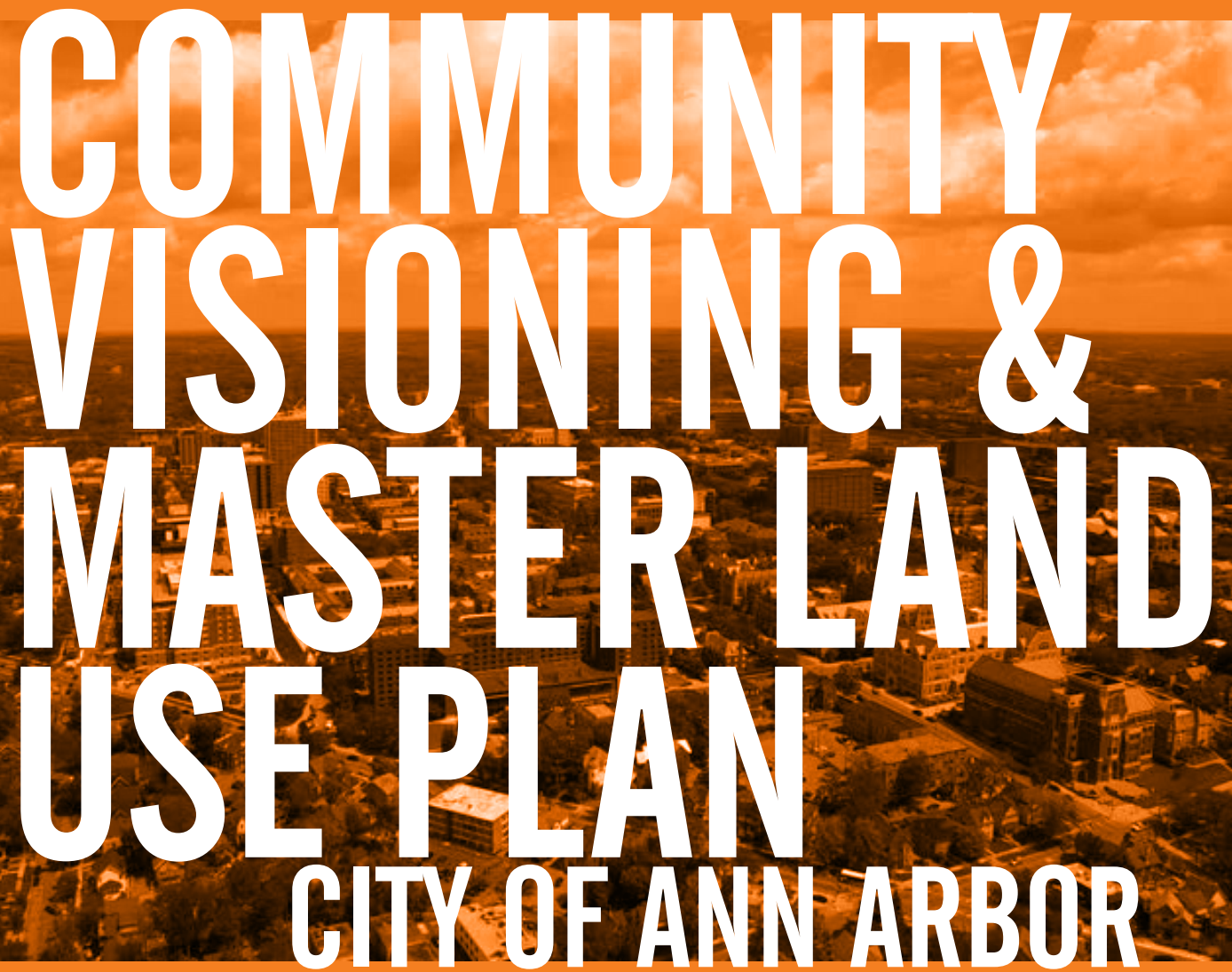


RFP # 19-06



COMMUNITY VISIONING & MASTER LAND USE PLAN CITY OF ANN ARBOR

INTERFACE STUDIO LLC

WITH:
POWER MARKETING RESEARCH
NINIGRET PARTNERS
SAM SCHWARTZ CONSULTING
BUROHAPPOLD ENGINEERING

PREPARED FOR:
CITY OF ANN ARBOR PLANNING SERVICES



Transformation of Fulton Street, Grand Rapids, MI



New plaza designed to improve one of the worst intersections
in the city, Pittsburgh, PA

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FEE PROPOSAL (SEPARATE SEALED ENVELOP)



Public Open House, Pittsburgh, PA

March 6, 2019
City of Ann Arbor
301 East Huron Street
Ann Arbor, MI 48107

RE: COMMUNITY VISIONING AND MASTER LAND USE PLAN

On behalf of Interface Studio LLC and our team, I am thrilled to submit our proposal for this important and timely project to develop a city-wide visioning and master land use plan that can serve as a consolidated and streamlined roadmap for the City's future.

Consistently ranked one of the top college towns in the country and with a reputation as one of the country's best cities for livability, education, art, innovation, raising a family, and happiness, Ann Arbor has much to celebrate and to build on as it prepares for the challenges of the future.

INTERFACE STUDIO LLC, a planning and urban design practice based in Philadelphia, is the lead firm for this proposal. Since opening the firm in 2004, we have dedicated our practice to addressing with creativity the challenges and opportunities unique to active and diverse urban environments. Our ability to blend research and analytical thinking with design and public visioning has been recognized with six **APA National Planning Awards** since 2009 as well as an **ASLA National Landscape Honor Award**. Scott Page, founder of Interface Studio, will serve as Principal-in-Charge and Stacey Chen, an Associate with Interface Studio who led our work in Wilmington and North Kingstown, will serve as project manager.

We have led major projects across the country including citywide vision and land use plans for Binghamton (NY), Detroit (MI), Suwanee (GA) and Wilmington (DE) as well as major initiatives for Atlanta's Downtown and the nation's first Ecolnnovation District in Pittsburgh. We designed Philadelphia's Rebuild program – a \$500 million initiative to improve parks and libraries across the City which led to the nation's first soda tax. We co-wrote the economic growth chapter of Detroit Future City and have been involved with city-wide strategies to address housing, economic development, industrial strategies, and land banking.

