



**CITY OF BELLE ISLE, FLORIDA
CITY COUNCIL AGENDA ITEM COVER SHEET**

Meeting Date: April 3, 2018

To: Honorable Mayor and City Council Members

From: B. Francis, City Manager

Subject: Proposal for City-Wide Traffic Study (Traffic Management Plan)

Background: The City Council directed the City Manager draft a Request for Proposals for a City-wide traffic study (Traffic Management Plan). The City sent out RFP documents to 7 firms, but received only one proposal. The City manager reviewed the proposal and it is in order.

Staff Recommendation: Approve the proposal with Nelson Nygaard Consulting

Suggested Motion: I move that we approve the Proposal of Nelson Nygaard Consulting for the Transportation Master Plan in the amount of \$74,740.

Alternatives: Do not approve

Fiscal Impact: Estimate is \$75,000

Attachments: Proposal

PROPOSAL PREPARED FOR THE CITY OF BELLE ISLE, FLORIDA

Transportation Master Plan

March 21, 2018



Submitted by:
Nelson\Nygaard Consulting Associates, Inc.

In association with:
Canin Associates



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March 19, 2018

Bob Francis
City Manager
City of Belle Isle
1600 Nela Ave.
Belle Isle, FL 32809

RE: City of Belle Isle - Transportation Master Plan

Dear Mr. Francis,

On behalf of Nelson\Nygaard Consulting Associates, Inc., I am pleased to submit this proposal to the City of Belle Isle (the city) to develop a Transportation Master Plan. We are excited about the possibility of working with the city and are committed to the project's success.

Nelson\Nygaard is an industry leader in people-first planning for all modes of transportation. We design balanced transportation systems that serve the needs of the entire community and all the ways people travel - walking, biking, riding transit, and driving. Our experience includes designing and planning for complete streets, downtown and regional mobility, transit and paratransit service, station areas, transit-oriented development, and emerging mobility options.

Our approach is to meld our national experience with local vision. To help communities make informed decisions, we listen to all types of travelers as well as local leaders, and in response develop complete transportation networks, coordinate transportation and land use, manage travel demand, and identify the true costs of travel options. By giving people transportation choices, we help communities achieve their larger goals for economic vitality, healthy living, and improved quality of life.

We have considered the needs of the city and have assembled a team that combines national expertise with local knowledge and experience. Nelson\Nygaard has led similar plans for cities throughout the country, including Johns Creek, GA; Atlanta, GA; Newton, MA; Asheville, NC; Louisville, KY; Madison, WI; Seattle, WA; and many others. Our team will be led by **Chris Forinash as Principal-in-Charge** and **Jim Watson, AICP, PTP, as Project Manager**. Chris is an expert in sustainable transportation and smart growth, helping to create great places where people love to live, work, and play. Jim has over a decade's worth of experience focused on providing context-sensitive solutions to transportation and parking planning issues. Our team is joined by our local, Orange County-based partner, **Canin Associates**, an interdisciplinary firm of idea-based and forward thinking professionals to provide public and stakeholder engagement and planning support services. Canin Associates' office is located in the heart of downtown Orlando and they offer significant insight on community activity and culture as well as significant value added skills and expertise for this planning effort. We believe that our combined experience is a good fit for the City of Belle Isle.

We hope you will recognize the strengths of our proposal, staff capabilities, and firm experience as indications of our capacity to carry out this project. We submit our proposal in accordance with the terms and conditions outlined in the Request for Proposal (RFP), and our offer will remain in effect for at least thirty (30) days from the date of submittal, March 21, 2018.

If we can provide any additional information about our firm or this proposal, please do not hesitate to contact Jim Watson at jwatson@nelsonnygaard.com or 212-405-2538 or me at pjewel@nelsonnygaard.com or 415-284-1544. I am authorized to negotiate with the city in connection with this effort.

Sincerely,

A handwritten signature in black ink that reads "Paul Jewel". The signature is written in a cursive, flowing style.

Paul Jewel
Managing Director

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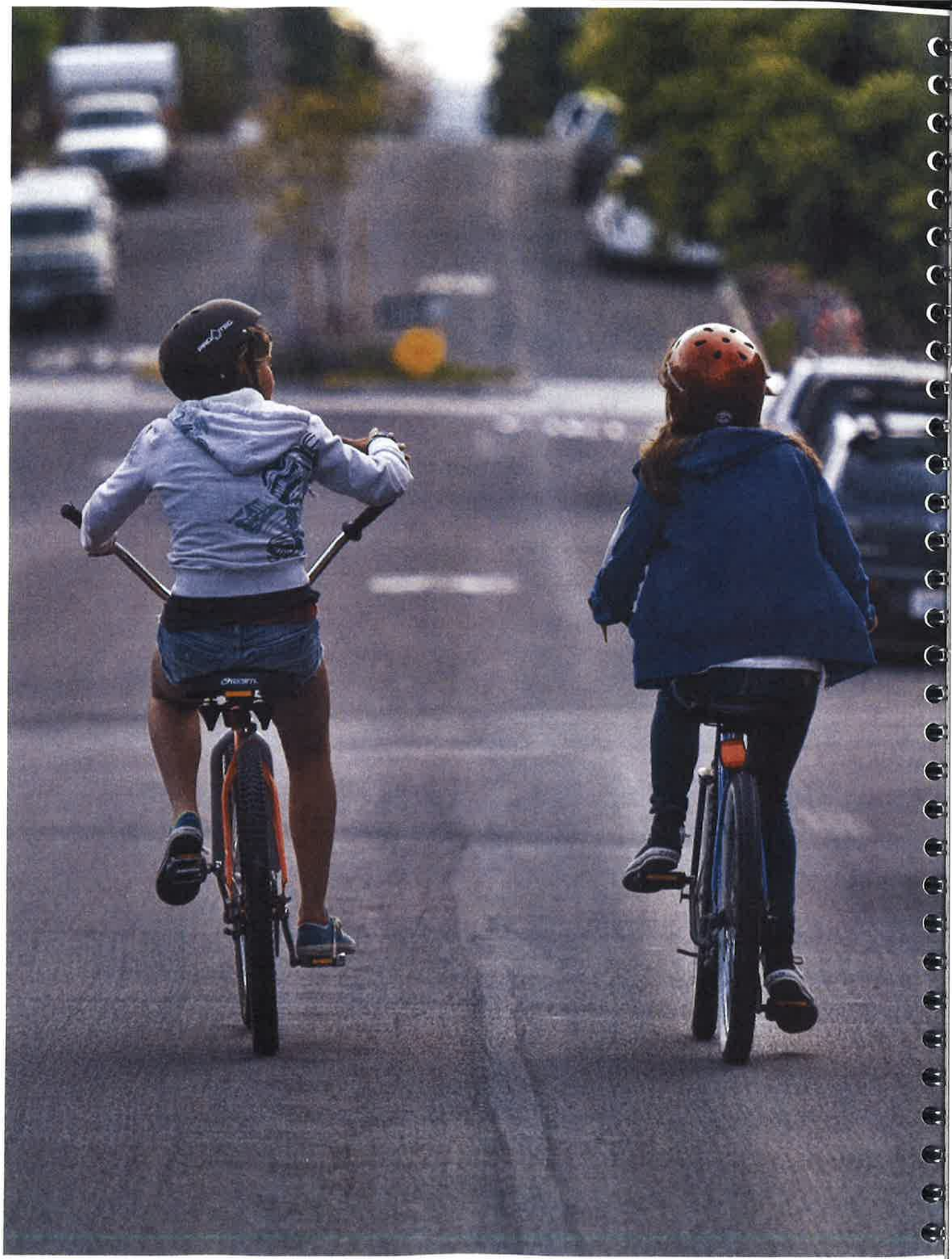
Appendices

Appendix A: Full Resumes

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1

Firm Overview and Capabilities



FIRM OVERVIEW AND CAPABILITIES

Nelson\Nygaard Consulting Associates, Inc.

Nelson\Nygaard Consulting Associates, Inc. is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a 135-person, full-service transportation firm with offices across the United States.

In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but doesn't dictate local solutions. Built on consensus and a multimodal approach, our plans are renowned as practical and implementable.

Nelson\Nygaard Specialties



Active Transportation and Safety: *Making places better for people to walk, bike, and gather* Specializing in network planning, facility design, bike share, safe routes to school and transit, and road safety plans



Paratransit and Community Transportation: *Achieving service/cost performance and ADA compliance for demand-responsive services* Specializing in human services coordination, paratransit and rural transportation plans, mobility manager training, and accessibility evaluations



Campus Mobility: *Improving mobility choices at university, corporate, and medical workplaces* Specializing in commute and trip re-education, employee and student incentives, and financial analyses for universities, tech companies, and hospitals



Parking and Demand Management: *Creating livable places with better management of parking supply and demand* Specializing in regulations, pricing strategies, shared parking, governance, technology, and travel demand management



Emerging Mobility: *Collaborating on solutions for people in a new era of mobility* Specializing in public-private partnerships for transit and paratransit, first-mile/last-mile access, ride-hailing and taxi regulations, shared mobility, and curbside management



Streets and Cities: *Balancing the mobility needs of everyone to create thriving places* Specializing in complete streets, downtown and regional mobility, transit-oriented development, transportation demand management, and healthy communities



Engineering Design and Development: *Analyzing movement to improve connectivity and reduce environmental impacts* Specializing in street design, site planning, modal performance, traffic impact analysis, environmental evaluation, land use, vehicle miles traveled estimation



Transit: *Designing and developing great transit services for people* Specializing in feasibility and fare studies, corridor studies, new services and facilities, and redesign services for bus rapid transit, streetcar, rail, bus, and ferry



Mobility Management: *Coordinating and enhancing an individual's access to more mobility options* Specializing in one-call/one-click systems, subsidy/voucher programs, travel training services, and accessibility infrastructure databases



Visual Communications and GIS: *Integrating strong visuals into all the work we do, helping to generate excitement and inspire creative thinking* Specializing in spatial analysis, cartography, graphic design, rendering, 3-D modeling, drafting, illustrating, branding, and website design



Active Transportation and Safety Capabilities



Nelson\Nygaard specializes in creating safe, comfortable, and convenient walking and biking networks for people of all ages and abilities.

Our experts understand that planning for walking and biking is vital for healthy, thriving communities. Our experience includes active transportation action and master plans, Safe Routes to School, safety studies, bikeway and walkway concepts, corridor and intersection improvement projects, and bikeshare planning and evaluation. We believe that streets not only get us where we are going, but also let us enjoy where we are now.

We are creative and bold in our approach to plan for walking and bicycling in a wide variety of transportation networks. We utilize level of traffic stress analyses and community values to prioritize and phase investment recommendations.

We demystify the complex matrix of existing policies and guidelines to prioritize investments that make walking and biking intuitive, everyday activities that support larger goals of economic development, greenhouse gas reduction, social equity, and public health.

Whether the task is a citywide plan, a multimodal neighborhood plan, or a specific intersection design, Nelson\Nygaard maximizes the attractiveness and safety of cycling and walking. We develop design requirements, quantify bicycle and pedestrian levels of service and, most importantly, balance the inevitable tradeoffs between non-motorized transportation, automobiles, and other modes.

Master Plans

Working with cities, neighborhoods, and public parks, we identify bike and pedestrian investments that improve public safety and serve larger goals of economic development, social equity, and natural resource preservation.

Traffic Calming and Street Design

Street redesign demands a blend of technical rigor and political sensitivity. Nelson\Nygaard has successfully mediated projects where improvements stalled over competing interests, antiquated regulations, and inaccurate technical information. Using education, consensus building, and phased approaches to implementation, we have moved plans from dissension to adoption and execution.

Pedestrian and Bicycle Plans

We help municipalities understand the complex matrix of changes to existing infrastructure, policies, and design guidelines needed for a functional pedestrian and bike network. We document weak linkages in existing pedestrian networks, prioritize locations for new infrastructure and amenities, and rewrite municipal codes and standards.

Education and Outreach Programs

Nelson\Nygaard has led a broad range of safety education programs including the award-winning Safe Routes to Schools in Marin County, New York City, and Los Angeles. We also conduct intensive workshops that teach city leaders about the core principles of effective pedestrian and bike planning.



Multimodal Design Capabilities

Multimodal transportation planning and traffic engineering requires more than technical expertise. It requires planners and engineers to apply their expertise collaboratively, as part of a larger team that typically includes architects, economists, land use planners, urban designers, and other experts.

Transportation Planning and Traffic Engineering for the Needs of All Modes

Nelson\Nygaard designs transportation systems with an emphasis on context sensitivity. Our goal is the creation of complete streets networks that balance mobility for all users and support broader community goals. We have designed streets, paths, and transportation corridors in big cities, small towns, and overseas emirates.

Our multimodal approach to transportation planning and traffic engineering sets us apart from our peers. This is a result of our history. While most transportation firms began with an emphasis on motor vehicle circulation, and only recently began to offer multimodal services such as bicycle, pedestrian, and transit planning, we are rooted in our history as a firm that emphasizes alternative transportation solutions. It is the core of what we do.



Our multimodal transportation design specialties include:

- Bicycle Facility Selection and Design
- Campus Transportation Planning
- Parking Design
- Pedestrian Planning and Walkway Designs
- Rail & Transit Corridors
- Street Design
- Town Planning
- Transit Centers
- Transit Oriented Development

Complete Streets Capabilities



In our cities and communities we walk, we cycle, we take the bus, we sit, we drive, we park, we stand and chat—all within the public right-of-way. Our streets function as places in the same way parks or plazas do. Hence, any street that contributes to the everyday uses of society must be complete. Complete streets design and planning works to create streets that balance the needs of all users, supporting the community as a whole.

As multimodal transportation planners we understand the tensions between the complete streets model and efficient street operations. Our approach to street design is network-based and considers the fact that a street typology may prioritize certain modes, while still maintaining safe and comfortable environments for pedestrian and cyclists.

Design and Workshops

Nelson\Nygaard staff includes national leaders in complete streets design, who have produced design manuals for cities such as Chicago, San Francisco, and Abu Dhabi; facilitated complete streets workshops for municipalities and state officials; designed leading examples throughout the country; and overseen acclaimed installations from Boston to San Francisco and St. Louis to Tampa. We have developed communication tools to convey the necessity and benefits of complete streets to policymakers, city staff, and the general public. These tools range from pamphlets and presentations to websites and workshops. We understand the primary goal is to convey the importance of complete streets to

local governments and provide a straightforward toolbox for the community to integrate complete streets guidelines and policies.

Policy Development

Nelson\Nygaard develops policies that capture the unique vision of each community, providing a solid foundation that can change the way streets are designed and built. These policies work to formally direct transportation planners and engineers to design and construct balanced streets which safely accommodate all anticipated users, including pedestrians, bicyclists, public transportation users, motorists, and freight vehicles. The complete streets policies we help craft are implementation-oriented, and strengthen or create new partnerships between departments, community organizations, and the public.

Implementation and Institutional Change

Our firm is adept at managing complex project delivery processes and we are committed to working with communities to realize their overall vision and support effective change. We create tools that help implement complete streets policies efficiently and sustainably into existing institutional structures. Ensuring that projects are ultimately constructed as designed, measuring the overall effectiveness, and maintaining user accommodation is critical to the success of the project delivery culture. We are committed to this end because we believe complete streets should be the norm, not the exception.

Public Engagement and Outreach Capabilities



Public engagement and outreach are essential to Nelson\Nygaard's planning process. From traditional public meetings to community workshops, we continually seek fun and interesting ways to gather input and perspective from community members. We typically return to these forums multiple times throughout the project to make sure we are "getting it right" and reflecting the needs of the community.

We work in close collaboration with clients to develop engagement campaigns that educate, engage, and inform. In particular, we focus on identifying appropriate locations and messaging for outreach materials. We are continually changing our approach to public outreach to meet community members where they are. Some of our favorite approaches are below.

Community Workshop

A community workshop represents a major public involvement opportunity to review draft plan components or findings and to share and solicit feedback from the public on draft plans. It could follow or be part of a charrette process, where the meetings for plan reviews—and much of the final production work—take place in a compressed period, sometimes even a few days.

