

August  
2020



**Proposal for**  
**Comprehensive Planning**  
**Support Services**  
Clearwater, Florida





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August 14, 2020

Gina Clayton, AICP  
Planning and Development Director  
City of Clearwater, Florida  
Municipal Services Building,  
100 S. Myrtle Ave, 2nd Floor  
Clearwater, FL 33756

**RE: Proposal to Provide Comprehensive Planning Support Services**

Dear Ms. Clayton,

HDR is pleased to submit this proposal to provide support services to assist the City in updating the Comprehensive Plan. Given our past involvement with the City on a range of important projects, including the Fort Harrison Avenue Complete Streets Concept, the Downtown Form-based Code, and the US 19 Corridor Redevelopment Plan and Development Standards, combined with our recent work on land use, redevelopment, mobility, and affordable housing planning assignments for Forward Pinellas and Pinellas County, we believe we are uniquely qualified to assist in bringing the Comprehensive Plan up-to-date and ready for finalization and adoption.

Attached please find a review of our qualifications to complete the work, including qualifications for HDR and our subconsultant S.B. Friedman, along with attachments addressing the scope of services and budget for the effort.

Please let us know if you have any questions. We look forward to continuing our work with you and your team.

Sincerely,  
HDR Engineering, Inc.

A handwritten signature in black ink that reads 'Steven Schukraft'. The signature is written in a cursive, flowing style.

Steven Schukraft  
*Section Manager, Community + Transportation Planning*



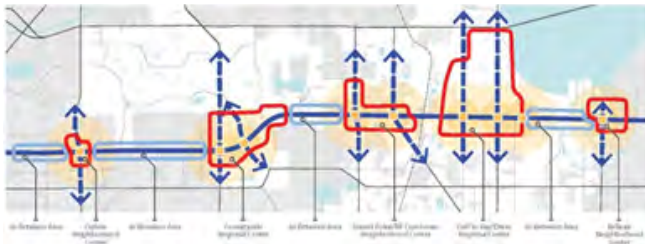
# 01 HDR Project Experience

Through our work with municipalities in the Tampa Bay Region and across Florida, we've helped local leaders find creative, sustainable solutions to the full range of land use, mobility, and redevelopment challenges.

In the past few years, we've led visioning efforts for the transformation of suburban corridors across the region; crafted planning and economic strategies for infill, redevelopment, affordable housing, and transit-oriented development; defined area-specific sustainability and place making strategies; prepared guidelines and form-based codes to guide private investment; and designed traffic calming, streetscape, and complete streets plans to improve mobility, increase connectivity, and capitalize on planned transit investment.

Defining creative, cost-effective strategies to realize the full potential of a place is the central focus of our practice. Our team prepares tools to spark appropriate investment, leverage assets, improve livability, conserve resources, and create vibrant, competitive, enduring communities and destinations.

*Our planning work for Clearwater's US 19 Corridor received the 2012 One Bay Award and First Place in the development/infrastructure category of the 2012 Future of the Regions Awards.*



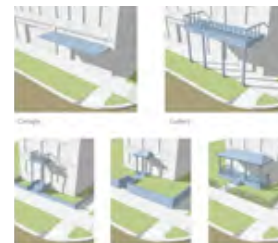
## US 19 CORRIDOR REDEVELOPMENT PLAN & CODE | CLEARWATER, FL

HDR worked with the City of Clearwater to prepare a redevelopment plan and form-based code standards for sites along the U.S. 19 corridor. Plan recommendations define the preferred mix of land uses, intensity of development, and the character of building, site, and landscape improvements; offer strategies to improve vehicle, pedestrian and bike connections, and leverage planned investment in Bus Rapid Transit (BRT) service; and promote low impact and resource-efficient site and building designs. Engagement efforts included hands-on listening sessions, briefings, and public workshops to support an open exchange of ideas. Using the MindMixer platform, community members participated in an on-line dialogue around a range of important topics. The second phase of the process, drafting a form-based code to guide redevelopment, is underway.



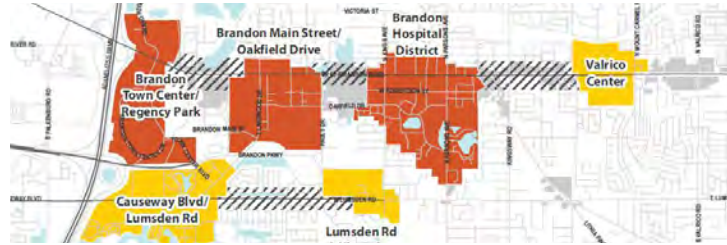
## RIVERFRONT CROSSINGS SUB-AREA PLAN & FORM-BASED CODE | IOWA CITY, IA

In 2010, Iowa City was selected as one of five cities in the nation to receive a Sustainable Community Partnership Brownfields Pilot Grant from the Partnership for Sustainable Communities. This grant helped Iowa City continue its work on post-recovery efforts from a 2008 flood that inundated significant areas adjacent to the Iowa River. Together with SRA International, HDR created a master plan for 70 acres along the southern portion of the Riverfront Crossings District, an area envisioned for future growth just south of Downtown Iowa City. Working with City staff and key stakeholders, the HDR team designed a new mixed-use, pedestrian-oriented neighborhood and riverfront park. The neighborhood will include a range of residential and commercial uses with an interconnected mobility network. Stations for future high-speed rail and light-rail are designated within the area. When the wastewater treatment plant is relocated, a new riverfront park will be developed on the site to better absorb flood waters from the adjacent Ralston Creek and Iowa River.



## CAUSEWAY BOULEVARD CORRIDOR STUDY & FORM-BASED CODE | DUNEDIN, FL

Building on an HDR-led Community Visioning Process completed in 2004, the City of Dunedin engaged HDR to explore ideas for land use and development along Causeway Boulevard between Bayshore Boulevard and the bridge to Honeymoon Island. Planning, regulatory, and economic development recommendations for the corridor grew out of an intensive and collaborative process. Through a series of listening sessions and a multi-day design charrette, Dunedin residents and business owners shared ideas for the future of the area. Participants talked about the district's special qualities and emphasized the value of proximity to Honeymoon and Caladesi Islands, the ability to walk and bike to local destinations, and the protection of views to the water. The HDR Team used ideas from the workshop as the basis for design sketches, the testing of market and development strategies, and the development of recommendations for incorporation in a Framework Plan and Form-based Code.



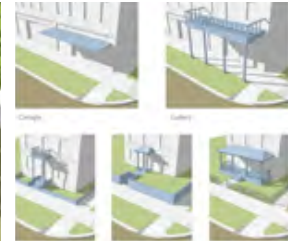
## BRANDON CORRIDORS & MIXED USE CENTERS PROJECT | HILLSBOROUGH COUNTY, FL

As part of a joint effort with the Hillsborough Metropolitan Planning Organization (MPO) and Hillsborough Planning Commission, HDR led a study of the Brandon area of Hillsborough County. The project was designed to better coordinate the envisioned land use pattern with planned transportation improvements along the three major east-west corridors in Brandon that connect residential areas to I-75 and employment centers in Hillsborough County. The goal of the project was to evaluate land use and transportation improvement options along the key arterials and identify appropriate and market-ready locations for the creation of walkable and transit-supportive centers, and define policies, regulatory strategies, and capital investments to advance place-making, economic development, and multimodal transportation improvement objectives.



## ORLANDO MAIN STREET DISTRICT BICYCLE AND PEDESTRIAN STUDY | ORLANDO, FL

Study for the City of Orlando to identify and evaluate opportunities to improve the safety and comfort of walking and bicycling in the Mills 50 and Milk Main Street Districts. The study defines future bicycle and pedestrian projects along with their implementation strategies. Enhancing the bicycle and pedestrian environment within the Main Street Districts will better connect the Districts to the surrounding neighborhoods, enriching the quality of life in Orlando.