We have developed an innovative practice around listening and engaging in ways that are creative and participatory. We collaborate closely with on-the-ground partners to craft an engagement plan that can reach a diverse cross-section of the City. Our work is carefully designed. It is fun, playful, interactive and always meaningful. One of the best compliments we receive after a public event is "thanks, this was fun." If the event is fun, residents will tell their neighbors and friends to attend upcoming events. This is how we build momentum through the process. Most importantly, our activities are designed to educate, clearly communicate what

are often complicated issues, and help explore the potential solutions and trade-offs based upon the real facts-on-the-ground. Our engagement yields an important form of data, carefully collected and re-presented to keep the conversation moving toward actual policies and strategies that comprise the plan.

To fully realize the potential of this plan, Interface Studio has teamed with **Power Marketing Research, Ninigret Partners, Sam Schwartz Consulting** and **BuroHappold Engineering**. Collectively, our team has extensive expertise in urban design and planning, land use and zoning, economic development, market analysis, graphic design, public engagement, streetscape design, engineering, sustainability, parking, mobility, and specific experience with citywide plans. But beyond the technical skills, these are all firms that have built their reputations as mission-driven innovators in their respective disciplines.

The Plan is a living document that will guide the future of the City for the next few decades. It needs to be clear, it needs to be bold, and it needs to be effective. Our team has the capacity to deliver on all three fronts. The Plan will create the framework for change, stability, growth and preservation, and will provide the guidance needed to sustain and celebrate what's great about Ann Arbor today.

We will design the process with you and enlist the support of our team members to carry out specific aspects of the work. Our reputation as effective collaborators enabled us to assemble, what we believe, to be the best team to address all elements of the Plan, bring new thinking to Ann Arbor, and meet both your high expectations and ours.

We have received and reviewed Addendum No. 1 and appreciate the opportunity to present our proposal for this very exciting project, poised to chart the continued sustainable growth of the City. Please don't hesitate to contact me with any questions.

Sincerely,



Scott Page, Founder & Principal
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WWW.INTERFACE-STUDIO.COM

PROFESSIONAL QUALIFICATIONS

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INTERFACE STUDIO LLC

Interface Studio LLC is a full-service planning and urban design practice based in Philadelphia. Founded in 2004 with the intention to start as a small, collaborative office and remain so, we are today a successful company of ten professional planners working together on a diverse array of projects including neighborhood plans, corridor studies, city-wide comprehensive plans, strategic plans, and economic development studies.

We are recognized for our graphic approach to planning, urban design and public outreach and utilize a range of digital tools in our work, including 3-D models, GIS analysis, video animation and editing, photo-renderings, and diagrams to communicate our findings and recommendations to the public and key stakeholders. Our ability to blend research and analytical thinking with design and engaging graphic communication has been recognized with state and national awards including the **National American Planning Association (APA) Award for a Grassroots Plan** in 2009 and 2012, and for **Public Outreach** in 2010, the **American Society of Landscape Architects National Award for Analysis and Planning** in 2010, and the inaugural **APA Award for an Emerging Planning and Design Firm** in 2013.

Our work is driven by a unique sense of optimism and innovation, and we have a track record of tackling difficult and controversial issues. We appreciate the distinct challenges associated with communities that have experienced significant change and have helped to promote and protect their core values. We strive to be accessible to all audiences with a style that is approachable, artistic, playful, and intended to welcome the public into the planning process. We believe big ideas require incremental steps to sustain momentum from the planning process and build confidence that positive change is coming. Our ideas thus balance long-term goals with short-term or temporary projects and events that bring people together, raise money, and shape local policy.

We place a high value on creative thinking, client service, and enthusiasm, and we always strive to exceed the expectations of our clients and users. We view each project as a unique challenge, merging our extensive experience with new and achievable ideas to create strategies grounded in the real issues of each community.



Above: Interface Studio's College Hill Master Plan in Macon yielded tangible results less than 4 months after its completion. The soapbox derby is one of many activities that have emerged from the plan in addition to a Knight Foundation grant, zoning changes, installation of new bicycle lanes (Macon's first), new stores and proposed mixed-use development.

Right: Our work in Suwanee, GA focused on leading a public process to discuss the vision for the City in 2020. Open Houses were organized by Interface Studio to invite residents in to discuss their ideas and priorities for the plan.

SUWANEES 20/20 VISION PLAN TOWN CENTER OPEN HOUSE PUBLIC INPUT SUMMARY



CORE SERVICES

Interface Studio has a unique combination of experience in both site-specific, community-oriented urban design projects as well as large-scale, city-wide analysis and policy plans. Below is a list of services we provide directly through our in-house staff:

- > Comprehensive planning
- > Downtown planning
- > Public participation
- > Industrial strategies
- > Open space planning
- > Innovation districts
- > Transit oriented design
- > Community revitalization
- > Commercial corridors
- > Housing strategies

