March 29, 2019

Attn: Tony Berns, ignite cda Executive Director
Coeur d’Alene’s Urban Renewal Agency, d/b/a ignite cda (the “Agency”)
105 N. 1st Street, Suite 100, Coeur d’Alene, Idaho 83814
(208) 292-1630
tonyb@ignitecda.org

RE: Proposal for Health Corridor Master Plan & Economic Feasibility Study

Dear Mr. Berns,

We appreciate the opportunity to submit our proposal to prepare the Health Corridor Master Plan & Economic Feasibility Study for ignite cda. For this important undertaking, we are intent on working hand-in-hand with the Agency and the Coeur d’Alene community to deliver planning and analysis in support of a potential new urban renewal district that will in turn lead to a vibrant place centered on leadership in healthcare.

Our project team advantageously joins national leadership in planning and urban design with local experience and understanding. The Los Angeles office of CallisonRTKL will lead this assignment, providing professional project management, community engagement, and planning and urban design services that encompass a proven combination of visionary outlook and realistic solutions.

CRTKL’s capabilities will be complemented by the economics and real estate expertise of MXD Development Strategists based in Richmond, BC; we have come to trust their market- and economic-driven approach coupled with extremely wide-ranging experience. Together, CRTKL and MXD have delivered award winning plans for communities both large and small throughout North America, including Phoenix, AZ, Memphis, TN, and Peachtree Corners, GA.

Our team further benefits from a local presence; the Coeur d’Alene office of Parametrix will provide infrastructure and mobility analysis and planning. We are excited to integrate their creative outlook and local inspiration and knowledge.

The primary contact and person authorized to bind the agreement, as well as the person responsible for future negotiations with the Coeur d’Alene Urban Renewal Agency, is Kurt W. Nagle AICP ASLA, Associate Vice President. This proposal may be released in total as public information in accordance with the requirements of the laws covering the same. This proposal shall be valid and binding for one hundred eighty (180) days following the proposal due date and will become part of the contract that is negotiated with the Agency.

Thank you for the opportunity to present our team’s experience and capabilities and your consideration of our proposal. We look forward to working together with ignite cda and the Coeur d’Alene community to build a strong and lasting partnership in pursuit of a revitalized Health Corridor District.
Sincerely,

Kurt Nagle AICP, ASLA, LEED Green Associate
Associate Vice President

CallisonRTKL Inc.
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Direct: +1 (213) 633-1165
Mobile: +1 (213) 591-0410
Kurt.Nagle@crtkl.com

TIN: 52-0884069
FIRM DESCRIPTIONS
About Our Firms

The project team has been selected for their broad depth of expertise, as well as their experience with similar client and project types. We believe that one of our team’s strengths is this depth of experience coupled with a history of working together on relevant project assignments.

**CALLISONRTKL**

**Firm Description**

CallisonRTKL is a global architecture, planning and design practice. Over the last seven decades, we have created some of the world’s most memorable and successful environments for developers, retailers, investors, institutions and public entities.

Our work has set us apart as the number one retail design firm in the world and a top-five architecture practice across multiple disciplines and sectors. Under the Arcadis umbrella, we continue to expand our sphere of influence and the depth and breadth of our resources. Our team of over 1,600 professionals around the world is committed to advancing our clients’ businesses and enhancing quality of life.

**Planning and Urban Design Practice**

At the heart of our practice is planning and urban design, a discipline that courses through our history and informs every project we do. We’re dedicated to creating people-oriented, economically viable places that are not only well-designed, but also support the needs of resilient, high-performance communities and cities—now, and into the future. Our goal is to ensure long-term value and to shape a better world.

Since our studio was founded in 1986, CallisonRTKL’s Los Angeles Planning and Urban Design Studio has become a leader in planning and urban design in North America, successfully delivering over 300 master plans that are legible, visionary, and implementable. To date, our firm has been recognized as a leader in this arena, winning over 100 regional, state, or national planning and urban design awards from notable industry organizations, including the American Planning Association and the Urban Land Institute.

**Number of Years in Business**

73 years

**Range of Professional Services**

- Architecture
- Brand Building
- Change Management
- Commercial Interiors
- Energy Management
- Environmental Graphic Design
- Health Facility Planning
- Health Facility Transitioning
- Healthcare Technologies
- Historic Preservation
- Interior Architecture and Design
- Landscape Architecture
- MEP Engineering
- Operational Excellence
- Performance-Driven Design
- Planning and Urban Design
- Protective Planning
- Store Planning and Design
- Strategic Consulting
- Technology

**Geographical Scope**

Bringing global knowledge, CallisonRTKL has worked in 135 countries around the world, and each of its 20 offices brings a regional focus as well as an expertise in various project types. Established in 1986, the Los Angeles office was formed to respond to the firm’s growing opportunities in the Western U.S. and the Pacific Rim.

**Office Locations**

- Los Angeles
- Baltimore
- Chicago
- Dallas
- Detroit
- Miami
- New York
- San Francisco
- Seattle
- Washington, DC
- London
- Manchester
- Berlin
- Mexico City
- Hong Kong
- Dubai
- Abu Dhabi
- Shanghai
- Manila

**Staff Size**

- Total Firm: 1,664 employees
- Los Angeles office: 198 employees
**MXD DEVELOPMENT STRATEGISTS**

**Firm Description**
MXD Development Strategists Ltd is a full service commercial development consulting firm based in Vancouver, B.C. Canada with projects in over 50 countries around the globe. Our core services include master planning, market analysis, economic development, and development strategy of Mixed-Use, Retail, Urban, Resort, TOD, and Commercial Development Projects.

The MXD Team is made up of a dynamic group of Development Strategists, Retail Experts, Land Economists, Urban Planners and Real Estate Analysts. We provide a balance of knowledge, skills and vision shaped by extensive experience and exposure to the latest commercial development trends throughout the world.

Our “Market-Based Approach” and role as “Development Strategists” has been significant in assisting our clients and architectural design teams in rationalizing and defining development programs for evolving optimal development mixes, configurations, and designs. MXD provides a strategic platform of recommendations related to Real Estate, Land Use, Transportation and Infrastructure in order to retain, expand and attract key identified sectors and attract Development Interest. Using this platform, MXD further evolves strategies for Branding, Marketing and Implementation, shifting from being a Technical Expert in the early stages of Market and Economic Analysis, and Financial Feasibility, to Strategic Expert informing the Branding, Marketing, Leasing and Implementation stages.

**Connecting a world of opportunities from Canada to Australia and a few places in between**
MXD has extensive experience and exposure to the latest North American, European, Middle Eastern, Asian, and other International development trends, examples, formats, and concepts to round out the appeal of commercial developments within the regional context.

**Understanding the Market and Economics Behind Every Project**
Based on a solid foundation of Market Research and Economic and Financial Analysis, MXD identifies the development opportunity, strategy, positioning, and project vision. MXD determines the highest and best use of the site and then works with our clients and architectural & engineering teams in rationalizing and defining development programs to create seamless three dimensional places that achieve harmony between each project component.

MXD’s unique market and economic-driven approach is increasingly necessary to ensure the “right-size”, “right development mix” and “right phasing” for projects to respond to their market audiences and economic conditions, to establish the foundation for the proper development or leasing strategy.

**Connecting the dots of the development process**
MXD are experts in understanding the relationships between the various horizontal and vertical uses that mixed use development projects are comprised of. We assess the market opportunity and financial viability of all of the different asset classes simultaneously, in order to truly understand the integration of uses, financing and cost issues, vehicle and pedestrian circulation, and parking.

**Number of Years in Business**
12 years

**Range of Professional Services**
MXD’s in-depth market experience and industry knowledge can generate a development strategy that is implementable, flexible, and financially viable. No matter the size or complexity of your project, MXD can provide the following services to meet your needs:

- Multi-Use Development Strategy
- Urban Redevelopment Strategy
- Transit-Oriented Development Planning
- Economic Development Planning
- Retail Tenant Mix Planning
- Financial Feasibility

**Geographical Scope**
MXD has worked in 52 countries around the world, with a focus on Canada and the western United States.

**Office Locations**
Vancouver, Canada

**Staff Size**
12 employees
PARAMETRIX

Firm Description

History
Parametrix is a 100-percent employee-owned firm dedicated to providing high quality engineering, planning, and environmental sciences. Founded in 1969, Parametrix has offices across the western United States with over 500 professionals providing multidisciplinary services in transportation planning and engineering, community planning, public works infrastructure, and environmental and natural resources. Our civil engineering capabilities include design of water, wastewater, sanitary sewer, storm sewer, streets and highways, airports, site and campus infrastructure, and parks for public and private clients. We offer full-service surveying capabilities including drone survey and mapping, and the latest augmented reality (AR) and virtual reality (VR) surveys. In 2016, we merged with Taylor Engineering and are excited to have local offices in Coeur d'Alene, Idaho and Spokane and Pullman, Washington to better serve Northern Idaho.

An award-winning company, Parametrix is recognized as one of the top planning, engineering, and environmental firms in the West. We partner with clients through the project development and decision-making process to achieve practical, cost-effective sustainable solutions for each project. The foundation of our success is quality staff; our employee-owners are committed to consistently providing products and services that reflect our clients' needs and expectations.

Local Team
The Intermountain Region of Parametrix serves clients in Idaho and Eastern Washington from offices in Coeur d'Alene and Boise, Idaho and Spokane and Pullman, Washington. We have over 80 professionals providing civil engineering, surveying, transportation planning and engineering, landscape architecture, environmental services, planning, and construction management. We have access to specialized resources from other Parametrix offices if specialty project needs arise. Our staff understand the expectations of local, state, and federal government agencies.

Number of Years in Business
50 years

Range of Professional Services
- Community Building
- Cultural Resources
- Energy
- Environmental
- Funding & Grant Assistance
- Project Management
- Surveying
- Sustainable Solutions
- Transportation
- Water Resources

Geographical Scope
From offices throughout the western United States, we provide multidisciplinary services in transportation, environmental planning and compliance, water resources, and community building.

Office Locations
- Coeur d'Alene, Idaho
- Boise, Idaho
- Las Vegas, Nevada
- Albuquerque, New Mexico
- Bend, Oregon
- Portland, Oregon
- Salt Lake City, Utah
- Bremerton, Washington
- Pullman, Washington
- Puyallup, Washington
- Seattle, Washington
- Spokane, Washington
- Tacoma, Washington

Staff Size
- Total Firm: 525 employees
- Coeur d'Alene, Spokane, and Pullman offices: 40 employees
OUR TEAM
Our Team

A cultural cornerstone of CRTKL is “collaboration.” We believe that a collaborative relationship with our consultant team produces the best results for the clients we serve. First, we are very selective about the consultants we employ, making sure that they also understand the benefits of a collaborative relationship.

CallisonRTKL

Kurt Nagle
Title: Associate Vice President
Role: Project Lead
Percentage of Time Available to the Project: 35%

Jasmine Williams
Title: Associate
Role: Project Manager and Community Engagement
Percentage of Time Available to the Project: 65%

Jie Miao
Title: Associate
Role: Planner / Urban Designer
Percentage of Time Available to the Project: 50%

Jacky Yung
Title: Senior Associate Vice President
Role: Healthcare Advisor
Percentage of Time Available to the Project: 5% - 10%
Chris LeTourneur
Title: President & CEO
Role: Visioning & Strategic Development
Percentage of Time Available to the Project: 35%

Martin Anstey
Title: Senior Vice President
Role: Financial Analysis & Economic Feasibility
Percentage of Time Available to the Project: 40%

Andrew Fayn
Title: Principal
Role: Market & Economic Analysis
Percentage of Time Available to the Project: 60%

Amanda Mackaay
Title: Planning Strategist
Role: Implementation & Planning
Percentage of Time Available to the Project: 60%

Alex Sylvain
Title: Senior Engineer
Role: Infrastructure Planning and Analysis Lead
Percentage of Time Available to the Project: 50%

Charles Allen
Title: Senior Engineer
Role: Transportation Planning and Traffic Analysis Lead
Percentage of Time Available to the Project: 50%
STATEMENT OF PHILOSOPHY AND UNDERSTANDING
STATEMENT OF PHILOSOPHY AND UNDERSTANDING

- Post Falls Labcorp Laboratories, Post Falls, 8 miles away, 15-min drive
- Northwest Specialty Hospital, Post Falls, 8 miles away, 15-min drive
- University of Idaho Research Park, Post Falls, 11 miles away, 15-min drive
- Providence Medical Park, Spokane, 20 miles away, 30-min drive
- Washington State University HSC, Spokane, 30 miles away, 45-min drive
- Spokane Int’l Airport, Spokane, 37 miles away, 40-min drive

10-MILE RADIUS, 20-MIN DRIVE

5-MILE RADIUS, 10-MIN DRIVE

3-MILE RADIUS, 6-MIN DRIVE

1-MILE RADIUS, 20-MIN WALK
Project Understanding and Approach

CURRENT CONTEXT

Project Site & Boundaries
Anchored by the Kootenai Health Campus, the Coeur d’Alene Health Corridor is a significant economic and community asset for Kootenai County. Bounded by the I-90 and Appleway Avenue to the north, Government Way to the east, West Davidson Avenue to the south, and Northwest Boulevard to the west, the 320-acre Health Corridor rests entirely within the City’s municipal boundary and comprises a dynamic mix of medical services and healthcare related land uses that are complementary to the growing health campus.

Economic Context - the Health Care Sector
Kootenai County is the center for economic activity in northern Idaho. In 2018 the county-wide unemployment rate dropped to 2.9%, with Coeur d’Alene also trending downward to 2.7%. The Health Care sector continues to be a key economic pillar for both Coeur d’Alene and Kootenai County, which is bolstered by increased population growth brought on by the large influx of retirees. The population over the age of 65 in Kootenai County currently comprises 14% of the county’s total population and is expected to grow to 17% by 2025, thus increasing the demand for health care services in the region and infrastructure supportive of aging-in-place within and around the Health Corridor. Despite the region’s healthy economic performance, labor shortages have been identified as an impediment to sustained growth and economic prosperity.

