



**TORTI
GALLAS +
PARTNERS**

REQUEST FOR PROPOSALS FOR
**HEALTH CORRIDOR MASTER
PLAN & ECONOMIC FEASIBILITY
STUDY**

DUE BY: MARCH 29, 2019 AT 3:00 PM PST

SUBMITTED BY:
Erik J. Aulestia, AICP
Principal
Torti Gallas + Partners
1300 Spring Street, 4th Floor
Silver Spring, MD 20910
301.588.4800
eaulestia@tortigallas.com

SUBMITTED TO:
Tony Berns
Executive Director
ignite cda
105 N. First Street, Suite 100
Coeur d'Alene, ID 83814
208.292.1630
tonyb@ignitecda.org



LETTER OF TRANSMITTAL





March 28, 2019

Mr. Tony Berns
ignite cda Executive Director
105 N. First St. Suite 100
Coeur d'Alene Idaho 83814

PRINCIPALS

John Francis Torti, FAIA
Thomas M. Gallas, CPA
Lawrence V. Antoine, AIA, AICP
Robert S. Wallach, AIA
Cheryl A. O'Neill, AICP
Charles G. Coleman, III, RA
Daniel Ashtary, AIA
Bruce D. Kennett, AIA
Sherief Elfar, AIA
Robert S. Goodill, AICP
Neal I. Payton, FAIA
Erik J. Aulestia, AICP
Troy E. McGhee, AICP
Brian E. O'Looney, AIA
Sarah Alexander, AIA
Scott A. Welch, AIA
Micheal D. Rollison
Stephanie Farrell, AIA
Greyson H. Goon
Jonathan A. Johnson, AIA

EMERITUS

Tunca Iskir
Sylvia S. Munero

Re: RFP for Health Corridor Master Plan & Economic Feasibility Study

Dear Mr. Berns:

On behalf of the Torti Gallas (TG+P) Team, I am pleased to submit our qualifications and proposal for the development of a Health Corridor Master Plan & Economic Feasibility Study. The TG+P team has been carefully selected for our superior national experience, local knowledge, ability to work with the community, and expertise in creating both healthy communities and hospital-oriented mixed-use districts.

Torti Gallas + Partners will be the lead consultant and brings extensive and national award-winning experience in master planning, urban design, value creation through placemaking, community engagement, and mixed-use hospital districts. On behalf of Torti Gallas + Partners, I have developed the H.O.D./Hospital Oriented Development Model that maximizes the economic development potential for a community and provides for the continued improvement and increased competitiveness for hospitals. We are committed to creating health promoting communities and I have led, on behalf of Torti Gallas + Partners, the development of the Community Health Report Card, which is a tool that allows us to project the health benefits (including decreases in chronic disease rates and costs) based on a community's physical form. We are also adept and experienced at working on highly complex projects with short time frames.

Welch Comer is located in Coeur d'Alene and Phil Boyd has decades of experience working on local infrastructure and community development projects, including the adjacent Atlas Waterfront Master Plan. He has excellent working relationships with key community organizations, institutions, businesses and local government. Welch Comer's traffic, transportation, and infrastructure knowledge will allow the team to hit the ground running.

The Hudson Company is also located in Coeur d'Alene and Tom Hudson has been working in strategic planning and economic development in northern Idaho for over thirty years. Most

Architects of a better world.

TortiGallas.com

1300 Spring Street, Suite 400 | Silver Spring, Maryland 20910 | t 301.588.4800

SILVER SPRING LOS ANGELES WASHINGTON DC PHILADELPHIA TAMPA ISTANBUL



Mr. Tony Berns
March 28, 2019
Page 2

recently, he conducted the research and prepared all materials for the Coeur d'Alene Health Corridor Urban Renewal Eligibility Report. In addition to his strategic planning expertise, Tom's intimate knowledge of the area and the stakeholders allows the team to start on the right foot.

Heartland brings a deep understanding of the fundamental drivers of real estate economics and are currently working in Coeur d'Alene, so bring an understanding of the local market on day one. In addition, both Matt Anderson and Mark Goodman have extensive experience with Scenario Evaluation, Fiscal Impact Analysis, and Economic Development.

GGLO brings exceptional urban design and landscape architecture expertise to the team. Mark Sindell is also currently working in Coeur d'Alene and is well versed in local conditions and community values.

The Health Corridor Master Plan & Economic Feasibility Study presents a tremendous opportunity for the region, Kootenai Health, and Coeur d'Alene to create a transformative district that is a model for an environmentally sustainable, economically and fiscally responsible, and health promoting community that maximizes benefits for both the hospital and the community. Our team brings the necessary experience and expertise to facilitate and develop a compelling plan that will be the foundation for the transformation of the Health Corridor. Please feel free to contact me if you need additional information or would like to discuss further.

Sincerely,

A handwritten signature in black ink that reads "Erik J. Aulestia".

Erik J. Aulestia, AICP
Principal

Torti Gallas + Partners, Inc. FEIN 52-0847751
eaulestia@tortigallas.com

Proposal may be released in total as public information in accordance with the requirements of the laws covering the same.

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.



TABLE OF CONTENTS



TABLE OF CONTENTS

Letter of Transmittal

Table of Contents

Description of Firm

Team

Statement of Philosophy and Understanding

Proposed Timeline and Payment Milestones

Examples

References

Draft Agreement



DESCRIPTION OF FIRMS



Crystal City Vision Plan 2050, Arlington, VA

“...we take pride in balancing the diverse needs of communities with the realities of the marketplace to arrive at implementable solutions...”



Martin Luther King Plaza Revitalization, Philadelphia, PA



Lyon Place at Clarendon Center, Arlington, VA

Torti Gallas and Partners was established in Silver Spring, Maryland in 1953. Today, with 100 employees and offices in Silver Spring, MD, Los Angeles, CA, Philadelphia, PA, Tampa, FL and Istanbul, Turkey the firm is one of the largest planning and architecture firms in the United States dedicated to the principles of Walkable Urbanism. Torti Gallas has extensive experience with Downtown Plans, Neighborhood Plans, Corridor Plans, Design Guidelines, and Form Based Codes. We also have extensive national and international experience with private sector master planning and building projects in the residential, mixed-use, TOD, and commercial markets. This broad experience in the public and private sectors allows us to balance the diverse needs of communities with the realities of the marketplace to arrive at implementable solutions that bring value to the communities in which we work. Torti Gallas has planned over 1,800 communities resulting in over \$75 billion of construction. Our dedication to full implementation over 65+ years of practice enables our team to arrive at inventive solutions for communities that provide value to the people who will ultimately live, work, learn, shop, visit, and play in them.

FOUNDATIONS

Our goal is to develop sustainable solutions that make better lives for People, better Natural Systems, and a better Built Environment. Building sustainable communities requires a holistic approach and our framework for this approach is Spectrum. We use Spectrum to ensure that the myriad of issues are considered and that we arrive at balanced solutions.

URBAN PLANNING

Our goal is to create vibrant, livable, and healthy communities that enhance the existing character, improve the quality of life for its citizens, and provide a sustainable infrastructure for the future. As a firm, we are dedicated to the holistic design of the built environment, which includes both the responsible development of greenfield sites at the edges of our metropolitan areas, brownfield redevelopment, and the revitalization and/or redevelopment of our inner cities and suburbs. We work collaboratively with community stakeholders in a comprehensive approach to arrive at solutions that are socially, economically, and environmentally balanced. We especially focus on urban revitalization, addressing issues related to the more recent efforts by our inner cities and suburbs to reshape and give new life to urban areas.

The overarching concern of our practice is to create a “sense of place,” for at the end of the day, our work is about people. As such, we are guided by the following six principles:

- **Holistic and sustainable planning:** Looking at land use, design codes, planning policies, and community engagement as an integrated system rather than individual parts.
- **Diversity of uses:** Planning and designing for a diversity of uses to support and sustain jobs, housing, commerce, and civic space for a fully functioning community.
- **Vibrant public realm:** Planning public spaces and civic structures to be accessible and flexible to support civic, cultural, and recreational activities for a wide range of ages and groups
- **Variety of housing types:** Incorporating a wide range of housing types and densities that reflect the many ways of living and diverse levels of income that can be inter-mixed in a neighborhood, block or street.
- **Diversity of transportation options:** Developing a multi-modal transportation infrastructure (walking, bicycling, driving, mass transit, etc.) to connect neighborhoods, schools, jobs, etc, and supporting transportation funding reform to include quality of life indicators when evaluating performance.



Community Based Approach

COMMUNITY OUTREACH AND CONSENSUS BUILDING

Torti Gallas is committed to working actively with community stakeholders to arrive at innovative and appropriate solutions that are “owned” by the community. We have conducted hundreds of public meetings, workshops, and charrettes to engage communities in planning and designing “win-win” solutions for challenging urban conditions. In each case, we have worked to craft a stakeholder infrastructure that is specific to the unique conditions and makeup of the community. We seek to involve residents, community leaders, clergy, elected officials, county officials, staff, and other important participants, as appropriate, to obtain the necessary level of community participation to ensure a plan’s success. Our workshops and charrettes are the foundation of our public outreach approach, but in no way the only aspect of community-oriented planning. We work with cities to keep citizens informed through newsletters, web materials, and other stakeholder forums for ongoing public input.



West Falls Church Redevelopment, VA

URBAN DESIGN AND ARCHITECTURE

Not only planners, Torti Gallas has designed over 1,800 communities, and built over \$75 billion of residential, retail, mixed-use, office, dorm, affordable housing, and civic buildings. This unique expertise in the full integration of Master Planning and Architecture ensures the development of Master Plans that are implementable and economically realistic. We understand buildings and development economics.

Civic and open space, including streetscapes, are the focus of much of public life. These are often some of the most beloved places in a community. We understand what makes vibrant and active spaces and bring experience designing parks, squares, and streetscapes.



Downtown Wyandanch, Babylon, NY

FORM BASED CODES AND DESIGN GUIDELINES

We recognize the importance of implementation tools in moving from vision to reality. We also recognize that form matters and that the right configuration brings added economic value, an increase in the quality of life, an increase in healthy behaviors, and a reduction in the use of non-renewable energy. Form based codes and guidelines provide the most predictable physical form while at the same time providing sufficient flexibility to adjust to changing needs. We have drafted award winning form based codes, regulating plans, guidelines, and pattern books that are in use today. More importantly, built communities are a testament to their efficacy. We have also administered form based codes which gives us the ability to learn what works and what doesn’t from their implementation. In addition, as architects, we have experienced these codes from the other side of the table giving us a unique 360-degree perspective.

CREATIVITY

Torti Gallas + Partners is sought after for our ability to develop creative solutions for complex problems. While our national and international experience provides us with a large and diverse tool box, we also invent new ways to solve problems. We look beyond typical boundaries (be that physical, political, policy, markets, etc.) to find the “right” solution. For example:

- **The Cathedral District in Jacksonville, FL** - We developed an Ecumenical Model for Neighborhood Revitalization that brought together 5 historic churches to work with the City to develop an implementable vision for the district.
- **The Crystal City Master Plan** - We identified excess right-of-way along Route 1 that can be used to develop new buildings and additional density that is the key to unlocking the additional density required to make redevelopment financially feasible.



Mauka, Honolulu, HI



Miramar Town Center, Miramar, FL



Salishan, Tacoma, WA

- **South Bend West Side Corridors Form Based Code** - We developed an integrated process that allows additional areas of the City to be incrementally added to a new zoning district (including new Regulating Plans) in an expedited process.
- **Camana Bay Town Center Red Circle Study** – This master planning effort studied and defined a land use, density, and programming policy to create a Jobs/Housing balance within a 10-minute walk of the Town Center to promote a highly sustainable new downtown for Grand Cayman.

BALANCE BETWEEN VISION AND IMPLEMENTATION

Our goal is to develop sustainable solutions that make better lives for People, better Natural Systems, and a better Built Environment. We excel at providing a cohesive coordinated broad vision that serves as a framework for communities, but equally place emphasis in defining catalytic projects grounded in market and development economics that allow a vision to become reality. Sometimes this also means creative place-making tools such as pop-up retail, pop-up open spaces, or pop-up events. Our understanding of implementation processes and implementation tools has allowed us to create realistic implementation strategies as evidenced by realized plans and ordinances even in very challenging communities, such as at Wyandanch, NY (the second poorest community on Long Island) where a corridor study, Area Plan and Form-based Code have resulted in two new mixed-use buildings, new park with outdoor performance space and winter ice rink, new train station, new transit parking garage, new multi-family residential building in permitting, and a new Healthy Living Center in Schematic phase.

HEALTHY COMMUNITIES

Research has shown that community form is a significant contributor to the physical and mental health of residents.

We are committed to creating healthy communities and are well versed in the planning and urban design strategies that promote healthy behaviors. We have even developed a tool (The Community Health Report Card) that allows us to compare the projected health outcomes (including reduced incidences of chronic diseases and number of dollars saved) of built neighborhoods based on their land use and form. We bring these strategies to all of our planning efforts.



The Hudson Company

The Hudson Company is devoted to community and regional development through community-based strategic planning, economic development and implementation services. Led by a fifth generation Idahoan, they tap the power of “We” in creating plans, programs and projects for which their client organizations and communities build both the sense of ownership and the capacity to implement successfully.

In brief, they:

- Create strategic and master plans that bring visions to life;
- Provide leadership on major organizational and economic development initiatives;
- Help leaders navigate complex decision-making strategically;
- Find and/or create the puzzle pieces that complete major projects;
- Build energized teams to make things happen;
- Build consensus through creative collaboration and engagement.

For over twenty years, The Hudson Company has worked successfully with over two hundred communities, governments, nonprofits and businesses in fourteen states, emphasizing four key principles:

- Clarify and embrace local/organizational values;
- Engage stakeholders as partners in the planning process;
- Craft strategies and projects that meet financial and community/qualitative goals;
- Emphasize capacity-building and resource development to help implementation succeed.

Introduction to Welch Comer

WHO IS WELCH COMER?

Welch Comer is a purposefully small engineering and surveying firm with a business philosophy focused on serving public clients as a long term trusted advisor. Welch Comer chooses this business model for very specific reasons, including:

1. Long term relationships are more satisfying for our clients and our staff. We get to know our clients' specific needs and frequently operate as an extension of their staff to meet those needs.

The average tenure of our current professional staff is over thirteen years. This means the people working on your project today will likely still be here long term to provide on going support.

2. In our business, reputation is everything and our small team provides our clients with a high level of expertise and responsive service. We value serving public clients for the public good.
3. Our small team also allows us to be selective about our clients, resulting in full dedication of our passion, energy, expertise and resources to our clients. We invest in our clients and want to help them improve the community in which they live.



WELCH COMER'S SERVICE AREA

“Through analysis, graphics, and simulations, Welch Comer helped the City, County and staff get comfortable with the operation of a two-lane roundabout and also assisted in a specific public involvement strategy.”

