strategy balances future economic development with large-scale natural resource conservation and serves as the basis for the Envision Alachua Sector Plan. Upon approval of the Sector Plan, approximately 87% of the total lands (50,000 acres) will be permanently protected in conservation or agriculture, while 13% will be positioned for future development. Sasaki's ongoing work in Alachua County is a prime example of our interdisciplinary approach to large scale planning"îintegrating the disciplines of planning, urban design, landscape, architecture, ecology, economics, and politics to create layers of innovative planning, land use strategies, and design solutions. The Sasaki land use strategy, which underpins the Envision Alachua Sector Plan, is informed by analysis and confluence of three infrastructure systems: natural, built, and social/knowledge. Natural infrastructure includes lands which contribute to a regional system of natural resources in Alachua County and beyond. The built infrastructure consists of lands served by substantial existing infrastructure which positions them as a focus for future economic development. The social/knowledge infrastructure includes local anchors such as University of Florida, Santa Fe College, Shands Hospital, Innovation Gainesville, and emerging private sector businesses, as well as adjacent population centers such as the City of Gainesville. The integration of these three systems through inspired 21st century community design provides an enduring structure to guide future development.
PROJECT OUTCOMES	Frequent public activities and events showcase the multifaceted nature of the project including	The plan's components work together to create a functioning, healthy downtown. The land use plan	Environmental, economic, and cultural sustainability are foundational elements of the	While the Envision Alachua Sector Plan sets the regulatory framework for development within four

	action-oriented open houses, The Tomorrow Plan Exchange blog, national speakers, dispersed local public meetings, social media, educational webinars, a virtual town hall, and an interactive website with custom-made input applications. On the technical side, Sasaki is coordinating a team of national experts projecting trends and developing an interactive scenario planning tool to help residents envision various possible futures for the region. Sasaki is also working closely with a regional consortium of 17 municipalities, four counties, and a number of other agencies and organizations in Greater Des Moines to guide the technical and outreach aspects of the project. When complete, The Tomorrow Plan will align multiple planning elements"îtransportation, land use, housing, economic and workforce development, and the environment"îin a comprehensive framework for sustainable development.	sets up a framework for districts, delineating a specific mix of land uses for each distinct area of downtown. An urban design framework defines the urban form of the city through building, massing, density, and the scale of streets. An open space framework established the landscape character and helps define priority investments for streets, the river, trails, open spaces, and plazas. The mobility framework builds on the relationship between transportation and land use and balances an increasing number of mobility options"îfrom transit to pedestrians and bikes to single-occupancy vehicles. The mobility plan also helps the city move toward a transportation system with more alternative transportation choices and incentives, replacing priorities that privilege one mode at another's expense. And, finally, the sustainability framework ties together these components to achieve a plan that is not only environmentally sensitive and climatically appropriate, but also socially and economically sustainable.	plan. Public open space improvements create a walkable district that reduces demand for parking, and provide access to light rail transit. The plan contains an exercise circuit and integrated bicycle network to promote health and wellness. Landscape strategies include bioswales to enhance infiltration and reduce surface run off, while streetscape improvements increase pervious surfaces. The economy of the district focuses on local production of goods and services, and job creation around innovation. The plan preserves the district's history and character through adaptive reuse of historic buildings. The team employed a variety of strategies to encourage participation in the TechTown planning process. A regular series of open forums included presentations from experts in innovation districts and research parks, urban design, and planning. Interactive games, such as the "Circuit Board" and the "Coin Survey" allowed the community to test program and design alternatives, and to rank strategies for investment. "MyTechTownñîan interactive online graphic survey"îcollected constituents' qualitative impressions of the district, which helped the design team tailor the planning, programming, and urban design strategies.	compact and walkable development hubs in East Alachua County, the Detailed Specific Area Plans (DSAP) provide the design vision for each development hub. Each hub is characterized by smart growth planning principles of development that is compact, integrated, multi-modal, employment-oriented, and mixed-use"îall set within a resilient natural ecological framework and connected by green infrastructure. DSAP A is envisioned to be a national model for a new type of collaborative, translational mixed-use R&D cluster that brings together the major drivers of the knowledge economy: higher education, private corporations, public sector, and complementary R&D institutes oriented towards agri-technology. DSAP B's preliminary design concept is based on the notion of creating a 21st-century advanced manufacturing hub that provides a setting for the fusion of new ideas, partnerships, and facilities for large and small scale advanced manufacturing with strong connections to existing major road and railroad infrastructure to attract a new generation of employers to the region.

SECTION TWO: Client History in the Midwest

PROJECT INFORMATION	**CENTRAL IOWA REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT**	**DOWNTOWN ROCHESTER MASTER PLAN**	**DOWNTOWN CLAYTON MASTER PLAN AND RETAIL STRATEGY**	**REINVENTION IN THE URBAN MIDWEST**
CLIENT	Des Moines Area Metropolitan Planning Organization	City of Rochester, in association with Mayo Clinic and University of Minnesota at Rochester	City of Clayton	Sasaki
LOCATION	Des Moines, IA	Rochester, MN	Clayton, MO	Midwest
PROJECT ABSTRACT	The Tomorrow Plan is an unprecedented regional planning effort focused on the future sustainable development of Greater Des Moines, Iowa. The project pairs technical analysis of existing conditions and future trends with ongoing community engagement around priorities, trade-offs, and aspirations. Bringing together a number of recent area planning efforts, the goal of The Tomorrow Plan is to develop a vision for what a sustainable Greater Des Moines will look like in 2050"îand the steps to make it a reality. Working within a tight timeframe and budget for a project of this scale, Sasaki is leading both the technical exploration and interactive outreach components of the project.	The 2010 Downtown Rochester Master Plan, prepared by Sasaki, captures the spirit of a unique partnership between the local universities, medical institutions, and the public sector. The City of Rochester, the Mayo Clinic, the University of Minnesota Rochester, the Rochester Downtown Association, and the Rochester Area Foundation all worked together with the community to develop this master plan"îwhich laid the foundation for a high level of organizational collaboration to advance the plan, shepherding implementation of its priority projects and setting a national precedent for the level of collaboration undertaken by community leaders. The plan establishes a strong and sustainable framework of open space, streets, alternative transportation, and an engaging public realm that forms a foundation within which future development will occur. The framework is composed of several parts: land use, urban design, open space, mobility, and sustainability. The master plan represents a commitment to the health of the downtown that is shared by residents and employers who play such a significant role in the economic vitality and quality of life in the city. The downtown district of Rochester is experiencing growth within its core	The downtown Clayton master plan and retail strategy seeks to transform the central business district (CBD) from a weekday corporate environment with good food and beverage establishments into a more vibrant and diverse mixed-use urban district that is a model of social, economic, and environmental sustainability for the next generation of Clayton's corporations, businesses, services, and residents. The planning and design challenge and opportunity is to use Clayton's attractiveness to corporate headquarters, offices and professional service firms as a catalyst to transform the CBD into an 18 hours a day, seven days a week destination urban environment. Its broad range of residential, retail, civic, and entertainment uses will complement its strong employment uses. Since the previous master plan was completed in 1993, a number of significant changes have occurred that impacted the development of Clayton's downtown. Locally, there has been turnover in property ownership and Clayton has become a first choice corporate office location. Regionally, infrastructure has been improved and a light rail system features two CBD stations. Nationally, the economy has shifted"îsmall scale retail is challenged by regional	To reinvent is to recast something familiar into a different form or purpose. Like planning and design itself, reinvention is an act of optimism. It takes the inherent strengths of a place, introduces something new or unexpected, and catalyzes positive change and transformation. Reinvention in the Urban Midwest explores drivers of change in the American Midwest and a series of Sasaki projects in the region that exemplify responses to these drivers. Despite a variety of unique project types"îcampuses, districts, waterfronts, and regions"îand a mix of physical and economic contexts, the work demonstrates the fertility of the Midwest for urban reinvention. Evolving cities, global competition, the ideas economy, scarce resources, and shifting priorities are among the current high-level changes motivating the need for urban reinvention. Macro responses to these drivers include rethinking resilience, identity, partnerships, adaptation, and choice. The Sasaki projects selected to illustrate these include The Chicago Riverwalk, Plan Big at the University of Nebraska-Lincoln, the Midtown Detroit TechTown District Plan, Park-Stradley Hall at The Ohio State University, and The Tomorrow Plan.

		from two of its key institutions, the Mayo Clinic and the University of Rochester. The master plan seeks to balance the growth needs of these major institutions with the character and needs of the broader Rochester community. Sasaki's plan considers the needs of each group, and plans for a future that is beneficial to all.	malls and big box stores. There is also a renewed sense of community interest requiring stakeholder input and consensus on the future of Clayton's CBD. Sasaki prepared the master plan and retail strategy to provide the city with a vision for future development opportunities and civic improvements to enhance the public realm, update and streamline existing zoning regulations, and provide implementation strategies for future public and private investment and development.	
PROJECT OUTCOMES	Sasaki's bold project branding and comprehensive outreach approach have led to a distinctive project identity evident in all aspects of the planning. Frequent public activities and events showcase the multifaceted nature of the project including action-oriented open houses, The Tomorrow Plan Exchange blog, national speakers, dispersed local public meetings, social media, educational webinars, a virtual town hall, and an interactive website with custom-made input applications. Up-to-date project information can be found on the Tomorrow Plan's website. On the technical side, Sasaki is coordinating a team of national experts projecting trends and developing an interactive scenario planning tool to help residents envision various possible futures for the region. Sasaki is also working closely with a regional consortium of 17 municipalities, four counties, and a number of other agencies and organizations in Greater Des Moines to guide the technical and outreach aspects of the project. When complete, The Tomorrow Plan will align multiple planning elements"îtransportation, land use, housing, economic and workforce development, and the environment"îin a comprehensive framework for sustainable development.	The plan's components work together to create a functioning, healthy downtown. The land use plan sets up a framework for districts, delineating a specific mix of land uses for each distinct area of downtown. An urban design framework defines the urban form of the city through building, massing, density, and the scale of streets. An open space framework established the landscape character and helps define priority investments for streets, the river, trails, open spaces, and plazas. The mobility framework builds on the relationship between transportation and land use and balances an increasing number of mobility options"îfrom transit to pedestrians and bikes to single-occupancy vehicles. The mobility plan also helps the city move toward a transportation system with more alternative transportation choices and incentives, replacing priorities that privilege one mode at another's expense. And, finally, the sustainability framework ties together these components to achieve a plan that is not only environmentally sensitive and climatically appropriate, but also socially and economically sustainable.	The CBD plan sets forth a flexible framework for development, integrating and anticipating the actions of the public sector and the private sector. Ten principles form the foundation for the recommendations in the plan. Within this framework, a great variety of decisions can be made over time to create a richly textured downtown, while still ensuring a shared vision of the overall outcome. Rather than operate in a reactive mode, the city initiated this planning process to celebrate each area of the downtown while looking at how all the pieces fit together. The city's goal is to direct and shape private investment through consistent policies and targeted capital improvements. A fundamental underpinning of the current planning process has been to create a vision for the area through community participation so that this input can help shape the strategic recommendations. The vision for the CBD strengthens its existing strengths"îa healthy office market, excellent dining, and good access by car and public transportation"îto guide the evolution of the downtown reflecting demographic changes and market trends necessary to stay competitive regionally and nationally. The master plan looks beyond these existing strengths to achieve a better functioning downtown. In the future, the downtown will offer more diverse retail and housing market opportunities, a civic realm that enables people to walk easily between destinations with pedestrian-friendly streets and sidewalks, diverse residential options for young professionals and empty-nesters, more specialty retail, updated hospitality, cultural venues, and great civic spaces.	An interactive mapping survey, titled MyMidwest, accompanied the exhibit to capture how people define the Midwest. In addition to contention about how to define the geographic borders of the Midwest, some survey respondents called into question the degree to which we can typify the communities within these borders. Reinvention in the Urban Midwest was on view from July 17 to September 27 at BSA Space in downtown Boston and is currently seeking new venues for display.

SECTION THREE: Redevelopment & Revitalization in Practice

PROJECT INFORMATION	**MIDTOWN DETROIT TECHTOWN DISTRICT**	**DOWNTOWN CLAYTON MASTER PLAN AND RETAIL STRATEGY**	**CINCINNATI UPTOWN/MLK CORRIDOR VISION**	**CEDAR RAPIDS RIVER CORRIDOR REDEVELOPMENT PLAN**
CLIENT	Midtown Detroit	City of Clayton	Uptown Consortium Inc.	City of Cedar Rapids
LOCATION	Detroit, MI	Clayton, MO	Cincinnati, OH	Cedar Rapids, IA
PROJECT ABSTRACT	TechTown"îan emerging knowledge district in Midtown Detroit"îis currently characterized by surface parking, vacant properties, and inward-facing, siloed hubs of activity. The TechTown District Plan articulates an inspiring vision for the revitalization of the district. Developed by Sasaki Associates in collaboration with Midtown Detroit	The downtown Clayton master plan and retail strategy seeks to transform the central business district (CBD) from a weekday corporate environment with good food and beverage establishments into a more vibrant and diverse mixed-use urban district that is a model of social, economic, and environmental sustainability for the	Uptown Cincinnati is home to many of the city's major educational, health, and cultural institutions and is the second largest employment center in the city. But although the district is bustling with activity, Martin Luther King Drive (MLK)"îthe spine of Uptown"îis an auto-dominated strip with little street life or pedestrian amenity. A new highway	The city of Cedar Rapids crowned 2008 the "Year of the River," a title meant to reinforce the connection between the city and the Cedar River that runs through its core. This name took on an unfortunate new meaning when, in June 2008, a flood of unimaginable scale forced thousands of evacuations and caused over six billion dollars in