Economic Driver – Kootenai Health
Kootenai Health is a prominent economic engine that serves as the largest employer in Northern Idaho. The community-based health network provides over 3,000 high-paying jobs across the Kootenai County region and has invested $250 million into new facilities, technology and expansions. More specifically, the 2013 Facility Master Plan for the Kootenai Health Campus has facilitated an investment of approximately $114 million into expanding the footprint of the hospital through a three-phase development plan. Furthermore, the site will soon house a 20-room Hospitality Center which is planned for an empty lot in the northwest corner of the campus. These investments are indicative of Kootenai Health’s appetite for growth.

CHALLENGES & OPPORTUNITIES

Key Challenge – Underdevelopment & Poor Connections
A preliminary look at the project site reveals a series of often underdeveloped subareas that comprise the medical corridor. These subareas include a 1) hospital campus and medical core; 2) a community serving and medical retail precinct toward the eastern end of the study area; 3) a medical-office and office precinct toward the western end of the study area; and 4) a transitional area largely composed of residential use toward the south end of the study area. These subareas are serviced by a challenging network of regional highways and arterial roads that exacerbate vehicular congestion and make transit opportunities and alternative green linkages a challenge to implement.

Key Challenge – Barriers to Kootenai Health’s Expansion
The Health Corridor brings community benefits and substantial business revenue to Coeur d’Alene in competition with cross-border medical facilities in Post Falls and Spokane. However, Kootenai Health’s future growth is potentially inhibited by roadway congestion, physical barriers (e.g., the highways) to expansion east and north, and the challenge of land assembly to the west and south. A failure to address these challenges could result in Kootenai Health directing much of its future growth outside of Coeur d’Alene. Such an outcome would in turn weaken the Health Corridor’s position as a strategic
STATEMENT OF PHILOSOPHY AND UNDERSTANDING

Initial Impressions: Precincts, Anchors & Adjacencies

Precincts with Infill Opportunities
- Hospital Campus
- Medical Core
- Office/Medical Office
- Community Serving/Medical Retail

Redevelopment Opportunities
- Undefined / Opportunity Area
- Residential / Transitional Area
community asset and negatively impact the Health Corridor’s other healthcare providers, ancillary services and surrounding businesses.

The Challenge Summarized
The Health Corridor and surroundings can point to examples of successful economic and community development, highlighted by the emergence of Kootenai Health as a regional medical hub; the adjacent Riverstone Development, Atlas Mills waterfront revitalization project, and Seltice Way Revitalization also represent positive investments that have enhanced the area and make it more attractive to private development. However, the long-term growth and viability of the Heath Corridor is challenged by several factors that must be addressed as part of this study including:

- Incremental and fragmented growth resulting from the absence of a planning vision.
- Need to diversify the economy & land uses, while supporting healthcare leadership.
- Limited space to support future growth and development of Kootenai Health.
- Diverse property ownership with varying investment interests.
- Suburban scale development pattern and underutilization of certain land parcels.
- Traffic congestion and circulation challenges of inadequate transportation infrastructure.
- Absence of structured parking for hospital visitors and employees.
- Need for a cohesive vision, identity, and branding for the area.

Key Opportunity - Regional Linkages
In thinking beyond the Health Corridor boundaries, it is critical to understand the opportunities that exist within Coeur d’Alene and the larger region. The area is surrounded by a wide-range of places to live, work, and play. In particular, the region's lake front experience; the Main Street “feel” of Downtown; a watersport and golf culture; resort communities; trail systems; and proximity to Spokane are all valuable contributors to the area’s “healthy tourist” appeal. Moreover, nearby college and university campuses (e.g. Washington State University’s Health Sciences Campus, Lewis & Clark State College, University of Idaho, and North Idaho College) offer a unique relationship to education, technology, and healthcare resources and innovations that can sustainably support Kootenai Health’s vision for growth in its current location.

Opportunity - District Linkages & Placemaking
The Health Corridor and its surroundings should ultimately connect through a cohesive and easy to navigate network of pathways and outdoor spaces for the enjoyment of visitors, employees, and residents alike. In particular, the medical campus and community would benefit from green links to the lake and nearby open space resources, as well the integration of identifiable outdoor spaces such as parks, plazas and gardens that contribute to a sense of place. Significantly, points of vehicular congestion such as the intersection of I-90 and US 95 - one of the busiest in Northern Idaho - will need to be resolved, for example through the implementation of complete streets while factoring in capacity solutions to vehicular traffic during peak hours that limit access to the Kootenai Health Campus. Wayfinding will be vital to clarify the circulation network and help facilitate access to key facilities in the Health Corridor.

Key Opportunity - Economic Diversification
There are opportunities for economic diversification throughout the Health Corridor that will also maintain and reinforce the area’s regional leadership in healthcare. Some considerations include:

- The office / medical office area toward the western end of the study area must evolve to serve 21st Century medical needs; this requires densification to include multi-tenant structures that ensure providers are easy to find, accessible on foot, safe to reach, and include features like shared waiting rooms, administrative space, and structured parking.
- The residential area toward the south end of the study area could introduce retirement communities (CCRC’S), assisted and intergenerational living (e.g. healthcare student/senior/patient dynamics), workforce housing, and rehabilitation centers.
- There are significant opportunities for medical R&D including biotech, pharmaceuticals, and robotics/nanotech, for example on potential redevelopment sites.
- The community serving and medical retail area along toward eastern end of the study area is appropriate for various healthcare related and ancillary services (e.g., medical devices, pharmacies, optometry, and food service).
STATEMENT OF PHILOSOPHY AND UNDERSTANDING

Initial Impressions: Linkages & Places

Linkages
- Green Link
- Regional Highway
- Community Spine Road
- Arterial Roads
- Site Boundary

Places
- Points of Congestion
- Potential Points of Connection (Activity Nodes)
- Potential Regional Transit Opportunity
- Potential Gateways
- Development Opportunity Sites
- Hospital Ownership
Opportunity – Vision & Partnerships
The Health Corridor’s proximity to government facilities, educational institutions, health and wellness centers, and senior care presents an opportunity to strengthen partnerships and find collective solutions. Planning efforts must consider the healthcare adjacent and supportive uses needed to reinforce Kootenai Health’s strategic transition into a regional medical center. A successful planning approach should also emphasize the Health Corridor’s competitiveness by prioritizing sustainable on-site development and growth; infrastructure capacity; efficient and convenient mobility; adequate parking facilities and management; as well as the design of a safe and healthy Health Corridor through green links, placemaking, and wayfinding solutions.

OVERALL APPROACH
It is our understanding that the Coeur d’Alene Urban Renewal Agency (ignite cda) would like to build upon the work of the Coeur d’Alene Health Corridor Urban Renewal Eligibility Report (2018) and the Urban Land Institute: Technical Assistance Panel Report (2017) to establish an economically feasible and community-oriented master plan that will guide the trajectory of growth and development in the proposed Health Corridor.

The facilitation of community visioning sessions will help to garner an understanding of the community objectives for the corridor. Research into various real estate market indicators such as rents and land sales, capitalization rates, vacancy rates, absorption rates, development costs, and pipeline projects will form the foundation of the Economic Feasibility Study.

The culmination of information from the community meetings and the market analysis will inform the creation of three alternative development scenarios for the Health Corridor that will consider the trade-offs between community, City, Agency, financial, and developer objectives. These development scenarios will identify a diversity of land uses, encompassing senior and workforce housing, new employment opportunities, aging-in-place supportive infrastructure, ancillary medical service providers, academic training facilities experiential retail and food & beverage concepts, and amenity packages that will support the Health Corridor’s leadership in healthcare and promote economic diversification.

The land use recommendations will also consider different typologies, locations, positioning, mixes, and a multipronged approach to transportation that encompasses infrastructure improvement and alternative modes that would be optimal for redevelopment and infill sites in the Corridor. Consideration for introducing transit-oriented and mixed/multi-use development in a quickly urbanizing portion of the City will be a focus when creating the development scenarios and land use recommendations. Public space concept plans will be developed from both a design and costing perspective, understanding that public spaces serve as a key amenity to existing employees and residents of the area while also helping to incentivize new development. A financial analysis for each development scenario will be undertaken to evaluate the estimated development costs as well as revenue potential within a 20-year timeframe. Our team’s multiple land-use financial models will assist in determining the optimal development scenario for the Health Corridor from a financial perspective, identifying the costs, revenues, and returns.

The development of an actionable implementation strategy that considers available financing sources, partnership and cooperation opportunities, as well as catalytic projects that can kick-start investment will be instrumental in maintaining the competitive advantage of Kootenai Health, while establishing a multi-use, pedestrian-oriented, and transit supportive community node centered around the health campus.
Scope of Services

TASK 1.0 PROJECT MANAGEMENT

Task 1.1 Project Kick-Off Meeting
The CRTKL/MXD/Parametrix Team will participate in a “Kick-Off Meeting” for the project. The intent of this meeting is to accomplish the following: 1) introduce and identify the roles of key members of the consultant team, Agency Staff, and other stakeholders as appropriate; 2) establish reporting protocols, and evaluate how Agency Staff and consultants will collectively function as one Project Team; 3) discuss project objectives, issues, and opportunities; 4) confirm project schedule and work program, and review outreach methods and timing; and 5) identify and transmit pertinent documents and studies, and other relevant data to the CRTKL/MXD CRTKL/MXD/Parametrix Team.

Consultant Deliverables
• Kick-Off Meeting Participation
• Meeting Agenda
• Meeting Summary

Task 1.2 Project Status Meetings / Team Coordination
The CRTKL/MXD/Parametrix Team will coordinate and regularly consult with the Project Team to review progress and ensure that necessary information and documentation are received and incorporated into the work product in a timely manner; this task also includes on-going monitoring of the schedule and budget. For this task, members of our Team will participate in a maximum of three (3) Project Status Meetings with Agency Staff to assess progress and direct forthcoming work. Additionally, we will participate in periodic conference calls to track progress and coordinate efforts.

Consultant Deliverables:
• Project Status Meetings; participation in a maximum of three (3) meetings
• Team Conference Calls; participation in periodic calls
• Meeting Agendas
• Meeting Summaries
TASK 2.0 STAKEHOLDER ENGAGEMENT

Task 2.1 Stakeholder Interviews
The CRTKL/MXD/Parametrix Team will participate in interviews and/or small group meetings with key stakeholders to better understand critical issues and opportunities. Interviewees and scheduling will be determined in consultation with Agency Staff. Potential interviewees include appointed and elected officials; key Agency and City staff representatives; institutional leaders (esp. representatives of major health and medical organizations); key property and business owners; community advocates; etc.

We recommend conducting a round of interviews within the first couple of weeks of the project, with follow-up interviews and briefings as appropriate. A maximum of twenty-four (24) hours of Stakeholder Interviews will be provided; each interview will be documented and a summary of key findings will be prepared. It is anticipated that Agency Staff will assist with coordinating these meetings.

Consultant Deliverables
- Stakeholder Interviews; participation in a maximum twenty-four (24) hours of interviews
- Stakeholder Interview Summary (following initial round of interviews) presented in memo format

Task 2.2 Community Workshops
The CRTKL/MXD/Parametrix Team will work with Agency Staff to facilitate a maximum of three (3) Community Workshops. The overall intent is to inform the community about the project; achieve a consensus vision for the study area; allow for their valuable feedback and evaluation of concepts and recommendations; and build support for the final proposal.

We will coordinate with Agency Staff to determine the most appropriate timing for each workshop, as well as to develop a strategy that ensures each workshop is informative and engaging; we offer a range of formats and interactive tools (e.g., charrettes, small group exercises, round table discussions, electronic preference surveys, etc.) that may be utilized with each of these participation events. Our initial recommendation is that these community-oriented meetings encompass the following:

- Community Workshop No. 1 to provide a preliminary overview of existing conditions and engage in a visioning session that will elicit goals and objectives, and reveal preliminary ideas and concepts for development of the study area.
- Community Workshop No. 2 to review and evaluate alternative development scenarios, explore redevelopment site and public space opportunities, and discuss preliminary strategies for achieving the vision.
- Community Workshop No. 3 to present the Preferred Development Scenario and share recommendations for implementation.

It is anticipated that Agency Staff will take the lead in handling the logistics for these workshops (e.g., invitations and notices, times and location, facility details, etc.). As appropriate, the CRTKL/MXD/Parametrix Team will provide graphic support in the preparation of invitations, notices, and similar project advertisements to establish and help maintain a consistent graphic look for all project related materials.

Consultant Deliverables
- Community Workshops; attendance and lead facilitation at a maximum of three (3) workshops
- Community Workshop Summaries presented in memo format
- Collateral / Communications Materials as appropriate (e.g., powerpoint presentations, exhibits, etc.)

TASK 3 BACKGROUND ANALYSIS

Task 3.1 Site Reconnaissance / Document Review
The CRTKL/MXD/Parametrix Team will join key Agency Staff (and other stakeholders as appropriate) in an initial field tour of the study area and its surroundings to gain a holistic understanding of the physical and environmental context; it is recommended that this field tour is coordinated with the Kick-Off Meeting.

Additionally, our Team will collect (with Agency Staff assistance), review and evaluate pertinent documentation; this review will include a brief summary and assessment of applicable plans, policies, and programs, including the ULI “Vision for the Health Corridor” and the PAC Urban Renewal Eligibility Report. The intent is to establish a common basis for planning, and to identify potential roadblocks and support for creating and implementing a renewed healthcare district.

Consultant Deliverables
- Initial Field Tour with Agency Staff
- Follow-up Site Reconnaissance as necessary to record key site conditions
- Document Review Summary presented in memo or other format suitable for review and comment
Task 3.2 Land Use & Urban Design Analysis
The CRTKL/MXD/Parametrix Team will synthesize our site reconnaissance, document review and evaluation, and other inputs (e.g., web-based research, stakeholder inputs, etc.) into a series of diagrams, maps, tables, etc. with supporting text to communicate our understanding of the study area and its context. Among the issues this mapping and analysis will address are as follows: land use distribution; anticipated/entitled projects; architectural and urban design character; open space/public space distribution and character; community resources; and other site and community issues as appropriate.

We will coordinate our land use and urban design evaluation with the more technical analysis described below (i.e., the Market Assessment and the Infrastructure & Mobility Analysis) to clarify and graphically depict development opportunities and constraints, including identification of redevelopment opportunity areas or sites.