**Chris Bosley, City Engineer,
City of Coeur d’Alene
(in reference to Seltice Way)**

LEGAL STRUCTURE
Corporation licensed in Washington and Idaho

AREA OF EXPERTISE
Water, Sewer, Stormwater, Municipal Engineering, Planning, Transportation Engineering, Downtown Revitalization, and Surveying

YEARS IN BUSINESS: 39

LOCAL PRINCIPALS

Phil Boyd, P.E.
President
pboyd@welchcomer.com

Matt Gillis, P.E.
Principal Engineer
mgillis@welchcomer.com

COEUR D’ALENE OFFICE
350 E. Kathleen Ave.
Coeur d’Alene, ID 83815
P: (208) 664–9382 F: (208) 664–5946

NUMBER OF EMPLOYEES: 24

Firm Profile

GGLO

Founded in 1986, GGLO designs distinct places where communities of people connect and thrive. We are a 100+people firm all from various practice backgrounds working together to provide research, planning and urban design, architecture, landscape architecture, and interior design with an established reputation in the Pacific Northwest.

Specializing in the understanding of the contextual fabric of our clients' projects, we orchestrate the planning, design and delivery expertise across multiple services—assuring the project is thoughtful in design, details, documentation and construction. Concepts and considerations established in the planning phase are carried through to execution, resulting in a more holistically realized space that is fitting of the city's urban fabric.

Over our 30 year history, the company has established itself domestically and internationally. We are known for residential, multi-family housing, mixed-use, and urban design. However, in all our work, integrating the user-focused urban livability theme is our primary objective; this approach has garnered compliments from end-users and has resulted in success for our clients.

Offices:

Seattle, Washington (Headquarters)
Los Angeles, California

Total Staff:

115

Services:

- Architecture
- Landscape Architecture
- Interior Design
- Urban Planning

Leadership:

- 14 Principals
- 11 Senior Associates
- 21 Associates

Disciplines:

- 53 Licensed Architects
- 25 Architects-in-Training
- 9 Interior Designers
- 7 Licensed Landscape Architects
- 5 Landscape Designers
- 2 Urban Designers
- 16 Administrative & Support Staff



HEARTLAND

Heartland LLC (“Heartland”) is a Seattle-based real estate advisory and investment firm with over 30 years of experience creating value for clients, including families and family-owned businesses, non-profit organizations, corporations, as well as real estate development, investment and operating companies. Heartland combines strategy development and analytical rigor with execution capabilities in real estate brokerage, asset management, capital markets, and development services to positively impact the communities, organizations and families with whom they work.

Their practice is rooted in a deep understanding of the fundamental drivers of real estate economics. With experience across both the public and private realm, they offer a unique ability to blend the needs of the private sector owner with public sector processes and initiatives. Additionally, the expertise derived from work on their own investments and developments enhances and leverages their ability to advise others in all aspects of real estate-related activities. Heartland is unique among real estate firms, both in terms of their breadth of capabilities and their long-term, relationship-based approach to collaboration with clients and investors.

Despite the diversity of clients they serve and roles they perform, there are several common themes to the way they approach their work:

- **Objectives come first.** No two clients have the same objectives, so for every project, Heartland designs an approach that is tailored to their client’s goals.
- **Real estate must work in the context of the organization.** A successful real estate strategy should integrate with and be prioritized according to their client’s vision, goals, and objectives.
- **Methodology transcends scale.** Their wide range of project sizes shares a common focus on consistently applying a methodology based on rigorous analytics, thoughtful presentation and alignment-based negotiation.





Percentage of Time Available to this Project by Team Members

Team Member & Company	% of Time Available
<i>Erik J. Aulestia, AICP, Torti Gallas + Partners, Inc.</i>	25%
<i>Timothy Zork, AICP, Torti Gallas + Partners, Inc.</i>	50%
<i>Laurence Jay Brady, AICP, Torti Gallas + Partners, Inc.</i>	30%
<i>Rogelio Huerta, Torti Gallas + Partners, Inc.</i>	20%
<i>Tom Hudson, AICP, The Hudson Company</i>	25%
<i>Phil Boyd, PE, Welch Comer</i>	25%
<i>Adam Dorsey, PE, Welch Comer</i>	35%
<i>Jack Griffing, EIT, Welch Comer</i>	25%
<i>Karen Osterdock, PE, Welch Comer</i>	15%
<i>Taylor Tompke, EIT, Welch Comer</i>	15%
<i>Ashley Williams, PE, Welch Comer</i>	10%
<i>Mike Hathaway, PLS, Welch Comer</i>	5%
<i>Mark Sindell, ASLA, GGLO</i>	25%
<i>Don Vehige, ASLA, GGLO</i>	10%
<i>Matt Anderson, Sr. Project Director, Heartland, LLC</i>	35%
<i>Craig Johnson, Sr. Project Manager, Heartland, LLC</i>	15%
<i>Mark Goodman, Project Manager, Heartland, LLC</i>	50%



STATEMENT OF PHILOSOPHY AND UNDERSTANDING



Kootenai Health, the Outsized Impact of Hospitals, and the Potential as Agents of Change

Kootenai Health's role as the largest employer in Northern Idaho and an economic engine for the region is consistent with national patterns - Hospitals in the US employ more than 6.7 million people, generate over \$900 billion in revenue, comprise close to 5% of the US economy, and are often the largest employer in a community. The sizeable impact to a local economy means that communities are well-served to establish policies that address the growth needs of hospitals. However, while they represent a significant investment in physical and human capital, hospital and land use policies most often fail to fully leverage their unique characteristics to maximize the benefits for the community - Or for the surrounding community to maximize benefits for the hospital. It is also ironic that hospitals, who have a mission to improve health, are predominantly located in the most-unhealthy environments with the least health-promoting neighborhood configurations. The outsized impact of hospitals presents an outsized opportunity to transform hospitals and their surrounding districts into significant and active agents of change.

Understanding of the Coeur d'Alene Health Corridor and the Urban Renewal Eligibility Report & ULI Tap Report - A Diagnosis and Recommendations

Our team has worked carefully to build a detailed working knowledge of local and regional conditions that may affect the Coeur d'Alene Health Corridor. Two of our core team leaders live and work in Coeur d'Alene. Phil Boyd at Welch Comer has decades of experience working on local infrastructure and community development projects. He has excellent working relationships with key community organizations, institutions, businesses and local government. Tom Hudson, a fifth generation Idahoan, at The Hudson Company has been working in strategic planning and economic development in northern Idaho for over thirty years. Most recently, he conducted the research and prepared all materials for the Coeur d'Alene Health Corridor Urban Renewal Eligibility Report.

Phil and Tom have worked closely with our entire team to provide us with detailed orientations on the Health Corridor, community and region. They have helped us organize our community and stakeholder engagement process and have provided substantial volumes of research and background materials relevant to this project. They will continue to be our every-day 'boots on the ground', keeping us current on relevant issues. In addition, our GGLO and Heartland team members are also currently working in Coeur d'Alene and are well versed in local conditions, especially related to economic development, community values, infrastructure and regulatory systems. We are ready to hit the ground running.

With this collective background and experience, we understand the Coeur d'Alene Health Corridor situation, in brief, to be as follows;

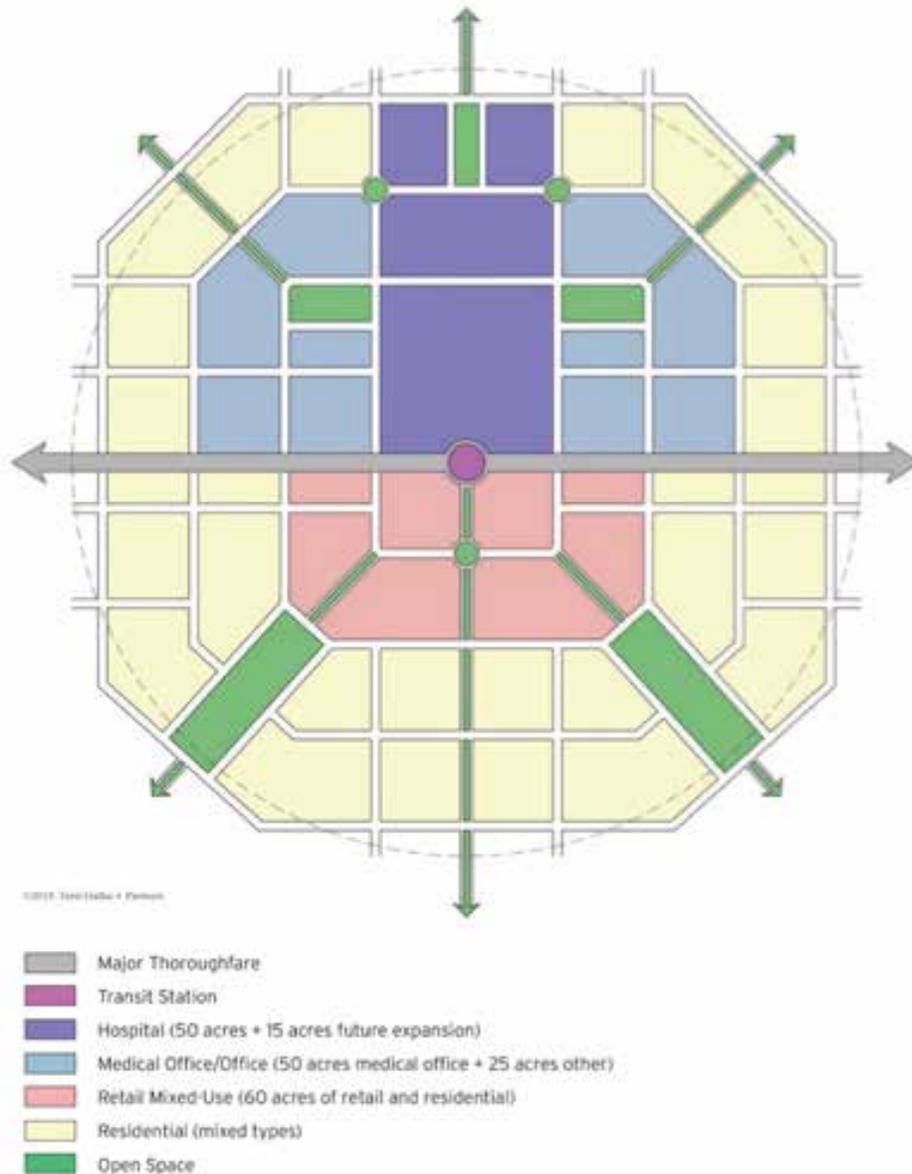
- Kootenai Health, the backbone of the Health Corridor, has successfully navigated a transition from a locally-owned local hospital to a locally-owned regional medical center. This transition resulted in a dynamic health and wellness district that is the county's largest employer and provider of nationally competitive medical services.
- This growth has boosted opportunities for a wide array of adjacent complementary and ancillary healthcare services provided by the private sector, nonprofits and institutions. That is, the Health Corridor is a multi-tenant, multi-partner area that has become an extraordinary local and regional asset. Competition with nearby Washington medical centers is intense.
- The Health Corridor must be able to continue to compete regionally by growing in its depth and breadth of healthcare and complementary land uses if it is to be truly competitive in the rapidly changing health and wellness industry.
- Current land use constraints make further growth practically impossible without substantial attention and change to:
 - Land use regulations requiring low density development;
 - Outdated, obsolescent very-low-density medical service buildings;
 - Lot layouts that are awkward and impinge on more efficient land use;
 - Substantial number of property owners, making it difficult to acquire and merge properties to build more efficient and effective facilities;
 - Difficulty finding space to build modern medical office buildings that bring many private practices and technologies together efficiently;

- Infrastructure limitations (especially related to transportation and sewer);
 - Severely awkward internal circulation result in traffic/pedestrian safety problems;
 - Weak travel connections to surrounding districts, including highly congested major intersections at Health Corridor gateways;
 - Isolated open spaces with weak design inconsistent with emerging needs of employees, visitors and residents;
 - Growing parking demand the exceeds the limitations of ground-level parking and presses for more efficient collectively used multi-story parking garages.
- How to cover the costs of Health Corridor redevelopment and who should be responsible for such costs are key questions and controversial in the community.
 - If creation of an Urban Renewal District, and use of Revenue Allocation Financing (RAF), is to be possible, a clear demonstration of necessary actions, costs, benefits, roles and responsibilities needs to be provided. While there are other potential funding resources than RAF, this particular tool is particularly useful in addressing infrastructure improvement needs – a key redevelopment requirement.
 - The value and benefits of the Coeur d’Alene Health Corridor are variously interpreted by residents and stakeholders. There needs to be more demonstrable clarity on these subjects.

The ULI TAP report succinctly summarizes both the challenges and the opportunities associated with Kootenai Health and the surrounding neighborhood. Kootenai Health is an economic engine for the region, but must continue to grow if it is to be effective and competitive. However, opportunities for growth are currently stymied by a haphazard neighborhood development pattern, lack of a cohesive vision, limiting transportation infrastructure, uncoordinated regulations and policies, and limited partnership between the hospital and the City. The recommendations for vision and branding, healthy places, comprehensive transportation strategy, unlocking real estate development potential, supportive land uses, partnerships, housing, and placemaking highlight the importance of providing a mix of uses in a cohesive and functional environment.

A Prescription for a Holistic Solution: H.O.D. - The Hospital Oriented Development Model

Torti Gallas + Partners has developed a model for the 21st Century hospital district where the hospital is no longer a standalone use, but rather physically integrated into the community fabric and where policies are decidedly proactive in promoting a more environmentally sustainable, economically and fiscally responsible, and health promoting community – This model is called the H.O.D. Model (Hospital Oriented Development Model). This model is organized around a 10-minute walk radius with the hospital functioning as the anchor. A compact walkable form, accommodations for medical office and related uses, dining, residential, open space, mass transit, alternative transportation strategies, efficient parking strategies, and chronic disease reducing neighborhood form are key elements of this model. This model creates an environment where hospitals are supported and afforded opportunities for growth and increased competitiveness (including attracting and retaining professionals and staff) and at the same time promotes economic development for the surrounding community. Importantly, public investments in infrastructure are made in a manner that accrues benefits for the entire community. A diagram of the H.O.D. Model is found adjacent and is a prescription for a healthy district.



Approach

For a detailed list of tasks and responsibilities, see the attached Tasks and Responsibilities matrix.

A Visionary, Transformative, and Implementable Plan

As “Architects of a Better World” Torti Gallas + Partners is a nationally and internationally recognized leader in creating mixed-use communities. We recognize that form matters - The right configuration (and mix of uses) brings added economic value, an increase in the quality of life, an increase in healthy behaviors (in fact, we have developed a tool that allows us to measure/project reductions in chronic disease rates and associated costs based on a community’s design), a reduction in the use of non-renewable energy, opportunities for collaboration and cross-pollination of ideas, as well as the ability to excel in a competitive environment. The breadth of our work spans from working with municipalities to develop visions and land use policies to working with developers to create site plans and architecture for buildings. Our team’s approach brings this broad perspective to the Kootenai Health Corridor and will allow our team to create a visionary and transformative plan that is equally realizable.

Task 1 - Community Meeting Assistance

The Torti Gallas Team has a full commitment to an interactive approach to planning and design. We believe that comprehensive planning and design cannot be achieved in isolation from the stakeholders and residents affected by the project, nor can it be achieved by perfunctory contact with the parties. Meaningful regular and interactive contact among the parties must be established and maintained during the process. Bringing together planners, institutions, residents, public officials, property owners and other important stakeholders to generate and decide on values, principles, plans, and approaches can be an enormously effective approach to facilitate the building of consensus in a relatively short period of time. We will ensure that information is presented in an easy to understand format and that meetings are interactive and provide extensive opportunities for community and stakeholder engagement.