	Inc. and U3 Ventures, the plan accelerates innovation, promotes entrepreneurship, and builds community around the generation of ideas in a vibrant, mixed-use setting. Leveraging the potential of key institutional anchors within the district (Wayne State University, College for Creative Studies, and Henry Ford Health System), the plan creates an environment that fosters knowledge generation and innovation. The plan repurposes the historic building stock with uses that support innovation and create vibrancy, and also strengthens connections within Midtown Detroit and to surrounding neighborhoods. A key feature of the plan, and an early action item, is a plaza at the heart of the district that contains a variety of program and design elements to foster creativity and the exchange of ideas throughout all seasons, flexible places and spaces for planned and serendipitous gatherings. "Collaboration cubesñîmoveable, adaptable workstations"îcan be reconfigured and relocated to meet specific user needs. The cubes also become icon for the district. Fabrication labs anchor the southern side of the plaza. A projection screen, climbing wall, fire pits, and a caf√© with seating among a grove of trees attract knowledge and creative workers to the heart of the district. The plaza hosts events such as a "maker's fair" and "hacker challenge" in the summer, while curling lanes and campfires activate the plaza during the winter. A community park and two additional plazas connected along landscaped corridors provide a range of amenities. This robust public realm framework and urban design strategy transforms parking lots and vacant sites into places for people to come together.	next generation of Clayton's corporations, businesses, services, and residents. The planning and design challenge and opportunity is to use Clayton's attractiveness to corporate headquarters, offices and professional service firms as a catalyst to transform the CBD into an 18 hours a day, seven days a week destination urban environment. Its broad range of residential, retail, civic, and entertainment uses will complement its strong employment uses. Since the previous master plan was completed in 1993, a number of significant changes have occurred that impacted the development of Clayton's downtown. Locally, there has been turnover in property ownership and Clayton has become a first choice corporate office location. Regionally, infrastructure has been improved and a light rail system features two CBD stations. Nationally, the economy has shifted"îsmall scale retail is challenged by regional malls and big box stores. There is also a renewed sense of community interest requiring stakeholder input and consensus on the future of Clayton's CBD. Sasaki prepared the master plan and retail strategy to provide the city with a vision for future development opportunities and civic improvements to enhance the public realm, update and streamline existing zoning regulations, and provide implementation strategies for future public and private investment and development The CBD plan sets forth a flexible framework for development, integrating and anticipating the actions of the public sector and the private sector. Ten principles form the foundation for the recommendations in the plan. Within this framework, a great variety of decisions can be made over time to create a richly textured downtown, while still ensuring a shared vision of the overall outcome.	interchange at Interstate 71 is underway, which will greatly improve access but also induce a one-third increase in traffic on MLK. The MLK/Reading Road Corridor Study, conducted by Sasaki in collaboration with Cincinnati architects GBBN and economists RCLCO, points toward MLK's transformation, from a functional-but-drab arterial into a great street that displays Uptown's diversity, vitality, and sophistication. Inspired urban design, practical and progressive traffic operations analysis, insightful economic research, and energetic community engagement all combine in a plan for a new MLK that enhances vehicular access while anchoring a walkable urban district. The study provides a strategy and tools to guide land use, infrastructure, and institutional investment. More than a transportation plan, the MLK/Reading Road Corridor Study voices the community's ambition to unite Uptown and give it a unique identity.	damage. Over 10 square miles were flooded, including the downtown. The flood displaced 310 city facilities and devastated more than 7,000 properties"îincluding over 5,000 homes. Just before the flood, Sasaki had been selected to generate a riverfront master plan for the city and the team was quickly called in to chart out a recovery plan. Within days of the flood, Cedar Rapids City Council outlined a series of strategic recovery goals. Sasaki worked with the city to accomplish these goals in 11 months with a broad and unprecedented public engagement process. Phase I, the Flood Management Strategy, minimizes future flooding risk while improving the city's relationship to the river. A series of open houses engaged over 2,680 community members. The favored option"îa floodplain Greenway"îincreases connectivity to the river and transforms the 650 damaged-beyond-repair parcels of the 100-year floodplain into a positive civic amenity for the community. Phase I also resulted in the adoption of non-structural measures, including improved evacuation planning, interim flood protection, flood-proofing, flood warning systems, and a larger civic initiative to address upstream Cedar River Watershed issues. The interdisciplinary consultant team worked closely with the U.S. Army Corps of Engineers to test and synthesize community feedback into a direction for future flood management. Phase II, the Framework for Neighborhood Reinvestment, provides a reinvestment framework for the city's nine flood-affected neighborhoods, including downtown. The intention was to not only help Cedar Rapids recover, but also to make it stronger and more vibrant than it was before the flood. Sasaki developed three planning study areas, each containing multiple neighborhoods and spanning the river. This enabled a discussion of shared interests across neighborhood boundaries and long-held psychological boundaries like the river itself. Collectively, the resulting Area Plans envision a sustainable future for the city characterized by strong pedestrian, transit, and vehicular connections, open spaces, revitalized and diverse neighborhoods, economic opportunities, and thriving cultural destinations. Over 1,420 citizens attended 8 public meetings and spent over 6,000 hours collaborating. Sasaki helped to train approximately 70 people from multiple city departments to facilitate table discussions at planning meetings, which fostered more cross-departmental coordination and improved community service from city employees to residents.
PROJECT OUTCOMES	Environmental, economic, and cultural sustainability are foundational elements of the plan. Public open space improvements create a walkable district that reduces demand for parking, and provide access to light rail transit. The plan contains an exercise circuit and integrated bicycle network to promote health and wellness. Landscape strategies include bioswales to enhance infiltration and reduce surface run off,	Rather than operate in a reactive mode, the city initiated this planning process to celebrate each area of the downtown while looking at how all the pieces fit together. The city's goal is to direct and shape private investment through consistent policies and targeted capital improvements. A fundamental underpinning of the current planning process has been to create a vision for the area through community participation so that this input	The core of the planning exercise was analysis of relationships: between institutions and their host communities; between economic growth, community vitality and the public realm; between the street as a transportation facility and as a place. In a highly collaborative and public process, Sasaki tested urban design and traffic management concepts and merged them into a multilayered plan for land use, road design,	Since the flood, the city and its residents completed several phases of reinvestment and revitalization planning, which have led to manifold implementation initiatives. The planning process has been a partnership between community members, multiple city departments, the City Council, and various agencies. Subsequent initiatives have built on the recovery planning outcomes, including: a community process to

	while streetscape improvements increase pervious surfaces. The economy of the district focuses on local production of goods and services, and job creation around innovation. The plan preserves the district's history and character through adaptive reuse of historic buildings. The team employed a variety of strategies to encourage participation in the TechTown planning process. A regular series of open forums included presentations from experts in innovation districts and research parks, urban design, and planning. Interactive games, such as the "Circuit Board" and the "Coin Survey" allowed the community to test program and design alternatives, and to rank strategies for investment. "MyTechTownñîan interactive online graphic survey"ïcollected constituents' qualitative impressions of the district, which helped the design team tailor the planning, programming, and urban design strategies. The vision for TechTown will be realized over time. Initial investments will occur at the heart of the district, beginning with the creation of a pedestrian priority zone that reinforces connections.	can help shape the strategic recommendations. The vision for the CBD strengthens its existing strengths"îa healthy office market, excellent dining, and good access by car and public transportation"îto guide the evolution of the downtown reflecting demographic changes and market trends necessary to stay competitive regionally and nationally. The master plan looks beyond these existing strengths to achieve a better functioning downtown. In the future, the downtown will offer more diverse retail and housing market opportunities, a civic realm that enables people to walk easily between destinations with pedestrian-friendly streets and sidewalks, diverse residential options for young professionals and empty-nesters, more specialty retail, updated hospitality, cultural venues, and great civic spaces.	transportation demand management, community economic stabilization, and institutional growth. Sasaki built a computer animation of future traffic in the corridor and integrated it into a 3-D model of the study area, simultaneously creating a tangible vision around which the stakeholders could rally and providing a technical analysis which convinced city and state officials that MLK did not need to be widened. RCLCO's market analysis identified real-estate opportunities, validating a community preference for residential development in existing neighborhood centers. Sasaki's study seeks to leverage social and infrastructure assets to foster not only economic growth in the corridor, but also a civic expression of community, inclusion, and pride of place. After testing a variety of street typologies for efficiency, land access, walkability, and aesthetics, Sasaki developed a plan for a grand boulevard with wide sidewalks and a median with a double row of trees. The new MLK will frame a harmonious set of land uses geared to walkable commuting and auto-independence. Mixed-use gateways will be established at key points along MLK. The land use strategy includes infill housing and knowledge clusters along MLK and Reading Road, supported by local living initiatives on the part of area employers. Public realm improvements will focus on pedestrians and placemaking. Parking and transit will be coordinated to mitigate traffic and promote sustainable transportation.	prioritize the replacement of flood-damaged city facilities; a Parks and Recreation Master Plan to integrate the 220-acre floodplain greenway into the existing Park System; an Urban Design Principles process to address the need for a consistently high-quality urban realm as the city rebuilds; and an Energy Management Plan to reduce municipal energy use and promote efficiency. At the heart of these planning processes is a desire to ensure that Cedar Rapids will not only recover from the flood, but will become a greater city for future generations.

SECTION FOUR: Highlights of Project Success

PROJECT INFORMATION	**NATIONAL HARBOR**	**WILMINGTON WATERFRONT PARK**	**THE AVENUE**	**CLEVELAND EUCLID AVENUE HEALTHLINE BRT**
CLIENT	The Peterson Companies	Port of Los Angeles	Boston Properties, Inc.	Greater Cleveland Regional Transit Agency
LOCATION	Washington, DC	Los Angeles, CA	Washington, DC	Cleveland, OH
PROJECT ABSTRACT	National Harbor is a mixed-use community on the Potomac River just south of Washington, DC. While conveniently located near key tourist sites, National Harbor is a resort and convention destination that offers an alternative to the urban experience of Washington proper. Sasaki provided urban planning and landscape architecture for principal exterior spaces of the community, architecture for key buildings, and graphic design for signage and wayfinding systems. Evocative of the region's great urban places"ïsuch as Georgetown, Annapolis, and the Baltimore Inner Harbor"ïNational Harbor has a great diversity of connected public open spaces, including streetscapes, plazas, and parks. The vehicular entrance to National Harbor, called the National Gateway, is designed to provide a sense of transition and arrival. Motorists pass through a monumental gateway portal featuring a site-specific sculpture by Albert Paley, cross a series of cobblestone paving bands, and pass under the dappled light of a densely-planted birch grove	Once a part of the Pacific coastline, the Wilmington community became disconnected from the waterfront by the Port of Los Angeles"îa burgeoning, diverse mix of industrial maritime facilities. After completing the Wilmington Waterfront Master Plan, Sasaki identified three open spaces for implementation: the Wilmington Waterfront Park, the Avalon North Streetscape, and the Avalon South Waterfront Park. The Wilmington Waterfront Park is the first project to be fully implemented. Built on a 30-acre brownfield site, the new urban park revitalizes the community and visually reconnects it to the waterfront. The park integrates a variety of active and passive uses"ïinformal play, public gathering, community events, picnicking, sitting, strolling, and observation"ïdetermined through an extensive community outreach process. The open space serves as a public amenity by doubling the current community open space while also buffering the Wilmington community from the extensive port operations to the south.	The Avenue, formerly referred to as Square 54 and 2200 Pennsylvania Avenue, is a dynamic mixed-use development bordered by Washington Circle, 23rd Street and Pennsylvania Avenue and located just six blocks northwest of the White House. Also near George Washington University and close to a major public transportation hub, the complex includes office, residential, and retail elements and abundant green public spaces, streetscapes, terraces, and courtyards with innovative stormwater management strategies implemented throughout. These spaces afford visitors, office building employees, and residents a pleasurable outdoor experience in all seasons.	Euclid Avenue was once called Millionaires' Row"ïhome to the founders of Standard Oil and General Electric"ïbut was devastated by the end of the Great Depression. Today, the corridor encompasses eight different neighborhoods with buildings of varying sizes, scales, and uses, including major medical institutions, cultural facilities, and universities. Sasaki's design transforms the public realm of the corridor into a linear green space that provides unique place-making and branding that integrates the HealthLine into the surrounding urban context.

	before arriving at the community's urban street grid.			
PROJECT OUTCOMES	A major pedestrian thoroughfare called American Way, inspired by Barcelona's famed Las Ramblas, establishes the primary spine of the community. Defined by an allee of majestic plane trees, this unifying open space showcases multiple iconic fountains, numerous pieces of public art, and a series of small-scale vendor kiosks. The color and texture of the avenue's paving sets the stage for its terminus: a waterfront plaza that steps down to a natural sandy beach along the Potomac. Both this avenue and the waterfront plaza are designed as flexible spaces, capable of accommodating the activities of daily life and hosting major festivals. These key urban spaces are framed by retail storefronts and restaurants, promoting both street activity and urban interaction.	In order to protect the community park from the port's impacts, Sasaki created a strong sculptural landform which elevates the existing planar grade of the neighborhood to 16 feet. This land integrates a series of multipurpose playfields with shade-dappled, gentle grass slopes. Atop the landform, the El Paseo Promenade provides a primary component of the pedestrian circuit with seating, display gardens, and a shared use pedestrian and bicycle path linked to the California Coastal Trail. Tree-lined promenades extend the park's network of pedestrian circuits and meanders, offering a variety of seating for respite, contemplation, and viewing park activities including interactive water features, an adventure playground for children, plazas for gathering and performances, and picnicking within the tree groves. Datum Walk provides a central pedestrian axis traversing the park and connecting two park pavilions. The pavilions frame outdoor rooms that offer a variety of informal seating, shade, a dry concession, public restrooms, and three flexible, formal performance venues. Sasaki integrated sustainable design practices and innovative engineering technologies into the overall project. Stormwater management directs water to primary landscape zones to promote infiltration rather than municipal treatment, demolished paving was ground and reused for paving sub-base, and all plant materials were selected as ecologically adapted, indigenous, or salt tolerant and irrigated by reclaimed water. Building and site lighting highlights key park elements, reducing energy demands and light pollution through high optical efficacy. Along the port's industrial edge, colorful planes forming the terrace walls are coated with titanium oxide [Ti02], which transforms harmful air pollutants to inert organic compounds innovative photocatalytic technology.	The footprints of the four buildings at Square 54 are designed to promote public use of the open space within the complex. The surrounding streetscape includes wide sidewalk promenades bordered by rows of shade trees, large planting beds filled with mixed perennials, low shrubs and flowering trees, and a series of architectural planters filled with colorful seasonal plantings. All parking is located below grade within a five-story parking garage beneath the development. The central courtyard above the parking structure is anchored by a water feature that expresses the intersection of the historic Washington city grid and the axis of Pennsylvania Avenue. This water feature functions as part of the larger stormwater management system that collects all rainwater that falls within the property. The water then drains through a stormwater filter to a 7,500 gallon cistern located in the five-story parking garage below the courtyard. This water is continuously re-circulated and treated by the water feature that includes aquatic plantings which offer supplemental filtration. The stored water is also used to provide all irrigation for the courtyard plantings throughout the growing seasons. The roof of the development contains 8,000 square feet of extensive green roof, which forms a microclimate that reduces the local heat island effect, provides avian habitat, insulates the building, and minimizes the roof's runoff. Excess rainwater is filtered through the green roof layers before being collected in the water feature and cistern below. This on-site sustainable water system significantly reduces the development's dependence on the city's inadequate combined sewer system, which periodically results in flooding of the National Mall and low-lying areas and contributes to pollution of the region's rivers and streams.	Cleveland's Euclid Avenue is being transformed by a strategic $200 million investment in a Bus Rapid Transit Corridor, which has catalyzed $5.8 billion dollars in spin-off investments and over 13.5 million square feet of development. Sasaki redesigned the street to integrate the bus rapid transit system into the Euclid Avenue corridor, which connects the central business district with University Circle. It has helped Cleveland regain its footing and changed the perception of the city as a place to work, live, and reinvest. The Corridor opened for service as the Euclid HealthLine in October 2008, and ridership has increased over 54%. The project required strategic partnerships between diverse parties: public, private, non-profit, and neighborhood. Sasaki led a six-month public workshop process with all stakeholders to reach consensus regarding goals and the corridor design approach. Goals for the project included providing improved transit service, supporting economic development initiatives, and improving the pedestrian environment for residents, securing funds from the Federal Transit Authority (FTA), maintaining a thorough community design process, and establishing a clear brand for the Bus Rapid Transit (BRT). Following approval of the overall design approach, Sasaki provided landscape architecture and environmental graphics through design and implementation. Sasaki ensured that the corridor accommodates multiple modes of transit by incorporating exclusive bike lanes and pedestrian-friendly sidewalks and street crossings. Key features of the BRT system include prominent, safe, and visually attractive stations in the median of the street, low floor boarding, real time updates, off-vehicle fare collection, and signal prioritization at intersections. Parking was integrated back into the street to support developer efforts to revitalize vacant retail storefronts. Additional elements of the design include utilities, sidewalks, street lights, and street trees. Seasonal plantings provide splashes of color in the medians, colorful and rhythmic pavement striping in the sidewalks provide human scale, and distinctive lighting elements provide visual interest. Public art is both integrated into the design elements along the corridor, such as paving and site furnishings, as well as stand-alone projects. A comprehensive signage program for the BRT and the street provides wayfinding along the corridor while also creating a unique brand for the corridor and BRT. Sasaki integrated sustainable solutions into the corridor landscape. Nearly 1,500 trees create an urban forest"ïplanted in ideal growing environments to ensure survival the harsh urban environment of Cleveland. The BRT system itself is also sustainable. The diesel hybrid-electric vehicles have a 25% reduction in fuel consumption over the Regional Transit Authority (RTA) standard vehicles, as well as reduced fuel emissions.