Consultant Deliverables
- Land Use & Urban Design Analysis presented in memo or other format suitable for review and comment

Task 3.3 Infrastructure & Mobility Analysis
This task will be led by our Team’s mobility and infrastructure consultant; Parametrix will evaluate the infrastructure associated with the planned redevelopment of the Health Corridor to identify and address capacity limitations, connectivity issues and appropriate space allocation for movement and parking, as well as stormwater mitigation. Parametrix will work with the City of Coeur d’Alene Water, Wastewater and Street and Engineering Departments to understand their existing water and sewer system service limitations as well as short and long term planned improvements surrounding and within the Health Corridor. We will use our past experience working on similar redevelopment master plans to provide recommendations for long term successful budgeting for end-user needs aligned with City and/or utility purveyors planned Capital Improvement Projects.

Parametrix will evaluate the transportation impacts associated with the planned redevelopment of the Health Corridor to identify and address traffic operations, safety, and connectivity issues. We will use our past experience working in Northern Idaho and on similar redevelopment master plans, in addition to building off of previous traffic studies, to provide recommendations in order to create an efficient and equitable transportation system for all modes of travel. Parametrix will review the existing transportation operations in the study area to determine intersections and corridors which may currently have operational or safety issues; this will also include an inventory of walking, bicycling, and transit infrastructure and routes within the area.

Consultant Deliverables
- Infrastructure & Mobility Analysis presented in memo or other format suitable for review and comment

Task 3.4 Market Assessment
This task will be led by our Team’s economists and will provide a summary of real estate conditions, including historic and projected metrics; provide competitive real estate benchmarking; identify a 20-year real estate market demand for all land use asset classes; and recommend primary and supportive land uses. More specifically, this task will be comprised of the following components:

Economic Cluster Analysis: We will conduct a socio-economic overview of the study area and adjacent areas to understand the local and regional context, to include the following:
- Prepare a Macro Overview of Economic Circumstances and initiatives in the region.
- Identify the region’s primary economic drivers (with a focus on the health and medical sectors) to establish a competitive framework for considering the most strategic positioning.
- Using NAICS data, field research and other sources, identify and assess a range of economic sectors and sub-sectors that would lead to a growing and successful Health District.
- Identify “Target Economic Sectors” which capitalize upon the Health Corridor’s competitive advantages and the economic context of the wider region.
- Review the potential for supporting economic sectors such as pharmaceuticals, robotics, bio-sciences, and research & development.
- Identify Economic Sectors that are for immediate focus, and sectors that are longer term pursuits.

Market Analysis & Positioning: We will undertake a thorough real estate market study and assessment of business, mixed-use and residential opportunities for the Health Corridor to ensure recommended land uses are complementary to major medical and health anchors. Real estate market analysis will be undertaken for major land use types to create a market-driven Development Program, including the following:
- Office (Medical Campus and Multi-tenant Business).
- Flex / Research & Development.
- Multi-Family and Mixed-Use Residential / Workforce Housing.
- Assisted Living and Retirement Communities.
- Retail (including Medical Retail).
- Culinary / Food & Beverage.
- Hotel & Long-Term Stay.
For each land use type, the following research and analysis will be conducted:

• Record current supply and typology in the study area.
• Determine competitive supply and benchmarking of comparables.
• Identify trends of lease rates; vacancy rates; property values; capitalization rates; and absorption.
• Identify proposed or planned new projects in the pipeline (within Coeur d’Alene).
• Calculate new demand over a twenty-year period and assess incremental demand.
• Perform capture rate analysis to determine amount of development (in square feet) that could be feasibly garnered in the study area.
• Provide recommended development formats, positioning, and phasing.

Identify supportive land uses that would complement the primary land use typologies, including, but not limited to:

• Health & Wellness (smaller-scale health uses)
• Institutional and Education (Post-Secondary satellite campuses)
• Amenities
• Recreation

Consultant Deliverables

• Market Assessment presented in memo or other format suitable for review and comment, including Economic Cluster Analysis and Market Analysis & Positioning

**TASK 4: PRELIMINARY DEVELOPMENT STRATEGY & ALTERNATIVE SCENARIOS**

Task 4.1: Preliminary Development Strategy (Development Goals, Objectives & Programming)

Based on input received through the process of stakeholder and community engagement, as well as our background analysis, the CRTKL/MXD/Parametrix Team will prepare a preliminary set of Development Goals & Objectives for the study area. Additionally, our Team will prepare a preliminary Development Program to include the following:

• Define optimal development typologies for each land use type, to include typical land area, site coverage, building heights, and density/FAR.
• Summarize the following for each recommended use: total land area; gross floor area (GFA); potential net leasable area; parking requirements (based on current zoning or recommended new zoning); absorption schedule; required market demand capture.
• Prepare a preliminary phasing strategy factoring in near-term objectives and the long-term success of the Health Corridor.

Consultant Deliverables

• Preliminary Development Strategy presented in memo or other format suitable for review and comment, including Development Goals & Objectives and a recommended Development Program.

Task 4.2 Alternative Development Scenarios

The CRTKL/MXD/Parametrix Team will prepare up to three (3) Alternative Development Scenarios for the project site. These alternatives will draw upon the above completed tasks to provide an exploration of the development potential associated with varying land use distribution and intensity, and associated mobility and public space strategies. More specifically, for each scenario we will consider the following:

• Identify Development Opportunity Areas (‘Nodes’) where redevelopment and infill opportunities would be most feasible and successful.
• Indicate the optimal allocation of land uses in the Development Opportunity Areas, quantifying Net Developable Area.
• Relate the recommended development program and typologies to the identified developable properties.
• Discuss and display the flexible nature of the scenario to ensure that sites will accommodate different sizes and users based on future market-forces.
• Specify supportive land uses and amenities that would be required to successfully implement the scenario.
• Describe parking and circulation strategies that will improve mobility in the study area, addressing vehicular and alternative modes of circulation.
• Plan for the extension, upsizing or replacement of existing infrastructure in the study area.
• Identify opportunity sites for mixed-use development that will diversify and revitalize the study area.
• Identify opportunity sites for future medical and health-related uses that will build upon the existing anchors in the study area.
• Identify public space improvement opportunities that will promote connectivity, enhance vitality, and create a unified district.

Alternatives will be communicated through 1) Illustrative Site Plans (hand drawn or computer generated at consultant’s discretion); 2) Explanatory Diagrams that describe land use, mobility, open space / public space,
and urban design concepts and strategies; 3) Three-
Dimensional Massing Studies (utilizing SketchUp computer
program); 4) Development Yield Tables / Matrices
(quantifying land use area, gross floor area, net leasable
area, parking requirements, etc.); 5) Sketch Illustrative
Views (hand drawn and/or computer generated at
consultant’s discretion); and 6) other imagery and tables
as needed to explain each scenario.

**Consultant Deliverables**

- Alternative Development Scenarios (3 alternatives
  maximum) presented in a graphically rich format
  suitable for review and comment.

**Task 4.3 Financial Feasibility Analysis**
This task will be led by our Team’s economists, and will
provide a financial feasibility analysis for each of the
three (3) Alternative Development Scenarios, prepared
in a multiple land use development financial model;
provide revenue projections, development cost summary,
development value summary, return on investment (ROI),
and discounted cash flow (DCF) for each scenario; and
describe economic impacts and benefits for each scenario.
The timeframe for this analysis is projected at 20 years
and may be adjusted to meet the Agency’s requirements.
More specifically this task will involve the following:

- Prepare a Multiple Land Use Development Financial
  Model created in Microsoft Excel.
- Input the Preliminary Development Program for each
  alternative development scenario.
- Examine each major Infill/Redevelopment Area to
  identify locations with the greatest financial potential
  for redevelopment.
- Integrate construction cost projections into the
  financial model.
- Input other costs (property acquisition, demolition,
  etc.) into the financial model.
- Input development revenue projections and absorption
  projections for each land use.
- Calculate key project financial metrics for each
  land use including: Development Cost Summary
  (Construction Costs, Soft Costs, Tenant Allowances,
  Land Costs, and Financing Costs); Development
  Value Summary (Net Operating Income by land use,
  Capitalization Rates by land use, Project Value), and
  Return on Investment (Profit on Costs, Yield on Costs).
- Determine Discounted Cash Flow (DCF) of projected
  revenues and costs over time to calculate: Project Cash
  Flow by Year (for 20 Years); Internal Rate of Return
  (IRR) - Leveraged and Unleveraged; Net Present Value
  (NPV) - Leveraged and Unleveraged; Cash-on-Cash
  Returns; Break-even Year.

- Prepare an assessment of Economic Impacts and
  Benefits for the Preferred Development Scenario
  (including Employment, Employment Income, Retail
  Sales, Hotel Nights, Destination Tourism, Leisure
  or Business Visits, Property Value & Associated Tax
  Revenues).
- Identify and assess techniques to accelerate
development, investment and economic impacts.

**Consultant Deliverables**

- Financial Feasibility Analysis in memo or other format
  suitable for review and comment, including

**Task 4.4 Alternative Development Scenarios
Evaluation**
The CRTKL/MXD/Parametrix Team will work with Agency
Staff to review and evaluate each alternative, taking
into account such factors as: development goals and
objectives; market viability and economic feasibility
and impact; place-making potential; mobility and
infrastructure capacity and enhancement; environmental
sensitivity; neighborhood impacts; community values and
benefits; and other criteria as appropriate.

For the three (3) alternative development scenarios,
Parametrix will generate preliminary cost estimates for
associated infrastructure improvements. Future trip
generation for the alternatives will also be estimated
and increases in traffic volumes along the roadways
surrounding the medical corridor will be calculated.

We will prepare a matrix to support and organize the
evaluation. Through the community engagement process,
opportunity will also be provided for the community and
stakeholders to weigh in on the alternative scenarios.

**Consultant Deliverables**

- Alternative Development Scenarios Evaluation
  presented in memo or other format suitable for review
  and comment, to include an Evaluation Matrix

**TASK 5 PREFERRED DEVELOPMENT
SCENARIO**

**Task 5.1 District Development Scenario**
Based on input received from Agency Staff and
stakeholders, the CRTKL/MXD/Parametrix Team will
prepare a District Development Scenario that describes
and illustrates the favored concept for physical
development of the overall study area. This scenario
will refine prior work and will be described through the
following elements: 1) Descriptive Text / Overall Project
Narrative; 2) Illustrative Site Plan (CADD-generated); 3)
Explanatory Diagrams that describe land use, mobility,
open space / public space, and urban design concepts and
strategies; 4) Three-Dimensional Model (utilizing Sketch-up computer program); 5) Development Yield Table / Matrix; and 6) other imagery, text and tables as needed to explain the preferred scenario.

Consultant Deliverables
- Preferred Development Scenario presented in graphically rich format suitable for review and comment

Task 5.2: Catalytic Site Concepts
The CRTKL/MXD/Parametrix Team will identify and describe development concepts and strategies for the top five (5) “Catalytic Sites” where significant strategic development / redevelopment could occur in the near- and medium-term. Consideration will be given to each site’s capacity to function as a trigger for urban redevelopment in the Health Corridor and create positive economic impact; the strategy for each site will also specify appropriate development typologies that are consistent with overall development programming, as well as enabling mobility and infrastructure improvements. Catalytic Site Concepts will be presented thorough descriptive text and supported by visual imagery (e.g., photo examples of development typologies, conceptual level sketch renderings, etc.).

Consultant Deliverables
- Catalytic Site Concepts for up to five (5) sites, presented through text and supporting graphics.

Task 5.3 Public Space Design Concepts
The CRTKL/MXD/Parametrix Team will prepare conceptual designs for select streetscapes and outdoor public spaces within the study area. More specifically, we will address up to five (5) streetscape conditions and five (5) key public spaces. Public Space Design Concepts will be communicated through descriptive text and conceptual level illustrative plans, sections, and/or sketch perspective renderings. The intent is to create unique spaces that generate activity, and support a comfortable and attractive pedestrian environment. We will also consider how these Public Space Design Concepts integrate with and reinforce the proposed Catalytic Site Concepts.

Consultant Deliverables
- Streetscape Concepts for up to five (5) streetscape conditions, presented in graphically rich format suitable for review and comment
- Public Space Concepts for up to five (5) key public spaces, presented in graphically rich format suitable for review and comment

Task 5.4 Marketing Imagery
The CRTKL/MXD/Parametrix Team will provide supplementary illustrative imagery depicting the Preferred Development Scenario to include a maximum of five (5) professional renderings comprised of a suitable mix of aerial renderings and perspective vignettes of key focal points. Imagery will be suitable for public presentation and marketing purposes (e.g., developer solicitation).

Consultant Deliverables
- Professional Renderings; maximum of five (5) comprised of aerial renderings and perspective vignettes

TASK 6 IMPLEMENTATION STRATEGY

Task 6.1 Policy & Regulatory Recommendations
The CRTKL/MXD/Parametrix Team will provide policy and regulatory recommendations aimed at supporting implementation of the Preferred Development Scenario and promoting economic development in the study area; recommendations may include adjustments to existing policies, and recommendations for specific regulatory changes the City of Coeur d’Alene could take to better position itself to attract development in key industries within the study area. Proposed regulatory changes could include recommended updates to the City’s Zoning Code, which may address allowable uses, development standards and guidelines, allowable uses, and procedural requirements.

Consultant Deliverables
- Policy & Regulatory Recommendations presented in memo or other format suitable for review and comment

Task 6.2 Financing Recommendations
This task will be led by our Team’s economists, and will highlight and evaluate various financing sources that could be used to enable redevelopment and urban infill in the study area. The financial analysis completed in Task 4.3 will provide the basis for this exercise. Our evaluation may include, but will not be not limited to:
- Tax Increment Financing (TIF).
- Local Improvement Districts.
- Development reimbursement agreements.
- Payment in lieu of taxes
- Government grants and subsidies.
- Pension funds.
- Trusts and bonds / Equity Investment.
- Angel Investments / Grants.
• Internal finance through city-led redevelopment corporation.
• Public-Private Partnerships (P3).

