

REQUEST FOR PROPOSAL - DOSD-200033-GD

DOWNTOWN GAINESVILLE STRATEGIC MASTER PLAN

JUNE 29, 2020



MKSK

DEVELOPMENT STRATEGIES®

eda
consultants - inc.

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June 26, 2020

City of Gainesville
Procurement Division
200 E University Avenue, Rm 339
Gainesville, FL 32601

Darren Meyer, PLA, ASLA, AICP
Principal-in-Charge
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Greenville, SC 29601

RE: Request for Proposals DOSD-200033-GD: Downtown Gainesville Strategic Master Plan

Dear Members of the Selection Committee,

It is my pleasure to submit this proposal and put the services of a talented and dedicated team at your service for the exciting and important work for the Downtown Gainesville Strategic Master Plan.

Core to our practice and the team we have assembled are three fundamental principles that guide our approach to cities, districts, and neighborhoods: first, the physical power of place and people's relationship with it; second, the importance of local culture and character; and third, the underlying foundation of strong economic planning that ensures equitable public investment and private development. We have assembled a collaborative team experienced in working together and who are specifically curated to accomplish the task at hand.

Team

The MKSK team is both qualified and experienced in Downtown Planning and Development. Our notion of team fully encompasses creating one collaborative and seamless unit that will work closely with the community and stakeholders throughout this process. Our goal is to provide the technical foundation, the cutting-edge creativity, and the full support of our team and resources to champion and successfully implement this work.

To partner with you in this effort, I am very pleased to present a team of like-minded partners that share a genuine enthusiasm for serving the Gainesville community. Our team of MKSK, eda, and Development Strategies has been composed to respond to the specific needs of this planning effort and includes individuals with deep experience in downtown development, community-based planning, urban design, and development economics.

eda will serve as the lead civil engineering and supporting planning consultant for the project team. These services will include utility master planning, detailed engineering analysis of downtown utility systems, and mapping of the overall existing infrastructure and utility network deficiencies and prioritization of improvement projects. eda engineers have decades of local experience and their expertise includes dozens of public projects associated with long-standing consulting contracts with the City, County, and GRU. eda is a certified SBE in Gainesville and MBE in Florida.

Matt Wetli and the **Development Strategies** team bring broad experience in the area of real estate and development economics. We have partnered with Matt and DS on over a dozen downtown and urban district plans and have a great appreciation for the thoughtful and incisive data-based strategies that they provide. Development Strategies will conduct a scan of real estate demands to understand market potential in the districts, planning-level feasibility analysis of development concepts for catalytic sites, and importantly, policies and tools for value-capture that can provide revenue streams for supporting inclusive and equitable growth.

Our consultant team will be led by MKSK, a planning and design firm with a focus on downtowns, urban neighborhoods and districts. From innovation district planning, such as The Ohio State University West Campus Innovation District in Columbus and Cortex in St Louis, to community planning in historic diverse neighborhoods and communities, such as Birmingham, Alabama's Northwest Downtown Development Master Plan, the Walnut Hills Neighborhood in Cincinnati and Southernside in Greenville, to strategic planning in urban cores, such as downtown plans for Tulsa, Louisville, and Chattanooga, MKSK's team brings a broad base of experience in peer communities to bear on this effort. In addition to urban planning experience, MKSK provides urban design and landscape architecture expertise that will be critically important to the overall approach to equitable, open space development, social gathering, placemaking, and storytelling in the downtown.

I, along with Project Manager Andrew Overbeck, will provide collaborative leadership of this strong team of professionals. Andrew and I have worked together for over 15 years and have a shared passion for working in communities dealing with the challenges of equitable growth and development. We will both be actively involved throughout the course of the project, from large decisions to the small details.

Commitment

To shape a great downtown that is a beloved part of the fabric of the community, the process of planning and design must be a process of building relationships. The emphasis that the City places on people and building relationships is shared by our team, and I am truly excited by the opportunity for MKSK and our partners to help realize the vision for Downtown Gainesville.

We look forward to working hand-in-hand with you, the Gainesville community, and key stakeholders, including Alachua County, Santa Fe College, the Greater Gainesville Chamber, local businesses and developers, and the University of Florida, in helping to shape the next chapter of this special place.

If selected MKSK will acquire all necessary licenses as required by the City, County and the State.

Respectfully submitted,
MKSK, Inc.



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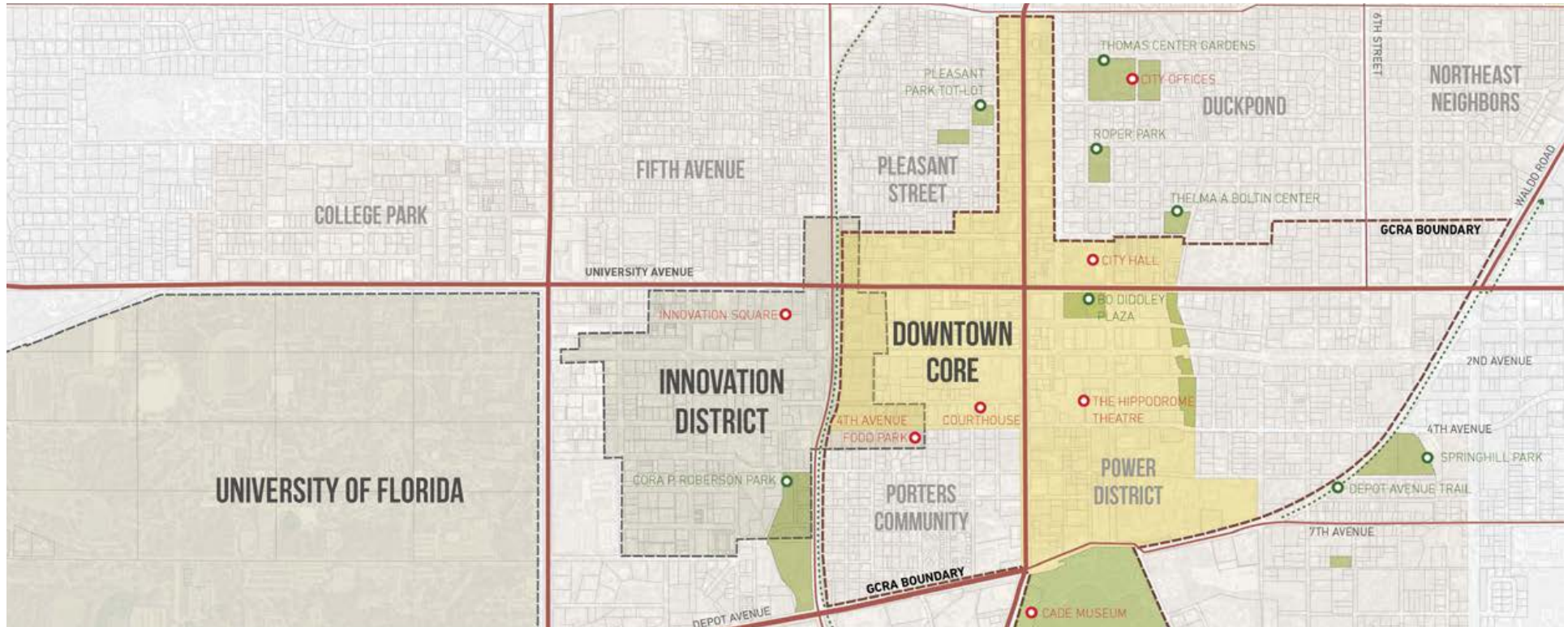


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TECHNICAL PROPOSAL



REEDY RIVER REDEVELOPMENT AREA & UNITY PARK, GREENVILLE, SC_MKSK



PROJECT UNDERSTANDING

The Downtown Gainesville Strategic Master Plan represents an opportunity to create a unified vision for the future of the urban core of the City. There seems to be a universal agreement that today’s perceived reality—that downtown only attracts government employees by day and college students by night—needs to be addressed. The good news is that the building blocks of a vibrant future already exist. Recent investment in streetscapes and parks represent a community commitment to high-quality public spaces. The growth of the Innovation District to the west of downtown and the dynamism of the University of Florida and Santa Fe College in the community provide ample opportunity to drive future investment in 21st century employment and mixed-use development. Downtown also has a role to play in uplifting the adjacent residential neighborhoods of the Duckpond and Porters.

Downtown Gainesville and its adjacent collection of districts, neighborhoods, public spaces, and institutions have tremendous local and regional importance. The area must be re-connected to the greater community fabric and economic opportunity, filled with the spark of innovation, and positioned to thrive in both the knowledge economy and main street economy. Most importantly, it must continue to be a source of civic pride for greater Gainesville to bring diverse people together in a downtown that equitably attracts new employers, residents, and visitors to a place that is active and vibrant 24/7.

In order to achieve this goal, the Downtown Gainesville Strategic Master Plan must wear many hats. First, it must build on previous plans, aligning with the ideas and initiatives that have momentum, community support, and statutory influence. Second, it must be rooted in inclusive conversation and engagement with the community, successfully capturing the spirit and aspirations of all local residents. Third, it must demonstrate feasibility and marketability that will attract investment and high-quality development. Finally, it must be actionable and forward-thinking. This Strategic Master Plan must set in motion the projects and initiatives that will help realize the goals of vibrant and inclusive community development.

COMMUNITY ENGAGEMENT

Community-based planning processes led by public-serving organizations are important forums for community conversation and for building trust. The public engagement tools used in these efforts are essential for discerning the community’s vision, but if they are not coupled with responsive planning and good faith implementation, they risk eroding public trust. Toward this end, MKSK approaches community engagement as a process of sustained and inclusive decision-making.

Sustained Engagement

The residents, business owners, and community stakeholders in Downtown Gainesville have participated in dozens of planning studies over the past decade. The Downtown Plan will also be concurrent with the City’s Comprehensive Plan. Community members that participate in these planning studies tend not to distinguish between consultant teams, study titles, scopes of work, and project parameters. They simply want to see their concerns and aspirations being addressed in good faith.

To help ensure continuity in addressing these concerns, MKSK’s approach is to carefully understand and then build on previous conversations, ideas, studies, and initiatives in order to demonstrate meaningful progress and accountability. Our approach looks at community engagement at a much broader scale than our contractual services and understands that there is a very long (and often fragile) arc of building public trust between citizens and public-serving organizations. Staff members of the City, GCRA, and other project partners have spent years, if not decades, building relationships in the community, and our approach involves a close partnership that supports these community leaders.

Inclusive Decision-Making

A fundamental ingredient of MKSK’s approach to community engagement is inclusive decision-making. Inclusive engagement requires that we look broadly at the voices that need to be heard in the process and identify the forums that are most conducive for meaningful conversation. This often involves bringing that conversation into the community at times and locations that are convenient to the groups from which we are seeking input. Understanding work constraints (i.e. 2nd or 3rd shift workers), transportation constraints (lack of car ownership), family constraints (need for childcare), and other dynamics will help us craft an approach that encourages participation. Combining project discussions with other community events (i.e. civic association meetings, church events, neighborhood events, etc.) can be one approach that allows us to reach as many people as possible. Identifying the voices that need to be heard and customizing an approach to engagement is a critical first step that will require a highly-collaborative process between the MKSK team and the City.

Once we have identified the specific approaches for engaging the community, a second aspect of inclusive decision-making is ensuring that we are responsive to the input we receive. Too often, community engagement is reduced to “box-checking” or getting “buy-in” instead of having authentic, and sometimes difficult, conversations that then guide action. This requires transparency and responsiveness in the public engagement process and it requires that we support decision-makers with the information and resources that they need to take effective action.

Based on these principles of sustained and inclusive decision-making that guide MKSK’s approach, we offer the following process to community engagement for the Downtown Gainesville Strategic Master Plan. This approach should be considered a thoughtful and informed draft that will need to be adjusted and reconciled with the City prior to the launch of the study.



COMMUNITY ENGAGEMENT PROCESS

The proposed process for engagement involves three primary groups, and a range of engagement tools as described below:

Working Group

The Working Group will serve as the primary project resource for the consultant team and provide day-to-day direction to the MKSK team. Our approach is to form an integrated unit composed of the Working Group and MKSK team, which will be highly collaborative, highly communicative and provide seamless public-facing messaging and action. We suggest the Working Group be composed of staff from the City of Gainesville, with other partners as needed. We have assumed both in person and phone/video conference meeting with the Working Group throughout the process.

Solutions Group

The Solutions Group will help guide the trajectory of the project and serve as a representative voice of the community. Composed of individuals representing the full spectrum of vested interests in the districts, the Solutions Group will provide guidance on project development and advise on engagement with the broader community. In addition to serving in a guidance capacity, the Solutions Group members will serve as ambassadors of the project – informing their constituent groups with current and accurate project information and actively advocating for the shared vision that is developed through the planning process. We suggest the members of the Solutions Group be selected by the City of Gainesville. Members could include representatives from, GCRA, Alachua County, Santa Fe College, the Gainesville Chamber, local businesses and developers and the University of Florida, with other participants as appropriate. We have assumed four (4) in-person Solutions Group meetings. Additional follow-up meetings with any of the group members can be facilitated by and held at the eda office in the Innovation District.

Neighborhood & Community

The Neighborhood and Community Meetings identified in this proposal refer to the full range of community members that will be engaged through the process. This may involve small group/roundtable meetings as well as open, public community meetings. We find that there are certain populations that are comfortable attending community meetings and others whose voices are traditionally under-represented in these forums. In order to reach these under-represented voices, we will work with the city to identify key groups for whom custom approaches will be developed for engagement (see Inclusive Decision-Making above).

Community Meetings

Open houses are an invaluable tool for engaging the community at key milestones of the planning process. The workshops blend formal presentation with displays, stations, activities and small group discussions as a means for immersing participants in the planning dialogue. The goal of the workshops is two-fold—to educate and converse. Education is essential to get informed input. It creates a common language and shared understanding around which a healthy conversation can take place. The conversation is where community knowledge and planning team knowledge comes together. We anticipate three (3) community meetings—to hear about opportunities and concerns, to get input on the draft concepts and recommendations, and to celebrate the creation of the plan.

Stakeholder Groups

We propose a robust stakeholder engagement process, with focus group and one-on-one interviews at the beginning phase of the project. We will work with the Working Group and Solutions Group to identify these stakeholders and community members that we must meet with to fully understand issues and explore possibilities. At minimum we propose meeting with the following groups: City of Gainesville department leaders and staff, Alachua County staff, Santa Fe College, the Greater Gainesville Chamber, University of Florida, Innovation District, downtown developers, downtown businesses and attractions, community and adjacent neighborhood leaders, government employers, and homeless service providers.



Engagement Tools

Project Storefront: We have utilized project storefronts as part of downtown district planning work to share updates with the community and gain additional input from residents and visitors. These storefronts have scheduled staffing times, but are also set up to allow for “self-service” feedback opportunities. We work closely with client organizations to manage these storefronts in a cost-effective manner.

Tours/Rides: Tours and rides are a great way to bring people together and directly experience the places and spaces that are being planned for. This on the ground discovery allows for direct conversations with the community and fresh perspective for community members that may not be intimately familiar with the study area. Through community bike rides, Jane’s Walks, and history tours, we have conducted these activities to learn more about community needs and desires. These are an excellent add-on to a public meeting.

Mobile Workshops: To complement traditional community workshops, we create Mobile Workshop materials that allow the information and input questions to be shared in a variety of community forums. These condensed input materials allow for client groups, stakeholders and committee members to take the plan to audiences that may not have been able to attend regular meetings. We have done these as living room gatherings with community members, neighborhood meetings, church groups and other meetings. We find this is an excellent way to bring more people into the planning process.

Creative Placemaking & Complimentary Analog Engagement: While more softwares and platforms exist today than ever before to enable meaningful remote collaboration and engagement, their accessibility remains an issue for segments of the population. When coupled with creative analog strategies that blur the line between creative placemaking and community engagement, the planning process can not only shape place but also build community. We have successfully leveraged postcard campaigns, community-based art and mural installations, yard sign intercept surveys, among other tactical strategies to broaden our impact and meet people where they are in the community.

Events and Festivals: Another great way to engage communities is to meet them at events and festivals that take place in the districts and communities we are planning for. These can be small in scale, like neighborhood cookouts and events, to large scale events, like Grove Street Farmer’s Markets and First Fridays (contingent on safety conditions).

Online Engagement: An interactive online presence is a critical part of a modern community planning effort, as it is not always possible for citizens to attend public meetings. In addition, as a repository and guided navigation of all public project materials, the websites we have employed for projects provide a high level of

transparency and real-time communications. Project websites may also include options such as advanced polling formats, topic-based forums, prioritization exercises, and interactive map tools. In particular, an interactive map engagement tool would provide an opportunity for the public to geo-locate specific ideas or suggestions for public spaces, public art, recreation, and/or development. There are two approaches that we have used to engage with the community online as part of a planning process. One is to use a pre-existing website (City, GCRA or other) to host a website or page dedicated to the project. The second approach would be to build a customized website that more firmly establishes the brand of this new planning effort. These options have benefits and trade-offs, however both can be successful in driving participation online and in-person.

Community Health & Safety: In light of the ongoing COVID-19 pandemic, we have developed and successfully deployed creative and equally effective alternative methods to ensure we continue to have the vital and inclusive conversations and interactions needed to keep projects moving forward – including work sessions, stakeholder meetings, and engagement with official bodies. We will continue to utilize and emphasize the use of project related websites, online surveys, online mapping platforms, and other digital engagement tools. We have access to and experience in utilizing interactive online software and conferencing platforms as appropriate to meet every contingency. Some of these tools include: custom website modules, Zoom conference public meetings, Zoom conference meetings with ‘telephone town halls’, break-out room capabilities, Google My Maps, SurveyMonkey, Mentimeter, and more.



PROJECT APPROACH

MKSK has deep experience in partnering with communities, civic leaders, residents, and stakeholders to create great urban places. Our approach to urban planning is focused on the interaction between people and place. The built environment shapes our lives, and conversely, our individual and social pursuits influence and form the world around us. Place is not just a sterile description of land or architecture - it is where we grow, learn, experience, and establish roots. Our work is anchored in the notion that creating a sense of place creates value that strengthens and defines a community. Our approach to the Downtown Gainesville Strategic Master Plan will build on this philosophy and be guided by three overarching principles:

BUILD ON LOCAL STRENGTHS

The strategies for the revitalization and redevelopment of Downtown Gainesville must be faithful to the historical, cultural, and social qualities that are unique to this part of the Gainesville community. By carefully discerning and then building on these authentic qualities, we can encourage civic pride, community stewardship, and a strong sense of place.

To effectively leverage authentic local strengths, we begin by creating an inventory and map of community assets. This provides the foundation for articulating the competitive strengths of the districts and guides investment and development towards the strong suit of local stakeholders. By highlighting the unique assets and authentic qualities of Downtown Gainesville, an economic strategy can be developed that complements other nearby neighborhood and adjacent urban districts while strengthening the overall competitive position of the City and the greater metro area.

In the process of identifying and building on these assets, our approach involves an incisive look at the dynamics of the real estate market, a thorough understanding of the depth of that market for desired uses, strategies for district-specific development types, and the creation of a framework for competitively positioning Downtown Gainesville within the urban core and greater metropolitan area. We do so by finding the right mix of market-supported uses that respond to the greater, shared vision for the districts. Creating truly sustainable real estate value requires not just a detailed understanding of the local market and development feasibility, but how that market can shift and deepen over time through the strategic improvements to the public realm, policy to support equitable development, and a shared vision for the future that is strong enough to attract both private investment and to inspire public support.

BUILD FOR PEOPLE

The defining quality of MKSK's approach, and the key to success for Downtown Gainesville, will be to anchor every recommendation around creating a place for people. The streets, the buildings, and the public spaces must be crafted for people first. Decades of research has brought to light the role that our neighborhoods and built environment play in shaping our experiences and life outcomes, and this research has supported a body of urban design knowledge that underpins all of MKSK's work.

To create a truly people-centered urban district, all development must start with planning for the public realm. Streets, walks, trails, parks, and green spaces are the backbone of quality of life in our communities and anchor our shared civic life. They are also one of the most equitable forms of investment in our communities. Foremost in this strategy is promoting walkability, arguably the top driver of successful mixed-use development throughout the country, and equally important from the standpoint of transportation and social equity. Building for a universal mode of transportation – pedestrian mobility – creates the opportunity for street-level activity, which drives district vibrancy and also accommodates the needs of a substantial portion of our population that does not have access to or the physical ability to operate an automobile.

The focus of the MKSK team on people-first design and the public realm will help to fill in the holes in the urban fabric that separate downtown from the Innovation District and the University of Florida. Improving the links and compatibility between neighborhoods, such as the Duckpond and Porters, and Downtown Gainesville must be addressed with a focus on corridor planning and connectivity while respecting historic neighborhood boundaries. Meeting each of these districts and neighborhoods at their seams will create a more unified downtown experience for all—residents, students, employees, and visitors. Our approach to corridor planning intentionally blurs the line between public right-of-way and private development because connectivity is more than just physical access; it must consider social access as well. Streets with high volumes of traffic, fast vehicle speeds, the appearance of disinvestment, and indicators of crime can create social barriers that discourage walking even when destinations are nearby. Key corridors connecting to adjacent neighborhoods must have both an accessible, functional, well-designed, complete streetscape and the qualities of architecture and development that encourage walking and activity on the street. These improvements will also build on the GCRA's successful connectivity projects such as SW 5th Avenue streetscape, Helyx Bridge, and Destination South Main Street.

By maintaining a relentless focus on the people-first qualities of Downtown Gainesville, we will provide a foundation for the successful development of all segments of the real estate market and all spaces within the public realm. Fine-grained development massing, human-scaled detailing, creative architectural and landscape design, thermal comfort through street trees, and access to green spaces are just a sampling of the urban design principles that affect our basic human needs and dictate the choices of residents, employees, employers, and investors.

BUILD LONG-TERM VALUE

By focusing on the public realm first, we are building the framework for long-term value. When planned and designed well, the street networks, infrastructure, and public spaces that comprise the public realm provide the foundation on which community life and private investment is built. Moreover, a well-planned and well-maintained public realm will endure as a value-driver across multiple generations of redevelopment, anchoring the districts for long-term, sustainable competitiveness.

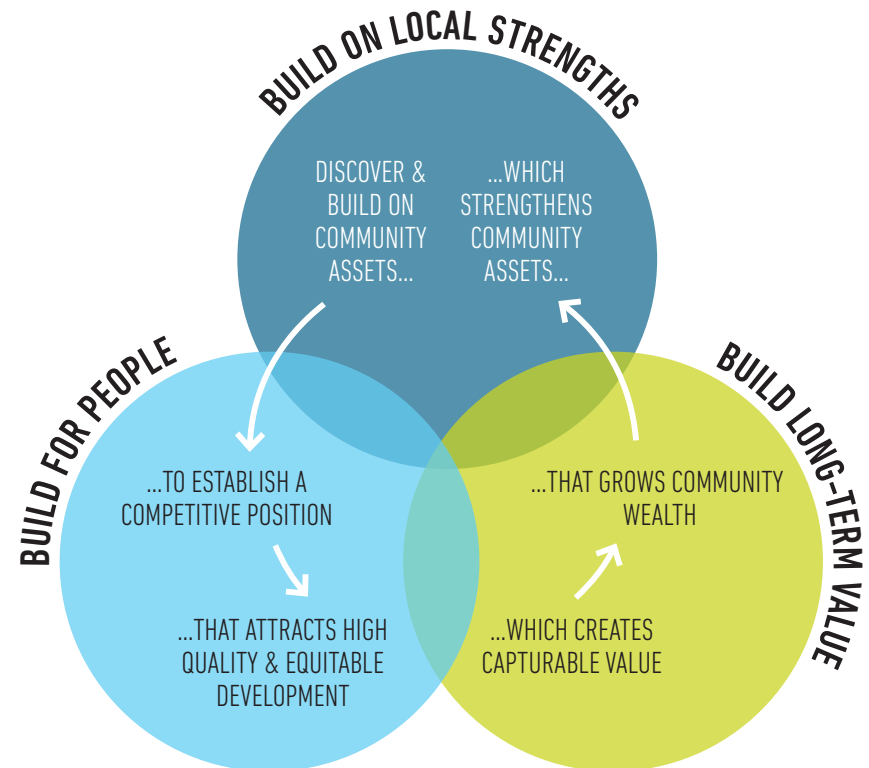
There is a positive relationship between the place-based qualities of a great public realm and the creation of high-value development. The physical attributes that support a live, work, and play environment include a diversity of land uses, human-centered urban form, compact design, and a well-connected, socially-accessible network of public ways. These attributes work collectively to create an environment that supports pedestrian interaction and activity, which is one of the primary ingredients that drives the demand for housing choice, preferred work environments, and experience-based cultural destinations.

Public parks and green spaces play a unique role in driving economic value and community benefit. There is a growing global recognition of the significant positive impact that parks, trails and greenspace can have on economic competitiveness, public health, social well-being, environmental uplift, and a wide range of equity dynamics. The recent investment in Bo Diddley Plaza and Depot Park show a strong commitment by the City to invest in this critical green infrastructure and critical social infrastructure for the community. Managing, programming and connecting these public spaces to the rest of the community will be important as we plan for the future of downtown.

By focusing on the architectural and place-based qualities that drive high quality-of-life and high-quality development, we are building the framework for the creation of real estate value. This value, in turn, can seed the growth of community wealth and economic opportunity. The unique approach of the MKSK team involves a virtuous cycle of value creation and value capture that is based on community strengths and assets (see diagram). Beginning with a thorough and nuanced understanding of the strengths of the downtown, we develop a vision, or competitive position, that leverages these authentic qualities into the attraction of high-quality development. With targeted economic policies and tools, we capture a portion of the value generated by new development for use in the support of local businesses, entrepreneurs, investors, and property owners. The vested local participants then have the opportunity to grow their interests within the district and create new value, to be upcycled for a sustained and inclusive approach to growth.

The approach of the MKSK team to developing a Downtown Gainesville Strategic Master Plan is as much about the journey as it is the destination: we want to create more than just illustrations and technical studies; we want the process of planning and creating to be an exercise in community-building. This makes the process tangible and fosters the energy and momentum to carry this transformative project through to implementation. Building on the Approach described above, we have detailed a proposed scope of work and a framework for knitting community engagement into this process (detailed in a subsequent section of this proposal). Our proposed scope of work is broken into three phases, with tasks and descriptions below. We will work closely with the City of Gainesville, civic leaders, residents, and stakeholders at each of these stages to ensure that we are learning, testing, and making decisions with the community at every step of the way.

PLANNING FOR EQUITABLE DEVELOPMENT



PROJECT APPROACH

BUILD ON LOCAL STRENGTHS: COMMUNITY ASSETS & OPPORTUNITIES

(4 months)

- 1.1 Working Group Meeting #1: Kick-off & project launch - review of milestone schedule, community engagement plan, project roles & responsibilities, and initial tasks.
- 1.2 District Tour & Audit: Consultant team district tour with Working Group and quantitative/qualitative audit of physical environment.
- 1.3 Planning Alignment: Review of current and relevant plans and alignment of recommendations (including, but not limited to the Comprehensive Plan, GCRA Plan, University of Florida Strategic Development Plan, Housing Action Plan, 2019 Transit Development Plan, 2019 Mobility Hub Analysis, Parking plans, Equity Plan, Wild Spaces Public Places Plan, Innovation District Plan, etc.)
- 1.4 Data Collection & Mapping: Define the geographic boundary of the downtown study area. Collect geographic, demographic, and socioeconomic data; mapping of thematic planimetric data; 3d modeling of downtown.
- 1.5a Real Estate Market Scan: Conduct high-level market scan of the major real estate asset classes in the downtown--making use of readily available studies and data--to establish a baseline understanding of market supportable development that could be capitalized upon, enhanced, or restricted in later strategic phases.
- 1.5b Downtown Marketability SWOT: Conduct SWOT analysis of downtown marketability as it impacts existing and future development opportunities, including quality of place, street design, building condition, tenancing, and brand. Specific attention will be paid to identification of areas of historic significance that require a preservation focus, and areas that are better suited for new development.
- 1.6 Urban Form Analysis: Analyze existing height, density, and zoning districts and make recommendations for strategic locations where height, density or zoning changes would be required to support the continued growth of downtown.
- 1.7 Open Space Analysis: Analyze adequacy of existing open spaces and determine needs for additional locations.
- 1.8 Transportation System Analysis: Analyze bicycle/pedestrian network connectivity, daily traffic volumes/capacity, event logistics, visitor/bus access, transit/transportation routes, and right-of-way and curbside allocation.
- 1.9 Examine Downtown Wayfinding: Review existing signage and make improvement recommendations.
- 1.10 Parking Inventory and Policy Review: Inventory public and private parking supply and benchmark parking ratios/requirements in peer urban districts.
- 1.11 Existing Infrastructure Analysis: Analyze downtown utility systems and mapping of the overall existing infrastructure and utility network deficiencies and prioritization of improvement projects.
- 1.12 Service Analysis: Analyze current service and deliveries in downtown and make strategic recommendations.
- 1.13 Working Group Meeting #2: Review analysis and assessment of current plans and conditions in the study area and prepare for stakeholder and community engagement events.
- 1.14 Solutions Group Meeting #1: Introduce project and team; gather initial input on key project opportunities and constraints; review initial analyses and planning alignment.
- 1.15 Guiding Principles: Establish Guiding Principles to serve as a benchmark for evaluating the Downtown Plan recommendations.
- 1.16 Online Engagement: Develop project website to gather online public feedback and provide project communications.
- 1.17 Stakeholder Interviews: Conduct small group roundtable discussions with key stakeholders representing a broad diversity of perspectives and interests in the downtown (see engagement strategy).
- 1.18 Neighborhood & Community Meeting #1: Introduce project and creatively engage community in discussing concerns, aspirations, and desired action for the downtown. Host specific neighborhood meetings as necessary to ensure we received direct input from residents.
- 1.19 Asset Mapping: Identify the historical, sociocultural, economic and human assets that should be cultivated to anchor the identity, competitive position, and experience of the downtown.
- 1.20 Opportunity Mapping: Identify opportunities to reveal, connect, enhance, leverage and find synergy between identified assets and sites for mixed use development.
- 1.21 Working Group Meeting #3: Review initial findings, community input, and Asset & Opportunity Mapping.
- 1.22 Solutions Group Meeting #2: Review initial findings, community input, and Asset & Opportunity Mapping. Solicit affirmation of results of first phase of learning and listening and discuss launch of second phase of work.

BUILD FOR PEOPLE:
FRAMEWORK FOR ECONOMIC OPPORTUNITY & DISTRICT DEVELOPMENT
(4 months)

- 2.1 Competitive Position and Civic Identity: Based on first phase of work, articulate graphic and narrative description of the competitive strengths and civic identity of downtown as the foundation for economic and community development recommendations.
- 2.2 Public Realm Planning, Placemaking & Storytelling: Develop a signature approach to public ways, trails, parks, urban spaces, public art and environmental graphics that acknowledges teaches, and celebrates history and embodies the entrepreneurial and innovative spirit of Gainesville. Prepare design concepts for priority public spaces; evaluate current programming of public spaces, develop architectural and placemaking themes; and prepare adjacent neighborhood and district connectivity strategies.
- 2.3 Anchors & Geographic-Specific Development: Identify anchor institutions, cultural assets, and historic properties around which geographic-specific development considerations should be applied.
- 2.4 Gateway and Corridor Development: Create high-value development parcels and vibrant spaces for community life with the design of key gateways and corridors.
- 2.5a Mixed Use Market Strategy: Building on the results of a market scan, identify the appropriate mix of achievable development typologies by real estate class, such as student and non-student housing; Class A and startup office; and differentiated hospitality, visitor, and cultural experiences. With respect to retail, strategies will focus on the appropriateness, viability, and location of local and national retail/dining. Particular emphasis will be paid to the potential impacts of the evolving dichotomy of experiential retail and online shopping.
- 2.5b District Alignment: Building on the mixed use market strategy, special attention will be paid to opportunities for the creation of districts that leverage mixed use synergies, compatibilities, and critical mass; as a means of capitalizing on market opportunities, creation of a diverse array of experiences, and the provision of a foundation for distinctive and coherent brand identities within the downtown.
- 2.6 Conceptual Site Plans: Prepare Conceptual Development and Placemaking Plan for the Districts indicating key development opportunities, mix of uses, mix of local and national retailers, public realm improvements, architectural themes, and community connectivity. The Conceptual Site Plan will include designs for public streets, trails, parks and public spaces; conceptual private development scenarios; circulation, parking and access considerations; and thematic overlays and regulatory recommendations.
- 2.7 Working Group Meeting #4: Review Development and Placemaking strategies.