AWARDS

- > 2018 APA Pennsylvania Chapter for a Plan - Pittsburgh EcoInnovation District
- > 2017 International Downtown Association Pinnacle Award, Grand Rapids Forward
- > 2015 APA National Planning Achievement Award for a Best Practice: Realizing the Potential of the Porch - A Case Study in Data-Driven Placemaking
- > 2014 APA Pennsylvania Chapter Daniel Burnham Award for a Comprehensive Plan - Dream Dormont.
- > 2013 APA Michigan Chapter Daniel Burnham Award for a Comprehensive Plan - Detroit Future City.
- > 2013 APA National Planning Excellence Award for an Emerging Planning & Design Firm
- > 2012 APA National Planning Excellence Award for a Grassroots Initiative - Yorktown 2015
- > 2012 APA Pennsylvania Chapter Planning Excellence Award for a Best Practice - Philadelphia Industrial Land Use and Market Strategy
- > 2010 ASLA National Honor Award for Planning - Transit Revitalization Investment District Master Plan
- > 2010 APA National Planning Excellence Award for Public Outreach - Wicker Park Bucktown Master Plan
- > 2010 APA Illinois Chapter Excellence Award for Public Outreach - Wicker Park Bucktown Master Plan
- > 2010 Illinois Chapter of the Congress for New Urbanism Charter Award - Wicker Park Bucktown Master Plan
- > 2010 American Council of Engineering Companies - Illinois (ACEC-IL) Special Achievement Award - Wicker Park Bucktown Master Plan
- > 2009 APA National Planning Excellence Award for a Grassroots Initiative - Lower Italian Market Revitalization Plan
- > 2009 NJ Smart Growth Award - North Camden Neighborhood and Waterfront Plan
- > 2009 PACDC Blue Ribbon Award Finalist - Our Community Plan, Eastern North Philadelphia, PA
- > 2007 APA National Planning Excellence Awards Jury Letter of Commendation - Comprehensive Neighborhood Plan for Francisville
- > 2004 10,000 Friends of Pennsylvania Bronze Award: APM / Temple Regional Rail Station Area Plan

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ESTABLISHING A LOCAL PRESENCE

Interface Studio has successfully led large-scale plans outside of our home in Philadelphia due to our commitment to making local connections. We do this by establishing a strong communication plan with our clients, carefully planning the outreach process, constantly creating new graphic materials to keep the public involved even when we are not in town, and fully utilizing the knowledge of our local partners. We expect that toward the end of the process we should be able to walk into a public meeting and know the majority of people in attendance because they've been a part of the process. This is the model we use throughout our work resulting in successful outcomes in Chicago, Grand Rapids, and Rochester to name a few.

Interface Studio has strategically partnered with a local firm to enable our team to hit the ground running. Power Marketing Research brings engagement and communication skill sets. Additionally, Sam Schwartz Engineering, from their Chicago office, has local experience developing the City's Transportation Plan. This diversity of experience will be invaluable as we assess the City's current challenges and opportunities, and, reach out to the public throughout the course of the project.

PEOPLE

Interface Studio is an office of 10 people. We rarely experience turnover, with over half of the staff employed with Interface Studio for over seven years. In addition to Scott and Stacey, this project will be staffed by Jamie Granger, Chris DiStasi and Yoona Ahn. Below is a full list and titles of Interface Studio employees (proposed for this plan are in bold).

- > **Scott Page, Founder & Principal**
- > **Stacey Chen, Project Manager**
- > **Jamie Granger, Associate**
- > **Chris DiStasi, Urban Designer**
- > **Yoona Ahn, Urban Designer**
- > Ashley Di Caro, Associate
- > Ben Bryant, Director of Special Projects
- > Maria Gabriela Gonzalez, Urban Designer
- > Lisa Lobree, Office Manager
- > Mindy Watts, Principal

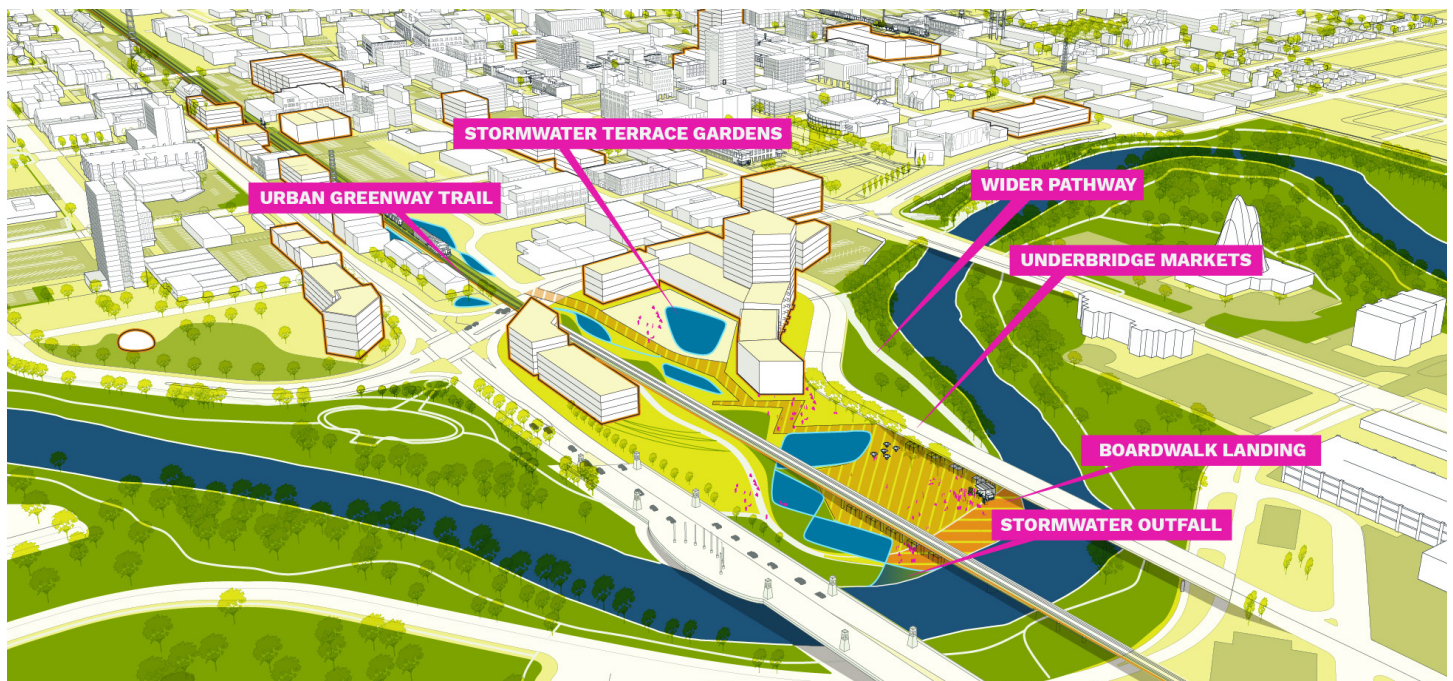
A COLLABORATIVE TEAM APPROACH

Interface Studio has demonstrated the ability to complete large-scale and complex projects within tight timeframes. This is due to the size and staffing flexibility of our office. As an office of nine planners and designers, everyone is aware of ongoing project work and able to lend extra hands when necessary to achieve project milestones. For this reason, we have been called “nimble” in our approach and ability to meet major deadlines. We are committed to exceeding both your expectations and ours for this important project.