## GULFPORT 2030 COMPREHENSIVE PLAN | GULFPORT, MS

The City of Gulfport's Comprehensive Plan, called Gulfport 2030, offers goals, policies, and strategies for the community's long-term growth and development. An important guide to local decision makers, Gulfport 2030 addresses a wide range of important issues—from the rebuilding of neighborhoods damaged by Hurricane Katrina to the quality and character of development city-wide and in potential future growth areas in unincorporated Harrison County. Building on post-Katrina plans and studies for the Downtown, Mississippi City, Handsboro, and publicly-owned sites throughout the City, Gulfport 2030 offers strategies for community improvement, quality development, capital investments, and the conservation of important local resources.



## YBOR CITY CRA2 VISION PLAN | TAMPA, FL

In 2010, HDR was retained by the City of Tampa and the Ybor City Development Corporation to update the Vision Plan for Ybor City's CRA 2 district. The Vision Plan, addressing conditions in historic neighborhoods and mixed use districts to north and south of 7th Avenue, offers recommendations to protect the area's unique qualities, enhance livability, attractive appropriate forms of investment, and improve connections to the City and region. Organized around an intensive process of public engagement, plan strategies were designed to address issues and opportunities explored during listening sessions and workshops with neighborhood stakeholders, representatives of Ybor's neighborhood and business associations, and members of the general public. The Vision Plan Amendment is organized in five chapters, the first of which provides information regarding the scope of the study, the planning process, and a summary of information presented in past plans. Chapters II and III provide a summary of issues and an assessment of existing conditions. Planning strategies and recommendations are presented in Chapter IV, and Chapter V includes an Action Plan matrix identifying priorities, responsibilities, and target completion dates for key strategies.



## INTEGRATED COMMUNITY SUSTAINABILITY PLAN | CORPUS CHRISTI, TX

In 2010, the City of Corpus Christi TX selected HDR to develop an Integrated Community Sustainability Plan as part of the implementation of its Energy Efficiency and Conservation Block Grant (EECBG) program. This plan builds on HDR's integrated, systems approach to community planning, wherein an interdisciplinary team of technical specialist—who understand the ways in which changes in one community system affect other systems within the whole—work together to plan for the sustainable growth and re-development of our communities. The plan's mobility and place-making strategies focused on applying Complete Streets concepts to key transportation corridors, intersections, hike/bike trail connections, and a downtown transit circulator.



## PROGRESS GALVESTON PLANNING & DEVELOPMENT REGULATIONS | GALVESTON, TX

The City of Galveston, Texas selected HDR for an ambitious planning project designed to ensure public and private actions align to improve the community's livability, sustainability, and competitiveness. This planning effort, known as Progress Galveston, is organized in three parts: 1) completing an update to the City's Comprehensive Plan; 2) preparing a series of Specialized Plans addressing important issues such as historic preservation, mobility, parks and recreation, disaster recovery, and coastal management; and 3) rewriting and streamlining ordinances and regulations affecting the development of private property. As a central component of the City's post-Hurricane Ike recovery process, the project was funded through a grant from the U.S. Department of Housing and Urban Development.



## 02 HDR Staff

We understand the dynamics shaping the economy, sustainability, quality of life, and mobility of the City of Clearwater, and have pulled together a team of professionals with the right combination of technical expertise, local knowledge, and creativity to advance the City's agenda.

Our team, HDR with S.B. Friedman, has a long history delivering successful community planning, redevelopment, and multimodal transportation planning projects for the City of Clearwater as well as for communities across Florida and the Tampa Bay Region. Through work with the region's stakeholders—from the MPOs, transit agencies, and FDOT, to local governments and regional interest groups—we've gained a thorough understanding of the City's history, challenges, assets, and opportunities. We've been directly engaged in shaping the long-term vision for the region's future, and we've helped translate big picture visions into realistic and achievable policies and programs.

Our team also understands the importance of quality public communications and engagement—from framing the issues and being able to tell a project's story to diverse audiences, whether a technical group, elected leaders, or the general public. We have the tools to ensure communications are clear and concise, and we have the experience to engage stakeholders meaningfully and productively.



## Steve Schukraft, AICP

Project Manager

Mr. Schukraft is an accomplished community planner with over 25 years experience helping communities improve mobility, enhance livability, and encourage more sustainable patterns of growth and development. He has managed a range of transportation, community planning, and transit-oriented development projects; led dozens of public planning charrettes and workshops; and designed and managed large-scale visioning, goal setting, and planning initiatives.

### EDUCATION

Master of Planning, University of Virginia, 1992

Bachelor of Arts, Political Science, University of South Florida, 1985

### REGISTRATIONS

American Institute of Certified Planners, Florida, United States, No. 015562, Issued: 07/01/2000

Certified Charrette Planner, Florida, United States, Issued: 10/01/2006

### PROFESSIONAL MEMBERSHIPS

American Planning Association

Congress for New Urbanism

Urban Land Institute

Mr. Schukraft has prepared integrated transportation and community plans for projects throughout the Tampa Bay Region, including recently completed projects for the Hillsborough and Pinellas MPOs, Hillsborough and Pinellas County, and the cities of Tampa, Clearwater, Largo, and Dunedin. He has completed transit-oriented development projects across the US, including the Project Connect North Corridor project in Austin, Texas; the Braddock Road and Clarendon station areas in Northern Virginia; The Cedar Hill City Center south of Dallas, and the Upper Wisconsin Avenue and H Street NE corridors in the District of Columbia. He has prepared plans and designs for streetcar and transitway improvements in Tampa, transit stops and stations for the Columbia Pike SuperStop program in Arlington County, Virginia; and stop and station designs for planned BRT and express bus service in Hillsborough, Pinellas, and Sarasota Counties in Florida.

### RELEVANT EXPERIENCE

- City of Clearwater, Flood Hazard Policies and Strategies - *Pinellas County, FL*
- City of Clearwater, Downtown Form-Based Code Development - *Pinellas County, FL*
- Pinellas County, US 19 Corridor Land Use & Economic Analysis: Palm Harbor - *Pinellas County, FL*
- Forward Pinellas, US 19 Corridor Land Use & Economic Analysis: Largo - *Pinellas County, FL*
- Forward Pinellas, US 19 Corridor Land Use & Economic Analysis: Tarpon Springs - *Pinellas County, FL*
- Florida Department of Transportation, District 6, JV - Archer/DeMoya, I-395 Aesthetics - *Miami-Dade County, FL*
- City of Clearwater, Downtown Form-Based Code Development - *Pinellas County, FL*
- City of Clearwater, Flood Hazard Policies and Strategies - *Pinellas County, FL*
- FDOT District 7, I-275 Pinellas County PD&E Study - *Pinellas County, Florida*
- City of Tampa, Tampa Streetcar Extension and Modernization Study - *Tampa, FL*
- Hillsborough MPO & Planning Commission, Brandon Corridors and Mixed Use Centers Pilot Project - *Hillsborough County, FL*
- FDOT District 5, I-4 Ultimate Aesthetic Enhancement Program - *Orange/Seminole Counties, FL*
- HART, North/South Corridor Bus Rapid Transit (BRT) Study - *Hillsborough County, FL*
- Project Connect North Corridor Transit-Support Land Use Planning - *Austin, TX*
- City of Clearwater, US 19 Corridor Redevelopment Plan & Code - *Clearwater, FL*
- HART, Marion Transitway Enhancement Study - *Tampa, FL*



## Stefanie McQueen, AICP

### Land Use & Redevelopment

Stefanie is a planner with 15 years of professional experience in several planning disciplines including land use and transportation planning, economic development, military planning, public involvement, and urban design. She has a diverse set of skills including: compiling and assessing land use, demographic, socioeconomic, transportation, and environmental data for planning policy and community design projects; designing and facilitating public engagement events and activities; preparing analytical and presentation maps and graphics; presenting planning proposals to community stakeholders, public officials, and peer professionals; and creating planning reports, codes and regulations.