- 2.8 Solutions Group Meeting #3: Review Development and Placemaking strategies.
- 2.9 Neighborhood & Community Meetings #2: Creatively engage neighborhood and community groups in discussing opportunities for district development, placemaking, and economic opportunity.

BUILD LONG-TERM VALUE:
CATALYTIC PROJECTS & VALUE CAPTURE
(3 months)

- 3.1 Capital Projects: Identify and create plan for the prioritization, scoping, and critical path milestone schedule of catalytic and enabling public capital projects, including parks, trails, streets, and infrastructure. Organize into matrix in the final plan to guide implementation.
- 3.2 Market Feasibility/Gap Analysis: A high-level economic analysis of key catalyst development typologies will be undertaken to understand the level of private financing that is likely, and the amount of public financing necessary to actualize quality new development. Three categories will be provided that identified typologies that are privately financeable, financeable with public partnerships, and not financeable.
- 3.3 Catalytic Development Sites: Create market-based development program, site plan & architectural concepts for up to 5 development sites in the downtown.
- 3.4 District Funding Recommendations: provide a funding toolkit that is based on the districts envisioned, the type of developments that are desired, and their relative ability to attract private funding/need for public partnerships.
- 3.5 Parking Scan : A high level assessment of existing public parking economics, as well as the feasibility of new, privately fundable parking structures (that are part of new developments) will be provided.
- 3.6 Working Group Meeting #5: Review development scenarios, proforma analysis, and market strategies for key sites; review catalytic and enabling capital projects that support downtown development; review value-capture tools and inclusive growth initiatives and prepare for upcoming stakeholder and community engagement events.
- 3.7 Solutions Group Meeting #4: Review development concepts, market strategies for key sites, and inclusive growth initiatives; advise on community engagement and implementation roles and responsibilities
- 3.8 Neighborhood & Community Meetings #3: Conduct a neighborhood and community engagement event to celebrate a refreshed vision, new initiatives, catalytic projects and steps for building momentum in downtown.
- 3.9 Final Deliverables: Final master plan, presentation, summary brochure, GIS layers, 3d model, etc.

PROJECT SCHEDULE



	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
TASK	BUILD ON LOCAL STRENGTHS COMMUNITY ASSETS & OPPORTUNITIES				BUILD FOR PEOPLE FRAMEWORK FOR ECONOMIC OPPORTUNITY & DISTRICT DEVELOPMENT				BUILD LONG-TERM VALUE CATALYTIC PROJECTS & VALUE CAPTURE			
WORK PLAN	<ul style="list-style-type: none"> • Kick-off & Project Launch • District Tour & Audit • Planning Alignment • Data Collection & Mapping • Real Estate Market Scan • Downtown Marketability SWOT • Urban Form Analysis • Open Space Analysis • Transportation System Analysis • Examine Downtown Wayfinding • Parking Inventory & Policy Review • Existing Infrastructure Analysis • Service Analysis • Guiding Principles • Online Engagement • Asset Mapping • Opportunity Mapping 				<ul style="list-style-type: none"> • Competitive Position & Civic Identity • Public Realm Planning, Placemaking & Storytelling • Anchors & Geographic-Specific Development • Gateway & Corridor Development • Mixed-Use Market Strategy • District Alignment • Conceptual Site Plans 				<ul style="list-style-type: none"> • Capital Projects • Market Feasibility/Gap Analysis • Catalytic Development Sites • District Funding Recommendations • Parking Scan 			
DELIVERABLES	Quantitative/Qualitative Audit of Physical Environment Guiding Principles Project Website				Conceptual Development and Placemaking Plan				Final Master Plan, Presentation, Summary Brochure GIS Layers 3D Model			
MEETINGS	Working Group Meeting #1 District Tour & Audit Working Group Meeting #2 Solutions Group Meeting #1 Stakeholder Interviews Neighborhood & Community Meetings #1 Working Group Meeting #3 Solutions Group Meeting #2				Working Group Meeting #4 Solutions Group Meeting #3 Neighborhood & Community Meetings #2				Working Group Meeting #5 Solutions Group Meeting #4 Neighborhood & Community Meetings #3			
	4 MONTHS				4 MONTHS				3 MONTHS			

PRICE PROPOSAL



PART 7 – PRICE PROPOSAL PAGE

Proposer Name: MKSK, Inc.

Proposers are required to submit three (3) components in the pricing proposal:

- 1) Lump Sum price for the entire project – all inclusive of travel, administrative costs and other expenses.
- 2) Provide a breakdown of the lump sum by task
- 3) Detail hourly rate of each of the positions within Proposer’s company that will be participating in the development of the Downtown Gainesville Strategic Master Plan.
- 4) Detail of how travel and administrative costs are calculated.

Respondent’s Company Name: MKSK, Inc.

Contact Name: Darren Meyer, PLA, ASLA, AICP, Principal

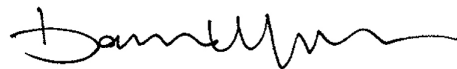
Contact Email: dmeyer@mkskstudios.com

Contact Phone: 864.626.5716

**Failure to use the City’s COST PROPOSAL Page and provide costs as requested
in this RFP, may deem your proposal non-responsive.**

Submitted by:

 Darren Meyer

Name (printed)

Signature

 6/26/2020

 PLA, ASLA, AICP, Principal

Date

Title

COST PROPOSAL

MKSK has proposed the following estimated fees based on our current understanding of the project. We look forward to the opportunity to work with The City of Gainesville to provide a scope and fee structure to meet your exact needs.

	MKSK	DEV STRAT	EDA	TOTAL PER SUBAREA
BUILD ON LOCAL STRENGTHS	\$60,000	\$20,000	\$10,000	\$ 90,000.00
BUILD FOR PEOPLE	\$70,000	\$25,000	\$5,000	\$ 100,000.00
BUILD LONG-TERM VALUE	\$40,000	\$15,000	\$5,000	\$ 60,000.00
LUMP SUM TOTAL	\$170,000	\$60,000	\$20,000	\$250,000.00*

* Inclusive of travel and administrative costs

All direct project expenses will be invoiced at 1.2 times the actual amount. Direct project expenses include, but are not limited to mileage, film and processing, courier and overnight delivery services, travel, hotel, car rental, etc. and may be adjusted annually. All air travel, if required, will be by business class.

Requested documents to be printed in-house will be invoiced at the following rates: (excluding those for office use)

B/W Copy 8.5" x 11" – Bond	\$ 0.10
B/W Copy 11" x 17" – Bond	\$ 0.20
B/W Copy 18" x 24" – Bond	\$ 0.90
B/W Copy 24" x 36" – Bond	\$ 1.80
B/W Copy 30" x 42" – Bond	\$ 2.63
B/W Copy 36" x 48" – Bond	\$ 3.60
Color Copy 8.5" x 11"	\$ 1.00
Color Copy 11" x 17"	\$ 2.00
Color Plot 18" x 24"	\$ 12.00
Color Plot 24" x 36"	\$ 24.00
Color Plot 30" x 42"	\$ 35.00
Color Plot 36" x 48"	\$ 48.00

HOURLY RATES

	TEAM MEMBER	ROLE	RATE
MKS K	Darren Meyer, PLA, ASLA, AICP, Principal	Principal in Charge, Urban Designer, Landscape Architect	\$210
	Andrew Overbeck, PLA, ASLA, Principal	Project Manager, Principal Planner	\$210
	Brad Strader, AICP, PTP, Principal	Transportation & Multimodal Connectivity Planner	\$210
	Luis Huber-Calvo, AICP, Associate	Urban Designer, Project Planner	\$150
	Juliana Silveira	Urban Designer, Community Engagement	\$125
	Donny Zellefrow	Project Planner, Urban Designer	\$115
	Niels Braam, Associate	Environmental Graphic Design, Signage & Wayfinding	\$150
DEV STRAT	Matt Wetli, AICP, Principal	Development Advisor	\$200
	Justin Carney, AICP, Principal	Engagement & Governance	\$200
	Brian Licari, Associate	Economic Development Analyst	\$130
EDA	Sergio Reyes, PE, President, Principal	Civil Engineer, Green Infrastructure	\$150
	Clay Sweger, AICP, LEED AP	Urban Planner	\$110
	Onelia Lazzari, AICP, Principal	Urban Planner	\$150
	Marsha Swider, ASLA	Landscape Designer	\$70
	Ralph Hilliard	Land Use Planner, Zoning	\$65

SCHEDULE & BUDGET MANAGEMENT

Our team values the trust our clients have placed in us to perform on projects. We like to think that our fulfillment of clients’ expectations accounts for our long-standing relationships with clients across the public, private, and institutional sectors. Those expectations include our deliverables, our innovative and creative solutions, as well as the way in which we work.

How we work includes our collaboration-focused communication, our timeliness, responsiveness, and our ability to respect the fees and scope of services under which we are contracted. Most of this attention to detail and protocol falls under the category of sound, client-based project management. We work with our clients to develop reasonable and achievable project schedules. We base schedules on milestones and critical paths, we build in review periods, and coordinate, when appropriate, with academic and local government calendars.

We believe in firm project deadlines, as laid out in the RFQ project schedule. Of course, unforeseen situations can, and do, arise. In these cases, our project principal and project manager work with the client to identify any necessary alterations. We also believe in our contractual commitment to deliver the agreed upon scope for the agreed upon fee. We recognize that a project’s scope can change, and are proactive in identifying with the client their occurrence and impacts to project budget and schedule.

If our team is selected we will work with the City of Gainesville to refine scope, fee, and schedule. Throughout the project, we will maintain and update the project schedule according to milestones, meetings, work periods, and review and comment periods.

QUALIFICATIONS



MKSK

PROJECT LEAD: DOWNTOWN PLANNING, URBAN DESIGN & DEVELOPMENT, ENGAGEMENT

PRIMARY CONTACT

Darren Meyer, PLA, ASLA, AICP
Principal in Charge
dmeyer@mkskstudios.com
864.626.5716

Andrew Overbeck, AICP
Project Manager
aoverbeck@mkskstudios.com
614.686.0142

OFFICE LOCATION

504 Rhett Street
Greenville, SC 29601

DISCIPLINES & AREAS OF PRACTICE

- Urban Design
- Community Planning
- Development
- Corridor Visioning
- Land Use
- Regulatory
- Transportation Planning
- Parks & Recreation Planning
- Public Space Design
- Landscape Architecture
- Community Engagement
- Environmental Graphics
- Waterfronts
- Signage & Wayfinding

MKSSTUDIOS.COM

MKSK is a collective of landscape architects, urban designers, and planners, founded in 1990, who are passionate about the interaction between people and place. We are a practice with a network of seven regional metropolitan studios in South Carolina, Michigan, Kentucky, Ohio, and Indiana. MKSK approaches planning and design with a clear understanding that each place is unique and has economic, social, environmental, historical, and cultural influences which should be explored through thoughtful, context sensitive design. We shape place to improve lives, and we share our transformational stories and the power of strong planning and design to inspire ourselves, our peers, and the world to work together for the common good. We work in cities to reimagine, plan, and design dynamic urban environments for the betterment of all.

We are strategic thinkers and bold innovators who celebrate the power of collaboration to plan and build authentic places. Our practice values the importance of social connections and the relationship of people and place. We partner with clients to create places that are socially connected, ecologically responsive, and economically sustainable. We believe in the culture of local, strive to understand the sense of place, and rely on authentic ideas.



**PASSIONATE ABOUT
PEOPLE & PLACE**

DOWNTOWN PLANNING EXPERTISE



MKSK’s planning approach focuses on helping communities fully realize their potential, by providing plans, collaborative services, design approaches, and policy tools that address each community’s specific needs and goals. Our team of highly qualified planners bring both private practice expertise, as well as a wide range of public planning experience to each project. By continually evolving planning processes and crafting individualized solutions for each community, our planners are able to create plans that clearly communicate effective strategies and facilitate success.

There are three elements that are consistent in our firm’s approach:

- A focus on high-quality planning and design;
- An inclusive, communication-based approach for coordination of stakeholder interests into a common goal;
- A strategic approach to implementation that is grounded in reality but innovative in its solutions.

These elements have directly led to renewed investment and improved quality-of-life in the places in which we have worked.

At MKSK, our planners, landscape architects, and urban designers have the unique ability to work together to bring multi-disciplinary expertise, highquality design, and achievable, real-world solutions to all planning efforts. This, combined with our firm’s focus on high-quality graphic presentations, enhances the ability of the planning studio to effectively communicate and gain consensus on plan concepts, ideas, and strategies. Our firm’s capability in 3D graphics and renderings further support communicating a vision. The end results are thoughtful, meaningful, and implementable plans that spur action and provide a framework for transformational change.

The core of our planning practice is developing strategies to address the long-term impacts of growth and redevelopment in a community, including infrastructure, fiscal impacts, community character and quality of life. It is about arming the elected officials, commission members, staff and the public with the tools and focus to set the community in the right direction. MKSK’s planning approach is to provide solutions and strategies that create quality communities that are sustainable for future prosperity.

CHATTANOOGA RIVERFRONT DISTRICT MASTER PLAN



CHATTANOOGA ONE RIVERFRONT DISTRICT MASTER PLAN



COMMUNITY OUTREACH & PUBLIC ENGAGEMENT EXPERTISE



Community involvement and engagement is a fundamental part of our urban planning and design approach. The success of the public engagement process is a critical step in building understanding, support, and ownership of focus areas that will ultimately lead to effective implementation across time.

Our team views the early stages of a planning project as a time for learning and collaboration. It is here that we invite the public and stakeholders to share with us the issues and considerations important within a community. This knowledge, and the relationships built through this process, guides our planning efforts as we develop ideas and strategies to address project issues. The testing of those ideas, through further public engagement, ultimately provides us with a consensus-based direction. Our goal is to form a shared and “living” vision. To reach this goal, we cast a wide net, which often includes residents, business interests, development community members, key stakeholders, elected officials, and public agencies. Opportunities to engage the public can be in the form of traditional open houses, forums, or focus group sessions, or online through web-based meetings, surveys, and via social media platforms.

Our public participation toolbox blends traditional methods with fresh approaches adapted to hands-on engagement together with 24-hour community information and dialogue on web-based platforms. Every project and community is unique, so for each we refine an engagement tool kit in close consultation with the Working Group.

The more traditional public participation and engagement opportunities incorporated in this process include stakeholder interviews, walking tours, and public meeting visioning workshops. Additional opportunities include:

- Interactive meetings & exhibits
- Pop-up displays
- Dedicated website & social media platforms
- Community mapping - geo locate ideas
- Tactical urbanism
- Youth activities
- DIY Meetings-in-a-Box
- Study area storefront displays and office hours
- Street stalls and kiosks at existing events
- Study area walking/bike tours
- Stakeholder and focus group meetings
- Public workshops and presentations



- 1 Greenville Unity Park Community Event, Greenville, SC
- 2 Scioto Greenways Visioning, Columbus, OH
- 3 Downtown Akron Strategic Plan Charrette, Akron, OH
- 4 Kenmore Neighborhood Community Event, Akron, OH
- 5 'Jane's Walk' Neighborhood Walking Tour, Akron, OH
- 6 Gordon Square Arts District Open House, Cleveland, OH

FLEXIBLE & EFFECTIVE METHODS OF ENGAGEMENT



In light of the current COVID-19 outbreak, engagement efforts must be carefully crafted. As necessary, we plan to utilize interactive online software and conferencing platforms to ensure we have the vital conversations and interactions needed to advance this project equitably, effectively, and appropriately. We have been using these tools effectively over the past two months to great effect for work sessions, stakeholder meetings, and larger community engagement. They include:

- Custom website modules
- Zoom conference public meetings
- Zoom conference meetings with break-out room capabilities
- Mentimeter Polling
- Google My Maps
- SurveyMonkey
- Physically Distant Community Workshop
- No Contact Engagement Strategies



Virtual Public Meeting #1 Summary



- 1 Live & Online Workshop, North Point & Alpha Loop Trail Connectivity Study, Alpharetta, GA
- 2 Safe, Physically Distanced Committee Meeting, Upper Westside CID, Atlanta, GA
- 3 Adapted In-Person Meeting, Upper Westside CID, Atlanta, GA
- 4 Client & Stakeholder Meetings on Zoom, Upper Westside CID, Atlanta, GA
- 5 Continuous Virtual Meeting, North Point & Alpha Loop Trail Connectivity Study, Alpharetta, GA
- 6 Custom Designed "Mailboxes" for No-Contact Engagement Card Drop-off, Atlanta, GA

EQUITABLE DEVELOPMENT



Policy shapes every aspect of how we live, including what and who we choose to invest in, and where. It also provides a framework and rules for how to approach the things that we share, how we share them, and when we share them. Our policy practice is rooted in the study of people, societies, cultures, and communities; and how shared rules and norms can be constructed to achieve better outcomes.

HOUSING

Recently, a broader understanding has been reached by cities, institutions, and philanthropists that quality housing is inextricably linked with better outcomes. Our practice has been working on housing-related issues for 30 years, combining nuts-and-bolts knowledge of housing development with public policy and housing’s relationship with equity—particularly access to opportunity, upward mobility, justice, and community. Housing strategies need to understand the socio-economic conditions of the community and their relationships with education, race and inclusion, and encourage investment without displacement.

EQUITY & COMMUNITY DEVELOPMENT

Our approach to planning is to first evaluate how policies, programs, and tools impact people, and then align the systems to better serve them. Community development is fundamentally about how the collective efforts of people can lead to more stable and resilient communities, and the investments we as a society make in our most precious resource—whether it is education, health care, job training, nutrition, or stable housing. As planners, we are bound by professional and ethical responsibilities to engage with historically underrepresented, marginalized, or excluded populations, including people of color, people experiencing poverty, women, the elderly, children, the LGBTQ community, and persons with disabilities--and identify how resources can better be allocated to create communities that are fair and just.

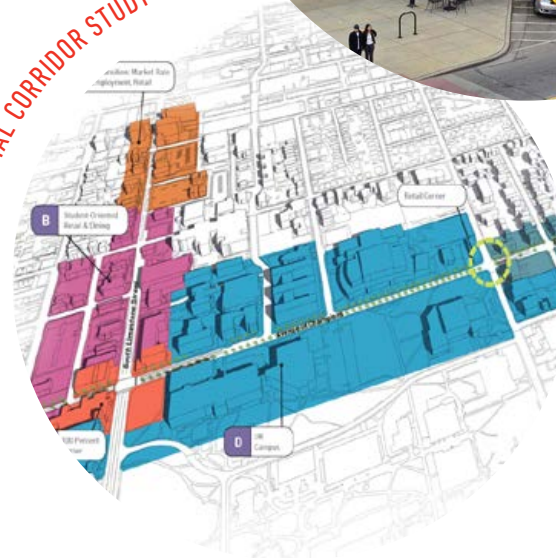
GOVERNANCE

Our philosophy is that good governance is vital to ensuring that effective partnerships, funding, and filling gaps that are not readily met by the private sector. Good governance provides accountability, transparency, and communication among lead actors, stakeholders, and the community at large. Our implementation strategies ensure that roles are defined and programs and policies enhanced, refined, or developed to best address community needs.

AKRON DOWNTOWN VISION & REDEVELOPMENT PLAN



LEXINGTON COMMERCIAL CORRIDOR STUDY



UNIVERSITY & INNOVATION DISTRICT PLANNING & DESIGN

MKSK has extensive experience in working with communities and higher education institutions to create vibrant university edge district developments and strong downtown connectivity along critical corridors. Through plans for universities, downtowns, and university districts, we work to bring together community, city, and institutional stakeholders to coordinate and leverage public and private investments that benefit everyone. Doing so allows for communities to feel a part of the university and for students, faculty and staff to feel connected to the city they are learning, teaching and living in.

Our work has involved:

- The development of public/private partnering arrangements
- The revitalization and redevelopment of historic urban “Main Streets” that surround college campuses
- The promotion of City and University to work together to attract economic development
- Pedestrian, vehicle and bikeway connectivity plans
- Consensus Building
- Organizational Coordination
- University & City partner to redevelop a neighborhood into affordable housing
- Mixed-use “edge” developments with campus serving amenities
- Streetscape enhancements and district gateways, signage and wayfinding
- University “edge” district branding strategies
- Public space development that enhances campus connectivity

Increasingly, we have also been involved in planning and implementing Innovation Districts either on, or directly adjacent to university campuses. Around the country, cities, universities and corporations have been partnering to create mixed-use districts where students, researchers, faculty, and private industry can share ideas that lead to meaningful innovation.

Innovation can come from anywhere, but tends to emerge from places where innovators (often people in institutions with resources to experiment with technologies) concentrate and interact with entrepreneurs and sources of capital that can commercialize, market, and sell useful ideas and products. Creating these environments that leverage talent, innovation and entrepreneurship are critical economic catalysts for 21st Century university and downtown development.



DEVELOPMENT STRATEGIES®

MARKET ANALYSIS & ECONOMIC DEVELOPMENT

PRIMARY CONTACT

Matt Wetli, AICP
Principal
mwetli@development-strategies.com
314.421.2800

OFFICE LOCATION

10 S Broadway, Suite 1500
St. Louis, MO 63102

DISCIPLINES & AREAS OF PRACTICE

- Market Analysis
- Economic Development Strategy
- Housing Strategy
- Land Use Strategy
- Project Support
- Public Facilitation

Development Strategies is a full-service planning and development advisory company, and takes the broadest approach to defining development—economic, real estate, community, policy, and place. It is their philosophy that cities are fundamentally composed of people first, and that the development of cities needs to continually reflect their needs, goals, and aspirations. Their mission is to work with like-minded people who believe that their site, neighborhood, district, city, or region can be made better, and engage in a dialogue about what a place can be, and what the community wants it to be.

REAL ESTATE & MARKET ANALYSIS

Real Estate shapes the places we live, work, consume, and visit, and have the power to shape land for future generations—an enormous opportunity and responsibility. Development Strategies takes both very seriously as they advise private developers, non-profits, institutions, and cities. Real estate is ultimately shaped by market needs and demands from the people who occupy buildings.

Their strategies identify genuine opportunities for capturing market demand at given locations, provide the rents and prices that can be achieved, define the real estate products (housing types, office structures, etc.) that are most marketable, and recommend concrete actions for private and public investors—often in partnership—to achieve the greatest possible impact.

It is this latter part—the underlying economics of real estate which is shaped by property owners, land values, construction costs, and lending standards—that is least understood, yet yields the greatest influence on the development and design of real estate. For this reason, Development Strategies has built a practice over 30 years to inform and guide investments in ways that are contributive to quality of place, as well as quality of life.

ECONOMIC DEVELOPMENT

A healthy economy is the engine that create the communities, places, and developments we all desire. A community can shape its economy through investments in research, education, and infrastructure, as well as what that growth can lead to, if policy is properly shaped. Company growth and hiring. Innovation. Entrepreneurship. Equity. Workforce training. Access to better paying jobs for more people. These are the elements that enable us as individuals and communities to live more stable and prosperous lives. Development Strategies will evaluate the incentives and funding mechanisms that exist, the costs associated with different efforts, and the degree to which tools can be aligned with goals of an equitable, diverse, and prosperous community.





PRIMARY CONTACT

Sergio Reyes
PE, President, Principal
352.373.3541
sreyes@edafl.com

OFFICE LOCATION

720 SW 2nd Avenue
South Tower, Suite 300
Gainesville, FL 32601

DISCIPLINES & AREAS OF PRACTICE

- Master Planning
- Innovative Permitting Strategies
- Water Quality Management
- Infrastructure Design
- Design of Stormwater Treatment Facilities
- NPDES Permitting
- Stormwater Modeling
- Grading and Drainage
- Erosion Control
- Stormwater Monitoring
- Review of Existing Stormwater Treatment Facilities
- Best Management Practices
- Local and WMD Stormwater System Permitting
- Construction Mgmt Administration & Inspection

CIVIL ENGINEERING, GREEN INFRASTRUCTURE, PLANNING SUPPORT & ZONING

eda was founded in 1976 in Gainesville, Florida, and has been here ever since - growing and thriving as a small, minority-owned business. Their sole focus is providing professional Urban Planning, Civil Engineering and Land Surveying services to Gainesville and the immediate surrounding areas. In their over 40 years of hard work, the firm’s experience includes hundreds of projects performed under both public and private service contracts, and the team is prepared to provide the City of Gainesville with the same quality and attentiveness that they always have.

Their extensive local knowledge and experience will prove a valuable asset in the creation of the Downtown Gainesville Strategic Master Plan. Their office location in the Innovation District places them in the middle of the action, with a unique, relevant vantage point to the needs of both Downtown and the University of Florida.

Civil engineering is the cornerstone of eda’s host of services provided to their clients. These services include infrastructure feasibility studies and reports, utility and stormwater design and permitting, site assessments, and related civil engineering design. In addition, eda staff includes a LEED® Accredited Professional with background in projects designed for energy efficiency.

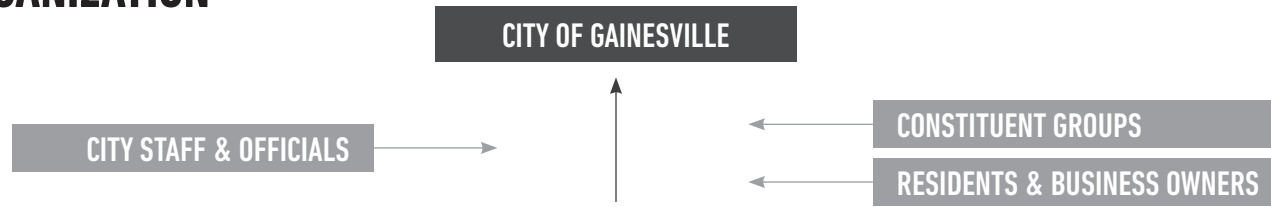
eda has a successful record of accomplishments in executing multiple, concurrent projects and continuing services contracts, including with the City of Gainesville, GRU, and the Gainesville CRA. They sustain a high rate of repeat clientele due to their successful efforts to work as an extension of their client’s staff, and their ability to collaborate in-house and across disciplines throughout project phases. These clients can attest to the quality of service and attentiveness that eda provides for each project on a continual basis. eda has a proven record of ability to meet the needs of their public sector clients. eda currently maintains several planning services contracts for other similarly sized communities with similar geographic profiles and demographics in:

Gainesville Regional Utilities	Since 1992
City of Gainesville	Since 2014
Gainesville Community Redevelopment Agency	Since 2014
City of Alachua	Since 2008
City of Hawthorne	Since 2018
City of Newberry	Since 2016
City of Waldo	Since 2018
City of Hawthorne	Since 2018
Town of Fort White	Since 2020

eda is a certified Small Business Enterprise in Alachua County, a Minority Business Enterprise in the State of Florida, and a Qualified Local Small Business by the City of Gainesville.



PROJECT TEAM ORGANIZATION



PROJECT LEADERSHIP



Darren Meyer
PLA, ASLA, AICP
Principal in Charge
Urban Designer
Landscape Architect



Andrew Overbeck
AICP, Principal
Project Manager
Principal Planner



Matt Wetli
AICP, Principal
Lead Development Advisor

PROJECT TEAM



Brad Strader
Principal, AICP, PTP
Transportation & Multimodal
Planner



Donny Zellefrow
Project Planner
Urban Designer



Luis Huber-Calvo
AICP, Associate
Urban Designer
Project Planner



Juliana Silveira
Urban Designer
Community Engagement



Niels Braam
Associate
Environmental Graphic
Design, Signage & Wayfinding



Justin Carney
AICP, Principal
Engagement & Governance



Brian Licari
Associate
Economic Development
Analyst



Sergio Reyes
PE, President, Principal
Civil Engineer



Clay Sweger
AICP, LEED AP
Urban Planner



Onelia Lazzari
AICP, Principal
Urban Planner



Marsha Swider
ASLA
Landscape Designer



Ralph Hilliard
Land Use Planner

PRINCIPAL IN CHARGE / LANDSCAPE ARCHITECT / URBAN DESIGNER



MKSK

DARREN MEYER
PLA, ASLA, AICP, PIRNCIPAL

EDUCATION

Bachelor of Landscape Architecture, Ball State University

REGISTRATION & LICENSES

Registered Landscape Architect: SC, NC, TN, OH, AL, MN, VA
Certified Urban Planner, AICP

PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects
Urban Land Institute
International Downtown Association

EXPERIENCE

From the planning of communities and promoting projects that champion community wellness and sustainability to the details of public open spaces, Darren’s professional experience is at the intersection of complex infrastructure and community life. His approach starts with identifying and understanding the strengths of place and people, and then building on those assets to create healthy environments and stronger communities. Darren serves as a Principal and lead of the Greenville office of MKSK. He has deep experience in leading large, multidisciplinary teams to tackle complex urban challenges. He has served as the active and engaged leader of both planning and constructed projects bringing proven experience in all aspects of project implementation.

CHATTANOOGA RIVERFRONT DISTRICT MASTER PLAN

CHATTANOOGA, TENNESSEE

MKSK is leading a multidisciplinary team to conduct a comprehensive master planning and programming study of the Riverfront District. The study includes a robust stakeholder/public engagement process to solicit community input to help define the vision for the district. Recommendations will include urban design, physical planning and improvements, economic development and strategies for branding, marketing, placemaking and programming.



CREATIVE CAMPUS DISTRICT FRAMEWORK PLAN, DEVELOPMENT & IMPLEMENTATION

COLUMBUS, OHIO

MKSK created a comprehensive approach to planning for the sprawling warehouse district of Columbus, Ohio through the creation of the Creative Campus. Building on institutional anchors in the district, MKSK worked closely with neighborhoods and area stakeholders to discern and develop a strong placemaking strategy that created both identity and economic value.



UPPER WESTSIDE CID MASTER PLAN

ATLANTA, GEORGIA

MKSK is leading an effort in the Upper Westside neighborhood of Atlanta. The area has experienced decades of recent growth and population change, but the physical infrastructure has not evolved to meet the area’s changing needs. MKSK is working to develop a framework and master plan that will guide the quality of urban life and development in the district.



REEDY RIVER REDEVELOPMENT AREA & UNITY PARK

GREENVILLE, SOUTH CAROLINA

MKSK provided for the City of Greenville an action-oriented plan to create great public spaces and align the trajectory of future development with the goals of the community. A core component of the plan included a signature city park, affordable housing strategy, and form-based code.



PROJECT MANAGER / URBAN PLANNER



MKSK

ANDREW OVERBECK
AICP, PRINCIPAL

EDUCATION

Master of City and Regional Planning, The Ohio State University
Bachelor of Arts in Politics, Earlham College

REGISTRATION & LICENSES

Certified Urban Planner, AICP

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners
American Planning Association
Urban Land Institute

EXPERIENCE

Andrew takes a collaborative approach to developing effective plans that address complex urban issues and identify catalytic projects. Andrew has completed transformational municipal planning, long-range planning, urban design, streetscape, alternative transportation, urban parks, and campus master plan projects. He has worked in cities throughout the region on downtown plans and public realm improvements with a focus on urban revitalization, sustainability, and connectivity. As an adjunct faculty member at OSU's Knowlton School of Architecture, he leads studios on sustainability, equity, traffic calming and low-stress bike networks. Matching his strong background in research, writing, and graphic design with his ability to facilitate public discussion and discourse, Andrew is able to effectively communicate and build consensus for solutions that enhance and invigorate cities and neighborhoods.