INTERFACE STUDIO LLC will serve as the lead planning and urban design firm for the team. Interface Studio will guide the planning process and serve as the central point of contact for the work. We will collaborate with the City and each team member to produce the technical analysis, strategies and documents necessary to develop the Plan. In addition, our role is focused upon leading the plan’s public engagement, developing graphic standards and branding for the plan, collecting key data on the state of Ann Arbor today, and developing land use, zoning and other recommendations that will shape investment and growth. Our graphic capabilities will be put to use in designing the final documents.

To fully realize the potential of this work, Interface Studio has teamed with long-time collaborators **Ninigret Partners**, **Sam Schwartz Consulting**, and **BuroHappold Engineering**, as well as **Power Marketing Research** as a local partner. This is a team that knows each other well. Interface Studio has completed over 16 projects with Sam Schwartz and over 10 with Ninigret Partners. Our team’s collective expertise includes urban design, planning, public engagement, green and grey infrastructure, housing, economic development, market analysis, transportation, and parking.

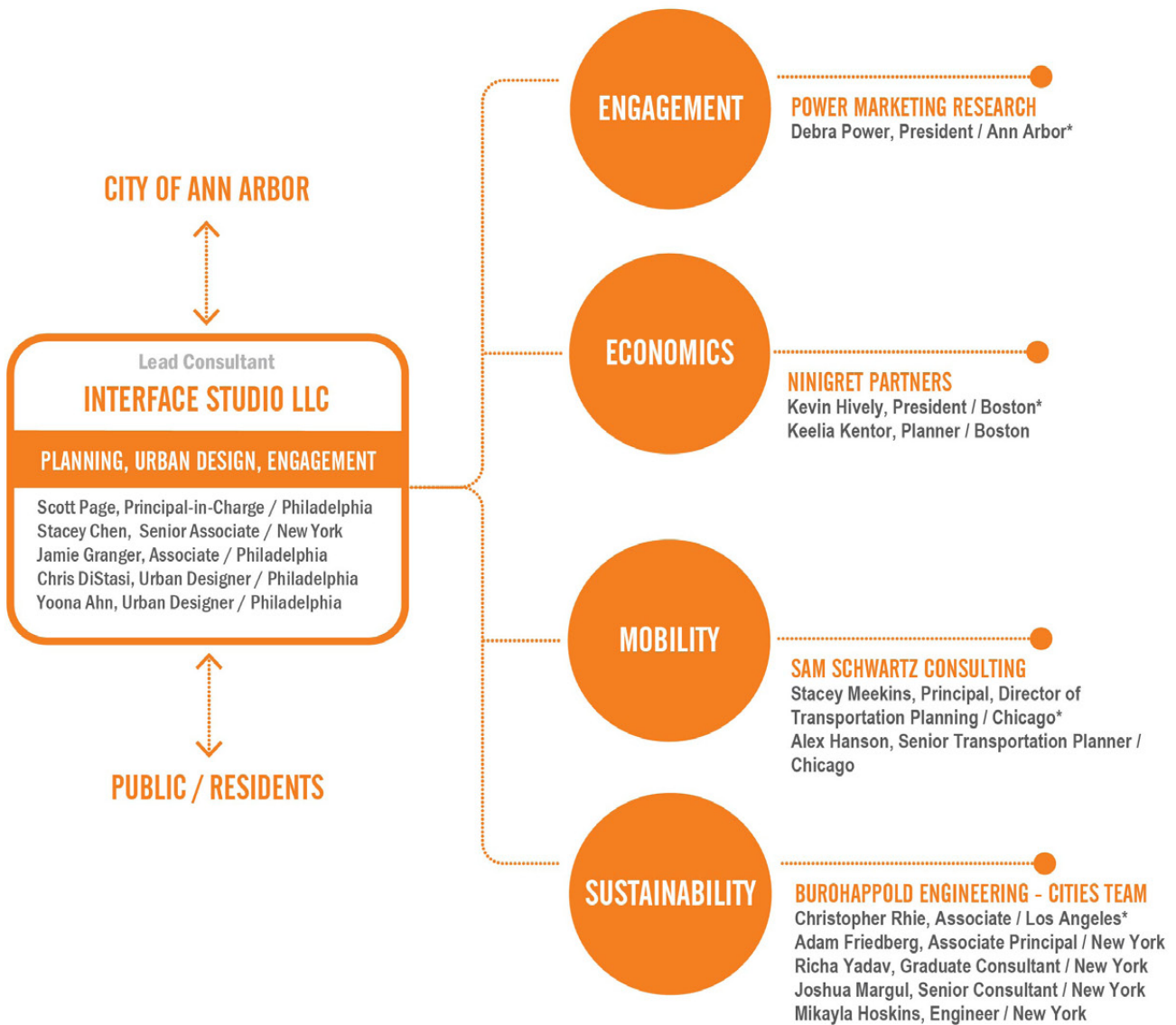
Below: Development option for Downtown Fargo, ND on a former industrial property.



Our roles include:

- > **Interface Studio LLC** will serve as the lead planning and urban design firm for the team. Interface Studio will guide the planning process and lead all aspects of the public outreach and report production.
- > **Power Marketing Research** will provide on-the-ground support for public outreach and communication.
- > **Ninigret Partners** will provide a detailed economic development and housing strategy for the City which will help to shape our team’s approach to land use and development.
- > **BuroHappold Engineering** will focus on integrating sustainability into the plan to help the City achieve its progressive goals and aspirations.
- > **Sam Schwartz Consulting** will work with the team to translate the findings from the transportation plan to this work. Their role is invaluable in tying land use discussions and decisions to transportation and mobility.