Urban Design Associates (UDA)



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DESCRIPTION	Since 1964, Urban Design Associates (UDA) has been innovating, testing, and evolving the practice of urban design. UDA was built on principles. We believe that all places"îurban and rural, new and established"îcan serve as diverse and exciting settings in which to live and thrive, today and into the future. UDA is headquartered in Pittsburgh, PA, a remarkable city that is a global model of urban innovation and regeneration. Our firm concentrates on the revitalization of established cities and expansion of new cities worldwide. Our projects range in size from the design of one building to plans for an entire city. UDA studio teams collaborate to provide design services to a diverse range of public and private clients. We are a small company with the depth and abilities of a large corporation. We have talented urban design and architecture teams that work dynamically with illustration, graphic design, and digital support staff. UDA also works with talented consultants in economics, landscape architecture, traffic, and mobility to provide a full range of services for our clients.

SPECIALIZATIONS & EXPERIENCE	
Brownfields + Industrial lands re-use	★★★★★
Campus + School Planning	★★★★
Charrette Services	★★★★★
Community Development	★★★★★
Comprehensive Planning | General Plans	★★★★★
Economic Development Planning	★★★★★
Environmental + Natural Resources	★★★
Housing Development	★★★
Infrastructure Planning	★★★★
Innovation- and Technology-based ED	★★★
Land-Use + Land Planning	★★★★★
Landscape Architecture	★★★★
Mixed-Use Development	★★★★
Public-Private Partnership (P3) Development	★★
Real Estate Development	★★★
Recreation + Tourism	★★★★★
Redevelopment + Revitalization	★★★★★
Regional Planning	★★★★
Site Remediation	★★★
Small Town + Rural Planning	★★★★
Smart Growth	★★★★
Strategic Planning	★★★★★
Sustainable Development	★★★★★
Transit-Oriented Development	★★★★★
Transportation Planning	★★★★
Waterfront Development	★★★★★

SECTION ONE: Integrating Planning + Economic Development

PROJECT INFORMATION	**Neighborhoods of the Lower Mill Creek Valley**	**Virginia Beach Strategic Growth Areas**	**Moscow Expansion**	**Downtown Norfolk Revitalization**
CLIENT	City of Cincinnati and Greater Metropolitan Sewer District	City of Virginia Beach	The Russian Federation and the City of Moscow	City of Norfolk
LOCATION	Cincinnati, Ohio	Virginia Beach, VA	Moscow, Russia	Norfolk, Virginia
PROJECT ABSTRACT	The City of Cincinnati in cooperation with the Greater Metropolitan Sewer District hired a multi-disciplinary team headed by UDA to prepare a sustainable development vision for several neighborhoods along the Mill Creek that will be impacted by two multi-billion dollar projects, the reconstruction of I-75 and combined sewer remediation required by court order. Working with engineers, ecologists, landscape architects, and market specialists, UDA prepared a series of design frameworks to create a continuous open space system for the valley utilizing sustainable storm water management techniques, multi-modal transportation solutions and brown field redevelopment scenarios. Each community participated in the process and saw the value of creating a greater vision for the valley that would encourage and stimulate private investment.	UDA was selected by the City of Virginia Beach to prepare nine Strategic Growth Area Master Plans along the Virginia Beach Boulevard/I-264 transit corridor. These strategic growth areas were designated in the city's comprehensive plan for more detailed transit-oriented planning and will be station locations for the planned extension of The Tide, a light rail system in operation to the west in the City of Norfolk. Each plan is being developed in sequence with extensive public participation and stakeholder involvement.	Capital Cities Planning Group (UDA lead this consortium) was selected as one of ten international planning teams to assist in the master plan for the expansion of Moscow and the redevelopment of the historic core of the city. The Russian Federation and the City of Moscow conducted an international competition for planning and design firms to work with planners in Moscow to forge a refined vision for how the city will grow over the next decade. Moscow is expected to expand from a current land area of about 264,000 acres to over 620,000 acres with projected urbanization occurring to the southwest of the city where very little urbanization has occurred. The planners have envisioned a major initiative to relocate both residential population and government offices into the annexed region as a way to alleviate pressure on infrastructure and the historic core of the city.	UDA has served as urban design consultant for the City of Norfolk since 1989, when we developed the Downtown 2000 Master Plan. Initial interventions like the Tidewater Community College downtown campus and the Granby Street improvements catalyzed an entire revitalization of Norfolk's city center. UDA has since updated this plan twice and continues to inform drastic transformations to the downtown fabric including entertainment, retail, urban residential, true mixed-use (instead of multi-use), and civic interventions. All of our plans continue to create framework for development in which individual projects, coordinated with public investment, rebuild the downtown as a 24-hours, 7-days-a-week center for the region.
PROJECT OUTCOMES	This project has been adopted and is currently in progress.	This project is funded and is being implemented. The plans are being adopted by City Council as amendments to the city comprehensive plan. The city has created an SGA Office to coordinate public and private redevelopment activities in the growth areas. UDA was hired for on-going services.	Capital Cities Planning Group was selected by an international jury as the winner of the design and commissioned for the new Federal District. This plan led to other planning projects in the same development area.	To date, the City's tax revenues have increased by nearly two billion dollars, making Downtown Norfolk one of the most successful transformation stories in the United States. Once seriously decayed, unsafe, and deserted at night, Downtown Norfolk has been revitalized by the "economic flypaper" that strong planning provides, creating a vibrant, 24x7x365 live/work/play cosmopolitan heart to this metropolitan region in eastern Virginia.

SECTION TWO: Client History in the Midwest

PROJECT INFORMATION	**Saxony Village Center**	**Aksarben Village**	**Cincinnati Riverfront**	**Heritage Park**
CLIENT	Republic Development	Noddle Companies	City of Cincinnati and Hamilton County	McCormack Baron Salazar
LOCATION	Hamilton County, Indiana	Omaha, Nebraska	Cincinnati, OH	Minneapolis, Minnesota
PROJECT ABSTRACT	Saxony is an existing mixed-use center located in a rapidly growing region northeast of Indianapolis. UDA developed a master plan and detailed implementation plan with a team of design consultants and market analysts for Republic Development. The key to the planning approach was the transformation of a regional, 20-acre stormwater facility into an active commercial and recreational asset for the region. The allocation of public financing, along with private investment, created a compelling asset for the region that will	Aksarben ("Nebraska" spelled backwards) is a 70-acre mixed-use development in Omaha, formerly the location of an historic horse racetrack and indoor amphitheater. The plan was prepared for the Noddle Companies, who were designated as the master developer by the Aksarben Future Trust, the nonprofit owner of the land. The site is being developed as a mixed-use district including technology facilities for the University of Nebraska Omaha, Nebraska Medical Center, Peter Kiewit Institute, the Scott Technology Center, Gordman's	UDA was commissioned by the City of Cincinnati and Hamilton County to prepare a master plan for the waterfront. The primary program was a new mixed-use district anchored by two new sports stadiums. The objective was to generate maximum economic benefit for the downtown and to revitalize the central Ohio River riverfront. During a design charrette and a series of public forums, urban design principles were developed to guide future redevelopment and growth. The design creates a new riverfront park and includes	The Heritage Park Master Plan creates an attractive and sustainable urban neighborhood in the Near Northside, on the doorstep of Minneapolis' downtown area. The goal of the Plan was to rebuild a mixed-income, mixed-density, culturally diverse, amenity-rich neighborhood based on the best Minneapolis neighborhood traditions. The Master Plan, developed in a public design process and based on principles for traditional neighborhood design, focuses on existing neighborhood assets as the starting point

	be developed as a destination for area residents. Small scale shops, offices, education, and residential uses will form a commercial core adjacent to a new Indiana University Hospital and medical arts district. The village center is approximately 250 acres with over 600 residential units; 500,000 sf of commercial, 690,000 sf of office and 270,000 sf of hospitality uses.	Corporate Offices, Blue Cross and Blue Shield of Nebraska, Marriott Courtyard, a grocery store, retail and restaurants, parking, public open space, and 700 housing units. Aksarben includes Stinson Park, a major new civic park for Omaha and the location of outdoor concerts and festivals.	the National Underground Railroad Museum, a mixed-use district (now under construction), a transit center, and a restructured ¬≠downsized urban highway. The riverfront (now complete) is restored as the "front door" of the city, once again a hub of activity and a place that connects people to the urban environment.	for neighborhood revitalization.
PROJECT OUTCOMES	The infrastructure for the project is in and the village center is in the first phase of construction.	Aksarben is currently under construction. Please view the village website at www.aksarbenvillage.com.	The UDA Master Plan set the location and urban design metrics for two stadiums, the reconstruction of Fort Washington Way, the new Riverfront Transit Center, and cultural amenities such as the Freedom Center. Phase 1 of The Banks, a new mixed use district, will add to the vibrancy of the riverfront. Construction of the project has or will generate 3,600 construction jobs and $600 million in economic activity. The ongoing effects of the project will annually be associated with approximately 2,400 jobs and $275 million in economic activity. The private-public partnerships that were formed to develop infrastructure, in addition to the previous ten-years of riverfront construction that preceded this development, have been a critical component of The Banks development. Together, these public and private investments in construction and the ongoing operations of businesses are projected to produce $3 billion of economic impact for the City of Cincinnati and Hamilton County.	Heritage Park has been built. There are close to 900 new mixed-income residences built along a series of parks and tree-lined streets.

SECTION THREE: Redevelopment & Revitalization in Practice

PROJECT INFORMATION	**Lower Hill District**	**Storrs Town Center**	**SoBro Strategic Master Plan**	**South Lake Union**
CLIENT	Pittsburgh Penguins	Leyland Alliance LLC	Convention Center Authority and Nashville Downtown Partnership	Vulcan. Inc.
LOCATION	Pittsburgh, Pennsylvania	Storrs, Connecticut	Nashville,Tennessee	Seattle, Washington
PROJECT ABSTRACT	UDA is assisting The Pittsburgh Penguins Hockey Organization in the creation of a comprehensive master plan to guide the development of a 28-acre site, part of which was occupied by the former Mellon Arena. Fifty years ago, a vibrant neighborhood was torn down to build the arena. A new arena has been built across the site leaving this site open for redevelopment. A new mixed-use development will replace current acres of parking with housing, offices, and retail, reuniting the Lower Hill District neighborhood with downtown Pittsburgh.	Storrs Town Center is a mixed-use development adjacent to the main campus of the University of Connecticut in the town of Storrs. The design takes inspiration from New England college town centers, providing retail, entertainment and other services for the town and university. A vibrant village street is anchored on both ends by two public squares. Built along a ridge, the quiet residential precinct offers townhouses and condos direct access to the woodland preserve. A variety of outdoor venues for dining, celebrations, festivals, markets, concerts and informal gathering can be found throughout the plan. Every retail space was designed for a targeted use and a mixed offering of residential units (including urban lofts, apartments, condominiums, and town houses) created to provide broad market appeal.	UDA is leading a multi-disciplinary team of specialists to prepare the SoBro Strategic Master Plan for the Convention Center Authority (CCA) and Nashville Downtown Partnership (NDP). The SoBro neighborhood, which borders Nashville's Central Business District to the north, has a high concentration of the city's entertainment/tourism venues such as Bridgestone Arena, the Country Music Hall of Fame, and the Schermerhorn Symphony Center. The future Music City Center, a state-of-the-art convention center, and associated Omni Hotel and Country Music Hall of expansion along with infrastructure improvements, which includes a new NES substation and the extension of Korean Veterans Boulevard, total an investment of over $1 billion. The SoBro neighborhood is a central component to Nashville's tourism business.	UDA prepared a master plan and design guidelines for Vulcan, Inc. (the investment company of Paul Allen, co-founder of Microsoft) which has assembled nearly 50 acres of land north of downtown Seattle in the South Lake Union neighborhood. The project is an ongoing revitalization of the district, with new development of 9 million square feet of new and rehabilitated commercial and residential property and a strong emphasis on creating a biotech and biomedical research cluster. New developments include the University of Washington medical research campus, Seattle Biomedical Research Institute, the Bill and Melinda Gates Foundation, Google and ZymoGenetics. These have joined the renowned Fred Hutchinson Cancer Research Center already located in South Lake Union.
PROJECT OUTCOMES	This project is in progress and currently is being implemented. The former Mellon Arena has been demolished and our client obtained development entitlements. We are now working with the City of Pittsburgh to prepare a form-based code.	This project is under construction. The new town center has benefited enrollment with the University of Connecticut and has become the new college town for the school.	Following the vision plan, key initiatives have been completed or are being implemented: the new Korean Veterans Boulevard, Omni Hotel and the Music City Center successfully opened in April 2013; the West Riverfront Park has begun	Vulcan, Inc.'s redevelopment initiatives in SLU have leveraged significant investment from both private and public sources. Since 2004, $2.85 billion total investment has been made in the neighborhood. Vulcan Inc. accounts for $1.98

			construction; the major pedestrian overpass has entered detailed design stages and is in queue for implementation funding; and significant mixed-use projects have been announced in and around the Gulch.	billion (69%) of that total; other investments include Private investment of $571 million (20%); Public/Private ventures of $52 million (2%); and Public investment of $19 million (7%). All of this will generate measurable tax revenue, estimated at up to $1.3 billion of cumulative tax revenue from SLU development activities through 2025. A new streetcar line is an important highlight of SLU's focus on transit-oriented development. The new streetcar helps connect SLU effectively and conveniently with the rest of the City and improves overall mobility. Green streets, wide sidewalks, and the new streetcar make this pedestrian-friendly neighborhood highly desirable as a live/work/play district¬†"ï¬†qualities that were key to attracting Amazon.com's Corporate Headquarters and other major employers to SLU for their facilities.