CHATTANOOGA RIVERFRONT DISTRICT MASTER PLAN

CHATTANOOGA, TENNESSEE

MKSK is leading a multidisciplinary team to conduct a comprehensive master planning and programming study of the Riverfront District. The study includes a robust stakeholder/public engagement process to solicit community input to help define the vision for the district. Recommendations will include urban design, physical planning and improvements, economic development and strategies for branding, marketing, placemaking and programming.



ARENA DISTRICT MASTER PLAN

TULSA, OKLAHOMA

This planning process assesses the current state of the Arena District, evaluates the potential of public infrastructure investments, creates a system of engaging public spaces and streets, and provides a market-based & phased roadmap for future decisions.



DOWNTOWN COLUMBUS RIVERFRONT COLUMBUS, OHIO

Born out of his leadership on the Downtown Columbus Strategic Plan, Andrew was the Lead Planner on the Scioto Greenways Plan, which removed two low-head dams and added 33 acres of park space. Andrew played an integral role in involving public and private stakeholders in the design and implementation of this award-winning project.



LOUISVILLE DOWNTOWN MASTER PLAN LOUISVILLE, KENTUCKY

MKSK led a planning team of economic development, urban design, and market analysis specialists to develop a focused plan for Downtown that advances business development and housing strategies, addresses urban form and connectivity, and identifies catalytic projects for redevelopment and reinvestment.



LEAD DEVELOPMENT ADVISOR



DEVELOPMENT STRATEGIES®

MATT WETLI
AICP, PRINCIPAL

EDUCATION

Master of City and Regional Planning, The Ohio State University
Bachelor of Geography and Planning, University of Toledo

REGISTRATIONS

American Institute of Certified Planners (AICP)

PROFESSIONAL AFFILIATIONS

American Planning Association

EXPERIENCE

Matt has a passion for identifying, visualizing, and helping cities act on opportunities to create great places, with an emphasis on urban redevelopment and revitalization. His focus has been in understanding the economic, market, physical, and policy conditions that result in vibrant, mixed-use communities. He advocates for a holistic approach in which economic and community development strategies complement physical, real estate, and design-based revitalization efforts. Matt keeps an eye toward the future, and is eager to understand ways in which the changing demographic landscape is shaping opportunities, and how investments in people, places, and buildings can enable communities to evolve and achieve their potential as economically thriving and livable places.

DOWNTOWN EVANSVILLE STRATEGIC PLAN EVANSVILLE, INDIANA

Working closely with the newly-formed Downtown Evansville Development Corporation (DEDC) and Economic Improvement District to create a development strategy for a fuller revitalization of Downtown Evansville, Development Strategies' role was to evaluate current market conditions, identify and evaluate the economic feasibility of key catalytic projects, and develop an implementation strategy.



DOWNTOWN TOLEDO MASTER PLAN TOLEDO, OHIO

Development Strategies provided market analysis and strategy for the downtown planning effort led by MKSK. Based on market findings, recommendations were made that focused start up office development in the warehouse district, different types of housing in Hensville, the CBD, and warehouse district, and a hospitality strategy that targeted different visitors to the waterfront, convention center, and ballpark.



DOWNTOWN LOUISVILLE CATALYST STRATEGY LOUISVILLE, KENTUCKY

Development Strategies served as sub-consultant to MKSK to provide market and feasibility analysis of new mixed-use residential and retail properties on four opportunity sites identified by the Louisville Downtown Partnership. Financial feasibility of various development scenarios was provided for each opportunity site to assess the need for additional public subsidies or development incentives, as well as the potential for various mixed-income projects.



ECONOMIC ENHANCEMENT STRATEGY LEXINGTON, KENTUCKY

Development Strategies partnered with MKSK to craft an economic enhancement strategy for two critical urban corridors between the University of Kentucky and Downtown Lexington. A market supported district and branding framework was created that enabled two corridors to capture market support for different groups (including student and non-student) and different uses (including retail, residential, and hotel). Detailed development planning was undertaken for several catalyst sites.



TRANSPORTATION & MULTIMODAL CONNECTIVITY PLANNER



MKSK

BRAD STRADER
AICP, PTP, PRINCIPAL

EDUCATION

Bachelor of Urban Planning, with Honors, Michigan State University

REGISTRATION & LICENSES

Certified Urban Planner, AICP
Fellow, Institute of Transportation Engineers (FITE)
ITE Certified Professional Transportation Planner (PTP)

EXPERIENCE

Brad has over 35 years of experience in community planning, land use planning, redevelopment, transportation networks planning and design throughout Michigan and other states. Brad advocates linking land use with multi-modal transportation and design to create vibrant places. Brad's clients have included counties, regional planning agencies, cities, health care and higher education institutions, and some of Michigan's most noted developers. He is currently an advisor to the Michigan Economic Development Corporation (MEDC) certified Redevelopment Ready Community program to help link transportation with economic development.

DOWNTOWN MOBILITY & ACCESSIBILITY PLAN DETROIT, MICHIGAN

The Southeast Michigan Council of Governments has partnered with the City of Detroit to develop a strategy for multi-modal accessibility and mobility for the downtown area. MKSK is leading a multidiscipline team to assess and enhance access to and movement around the downtown for employees, visitors, and residents.



SHAPING THE AVENUE LANSING, MICHIGAN

MKSK was part of a multi-firm project team to develop the form-based code, street, and streetscape design options. MKSK coordinated and facilitated a series of hands-on public workshops with a different focus for each community. Using an interactive street design activity developed by MKSK, community stakeholders and the public had the opportunity share their feedback on street design options following an orientation on 'best practices.'



MAYFIELD ROAD CORRIDOR MULTIMODAL PLAN SOUTH EUCLID, LYNDHURST, MAYFIELD HEIGHTS, CLEVELAND HEIGHTS, OHIO

MKSK is leading a multidisciplinary team through the planning and community engagement process. The team is exploring the feasibility of reconfiguring portions of this multi-lane roadway to allocate space for other modes such as transit and bicycles, improvements to the pedestrian realm and street crossings, and access management strategies.



HIGHLAND PARK DOWNTOWN STRATEGIC PLAN HIGHLAND PARK, MICHIGAN

Highland Park is a historic community whose boundaries are wholly encompassed by the city of Detroit. The plan takes a detailed look at early opportunity, low risk/ high reward projects that bring the community together and prove the development market. Initiatives include tactical infrastructure including bike lanes and programs such as a pop-up outdoor movie theater and civic square for music, dancing, public art, food and beverage.



PROJECT PLANNER / URBAN DESIGNER



MKSK

DONNY ZELLEFROW

EDUCATION

Master of Landscape Architecture, University of Pennsylvania
Bachelor of Urban Planning, University of Cincinnati

PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects

EXPERIENCE

Authentic and unexpected design is Donny's passion. He believes this is achieved through meaningful engagement, rigorous research, and fearless creativity. Donny's work explores the power of ecology, the promise of technology, and the strength of community. His explorations range in scale from that of a single paver to an entire city and have taken him across the U.S. and through Spain, Colombia, and China. Before MKSK, Donny was a designer at SWA Group* in Dallas, Texas. While in Dallas, he and other local designers founded the initiative 'Design Future Dallas' to unite local creatives and collectively explore visions of the city's future. His work has been featured by Texas Architect, the Dallas Observer, and CBS Dallas and has been recognized by the Texas chapter of the American Society of Landscape Architects as well as both the Texas and Atlanta chapters of the American Institute of Architects.

REEDY RIVER REDEVELOPMENT AREA & UNITY PARK

GREENVILLE, SOUTH CAROLINA

MKSK provided for the City of Greenville an action-oriented plan to create great public spaces and align the trajectory of future development with the goals of the community. A core component of the plan included a signature city park, affordable housing strategy, and form-based code.



ALPHARETTA PLACEMAKING PLAN

ALPHARETTA, GEORGIA

MKSK is preparing a Creative Placemaking Plan to stimulate investment and improve safety and walkability along the North Point Parkway corridor. The plan recommends a diversity of types of creativity and public art to enrich the corridor environment as well as create an interactive destination.



CHATTANOOGA RIVERFRONT DISTRICT MASTER PLAN

CHATTANOOGA, TENNESSEE

MKSK is leading a multidisciplinary team to conduct a comprehensive master planning and programming study of the Riverfront District. The study includes a robust stakeholder/public engagement process to solicit community input to help define the vision for the district. Recommendations will include urban design, physical planning and improvements, economic development and strategies for branding, marketing, placemaking and programming.



UPPER WESTSIDE CID MASTER PLAN

ATLANTA, GEORGIA

MKSK is leading an effort in the Upper Westside neighborhood of Atlanta. The area has experienced decades of recent growth and population change, but the physical infrastructure has not evolved to meet the area's changing needs. MKSK is working to develop a framework and master plan that will guide the quality of urban life and development in the district.



URBAN DESIGNER / PROJECT PLANNER



MKSK

LUIS HUBER-CALVO
AICP, ASSOCIATE

EDUCATION

Master of Urban Planning, University of Louisville
Bachelor of Architecture, Southern Polytechnic State University

REGISTRATION & LICENSES

Certified Urban Planner, AICP

PROFESSIONAL AFFILIATIONS

American Planning Association
Congress for New Urbanism

EXPERIENCE

Luis is an urban planner who specializes in translating intricate and complex planning issues to a general audience through verbal, written, and graphic communication. He uses his understanding of building form and his background in architectural design to provide a well-rounded approach to urban planning and design. As an advocate of community-driven planning, Luis emphasizes the use of creative public engagement tools to reach consensus among residents, stakeholders, and cities. Luis strives to generate planning documents and graphics that both educate and inspire and that are consistent with a community's goals and values. He has worked in several downtown plans for cities of variable sizes across the Midwest and has overseen planning projects that range from the site-specific to the regional level. Luis finds his inspiration from the richness in the diversity of urban neighborhoods and the people that continue to make them vibrant and exciting places to live.

BUTCHERTOWN, PHOENIX HILL & NULU NEIGHBORHOOD PLAN, LOUISVILLE, KENTUCKY

An on-going neighborhood planning effort - the Butchertown, Phoenix Hill, and NuLu Neighborhood Plan - will look at these three communities to create a guiding document for future growth. The nine month process will include an innovative engagement strategy that relies on both online and on-the-ground mobilization, supported by a Neighborhood Advisory Group of community leaders and stakeholders.



REEDY RIVER DEVELOPMENT AREA & UNITY PARK

GREENVILLE, SOUTH CAROLINA

MKSK provided for the City of Greenville an action-oriented plan to create great public spaces and align the trajectory of future development with the goals of the community. Core components of the plan included a signature city park, affordable housing strategy, and form-based code.



DOWNTOWN LOUISVILLE MASTER PLAN

LOUISVILLE, KENTUCKY

MKSK led a planning team of economic development, urban design, and market analysis specialists to develop a focused plan for Downtown that advances business development and housing strategies, addresses urban form and connectivity, and identifies catalytic projects for redevelopment and reinvestment.



HIGHLAND PARK STRATEGIC PLAN

HIGHLAND PARK, MICHIGAN

Highland Park has been impacted by the nation's manufacturing decline and recession. MKSK was engaged to develop a strategic investment plan that would guide development activities in the city's TIF district over the next 5-10 years. The plan takes a detailed look at early opportunity, low risk/ high reward projects that bring the community together and prove the development market.



URBAN PLANNER / COMMUNITY ENGAGEMENT



MKSK

JULIANA SILVEIRA

EDUCATION

Master of Community Planning, University of Cincinnati
Bachelor of Architecture and Urban Planning, Universidade Federal de Pernambuco, Recife, Brazil

PROFESSIONAL AFFILIATIONS

American Planning Association
APA Ambassador, Columbus 2018
Congress for the New Urbanism

EXPERIENCE

Juliana is a multi-lingual architecture and planning professional with international and cross-cultural experience. Juliana matches her focused expertise in comprehensive, community-wide, and site specific planning with her strong background in G.I.S. mapping and analysis and design. Juliana has more than 10 years of experience including neighborhood plans, development, and open space plans. Juliana is a frequent lecturer at the Neihoff Community Design Center in Cincinnati and has lectured on community driven placemaking at the National Main Street Conference in 2014 and the recent 2016 Cincinnati Chapter Allor Planning Conference. She has successfully taken active part in creative work and has had personal contact with clients discussing project goals and final project results. Juliana prides herself on being a team player with strong attention to detail and organization.

KENMORE NEIGHBORHOOD PLAN

AKRON, OHIO

MKSK helped to create a neighborhood plan to leverage funding opportunities and create improvements over the near and long term. Informed by a retail market study and in collaboration with various neighborhood and community organizations, the resulting neighborhood plan takes a holistic look at Kenmore.



MIDDLEBURY NEIGHBORHOOD PLAN

AKRON, OHIO

The Plan takes a comprehensive look at the state of Middlebury and developing strategic recommendations for neighborhood enhancement and improvements. The Plan was completed in 2018 and implementation is underway.



WALNUT HILLS NEIGHBORHOOD

REINVESTMENT STRATEGY

CINCINNATI, OHIO

The community-based process created a targeted and action-oriented investment plan that built upon previous planning efforts and would foster equitable development and quality of place.



WALNUT HILLS FIVE POINTS ALLEY

WALNUT HILLS, CINCINNATI, OHIO

MKSK teamed with Walnut Hills Redevelopment Foundation and community partners to turn this abandoned urban site into a community gathering space for the neighborhood. Five Points helps improve pedestrian connectivity and reclaim the forgotten space into an asset for the community to host gatherings and events.



ENVIRONMENTAL GRAPHIC DESIGN, SIGNAGE & WAYFINDING



MKSK

NIELS BRAAM
ASSOCIATE

EDUCATION

Bachelor of Arts, Journalism/Advertising Program, University of Oregon

PROFESSIONAL AFFILIATIONS

Society for Environmental Graphic Design (SEGD)

EXPERIENCE

Niels has more than 16 years of experience servicing the environmental graphic design needs of businesses and institutions. Engaged from concept ideation through production and installation, his work includes interior and exterior wayfinding analysis, planning and design, exhibit and environmental graphic design, branding, and donor recognition. With his previous firm, Niels successfully designed and implemented interior and exterior environmental graphics programs for Huntington Bank, The Ohio State University, as well as signage programs for Case Western Reserve University, Wake Forest University and Denison University. With MKSK, he is currently leading similar projects for the Columbus Museum of Art and the National Museum of the United States Air Force in Dayton, Ohio.

OPEN SPACES CAPE MAY COUNTY PROGRAM BRANDING

CAPE MAY COUNTY, NEW JERSEY

As part of the effort to raise awareness of the program, MKSK developed a new program identity system. The identity system was developed following an in-depth strategic discovery process which included a detailed county-wide site audit and multiple stakeholder engagement sessions. The identity system consists of a logo, color palette, fonts, and five distinct patterns inspired by the program's services and the County's natural features.



ESSENCE OF ATHENS

ATHENS COUNTY, OHIO

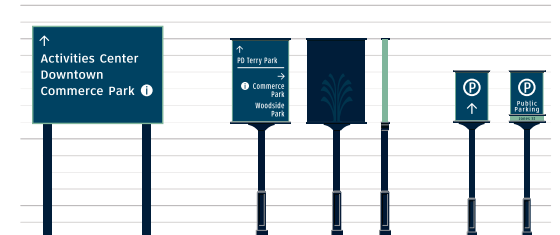
The Essence of Athens Plan is a compilation of community placemaking concepts to communicate the uniqueness of Athens. MKSK provided design services to further develop and communicate those concepts through a family of civic environmental graphics projects.



FOUNTAIN INN COMMUNITY WAYFINDING

FOUNTAIN INN, SOUTH CAROLINA

MKSK developed a wayfinding plan that leverages the historic and cultural assets of the community in order to curate the visitor experience. The project included an audit of the existing vehicular and pedestrian wayfinding signage and the refinement of the existing community identity system. A comprehensive sign package was developed that included community/district gateways, directional trailblazers, and parking signage.



COLUMBUS MUNICIPAL CAMPUS

PEDESTRIAN WAYFINDING

COLUMBUS, OHIO

The pedestrian wayfinding system consists of 11, two-sided monolith signs. Each sign presents a hierarchy of information to help visitors find where they are and where they need to go. Directional listings point to buildings and incorporate illustrations to help identify buildings while the You Are Here map helps users orient themselves to the campus and identifies the locations of building entrances.



ENGAGEMENT & GOVERNANCE



DEVELOPMENTSTRATEGIES®

JUSTIN CARNEY
AICP, PRINCIPAL

EDUCATION

Master of Urban and Regional Planning, University of Iowa
Bachelor of Art, US History, Clarke University

REGISTRATION & LICENSES

Certified Urban Planner, AICP

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners
American Planning Association
International Downtown Association

EXPERIENCE

Through years of strategic planning, Justin has developed a deep understanding of the complex interplay of issues facing communities, and brings a multi-faceted approach to creating workable solutions. He has broad experience in overseeing neighborhood, housing, land use, and transportation strategies, and has cultivated a role as a valued policy advisor on a variety of regionally-significant plans and initiatives. His experience informs a strong understanding of public sector needs, implementation capability, and effective communication. At the core of Justin's planning philosophy is the desire to integrate meaningful public and stakeholder involvement into all phases of planning, leveraging his unique skills at uniting different stakeholders under a shared vision and set of goals.

TULSA CENTRAL AREA EQUITABLE HOUSING STRATEGY TULSA, OKLAHOMA

The City of Tulsa hired Development Strategies to conduct a housing market demand study and strategy focusing on Tulsa's Downtown and surrounding neighborhoods to understand what specific housing needs are and how to align limited city resources in a strategic way to address those needs over the next five to ten years.



COMPREHENSIVE CODE UPDATE KIRKWOOD, MISSOURI

The City of Kirkwood hired a team lead by Development Strategies to update its zoning, subdivision, and sign codes. This comprehensive code update focused on compatibility of residential in-fill development and downtown character, and aligned the regulations with recent changes to state law and updates to the City's comprehensive plan and downtown plan.



DOWNTOWN/NOTO MARKET STUDY TOPEKA, KANSAS

After recent significant investment by the public and private sectors to focus on creating a destination that would also support broader economic development goals, Development Strategies provided a detailed market analysis and strategy, including ten strategies to help Downtown Topeka, Inc. and its partner support this potential development.



FERGUSON COMPREHENSIVE MASTER PLAN FERGUSON, MISSOURI

Development Strategies is leading a team to update Ferguson's Comprehensive Plan. With an emphasis on equity, neighborhood stabilization, and corridor development, this plan looks to align resources and current initiatives to create a strategy that empowers all stakeholders to take action to achieve the City's goals.



ECONOMIC DEVELOPMENT STRATEGIST



DEVELOPMENT STRATEGIES®

BRIAN LICARI
ASSOCIATE

EDUCATION

Master of Urban Planning, New York University

PROFESSIONAL AFFILIATIONS

American Planning Association
International Economic Development Association

EXPERIENCE

Brian's pursuit of a career in urban planning has always been motivated by a desire to help revitalize urban communities by developing strategies for job creation and housing development, but also empower individuals through art, vibrant public spaces, education, and public health. Through his diverse background in the public, private, not-for-profit, and academic sectors, he has experience with evaluating the needs and motivations of stakeholders at all levels and is always driven by facilitating consensus building and developing collaborative solutions. Brian's primary assignments at Development Strategies include economic impact assessments and strategies, economic and business development planning and strategies, industry cluster analysis, housing policy strategies, real estate appraisal for affordable and market rate properties, highest and best use analysis, community planning studies, and both project-specific and community-wide market analyses.

DOWNTOWN AKRON MASTER PLAN

AKRON, OHIO

DS provided market analysis and strategy for the downtown planning effort led by MKSK. Strategies included market-supported strategies for several existing and new districts, including rehabbing historic buildings into housing to target young professionals in the Bowery District, new housing to target empty nesters in Northside, and an enhanced hospitality environment near the convention center and CBD.



DOWNTOWN TOLEDO MASTER PLAN

TOLEDO, OHIO

DS provided market analysis and strategy for the downtown planning effort led by MKSK. Based on market findings, recommendations were made that focused start up office development in the warehouse district, different types of housing in Hensville, the CBD, and warehouse district, and a hospitality strategy that targeted different visitors to the waterfront, convention center, and ballpark.



SMALL BUSINESS AND ENTREPRENEURSHIP ASSESSMENT

COLUMBUS, OHIO

DS worked with Next Street to analyze the small business and entrepreneurial ecosystem in Columbus. DS provided a neighborhood-level analysis with a focus on small business distribution by sector, land use patterns, and market conditions as well as a benchmarking analysis of Columbus' small business activity compared to its peers.



COMPREHENSIVE PLAN

ASHEVILLE, NORTH CAROLINA

Working closely with lead firm, Development Strategies contributed to the comprehensive planning efforts by providing a market and economic framework, identifying catalyst sites and districts, and providing housing affordability and economic diversification strategies.



CIVIL ENGINEER, GREEN INFRASTRUCTURE



SERGIO REYES
PE, PRESIDENT, PRINCIPAL

EDUCATION

Bachelor of Civil Engineering, St. Thomas University, Bogota, Colombia

REGISTRATION & LICENSES

Professional Engineer: FL (47311)
FDOT MOT Certification

PROFESSIONAL AFFILIATIONS

American Society of Civil Engineers (ASCE)
American Water Works Association
Former Alachua County Planning and Zoning Board Member

EXPERIENCE

Mr. Reyes has been a crucial member of eda's team of engineers for the past 28 years. Throughout his nearly 40 years of total engineering experience, he has worked with public and private sector clients to provide solutions to their varied development needs, from small office buildings and restaurants to large subdivisions and shopping centers. Mr. Reyes provides roadway, utility, and stormwater design for several agencies, including Gainesville Regional Airport, Alachua County Public Works, and the City of Alachua. He is also the Project Manager for annual contracts with Alachua County, Gainesville Regional Utilities, City of Gainesville, City of Newberry, City of Hawthorne, City of Waldo, and the Cedar Key Water and Sewer District.

HYATT PLACE

GAINESVILLE, FLORIDA

Designed, prepared and submitted a complete Development Plan package to the City of Gainesville. Deliverables included fully engineered civil construction plans for the project and supporting documents from sub-consultants. eda Mr. Reyes represented the client at meetings with regulatory agencies and addressed all review comments.

PORTER'S SW 5TH AVENUE SIDEWALK

GAINESVILLE, FLORIDA

Provided civil engineering services to the CRA for a streetscape project along a portion of SW 5th Avenue in the historic Porters neighborhood which connects the community to several nearby amenities including Depot Park, and the Innovation District. This well-traveled corridor had a lack of pedestrian amenities making it difficult to safely traverse. The project included significant community input, leading to the design, permitting and construction of an improved pedestrian streetscape.

HUB ON CAMPUS

GAINESVILLE, FLORIDA

Designed, prepared, and submitted a complete Development Plan submittal package for a mixed-use building with 155,720 residential sf (109 units and 413 bedrooms), and 9,607 sf of retail. Located at 1131 W University Avenue, one block from campus this project's city submittal included fully engineered construction plans. eda also coordinated with the Water Management District and GRU for permitting the stormwater system and master utility plan.

CELEBRATION POINTE

GAINESVILLE, FLORIDA

Provided Civil Engineering services for the 240 +/- acre Transit Oriented Development. At build-out, the project will have 2,225 residential units, 896,000 SF of non-residential uses, and significant off-site road and utility improvements. Projects include the SW 42nd Way roundabout, Archer Braid Trail, and various commercial and residential block developments. eda has also modified the approved Master Development Plan with Alachua County to further expand and intensify the project.



URBAN PLANNER



CLAY SWEGER
AICP, LEED AP

EDUCATION

Master of Urban and Regional Planning, University of Florida
Bachelor of Political Science, University of Florida

REGISTRATION & LICENSES

Certified Urban Planner, AICP
LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

American Planning Association

EXPERIENCE

In his 15 years as the Director of Planning at eda, Clay Sweger has been involved in a wide variety of land planning projects, including master planning, large- and small-scale land use change applications, master planning, planned development applications, code and comprehensive plan text amendments, and rezoning requests in the North Florida area. In addition to private sector clients, Mr. Sweger has extensive public sector experience, including several projects with the University of Florida, Gainesville Regional Utilities, City of Archer, Gainesville CRA, City of Alachua, and City of Newberry as a Planning Consultant. He also holds a FDOT qualification to provide urban planning services.

GAINESVILLE CRA POWER DISTRICT GAINESVILLE, FLORIDA

Prepared a Comprehensive Plan Future Land Use Map Amendment and Rezoning application within the Power District in downtown Gainesville. These services, provided on behalf of the CRA, proposed a change to a mixed-use land use/zoning district (UMU-2) to allow for the redevelopment of the project site from abandoned industrial to a mix of commercial, office, civic and residential uses.

GRU EASTSIDE OPERATIONS CENTER GAINESVILLE, FLORIDA

Provided planning and engineering for the planned development of 280,000 SF of building area on a 118-acre parcel located on N. Main Street. Services included rezoning the parcel, preparation of a Zoning Master Plan a revised 100-Year Flood Plain Map, and an engineering review that included conceptual drainage analysis.

GRU DEERHAVEN GENERATING STATION GAINESVILLE, FLORIDA

Prepared a Public Services (PS) rezoning application for the Deerhaven Generating Station, which included a Zoning Master Plan for the power plant facility located on ~1,100 acres. The Master Plan listed all permitted uses within the facility and indicated the location of all existing and future activities, along with associated development standards.

GAINESVILLE-ALACHUA COUNTY REGIONAL AIRPORT MASTER PLAN UPDATE GAINESVILLE, FLORIDA

Prepared an Airport Master Plan update which included an inventory of all existing facilities, environmentally sensitive areas and potential aeronautical and non-aeronautical development areas within and around the ~1,800 acre airport property. The plan also involved a master development plan to assist the airport in marketing developable properties.



URBAN PLANNER



ONELIA LAZZARI
AICP, PRINCIPAL

EDUCATION

Master of Urban and Regional Planning, Florida State University
Bachelor of Political Science, Florida State University

REGISTRATION & LICENSES

Certified Urban Planner, AICP

PROFESSIONAL AFFILIATIONS

American Planning Association (APA)
San Felasco Section of Florida APA
Yellowstone Forever, Member
Nature Conservancy, Member

EXPERIENCE

Ms. Lazzari has extensive public sector experience, including supervision of the City of Gainesville’s comprehensive planning efforts, creation and implementation of the City of Gainesville Transportation Concurrency Exception Area and Transportation Mobility Program Area, review of transportation studies, statistical and demographic analysis, population projections, land development code updates, text changes to the City’s Comprehensive Plan, future land use map and rezoning changes for the City of Gainesville, review of future land use map and rezoning change requests, and review of development plans for compliance with regulations. Recent project experience includes land use amendments, rezoning changes, due diligence reports, site planning, and comprehensive plan text amendments.

SUPERVISION OF COMPREHENSIVE PLAN UPDATE

GAINESVILLE, FLORIDA

Updated the Plan to reinforce the City’s efforts for redevelopment, environmental protection, transportation mobility, and effective planning implementation. The process involved community meetings and input, coordination with City and outside agency departments, and public hearings for all the Comprehensive Plan elements.



LAND DEVELOPMENT CODE UPDATE & COMPREHENSIVE PLAN AMENDMENTS

GAINESVILLE, FLORIDA

Proposed revisions to implement a form-based Code for major portions of the City of Gainesville. The updates involved creation of new zoning districts and land use categories and regulations to reflect the desired urban form and design for redevelopment and new development in the community.



COMPREHENSIVE PLAN EVALUATION & APPRAISAL SUBMITTAL PROCESS

GAINESVILLE, FLORIDA

Supervised a team of Planners who reviewed each element of the Comprehensive Plan for the need for new policies to reflect community goals and consistency with State requirements.



**Goals,
Objectives
& Policies**

URBAN VILLAGE TEXT CHANGES & REZONING

GAINESVILLE, FLORIDA

Created the Comprehensive Plan policies and implemented rezoning district regulations for a 396-acre area annexed into the City of Gainesville. The new regulations recognized that the area was already developed and needed a mechanism to guide redevelopment for improved urban form and design.



LANDSCAPE DESIGNER



MARSHA SWIDER
ASLA

EDUCATION

Bachelor of Landscape Architecture, Texas A&M University

PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects
Urban Land Institute, Gainesville, Co-Chair
Urban Land Institute, Gainesville, Young Leadership Group Chair

EXPERIENCE

Marsha has nearly a decade of multidisciplinary experience in the states of Texas, Georgia, and Florida, and is well versed in both the public and private sectors of development. She joined eda in early 2019 as a Project Manager for the Department of Landscape Architecture to provide full-service urban design and landscape architecture functions to the firm. She has led a variety of local, state, and national projects that initiate creative collaboration between public agencies and private developers. She is passionate about the community engagement process and believes that thoughtful design is best implemented with the end users in mind.

BUCKHEAD REDEFINED

ATLANTA, GEORGIA

The BUCKHEAD REDEFINED Atlanta Regional Commission Livable Centers Initiative 15-Year Plan Update offered an implementable framework for accommodating inevitable growth by transforming the community transportation infrastructure from a place designed around the automobile to a more vital urban center focused on the pedestrian experience and mobility options.



GREER COMMUNITY MASTER PLAN

GREER, SOUTH CAROLINA

This Community Master Plan sought to create a community-wide vision to guide growth and development; improve the stability, physical condition, and economic well-being of the city; and make Greer a more livable and sustainable community of choice. The planning process combined existing market analyses, community visioning and outreach meetings, the identification of planned focus areas, and implementable action plan.



PERIMETER COMMUNITY IMPROVEMENT DISTRICTS (PCID) CONSOLIDATED PLAN

ATLANTA, GEORGIA

This comprehensive planning process reviewed and combined over 60 previous planning initiatives into a single, cohesive, strategic plan. It is the culmination of a process that reengaged PCIDs' Board Members, local elected officials, and key staff from area jurisdictions. The refined master plan guides the PCIDs' allocation of resources, activities, and capital investments over the next 5-10 years.



ONE JACKSON CIVIC MASTER PLAN

JACKSON, TENNESSEE

A comprehensive, community-driven guide that bridges the City's past plans and sets the course for development and growth in Jackson for future decision-making, serving as a guide for land use, capital investment, zoning, and subdivision regulations.



LAND USE PLANNER, ZONING



RALPH HILLIARD

EDUCATION

Master of Urban and Regional Planning, University of Florida
Bachelor of Business Administration, Mississippi Valley State University

EXPERIENCE

Development Services, Land Use and Community Engagement professional with over 30 years of experience in the Planning and Development Services Department in the City of Gainesville, Florida. Mr. Hilliard is an expert in guiding and assisting property owners and the development community through local government review processes. For over 20 years, he served as the city's Planning Manager and expert witness for all land use and zoning issues. He brings a wealth of knowledge on development permitting for commercial, office, residential and industrial projects. Additionally, Mr. Hilliard was instrumental in facilitating the City's implementation of a more citizen-centered land development code.

DEPOT PARK

GAINESVILLE, FLORIDA

Provided the Community Redevelopment Agency with assistance and guidance to facilitate the development of the Park. Received a staff recognition award as part of the team that made this a successful project.



LAND DEVELOPMENT CODE UPDATE

GAINESVILLE, FLORIDA

Led a staff team and supervised a consultant team through the update of the City's Hybrid Form Based Code, for the core of the City. The new code provided a flexible approach to land development to address the concerns of the development community.



CITY OF GAINESVILLE DOWNTOWN CODE CHANGES

GAINESVILLE, FLORIDA

Prepared amendments to the CCD (Downtown) zoning district to address concerns with sidewalk cafes, signage, dog dining, places of religious assembly and sexually oriented business.