Each team member is focused and dedicated to each project we undertake and has proven capacity to complete large, forward-thinking plans on time. We invite the selection committee to review our work and talk with our clients about the quality and depth with which we address each problem.



*lead staff

SUBCONSULTANT INFO

CONTACT

Debra Power, Founder
Power Marketing Research
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Corporation (LLC)
Incorporated in the State of
Michigan in 2001.

Power Marketing Research is a
certified DBE (Disadvantaged
Business Enterprise) and SBE
(Small Business Enterprise).



PROJECT STAFF

Debra Power, President, based
in Ann Arbor. Marketing,
communications and
engagement expertise.

POWER MARKETING RESEARCH

Power Marketing Research (www.getresearchpower.com) is a Michigan-based, 100% woman-owned corporation that conducts qualitative and quantitative research including focus groups, surveys, mystery shopping, public involvement, and market intelligence gathering. We are skilled in development and implementation of all of the elements required for this project. Power Marketing Research was awarded a 2015 and 2011 FastTrack Award from Ann Arbor SPARK. The FastTrack Awards recognize companies that have consistent records of growth. PMR is a certified DBE (Disadvantaged Business Enterprise), SBE (Small Business Enterprise), Women's Business Enterprise (WBE) and Woman Owned Small Business (WOSB).

Power Marketing Research (PMR) services a broad range of clients in numerous industries, including medium to large-sized businesses and nonprofits in education, healthcare, manufacturing, sustainability and transportation. As part of our ongoing dedication to research, our staff is certified in PEERRS (the University of Michigan's Program for Education and Evaluation in Responsible Research and Scholarship). We are PEERRS certified for human subjects research in biomedical and health sciences, and social and behavioral sciences. We have also completed the NIH (National Institutes of Health) "Protecting Human Research Participants" training course.

Ms. Power has more than 20 years of experience in marketing and research, including work in economic development and for non-profit organizations. A graduate of the University of Michigan, she is a trained focus group moderator with certification from the ACNielsen Burke Institute. Before becoming President of Power Marketing Research, she was the marketing director for the Washtenaw Development Council (the lead economic development organization for Washtenaw County). There she was responsible for developing and implementing marketing efforts to attract and retain business to the Washtenaw County region. Currently Power is a member of the Inforum Southeast Michigan Regional Council, Chair of the Ambassador Program and Chair of the Ann Arbor Affinity Group—A2Affinity.

Active in the community, Ms. Power has served on numerous non-profit committees and boards, including the Ann Arbor Area Convention and Visitors Bureau; Ann Arbor Public Schools Business Advisory Committee; Ann Arbor SPARK; Washtenaw United Way; was a board member of Recycle Ann Arbor; and a Board Member and Executive Committee Member of the Ann Arbor/Ypsilanti Regional Chamber. She was a board member and Vice-President of 826michigan, a nonprofit dedicated to supporting students aged 6 to 18 with their creative and expository writing skills and to helping teachers inspire their students to write. She is also the co-founder and past co-president of the Women's Exchange of Washtenaw (www.wxwbusiness.com), an organization dedicated to growing businesses in the region. She was a 2011 Athena Award of Washtenaw County nominee. Power is also an Adjunct Lecturer at Eastern Michigan University, teaching marketing research in the College of Business.

Power is also the Founder and President of Running Start (www.running-start.biz). Running Start is an engaging, mentor-led, workshop-based approach to equip kids with entrepreneurial skills to start a business. Over a series of four workshops, middle and high-school aged youth will come up with a business idea, test it, market it, and finally pitch it.

NINIGRET PARTNERS

Ninigret Partners LLC (NP) is a boutique economic design firm that specializes in the art and science of blending customer insights, behavioral economic concepts and design principles to achieve desired economic goals. NP brings an unconventional approach to the complex issues facing businesses, organizations, cities, towns and regions. NP has three main focus areas including management consulting, economic development, and strategic communications. The firm has been involved with award winning projects in Michigan, Georgia, Connecticut, and Rhode Island. Several of our projects have received national and international recognition for their efforts in innovation and the economy (Fast Company United States of Innovation), and sustainable development (Sustainia 100). The firm's experience in Michigan includes Detroit (Innovation District Plan with Interface Studio), Grand Rapids (GR Forward Plan with Interface Studio, Bike Share Business Planning with Sam Schwartz) and Flint / Genesee County Economic Vitality Plan. NP has a variety of experience with urban development in cities with major universities including Athens, Fargo, New Haven, Macon, Pittsburgh and Providence.

Our practice areas include:

- > **MANAGEMENT CONSULTING:** NP has over 20 years of experience providing management consulting services. Our early work focused on providing customized business strategy services to a select group of clients in industries undergoing rapid change. We also work with institutions and non-profits on key service design and economic questions that impact their mission.
- > **ECONOMIC DEVELOPMENT:** NP has a unique approach to economic development. In our view, economic development is much more than real estate development; it's the result of a robust, growing business sector. We start with a basic understanding of how businesses make investment decisions and the key success factors needed to build a competitive product or service. We break this knowledge into component pieces that align with areas public policy can influence.
- > **ENGAGEMENT & COMMUNICATIONS:** NP takes a targeted approach to public engagement and communications. With today's wide array of tools and technologies it can be hard for a community or organization to know which to use and when to use them. NP specializes in helping its clients develop effective engagement and communications strategies by building on local culture and capacity.

SUBCONSULTANT INFO

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PROJECT STAFF

Kevin Hively, President,
based in Boston. Economic
Development, Market
Analysis, Business Strategies,
Institutional Consulting.

Keelia Kentor, consultant
based in Boston. Planner with
experience in housing strategies
and campus planning.

SUBCONSULTANT INFO

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SAM SCHWARTZ CONSULTING

Sam Schwartz is a multi-modal transportation engineering and planning firm headquartered in New York City with offices in Chicago, Newark, Washington, D.C., Tampa, Los Angeles, and Oakland.

Transportation plays a critical role in achieving larger societal goals, whether related to economic development, social equity, public health or environmental quality, and Sam Schwartz's strength is realizing tangible change in cities and towns by matching leading-edge thinking on sustainability and mobility with rigorous technical expertise.