SECTION FOUR: Highlights of Project Success

PROJECT INFORMATION	**West Don Lands Precinct and Block Plan**	**Liberty Green**	**The New Faubourg Lafitte**	**Center for Planning Excellence and Louisiana Recovery Authority**
CLIENT	Waterfront Toronto	Louisville Metro Housing Authority, The Community Builders, Inc.	Enterprise Foundation	
LOCATION	Toronto, Ontario, Canada	Louisville, Kentucky	New Orleans, LA	Louisiana Region
PROJECT ABSTRACT	The West Don Lands, located in the southeast corner of Downtown, is envisioned as a new mixed-use precinct with an emphasis on urban living. The master plan was developed in a public process to understand the opportunities in the precinct. The project will inherit many of the unique qualities and characteristics of the precincts and neighborhoods surrounding it, yet it will be distinguished by a major new park on the Don River. This park is designed with flood control devices and is a critical component of the restoration of the Don River and the creation of a major continuous greenway for the City	In the spring of 2000 a group of public and private entities, that included the City of Louisville, contracted with UDA to revise the Downtown Development Plan, a ten-year plan for revitalizing the center city of Louisville. The plan calls for adding residential development for all income groups as a key element in economic revitalization, with the goal of transforming the Central Business District into a 24-hours, 7-days-a-week living downtown. UDA then developed a neighborhood master plan, pattern book, and schematic architectural designs for the site of the former Clarksdale public housing development adjacent to the medical center. The initiative was a public-private joint venture between the metropolitan housing authority and The Community Builders, Inc. The target market was a mix of affordable home ownership and rental apartments in an urban setting.	When complete, this new mixed-income community on and around the 27-acre site of the former Lafitte public housing complex will feature 1,500 homes and apartments, representing one-for-one replacement of all 900 subsidized apartments, and the development of an additional 600 homes for sale to working families and first-time homeowners. The master plan, developed through a public process with residents and community stakeholders, includes restoration of the historical street grid that was erased when Lafitte was developed. The architecture, based on traditional New Orleans typologies and styles prevalent in the surrounding neighborhoods, respects the history and culture of the community and features mostly singles and doubles with front stoops along with small apartment houses. The development has been designed to Enterprise Green Communities standards, incorporating healthy and energy-efficient building practices, materials, and systems.	The Pattern Book and its companion publication, the Louisiana Speaks Tool Kit, are part of Louisiana Speaks, a program which has undertaken several complementary initiatives: First was the Parish Recovery Planning process during which citizens developed their vision, goals, strategies, and a list of high priority, high impact projects to jump start their recovery. Second was a series of three demonstration planning charrettes conducted by Duany Plater-Zyberk & Company in three separate locations that have distinctly different urban conditions. A third initiative entails a regional planning program to develop a long-term vision for Louisiana. This Pattern Book and the Tool Kit form the bridge between these initiatives. These two documents present tools and techniques from both the planning charrettes and the regional vision processes in a form that can be used by communities throughout the state for both rehabilitation and new construction. The Louisiana Speaks initiatives included the Parish Recovery Planning process, three demonstration charrettes, a regional planning effort, and development of the Louisiana Speaks Pattern Book and Tool Kit. All four initiatives used an open, public process designed to encourage and engage as many citizens as possible in developing ideas and concepts for rebuilding. The content of the Pattern Book reflects the ideas and addresses the concerns of the participants in all of these processes. The Planning Toolkit supported the planning and rebuilding process and help understand the relationship between particular

				roles and the overall challenges and opportunities to rebuild South Louisiana.
PROJECT OUTCOMES	Development of the area is being accelerated because it is the site of the Toronto 2015 Pan American Games Athletes' Village. Originally planned to be built out over 10 to 12 years in three phases, now more than half of the West Don Lands will be completed for the Games in June 2015. Work is well underway in the West Don Lands. Remediation efforts are underway and construction of the main part of the area's massive flood protection landform is nearly complete. Several of the area's streets, including the Don River Park are under construction. Construction of Underpass Park began in 2011. Construction has also started on the Toronto Community Housing Corporation complex, the area's first affordable rental housing building. River City, the first private sector development in the West Don Lands, opened its sales centre in February 2010. Construction began in 2011, with first phase occupancy in 2013.	This project is currently under construction and it almost complete. The development, now known as Liberty Green, received the 2007 ENERGY STAR Award for Excellence in Energy-Efficient Affordable Housing.	In 2011 residents began excitedly moving into the first 134 affordable apartments to be built on the footprint of the old complex. This project is under construction it will include more affordable and senior living.	The Louisiana Speaks: Pattern Book and Tool Kit were made available to the public in the Louisiana Region.

WXY architecture + urban design

FOUNDED	1992
NO. of EMPLOYEES	15-18
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ADDITIONAL LOCATIONS	N/A
POINT OF CONTACT	Adam Lubinsky, Managing Principal adam@wxystudio.com 212-219-1953

DESCRIPTION

WXY is a design and planning firm based in New York City. Focused on the social and environmental transformation of the public realm at multiple scales, the firm's work engages architecture, design, planning and strategy.

Our firm's architectural design practice embraces place-specific concepts and sustainable design to create a variety of new and repurposed buildings, piers and bridges, urban furnishings and streets, plazas and installations for the public realm. Our planning work engages local communities and high-level constituencies while conducting GIS-based analysis, public forums, and research on the intersection of land use and economic development concerns.

The results have created designs for a new generation of parks, buildings, plazas, public spaces, new community facilities and place based strategies for New York City's neighborhood revitalization.

The firm has extensive experience working in New York City on a number of public realm projects. The firm has worked with city agencies for over 24 years which includes design and project management experience with the New York City Department of Design and Construction, New York Police Department, and New York City Department of Parks and Recreation. WXY's unique combination of hands-on design and planning was one of the reasons for WXY's selection as one of The Architectural League of New York's Emerging Voices for 2011.

More recently, WXY won awards for its masterplanning projects including the New York State AIA: Award of Excellence for the East River Blueway Plan, the APA NY Meritorious Achievement Award for the Brooklyn Tech Triangle Plan and Meritorious Service Award for Regional Approach to EV Charging Infrastructure. This year WXY received the AIA National Award for Urban and Regional Planning for the East River Blueway Plan.The firm's commissions are often in collaboration with city, state and federal public entities, community-based organizations, and private clients as well as engineers and landscape architects.

SPECIALIZATIONS & EXPERIENCE

Brownfields + Industrial lands re-use	★★★★★
Campus + School Planning	★★★★
Charrette Services	★★★★★
Community Development	★★★★★
Comprehensive Planning | General Plans	★★★★★
Economic Development Planning	★★★★★
Environmental + Natural Resources	★★★
Housing Development	★★★
Infrastructure Planning	★★★★
Innovation- and Technology-based ED	★★★
Land-Use + Land Planning	★★★★★
Landscape Architecture	★★★★
Mixed-Use Development	★★★★
Public-Private Partnership (P3) Development	★★
Real Estate Development	★★★
Recreation + Tourism	★★★★★
Redevelopment + Revitalization	★★★★★
Regional Planning	★★★★
Site Remediation	★★★
Small Town + Rural Planning	★★★★
Smart Growth	★★★★
Strategic Planning	★★★★★
Sustainable Development	★★★★★
Transit-Oriented Development	★★★★★
Transportation Planning	★★★★
Waterfront Development	★★★★★

SECTION ONE: Integrating Planning + Economic Development

PROJECT INFORMATION	EV Tourism in the Empire State: Bringing Early Adopters to the Catskills, Hudson Valley, and Capital Region	**Westchester County & Community Design Institutes**	**Rebuild by Design & Blue Dunes**
CLIENT	New York State Energy Research and Development Authority (NYSERDA)	Westchester Housing Monitor, James Johnson	United States Department of Housing and Urban Development
LOCATION	The Catskills, Hudson Valley, and Capital Regions, New York	Westchester County, New York	Northeast Region
PROJECT ABSTRACT	In 2014, WXY was commissioned by NYSERDA to develop a regional study on the potential of electrical vehicle (EV) tourism in the Catskills, Hudson Valley and Capital. The study builds on case studies from around the US that, in the past three years, have promoted EV Tourism at different scales: the urban scale, along scenic byways, and statewide. These efforts, like the EV industry as a whole, are still in their infancy, yet they showcase opportunities to link EVs with tourism-led economic development. The emergence of EVs creates several benefits for New York State, not the least of which are health and environmental benefits, and reduction of foreign energy dependency. New York State has a number of programs to increase adoption of EVs, in particular the Charge NY Initiative, which has facilitated numerous EV purchases and funded the installation of hundreds of EVSE. Yet these funds are less likely to go communities outside metropolitan areas, leaving gaps in EV ownership as well as the statewide EV infrastructure.	Next Generation Planning ñ Serious Gaming as an effective tool to improve integrated planning and decision making. Tygron gaming software with WXY's DIAS-Platform (Defining Issues Aligning Stakeholders) utilizes technology, planning research and charrette techniques to create a new model for workshops that provides live feedback on the impacts of development scenarios. This process allows stakeholders to interrogate, in an integrated way, urban design approaches, planning policies, infrastructure needs and financial viability. The Community Design Institutes in Westchester County are a proven example of this new technique. These technical assistance workshops, commissioned in relation to the Westchester Fair and Affordable Housing Settlement, brought together key stakeholders to role play how mixed use development that includes affordable housing could be integrated into a community's vision of the future. The workshop preparation included intensive research and interviews, including the development of a unique pro forma that integrated possible building typologies with infrastructure requirements, zoning requirements and market data.	"It is very common when studying a problem to look at it from the local perspective, the small scale, something doable. But when you start to think about the coast, and how vast it is, we need to start to think more innovatively, to step back, and to look at the whole situation. How can we protect everyone at the same time? Regional thinking is the only way to go. " Dr. Alan Blumberg Director of the Davidson Laboratory, Stevens Institute of Technology Lead Scientific Modeling "There needs to be a deeper respect for how natural processes and the water work. There's no one issue"îenvironment is as important as economy which as important as communities which is as important as economic vibrancy and health." Claire Weisz AIA Principal-in-Charge, WXY Lead Architect Team WXY / West 8's Blue Dunes is a vision for holistic resiliency for the Mid-Atlantic Region. This innovative and ambitious submission to US HUD's Rebuild by Design competition demonstrates the potential of studying and financing a chain of dunes capable of protecting the coast from Cape May to Cape Cod. A product of an interdisciplinary partnership between architects, scientists, urban planners, ecologists, community stakeholders and finance experts, Blue Dunes addresses climate change at an essential variety of scales.
PROJECT OUTCOMES	While there are debates on the merits of public initiatives to incentivize EV passenger car ownership (e.g. owners are generally from higher income brackets), this study would target non-ownership uses of passenger EVs"îrentals and car-share"îand communities that would benefit from the additional tourism. Further, this approach provides an organic paradigm to EVSE deployment, cultivating community-driven designations of EV friendliness in order to draw a nascent EV-interested market segment.	Workshop participants developed a 3D physical model that was simultaneously created in the Tygron software, which provided immediate data outputs such as IRR, impact on property taxes, eligibility for affordable housing grants, numbers of schoolchildren, percentage of educational costs covered by taxes, parking requirements, and traffic generated. The feedback loop allowed participants to adjust their model. Town officials were able to consider what kinds of zoning changes could be considered. Developers became aware of what key issues they could address to gain the approval of neighbors and concessions from the municipality. Neighbors were able to understand the development challenges and to suggest amenities that would provide community-wide benefits. The process of integrating information with site design and role-playing makes the development transparent, negotiable, and ultimately more efficient and beneficial for the range of stakeholders.	Studying the region's systemic issues"îmarket failures in the assessment of risk, provision of insurance, and ecological impact, as well as the disproportionate representation of low-income populations in high-vulnerability areas"îBlue Dunes gets at a fuller understanding of the region and nation. This approach investigates the edge conditions that were most affected by Superstorm Sandy (its barrier islands, inlets, shorelines and riparian estuaries) and examines a series of prototype barrier island sections that would offer another dimension to coastal resiliency, and potential for energy production and recreational opportunities. A multi-layered perspective, where systems of ecology, insurance, and social welfare interact, Blue Dunes proposes tangible strategies to withstand the worst impacts of storm surge.

SECTION TWO: Client History in the Midwest

PROJECT INFORMATION	**Scioto Downtown Pedestrian Bridge (Competition Shortlist)**	**East Lansing 2030**
CLIENT	City of Columbus	Eli & Edythe Broad Art Museum, Michigan State University
LOCATION	Columbus, Ohio	East Lansing, Michigan
PROJECT ABSTRACT	In 2012, WXY led a team of architects, landscape architects, engineers, and lighting designers for the Scioto River Downtown Pedestrian Bridge Competition for which the team was shortlisted. The project was advanced by the City of Columbus to connect the Scioto River Peninsula to the Arena District, and to link the nationally recognized Scioto Mile Riverfront Park with other amenities and facilities on the opposite bank. As a complement to the Columbus Bicentennial Bikeways Plan, this new bridge was outlined as a vital connection from the North Bank Park and Arena District to the Scioto Peninsula and beyond. As the new bridge was expected to be a significant addition to the Columbus skyline and provide a visible connection across the river, WXY's design addressed complex issues presented by the city in consideration of this visual aspect. In keeping with the firm's work to reconnect residents to their waterfronts, WXY recognized a planning context in the City of Columbus, which called for new connections and an evolving role of the city's interaction with its river. In keeping with the city's downtown renewal plan, WXY developed a project that remained true to the city's five action strategies: - Encourage more downtown housing development; - Stabilize the downtown office space market; - Concentrate new, mixed-use development around the City Center and along Gay Street; - Create a riverfront park and promenade; and - Improve parking and the circulation of cars, transit, and people. The final bridge design was shaped around five themes: Vision: Create a sense of the Riverfront as part of a larger urban whole and complementing the Skyline of the City of Columbus. This will require the bridge to have an iconic form, and to be visible to and from primary approaches to the riverfront. Access: Allow for easy wheelchair and bicycle movement, as well as designing a smooth transition into the park, and linking to existing and future pedestrian and bicycle paths. Continuity: Design a seamless extension of the riverbank parks to create a continuous public space and foster a sense of openness (without visual and physical barriers) while navigating the various changes in elevation Safety: Through traffic separation, create clear demarcations between the different transit lanes"îslow and fast lanes"îand between the gathering spaces and circulation. This will allow the bridge to be heavily used when needed while maintaining the safety of cyclists and pedestrians at all times. Placemaking: In addition to providing plentiful special seating, shade, and weather	In 2014, WXY was selected by the Eli & Edythe Broad Art Museum to participate in a national design dialogue to envision the future of East Lansing, Michigan. Though the project is ongoing, WXY has to date performed precedent research and developed the preliminary vision for the city. The vision"îto make East Lansing even more East Lansing"îbuilds on the city's existing features, location, and love of sports. WXY proposes a corridor of culture and spectacular activity along Grand River Avenue, the city's main commercial route that parallels the flow of the Red Cedar River. The goal of the corridor would be to pull the city together and reconnect the city through placemaking, bridges, and routes for biking and jogging. The vision also takes a regional approach. East Lansing sits at the midpoint between Detroit and Chicago. By developing the city's connection through cultural and art institutions by rail, bus, and air, East Lansing would be destination between these two cities.

	protection, opportunities exist for special activities and programs such as cafes, bicycle amenities, spaces for festivals and play, and exercise areas. Many specific initiatives could support this: night lighting for safety and spectacle, interesting and appropriate wayfinding strategies, newly developed landscapes on both banks to create a landscape interest in the summer, spring and fall, as well as places for winter reaction.			
PROJECT OUTCOMES		An exhibition of the completed designs will open at the museum in November 2014. Participants will select the themes"îand eventually programs and sites"îfor their projects with the most potential impact as a means of speculating on the long-term future of the area. By the time of the exhibition, the designs will collectively envision what could occur incrementally over the course of the next few decades. Out of this process will emerge not only a vision of what East Lansing might become, but also the connections between that vision and the short-term decisions negotiated by a community.		