INNOVATION DISTRICT

GAINESVILLE, FLORIDA

Prepared land development code changes for the area to assist with the implementation of district to encourage the development of businesses that support both downtown and the goals of the University of Florida.



RELEVANT EXPERIENCE



LOUISVILLE DOWNTOWN MASTER PLAN & CATALYTIC SITES STUDY

LOUISVILLE, KENTUCKY

REFERENCE
Rebecca Matheny
Executive Director
Louisville Downtown Partnership
502.584.6000

PROJECT TIMELINE
2014

MKSK collaborated with the Louisville Downtown Partnership on the development of a new strategic vision for Downtown Louisville. The Downtown Louisville Master Plan built on the 2002 planning effort and the recent investment in Downtown, such as the KFC Yum! Center and the Louisville Waterfront Park. As part of this effort, MKSK led a team of economic development, urban design, and market analysis experts to develop a focused plan for Downtown Louisville that developed business development and housing strategies, addressed urban form and connectivity, and identified catalytic projects. MKSK developed a robust public process that utilized traditional interviews and meetings as well as cutting edge public involvement software with a customized, interactive web presence. The plan has been shaped by the 300+ public meeting participants and the 3,000+ online participants. The resulting plan:

- Examined business development, residential and retail trends regionally and to establish market demand for the next 10-12 years in downtown.
- Identified the incentives, policies and strategies that will be necessary to build a well connected, sustainable, vibrant and active downtown.
- Defined five distinct urban neighborhoods within Downtown Louisville that will help attract private investment in residential and retail, grow jobs and create new public amenities.

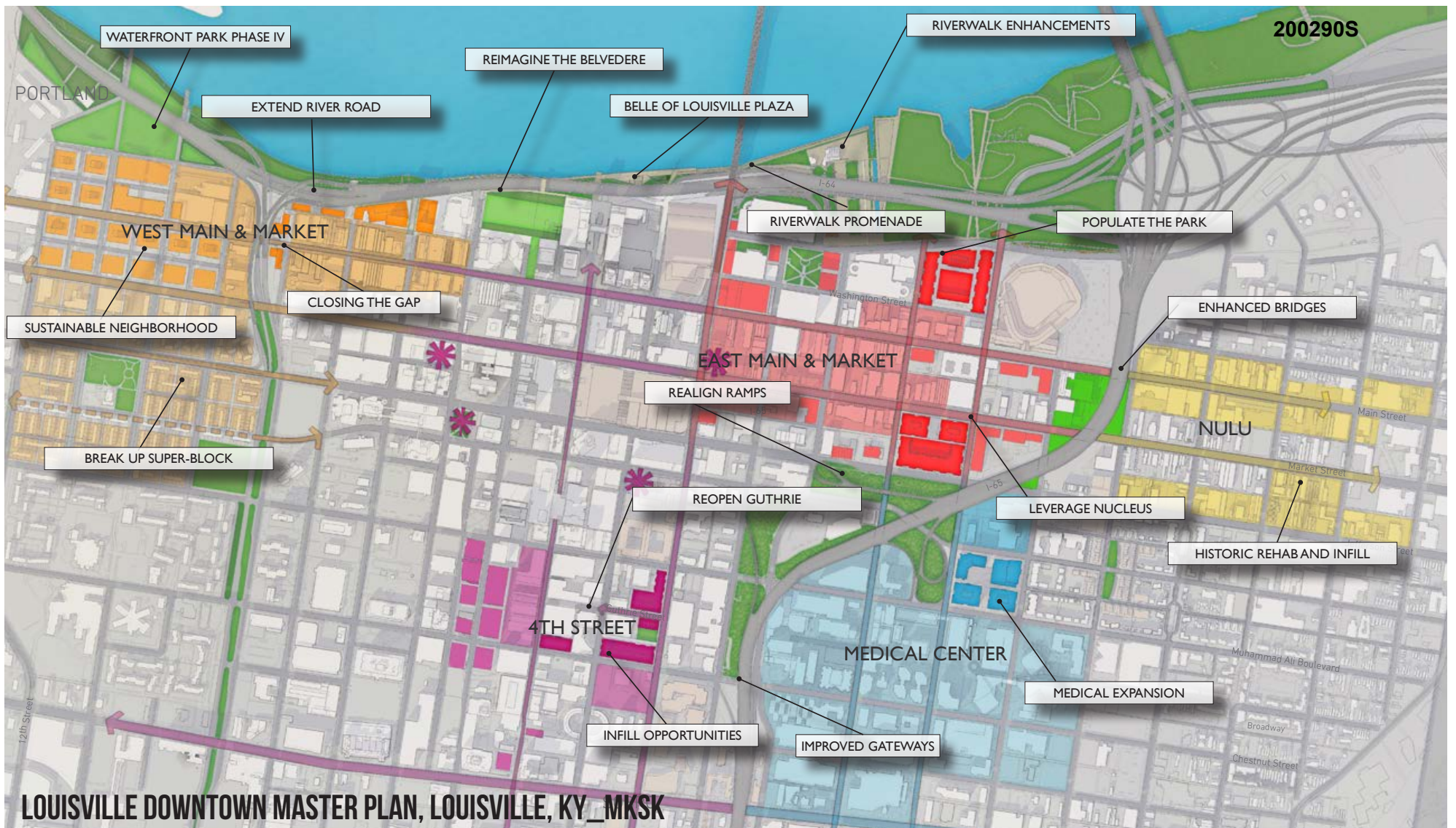
The Louisville South Fourth Street District Study builds on Downtown Louisville’s momentum by identifying development opportunities along one of downtown’s most vibrant corridors. Using the results of a market analysis for the district, the planning team looked at surface lots and underutilized sites to determine their development potential. The study includes market-driven redevelopment scenarios that suggest appropriate uses, densities, and urban form. The study also recommends public realm enhancements aimed at improving district cohesiveness, enhancing walk ability, and expanding the district’s public art offerings.

URBAN DISTRICTS



INFILL TYPOLOGIES





NULU



MEDICAL CENTER



4TH STREET



EAST MAIN & MARKET



WEST MAIN & MARKET

MKSK BUTCHERTOWN, PHOENIX HILL & NULU NEIGHBORHOOD PLAN

LOUISVILLE, KENTUCKY

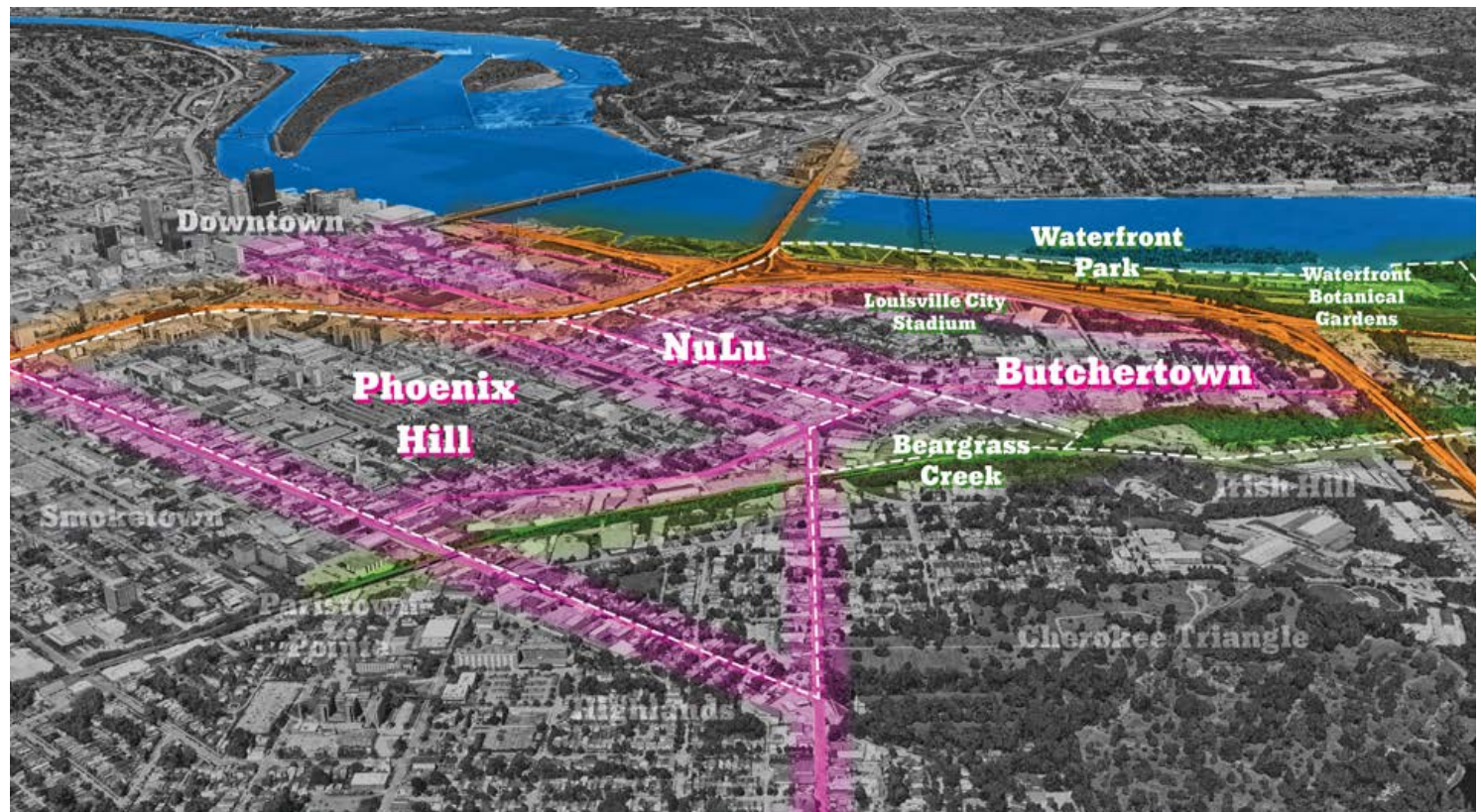
REFERENCE

Dirk Gowin, PE, PLA
Transportation Planner
Louisville Metro Public Works &
LDP
502.574.5925

An ongoing neighborhood planning effort - the Butchertown, Phoenix Hill, and NuLu Neighborhood Plan - will look at these three communities to create a guiding document for future growth. Just east of downtown, the 6.3-square-mile study area includes some of the most vibrant and unique communities in Louisville. Historic homes, vibrant corridors, hospital campuses, social services, and world-class parks all come together to create one of the most livable parts of the city. The 9-month process will include an innovative engagement strategy that relies on both online and on-the-ground mobilization, supported by a Neighborhood Advisory Group of community leaders and stakeholders. Launched in November 2019, this planning effort will provide an opportunity for residents to be proactive in anticipating development and address mobility, affordability, and historic preservation concerns. The study runs in tandem with an additional data-driven connectivity analysis that will study multi-modal connections to new and recent attractions.

PROJECT TIMELINE

November 2019 - Ongoing



MKSK CHATTANOOGA RIVERFRONT DISTRICT MASTER PLAN

CHATTANOOGA, TENNESSEE

REFERENCE

Jim Williamson
VP of Planning & Development
River City Company
423.265.3700

PROJECT TIMELINE

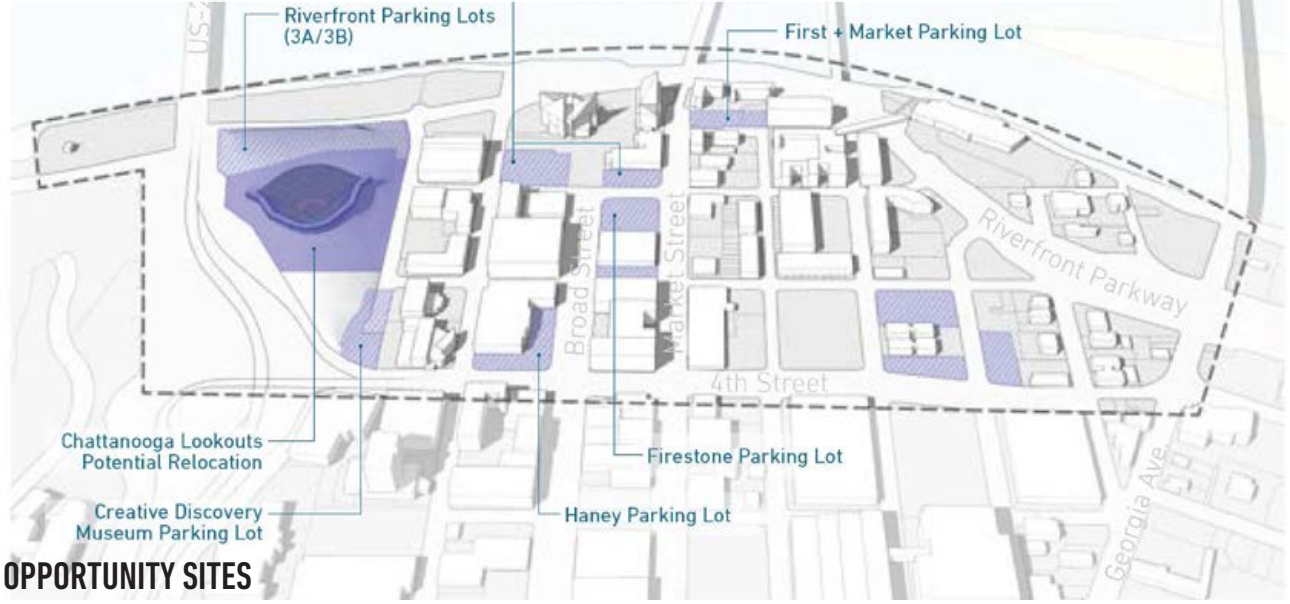
2019 - Ongoing

MKSK is leading a multidisciplinary team to conduct a comprehensive master planning and programming study of the Riverfront District. The study includes a robust stakeholder/public engagement process to solicit community input to help define the vision for the district. Recommendations will include urban design, physical planning and improvements, economic development and strategies for branding, marketing, placemaking and programming. The planning study will be conducted over a 9-month period. Key objectives include:

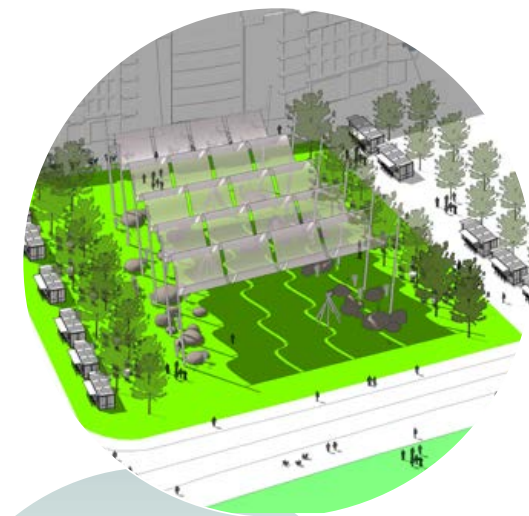
- Developing a roadmap to reenergize the Riverfront District as a civic and cultural center for all Chattanoogaans
- Identifying catalytic opportunities for high quality and equitable development and uses that will enhance the vitality, accessibility, and civic appeal of the area
- Design for a quality public realm that relates to the human scale experience
- Integration of civic art and placemaking design into the public realm that responds to the district’s unique history and character
- District brand development, public space activation and programming
- Urban design and sustainable development that will meet the needs of both the community and tourism, now and into the future
- An implementation strategy and prioritized improvements that is open to adaptability to change in use over time



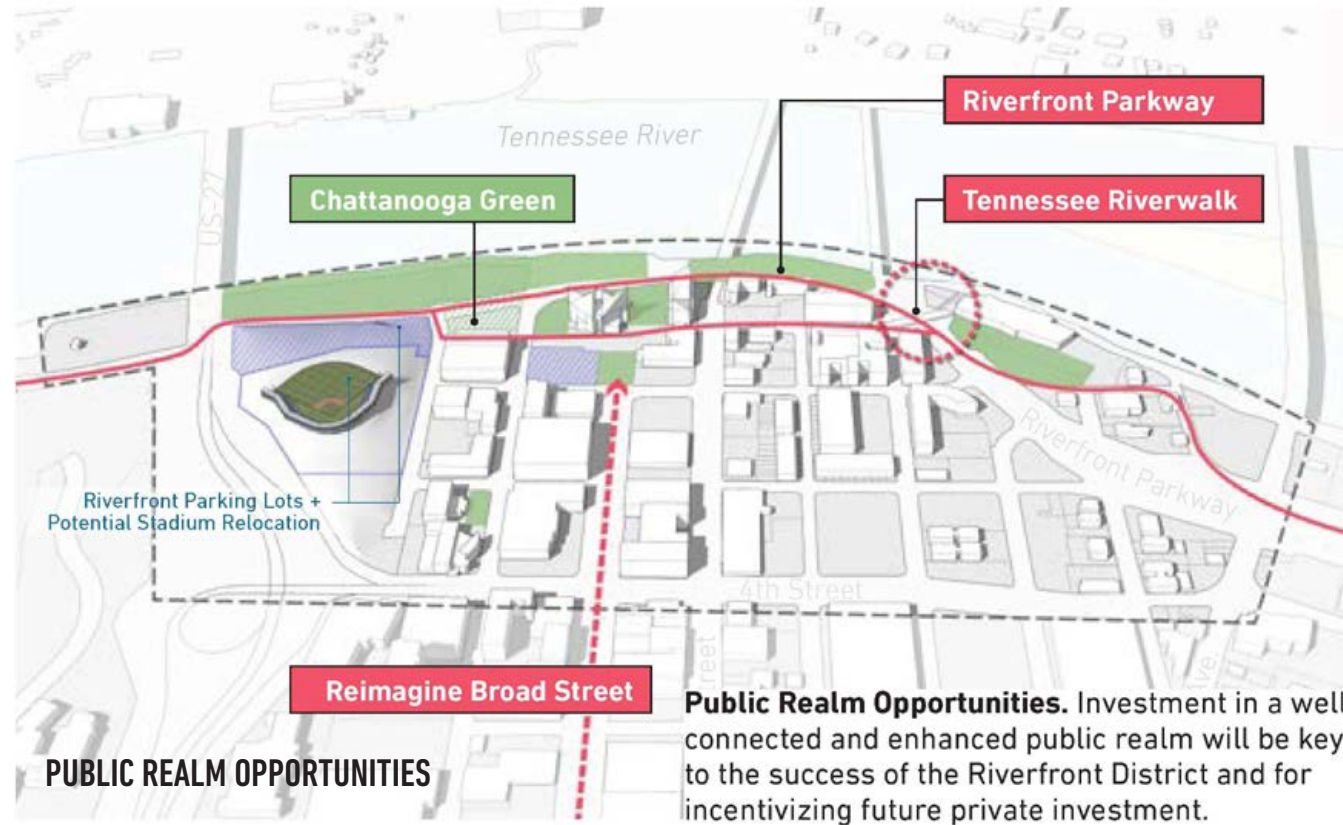
CHATTANOOGA RIVERFRONT DISTRICT MASTER PLAN, CHATTANOOGA, TN_MKSK



OPPORTUNITY SITES



Riverfront Park Design Concept



PUBLIC REALM OPPORTUNITIES

Public Realm Opportunities. Investment in a well connected and enhanced public realm will be key to the success of the Riverfront District and for incentivizing future private investment.

BIRMINGHAM INNOVATION DISTRICT
BIRMINGHAM, ALABAMA

REFERENCE

Ivan Holloway
Executive Director
Urban Impact, Inc.
205.328.1850

MKSK and Development Strategies are currently working with Urban Impact a place-based community and economic development agency focused on the revitalization of Birmingham, Alabama’s Historic 4th Avenue Business District and Civil Rights District, and REV Birmingham, a revitalization and economic development nonprofit, to prepare a Master Development Plan for Northwest Downtown.

The Master Plan represents an important opportunity to prepare a unified vision throughout the northwest quadrant of Downtown, encompassing both the Civil Rights District and Innovation District. It will help identify and create transformative redevelopment and revitalization opportunities that will positively impact the community and neighborhoods.

PROJECT TIMELINE
2020 - Ongoing

MKSK is leading a 10-month process to develop the Master Plan that will be informed by a robust public and stakeholder engagement program and interactive web presence.

The plan will provide a development and implementation strategy for public and private investment including:

- Public Streets, Trails, Parks and Public Spaces
- Conceptual District Development Plan and Catalytic Development Site Program
- Gateway & Corridor Development
- Architectural & Placemaking Themes
- Neighborhood Connectivity Strategies
- Parking, Service, Access and Circulation (Multi-Modal)
- Thematic Overlays and Regulatory Recommendations
- Growth Funding Strategies
- Implementation

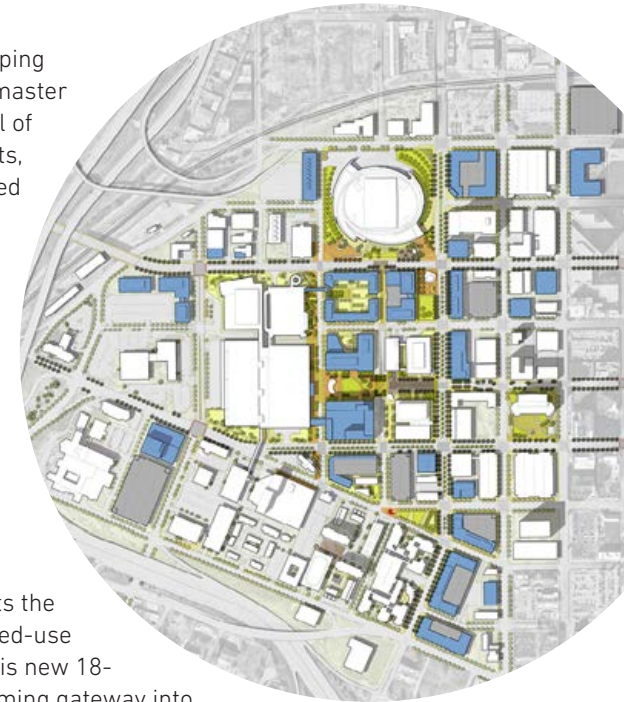


MKSK ARENA DISTRICT MASTER PLAN

TULSA, OKLAHOMA

REFERENCE
Nick Doctor
Chief of Community Development
& Policy
City of Tulsa
918.596.7483

The Arena District Master Plan will help guide the City of Tulsa and its partners in developing improvements to the district’s public realm and incentivizing private development. This master planning process assessed the current state of the Arena District, evaluated the potential of public infrastructure investments, created a system of engaging public spaces and streets, identified opportunities for private development, and provided a market-based and phased roadmap for future decisions.



PROJECT TIMELINE
April 2018 - February 2019

84
STAKEHOLDERS
INTERVIEWED

220
WORKSHOP
ATTENDEES

150
ONLINE SURVEY
RESPONSES

Adopted by City Council in January of 2019, the plan was led by City of Tulsa staff, a Steering Committee, project stakeholders representing a spectrum of interests and organizations, and members of the Tulsa community. The interdisciplinary planning team led by MKSK’s planners and landscape architects, included experts in architecture, engineering, market analysis, placemaking and identity. As part of the Arena District Master Plan, the planning team reached out to the Tulsa community using various platforms, including online and in-person methods of interaction. Through roundtable discussions, online surveys, and community visioning workshops, the plan created a shared vision for the district that encapsulated the wants and needs of Tulsans.

The Master Plan sets forth a market-based vision for the Arena District that complements the major attractions in the district—the BOK Center and the COX Business Center—with mixed-use infill development, dynamic public plaza and park spaces, and short-term activations. This new 18-hour neighborhood will serve visitors, residents, and employees and act as a new, welcoming gateway into Downtown Tulsa.



ARENA DISTRICT MASTER PLAN, TULSA, OK_MKSK



200290S



TULSA CENTRAL AREA EQUITABLE HOUSING STUDY

TULSA, OKLAHOMA

REFERENCE

Travis Hulse, AICP
Principal Planner
City of Tulsa
918.579.9452

Tulsans have seen the results of 15 years of sustained investment and collaboration, and the next generation of leadership is looking ahead, asking itself what kind of community it wants to create, and is looking to create the next set of plans and strategies to achieve its vision. In light of recent successes, there is a fear that a number of communities could get left behind, and their history eroded or erased. The next generation of progressive leadership, hearing and feeling this concern, wishes to continue to advance the incredible momentum of Tulsa while putting the policies and investments in place that are necessary to make sure Tulsa is an equitable and inclusive place for people of different incomes, backgrounds, and ethnicities. This leadership wants to understand what the conditions are today; and what policies can be put in place before it is too late.

PROJECT TIMELINE

2018 - 2020

It is with these ideals in mind that the City of Tulsa hired Development Strategies to conduct a housing market demand study and strategy focusing on Tulsa’s Downtown and surrounding neighborhoods. The study is intended to, in part, provide an update to a 2010 study that supported much of the recent investment in Downtown. The ultimate goal; however, is to understand what specific housing needs exist and how to align limited city resources in a strategic way to address those needs over the next five to ten years.

Development Strategies’ primary tasks are:

- Conduct a housing demand study using various methodologies to quantify demand, both current and future, for all types of housing.
- Engage the steering committee, stakeholder groups, and neighborhood groups throughout the process to build trust and gain local perspective.
- Evaluate existing and potential housing programs, align them with potential funding sources, and target them to meet the unique needs of each neighborhood in the study area.
- Recommend implementable strategies for supporting the right kind of housing development in Downtown and each neighborhood.

The study is currently underway and is scheduled to be completed in 2020.



MKSK UPPER WESTSIDE CID MASTER PLAN

ATLANTA, GEORGIA

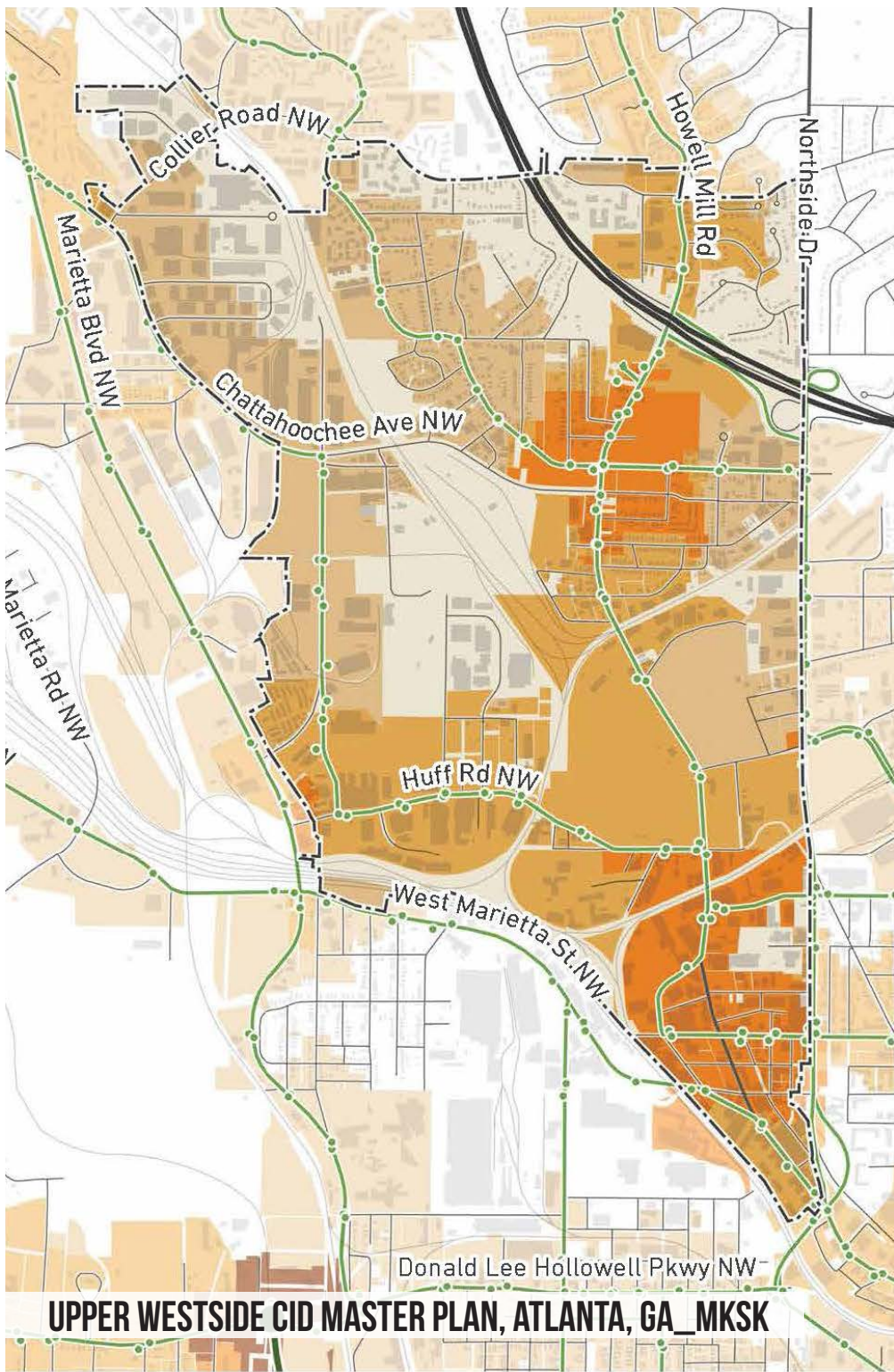
REFERENCE
Upper Westside CID
Elizabeth Hollister
Executive Director
678.827.9990

YEAR
2019 - Ongoing

MKSK is leading a multidisciplinary team of Planners, Urban Designers, Landscape Architects, Economic Advisors, and Traffic Consultants to prepare the inaugural Master Plan for the Upper Westside Community Improvement District. This comprehensive and critical assessment will be driven by a strong, aspirational, and shared vision and will include a clear roadmap to guide decision-making and investment. The ten-month innovative planning process embraces an approach to community engagement that is both sustained and inclusive. Key questions that will be addressed through this study include:

- What are the unique strengths of the Upper Westside and how do we leverage those strengths to ensure the long-term vibrancy of the district?
- How do we provide safe and legible connectivity from the Upper Westside to surrounding neighborhoods, campuses, and destinations, such as the Westside Park or the Georgia Tech campus?
- What are the opportunities to create or repurpose green assets within the district, such as the Waterworks Greenspace?
- How do we grow and maintain connections to the transit and transportation networks which connect the Upper Westside to the larger metropolitan market?
- In the midst of explosive growth, how do we create and maintain a livable urban environment: green, walkable, safe, and beautiful?
- How can the Upper Westside be a model for inclusive growth and equitable development?





UPPER WESTSIDE CID MASTER PLAN, ATLANTA, GA_MKSK



MKSK REEDY RIVER REDEVELOPMENT AREA & UNITY PARK

GREENVILLE, SOUTH CAROLINA

REFERENCE

Ginny Stroud
Community Development
Administrator
City of Greenville
864.467.4568

PROJECT TIMELINE

April 2016 - Ongoing

The Reedy River Redevelopment Area (RRRA) is a 350 acre district in the historically African American neighborhoods of Southernside and West Greenville and is centered around the Reedy River. In a proactive approach to planning for flood hazards, real estate market pressures, and community needs, MKSK prepared a district plan for parks and open space in the Reedy River floodplain and an affordable housing and equitable development plan for the neighborhoods surrounding the river and future park. This comprehensive approach to parks and community planning provided the foundation for social and environmental equity in the culturally-rich neighborhoods west of downtown Greenville and also provided a model for urban floodplain management and green infrastructure. Building on the district planning effort that launched in 2016, MKSK has continued to assist the City and greater Greenville community in the development of this vision with the creation of a Community Character Code (form-based code), detailed design and engineering for a signature urban riverfront park (Unity Park), and affordable housing and development planning for the district. Unity Park is supported by both public and private funding. The project is currently under construction.