Sam Schwartz has collaborated with cities for over twenty years on a wide array of complex issues and strategies. As city leaders increasingly aspire to recreate their streets for more than just the use of automobiles, Sam Schwartz has served as a frequent collaborator with those who are leading the charge. And in an era where daily changes in behavior, technology, and funding are disrupting the transportation industry, Sam Schwartz is at the forefront of emerging "new mobility" trends, harnessing the potential of data and the sharing economy to provide not just new options but better options to users.

In New York, our staff laid much of the groundwork for innovations enacted under Mayor Bloomberg and Transportation Commissioner Janette Sadik-Khan, from helping to develop policy changes to design guidelines, to securing new funding, and implementing dozens of transformative projects.

In Chicago, we served as the lead consultant for the City's groundbreaking Pedestrian Plan, identified over 100 miles of protected bike lanes for Chicago's first citywide bike network, and lead the planning and implementation of the Divvy bike share system. We are also in the unique position of managing and staffing the City's Vision Zero program, leading communications efforts, analysis, policy, and safety interventions around the City.

Our services include traffic engineering, transportation planning, transit planning, pedestrian and bicycle planning, multimodal design and Complete Streets training, environmental review, urban design, public involvement, and construction support. Sam Schwartz has completed a number of citywide comprehensive plans for cities of different sizes including Chicago, Boise, and Grand Rapids, MI.

In addition to the work showcased on the following pages that was completed with Interface Studio, Sam Schwartz led: the Move DSM Transportation Master Plan in Des Moines, IA; The West Palm Beach Mobility, Transit, and Parking Plan; and The Move Seattle Strategic Plan and Action Agenda.

PROJECT STAFF

Stacey Meekins,
Principal and Director of
Transportation based in
Chicago. Transportation
planning and engineering.

Alex Hanson, Senior
transportation planner
based in Chicago.
Transportation planning.

BUROHAPPOLD ENGINEERING

BuroHappold is a global, integrated, multidisciplinary consulting engineering firm that offers a complete range of services for the built environment, from individual buildings to campuses, and from neighborhoods to regional plans. BuroHappold is engaged in both the built and natural environments, tackling complex design and implementation issues relating to buildings, neighborhoods, cities, and institutions. In providing a range of technical engineering and management consulting services, BuroHappold combines globalized knowledge with local understanding and experience.

CITIES

BuroHappold Cities is the strategy consulting and infrastructure engineering arm of BuroHappold. The Cities discipline provides strategic planning, project management, and analytical services to a diverse range of public- and private sector clients worldwide—bringing together planners, economists, engineers, urban designers, real estate professionals, and demographers to tackle urban development problems that represent “the built environment” at its broadest scale. BuroHappold follows an evidence-based planning approach that ensures tailor-made and highly effective solutions to today’s multi-layered urban issues.

The firm’s appreciation of the various city aspects and enablers—social, economic, resource, infrastructure, and political—allows the firm to support decision makers by providing a complete picture of the planning context and devising a unique approach to delivery. Drawing on local and international experience of best practices, staff work with clients to identify suitable strategies and programs to meet current and future challenges. In addition to more traditional analytic assessments, the firm prides itself on planning and then delivering unique, highly visible, and complex projects hand in hand with its clients.

SERVICE OFFERS

BuroHappold has 21 locations worldwide, including offices in Detroit, New York, and Los Angeles. The Cities team in America, based in New York City and Los Angeles, is organized around three themes: Sustainability and Environment, Economic and Strategic Planning, and Infrastructure Planning + Design. Projects in the built environment typically address more than one of these themes, and our integrated approach encourages them to be considered simultaneously. The Cities team performs a variety of services, including:

- assessments/models/forecasts
- performance/design guidelines
- project design/development/management
- research/analyses
- strategies/frameworks/plans/designs
- visualizations
- workshops/facilitation

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PROJECT STAFF

Christopher Rhie, Associate, based in Los Angeles. Strategic planning, energy planning, sustainability consulting, infrastructure planning.

Adam Friedberg, Associate principal based in New York. Environmental engineering, energy and sustainability.

Richa Yadav, Graduate consultant based in New York. Sustainability consulting, infrastructure planning, climate action planning.

Joshua Margul, Senior consultant based in New York. Master planning, resiliency.

Mikayla Hoskins, Engineer based in New York. Urban systems, energy and sustainability.

PEOPLE

SCOTT PAGE, PRINCIPAL of Interface Studio, will serve as the principal-in-charge. Scott brings more than 20 years of diverse experience ranging from large-scale planning to site-specific design and redevelopment strategies. Scott founded Interface Studio in 2004 to focus specifically on master planning with an emphasis on creative grass-roots engagement.

Scott is an urban designer and planner with degrees from the University of Pennsylvania and Georgia Tech. Scott's experience encompasses neighborhood design, comprehensive planning, downtown revitalization and economic development and he has led projects in a diverse range of locations, including Atlanta, Detroit, Grand Rapids, Macon (GA), Richardson (TX) and Philadelphia. Scott is a lecturer at the University of Pennsylvania's School of Design focused on urban design and site planning.

STACEY CHEN, SENIOR ASSOCIATE, will serve as project manager. Stacey has received degrees from the University of Pennsylvania and the University of Chicago. Before joining Interface Studio, she focused on community development and social service programs for low-income and immigrant communities in New York City. Her interest in city planning and urban design developed after living in Asia for a number of years where she observed transformations in Asian urbanism and gained fluency in Mandarin Chinese. As a planner, Stacey draws on research, analytic and graphic skills, as well as her international and cross-cultural experience. Stacey has led the firm's recent comprehensive plans including the Wilmington 2028 Comprehensive Plan; and has also worked on Blueprint Binghamton, Suwanee 20/20 and the College Hill Corridor Plan.