Mobile Workshop

Our preferred format employs interactive maps, guides, and touchpad-based input tools stationed at a simple table with visible pop-up tent, all quickly packed into and out of a van. By being mobile, the team can ensure the outreach campaign receives input from all areas of a

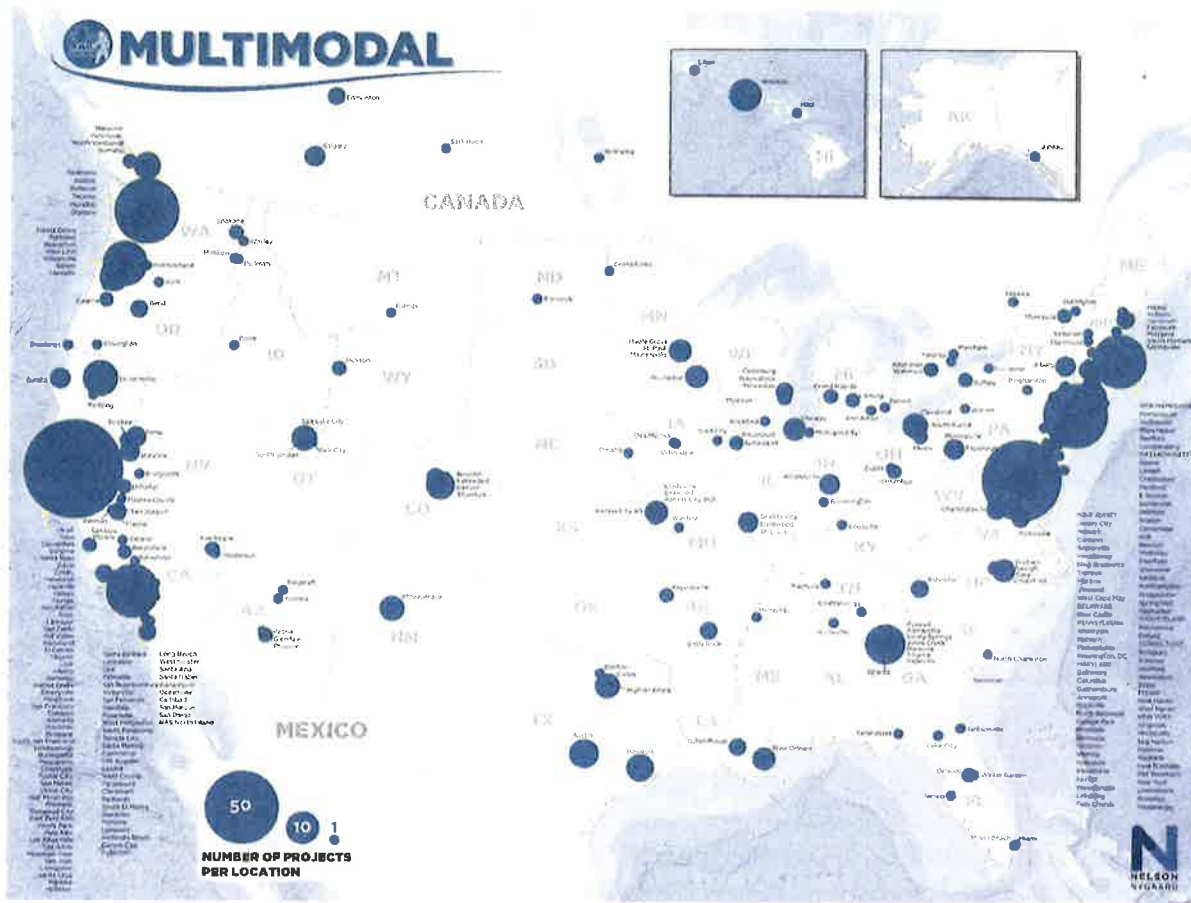
community, including disengaged users. The purpose of focusing on mobile workshops, rather than a static location, is to engage as diverse a population as possible, including diverse geographies.

Website and Social Media

An effective web presence will help fill in the gaps for those who cannot—or who choose not to—attend meetings and provide up-to-date study information while soliciting feedback in between meetings. A project website provides a fast and simple way to keep up to date with the project, with information such as study announcements, updates, contact information, meeting results, and work products. Social media can supplement this by providing frequent updates and linking users to the project website.

Traditional Meetings and Stakeholder Interviews

Sometimes, the most effective way to gather feedback is in a traditional meeting format. We structure and plan meetings to strike a balance between free-flowing conversation and accessing important information. We tailor meeting content to audiences so that materials are comprehensible and thorough.



Nelson\Nygaard's Multimodal Project across the Country

“Nelson\Nygaard specializes in transforming old-guard thinking about auto-based transportation to balanced, multimodal system thinking”

Canin Associates

For over 36 years, **Canin Associates** has been working with governmental entities in Central Florida, assisting with regional visioning, preparation of design guidelines, and land use scenarios.

The firm has worked with over 35 governmental entities in Florida, including Orange County, Brevard County, Hillsborough County, Lee County, Miami-Dade County, Osceola County, Polk County, Seminole County, and Walton County. Additionally, through Canin Associates' not for profit endeavor (Central Florida Sustainable Communities Initiative), they have provided services free of charge to a number of communities and organizations, including the City of Edgewater, the Mount-Plymouth Sorrento Planning Advisory Committee, and the East Central Florida Regional Planning Council.

Canin Associates believes great ideas and great placemaking emerge when connections are made to the regional context, vernacular architecture, and the cultural heritage of a region. Their interdisciplinary firm of idea-based professionals is committed to creating sustainable communities that enrich the quality of life and are wonderful places to live, work, play and grow.

The Canin Associates' approach to urban planning and design is based on an in-depth knowledge of sustainable development techniques, and a thorough understanding of Central Florida's regional market conditions. They understand that urban planning cannot be completed in a vacuum and that there are many stakeholders that must be involved in the process, including the public.

Canin Associates value plans that take into consideration market pressures, the needs of developers, and the public vision; plans that will not sit on a shelf but will be fully implemented due to public enthusiasm and market viability. They believe that municipal planning must be predictable and incentivized in order to attract new development, while remaining flexible enough to meet ever-changing economic conditions. They are strong advocates of placemaking as a way to add value and create timeless solutions for municipalities that are authentic, viable, and economically sustainable.



Tradition, FL



Vision for Colonial Drive, MetroPlan Orlando 2030 LRTP



Solivita, FL



Solivita, FL

RELEVANT EXPERIENCE AND REFERENCES



NEWTON, MA

NEWTON TRANSPORTATION STRATEGY

The City is currently working towards implementation of initial recommendations through its Capital Improvement Plan.

PROJECT DURATION

2015–2017

TOTAL BUDGET

\$146,993

NELSON\NYGAARD BUDGET

\$140,600

FOR MORE INFORMATION

City of Newton
1000 Commonwealth Ave
Newton, MA

CONTACT

James Freas
Deputy Director of
Planning & Development
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jfreas@newtonma.gov

Located seven miles west of downtown Boston, Newton continues to attract new residents due to the ease of its small-town scale, paired with ready connectivity to the resources and opportunities of the greater metropolitan area. Encapsulating Newton's challenges is a desire to welcome new residents, while maintaining the characteristics that make the city appealing: its distinct neighborhoods and villages, each with a unique sense of place. Concerned that the inevitable congestion associated with this growth will have negative impacts on Newton's high quality of life, the city sought to devise a forward-looking, multimodal transportation strategy.

Nelson\Nygaard was hired to develop not only a transportation strategy for Newton but also a citywide action plan to realize this vision. The firm created a public participation plan to engage Newton residents in the development of the strategy's goals and metrics, then provided opportunities for feedback on dynamic transportation demonstrations and initial recommendations. Nelson\Nygaard also produced an exhaustive data-driven survey of existing socioeconomic, environmental, and transportation conditions. This Fact Book visualizes and

communicates this data and findings in a web-friendly format, intended for public audiences. The Transportation Strategy builds on these findings to offer recommendations for safe travel, transit and shared mobility, active transportation, parking management, and congestion reduction. This report concludes with an Action Implementation Plan, which prioritizes short-term, mid-term, and long-term steps, as well as the costs and leadership associated with each action item.

The city is currently working towards implementation of initial recommendations through its Capital Improvement Plan, reflecting the actionable quality of Newton's Transportation Strategy. Looking ahead, the Action Implementation Plan will continue to prioritize the city's next steps.



FAIRFAX, VA

FAIRFAX MULTIMODAL TRANSPORTATION PLAN

The plan provides a clear vision for the future of transportation in Fairfax and is rooted in the core values of the Fairfax community.

PROJECT DURATION

2015-2017

TOTAL BUDGET

\$250,000

NELSON\NYGAARD BUDGET

\$110,000

FOR MORE INFORMATION

City of Fairfax
10455 Armstrong St., Suite 312
Fairfax, VA 22030

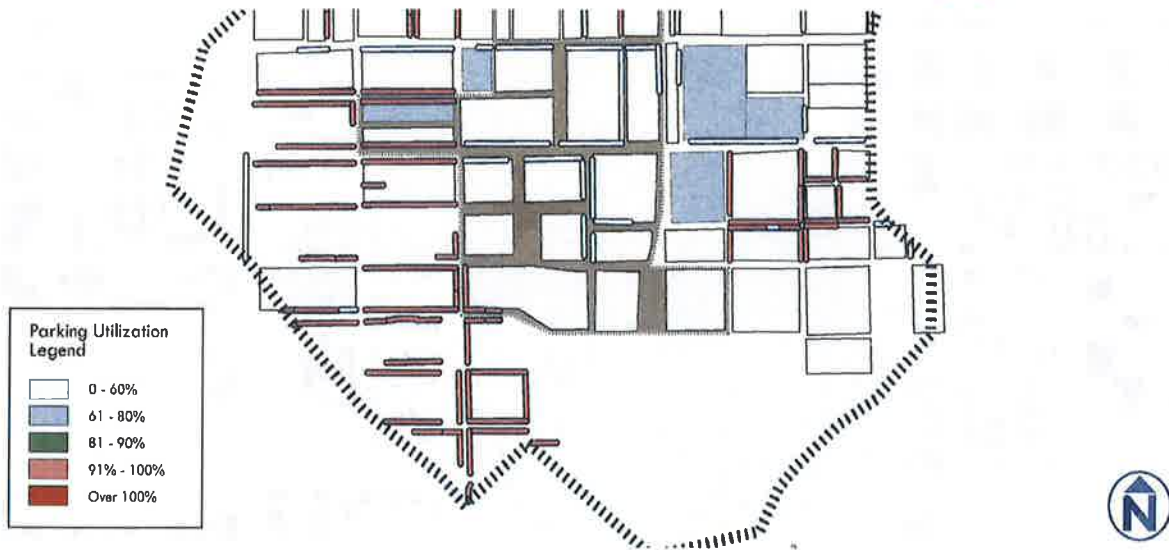
CONTACT

Wendy Block Sanford
Transportation Director
703-385-7889
wendy.sanford@fairfaxva.org

The City of Fairfax is a growing and vital city within a robust region. Residential and commercial growth is essential to economic strength, but this growth has also resulted in rising traffic congestion and vehicular impacts that compromise local quality of life. While many of the traditional neighborhoods within the city feature relatively complete sidewalk networks, many neighborhoods lack designated pedestrian and bicycle facilities.

Nelson\Nygaard developed a comprehensive Multimodal Transportation Plan for Fairfax that will help preserve the high quality of life in the city, enhance resident access to goods and opportunities, and improve public and environmental health. The firm analyzed the existing conditions of multimodal transportation in Fairfax; compiled a list of challenges and opportunities, informed by national best practices and future trends; and developed a series of recommendations with specific action items to reach those goals, including cost estimates and performance measures. The plan includes extensive consultation with elected officials, agency leaders both within the city and with regional partners, and conversations with residents and stakeholders. The plan provides a clear vision for the future of transportation in Fairfax and is rooted in the core values of the Fairfax community.

This comprehensive Multimodal Transportation Plan provides a roadmap for action over time that builds from the city's many existing mobility assets. These assets served the city in its early history and will support the city in its future.



GAINESVILLE, FL
INNOVATION SQUARE
PARKING ANALYSIS AND STRATEGY

This comprehensive analysis is expected to maximize the efficiency of planned parking infrastructure while minimizing the need for automobile travel as part of achieving a minimal carbon footprint for the site.

PROJECT DURATION

2013

TOTAL BUDGET

\$34,000

NELSON\NYGAARD BUDGET

\$22,000

FOR MORE INFORMATION

Gainesville Community
 Redevelopment Agency
 802 NW 5th Avenue Suite 200
 Gainesville, FL 32601

CONTACT

Andrew Meeker
 Project Coordinator
 352-334-2205
 meekerag@cityofgainesville.org

Gainesville's Innovation Square project is a new development, located between downtown and the University of Florida campus that will serve as a live/work/play community. The plans re-invent the area into a town-square concept that brings technology, business, and community together. The Innovation Square planning efforts require a specific parking analysis and strategy to determine the most appropriate way forward with the phased build-out of the various expected development projects. Nelson\Nygaard was brought into the project to develop parking demand estimates, shared parking district scenarios, phasing, TDM strategies, and more.

Nelson\Nygaard analyzed existing parking facilities, created a district specific parking ratio matrix, documented the location and timeline for temporary surface parking, outlined the impact of transportation demand management strategies, and explored the use of existing facilities such as nearby downtown parking decks. Key to this is the development of a developer incentive program for sharing parking designed to make Innovation Square financially attractive to traditional area developers. This comprehensive analysis is expected to maximize the efficiency of planned parking infrastructure while minimizing the need for automobile travel as part of achieving a minimal carbon footprint for the site.



MIAMI, FL

MIAMI RIVERS OF GRASS GREENWAY

The path is suitable for bicycling, walking, bird watching, fishing, and general enjoyment of the Everglades and surrounding areas.

PROJECT DURATION

2012-2014

TOTAL BUDGET

\$250,000

NELSON\NYGAARD BUDGET

\$81,742

FOR MORE INFORMATION

Miami-Dade County
275 NW 2nd Street
Miami, FL 33128

CONTACT

Jack Kardys
Director of the Miami-Dade
Parks, Recreation and Open
Spaces Department
305-755-7800
Kardys@miamidade.gov

Infrastructure for alternative modes of transportation is just starting to take shape in Florida. The Rivers of Grass Greenway is one of several regional efforts to create more and safer access for non-motorized transportation to the natural assets of South Florida.

In collaboration with AECOM, Nelson\Nygaard analyzed the traffic impacts of the 12- to 14-foot-wide pathway envisioned across Everglades National Park between the cities of Naples and Miami. Nelson\Nygaard provided the projected reduction of automobile traffic and improvements to safety that were possible, and determined what was required to achieve them. Our efforts included using custom-developed tools, such as our Trip Reduction Impact Analysis model, to assess the potential benefits to be gained from infrastructure, services, and partnerships within the corridor. The work also identified threats to this sustainable investment approach (such as the overbuilding of parking lots and visitor site entrance congestion).

The feasibility study of the Greenway identified alignments and patch design elements via an open community process. The path is suitable for bicycling, walking, bird watching, fishing, and general enjoyment of the Everglades and surrounding areas.



SEASIDE, FL

SEASIDE PARKING MANAGEMENT PLAN

Nelson\Nygaard is providing on-going consultation to determine Seaside's effective parking capacity.

PROJECT DURATION

2011-Ongoing

TOTAL BUDGET

\$67,121

NELSON\NYGAARD BUDGET

\$67,121

FOR MORE INFORMATION

Seaside Community
Development Corporation
121 Central Square
Seaside, FL 32459

CONTACT

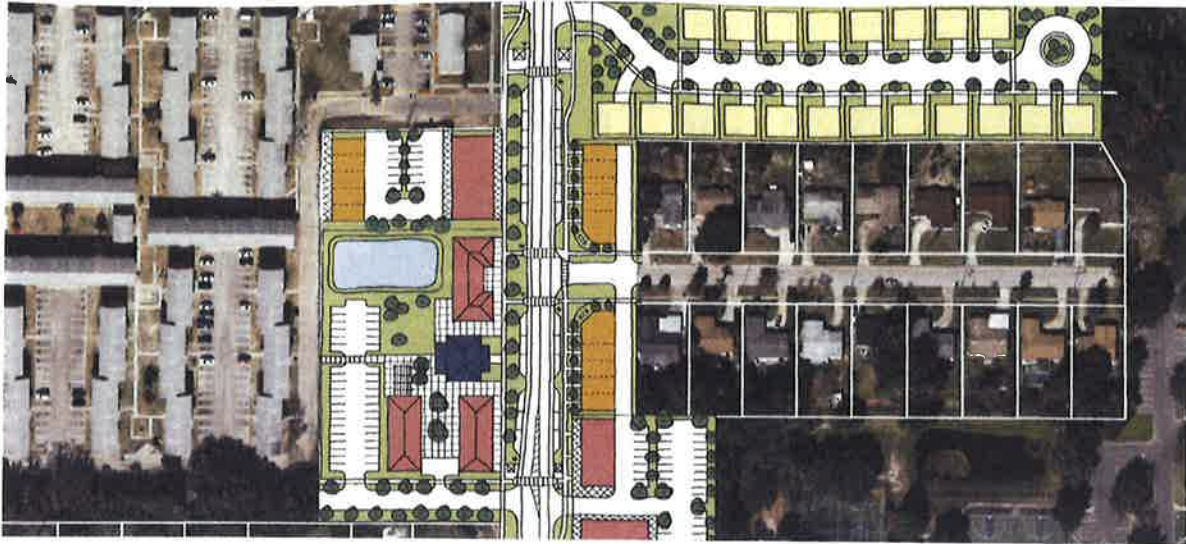
Pam Avery
Vice President/General Manager
850-231-6121
pavera@seasidefl.com

The Town of Seaside, Florida is famously known as the most successful example of New Urbanism, an influential planning movement that promotes the creation of densely built, mixed-use communities and principles that support walkable neighborhoods and reduce urban sprawl. Since its inception, the town has grown successfully because of its famed past and its popularity has consequently attracted thousands of tourists and visitors every day. However, the dense neighborhood streets that were constructed mainly to accommodate local pedestrians and cyclists have caused major traffic and parking issues for those seeking spots in the few but coveted on-street and off-street spaces.