#### EDUCATION

Master of Regional Planning,  
Cornell University, 2006

Bachelor of Arts, History,  
University of Virginia, 2002

#### REGISTRATIONS

AICP - American Institute of  
Certified Planners

National Charrette Institute  
Charrette Planner Certified

#### PROFESSIONAL MEMBERSHIPS

American Planning Association  
(APA), Member, 2004-present;  
APA Florida Sun Coast Section,  
Executive Committee, Treasurer,  
2016-present

Urban Land Institute,  
Member, 2009-present

#### OFFICE LOCATION

Tampa, FL

#### RELEVANT EXPERIENCE

- City of Clearwater, U.S. 19 Corridor Redevelopment Plan and Form-Based Code - *Clearwater, FL*
- City of Tampa, InVision: Tampa Streetcar Extension & Modernization Study - *Tampa, FL*
- Florida Department of Transportation, District Three, Brooks Bridge Replacement PD&E Study - *Okaloosa County, FL*
- Florida Department of Transportation, District Seven, SR 679 Pinellas Bayway Bridge Replacement Design-Build Project from North of Yacht Club Lane to SR 682- *Pinellas County, FL*
- Forward Pinellas, US 19 Express Bus Service Concepts Study - *Pinellas County, FL*
- Forward Pinellas, US 19 Land Use and Economic Analyses - *Pinellas County, FL*
- Pinellas County, San Martin Boulevard over Riviera Bay Bridge Replacement PD&E Study - *Pinellas County, FL*
- Hillsborough County City-County Planning Commission/Hillsborough County MPO, Brandon Corridors & Mixed Use Centers Pilot Project - *Hillsborough County, FL*
- Hillsborough County City-County Planning Commission, Hillsborough County Economic Development Strategy - *Hillsborough County, FL*
- Hillsborough County City-County Planning Commission, Ybor City Community Redevelopment Area 2 Vision Plan Amendment - *Tampa, FL*
- Hillsborough Area Regional Transit (HART) Authority, USF to Wesley Chapel Transit Corridor Study - *Hillsborough and Pasco Counties, FL*
- City of Largo, Largo Activity Center Guidelines - *Largo, FL*
- City of Dunedin, Dunedin Causeway Boulevard Corridor Study & Form-Based Code - *Dunedin, FL*
- City of Treasure Island, Treasure Island Special Area Plan & Form-Based Code *Treasure Island, FL*
- Florida Department of Transportation, District Seven, I-275/SR 93 PD&E Study from south of 54th Avenue S to north of 4th Avenue N - *Pinellas County, FL*
- Florida Department of Transportation, District Three, Santa Rosa Alternate Crossing Evaluation (ACE) - *Okaloosa County, FL*
- Pinellas County, FEMA Coastal Mapping Update - *Pinellas County*
- City of Galveston, Progress Galveston Planning & Development Regulations - *Galveston, Texas*



## Jamie Krzeminski, P.E., PTOE

### Mobility Planning

Jamie serves as one of HDR's national technical leaders for Complete Streets planning and design. He has worked with both public and private clients including cities, counties and MPOs in more than 20 states around the U.S. to advance Complete Streets through projects ranging from intersection and corridor-level multimodal improvements to region-wide bicycle and pedestrian master plans. He has presented at numerous national and international conferences on Complete Streets planning and design, and has also conducted training presentations and webinars on this topic around the country. As a regular bicycle commuter and recreational cyclist, Jamie brings a true cyclist's perspective to his work, which adds to his credibility with clients, and bicycling and walking advocates. He currently serves on the Board of Directors for Bike/Walk Central Florida, is a past Chairman of the City of Winter Park, Florida's Pedestrian and Bicycle Advisory Board, and is a League of American Bicyclists Cycling Instructor.

#### EDUCATION

Master of Engineering,  
Transportation Engineering  
(Civil Engineering),  
University of Florida, 1996

Bachelor of Science, Civil  
Engineering,  
University of Florida, 1995

#### REGISTRATIONS

Professional Traffic Operations  
Engineer, United States National  
Registration, No. 1403

Professional Engineer - Civil,  
Florida, United States, No.  
56143

#### PROFESSIONAL MEMBERSHIPS

Institute of Transportation  
Engineers (ITE), Member

Institute of Transportation  
Engineers (ITE), Pedestrian &  
Bicycle Council

#### OFFICE LOCATION

Orlando, FL

#### RELEVANT EXPERIENCE

- City of Clearwater, U.S. 19 Corridor Redevelopment Plan and Form-Based Code - *Clearwater, FL*
- Lake-Sumter MPO, SR 44 (Dixie Ave.) Complete Streets - *Leesburg, FL*
- Lake-Sumter MPO, US 27 (14th St.) Complete Streets - *Leesburg, FL*
- MetroPlan Orlando, Silver Star Road (SR 438) Complete Streets - *Ocoee, FL*
- MetroPlan Orlando, Edgewater Drive Complete Streets Concepts - *Orlando, FL*
- City of Orlando, Main Streets Bicycle/Pedestrian Study - *Orlando, FL*
- Orange County, Complete Streets Policy and Implementation Plan - *Orange County, FL*
- Florida-Alabama & Bay County TPO Bicycle & Pedestrian Plans - *Pensacola, FL and Panama City, FL*
- Corpus Christi MPO, Strategic Plan for Active Transportation, Bicycle Mobility Element - *Corpus Christi, TX*
- City of Pittsburgh, Strip District Transportation and Land Use Plan - *Pittsburgh, PA*
- City of Kansas City, Bicycle Facility Selection Tool - *Kansas City, MO*
- City of Sandy Springs, Bicycle, Pedestrian & Trail Plan - *Sandy Springs, GA*
- City of Orange City, South Holly Avenue Streetscape & Urban Design - *Orange City, FL*
- Osceola County, Trails Corridor Feasibility - *Osceola County, FL*
- City of Oviedo Transportation Master Plan - *Oviedo, FL*
- City of Orlando, Bicycle Plan Update - *Orlando, FL*
- City of Orlando, Primary Bicycle Routes Study - *Orlando, FL*
- City of Orlando, Downtown Orlando Transportation Plan - *Orlando, FL*



## Michelle Zehnder

### Land Use & Redevelopment

Mrs. Zehnder has 5 years of planning experience. She is focused in land use and transportation planning, public involvement, and urban design. Michelle works closely with the project team to coordinate and develop strategies for projects, compile research on relevant planning topics, create presentations and reports, and advance public and client relationships. Prior to joining HDR, Michelle was a graphic designer in the architecture and planning industry. She has over 15 years as a designer and project manager.

#### EDUCATION

Master of Science, Urban Planning and Policy,  
University of Illinois Chicago,  
2014

Bachelor of Arts, Graphic Design,  
University of Florida, 2004

#### PROFESSIONAL MEMBERSHIPS

American Planning Association,  
Member, 2018-present

#### OFFICE LOCATION

Tampa, FL

#### RELEVANT EXPERIENCE

- City of Clearwater, Flood Hazard Policies and Strategies - *Pinellas County, FL*
- City of Tampa, InVision: Tampa Streetcar Extension & Modernization Study - *Tampa, FL*
- Hillsborough County City-County Planning Commission/Hillsborough County MPO, Brandon Corridors & Mixed Use Centers Pilot Project - *Hillsborough County, Florida*
- City of Clearwater, Downtown Form-Based Code Development - *Pinellas County, FL*
- Pinellas County, US 19 Corridor Land Use & Economic Analysis: Palm Harbor - *Pinellas County, FL*
- Forward Pinellas, US 19 Corridor Land Use & Economic Analysis: Largo - *Pinellas County, FL*
- Forward Pinellas, US 19 Corridor Land Use & Economic Analysis: Tarpon Springs - *Pinellas County, FL*
- Florida Department of Transportation, District 6, JV - Archer/DeMoya, I-395 Aesthetics - *Miami-Dade County, FL*



# Sharisse Kenney

Mobility Planning

Sharisse is a valued contributor, performing both technical research and writing for a variety of transportation projects. She is involved in public involvement for local government and transit operations, and infuses strategic insight related to built environment health and community sustainability into conceptual approaches. Sharisse also contributes graphic design proficiency and offers experience in public engagement, communications and public speaking to the projects she supports

## EDUCATION

M.U.R.P., Urban and Regional Planning, University of Central Florida, 2017

Bachelor of Arts, Advertising and Public Relations with Minors in Spanish, and History, University of Central Florida, 2009

## OFFICE LOCATION

Tampa, FL

*\*Work performed for graduate school.*

## RELEVANT EXPERIENCE

- Osceola County, Simpson Road PD&E Study – *Osceola County, FL*
- City of Orlando, Main Streets Bicycle and Pedestrian Study – *Orlando, FL*
- FDOT District 5, Central Florida Visitor Study – *Central FL*
- LYNX, Transit Development Plan & Route Optimization Study – *Orlando, FL*
- Orange County, Complete Streets Policy & Implementation Plan – *Central FL*
- Orange County, Sand Lake Roadway Conceptual Analysis (RCA) – *Orlando, FL*
- City of Altamonte Springs, Trail Feasibility Study – *Altamonte Springs, FL*
- City of Casselberry, Healthy Community Element\* – *Central FL*
- Daytona Beach Shores, Police Department Strategic Plan\* – *Central FL*



## Teresa Donaldson

### Public Involvement & Strategic Communications

Teresa is a public relations and brand marketing professional with over 15 years experience in communication and storytelling, brand development, community relations, and issues in management experience. She has strong skills in strategic planning, business development and communication which have been proven successful in the development of communications strategies that promote internal engagement and external awareness and advocacy. Teresa is an organized and energetic manager with a proven track record of producing results.