JAMIE GRANGER, ASSOCIATE, is an urban designer/planner with degrees from the University of Pennsylvania and Brown University. He studied the interrelationship between economics and cities while an undergraduate student and received degrees in both fields. As a graduate student he concentrated his studies on the physical aspects of cities, urban design, and graphic representation. He is particularly interested in creating economically, socially, and environmentally sustainable places through the physical design of cities. Jamie brings his skills in design, economics, analysis, and graphic representation to each project. He was the lead designer for GR Forward and also worked on Blueprint Binghamton and Detroit Future City.

YOONA AHN, urban designer, has received degrees in planning and architecture from the University of Pennsylvania and Illinois Institute of Technology. She worked on a variety of projects during this time including a city-scale proposal for Valparaíso, Chile and a neighborhood-scale project in Philadelphia. Prior to joining Interface Studio, Yoona worked with the Philadelphia City Planning Commission as an Urban

Design Intern. In that role, she worked on several Philadelphia 2035 district plans.

CHRIS DISTASI, urban designer, came to the urban planning and design field after working as a social policy researcher and public engagement consultant for several years, exploring ways to better involve the public in local decision-making related to education, health care, and other issues. He has extensive experience in both qualitative and quantitative research and analysis, as well as in the design and implementation of engagement processes. As an urban designer, Chris is especially interested in public space and placemaking, and he is a firm believer that an inclusive, engaging planning process is just as important as a project's final product. Chris holds degrees from the University of Pennsylvania and the University of Rochester.

DEBRA POWER, President of Power Marketing Research, has more than 20 years of experience in marketing and research, including work in economic development and for non-profit organizations. A graduate of the University of Michigan-Ann Arbor, she is a trained focus group moderator with certification from the ACNielsen Burke Institute. Power has received a Cutting Edge Innovation Award from the Women Business Owner's of Southeastern Michigan. She was also named a U.S. Small Business Administration Michigan Women in Business Champion of the Year for 2010.

KEVIN HIVELY is founder and President of Ninigret Partners (NP). He brings 22 years of experience working with corporations, governments and leading non profits on key strategic and economic issues. His work entails informing vision, setting strategy, working through implementation issues and assisting clients through transactions and project launches. Private clients include four USNWR top ranked hospitals, and leaders in the fields of medical devices, property and casualty insurance, polymers, and electronics. His economic development work stretches across the country including Texas, Utah, North Dakota, the Midwest, Alabama, Georgia, Pennsylvania, and New England. Prior to NP he was member of Global Leadership team for Telesis, a corporate strategy firm and previous to that served as Director of Policy for the Governor of RI. He is a graduate of Brown University.

KEELIA KENTOR is a consultant for NP for research and information design. Her NP projects have included housing strategies in Vermont, Alabama and Texas; economic analysis work in Texas, Alabama, Massachusetts and Connecticut. Previous to NP, Ms. Kentor worked for STANTEC with particular focus on campus planning. She was also a planner with the city of Providence. Her work experience as a planner includes comprehensive plans, traffic planning, environmental impact analyses, open space planning, and campus and facilities master plans. She is a graduate of NYU with a master degree in urban planning from Columbia University.

STACEY MEEKINS is a Principal with Sam Schwartz and the Director of Transportation Planning, leading a diverse group of planners on a wide range of transportation plans and policy initiatives. Throughout her fifteen-year career in the transportation planning field, Ms. Meekins has focused on helping communities establish transportation networks and facility designs that provide mobility for all, with a special emphasis on people walking and bicycling. Her work ranges in scale and breadth from corridor analysis and conceptual design to citywide strategic action and policy documents. Coupling a background in engineering with her expertise and experience in planning, Ms. Meekins leads planning processes that are routed in pragmatic solutions and lead to impactful changes. She holds degrees from the University of Illinois at Chicago and Northwestern University.

ALEX HANSON is a Senior Transportation Planner at Sam Schwartz. Mr. Hanson specializes in using emerging data sources and developing new analytical methods to understand transportation challenges and using data to tell compelling stories that build support for transformative projects and plans. He has partnered with cities and private organizations to design and implement complete streets policies, enhance pedestrian and bicyclist safety, and create healthy environments that encourage walking, biking, and using public transportation. Mr. Hanson's prior experience in management consulting undergirds his ability to diagnose problems and help organizations develop and implement impactful solutions. He holds degrees from the Georgia Institute of Technology and Georgetown University.

CHRISTOPHER RHIE is a strategic planner and sustainability consultant in BuroHappold Engineering's Cities group. With a background in urban planning and environmental management, he has multifaceted experience with the development and implementation of energy and climate action initiatives within large, complex institutions. Prior to joining the firm, Chris was an energy analyst at the City of New York, where he coordinated energy efficiency retrofits at over 300 facilities. His recent work includes project management for Los Angeles's first-ever countywide sustainability plan, the development of New York City's first community energy map, sustainability planning for the Miami Innovation District, and a cluster analysis for the New York City Economic Development Corporation's life sciences infrastructure initiative. Chris received masters degrees from the Massachusetts Institute of Technology in city planning and real estate development.

ADAM FRIEDBERG, an associate principal with BuroHappold, has over 16 years of experience in environmental engineering and sustainability consulting for private, public and not-for-profit clients nationally and internationally. His work includes implementing innovative sustainable and resilient planning and policy strategies at the organizational and governance level, and design and on-going maintenance strategies

for buildings, transportation, infrastructure and urban and suburban planning projects. His skills include project management, developing user-friendly, integrated models, drafting frameworks and guidelines, stakeholder engagement and workshop facilitation, performing feasibility assessments and design of energy, water, and waste infrastructure systems. Adam is a professional Engineer in the State of New York and earned his Bachelor's Degree in Environmental Engineering at Rensselaer Polytechnic Institute.

RICHA YADA is a sustainability consultant and engineer with the BuroHappold Cities group. With a background in sustainability science, urban planning and engineering, Richa has multifaceted experience in the planning and execution of large scale infrastructure projects. She has developed energy and water management strategies for buildings, campuses and cities and is skilled in designing climate action frameworks. She is currently part of the team delivering the Los Angeles Countywide Sustainability Plan, a significant milestone for the county. She received a master of science in sustainable systems and cities from the University of Michigan-Ann Arbor.