Nelson\Nygaard was contracted in 2011 to help address the parking issue through a comprehensive parking assessment; the team quickly recognized that to preserve the nature of the community, parking management strategies would need to be approached in a unique way. The team observed physical conditions, qualitatively assessed demand patterns, and convened two series of stakeholder meetings. This was done to develop a deeper understanding of existing parking constraints and opportunities,

before exploring management strategies to support the vision for Seaside's future. The first series, Listening Sessions, focused on gathering input from residents, merchants, commuters, and parking management staff. The second series, Visioning Sessions, presented an overview of parking's role in the development and future of Seaside, which specifically analyzed the past and current challenges of Seaside's approach to parking and key strategies that have successfully helped other, similar communities address these challenges.

The products of these two workshops have helped to identify key issues and a range of potential approaches and solutions for each. Nelson\Nygaard is providing on-going consultation to determine Seaside's effective parking capacity, develop public valet strategies, and identify employee and residential parking strategies.



ORLANDO, FL

MERCY DRIVE VISION PLAN

“A safe, attractive, and connected community with quality homes and apartments that empowers neighbors of all ages to learn, build, and create together.” –Mercy Drive Vision Statement

PROJECT DURATION

2017-Ongoing

FOR MORE INFORMATION

City of Orlando
400 S Orange Avenue, 6th Floor,
Orlando, FL 32802-4990

CONTACT

Jason Burton
Chief City Planner
407-246-3389
jason.burton@cityoforlando.net

Canin Associates, along with City of Orlando staff, worked closely with residents and stakeholders to develop a Vision Plan for the Mercy Drive study area, a predominantly African-American community located about 3.5 miles west of downtown Orlando.

The goal of this study was to develop a vision for the future of the study area that would improve the quality of life for its residents and stakeholders. Through a combination of public engagement and expert review, the City and consultant team worked closely with the community to determine how to enhance the assets that residents already value in their community and to identify areas needing improvement. The study also included both short- and long-term design and social programming initiatives intended to help revitalize the community.

The community building programs that received the most votes were focused mainly on home maintenance, such as a tool lending library and home repair classes, and increasing community-wide events, some of which could even include partnering with the Orlando Police Department.

After presenting the design and programming initiatives to the community and gathering their feedback, a final vision report was produced that will help guide both public and private investment within the Mercy Drive study area.



ORLANDO, FL
**METROPLAN ORLANDO 2040
LONG RANGE TRANSPORTATION PLAN**

Canin Associates has been working with MetroPlan Orlando since 1997.

PROJECT DURATION

2011-2013

FOR MORE INFORMATION

MetroPlan Orlando
250 South Orange Ave, Suite 200
Orlando, Florida 32801

CONTACT

Harry Barley
Executive Director
407-481-5672
hbarley@metroplanorlando.org

Canin Associates was a member of the MetroPlan Orlando 2030 Long Range Transportation Plan (LRTP) team that developed a comprehensive transportation vision for the tri-county area of Seminole, Orange and Osceola counties. Canin Associates' role was to demonstrate how smart land use and people-oriented urban form can improve transportation outcomes such as cost and congestion while providing a quality environment for urban dwellers and travelers. Canin Associates continues to build on the successful 2030 LRTP with land use updates for the 2040 LRTP.

Building on the consensus of recent initiatives including the "How Shall We Grow?" Central Florida Regional Growth Vision, Canin Associates developed an alternative forecast of future development patterns with an eye for strategies to optimize transportation efficiency. Canin engaged in design studies of sites throughout the three counties and beyond highlighting opportunities for visionary planning and illustrating smart growth strategies from the neighborhood to the sub-regional level. As part of the land use vision Canin incorporates progressive concepts such as jobs to housing balance, area build-out plans, multi-way boulevards, and streetcar neighborhoods to show how a combination of local and sub-regional initiatives can impact the regional transportation network.

Canin has been working with MetroPlan Orlando since 1997 to provide land use forecasting; GIS model development, including the development of the Future Land Use Allocation Model (FLUAM); socioeconomic dataset development; and GIS support for the Unified Work Program.



ORANGE COUNTY, FL

ORANGE COUNTY CODE

The Orange Code is a comprehensive update of the County's Zoning and Land Development Code.

PROJECT DURATION

2015-Ongoing

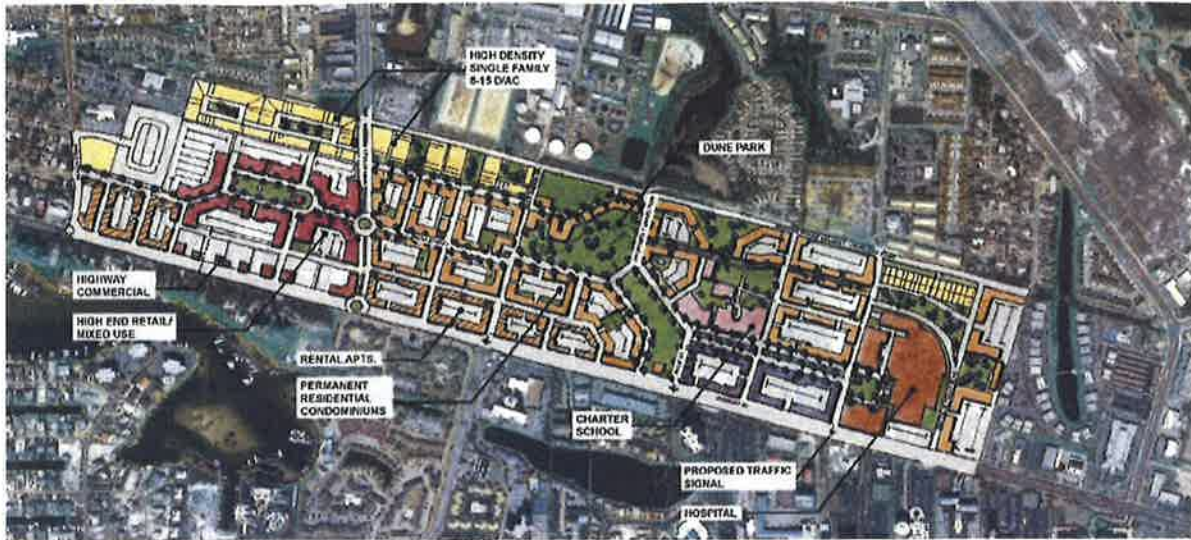
FOR MORE INFORMATION

Orange County
201 S Rosalind Ave
Orlando, FL 32801

Canin Associates, in partnership with a consortium of professionals including DPZ CoDesign and RCLCO, launched the Orange County Code project with the potential to significantly change the future of Orange County. The Orange Code is a comprehensive update of the county's Zoning and Land Development Code. It will bring the county's standards up to date with the best practices in the planning field and with its goals for sustainability, redevelopment, streamlining, and housing affordability.

Over the years, the county has introduced innovations into the code such as Planned Developments and the Horizon West Sector Plan. However, this is the first time since its 1957 adoption that the zoning code has been revisited comprehensively. Since Canin Associates helped to design many of the county's planned developments in the 1980s, the county has increasingly relied on this approach to allow innovation, including major Canin-designed communities such as Hunter's Creek and Avalon Park. Now the county wants to make some of those innovations, like mixed-use development, easier to build by including form-based standards that focus on encouraging development that meets the county's current goals.

This work is a natural extension of efforts Canin Associates has been engaged in since 2006, building on the "How Shall We Grow?" regional vision through various projects to envision a Central Florida that is multimodal and sustainable. Canin Associates was also recently retained to assist Orange County with its update of the Comprehensive Plan. The project is engaged in these two parallel efforts that are both complex, large scale, and aligned with Canin's company values.



DESTIN, FL

ENVISION DESTIN: FUTURE LAND USE ELEMENT UPDATE

The resulting policies are a combination of requirements and incentives calibrated to several unique conditions in the corridor.

PROJECT DURATION

2015-2016

FOR MORE INFORMATION

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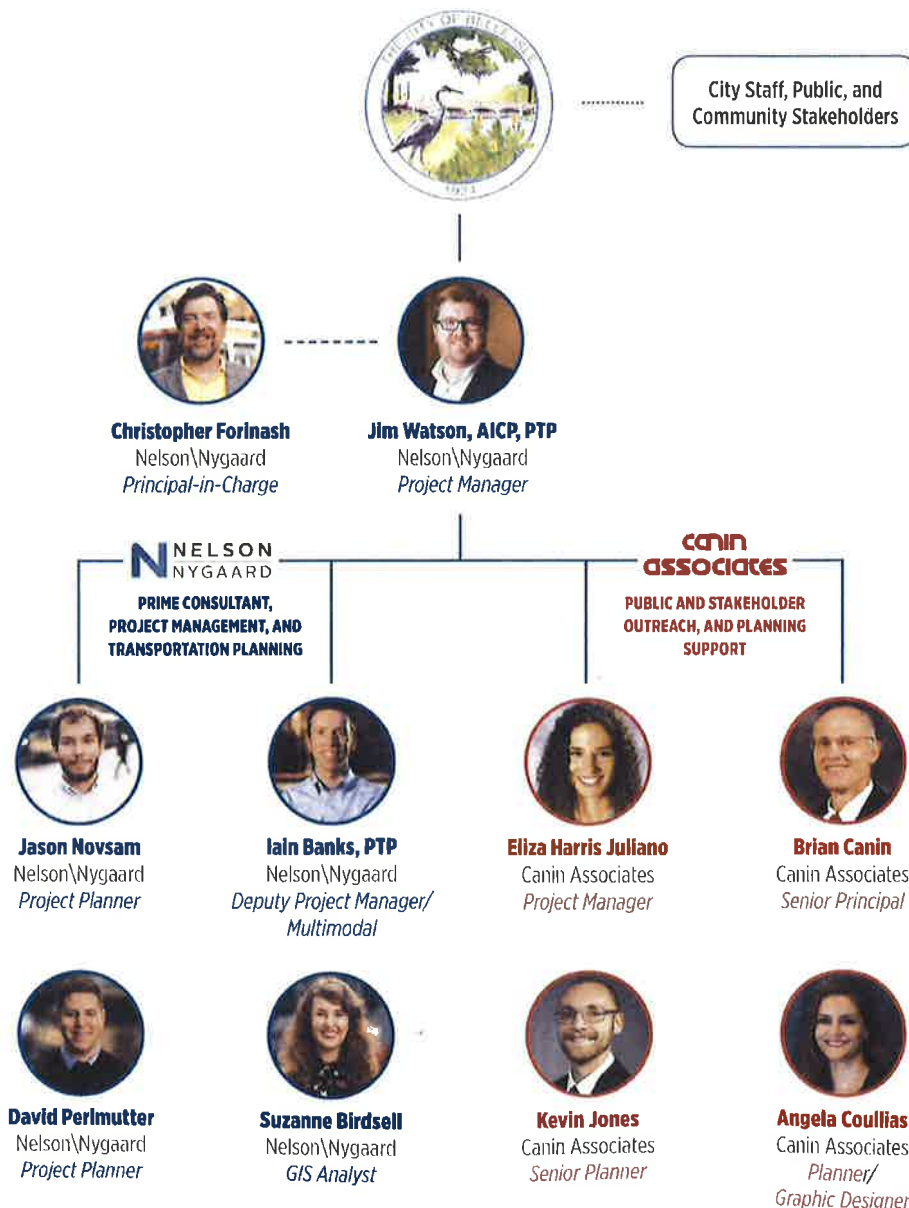
Canin Associates conducted a series of public workshops led by Brian and Eliza with the goal of crafting a vision for the future of four study areas in the heart of the City of Destin and helping the public to understand complex land use issues by presenting them in compelling and informative graphic format. Presentations and workshops were tailored specifically to each of the four districts. Canin Associates developed a website for the project to promote events and share workshop results. During the workshops, the Canin team used visual and written surveys and informational presentations to gather input from 244 citizens with turnout averaging over 100 people per meeting. Using site plans, three dimensional modeling, photo-realistic renderings, and GIS analysis, Canin Associates was able to visually communicate the outcomes of different Comprehensive Plan alternatives. Canin Associates then used that vision to shape a major re-write of the FLUE and guide it through the adoption process including public presentations to community groups and City Council in support of the plan.

Products of the visioning effort included frontage standards, innovative standards for encouraging density, parking, and park space in the right places, a potentially transformative Canin-designed alternative configuration for U.S. Highway 98, and a redevelopment concept for Destin's Town Center. Due to the unique constraints of water-based tourism, the team had to think creatively about how to encourage development to locate close to the roadways. The resulting policies are a combination of requirements and incentives calibrated to several unique conditions in the corridor. In addition to crafting language for the Comprehensive Plan, the team produced standards that can inform revisions to the Land Development Code based on the vision developed with the community. The updated FLUE was adopted and successfully reviewed by the state's Department of Economic Opportunity (DEO).

PROJECT PERSONNEL QUALIFICATIONS

To ensure our management approach is executed properly and meets the needs of this transportation master plan, we have assembled a team of experts with relevant experience in developing a wide range of transportation, multimodal, active transportation (bicycle and pedestrian), parking and transportation demand management (TDM), urban design, and public/stakeholder outreach projects across the United States. We have extensive experience working in all types of communities and understand the delicate tradeoffs between the various users and the public realm. This section illustrates each project team member's relevant project experience in regard to the tasks and responsibilities they would perform on this project. Our proposed project staff is presented in the organizational chart below with brief biographies right after. Full resumes, including education, qualifications, professional memberships, and certifications, are provided in **Appendix A**.

Organizational Chart



Nelson\Nygaard Staff



CHRISTOPHER FORINASH, PRINCIPAL PRINCIPAL-IN-CHARGE

Chris connects people to the places they love by making the ways they get around easier, healthier, and more sustainable.

Chris is an expert in sustainable transportation and smart growth, helping to create great places where people love to live, work, and play. He brings 25 years of experience in multimodal transportation, including complete streets, transit systems, pedestrian networks, parking policies, and transportation modeling. Chris is Nelson\Nygaard's east coast multimodal sector leader and head of the firm's DC office. Prior to joining Nelson\Nygaard, Chris held various leadership roles at both the Institute for Sustainable Communities and the U.S. Environmental Protection Agency, providing leadership and guidance on multimillion-dollar projects on smart growth and climate change resiliency.

Availability: 25%



JIM WATSON, AICP, PTP, PRINCIPAL PROJECT MANAGER

Jim is fascinated with interesting transportation problems that need to be solved.

Jim brings over a decade's worth of experience focused on providing context-sensitive solutions to transportation and parking planning and design issues. Much of his previous experience has been focused on reducing parking and vehicular needs of projects throughout the country, but he also has experience managing commuter programs for local government and in the non-profit sector promoting metropolitan and statewide transportation alternatives. Jim has a wealth of experience working through the intricacies of demand management and its impact on functional parking and transportation policy, planning, and design. Through this, he has developed a strong interest in the intersection of transportation planning, demand, policy, and design to improve the quality of life for those impacted by each project.

CERTIFICATIONS

- American Institute of Certified Planners (AICP), Certified by the American Planning Association
- Professional Transportation Planner (PTP), Certified by the Institute of Transportation Engineers

Availability: 35%



IAIN BANKS, PTP, SENIOR ASSOCIATE DEPUTY PROJECT MANAGER / MULTIMODAL

Iain is a transportation and parking specialist who examines the interrelationships between modes.

Iain is a transportation planner and engineer with 14 years of experience in sustainable transportation. Iain's projects have included campus master plans, development project reviews, citywide bicycle master plans, citywide parking programs, transit development plans, capital improvement programs, community planning, and data analysis. He brings experience in both the public and private sectors, most recently serving as transportation planner for the City of Annapolis, Maryland where he was responsible for the city's transit system, active transportation networks, parking properties, and development review. Iain is an expert in transportation demand management, having completed numerous projects for the Maryland State Highway Administration, the District of Columbia, and Prince George's County.

CERTIFICATIONS

- Professional Transportation Planner (PTP), Certified by the Institute of Transportation Engineers

Availability: 30%



JASON NOVSAM, ASSOCIATE PROJECT PLANNER

Jason specializes in multimodal transportation solutions, with an emphasis on walkability and livable spaces.

Jason specializes in active transportation, GIS analysis and modeling, and traffic analysis. With experience in parking studies, comprehensive plans, environmental assessments, and multimodal neighborhood and corridor studies, Jason applies his technical expertise to projects which engage the local community. His diverse skillset and focus on actionable policies allow him to add value to transportation projects which require innovative solutions.

Availability: 30%



DAVID PERLMUTTER, ASSOCIATE PROJECT PLANNER

David works to improve and expand access to equitable, sustainable transportation choices.

David specializes in multimodal networks and transportation master plans. Since joining Nelson\Nygaard, he has served as a project analyst on a variety of multimodal and complete streets projects, including a study of intersection improvements to optimize bus transit in Westchester County, New York; a bike and pedestrian campus master plan at California State University-Channel Islands; and public outreach surveys to support Marin County's Strategic Vision Plan. David's skill in bike/pedestrian collision mapping supported a citywide, multimodal transportation master plan in Newton, Massachusetts. In addition, David played a key role in developing multimodal travel demand forecasts to support a Downtown Parking Management Plan in Santa Rosa, California.

Availability: 30%



SUZANNE BIRDSSELL, ASSOCIATE GIS ANALYST

Suzanne is dedicated to improving mobility for marginalized people.