This task will also accomplish the following:
• Determine how various financing sources can be applied to the Preferred Development Scenario and to key sites within the study area.
• Recommend optimal financing sources and assign funding sources to various needs (redevelopment, infrastructure improvements, public space improvements, etc.).
• Determine and define the roles for major players/actors in the Health Corridor including Ignite CDA, the City, State Agencies, anchor institutions such as Kootenai Health, stakeholders, major businesses, and the private sector development community.

**Consultant Deliverables**
• Financing Recommendation presented in memo or other format suitable for review and comment

**Task 6.3 Public Investment Recommendations / Phasing Concept**
The CRTKL/MXD/Parametrix Team will prepare a Phasing Plan that illustrates and recommends a proposed sequence of development based on the Preferred Development Scenario; a 20-year time frame will be utilized, and as appropriate variations will be illustrated and described. The phasing concept will take into account such factors as market demand and financial feasibility; community expectations and needs; funding sources and capital constraints; infrastructure investment and sequencing, etc. As part of this task, we will summarize the development yield and outcomes for each proposed phase of development, including key benefits. We will also identify “Quick-Win” initiatives that could be completed in the first several years of implementation that would stabilize, strengthen, and create a more integrated community.

Additionally, Parametrix will perform a refined infrastructure analysis for the planned land uses along with the preliminary costs. Parametrix will also conduct a refined transportation analysis for the planned land uses; site circulation will be evaluated for people walking, driving, bicycling, and taking transit to the Health Corridor.

**Consultant Deliverables**
• Phasing Plan presented in memo or other format suitable for review and comment
• Public Investment Recommendations provided in memo or other format suitable for review and comment

**Task 6.4 Action Plan**
The CRTKL/MXD/Parametrix Team will prepare a highly visual Action Plan that clearly and concisely sets forth actions to enable and implement the Health Corridor Master Plan. The Action Plan will ensure that the Master Plan becomes an effective tool to strategically deliver a consensus vision, and support urban regeneration and economic expansion.

More specifically, the Action Plan will accomplish the following:
• Recommend action steps for near-, mid- and long-term activities, addressing issues of Governance & Partnerships; Funding & Financing; Catalytic Projects & Redevelopment Opportunities; Transportation & Infrastructure Improvements; Public Space Enhancements; and Evaluation & Monitoring.
• Analyze and prioritize action items by feasibility and impact to the Health Corridor.
• Highlight the “Top 5 Actions” (or “Big Moves”) that Ignite CDA and the City of Coeur d’Alene should undertake in the near-term to drive implementation.
• Identify specific objectives and actions to attract and retain innovative new health and medical industries (along with supplementary economic sectors) to maximize development, job opportunities, and economic output.
• Identify strategies and actions to acquire property and consolidate private land holdings; maximize real estate holdings and stimulate property development through various incentives and partnerships; tender public properties for redevelopment; and select project champions to carry the Master Plan forward into implementation.
• Identify strategies and actions to support Kootenai Health and their mission, including potential land-lease deals involving their land holdings.
• Identify strategies and actions to strengthen the Health Corridor’s identity; create a mixed and multi-use environment comprised of health, medical, aging-in-place, workforce housing, employment, retail, restaurants, and other amenities; make a walkable community that connects to surrounding neighborhoods; and introduce public space amenities that will enliven and program the area.

**Consultant Deliverables**
• Action Plan presented in a user-friendly format that is suitable for review and comment
Ala Moana Neighborhood Transit-Oriented Development Plan | Honolulu
**TASK 7 FINAL DOCUMENTATION**

**Task 7.1 Draft Master Plan**
The CRTKL/MXD/Parametrix Team will prepare a Draft Master Plan Report for review by Agency Staff and key stakeholders that compiles applicable work product into a cohesive document that clearly describes and illustrates the planning process and outcomes. It is anticipated that the document will be comprised of the following components, subject to change as the project moves forward and takes shape: 1) Executive Summary; 2) Project Background, incorporating summaries of the planning process and background analysis; 3) District Development Scenario, including refined Development Goals & Objectives and the; 4) Site Concepts describing catalytic site and public space design concepts; and 5) Implementation Strategy, including the Action Plan. As appropriate, technical analysis will be summarized and integrated into the report and/or attached as appendices.

**Consultant Deliverables**
- Draft Master Plan Report, presented as two (2) hard copies in 8.5”x11” or other mutually agreed format, and one (1) print- and web-ready .pdf file copy

**Task 7.2 Final Master Plan & Presentation**
Following review and input on the Draft Master Plan Report, the CRTKL/MXD/Parametrix Team will incorporate requested changes to deliver a Final Master Plan Report. Please note that at this stage we anticipate the requested changes will be minimal; significant changes will require that we revisit the scope and fee. As requested, we will support Agency & City Staff in presenting the Final Master Plan to the Agency Board and the City Council.

**Consultant Deliverables**
- Final Master Plan Report, presented as two (2) hard copies in 8.5”x11” or other mutually agreed format, and one (1) print- and web-ready .pdf file copy
- City Council Presentation
- Agency Board Presentation
- Collateral / Communications Materials as appropriate (e.g., powerpoint presentations, exhibits, etc.)
PROPOSED TIMELINE AND PAYMENT MILESTONES
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## PROJECT SCHEDULE

*Assumes a Start Date in April (Refined schedule on project initiation)*

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**KEY:**
- **KO:** Kick-Off Meeting
- **CN:** Coordination Meeting
- **W:** Community Workshop
- **CC:** City Council Hearing
- **P:** Planning Commission Hearing
- **BC:** Board Hearing

Invoice for completed work to be sent by the fourth Friday of the month.
EXAMPLES
OUTSTANDING INITIATIVE
APA, GA CHAPTER 2018

EXAMPLES
City of Peachtree Corners Innovation Hub Master Plan

Expanding Economic Opportunity in the Community

The City of Peachtree Corners Innovation Hub master plan provides concepts and strategies that will transform auto-oriented, single-use suburban zones into an innovative mixed-use center that expands community economic opportunity. Working with community leaders and stakeholders, CallisonRTKL and MXD identified important development strategies and opportunity sites, including a continuous loop route linking proposed development nodes; multi-modal connections between those nodes; a network of trails and parks serving the entire community; and appropriate land use transitions that integrate and link surrounding residential neighborhoods. The CRTKL and MXD team proposed two intensified “gateway hubs” along Peachtree Parkway, the major arterial that currently divides the community, infilling a vital mixture of technical and creative office, support retail, residential, hospitality and civic uses.

Similarities in Scope to the Health Corridor

Relevant Issues & Outcomes
- Innovation District Planning
- Land Use Diversification
- Targeted Industries
- Infill Development / Mixed Use Development
- Green Network
- District Branding / Identity

Relevant Process
- Stakeholder Interviews
- Economic Sector Analysis / Market Positioning
- Preferred Development Scenario
- Catalytic Site Strategies & Concepts
- Public Space Design Concepts
- Public Investment Strategy
- Financing Recommendations
- Zoning Recommendations

CLIENT & REFERENCE
City of Peachtree Corners
Jennifer Howard
Economic Development Specialist
JHoward@PeachtreeCornersGA.Gov
+1 (704) 904-8262

SERVICES PERFORMED
CallisonRTKL
Planning and Urban Design

MXD Development Strategists
Market and Economic Analysis
Development Strategy
Land Use and Master Planning
Marketing and Re-branding

DATES OF INVOLVEMENT
2016 - 2017

CONSULTANT FEE
$150,000

LINK TO FINAL ONLINE PRODUCTS
https://www.peachtreecornersga.gov/home/showdocument?id=5276
"America's Aerotropolis"

Known as "America's Aerotropolis," Memphis is North America's largest air cargo hub and is strategically located with access to the sea, land and air. CallisonRTKL and MXD led a real estate market analysis and master planning effort for the 50 miles surrounding the airport. The goal was to create a comprehensive guide for future development with recommendations relating to market strategy, land use, transportation, open space and urban design.

Through numerous community outreach meetings, the CRTKL and MXD team identified and coordinated future investment opportunities for growth industries such as logistics and cargo movement, medical equipment and testing, education, advanced manufacturing, tourism and hospitality. Key elements of the plan include skills training, affordable housing, expanded green space networks, renewable power generation, new recreation and entertainment facilities, greater mobility choices and local investment strategies. Benefits include a projected 15,000 permanent jobs within the study area, an increased market share in growth industries, and several billion dollars of new development in the first 20 years.

Similarities in Scope to the Health Corridor

Relevant Issues & Outcomes
- Urban Revitalization Planning
- Land Use Diversification
- Targeted Industries
- Multi-modal Connections
- Green Network
- District Management / Strategic Partnerships
- Creative Financial Incentives
- Community Benefits

Relevant Process
- Extensive Community Engagement / Facilitated Workshops
- Economic Sector Analysis / Market Positioning
- Catalytic Site Strategies & Concepts
- Public Investment Strategy
- Financing Recommendations
- Phasing Concept & Action Plan

CLIENT
City of Memphis

SERVICES PERFORMED
CallisonRTKL
Planning and Urban Design
Community Engagement

MXD Development Strategists
Economic Cluster Analysis

DATES OF INVOLVEMENT
2012 - 2014

CONSULTANT FEE
643,690.00

LINK TO FINAL ONLINE PRODUCTS
Scenario B
Creative Campus + Makerspace

Land Area: **33.28 AC**
Total GSF: **746,000 GSF**

Including:
- 360,000 GSF Creative Office
- 187,500 GSF Makerspace
- 63,000 GSF Tech/Training Ctr
- 27,500 GSF Start-up/Incubator
- 30,000 GSF Mercado
- 68,500 GSF Retail/Service
- 9,500 GSF Cultural Center
Bringing New Life to a Once Thriving Area

Between Phoenix Sky Harbor International Airport and downtown Phoenix, Arizona, under the shadow of the approach to the airport, lies about 1,400 acres of underdeveloped urban land—historic neighborhoods that have been nearly decimated due to neglect, relocation programs, and ongoing skepticism regarding potential development.

At the request of city officials, Callison RTKL in collaboration with MXD, is bringing new life to this once thriving area. The challenges are many: land acquisition is hampered by small lot sizes; residential uses are all but prohibited; and noise is an issue. But the opportunities are even greater: the site’s valuable location between the airport and the downtown area opens it up to a host of exciting possibilities. Callison RTKL and MXD’s goal is to improve the existing neighborhood fabric by crafting a finely grained redevelopment plan for the district by introducing new amenities, uses and economic drivers while mitigating environmental challenges. With the consensus of stakeholders and local residents, our firms are exploring the application of innovative methodologies and typologies that could shape a new, sustainable model for aerotropolis development nationwide.

Similarities in Scope to the Health Corridor

Relevant Issues & Outcomes
- Urban Revitalization Planning
- Targeted Industries
- Multi-modal Connections
- Strategic Partnerships
- Community Benefits

Relevant Process
- Stakeholder Interviews
- Extensive Community Engagement / Facilitated Workshops
- Economic Sector Analysis / Market Positioning
- Alternative Development Scenarios & Evaluation
- Economic Feasibility Analysis
- Catalytic Site Strategies & Concepts

CallisonRTKL

Phoenix Airport Compatible Land
Redevelopment Program
Phoenix, Arizona

CLIENT & REFERENCE
City of Phoenix
Aviation Department
Courtney Carter
Project Manager
Courtney.Carter@Phoenix.Gov
+1 (602) 683-2633

SERVICES PERFORMED
CallisonRTKL
Planning and Urban Design
Community Engagement

MXD Development Strategists
Land Use Planning
Deal Restructuring
Financial and Market Analysis
Highest and
Best Use Analysis

DATES OF INVOLVEMENT
2016 - Current

CONSULTANT FEE
$5,300,000

LINK TO FINAL ONLINE PRODUCTS
https://www.skyharbor.com/
LandReuseStrategy
EXAMPLES

STREETS FOR PEOPLE

...TO THIS

1. EXPAND SIDEWALK W/ STREET FURNITURE
2. CONSISTENT PLANTING OF CANOPY TREES
3. TWO-WAY BIKE LANE
4. PAINTED BUFFER
5. ONE-WAY TRAVEL LANE
6. SIGNAL IMPROVEMENT
7. PARKLET & BIKE CORRAL

Accommodating the new forms of mobility changes the functional role of the street. The street now can accommodate:
- Pedestrian and cyclist movement
- Improved curb for stormwater
- Strategically placed ‘parklets’ for business
Creating a Compelling Development Vision for the Next 30 Years

CallisonRTKL has been engaged to develop a community based plan that creates a compelling development vision for the next 30 years. The 5 square mile study area supports a community of roughly 2 million people.

CallisonRTKL Planning and Urban Design team collaborated with local planning department and community is committed to revitalize Downtown Las Vegas through innovative and performance-driven planning and design tools. The scope of work includes a vision plan, market study, land use, mobility and sustainability plan, streetscape improvement, and district-scale urban design. The project inteds to cluster catalytic developments and public realm improvement around major transit hubs, delivering a vibrant, mixed-use, sustainable urban environment.

Integrated a layered street network concept with green infrastructure enhancement, the project prioritizes the improvement by emphasizing one or two modes on each street and designs a cycling and pedestrian-friendly grid with an appealing environment and convenient access to the transit. When implemented, the project would generate tangible community benefits, including more than 2,500 affordable housing units close to transit, 16,000 permanent jobs, 50% car/25% transit/20% ped /5% bike mobility usage, 200% increase in parks and plazas, 700% increase in bike trails, and 1600% increase in tree canopy.

Similarities in Scope to the Health Corridor

**Relevant Issues & Outcomes**
- Urban Revitalization Planning
- Land Use Diversification
- Targeted Industries
- Multi-modal Connections
- Green Network
- Downtown / District Management
- Creative Financial Incentives
- Community Benefits

**Relevant Process**
- Stakeholder Interviews
- Extensive Community Engagement / Facilitated Workshops
- Alternative Development Scenarios & Evaluation
- Preferred Development Scenario
- Mobility Analysis & Planning
- Public Space Design Concepts
- Public Investment Strategy
- Financing Recommendations
- Zoning Recommendations
Establishing a New Identity

Beginning with the end in mind, CallisonRTKL was selected as Executive Architect for the first phase of development in a multi-phase plan to redevelop the entire UCSD Hillcrest campus. No small undertaking, this first phase will set the stage for all that is to come behind it, establishing both the rhetoric and feel for the new campus, but also setting the standard for how each future phase is to be developed and delivered. Acknowledging UCSD’s goals of developing a campus that is patient-centric, enhances the neighboring community, is resilient over time, and celebrates the natural environment, CallisonRTKL went one step further to develop a Phase One concept that will allow for the creation of a true gateway, and that will establish UCSD Hillcrest’s new identity, at day one. Phase One is currently slated to be completed in 2023, with the new hospital up and operational in 2030.

Similarities in Scope to the Health Corridor

Relevant Issues & Outcomes

- Medical District Planning
- Redevelopment Planning
- Neighborhood Compatibility & Connectivity
- Community Open Space & Pedestrian Pathways
- Community Amenities & Services

Relevant Process

- Stakeholder Interviews & Focus Groups
- Development Feasibility & Yield Analysis
- Public Space Design Concepts

CLIENT
UC San Diego Health

SERVICES PERFORMED
Architecture
Interior Architecture and Design
Programming
Planning and Urban Design
Medical Planning
Medical Equipment Planning
Signage & Wayfinding

DATES OF INVOLVEMENT
2018 - Current

PROBABLE COST
Confidential

LINK TO FINAL ONLINE PRODUCTS
Not available, as the project is ongoing
River Park Square
Spokane, Washington

Urban Redevelopment in Downtown Spokane

Located across the street from the popular Riverfront Park, River Park Square is an urban redevelopment of a two-block area in the heart of downtown Spokane. Key components of the center include a new Nordstrom store and a 20-screen theater. The former Nordstrom store will be renovated to house other major retailers new to the Spokane market. Appearing as a neighborhood of buildings which grew over time, the design of River Park Square respects the scale, materials and massing of surrounding historic buildings.

CLIENT
Citizens Realty Corporation

SERVICES PERFORMED
Master Planning
Architecture
Interior Design
Graphic Design

DATES OF INVOLVEMENT
1998 - 1999

PROBABLE COST
Confidential
Concord Reuse Plan
Concord, California

Attracting Innovation
MXD was retained by Lennar/FivePoint to perform a Real Estate Market Study and Economic Analysis for the Concord Naval Weapons Station in Concord, CA. MXD first analyzed the commercial development strategy for the entire 5,000 acre site, and then focused on Phase 1 (500 acre) mixed-use redevelopment site which included master planning the future TOD hub at the North Concord/Martinez BART station. A focus of the study was to determine the development typologies and amenity packages required to leverage the already strong transportation connectivity at the site, to attract emerging business sectors and innovation that resides to the south in Silicon Valley, and west in San Francisco.

Similarities in Scope to the Health Corridor
MXD conducted an in-depth real estate market analysis to determine a recommended land use scenario and development mix for the redevelopment site. Upon confirmation and refinement of the development program with the urban design team, MXD performed an in-depth financial analysis for the first 500-acres of the site. Integrating market demand, financial analysis, with phasing and urban design, allowed the client team to identify the optimal development scenario that would be most feasible to implement.

Relevant Issues & Outcomes
• Redevelopment Planning
• Target Economic Sectors
• Transit-oriented Development/ Multi-modal connectivity
• Multi-use and Mixed-use Development
• Competitive Market Positioning and Development Strategy
• Implementation of Recent Development Trends for each Asset Class

Relevant Process
• Community Engagement
• Economic Analysis
• Real Estate Market Analysis & Economic Feasibility
• Land Use and Urban Design Analysis
• Evaluation of Optimal Development Program and Positioning
• Identification of Catalytic Projects

CLIENT
Lennar/FivePoint

SERVICES PERFORMED
Market & Economic Analysis
Mixed Use Development Strategy
Land Use Planning & Phasing

DATES OF INVOLVEMENT
April 2017 - August 2017

PROBABLY COST
$100,000

LINK TO FINAL ONLINE PRODUCTS
Confidential
Chattanooga Catalytic Projects
Chattanooga, Tennessee

Catalytic Development Projects

Catalytic development projects are highlighted in addition to the three priority areas and recommended infrastructure improvements. These catalytic projects are major developments that have the ability to activate the three priority areas that have been identified in this report. Catalytic projects are the result of information gathered during the stakeholder focus groups sessions, community stakeholder meetings, market & economic analysis, and case study review. These projects seek to trigger redevelopment in the Airport District, enable economic growth, and change the perception of how residents and the development community view the area.

Map of Catalyst Sites
Each catalytic project has the ability to enable significant change in its respective priority area.

Similarities in Scope to the Health Corridor

Relevant Issues & Outcomes
- Redevelopment and Community Revitalization Planning
- Target Economic Sectors and Economic Development Initiatives
- Capital Project and Policy Recommendations
- Multi-modal Connectivity
- Recommended Land Uses and Development Program
- Implementation Plan and Action Items
- District Branding and Identity

Relevant Process
- Community Visioning Charette
- Stakeholder Identification/Facilitation of Focus Groups
- Economic and Real Estate Market Analysis
- Existing Transportation and Infrastructure Assessment
- Physical Land Development Analysis
- Land Use Planning and Phasing
- Case Study Research to Identify Best Practices
- Identification of Priority Areas for Redevelopment and Catalytic Projects
The YARD Redevelopment Infrastructure Master Planning

Spokane, Washington

Parametrix teamed with Maul Foster & Alongi and performed the utility infrastructure planning needs for the water, sewer and stormwater serving the 850-acre Hillyard Industrial area located in northeast Spokane. Parametrix worked closely with City of Spokane and WSDOT staff for existing utility research, GIS information, North-South Freeway project limits and land use data for utility infrastructure in the catalyst areas (areas likely to develop first). Parametrix assisted in the coordination of 23 potential project areas and associated utility infrastructure based on the project team’s planning efforts and developed Preliminary Concept Level Opinion of Costs for each of the potential project areas. The project was successfully completed in 2017 and is currently be used for catalyst areas.

**COMPLETION DATE**

2017

WSU Riverpoint Campus Master Plan Update

Spokane, Washington

The project was an update to the WSU Spokane Master Plan. We worked as a sub-consultant to NBBJ to review and evaluate the campus utilities. Our general scope of work included meeting with WSU and City of Spokane staff to coordinate anticipated future construction needs, gathering information on existing and proposed utilities on campus and in the City of Spokane, provide a preliminary assessment of the adequacy of existing and planned City of Spokane infrastructure, provide a preliminary assessment of anticipated WSU infrastructure for future improvements and identify areas needing more detailed engineering analysis, and finally prepare a narrative report summarizing our research and findings.

**COMPLETION DATE**

2014
Medical Lake Campus Infrastructure Planning
Medical Lake, Washington

Parametrix* teamed with NAC Architects and completed the Civil engineering portion of this campus master plan which included Eastern State Hospital, Lakeland Village and Pine Lodge Facilities. The objective of the master plan was to address failing infrastructure, develop options and make recommendations on needs and costs. The civil analysis included the transportation system (road, parking and sidewalks), the water system (wells, booster pumps, water tanks, transmission lines and meters), sanitary sewer systems (pumps, pressure lines, gravity lines), irrigation system and natural gas system. The scope for each element included a risk assessment, pros/cons and cost estimates. A campus utility mapping system was developed, and color highlighted for risk assessment.

* Provided by Taylor Engineering prior to becoming Parametrix.

COMPLETION DATE
2014

Summit County Fairgrounds Master
Summit County, Utah

Parametrix provided traffic and transportation analysis for the redevelopment and expansion of the Summit County Fairgrounds. Critical issues included the dual nature of the site as a venue for major special events in addition to small community gatherings. Parametrix evaluated multi-modal circulation and access issues ranging from RV and trailer access, to pedestrian circulation, to off-site shuttle systems. Parametrix supported community outreach and coordinated with county fair administrators to understand site needs and plan transportation facilities that facilitate flow, enhance user experience, and complement the natural beauty of the area.

COMPLETION DATE
2016

Deseret Peaks Master Plan
Tooele County, Utah

Parametrix conducted pedestrian and traffic circulation analysis to support the development of the Deseret Peak Master Plan. As the premier recreational facility in Tooele County, the Deseret Peak Complex hosts a number of large events and regular weekday activities. Parametrix developed recommendations to improve user access, maximize parking capacity, and integrate site expansion with the planned Midvalley Highway. We identified opportunities to enhance cross-use of facilities, improve wayfinding, and enhance site safety.

COMPLETION DATE
2016

Spokane Public Schools Feasibility Planning
Spokane, Washington

Parametrix* provided planning and engineering feasibility analysis to assist Spokane Public Schools decide whether or not to purchase four separate properties. The analysis included an evaluation of sewer and water availability and ability to serve the sites based on comprehensive planning issues. Evaluated the likelihood of modifying comprehensive plan boundaries. Determined probable off-site development improvements and provided estimates of construction costs. Prepared a report outlining historic prevailing wind direction and speed for one of the potential sites. Evaluated title information to determine the relevance of title exceptions to the subject property.

* Provided by Taylor Engineering prior to becoming Parametrix.

COMPLETION DATE
2012
Spokane AIR Infrastructure Evaluation
Spokane, Washington

Parametrix* collaborated with a project team to evaluate the environmental impacts of constructing a potential 1.7 million square-foot aerospace industry at two sites adjacent to Spokane International Airport. The purpose of the evaluation was to gain a SEPA determination and identify mitigation measures, which will be utilized to recruit future aerospace industries to these two properties. Parametrix’s evaluation included preparing schematic site plans for each site to estimate impervious surfaces. Estimated potential sewer and water demands for the proposed uses and identified likely regional utility improvements necessary to serve the sites. Conducted preliminary stormwater calculations, evaluated stormwater disposal alternatives, and prepared written reports and exhibits depicting all findings. Prepared estimates of construction costs for all identified mitigation.

* Provided by Taylor Engineering prior to becoming Parametrix.

Completion Date
2012

North Idaho College Construct Permanent Parking Lot, Education Corridor
Coeur d’Alene, Idaho

Campus enrollment for North Idaho College has been increasing requiring additional buildings and parking spaces. Parametrix provided the topographic surveying, civil/site engineering design, landscape design and assistance during construction for a new 134 stall parking lot to help support the new neighboring North Idaho Collaborate Educated (NICE) Facility. The project included site grading and earthwork, undocumented fill removal, stormwater mitigation, ADA accessible parking, lighting, landscaping, safe pedestrian circulation and access improvement coordination with the NICE Facility and existing campus hardscape improvements. Subconsultants were used to analyze lighting photometrics for the parking facility and pedestrian walkways. The project is scheduled to be completed in the Spring of 2019, concurrent with the NICE Facility.

Completion Date
Estimated 2019
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March 29, 2019

Mr. Tony Berns
Executive Director
Ignite cda
105 N. First St. Suite 100
Coeur d’Alene, Idaho
83814

RE: Letter Agreement for Health Care Master Plan & Economic Feasibility Study

Dear Mr. Berns:

CallisonRTKL Inc. (CallisonRTKL) is pleased to submit this proposal to ignite cda (Client) for professional services in connection with the Health Corridor Master Plan & Economic Feasibility Study, located in Coeur d’Alene, Idaho.

PROJECT UNDERSTANDING
CallisonRTKL will prepare a Health Corridor Master Plan & Economic Feasibility Study for the Coeur d’Alene Urban Renewal Agency, d/b/a ignite cda. The Health Corridor is a significant economic and community asset that is anchored by the Kootenai Health Campus. Encompassing approximately 320 acres, the Health Corridor include a mix of medical service and healthcare related land use that are complementary to the Kootenai Campus.

It is our understanding that ignite cda is interested in building upon the work of the Urban Land Institute: Technical Assistance Panel Report (2017) and the the Coeur d’Alene Health Corridor Urban Renewal Eligibility Report (2018) to deliver an economically feasible and community-oriented master plan that will guide the trajectory of growth and development of the proposed Health Corridor. The work program will include stakeholder and community engagement, market and financial analysis, alternative development scenarios and evaluation, and an actionable implementation strategy. It is anticipated that work will commence by May 1, 2019 with delivery of the final plan scheduled for September 6, 2019.

Our team for this project includes two subconsultants: MXD Development Strategists will provide economic and real estate consulting, and Parametrix will provide infrastructure and mobility consulting. CallisonRTKL will establish sub-consultant agreements with those firms.

SCOPE OF SERVICES
CallisonRTKL proposes to provide professional services according to Attachment A – Scope of Services.

TIME SCHEDULE FOR SERVICES
CallisonRTKL proposes to provide professional services according to Attachment B – Time Schedule.

COMPENSATION FOR PROFESSIONAL SERVICES
CallisonRTKL will provide professional services on a lump sum basis. ignite cda shall pay CallisonRTKL a fee of $Amount. Invoices shall be issued monthly based on a percent complete basis. Changes to the scope of work including changes to previously approved documents, project schedule, project scope, or scope of services will result in additional services. The additional services will be performed at the hourly rates contained in Attachment C or for an agreed upon lump sum.
BREAKDOWN OF LUMP SUM FEE BY TASK

Task 1.0 PROJECT MANGEMENT
Task 2.0 STAKEHOLDER ENGAGEMENT
Task 3.0 BACKGROUND ANALYSIS
Task 4.0 PRELIM. DEVELOPMENT STRATEGY & ALT. SCENARIOS
Task 5.0 PREFERRED DEVELOPMENT SCENARIO
Task 6.0 IMPLEMENTATION STRATEGY
Task 7.0 FINAL DOCUMENTATION

Direct Expenses

TOTAL FEE

DIRECT EXPENSES

Direct Expenses are expenses incurred by CallisonRTKL and CallisonRTKL’s consultants that are included in the fee.

INITIAL PAYMENT POLICY

It is the policy of CallisonRTKL to require an initial payment on all new projects prior to starting work. An initial payment of Amount in writing ($Amount in number) shall be made upon execution of this proposal and is the minimum payment under this proposal. CallisonRTKL will begin work once this Initial Payment is received.

TERMS AND CONDITIONS

CallisonRTKL and ignite cda agree to the Terms and Conditions of Attachment D.

AGREEMENT

By signing below, ignite cda agrees to the provisions of this proposal and agrees to pay CallisonRTKL in accordance with those terms stated. Authorizing services described in this proposal shall be construed to mean agreement with the provisions of this proposal. If this proposal is not executed within [30 or 60] days from the issue date, CallisonRTKL reserves the right to review Compensation, Payment Schedule and Staffing Commitments.

Sincerely,

Agreed to and accepted by:

CallisonRTKL Inc.

ignite cda

Kurt W. Nagle AICP ASLA
Associate Vice President

Signature

Printed Name and Title

Date

ATTACHMENTS:

Attachment A – Scope of Services
Attachment B – Time Schedule
Attachment C – Rate Table
Attachment D – Terms and Conditions
ATTACHMENT A

SCOPE OF SERVICES

CallisonRTKL Inc.

Please refer to the Scope of Services on pages 24 - 33.
ATTACHMENT B

TIME SCHEDULE
CallisonRTKL Inc.

Please refer to the Project Schedule on page 37.
ATTACHMENT C
Rate Schedule by Classification
CallisonRTKL Inc.

To be provided during negotiations.
ATTACHMENT D
TERMS AND CONDITIONS
CallisonRTKL Inc. ("CallisonRTKL")

STANDARD OF CARE
CallisonRTKL shall perform its services consistent with the professional skill and care ordinarily provided by design professionals performing similar services as those of CallisonRTKL under this Agreement and practicing in the same or similar locality under the same or similar circumstances. CallisonRTKL shall perform its services as expeditiously as is consistent with such professional skill and care and the orderly progress of the Project.

PAYMENT FOR SERVICES PROVIDED
Unless otherwise provided in this Agreement, compensation for Services and Expenses shall be due and payable within 30 days of invoice date. CallisonRTKL will invoice the Client on a monthly basis. Invoices over 45 days will be charged interest at the lesser of 1.5% per month or the maximum rate allowed by applicable law. If unpaid invoices become more than 45 days overdue, CallisonRTKL may, upon 7 days written notice to the Client, stop work until payment is received. In the event of non-payment, Client shall reimburse CallisonRTKL for any attorney fees incurred to collect the unpaid receivables.

CALLISONRTKL INSURANCE
CallisonRTKL will maintain commercial general liability, automobile liability, workers compensation and employee liability insurance reasonably necessary in connection with CallisonRTKL’s performance of its services, and professional liability insurance with a coverage limit of not less than $2 million per claim and annual aggregate while providing services for this Project and for three years thereafter.

LIMITATION OF LIABILITY; WAIVER OF CONSEQUENTIAL DAMAGES
CallisonRTKL’s total liability to the Client for damages related to this Project shall not exceed CallisonRTKL’s total fees for this Project or the annual aggregate limit of professional liability insurance CallisonRTKL is required to carry by these Terms and Conditions, whichever is greater.

CallisonRTKL and Client mutually waive all consequential damages arising out of the Project. This mutual waiver includes, but is not limited to, (i) damages incurred by the Owner for rental expense, liquidated damages, and loss of use income, profit and business, and (ii) damages incurred by CallisonRTKL for overhead and compensation of employees, loss of business and reputation, and loss of profit.

INDEMNIFICATION
Each party agrees, to the fullest extent permitted by law, to indemnify and hold harmless the other party and its officers, directors and employees, against all damages, liabilities or costs, including reasonable attorneys’ fees and other legal costs, to the extent caused by the indemnifying party’s negligent acts, errors or omissions and those of its consultants or anyone for whom it is legally liable. The parties expressly agree that this indemnity provision does not include, and in no event shall either party be required to assume, under this indemnity provision or otherwise, any obligation or duty to defend the other against any claims, causes of action, demands, or lawsuits in connection with matters encompassed by this indemnity provision.

CERTIFICATES
CallisonRTKL shall execute certificates, and consents reasonably required to facilitate assignment to a lender, provided such do not require knowledge, services or responsibilities beyond the scope of this
Agreement or which would result in CallisonRTKL assuming risks or liabilities beyond those otherwise assumed by CallisonRTKL under this Agreement.

USE OF CALLISONRTKL’S DOCUMENTS
Documents prepared by CallisonRTKL for this Project are intended for use solely with respect to this Project and CallisonRTKL shall retain all rights, including ownership and copyright. Provided Client remains current in its payment obligations to CallisonRTKL, Client is granted a non-exclusive license to use, copy and reproduce documents in connection with the construction, repair, maintenance, use and occupancy of, and publicity for, this Project. Other uses shall be negotiated separately. CallisonRTKL reserves the right to photograph the Project and to be identified as designers of the Project in all Project marketing materials.

ELECTRONIC FILES
Client authorizes CallisonRTKL to distribute electronic files of Project to constructors and designers related directly to Project at CallisonRTKL’s normal fees for such distribution.

CLAIMS AND DISPUTES
Any claim, dispute or other matter in question arising out of or related to this Agreement or Project shall be subject to non-binding mediation as a condition precedent to binding dispute resolution.

ADDITIONAL SERVICES
CallisonRTKL and its consultants will provide additional services when requested by the Client on a Lump Sum basis as mutually agreed by the Client and CallisonRTKL or, in the absence thereof, on an hourly basis, either according to the Hourly Rate Schedule included in this Agreement or, in the absence thereof, at CallisonRTKL’s then current standard hourly billing rates. Directed changes to items previously approved will be considered Additional Services.

NON-DISCRIMINATION AND OTHER CLIENT REQUIREMENTS
CallisonRTKL shall comply with all applicable anti-discrimination and equal employment laws and regulations and shall provide any necessary certificates to evidence such compliance.

MISCELLANEOUS
CallisonRTKL has no responsibility (1) for detection or removal of hazardous substances; (2) for construction site safety and means and methods of construction used by the contractor; (3) to provide any service not approved by CallisonRTKL and set forth in writing. CallisonRTKL shall be entitled to rely upon the accuracy and completeness of all information provided by the Client. This Agreement is the entire agreement between the Client and CallisonRTKL and supersedes all prior negotiations, proposals and agreements. Nothing in this Agreement shall create a contractual relationship with or cause action in favor of a third party against either the Client or CallisonRTKL. The law of the Project location governs this Agreement.

CallisonRTKL shall not be required to sign and/or stamp construction documents or permit sets, or provide the Client with CallisonRTKL’s final deliverables, until CallisonRTKL has received the Client’s written acceptance of CallisonRTKL’s proposal, of which these Terms and Conditions are a part, or the parties have executed another form of agreement in lieu of such proposal.

The Client shall coordinate CallisonRTKL’s duties and responsibilities set forth in the contract for construction with CallisonRTKL’s services set forth in these Terms and Conditions. The Client shall provide CallisonRTKL a copy of the executed agreement between the Client and contractor.
ASSIGNMENT
Neither CallisonRTKL nor Client shall assign this agreement without written consent of the other party, not to be unreasonably withheld. Notwithstanding the foregoing, CallisonRTKL has the right to assign this agreement to an affiliate of CallisonRTKL without the consent of the Client.

TERMINATION AND SUSPENSION
Either party may terminate this Agreement at any time with or without cause by written notice. Termination shall be effective 7 days after date of notice. Upon termination, all invoices presented by CallisonRTKL for Services and Expenses for periods prior to the date of termination shall become immediately due and payable. Failure of Client to make payments to CallisonRTKL under this Agreement shall be cause for suspension and termination. In the event of a suspension of Services, CallisonRTKL shall have no liability for any damages to Client incurred because of such suspension.

If the Client suspends the Project, CallisonRTKL shall be compensated for services performed prior to notice of such suspension. When the Project is resumed, CallisonRTKL shall be compensated for expenses incurred in the interruption and resumption of CallisonRTKL’s services. CallisonRTKL’s fees for the remaining services and the time schedules shall be equitably adjusted. If the Client suspends the Project for more than 90 cumulative days for reasons other than the fault of CallisonRTKL, CallisonRTKL may terminate this Agreement by giving not less than seven days’ written notice.

If the services covered by this Agreement have not been completed within Four (4) months of the date hereof, through no fault of CallisonRTKL, extension of CallisonRTKL’s services beyond that time shall be considered an additional service.

END OF TERMS AND CONDITIONS
APPENDIX

Team Resumes

CallisonRTKL
MXD Development Strategists
Parametrix
Kurt Nagle
ASSOCIATE VICE PRESIDENT

AICP, ASLA, LEED GA

Kurt has served as lead designer and project manager on assignments ranging from public space design to area-wide planning studies. Specific areas of expertise include land use planning, community planning and revitalization strategies, landscape master plans, public space and streetscape design, and development criteria and design guidelines. He has completed many projects both internationally and domestically.

**Education**
- Master of Landscape Architecture
  University of Virginia
- Master of City Planning
  University of California, Berkeley
- Bachelor of Arts in Geography and Urban Studies
  University of California, Los Angeles

**Licenses and Certifications**
- Certified Planner
- LEED Green Associate

**Professional Affiliations**
- American Institute of Certified Planners
- American Planning Association
  Urban Design and Preservation Division
- American Society of Landscape Architects

**SELECTED EXPERIENCE**
- City of Peachtree Corners Innovation Hub Master Plan
  Peachtree Corners, Georgia
- Memphis Aerotropolis Master Plan
  39,680-AC, twenty-year master plan and real estate market analysis for the airport and the surrounding 50-mile area to create a comprehensive guide for future investment growth, Memphis, Tennessee
- Phoenix Airport Compatible Land Redevelopment Program
  Phoenix, Arizona
- Vision 2045 Downtown Las Vegas Master Plan
  12,000,000-SF, Las Vegas, Nevada
- Ala Moana Neighborhood Transit-Oriented Development Plan
  Honolulu, Hawaii
- Los Angeles Sports and Entertainment District Specific Plan
  4,000,000-SF, master plan and architecture for a 33-acre urban district incorporating major sports and entertainment facilities, Los Angeles, California
- Aloha Stadium Sports & Entertainment District
  Honolulu, Hawaii
- CityPlace Santa Clara Master Plan
  8,339,400-SF, 17.7-AC, mixed-use development consisting of retail, F&B, entertainment, office, hotel, and multifamily residential, Santa Clara, California
“Design can have a huge impact on the extent to which people feel socially invested in a place, as well as their quality of life.”

Orlando Magic Sports & Entertainment District
Sports / mixed use masterplan, Orlando, Florida

Downtown Anaheim Redevelopment Master Plan
840,977-SF, mixed-use development, including 54,000-SF of retail, 430 housing units and 725 parking spaces, Anaheim, California

Bob Hope Airport B-6 Master Planning Study
Master plan facilitating the connection of the airport to the city’s emerging transportation network while strategically planning for economic growth and mitigation of environmental impacts, Burbank, California

California State University
San Bernardino Major Master Plan Revision
San Bernardino, California

Burbank Urban Design Master Plan
2,613,593-SF, 6-AC, master planning, urban design, community outreach, new housing development standards, Burbank, California

Midtown East Visioning Study
150.0-AC, Ventura, California

City of Brea
Downtown Master Plan
Master planning, urban design, streetscape design, design guidelines, design review, Brea, California

Pasadena Central District Specific Plan
960-AC, planning, urban design, development regulations and design guidelines, Pasadena, California

Santa Clara Lawrence Station Area Plan
Master plan supporting mixed-use green space, office, residential and retail development on approximately 72 acres serving the Silicon Valley region and incorporating higher density and transit-supportive uses to maximize economic development potential, Santa Clara, California

Riverpark New Community Master Plan
480.0-AC, 2,000 residential units, 500,000-SF of office, 540,000-SF of retail/entertainment, and 150,000-SF of exposition space, Oxnard, California

Sacramento Sports & Entertainment
78.0-AC, retail and entertainment master plan including an arena, office, dining, an amphitheater and parking, Sacramento, California

Tustin Legacy Park Community Core Master Plan
4,573,796-SF, 105.0-AC, 160,000-SF of retail, 2.2 million-SF of office uses, 900 dwelling units, a hotel and health club, Tustin, California

Livable Communities Program
Planning, urban design and design guidelines, San Gabriel Valley Council of Governments, California

Ontario Festival Specific Plan
Commercial district master planning, development standards and design guidelines, Ontario, California

Dominion Bridge at Ramsay Exchange
11.0-AC, urban mixed-use project oriented around the principles of smart growth and sustainable development, Calgary, Canada

Bingham Crossing
309.0-AC, mixed-use lifestyle center including commercial, residential, and open space, Springbank, Canada

Incheon Bio-Tech and Wellness Community
Masterplanning and urban design, Incheon, South Korea

Life Hub @ Daning
2,500,000-SF, 13.0-AC, mixed-use development, including retail, residential and entertainment, Shanghai, China

Kunshan New Community Master Plan
207.6-AC, mixed-use development, includes 3,700-residential units, 200,000-SF retail, located at Yangtze River Delta, Kunshan, China

IOI City Mall Phase II
Putrajaya, Malaysia

Wenyu River Community Master Plan
1,635.8-AC, new sustainable lifestyle district that includes residential development for all market segments alongside commercial, retail, dining, and cultural amenities, Beijing, China

HongQiao Master Plan
741-AC, master planning of urban district for mixed-use core, hi-tech industries, commercial offices, a hotel and exhibition area, mid-range and luxury residential developments, Changning District, Shanghai, China
Jasmine Williams
ASSOCIATE
Project Manager

A talented urban designer and planner, Jasmine has worked with multiple municipalities and government entities, both domestically and internationally. Her work is rooted in her drive to create vibrant and sustainable built environments. Because of her multi-sectoral and interdisciplinary experience with cities and consulting firms, she has developed a unique understanding of urban environments and the ability to express ideas across different fields coherently and effectively.

Education
Master of Urban Planning, Preservation and Design of the Built Environment
University of Southern California

Bachelor of Architectural Studies
Arizona State University

Professional Affiliations
American Planning Association

SELECTED EXPERIENCE
Phoenix Airport Compatible Land Redevelopment Program
Phoenix, Arizona

Vision 2045 Downtown Las Vegas Master Plan
12,000,000-SF, Las Vegas, Nevada

Santa Clara Lawrence Station Area Plan
Master plan supporting mixed-use green space, office, residential and retail development on approximately 72 acres serving the Silicon Valley region and incorporating higher density and transit-supportive uses to maximize economic development potential, Santa Clara, California

CSUSB Master Plan Revision
San Bernardino, California

CSUSB Palm Desert Campus Master Plan Revision
Palm Desert, California

Ekurhuleni Aerotropolis
512,000-AC, Ekurhuleni, South Africa

SELECTED PRIOR EXPERIENCE
City of Hope Specific Plan *
Duarte, California

Mariners’ Mile Revitalization Master Plan *
Newport Beach, California

Palmdale to Burbank Station Area Planning, California High Speed Rail *
Southern California

Connect Southwest LA Specific Plan and EIR *
Los Angeles County, California

Temple City General Plan and EIR *
Temple City, California

Green Line Mixed-Use Specific Plan *
Hawthorn, California

Assistant Long Range & Mobility Planner *
West Hollywood, California

Eastside Community Plan **
West Hollywood, California

OuR-234 Multifamily Study **
West Hollywood, California

2016 General Plan & Climate Action Plan Implementation Update **
West Hollywood, California

City-wide Bike Share **
West Hollywood, California

Zone Text Amendments **
West Hollywood, California

Staff Reports **
West Hollywood, California

* This work was completed by Jasmine Williams while employed at Placeworks. She served as a Project Planner/Designer on the project.

** This work was completed by Jasmine Williams while employed at the City of West Hollywood. She served as a Long Range & Mobility Planning Intern on the project.
SELECTED EXPERIENCE

Santa Clara Lawrence Station Area Plan
Master plan supporting mixed-use green space, office, residential and retail development on approximately 72 acres serving the Silicon Valley region and incorporating higher density and transit-supportive uses to maximize economic development potential, Santa Clara, California

CityPlace Santa Clara
8,339,400-SF, 17.7-AC, mixed-use development consisting of retail, F&B, entertainment, office, hotel, and multifamily residential, Santa Clara, CA, United States

CSUSB Major Master Plan Revision
San Bernardino, California

CSUSB Palm Desert Campus Master Plan Revision
Palm Desert, California

University of Hawaii West Oahu Campus Long Range Development Plan
Kapolei, Hawaii

Homeplate Houston Sports and Entertainment District
Houston, Texas

Baoshan New City Master Plan
Baoshan, Taiwan

Metro Line 10 Wuzhong Road Parking Parcel Garage
Shenyang, China

CallisonRTKL

Jie Miao
ASSOCIATE
Planner / Urban Designer

AICP, LEED AP BD+C, LEED AP ND

Bringing over five years of experience, Jie is passionate about improving communities and is able to channel that passion into her work. Her focus primarily surrounds transit-oriented development and larger regional masterplanning projects.

Education
Master, Urban Planning
University of Southern California

Bachelor, Engineering and Urban Planning
Tongji University

Licenses and Certifications
Certified Planner
LEED Accredited Professional
Building Design + Construction
LEED Accredited Professional
Neighborhood Development

Professional Affiliations
American Institute of Certified Planners
American Planning Association
Jacky Yung
SENIOR ASSOCIATE VICE PRESIDENT
Healthcare Advisor
AIA, CLGB, LEED AP BD+C

Jacky’s energy and enthusiasm drives his innovative design approach, inspiring clients with his tremendous capacity to generate new ideas and explore multiple approaches. Jacky’s expertise spans the reach of master planning as well as campus and facility planning and design. He is highly skilled at developing entire projects with thoroughly integrated design and plans. He also possesses a solid understanding of building systems and construction detailing.

Education
Bachelor of Architecture
University of Southern California

Licenses and Certifications
Registered Architect
California
Certified Lean Green Belt
LEED Accredited Professional
Building Design + Construction

Professional Affiliations
American Institute of Architects

SELECTED EXPERIENCE
Providence Health & Services, Breeze Advanced Ambulatory Care Center
Three-story, 106,000-SF medical office building on a cleared site, 450-car parking deck. Designed to be LEED Silver. The first two floors are designed as OSHPD 3. The building contains a radiation oncology suite with two linear accelerators, a diagnostic imaging suite, a four-OR ASC and an infusion center, Torrance, California

Loma Linda University Medical Center, Proton Gantry 3 ABS Upgrade
Make ready and installation of the Optivus Active Beam Scanning Nozzle in LLUMC Proton Gantry #3, Loma Linda, California

Loma Linda University Medical Center, Schuman Pavilion 1.5T MRI Renovation
Replace the existing 1.5T Siemens Vision Scanner in the Schuman Pavilion Radiology Department with a new, state of the art, Magnetom Aera Siemens 1.5T with mobile table, Loma Linda, California

Loma Linda University Medical Center, Pharmacy Robot Upgrade
Replace the existing and outdated pharmacy storage robot with one ProManager, one Robot Rx 3000 H and three Med Carousels, Loma Linda, California
Loma Linda University Medical Center, Behavioral Medicine Center Patient Room HVAC Upgrade
Replace the existing patient room HVAC unit with higher efficient system, Redlands, California

Loma Linda University Medical Center, Pre-Op/PACU Renovation
Upgrade existing infrastructure and security control access to bring the operation flow to code compliance, Loma Linda, California

Loma Linda University Medical Center, East Campus Hybrid OR Expansion Feasibility Study
Layout study for the hybrid OR suite expansion connection to the existing surgical suite, Loma Linda, California

UC San Diego Thornton Hospital MRI Renovation
1,900-SF MRI equipment replacement, La Jolla, California

UC San Diego Thornton Hospital Emergency Department Renovation
5,200-SF ED renovation to prepare for CVC project, La Jolla, California

UC San Diego Sulpizio Cardiovascular Center and Thornton Hospital Expansion
New 128,000-SF comprehensive cardiovascular center with 23,000-SF of renovation to the Thornton Hospital; first CVC in region to combine research, education and patient care in single facility. LEED Gold and winner of 2012 Modern Healthcare Award of Excellence, La Jolla, California

UC San Diego Thornton Hospital Cafeteria Expansion and Servery Remodel
4,000-SF remodel and expansion of the servery and dining areas at UCSD Thornton hospital scope included all new kitchen equipment, hood/exhaust systems and interior architecture, finishes and furnishings, in addition to outdoor dining enhancements, La Jolla, California

UC San Diego Thornton Hospital Central Plant and Infrastructure Upgrade
5,000-SF of existing infrastructure upgrade includes switch gear, cooling tower and boiler to support new cardiovascular center, La Jolla, California

UC San Diego Cardiovascular Center Emergency Generator Upgrade
New emergency generator with fuel tank and switch gear, La Jolla, California

MemorialCare Medical Group, Los Altos Medical Building
Conversion of an existing retail space into a medical clinic, including urgent care suite, imaging center and family practice clinic, Long Beach, California

Palomar Medical Center West
Interior design services for public spaces including main lobby, ED waiting, public corridors and cafe in the new 725,000-SF hospital, Escondido, California

UC San Diego Thornton Hospital Electrophysiology Lab
1,150-SF of EP lab renovation converting existing cath lab into new EP lab, La Jolla, California

UC San Diego Thornton Hospital Backfill Projects
10,000-SF plus renovation post CVC backfill project including ED observation remodel, lab expansion, lab automation and blood bank remodel, La Jolla, California

Cedars-Sinai Medical Center, Saperstein Critical Care, Tower Plaza Level T.I. Renovation
15,840-SF cardiothoracic, pulmonary, and respiratory therapy renovation, Los Angeles, California

Huntington Hospital Fluoroscopy Room
470-SF renovation of an existing treatment room to a fluoroscopy room, Huntington Beach, California
Chris LeTourneur

PRESIDENT & CEO
Visioning & Strategic Development

MA, MCIP

Education
Master in Community / Regional Planning
University of British Columbia

Bachelor of Arts in Urban & Economic Geography
University of British Columbia

Expertise
- Airport Cities and Aerotropoli
- Airport Land Development & Master Planning
- Generating Non-Aeronautical Revenue Streams
- Leading Edge Airport Development Trends
- Airport, Rail & Transportation Terminal TOD Retail
- Economic Development
- Mixed-Use Development Planning
- Financial Analysis & Market Driven Community Planning
- Tourism & Resort Retail Master Planning
- Inter-Modal Transportation
- Place Creation & Programming
- International Trends/Formats
- Downtown Revitalization

Professional Profile
In his twenty-five years of experience working in Market Driven Planning, Architecture and Engineering, Chris has established an appreciation for the multi-disciplinary skills that are necessary to assess, define and plan major Commercial and Mixed-Use Development Plans.

Chris has lead project teams to create major Mixed-Use and Commercial Development Strategies in cities around the world including Denver, Houston, Dallas, Salt Lake City, Vancouver, Hong Kong, Moscow, and Cairo to mention a few.

Chris is specifically known for utilizing market and economic research to work with master planning and design teams towards defining three-dimensional projects, big ideas and space layout strategies. He blends his knowledge in urban development, land economics and town planning to provide complete mixed-use market and economic-driven community development advisory services.

In the course of his project experience, Chris has established working relationships with airports, public agencies, developers, financiers and major commercial operators, thereby not only preparing development strategies, but also connecting the dots within the development network in order to make projects happen.

Chris’ exposure is further enhanced through his active involvement in Airports Council International (ACI), International Council of Shopping Centers (ICSC), Urban Land Institute (ULI), Canadian Institute of Planning (CIP), Resort Forum and the American Association of Airport Executives (AAAE).
SELECT PROJECT EXPERIENCE - NORTH AMERICA

Concord Reuse Plan
Bay Area, California

Three Sisters Resorts Master Plan
Canmore, Alberta

Innovation Hub Master Plan
City of Peachtree, Georgia

Windermere
Edmonton, Alberta

Ogden Point Market & Economic Impact Analysis
Victoria, British Columbia

Pearson Dogwood Lands Market Demand Analysis
Vancouver, British Columbia

Ryder Lake & Eastern Hillsides Area Plans
Chilliwack, British Columbia

Westwood Plateau Master Plan & Guidelines
Coquitlam, British Columbia

Crowne Isle Commercial Parcel
Courtenay, British Columbia

Afton Mines Re-Positioning
Kamloops, British Columbia

Ladysmith Harbour Area Plan
Ladysmith, BC, Canada

Bear Mountain Mixed-Use, Langford, BC, Canada

Cedar Valley Area Plan
Mission, British Columbia

Rosemary Heights – Morgan Creek Area Plan
Surrey, British Columbia

Molson Brewery Redevelopment Entitlement
Vancouver, British Columbia

Predator Ridge Resort Core Master Plan
Vernon, British Columbia

Victoria Harbour Plan
Victoria, British Columbia

Victoria Old/Capitol Iron Town Envisioning
Victoria, British Columbia

Resort Village Retail Enhancement Strategy
Whistler, British Columbia

Chateau Viger
Old City of Montreal, Quebec

DC Ranch Town Center
Scottsdale, Arizona

Estrella Mountain Ranch
Goodyear, Arizona

Concord Reuse Project Development Strategy
Concord, California

Alamitos Bay Redevelopment Site
Long Beach, California

Downtown Redevelopment Strategy
Oxnard, California

Downtown Redevelopment Strategy
Fremont, California

Railyard Lands Mixed-Use Development
Sacramento, California

Northstar at Tahoe Village Development Strategy
California

La Quinta Old Town
Palm Springs, California

Heavenly Base Village
South Lake Tahoe, California

Riverfront Park
LoDo, Denver, Colorado

Beaver Creek Village Enhancement
Avon, Colorado

Lionshead/Arabel Redevelopment Plan
Vail, Colorado

Aspen Downtown Enhancement
Colorado

Xentury City Master Plan
Orlando, Florida

The Bridges of Saint Paul Riverfront Mixed-Use Development
Saint Paul, Minnesota

Symphony Park Mixed-Use Development Strategy
Las Vegas, Nevada

Downtown Millennium Development Strategy
Reno, Nevada

Downtown Redevelopment Strategy
Phoenix, Nevada

Sunriver Mixed-Use Resort Village Strategy
Bend, Oregon

Memphis Aerotropolis Real Estate Market Analysis
Memphis, Tennessee

Dallas Fort Worth Int’l Airport Commercial Development Strategy
DFW, Texas

SunStar Mixed Use Development
Arlington, Texas

City of Southlake Retail Gap Analysis
Southlake, Texas

Market Street at the Woodlands
North Houston, Texas

Telfair (Newland Communities)
Sugarland, Texas

Gateway Center & Downtown Redevelopment Strategy
Salt Lake City, Utah

490 North Resort Master Plan Envisioning
Chewelah, Washington

Semiahmoo Resort Spit Master Plan
Blaine, Washington

Salish Lodge Retail & Lodge Expansion
Snoqualmie, Washington

Snoqualmie Pass West Base Development Master Plan
Washington

Suncadia Resort Core Development Strategy
Roslyn, Washington

Tree House Town Center, Commercial Development Strategy
Puerto Rico
Martin Anstey  
**SENIOR VICE PRESIDENT**  
Financial Analysis & Economic Feasibility  
BA, MSc

### Education

**Master of Science**  
University of Waterloo  
**Bachelor of Arts**  
University of British Columbia

### Expertise

- Real Estate Market Analysis  
- Financial Analysis  
- Demographic Analysis & Projections  
- Economic Impact Analysis  
- Mixed-Use Development Planning  
- Transit-Oriented Development Planning  
- Retail Layout Planning & Merchandising Strategies  
- Land-Use Planning  
- Geographic Information Systems  
- International Real Estate Development Trends

### Professional Profile

In his twenty years of experience in Real Estate Development, Martin has participated in over 350 assignments involving Regional Economic Development, Transit-oriented Developments, Mixed-use Town Center Planning, Downtown Area Revitalization efforts, Large-format Shopping Centers, Entertainment Centers and Urban Redevelopment Strategies. Martin has participated in a wide range of real estate development projects throughout North America, Asia, Europe and the Middle East, and has been part of the leading edge in defining successful approaches for creating viable real estate projects.

One of Martin’s primary roles is to perform the quantitative analysis that is the foundation for “Market-Driven Planning”. He combines the use of financial analysis, demographic analysis and Geographic Information Systems (GIS) to objectively determine opportunities for new commercial, residential, resort, retail, hotel, office and mixed-use developments throughout the world. Martin then assists in translating this analysis into optimal concept plans that reflect successful planning and design principles.

### Presentations

- China Retail Council, “Retail Development Trends in Asia”  
- Airport City – Opportunities for Non-Aeronautical Revenue  
- Using Financial Analysis to Optimize Mixed-Use Developments
SELECT PROJECT EXPERIENCE

NORTH AMERICA

Concord Reuse Project Development Strategy
Concord, California

Alamitos Bay Redevelopment Site
Long Beach, California

Strathearn Heights TOD Commercial Development Strategy
Edmonton, Alberta

Candlestick Point Redevelopment Project
San Francisco, California

Treasure Island Community Development Strategy
San Francisco, California

Concord Reuse Plan
Bay Area, California

Innovation Hub Master Plan
City of Peachtree, Georgia

Uptown Mixed-Use Redevelopment Strategy
Victoria, British Columbia

Metrotown Mall Repositioning
Burnaby, British Columbia

Don Mills Town Centre Redevelopment Strategy
Toronto, Ontario

Fairview Mall Repositioning Strategy
Toronto, Ontario

Hollywood Park Community Redevelopment Strategy
Los Angeles, California

Downtown Redevelopment Strategy
Oxnard, California

Downtown Redevelopment Strategy
Fremont, California

Sacramento Rail Yards Redevelopment
Sacramento, California

Horizon City Eco Mixed-Use Community Dev. Strategy
Aurora, Colorado

Union Mixed-Use Village and Assisted Living Facility
Longmont, Colorado

Coconut Creek MainStreet Development Market Analysis
Coconut Creek, Florida

Central Entrance, Miller Hill Corridor Market Study
Duluth, Minnesota

The Bridges of Saint Paul Riverfront Mixed-Use Dev.
Saint Paul, Minnesota

Marina District, Market Analysis & Land Use Strategy
Toledo, Ohio

Villages at Cascade Head, Resort Community & Resort Dev. Strategy
Oregon

Memphis Aerotropolis Real Estate Market Analysis
Memphis, Tennessee

Dallas Fort Worth Int’l Airport Commercial Development Strategy
DFW, Texas

SunStar, Vertical Mixed Use Development Strategy
Arlington, Texas

City of Southlake Retail Gap Analysis
Southlake, Texas

West 8, Mixed Town Centre Dev. Strategy & Financial Analysis
Houston, Texas

West Valley City Center, Transit Oriented Re-Development Strategy
Utah

Virginia Beach Dome Site Positioning Strategy
Virginia Beach, Virginia

Lacey Gateway Mixed-use Town Centre Dev. Strategy
Lacey, Washington

Snoqualmie Pass, Resort Residential Market & Financial Analysis
Washington

Semiahmoo Resort Core Development Strategy
Blaine, Washington

RGDC Bellevue Mixed Use Development
Bellevue, Washington

Spruce Grove Town Centre Market Analysis & Economic Impact Study
Alberta

University of Lethbridge, Mixed-Use Development Study
Lethbridge, Alberta

The Crossings, Mixed-Use Development Strategy
Lethbridge, Alberta

Edmonton International Airport, Commercial Development Master Plan
Alberta

Pearson Dogwood Lands, Market & Development Strategy
Vancouver, British Columbia

District of Saanich, Land Development Strategy
Saanich, British Columbia

Ogden Point Market & Economic Impact Analysis
Victoria, British Columbia

Baxter Meadows Mixed-Use Town Centre Dev. Strategy
Bozeman, Montana

Montelago Village Mixed-Use Revitalization Strategy
Las Vegas, Nevada

Downtown Redevelopment Strategy
Phoenix, Arizona

INTERNATIONAL

Casin Plaza, Mixed-Use Market & Dev. Strategy
Chongqing, China

Solana Lifestyle Entertainment Center, Chaoyang Park
Beijing, China

Peninsula Papagayo Marina Resort Village Development Strategy
Costa Rica

Cairo Financial & Touristic Center, Mixed-Use Development Strategy
Egypt

Dubai International Finance Center (DIFC), Development Strategy
Dubai, UAE
Andrew Fayn
PRINCIPAL
Market & Economic Analysis

Education
Master of Planning in Urban Development
Ryerson University

Bachelor of Arts, Urban Geography
Simon Fraser University

Expertise
• Regional Master Planning
• Market Feasibility Studies
• Economic Cluster Analysis
• Transit-Oriented Development Planning & Strategy
• Redevelopment and Intensification Studies
• Mixed-Use Development Planning
• Culinary Oriented Developments
• Corridor Planning
• Place-Creation & Programming
• Policy Planning

Professional Affiliations
Urban Land Institute (ULI)

International Council of Shopping Centers (ICSC)

SELECT PROJECT EXPERIENCE - NORTH AMERICA
Concord Reuse Project Development
Strategy
Concord, California

Chattanooga District Redevelopment Plan
Chattanooga, Tennessee

Strathearn Heights TOD Commercial Development Strategy
Edmonton, Alberta

Innovation Hub Master Plan
City of Peachtree, Georgia

University of Lethbridge, Mixed-Use Development Study
Lethbridge, Alberta

Alamitos Bay Redevelopment Site
Long Beach, California

Pittsburgh International Airport Economic & Real Estate Strategy
Pittsburgh, Pennsylvania

SunStar, Market Analysis & Development Strategy
Arlington, Texas

City of Southlake Economic Cluster Analysis
Southlake, Texas

Point West, Preliminary Development Concept
Draper, Utah

Fairbourne Station, City Center Redevelopment Strategy
West Valley City, Utah

Semiahmoo Resort, Mixed-Use Resort Core Development Strategy
Blaine, Washington

The Crossings, Market Analysis & Development Planning
Lethbridge, Alberta

Edmonton International Airport, Highway Commercial Development Strategy
Alberta

Waterford Station, Commercial Development Strategy
Sylvan Lake, Alberta

Pearson Dogwood Lands, Market & Development Strategy
Vancouver, British Columbia

Vancouver International Airport, Market & Development Strategy
Vancouver, British Columbia

Ogden Point Market & Economic Impact Analysis
Victoria, British Columbia

Bentall Kennedy, Intensification Development Study
Toronto, Ontario

Professional Profile
Andrew has conducted Market Feasibility, Regional Land Use Planning and Development Strategies around the world, providing clients with a diverse knowledge in Urban Planning, Real Estate, and Mixed-Use Commercial Development. He brings direct expertise in formulating implementable plans through Market-Driven and Economic Strategies for both Government and Private Sector Clients. He has conducted Planning and Development Studies across Canada and the United States, as well as internationally in countries such as Russia, China and Australia among others. His focus has been towards properly planned urban environments that feature a mix of uses, and become memorable inclusionary places for all that use them. Andrew has been exploring and researching how culinary and food & beverage development concepts interact and integrate with the real estate world to produce “Culinary-Oriented Developments”.

OUR TEAM
Amanda Mackaay
PLANNING STRATEGIST
Implementation & Planning
MPl

Professional Profile
Amanda Mackaay is a Planning Strategist with MXD Development Strategists. She is currently contributing to various projects at MXD Development Strategists involving land use planning, policy and planning research, and market analysis to develop market driven development strategies for both private and public sector clients.

Amanda has experience with qualitative and quantitative research, stakeholder engagement and strategic land use planning. Prior to joining MXD, her relevant work included the creation of a strategic visioning and planning study for the Town of Huntsville, Ontario, the development of a parks and open space plan for a new community in Edmonton, as well as research into housing data for Ryerson University’s Centre for Urban Research and Land Development.

Education
Master of Urban Development
Ryerson University

Bachelor of Arts, Political Science
University of British Columbia

Expertise
• Economic Development
• Land Use Planning
• Community Development Planning
• Policy Analysis and Planning
• Facilitation and Public Engagement
• Policy and Market Research
• Quantitative Analysis

SELECT PROJECT EXPERIENCE - NORTH AMERICA

Gaston County Economic Repositioning Strategy
Gaston County, North Carolina

Chattanooga District Redevelopment Plan
Chattanooga, Tennessee

Phoenix Land Reuse Strategy
Phoenix, Arizona

Colorado Aerotropolis, Economic Development Inventory & Site Planning
Denver, Colorado

Pittsburgh International Airport Economic Market Analysis & Land Development Strategy
Pittsburgh, Pennsylvania

Brendale Square Visioning and Strategic Planning Study*
Toronto, Ontario

Millennials in the Greater Toronto and Hamilton Area: A Generation Stuck in Apartments*
Toronto, Ontario

Designing the Emerald Crescent for the Decoteau Area Structure Plan: City of Edmonton*
Toronto, Ontario

*Completed Prior to working at MXD
OUR TEAM

Alex Sylvain

SENIOR ENGINEER
Infrastructure Planning and Analysis Lead
PE

Alex has 14 years of management and design experience in both the public and private sectors for small- and large-scale planning and infrastructure projects involving multiple disciplines. His professional experience ranges from planning, preliminary studies, schematic design, design development, construction documents, reports, specifications, detailed cost estimates and construction administration services. Alex has extensive experience with grading, drainage, pedestrian walkways, roadways, stormwater, water and wastewater utilities. Alex is known for his thorough due diligence, communication skills, planning and infrastructure design work.

RELEVANT PROJECT EXPERIENCE

Kalispel Park & Casino – Cusick, Washington
 Provided master planning for the multi-phased development of over 150,000-sf of various commercial and entertainment businesses, transportation system and infrastructure for the 60-acre Kalispel Tribe Trust land. Alex served as the Project Manager and Engineer of Record for the planning, funding assistance, topographic survey, property descriptions, complete civil site and utility design and construction administration for phase one development of the Kalispel Park Casino, C-Store and RV Park. Close coordination was required with the Washington State Department of Transportation (WSDOT) for highway access and stormwater management as well as the local utility purveyors and neighboring owners for existing and new water, fire, wastewater utilities which included the Town of Cusick, Pend Oreille County, Pend Oreille Valley Railroad, Federal Energy Regulatory Commission (FERC) and the Kalispel Tribe. $15M+.

Wonder Building (Phase 1) and Parking Garage (Phase 2) Adaptive Reuse - Spokane, Washington
 Engineer of record for the civil/site engineering design for this two-phased 110,000-sf project situated on approximately two acres in the City’s downtown area. Project challenges included the existing site being completely enveloped by an existing 100+ year old building, neighboring commercial businesses and a planned multi-story parking garage. Extensive coordination with the team discipline leads was required due to the existing building conditions as well as with the City of Spokane for stormwater evaluation and mitigation design. $20M.

North Idaho College Construct Permanent Parking Lot, Educational Corridor – Coeur d’Alene, Idaho
 Project Manager and Engineer of Record for the topographic surveying, civil/site engineering design, landscape design and assistance during construction for a new 134 stall parking lot. The project included site grading and earthwork, undocumented fill removal, stormwater mitigation, ADA accessible parking, lighting, landscaping, safe pedestrian circulation and access improvement coordination with the NICE Facility and existing campus hardscape improvements. Alex worked closely with City of Coeur d’Alene officials for project approval. $1M.

 For over six years Alex supported and led the City of Spokane Combined Sewer Overflow (CSO) Program. Alex was the Project Manager and Engineer of Record for various system-wide basin and sub-basin evaluations, planning, design storm events, hydraulic modeling, preliminary design, final designs, and final design review tasks in support of the City’s Combined Sewer Overflow (CSO) reduction efforts. This included close coordination with City engineering staff on their capital program projects, City maintenance staff with their flow monitoring data and maintenance needs and supporting the City engineering staff on XP-SWMM hydraulic modeling and system calibration for development of the CSO Plan Amendment and Integrated Clean Water Plan. This work resulting the design and construction of $200M+ in CSO Control Facilities and infrastructure upgrades.
RELEVANT PROJECT EXPERIENCE

**US 95 N Corridor Access Improvements – Coeur d’Alene, Idaho**
Parametrix provided design services to improve 23 intersections along the congested US-95 corridor. Improvements included new intersection turn lanes, median islands to restrict turn movements, and the relocation of two signals. The project also included constructing two sound walls, reconstructing eight miles of a multi-use path, and making pedestrian ramp improvements to meet ADA requirements. Charles led the efforts to develop AM, PM, and midday timing plans for the 14 signalized intersections on the corridor. Efforts successfully adapted timing plans to the unique time-of-day traffic patterns evident in this retiree-heavy community. Additionally, Parametrix incorporated the effects of the signal relocations to create uniform, ½ mile signal spacing on the corridor and allowing for improved corridor progression. The project will improve traffic safety and improve traffic efficiency and expected to cost approximately $8 Million.

**Broadway/Avenue B/Idaho Street/Warm Springs – Boise, Idaho**
Parametrix prepared the concept design for this complex intersection in the downtown core. Parametrix’s approach to this project facilitated a partnership between ACHD and Boise City with the goal of developing a multi-modal solution for all users. Charles led the VISSIM traffic modelling and analysis, innovative intersection and ped/bike connectivity designs, and ped/bike LOS analysis. Parametrix’s engagement of stakeholders and the public in the process was an essential element and incorporated in all project tasks.

**Research Park Development Study – Salt Lake City, Utah**
Parametrix prepared a parking and traffic analysis for a proposed office and laboratory expansion at the ARUP campus in Research Park. The Research Park area experiences significant parking and traffic constraints due to the multiple, large medical-related tenants. Charles led a comprehensive parking usage inventory and analysis incorporating the complex, employee shift schedules experienced at ARUP facilities. Charles also conducted a peak hour traffic analysis reviewing traffic impacts at major intersections and identifying level of service and queueing issues. Charles supported public meetings and aided communication with a vocal neighborhood with vested interested in impacts to community traffic flow and mobility.
KURT NAGLE
Associate Vice President
AICP, ASLA, LEED GA

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7/F Guangdong Investment Tower
148 Connaught Road Central
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Los Angeles, CA 90071
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