UNITY PARK

MKSK was contracted by the City of Greenville to design a signature city park suitable for all ages in the center of the Reedy River Redevelopment Area (MKSK). The city park, now named Unity Park, has several park features and amenities tailored for different age groups, play types, and accessibility needs. The Nature Playground began to take shape to respond to the natural elements already present within the park. Spread across three distinct zones within the riparian forest of the Reedy River, the nature playground will provide an accessible and welcoming environment for the children of Greenville and beyond. Each zone is connected by a series of nature paths encouraging exploration and discovery, while allowing children to connect with nature in an imaginative and creative way. While a highly active and dynamic environment, the nature playground features a variety of comfortable gathering spaces for parents and caregivers with the Reedy as their backdrop.



**GREENVILLE UNITY PARK
IN THE NEWS**

ASLA THE DIRT:

*"Unity Park Anchors Equitable
Development in Greenville"*

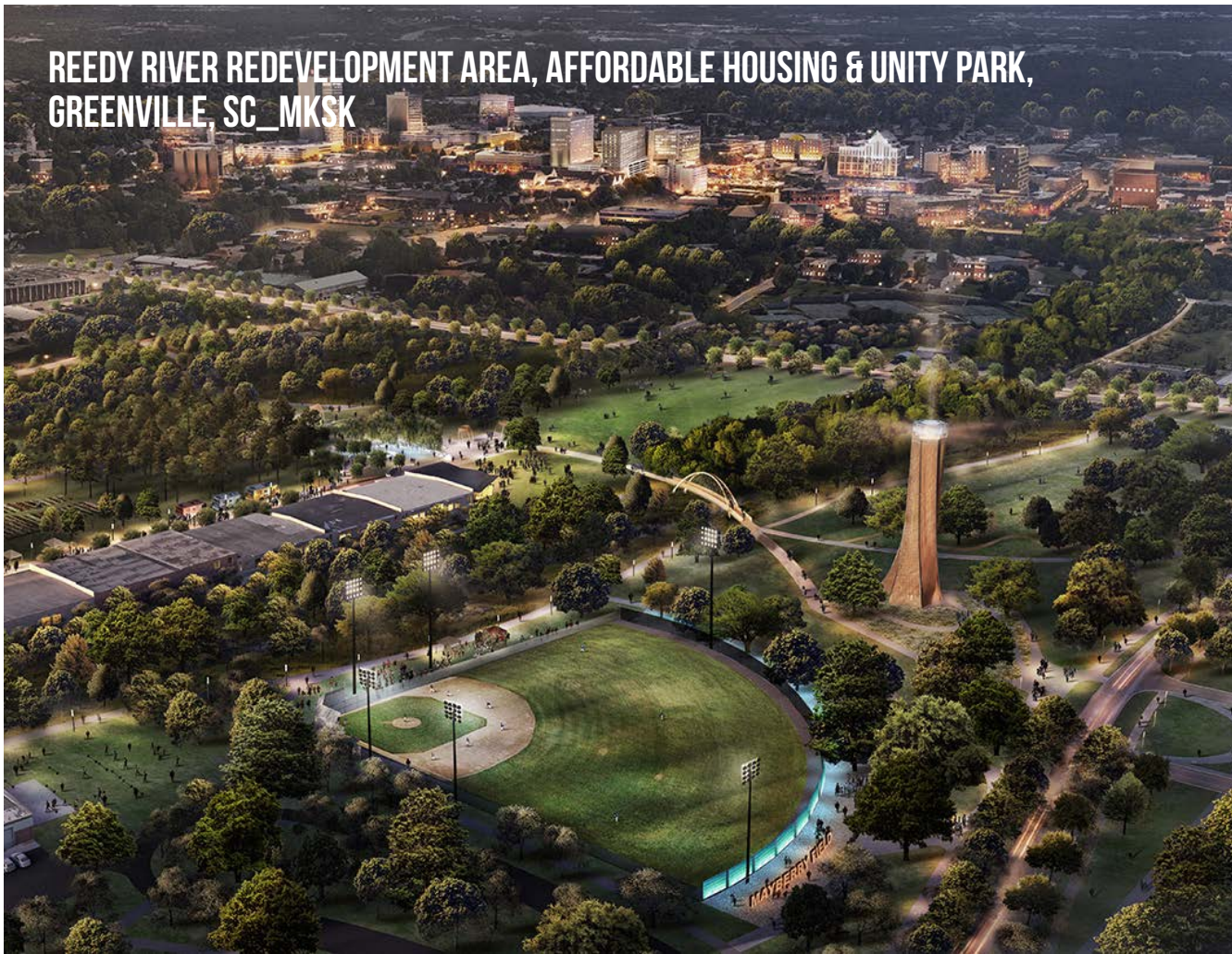
<https://dirt.asla.org/2018/08/21/unity-park-anchors-equitable-development-plan-in-greenville-south-carolina/>

FORBES:

*"South Carolina Park Looks to
Uncover & Mend City's Segregated
History"*

<https://www.forbes.com/sites/juanebastianpinto/2018/08/21/south-carolina-park-looks-to-uncover-and-mend-citys-segregated-history/#474f7d627fed>

REEDY RIVER REDEVELOPMENT AREA, AFFORDABLE HOUSING & UNITY PARK,
GREENVILLE, SC_MKSK





REEDY RIVER REDEVELOPMENT AREA AFFORDABLE HOUSING STUDY

GREENVILLE, SOUTH CAROLINA

REFERENCE
Ginny Stroud
Community Development
Administrator
City of Greenville
864.467.4568

PROJECT TIMELINE
2019 - Ongoing

MKSK is working with the Greenville Housing Fund and the City of Greenville’s Community Development Department to create a model for incorporating affordable housing within the Unity Park neighborhood area. The goals of the project are to work with stakeholders and community members to expand the community conversation about affordable housing, ensure the development of affordable housing within the project area, to create a duplicable model for building new affordable housing to be used throughout the city.

BUILD
Accelerate & Maximize
Affordable Housing
Around Unity Park

REPEAT
Create A Replicable
Model For
Affordable Housing
Development

EXPAND
Grow The Affordable
Housing Ecosystem



MKSK DOWNTOWN COLUMBUS STRATEGIC PLAN

COLUMBUS, OHIO

REFERENCE

Amy Taylor
Chief Operating Officer
Columbus Downtown Development
Corporation
614.645.3942

The 2010 Downtown Columbus Strategic Plan articulates an overall vision for the future that builds on current momentum to create a vibrant and economically sustainable downtown. The planning team conducted an interactive public process, hosting three town hall meetings and gaining input from more than 600 participants. The 10 Principles, 12 Ideas and 8 Strategies that emerged have guided the revitalization of Downtown Columbus. Highlights of the visionary plan include continued investment in greenways and parks, developing a creative campus and mixed use and residential district centered on museums, educational and cultural anchors, and public realm improvements to downtown's signature thoroughfares. Columbus City Council unanimously approved the plan, citing its comprehensive nature and its bold vision for the future. In the intervening 8 years, the community has actively been implementing this plan that has inspired dozens of private and public sector projects.

PROJECT TIMELINE

2010

AWARDS

- 2017 IDA Pinnacle Award for Public Space
- 2016 APA National Planning Excellence Award for Implementation
- 2010 OCASLA Honor Award Planning & Analysis
- 2010 OCASLA Honor Award Research & Communication



12 IDEAS

	Strategic Plan	Implementation to Date
Create New Southeast Downtown Gateway	The South East Area of Downtown Columbus will be transformed by the I-70/71 Innerbelt project, creating two new gateway opportunities into downtown.	Strategic Plan completed by the Discovery District SID. Streetscape and gateway improvements completed by ODOT.
Encourage Infill Housing Around Topiary Park	Surrounded on two sides by surface parking Topiary Park has the potential to be a catalyst for residential redevelopment of these underutilized parcels.	Property owners have broken ground on mixed use development on several surface parking lots adjacent to Topiary Park. Main Library renovation and addition opens onto Topiary Park, with outdoor dining and play space.
Establish a Creative Campus	Establish a Creative Campus to connect business, institutional and educational campuses to create a cohesive neighborhood.	Streetscape improvements in implementation phase. Columbus State Community College, Columbus College of Art and Design and the Columbus Museum of Art are working toward integrating individual campus improvements to create a unified district.
Redefine Broad Street as the Civic Spine of the City	Reinvent Broad Street as a grand thoroughfare by activating the streetscape, encouraging pedestrian activity and including green space.	Concept plan completed in 2011 and is part of the City's Downtown Action Plan that is making road improvement funding recommendations. Improvements have been made in phases as part of private development projects (LeVeque Tower renovation) and civic investments (National Veterans Memorial & Museum).
Restore High Street as Downtown's Commercial Corridor	Rejuvenate streetscape, reduce bus traffic. Implement on-street parking to stimulate ground floor retail.	On-street parking reinsertion to serve storefronts has been implemented by City, championed by retailers, SIDs, Central Ohio Transit Authority (COTA).
Replace High Street Transit Mall with a Downtown Transit Center	A transit center downtown will allow for centrally-located, convenient transfers and serve as a boost to economic development.	Studied in 2011 by COTA, decided to take interim step of stop consolidation, rerouting, to take pressure off High Street corridor and add on-street parking.
Investigate the Creation of a Multi-Modal Station	Improved local, regional and national rail connectivity is important for the future of Downtown Columbus and central Ohio as a whole.	3-C rail corridor to connect Columbus with Cincinnati and Cleveland was funded by the Federal Government, but the funding was rejected by the current Governor of Ohio.
Develop a Downtown Bike Station	A bike station would encourage and promote cycling as an alternative to automobile transportation.	\$500,000 grant from the U.S. Dept. of Energy funded installation of nearly 300 bike parking spaces in downtown through shelters, indoor parking rooms, bike lockers, and standard racks. Bike shelters have green roofs and incorporate public art.
Build a Downtown Field House	A dedicated sports facility adjacent to the greater Columbus Convention Center would expand both sports and convention business opportunities.	Preliminary feasibility and design being studied by the Convention Facilities Authority.
Connect the Arena District to the Scioto Peninsula	A pedestrian bridge would link two activity centers and provide an opportunity to enhance downtown's skyline.	Preliminary study for bicycle bridge completed.
Continue to Develop the Scioto Peninsula	A revitalized Scioto Peninsula could become a new gateway to Downtown and help to catalyze redevelopment on the west side of the Scioto River.	Master Plan completed in 2012 with cooperation from City, County, Veterans Memorial, and Columbus Downtown Development Corporation. The National Veterans Memorial & Museum opened in 2018. Ground breaking on a \$500 million mixed use development also occurred in 2018. Dorrian Green opened in 2017, burying surface parking lots to create a new, dynamic entry to the Center of Science and Industry.
Transform the Scioto-Olentangy Greenway Corridor	Removal of the Main Street Dam would reclaim 30+ acres of green space. Restores use and access to the river corridors. Supports the \$2.5 Billion Wet Weather Management plan investment.	Completed Main Street Dam Feasibility Study and design in 2012, construction began in 2013. New 33-acre greenway and restored river corridor opened in 2015 and is the centerpiece of Downtown Columbus, attracting more than 1 million trail users annually and another 1 million visitors to events and festivals.

DOWNTOWN ECONOMIC IMPACT

DEVELOPMENT PLANNING, PUBLIC SPACE DESIGN BY MKSK

\$256 Million CIVIC INFRASTRUCTURE
200290S
\$375 Million PARKS & MUSEUMS
\$1.78 Billion PRIVATE INVESTMENT



MKSK

SCIOTO GREENWAYS PLAN & IMPLEMENTATION

COLUMBUS, OHIO

REFERENCE

Amy Taylor
Chief Operating Officer
Columbus Downtown Development
Corporation
614.645.3942

Across two decades of continual planning and implementation, the Downtown Columbus Riverfront has been completely transformed. Improvements include five new downtown parks, the removal of two low-head dams, a restored riverfront ecosystem, two new bridges, and revitalized neighborhoods and new urban districts. Over the past 20 years, the City of Columbus, the Columbus Downtown Development Corporation (CDDC) and the private sector have worked together to facilitate the investment of \$283.4 million in civic infrastructure and \$134.1 million in parks along the Scioto River. This infusion of capital has led to the return of millions of visitors to the riverfront annually and has triggered nearly \$1.78 billion in additional private investment in the neighborhoods and urban districts that surround the Scioto River.

PROJECT TIMELINE

Plan - 2013
Construction 2015

In 2010, the Downtown Columbus Strategic Plan (MKSK) was updated to reflect completed projects and improvements in downtown. With the riverfront park system largely in place, the public now envisioned a restored river that would allow people to re-engage with the Scioto River. During the course of the Strategic Plan process, an idea emerged – removal of the Main Street dam. These improvements would upgrade water access and recreation in addition to myriad environmental benefits. The project began in the fall of 2013 with the removal of the Main Street Dam. This restored the natural channel for the Scioto River, improved the aquatic habitat and water quality, and increased the diversity of the native fish and mussel species.

MKSK led the master plan and was Landscape Architect for the implementation of the Scioto Greenways as part of a multi-discipline team led by Stantec. Scioto Greenways opened November 2015, adding a stunning 33-acres of greenway through Downtown. The project adds 1.5 miles of new bike paths, pedestrian connectors and a dedicated bikeway trail through the heart of Downtown. It fills in the missing link in a 60-mile regional trail network that connects five municipalities across central Ohio. Additionally, it provides new recreational access for canoeing and kayaking for the Columbus community along this revitalized waterway. Through these extensive planning efforts and thoughtful and sustainable design and implementation, the Downtown Columbus Riverfront has been reinvigorated. Recognizing that residents, workers, and employers are all seeking out urban spaces that enable collaboration and interaction, these plans and catalytic projects have focused on creating dense, innovative, connected and sustainable places. The results speak for themselves.



SCIOTO GREENWAYS PLAN & IMPLEMENTATION

COLUMBUS, OHIO



PARK PATHS CONNECT TO 3 TRAILS
2 LOCAL AND 1 REGIONAL



4 NEW BOAT LAUNCHES
1 DOCK AND 3 LANDINGS
PROVIDE ACCESS TO THE WATER



33 ACRES EQUIVALENT TO 26 FOOTBALL FIELDS
OF PARK WAS CREATED



1.5 MILES OF NEW BICYCLE PATHS
CONNECTING THE OLENTANGY TRAIL TO WHITTIER PENINSULA



1.9 MILES OF NEW WALKING PATHS
EQUIVALENT TO 3/4 OF THE LENGTH OF CENTRAL PARK



5.65 ACRES SUPPORTING WILDLIFE
OF NATIVE VEGETATION PLANTED



789 NEW TREES PLANTED
ABSORBING 3.9 TONS OF CO₂ PER YEAR
EQUIVALENT TO THE EMISSION OF 50 000 CARS DRIVING THE LENGTH OF THE PARK



MKSK

ARENA DISTRICT MASTER PLAN & IMPLEMENTATION COLUMBUS, OHIO

REFERENCE

Nationwide Realty Investors
Brian Ellis
President
614.496.1480

PROJECT TIMELINE

1999 - Ongoing

AWARDS

2002 James B. Recchie Design Award
2000 PlanIt Columbus MD Portman
Award for Best Overall Planning Project
1998 OCASLA Merit Award;
International Masonry Institute–Ohio
Golden Trowel Award

\$2B
PRIVATE
INVESTMENT

\$150M
PUBLIC
INVESTMENT

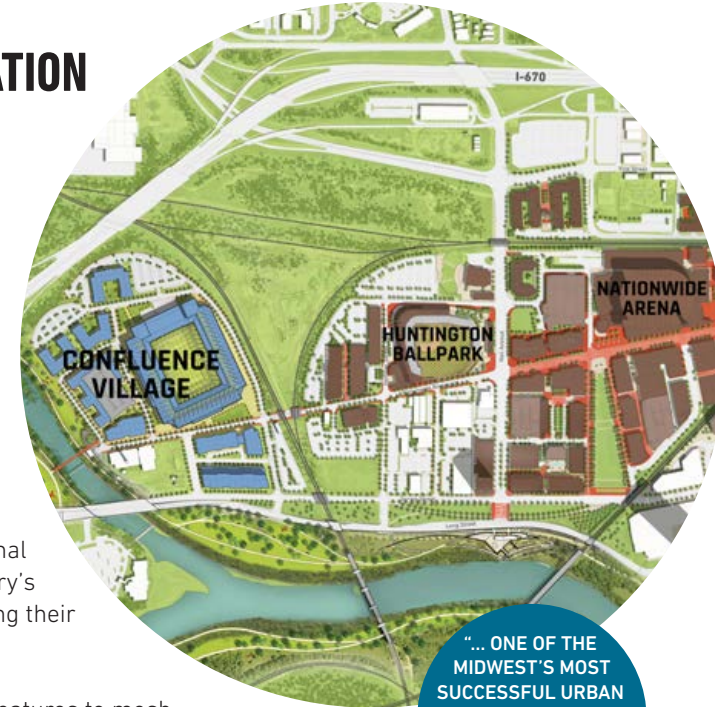
MKSK has been the master planner and designer for the Arena District in downtown Columbus. Since 2000, the Master Plan has served as the guiding development strategy for a vibrant, new downtown entertainment district. Designed around the Nationwide NHL Arena, the district features the nightlife corridor Ludlow Alley, a concert venue, a minor league AAA ballpark, several restaurants and bars, offices, and soon a new major league soccer stadium for Crew Columbus. In addition, residential development establishes the Arena District as an emerging urban neighborhood.

The site, once a vacant brownfield, is now a thriving economic engine as a regional sports and entertainment destination, and is a model success story in the country's growing urban revitalization trend and a great case study for other cities planning their own downtown projects.

The master plan includes a number of unique streetscape and gateway design features to mesh the new district with the existing urban fabric and creates gateways to define the district. The primary vision of the Streets and Plazas Plan was to create an urban village that brings together streets, sidewalks, pedestrian plazas, and buildings that all work to enhance and blend in with the surroundings. Designed around the focal point of the Arena, the Streetscape Plan establishes a network of streets and open spaces that connect the unique sports and entertainment features of the district. The overall district aesthetic is enhanced by careful, thoughtful selections of site materials, furnishings, custom lighting, and environmental graphics. Design standards were established for the roadways, sidewalks, finish grades, and materials throughout the project site. Restored historic bricks were repurposed to pave Ludlow Alley, a narrow pedestrian-only area that is home to numerous clubs, bars and other nightspots. The full scope of design services were performed from initial master planning to design and implementation.

Brick streets and sidewalks, large street trees, and ample lighting create a sense of warmth and human scale environments for pedestrians. From east to west, Nationwide Boulevard becomes a new brick paved street lined with shops and restaurants, and visually ties the district to the downtown. To the northwest, brick-lined streets and identity signage for a new residential development at the corner of Nationwide Boulevard and Vine Street create the district edge, marking a primary entry point and major gateway into downtown off of Interstate 315, which experiences daily commuter and high traffic volumes during concerts, games and other events. To the southeast, a larger-than-life illuminated billboard announces the district's namesake and marks the southern threshold of the District and gateway into downtown. Gateways are evoked by brick paved streets throughout. Design standards were established for the roadways, sidewalks, finish grades, and materials throughout the project site.

The overall district aesthetic is enhanced by careful, thoughtful selection of site materials, furnishings, custom lighting, and environmental graphics. Full design services have been performed from design through construction documentation and observation.



"... ONE OF THE
MIDWEST'S MOST
SUCCESSFUL URBAN
REDEVELOPMENT
PROJECTS"
- THE NEW
YORK TIMES



200290S



ARENA DISTRICT MASTER PLAN & IMPLEMENTATION, COLUMBUS, OH_MKSK



MKSK CONFLUENCE VILLAGE MASTER PLAN

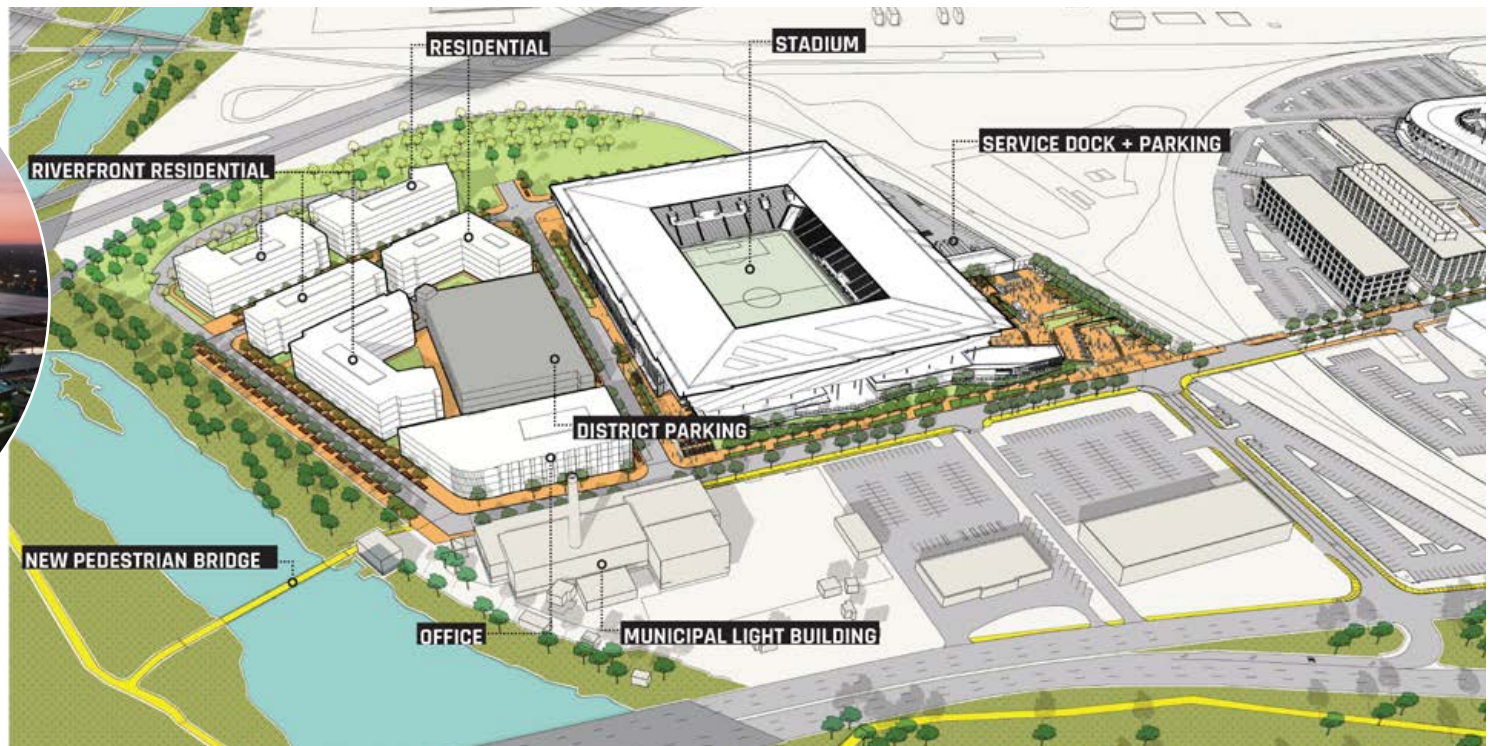
COLUMBUS, OHIO

REFERENCE
HNTB
Darren Nielsen
816.472.1201

The new Confluence Village neighborhood will fully leverage the synergies between the excitement of the Crew MLS soccer fan base in Columbus, the new ownership of the Crew, and the commitment the City has made to the spirit of the team. MKSK has been the master plan lead throughout the Confluence Village and new Crew soccer stadium planning process alongside the owner and client, Haslam Sports Group, Columbus Crew, and the City of Columbus. Planning for the new district calls for a 24-hour live/ work/play neighborhood with a mix of commercial office, commercial retail, and residential buildings.

PROJECT TIMELINE
2018 - Ongoing

The parking for the district is a key component of the mixed-use development and will rely on a shared parking model that leverages the symbiotic relationship between commercial users and tenants (primary daytime parkers) and new multi-family building residents (occupying the structure on weekends and evenings). Critical to maximizing the significant public investment and economic development potential of the structure is the reliability of that shared parking model, access to available spaces for the Crew, mobility and access issues for vehicles and pedestrians utilizing the structure, and finally the exciting role it will play as a significant piece of architecture within the district and as partner to the new signature stadium. With investment underway in parking and infrastructure, Confluence Village is primed to become a new neighborhood-anchored economic engine and westward extension of the Arena District.



MKSK CREATIVE CAMPUS DISTRICT FRAMEWORK PLAN, DEVELOPMENT & IMPLEMENTATION

COLUMBUS, OHIO

REFERENCE

City of Columbus
Jennifer Gallagher
Director, Public Service
614.645.7380

PROJECT TIMELINE

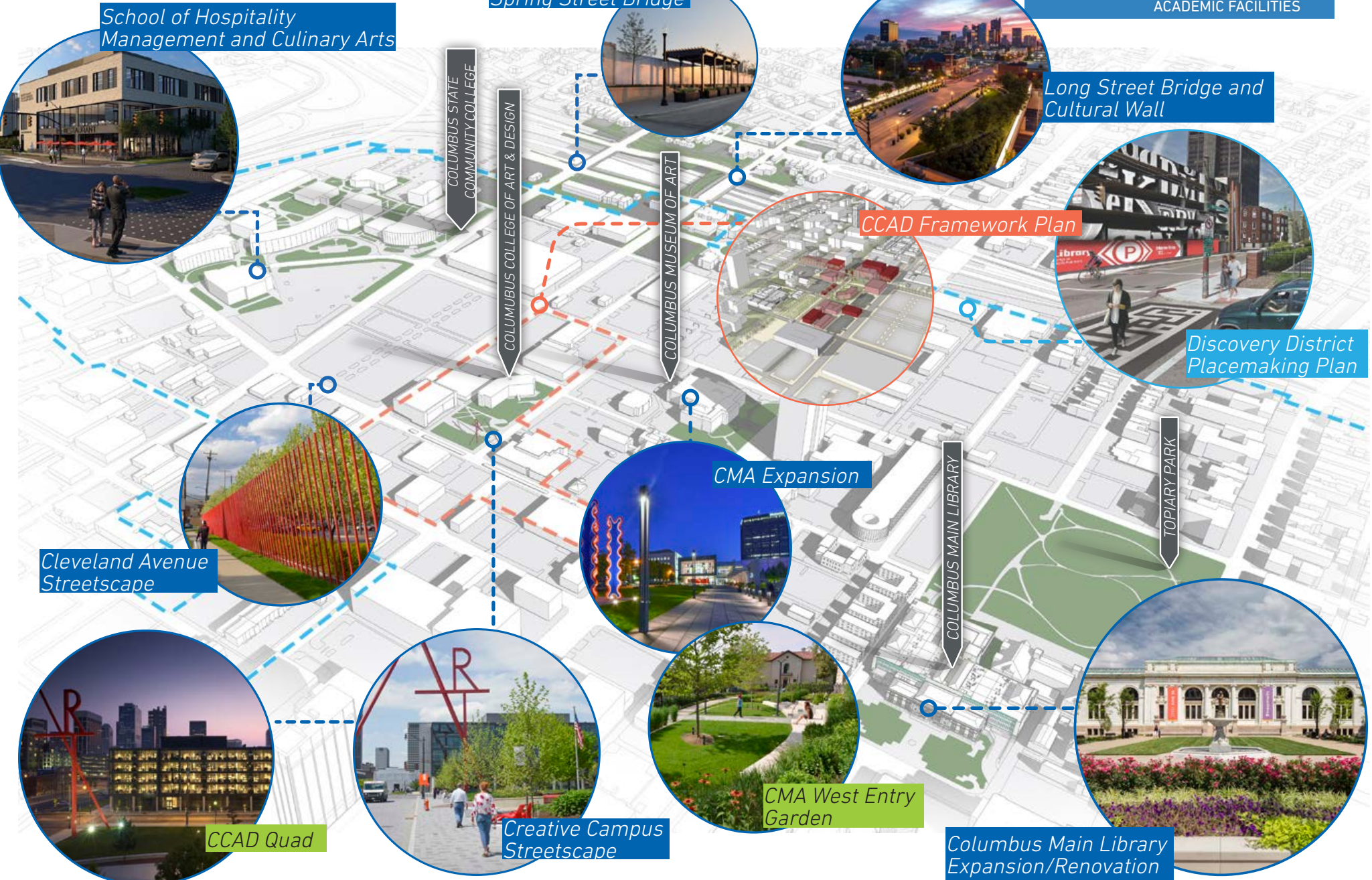
2011 - Ongoing

From the 2010 Downtown Columbus Strategic Plan, authored by MKSK, the Columbus community embraced the idea of a comprehensive approach to planning for the sprawling warehouse district of Columbus, Ohio through the creation of the Creative Campus. Building on institutional anchors in the district, MKSK worked closely with neighborhoods and area stakeholders to discern and develop a strong placemaking strategy that created both identity and economic value. Through a process that involved the careful study of transportation systems, development patterns, economic drivers, and institutional programs and initiatives, MKSK set the groundwork for the transformation of the area from a low-density, auto-oriented district to a vibrant, walkable urban neighborhood. The keys to the success of the Creative Campus Plan included the creation of a strong vision that achieved enthusiastic consensus among corporate and institutional anchors in the district and a focus on the quality of the public realm: the streets, walks, and public spaces that form the backbone of both economic function and quality of life in the district. Building on the Creative Campus planning effort, MKSK has played an on-going and significant role in implementation, including multiple public and private capital projects that enhance the safety and quality of experience for residents, employees, students, and visitors.