Suzanne specializes in geospatial analysis, transit planning, and commute pattern analysis. She has over three years of experience applying spatial and data analysis to transit systems and travel behavior and creating new ways to measure feasibility and demand particularly for high capacity transit. Her academic research focused on the influence of gender and other socioeconomic factors on commuting behavior and accessibility to employment, which included working with the Central Massachusetts Regional Planning Commission on potential improvements to the Worcester Regional Transit Authority Bus System by identifying underserved commute patterns. Her background in urban geography and spatial sociology provides key insights into the way space and mobility can be designed to improve the lives of marginalized groups.

Availability: 25%

Canin Associates Staff



ELIZA HARRIS JULIANO, PRINCIPAL PROJECT MANAGER

Eliza is engaged in outreach and advocacy on smart growth issues and is active in the leadership of local and national peer organizations, including CNU.

Eliza is the Director of Canin Associate's Urban Planning Studio with 11 years of experience working on both private sector and public sector planning and design projects. She led the adoption efforts for the Envision Destin Future Land Use Element and the development of the 2030 and 2040 Sustainable Land Use Forecasts for MetroPlan Orlando, which included major GIS mapping and analysis components. She worked with Brian Canin to author the Sustainable Community Development Code for the Restoration planned development which was adopted by the City of Edgewater and honored by the Surfcoast chapter of the FPZA. Among her many professional volunteer efforts, Eliza was appointed to the Sustainability Committees for both Orange County and the City of Orlando and serves on the board of Bike/Walk Central Florida. She is routinely invited to speak at local and national events, because of her ability to effectively communicate to both professional and nonprofessional audiences. Eliza holds a master's degree in Urban Planning from the Harvard Graduate School of Design and is a board member of the Congress for the New Urbanism.

Availability: 35%



BRIAN CANIN, AIA, FAICP, CNU-A, PRESIDENT SENIOR PRINCIPAL

For over 40 years, Brian has focused on creating sustainable communities through the practice of urban design and creative placemaking.

Brian, the Principal-in-Charge at Canin Associates, brings a wealth of knowledge, experience, and leadership to the Canin Associates team. He has overseen the creation of a variety of innovative comprehensive plan amendments, land use plans, zoning and land development code ordinances, and design standards, as well as orchestrated a large number of public involvement processes that involved multiple stakeholders, public groups, and community members. Additionally, Brian has over 40 years of experience guiding private development in Orange County and throughout Florida, which allows him to bring a unique perspective to public endeavors.

Availability: 15%



**KEVIN JONES, RA, PRINCIPAL,
URBAN PLANNING
SENIOR PLANNER**

As a designer, Kevin seeks to employ proven placemaking techniques tailored to unique local contexts.

Kevin is a principal in the Urban Planning Studio at Canin Associates where he has experience managing projects for both the public and private sectors. He is also a licensed architect in Florida and an alumnus of the University of Miami School of Architecture. As project manager for the City of Orlando's Mercy Drive Vision Plan, he worked closely with the city and the local community stakeholders, conducting public workshops and engagement, allowing the community to take part in helping to identify issues in order to collaboratively develop solutions.

Availability: 30%



**ANGELA COULLIAS, URBAN DESIGNER
PLANNER/GRAPHIC DESIGNER**

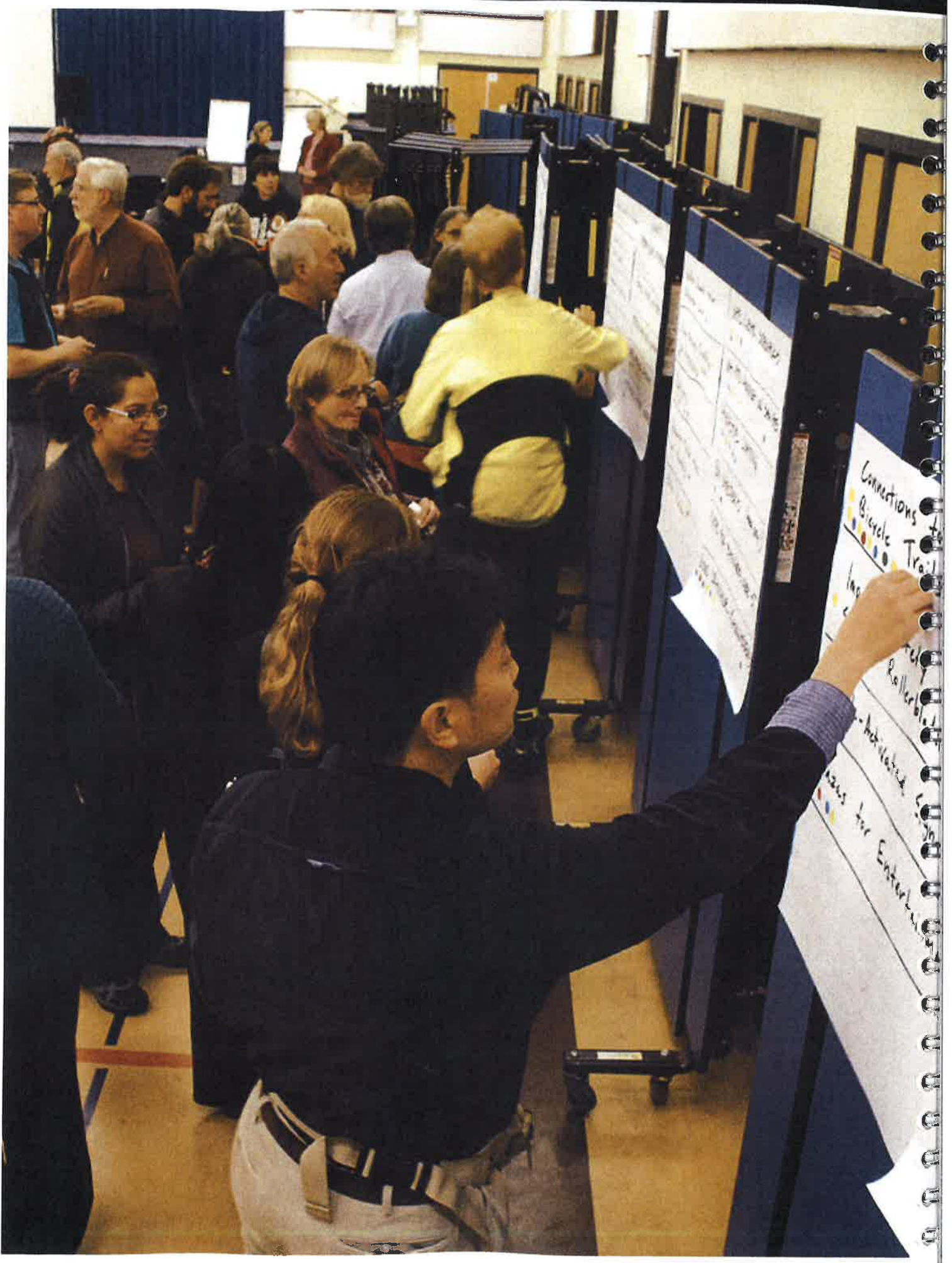
Angela's education and background includes both architecture and planning, focused on urban design, walkability, and sustainability.

Angela is an urban designer/planner, with degrees in both architecture and planning from the University of Florida. Over the past several years she has gained experience working in both the public and private sectors, ranging from planning and analysis, regional safety coalitions, and public engagement initiatives, to a large variety of technical/graphical support for various agencies.

Availability: 35%

2

Project Understanding, Approach, Work Plan, and Schedule



Connections
Bicycle Trail

Map
Rattles
Architectural
Plans for Extension



PROJECT UNDERSTANDING

As Belle Isle grows into its future it has the chance to shift the focus of its transportation network from one that not only accommodates automobiles, but enhances existing and proposed connectivity that accommodates all modes. The Nelson\Nygaard transportation planning team is primed to help the city manage this change. Belle Isle is surrounded by major traffic arteries including Orange Avenue, McCoy Road, and Conway Road on the west, south, and east sides, respectively, as well as nearby access to SunRail and LYNX. With the potential for future annexations to move the city limits closer to these corridors and services, the Transportation Master Plan for Belle Isle must recommend solutions that take advantage of these transportation assets.

Our approach to this project will be to determine the best ways for people to travel to, from, and within Belle Isle by all modes, not just by automobile. While the de-facto preference in many communities like Belle Isle is automobile travel and potential improvements are often judged by their impacts to vehicle traffic, a fully realized vision that incorporates all modes will help assure that future land use and transportation decisions support one another and ensure that citizens have travel options.

The Nelson\Nygaard team will establish the focus areas and then engage regional and local stakeholders, alternative transportation advocates, city staff, and city residents in order to best define a set of community goals to guide efforts in each focus area. We will consult best practices and develop future performance monitoring metrics. Finally, the team will explore and seek to understand previous and concurrent planning efforts, ensuring that analyses and recommendations remain consistent with Belle Isle-specific contexts, preferences, and procedures. In order to address challenges uncovered in the community outreach phase and to better position the City of Belle Isle to respond to future needs, the Nelson\Nygaard team will analyze the current transportation network and develop a set of multimodal recommendations that identify priority projects and programs.

The Nelson\Nygaard team prides itself on creating understandable and implementable plans. For the Belle Isle Transportation Master Plan to be accepted and effective, we will create a logical flow that satisfies both highly technical agency partners and members of the general public.

APPROACH

Nelson\Nygaard's overall approach to transportation planning is fundamentally different from the approach taken by many traditional transportation firms. We recognize that transportation and mobility are not ends in themselves, but rather a means to achieving broader social, economic, public health, and environmental (built and natural) goals. Our entire process is designed to uncover and validate these goals and ensure that our plans' actions are prioritized to meet them. Our approach is fully multimodal; we appreciate the benefits of non-motorized and transit travel but also understand that cities like Belle Isle were built for automobiles and that mode will continue to dominate travel for the foreseeable future. More importantly, our team members are leaders in sustainability and community design and bring broad experience that can help the Belle Isle community create consensus around the tradeoffs necessary for goal-based decision making.

We value transparency and invite interactive community and stakeholder involvement. Only when city leaders and citizens are able to visualize trade-offs within the built environment and are able to quantify and balance economic costs can they make truly informed decisions. Our process emphasizes involvement and engages citizens in active meetings where they can discuss with the team and most importantly, with each other, the future of their community. The foundation of our approach to the City of Belle Isle Transportation Master Plan is community dialog structured to stimulate discussion, educate the public and policy makers, and achieve trade-off decisions.

We will help Belle Isle formulate and achieve its vision using these processes:

- **A Community-Based Process** — Our process is community driven and technically sound. In conjunction with local team member Canin Associates, we will organize a series of community workshops. Experience has taught us that success comes from projects designed around intensive public design workshops. We plan our workshops carefully to be product oriented and user friendly. The workshops

serve a dual purpose by creating a uniquely productive team working "studio," while also providing an open environment for public input and participation.

- **Goals-Based Metrics** — Out of the community process, we will learn where people want transportation investments and how these are aligned with community values. Often, over-reliance on automobile levels of service (LOS) as the sole or primary metric to programming transportation projects fails all other modes including biking, walking, and transit making them unsafe and/or unpleasant. These metrics can lead to ever-wider roads and an ever-degraded quality of life which can make entire communities less desirable. While we use analytical tools to assure the adequacy and viability of proposed solutions, we are not slavish to these tools. We have found repeatedly that consensus-driven solutions based on sound principles perform well under scrutiny.

- The projects that emerge from the planning process will be measured by criteria focused on all modes and developed in partnership with city staff and key stakeholders. We anticipate these criteria to be broad-based and the metrics to be those which can be easily measured with tools including GIS, the MetroPlan Orlando region's travel demand models and research/best practices derived models we have developed in past efforts.

- **Grounded in the Land Use-Transportation Connection** — People desire places that are convenient to get to and enjoyable to experience when they arrive. A solid transportation plan can support economic growth by providing a range of travel options for residents, customers, and visitors alike to reach their favorite destinations. Our project team understands the benefits of a transportation network that values travel options and user experience. Our analysis focuses on the relationship between expected development and proposed transportation improvements to ensure that limited resources are targeted where they can provide the greatest benefit.

- **Sustainable Implementation Plan** — The end result of the planning effort will be a prioritized project list and implementation plan for community-based transportation improvements that considers Belle Isle’s uniqueness. The plan will be economically sustainable—including long-term and viable funding sources, and projects that are prioritized by affordability in construction as well as maintenance and operation. We will not encourage Belle Isle to build infrastructure it cannot afford. Our plans are economically and socially sustainable and will focus on providing mobility for all income levels in part by reducing the need for vehicle use.

Nelson\Nygaard is not a giant international engineering firm with thousands of employees working on thousands of projects at one time. We are small and nimble and focus our attention on helping charming and promising cities like Belle Isle meet citizen needs and expectations while building and preserving community identity. Our partnership with Canin Associates, a well-known local planning firm, combines essential local knowledge with equally valuable national experience to create the best possible suite of solutions for Belle Isle.

WORK PLAN

Task 0: Kickoff and Project Management

The team will begin the project with a review of the scope and resource materials in preparation for a kickoff meeting to better define expectations going into the study. The kickoff meeting will outline our process for the project and allow for initial direct communication between the project team and City staff on needs and objectives. The project team will actively manage all expectations and objectives throughout all phases of the project maintaining direct communication with the City throughout the study and final presentations and deliverables.

Over the course of the project, the team will track progress of the contract scope and provide updates and any revisions to the schedule as well as budget and percent complete progress.

Nelson\Nygaard has a proven process that has helped communities link transportation investments to their goals. We are experienced in balancing multimodal initiatives with community, development, economic, and urban design concerns. We are also a team committed to community processes.

We expect the overall project to flow as follows:

Phase 1 - Discovery/Needs Assessment (Tasks 1/2)

The key objective of this task will be to gather and present information that allows a full understanding of the state of transportation in Belle Isle as well as prominent challenges and opportunities that face the city. The team will organize and synthesize disparate data sources to help create a context for the plan. A thorough understanding of past and concurrent planning analyses will economize our efforts and allow us to focus on integrating these interrelated plans.

Phase 2 - Desire/Public Involvement (Task 3)

A Community-Based Process: our process is centered on, and organized around a series of community events, workshops and pop-ups. Experience has taught us that success requires the awareness and participation of more than just the usual meeting attendees. We plan our efforts carefully to draw interest, meet people where they are, and be inclusive. They serve the dual purpose of creating uniquely productive team working settings, while also providing an open environment for public input and participation. Our methods are not “gimmicks” to tick a box for public involvement but an integral part of our design process.

Phase 3 - Design/Recommendations (Tasks 4/5/6)

This is the idea generation and testing phase of the project. By this stage, we will have developed a deep set of data and begun to hear from the community about aspirations. This background will lead to project and policy ideas in a number of areas.

Phase 4 - Documentation (Task 6)

The documentation will be more than just a report. It will be a plan of action and a set of implementation tools. We will work with the City to provide a schedule and process for submitting drafts, gathering consolidated feedback, and finalizing the project.

The Nelson\Nygaard team will meet with City staff, the key stakeholders identified by the City, and potentially a project steering committee (PSC) to discuss the final scope of work and project schedule, establish communication protocols, coordinate preparation activities, and collect studies, data, and other information that will be used throughout the project. During the kickoff, the Nelson\Nygaard team will conduct a brainstorming session to clarify key roles, schedules, community event types/dates/locations, and consistent graphics elements for outreach materials.

Three meetings in addition to the ones listed above have also been budgeted.

DELIVERABLES:

- Final Scope and Schedule; Meetings Agenda and Minutes

Task 1: Collect and Review Background Information and Data

Nelson\Nygaard will first conduct a review of all previous policy and planning efforts completed and in progress for the city. The team will seek out local and regional plans, projects, and policy sources in coordination with the City that may better inform the transportation master plan.

We will also coordinate with City, County, FDOT, and/or MetroPlan Orlando staff to gather the following:

- Existing traffic volume data
- Street geometric information
- Traffic control
- Crash data
- Transit routes
- Bicycle routes and trails
- Current land use and zoning information
- Proposed land use and zoning information

To streamline the process and stay cost-effective, any data needs and gaps will be addressed as part of the kickoff meeting. The project team will identify missing data and develop a targeted strategy to gather the requisite information in future planning efforts. Should any field data collection efforts be identified as necessary (such as traffic counts, etc.), these will be incorporated into the project scope with additional budget.