Task 2 - Site Development, Market Analysis & Financial Review

Task 2.A – Conduct an Economic Development Feasibility Study

Market Assessment: Heartland will conduct market assessment focused on hospital and medical related uses, but will also examine residential (broken down by type), senior housing, general office, hospitality, and retail (including general and F&B). Heartland will examine recently completed or in-development projects in the vicinity to assess competitive positioning of each of these program types. This analysis will include the following:

- Historic Supply/Demand
- Lease-Rates/Annual Revenue by product type
- Land Price for similar zoned /dense projects
- Cap-Rates by product types (for-market rate products)
- Meeting with members of the development community to understand local product and market dynamics

Task 2.B – Prepare Preliminary Development Scenarios

Preliminary Development Scenarios

We will focus on developing alternatives that create a cohesive vision, strong identity, and a framework that can accommodate changes over time. The framework of a neighborhood is comprised of the street network, pedestrian network, alternative transportation network, and open space network, accompanied by land use and urban design. We will recommend alternative frameworks with new uses and appropriate densities that are necessary to accommodate the continued health of the hospital and the ability to attract new users. Physical forms will be proposed that promote healthy behaviors, are environmentally responsible, promote a gracious quality of life, and that maximizes the benefits for the community. Parking is often a limiting factor and parking alternatives and solutions will also be proposed. Plans can be difficult to understand, even for the experienced professional, so concepts will be accompanied by precedent images to more effectively convey the concepts contained in each alternative. The alternatives need to explore distinct approaches to solving the problem and we will highlight the pros and cons of each alternative in order to facilitate, review, discussion, and arrival at consensus. We are especially adept at bringing together the various components in creative ways to create compelling destinations, as evidenced by our built projects. While the synthesis of the various framework elements is where the magic happens, there are key elements that must be understood and addressed to arrive at the right solution.

Analysis

Analysis is not the dry collection of data, but rather a creative portion of the process that leads to deep insights making possible creative solutions. We place great emphasis on first understanding the individual parts, but quickly move to understanding the inter-relationships that inform and support the development of a cohesive framework and the identification of strategic investments. Based on available site data and community and stakeholder input, we will perform various analyses that will form the basis of strategic decisions.

Hospital Analysis

As the anchor of the Health Corridor, it is critically important that we understand the immediate needs and the long-term goals of the hospital. In addition to the stakeholder meeting noted above, we will seek to understand the long-term development program and physical design parameters such as entrances, back-of-house-functions, circulation needs, current operational issues, and parking demand. These will be particularly important in identifying the best opportunities for accommodating growth, but also to establish the appropriate interface between the hospital and the neighborhood that can unlock the latent potential for an improved quality of life and economic development opportunities.



Traffic, Transportation, Infrastructure

The ULI Technical Report and the URR report identify traffic circulation (vehicle, pedestrians, bicycles) and transportation infrastructure to be inadequate for current and future land uses. Resolving the transportation issues will be a complex undertaking made more complex because of the multi-jurisdictional control (City and Idaho Transportation Department (ITD)) of the roads and signals. A balance must exist between people, vehicles, and places to achieve a livable and functional Health Corridor. Team member Welch Comer has a track record of collaborating with multi-disciplinary teams to help achieve a shared vision.

Using existing traffic studies including the 2018 Atlas Traffic Study Completed by Welch Comer, the 2015 Health Corridor Traffic Study and additional traffic counts and origin-destination data, an accurate current condition model will be developed and calibrated. This model will allow the Team to evaluate the impacts of different proposed land uses, street networks and signal modification and develop mitigation measures along with opinions of cost. The 2015 Health Corridor Traffic Study presented 34 potential improvements that will require deep vetting and evaluation against the new Health Corridor vision that will come out of this master plan, and a realistic prioritization and implementation plan.



Welch Comer will also immediately coordinate with the City, ITD and KMPO to evaluate the multi-jurisdictional signal timing challenges. Based on Welch Comer's Atlas Traffic Impact Study, there is NW Boulevard signal optimization "low hanging" fruit that be harvested, at low cost, with significant traffic improvements in the Health Corridor. We anticipate a similar situation exists at US-95. ITD and KMPA have discussed establishing a Traffic Management Center, that would comprehensively manage signals throughout Kootenai County. However, until that is well established, the City and Kootenai Health will need robust traffic data and signal timing information to persuade ITD to optimize signals for the benefit of all travelers, not just ITD users.

Citylink can be a key partner in reducing both patient and employee generated congestion in the Health Corridor, but the partnership will need accurate data and collaborative funding solutions. The origin-destination study described above can be expanded to include more of Kootenai County to identify where Health Corridor users originate from. This data can be used to justify route changes and bus stop additions that would encourage ridership. The data can also support capital funding requests. The team's extensive local knowledge of the City's Bicycle and Pedestrian network and plans will allow us to develop an effective Ped/Bike Circulation network.

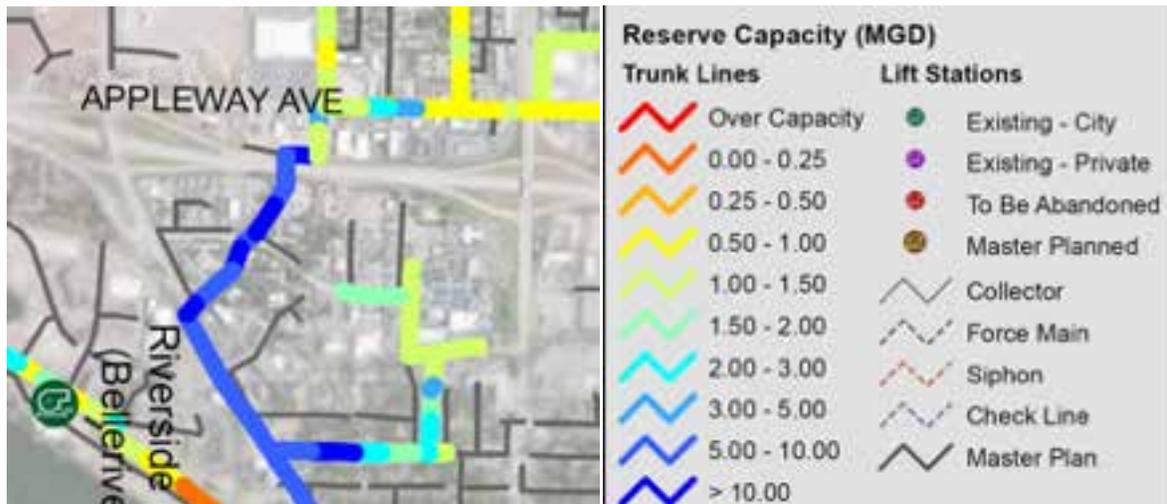
Water, Sewer, and Stormwater Infrastructure are also critical elements in unlocking the potential of the Corridor. Welch Comer has worked on every City utility system and with the department staff - While this local knowledge is useful, our creative problem solving and understanding of infrastructure's significant impacts on seemingly loosely related elements provides insight and the ability to identify solutions. For instance, the Health Corridor stormwater system primarily consists of a piped system discharging to the Spokane River at the outfalls shown below. Land development and street changes in the Health Corridor will result in an "on site"



treatment and disposal requirement, which will consume precious Health Corridor real-estate (imagine the land value eaten by swales). Welch Comer's experience working on the City's SW system mapping and working extensively on the City's public open space (BLM Corridor, Atlas) could allow us to develop a system that collects stormwater via a piped system (saving precious Health Corridor real-estate), but treating the stormwater off-site on City owned open space (BLM Corridor, Atlas) which would also reduce City public space irrigation costs. Welch Comer will employ this local understanding and creative solution philosophy on all infrastructure elements to the Health Corridor's benefit.

Welch Comer has updated and calibrated the City's water model to evaluate impacts of potential large users on the City's "General Datum" portion of the water system. Welch Comer will utilize our understanding of the City's system, experience with the water model, and our long-term productive working relationship with the City Water Department to efficiently evaluate water system impacts for different Health Corridor development scenarios. These cost effective water modeling scenarios lead to more accurate opinions of cost and overall project feasibility.

The Health Corridor wastewater system is a gravity system with available capacity as shown in the Health Corridor excerpt from the City's wastewater masterplan. Welch Comer will utilize the existing City data and collaborate with Wastewater Department staff to efficiently evaluate potential Health Corridor land development scenarios. Again, these quick and accurate evaluations will lead to more accurate project feasibility determinations.



Task 2.C – Prepare Preliminary Public Space Concept Plans

“In addition to congested intersections, internal circulation has become increasingly confusing and dangerous for vehicles, pedestrians and cyclists... Wayfinding signage is inadequate. Congestion happens regularly, particularly during three daily shift changes when no less than 700 employees go home and are replaced by a similar number. Pedestrian and cycling routes are weak and generally unconnected”

“Health Corridor pathways need to be enhanced and connected to regional pathways like North Idaho Centennial Trail. As a result, innumerable unnecessary vehicular trips each day within and to the Health Corridor add to major congestion and safety problems” – Urban Renewal Eligibility Report

Predominance of single land use, lack of pedestrian scale blocks, and auto-centric infrastructure can be addressed through simple yet transformative, tried and true approaches. As referenced in the Urban Renewal Eligibility and ULI Reports, adding pedestrian and bike infrastructure to tie into and leverage existing regional pathways is a major opportunity to leverage existing systems in relieving traffic issues. This has a substantial positive environmental impact as well as providing ample placemaking opportunities through an amenitized urban trail system. The project team will analyze and study multi-modal transportation at three levels – enhancement of and connections to existing regional streets and trails; new fine grained network of infill streets and trails; and opportunities for placemaking through festival streets and alleys.

We will study and develop a complete street system in concert with determination of a human scale block size, defined by new rights-of-way and calibrated within the confines of property ownership and existing buildings needing to remain for the long term.

This may include tree lined, wide sidewalks amenitized with pedestrian lighting, site furniture and wayfinding; retail supportive spaces for outdoor dining, sidewalk connectivity to building entries, and sustainable strategies such as low impact development for sustainable stormwater management.

“The current Health Corridor is missing an identifiable center and sense of place. There are no parks or places to gather or hold outdoor events in the district. There are few places where staff and patients can walk to, enjoy nature and the outdoors” – ULITAP Report

Often the heart of a thriving District or Corridor is a central outdoor gathering space. Building from the recommendations in the ULI TAP Report, the team will work with igniteCDA and project stakeholders to develop a connected, programmed system of open space for a variety of users, throughout the seasons. Opportunities may include community event space for farmer’s markets and outdoor concerts, connection to nature through healing and sensory gardens, pocket parks for multi-generational users, and placemaking through form, materiality and character influenced by site culture, history and environment. The restorative power of nature should be leveraged as an overlay to provide innate human benefits to hospital patients, caregivers, staff, residents, shoppers and visitors to the Corridor.

Civic and open space, including streetscapes, are the focus of much of public life. These are often some of the most beloved places in a community. We understand what makes vibrant and active spaces and bring extensive expertise in placemaking and designing experiential environments.

Task 2.D – Create Site Development Charrette

Community Values and Performance Evaluation

We applaud the City's focus on community values as part of the framework for the Health Corridor planning project. Health and wellness are very important parts of the social and economic fabric of the community of Coeur d'Alene and the county. A values-driven process can help ensure that planning is sensitive to the priorities and concerns of both residents and stakeholders.

The key to making this happen is building an evaluation system that systematically engages values in objectively comparing alternative development scenarios. This system will enable decision-makers to consider the relative merits of scenario components in the context of locally defined financial, social, and environmental priorities. Just as important, it will provide meaningful evidence and insights to all participants as to how scenarios and their components are organized and ultimately selected.

Our process will begin by identifying, clarifying and prioritizing local values through creative public workshops, outreach and surveys. These values will be incorporated into all of our subsequent planning. As development scenarios are organized, they will be tested for responsiveness using an evaluation tool known as Multi-criteria Evaluation (also sometimes referred to as the Goal Achievement Matrix). This model turns priorities like values into goals (criteria). Scenarios are then measured in straight-forward ways against the collection of goals. Strengths, weaknesses and overall performance are made very clear. This system often leads to creation of a hybrid scenario that taps and integrates the best components of each original scenario. Perhaps most important, this system demonstrates respectful listening and responsiveness to all participants – which leads to much broader sense of ownership and support for both the process and the ultimately selected scenario.

Financial Analysis

Financial Modeling: Heartland will provide a high-level development feasibility model in Excel that will be able to evaluate base-line viability and key cost and revenue sensitivities of different development scenarios and different programmatic mixes for the corridor. This model will inform Heartlands initial findings as it relates to determining the following:

- Potential amount of public funding need
- Incremental Financing that could be captured.
- Phasing strategy to ensure revenues cover projected costs during redevelopment duration
- Modeling impact of alternative development strategies to meet corridor objectives that may require zoning/ code variances (e.g. parking ratio reductions, higher intensity development)

Our team will provide employment projections for each of three development scenarios. These estimates will help community leaders gain perspective on the relative employment-oriented return on investment for each scenario when compared to development costs. Projections will be provided for the primary employment categories of: health care, office, retail, and hospitality. Our projection models will be refined and finalized through feedback from the client advisory committee.

Our modeling will focus on projected square feet of additional space for each scenario. The demand for additional health services space, the anticipated largest growth category, is already apparent. Local Coeur d'Alene health care leaders have emphasized that their primary current challenge is limited space to grow within the practical boundaries of the health corridor. As part of our planning, we will analyze the building envelope and full buildout square footage of health care space (by type of use) for each of the three development scenarios. Using these square footages-by-use, we will calculate probable employment expansion and absorption over time, based on construction projections made by local health care leaders and developers. Retail and office land use categories, and their respective employment change, will be projected using correlation modeling linked to square footages and average square feet per employee (by land use type). Hospitality projections will be customized to reflect regional industry standards linked to rooms, amenities, food service and convention space.

This approach to employment projection will help test the relative merits of different scenarios by comparing their public sector costs to estimated local employment growth. It will also highlight cause-and-effect relationships between development options that impact density (like building heights, surface parking, open space, and floor area ratios) and employment growth.

The demand for additional health services space is already apparent. Local Coeur d'Alene health care leaders have emphasized that the challenge is limited space to grow within the practical boundaries of the Health Corridor. As part of our planning, we will analyze the building envelope and full buildout square footage of health care space (by type of use) for each of three development scenarios.

Using these square footages-by-use, we will calculate probable employment expansion and absorption over time, based on construction projections made by local health care leaders and developers.

This method will help test the relative merits of different scenarios by comparing their public sector costs to estimated local employment growth. It will also highlight cause-and-effect relationships between development options (like building heights, surface parking, open space, and floor area ratios) and employment growth.