CREATIVE CAMPUS DISTRICT FRAMEWORK PLAN, DEVELOPMENT & IMPLEMENTATION, COLUMBUS, OH_MKSK

\$207.7 Million PUBLIC INFRASTRUCTURE
\$101.4 Million OPEN SPACE, CULTURAL & ACADEMIC FACILITIES



CREATIVE CAMPUS DISTRICT FRAMEWORK PLAN, DEVELOPMENT & IMPLEMENTATION,
COLUMBUS, OH_MKSK

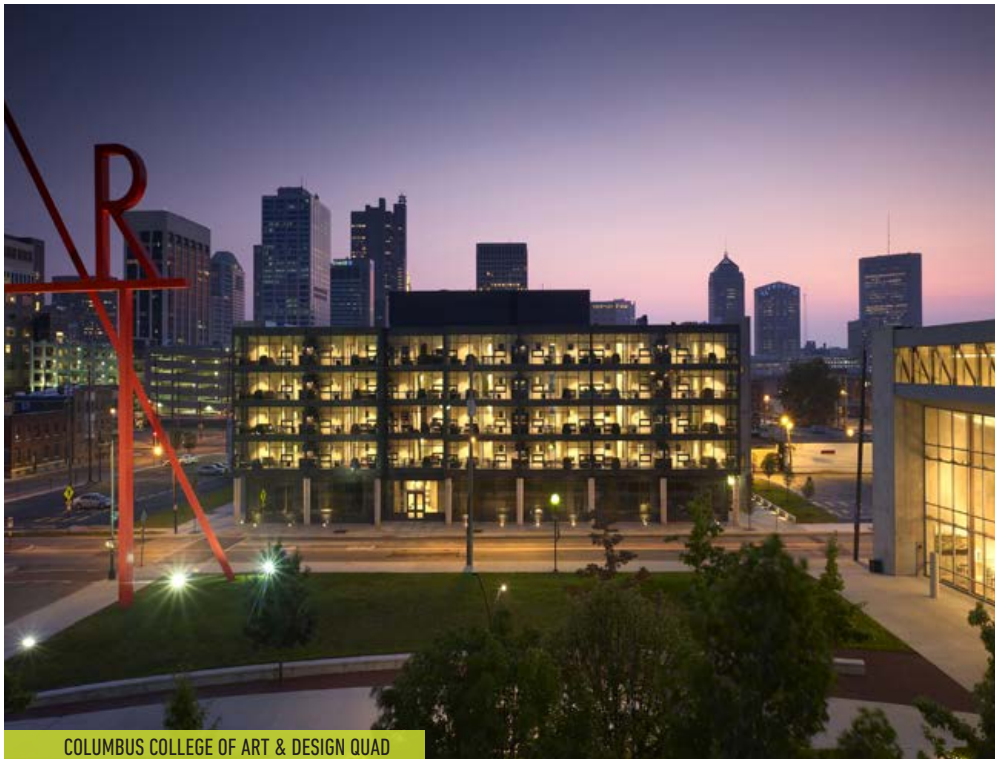


COLUMBUS MUSEUM OF ART KARNAK

200290S



COLUMBUS COLLEGE OF ART & DESIGN QUAD



COLUMBUS COLLEGE OF ART & DESIGN QUAD



CLEVELAND AVENUE IMPROVEMENTS

CREATIVE CAMPUS DISTRICT FRAMEWORK PLAN, DEVELOPMENT & IMPLEMENTATION,
COLUMBUS, OH_MKSK



COLUMBUS MUSEUM OF ART SCULPTURE GARDEN

200290S



COLUMBUS COLLEGE OF ART & DESIGN QUAD



COLUMBUS MUSEUM OF ART



COLUMBUS MUSEUM OF ART WEST GARDEN



DOWNTOWN TOLEDO MASTER PLAN

TOLEDO, OHIO

REFERENCE

Randy Oostr
Toledo 22nd Century Committee
419.469.3824

PROJECT TIMELINE

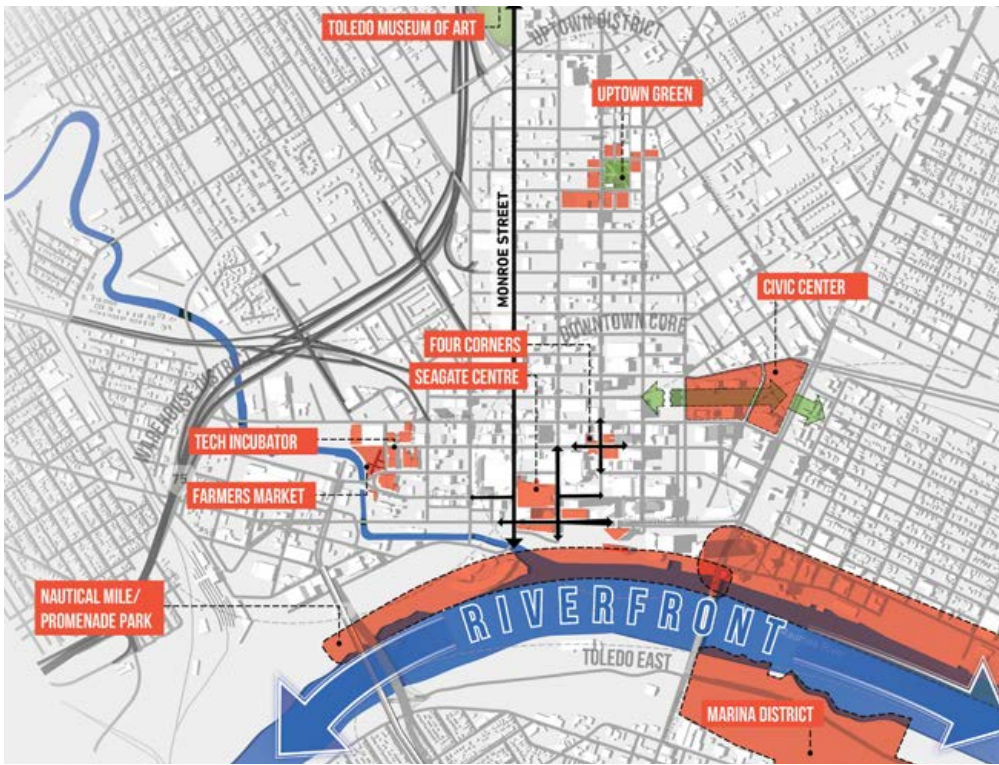
November 2016 - April 2017

AWARDS

2017 APA Ohio Award for
Comprehensive Planning - Large
Jurisdiction

MKSK led an interdisciplinary team of planners, urban designers, architects, and engineers to develop a Master Plan for Downtown Toledo. With jobs and housing returning to downtown, and sports and entertainment drawing millions annually, the plan is focused on developing market-based, catalytic solutions to build on current momentum downtown and identify future opportunities. Working together with the 22nd Century Committee and the City of Toledo, MKSK engaged the community in this important discussion about the future of the downtown. Through the course of this multifaceted outreach process, MKSK has met with more than 70 stakeholders, held numerous community meetings, and shared information and gained input through a project specific website at: www.downtowntoledoplan.com. To meet people where they are in their daily lives, a downtown storefront was created to provide a permanent presence for the plan and to offer walk-in interactions. Input was received by visiting multiple office lobbies during the lunch hour and taking mobile input displays to sporting and arts and culture events. More than 1,000 people attended 3 public open houses and the plan has received nearly 1,000 individual comments both in-person and online. This robust input and interest has established a strong direction for the planning effort. Capping a 12-month planning process, City Council approved the Downtown Toledo Master Plan to continue Toledo’s momentum to create a vibrant downtown.





DOWNTOWN TOLEDO MASTER PLAN, OH_MKSK



DOWNTOWN AKRON VISION & REDEVELOPMENT PLAN

AKRON, OHIO

REFERENCE

Suzie Graham
President & CEO
Downtown Akron Partnership
330.374.7610

MKSK led a multidisciplinary team to create a vision for Downtown Akron that serves to guide public and private investment for downtown and central city area. The market-based plan helps foster a rich diversity of downtown places and spaces that will attract and support people who live, work and play in Downtown Akron. The vision articulates how to improve the character, identity, and connectivity of the downtown area and its surrounding neighborhoods and increase its vitality and prosperity in the areas of innovation, place-making, housing, business attraction, and arts and entertainment.

PROJECT TIMELINE

June 2016 - September 2016

Working together with the Downtown Akron Partnership, the City, and stakeholders, MKSK engaged the community about the future of the downtown to understand concerns and opportunities. Through the course of this multifaceted outreach process, MKSK met with more than 150 stakeholders, shared information, and gained direction from the Stakeholder Committee. MKSK has met with the community through a series of in-person and online workshops to craft plans for the future of Downtown Akron.

ADDITIONAL RESOURCES:

Downtown Akron Vision & Redevelopment Plan Home Page



Public Meeting Materials



Final Presentation



The following 10 principles were developed following stakeholder input: 1) Focus on Main Street, 2) Build vitality through residential development, 3) Address business vacancy, 4) Create a coordinated incentive for redevelopment, 5) Make great public spaces, 6) Continue to program downtown, 7) Prioritize street design that enhances health and safety, 8) Expand on successful areas of activity, 9) Build on Akron's rich history, 10) Strengthen downtown connections with surrounding neighborhoods and institutions. Building from the 10 planning principles, the Planning Team identified strategic recommendations and provided a framework for the continued revitalization of Downtown Akron through an action-oriented implementation matrix.

The Downtown Vision and Redevelopment Plan has been endorsed by City Council.





**DOWNTOWN AKRON
VISION & REDEVELOPMENT
PLAN, AKRON, OH_MKSK**



200290S

**WHAT WE
HEARD**

42
STEERING COMMITTEE
MEMBERS

150
STAKEHOLDERS
INTERVIEWED

1,800
WEBSITE
VISITS

200
SURVEY
RESPONSES

505
PUBLIC MEETING
ATTENDEES

592
TOTAL COMMENTS
RECEIVED

58
WARD MEETING
ATTENDEES



1 | SOUTHSIDE

2 | MAIN & EXCHANGE

3 | BOWERY DISTRICT

4 | NORTHSIDE

5 | ROUTE 59



MKSK KENMORE NEIGHBORHOOD PLAN

AKRON, OHIO

REFERENCE

Tiny Boyes
Executive Director
Kenmore Neighborhood Alliance
330.217.1280

Jason Segedy
Director of Planning & Urban
Development
City of Akron
330.375.2770

PROJECT TIMELINE

May 2018 - January 2019

The Kenmore Neighborhood has been designated as a priority community by the City of Akron Planning and Urban Development Department and its neighborhood leaders are working with the city to ensure a common vision that aligns with the neighborhood’s wants and needs. MKSK is helping to create a neighborhood plan to leverage funding opportunities and create improvements over the near and long term.

While the City is looking comprehensively at the neighborhood, MKSK is concentrating on Kenmore Boulevard and immediate surrounding areas including its connection to the Towpath Trail. Informed by a retail market study and in collaboration with various neighborhood and community organizations, the resulting neighborhood plan will take a holistic look at Kenmore.

Community engagement happened in a festive way during community events showcasing local artists and vendors. Held on Kenmore Boulevard, the first community event received feedback from more than 100 members of the community. MKSK also led the Jane’s Walk: Re-imagine Kenmore’s Boulevard District which was followed by a gathering session held in conjunction with a street performance event during which the public was invited to participate in various engagement activities.

The final Neighborhood Plan aims to foster a culture of cross-sector collaborative planning, make Kenmore a more walkable, bikeable, liveable neighborhood, initiate a shared vision for development, and create a blueprint for both immediate and long-term improvements. Before the final plan is even complete it has seen success through early implementation of a road diet and installment of protected bike lanes along Kenmore Boulevard.



MKSK MIDDLEBURY NEIGHBORHOOD PLAN

AKRON, OHIO

REFERENCE
Zac Kohl
Executive Director
The Well Akron CDC
330.815.1062

Under the leadership of The Well, Akron’s Community Development Corporation, and in collaboration with the City of Akron Planning and Urban Development Department, MKSK developed the Middlebury Neighborhood Plan. The Plan takes a comprehensive look at the state of Middlebury and develops strategic recommendations for neighborhood enhancement and improvements. The goals of the Plan are to create an improved vision for common community assets, establish a framework for economic development over the next 5-10 years, and create a blueprint for both immediate and long-term improvements.

Jason Segedy
Director of Planning & Urban
Development
City of Akron
330.375.2770

MKSK creatively engaged a cross-section of the community including the public, neighborhood, business, institutional, and city leaders and other stakeholders in focus group style meetings, community events and gatherings, and through an online public engagement survey.

PROJECT TIMELINE
August 2018 - January 2019

The first public event was held during Middlebury Wednesdays, an event featuring a farmer’s market, food trucks, local brewers, and live music. A walking tour focusing on Middlebury’s history also took place during this event. Tour participants were led through the neighborhood, stopping at important historic sites along the way. To continue to gather feedback after the first event, a mobile display and comment cards were left at a popular independent coffee shop, Compass Coffee, where passersby could participate in the planning process at their convenience.



DEVELOPMENTSTRATEGIES®

ASHEVILLE COMPREHENSIVE PLAN

ASHEVILLE, NORTH CAROLINA

REFERENCE

Todd Okolichany, AICP
Director
Dept. of Planning & Urban Design
828.259.5830

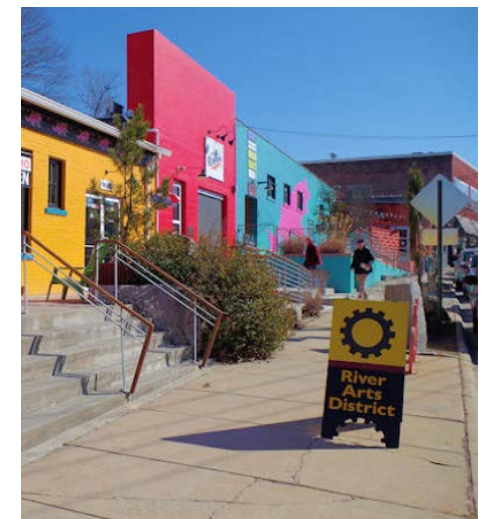
The Asheville region is the economic, tourism, and service hub of Western North Carolina. In 2016, the city of Asheville had a population of more than 90,000 in a metropolitan region of just under 460,000 residents. The city is well-known for its eclectic arts community, and, for years, had been a place where artists, working class families, and tourism workforce could thrive because of the city’s relative affordability, diversity, and unique quality of life.

PROJECT TIMELINE

2016

However, as an increasingly desirable place to live, including becoming a retirement destination, Asheville faces considerable challenges relating to housing affordability and economic diversification. Housing prices have escalated significantly in recent years, and given the tourism-based economy, average wages, even for those with advanced degrees, are lower than the national average and most of the other economic centers in the Southeast. Given these challenges, the city of Asheville recognized the need to develop a new comprehensive plan (last updated in 2005) to address many of these issues and position itself for the next 10 to 15 years. Development Strategies was hired by the city of Asheville as part of a multi-disciplinary consulting team lead by Skidmore, Owings & Merrill (SOM) to analyze the market conditions in the city and region and develop strategies that address the city’s housing, economic development, and land use challenges.

In addition to ongoing project support, Development Strategies worked closely with the city and key stakeholders to develop comparative metrics across a number of peer/benchmarking cities, provided a market assessment summary outlining the city’s challenges and potential opportunities, and created a stand-alone market strategy document with nearly 30 strategic objectives, each with a series of goals to support the final development of the comprehensive plan. The strategic framework provided an overlapping series of themes showing the interplay and interdependencies of community, economic, and physical development.



MKSK ATLANTIC CROSSING

DELRAY BEACH, FLORIDA

REFERENCE

Eclipse Real Estate Group & Edwards Companies
Kimberly Ulle
Senior Vice President
614.463.1999

PROJECT TIMELINE

2019 - Ongoing

The City of Delray Beach is a premier beach town with a lively mix of restaurants, shops and art galleries. Visitors and residents stroll the sidewalks most days and nights of the week. Atlantic Crossing will redevelop two full city blocks located on Atlantic Avenue adjacent to the inter-coastal waterway: a very desirable address.

This project completes the city grid by developing the buildings, streets and site features over a lower level parking structure. Phase One of the development features the Artwalk: a pedestrian promenade lined with retail, restaurants and outdoor dining on the first floor and offices and residential units above. Public Art, fountains, small performance areas, seating, and lush plantings create an artful urban garden. The Owner is working with internationally acclaimed artist Janet Echelman to develop a site-specific sculpture that will float over the intersection of the Artwalk and NE 7th Avenue. Sparkling water features, natural coquina stone, custom hardscape features, a central outdoor bar and signature contemporary elevator enclosure and stairway canopy roof and stair access to underground parking, complete this intriguing, active urban place. The north block of phase I construction features new housing units centered around a contemporary, resort-quality courtyard. The swimming pool features a glass tile baja shelf and spa surrounded by lush tropical plantings. an outdoor living room, a variety of seating areas, trellis covered social space and private viewing gardens. Detailed courtyard gateways, custom pool enclosure fencing, and railings add artistic detail to the residential complex. The development includes two private streets that enable the use of a pedestrian-scale palette of materials, significant hardscape improvements, decorative accent planters and extensive street tree planting to establish the quality authentic character. This is truly a destination that sets a new bar for development in Delray Beach.

MKSK prepared the initial master plan, participated in preparation of materials for an extensive multi-year zoning and permits process, and prepared the detailed design and construction documents for multiple sequenced bid packages. Limited construction administration services are on-going.



WALNUT HILLS REINVESTMENT STRATEGY
CINCINNATI, OHIO

REFERENCE

Emily Sheckels Ahouse
Executive Director
Walnut Hills Redevelopment
Foundation
513.593.9473

PROJECT TIMELINE

March 2016 - September 2016

MKSK led a reinvestment plan with the Walnut Hills Redevelopment Foundation, along with the Walnut Hills Area Council. This three-month study of the neighborhood’s current land uses, housing market and investment potential helped to reposition this historic urban neighborhood known as Cincinnati’s “second downtown”. This community-based planning process ensured that the residents of Walnut Hills influenced the change with prioritized reinvestment. During the first round of engagement over 200 people shared about their vision for Walnut Hills. Goals of the plan include:

- Building upon previous planning and neighborhood demand building efforts to create a targeted and action oriented investment plan.
- Advancing active engagement strategies that reach people typically left out of the planning process and understand the community needs and aspirations for the neighborhood.
- Pursuing strategies that foster equitable urban neighborhood development, broad socioeconomic opportunity and quality of place.
- Leveraging partnerships with organizations, institutions and neighborhood leaders to maximize authenticity and reach of new development.
- Targeting and cross-leveraging specific areas of common/shared interest that have identified development and design funding partners.
- Identifying new areas of focus, program, development strategies and potential partners.



4 KEY ACTION ITEMS

**ACTION ITEM ONE
INVEST IN PEOPLE,
PLACES, AND
HOMES**



**ACTION ITEM TWO
STRENGTHEN
CONNECTIONS**



**ACTION ITEM THREE
PRIORITIZE
PUBLIC REALM
INVESTMENTS**



**ACTION ITEM FOUR
FOCUS
DEVELOPMENT
RESOURCES**



Catalytic Development At Lincoln & Buena Vista

200290S

WHAT WE LEARNED PHYSICAL INVESTMENT PRIORITIES

TRANSPORTATION

We are a “to” neighborhood, not a “through” neighborhood. Our streets are safe places for people on foot, bike, transit, or car.



HOUSING

We are a neighborhood of choice. Our housing stock offers the full spectrum of low-income, workforce/affordable, and market-rate options for a variety of household types.



RETAIL/HOSPITALITY

We are a destination for racially diverse retail and entertainment experiences at a variety of price points.



EMPLOYMENT

We are the home of Cincinnati creativity, building the companies of tomorrow with our entrepreneurial drive to innovate.



COMMUNITY OUTCOMES REAL ESTATE INVESTMENTS



PARAMOUNT SQUARE

WHRF purchased the building in 2015 after it sat vacant for decades. Through partnerships, this renovated building is being reopened as a new mixed-use complex with 44 residential units, 24,000 sq ft of retail and 12,000 sq ft of office space.



FIRE COMPANY 16

Fire Co. 16 was forced to vacate the building after a 1977 fire. Restoration efforts have enabled it to become a mixed-use commercial and residential asset along a developing commercial corridor.

WINDSOR SCHOOL

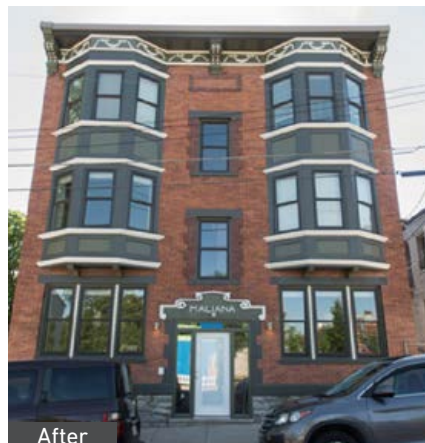
WHRF facilitated the acquisition of State Historic Tax Credits to support the conversion of this vacated school into a residential complex with 44 units in the existing structure and a plan to construct 48 more in an adjacent new building.

MALIANA

The rehab of the Maliana, which was a building that had been vacant for several years, has created six one-bedroom apartments that benefit from views of Green Man Park and easy walking distance to two new restaurants.



Before



After



Before



After

MKSK WALNUT HILLS FIVE POINTS

CINCINNATI, OHIO

REFERENCE

Emily Scheckles Ahouse
Executive Director
Walnut Hills Redevelopment
Foundation
513.593.9473

Five Points is the junction of five urban alleyways transformed from a neglected overgrown parking lot surrounded by vacant properties, into a community gathering space. Working with the Walnut Hills Redevelopment Foundation, MKSK teamed with other community partners to help turn this abandoned site into a comfortable community gathering space for the neighborhood.

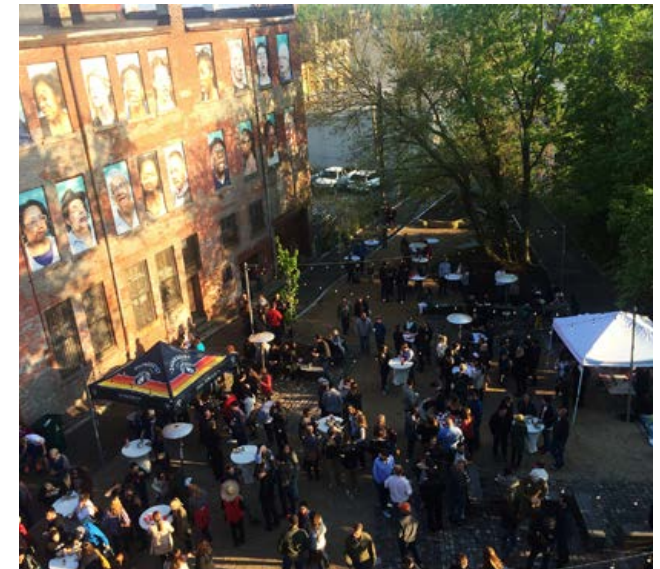
This unique public space keeps the gritty look and feel of an urban alley with the addition of landscaping, cafe lighting, and a stable permeable surface. The Wind! mural helps celebrate the community while featuring five other gateway murals designed by a mix of international and national artists to mark each entrance. Five Points helps to improve pedestrian connectivity and reclaim the alleys as an asset to the community.

PROJECT TIMELINE

May 2015

MKSK was the lead design team of the Five Points transformation. The vision includes a sequence of "rooms" weaving through the site promoting active and passive activities with festive lights that act as a ceiling. Creatively used salvage materials and architectural artifacts from a former church provide sitting and recreational opportunities. Through inclusive design the space is now ADA accessible.

The project was made possible by a large group of invested community partners, including donors such as the City of Cincinnati, P&G, The Haile Foundation and the WHRF.



MKSK WOODBRIDGE NEIGHBORHOOD DESIGN GUIDELINES

DETROIT, MICHIGAN

REFERENCE

Angie Gaabo
Executive Director
Woodbridge Neighborhood
Development
313.516.8948

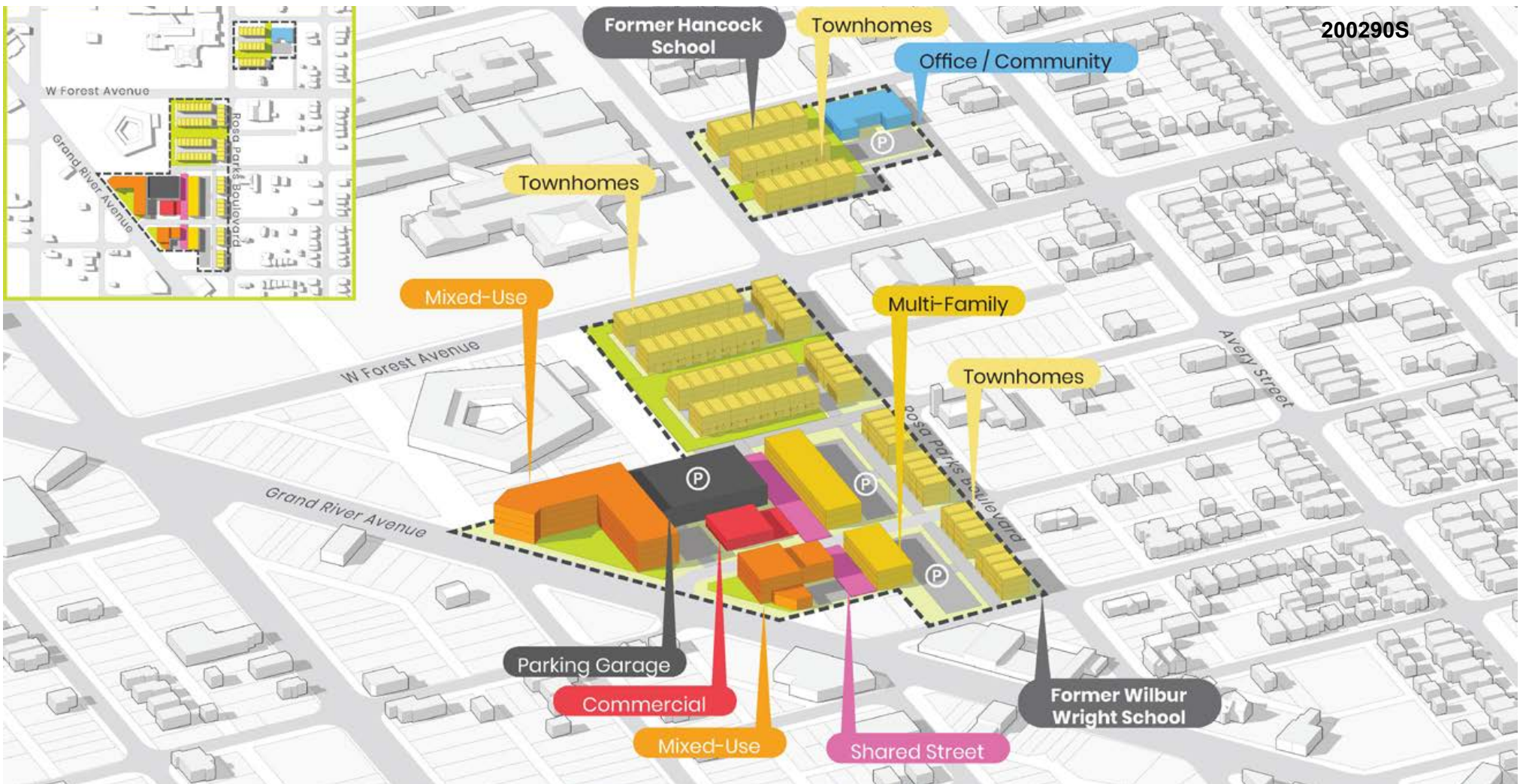
MKSK is leading a multi-disciplinary team of Landscape Architects, Planners, Urban Designers, Architects, and market advisors to prepare neighborhood design guidelines and standards that will influence future development and improvements in the near-term. Working closely with the residents of Woodbridge and Woodbridge Neighborhood Development, the MKSK team is developing a series of neighborhood scale context diagrams that document and investigate the existing conditions of infrastructure and land use that compose this historic urban neighborhood in downtown Detroit. The intent of the project is to provide future guidance and strategies for overall neighborhood improvements and development with specific case studies including two vacant properties embedded within the neighborhood and beloved by the local residents.

PROJECT TIMELINE

December 2019 - Ongoing

Our process involves the exploration of potential development scenarios for each of these vacant parcels, and testing these with the neighborhood residents and stakeholders to solicit feedback. Each scenario will respond not only to building density and architectural massing, but will integrate community open space and the design and development of the urban public realm including recreation areas, green stormwater management, environmental restoration, material selection and aesthetics, pedestrian/bicycle circulation and parking. The vision of this effort is to embrace the history, character and authenticity of Woodbridge while preparing the residents to be proactive about what type of development they'd like to see in their neighborhood.





MKSK VAN AKEN DISTRICT

SHAKER HEIGHTS, OHIO

REFERENCE
Paul Deutsch
City of Shaker Heights
216.752.8750

PROJECT TIMELINE
December 2013 - September 2019

AWARDS
2019 National Planning
Achievement Award for
Implementation- Gold
2019 APA Ohio Built Project Award

The Van Aken District is a vertically mixed use, transit-oriented redevelopment consisting of residential, retail, and office in the heart of Shaker Heights, Ohio. The project has transformed an existing underutilized strip shopping center into a dense and vibrant neighborhood. The heart of the development, the centrally located "Living Room", provides an internal park element that is supportive of adjacent uses and provides space for seasonal community special events. Hardscape elements within the space celebrate the cultural history of Shaker Square, while the landscape character is designed to fit comfortably within the context of the community as a whole. MKSK provided full design services from concept design through implementation as part of a multidisciplinary team assisting the City.





200290S



VAN AKEN DISTRICT, SHAKER HEIGHTS, OH_MKSK



MKSK I-70/71 LONG STREET BRIDGE & CULTURAL WALL

COLUMBUS, OHIO

REFERENCE
Thom Slack
Program Administrator
ODOT District 6
740.833.8340

PROJECT TIMELINE
2014

AWARDS
2014 Columbus Landmarks
Foundation James B. Recchie
Award Finalist
2014 Outstanding New Short Span
Bridge Award, ABCD Central Ohio
Chapter

This project is a piece of the larger I-70/71 Innerbelt corridor reconstruction effort in downtown Columbus called the “Capital Crossroads Project.” The mission is to improve urban design, roadway safety, capacity, connectivity, and aesthetics throughout the system, and included the conceptual design of enhancements to more than 12 bridges being rebuilt as part of the project. Goals include improving the connections between downtown and the surrounding neighborhoods across the “trench”, creating gateways to enhance the city’s image, and mitigating the damage to the urban fabric that was caused by the original freeway construction. Each bridge crossing was individually considered and designed to reflect the character of the surrounding neighborhood.

The Long Street Bridge design consists of a green space cap and cultural art wall. The cap is designed to serve as a green space park until such time as a private developer builds structure(s) on top. The art wall will consist of a series of large illuminated panels that will serve as a source of community pride and a true gateway by telling the story of the adjacent historic King Lincoln-Bronzeville Neighborhood while connecting the historic district and entertainment with the art and academic institutions. Wider sidewalks for pedestrian comfort and safety, bike lanes, on-street parking, and trees in irrigated planters are all part of the complete street design of the bridges and effort to hide the freeway below.

“The cover of this Budget Highlights depicts the Long Street bridge in Columbus, Ohio, which restored connection between the King-Lincoln District, a neighborhood that was cut off in the 1960s by construction of an interstate highway from the city’s center and economic opportunity. This effort to reconnect and revitalize a community divided by past transportation policies is a compelling example of how transportation can create or eliminate opportunity gaps in our Nation. We need to bring people, neighborhoods, communities, and regions together by design and we must recognize the important role transportation can play in doing so.”

- Anthony Foxx, Former USDOT Secretary



I-70/71 LONG STREET CAP & CULTURAL WALL, COLUMBUS, OH_MKSK





WEST CAMPUS INNOVATION DISTRICT

COLUMBUS, OHIO

REFERENCE

Amanda Hoffsis
President
Campus Partners for Community
Urban Redevelopment
614.292.5856

The Ohio State University Board of Trustees established SciTech in 1998 as a university-affiliated, not-for-profit science and technology-based research park. SciTech partners with The Ohio State University, the city, and the state in providing space, research, and development opportunities for new and existing high technology companies.

PROJECT TIMELINE

December 2014 - August 2015
Master Planning: Ongoing

In 2014 MKSK completed a strategic plan for the SciTech Campus. The plan builds on the existing strengths in research, product development, and business incubation to create a physical environment that encourages collaboration between the University and private enterprise and enables further investment in technology and innovation.

This strategic plan became a cornerstone of OSU's Framework 2.0 Plan that MKSK was also involved in. The plan, completed in 2017, advanced the concept of an innovation district that now encompasses all of West Campus. MKSK continues to assist OSU with master planning, infrastructure improvements, and detailed design for this 270-acre district. The \$600 million Phase 1 is currently in final design. When full build out is achieved, this Innovation District will have between 6 and 9 million square feet of academic, research and corporate office space and will be home to between 15,000 and 20,000 jobs.