SECTION THREE: Redevelopment & Revitalization in Practice

PROJECT INFORMATION	**Sunset Park Brownfield Opportunity Area Study**	**Bradhurst Brownfield Opportunity Area Study**	**Port Morris Brownfield Opportunity Area Study**	**Sherman Creek Waterfront Master Plan**
CLIENT	United Puerto Rican Organization of Sunset Park	Harlem Congregations for Community Improvement	South Bronx Overall Economic Development Corporation [SOBRO]	New York City Economic Development Corporation
LOCATION	Sunset Park, Brooklyn, NY	Bradhurst, New York, NY	Port Morris, South Bronx, New York	Sherman Creek, Inwood, New York City, New York
PROJECT ABSTRACT	The NY Department of State and the United Puerto Rican Organization of Sunset Park commissioned WXY to lead a multidisciplinary group of planning, design, environmental and economic consultants for the Sunset Park Step 2 Brownfield Opportunity Area (BOA) Study. Due to Sunset Park's history of industrial uses and many years of neglect, there is a large concentration of brownfields in the neighborhood. The strategic location of Sunset Park's BOA - close to the water, a major highway, and three subway lines - appeals to a variety of industrial and commercial uses. In particular, the area is especially suited to host manufacturing firms that require infrastructure, connectivity to regional transportation networks, and access to a skilled workforce. WXY's community-based BOA Study centered on identification of brownfield sites and transforming them to productive sites.	WXY led a multi-disciplinary team to re-envisioning the streets, public spaces and development potential of the Bradhurst Brownfield Opportunity Area. The project was commissioned by the Harlem Congregations for Community Improvement. Major urban planning and design projects like the Bradhurst Brownfield Opportunity Area Plan present a wide range of programmatic and technical challenges at multiple scales of analysis. The interaction between public and private, regional and local requires a planning team skilled in addressing complex issues and in communicating across varied disciplines. All members of our team have worked collaboratively on similar projects. This familiarity of approach in design, planning and development fields allows for careful consideration and analysis, permitting us to accurately assess the area's visual form, character, physical context, day-to-day use, development needs, costs and long-term maintenance.	The NY Department of State and the South Bronx Overall Economic Development Corporation (SoBRO), an organization focused on community revitalization and economic development, commissioned WXY to lead a multidisciplinary team to develop the Port Morris-East River Step 2 Brownfield Opportunity Area Study. The team, including HR&A, VHB, and Barretto Bay Strategies, is developing integrative analyses and recommendations for economic development, waterfront access, climate resiliency, and transportation, and intermodalism. The outreach strategy on emerging business sectors to garner local knowledge and expertise.	A consultant team led by WXY Architecture + Urban Design won the New York City Economic Development Corporation's commission to create a conceptual master plan for the Sherman Creek Waterfront. The Sherman Creek Waterfront stretches along the Harlem River between Sherman Creek Inlet near Dyckman Street to the existing tidal wetland at West 208th Street. The project is a major civic opportunity for northern Manhattan and adjacent neighborhoods in the Bronx, focusing attention on the last undeveloped waterfront land left in Manhattan. Northern Manhattan's upland is rich in parks, but access to the waterfront remains limited, particularly along the Harlem River. This stretch, long disconnected from the upland communities of Inwood
PROJECT OUTCOMES	The planning effort established a clear vision and road map for the redevelopment of underutilized sites within the BOA. The team completed a detailed existing conditions assessment and a community engagement process to frame a set of recommendations and implementable strategies, addressing Sunset Park's challenges and capitalizing on its potential for revitalization.		The goals of the study are in parallel to those of the New York State BOA Program: to address a range of problems posed by multiple brownfield sites; build consensus on the future uses for the area; establish sustainable development goals and objectives; establish the multi-agency and private sector partnerships necessary to leverage assistance and investments to revitalize	The plan will improve waterfront access and create a riverside esplanade (the "Malec√≥n"ù) to connect five existing waterfront parks at the ends of 202nd to 206th Streets. Further connections to existing and planned greenway improvements in both upper Manhattan and adjacent areas in the Bronx will reconnect Sherman Creek to its surroundings, filling a local need and linking to

	Furthermore, Sunset Park is part of two borough-wide initiatives: Brooklyn's Greenway Corridor and the NYC BOA Community Resilience Initiative East River Industrial Corridor Pilot. These initiatives provide further support to revitalize the waterfront into an active industrial area.		neighborhoods and communities; and address environmental justice concerns for communities which may be burdened by negative environmental consequences.	recreational opportunities city-wide.

SECTION FOUR: Highlights of Project Success

PROJECT INFORMATION	**East River Blueway**	**Brooklyn Technology Triangle Strategic Plan**	**Boston Public Schools**	**NYSERDA Electric Vehicles Supply Equipment and Cluster Study**
CLIENT	Manhattan Borough President's Office	Downtown Brooklyn Partnership, DUMBO BID, Navy Yard BID	Boston Public Schools	New York State Energy Research and Development Authority
LOCATION	New York, NY	Downtown Brooklyn, New York City, NY	Boston, MA	Northeast and Mid-Atlantic Region
PROJECT ABSTRACT	WXY led a multi-disciplinary consultant team to create the East River Blueway Plan. The plan addressed Manhattan's East River waterfront between the Brooklyn Bridge and East 38th Street. The project was funded by the New York Department of State Division of Coastal Resources. The plan provides a vision for an accessible and dynamic waterfront that also aims to protect critical infrastructure, attenuate storm surges and help manage frequent stormwater issues. This plan also responds to the challenges of extreme weather events and gradual sea level rise. Even as New Yorkers begin to enjoy their waterfront, the city must now respond to the new paradigm of climate change. The local community played a key role in shaping this vision. The East River Blueway Plan represents over a year of public consultations. The plan takes into account suggestions and feedback gathered from dozens of stakeholder meetings, multiple public workshops and a major online outreach program which include a website with an interactive map, survey and a social media strategy.	The technology and creative sectors are among the fastest growing in the United States and New York City and in the past few years, there has been a shift where tech firms locate, from suburb to city. In order for New York City to capture the growth of these industries, the city must address issues with available real estate in neighborhoods that attract tech firms. In 2012, the Brooklyn Tech Triangle Coalition, consisting of the Downtown Brooklyn Partnership , the Brooklyn Navy Yard Development Corporation, and the DUMBO Improvement District, selected WXY as the lead consultant of a multi-disciplinary team to create a roadmap for facilitating the recent growth of the technology sector in the greater Downtown Brooklyn area. The plan requires an innovative approach to real estate and land use, in order to ensure an affordable supply of space for tech firms and start-ups; workforce development, in order for new firms are able to draw from the local labor force; infrastructure needs, to underpin the needs for strong public transit and utility connections; and placemaking, in order to create an attractive and dynamic environment for tech firms.	WXY was commissioned by Boston Public Schools to conduct an analysis and scenario testing for school assignment policy. WXY modeled new school assignment approaches that balanced choice, social equity, school capacity and distance to schools. Comprised of three zones, the previous Boston assignment system allows students to apply for an unlimited number of schools. As part of the study, the WXY project team conducted a geospatial analysis of the current school assignment system and tested a number of new scenarios for school assignment using CommunityViz, a ArcGIS extension that offers the capacity to test a range of options and parameters. WXY also created an online mapping tool that enabled parents and families to test the various scenarios by entering their home address, mapping the assignment systems relative to home address and viewing their school choices in each model.	This study provides a region-wide strategy to the deployment of EV and electric vehicle supply equipment (EVSE) across 11 states in the Northeast and Mid-Atlantic Region. Funded by the US Department of Energy and administered by the New York State Energy Research Development Agency (NYSERDA), the strategy incorporated a series of five reports ranging from a regional assessment of electric vehicle ownership to a site-specific design guide for installing electric vehicle supply equipment (EVSE) within the built environment. The study also undertook a review of how regulatory frameworks can be used to manage, encourage and even require the installation of electric vehicle supply equipment (EVSE). In developing this report, interviews were conducted with a large variety practitioners, institutions and groups to inform policy and design recommendations.
PROJECT OUTCOMES	Completed in 2012, the East River Blueway has spurred a wave of excitement and investment in the areas along the East River. The vision helps ensure the waterfront access, amenities, and upland connection are addressed as development comes into the area.	The strategic plan identified actionable recommendations to be implemented by the public and private sectors to support and nurture the growth of tech and creative industries within the Tech Triangle neighborhoods and will maximize the benefits of these industries for the local workforce.		The study is the first report to address ways of establishing EV charging infrastructure throughout the region. The deployment of public EVSE is critical to overcoming "range anxiety," which is the fear that the EV's battery will deplete and leave the driver stranded and is also one of the barriers to the wider use and purchasing of EVs. This strategy provides a comprehensive approach to enable EV supply equipment through areas of zoning, building and electrical codes, policy levers, design considerations, and current market conditions targeted toward optimal EVSE installation locations. This strategy emerged at a time of growing state and city initiatives.

GENERAL LISTINGS

The following list provides 63 of the best planning and advisory firms in the US. They address urban, regional, and economic development matters in their planning, advisory, and consulting practices.

These firm listings include basic information about their company and give a direct point of contact for RFP solicitation or consulting services.

General listing companies were selected for collection and profiling based upon selection criteria that set them apart from the vast landscape of industry peer organizations.

- Firms contracted within a case study region
- Award recipients for practice and project outcomes through the APA and ULI
- Recognition among ZweigWhite's annual "A/E/C's Hot 100 Firms," a ranking of top-performing companies in the A/E/C industry
- Selected listings in fee-based business development directories at the IEDC, APA, and PLANetizen

AECOM TECHNOLOGY CORPORATION

DIVISION	Economics Division
WEBSITE	http://www.aecom.com/What+We+Do/Economics
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DESCRIPTION

For regional and place-based economic development, urban revitalization, real estate, tourism and culture, and sustainable development, we pull ideas into focus and sharpen the boundaries of a preliminary plan or concept. Collaborating with other disciplines, we develop strategies so that plans can respond to the market, attract financing, and execute. We help clients – private entities, government agencies, and non-profit organizations – assess feasibility, impacts, risks and trade-offs to make informed decisions.

We address our client's challenges through creative thinking, structured and impartial analysis, and clear communications. As part of a comprehensive and multi-disciplinary company with global experience, we understand how multiple factors influence value and feasibility. It's not just the market, but also project design, public policies and regulations, site conditions, mitigation requirements, development and financing costs, phasing and execution challenges. In short, our economic services help our clients make better plans and decisions to create value, manage risk, and improve their prospects for success.

EXPERTISE

Community Development
Economic Development Planning
Environmental + Natural Resources
Infrastructure Planning
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Strategic Planning
Sustainable Development
Transportation Planning

AECOM TECHNOLOGY CORPORATION

DIVISION Masterplanning + Urban Design Practice

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San Francisco, CA

DESCRIPTION

With most of the world's people living in cities for the first time in history, how we plan our land and design our built environments is more significant than ever. Whether our planners, designers, architects, and engineers are helping to sculpt tomorrow's neighborhood, campus, or destination, or regenerating existing land in a developed region, we work with our clients and their communities to optimize the potential of their sites.

Our expertise is rooted in the land and its relation to the built form. We seek first to understand the unique challenges and opportunities of a project; its financial goals; any regulatory drivers; and community perspectives. Working with AECOM, our clients have access to global experts in masterplanning, architecture, building engineering, interior design, and other critical disciplines, paired with a local understanding of cultures, people, and existing places derived from our global network of locally rooted studios.

Using tools that include Planning +, our trademarked modeling software, we can measure our projects in terms of return on investment and reductions in carbon footprint. Regardless of the need at hand, our multidisciplinary teams have the expertise to provide solutions that meet our clients' needs while achieving physical, economic, ecological, and social sustainability.

EXPERTISE

Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Recreation + Tourism
Redevelopment + Revitalization
Strategic Planning

AKRF

DIVISION N/A

WEBSITE www.akrf.com

CONTACT
Peggy Rosenblatt
prosenblatt@akrf.com
212-696-0670

New York, NY

DESCRIPTION

AKRF is a multidisciplinary consulting firm specializing in environmental, planning, and engineering services. Founded in 1981, we bring together the talents of more than 150 employees in six locations to complete a wide variety of projects, and deliver solutions with substantial, measurable value.

EXPERTISE

Environmental + Natural Resources
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Site Remediation
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development

ALTA PLANNING + DESIGN, INC.

DIVISION N/A

WEBSITE http://www.altaplanning.com/

CONTACT
Beth Flanagan
bethflanagan@altaplanning.com
503-230-9862

Portland, OR

DESCRIPTION

Alta Planning + Design is North America's leading multi-modal transportation firm that specializes in the planning, design, and implementation of bicycle, pedestrian, greenway, park, and trail corridors and systems.

Alta's mission is to create active communities where bicycling and walking are safe, healthy, fun, and normal daily activities. Our team of planners, designers, and engineers work to help communities identify needs, build support, prioritize improvements, and implement a wide range of projects. Alta's staff is energetic, dedicated, and we practice what we preach. We strive to make biking, walking, and mass transit an integral part of our daily lives. We are committed to transforming communities with one trip, one step, one street, park, trail, and intersection at a time.

EXPERTISE

Environmental + Natural Resources
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Site Remediation
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development

ANDERSON ECONOMIC GROUP, LLC

DIVISION N/A

WEBSITE www.andersoneconomicgroup.com

CONTACT Tyler Marie Theile
ttheile@andersoneconomicgroup.com
517-333-6984

East Lansing, MI

DESCRIPTION Anderson Economic Group, LLC offers research and consulting in economics, finance, market analysis, and public policy. Our experience includes research in markets throughout the continental United States, Alaska, Canada, Turkey, Mexico, and the Caribbean. Anderson Economic Group is one of the few professional service firms in the United States that follows a quality assurance program based on ISO 9000 principles.

EXPERTISE

Community Development
Economic Development Planning
Strategic Planning

ANGELOUECONOMICS

DIVISION N/A

WEBSITE http://www.angeloueconomics.com/

CONTACT Angelos Angelou
angelos@angeloueconomics.com
512-658-8400

Austin, TX

DESCRIPTION We are relentless experts who specialize in economic development and site location. Whether you're a public or a private sector client, we bring a wealth of experience and fresh thinking to deliver results that exceed your expectations.

While our reputation is stellar, we refuse to rest on it. We combine continuous innovation, candid advisement, and unbounded creativity to deliver measureable and intangible value for our clients.

We are fortunate to be located in vibrant, tech-savvy Austin, Texas. Since 1995, our team of economists and analysts has approached economic development and site location from a market based perspective. While we specialize in economic development and site location, we have our finger on the pulse of the market and developing trends.

EXPERTISE

Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Innovation- and Technology-based ED
Public-Private Partnership (P3) Development
Redevelopment + Revitalization
Smart Growth
Strategic Planning

ARCADIS

DIVISION Infrastructure Division
Land Resources Practice

WEBSITE http://www.arcadis-us.com/Urban_Planning_Development.aspx

CONTACT Bob Lawson
Bob.lawson@arcadis-us.com
561-697-7002

West Palm Beach, FL

DESCRIPTION ARCADIS' urban planning and development services provide clients with comprehensive designs that are creative, functional, efficient and sustainably balanced with the environment. We integrate a deep understanding of social interactions and commercial needs into planning and design strategies that produce maximum value for clients in both the public and private sectors. Our services for urban planning and development include:

- Master planning
- Site selection, planning and design
- Zoning support
- Feasibility studies and due diligence
- Streetscape planning and design
- Downtown planning and revitalization
- Amenity areas and facilities design
- Traffic management
- Pedestrian and bicycle amenities
- Transportation funding proposals, programming, and project design
- Neighborhood planning/preservation
- Supporting community quality of life

ARCADIS also offers a full suite of planning, landscape architecture and sustainable planning services that integrate natural resources into the built environment, including:

- Multi-purpose trails and greenspace plans and design

EXPERTISE

Brownfields + Industrial lands re-use
Charrette Services
Comprehensive Planning | General Plans
Economic Development Planning
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Redevelopment + Revitalization
Regional Planning
Site Remediation
Strategic Planning
Sustainable Development
Transit-Oriented Development
Transportation Planning

- Livable community initiatives
- Complete streets
- Conservation subdivision design
- Open space community design
- Landscape, xeriscape and irrigation design
- Landscape preservation and ecological restoration
- Parks and recreational facilities

ARCADIS' urban planning and landscape architectural design services focus on all of our clients' goals, from site development to environmental, transportation, water resource and waste management needs. We provide exceptional design strategies that save time and money by making the wisest use of community, cultural and land resources.

ARUP

EXPERTISE

Charrette Services
Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Strategic Planning
Transit-Oriented Development
Transportation Planning
Waterfront Development

DIVISION Economics + Planning Practice

WEBSITE http://www.arup.com/

CONTACT Eryn Kurdys
Eryn.Kurdys@arup.com

312-849-5610

Chicago, IL

DESCRIPTION

We are an independent firm of designers, planners, engineers, consultants and technical specialists offering a broad range of professional services. Through our work, we make a positive difference in the world. We shape a better world.