Task 3 - Development of Implementation Strategy

Implementation Strategy

We are devoted to plans that lead to action and visions that are made into reality. Toward these ends, we will give special focus to the preparation of an implementation strategy. Details in the strategy will guide the City and its Health Corridor development partners on five key implementation dimensions:

1. Descriptions of major actions, projects and their means of integration that form the essential core of the master plan.
2. Potential funding and technical assistance resources that may support these actions and projects. These resources will be outlined in two ways:
 - a. Tabular linking of potential resources to categories of uses (e.g., infrastructure)
 - b. Descriptions of each identified resource, including: name, source, use(s), funding limit, type of entity(ies) that can apply
3. Action planning: We will graphically lay out the “Who-What-When-Where” for major actions and projects. Toward this end, we will work with the City and its potential collaborators to define who should lead and who should be on teams for these actions and projects. That is, we will help your community organize upfront how it will move forward with the master plan.
4. Hand-off workshop: Prior to completion of our work, we will facilitate a day-long implementation workshop for the City and its collaborators. We will present our draft action plan recommendations, discuss their operational implications and work together with participants to accomplish two key tasks: refine and finalize the action plan; clarify commitments from all participants to their roles and responsibilities.
5. Support materials: We will organize and deliver our master plan materials in formats that support their use in the pursuit of potential funding, public communication, press releases and potential partners/collaborators.

Implementation Strategy: Heartland will identify and evaluate alternative implementation approaches and structures that will meet the igniteCDA/City objectives for the corridor. The development implementation strategy will include the following tasks:

- Evaluating a full range of financing sources for the corridor (e.g., URDs, assessment district, developer financed infrastructure, long-term financing of infrastructure, developer financed improvements to open space with reduced purchase price, lease options, bond, levee, DEQ brownfield funds, etc.)
- Evaluating transaction structures such as ground leases, land assemblages, public private partnerships that could be employed to accomplish corridor goals.
- Preparing a written Implementation Plan that will include strategies and actions to achieve the desired development alternative.

Prioritization and Catalyst Project(s)

The Health Corridor is comprised of approximately 277 acres. Even with significant resources, this is a large area with many needs. We have seen the implementation of plans suffer when both private and public resources are spread too thin or scattered. We have found that strategically defining a geographically limited area(s) as a priority that will provide a strong identity, effectively communicate a commitment to the area, and generate confidence in the marketplace is more effective in spurring long term investment and success. We will help to define what this catalyst project(s) should be that can deliver more immediate success. These will be identified in the options and refined in this phase for the selected option with a greater level of detail in the implementation plan.

Going Forward

We also stand prepared to extend our services to the City to support implementation-related needs after the master plan is done. Our team has extensive development experience at a national level as well as deep local knowledge. From workshops to project management, design, engineering, feasibility analysis, and pursuit of potential resources, we are ready to assist you in turning the master plan into reality.



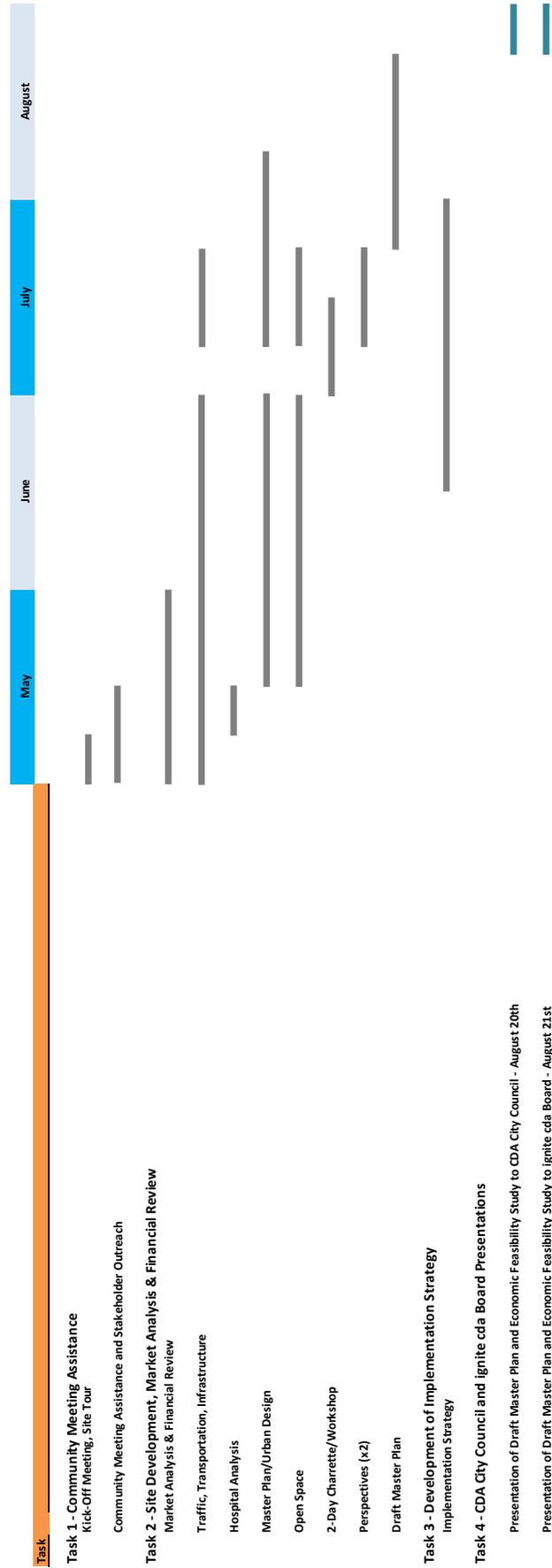


PROPOSED TIMELINE AND PAYMENT MILESTONES



PROPOSED TIMELINE AND PAYMENT MILESTONES

Preliminary Proposed Timeline and Payment Milestones



*Invoices will be billed monthly on a percent complete basis of each task



Medlabs

Medical Diagnostics



EXAMPLES

Following are examples of completed projects from Torti Gallas + Partners and our consultant team.



Westchester Medical Science Village

VALHALLA, NEW YORK



PERSPECTIVE OF WESTCHESTER MEDICAL SCIENCE VILLAGE

Immediately adjacent to the Westchester Medical Center and the New York Medical College, the vision for the Westchester Medical Science Village is to create a nationally recognized iconic medical and research sciences center organized around a walkable mixed-use paradigm that will facilitate interaction and a cross pollination of ideas set into an attractive natural landscape that is also a model for Smart Growth. Much more than an office district, the plan for the Medical Science Village creates a place to work, shop, learn, discover, and play and creates a unique “sense of place” that is essential in the competitive marketplace. Regional amenities include a new Children’s Living Science Center.

Three distinct villages are created that are defined by the East Ravine and the West Ravine: Central Village, East

Research Village, and West Research Village which are joined by Hospital Road, Loop Road, and pedestrian bridges that span the ravines. One can imagine working in one’s office, breaking for lunch, taking a pleasant stroll to Main Street with its varied selection of restaurants, and then settling into outdoor café seating.

The Westchester Medical Science Village has been conceived as a model of environmental sustainability, from the conception of a plan that responds to the existing natural features to buildings that are envisioned as models of energy efficiency and that are LEED certified. Building orientation and site configuration has been crafted to minimize the western exposure of facades, create a series of outdoor courtyards that maximize views for

tenants, and take advantage of the significant topographical change to allow the majority of parking to occur beneath the buildings and courtyards, thereby creating an urbane and walkable experience.



ILLUSTRATIVE SITE PLAN

Westchester Medical Science Village

VALHALLA, NEW YORK

SERVICES PROVIDED

- master planning
- site planning
- programming
- architectural characterization

PROGRAM DATA

- 240,000 sf of medical office space
- 2,350,000 sf of bio-tech/research uses
- 40,000 sf of office
- 100,000 sf of retail
- 25,000 sf fitness center
- 100,000 sf hotel
- 35,000 sf Living Science Center

SUSTAINABLE DESIGN FEATURES/ STRATEGIES

- wetland and stream preservation
- stormwater fed through wetlands, weirs and riffles
- building orientation minimizes western exposure
- education (Living Science Center and Interpretive Trails)
- green roofs
- shuttle to commuter rail
- link to regional bike trail

CLIENT

John Fareri, President
Fareri Associates, LP
2 Dearfield Drive, Suite 300
Greenwich, CT 06831
(203) 422-6700
jfareri@fareriassociates.com

DATES OF INVOLVEMENT

2013 - Present

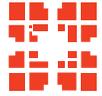
PROBABLE COST

\$192,000



RELEVANCE TO SUBMISSION

This private development on County-owned land is immediately adjacent to the Westchester Medical Center, New York Medical College, and the new Children's Hospital built by our client. A desire to improve the conditions around the hospital, provide health-focused educational opportunities, and a better quality of life for users of the hospital is the impetus for this development.



The Parks at Walter Reed

WASHINGTON, DC



AERIAL VIEW OF THE PARKS AT WALTER REED



VIEW OF EISENHOWER VILLAGE TOWN CENTER

TOTAL PROJECT DATA:

- 67 acre site
- 182 senior housing units
- 90 townhouse units
- 501 condominium units
- 1210 apartment units
- 189,363 SF office
- 150,000 SF hotel
- 262,211 SF retail
- 122,504 SF arts/creative
- adaptive reuse of historic buildings

SERVICES PROVIDED:

- community meetings
- master planning
- urban design
- architecture guidelines
- architectural design
- construction documents

The Hines-Urban-Triden Plan to transform the former Walter Reed Army Medical Center into The Parks at Walter Reed builds on the historic structures that will be preserved and the incredible beauty of the natural landscape to provide a mix of uses; create jobs and revenue; and contribute socially, environmentally and economically to the District’s bottom line, in line with the District’s vision and goals for the site. The development plan will position The Parks at Walter Reed as a major economic growth engine for the District, generating over 4,500 design, construction, management and operations jobs during development and over 1,600 permanent retail, office, hospitality, management and operations jobs at full build-out, an estimated \$37 million in annual revenue, and over \$1 billion in direct investment.

In addition to creating the developer-led master plan, Torti Gallas is designing the first two mixed-use and mixed-income buildings to be inserted into the former campus. The buildings include over 600 units and over 100,000 sf of retail.

The Parks at Walter Reed WASHINGTON, DC

CLIENT

Victoria Davis, Managing Director
Urban Atlantic
7735 Old Georgetown Road, Suite 600
Bethesda, MD 20814
(301) 280-6600
vdavis@urban-atlantic.com

DATES OF INVOLVEMENT

2013 - Present

PROBABLE COST

\$164,000

RELATIONSHIP TO THE HEALTH CORRIDOR

The repurposing of the historic Walter Reed site includes a new Children's National Pediatric Research and Innovation Hub. The eastern portion of the site immediately adjacent to the new hospital provides a mixed-use community comprised of adaptive reuse of historic buildings, new buildings, and a mix of uses (including hospital related uses). Open space that is a gathering place for all of Washington, DC is a key component. Economic development for the surrounding neighborhood is a core goal.



HYPERLINK

https://idam.tortigallas.com/FinderV8/Shared/Walter_Reed.pdf



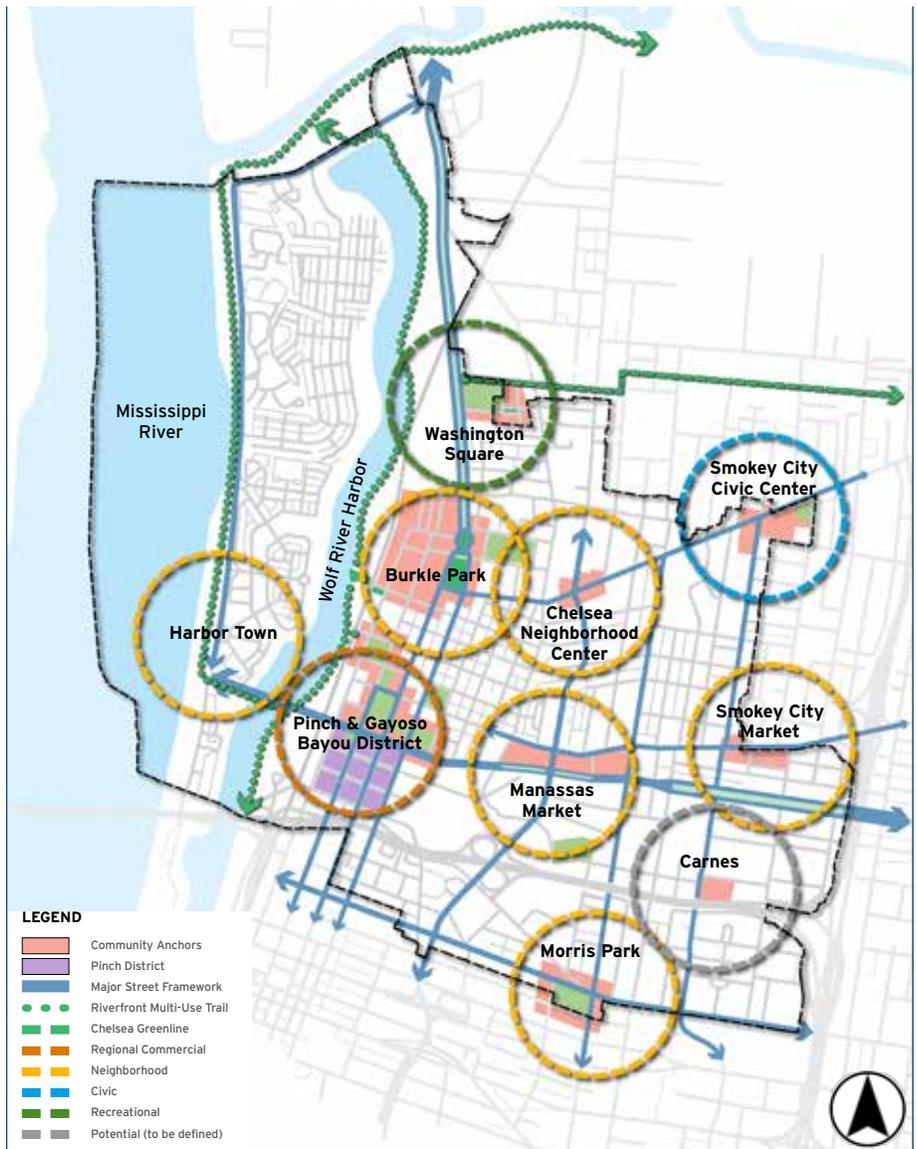
Uptown Community Plan

MEMPHIS, TENNESSEE

The Uptown Community Plan incorporates 8-distinct neighborhoods (2,582 acres) immediately north of Downtown. While much of the area is economically distressed, it is also home to significant City assets including the Mississippi River, Wolf River Lagoon, St. Jude Children’s Research Hospital, Slave Haven Underground Railroad Museum, several historic industrial buildings, the new Harbortown neighborhood, and even the apartments where Elvis lived as a teenager. TG+P was selected to lead a team of planners, engineers, architects, landscape architects, implementation experts, and public relations firm to create a comprehensive and cohesive vision that will guide land use, public and private investment (including \$95M in TIF funds), create more geographically focused catalyst projects, and create an implementation plan. The plan was developed through an extensive public outreach process that included going out into the neighborhoods with pop-up events, as well as more traditional public meetings.

The plan establishes a Vision and Goals, defines a community framework with 10-Community Anchors, develops strategies and concept plans for each of the 10-anchors, and analyses and develops recommendations for Transportation, Housing, Design and Zoning, Land Use, Environment, and Equity & Upward Mobility. Some of the Anchor Concepts include:

- The Pinch and Gayoso Bayou – A mixed-use district immediately adjacent to St. Jude Children’s Research Hospital, a new Bayou water focused park, new residential, and adaptive re-use of the historic Greyhound building
- Burkle Park District – Adaptive re-use of warehouses into residential, brew pub, food incubators, a new city park that give prominence to the Slave Haven Museum, as well as preservation and infill of single-family homes and introduction of townhomes and small multi-family.