#### EDUCATION

B.A., Communications, University of Central Florida, 2003

*\*Experience outside of HDR*

#### RELEVANT EXPERIENCE

- FDOT District 5, Public Engagement Plan, *Districtwide, FL*
- MetroPlan Orlando, 2045 Metropolitan Transportation Plan, *Orange, Seminole and Osceola Counties, FL*
- Broward MPO, Speak Up Broward Phase 2, *Broward County, FL*
- Coastal Conservation Association\*, *Orlando, FL*
- Say It Loud\*, *Orlando, FL*
- &Barr\*, *Orlando, FL*
- Old Florida National Bank \*, *Orlando, FL*



## Oliver Kuehne, LEED AP

### Urban Design & Placemaking

Oliver has over two decades of experience in planning and urban design. Trained in architecture, Oliver is comfortable working at a wide range of scales, from site plans to streetscape and corridor design, to master plans for neighborhoods, downtowns, districts or campuses, and to city-wide land use or transportation plans. At every scale, Oliver focuses on creating attractive and vibrant places where people want to live, work, learn, shop and play — places that integrate a range of uses and a variety of open spaces within a short walk or bike ride. An avid walker, bicyclist and transit rider himself, Oliver understands the needs of slower-speed travelers. He views streets not merely as thoroughfares to efficiently move cars, but as public spaces where people drive, bicycle and walk, get on and off buses, and meet and socialize. Oliver is an expert in developing form-based codes and design standards, which he views as important place making tools.

#### EDUCATION

Architecture and Town Planning,  
University of Stuttgart, Germany,  
Master of Architecture, 1997

#### OFFICE LOCATION

Portland, OR

#### RELEVANT EXPERIENCE

- Osceola County, Code Update for TOD Station Areas and Multimodal Corridors - *Osceola County, FL*
- City of Tampa, Marion Transitway Improvements - *Tampa, FL*
- City of Clearwater, City Hall & Transit Center Site Study - *Clearwater, FL*
- Miami-Dade Expressway Authority, SR 924 Project Development & Environment Study - *Miami-Dade County, FL*
- City of Clearwater, US 19 Corridor Redevelopment Plan and Form-Based Code  
*Clearwater, FL*
- Town of Queen Creek, General Plan Update - *Queen Creek, Arizona*
- Los Angeles County Metropolitan Transportation Authority, Link Union Station - *Los Angeles, CA*
- City of Astoria, Riverfront Vision Code Update - *Astoria, Oregon*
- Port of Portland, NE 82nd Avenue/NE Airport Way Interchange Analysis - *Portland, OR*
- Missoula Redevelopment Agency, Front-Main Two-Way Conversion Study - *Missoula, MT*
- City of Omaha, Downtown Omaha 2030 - *Omaha, NE*
- Kendig Keast Collaborative, Arapahoe Urban Center Form-Based Code - *Centennial, CO*
- City of Caldwell, City Center Building Design Guidelines - *Caldwell, ID*
- City of Council Bluffs, Playland Park Master Plan - *Council Bluffs, IA*
- City of Gulfport, Gulfport SmartCode - *Gulfport, MS*
- University of Nebraska at Kearney, South Campus Development Project - *Kearney, NE*
- City of Iowa City, Riverfront Crossings Form-Based Development Standards - *Iowa City, IA*
- City of Happy Valley, Happy Valley Style Design Standards and Guidelines - *Happy Valley, OR*
- Smith-Monterey LLC, Downtown Addition Specific Plan - *King City, CA*



## Heather E. Hubbard, PE

### Mobility Planning

Ms. Hubbard has over 8 years of experience providing traffic engineering, multi-modal transportation planning, and PD&E services throughout the State of Florida and throughout the country. She is currently serving as a transportation and traffic professional engineer. She has served as a key member on numerous projects in both technical and lead capacities. Her main areas of focus include innovative interchange and intersection concept development through microsimulation and macroscopic operational analysis, travel demand modeling, GIS mapping, complete streets development, interchange access requests, freeway and managed lanes analysis, corridor studies, and PD&E studies.

#### EDUCATION

Master of Engineering,  
Civil Engineering, 2010,  
University of Florida

Bachelor of Science,  
Civil Engineering, 2009  
University of Florida

#### REGISTRATIONS

Professional Engineer, Florida,  
# 78530, 1/1/2015

#### OFFICE LOCATION

Tampa, FL

#### RELEVANT EXPERIENCE

- Forward Pinellas, 34th Street Lane Elimination Study - *Pinellas County, FL*
- Hillsborough MPO, Brandon Corridors/Reversible Lanes Study - *Hillsborough County, FL*
- FDOT District 7, Tampa Port Authority Hooker's Point Traffic Circulation Study - Public Transportation Operations (PTO) Contract - *Tampa, FL*
- FDOT District 1, US 17/Bartow Airport Railroad Crossing Improvement Study - Systems Planning Contract - *Bartow, FL*
- FDOT District 7, Rail Study and Plans Review: PTO Contract - *District 7 Counties, FL*
- FDOT District 1, I-75/University Parkway Diverging Diamond Interchange (DDI) - *Sarasota County, FL*
- FDOT District 7, District-Wide (DW) Traffic Operational Studies for Innovative Intersection and Interchange Treatments - *District 7 Counties, FL*
- FDOT District 7, I-275 from 54th Avenue S to 4th Street N PD&E Study - *Pinellas County, FL*
- FDOT District 1, US 92 PD&E Study from County Line Road to Wabash Avenue - *Polk County, FL*
- Pinellas County, San Martin PD&E Study - *Pinellas County, FL*
- Pasco County, Prospect Road Pond and Route Study from SR 52 Extension to SR 52 - *Pasco County, FL*
- FDOT District 1, I-75/Bee Ridge Road DDI and Continuous-Flow Intersection (CFI) - *Sarasota County, FL*
- FDOT District 7, I-4/I-275 Downtown Interchange PD&E Study - *Hillsborough County, FL*
- FDOT District 7, I-75 PD&E Study from MLK to Bearss - *Hillsborough County, FL*
- FDOT District 6, 87th and Okeechobee PD&E Re-Evaluation - *Miami-Dade County, FL*



## Michael Schmedt, GISP

### Data Analytics & Tools

Drawing on nearly 20 years of industry experience, Michael serves as HDR's Transportation Geospatial Cross-Sector Services Director providing innovative geospatial solutions for a wide variety of projects and clients. Michael utilizes his strong technical expertise on the development of data driven decision support systems, data management, analysis and visualization, transportation planning studies, travel demand modeling and environmental impact assessments. He is a GISCI certified GIS Professional and serves as board member on the Central Florida GIS (CFGIS) Workshop.