We steer development to create real value for investors and communities. How can we sustain rapid growth with limited natural resources? How can we spread the ongoing economic and social benefits of regeneration to create broader opportunities? And how can we focus development so that it weathers uncertain futures?

Arup believes economic analysis and planning is at the heart of positive development. Our planners provide joined-up services to support regeneration in cities, towns and rural areas, driving long-term social, economic and environmental sustainability.

AVALANCHE CONSULTING

EXPERTISE

Comprehensive Planning
General Plans
Economic Development Planning

DIVISION N/A

WEBSITE www.avalancheconsulting.com

CONTACT Amy Holloway
amy@avalancheconsulting.com
512-917-3815

Austin, TX

DESCRIPTION

Avalanche is a leading national development consultancy whose team has more than 50 years of experience as strategists for 100+ communities. Traditional economic development planning tools are a staple of ours: competitive assessments, target industry analyses, and comprehensive strategies. But what makes us different is that we have crafted our own products along the way to fill in the gaps that traditional CEDS do not address: stakeholder training, advanced benchmarking analyses, education gap analyses, higher education asset mining studies, online data portals, and exceptional marketing plans and campaign management that can take a community far beyond the results of a typical planning process.

BIEDERMAN REDEVELOPMENT VENTURES CORP.

EXPERTISE

Charrette Services
Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Strategic Planning
Transit-Oriented Development
Transportation Planning
Waterfront Development

DIVISION N/A

WEBSITE www.brvcorp.com

CONTACT George Roberts
groberts@brvcorp.com
212-390-1122

New York, NY

DESCRIPTION

Biederman Redevelopment Ventures (BRV) specializes in creating, redeveloping, and operating parks and public spaces. BRV works for real estate developers, government agencies, and non-profit organizations (and often a combination of the three) on creating clean, safe, and active spaces that create value and stimulate economic development. All of the public spaces BRV operates are financially self-sustaining and don't rely on government funds for operations.

BIGGINS LACY SHAPIRO & COMPANY

EXPERTISE

Economic Development Planning
Housing Development
Public-Private Partnership (P3) Development
Real Estate Development
Strategic Planning

DIVISION N/A

WEBSITE http://www.blsstrategies.com/welcome.asp

CONTACT Timothy Comerford
tcomerford@blsstrategies.com
609-924-9775

Chicago, IL

DESCRIPTION

For more than 25 years, we have provided professional expertise and creativity in the field of Location Economics: the mix of specialized disciplines that enables companies and communities to plan and execute successful location strategies. We create value on both the demand and supply side of the market for corporate location decisions.

OUR AREAS OF EXPERTISE
Incentives Advisory: We develop creative incentives strategies to support our clients' relocation and expansion initiatives, while helping communities achieve their economic development goals.

Site Selection: We help clients optimize their location choices, bringing deep proven expertise and utilizing the most effective analytical tools and databases available.

Land Use Strategies & Approvals: We create value through land use approvals strategies for surplus properties controlled by companies, institutions and jurisdictions.

Economic Development Services: We counsel public sector and non-profit clients on economic development strategies, including labor market analyses, location and infrastructure assessments including energy-readiness for new projects, incentives program benchmarking, and the packaging, marketing and implementation of incentives financing mechanisms.
Energy Services: We provide comprehensive energy services and procurement strategies, including utility relocation, energy procurement, renewable energy installations and infrastructure assessments with a specialized capability in mission-critical facilities.

SERVICES PROVIDED IN CONCERT WITH:

Corporate Relocation and Expansion;
Corporate Consolidation and Restructuring;
Corporate Mergers and Acquisitions;
Portfolio Due Diligence and Restructuring

BJH ADVISORS LLC

EXPERTISE

Comprehensive Planning | General Plans
Economic Development Planning
Environmental + Natural Resources
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Redevelopment + Revitalization
Regional Planning
Site Remediation
Small Town + Rural Planning
Strategic Planning

DIVISION N/A

WEBSITE http://www.bjhadvisors.com/

CONTACT Kei Hayashi
khayashi@bjhadvisors.com
646-573-9588

New York, NY

DESCRIPTION

BJH Advisors, LLC (BJH) is an economic development advisory firm, founded by Kei Hayashi, with expertise in planning, project management, finance, and Federal/State/City incentives. BJH works with private clients to analyze and structure real estate development opportunities that have a public partnership component. Prior to founding BJH, Kei was a Vice President with Bay Area Economics, a real estate advisory firm, and prior to that she spent 13 years at the New York City Economic Development Corporation (NYCEDC), most recently as Executive Director of the New York City Industrial Development Agency administered by NYCEDC.

C. H. GUERNSEY & COMPANY

EXPERTISE

Comprehensive Planning | General Plans
Economic Development Planning
Environmental + Natural Resources
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Redevelopment + Revitalization
Regional Planning
Site Remediation
Small Town + Rural Planning

DIVISION N/A

WEBSITE http://www.guernsey.us/

CONTACT Suhas Patwardhan
suhas.patwardhan@guernsey.us
405-416-8100

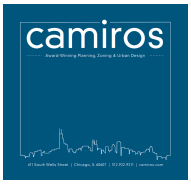
Oklahoma City, OK

DESCRIPTION

Guernsey is a diversified professional consulting firm offering engineering, architectural, economic, management consulting, environmental, and construction management

	services to utilities, industries and government agencies throughout the US and abroad.	Strategic Planning

CAMIROS LTD



DIVISION N/A

WEBSITE www.camiros.com

CONTACT Leslie Pollock
lpollock@camiros.com
312-879-9514

Chicago, IL

DESCRIPTION Camiros provides a full range of services in the areas of planning, zoning, urban design, economic development, and landscape architecture. Founded in 1976 and located in Chicago, we have provided services to over 250 communities across the United States. Our work is rooted in an understanding that every community is unique, and therefore requires a unique approach. We strive to combine best practices and state-of-the-art techniques to address the specific needs, desires, and preferences of the clients and communities for whom we work.

EXPERTISE

"Brownfields + Industrial lands re-use
Charrette Services
Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Environmental + Natural Resources
Housing Development
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Site Remediation
Small Town + Rural Planning
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development
Transportation Planning
Waterfront Development"

CAMOIN ASSOCIATES, INC.

camoin associates
ECONOMIC DEVELOPMENT

DIVISION N/A

WEBSITE www.camoinassociates.com

CONTACT Camoin Robert
rcamoin@camoinassociates.com
518-899-2608

Saratoga Spring, NY

DESCRIPTION Over the past ten years, Camoin Associates has evolved into a professional service firm that utilizes its understanding of the public and private sector investment process to assist businesses and developers in capitalizing on funding, financing and tax programs established to encourage private investment. We specialize in advising economic development organizations and municipalities in creating data-driven strategies, policies and programs while at the same time, demonstrating how to forge collaborative relationships and build trust among key stakeholders.

EXPERTISE

Comprehensive Planning
General Plans
Economic Development Planning

CH2M HILL COMPANIES, LTD.

CH2MHILL.

DIVISION Architecture and Planning

WEBSITE www.ch2m.com

CONTACT Jeff Cross
Jeff.Cross@ch2m.com
503-703901

Portland, OR

DESCRIPTION As a global leader in consulting, design, design-build, operations, and program management, CH2M HILL has the human and technical resources, the international footprint, and the depth of know-how and experience to help clients achieve success in any corner of the world. We partner with clients in energy, water, environment and infrastructure to design integrated solutions that deliver lasting value. Our technical expertise is both broad and deep, servicing large and small clients across all sectors and leveraging our global reach and local presence. CH2M HILL is the only engineer-procure-construct company that offers this wide spectrum of expertise, knowledge, and services across varied industries and government agencies. This scope and scale sets the firm apart in its capability to partner with clients and achieve strategic and operational goals.

IDC Architects, an affiliate of CH2M HILL, works with clients in science, technology, and traditional industries to design buildings and interiors. Our approach is structured to rigorously address functional, spatial, technical, and aesthetic issues with clients, consistent with the character of their environment and the nature of their work.

Beginning with high-technology facilities in the private sector, we have spent 20 years working alongside clients to achieve the most advanced facility designs and flexible

EXPERTISE

Environmental + Natural Resources
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Site Remediation
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development

layouts for changing manufacturing and R&D instrument and program requirements.

We specialize in facilities for emerging technology research that require flexible and reliable buildings, utility systems, and security. Having matured through all phases of the semiconductor industry, we are experts in the definition, design, and delivery of safe and controlled environments for people, equipment, and the materials they produce.

CLARION ASSOCIATES

DIVISION N/A

WEBSITE http://www.clarionassociates.com/

CONTACT Dee Dee DeVuyst
ddevuyst@clarionassociates.com
303-830-2890

Denver, CO

DESCRIPTION Clarion Associates, a national land-use and real estate consulting firm, provides clients with a powerful team of professionals whose experience ranges from landscape architecture to law, from real estate appraisal to urban design, from environmental assessment to community planning.

If your company, community, or organization is considering a planning project, Clarion Associates can provide the unique skills and expertise necessary to initiate any type of planning or development effort. We offer numerous specialized services within each of our service areas, click on the links above for more detailed information and representative projects.

EXPERTISE

"Brownfields + Industrial lands re-use
Charrette Services
Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Environmental + Natural Resources
Housing Development
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Site Remediation
Small Town + Rural Planning
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development
Transportation Planning
Waterfront Development"

COLLABORATIVE ECONOMICS

DIVISION N/A

WEBSITE http://www.coecon.com/

CONTACT Doug Henton
henton@coecon.com
650-235-8323

San Mateo, CA

DESCRIPTION Our passion is building teams of civic entrepreneurs who can turn ideas into action, transforming their communities, regions, and states.

We act as your strategic partner, combining our talents with yours to create breakthroughs that would not otherwise be possible. Our founders are alumni of a major consulting firm, SRI International, who 20 years ago chose to form a more agile, innovative, and cost effective alternative. Our promise is that collaboration will lead to action, rather than a quantitative study that has no further impact.

Collaborative Economics has a strong track record of producing results and a long list of satisfied clients who regularly refer other civic entrepreneurs to us.

EXPERTISE

Community Development
Economic Development Planning
Public-Private Partnership (P3) Development
Redevelopment + Revitalization
Smart Growth
Strategic Planning

DYETT & BHATIA

DIVISION N/A

WEBSITE http://www.dyettandbhatia.com/

CONTACT Faye Wang
faye@dyettandbhatia.com
415 956 4300

San Francisco, CA

DESCRIPTION Dyett & Bhatia is a nationally recognized leader in urban planning based in San Francisco with services ranging from policy-making, land use planning and public participation.

EXPERTISE

Charrette Services
Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Environmental + Natural Resources
Housing Development
Infrastructure Planning
Innovation- and Technology-based ED
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Site Remediation
Small Town + Rural Planning
Smart Growth
Strategic Planning

ECONOMIC AND PLANNING SYSTEMS

DIVISION N/A

WEBSITE http://www.epsys.com/

CONTACT Victoria Allensworth
vallensworth@epssys.com
916-649-8010

Sacramento, CA

DESCRIPTION Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development market analysis, public/private partnerships, and the financing of government services and public infrastructure. Founded in 1983, the firm has four offices—located in Oakland, Los Angeles, Sacramento, and Denver—and EPS's team of 35 consultants serves clients throughout the country and abroad.

EPS's practice emphasizes fiscal, economic and environmental "sustainability," drawing on its primary practice areas as well as its integrated vision of places and collaborative approach to problem-solving. EPS builds off recent presentations and research that EPS has conducted on the evolving practice of sustainable development and green building standards, practices, and policies.

EXPERTISE

Brownfields + Industrial lands re-use
Comprehensive Planning | General Plans
Economic Development Planning
Housing Development
Land-Use + Land Planning
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Strategic Planning
Transit-Oriented Development
Waterfront Development

ECONOMIC DEVELOPMENT RESEARCH GROUP, INC.

DIVISION N/A

WEBSITE www.edrgroup.com

CONTACT Marcia Weisbrod
mweisbrod@edrgroup.com
617-338-6775

Boston, MA

DESCRIPTION Economic Development Research Group (EDR Group) is a firm dedicated to advancing the state-of-the-art in measuring economic development performance, impacts and opportunities. The firm has two business lines. The consulting business line is organized in terms of four areas of expertise, in which we apply our core services of economic evaluation and economic development opportunities analysis. The software business line has five primary products. Past and current clients of EDR Group span nearly every state in the US and nearly every province in Canada. They also include organizations located in the UK, Netherlands, South Africa and elsewhere around the world.

EXPERTISE

Economic Development Planning
Environmental + Natural Resources
Infrastructure Planning
Transportation Planning

ECONSULT SOLUTIONS

DIVISION N/A

WEBSITE www.econsultsolutions.com

CONTACT Leslie Parker
parker@econsultsolutions.com
215-717-2777

Philadelphia, PA

DESCRIPTION Econsult Solutions Inc. provides businesses and public policy makers with economic consulting services in urban economics, real estate economics, transportation, public infrastructure, development, public policy and finance, community and neighborhood development, planning, as well as expert witness services for litigation support. Our firm has the capability to engage in projects of any size, from comprehensive long-term studies involving complicated economic arguments and extensive data analysis, to short-term advisory support.

EXPERTISE

Comprehensive Planning
General Plans
Economic Development Planning

FOURTH ECONOMY CONSULTING

DIVISION N/A

WEBSITE www.fourtheconomy.com

CONTACT Rich Overmoyer
rovermoyer@fourtheconomy.com
412-325-2457

Pittsburgh, PA

EXPERTISE

Brownfields + Industrial lands re-use
Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Innovation- and Technology-based ED
Land-Use + Land Planning
Public-Private Partnership (P3) Development
Real Estate Development
Regional Planning

DESCRIPTION	Fourth Economy Consulting (FEC) is a national economic development consulting firm specializing in market analytics, strategic planning, site selection, community assessments and organization building. Our team of experienced practitioners helps businesses, communities and non-profit organizations achieve their market potential. The Fourth Economy Consulting team is committed to investing in the communities where we live, work and play.	Site Remediation Small Town + Rural Planning Smart Growth Strategic Planning Sustainable Development Transit-Oriented Development

FOX & FOWLE ARCHITECTS PC

EXPERTISE

Comprehensive Planning | General Plans
Mixed-Use Development
Transit-Oriented Development

DIVISION N/A

WEBSITE www.fxfowle.com

CONTACT Cherrie Chalifoux
cchalifoux@fxfowle.com
6462928189

New York, NY

DESCRIPTION Founded over 35 years ago, the practice of FXFOWLE Architects encompasses architecture, interior design, planning and urban development. With offices in New York and Washington, DC, the firm is committed to innovative design inspired by urbanism, technology and sustainable strategies.

FUTUREWORKS

EXPERTISE

Economic Development Planning
Regional Planning
Strategic Planning

DIVISION N/A

WEBSITE futureworks-web.com

CONTACT John Hoops
hoops@futureworksweb.com
413-519-5682

Northampton, MA

DESCRIPTION FutureWorks is a small consulting and policy development firm that helps design strategies, inform policies, and build institutions that promote sustainable, skill-based regional economic growth and competitiveness. We focus on two main areas: Sustainable Regional Development and Workforce Education and Postsecondary Success.

GRUEN GRUEN + ASSOC.

EXPERTISE

Brownfields + Industrial lands re-use
Comprehensive Planning | General Plans
Economic Development Planning
Housing Development
Land-Use + Land Planning
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Strategic Planning
Transit-Oriented Development
Waterfront Development

DIVISION N/A

WEBSITE www.ggassoc.com

CONTACT Claude Gruen
cgruen@ggassoc.com
415-433-7598

San Francisco, CA

DESCRIPTION The urban economists, sociologists, market and financial analysts, demographers and statisticians of Gruen Gruen + Associates (GG+A) are dedicated to helping make the best use of land, real property and urban and environmental resources. GG+A provides public and private entrepreneurs with contract research and analysis, consulting, and pre-development services. Our clients develop, lease, manage, sell and influence real property. GG+A helps them realize the highest returns from their efforts. All of GG+A's work is bound together by a common thread: the economics of land use.