Uptown Community Plan

MEMPHIS, TENNESSEE

- Manassas Market – A concept plan and strategies to bring back a grocery to the north side, retain restaurants that are city institutions, add residential, create a better integration with the hospital, and improve the roadway into a multi-modal facility in a manner that reflective as its role as a gateway into Uptown.

An implementation strategy focuses on leveraging neighborhood strengths, facilitating neighborhood native entrepreneurship, geographically focusing available funding in catalyst nodes, and leveraging public funding with private investment.

SERVICES PROVIDED

- master planning
- site planning
- programming
- architectural characterization

PROGRAM DATA

- 8 neighborhoods
- 2,582 acres
- 10 community anchors
- mixed-use district
- adaptive reuse

CLIENT

Andrew Murray, Director of Planning and Community Development
 City of Memphis and Shelby County
 Community Redevelopment Agency
 170 N. Main Street, 6th Floor
 Memphis, TN 38103
 (901) 636-7162
 andrew.murray@memphistn.gov

DATES OF INVOLVEMENT

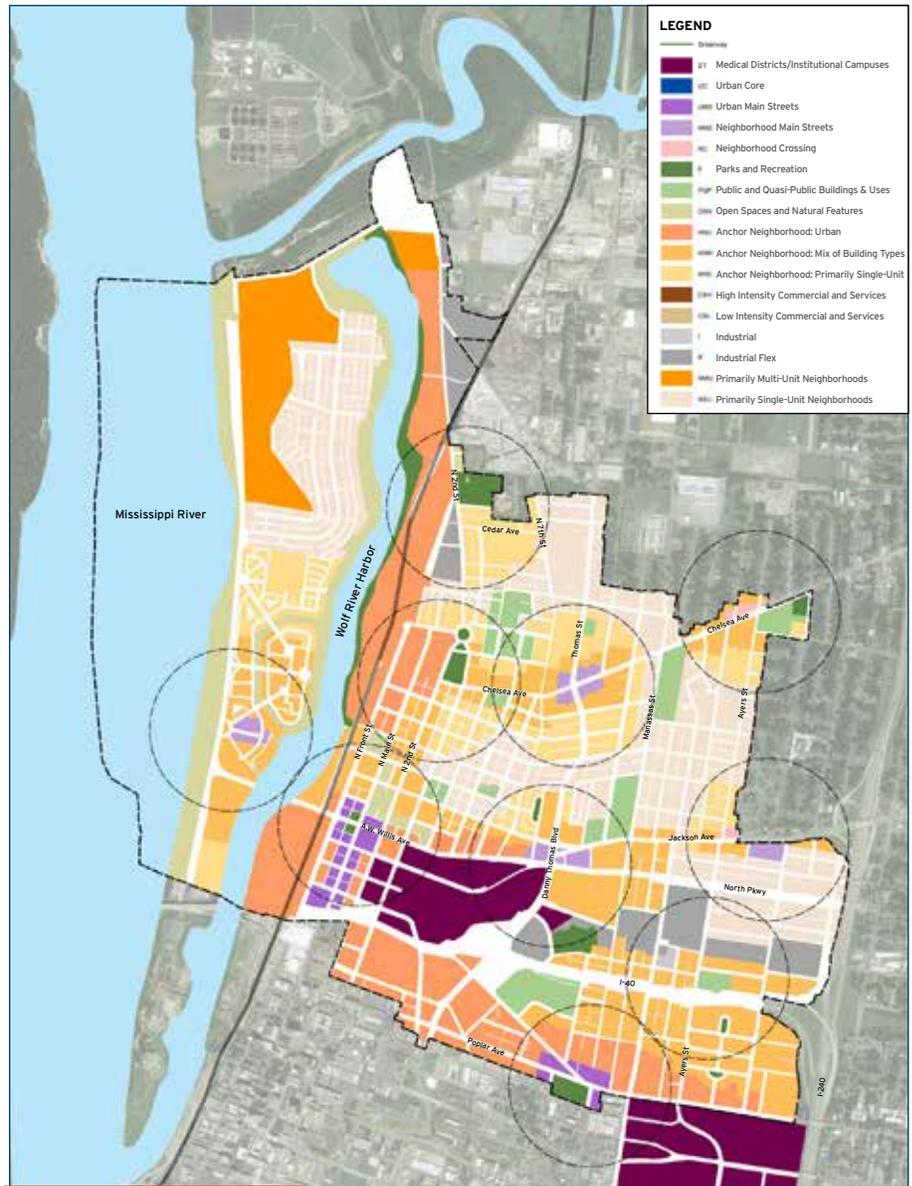
2018

PROBABLE COST

\$302,000

RELEVANCE TO SUBMISSION

The community anchor for the north side of Memphis is the St. Jude Children’s Research Hospital and the southern edge of the study area is bordered by the Le Bonheur Children’s



PROPOSED LAND USE PLAN



Hospital and the Veterans Affairs Medical Center. These institutions were key stakeholders and drivers in defining the vision for the north side of Memphis with interests in ensuring land for expansion needs, provision of residential for hospital

staff, creation of mixed use for an improved quality of life, improvements to the transportation network, and a strategy and prioritization of available TIF funds. TG+P was the lead for a diverse consultant team working under a demanding 4-month schedule.

HYPERLINK

https://idam.tortigallas.com/FinderV8/Shared/Memphis_Uptown.pdf



Viva White Oak

MONTGOMERY COUNTY, MARYLAND

Developed in close collaboration with Montgomery County and our developer client, Torti Gallas’ design for Viva White Oak transforms a 300-acre underutilized parcel into a world-class mixed-use, transit-oriented village that will become one of the powerful epicenters for bio/ life sciences and global health. Adjacent to the 130-acre headquarters of the U.S. Food and Drug Administration (FDA) and the new Washington Adventist Hospital (WAH), this vibrant bioscience employment and research center will also feature a variety of housing choices, trails, parks and outdoor spaces, educational facilities, restaurants, shops, and other sought-after entertainment and amenities.

Given its strategic location, Viva White Oak will support the world-class research and development efforts of FDA and WAH. Viva White Oak creates a community of academic, research, clinical, educational and private bio/ life science enterprises that is supported by a full range of research facilities, offices, conference facilities, hotels, residences and quality of life amenities. The businesses, educational institutions and residents who will call Viva White Oak their home will be well-positioned for direct interaction for synergistic opportunities. This dynamic setting will enhance opportunities for entrepreneurship, leverage the association with the FDA to foster greater technology transfer, and elevate educational partnerships to build a robust bio/ life sciences workforce.

Additionally, the White Oak area of Montgomery County will be the first in the State of Maryland to have Bus Rapid Transit (BRT). BRT is essential to creating livable, walkable, transit-oriented communities such as Viva White Oak.

Viva White Oak incorporates the highest standards in sustainable design including:

- Connections to bus-rapid transit that link to the regional mass transit system;
- Photovoltaic solar power installations on the tops of structured parking facilities;



VIVA WHITE OAK



SITE PLAN

- Low-VOC emitting materials;
- Energy Star appliances and other LEED® building and community designs;
- Potential for “dynamic” (peak) pricing and net-metering, presuming proper governmental incentive policies;
- Community-shared storm water management best practices;
- Community-shared transportation mitigation programs -- including car sharing, shuttle buses, and other alternatives to reliance on single occupancy vehicles;
- Pedestrian and bicycle paths to promote walking and biking to work; and
- A complete mixed-use community with significant residential elements that promote walking to school, walking to work, and other methods to significantly reduce vehicle miles traveled.

Viva White Oak

MONTGOMERY COUNTY, MARYLAND

PROJECT DATA

- 300 acres
- R&D/lab/bio and life science - 2.2 million sf
- educational/academic/research/office - 2.0 million sf
- clinical/medical/ancillary uses - .9 million sf
- office, retail, commercial, daycare, senior care, hotel and conference center - 1.9 million sf
- 4,400 residential units

SERVICES PROVIDED

- feasibility/yield analysis
- programming
- design charrettes
- master planning
- urban design
- traffic analysis
- public meetings
- neighborhood planning
- rezoning and entitlement
- conceptual architectural design
- code analysis

CLIENT

Jonathan Genn
Executive Vice President
Percontee, Inc.
11900 Tech Road
Silver Spring, MD 20904
(301) 622-0100
jonathan@percontee.com

DATES OF INVOLVEMENT

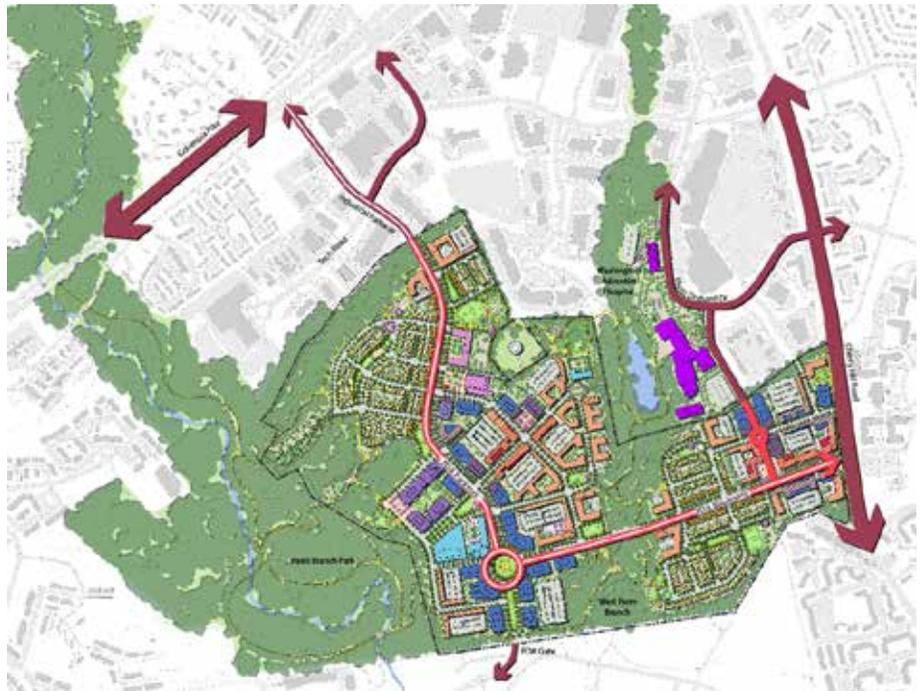
2014 - present

PROBABLE COST

\$724,000

RELEVANCE TO SUBMISSION

This plan leverages the adjacency to the Food and Drug Administration and the new Washington Adventist Hospital to create both a global and a regional destination. A key mixed-use node is created with the hospital as an anchor.



<http://montgomeryplanningboard.org/wp-content/uploads/2017/11/320180040-VIVA-Staff-Report-Final.pdf>



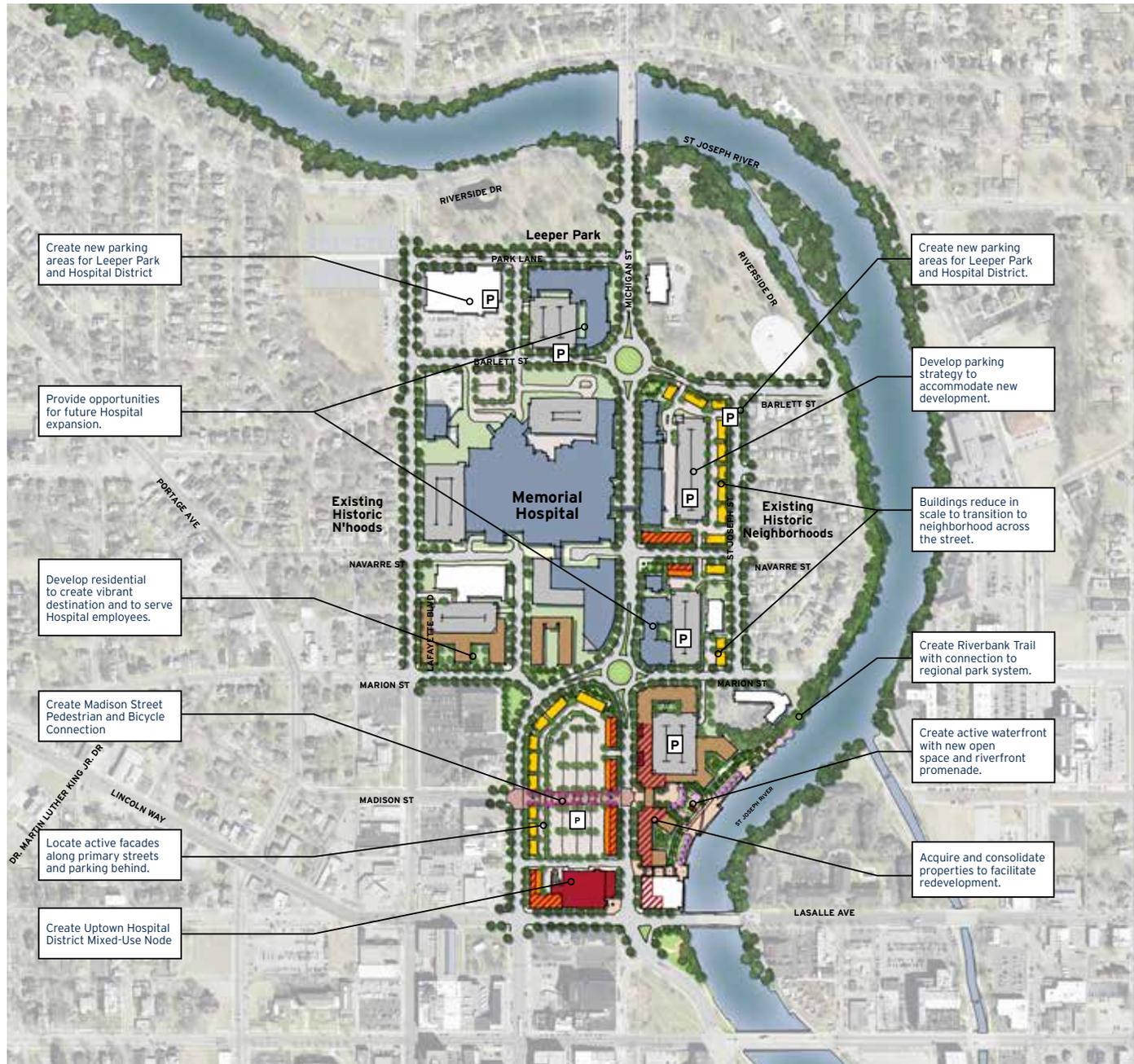
Uptown Hospital District Mixed-Use Study SOUTH BEND, INDIANA

The emerging concept of the Health District is based on the idea that hospitals can play a larger role in the health of the community beyond critical care. They can influence the health and well-being of both hospital employees and the surrounding community, not only through wellness programs, but through their physical integration and design that promotes healthy behaviors such as

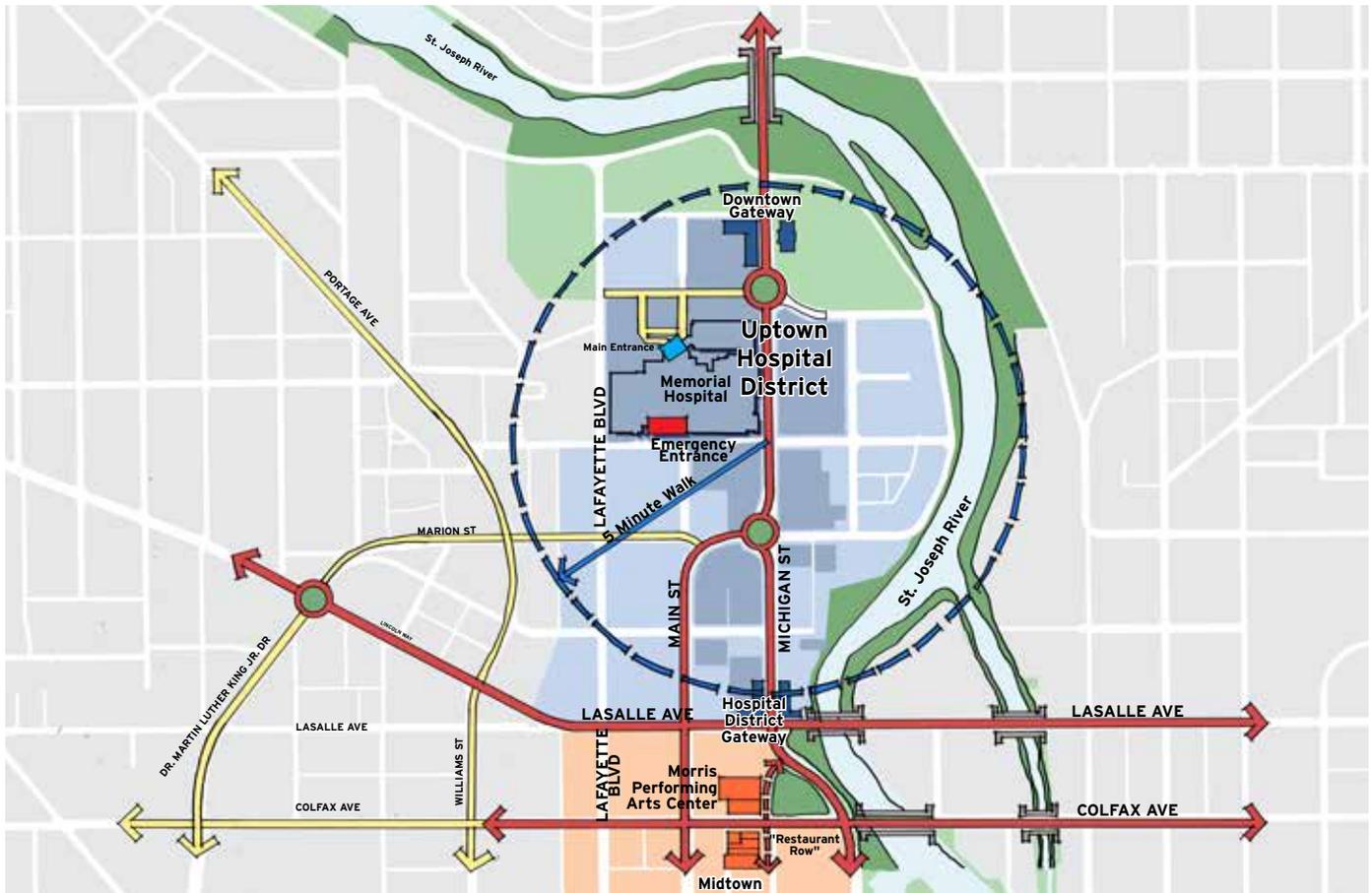
walking, community interaction, and the potential for shorter commutes.

Like most communities, Memorial Hospital in South Bend, Indiana is one of the primary economic engines and one of the largest employers in the city. Yet this asset sits in the middle of parking lots with little physical integration with the city. The City and

Memorial Hospital engaged Torti Gallas + Partners to envision a mixed-use walkable district with opportunities for future hospital expansion, retail including a variety of restaurants, both rental and for-sale residential that could serve hospital employees, and links to regional recreational opportunities. What has emerged is a new gateway and front door for both the hospital



Uptown Hospital District Mixed-Use Study SOUTH BEND, INDIANA



and the city, and a new “main street” mixed-use neighborhood that creates a unique destination with a highly walkable character. Benefits include an enhanced environment providing dining options for employees and visitors, a walkable destination that both millennials and a growing population are demanding, a place for visitors to take a break, a design that promotes health by providing walking opportunities for daily tasks, residential opportunities for employees and others, access to healthcare, potential hotel for visitors and ambulatory patients, and a strong identity.

The Memorial Hospital District vision provides a model for integrating a mix of uses with a hospital—creating a win-win for hospital employees, visitors, and the surrounding community that will increase the economic and social value to the community.

PROJECT DATA

- 150,000 SF hospital expansion
- 100,000 SF of retail
- 66 lofts units
- 310 multifamily units
- 81 townhomes

SERVICES PROVIDED

- visioning
- master planning
- urban design
- programming
- feasibility/yield analysis

CLIENT

Tim Corcoran, Director of Planning
 City of South Bend Department of
 Community Investment
 227 W. Jefferson Blvd., Suite 1400S
 South Bend, IN 46601
 (574) 235-9371
 tcorcora@southbendin.gov

DATES OF INVOLVEMENT

2014 - 2016

PROBABLE COST

\$40,000

RELEVANCE TO SUBMISSION

This plan for the Uptown Hospital District seeks to accommodate hospital growth, incorporate a mix of uses in a mixed-use walkable environment, promote economic development, and create a vibrant public realm that includes a waterfront plaza. This plan, in combination with the West Side Corridors Plan (immediately adjacent to the west) that we led, creates significant residential opportunities for the full spectrum of hospital employees.



Crystal City Master Plan ARLINGTON COUNTY, VIRGINIA

2009 Congress for the New Urbanism Charter Award



VIEW OF NEW ROUTE 1



ADOPTED SITE PLAN

Crystal City in Arlington County, Virginia met an unfortunate time in the history of the City. Office buildings that were built in the early 1960's had become obsolete under current Grade A office standards and the recent Federal Government BRAC decisions dictated that over 4,000,000 sf of existing office tenants would be moved to more secure military bases across the country in the coming 10 years. Rather than sit and wait for the impacts to be felt, Arlington County initiated a Master Planning process for Crystal City and hired Torti Gallas to create a mixed-use, pedestrian friendly vision for the future of the City and to generate and facilitate a public process to see this Master Plan through to realization.

Several urban concepts were investigated through a Charrette process. With input from County Staff and the Crystal City Planning Task Force made up of prominent property owners, office tenants, different County Commissions and residents, Torti Gallas explored a variety of opportunities for new public open spaces, new development locations, locations for signature buildings, building

heights, Transitway locations, program balancing, and phasing strategies. All concept strategies were generated with the express goal of creating a vital, mixed-use, pedestrian-friendly, 24-hour atmosphere.

The result of the planning process was a preferred Concept Plan for Crystal City with strong urban and architectural design guidelines and a policy framework to be used in all future development.

Torti Gallas + Partners is excited that nearly 10 years after this plan was adopted by Arlington County, Amazon announced plans to bring their HQ2 to Crystal City! We are pleased to have played a leadership role in the Master Plan to transform Crystal City and are thrilled that this vision has contributed to attracting Amazon.

Crystal City Master Plan

ARLINGTON COUNTY, VIRGINIA

2009 Congress for the New Urbanism Charter Award

PROJECT DATA

- Certified LEED ND
- 260 Acre site
- program doubles in 40 years time from 21 million to 40 million sf
- 16.2 million sf office
- 1.6 million sf retail
- 5.2 million sf hotel (6,000 rooms)
- 16.8 million sf of residential
- conversion of a freeway into tree-lined boulevard

SERVICES PROVIDED

- City master planning and entitlement
- design guidelines
- development goals, principles, policies
- community meetings/facilitating
- design charrette
- urban design
- program analysis
- computer graphics
- publishing and editing

CLIENT

Anthony Fusarelli, Jr., AICP
Assistant Director, Arlington County
Community Planning, Housing and
Development Planning Division
2100 Clarendon Blvd., Suite 700
Arlington, VA 22201
(703) 228-3548
afusarelli@arlingtonva.us

DATES OF INVOLVEMENT

2006 - 2010

PROBABLE COST

\$848,000

RELEVANCE TO SUBMISSION

This sector plan effort does not include a hospital as an anchor, but is included to illustrate a key component - A process to transform an already developed large area, create "new" development sites that make it economically feasible to redevelop, and a plan to create a compelling destination where there are very high vacancies. Amazon's choice for HQ2 in this district speaks volumes to the vision and plan for this district.



VIEW OF NEW CENTER PARK



3-D VISION OF CRYSTAL CITY

HYPERLINK

<https://idam.tortigallas.com/FinderV8/Shared/CrystalCity.pdf>



Downtown Wyandanch **TOWN OF BABYLON, LONG ISLAND, NEW YORK**

Congress for the New Urbanism Charter Award, 2015; Richard H. Driehaus Charitable Lead Trust Form-Based Codes Award, 2013



Aerial View of Wyandanch



Site Plan

The Town Board of the Town of Babylon, New York undertook a public outreach process which helped the Wyandanch community define and envision its future. What emerged is a community generated “vision” plan, known as the “Wyandanch Rising Hamlet Plan,” that is based upon a New Urbanist paradigm, characterized by a pedestrian-friendly, transit oriented development, with a mix of uses, networked thoroughfares and opportunities for civic buildings and spaces; in short, a recipe for a sustainable

and joyful public realm at a mass transit station.

Torti Gallas + Partners was commissioned by the Town of Babylon and the New York Department of State to lead a team of landscape architects, economists, civil engineers, cost estimators, zoning attorney, public outreach specialist, and transportation planners to create a highly sustainable and implementable TOD plan that also included a corridor study, and creation of a new form-based zoning ordinance. The Town of Babylon has a strong commitment to environmental sustainability and is pursuing LEED ND certification of this brownfield revitalization effort that is becoming the new heart of the hamlet of Wyandanch.

Situated at the intersection of Straight Path and the Long Island Railroad, the Core Area becoming the civic and commercial heart of Wyandanch. Downtown Wyandanch has been designed to create a distinct “sense of

place.” To achieve this goal, the design is influenced by regional traditional Long Island villages. This transit-oriented development has been designed with equal attention to the public spaces (the streets, the parks, the squares and the like), and to the private realm. Using smart growth design principles, the design features a mix of uses and housing types, a connected network of streets, a variety of civic spaces and parks, and a streetscape designed as much for a pedestrian amenity as for vehicular movement.

Old Boise Master Plan – Boise, ID



Client:
Old Boise LLC

Statistics:
44 acres
Master Plan & District Study: \$50,000

Services:
Master Planning, Landscape Architecture

Relevant Details:

- ✓ Streetscape Design
- ✓ Open Space Design
- ✓ Urban Design & Placemaking
- ✓ Designed with Economic Feasibility Study

The Old Boise Master Plan leverages an existing, authentic sense of place as a baseline for infill with thoughtful, carefully orchestrated new mixed-use development, that together, create Boise’s first truly urban LIV District. Guided by the vision set out in Blueprint Boise, and leveraging existing sense of place, the growth plan calls for redevelopment of existing parking lots into thriving mixed-use additions to the district.

A daylit canal and extension of specialty paving and pedestrian friendly street furniture will extend the distinctive character of Grove Street from 6th Street to 3rd Street thereby completing the connection of the Ada County Courthouse to downtown. Celebrating Boise’s commitment to the arts, Gateway elements and Sculpture will punctuate entries to the district and announce pedestrian crossings. Mixed-Use buildings with street activating Retail, Hotel Lobbies, and Restaurants will extend the existing downtown attributes that put Boise consistently on the list of most livable Cities in the Country. New, multi-generational housing above retail will be rich with amenities, green roofs, height variation, courtyards, and grand exterior stairs that connect residents to the shops, open spaces, and multi-modal streets of their neighborhood.

Burien Town Square Master Plan – Burien, WA



Client:
City of Burien

Statistics:
1.5 acres
240,569 sf
Town Square Park & Streetscape:
\$2,000,000

Services:
Master Planning, Architecture,
Landscape Architecture

Relevant Details:

- ✓ Public Involvement
- ✓ Streetscape Design
- ✓ Open Space Design
- ✓ Urban Design & Placemaking
- ✓ Phased Plan

GGLO’s Landscape Architects led an extensive public process with multi-generational representatives of the community, City of Burien Planners, and Downtown Stakeholders that led to the creation of a year-round outdoor ‘living room’ and civic space for Burien. The centerpiece of a broader award winning Master Planning effort by GGLO that included pedestrian friendly streets and mixed-use development, the 1-acre urban park at the heart of the 5-acre “square” has been the catalyst for revitalization of downtown main street.

Programming, features, and character of the urban park were based on a community-driven planning and visioning process to define a space reflective of the values, history, and future of Burien. Designed to connect residents of diverse ages, cultures and interests through a common venue for gathering and events, primary features include a performance area with stage, interactive water feature, seating, venue for the weekly farmer’s market, curbsless pedestrian-focused streets, lighting, rain gardens, interpretive signage, and both iconic and integrated art.

Greenbridge Redevelopment Master Plan – White Center, WA



Client:
King County Housing Authority

Statistics:
100 acres
Public Parks & Streetscape: \$20,000,000

Services:
Master Planning, Architecture, Interior Design, Landscape Architecture

Relevant Details:

- ✓ Public Involvement
- ✓ Streetscape Design
- ✓ Open Space Design
- ✓ Urban Design+Placemaking
- ✓ Designed with Economic Feasibility Study

This redevelopment replaces a World War II-era public housing project with a new higher-density, mixed-income community. 8th Avenue SW was designed to be the “Main Street” of the new neighborhood. It is lined by affordable housing, retail, community services, a library, an elementary school, a public plaza, art, and it connects to a neighborhood-wide parks and trails system. 8th Avenue SW has become a hub for bus routes that connect residents to West Seattle, Downtown Seattle, Burien and Tukwila/SouthCenter. Before completing the final street design, GGLO developed a detailed set of Streetscape Design Guidelines that helped shape its character.

Atlas Mill Master Plan – Coeur d’Alene, ID



Client:
Ignite CDA

Statistics:
45 acres, 22 acres of public space
20,000 sf retail
400+ units
\$20,000

Services:
Master Planning, Landscape Architecture

Relevant Details:

- ✓ Public Involvement
- ✓ Streetscape Design
- ✓ Open Space Design
- ✓ Urban Design+Placemaking
- ✓ Designed with Economic Feasibility Study

GGLO collaborated with Welch-Comer and Heartland on this transformation of a former Mill Site along the Spokane River.

Envisioned as a walkable, mixed-use neighborhood along an amenity rich waterfront, the plan is all about restoration, recreation and public access to the Spokane River. An overall framework of blocks, streets and open space knits together the publicly focused riverfront sleeplessly with the upland development. Street end view corridors, diversity of housing types and comfortable, tree lined streets are connected through the extension and enhancement of the east-west and north-south regional trail systems converging on the stie. Focusing on the triple bottom line, the Team worked with igniteCDA to achieve a plan that balances economically over time while creating a community destination.

Heights District Master Plan – Vancouver, WA



Client:

City of Vancouver

Statistics:

5 acres open space
50,000 sf retail
50,000 sf office
1,300 units

Services:

Urban Design, Landscape Architecture

Relevant Details:

- ✓ Public Involvement
- ✓ Streetscape Design
- ✓ Open Space Design
- ✓ Urban Design+Placemaking
- ✓ Designed with Economic Feasibility Study

GGLO led a diverse team of planners, engineers, economic advisors, and public engagement specialists in developing a revitalization Master Plan for a 56 acre site within a 205 acre subarea study. The goal was to develop a vision to transform an existing, dilapidated shopping mall in the center of a neglected neighborhood, into a thriving, mixed-use, mixed-income community. Concepts were developed, vetted, and honed to a preferred plan through a methodical public involvement process with input from the general public, property owners, a community advisory committee, technical advisory committee, city department directors, and elected officials.

The Master Plan was based on key placemaking strategies to define urban form, a mix of uses, application of the '20-minute neighborhood' principles, and streetscape typologies representing the character and the feel of the District. Transportation strategies included complete streets, coordinated with bicycle improvements, BRT stations, and pedestrian-centric primary streets.

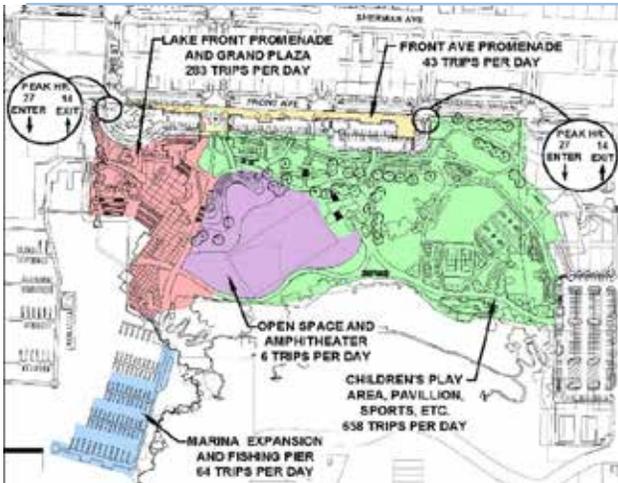
<https://www.cityofvancouver.us/ced/page/heights-district-plan>

McEuen

The McEuen Park Project is relevant as an example of Welch Comer developing a base computer model, calibrated on actual traffic data, that used macro simulations to analyze existing traffic conditions and the future “with the park” traffic impact on the existing street network. Welch Comer then developed alternative street networks and evaluated the circulation changes and implementation costs. The project, uniquely, included data collection at driveways and intersections throughout the downtown core. By clearly explaining the impacts of the roadway reconfiguration and additional park traffic on downtown, the City was able to make informed decisions moving forward.



Client: City of Coeur d’Alene
 Date: November 2011
 Cost: \$30,000
 Location: Coeur d’Alene, ID
 Services: Traffic Impact Study



Seltice

Welch Comer is currently assisting the City with construction of this project. Early on, we completed traffic modeling to determine the most effective methods for controlling the Atlas/Seltice Way and Grand Mill/Seltice Way intersections.

The project has also included a substantial amount of public involvement to inform and gain public opinion regarding the intersection treatments and bicycle/pedestrian facilities.

Traffic modelers were able to show that the two-lane roundabouts would function better than signals at the two intersections using traffic simulation. This tool was helpful to explain the differences to City leadership and the public.



Client: City of Coeur d'Alene
Dates: March 2016
Cost: \$30,000
Location: Coeur d'Alene, ID
Services: Traffic Impact Study



Atlas Masterplan and Financial Feasibility Report

The City of Coeur d’Alene and ignite CDA recently had the opportunity to acquire the 47- acre former Atlas Mill Site that has remained undeveloped for the last 12 years. The key questions were; what do you do with it and how do you pay for it? Welch Comer lead a multi-disciplinary team of urban planners, landscape architects and real-estate advisors to develop a site development plan and financial feasibility model that allowed the City to dedicate 12 acres of prime development property along 4,000 feet of the Spokane River to the public. Understanding that park with shoreline restoration work can be environmentally controversial, we engaged the regulatory agencies and Coeur d’Alene Tribe early to solicit input, explain the vision and develop trust. We consider this an upfront investment in the long-term success of the project.



This effort included multiple concepts, cost estimates, public meetings, stakeholder collaboration, market analysis, financial model develop, and many public presentations to communicate and develop the vision.

The Master Planning effort interacted with the public through a series of presentations and feedback workshops that allowed the citizens to consider various public space scenarios ranging from a highly developed public space with numerous amenities to a lightly developed public space with primarily natural features. The community choose the latter.

Welch Comer lead the successful community engagement effort with compelling visuals, and reliable feedback techniques. The result is a development master plan focused on providing a variety of residential options, some destination commercial areas and a public waterfront.

Client: ignite CDA
Date: Ongoing Project
Cost: \$144,000
Location: Coeur d’Alene, ID
Services: Master Plan & Financial Feasibility Report



Atlas TIS

During the 47-acre Atlas Master planning phase, Welch Comer noted to the client, ignite CDA, that a traffic impact study would be publicly and regulatorily necessary if the project moved forward because of the major traffic impact on an already congested and aggravating transportation system. Welch Comer’s traffic study evaluated the impact of the Atlas 420 dwelling unit and a proposed adjacent 850 DU development. Welch Comer completed simultaneous traffic counts at 17 intersections, an area specific origin-destination study and developed traffic generation data and advanced traffic modeling to analyze current traffic flows, predict future traffic flows and identify potential mitigation options.

During the study, Welch Comer conducted an extensive public outreach campaign and worked closely with the City, Kootenai Metropolitan Planning Organization, and adjacent property owners.



Welch Comer’s Atlas TIS project limits included portions of the health corridor which gives us a head start in understanding and mitigating the health corridor’s traffic issues. Welch Comer will easily expand our current Atlas TIS traffic model to include the health corridor. By expanding our current traffic model, we will be able to provide an invaluable benefit by being able to provide a comprehensive analysis of the area.



Client: ignite CDA
Date: January 2019
Cost: \$88,000
Location: Coeur d’Alene
Services: Traffic Impact Study



Colville Stormwater Facility Plan

Design of a flow control system where a natural drainage structure intersected the City's storm system and often caused significant flooding. This project gives the City control of how much water goes to the existing system and how much goes to the wetland. Installation of the 36-inch diameter pipe required a 300 foot long, 48-inch bore beneath the State Highway and through downtown Colville.

This project showcases Welch Comer's ability to find creative solutions when run of the mill won't cut it. Creation of a stormwater Utility to generate needed revenue for much needed city with wide stormwater upgrades.



Client: City of Colville, WA
Date: September 2012
Cost: \$1.7MM
Location: Colville, WA
Services: Stormwater System Upgrades



East Shoshone Water System Master Plan & Improvements

After learning of the millions in Paved Roads funds that would be spent in the Silver Valley on new asphalt, the District secured a DEQ Planning Grant (with help from Welch Comer). Karen completed the system analysis and Master Plan, working closely with the District to identify old mains in need of replacement. She then coordinated with the Cities of Mullan and Wallace regarding their paving priorities, ultimately helping the District choose the highest priority replacements that overlapped planned roadway reconstruction projects. Karen developed a multi-year replacement plan and helped the District pass a Revenue Bond and secure a USDA loan and grant package.

She is currently wrapping up the fourth year of waterline replacement projects identified in the Master Plan.

Both Steve and Necia have provided quality control and technical assistance throughout the project. Ashley created GIS maps used in project prioritization, such as the one pictured to the right.



**East Shoshone County Water District
Mullan Service Area**
Mullan Proposed Improvements Overview
(with Proposed Paving Projects)
Figure 4-3

Scale: 1" = 100'
PROJECT NO.: 4200
DRAWN BY: JSP
FILE NAME: improvements/mullan
DATE: 4/1/14



Client: East Shoshone County Water District
Date: Ongoing
Cost: \$85,000
Location: Mullan, Wallace and Silverton, ID
Services: Water System Master Plan & Improvements

HEARTLAND

IgniteCDA: Atlas Mill Site Redevelopment Strategy

As part of a multi-disciplinary team including GGLO and Welch Comer, Heartland has been engaged by igniteCDA (Urban Renewal Agency for the City of Coeur d’Alene) to prepare a market-based redevelopment strategy for the 55 acre Atlas Mill site on the Spokane River. Heartland completed an initial market/economic assessment, and has worked with the team to prepare a detailed financial multiple year cashflow analysis for the project to make sure that funds, land sales, and increment financing can cover to build out the public infrastructure and amenities that will attract private sector real estate development.



Molbak Nursery Redevelopment Strategy

Heartland worked with a local family-owned garden center in suburban Woodinville, WA to complete an overall economic and market analysis to test development viability of a large mixed-use development on the 17- acre property. Working with a local planning firm, Heartland quantified the financial viability of the development plan, assessing market potential, and determined the optimal locations/sizing/ mix of uses that achieved the client’s financial and placemaking objectives. The result was a development plan with right-sized uses that would catalyze private market interest to develop a best-in-class suburban town-center that would have a transformational impact on the City of Woodinville.



City of Redmond: Overlake and Marymoor Subareas

Through an on-call services contract, Heartland provided economic and redevelopment analysis for Overlake and Marymoor Subareas for the City of Redmond to help the City understand the implications of pursuing public-partnerships to help cover future infrastructure improvements. In preparation for potential higher density associated with the proposed light rail investment, the City was interested to gauge the private sector’s capacity to contribute to infrastructure investments in each area. To address this, Heartland completed broader market and economic analysis, conducted Highest and Best Use (HBU) analysis for a number of test parcels, and modeled the ability of future private developers to pay for costs of infrastructure using Residual Land Value (RLV) and Financial Sensitivity analysis. The contract lasted between 2013-2018 and had a value of around \$300,000 for the entire period.



Polyclinic: Portfolio Strategy & Transactions Support

As a strategic real estate advisor to The Polyclinic since 2007, Heartland has worked closely with the executive team to evaluate and implement their expansion plans throughout the Seattle market. Through this engagement, Heartland integrated the unique operational requirements of medical institutions into its site search and evaluation criteria. The results of these efforts includes:

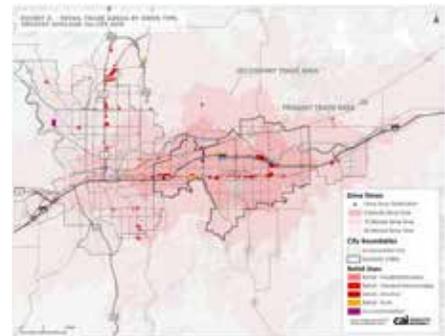
- Acquisition of a site that met The Polyclinic’s stringent criteria for long-term expansion needs;
- Assisting in the rezone of an existing asset to allow for 130,000 square feet of medical office space
- Disposition of surplus property on Capitol Hill;
- Partnering with an equity investor to acquire and lease the 200,000-square foot 7th and Madison building (recognized by NAIOP as the Puget Sound’s Deal of the Year for 2011);
- Negotiating a 99-year ground lease of the adjacent block to accommodate parking and future development/expansion; and
- Negotiating a lease that will allow for long-term phased occupancy of a building in Northgate and conversion from administrative office to medical office.



Mark Goodman Experience Prior to joining Heartland:

Spokane Valley Economic Development Strategies and Comprehensive Plan (2016–2017)

In 2016 Mark Goodman led the development of two focused economic development strategies for the City of Spokane Valley. The strategies centered on the city’s retail and tourism sectors and included comprehensive market assessments to inform development of specific actions for the City to implement. Because there are clear connections between retail and tourist visitation, there are intentional synergies between the two documents. The two strategies have been leveraged to inform evaluation of City investments related to public infrastructure, parks and programming. They were also leveraged to inform the City’s 2017 update of its comprehensive plan. Together, these documents form the backbone of an economic development strategy for Spokane Valley.



As a follow up to development of the Retail and Tourism Strategies, Mark Goodman led an evaluation of the feasibility of several projects identified in the strategies. The evaluation included an assessment of the potential costs, operations and economic impacts associated with each project. The City Council then used the study inform their decision making process related to project funding.



REFERENCES

Andrew Murray
Director of Planning and Community Development
City of Memphis and Shelby County Community Redevelopment Agency
170 N. Main Street, 6th Floor
Memphis, TN 38103
(901) 636-7162
andrew.murray@memphistn.gov

Neil Deluca
Project Manager
Fareri Associates, LP
2 Dearfield Drive, Suite 300
Greenwich, CT 06831
(203) 422-6700
njdeluca@yahoo.com

Mr. Jitin Kain, Deputy Director, Public Works (previously Director of Planning)
City of South Bend
227 W. Jefferson Blvd., Suite 1300
South Bend, IN 46601
(574) 235-5835
jkain@southbend.in.gov

Anthony Fusarelli, Jr., AICP
Assistant Director
Arlington County Community Planning, Housing and Development Planning Division
2100 Clarendon Blvd., Suite 700
Arlington, VA 22201
(703) 228-3548
afusarelli@arlingtonva.us

Mr. Steve Bellone
County Executive
Suffolk County, NY
100 Veterans Memorial Highway
Hauppauge, NY 11788
(631) 853-4000
sbellone@gmail.com

Jonathan Genn
Executive Vice President
Percontee, Inc.
11900 Tech Road
Silver Spring, MD 20904
(301) 622-0100
jonathan@percontee.com





March 28, 2019

Mr. Tony Berns
Executive Director
ignite cda
105 N. First Street, Suite 100
Coeur d'Alene, ID 83814

PRINCIPALS

- John Francis Torti, FAIA
- Thomas M. Gallas, CPA
- Lawrence V. Antoine, AIA, AICP
- Robert S. Wallach, AIA
- Cheryl A. O'Neill, AICP
- Charles G. Coleman, III, RA
- Daniel Ashbury, AIA
- Bruce D. Kennett, AIA
- Shiriel Elfar, AIA
- Robert S. Goodill, AICP
- Neal J. Payton, FAIA
- Erik J. Aulestia, AICP
- Troy E. McGhee, AICP
- Brian E. O'Looney, AIA
- Sarah Alexander, AIA
- Scott A. Welch, AIA
- Michael D. Rollison
- Stephanie Farrell, AIA
- Greyson H. Groom
- Jonathan A. Johnson, AIA

Re: Health Corridor Master Plan and Economic Feasibility Study

Dear Mr. Berns,

On behalf of the Torti Gallas (TG+P) Team, I am pleased to submit our draft agreement for the development of a Health Corridor Master Plan & Economic Feasibility Study. The TG+P team has been carefully selected for our superior national experience, local knowledge, ability to work with the community, and expertise in creating both healthy communities and hospital-oriented mixed-use districts.

PROJECT UNDERSTANDING AND SCOPE OF SERVICES

See attached spreadsheet for a detailed breakdown of our Scope of Services.

COMPENSATION

TBD

REIMBURSABLE AND THIRD-PARTY EXPENSES

Direct and Third-Party Expenses expected to be incurred during the Planning and Design of this project, including expenses for printing, plotting, reproductions, travel, express mail, delivery expense, long distance communications, 3-D fly-throughs and professional renderings are in addition to the Professional Fees. Direct and Third-Party Expenses will be invoiced in accordance with the attached Standard Terms and Conditions.

EMERITUS

- Tunca Iikar
- Sylvia S. Munero

Architects of a better world.

TortiGallas.com

1300 Spring Street, Suite 400 | Silver Spring, Maryland 20910 | t 301.588.4800

SILVER SPRING LOS ANGELES WASHINGTON DC PHILADELPHIA TAMPA ISTANBUL



Mr. Tony Berns
Ignite cda
Page 2 of 2

If you find this proposal to be acceptable, please sign in the space provided below and return one copy to me for our records. Additional authorization by you will be required for any Additional Services as described herein. Should you have any additional questions or concerns, please do not hesitate to contact me.

Sincerely,

Erik J. Aulestia, AICP
Principal

Attachment: Standard Terms and Conditions

Accepted on behalf of ignite cda:

Tony Berns, Executive Director

Date

Scope of Work and Responsibilities

L = Lead Role
A = Assisting Role

Task	Deliverable	TG+P	THC	Welch Comer	GGLO	Heartland
Task 1 - Community Meeting Assistance						
Kick-Off Meeting, Site Tour						
Team Orientation to Site, Political Context, Community Context		L	A	A	A	A
Meeting and Tour		A	L	A	A	A
Stakeholder Meetings						
Community Meeting Assistance and Stakeholder Outreach						
Stakeholder Meetings (consolidated into 2-days)	written summary	L	A	A	A	A
ignite cda						
Elected Officials						
Hospital						
Major Property Owners						
Public Works or sim.						
Community Groups						
Developers						
Others						
Website		L	A			
On-line survey & Summary	Summary	L	A			
"Wiki-map"		A			L	
Community Meeting #1						
Presentation	PPT (Analysis and HOD/Placemaking)	L	A	A	A	A
Breakout Tables - Community Values	Maps and facilitators	L				
Community Values Summary	Summary	A	L			
Community Meeting #2						
Open House Format or Presentation, then breakout tables		L	A	A	A	A
Surveys at meeting and summary		A	L			
Charrette (2-day)/Workshop with Steering Committee		L	A	A	A	A
Community Meeting #3						
Presentation	PPT, Presentation	L	A	A	A	A
Open House		L	A	A	A	A
Task 2 - Site Development, Market Analysis & Financial Review						
Market Analysis & Financial Review						
Existing uses in district	Report					L
Projected demand (in a mixed-use environment)	Report					L
Hospital related uses						L
Residential (broken down by type)						L
General Office						L
Retail						L
Restaurant						L
Site Development Opinions of Cost for 3-Scenarios	Report, PPT	A		L	L	L
Financial Analysis of 3-Scenarios	Report, PPT	A				L
Employment Projections			L			A
Tax Revenue Projections						L
Performance Evaluation of Development Scenarios						
Creation of Performance Evaluation System		L	A			A
Financial Performance		A	A			L
Performance Against Community Values		L	A			
Multi-criteria Evaluation (Values, Financial, Comp. Plan Goals)		L	A			A
Traffic, Transportation, Infrastructure						
Current Conditions	summary diagram(s)	L		A		
Impact						
Projected auto impact of proposals	total additional vehicle trips			L		
Mitigation strategies	high level			L		
Mass transit	stop locations, routes, estimated mode share for use in shared parking calculations, assessment of more detailed studies required	A		L		
Bike	high level - basis for a more detailed study	L		A	A	
Pedestrian	high level, basis for a more detailed study	L		A	A	
Infrastructure Assessment - High Level	high level, basis for a more detailed study			L		
Site Development Opinions of Cost				L		
Hospital Analysis						
Hospital						
Existing Plan and Program	summary diagram	L				
Uses, Entrances, Back of House, Parking, Current Operational Issues	diagrams	L				
Future Expansion	Summary diagram	L				
Plan or Other Available information	Plan, if available, in context	L				
Uses, Entrances, Back of House, Parking, Current Operational Issues	diagrams	L				

Task	Deliverable	TG+P	THC	Welch Comer	GGLO	Heartland
Master Plan/Urban Design						
Existing Conditions Analysis				L		
GIS Data				A		
Regional/City Analysis	diagram	L		A		
Figure Ground	Diagram	L				
Open space						
City	summary diagram	L			A	
District						
existing locations and uses	diagram	L			A	
existing programming	summary	L			A	
Street Network	diagram	L				
Land Use/Building Use (highlight hospital related uses)	diagram	L				
Parking	diagram, tabulation	L				
Major Property Owner Map	diagram	A		L		
Case Studies and Precedents						
Other mixed-use hospital districts		L				
plans	plans	L				
programs	program summaries	L				
Other key elements	images	L				
Healthy Community metrics summary	PPT, narrative	L				
Preliminary Development Scenarios (3)		L				
Frameworks	diagrams	L	A	A	A	
Plans - Streets, blocks, open space, buildings, parking, land uses	Color coded plans, explanatory diagrams, program tabulations	L				
Building Heights	diagram	L				
Street Sections	Sections and partial plans	L		A	A	
Parking	Tabulations, diagrams, shared parking tables	L				
Precedent Images	PPT and Boards	L			A	
Open Space						
Characterization of Open Spaces for 3-Prelim. Dev. Scenarios	PPT	A			L	
Preliminary Public Space Concept Plans for Rec. Dev. Alternative	Concept Plans, Precedent Images	A			L	
Opinions of Cost for Preliminary Public Space Concept Plans	Order of Magnitude Cost Estimate			A	L	
2-Day Charrette/Workshop						
Presentation	PPT	L	A	A	A	A
2-Day Workshop	Workshop, packets, selected boards, trade-offs summary	L	A	A	A	A
Perspectives (x2)						
		L				
Draft Master Plan						
	Report, summary narrative, diagrams, precedents, illustrations	L	A	A	A	A
Task 3 - Development of Implementation Strategy						
Implementation Strategy						
Implementation Matrix	Matrix (actions, strategies, roles & resp., est. cost, phasing)	L	A	A	A	A
Financing Sources	narrative		A			L
Financing Sources, Other than Lending		A	L			A
Financial Resources Table, linked to Targeted Uses						
App. of Fin. Res.: Name, Use(s), Cap Amounts, Source, Qual. Applicants						
Summary Narrative of Financial Resources and Pursuit/Use Strategy						
Property Acquisition	map	L				A
Zoning Review and Assessment		L				
Task 4 - CDA City Council and ignite cda Board Presentations						
Presentation of Draft Master Plan and Economic Feasibility Study to CDA City Council - August 20th		L	A	A	A	A
Presentation of Draft Master Plan and Economic Feasibility Study to ignite cda Board - August 21st		L	A	A	A	A



STANDARD TERMS AND CONDITIONS FOR PLANNING SERVICES
Torti Gallas and Partners, Inc.

AGREEMENT

1. These Standard Terms and Conditions, together with the attached Letter Agreement, represent the entire and integrated AGREEMENT between the Client and Torti Gallas and Partners, Inc., a Delaware Corporation (the Planner). The AGREEMENT may not be assigned without the prior written approval of both parties. The AGREEMENT may only be amended by a written instrument signed by both the Client and the Planner.
2. The Client shall provide the best information available regarding requirements for the Project, including a Program which shall set forth the Client's objectives, schedule, constraints and criteria, and other requirements, if applicable.
3. The Client shall designate a representative authorized to act on the Client's behalf with respect to the Project. The Client or such authorized representative shall render decisions in a timely manner pertaining to documents submitted by the Planner in order to avoid unreasonable delay in the orderly and sequential progress of the Planner's services.
4. The Client shall furnish, as necessary for the Planner to perform its services, surveys describing physical characteristics, legal limitations and utility locations for the site of the Project, and a written legal description of the site or building. The surveys and legal information shall include, as applicable to the Project, grades and lines of streets, alleys, pavements and adjoining properties and structures; adjacent drainage; rights-of-way, restrictions, easements, encroachments, zoning, deed restrictions, boundaries and contours of the site; locations, dimensions and necessary data pertaining to any existing structures, other improvements, pertinent information concerning available utility services and lines, both public and private, above and below grade, including inverts and depths, if applicable. Client furnished information must include, as applicable, all hazardous and subsurface investigation reports and evaluations. The expense of such information, provided by the Client or by the Client's consultants, shall be borne by the Client, and the Planner shall be entitled to rely on the accuracy of such information. The Client hereby agrees to indemnify and hold the Planner harmless for all loss, damage or expense due to the provision by the Client or the Client's consultant of inaccurate information.
5. The Client shall furnish the services of geotechnical engineers when such services are reasonably required by the scope of the Project or are requested by the Planner. Such services may include but are not limited to test borings, test pits, determinations of soil bearing values, percolation tests, evaluations of hazardous materials, ground corrosion and resistivity tests, including necessary operations for anticipating subsoil conditions, with reports and appropriate professional recommendations. The Planner shall be able to rely on the accuracy of such information. The Client hereby agrees to indemnify and hold the Planner harmless for all loss, damage or expense due to the provision by the Client or the Client's consultant of inaccurate information.
6. The Client and the Client's representatives and consultants shall promptly notify the Planner, in writing, of any errors or omissions which are observed in the documents or materials prepared by the Planner or any consultant. The Client is not under obligation to detect such errors or omissions but if these are detected, the Client is obligated to notify the Planner.
7. In connection with the preparation and processing of any application for governmental or private financing, mortgage insurance or subsidy, the Client, unless otherwise provided, shall furnish all services related to assuring compliance with applicable statutes, including, without limitation, noise abatement, environmental rules and regulations, occupational health and safety statutes, legal, accounting or estimating services and expenses. The Planner shall not be responsible for professional services and other disciplines that are outside of the professional standards for Planning.
8. The Client agrees to credit Torti Gallas and Partners, Inc. in all marketing, promotional or advertising materials related to the work of the Planner in the planning of the Project.

COMPENSATION

9. The fees for services set forth in the Letter Agreement, unless otherwise stipulated therein, shall remain in effect for a period of three (3) months from the date of the Letter Agreement. Upon initiation of the services covered by this Agreement, if these services have not been completed within a period of twelve (12) months, the compensation agreed to therein shall be equitably adjusted.
10. Any services provided by the Architect which are not specifically set forth in the Letter Agreement are Additional Services and will be provided upon request of the Client. Additional Services will be billed monthly on either an agreed lump sum fee basis, or on an hourly basis according to the following Standard Hourly Rates: Executive Principal: \$300.00/Hour; Senior Principal: \$250.00/Hour; Principal: \$225.00/Hour; Associate Principal: \$200.00/Hour; Senior Associate \$170.00/Hour; Associate: \$145.00/Hour; Professional and Administrative Personnel: 2-1/2 times Direct Personnel Expense.
11. Fees for Consultant Additional Services billed to the Planner, if any, shall be billed to the Client at cost times a multiple of one and one-tenth (1.1).
12. Reimbursable and Third Party Expenses are in addition to compensation for Basic and Additional Services and include actual expenditures made by the Planner in connection with the project, including but not limited to: reproduction, computer plotting and printing, binding of documents and drawings; photographs; photographic enlargements; delivery expenses; professional renderings; transportation; living expenses in connection with Client approved out-of-town travel; long distance communications; postage; filing and other fees required by authorities having jurisdiction over the Project.

Reimbursable and Third Party Expenses shall be billed at the rate of one and one tenth (1.1) times the expense incurred by the Planner.

13. All unpaid balances after thirty (30) days past due shall bear interest of one (1) percent per month.

14. The Planner reserves the right to assess reasonable costs of collections, including attorney fees, for any balance that is over Ninety (90) days past due.

TERMINATION

15. This AGREEMENT may be terminated, with or without cause, by either party upon the giving of not less than seven (7) days written notice. Failure of the Client to make payments to the Planner in accordance with this AGREEMENT shall be considered substantial nonperformance and cause for termination.

16. If for any reason this AGREEMENT is terminated prior to completion, payment for all completed phases shall be due in its entirety. If any phase is not completed upon termination, all services performed for that phase(s) will be billed at the Standard Hourly Rates set forth in this AGREEMENT, plus Reimbursable Expenses.

17. If this AGREEMENT is terminated prior to completion, the Client may retain and use the Planner's work product under the following conditions. The Client must retain a new Planner or civil engineer of record who will assume responsibility for the drawings and submissions. All fees and expenses earned or incurred by the Planner shall be paid in full. The Client agrees to defend, indemnify and hold harmless the Planner from all liability and claims which relate in any way to the Planner's services, in recognition of the fact that the Planner, after termination, has lost the right to detect and correct errors or omissions and has lost the right to interpret his work product. However, the Planner is not relieved from liability for the Planner's negligent errors or omissions which, under the circumstances, should have been detected and corrected by the Planner prior to termination.

DOCUMENT OWNERSHIP

18. All plans, drawings and other associated documentation, whether in hard copy or electronic format, prepared by the Planner are and will remain the property of the Planner. The Planner retains all copyright protection to such plans, drawings and documentation. Such shall not be used by the Client in connection with any other project. Upon termination or completion of the Project, the Client shall have the right to retain and use one reproducible set of such work-product, under the terms of these Standard Terms and Conditions. The Client shall not reuse or make any modifications to the Planner's work-product without prior written authorization of the Planner. The Client agrees, to the fullest extent permitted by law, to indemnify and hold the Planner harmless from any claim, liability or cost (including reasonable attorney's fees and defense costs) arising or allegedly arising out of any unauthorized reuse or modification of the plans, drawings and other associated documentation by the Client or any person or entity that acquires or obtains the plans and specifications from or through the Client without written authorization of the Planner.

APPLICABLE LAW

19. This AGREEMENT is to be interpreted under the laws of the State of Maryland; the principal place of business of the Planner.

MEDIATION/ARBITRATION

20. Any and all disputes arising out of this AGREEMENT shall be resolved through arbitration; however, prior to the filing of any demand for arbitration any dispute shall be referred to impartial mediation. After a good-faith attempt to have such dispute mediated, but not sooner than thirty (30) days after the date of the first mediation session, either party may file a demand for arbitration in accordance with the Construction Industry Arbitration Rules of the American Arbitration Association currently in effect. No joinder of other parties in any arbitration may be compelled, except, however, that the Planner may join its consultants in any Arbitration with the Client.

PLANNER'S LIABILITY

21. Planner's liability to the Client on account of services performed under or pursuant to this AGREEMENT shall be limited to the amount of the Planner's fee. In the event that the Client does not wish to limit the Planner's liability as stated above, the Planner will waive this limitation upon the Client's written request, provided that the Client agrees to pay the amount of any additional liability insurance premiums which are occasioned by such waiver.

22. Damages recoverable from the Planner, in the case of negligent errors or omissions, shall be limited to the direct extra cost to the Client of necessary corrective work, with an offset for betterment, if any. Recovery for any consequential damages, for delay, impact, interference, efficiency or lost profits, is expressly waived. It is agreed that there are no implied warranties between the Planner and any party.

23. Privity of contract is expressly contemplated by this AGREEMENT including, but not limited to, any claims for economic loss or incidental property damage.

24. If any provision in these Standard Terms and Conditions are in conflict with any provision in the attached Letter Agreement, the provision in these Standard Terms and Conditions supersedes the Letter Agreement.



**TORTI
GALLAS +
PARTNERS**