DELIVERABLES:

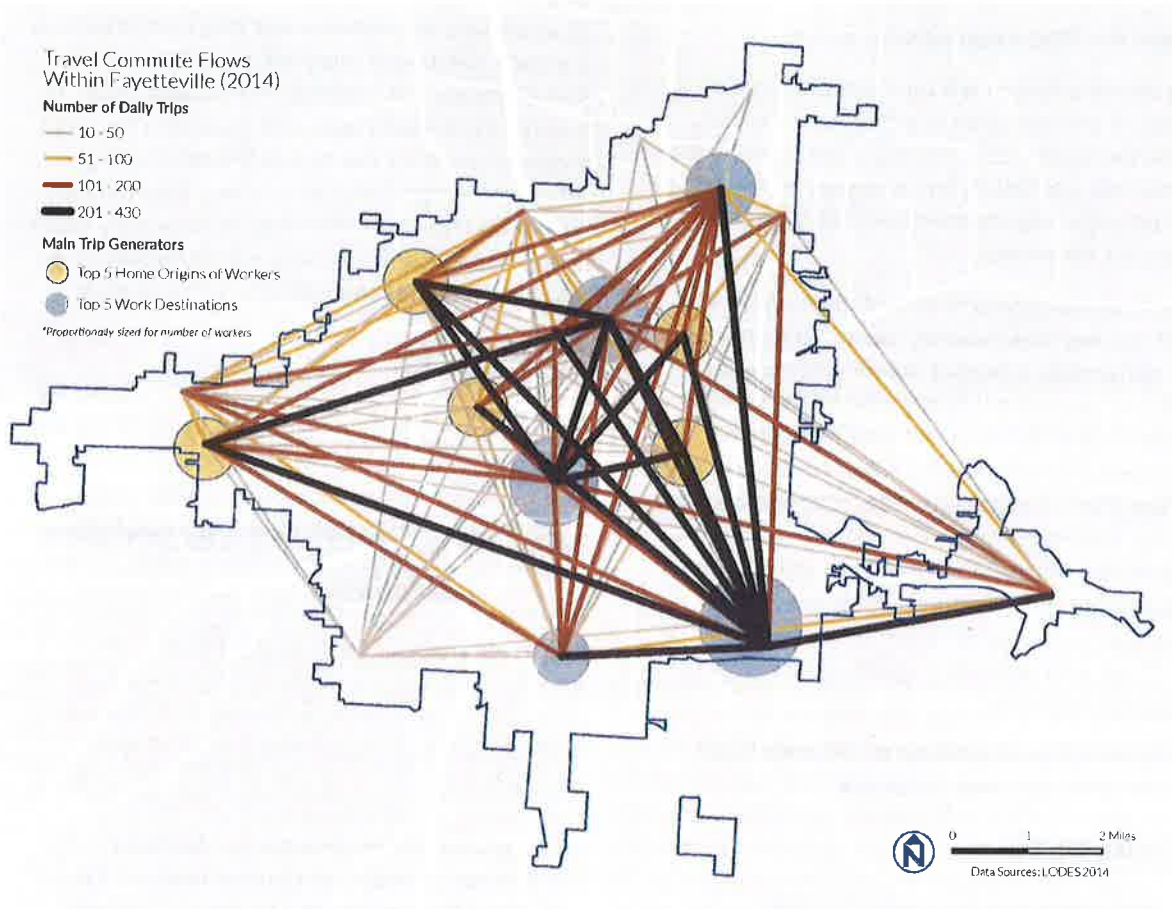
- State of the City Transportation System Data Report in Text, PDF, and GIS Formats

Task 2: Identify Existing Transportation Conditions

The assessment of existing conditions is an essential component of the project because it will allow the project team to develop a data-based understanding of the current transportation environment within the City of Belle Isle. Overall, the existing conditions assessment will look at the profile of the community, identifying the qualitative nature of transportation in the city, and will be influenced by the city's goals, guiding principles, and policies as they relate to transportation in addition to past and present improvement initiatives.

Benefitting from existing in-house GIS data and skills, the Nelson\Nygaard team will develop a geodatabase of the city's streets that will contain recommended typologies and will be designed to be a city-maintained asset, incorporated into other planning initiatives in the future. The team will focus our initial effort on compiling and reviewing multimodal transportation data. The Nelson\Nygaard team will work with the City to incorporate as much static and field information as possible, including but not limited to:

- Census data
- Population densities
- Land use patterns
- Projected employment/population growth
- Roadway hierarchy
- Sidewalk coverage: conditions, ADA deficiencies
- Curb ramp locations: compliance status



Origin and Destination Flows, Fayetteville, AR. Source: Nelson\Nygaard

- Existing bicycle facilities
- Intersections: traffic control, turning movement counts, AADT volumes, crash locations
- Nearby LYNX transit stops, shelters, and routes; recent boarding counts
- Nearby SunRail service

The project team will also document and evaluate existing city policies on traffic calming, zoning, and other items that directly impact the accessibility of the city.

As a part of this effort, the team will work with City staff to map and analyze current streets, transit, bicycle and pedestrian facilities, and all system gaps. This analysis would include review of key transportation and development plans to determine how they may affect demand for auto, bicycling, and walking. This may include, but is not limited to existing and projected:

- Travel time and distance to/from the city via all modes
- System gaps in vehicular circulation, bicycle network, and pedestrian infrastructure
- Congestion or high vehicle volume hot spots and corridors
- Vehicular circulation and street grids with relation to traffic flow and “cut throughs”

This analysis would be designed with a graphic, internet-ready focus, employing maps, illustrations, and photo imagery.

The Nelson\Nygaard team will deliver this GIS database early in the project since it forms the basis for much of the analysis in later tasks. The team is expected to continue to add to it throughout, incorporating recommendations and results from performance measurement tools at later stages. Once a review of available existing data is completed, gaps will be presented. Any need for additional data will be collected as a part of an additional service.



Recent Mobile Workshops (Columbus, OH). Source: Nelson\Nygaard

Task 3: Undertake Stakeholders Meeting Process

The public's involvement is a critical component in creating plans that lead to successful community improvement. In the Florida context, it is critical to engage the community on all modes of transportation, including active transportation in order to create a robust vision for the city's transportation future. This includes clearly articulating the city's goals within the Transportation Master Plan and engaging a variety of stakeholders who use or would use different forms of transportation. To communicate effectively includes creating graphics that support the planning language and are easily understandable. Both Canin Associates and Nelson\Nygaard have been creating beautiful supporting diagrams, maps, and documents as part of our typical project processes for over 30 years.

For the Belle Isle Transportation Master Plan, our team plans to hold two public open houses. Prior to each open house, we will provide an overview of the materials and exercises that will be used during the event. The first will be geared towards orientating participants to the goals of the effort including how it will implement the policies of the Transportation Master Plan and collecting feedback that inform the plan itself. In addition to informing the public about existing conditions and background, a variety of approaches can be used to gain feedback on what issues are of interest to participants including mapping and prioritization exercises. The team will work with staff to develop

a clear one-page summary to gather feedback on what issues are of interest to stakeholders that can be distributed at the meeting as well as in other venues. The results will be compiled and shared in future materials. The second open house will allow the public to respond to preliminary proposals based on the analysis to date, including a summary of feedback from the first event. We will provide a summary of the feedback received at these meetings both written and verbal.

Between the open houses, we will hold up to eight stakeholder meetings to gather focused feedback from a variety of stakeholder groups that represent different interests in transportation planning. These focused groups can allow a deeper dive into specific issues such as safe routes to school, bicycle specific design, or ADA needs. Our team will provide a summary of feedback from each meeting.

DELIVERABLES:

- Meeting Summaries; Workshop Notes; Education and Outreach Materials

Task 4: Analyze Identified and Projected Future Road Deficiencies

Like all communities, the City of Belle Isle needs to balance its responsibility to keep people moving with the growing need to respond to and anticipate changes in the mobility market. Not since the mid-20th century and the era of highway building has there been such profound changes in the way we evaluate, plan, and build transportation infrastructure.



Recent Mobile Workshops (Amherst, MA and Washington, DC). Source: Nelson\Nygaard

This task will develop a plan that identifies key arterials and intersections that are critical to maintaining appropriate traffic flows throughout the city. Data on daily volumes, peak movements, lane capacities, parking regulations and supply, etc., will be spatially analyzed in a series of maps and graphics. We are most interested in understanding overlapping patterns of movement that contribute to congestion or relief, such as intersection density and crash rates, vehicular volumes and pedestrian conflicts, bicycle volumes and vehicle speeds, etc., and where these overlaps are influenced by land uses and city growth.

Nelson\Nygaard's approach to motor vehicle planning is unique. Rather than treating streets solely as transportation corridors, we recognize that "families" of street types are as much dependent on adjacent land uses and their connective function as they are in their role in moving people. This family approach underlines our successful work in numerous cities that have rejected blunt terms like "arterial" and "collector" to embrace family names like "neighborhood," "community," and "business", contributing to the overall viability of the plan. Given the need to preserve the residential context of Belle Isle, this will be a critical element of our analysis while incorporating future land uses and potential annexation plans the city may have envisioned.

We will also analyze and present information on recent crashes using available local collision data. This information will help to provide perspective

on key safety hotspots for all mobility modes. Our team will refine the data set and examine patterns to inform development of strategies to build a safer, more comfortable network as recommendations are formulated.

Design measures intended to relate to the context of a given area will also be identified and described. These may range from neighborhood traffic calming recommendations and traffic control measures (such as roundabouts) to the creation of an access management plan along an arterial corridor. The team will develop a list of projects to apply to various road types based on a variety of characteristics, as well as related parking policies and appropriate transportation demand management strategies that support the same goals.

Finally, we will also work to develop an implementable TDM plan to reduce reliance on single-occupant vehicles such that it can have a direct impact on planning for capacity improvements and congestion experienced by local residents and commuters. Examples of this type of work include employer outreach, first/last mile transit connectivity (particularly given the close proximity to the Sand Lake Road SunRail station), and/or management of emerging mobility services such as Lyft, Uber, or other solutions.

Task 5: Analyze Present and Projected Future Deficiencies to Active Transportation

Given the mostly built-out, residential nature of Belle Isle, a review of existing and future active transportation needs is a critical element of the plan. Using available data described in the previous subtasks, we will identify infrastructure, policy, program, and design guidance gaps and/or hazards that hinder safe and convenient access to key destinations. Included in this analysis will be the assessment of roadways where entire routes, or just segments of them, would benefit from additional physical separation from motorized traffic or other innovative treatments to improve bicyclist and pedestrian safety and comfort.



Example Bicycle and Pedestrian Demand Map, from Lomita Bike and Pedestrian Master Plan. Source: Nelson\Nygaard 2016

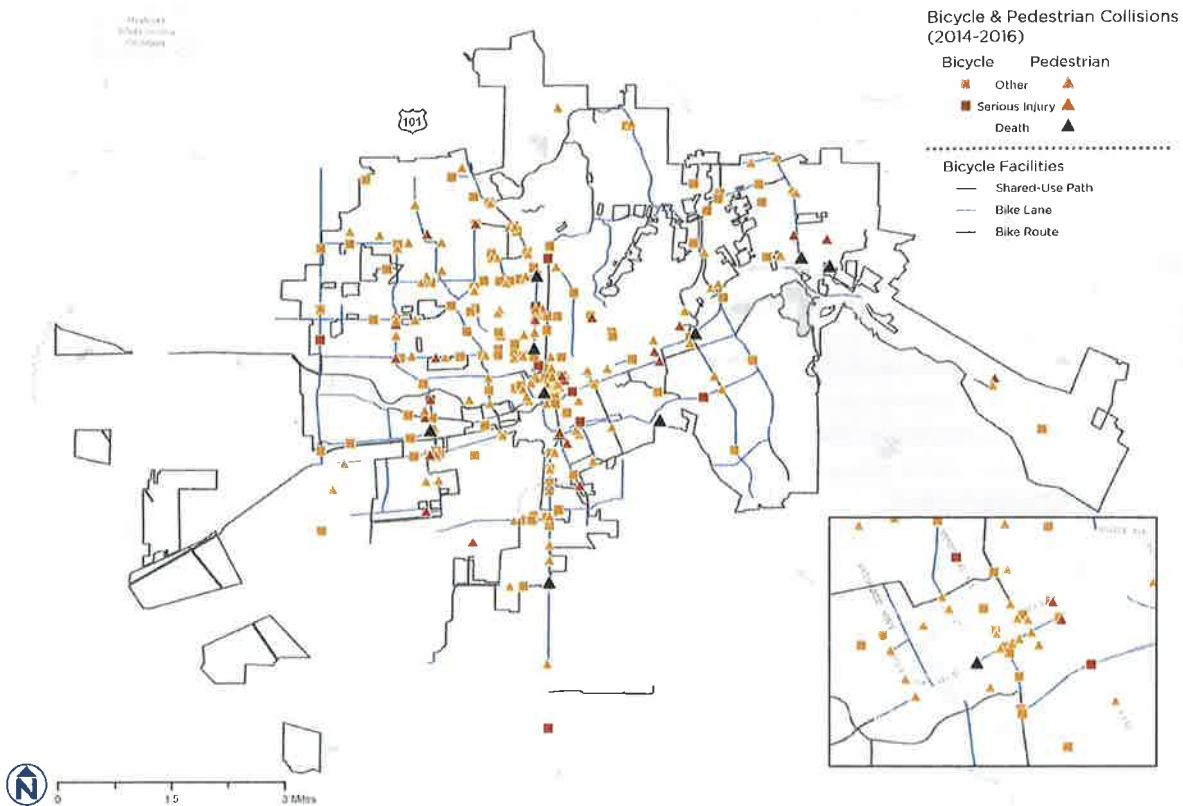
Using available data as a base, we will create an inventory of existing bicycle and pedestrian facilities. This inventory will include all bicycle and pedestrian network facilities within the study area, as well as key nearby regional bicycle/pedestrian facilities to which the local network connects (or could/should connect). Based on information from City staff, the inventory will also include any proposed facilities included in previous plans. Proposed and existing facilities will be characterized by type, using NACTO standard classifications.

We will identify key destinations and land uses to be served by pedestrian and bicycle facilities based on input from City staff, such as neighborhoods, parks, schools, event spaces, transit, retail, and key trip generators and attractors. We will also note regional destinations and will include potential future destinations.

Bike and pedestrian demand will be profiled using the American Community Survey, and will provide insight into areas where bike and pedestrian activity is likely to be high based upon factors such as population density, employment density, age, median income, and vehicle ownership both from existing and future standpoints. This will inform effective and focused infrastructure investments.

Based on data provided during the previous tasks, we will analyze elements that are important to walkability and bikability. These elements include:

- Network connectivity
- Street lights
- Presence, absence, or gaps in networks of sidewalks, paths, or interstitial pathways
- Street width and parkway and parking buffers
- Traffic volumes and traffic speed—as provided by city—along key routes within the city
- Traffic control, traffic calming, and crossing facilities
- Future planned improvements



Preliminary Santa Rosa Bicycle and Pedestrian Collisions Map (2014-2016). Source: Nelson\Nygaard

Similar to the effort described in Task 4, we will analyze and present information on recent crashes involving motor vehicles, pedestrians, and bicycles using available local collision data. This information will help to provide perspective on key safety hotspots for people walking and bicycling. As illustrated in the example above, we can compare clusters of collisions to infrastructure gaps, and identify locations with the highest incidence of severe collisions. Our team will refine the data set and examine patterns to inform development of strategies to build a safer, more comfortable network.

Task 6: Make Recommendations

The final Transportation Master Plan document will consolidate key elements from the previous tasks to develop a list of recommendations spanning all forms of transportation

improvements. These recommendations will address Belle Isle's transportation goals through items such as new bicycle, pedestrian, and roadway facilities, as well as broader regional initiatives intended to expand transportation options and overall accessibility. In addition, the plan will address local policies on traffic calming, TDM, zoning, and other policies that directly impact the transportation network of the city.

The final plan with recommendations will be developed based on not only the analytical results and conclusions from the previous tasks, but will also be considerably informed by the public input provided throughout the study. Local team member, Canin Associates, will be integral in the development and vetting of recommendations, providing further support grounded in local, Orange County-based knowledge.