#### EDUCATION

Masters of Science in Geography, University of Cologne, Germany, 2002

Bachelor of Science, Geography, University of Cologne, Germany, 1998

#### REGISTRATIONS

Certified Geographic Information Systems (GIS) Professional (GISP)

#### PROFESSIONAL MEMBERSHIP

Central Florida GIS (CFGIS) Workshop Board Member

#### RELEVANT EXPERIENCE

- Orange County, FL, ADA Compliance for the Transportation Networks in the Public ROW
- Orange County, FL, Transit Stop ADA Assessment Study
- Greater Orlando Aviation Authority, Regulatory Sign Inventory
- FDOT Central Office, Florida Red Map Book
- FDOT Central Office – NETJOIN: An Automated Network Integration Tool
- FDOT Districts 4 & 6, Seven50 Travel Demand Model Update
- FDOT Central Office – Rail Highway Crossing Inventory
- FDOT District 5, TransPort: An Interactive Planning Transit Tool
- FDOT District 3, Critical Habitat Hot-Spots Mapping
- FDOT District 5, 2050 Highway Capacity Analysis
- FDOT District 5, Systems Operational Analysis Report (SOAR) Improvements Inventory
- FDOT District 5, Strategic Intermodal System (SIS) Highway Connector Assessment
- Lake-Sumter MPO Safe Routes to School, Phases 2 and 3, *Lake and Sumter Counties, FL*
- Kissimmee & Okeechobee Spatial Data Integration and Migration (KOSDIM), South Florida Water Management District, *West Palm Beach, FL*
- Solid Waste System Study, *City of Hialeah, FL*
- Transfer Station Siting and Engineering Study, *City of North Port, FL*
- Northwest Solid Waste Transfer Station, Orange County Government, *Orange County, FL*
- Project RENEW, Orlando Utilities Commission (2010), *Orlando, FL*
- Dakota, Minnesota, and Eastern (DM&E) Railroad, *Boston, MA*
- FDOT District 2, Interactive GIS Mapping System for Railroad Crossings
- Hurricane Monitoring & Debris Clean Up, *Miami, FL*
- Tupelo Railroad Relocation Planning & Environment Study – Phase I Feasibility Analysis
- SCAT North-South BRT Alternatives Analysis, *Sarasota County Area Transit, FL*
- Environmental Resource Permit (ERP) Application, Prime 1 Orlando Outlet Master Plan (Phase 2 Construction) Prime Retail, *Orlando, FL*
- Northwest Florida Transportation Corridor Authority, US 98 Master Plan
- Bloomington-Normal Urbanized Area Travel Demand Model Conversion and Update



## Jessica Smith, AICP

### Land Use & Redevelopment

Jessica is a Senior Transportation Planner with over 10 years of private and public experience. She has extensive policy and network planning experience with state DOTs, regional planning organizations, and local municipalities. Prior to joining HDR, Jessica worked as Chief of Planning for the Matanuska-Susitna Borough based in Palmer, Alaska, where she was the transportation policy liaison for Alaska's second largest and fastest growing population and over a jurisdiction of over 25,000 square miles and \$55 million annually in State Transportation Improvement Program investment.

#### EDUCATION

M.S., Civil Engineering, North Carolina State University, 2012

B.S., Civil Engineering, University of North Carolina at Charlotte, 2008

#### REGISTRATION

American Institute of Certified Planners

#### OFFICE LOCATION

Orlando, FL

#### RELEVANT EXPERIENCE

- Emerald Coast Regional Council, 2045 Bay County TPO Long Range Transportation Plan, *Bay County, FL*
- Emerald Coast Regional Council, Florida-Alabama TPO Long Range Transportation Plan, *Pensacola, FL*
- Emerald Coast Regional Council, Regional Rural Transportation Plan, *Pensacola, FL*
- Emerald Coast Regional Council, General Planning Contract, *Pensacola, FL*
- MetroPlan Orlando, 2045 Metropolitan Transportation Plan (MTP), *Pensacola, FL*
- Orange County, Complete Streets Policy and Implementation Plan, *Orange County, FL*
- Orange County, Capital Improvement Program Assessment & Fiscal Plan, *Orange County, FL*
- Broward MPO, General Planning Consultant, *Broward County, FL*
- Broward MPO, Speak Up Broward Phase 2, *Broward County, FL*
- Anchorage Metropolitan Area Transportation Solutions (AMATS), Anchorage Bike Plan Implementation\*, *Anchorage, AK*
- Anchorage Metropolitan Area Transportation Solutions (AMATS), Anchorage Pedestrian Plan Implementation\*, *Anchorage, AK*
- Municipality of Anchorage (MOA), Downtown Trails Connection \*, *Anchorage, AK*
- Municipality of Anchorage (MOA), Duben Avenue Upgrades\*, *Anchorage, AK*
- Municipality of Anchorage (MOA), 10th Avenue Bike Boulevard\*, *Anchorage, AK*
- Municipality of Anchorage (MOA), Golden View Drive Reconstruction \*, *Anchorage, AK*
- Municipality of Anchorage (MOA), Senate District G & M Pavement Rehabilitation\*, *Anchorage, AK*
- Municipality of Anchorage (MOA), Baxter Road Pavement Rehabilitation and Water Improvements\*, *Anchorage, AK*
- Alaska Department of Transportation & Public Facilities (ADOT&PF), Parks Highway/Talkeetna Spur Road Pedestrian Improvements \*, *Talkeetna, AK*
- Alaska Department of Transportation & Public Facilities (ADOT&PF), Knik Goose Bay Road Reconstruction\*, *Wasilla AK*



## Mark Suarez, PE

### Mobility Planning

Mark has extensive experience in transportation design from conceptual to final construction plans. He has successfully completed a wide variety of projects from developing alternative alignments, typical section packages and pavement designs to roadway plan and profiles, cross sections, traffic control plans, stormwater design and cost estimation. Mark is proficient in the use of the latest Corridor Modeling software and techniques to deliver a fully 3D design submittal.

#### EDUCATION

BS, Civil Engineering, University of Central Florida, 2009

#### REGISTRATIONS

Professional Engineer, Florida

#### OFFICE LOCATION

Orlando, FL

#### RELEVANT EXPERIENCE

- City of Orlando, Church Street Streetscape Improvements, *Orlando, FL*
- City of Orlando, Livingston Street Extension, *Orlando, FL*
- City of Orlando, Downtown Connector Trail, *Orlando, FL*
- Osceola County, Trail Network Review and Neptune Road Trail Concept Study (2018), *Osceola County, FL*
- FDOT District 5, South Pomegranate Ave. Extension, *Sanford, FL*
- Orange County Planning Department, Orlando/Orange County International Drive Feasibility and Technology Assessment / I-Drive Transit Study, *Orlando, FL*
- City of Orlando, Bicycle Beltway Downtown Gap, *Orlando, FL*
- FDOT District 4, Park and Ride Master Plan Support (2019), *Fort Lauderdale, FL*
- MetroPlan Orlando Silver Star Road (2019), *Orlando, FL*
- Lake Sumter MPO (2018), *Orlando, FL*
- MetroPlan Orlando, Edgewater Drive Concept (2018), *Orlando, FL*
- City of West Palm Beach, Northwest Cultural Trail
- FDOT District 5, North Lake Trail Corridor Study
- Orange County Planning Department, UCF Research Parkway Study, *Orlando, FL*



## Sherri Swanson, PWS, GTA, ENV PV, STP

### Resiliency & Climate Action Planning

Ms. Swanson has enjoyed a diverse career in science involving positions within local and federal governments, the private sector, a not-for-profit, and an international water entity. She has spent her career working with engineers to provide environmentally-sound, sustainable, and resilient solutions for infrastructure projects. Sherri regularly leads environmental studies and manages projects involving wetland mitigation, habitat restoration, wildlife surveys, and climate science. She holds a solid understanding of local, state and federal regulatory procedures, has experience with agency negotiations, and facilitates public workshops with diverse interest groups.