GSBS ARCHITECTS

EXPERTISE

Comprehensive Planning | General Plans
Housing Development
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Site Remediation
Strategic Planning

DIVISION Parent Company

WEBSITE www.gsbsarchitects.com

CONTACT Francine McQueen
fmcqueen@gsbsarchitects.com
801-521-8600

Salt Lake City, UT

DESCRIPTION At GSBS, we design with people in mind. To that end, we embrace the emerging principles of architecture that allow us to create positive structures that are more pleasant to be in, less costly to maintain, contribute to a healthier environment, and are more valuable.

We've been at the forefront of sustainable design for more than three decades. In fact, when we designed the Utah Olympic Speed Skating Oval, it became one of the first 13 buildings worldwide designated as LEED-certified (Leadership in Energy and Environmental Design) by the United States Green Building Council. Since then, we've continued to design structures that qualify for this prestigious designation.

GSBS & RICHMAN

EXPERTISE

Economic Development Planning
Regional Planning
Strategic Planning

DIVISION GSBS/Richman & Associates

WEBSITE http://www.gsbsarchitects.com/gsbsrichmanconsulting.html

CONTACT Christine Richman
crichman@gsbsrichmanconsulting.com
801-521-8600

Salt Lake City, UT

DESCRIPTION

GSBS Architects and Richman & Associates Consulting have come together under one roof. GSBS/Richman Consulting provides a comprehensive range of services unmatched by any other firm. Together we will complement and expand the services we provide our clients by expanding our multi-disciplinary approach with the addition of key planning and pre-design elements including: Economic Development and Redevelopment Project Planning and Real Estate Market Analysis as well as Fiscal Planning including Fiscal Impacts, Impact Fee Analysis. Our new consulting services will enhance GSBS' current mullti-disciplinary approach offering Architecture, Planning, Landscape Architecture, Interior Design, Sustainability Consulting, Energy Engineering and Graphic Design.

HICKEY & ASSOCIATES, LLC

EXPERTISE

Economic Development Planning
Housing Development
Public-Private Partnership (P3) Development
Real Estate Development
Strategic Planning

DIVISION N/A

WEBSITE http://www.hickeyandassociates.com/

CONTACT Jason Hickey
jhickey@hickeyandassociates.com
763-476-8800

Minneapolis, MN

DESCRIPTION

Hickey & Associates, LLC, is a global site selection, public incentive advisory and workforce solutions company. The Firm specializes in market location, site selection and public/private partnerships with active projects in the Americas, Asia, Europe and Africa. Utilizing state-of-the-art tools and techniques, H&A assists businesses in determining the best location to expand, relocate or consolidate anywhere in the world.

Offering experience in every major sector, our Team has developed a proprietary model that streamlines the process of incentive identification, negotiation and delivery. Our site selection and public incentives experts are based in key strategic markets to maximize your business goals with enhanced local knowledge and client service. For over nearly 30 years, H&A has been assisting companies to secure, manage, and administer in excess of $1 billion in Public Incentive Partnerships.

HNTB HOLDINGS LTD

EXPERTISE

Comprehensive Planning | General Plans
Environmental + Natural Resources
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Site Remediation
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development

DIVISION Planning Practice

WEBSITE www.hntb.com

CONTACT Phil Hanegraaf
phanegraaf@hntb.com
312-930-9119

Chicago, IL

DESCRIPTION

HNTB Corporation is an employee-owned infrastructure solutions firm. Celebrating a century of service, HNTB understands the life cycle of infrastructure and addresses clients' most complex technical, financial and operational challenges. Professionals nationwide deliver a full range of infrastructure-related services, including award-winning planning, design, program management and construction management.

HNTB's depth of local experience in planning, coupled with nearly 100 years in transportation development, gives the firm a unique market-based understanding of how to develop realistic plans for a wide range of infrastructure programs.

HOK GROUP, INC.

DIVISION N/A

WEBSITE www.hok.com

CONTACT Jeff Goodale
jeff.goodale@hok.com
312 254 5304

Chicago, IL

DESCRIPTION HOK is a global design, architecture, engineering and planning firm. Since our founding in 1955, we have used design to enrich people's lives and help organizations succeed. Our 1,600 people collaborate across a network of 23 offices on three continents. HOK's mission is to deliver exceptional design ideas and solutions for our clients through the creative blending of human need, environmental stewardship, value creation, science and art. Our design solutions result from a collaborative process that encourages multidisciplinary professional teams to research alternatives, share knowledge and imagine new ways to solve the challenges of the built environment.

EXPERTISE

Housing Development
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Strategic Planning
Sustainable Development

HOUSEAL LAVIGNE ASSOCIATES

DIVISION

WEBSITE www.hlplanning.com

CONTACT Danielle Ross
dross@hlplanning.com
312-372-1008

Chicago, IL

DESCRIPTION Houseal Lavigne Associates is a professional consulting firm specializing in all areas of Community Planning, Urban Design, and Economic Development. Our professional staff provides a collaboration of disciplines and is committed to developing creative solutions that ensure compatibility between the existing, new, built, and natural environments.

EXPERTISE

Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Land-Use + Land Planning
Strategic Planning
Transit-Oriented Development
Transportation Planning

HUNDEN STRATEGIC PARTNERS

DIVISION N/A

WEBSITE www.hundenpartners.com

CONTACT Hunden Rob
rhunden@hundenpartners.com
312-643-2500

Chicago, IL

DESCRIPTION Hunden Strategic Partners is a full service real estate development advisory practice specializing in destination assets. With professionals in Chicago and Indiana, Hunden Strategic Partners provides a variety of services for all stages of destination development. Hunden Strategic Partners professionals have provided services for hundreds of client projects worldwide for the public, non-profit and private sectors. In addition, our professionals have prior professional career experience in municipal and state government, economic and real estate development, real estate law, hotel operations and non-profit management. Over sixty percent of our clients are public entities, such as municipalities, counties, states, convention bureaus, authorities and other quasi-government entities empowered to conduct real estate, economic development and tourism activities.

EXPERTISE

Economic Development Planning
Real Estate Development
Recreation + Tourism
Strategic Planning

KENDIG KEAST COLLABORATIVE

DIVISION N/A

WEBSITE www.kendigkeast.com

CONTACT Kimberlee Keast
kim@kendigkeast.com
281-242-2960

Houston, TX

DESCRIPTION Kendig Keast Collaborative (KKC) represents the collaboration of Bret C. Keast, AICP, Gary Mitchell, AICP, and a select group of talented principals and associates. Our deeply experienced, multi-disciplinary staff provide a broad range of planning and plan implementation services to towns, cities, and counties from coasts to plains. KKC's unique approach and process are grounded in the encouragement of meaningful public

EXPERTISE

Comprehensive Planning | General Plans
Economic Development Planning
Environmental + Natural Resources
Housing Development
Land-Use + Land Planning
Recreation + Tourism
Redevelopment + Revitalization
Strategic Planning

participation, a clear understanding of planning issues and implementation options, and a direct linkage between plans and ordinances to ensure they are both politically feasible and able to be implemented.

KIMLEY-HORN AND ASSOCIATES, INC.

EXPERTISE

Comprehensive Planning | General Plans
Environmental + Natural Resources
Housing Development
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Strategic Planning
Sustainable Development
Transit-Oriented Development
Transportation Planning
Waterfront Development

DIVISION N/A

WEBSITE www.kimley-horn.com

CONTACT Emily Navarrete
emily.navarrete@kimley-horn.com
312-726-9445

Chicago, IL

DESCRIPTION As one of the country's premier design consulting firms, Kimley-Horn applies creativity and rigor to deliver outstanding results. Whether your business is national or local, and whether your projects involve public infrastructure or private development, we seek to save you money and reduce your risk. Our engineers, planners, and environmental scientists work within your vision and your organization, bringing a sense of urgency, an above and beyond mindset, and creative yet practical solutions to help you achieve your goals.

LEO A DALY COMPANY

EXPERTISE

Environmental + Natural Resources
Infrastructure Planning
Land-Use + Land Planning
Transportation Planning

DIVISION N/A

WEBSITE www.leoadaly.com

CONTACT Cindy McCleary
camccleary@leoadaly.com
612-338-8741

Washington, DC

DESCRIPTION Established in 1915, Leo A Daly is an internationally renowned architecture, planning, engineering, interior design and program management firm. Our portfolio includes award-winning projects in 87 countries, all 50 states, and the District of Columbia. The firm currently employs approximately 800 architects, planners, engineers and interior designers in 31 offices worldwide. It consistently ranks as one of the top largest architecture/engineering and interior design firms in the US, and is listed in BD World Architecture's top firms. The firm includes Lockwood, Andrews & Newnam, Inc. (LAN), which has extensive experience in engineering, infrastructure consulting and program management, and provides these services in conjunction with other design services.

LUMOS & ASSOCIATES, INC.

EXPERTISE

Brownfields + Industrial lands re-use
Comprehensive Planning | General Plans
Environmental + Natural Resources
Housing Development
Infrastructure Planning
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Redevelopment + Revitalization
Regional Planning
Site Remediation
Small Town + Rural Planning
Strategic Planning
Transit-Oriented Development
Transportation Planning
Waterfront Development

DIVISION Planning Services

WEBSITE www.lumosengineering.com

CONTACT Rossiter Kimberly
krossiter@lumosengineering.com
775-883-7077

Reno, NV

DESCRIPTION Lumos & Associates is a regional, multidisciplinary engineering and planning firm that understands our clients' needs and provides innovative solutions in an efficient, effective, and timely manner. We provide these services with professionalism and enthusiasm, while fostering a positive and family-friendly work environment.

MARKET STREET SERVICES

EXPERTISE

Community Development
Economic Development Planning
Public-Private Partnership (P3) Development
Recreation + Tourism
Small Town + Rural Planning
Strategic Planning

DIVISION N/A

WEBSITE http://www.marketstreetservices.com/

CONTACT Kathy Young
kyoung@marketstreetservices.com
404-880-7245

Atlanta, GA

DESCRIPTION	Founded in 1997, Market Street is a trusted partner in facilitating community, workforce, and economic development strategies, helping communities proactively shape their own future. Supported by demographic research, target business analyses, and public input, the holistic strategies we deliver take into account every dimension of economic opportunity and quality of life. We guide our clients to innovation and implementation, because tomorrow's great communities challenge today's status quo. Over the last 17 years, our team has worked in more than 160 communities in 33 states and abroad. While each project is very different from the next, the cornerstone of our work is the belief that economic development is about improving the lives of individuals.

MCCALLUM SWEENEY CONSULTING, INC.



DIVISION	N/A
WEBSITE	http://www.mccallumsweeney.com
CONTACT	Barbara Dendy bdendy@mccallumsweeney.com 864-672-1600 Greenville, SC
DESCRIPTION	MSC provides site selection, incentive negotiation and economic development consulting services to leading companies and organizations worldwide. MSC brings experience, commitment, integrity and leading edge technology to our clients in helping them make the best and most informed location decisions. Where a capital investment project takes place greatly impacts the success of that project. Yet the location decision is a complex one, involving a wide range of decision criteria, conflicting factors, and considerable uncertainty. MSC brings extensive, on-the-ground experience, a proven process that provides focused decision making with the flexibility to respond to changing circumstances, and leading edge Geographic Information Systems (GIS) technology to our clients' site selection projects. MSC helps our clients minimize the geographic risk associated with capital investment decisions. MSC leverages our site selection expertise and experience to assist leading economic development organizations better prepare for the challenges of attracting and retaining capital investment and jobs in the current competitive climate.

EXPERTISE

Economic Development Planning
Housing Development
Public-Private Partnership (P3) Development
Real Estate Development
Strategic Planning

MEAD & HUNT, INC.



DIVISION	Municipalities Division
WEBSITE	http://www.meadhunt.com/
CONTACT	Dustin Wolff kevin.barnes@meadhunt.comdustin.wolff@meadhunt.com 608-273-6380 Middleton, WI
DESCRIPTION	Mead & Hunt provides professional services in architecture, planning, historic preservation, transportation, aviation, infrastructure and water resources engineering to clients throughout the US. The employee-owned corporation remains strong on Engineering News Record's Top 500 design firm list with a national ranking of 148 in 2014. Mead & Hunt was named by CE News as one of the top 10 engineering companies to work for in the nation Our planning team is grounded and visionary. We'll help you create a future vision along with the tools to make it happen. Each project is a unique reflection of the values and dreams of the people who create it. Whether your goal is a vibrant downtown, an active community or a sustainable region, we'll work together with you to plan for it. In the end, your success is our success.

EXPERTISE

Comprehensive Planning | General Plans
Environmental + Natural Resources
Housing Development
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Redevelopment + Revitalization
Regional Planning
Smart Growth
Transit-Oriented Development
Transportation Planning

MIG, INC



DIVISION	N/A
WEBSITE	www.migcom.com
CONTACT	Carie DeRuiter Damsden@migcom.com caried@migcom.com 510-845-7549 Berkeley, CA
DESCRIPTION	Since it was founded in 1982, MIG has focused on planning, designing and sustaining

EXPERTISE

Brownfields + Industrial lands re-use
Community Development
Comprehensive Planning | General Plans
Environmental + Natural Resources
Land-Use + Land Planning
Landscape Architecture
Recreation + Tourism
Redevelopment + Revitalization
Strategic Planning
Transit-Oriented Development
Transportation Planning

environments that support human development. We embrace inclusivity and encourage community and stakeholder interaction in all of our projects. For each endeavor — in planning, design, management, communications or technology — our approach is strategic, context-driven and holistic, addressing social, political, economic and physical factors to ensure our clients achieve the results they want.

MS CONSULTANTS

EXPERTISE

Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Environmental + Natural Resources
Housing Development
Infrastructure Planning
Innovation- and Technology-based ED
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Site Remediation
Small Town + Rural Planning
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development
Transportation Planning
Waterfront Development

DIVISION N/A

WEBSITE http://www.msconsultants.com/

CONTACT Chuck Campbell
ccampbell@msconsultants.com
317-566-0050

Indianapolis, IN

DESCRIPTION ms consultants is an engineering, architecture, and planning firm known for its comprehensive and integrated approach to each client and project, offering multiple technical disciplines to a variety of markets and project types.

NEWMARK GRUBB KNIGHT FRANK

EXPERTISE

Economic Development Planning
Real Estate Development
Strategic Planning

DIVISION Economic Development Strategies Group

WEBSITE www.ngkf.com

CONTACT Robert Hess
rhess@newmarkkf.com
404-926-1079

New York, NY

DESCRIPTION Newmark Grubb Knight Frank (NGKF) is one of the world's leading commercial real estate advisory firms. We provide a fully integrated platform of services to prominent multinational corporations and institutional investors across the globe, as well as to occupiers, owners and developers of real estate on a local, regional and national level. NGKF's full range of services includes leasing advisory, global corporate services, investment sales and capital markets, property and facilities management, program and project management, and valuation and advisory services. aking a consultative approach, we assist clients in effectively managing their real estate operations and portfolios, creating and executing long- and short-term strategies that deliver reduced occupancy costs, increased efficiency and, ultimately, maximized value. Newmark Grubb Knight Frank is a part of BGC Partners, Inc. (NASDAQ: BGCP), a leading global brokerage company primarily servicing the wholesale financial and real estate markets.