SHORT-TERM	MID-TERM	LONG-TERM
1. SAFE TRAVEL		
1.1 Reduce Crashes Citywide		
1.1.A Adopt a Vision Zero policy <i>Cost: N/A Lead: Mayor</i>	1.1.C Evaluate city speed limits <i>Cost: N/A Lead: Council</i>	1.1.B Complete Streets design guide <i>Cost: \$\$ Lead: Trans.</i>
		1.1.E Examine Existing Truck Routes - medium <i>Cost: N/A Lead: DPW</i>
		1.1.D Educational campaigns (ongoing) <i>Cost: \$ Lead: Mayor's Office</i>
1.2 Improve Safety at Intersections		
1.2.E Paint bike crossings green <i>Cost: \$ Lead: Trans.</i>	1.2.C No Right Turn on Red Policy <i>Cost: \$ Lead: Planning</i>	1.2.B Adjust turning radii standards <i>Cost: \$\$ Lead: DPW</i>
		1.2.A Shorten traffic signal cycle times <i>Cost: \$\$ Lead: DPW</i>
		1.2.D Align accessible curb ramps with desire lines <i>Cost: \$\$ Lead: DPW</i>
1.3 Re-Envision Major Traffic Corridors		
1.3.B Create better crossings along Newton's major traffic corridors <i>Cost: \$\$\$ Lead: DPW</i>		1.3.A Redesign roads to accommodate all travel modes <i>Cost: \$\$\$ Lead: Planning</i>
2. Transit and Shared Mobility		
2.1 Create New Community Transit Options		
2.1.A Incentivize ridership growth <i>Cost: \$ Lead: Planning</i>	2.1.D Partner with TNCs <i>Cost: N/A Lead: Mayor</i>	2.1.C Work with private shuttle operators to create an inclusive system <i>Cost: N/A Lead: Mayor</i>
		2.1.B Create intra-Newton shuttles and sub-regional transit service <i>Cost: \$\$ Lead: Mayor</i>
2.2 Make MBTA Transit Better		
	2.2.B Implement Transit Signal Priority <i>Cost: \$ Lead: DPW</i>	2.2.A Enhance stop quality and ADA access <i>Cost: \$\$ Lead: DPW</i>
		2.2.C Work with MBTA to provide urban rail service <i>Cost: N/A Lead: Planning</i>
2.3 Enhance Options for Getting to Transit Stops in Newton		
2.3.C Expand carshare <i>Cost: N/A Lead: Planning</i>	2.3.B Introduce bikeshare <i>Cost: \$\$ Lead: Trans.</i>	2.3.A Invest in first/last mile connections to transit <i>Cost: \$\$ Lead: Planning</i>
3. Active Transportation		
3.1 Embrace Alternatives to Driving		
3.1.C Create and implement sidewalk lighting standards <i>Cost: \$ Lead: Planning</i>		3.1.A Create bike network plan <i>Cost: \$ Lead: Trans.</i>
		3.1.B Expand bike education programs <i>Cost: \$\$ Lead: Trans.</i>
3.2 Make Short Trips Active and Attractive		
3.2.A Use concurrent signals with Leading Pedestrian Intervals (LPI) <i>Cost: \$\$ Lead: DPW</i>		3.2.B Improve walking and biking routes near schools and village centers <i>Cost: \$\$ Lead: DPW</i>
		3.2.C Enhance tree canopy <i>Cost: \$\$ Lead: DPW</i>
3.3 Extend the Reach of Bicycles		
	3.3.B Bikeways and protected lanes <i>Cost: \$\$\$ Lead: Trans.</i>	3.3.A Create off-road connections in parks and aqueducts <i>Cost: \$\$\$ Lead: Planning</i>
3.4 Promote Village and Neighborhood Comfort		
3.4.D Sidewalks and bike parking <i>Cost: \$\$ Lead: Planning</i>	3.4.C Adjust development standards <i>Cost: N/A Lead: Planning</i>	3.4.A Expand place-making <i>Cost: \$\$\$ Lead: Planning</i>
		3.4.B Neighborhood slow zones <i>Cost: \$\$\$ Lead: Trans.</i>
4. Parking Management		
4.1 Create Availability		
4.1.A Adopt parking availability goal and establish policies to meet goal <i>Cost: N/A Lead: Council</i>		4.1.B Develop pick-up/drop-off zones <i>Cost: \$ Lead: DPW</i>
		4.1.C Active parking management <i>Cost: \$ Lead: DPW</i>
4.2 Plan for the Future of Parking		
4.2.A Adjust requirements to reflect updated demand calculations <i>Cost: N/A Lead: Planning</i>		4.2.B Expand EV charging <i>Cost: \$ Lead: Trans.</i>
		4.2.C Provide park-and-ride facilities <i>Cost: \$\$\$ Lead: Planning</i>
5. Congestion Reduction		
5.1 Create Smart Developments		
5.1.A Create a TDM ordinance <i>Cost: N/A Lead: Planning</i>	5.1.B Incentivize development near jobs, housing, and public transit <i>Cost: N/A Lead: Planning</i>	
5.2 Manage Travel Demand		
5.2.C Require TMA membership <i>Cost: N/A Lead: Mayor</i>	5.2.B Central transportation website <i>Cost: \$ Lead: Planning</i>	5.2.A Congestion reduction incentives <i>Cost: \$ Lead: Planning</i>
		5.2.D City & school staff TDM plan <i>Cost: \$ Lead: Mayor</i>

Newton, MA Prioritization Time Frames. Source: Nelson\Nygaard

The final written report will include a summary of existing conditions and goals, detailed recommended projects and new policies, and outlines of prioritization criteria, schedule (short, intermediate, and long-term), and benchmark, indicators, and targets. The final report will also include detailed maps with a complete GIS submission accompanying the report. All previously produced maps, manuals, and other content will be incorporated in full into Belle Isle' completed Transportation Master Plan to ensure that all relevant transportation information is made available in a comprehensive document.

DELIVERABLES:

- Final Transportation Master Plan Including Summary Graphics Suitable for Public Consumption

PROJECT SCHEDULE

Our team is committed to completing this Transportation Master Plan on schedule. We anticipate that the study and recommendations will be completed and presented to the City of Belle Isle by the end of October 2018. Our proposed project schedule below includes major milestones and depicts the start and completion time for each of the tasks outlined in the scope of work in the RFP.

Task	2018																																						
	April							May							June							July							August				September				October		
	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	1	8	15	22	29								
0 Kickoff and Project Management																																							
1 Collect and Review Background Information and Data																																							
2 Identify Existing Transportation Conditions																																							
3 Undertake Stakeholders Meeting Process																																							
4 Analyze Identified and Projected Future Road Deficiencies																																							
5 Analyze Present and Projected Future Deficiencies to Active Transportation																																							
6 Make Recommendations																																							

DD = Draft Deliverables
 FD = Final Deliverables

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3

Cost Proposal

HOPE STOPS
5 PM

STOPS
to Alameda
LINE

access between
W Line, E/C Line
+ D/B/F Line in
Auraria for easy
connections

BRANDWAY
BIKE PATH
NEEDS TO COME

Streetcar to
here!

Direct
service
from Cap
hill to
Lanier
RiNo

Bike access
from 16th
Ave east
to new rec
ctr - around
East HS -
to 16th Ave
bike lane west

Proposed stop
at new Light
Colorado BET
intersect

Whole
Corridor
(Colorado
Blvd)

Whole
Corridor
Federal
Whole
Corridor
(Alameda)

Alameda Station
result to access
side of
Walking to
Broadway is
very unsafe &
confusing

Cycle station
Northend of
Washington Park

Peds
no ea
access
to the river to
transit

Even
Conn
& Sun

Bike notes
or accessibility

Biking to & from
TU station
not comfortable

CAR TO GO

COST PROPOSAL

The total fee for this project is \$74,740, including all tasks in the expanded scope presented in this proposal. The following budget clearly shows the amount allocated to the overall project and the distribution of money by task and deliverable. The budget is broken down by staff, showing hours of staff commitment per task.

Task	Task Title	Non-Subsidiary Labor Costs										Subsidiary Costs					Total Labor Hours	Total Labor Costs	Total Task Expenses	Total Direct Expenses	Total Costs													
		Chris Farnach		Jan Banks		Jason Nozani		David Penruiter		Suzanne Birkhead		Client Associates																						
		Principal	Assoc 1	Assoc 2	Assoc 3	Assoc 4	Assoc 5	Assoc 6	Assoc 7	Assoc 8	Assoc 9	Assoc 10	Assoc 11	Assoc 12	Assoc 13	Assoc 14						Assoc 15	Assoc 16											
1	Collect and Review Background Information and Data	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
2	Identify Existing Transportation Conditions	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
3	Distribute Stakeholders Meeting Process	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
4	Analyze Identified and Projected Future Road Deficiencies	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
5	Analyze Present and Projected Future Deficiencies to Active Transportation	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	Make Recommendations	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL LABOR COST		20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
GENERAL ADMINISTRATION ON SUBCONTRACT COSTS																																		
TOTAL COSTS																																		

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APPENDIX A

Full Resumes

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Christopher Forinash

Principal-in-Charge



Chris is an expert in sustainable transportation and smart growth, helping to create great places where people love to live, work, and play. He brings 25 years of experience in multimodal transportation, including complete streets, transit systems, pedestrian networks, parking policies, and transportation modeling. Chris is Nelson\Nygaard's east coast multimodal sector leader and head of the firm's DC office. Prior to joining Nelson\Nygaard, Chris held various leadership roles at both the Institute for Sustainable Communities and the U.S. Environmental Protection Agency, providing leadership and guidance on multimillion-dollar projects on smart growth and climate change resiliency.

EDUCATION

M.S., Civil Engineering, Northwestern University, 1992
B.S., Engineering, Duke University, 1990

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Principal, 2017–Present

- East coast multimodal sector leader and head of Nelson\Nygaard's Washington, DC, office. Specializing in complete streets, transit, parking, and transportation modeling.

PREVIOUS EXPERIENCE

Institute for Sustainable Communities – U.S. Urban Program
Director – U.S. Program Implementation; Director – Washington, DC, Office; 2017

- Oversaw the implementation of a portfolio of domestic projects within the broader Urban Program. Supervised and managed six staff and associated projects on community-driven resilience and climate adaptation field-building. Provided oversight and management support to those staff as they conducted project activities. Contributed significantly to strategic program development, project design and implementation, financial oversight, monitoring and evaluation, and business development. Developed and delivered Resilient Climate Solutions program, which furthers collaboration for climate mitigation and adaptation and economic and social resilience. Represented ISC's programs to funders and partners in Washington, DC.

U.S. Environmental Protection Agency – Office of Sustainable Communities
Senior Advisor for Smart Growth and Climate, 2016–2017

- EPA-requested and funded loan from the ISC to provide guidance on policy innovation in smart growth, climate protection, and transportation policy, with specific attention to the federal administration transition. Developed policy proposals for GHG reduction and smart growth. Worked directly with official EPA transition staff to build support for policies. Worked directly with rural communities on local economic development and transportation.

Institute for Sustainable Communities – Global Urban Program
Director – U.S. Programs, 2015

- Oversaw the implementation of a portfolio of domestic projects within the broader Urban Program. Supervised and managed five staff and associated projects. Contributed significantly to strategic program development, project design and implementation, financial oversight, monitoring and evaluation, and business development. Primary responsibility for wrap-up phase of national Sustainable Communities Learning Network, described below. Primary responsibility for development of Resilient Regions Initiative, which furthers multi-government, multi-sector collaboration for climate mitigation and adaptation and other forms of resilience.

Institute for Sustainable Communities – U.S. & Climate Team
Program Director – National Sustainable Communities Learning Network, 2011–2015



Christopher Forinash

Principal-in-Charge

- Developed and managed national projects—and associated program strategy, staff, and budget—to equip state and local organizations and officials with the knowledge and skills to establish strategies and implement practices that support quality of life, sustainability, and resiliency of communities. The multimillion-dollar national program provided capacity-building support in social equity, scenario planning, integrated transportation and land use planning, and environmental policy and impact assessment. Innovative approaches relied on collaboration and policy consensus by numerous federal government and private sector partners. Created consortium of 20 national organizations to collaborate on program, including resolving conflicts and formulating consensus on program priorities, approach, and budgets. Negotiated budgets and scopes of work with legal, budget, and program teams.

U.S. Environmental Protection Agency – Office of Sustainable Communities Senior Policy Analyst – Sustainable Communities and Transportation, 2011

- Senior staff member providing guidance on sustainable development practices in transportation reauthorization, building collaborative networks, analyzing transportation issues, evaluating and recommending policies for sustainable communities. Worked across multiple EPA headquarters and regional program offices, defined the Agency's role in the Administration's developing transportation reauthorization, and wrote proposals for legislative implementation. Created and led cross-organizational working group on aligning federal planning requirements with four EPA programs, DOT, HUD, and other federal departments.

U.S. Environmental Protection Agency – Smart Growth Division Transportation Analyst; Environmental Protection Specialist, 2000–2006

- Technical expert analyzing collective and cross-media environmental impacts from development and transportation practices, identifying policy options for sustainability, writing and obtaining consensus on policy guidance, representing EPA programs to diverse audiences. Worked with Institute for Transportation Engineers and Congress for the New Urbanism to develop new street design standards supporting smart growth. Developed land-use policies contributing to smart growth, sustainable and resilient communities, and advised communities and elected officials on their adoption and environmental and community impacts. Authored major report "Parking Spaces/Community Places: Finding the Balance Through Smart Growth Solutions." Managed grants and contracts with budgets up to \$300,000.

Parsons Brinkerhoff Quade & Douglas Transportation Planner; Travel Demand Forecaster, 1994–2000

- Project manager and supervisor for complex transportation analyses and recommendations to help local and regional planning organizations evaluate impacts, improve community quality of life and reduce environmental affects. Created innovative methods advancing the field to better incorporate land use with transportation analysis, and to engage a diverse public in decision-making. Professional Certifications

VOLUNTEER WORK

Lee Highway Alliance Founding Member, 2013–2017

- Core participant in this citizen-led effort to develop a vision and plan for my home corridor.
- Served on steering groups for charrette and plan update process
- Project won 2016 Advocate of the Year award from the Virginia Statewide Neighborhood Conference.

Arlington, VA, Planning Commission Elected Chairman (2015); Elected Vice Chair (2014); Appointed Member, 2011–2015

- Direct experience at the community level on formulating and implementing zoning and building policies; establishing economic incentives; evaluating development projects; advising and making recommendations on development projects; building consensus and accountability to officials and citizens; permitting development.

Jim Watson, AICP, PTP

Project Manager/Point of Contact



Jim brings over a decade's worth of experience focused on providing context-sensitive solutions to transportation and parking planning and design issues. Much of his previous experience has been focused on reducing parking and vehicular needs of projects throughout the country, but, he also has had experience managing commuter programs for local government and in the non-profit sector promoting metropolitan and statewide transportation alternatives. Jim's has a wealth of experience working through the intricacies of demand management and its impact on functional parking and transportation policy, planning, and design. Through this, he has developed a strong interest in the intersection of transportation planning, demand, policy, and design to improve the quality of life for those impacted by each project.

EDUCATION

M. A., Transportation Policy, Operations, and Logistics, George Mason University, VA, 2007
B.A., Aviation Management, Auburn University, AL, 2001

CERTIFICATIONS

- American Institute of Certified Planners (AICP), Certified by the American Planning Association
- Professional Transportation Planner (PTP), Certified by the Institute of Transportation Engineers

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Principal, 2018-Present

PREVIOUS EXPERIENCE

SIMCO Engineering, P.C.
Senior Transportation Planner, 2017-2018

- **Flatiron District Shared Street Review, New York City Department of Transportation, (New York, NY).** Jim served as task manager for a review of shared street operations and surrounding traffic impacts in the Flatiron District of New York City. Jim led a team that evaluated pedestrian, bicycle, parking, vehicular, bus, and heavy vehicle conditions throughout the Flatiron District and worked with the consulting team to evaluate potential improvements to the shared street in the area.

Gorove/Slade Associates, Inc.
Project Manager, 2012-2017

- **Union Market Comprehensive Transportation Reviews, Multiple Clients, (Washington, DC).** Jim served as project manager for Comprehensive Transportation Reviews of multiple projects within the Union Market district in Northeast Washington, DC serving residential, retail, higher education, hotel, and offices uses. Studies included scoping with the District Department of Transportation (DDOT), data collection, traffic forecasts, Synchro analysis, development of mitigations, development and tailoring of Transportation Demand Management (TDM) and curbside management plans, and reviews of parking demand, pedestrian, bicycle, and transit modes serving the area.
- **The Yards, Forest City Washington/Multiple Clients, (Washington, DC).** Jim served as project manager for Comprehensive Transportation Reviews of multiple parcels of the Yards development in Southeast Washington, DC, adjacent to Nationals Park, serving office, residential, hotel, retail, and theater uses. Studies included scoping with the District Department of Transportation (DDOT), data collection, traffic forecasts, development of mitigations, development and tailoring of Transportation Demand Management (TDM) and curbside management plans, and reviews of parking demand, pedestrian, bicycle, and transit modes serving the area.



Jim Watson, AICP, PTP
Project Manager/Point of Contact

- **Union Station Constructability Analysis, Union Station Redevelopment Corporation (USRC), (Washington, DC).** Jim served as task manager for the transportation planning team of the Union Station Constructability Analysis project. The overall project examined various alternatives for the reconstruction of Union Station. Jim led a team that evaluated parking demand, circulation, and access; examined AutoTURN maneuvers of bus and truck access to redesigned loading and bus terminal areas; examined existing and future circulation of personal vehicles, taxis, tourist buses, and other vehicles serving Amtrak, Metrorail, commuter rail, intercity bus, and other patrons of the station. The project required extensive collaboration with the Union Station Redevelopment Corporation (USRC), Amtrak, Federal Railroad Administration (FRA), District Department of Transportation (DDOT), Washington Metropolitan Area Transit Authority (WMATA), and other project team members and stakeholders.
- **National Institute of Standards and Technology Campus Master Plan, National Institute of Standards and Technology (NIST), (Boulder, CO).** Jim served as the task manager that developed the transportation section of the Master Plan for NIST's campus in Boulder, Colorado. The analysis that supported the transportation section included Synchro analysis of on and off campus intersections, existing and future parking demand analyses, and review of existing and future circulation and access on campus. Multiple scenarios were reviewed for future campus layouts which included review of all modes of transportation for each scenario as well as considerations for environmental concerns on campus.

The Clean Air Campaign
Vanpool Specialist, 2012

Douglas County Board of Commissioners
Multimodal Services Division Manager, 2010-2012

- **Vanpool Subcommittee of the Employer Services Committee and Transit Operators Subcommittee of the Transportation Coordinating Committee, Atlanta Regional Commission (ARC), (Atlanta, GA).** As a member of these subcommittees, Jim represented a local transportation non-profit organization, Clean Air Campaign, as well as Douglas County, Georgia, on bodies that influenced appointed and elected decision makers on the best course of action for general transit operations and connectivity as well as vanpooling activities in the Metropolitan Atlanta region. During his time on this subcommittee, Jim worked closely with the regional vanpool providers as it related to funding for regional vanpooling programs and with the Douglas County Department of Transportation Director to determine the best allocation of projects and initiatives for the County as it related to commuter programs within ARC's Transportation Improvement Program (TIP).
- **Transportation Special-Purpose Local-Option Sales Tax (TSPLOST) Referendum, Atlanta Regional Commission/Clean Air Campaign/Douglas County Department of Transportation, (Atlanta, GA).** Jim advised on projects to be included in a Georgia statewide referendum on transportation funding as a part of a Transportation Special-Purpose Local-Option Sales Tax (TSPLOST) through participation on the Transit Operators Subcommittee of the Transportation Coordinating Committee and the Vanpool Subcommittee of the Employer Services Committee. Much of the work performed in advance of the referendum to identify projects that would benefit from the TSPLOST was discussed in the subcommittees on which Jim served.