MKSK UPTOWN INNOVATION DISTRICT

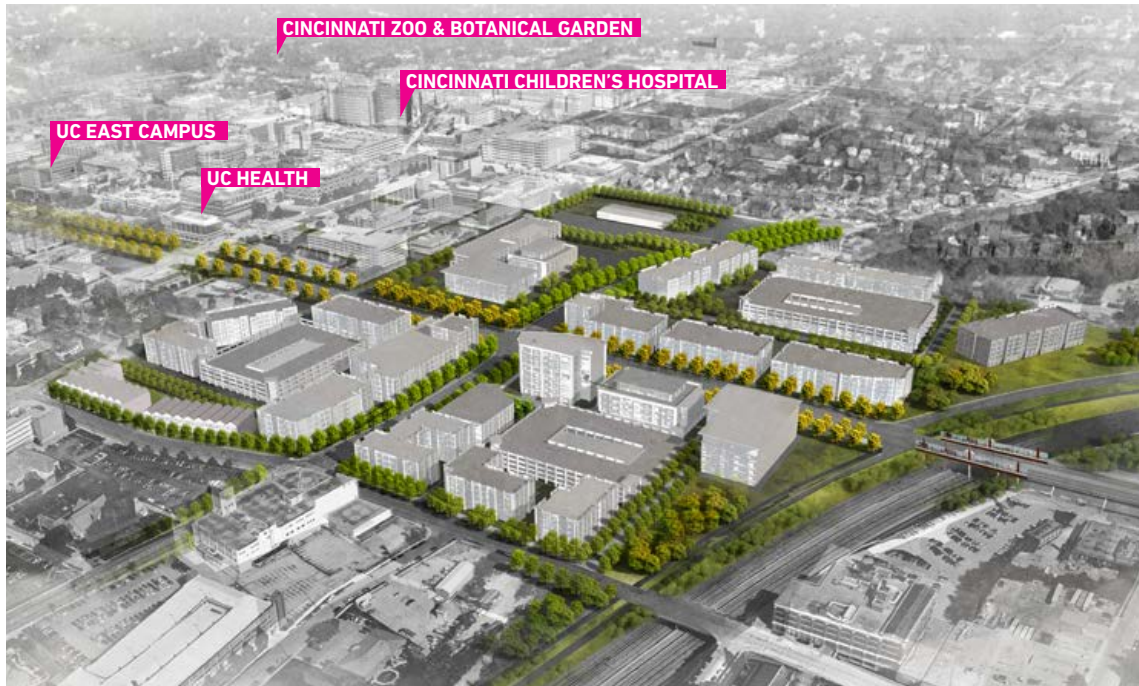
COLUMBUS, OHIO

REFERENCE
Beth Robinson
CEcD, President, CEO
Uptown Consortium, Inc.
513.861.0198

MKSK was engaged by the Uptown Consortium, a nonprofit community development corporation founded by the chief executive officers of Uptown’s largest employers: Cincinnati Children’s Hospital, UC Health, TriHealth, University of Cincinnati, and the Cincinnati Zoo to assist with the implementation of a reinvestment strategy and identification of catalytic projects. The plan leverages the current annual economic impact of over \$3 billion driven by the University of Cincinnati, adjacent hospitals, and health science institutions and sets the stage for development that will be spurred by the now completed \$80 million dollar interchange at I-71 and a new \$110 million federal research laboratory to anchor the new research and innovation district.

PROJECT TIMELINE
2016

The strategy identifies redevelopment scenarios in priority investment areas that align the Uptown Vision with institutional planning, market feasibility, and community context. The redevelopment scenarios demonstrate site capacity, development feasibility, and economic impact on the district by providing detailed site plans and development data. Preliminary massing and modeling in 3D illustrate site potential. Strategic investment scenarios build on the momentum of the interchange improvement along with a previous vision study for the Martin Luther King Drive (MLK)/Reading Road Corridor. The plan involved significant engagement of all institutional partners along with community participation through a public engagement process.



CORTEX URBAN RESEARCH & WASHINGTON UNIVERSITY MEDICAL CENTER REDEVELOPMENT

ST. LOUIS, MISSOURI

REFERENCE

Dennies Lower
President & CEO
CORTEX Innovation Community
314.531.4500

PROJECT TIMELINE

2014

Cortex was founded in pursuit of a dream to capitalize on the development potential of the St. Louis region’s major higher educational, research, and health care institutions. The goal was to create an Urban Business/Research District centered on the plant and life sciences industry.

Now named Cortex Innovation Community, it is an “offspring” of the Washington University Medical Center (WUMC) Redevelopment Area and is the result of a now 45-year redevelopment process. Cortex itself presently includes some 60 different privately developed projects within 38 city blocks. WUMC Redevelopment Corporation guided the revitalization of a 280-acre area surrounding the medical center, including what is now Cortex, which faced severe urban disinvestment.

Development Strategies has been advising WUMC and Cortex since the early 1970s with strategic planning, economic and financial projections, and real estate analysis.

While still growing and evolving, Cortex is already an internationally recognized urban, mixed-use center of research, innovation, and business growth that adds both jobs and wealth. A partnership of Washington University, Saint Louis University, the University of Missouri-St. Louis, and the Missouri Botanical Garden, 500 new residential units were built and another 800 units were fully rehabilitated, with more on the way.

Since inception, Cortex has completed or has under construction 1 million square feet of new and rehabilitated space totaling \$350 million of investment and generating 2,500 technology-related jobs. A new Interstate 64 interchange and public park was completed in 2014. When fully implemented, Cortex will see \$2.1 billion of construction, over 4.5 million square feet of mixed-use development (research, office, clinical, residential, hotel, and retail), a new MetroLink light-rail station, and 13,000 permanent technology-related jobs. A brand new IKEA furniture store in Cortex opened in late 2015, a project that Development Strategies helped to evaluate.





CORTEX URBAN RESEARCH & WASHINGTON UNIVERSITY MEDICAL CENTER REDEVELOPMENT, ST LOUIS, MO _ DEVELOPMENT STRATEGIES



BLACKSBURG DOWNTOWN STRATEGY

BLACKSBURG, VIRGINIA

REFERENCE

Matthew Hanratty
Assistant Town Manager
Town of Blacksburg
540.951.4337

Blacksburg is home to Virginia Tech University, a state flagship research institution with roughly 30,000 students in a town of roughly 20,000 non-students. Recent studies identified a number of opportunities and challenges that the town is facing, including a rapidly growing student population and resulting development pressure for student housing, opportunities to partner with the university on talent attraction and innovation, a need for non-student downtown housing, and tensions with affordable housing and historic preservation. Because the Downtown and seam between the University and Town are critical to addressing these issues, the Town of Blacksburg retained MKSK and Development Strategies to provide a Downtown Strategy that can serve as a component of the Town's broader comprehensive plan update.

PROJECT TIMELINE

2014

Development Strategies led four public meetings, as well as regular meetings with Town Council and a steering committee to provide education, receive feedback, and seek points of alignment in order to address the critical issues facing the community. In the early phases, emphasis was placed on education relating to growth and preservation, the need for density, and the potential unintended consequences of sprawl if traffic and the lack of affordability are not addressed.

The plan identified seven strategies, including the creation of downtown districts, each with its own character, market opportunities, and set of community objectives they could support. Further refinement of these strategies led to the development of physical alternatives at key catalyst sites. Lastly, an implementation plan was put forth that centered on seven critical issues, including development, affordable housing, public space, non-motorized transportation, economic growth, and distinctiveness.

At the conclusion of the planning process, Development Strategies returned to the Blacksburg community to present the Downtown Strategy's recommendations to key stakeholders. The Town also hosted an open house during which community members could learn more about the plan, and review boards prepared by Development Strategies to illustrate the vision for each of the districts.



LINDEN COMMERCIAL ENHANCEMENT STRATEGY

COLUMBUS, OHIO

REFERENCE

Kerry Reeds
Director of Urban Design &
Planning
Neighborhood Design Center
614.221.5001

Centrally located about three miles northeast of Downtown Columbus, Ohio, the Linden neighborhood is strategically situated near many of the region's primary institutions, employment centers, and rapidly developing neighborhoods. Despite these geographic advantages, the neighborhood continues to struggle with a number of problems not uncommon for older urban areas throughout the country, including continued disinvestment, weak market conditions, elevated levels of crime, and other factors that have negatively impacted this neighborhood. Given these challenges and potential opportunities to leverage its geographic and community assets, the City of Columbus and a number of institutional partners, including the United Way and The Ohio State University, embarked in a long-range community master planning process led by the Neighborhood Design Center (NDC), a local planning and design organization.

PROJECT TIMELINE

2017

In support of the Linden Community Master Plan process, NDC hired Development Strategies to analyze the local retail and commercial market and develop a long-term strategic framework for targeted and incremental investments along its once vibrant commercial corridors. Despite economic challenges, the market analysis identified local demand to support a number of retail uses that could leverage existing strengths in the neighborhood, including a strong locally-owned business community, recent investments schools and public spaces, and new Bus Rapid Transit line running along the main commercial spine of the neighborhood (Cleveland Avenue).

Building upon the market analysis, a retail and commercial strategy was incorporated into the broader community-wide planning effort. The strategy was an integral part of a truly community-driven process, one that embodied the aspiration of all Linden residents. With a focus on six core areas, including targeting commercial tenants, enhancing the public realm, placemaking and people-based investment, the strategy informed several of the plan's "Ten Big Ideas." The result was a plan with data-supported recommendations that reflect the integrated nature of challenges and opportunities facing Linden, including stabilizing and expanding housing options, supporting entrepreneurs and developing business, reimagining Cleveland Avenue, and building community investment.





'OURFERGUSON' COMPREHENSIVE MASTER PLAN UPDATE

FERGUSON, MISSOURI

REFERENCE

Elliot Liebson
Director of Planning & Development
City of Ferguson
314.524.5257

Development Strategies is currently leading OurFerguson—the City of Ferguson’s first comprehensive planning effort since 1997. This plan will outline a long-range vision for the city’s approach to land use, open space, and a broad range of community development and policy priorities such as housing affordability, workforce development, small business, and neighborhood vitality. The planning process and resulting recommendations strive to prioritize equity, be data-driven, and build from Ferguson’s strengths while not shying away from its challenges.

PROJECT TIMELINE
2019

The comprehensive plan also seeks to clarify, align, and fill gaps between the many community initiatives, planning efforts, and new developments underway in and around Ferguson. And perhaps most importantly, this plan will lay out a blueprint for how many partners—including the City as well as community members, the region, and other partners—can play a role in driving the change Ferguson would like to see.

In collaboration with City staff, the plan’s Steering Committee, partner planning firm Rise Community Development, and other community stakeholders, Development Strategies is leading a robust community engagement process including community workshops, focus groups, pop-ups, youth forums, a web-based survey, an open house, and more.

Early analysis and community conversations have focused on the need to ensure access to quality jobs, sustain and expand the development momentum in downtown Ferguson, address housing insecurity, and empower youth to contribute to the Ferguson’s future. Future workshops and community conversations will dive deeper into analysis of existing conditions and trends, identify and prioritize strategies for community investment, and create an implementation framework with roles for many partners.



THE BEVO GREAT STREETS PLAN

ST. LOUIS, MISSOURI

REFERENCE

Paul Hubbman
Senior Manager of Corridor &
Long-Range Planning
East-West Gateway Council of
Governments
314.421.4220

East-West Gateway Council of Governments, together with the City of St. Louis and other local sponsors, led this community-driven plan for the Gravois corridor in south St. Louis. The Study Area, a 1.5 mile portion of Gravois Boulevard, is a commercial corridor that runs through some of the city's most population-dense and diverse neighborhoods. The goal of the plan was to create a holistic and actionable vision for improvement, integrating recommendations related to land use, transportation, environmental, design, development, and governance.

PROJECT TIMELINE

2019

To support this effort, Development Strategies provided detailed analysis of demographic, land use, economic, and market trends impacting the Study Area, and projected demand for housing, retail, office, and health care uses. This analysis helped the consulting team identify development products appropriate for the Study Area.

The market analysis also underscored the importance of a strategy to competitively position the Bevo district within the broader context of south St. Louis. That is, to reach its long-term potential, the corridor must foster a distinct identity and make investments that create a desirable environment for businesses, consumers, and residents alike. With this end in mind, Development Strategies created a market strategy outlining a series of recommendations for improving the market environment, including a districting strategy, capacity building recommendations, catalyst projects at key opportunity sites, and targeted neighborhood reinvestment.

As the planning team and the community together refined their vision for catalyst projects, Development Strategies performed analysis to test the economic feasibility of those projects under assumptions informed by the market analysis. These analyses indicated that most proposed projects will require public incentives in the near-term, but that available tools can be strategically aligned to make these projects possible, setting a foundation for a stronger market environment in the longer term.



DOWNTOWN EVANSVILLE STRATEGIC PLAN

EVANSVILLE, INDIANA

REFERENCE

Downtown Evansville CDC
Candace Chapman
Executive Director
704.941.1072

PROJECT TIMELINE

Ongoing

Evansville is the third largest city in Indiana and serves as the hubs of the Illinois-Indiana-Kentucky tri-state area. Like many communities, the downtown has become a key resource to attract and retain young talent, strengthen the local economy, increase tourism, and bolster community pride. While historic Main Street was the first area to see renewed interest, the downtown has also benefited from recent investments such as an indoor arena, convention center, hotels, and medical office buildings.

The newly formed Evansville CDC seeks to leverage these investments, catalyze additional projects, and guide the redevelopment of downtown as it transforms into a district where businesses grow, community gathers, and neglected and underutilized properties are brought back to life. Development Strategies was retained to assess the local real estate market, project future development potential, establish a ten-year vision for the organization, and identify action items and implementation steps.

Through fieldwork, data analysis, and interviews with numerous stakeholders, Development Strategies worked closely with the client team to create a strategy for the downtown which included the creation of six unique districts, each with their own character, market opportunities and objectives. Catalyst projects were selected in each district, and through feasibility testing, the team was able to quantify the amount of incentives required in each case, which provided valuable insights as projects were prioritized and selected for implementation. This work was further refined with a rent tenancing strategy that identified specific brands and types of establishments that would thrive in Downtown Evansville.

The findings of the market analysis and market strategy were summarized in an attractive and user-friendly report that will be used by the CDC to guide their future activities and share the vision for the downtown with potential investors.



HILLTOP HOUSING STRATEGY

COLUMBUS, OHIO

REFERENCE

Kerry Reeds
Director of Urban Design &
Planning
Neighborhood Design Center
614.221.5001

PROJECT TIMELINE

2017

The Hilltop neighborhood is a dense, diverse, single-family neighborhood just three miles west of Downtown Columbus. As Downtown and many other neighborhoods in Columbus have experienced renewed investment and growth, Hilltop has continued to struggle with the impacts of the foreclosure crisis, and a decades-long history of disruptions to the social and economic fabric of the community. In this context, the Mayor identified the Hilltop as one of several focus areas for quality of life improvements and neighborhood planning.

As part of the community-driven Envision Hilltop neighborhood planning process, Development Strategies was hired by the Neighborhood Design Center and the City of Columbus to analyze the local housing market and create a strategic vision for housing in the Hilltop. This housing strategy offers a market-based investment and policy framework for improving housing conditions, raising neighborhood quality of life, and advancing economic opportunity for the Hilltop’s residents.

Understanding the scale of stabilization needs was a critical part of the process. Development Strategies used feasibility analysis to identify the subsidy needs and appropriate tools for reinvesting in the existing housing stock and the development of new, quality mixed-income housing. This typology-based approach helped inform the scale, location, affordability levels, and types of housing investments needed to address the housing needs of current and future neighborhood residents.

While housing will play a critical role in the neighborhood’s future, housing solutions alone will not be sufficient for the Hilltop to become a healthy and sustainable community. The neighborhood also needs investments in People—including education and workforce development—as well as in Place—such as in parks, a vibrant commercial environment, and public safety. To ensure that its work serves to support a holistic approach to neighborhood revitalization, the Development Strategies team closely aligned the housing strategy with existing tools and other efforts of the City of Columbus to invest in the Hilltop as a healthy and sustainable neighborhood.



DOWNTOWN/NOTO MARKET STRATEGY

TOPEKA, KANSAS

REFERENCE
Downtown Topeka, Inc.
Vince Frye
President, CEO
785.234.9336

The Dynamic Core of Topeka—Downtown and NOTO Arts District—experienced significant investment during the past decade, including a multi-million dollar streetscape project and nearly \$150 million of private investment in the form of building renovations, loft conversion, new restaurants and breweries, and the first new hotel constructed in Downtown in more than 30 years. This activity occurred after decades of stagnation and was the direct result of a concerted effort by private, philanthropic, and public community leaders to focus on creating a destination within Topeka that would also support broader economic development goals.

PROJECT TIMELINE
2018

Recent efforts on the part of Topeka—Momentum 2022, community engagement, the regional scorecard, and Holistic Economic Development Strategy—were highly methodical and Downtown Topeka, Inc. recognized the next logical step in focusing on the Dynamic Core required a detailed market analysis and strategy.

Development Strategies kicked off this important work in Fall 2018. It consists of:

- Stakeholder interview and roundtable discussions
- Trend analysis of demographic and economic factors that support downtown development—residential, retail, office, hospitality, and destinations
- Peer city comparison to see how Topeka stacks up
- Supply analysis of what is currently available
- Demand analysis to determine what is supportable
- Case study analysis to understand what types of initiatives worked in similar places and what factors made those successful
- A market strategy providing an outline of recommended efforts that will support development potential

Development Strategies identified demand for several hundred housing units, multiple storefronts of high-quality retail, creative and professional office space, and hospitality uses. Ten strategies were outlined to help Downtown Topeka, Inc., and its partners support this potential development.





GAINESVILLE EXPERIENCE

REFERENCE

Chad Matesi
SMLC, LLC
773.969.5748

HUB ON CAMPUS

eda designed, prepared, and submitted a complete Development Plan submittal package for a mixed-use mid-rise building with approximately 155,700 square feet of residential space (109 units and 413 bedrooms), and approximately 9,600 square feet of retail space. Located at 1131 West University Avenue, one block from the University of Florida campus, this project included fully engineered construction plans, associated urban streetscapes, parking, and infrastructure improvements. eda also coordinated with the Water Management District and GRU for permitting the stormwater system and a master utility plan.



REFERENCE

John Fleming
Trimark Properties
352.376.6223

INGENUITY OFFICE BUILDING

Designed, prepared and submitted a complete Development Plan package to the City of Gainesville for a 50,00 SF Class A office building with associated urban streetscapes, parking and infrastructure improvements. This office building is located at 643 SW 4th Avenue in the Innovation District between downtown Gainesville and the University of Florida Campus. Deliverables included the required development plan and all related civil engineering drawings prepared in compliance with all applicable technical design requirements, as outlined in the City of Gainesville Land Development Code.





GAINESVILLE EXPERIENCE

REFERENCE

Mike Fernandez
Hotel GNV City Center
352.745.7800

HYATT PLACE

Designed, prepared and submitted a complete Development Plan package to the City of Gainesville for an approximately 27,000 square foot hotel with 143 rooms, 18,000 SF of retail space, and 24,000 SF of office space, to be located at 201 SE 1st Street in Downtown Gainesville. Deliverables included fully engineered civil construction plans for the project and supporting documents from sub-consultants. eda coordinated with GRU to discuss utility service points and required setbacks from utilities, and with the City and the Department of Mobility, to address possible additions of drop-off and loading areas for the project. eda represented the client at meetings with regulatory agencies and addressed all review comments. This project is ongoing, and eda continues to work with GRU and the City to solve challenges pertaining to new development in the dense downtown area.



REFERENCE

Cedric Christian, AIA, LEED AP
Flad Architects
352.373.3541

MALCOM RANDALL VA MEDICAL CENTER-ADDITION

The Malcom Randall VA Medical Center – Hospital Addition (aka VA-Correct Patient Privacy Deficiencies) included the construction of a new 241,000 square foot in-patient bed space addition and the renovation of an approximately 66,000 square foot existing space at the VA Medical Center in Gainesville, Florida. Infrastructure improvements associated with this hospital addition included significant utility improvements, stormwater system redesign and upgrades, and a parking lot expansion. Engineering services provided by eda included on-site stormwater system design, sewer system design, water system design and permitting with the federal government.





GAINESVILLE EXPERIENCE

REFERENCE

Gainesville Community
Redevelopment Agency
Sarah Vidal-Finn
352.393.8200

POWER DISTRICT

eda prepared a Comprehensive Plan Future Land Use Map Amendment and Rezoning application within the newly created Power District in downtown Gainesville. These services, provided on behalf of the CRA, included a proposed change to a mixed-use land use/zoning district (UMU-2) to allow for the redevelopment of the project site from abandoned industrial to a mix of commercial, office, civic, and residential uses. The services provided the full scope of services for the Comprehensive Plan Amendment and Rezoning requests, including preparation of maps, exhibits, justification reports, level of service analysis, facilitation of neighborhood workshop, and representation of the client at public hearings.



SEMINARY LANE

eda prepared a master redevelopment plan that incorporated community input and collaboration with the GCRA and other design consultants. The scope also included the creation of code compliant development blocks, parking and landscape areas, community spaces, all project findings related to land use and zoning requirements, as well as utility, stormwater, and parking analysis.



SW 5TH AVENUE STREETScape PROJECT

eda provided civil engineering services to the CRA for the design permitting and construction of a pedestrian streetscape spanning from SW 6th Street to South Main Street along a portion of SW 5th Avenue in the historic Porters neighborhood. This neighborhood thoroughfare connects the community to several nearby amenities including Depot Park, Lynch Park, the Innovation District, the 6th Street Rail Trail and the University of Florida. This well-traveled corridor had a lack of pedestrian amenities, making it difficult to safely traverse. The project involved significant community input, and was constructed and opened to the public in August 2015.





GAINESVILLE EXPERIENCE

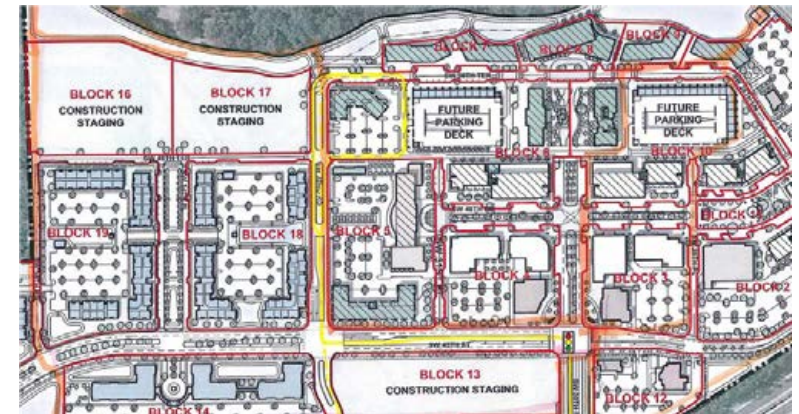
REFERENCE

Dave Stockman
Celebration Pointe Holdings, LLC
352.333.9333

CELEBRATION POINTE TRANSIT ORIENTED DEVELOPMENT (TOD)

Celebration Pointe is a 240 (+/-) acre Transit Oriented Development (TOD) within Alachua County, located at the NW quadrant of Archer Road and Interstate 75. At build-out, the project will have 2,225 residential units and 896,000 square feet of non-residential uses. Additionally, this mixed-use, town center development will contain significant off-site road improvements to serve the development including a new bridge over Interstate 75 as well as significant on- and off-site utility improvements.

eda currently provides urban planning, civil engineering, and surveying services for this project by assisting the developer with the project master planning and permitting with multiple local agencies including Alachua County, City of Gainesville, Gainesville Regional Utilities, Water Management District and other utility providers. Projects include the SW 42nd Way roundabout, Archer Braid Trail, and various commercial and residential block developments. eda is also currently assisting the client with modification of the approved Master Development Plan with Alachua County to further expand and intensify the project with modified block sizes, roads and utilities.



REQUIRED FORMS



**MY VISION FOR
DOWNTOWN AKRON IS...**

A Destination
To Discover
ADVENTURES





City of Gainesville
Procurement Division
200 E University Avenue, Rm 339
Gainesville, FL 32601
(352) 334-5021(main)

REQUEST FOR PROPOSAL (RFP): DOSD-200033-GD:Downtown Gainesville Strategic Master Plan

DUE DATE FOR SUBMITTING PROPOSAL ON DEMANDSTAR.COM: Monday, June 29, 2020, 3:00pm ET

PRE-PROPOSAL MEETING: Non-Mandatory Mandatory N/A Includes Site Visit

PRE-PROPOSAL MEETING DATE/TIME: Thursday, June 4, 2020 – 10:00am

PRE-PROPOSAL MEETING LOCATION: ZOOM:

<https://us02web.zoom.us/j/85914198520?pwd=bkZJbGxkVXNaMUdYcWFRcjh4Qkdodz09>

Meeting ID: 859 1419 8520 --- Password: 4a0cEj

BIDDER QUESTIONS DUE DATE: Thursday, June 11, 2020 – 3:00pm

SUMMARY OF SCOPE OF WORK:

The City of Gainesville, Florida is seeking an experienced, nationally-recognized, and dynamic professional planning consultant team to develop a Downtown Gainesville Strategic Master Plan that is inclusive of a number of constituent groups including Alachua County, Santa Fe College, the Greater Gainesville Chamber, local businesses and developers and the University of Florida.

For questions relating to this solicitation, contact:

Gayle Dykeman, Procurement Specialist 3, 352.393.8789; dykemangb@cityofgainesville.org

Bidder is not in arrears to City upon any debt, fee, tax or contract: Bidder is NOT in arrears Bidder IS in arrears
 Bidder is not a defaulter, as surety or otherwise, upon any obligation to City:

Bidder is NOT in default Bidder IS in default

Bidders who receive this bid from sources other than City of Gainesville Procurement Division or DemandStar.com MUST contact the Procurement Division prior to the due date to ensure any addenda are received in order to submit a responsible and responsive offer. Uploading an incomplete document may deem the offer non-responsive, causing rejection.

ADDENDA ACKNOWLEDGMENT: Prior to submitting my offer, I have verified that all addenda issued to date are considered as part of my offer: Addenda received (list all) # 1, 2, 3

Legal Name of Bidder: MKSK, Inc.

DBA: MKSK

Authorized Representative Name/Title: Darren Meyer, PLA, ASLA, AICP, Principal

E-mail Address: dmeyer@mkskstudios.com FEIN: 83-2731940

Street Address: 504 Rhett Street, Greenville, SC 29601

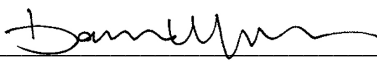
Mailing Address (if different): _____

Telephone: (864) 626-5716 Fax: (513) 818-3845

By signing this form, I acknowledge I have read and understand, and my business complies with all General Conditions and requirements set forth herein; and,

Proposal is in full compliance with the Specifications.

Proposal is in full compliance with the Specifications except as specifically stated and attached hereto.

SIGNATURE OF AUTHORIZED REPRESENTATIVE: 

SIGNER'S PRINTED NAME: Darren Meyer, PLA, ASLA, AICP

DATE: 6/26/2020

DRUG-FREE WORKPLACE FORM

The undersigned bidder in accordance with Florida Statute 287.087 hereby certifies that

MKSK, Inc.

does:

(Name of Bidder)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for the drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this bidder complies fully with the above requirements.



Bidder's Signature

6/26/2020

Date

BIDDER VERIFICATION FORM**LOCAL PREFERENCE** (Check one)Local Preference requested: YES **NO**

A copy of the following documents must be included in your submission if you are requesting Local Preference:

- Business Tax Receipt
- Zoning Compliance Permit

QUALIFIED SMALL BUSINESS AND/OR SERVICE DISABLED VETERAN BUSINESS STATUS (Check one)Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Small Business? YES **NO** Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Service-Disabled Veteran Business? YES **NO** **LIVING WAGE COMPLIANCE**

See Living Wage Decision Tree:

(Check one)

 Living Wage Ordinance does not apply (check all that apply) Not a covered service Contract does not exceed \$100,000 Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses. Located within the City of Gainesville enterprise zone. Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.**NOTE:** If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.**REGISTERED TO DO BUSINESS IN THE STATE OF FLORIDA**

Is Bidder registered with Florida Department of State's, Division of Corporations, to do business in the State of Florida?

YES **NO** (refer to Part 1, 1.6, last paragraph)

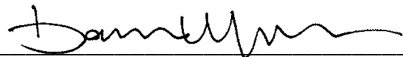
If the answer is "YES", provide a copy of SunBiz registration or SunBiz Document Number (# _____)

If the answer is "NO", please state reason why: MKSK, Inc. is not registered to do business in the State ofFlorida. If awarded a contract in the State, we would register with the Division of Corporations.MKSK, Inc.

Bidder's Name

Darren Meyer, PLA, ASLA, AICP, Principal

Printed Name/Title of Authorized Representative



Signature of Authorized Representative

6/26/2020

Date

REFERENCE FORM

Name of Bidder: MKSK, Inc.

Provide information for three references of similar scope performed within the past three years. You may include photos or other pertinent information.

#1 Year(s) services provided (For Example: 1/2018 to 12/2019): 9/2019 - Ongoing

Company Name: River City Company

Address: 850 Market Street, Suite 200, 2nd Floor Plaza

City, State Zip: Chattanooga, Tennessee 37402

Contact Name: Jim Willaimson, VP of Planning & Development

Phone Number: 423.265.3700 Fax Number: n/a

Email Address (if available): jwilliamson@rivercitycompany.com

#2 Year(s) services provided (For Example: 1/2018 to 12/2019): 4/2016 - Ongoing

Company Name: City of Greenville

Address: 206 S Main Street, PO Box 2207

City, State Zip: Greenville, South Carolina, 29602

Contact Name: Ginny Stroud, Community Development Administrator

Phone Number: 864.467.4568 Fax Number: 864.467.5736

Email Address (if available): gstroud@greenville.gov

#3 Year(s) services provided (For Example: 1/2018 to 12/2019): 2010 - Ongoing

Company Name: Columbus Downtown Development Corporation

Address: 150 S Front Street, Suite 210

City, State Zip: Columbus, Ohio 43215

Contact Name: Amy Taylor, Chief Operating Officer

Phone Number: 614.645.3942 Fax Number: 614.545.4702

Email Address (if available): ataylor@downtowncolumbus.com

#1



Chattanooga Riverfront District Master Plan, Chattanooga, TN

MKSK is leading a multidisciplinary team to conduct a comprehensive master planning and programming study of the Riverfront District. The study includes a robust stakeholder/public engagement process to solicit community input to help define the vision for the district. Recommendations will include urban design, physical planning and improvements, economic development and strategies for branding, marketing, placemaking and programming.

#2



Downtown Columbus Strategic Plan, Columbus, OH

The 2010 Downtown Columbus Strategic Plan articulates an overall vision for the future that builds on current momentum to create a vibrant and economically sustainable downtown. The planning team conducted an interactive public process, hosting three town hall meetings and gaining input from more than 600 participants. The 10 Principles, 12 Ideas and 8 Strategies that emerged have guided the revitalization of Downtown Columbus. Highlights of the visionary plan include continued investment in greenways and parks, developing a creative campus and mixed use and residential district centered on museums, educational and cultural anchors, and public realm improvements to downtown's signature thoroughfares.