PLACE WORKS

EXPERTISE

Comprehensive Planning | General Plans
Environmental + Natural Resources
Landscape Architecture
Site Remediation
Sustainable Development

DIVISION N/A

WEBSITE http://www.placeworks.com/

CONTACT Katie Hollenbaugh
khollenbaugh@placeworks.com
510-848-3815

San Francisco, CA

DESCRIPTION Based in California, PlaceWorks is one of the premier planning, design and environmental firms in the U.S. The firm's expertise and services span a wide range of planning, design, science and engineering, economics, environmental analysis and community outreach disciplines. Government agencies, corporations and developers, educational institutions and nonprofit organizations across the country rely on PlaceWorks to consistently provide thoughtful, accurate and thorough solutions to their most complex problems.

PLANNING COMMUNITIES, LLC

DIVISION	N/A
WEBSITE	www.planningcommunities.com
CONTACT	Ann Steedly asteedly@planningcommunities.com 919-848-5959 Raleigh, NC
DESCRIPTION	Planning Communities, LLC is a small, women-owned business providing a wide range of multi-disciplinary planning services for local, state and federal government agencies, neighborhood/community organizations, and private entities. We are a multi-disciplinary planning team with a myriad of complementary skill sets with very grounded roots in technical transportation and community planning.

EXPERTISE

Comprehensive Planning | General Plana
Transportation Planning

RCLCO

DIVISION	N/A
WEBSITE	http://www.rclco.com/
CONTACT	Lee Sobel lsobel@rclco.com (240) 380-3102 Washington, DC
DESCRIPTION	Since our founding in 1967, RCLCO has been at the leading edge of real estate trends and issues, offering strategic guidance that is always market-driven, analytically based, and financially sound. Our real estate advisors help clients make the best possible decisions about property development, planning, and investment. We assist our clients with everything from market, economic, financial, and impact analyses to organizational strategic planning and litigation support. We are real estate experts, consultants, advisors, analysts, and strategists offering solutions from project inception to disposition and all points in between.

EXPERTISE

Economic Development Planning
Environmental + Natural Resources
Housing Development
Infrastructure Planning
Innovation- and Technology-based ED
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Site Remediation
Small Town + Rural Planning
Smart Growth
Strategic Planning

RENAISSANCE PLANNING GROUP, INC.

DIVISION	N/A
WEBSITE	http://www.citiesthatwork.com/
CONTACT	Melina Papadopoulos mpapadopoulos@citiesthatwork.com 703-776-9922 Washington, DC
DESCRIPTION	Renaissance Planning Group is a planning, design, and policy analysis consulting firm dedicated to creating cities that work. We specialize in the integration of transportation, land use, urban design, and technology for communities to create thoughtful, lasting plans and policies. Our core philosophy is placemaking – which is the art of creating livable physical environments supportive of transit, walking, bicycling and social interaction through urban design and multimodal transportation planning. From regions to streetscapes, we communicate by weaving together words, numbers and visualizations into compelling and easily understandable stories about place. We craft plans, policies, codes and regulations that provide clear intent and strategies to achieving community visions. Our professionals combine sound technical analysis with creative idea generation to help communities plan for their future. We believe strongly in the value of collaborative planning that connects technical disciplines with meaningful public participation.

EXPERTISE

Brownfields + Industrial lands re-use
Charrette Services
Community Development
Comprehensive Planning | General Plans
Environmental + Natural Resources
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Redevelopment + Revitalization
Regional Planning
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development

RKG ASSOCIATES, INC.

DIVISION	N/A
WEBSITE	http://www.rkgassociates.com/
CONTACT	Judi Barrett jbarrett@rkgassociates.com 617-847-8912 Quincy, MA

EXPERTISE

Comprehensive Planning | General Plans
Transportation Planning
Economic Development Planning
Strategic Planning
Real Estate Development

DESCRIPTION	RKG Associates, Inc. is a multi-disciplined consulting firm, founded in 1981. We serve private, public, and institutional clients and provide a comprehensive range of advisory, planning, marketing, and management services throughout the U.S. and around the world.

RRM DESIGN GROUP

DIVISION	N/A
WEBSITE	http://www.rrmdesign.com/
CONTACT	Nicole Stephens nrstephens@rrmdesign.com 805-543-1794 San Luis Obispo, CA
DESCRIPTION	As professional problem solvers and designers, we are interested in the world around us, the people who live in it, and the places that inspire them. We are driven by a desire to help our clients achieve their dreams. That is why we are in business. RRM Design Group is an award-winning design firm of architects, civil engineers, landscape architects, planners, surveyors, and LEED® accredited professionals. Our work includes architectural rendering, mixed use development, community planning and development, and urban design and planning, among numerous other project types. Since 1974, RRM has been inspired by the power of Creating Environments People Enjoy®.

EXPERTISE

Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Environmental + Natural Resources
Housing Development
Infrastructure Planning
Innovation- and Technology-based ED
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Site Remediation
Small Town + Rural Planning
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development
Transportation Planning
Waterfront Development

SB FRIEDMAN DEVELOPMENT ADVISORS

DIVISION	N/A
WEBSITE	www.sbfriedman.com
CONTACT	Stephen Friedman sbf@friedmanco.com 312-424-4260 Chicago, IL
DESCRIPTION	SB Friedman Development Advisors is a real estate and development advisory firm specializing in development strategies and public-private partnerships. Founded in 1990, we work with public, private and institutional clients. Our mission is to guide and enable our clients to create high-quality places through the practice of real estate economics, development finance and urban planning.

EXPERTISE

Community Development
Economic Development Planning
Public-Private Partnership (P3) Development
Real Estate Development

STANTEC CONSULTING

DIVISION	Community Development, Community Design Services
WEBSITE	www.stantec.com
CONTACT	Anna Messinger anna.messinger@stantec.com 614-486-4383 Columbus, OH
DESCRIPTION	The Stantec community unites more than 14,000 employees working in over 230 locations. We collaborate across disciplines and industries to bring buildings, energy and resource, and infrastructure projects to life. Our work—professional consulting in planning, engineering, architecture, interior design, landscape architecture, surveying, environmental sciences, project management, and project economics—begins at the intersection of community, creativity, and client relationships.

EXPERTISE

Brownfields + Industrial lands re-use
Campus + School Planning
Charrette Services
Community Development
Comprehensive Planning | General Plans
Environmental + Natural Resources
Housing Development
Infrastructure Planning
Innovation- and Technology-based ED
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Redevelopment + Revitalization
Regional Planning
Small Town + Rural Planning
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development
Transportation Planning
Waterfront Development

TESKA ASSOCIATES

DIVISION	N/A
WEBSITE	www.teskaassociates.com
CONTACT	Lee Brown LBrown@TeskaAssociates.Com 847-869-2015 Evanston, IL
DESCRIPTION	Teska was launched in 1975 by the man himself, Robert B. Teska. Famous for saying, "Good design is good business," Bob Teska's team of creatives has since grown and expanded, now with offices in both Evanston and Plainfield, IL. With nearly 40 years experience, Teska is a leader in planning, landscape architecture, site design, economic development, and community engagement. We are solid believers in the power of the people, and by providing the right tools we take interaction to the next level.

EXPERTISE

Campus + School Planning
Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Housing Development
Land-Use + Land Planning
Landscape Architecture
Strategic Planning
Sustainable Development
Transit-Oriented Development

THE COLLABORATIVE, INC.

DIVISION	N/A
WEBSITE	http://thecollaborative.com/index.html
CONTACT	Nicole Buxton nbuxton@thecollaborative.com 617-338-0018 Boston, MA
DESCRIPTION	The Collaborative is an award-winning consulting firm with a national reputation for excellence in planning, design, and communications. We began in 1990 as an outgrowth of Wallace Floyd Associates, a firm founded with Buckminster Fuller to design and build such signature projects as Epcot Center and the United States Pavilion at Expo 67. We work on projects that build strong communities and organizations, shape extraordinary places and designs, and inspire new ways of thinking and action. Collaboration unites all we do and flows from the knowledge that making connections is the root of creation and change.

EXPERTISE

Brownfields + Industrial lands re-use
Charrette Services
Community Development
Comprehensive Planning | General Plans
Environmental + Natural Resources
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Redevelopment + Revitalization
Regional Planning
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development

THOMAS POINT ASSOCS, INC.

DIVISION	N/A
WEBSITE	www.thomaspoint.com
CONTACT	Flynn Tom tomflynn@thomaspoint.com 410-267-7220 Annapolis, MD
DESCRIPTION	THOMAS POINT ASSOCIATES, INC. has extensive experience in downtown and waterfront development, redevelopment, industrial planning and marketing. The company maintains its focus on interrelated areas that have defined our work since our start, in 1991: strategic economic planning to produce jobs through the redevelopment of older properties.

EXPERTISE

Economic Development Planning
Housing Development
Mixed-Use Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Strategic Planning
Transportation Planning
Waterfront Development

TISCHLERBISE

DIVISION	N/A
WEBSITE	http://www.tischlerbise.com/
CONTACT	Carson Bise carson@tischlerbise.com 800-424-4318 Bethesda, MD
DESCRIPTION	TischlerBise, is a fiscal, economic, and planning consulting firm located in Bethesda, Maryland and Temecula, California.

EXPERTISE

Campus + School Planning
Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Housing Development
Land-Use + Land Planning
Landscape Architecture, Strategic Planning
Sustainable Development
Transit-Oriented Development

TischlerBise has prepared over 800 impact fees and over 700 fiscal impact analyses - more than any firm in the country. This is due in large part to our excellent staff, detailed approach, proven methodology and comprehensive work products. Our staff has also prepared a substantial number of utility rate studies, cost allocation plans, user fee studies, and infrastructure financing plans.

TPA DESIGN GROUP

EXPERTISE

Brownfields + Industrial lands re-use
Charrette Services
Community Development
Comprehensive Planning | General Plans
Environmental + Natural Resources
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Redevelopment + Revitalization
Regional Planning
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development

DIVISION N/A

WEBSITE http://www.tpadesigngroup.com/index.htm

CONTACT David Golebiewski
david@tpadesigngroup.com
203-562-2181

New Haven, CT

DESCRIPTION Technical Planning Associates, Inc., dba TPA Design Group, was founded in 1945 to assist Connecticut communities in meeting the challenge of planning for the future. TPA was a pioneer in the profession of community planning, preparing the first Plans of Development in the state, regional land use plans, and community renewal plans. From the start, the firm established a reputation for its multi-disciplinary approach, focusing the goals and views of many into a shared vision.

U3 ADVISORS

EXPERTISE

Economic Development Planning
Housing Development
Mixed-Use Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Strategic Planning
Transportation Planning
Waterfront Development

DIVISION N/A

WEBSITE http://u3advisors.com/

CONTACT Alicia Kodadek
A.Kodadek@u3advisors.com
215-279-8385

Philadelphia, PA

DESCRIPTION U3 ADVISORS is a nationally recognized consulting practice that provides real estate and economic development solutions to the institutions that anchor our communities.

VHB/VANASSE HANGEN BRUSTLIN, INC.

EXPERTISE

Brownfields + Industrial lands re-use
Comprehensive Planning | General Plans
Environmental + Natural Resources
Land-Use + Land Planning
Landscape Architecture
Strategic Planning
Sustainable Development
Transit-Oriented Development
Transportation Planning

DIVISION N/A

WEBSITE www.vhb.com

CONTACT Kenneth Sterritt
ksterrit@vhb.com
617-728-7777

Boston, MA

DESCRIPTION Providing multidisciplinary planning, design, engineering, and consulting for some of the nation's most complex infrastructure and development initiatives, VHB professionals take projects from concept to completion. Our planning, transportation, land development, and environmental professionals create successful and workable results, changing the face of the built environment.

VIERBICHER ASSOCIATES, INC.

EXPERTISE

Brownfields + Industrial lands re-use
Charrette Services
Community Development
Comprehensive Planning | General Plans
Environmental + Natural Resources
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Redevelopment + Revitalization
Regional Planning
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development

DIVISION N/A

WEBSITE www.vierbicher.com

CONTACT Gary Becker
gbec@vierbicher.com
608-821-3941

Madison, WI

DESCRIPTION Vierbicher is a team of professional engineers, planners, community development specialists, surveyors, GIS specialists, water resources and environmental scientists. We are committed to providing the highest level of skill and expertise to clients in the Upper Midwest.

WADE-TRIM INC.

DIVISION	N/A
WEBSITE	www.wadetrim.com
CONTACT	Tom Brzezinski tbrzezinski@wadetrim.com 313-961-3650 Detroit, MI
DESCRIPTION	Wade Trim is proud of our municipal infrastructure roots and continues to build upon our approach to find solutions. We are trusted professionals delivering America's infrastructure solutions. This is our culture, our brand and what our clients depend on when they hire us for professional consulting services. Our disciplines include civil engineering, planning, surveying, operations, landscape architecture and environmental science services.

EXPERTISE

Brownfields + Industrial lands re-use
Charrette Services
Community Development
Comprehensive Planning | General Plans
Environmental + Natural Resources
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Redevelopment + Revitalization
Regional Planning
Smart Growth
Strategic Planning
Sustainable Development
Transit-Oriented Development

WAHLSTROM & ASSOC.

DIVISION	N/A
WEBSITE	localeconomicgroup.com
CONTACT	Stephen Wahlstrom swahlstrom@localeconomicgroup.com 510-684-6253 Berkeley, CA
DESCRIPTION	Wahlstrom & Associates was founded in 2007 to help diversify and strengthen local economies. We provide strategic guidance to collaborate, plan and implement plans and projects for local governments, real estate developers, private for profit corporations, and nonprofit organizations.

EXPERTISE

Comprehensive Planning | General Plans
Economic Development Planning
Land-Use + Land Planning
Redevelopment + Revitalization

WILLDAN GROUP, INC.

DIVISION	Engineering & Planning Practice
WEBSITE	http://www.willdan.com/engineering/
CONTACT	Dean Sherer dsherer@willdan.com 562-908-6200 Los Angeles, CA
DESCRIPTION	Willdan Group, Inc. is a provider of professional technical and consulting services that ensure the quality, value, and security of our nation's infrastructure, systems, facilities, and environment. The firm has pursued two primary service objectives since its inception in 1964—ensuring the success of its clients and enhancing its surrounding communities. The company's service offerings span a broad set of complementary disciplines that include engineering and planning, energy efficiency and sustainability, financial and economic consulting, and national preparedness. Willdan offers a full range of planning services: preparation of long-range policy plans, assistance with the day-to-day operations. Willdan staff members have extensive public agency experience and can effectively serve as an extension of public agency staff.

EXPERTISE

Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Environmental + Natural Resources
Housing Development
Infrastructure Planning
Innovation- and Technology-based ED
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Site Remediation
Small Town + Rural Planning
Smart Growth
Strategic Planning

WILLDAN GROUP, INC.

DIVISION	Financial & Economic Consulting Practice
WEBSITE	http://www.willdan.com/financial/
CONTACT	Chris Fisher cfisher@willdan.com 800-755-6864 Los Angeles, CA
DESCRIPTION	Willdan Financial Services is known throughout the country for our revenue generation, enhancement, and district administration services to public agencies. Public agencies at every level are being challenged to deliver enhanced services to a growing population—even while confronting budget constraints and meeting a tangle of reporting and compliance requirements. Willdan can enhance your efficiency, effectiveness, and credibility by helping you to both generate revenue and optimize its administration.

EXPERTISE

Community Development
Comprehensive Planning | General Plans
Economic Development Planning
Environmental + Natural Resources
Housing Development
Infrastructure Planning
Innovation- and Technology-based ED
Land-Use + Land Planning
Landscape Architecture
Mixed-Use Development
Public-Private Partnership (P3) Development
Real Estate Development
Recreation + Tourism
Redevelopment + Revitalization
Regional Planning
Small Town + Rural Planning
Strategic Planning


700
600
1000