Wells + Associates, Inc.
Associate, 2005-2010

- **Mount Saint Mary's University Transportation Master Plan, Mount Saint Mary's University, (Emmitsburg, MD).** Jim served as the project transportation planner for a transportation master plan and the impacts of planned dormitories and new lacrosse and fine arts facilities for Mount Saint Mary's University in Emmitsburg, Maryland. Jim's work included leading vehicular data collection efforts and parking occupancy and supply counts both on and off campus. Jim then forecasted future traffic and parking conditions based on existing data and growth, utilized Synchro, Critical Lane Volume (CLV) methodology, and HCS+ to evaluate existing and various proposed conditions, and documented the results for presentation to the University.

Iain J. Banks, PTP

Deputy Project Manager/Multimodal



Iain is a transportation planner and engineer with 14 years of experience in sustainable transportation. Iain's projects have included campus master plans, development project reviews, citywide bicycle master plans, citywide parking programs, transit development plans, capital improvement programs, community planning and data analysis. He brings experience in both the public and private sectors, most recently serving as transportation planner for the City of Annapolis, Maryland where he was responsible for the city's transit system, active transportation networks, parking properties, and development review. Iain is an expert in transportation demand management, having completed numerous projects for the Maryland State Highway Administration, the District of Columbia, and Prince George's County.

EDUCATION

M.S., Transportation Engineering and Planning, University of Southampton, England, 2001
B.A., Geography, University of Portsmouth, England, 2000

CERTIFICATIONS / PROFESSIONAL AFFILIATIONS

- Certified Professional Transportation Planner (TPCB/ITE)
- Member, Institution of Transportation Engineers (ITE)

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Senior Associate, 2014-present

- **City of Alexandria Bicycle & Pedestrian Master Plan Update (2016)** Senior Associate. The Transportation Master Plan to reflect changes that have occurred since 2008, including the Complete Streets policy, Capital Bikeshare program, and a move toward implementing on-street bicycle facilities. In addition, the City has developed an accompanying Complete Streets Design Guidelines Manual.
- **Downtown Parking Strategy, Charlottesville, VA (2016)**. Project Manager. Comprehensive parking management plan to implement strategies for on- and off-street parking resources to minimize congestion, maximize access, and improve overall mobility in the city leveraging the multimodal networks and in collaboration with the University of Virginia.
- **West Main Street Project, Charlottesville, VA (2017)**. Senior Associate. Implementation of a complete street solution to sustain and strengthen local businesses, enable and promote environmentally preferable modes of travel, respect the historic character and institutions, and permit and accommodate planned growth. Services provided for the project included street design, traffic engineering, parking evaluation, bicycle facility design, and public engagement.
- **Brookland -Edgewood Livability Study, Washington, DC (2015)**. Project Manager. Community plan to address and preserve local neighborhood safety, vitality and community access in a core downtown area inundated by commuter and truck traffic. Plan enhances place, environment and community while preserving regional network.
- **Downtown Durham Parking Study (Ongoing)**. Project Manager. Comprehensive parking management plan to implement strategies for on- and off-street parking resources to maximize access, and improve overall mobility in the city leveraging the multimodal networks and in Downtown Durham.
- **Williams Drive Study, Georgetown, TX (2017)** Project Manager. This study was the first to consider both transportation and catalytic development sites along the corridor, prioritizing the safe and convenient travel of vehicles, transit riders, bicyclists, and pedestrians along with development visions. It proposes context sensitive multimodal operational improvements, streetscape changes, and mixed-use development concepts that will transform how people travel and live within and along the corridor.



Iain J. Banks, PTP

Deputy Project Manager/Multimodal

- **Chapel Hill Circulation & Parking Study (Ongoing)**. Project Manager. The study is preparing a downtown circulation study and parking review collaborating with past Mobility Studies to provide a package of strategic mobility recommendations.
- **Edina Grandview District Transportation Study, Edina, MN (2016)**. Senior Associate. Develop a set of multimodal transportation projects and policies to support the near, mid-, and long-term vision for a transit-oriented Grandview District. Improvements address safety, operations, and accommodation for growth, in addition to ensuring accessibility to connections within the district, the city, and neighboring Minneapolis.
- **University of Maryland-Baltimore Parking Study (2017)** Project Manager. Comprehensive campus parking and transportation demand management study to facilitate management strategies that can be incorporated to the ongoing Campus Master Plan and meet demand as the campus and student body continues to grow.
- **Public Square Design and Implementation, Cleveland, OH (2016)**. Senior Associate. Analysis and modeling of roadway and transit system impacts associated with new development and transit enhancements; expansion of current and planned bicycle facilities and walk networks to support vibrant central place.
- **University Circle Transportation & Mobility Study, Cleveland OH (2015)**. Senior Associate. Analysis and modeling of the existing and future roadway network with recommendations for enhanced mobility within the University Circle neighborhood; review and impact of future development growth.

City of Annapolis Dept. of Transportation, Annapolis, Maryland

Personal Transportation and Parking Specialist/Transportation Planner, 2009–2014

- Project Manager for the City's first Bicycle Master Plan. This included procurement of the grant to fund the plan as well as managing the project from community interaction to finalization and Council approval.
- Project Manager for the implementation of the City's shuttle service linking the downtown City Dock with the City owned parking facilities.
- Implementation and analysis of the City's Transit Development Plan for its fixed route transit system.
- Management, administration and reporting of the Department's Federal and State Grant Funding program, overseeing a budget of \$2.0 million in grant funds.
- Development, management and administration of the Department's annual \$5 million budget covering all facets of the department's services - transit, parking, taxi services, bicycle & pedestrian planning.

O.R. George & Associates, Inc., Lanham, MD

Senior Traffic Engineer/Transportation Planner, 2004–2009

- Master Plan studies and assessments for a number of public sector development projects. Representative projects include the National Institutes of Health, Marine Corp Base Quantico, Howard University and the Martin Luther King Jr. Memorial.
- Traffic management and transit-oriented development planning for construction/development phases on new and existing sites. Representative projects include Post Park Residential development in Prince George's County, RAND Construction, Rhode Island Avenue Metro Rail Station, Union Place in DC.
- Corridor-wide data collection, analysis and documentation for State Highway facilities. Representative projects include MD 58 Speed Survey and Signage Inventory, MD 51 Roadway Engineering Study and the I-95 Advisory Speed Survey Study.

Jason N. Novsam

Project Planner



Jason specializes in active transportation, GIS analysis and modeling, and traffic analysis. With experience in parking studies, comprehensive plans, environmental assessments, and multimodal neighborhood and corridor studies, Jason applies his technical expertise to projects which engage the local community. His diverse skillset and focus on actionable policies allow him to add value to transportation projects which require innovative solutions.

EDUCATION

M.C.R.P., City and Regional Planning, Georgia Institute of Technology
B.A., History and Russian Studies, Emory University

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Associate, 2016-Present

- **Princeton Parking Study (Princeton, NJ).** This parking study proposed innovative solutions to the unique parking pressures created by the presence of Princeton University in downtown Princeton. With a focus on downtown revitalization and economic development, the study proposed a range of smart parking technologies, zoning code revisions, and resident permit parking options to improve the parking experience for customers, University affiliates, and residents.
- **Union Square Revitalization Plan, Transportation Impact Study (Somerville, MA).** Jason led the transportation impact study efforts for a 2.5 million square foot redevelopment in bustling Union Square in Somerville, MA, and inner suburb of Boston. This study analyzed impacts from the proposed development on the transportation network, including transit, bicycle, pedestrian, and automobile modes.
- **West 1st Street Development Transportation Impact Study (Boston, MA).** Jason assisted with technical analysis across multiple travel modes for this transportation impact study concerning a major mixed use development in Boston's fast-growing South Boston neighborhood. Jason analyzed neighborhood impacts from increased motor vehicle, transit, bicycle, and pedestrian trips.
- **Chattanooga Parking Study (Chattanooga, TN).** This broad ranging parking study made use of innovative data collection methods to streamline the process of inventorying a large number of underused parking facilities in downtown Chattanooga. Jason led the data collection effort using ArcGIS Online tools for maximum efficiency.
- **City Point Bus Terminal Redesign (Boston, MA).** Jason led the creation of alternatives for the redesign of a critical MBTA bus layover facility in the heavily constrained South Boston neighborhood. Designs included innovative bus stall layouts to facilitate maximum usage of available land while preserving ample bus layover space, boarding and alighting space, and passenger amenities such as shelters and benches. The MBTA constructed the new terminal using the project team's design in 2017.
- **Chelsea Parking Study (Chelsea, MA).** The City of Chelsea is a rapidly developing inner suburb of Boston. Tasked with modernizing parking management in the City to accommodate new development, Jason led the data collection and analysis efforts for the study. The study provided comprehensive management and regulatory recommendations to future-proof Chelsea's on-street parking facilities.



Jason N. Novsam
Project Planner

- **Narberth Parking Study (Narberth, PA).** This project evaluated existing parking conditions, future parking demand, and parking utilization to propose innovative strategies for parking regulation and management. Transportation Demand Management (TDM) strategies were proposed to mitigate future parking demand and encourage multimodal transportation. Jason led GIS analysis and public involvement initiatives, providing the Borough with a permanent GIS database for parking management use.
- **University at Albany Downtown Campus Parking Study (Albany, NY).** This university campus parking study proposed new parking management and enforcement strategies for the University at Albany downtown campus. With a strong multimodal component, this plan focused on encouraging transit and active transportation use to curb future parking demand. Jason led the GIS analysis and developed ArcGIS Online tools to streamline data collection.

Jacobs Engineering

Transportation Planner, 2014-2016

- **Comprehensive Transportation Plan, Henry County (Henry County, GA) 2016.** This project evaluated transportation conditions in Henry County, GA, a rapidly densifying suburb of Atlanta. I led the GIS analysis for this project, which included demographic mapping and spatial analysis. I developed a unique GIS model which incorporates intersection density, land use, community facilities, pedestrian crashes, and transit stops to predict walking demand throughout the County. This model uses standardized data and will be repurposed for use on additional transportation planning projects conducted in the Atlanta region, including the upcoming City of Atlanta Comprehensive Transportation Plan. It also incorporates ArcGIS Online functionality for enhanced client and public interactivity.
- **Atlanta BeltLine Westside Environmental Assessment, City of Atlanta (Atlanta, GA) 2016.** This NEPA study evaluated the impacts of the streetcar transit portion of the Atlanta BeltLine, the largest transit project in Atlanta's recent history. I led map development, created technical graphics for the project, and conducted the traffic impact analysis, including field work.
- **I-16 Savannah Flyover Interchange Modification Report, CORE-MPO (Savannah, GA) 2015.** This unique project (one of the only planned major highway removals in the United States) will remove a grade-separated highway from the downtown of historic Savannah and restore the original street network. I led the GIS-based demographic and spatial analysis required to determine the feasibility of the removal and to achieve clearance from FHWA for the modification.

David Perlmutter

Project Planner



David specializes in multimodal networks and transportation master plans. Since joining Nelson\Nygaard, he has served as a project analyst on a variety of multimodal and Complete Streets projects, including a study of intersection improvements to optimize bus transit in Westchester County, New York; a bike and pedestrian campus master plan at California State University-Channel Islands; and public outreach surveys to support Marin County's Strategic Vision Plan. David's skill in bike/pedestrian collision mapping supported a citywide, multimodal transportation master plan in Newton, Massachusetts. In addition, David played a key role in developing multimodal travel demand forecasts to support a Downtown Parking Management Plan in Santa Rosa, California.

EDUCATION

M.S., Urban Planning, Columbia University, NY
B.A., Geography, University of Washington, WA

AFFILIATIONS

- NYU Rudin Center: Emerging Leaders in Transportation Fellowship, 2017
- Secretary/Treasurer, American Planning Association, LGBTQ in Planning Division
- Member, Young Professionals in Transportation, NYC Chapter

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Associate, 2015-Present

- **TAM Strategic Vision Plan, Transportation Authority of Marin (Marin County, CA) 2016-Ongoing.** Evaluated and supported public outreach efforts to support TAM's Strategic Vision Plan, a countywide transportation master plan emphasizing funding and implementation strategies for a variety of transportation projects, including bike and pedestrian improvements. This project included a public opinion survey of Marin residents and employees with over 4,000 responses. Results from the survey were carefully analyzed to reveal the community's mobility-related values and tradeoffs that are incorporated the Strategic Vision Plan.
- **Newton Transportation Strategy, City of Newton, MA (Newton, MA) 2015-2016.** Developed supporting maps and graphics for the Newton Transportation Strategy, a comprehensive review of multimodal transportation indicators for the municipality. Themes included bicycle and pedestrian conditions, demographic analysis, transit service patterns, and traffic congestion.
- **East Palo Alto Transportation Impact Fee Nexus Analysis, City of East Palo Alto, CA (Palo Alto, CA) 2016.** Performed traffic impact analysis of long-term development forecast in order to finance multimodal transportation improvements as part of the city's General Plan Update. Proposed trip-based and VMT-based methodologies for allocating impact fees to potential developers.
- **Bee-Line Routes 7 & 13 Transit Analyses, Westchester County Department of Transportation & Public Works (Westchester County) 2015-2017.** Evaluated a wide variety of performance indicators of two popular bus routes and proposed a series of interventions to improve reliability, reduce travel times and increase ridership. Project components included a passenger origin-destination survey, route alignment modifications, stop spacing analysis, transit signal priority, and other intersection treatments intended to improve travel for people walking, biking, and accessing transit.



David Perlmutter
Project Planner

- **White Plains Hospital Parking & TDM Strategy, White Plains Hospital (White Plains, NY) 2016–2017.** Analyzed parking demand patterns and proposed travel demand management strategies for a large hospital in Westchester County, NY. The project included plans for upgraded bike/ped facilities on adjacent streets and an employer-based shuttle program to support transit trips and reduce parking demand. In the second phase of the project, David provided strategic insights in the procurement and evaluation of potential campus shuttle operators.
- **Santa Rosa Downtown/Railroad Square Parking Management Plan (City of Santa Rosa, CA) 2016–2017.** Led analysis of parking demand in the vicinity of a planned commuter rail station in Santa Rosa, CA. Used current parking inventory, development forecasts, and rail ridership modeling to anticipate future parking shortfalls/surpluses and propose mitigating travel demand management strategies.
- **CSU-CI Parking and TDM Plan, CSU-Channel Islands (Channel Islands, CA) 2016.** Developed chapter of bike and pedestrian-oriented strategies aimed at commute trip reduction for a rural university campus setting with few existing alternatives to private vehicular travel. Explored administrative policy changes to support biking and walking to campus, street design typologies, bike parking, bike-share feasibility, and wayfinding strategies.
- **Milwaukee Regional Medical Center Master Plan, City of Wauwatosa, WI (Wauwatosa, WI) 2015–2016.** Developed a transportation policy framework for a major medical campus in Wauwatosa, WI, undergoing rapid expansion. Elements of the project included travel demand forecasting, transportation demand management, bike/pedestrian improvements, and Bus Rapid Transit.

PREVIOUS EXPERIENCE

Regional Plan Association, New York, NY
Transportation Planning Intern, 2014–2015

- Performed analytical research on current and long-range transportation projects with New York City's foremost transportation policy experts. Research topics included the Move NY Fair Plan – the most recent New York regional congestion pricing proposal – as well as MTA transit fare policy, national rail infrastructure projects, and regional VMT-based taxation as an alternative to state gas taxes to fund transportation projects.

New York City Transit Authority, New York, NY
College Aide, 2013–2014

- Created and maintained original relational databases for subway maintenance projects in the Department of Subways, Maintenance of Way Division. This role also included research and planning for the Department of Subways' Enterprise Asset Management program (ISO 55000).

Google (contract via Adecco Technical), Mountain View, CA
GIS Operations Lead, 2013

- Data pipeline management for aerial imagery to support the Google Maps' Geo Imagery team. Projects included GPS processing and 3D rendering of raster imagery using proprietary software. Coordinated data collection strategies through partnerships with external vendors.

Apple (contract via Pro Unlimited), Cupertino, CA
GIS Content Analyst, 2012–2013

- Validated and enhanced world geographic data content for consumer applications and metrics. Analyzed and reviewed vendor geographic datasets for completeness, accuracy. Led quality assurance process for raster imagery, forward and reverse geocoding, and vector geometry for landmark features.

Suzanne Birdsell

GIS Analyst



Suzanne specializes in geospatial analysis, transit planning, and commute pattern analysis. She has over three years of experience applying spatial and data analysis to transit systems and travel behavior and creating new ways to measure feasibility and demand particularly for high capacity transit. Her academic research focused on the influence of gender and other socioeconomic factors on commuting behavior and accessibility to employment, which included working with the Central Massachusetts Regional Planning Commission on potential improvements to the Worcester Regional Transit Authority Bus System by identifying underserved commute patterns. Her background in urban geography and spatial sociology provides key insights into the way space and mobility can be designed to improve the lives of marginalized groups.

EDUCATION

M.S., Geographic Information Science, Clark University

B.A., Geography, Women's & Gender Studies, Clark University

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.

Associate, 2016-Present

- **SCTA Transit Development Plan Update (2017 - Ongoing), Lancaster & Berks Counties, PA.** GIS and data analyst for existing transit market conditions and Title VI programs.
- **MBTA Systemwide Service Redesign (2017 - Ongoing), Boston, MA.** GIS and data analyst for existing transit market conditions and travel patterns for all of the greater Boston area.
- **Regional Transit Framework Study, Maricopa Association of Governments, Arizona (2016 - Ongoing).** GIS analyst for the development of an update to the Regional Transit Framework, focusing on feasibility and development of high capacity transit services.
- **RTA Strategic Transit Plan, New Orleans, LA (2016-2018).** GIS and data analyst for existing and future transit market conditions and effectiveness of scenario development.
- **Cambridge Citywide Plan, City of Cambridge, MA (2016 - Ongoing).** Main analyst for research and data collection to inform the mobility component of the Citywide Plan with an emphasis on existing sustainable policies, including community outreach.
- **High Capacity Transit Plan, Las Vegas, NV (2016 - Ongoing).** GIS analyst for the development of a long-range transit plan for Southern Nevada's future regional transit network, with a special focus on high capacity transit and visitor markets.
- **Lawrence Transit Comprehensive Operations Analysis, Lawrence-Douglas County MPO, Lawrence, KS (2016 - 2017).** GIS and peer analyst for the assessment of service performance for Lawrence Transit and KU on Wheels, with an emphasis on improving service productivity and potential service consolidation, including a comprehensive fare analysis.
- **Public Transit Comprehensive Operations Analysis, Augusta, GA (2016).** GIS and peer analyst for comprehensive assessment of service performance for Augusta Public Transit, with an emphasis on improving service.



Suzanne Birdsell
GIS Analyst

PREVIOUS EXPERIENCE

Rural Energy, Climate Change, Conflict and Sustainable Development Field School Clark University
Peace Studies Department, Worcester, MA
Gender Specialist, Summer 2015

- Conducted participatory field research in rural Haiti through interviews/focus groups and GPS data collection to understand impact of energy crisis on human wellbeing and gender issues
- Collaborated with the Foundation for Sustainable Agricultural Development (FOHNDAD), members of USAID and other US-based organizations in Haiti

Los Alamos National Laboratory, Los Alamos, NM
GIS Student Intern, June 2012-July 2013

- Created a query database for site suitability for small modular reactors and assessment of alternative host rocks for the disposal of high-level radioactive waste
- Geo-referenced and geocoded data and created interpolated raster surfaces for slats within the United States

ELIZA HARRIS JULIANO, CNU-A

Project Manager, Principal Planner

SELECT PROJECTS

Orange Code, Orange County, FL: Project Manager; Rewriting Orange County's current Land Development Code as a new and simplified Form-Based Code. Planning analysis, public vision and design workshops; General and Physical Assessment of current Land Use Code.

Envision Destin, Destin, FL: Project Manager; master planning, public vision and design workshops; led public engagement for four key districts of the city. Design solutions included an innovative multimodal solution for main highway connecting all the study areas.

Panama Pacifico, Panama: Planner; master planning including placemaking, park and home design. Managed master planning process including conceptual design, GIS efforts and entitlement review.

Restoration Form-Based Code, New Smyrna Beach, FL: Principal-in-Charge; master planning, urban design; 6,000-acre community restoring a former silviculture site and implementing a compact, walkable community with transit-ready design.

River to Sea TPO Long Range Transportation Plan 2040, Volusia County, FL: Project Manager; Participating on consultant team as the lead for land use forecasting. Tasks include socio-economic data forecasting and the development of the land use for an alternative growth strategy.

Lake Flores, Manatee County, FL: Project Manager; Master Planning, Rezoning, and Design Code for 1,300-acre mixed-use infill development.

MetroPlan Orlando Long Range Transportation Plan 2040, Orange, Osceola, and Seminole Counties, FL: Project Manager; development of updated projections for a sustainable land use scenario to improve transportation outcomes in the metropolitan area. Coordination with counties and cities' planning staff to develop transportation and land use efficiency strategies.

Avalon Groves, Lake County, FL: Project Manager; design and rezoning approval for 1,600 unit mixed-use development. First project approved under new Comprehensive Plan.

MetroPlan Orlando Long Range Transportation Plan 2030, Orange, Osceola, and Seminole Counties, FL: Project Manager; development of land use projections and design case studies for alternative land use scenario for the Long Range Transportation Plan. Integrates the principles of the Central Florida Regional Visioning effort and addresses the effects of land use and urban form on transportation outcomes.

Groveland State Road 50 PD&E, Groveland, FL: Urban Planner; transportation design, public workshops, urban planning. Pilot context sensitive solutions project for FDOT District Five; reroute heavy truck traffic out of main street district while enhancing bicycle, pedestrian and local auto accessibility.

Envision Edgewater, Edgewater, FL: Urban Planner; master planning, public vision and design workshops; participated in public workshops to garner resident input, craft a city-wide vision statement and a downtown vision plan.

Winter Park Form Based Codes/Design Guidelines, Winter Park, FL: Urban Planner; assist the City with the calibration of a form based code and the development of design guidelines to shape the central business district and major corridors in the context of charrette-based community involvement.



In her 11 year career in urban planning, Ms. Juliano has managed private and public sector projects with a focus on improving land uses in order to encourage greater transportation efficiency and options while contributing to sustainability and quality of life. Ms. Juliano is engaged in outreach and advocacy on smart growth issues and is active in the leadership of local and national peer organizations, including CNU. At Harvard's Graduate School of Design Ms. Juliano gained exposure to a broad slate of planning related issues ranging from policy to real estate and landscape ecology.

EDUCATION

Master of Urban Planning,
Harvard Graduate School of Design
Artium Baccalaureus Cum Laude in
Biochemical Sciences, Harvard College

LEADERSHIP

Congress for the New Urbanism,
Chair (national), Coordinator (Orlando)
Bike / Walk Central Florida, Board
Orlando Mayor's Greenworks Task Force
Orange County Mayor's Sustainability
Steering Committee
Project DTO Task Force, Orlando

SPEAKING ENGAGEMENTS

2017 - "The Next 25 Years Roundtable,"
Congress for the New Urbanism, Seattle
2016 - What's Sustainable About
Development?, CF Sierra Club
Past panels and lectures: Stetson & Notre
Dame Universities, University of Central
Florida, Rollins College, Orlando
Sentinel Editorial Board, PechaKucha
Orlando, Young Architects Forum
Orlando.

BRIAN C. CANIN, AIA, FAICP, CNU-A

QA/QC, President and Principal-in-Charge

SELECT PUBLIC SECTOR PROJECTS

Orange Code, Orange County, FL: Principal-in-Charge; Rewriting Orange County's current Land Development Code with Form-Based Smartcode. Planning analysis, public vision and design workshops; Assessment of Current LDC.

Envision Destin, FL: Principal-in-Charge; master planning, public visioning and design workshops; Crafted vision for four key districts of the city including a redevelopment concept plan for Town Center redevelopment area.

MetroPlan Orlando Long Range Transportation Plan 2040, Orange, Osceola, and Seminole Counties, FL: Principal Planner; development of updated projections for a sustainable land use scenario to improve transportation outcomes in the metropolitan area. Coordination with counties and cities' planning staff to develop transportation and land use efficiency strategies.

Envision Edgewater, Edgewater, FL: Principal-in-Charge; master planning, public visioning and design workshops; participated in public workshops to garner resident input, craft a city-wide vision statement and a downtown vision plan.

Town of Windermere, FL: Principal-in-Charge; vision planning, downtown redevelopment, hardscape, landscape and roadway improvements; developed a 2020 Vision Plan for the Town of Windermere including design guidelines, roadway improvement plan, and creation of a pedestrian-friendly sense-of-place.

Town & Country, Hillsborough County, FL: Principal-in-Charge; master planning, community visioning and development analysis; 525-acre infill site involving revitalization of the existing main street, town center creation and streetscape treatments.

Western Beltway Land Use Study, Orange County, FL: Principal-in-Charge; analysis of land uses along Western Beltway corridor for Orlando-Orange County Expressway Authority.

Solutions Through Effective Planning, Orange and Seminole Counties, FL: Principal-in-Charge; 120,000 - acre vision plan for portions of Orange and Seminole Counties. Central Florida Sustainable Communities Initiative (CFSCI): Program Creator; established to assist small Florida communities deal effectively with growth management and visioning.

SELECT PRIVATE SECTOR PROJECTS

Solivita, Poinciana, FL: Principal-in-Charge, Principal Designer; master planning, landscape architecture and entitlements; 3,300-acre project with 6,500 housing units, 105,000 sq. ft. town center, championship golf course and multi-use trails. Solivita is the recipient of more than 13 awards, including the Grand Aurora Award.

Tradition, Port St. Lucie, FL: Project Director; master planning, and design guidelines; 2,033-acre site with 6,200 dwelling units and 1.9 million sq. ft. of commercial. Canin Associates was honored with an ASLA award of excellence in research and communications for Tradition's Residential landscape and Site Design Guidelines.

Restoration, New Smyrna Beach, FL: Principal-in-Charge; master planning, urban design; 6,000-acre community restoring a former silviculture site and implementing a compact, walkable, new urbanist community with transit-ready design.

Victoria Park, DeLand, FL: Principal-in-Charge; 1,860-acre community with 4,200 dwelling units, mixed-use village center and championship golf course.



Mr. Canin is recognized regionally and nationally for his leadership and commitment in the field of planning and urban design, and is sought after for his ability to find creative solutions to difficult challenges. For over 40 years, Mr. Canin has focused on creating sustainable communities through the practice of urban design and creative placemaking. His combined talents have created award-winning, enduring communities that provide a unique sense of place.

EDUCATION

Master of Architecture in Urban Design,
Harvard University
Bachelor of Architecture,
University of the Witwatersrand

PROFESSIONAL AFFILIATIONS

American Institute of Architects -
Mid-Florida Chapter
American Institute of Certified Planners -
Charter Member
American Planning Association
Congress for the New Urbanism
Florida Planning and Zoning Association
Home Builders Association of Mid-Florida
Urban Land Institute

RECENT SPEAKING ENGAGEMENTS

2016 - Best Development Practices; Lake
County, FL
2014 - Product Segmentation Driving
Sales for Homebuilders; ULI Spring
Meeting; Vancouver, BC.
2012 - Growing in the 21st Century:
Incremental Growth Pattern Session for
CNU 20; West Palm Beach, FL.
2010 - Resource Efficient Communities &
Florida's Development Future: Restoration;
APA FL Annual Conference; Tampa, FL.

KEVIN JONES, RA

Principal Urban Designer

SELECT PROJECTS

Mercy Drive Neighborhood Vision Plan, Orlando, FL: Working together with the City of Orlando and local subconsultants, meeting with community stakeholders and conducting public workshops to identify current issues and collaboratively develop solutions.

Orange Code, Orange County, FL: Urban Designer; Rewriting Orange County's current Land Development Code with Form-Based Smartcode. Planning analysis, public vision and design workshops; Assessment of Current LDC.

Panama Pacifico, Panama: Urban Designer, Assist in the creation of conceptual framework plans for Kobbe Hills, Antigua, and Southern Hills Areas. Create artistic renderings of selected areas of the project. Created various 3-D renderings and models.

Lake Flores, Manatee County, FL: Urban Designer; Master Planning, Rezoning, and Design Code for 1,300-acre mixed-use infill development.

Peninsula Bay, Manatee County, FL: Urban Designer; Master Planning, Rezoning, and Design Code for 375-acre mixed-use infill development.

Palm Vista, FL: Urban Designer, Assist in the creation of a conceptual plan. Create street cross sections and block plans. Make renderings for proposed areas of the project.

PRIOR WORK EXPERIENCE

LRK, Inc. (Looney Ricks Kiss), Celebration, FL: January 2013 – April 2016
Prepared construction documents for single-family, multi-family, and small scale commercial projects; Communicated with developers and future project owners to realize project scope and design intent; Coordinated with engineers and other design professionals to deliver projects on time and in budget; Collaborated with urban planning team on community layouts and design guidelines; Provided construction administration duties for single and multi-family residential projects; Analyzed and applied time and budget constraints to project scheduling; Interpreted building and zoning codes from multiple jurisdictions to determine project requirements; Rendered hand drawn floor plans and elevations for client presentations and design review boards; Troubleshoot general computer, network, and printing issues.

ArcVision, Inc., Winter Springs, FL: May 2012 – January 2013
Prepared construction documents for prototypical restaurant retrofits; Worked with site survey data and imagery to determine project parameters; Interpreted building, fire, plumbing, and accessibility codes from jurisdictions across the country.

Site Enhancement Services, Winter Springs, FL: January 2012 – May 2012
Worked with architectural plans and elevations to implement site branding strategies; Manipulated CAD drawings and photographs to create proposed signage renderings; Interpreted city and county zoning codes to optimize site branding strategies.



Mr. Jones is a graduate of the University of Miami School of Architecture. He has designed, produced, and managed the construction of custom homes and amenity centers for custom home builders and master planned communities all over the southeast United States. As a designer, Mr. Jones seeks to employ proven placemaking techniques tailored to unique local contexts.

EDUCATION

Bachelor of Architecture
University of Miami

PROFESSIONAL CERTIFICATIONS

Registered Architect, Florida

PROFESSIONAL AFFILIATIONS

American Institute of Architects -
Orlando Chapter

Congress for the New Urbanism -
Orlando Chapter

SoDo Design Committee

ANGELA COULLIAS

Urban Designer

SELECT CANIN PROJECTS

Orange Code, Orange County, FL: Urban Designer; Rewriting Orange County's current Land Development Code with a new and simplified Form-Based Smartcode. Planning analysis, public visioning and design workshops; General and Physical Assessment of current Land Use Code.

City of Titusville Vision Plan, Titusville, FL: Urban Designer; Collaboratively worked with City staff and community stakeholders to develop a Vision for the City's future. The visioning process included several stakeholder workshops, mapping exercises and design renderings.

Mercy Drive Neighborhood Vision Plan, Orlando, FL: Urban Designer; Working with the City of Orlando and local subconsultants to produce a Neighborhood Vision Plan, including extensive research of the area, public meetings, and prioritized strategies.

Unnamed Project, FL: Studio Project Manager, Urban Designer; Providing consulting for a new groundbreaking and innovative community within a growing metropolitan region in Florida.

PRIOR WORK EXPERIENCE

Tindale Oliver - Tampa, FL - July 2015 to November 2016: Planner/Urban Designer; Worked on multiple community planning and design projects involving public outreach, visioning and other technical/graphical urban design support. Also involved with contracts with the Florida Department of Transportation (FDOT) District Seven Traffic Operation and Safety team. Worked on site once a week and I was involved with the beginning of the Bike Walk Tampa Bay safety initiative.

Center for Urban Transportation Research (CUTR) at USF - Tampa, FL - October 2014 to July 2015: Pedestrian/Bicycle Safety Program Planner/Analyst; Assisted Dr. Pei-Sung Lin in the ITS, Traffic Operations and Safety team with the comprehensive statewide pedestrian and bicycle safety initiative "Alert Today Alive Tomorrow" and the Statewide Pedestrian and Bicycle Safety Coalition, funded by the Florida Department of Transportation (FDOT). Assisted in various public outreach, education, and implementation kickoff projects.

CH2M Hill - Gainesville, FL - May 2006 to October 2014: Intern Architect/Designer; Worked with a variety of disciplined professionals interdepartmentally within the design and engineering field, focused mainly on water, wastewater and other functions of municipalities. Learned the skills for project management and delivery, participating as a team player, and producing quality work.

University of Florida - Gainesville, FL - August 2011 to May 2012: Graduate Assistant; Worked with Hillsborough County through the University of Florida as an assistant to Dr. Paul Zwick and his LUCIS (Land Use Conflict Identification Strategy) model to find alternative and future transportation/land-use development scenarios. Explored and developed skills using ArcGIS and ArcGlobe.

University of Florida - Reddick, FL - September 2011 to November 2011: Student Planning Consultant; Co-produced an updated Comprehensive Plan for the Town of Reddick, Florida with graduate planning studio an updated Comprehensive Plan, primarily focused on Future Land Use Element discussion. Personally re-designed the town seal.



Since completing her master's degree in Urban and Regional Planning from the University of Florida, Ms. Coullias has gained professional design and planning experience working in both public and private sectors, on local and statewide levels. Her education and background includes both architecture and planning, focused on urban design, walkability and sustainability. Her list of professional experiences include comprehensive planning, bike/pedestrian safety, public involvement, neighborhood visioning, and graphic design and GIS support.

In the process of earning her AICP/CNU certification.

EDUCATION

Masters of Arts in Urban and Regional Planning, University of Florida

Bachelor of Design in Architecture, University of Florida

PROFESSIONAL AFFILIATIONS

American Planning Association (APA)



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