#### EDUCATION

Master of Arts, Sustainable Development, University of South Florida, 2014

Bachelor of Science, Other Physical Sciences, University of Arkansas-Fayetteville, 2000

#### REGISTRATIONS

ISI Envision Sustainability Professional ▪ United States National Registration. Issued: 04/08/2014, Expires: 04/08/2019

Professional Wetland Scientist ▪ United States National Registration, No. 2049 Issued: 09/07/2010, Expires: 09/07/2020

Gopher Tortoise Agent ▪ Florida, United States, No. GTA-09-00207 Issued: 07/15/2009, Expires: 07/15/2019

Greenroads Sustainable Transportation Professional (STP)

#### PROFESSIONAL MEMBERSHIPS

Sarasota Bay Estuary Program Citizens Advisory Committee Member

Sarasota Bay Estuary Program Technical Advisory Committee

Florida Association of Environmental Professionals

#### OFFICE LOCATION

Sarasota, FL

#### RELEVANT EXPERIENCE

- City of Sarasota Infrastructure Vulnerability Study and Climate Adaptation Plan - *Sarasota, FL*
- Low Impact Development Water Quality Project, Anna Maria, Florida. (SWFWMD Surface Water Improvement and Management Program).
- Coral Mitigation Assessment for the CVN Pier Construction - Mangrove Assessment - *Apra Harbor Naval Base, Guam*
- Coronal Development Services. Critical Environmental Issues Analyses for Solar Siting Projects - *Alachua and Gilchrist Counties, FL*
- Sarasota Stormwater Infrastructure Management Rehabilitation Program - Canal Stabilization Alternatives Report, Sarasota, Florida.
- Curry Creek Preserve Amenities Permits, Design and Construction - *Venice, FL*
- Curry Creek Regional Off-site Mitigation Area (ROMA) - *Venice, FL*
- Fox Creek ROMA, Sarasota County, Florida.
- Indian River Lagoon Coastal Armoring Research and Field Study, Saint Lucie County.
- Lee County Buckingham Trails Preserve Site Improvements, Lee County, Florida.
- Mid-Bay Bridge Authority, Bridge Connector, Eglin AFB, Florida.
- Myakka River Deer Prairie Creek Preserve Restoration, Southwest Florida Water Management District, Sarasota, Florida.
- Myakka River Regional Off-site Mitigation Area (ROMA), Sarasota County, Florida.
- National Ecological Observatory Network (NEON) Florida Grasshopper Sparrow Survey and Reporting, Kissimmee, Florida.
- Peace River Regional Water Supply Authority - Wind and Solar Energy Opportunities and Critical Ecological Issues Analysis, Desoto County, Florida.
- Peace River Regional Water Supply Authority - Pipeline Mapping.
- Pithlachascotee River Flow Regime Study, Pasco County, Florida.
- FDOT Central Office. I-4 Design-Build Envision Assessment - *Orlando, FL*
- Florida DOT District 1. Federal Endangered Species Biological Assessments (ESBA), *South Florida*
- Florida DOT District 7. S.R. 60/Courtney Campbell Causeway Multi-use Trail Seagrass Survey, Tampa, Florida.
- Florida DOT District 7. Wildlife Surveys - Kettering Road Borrow Site, Hernando County, Florida.



## 03 S.B.Friedman Qualifications

The following pages provide background information on S.B. Friedman, HDR's subconsultant focused on housing planning and policy. Included is an introduction to their practice, relevant project experience, and resumes of key staff.

# FIRM OVERVIEW

SB Friedman Development Advisors (SB Friedman) assists in the planning and implementation of complex real estate development projects. Founded in 1990, the firm works closely with its clients to evaluate development potential and financial and business impacts; project market and financial feasibility; identify innovative public-private development solutions; and prepare implementable development strategies. SB Friedman has been recognized as one of the few consulting companies that truly understand both the public and the private perspectives on development issues.

SB Friedman understands that a successful development project must have the support of the community in which it will be built. Our staff has substantial experience working to create plans and projects that resonate with the public.

Our expertise has been applied to a wide variety of development situations, including:

- » Downtown Revitalization
- » Transit-Oriented Development
- » Office, Research Park & Industrial Projects
- » Retail Projects
- » Institutional Projects
- » Residential Development
- » Airport Collateral Land Development
- » Marina and Waterfront Development
- » Mixed-Use Developments
- » Community Facilities

## Why SB Friedman?

The firm has extensive experience in bringing together economics and planning to provide action-oriented development advice. Drawing on planning training, basic conceptual issues can be addressed and then supplemented by teams that include physical planning professionals such as site planners, urban designers, landscape architects, architects and engineers. Among the key advantages of the firm are the following:

### DEVELOPMENT CONSULTING IS OUR BUSINESS

We provide objective, independent advice in the field of real estate development, specializing in the business aspects of development, including public-private partnerships.

### WE UNDERSTAND BOTH THE PUBLIC AND PRIVATE PERSPECTIVES

We have worked for both private developers and public agencies. We analyze economic feasibility of developments from the private sector perspective and understand public sector concerns with benefits, level of assistance and fiscal impacts.

### EXTENSIVE EXPERIENCE AS A DEVELOPMENT ADVISOR

Our firm has worked on behalf of municipalities, counties, private developers, non-profits and many others. We have provided strategic and tactical advice in cities as large as Chicago and as small as Scales Mound, Illinois. While every problem, like every town and piece of real estate, is unique, we have a great breadth and depth of experience from which to draw when working to solve your problem or help you plan for the future.

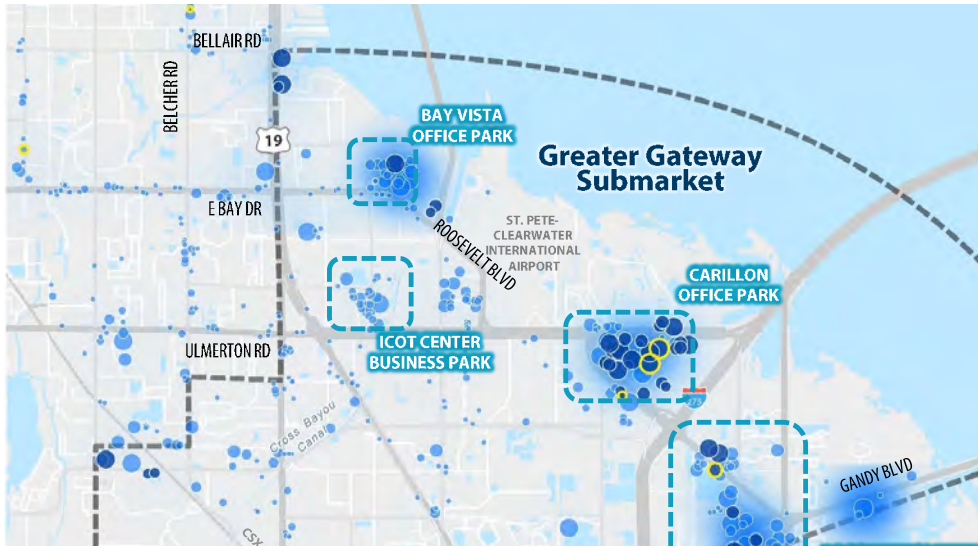
### IN-DEPTH EXPERIENCE IN PUBLIC-PRIVATE DEVELOPMENT FINANCE

SB Friedman Development Advisors has served as analyst and advisor for \$4.6 billion of public funds that were part of \$27.0 billion in development projects over the past 12 years. We have extensive experience with a wide range of public finance tools including tax increment financing, New Markets Tax Credits, special district financing, Low Income Housing Tax Credits, value capture, infrastructure financing, and other elements of the layered capital stack typical of many projects. Reflecting our role, SB Friedman Development Advisors is registered with the Municipal Securities Rulemaking Board as a Municipal Advisor.

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## PINELLAS GATEWAY / MID-COUNTY AREA MASTER PLAN

### FORWARD PINELLAS



SB Friedman is providing real estate market analysis and economic development and land use strategy services as a part of a larger master planning team for the Gateway Master Plan in Pinellas County.

The Gateway is an approximately 30-square mile area under four local government jurisdictions, including the cities of Largo, St. Petersburg, Pinellas Park and Pinellas County. This area is the primary economic engine of Pinellas County and comprises a mixture of Class-A corporate office space, industrial, retail and residential uses. The area is largely built out which complicates growth. Further, it suffers from the challenges of a disconnected automobile centric development pattern.

SB Friedman is working as a part of a multi-disciplinary team led by WRT to develop a Master Plan that creates a vision, addresses the challenges, and provides strategies to enhance the study area in the future. A Steering Committee, made up of City staff, key stakeholders and economic development professionals, is providing ongoing input and guidance at key decision points in the project, including identifying challenges and opportunities and selecting priority sites.

SB Friedman utilized a customized market analysis approach to project development potential for retail, office, industrial and hospitality uses. These market findings have informed targeted redevelopment strategies for key areas within the study area.

One priority subarea was the Carillon Office Park, a suburban Class-A office park anchored by multiple Fortune 500 companies. Our plan sought to leverage future transit enhancements and a multi-modal transit hub to transform the existing surface parking lots and underutilized land and catalyze additional mixed-use development.

**Results:** This project is ongoing. SB Friedman presented findings from the market analysis to the Stakeholder Management Team in July 2018. We are targeting plan finalization in early 2020.

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## US 19 LAND USE AND ECONOMIC ANALYSIS

### PINELLAS COUNTY, FLORIDA

SB Friedman provided real estate market analysis and guidance for a transportation and land use strategy related to the proposed US 19 Corridor roadway improvements in Pinellas County.

The Florida Department of Transportation (FDOT), Forward Pinellas (the metropolitan planning organization), and Pinellas County have long-range plans to improve transportation operations in the US 19 Corridor. To better understand how transportation improvements would impact various stretches of the US 19 Corridor, Pinellas County and Forward Pinellas engaged HDR and SB Friedman to prepare a land use and planning analysis. It includes Phase I in Palm Harbor (analysis initiated by WTL+A); Phase II in Largo; and Phase III in Tarpon Springs.

While the US 19 Corridor was developed as a conventional suburban auto-oriented thoroughfare, the character and market potential varies. For each phase, SB Friedman utilized a customized market analysis approach to evaluate the development impacts of planned transportation improvements that will limit access in order to improve mobility, by:

- » Conducting interviews and engaging with key stakeholders;
- » Investigating existing demographic, employment, and market conditions in the corridor;
- » Preparing top-down demand forecasts of the market potential for office, hotel, residential and retail uses; and
- » Providing a framework for a targeted redevelopment strategy in the future.

**Results:** The information gathered in the corridor studies will inform the need for potential future action plans related to transportation, land use, economic and/or community-identified issues and opportunities. We presented our analysis for Phase I (Palm Harbor) in 2017, and Phases II and III (Largo and Tarpon Springs) in 2018.

## WORKFORCE HOUSING MARKET ASSESSMENT

### PINELLAS COUNTY, FLORIDA

SB Friedman was engaged by Pinellas County, Florida, to assess the availability of housing at various price points affordable to the local workforce. The analysis informed policy direction regarding the use of Penny for Pinellas sales tax revenues to support economic and workforce housing development.

Pinellas County is a largely built-out county, with limited sites for new residential development. Given the land constraints, there is concern amongst local stakeholders regarding the availability of housing for low- to moderate-income households and employees moving to the County to work within target employment sectors.

SB Friedman was engaged to assess the local housing market and to assist in preparing a policy framework focused on increasing the supply of workforce housing. Our work included:

- » Evaluating housing supply by typology and tenure;
- » Assessing land availability for residential development, both in the County and in adjacent counties;
- » Analyzing the supply of low-to-moderate income housing, defined as households earning 60-80% of area median income (AMI);
- » Analyzing the supply of housing available to households earning 120% of AMI;
- » Assessing availability of new construction and outlining redevelopment challenges; and
- » Assisting in preparing policy guidelines focused on increasing workforce housing in the County.

**Results:** Our market findings were presented to the County in April 2019. Our analysis informed the housing component of the policy guidelines for Penny for Pinellas IV, which were adopted December 10, 2019.

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## AIRPORT-ADJACENT CORRIDOR MARKET ASSESMENT

### CITY OF ZEPHYRHILLS, FLORIDA

SB Friedman conducted a market assessment as part of a corridor master planning process, led by Vrana Consulting, for the City of Zephyrhills. Our assessment will be used to inform near- to long-term market potential in the corridor for several industrial and other commercial land uses.

The City of Zephyrhills received a community planning technical assistance grant from the state of Florida to help foster a vibrant, healthy community focused on growing the City's employment base. With the grant, the City engaged our team to assess market potential for industrial, office and retail land uses within a corridor adjacent to the City's municipal airport. We performed the following steps to provide a thorough assessment of the market potential for each land use:

- » Spatially analyzed historical and recent patterns of new industrial, office and retail development within the region;
- » Assessed the corridor's position in the competitive market for these land uses;
- » Reviewed industrial, office and retail competitive supply and market data;
- » Researched overall trends in industrial, office and retail typologies and how those trends could fit within the corridor; and
- » Projected near- to long-term development scenarios for industrial, office and retail development.

**Results:** SB Friedman delivered the results of our assessment to the City in March 2019. The corridor master planning process was completed in 2019.

## DOWNTOWN CIRCULATOR TOD PLANNING STUDY

### CITY OF ROCHESTER, MINNESOTA

SB Friedman is working as part of a consulting team led by Skidmore, Owings & Merrill (SOM) to conduct a transit-oriented development (TOD) planning study along a proposed four-mile bus rapid transit (BRT) line in downtown Rochester. Our role includes conducting a market assessment and projecting the impact of the BRT line on real estate development potential.

The City of Rochester was awarded a Federal Transit Administration (FTA) grant under the Pilot Program for TOD Planning to conduct a comprehensive analysis of transit-supportive land use and economic development opportunities related to the proposed BRT line. The Mayo Clinic is the City's largest employer and a dominant institutional anchor in the region. As the Mayo Clinic continues to expand, the City is aiming to provide strategic direction to guide future development in the downtown area, as envisioned in the Destination Medical Center (DMC) initiative. The BRT is viewed by the City as an integral step in advancing the goals and objectives of the DMC initiative.

SB Friedman is conducting a market assessment to project office, retail and hotel development in the region and the BRT study area. To date, we have engaged with local developers and institutional drivers such as the Mayo Clinic to understand the current development climate, researched emerging innovation clusters in biotechnology, and analyzed the impacts of population, employment and visitation growth to identify real estate development opportunities. Our analysis considers the impact that a high-quality BRT system can have on the value, pace and density of development.

**Results:** SB Friedman has completed an existing market conditions report and is in the process of completing demand projections. Next steps include conducting a financial feasibility analysis for office and retail development within the BRT corridor.

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## EQUITABLE GROWTH THROUGH TOD PLAN

### CITY OF MILWAUKEE DEPARTMENT OF ECONOMIC DEVELOPMENT



As part of a larger planning effort led by SOM, SB Friedman evaluated the economic feasibility of redevelopment in two neighborhoods next to downtown Milwaukee, and prepared development strategies that would maintain affordability for existing residents and businesses.

The City of Milwaukee undertook a major planning effort focused on extending the City's streetcar line into two downtown-adjacent neighborhoods: Bronzeville and Walkers Point. These neighborhoods have been historically immigrant and African-American communities that have not benefited from the development momentum that is occurring in the central business district. The goal of the City was to leverage the streetcar extension in a manner that connects existing residents to economic opportunities in the downtown area, as well as encourage redevelopment in the neighborhood without displacing existing residents and businesses.

Our work included:

- » Defining development programs for key catalytic sites;
- » Evaluating the economic feasibility of development under various land use, affordability and financing scenarios;
- » Outlining strategies to catalyze redevelopment and reduce cost burdens associated with redevelopment; and
- » Identifying funding and financing mechanisms to support transit-oriented development and transit improvements.

**Results:** The Equitable Growth Through Transit Oriented Development Plan was adopted by the Milwaukee City Council in October 2018. The City is currently exploring the availability of financing sources for the two streetcar extensions and is incorporating the plan's recommendations into its overall planning and development initiatives. This project won a Planning Excellence for Economic Development Award from APA-Wisconsin in October 2019. To view the final plan, please visit the City's [website](#).



## GEOFFREY DICKINSON, AICP

### SENIOR VICE PRESIDENT

Geoff is a real estate and economic development advisor with expertise in market analysis and development strategy, public-private development finance, financial gap analysis, and special district establishment. Geoff provides market-based development strategies to public, private and institutional clients that are implementable. His experience includes conducting a customized market analysis to account for the significant development potential to be generated by a planned light rail line in Hennepin County, Minnesota, and leading a market analysis along the US 19 commercial corridor in Pinellas County, Florida. Geoff is a Series-50 Qualified Municipal Advisor Representative.

### EDUCATION

Master of Urban Planning, University of Michigan, 2004

Bachelor of Arts Degree in History, Northwestern University, 1993

### PROFESSIONAL/CIVIC ORGANIZATIONS

American Planning Association (APA) / American Institute of Certified Planners (AICP)

Illinois Tax Increment Association (ITIA) (Board Member)

Lambda Alpha International- Ely Chapter (Board Member)

Amita Health SMECM Community Leadership Board

### SELECT PUBLICATIONS

2017, "Constructing Effective Public-Private Partnerships" (with L. Dorn), American Planning Association PAS Memo

2016, "Reviewing a Deal: Finding the Right Size and Structure" (with L. Dorn), ILCMA Newsletter

2014, "(Re-)Development Strategy: The Bridge from Goals to Implementation" (with S. Friedman and F. Lefor Rood), ILCMA Newsletter

2013, "What's Next?" (with S. Friedman), ILCMA Newsletter

### SELECT PRESENTATIONS

"TIF Legal & Procedural Nuts & Bolts" (CDFA TIF Webcourse, 2019)

"Public-Private Partnerships and Economic Development Tools" (Chicago Bar Association, 2018)

"Beyond TIF: Economic Development Tools and Strategies" (ILCMA Metro Luncheon, 2017)

"Economic Development Despite the State of Illinois" (ILCMA Winter Conference, 2017)

"Reinventing Resource-Rich Midwestern Cities" (APA National Conference, 2016)

SB FRIEDMAN DEVELOPMENT ADVISORS

### PROJECT EXPERIENCE

#### Land Use Plan for Planned Bottineau LRT Line • Hennepin County, MN

Led a customized market analysis to account for the significant development potential to be generated by a planned light rail line in suburban Minneapolis

#### Transit-Supportive Development Suitability Assessment • Pinellas County, FL

Assessed and identified priority transit corridors suitable for transit-supportive development that provide better opportunities to support ridership and facilitate economic development for underserved areas by linking affordable housing, employment and workforce training opportunities

#### Penny IV: Affordable Housing & Economic Development Program Policy Guidelines • Pinellas County, FL

Conducted market analyses to inform and create policy regarding the use of Penny IV funds for affordable housing and economic development; utilized a customized market analysis approach to estimate development potential, identify prototypical development typologies, and identify barriers to office and industrial development; crafted policy to strategically invest in capital projects to ameliorate barriers to development

#### Pinellas County Workforce Housing Market Assessment • Pinellas County, FL

Assessed workforce and affordable housing availability in Pinellas County and nearby counties to help inform policy direction regarding the use of Penny for Pinellas funding in support of affordable housing; assessment considered the typology, spatial distribution, quantity and characteristics of available housing at 60% AMI, 80% AMI and 120% AMI

#### Cumberland Station Area TOD Study • Des Plaines, IL

Prepared a transit-oriented development study for the Cumberland Metra station area; developed a detailed implementation strategy including key projects, action steps and potential funding sources; goals included fostering improvements to the station area, attracting/retaining businesses, enhancing transit access, and increasing ridership

#### TOD Triangle Developer Selection & Negotiation Support • Orland Park, IL

Assisted the Village in evaluating and selecting a developer for parcels within its TOD Downtown Triangle area; also supported negotiation efforts with the developer

#### TOD Infill Project Requests for Municipal Financial Assistance Support • Elmhurst, IL

Supported two separate developer requests for municipal financial assistance to make two commuter rail-adjacent rental apartment buildings financially feasible; public funds were required to support extraordinary infrastructure, environmental remediation and other project costs

#### TOD Strategy & New Urbanist Master Plan • Tinley Park, IL

Evaluated commuter rail transit-oriented development potential as part of a new urbanist master planning effort for the former 280-acre Tinley Park Mental Health Center Campus; assessment included evaluation of market potential by land use, preliminary development phasing, and value capture strategies to support anticipated public sector infrastructure expenditures



## CAITLIN JOHNSON, AICP

### PROJECT MANAGER

Caitlin specializes in urban economics, public-private development finance and economic development. She has expertise in market analysis and redevelopment strategy, focusing on the interplay between transportation and land use. Caitlin utilizes a data-driven approach to evaluate development opportunities, guide the use of public funds to support redevelopment and inform land use decisions. Her experience at SB Friedman includes providing market and economic development/land use strategy advice as part of various comprehensive, master and subarea plans.

## EDUCATION

Master of Science in City Design and Social Science, London School of Economics, 2014

Master of Business and Master of Arts in Community Development and Planning, Clark University, 2012

Bachelor of Arts in Economics, Wheaton College (MA), 2010

## PROFESSIONAL/CIVIC ORGANIZATIONS

American Planning Association/American Institute of Certified Planners (AICP)

## SELECT PUBLICATIONS

"Exchange Publics" (with Ibrahim, D., Martin Sainz de los Terreros, J., and M. Morel), Public City, MSc City Design and Social Science Studio Publication 2011-2012 (pp. 114-135). London, UK: The Cities Programme, The London School of Economics and Political Science.

## SELECT PRESENTATIONS

"The Changing Retail Real Estate Landscape" (ITIA Fall Conference, 2018)

"E-Commerce and Vibrant Communities: Planning for Retail and Industrial Development" (Chicago Metro Section, APA IL, June 2018)

"The Red Zone: Right-Sizing Retail for Comprehensive Planning" (Speed Planning Session, APA IL Conference, 2017)

## PREVIOUS EXPERIENCE

Policy and Planning Researcher, Downtown Boston Business Improvement District

Research Consultant, London School of Economics Enterprise (Client: Better Bankside Business Improvement District in London, UK)

## PROJECT EXPERIENCE

### Transit-Supportive Development Suitability Assessment • Pinellas County, FL

Assessed and identified priority transit corridors suitable for transit-supportive development that provide better opportunities to support ridership and facilitate economic development for underserved areas by linking affordable housing, employment and workforce training opportunities

### Penny IV: Affordable Housing & Economic Development Program Policy Guidelines • Pinellas County, FL

Conducted market analyses to inform and create policy regarding the use of Penny IV funds for affordable housing and economic development; utilized a customized market analysis approach to estimate development potential, identify prototypical development typologies, and identify barriers to office and industrial development; crafted policy to strategically invest in capital projects to ameliorate barriers to development

### Pinellas County Workforce Housing Market Assessment • Pinellas County, FL

Assessed workforce and affordable housing availability in Pinellas County and nearby counties to help inform policy direction regarding the use of Penny for Pinellas funding in support of affordable housing; assessment considered the typology, spatial distribution, quantity and characteristics of available housing at 60% AMI, 80% AMI and 120% AMI

### Near West Side & East Garfield Park Neighborhood Development Strategy • Chicago, IL

Conducted a residential market assessment and helped create a strategy to cultivate the development of a balanced housing market in Chicago's Near West Side and East Garfield Park neighborhoods

### Land Use & Economic Analysis for the US 19 Corridor • Pinellas County, FL

Assessed the impact of transformative transportation improvements along specific stretches of the US 19 corridor and provided real estate market analysis for commercial, office, hotel and multifamily land uses as part of a transportation and land use strategy related to the US 19 Corridor roadway improvements in Pinellas County

### Pinellas County Gateway Master Plan • Pinellas County, FL

Provided real estate market analysis and economic development and land use strategy as part of a larger master planning team for the Gateway Master Plan in Pinellas County; study identified available public assistance tools and opportunities for public-private partnerships to facilitate development

### SOM Rochester Downtown Circulator TOD Planning • Rochester, MN

Evaluated transit-oriented development potential as part of a Downtown Circulator planning effort; assessment included evaluation of market potential by land use and considered the multiplier impact that a high-quality BRT system can have on the value, pace and density of development.

### 17th and Madison Financial Deal Review • Kansas City, MO

Reviewed a financial request to evaluate the appropriate level and structure of public financial assistance on behalf of the Economic Development Corporation of Kansas City