#3

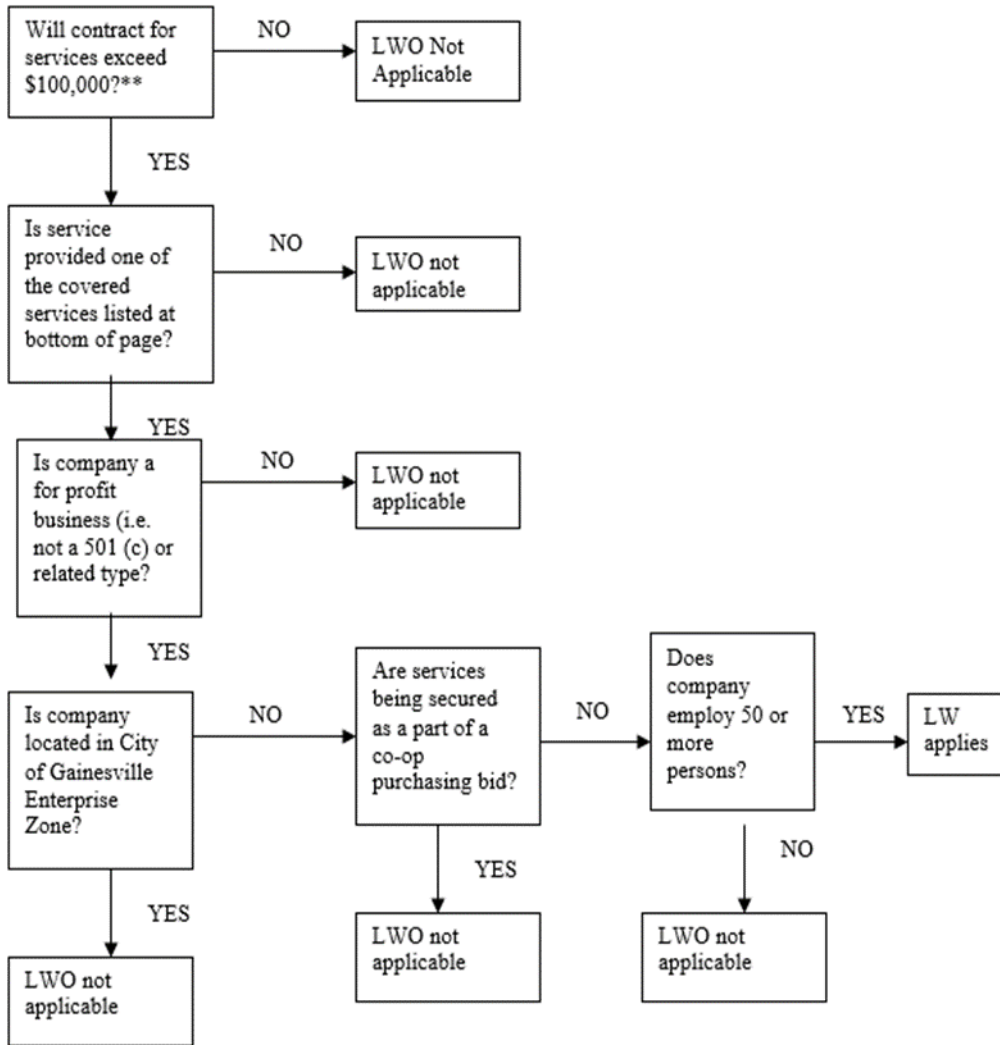


Reedy River Redevelopment Area & Unity Park, Greenville, SC

In a proactive approach to planning for flood hazards, real estate market pressures, and community needs, MKSK prepared a district plan for parks and open space in the Reedy River floodplain and an affordable housing and equitable development plan for the neighborhoods surrounding the river and future park. This comprehensive approach to parks and community planning provided the foundation for social and environmental equity in the culturally-rich neighborhoods west of downtown Greenville and also provided a model for urban floodplain management and green infrastructure.

LIVING WAGE DECISION TREE

While not all encompassing, the following is provided as a guideline for contractors in determining whether the City of Gainesville Living Wage Ordinance applies to their firm in the performance of specified service contracts for covered services* with the City. Contractors are advised to review the entire text of the Living Wage Ordinance in conjunction with this guideline.



*Covered Services: food preparation and/or distribution; custodial/cleaning; refuse removal; maintenance and repair; recycling; parking services; painting/refinishing; printing and reproduction services; landscaping/grounds maintenance; agricultural/forestry services; and construction services
 **Total value of contract.

CERTIFICATION OF COMPLIANCE WITH LIVING WAGE

The undersigned hereby agrees to comply with the terms of the Living Wage Ordinance and to pay all covered employees, as defined by City of Gainesville Ordinance 020663 as amended at 030168 (Living Wage Ordinance), during the time they are directly involved in providing covered services under the contract with the City of Gainesville for "Downtown Gainesville Strategic Master Plan" a living wage of \$12.5962 per hour to covered employees who receive Health Benefits from the undersigned employer and \$13.8462 per hour to covered employees not offered health care benefits by the undersigned employer.

Name of Service Contractor/Subcontractor: MKSK, Inc.

Address: 504 Rhett Street, Greenville, SC 29601

Phone Number: 864.626.5715

Name of Local Contact Person: Darren Meyer, PLA, ASLA, AICP, Principal

Address: 504 Rhett Street, Greenville, SC 29601

Phone Number: 864.626.5716

\$ 250,000.00
(Amount of Contract)

Darren Meyer, PLA, ASLA, AICP, Principal

Printed Name/Title of Authorized Representative



Signature of Authorized Representative

6/26/2020
Date

**Request for Taxpayer
Identification Number and Certification**

Give Form to the requester. Do not send to the IRS.

► Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
MKSK INC

2 Business name/disregarded entity name, if different from above
MKSK

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

Individual/sole proprietor or single-member LLC

C Corporation

S Corporation

Partnership

Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ► _____

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
462 S. LUDLOW ST

6 City, state, and ZIP code
COLUMBUS, OH 43215

7 List account number(s) here (optional)

Requestor's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

				-					
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or

Employer identification number

8	3	-	2	7	3	1	9	4	0
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Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here

Signature of U.S. person ►

Ta P

Date ► 1/2/19

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.



Florida Unified Certification Program

Disadvantaged Business Enterprise (DBE) Certificate of Eligibility

EDA CONSULTANTS INC

MEETS THE REQUIREMENTS OF 49 CFR, PART 26

APPROVED NAICS CODES:

541320, 541330, 541340

Samuel Febres

Samuel (Sammy) Febres
DBE & Small Business Development Manager
Florida Department of Transportation





**Alachua County Board of
County Commissioners
Equal Opportunity Office**

EDA ENGINEERS-SURVEYORS-PLANNERS, INC.

is Certified as a Small Business
Enterprise Under the Provisions of
Section 22, Alachua County Ordinance 06-28
from November 27, 2019 to November 27, 2020

Jacqueline Chung

Jacqueline Chung
Equal Opportunity
Manager

Robert K. ...

Chair
Alachua County Board of
County Commissioners

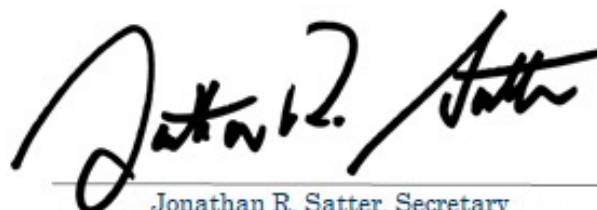
State of Florida

Minority Business Certification

eda consultants inc.

Is certified under the provisions of
287 and 295.187, Florida Statutes, for a period from:

03/27/2019 to 03/27/2021



Jonathan R. Satter, Secretary
Florida Department of Management Services



Office of Supplier Diversity
4050 Esplanade Way, Suite 380
Tallahassee, FL 32399
850-487-0915
www.dms.myflorida.com/osd

Small Business Certification

City of Gainesville-Office of Equal Opportunity certifies:

CITY OF
GAINESVILLE
eda consultants inc.

as a **Qualified Local Small Business**
under the provisions of the City of Gainesville's Small Business Procurement Program (GRU)



Sylvia Warren
Small & Minority Business Program Coordinator

6/13/20

Date



Vendor ID. # VC0000001530
Valid for a one-year period until:
April 30, 2022

IDENTIFICATION OF ALLEGED WRONGDOINGS, LITIGATION/SETTLEMENTS/FINES/PENALTIES

MKSK was named as a fifth party claim to a suit between Stantec Consulting Services, Inc. and Columbus Downtown Development Corporation due to the settling of a CSX/Norfolk Southern railroad bridge pier in the Scioto River during the construction of the Scioto River Greenways Project. MKSK was a sub-consultant to Stantec, the civil engineer lead in the design and documentation of this river corridor restoration project which ironically has won multiple national planning, engineering and design awards. MKSK was dismissed from the lawsuit February 22, 2019 with no liability.

CONFLICTS OF INTEREST

MKSK has no conflicts of interest with the City of Gainesville.

Addendum Publish Date: June 8, 2020

**Downtown Gainesville Strategic Master Plan
RFP #: DOSD-200033-GD
ADDENDUM NO. 1**

Bid Due Date: June 29, 2020, 3:00pm (Local Time)

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary.

1. Any questions regarding this solicitation shall be submitted in writing to the City of Gainesville Procurement Division by 3:00pm, (local time), Thursday, June 11, 2020. Submit questions to: dykemangb@cityofgainesville.org
2. Please find attached:
 - a. A copy of the Cone of Silence period information (Financial Procedures Manual Section 41-424 Prohibition of lobbying in procurement matters) that was discussed.
 - b. An updated copy of the solicitation schedule
 - c. A copy of the Pre-Bid Discussion/Information Checklist
 - d. A copy of the Civic Engagement Tool Kit
3. Following is a review of the Pre-Bid Meeting that was held via Zoom Conference on June 4, 2020:
 - a. City of Gainesville Staff represented by Gayle Dykeman, Procurement Specialist III, Erik Bredfeldt, Project Manager, Sarit Sela, City Architect and Malissa McCreedy, Director of Mobility.
 - b. Gayle Dykeman started the meeting by reviewing important areas of the solicitation, including the solicitation schedule and submittal due date. All communication must go through Gayle Dykeman throughout the duration of the solicitation. All submittals must be entered in DemandStar.com by the due date and time – DemandStar is programmed to reject any bids that are entered after that time. DemandStar is a free tool for vendors to submit bids. DemandStar will automatically close the solicitation at the specified date and time, and the City will not accept any late proposals, regardless of the format presented. Discussed that there are no minimum requirements for this solicitation, the award will be an evaluated award. Living Wage does not apply to this solicitation. Discussed the location of information regarding Local Preference and Small and Veteran Disabled Business incentives. Gayle noted the change in the solicitation schedule – to the “End of Cone of Silence” line only. Spoke at length about the rules of engagement and Cone of Silence.
 - c. Erik Bredfeldt discussed the details of the Scope of Work. The contract, once awarded will likely be administered by the Department of Sustainable Development. Erik provided an overview of the City’s economic drivers, etc, all of which are included in the solicitation. Erik pointed out that Santa Fe College has a presence in downtown Gainesville and they are planning to redevelop their location – this should be researched and considered in the Downtown Strategic Plan. Erik

noted the high level of importance in public engagement in the plan. He recognized that in the new environment of COVID-19, this may be a challenge. The City is looking to Proposers to be creative and include community engagement plans that incorporate the health and social recommendations of the City, Alachua County, State of Florida and CDC recommendations.

Following are questions and answers that were discussed in the meeting:

- d. Question: The RFP emphasizes that you are seeking a National Recognized firm, does that rule out local firms?

Answer: As consistent with the Public Procurement process all interested firms are encouraged to provide submittals in response to this RFP. Since there are no minimum requirements for this solicitation, firms will be evaluated based on the evaluative process as outlined in the Professional Services Evaluation Handbook that is referenced in the solicitation.

- e. Question: What is the budget allocation for this project?

Answer: In the range of \$200,000-\$300,000

- f. Question: What is the timeline for the project?

Answer: In light of the current coronavirus limitations, the time line is a little fluid – the Comprehensive Plan is about a year long process, and the work on the Downtown Master Plan will likely sync somewhat with that endeavor.

- g. Question: The culture of Gainesville has a strong environmental and sustainability factor. Will the Downtown Master Plan be expected to incorporate these factors into the plan?

Answer: Environment and sustainability are major cultural values of the community and should be considered in the Downtown Master Plan.

- h. Question: Speak to the involvement of the GCRA.

Answer: The GCRA (formerly CRA) is a very important player in this space. The GCRA has just gone through a reorganization that consolidated 4 (four) CRA districts into one large district. They have just issued an adoption of their future vision. There is a wealth of information regarding the GCRA history projects and new reinvestment plan at: <https://gainesvillecra.com/projects/reinvestment-plan-development/>, which is also incorporated in the RFP package.

- i. Question: What are the geographic boundaries of the downtown?

Answer: Part of the work the project will pursue is determining the boundaries of what is to be considered Downtown. Downtown has had difference, evolving boundaries over time – historically, downtown zoning, GCRA areas, common understanding, etc.

What people casually call Downtown is different from GCRA boundaries. The City is seeking a definition of downtown that includes the connection between the City and University of Florida, and would include historical considerations to make a cohesive Downtown plan.

- j. Question: What of the City's GIS information is available?

Answer: City will provide the GIS information that is available in its current system. Proposers may want to consider how the future of downtown may be presented using GIS tools.

- k. Question: Speak more about the Tourism economy in Gainesville.

Answer: The City has two primary economic engines: the academic/intellectual footprint, with 70,000 students (University of Florida and Santa Fe College combined) and the medical and health related communities. University of Florida activities draw people in for cultural events and is a particularly strong draw for sports related events. Gainesville has a Regional Airport, which offers direct flights to Charlotte, Atlanta, Dallas and Miami. Gainesville is about 70 miles from the ocean and 70 miles from the gulf, so it is not a beach community.

- l. Question: Back to the timeline question, when do you think the Comprehensive Plan will kick off? What are your expectations in the age of COVID? How is all of this going to work in the age of COVID?

Answer: The City hopes to engage the Comprehensive Plan vendor on June 19, 2020, this is pending City Commission approval of the recommendation which will take place on June 18. The contract provides for a 12 month timeline, however the vendor has indicated that they feel they can complete the work in 10 months. We anticipate that there will be a fact finding period at the front end of the project which, hopefully, will give the COVID crises an opportunity to play itself out. That said, community engagement is critical to this project, and should COVID continue to be an issue, it is recommended that proposers consider these challenges as they develop their submittals, and include the recommendations of health experts and CDC recommendations.

- m. Question: Is the City going to be able to provide support for outreach – communications, social media, etc?

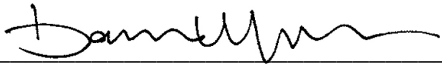
Answer: The City has a communications office and a strategic initiatives office that have expertise in neighborhood engagement. The participation of these organizations will be supportive, but limited. The City has developed a Civic Engagement Tool Kit – which is attached to this Addendum 1 for reference.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER COMPANY NAME: MKSK, Inc.

SIGNATURE: 

LEGIBLY PRINT NAME: Darren Meyer, PLA, ASLA, AICP

DATE: 6/26/2020

Addendum Publish Date: June 14, 2020

**Downtown Gainesville Strategic Master Plan
RFP #: DOSD-200033-GD
ADDENDUM NO. 2**

Bid Due Date: June 29, 2020, 3:00pm (Local Time)

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary.

1. Please find attached:
 - a. A copy of the Cone of Silence period information (Financial Procedures Manual Section 41-424 Prohibition of lobbying in procurement matters) that was discussed.
 - b. An updated copy of the solicitation schedule
 - c. A copy of the Pre-Bid Discussion/Information Checklist
 - d. A copy of the Civic Engagement Tool Kit
2. Proposals will be opened at 3:00pm, June 29, 2020 via Zoom:

<https://us02web.zoom.us/j/89814396203?pwd=c1hDcXlyc29Gc3J1QmpoemlwSFJlZz09>

Meeting ID: 898 1439 6203

Password: 2U5EYy

One tap mobile

+13126266799,,89814396203#,,,,0#,,062934# US (Chicago)

+19292056099,,89814396203#,,,,0#,,062934# US (New York)

Dial by your location

+1 312 626 6799 US (Chicago)

+1 929 205 6099 US (New York)

+1 301 715 8592 US (Germantown)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

Meeting ID: 898 1439 6203

Password: 062934

3. Following are answers to questions that were asked after the pre-bid meeting by the questions deadline:

a. Question: Are you planning to or are you willing to share a list of participants on the pre-proposal call?

Answer: The Pre-bid Meeting was non-mandatory, so no record was kept of the attendees.

b. Question: Is funding in place for the project?

Answer: The project is funded

c. Question: How is the Project funded

Answer: From a variety of sources

d. Question: We are looking to join a team. Will you provide a list of bid holders?

Answer: See attached.

e. Question: Are there any requirements for sub-consultants on the team? Is a landscape architect a requirement?

Answer: Each company will determine the support needed from sub-contractors to fulfill the requirements of the project

f. Question: Is there a schedule for the MP in terms of overall length of time in which the city wants it completed by?

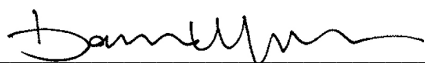
Answer: No timeline is established for this project. It will likely follow the same or similar timeline as the City's Comprehensive place further discussed in Addendum 1, letter I.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 2 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 2 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER COMPANY NAME: MKSK, Inc.

SIGNATURE: 

LEGIBLY PRINT NAME: Darren Meyer, PLA, ASLA, AICP

DATE: 6/26/2020

Addendum Publish Date: June 15, 2020

**Downtown Gainesville Strategic Master Plan
RFP #: DOSD-200033-GD
ADDENDUM NO. 3**

Bid Due Date: June 29, 2020, 3:00pm (Local Time)

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary.

1. **Corrections to Addendum 2** to DOSD-200033-GD
 - a. A copy of the Pre-Bid Discussion/Information Checklist is posted on Addendum 1, and should not have been indicated as being posted on Addendum 2.
 - b. A copy of the updated solicitation schedule is included in Addendum 1, and should not have been indicated as being posted on Addendum 2.
 - c. A copy of the Civic Engagement Toolkit was inadvertently not included in Addendum 2 as indicated, but is attached to this Addendum 3.
2. Please find attached:
 - a. A copy of the Cone of Silence period information (Financial Procedures Manual Section 41-424 Prohibition of lobbying in procurement matters) that was discussed.
 - b. A copy of the Civic Engagement Toolkit

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 3 by his or her signature below, and a copy of this Addendum to be returned with proposal.

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 3 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER COMPANY NAME: MKSK, Inc.

SIGNATURE: 

LEGIBLY PRINT NAME: Darren Meyer, PLA, ASLA, AICP

DATE: 6/26/2020

Addendum Publish Date: June 19, 2020

**Downtown Gainesville Strategic Master Plan
RFP #: DOSD-200033-GD
ADDENDUM NO. 4**

Bid Due Date: June 29, 2020, 3:00pm (Local Time)

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary.

1. **Corrections to Addendum 2 to DOSD-200033-GD**

- a. **The ZOOM meeting information to attend the bid opening has changed. The new bid opening log in information is:**

<https://us02web.zoom.us/j/89536184718?pwd=S1ptTCtGY1c0QndqbDVGWGdBaWgwZz09>

Meeting ID: 895 3618 4718

Password: 2U5EYy

One tap mobile

+13017158592,,89536184718#,,,,0#,,864105# US (Germantown)

+13126266799,,89536184718#,,,,0#,,864105# US (Chicago)

Dial by your location

+1 301 715 8592 US (Germantown)

+1 312 626 6799 US (Chicago)

+1 929 205 6099 US (New York)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

Meeting ID: 895 3618 4718

Password: 864105

Find your local number: <https://us02web.zoom.us/j/89536184718?pwd=S1ptTCtGY1c0QndqbDVGWGdBaWgwZz09>

2. Please find attached:

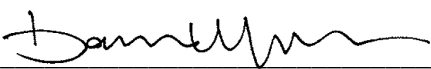
- a. A copy of the Cone of Silence period information (Financial Procedures Manual Section 41-424 Prohibition of lobbying in procurement matters) that was discussed.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 4 by his or her signature below, and a copy of this Addendum to be returned with proposal.

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 4 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER COMPANY NAME: MKSK, Inc.

SIGNATURE: 

LEGIBLY PRINT NAME: Darren Meyer, PLA, ASLA, AICP, Principal

DATE: 6/26/2020

**CITY OF GAINESVILLE
FINANCIAL SERVICES
PROCEDURES MANUAL**

41-424 Prohibition of lobbying in procurement matters

Except as expressly set forth in Resolution 170116, Section 9, during the Cone of Silence as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees, except the Procurement Division or the procurement designated staff contact person. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Cone of Silence period means the period between the issue date which allows for immediate submittals to the City of Gainesville Procurement Division in response to an invitation to bid, or a request for proposal, or qualifications, or information, or an invitation to negotiate, as applicable, and the time that City Officials or the Procurement Division, or City Department awards the contract.

Lobbying means when a person seeks to influence or attempt to influence City Officials or employees with respect to a decision of the City, except as authorized by procurement procedures.

PART 9 – SAMPLE CONTRACT

CONTRACT FOR _____

THIS CONTRACT (“Contract”), entered into on the _____ day of _____, 20xx between the CITY OF GAINESVILLE, a Florida municipal corporation, (“City”), **insert address** and _____, (“Contractor”), **insert address**, taken together, shall be known as “Parties”.

WHEREAS, clauses that briefly describe project and history of project (if applicable)

NOW, THEREFORE, in consideration of the foregoing premises and the mutual covenants contained herein, the Parties agree as follows:

1. EFFECTIVE DATE AND TERM OF CONTRACT.

The term of the Contract shall be one year, commencing on **insert date** and terminating on **insert date**. The Contract may be extended for an additional year, upon mutual agreement of the Parties. Upon extension of the Contract term, the Contract Price may be increased or decreased based upon the Consumer Price Index as of **insert date**.

2. MULTI-YEAR CONTRACT.

The obligations of the City as to any funding required pursuant to this Contract shall be limited to an obligation in any given year to budget and appropriate from legally available funds, after monies for essential City services have been budgeted and appropriated, sufficient monies for the funding that is required during that year. Notwithstanding the foregoing, the City shall not be prohibited from pledging any legally available non-ad valorem revenues for any obligations heretofore or hereafter incurred, which pledge shall be prior and superior to any obligation of the City pursuant to this Contract.

3. SCOPE OF SERVICES.

Project or Product or Service Description:

,as more specifically described in the Specifications.

4. CONTRACT DOCUMENTS.

A. The Contract consists of the following documents, whether attached to this Contract or incorporated by reference (collectively the ‘Contract Documents’):

- i. Contract;

- ii. Addenda to Bid Documents (*attach and identify by title, number and date*);
- iii. Bid Documents (*attach and identify by title, number and date*); and
- iv. Contractor's response to Bid documents (*attach and identify by title, number and date*).

B. The Contract Documents constitute the entire contract between the City and Contractor. In the event of conflict or inconsistency between the Contract Documents, the order of precedence for interpretation shall be the order in which the Contract Documents are listed above. Conflict or inconsistency within a particular contract document shall be resolved by having the more specific reference to the matter prevail.

5. TIME FOR PERFORMANCE

The Parties agree that time is of the essence for the Scope of Services. Contractor shall complete the work on or before June 30, 2021.

6. COMPENSATION/PAYMENT.

City will pay Contractor in an amount not to exceed (\$amount bid if lump sum or budget amount if annual agreement) for the term of the contract. Payment shall be based upon (*describe whether City is paying on an hourly basis, or for a percentage of work completed, amount of material delivered or some other measurement*).

City shall make payments in accordance with the Local Government Prompt Payment Act, Sections 218.70, et. seq. Florida Statutes.

7. INDEMNIFICATION.

Contractor shall indemnify the City, its officials, agents and employees, and hold it harmless from suits, actions, damages, liability, expenses, losses and costs, including, but not limited to reasonable attorney's fees in connection with loss of life, bodily or personal injury, or property damage arising from or occasioned by any act or omission or negligence or intentional wrongdoing on the part of the Contractor and other persons employed or utilized by the Contractor.

This section and indemnification will survive and be in full force and effect after any termination or expiration of this Contract.

8. INSURANCE.

A. During the term of this Contract, Contractor shall maintain insurance as follows:

- Workers' Compensation insurance providing coverage in compliance with Florida Statutes
- Professional Liability insurance (Errors and Omissions) \$2,000,000 per occurrence
- Public Liability insurance (other than automobile) consisting of broad form comprehensive general liability insurance including contractual coverage \$1,000,000 per occurrence combined single limit for bodily injury and property damage

- Automobile Liability insurance \$250,000 each person, \$500,000 per occurrence combined single limit for bodily injury and property damage
- Property Damage insurance \$100,000 per occurrence combined single limit for bodily injury and property damage

B. Prior to the effective date of this Contract, Contractor shall provide to City a certificate of insurance certifying such insurance and naming City as additional insured and that City will be notified in writing at least thirty (30) days before any such insurance is canceled or materially changed.

C. Insurance must be written by a company licensed to do business in the State of Florida and satisfactory to City.

9. SOVEREIGN IMMUNITY.

Nothing in the Contract Documents shall be interpreted as a waiver of the City's sovereign immunity as granted under Section 768.28, Florida Statutes.

10. TERMINATION.

A. If the Contractor fails to observe or perform in accordance with the Contract Document (a "Default"), then the City, after providing at least ten (10) days written notice to the Contractor of the Default and the City's intent to terminate if such Default continues unremedied during the ten (10) day period, may terminate this Contract without prejudice to any other rights or remedies the City may have under this Contract and Florida law.

B. This Contract may be terminated by the City, without cause, upon thirty (30) days written notice to the Contractor. In the event this Contract is so terminated, the Contractor shall be compensated for services rendered through the effective date of the termination.

11. INDEPENDENT CONTRACTOR.

Contractor shall be considered an independent contractor and as such shall not be entitled to any right or benefit to which City employees are or may be entitled to by reason of employment. Except as specifically noted in the Contract Documents, Contractor shall be solely responsible for the means, method, techniques, sequences, and procedures utilized by the Contractor for the full performance of the Contract Documents.

12. INTELLECTUAL PROPERTY AND WORK PRODUCT.

A. Ownership and Publication of Materials. All reports, information, data, and other materials prepared by the Contractor pursuant to the Contract Documents, except those separately identified in the Scope of Services or in other written agreements between the Parties, are owned by the City. The City has the exclusive and unrestricted authority to release, publish or otherwise use, in whole or in part, information contained therein and relating thereto. No material produced in whole or in part under the Contract Documents may be copyrighted or patented in the United States or in any other country without prior written approval of the City.

B. Intellectual Property. Contractor warrants that it owns or has rights to use all intellectual property used for the scope of each project, including patent rights, copyrights, or other intellectual property rights, except with respect to designs, processes or products of a particular manufacturer expressly required by the City [or process or product is an infringement of a patent, copyright or other intellectual property, the Contractor shall promptly give City [and Professional if applicable] written notice of the infringement.

13. RECORDS AND RIGHT-TO-AUDIT.

Contractor shall maintain records sufficient to document completion of the scope of services established by the Contract Documents. These records shall be subject at all reasonable time to review, inspect, copy and audit by persons duly authorized by the City. These records shall be kept for a minimum of three (3) years after

termination of the Contract. Records that relate to any litigation, appeals or settlements of claims arising from performance under this Contract shall be made available until a final disposition has been made of such litigation, appeals, or claims.

14. CONTRACTOR'S ASSURANCES.

Contractor warrants that the goods and services supplied to the City pursuant to this Contract shall at all times fully conform to the specifications set forth in the Invitation to Bid and be of the highest quality. In the event the City, in the City's sole discretion, determines that any product or services supplied pursuant to this Contract is defective or does not conform to the specifications set forth in the Invitation to Bid, the City reserves the right unilaterally to cancel an order or cancel this Contract upon written notice [and an opportunity to cure if applicable] to the Contractor, and reduce commensurately any amount of money due the Contractor.

15. WARRANTY.

This section intentionally left blank.

16. PUBLIC RECORDS.

Florida has a very broad public records law and certain records of a contractor may be considered public records. Accordingly, by entering into an agreement with the City, contractor must:

- a) Keep and maintain public records required by the public agency to perform the service.
- b) Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
- c) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the contractor does not transfer the records to the public agency.
- d) Upon completion of the contract, transfer, at no cost, to the public agency all public records in possession of the contractor or keep and maintain public records required by the public agency to perform the service. If the contractor transfers all public records to the public agency upon completion of the contract, the contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the contractor keeps and maintains public records upon completion of the contract, the contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT (telephone number, e-mail address, and mailing address).

<http://www.cityofgainesville.org/ClerkOfTheCommission/PublicRecordsRequests/RequestingaPublicRecord.aspx>

17. DISPUTE RESOLUTION

Except as otherwise provided in this Contract, any dispute concerning a question of fact or of interpretation of a requirement of the Contract which is not disposed of by mutual consent between the parties shall be decided by the City Manager or designee, who shall reduce the decision to writing and furnish a copy thereof to the parties. In connection with any dispute proceeding under this clause each party shall be afforded an opportunity to be heard and to offer evidence in support of its version of the facts and interpretation of the Contract. The City Manager or designee shall make such explanation as may be necessary to complete, explain or make definite the provisions of this Contract and the findings and conclusions shall be final and binding on both parties.

Pending the final decisions of a dispute hereunder, Contractor shall proceed diligently with its performance of the Contract in accordance with the preliminary directions of the City Manager or designee.

18. ATTORNEY'S FEES AND COSTS

The prevailing party to any litigation filed in state or federal court, shall be entitled to attorney's fees and costs, including any attorney's fees and costs incurred on appeal.

19. FORCE MAJEURE (not needed if paragraph 5 is blank)

If the performance of the Contract is delayed by fire, lightning, earthquake, cyclone, or other such cause completely beyond the control of either the City or the Contractor, then the time for completion of the Contract shall be extended for a period equivalent to the time lost by reason of any of the aforesaid causes.

20. APPLICABLE LAW AND VENUE.

This Contract shall be governed by and construed in accordance with the laws of the State of Florida, notwithstanding any Florida conflict of law provision to the contrary. In the event of any legal action under this Contract, venue shall be in Alachua County, Florida.

21. DEFAULT AND REMEDIES.

The non-breaching party shall have available all remedies at law.

22. NOTICES.

Any notices from either party to the other party must be in writing and sent by certified mail, return requested, overnight courier service or delivered in person with receipt to the following:

CITY:

City of Gainesville
Office of the City Manager
Attn: Lee Feldman
200 East University Avenue
4th Floor
Gainesville, FL 32601

CONTRACTOR:

Insert Contractor's Information

23. SEVERABILITY.

If any provision of this Contract is declared void by a court of law, all other provisions will remain in full force and effect.

24. INTEGRATION/MERGER.

This Contract, together with the attached bid documents, contains the entire contract and understanding of the Parties regarding the matters set forth herein and supersedes all previous negotiations, discussions, and understandings, whether oral or written, regarding such matters. The Parties acknowledge that they have not relied on any promise, inducement, representation, or other statement made in connection with this agreement that is not expressly contained in this Contract. The terms of this Contract are contractual and not merely recital.

25. MODIFICATION AND WAIVER.

The provisions of this Contract may only be modified or waived in writing signed by all the Parties. No course of dealing shall be deemed a waiver of rights or a modification of this Contract. The failure of any party to exercise any right in this contract shall not be considered a waiver of such right. No waiver of a provision of the Contract shall apply to any other portion of the Contract. A waiver on one occasion shall not be deemed to be a waiver on other occasions.

26. CAPTIONS AND SECTION HEADINGS.

Captions and section headings used herein are for convenience only and shall not be used in construing this Contract.

27. ASSIGNMENT OF INTEREST.

Neither party will assign or transfer any interest in the Contract without prior written consent of the other party.

28. SUCCESSORS AND ASSIGNS.

The Parties each bind the other and their respective successors and assigns in all respects to all the terms, conditions, covenants, and provisions of this Contract.

29. THIRD PARTY BENEFICIARIES.

This Contract does not create any relationship with, or any rights in favor of, any third party.

30. CONSTRUCTION.

This Contract shall not be construed more strictly against one party than against the other merely by virtue of the fact that it may have been prepared by one of the Parties. It is recognized that both Parties have substantially contributed to the preparation of this Contract.

31. COUNTERPARTS.

This Contract may be executed in any number of and by the different Parties hereto on separate counterparts, each of which when so executed shall be deemed to be an original, and such counterparts shall together constitute but one and the same instrument.

32. EXHIBITS.

All exhibits attached to this Contract are incorporated into and made part of this Contract by reference.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement, or caused to be executed by their duly authorized officials, on the day and year first written above.

CITY OF GAINESVILLE:

NAME OF COMPANY:

Signature: _____

Signature: _____

Print Name: _____

Print Name: Darren Meyer

Title: _____

Title: PLA, ASLA, AICP, Principal

Date: _____

Date: 6/26/2020

APPROVED AS TO FORM AND LEGALITY

City Attorney



PREPARED FOR:

