

# HEALTH CORRIDOR

Master Plan & Economic Feasibility Study

Coeur d'Alene, Idaho

March 29, 2019

CALLISORTKL™

 **MXD**  
DEVELOPMENT STRATEGISTS

**Parametrix**

CallisonRTKL Inc.  
333 South Hope Street  
C200  
Los Angeles, CA 90071

☎ +1 213 633 1100  
☎ +1 213 633 6060

CallisonRTKL.com

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](mailto: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,

A handwritten signature in black ink, appearing to read 'Kurt Nagle', written over a light blue horizontal line.

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

CallisonRTKL Inc.  
333 S. Hope St., Suite C200, Los Angeles, CA, 90071  
Direct: +1 (213) 633-1165  
Mobile: +1 (213) 591-0410  
[Kurt.Nagle@crtkl.com](mailto:Kurt.Nagle@crtkl.com)

TIN: 52-0884069





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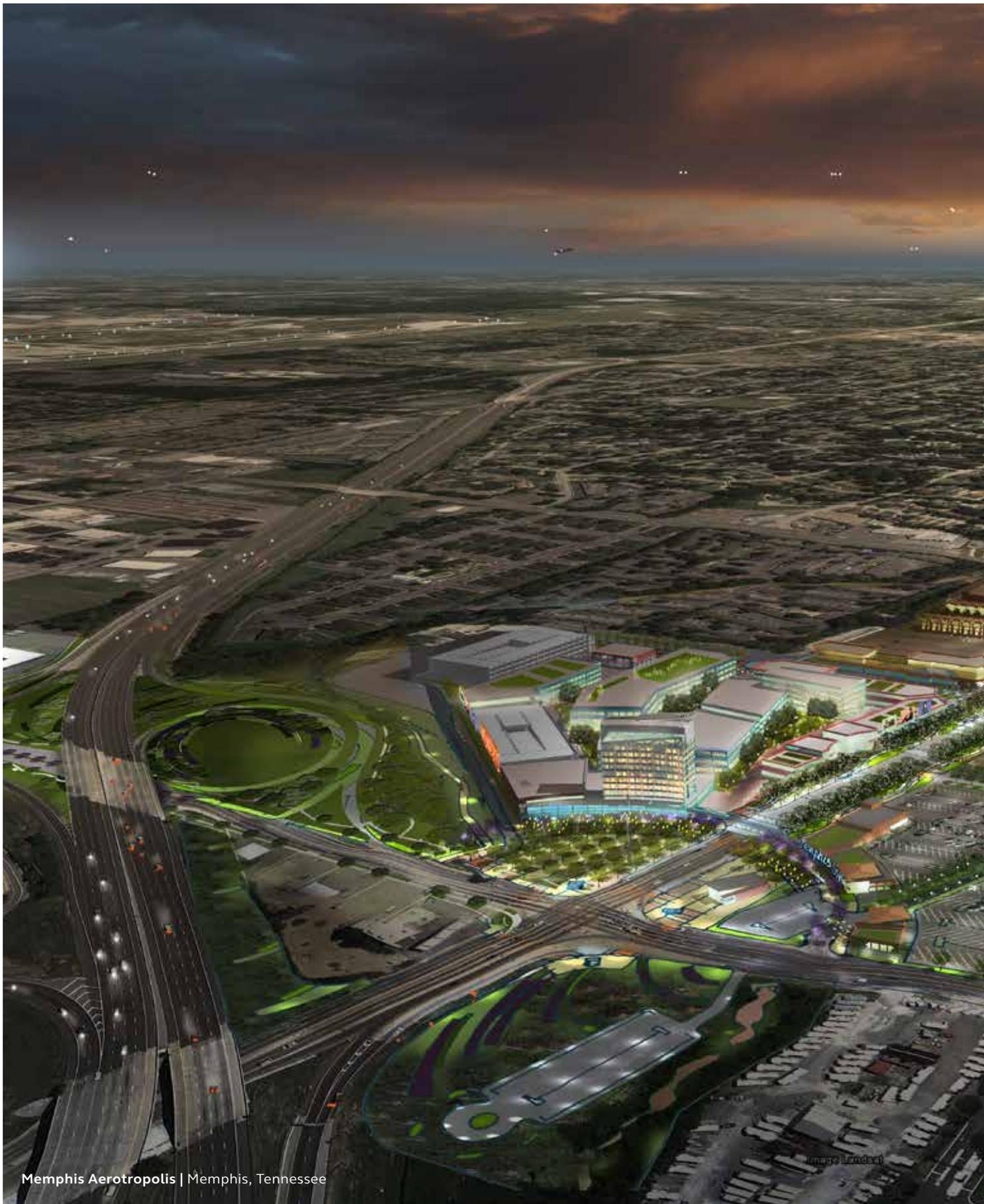
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Memphis Aerotropolis | Memphis, Tennessee



# FIRM DESCRIPTIONS



Vision 2045 Downtown Las Vegas Master Plan | Las Vegas, Nevada

# 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

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**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%

## MXD

---



**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%

## Parametrix

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**Alex Sylvain**

**Title:** Senior Engineer

**Role:** Infrastructure Planning and Analysis Lead

**Percentage of Time Available to the Project:**  
50%



**Charles Allen**

**Title:** Senior Engineer

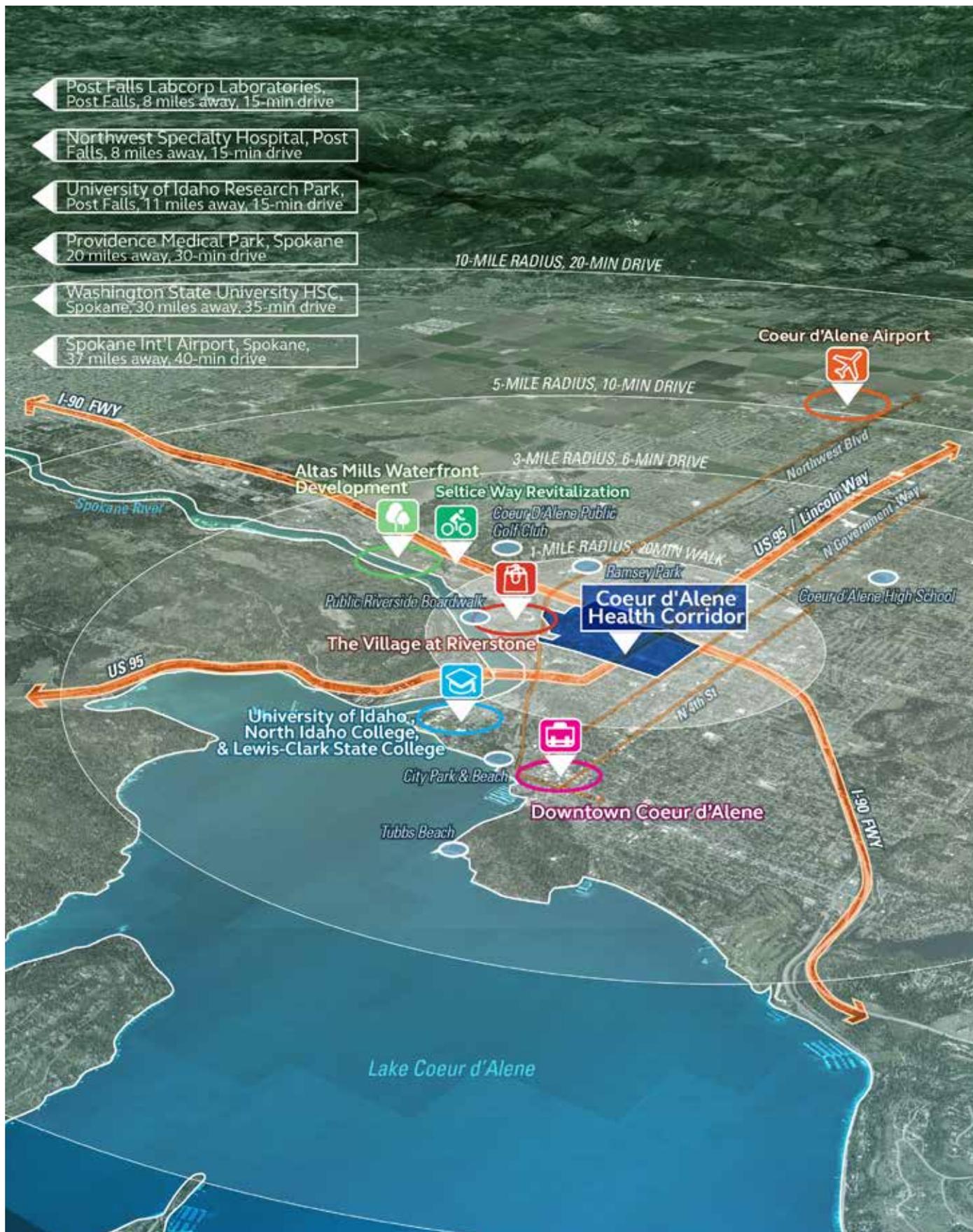
**Role:** Transportation Planning and Traffic Analysis Lead

**Percentage of Time Available to the Project:**  
50%





**STATEMENT OF  
PHILOSOPHY AND  
UNDERSTANDING**



# 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.

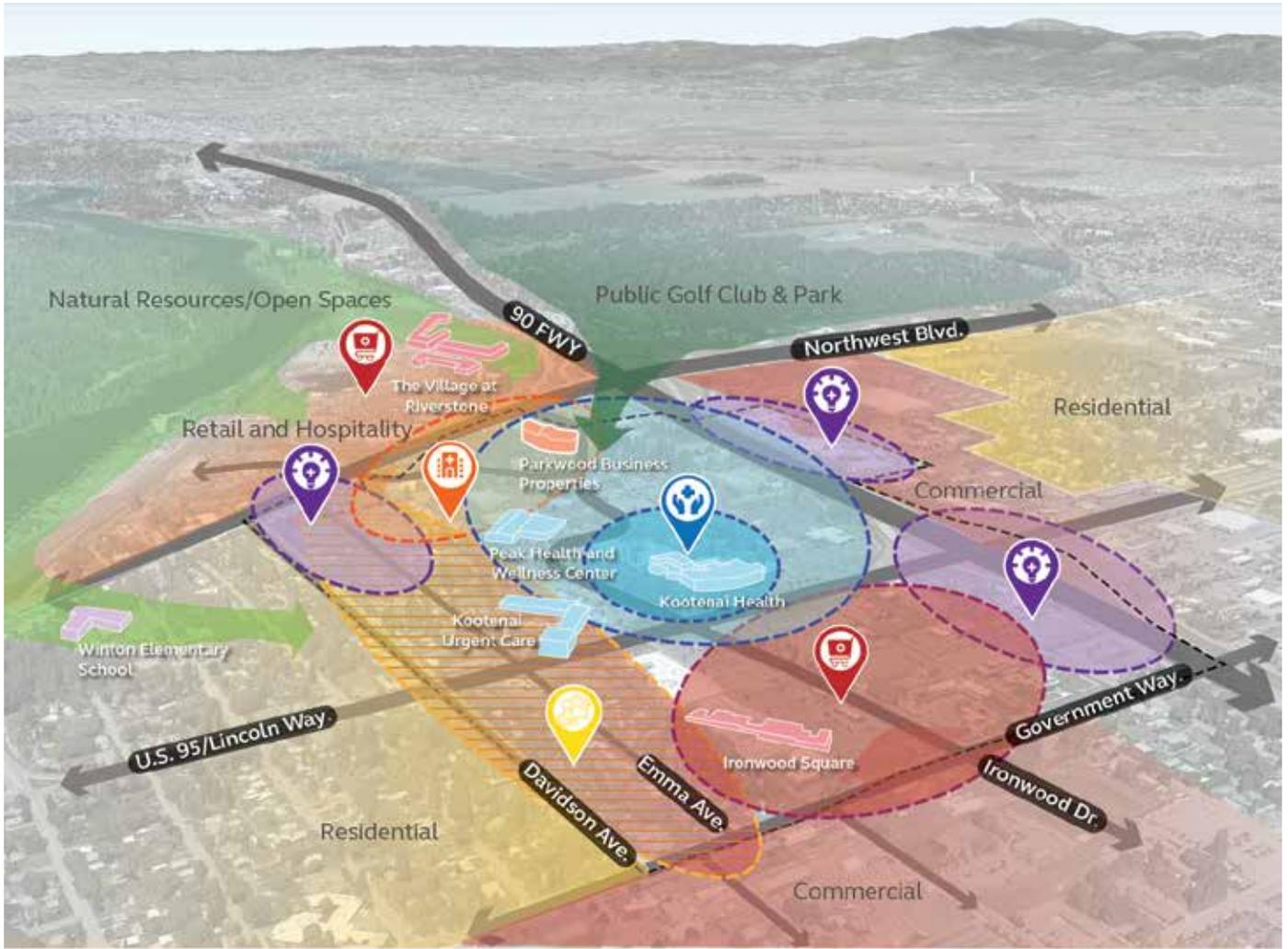
## CHALLENGES & OPPORTUNITIES

### 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



### 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 Health 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).



**Initial Impressions: Linkages & Places**

**Linkages**

-  Potential 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.



Ala Moana Neighborhood Transit-Oriented Development Plan | Honolulu, Hawaii



# 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 through 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.)



Vision 2045 Downtown Las Vegas Master Plan | Las Vegas, Nevada



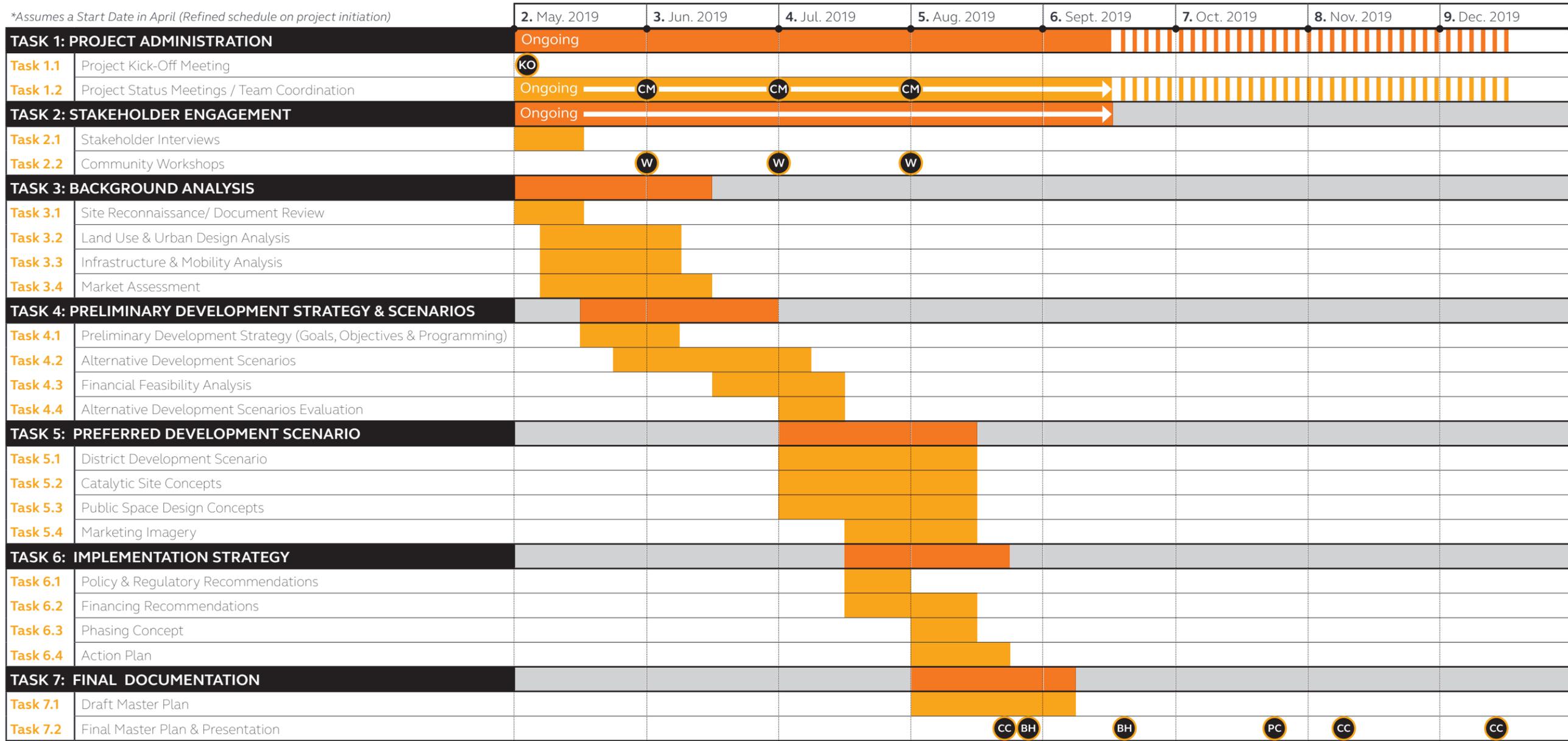
# PROPOSED TIMELINE AND PAYMENT MILESTONES



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# PROJECT SCHEDULE

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



\* Invoice for completed work to be sent by the fourth Friday of the month

- KEY:** KO Kick-Off Meeting, CM Coordination Meeting, W Community Workshop, CC City Council Hearing, PC Planning Commission Hearing, BH ignite cda Board Hearing



Phoenix Airport Compatible Land Redevelopment Program | Phoenix, Arizona



# EXAMPLES





# City of Peachtree Corners Innovation Hub Master Plan

Peachtree Corners, Georgia

## 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

- Preferred Development Scenario
- Catalytic Site Strategies & Concepts
- Public Space Design Concepts
- Public Investment Strategy
- Financing Recommendations
- Zoning Recommendations

#### Relevant Process

- Stakeholder Interviews
- Economic Sector Analysis / Market Positioning

#### 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>





# Memphis Aerotropolis Master Plan

Memphis, Tennessee

## "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.

**CLIENT**

City of Memphis

**SERVICES PERFORMED**

**CallisonRTKL**  
 Planning and Urban Design  
 Community Engagement

**MXD Development Strategists**

Economic Cluster Analysis

Implementation Action Plan  
 Land Use Planning  
 Market Analysis  
 Catalyst Project Identification

**DATES OF INVOLVEMENT**

2012 - 2014

**CONSULTANT FEE**

643,690.00

**LINK TO FINAL ONLINE PRODUCTS**

[https://memphismpo.org/sites/default/files/public/Memphis\\_Aerotropolis\\_FinalReport\\_lores.pdf](https://memphismpo.org/sites/default/files/public/Memphis_Aerotropolis_FinalReport_lores.pdf)

### 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





# Scenario B

## Creative Campus + Makerspace



CREATIVE OFFICE

MAKERSPACE

TRAINING CENTER

**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

# Phoenix Airport Compatible Land Redevelopment Program

Phoenix, Arizona

## 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, CallisonRTKL 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. CallisonRTKL 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

#### **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**

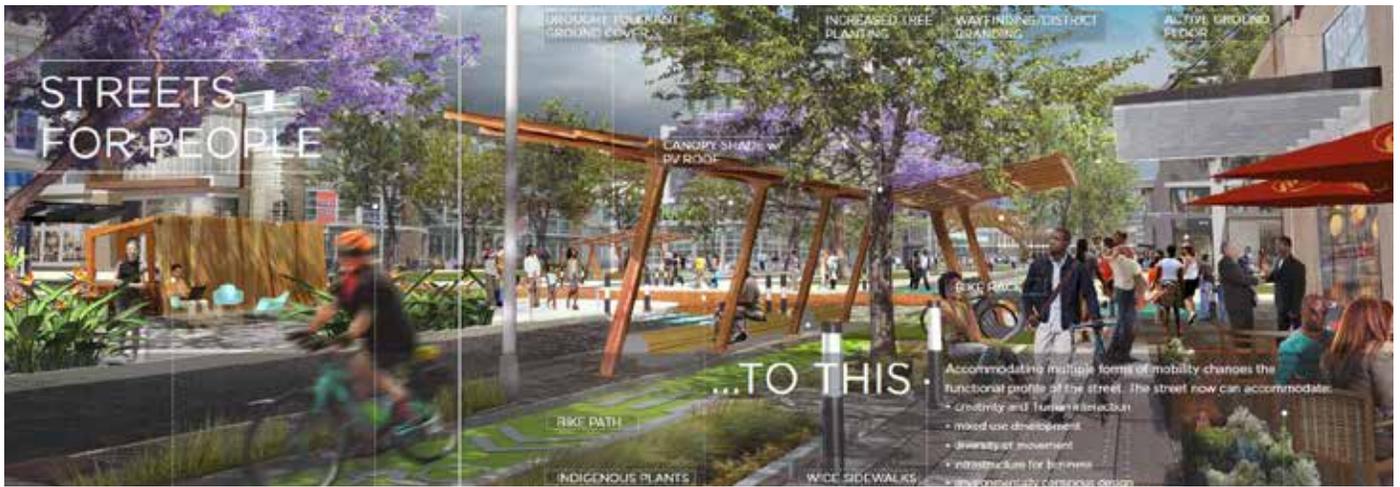
2016 - Current

#### **CONSULTANT FEE**

\$5,300,000

#### **LINK TO FINAL ONLINE PRODUCTS**

<https://www.skyharbor.com/LandReuseStrategy>



# Vision 2045 Downtown Las Vegas Master Plan

Las Vegas, Nevada

## 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 intends 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

#### **CLIENT & REFERENCE**

City of Las Vegas Redevelopment Agency

#### **Robert Summerfield**

Planning Section Manager  
 RSummerfield@LasVegasNevada.Gov  
 +1 (702) 229-6551

#### **SERVICES PERFORMED**

- Land Use Planning
- Urban Design
- Landscape Architecture
- Economic and Mobility Planning
- Signage and Wayfinding
- Place Branding
- Community Engagement

#### **DATES OF INVOLVEMENT**

2014 - 2016

#### **CONSULTANT FEE**

907,675

#### **LINK TO FINAL ONLINE PRODUCTS**

<https://files.lasvegasnevada.gov/planning/Downtown-Master-Plan-Vision-2045.pdf>

# UCSD Hillcrest Campus Redevelopment Phase One

San Diego, California

## 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

### PROBABLE COST

\$100,000

### LINK TO FINAL ONLINE PRODUCTS

Confidential



HART HOWERTON

CONCORD REUSE PLAN

Concord, California

# 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.

### Similarities in Scope to the Health Corridor

#### Relevant Issues & Outcomes

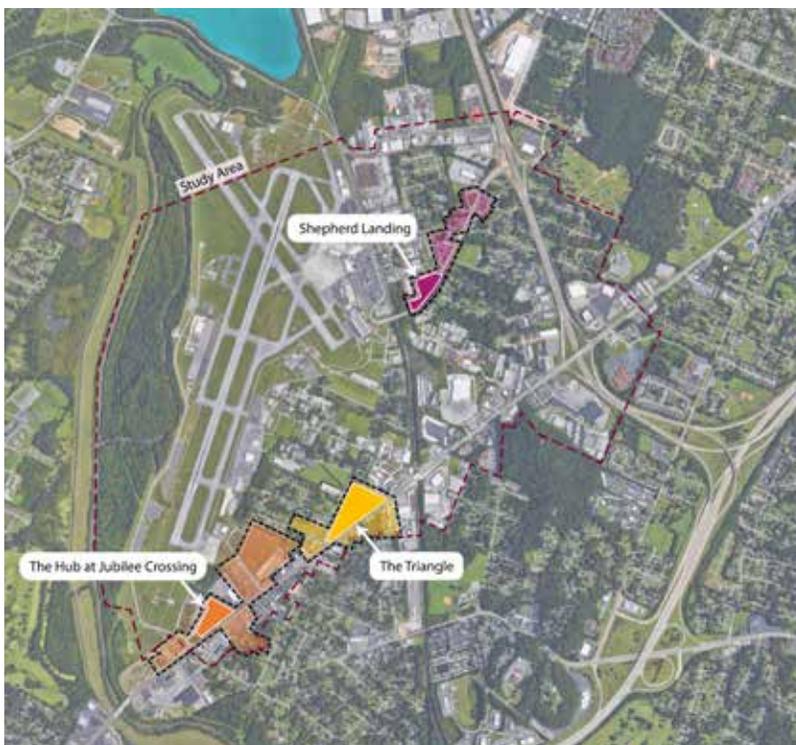
- Redevelopment and Community Revitalization Planning
- Target Economic Sectors and Economic Development Initiatives
- Capital Project and Policy Recommendations
- Multi-modal Connectivity
- Recommended Land Uses and Development Program
- Implementation Plan and Action Items
- District Branding and Identity

### 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

### Map of Catalyst Sites

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



The Hub at Jubilee Crossing



The Triangle



Shepherd Landing

## 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

## 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

## 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

## 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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**DRAFT  
AGREEMENT**



CallisonRTKL Inc.  
333 South Hope Street  
C200  
Los Angeles, CA 90071

+1 213 633 1100  
+1 213 633 6060

CallisonRTKL.com

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,  
CallisonRTKL Inc.



Kurt W. Nagle AICP ASLA  
Associate Vice President

Agreed to and accepted by:  
ignite cda

\_\_\_\_\_  
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 a cause of 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**  
512,00-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.



## 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**

### SELECTED EXPERIENCE

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

**City of Peachtree Corners Innovation Hub Master Plan**  
Peachtree Corners, Georgia

**Phoenix Airport Compatible Land Redevelopment Program**  
Phoenix, Arizona

**Halawa Area Transit-Oriented Development Plan**  
15-AC, Honolulu, Hawaii

### 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



## 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

**Memorial Care 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**

14,360-SF nursing administration and academic affairs renovations, Los Angeles, 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 Foundation, MemorialCare Medical Office Building**

30,000-SF remodel of a two-story bookstore into an MOB with 19 practicing physicians, 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

**University of Southern California Acquisition Improvements Study**

New branded environment and image for USC Health Sciences Campus, Norris Comprehensive Cancer Care Center, and University Hospital, Los Angeles, 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 Affiliations

Urban Land Institute (ULI)

SMART Airports & Regions

Canadian Institute of Planners

### 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 Hillside 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**  
Chewela Peak, 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

### Presentations

China Retail Council, “Retail Development Trends in Asia”

Airport City – Opportunities for Non-Aeronautical Revenue

Using Financial Analysis to Optimize Mixed-Use Developments

### 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.

## 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

MPL

### 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”.

### 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



## 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



## 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.

### Education

**Bachelor of Science  
in Civil Engineering**  
Northern Arizona  
University

### Licenses and Certifications

**Professional Civil  
Engineer**  
ID, WA, AZ

## 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.

### CSO Basin Studies, Regulatory Compliance, Integrated Planning and Hydraulic Modeling - Spokane, Washington

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.



## Charles Allen

### SENIOR ENGINEER

#### Transportation Planning and Traffic Analysis Lead

PE, PTOE

Charles has 11 years of experience providing traffic and transportation engineering services for a wide range of projects. His talents include traffic simulation and forecasting, GIS, crash data analysis and mapping, and research skills. He is adept with the latest versions of the traffic simulation programs Synchro/SimTraffic, VISSIM and SIDRA. Charles manages for municipal, private, and state clients encompassing all phases of the planning process. His work often involves a combination of traffic, pedestrian and bicycle, safety, access management, corridor planning, transit, and land use issues. Charles is a skilled public communicator having the ability to convey complex concepts in terms the public can understand.

### Education

#### Master of Science in Civil Engineering

Brigham Young University

#### Bachelor of Science in Civil Engineering

Brigham Young University

### Licenses and Certifications

#### Professional Civil Engineer

ID, UT

#### Professional Traffic Operations Engineer

## RELEVANT PROJECT EXPERIENCE

### US 95 N Corridor Access Improvements – Coeur d’Alene, Idaho

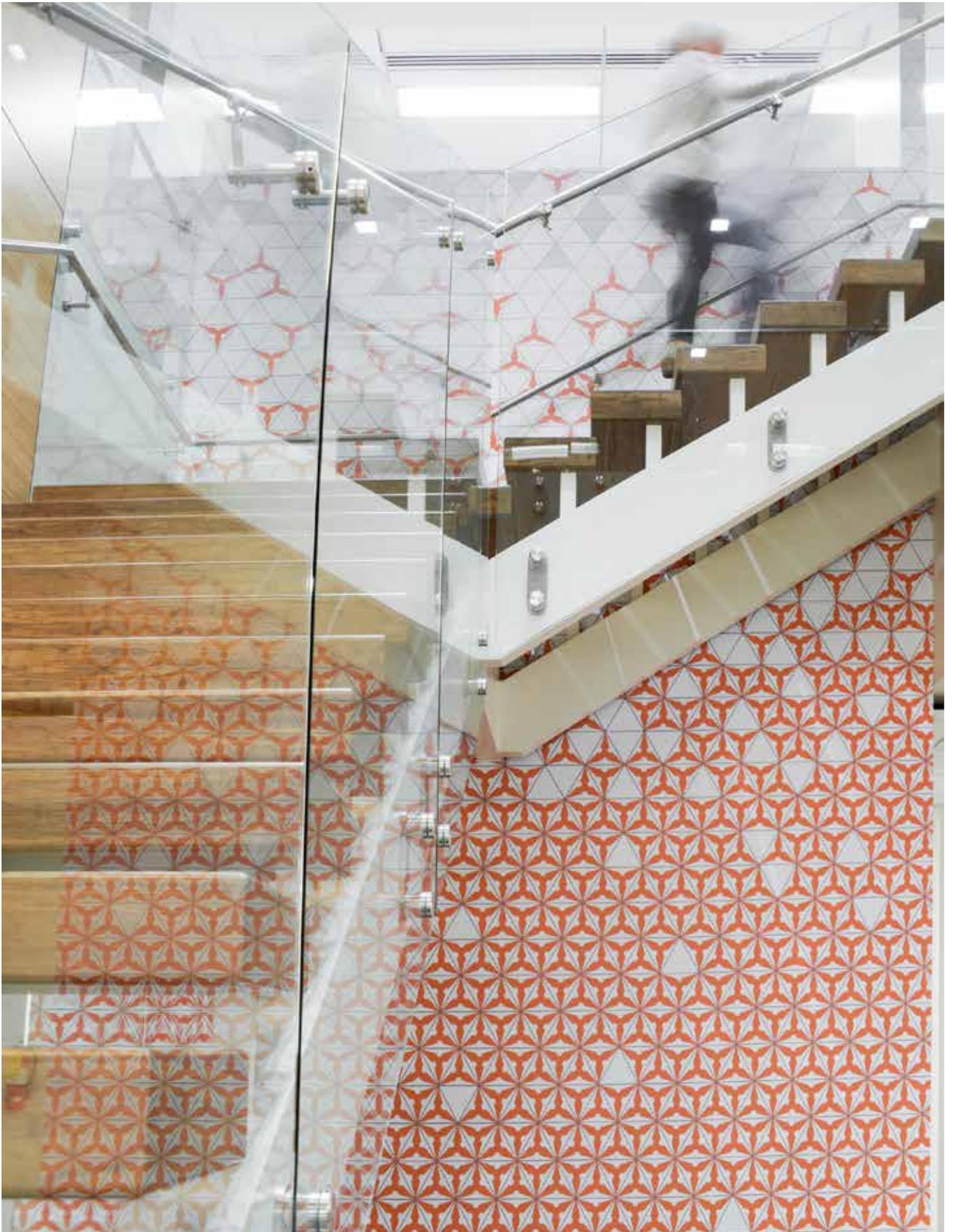
Parametrix provided design services to improve 23 intersections along the congested US-95 corridor. Improvements included new intersection turn lanes, median islands to restrict turn movements, and the relocation of two signals. The project also included constructing two sound walls, reconstructing eight 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.



# CONTACT US

## KURT NAGLE

**Associate Vice President**  
AICP, ASLA, LEED GA

333 South Hope St.  
C200  
Los Angeles, CA 90071

Kurt.Nagle@CRTKL.com

T. +1 213 633 1165  
C. +1 213 591 0410

## ABU DHABI

**RTKL-UK Ltd.  
(Abu Dhabi Branch)**  
Makateb Business Centre  
Makeen Tower  
Office 1405, 13th Floor  
Corner of 9th and  
10th St.  
Abu Dhabi, PO Box 35243  
United Arab Emirates  
T. +971 2 657 3425  
F. +971 2 643 2272

## BALTIMORE

**CallisonRTKL Inc.**  
901 South Bond St.  
Baltimore, MD 21231  
T. +1 410 537 6000  
F. +1 410 276 2136

## BEIJING

**CallisonRTKL Design  
and Planning Consulting  
(Shanghai) Co., Ltd.,  
Beijing Branch**  
9th Floor, Tower B  
Jiaming Center  
27 Dongsanhuan Beilu  
Chaoyang District  
Beijing PRC 100020  
T. +86 10 5775 6800  
F. +86 10 5775 6801

## BERLIN\*

**CallisonRTKL Germany  
GmbH**  
EUREF-Campus 10  
10829 Berlin, Germany  
T. +49 30 616916 330  
F. +49 30 616916 999

## CHICAGO

**CallisonRTKL Inc.**  
200 South Michigan Ave.  
Suite 1800  
Chicago, IL 60604  
T. +1 312 542 5900  
F. +1 312 542 5901

## DALLAS

**CallisonRTKL Inc.**  
1717 Pacific Ave.  
Dallas, TX 75201  
T. +1 214 468 7600  
F. +1 214 468 7601

## DETROIT\*

**CallisonRTKL Inc.**  
28550 Cabot Drive  
Suite 500  
Novi, MI 48377  
T. +1 248 483 0578

## DUBAI

**CallisonRTKL-UK Ltd.  
(Dubai Branch)**  
Burj Al Salam Tower  
44th Floor  
Trade Centre 1  
Dubai, PO Box 118254  
United Arab Emirates  
T. +971 4 590 5600  
F. +971 4 325 0190

## HONG KONG

**CallisonRTKL  
Asia Limited**  
7/F Guangdong  
Investment Tower  
148 Connaught  
Road Central  
Sheung Wan, Hong Kong  
T. +852 3582 1350  
F. +852 3006 4399

## LONDON

**CallisonRTKL-UK Ltd.**  
25 Farringdon St.  
10th Floor  
London  
EC4A 4AB  
T. +44 20 7306 0404  
F. +44 20 7306 0405

## LOS ANGELES

**CallisonRTKL Inc.**  
333 South Hope St.  
C200  
Los Angeles, CA 90071  
T. +1 213 633 1100  
F. +1 213 633 6060

## MANCHESTER\*

**CallisonRTKL-UK Ltd.**  
3 Piccadilly Place  
5th Floor  
Manchester  
M1 3BN  
T. +44 161 245 8850

## MANILA (AFFILIATE)

**Contact Address:**  
4th Floor, Kings Court 1  
2129 Pasong Tamo  
Makati City, 1231  
Manila, Philippines  
T. +63 939 285 2288

## MEXICO CITY

**CallisonRTKL de Mexico,  
S. de R.L de C.V.**  
Barranca del Muerto  
329 -101  
Col. San José Insurgentes  
Ciudad de México C.P.  
03900  
T. +01 800 278 5569

## MIAMI

**CallisonRTKL Inc.**  
396 Alhambra Circle  
South Tower, Suite 500  
Coral Gables, FL 33134  
T. +1 786 268 3200  
F. +1 786 268 3201

## NEW YORK

**CallisonRTKL  
Architects P.C.**  
148 Lafayette St.  
11th Floor  
New York, NY 10013  
T. +1 212 354 9240  
F. +1 212 354 9253

## SAN FRANCISCO\*

**CallisonRTKL Inc.**  
100 Montgomery Street  
Suite 300  
San Francisco, CA 94104  
T. +1 415 432 6900  
F. +1 415 374 2745

## SEATTLE

**CallisonRTKL Inc.**  
1420 Fifth Ave  
Suite 2400  
Seattle, WA 98101  
T. +1 206 623 4646  
F. +1 206 623 4625

## SHANGHAI

**CallisonRTKL Design  
and Planning Consulting  
(Shanghai) Co. Ltd.**  
17th Floor, Platinum  
233 Taicang Rd.  
Shanghai PRC 200020  
T. +86 21 6157 2800  
F. +86 21 6157 2801

## WASHINGTON, DC

**CallisonRTKL Inc.**  
2101 L St., NW  
Suite 200  
Washington, DC 20037  
T. +1 202 833 4400  
F. +1 202 887 5168

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CallisonRTKL.com

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