JOSHUA MARGUL is a consultant with BuroHappold working in environmental/resilient design and urban sustainability planning, including modeling greenhouse gas emissions for buildings, waste, and transport, and developing reduction action plans and implementation/monitoring frameworks. Before joining BuroHappold, Josh worked in international development on a wide array of master planning projects in Africa and Asia, focusing on transportation planning, land use and disaster/resiliency planning, and urban economic demand analyses. Josh's work marries deep data-driven and geospatial analyses with the ability to navigate the challenges of both the urban development and policy formation processes. Joshua holds degrees from Harvard University and CUNY-Hunter College.

MIKAYLA HOSKINS is an urban systems engineer in the Cities group at BuroHappold Engineering. Mikayla contributes to consulting projects focused on energy and sustainability in the built environment and beyond. Mikayla brings with her, experience in building system energy efficiency, having spent her previous 3 years conducting energy audits and retro-commissioning for residential and commercial clients in New York City. Mikayla is a graduate of Columbia University.

PAST INVOLVEMENT WITH SIMILAR PROJECTS

INTERFACE STUDIO LLC

Interface Studio prides itself on creating plans that result in positive outcomes for our clients. Because of the momentum and energy built during our planning processes, our plans become living documents upon completion, embraced by the communities in which we work as road maps for the future. Our plans have had much success in:

FUNDRAISING – Our projects have helped our clients raise significant private and public dollars to support implementation. Our Master Plan for the College Hill Corridor in Macon, GA resulted in over \$100 million in private investment in the 5 years following completion of the plan.

POLICY INITIATIVES – Plans are an opportunity to change policies and set the tone for a new direction. In Pittsburgh, our new zoning for the Uptown neighborhood is helping the City to redefine its approach to zoning city-wide. In Philadelphia, we designed the program to improve parks and libraries across the City (known as Rebuild) that is one of the Mayor’s signature programs and underlies the new “soda tax” designed to generate revenue for parks, libraries and universal pre-k.

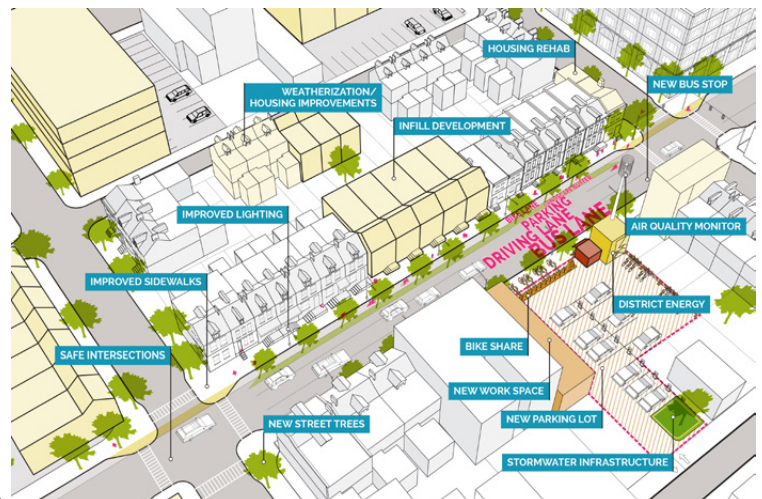
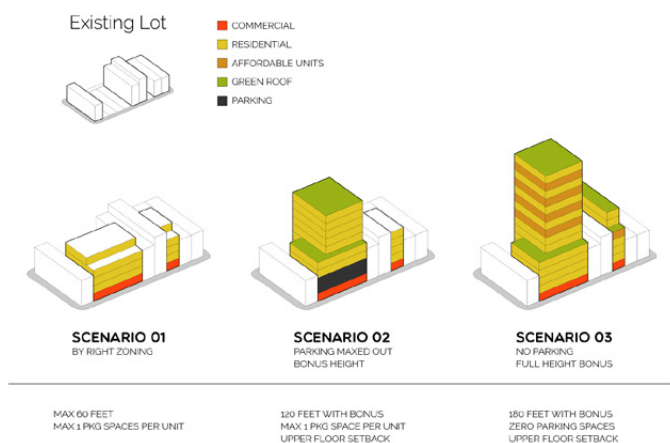
REDEVELOPMENT & ACTION – We have completed redevelopment plans for large sites that include a range of uses from industrial / commercial to residential and mixed-use. Our focus is on developing real strategies that align market research and available funding sources with the development potential for each site. Our work has helped to move forward reuse and private investment in diverse locations like Atlanta, GA, Grand Rapids, MI and Philadelphia, PA. Scott teaches site planning at the University of Pennsylvania and brings extensive experience to the creative reuse of properties that face multiple challenges.

PROMOTING LOW-IMPACT DEVELOPMENT – Managing water and minimizing the impacts of development are key aspects of all of our plans. We recently completed the country’s first Ecolnnovation District Plan in Pittsburgh dedicated to sustainable development practices.

PLACEMAKING – Our work is very much focused on the idea that places need to offer unique experiences to succeed. This is particularly true for encouraging transit ridership. We have created designs for key public spaces and implemented our own temporary improvements to help drive interest to the areas in which we work. Our experience with public art, including an ongoing relationship with the nationally recognized Mural Arts Program in Philadelphia, has resulted in new art that supports local economic goals and community values.

BUILDING CONSENSUS – We believe that true public participation helps connect stakeholders to one another, promote a sense of ownership of the plan, and encourage their active support and involvement in advancing your vision and goals. Our successes in and accolades for public engagement are the result of a continual process of experimenting, evaluating, and polishing new and established methods and tools.

The following pages highlight some of our recent planning experience that aligns with the scope described in the RFP. All of the projects noted below were completed on time and on budget and include an emphasis on making planning concepts accessible to broad audiences.



New zoning in the Uptown neighborhood of Pittsburgh allows for an increase in the housing supply.

DETROIT FUTURE CITY, ECONOMIC STRATEGY, DETROIT, MI

RELEVANCE TO ANN ARBOR: CITY-WIDE VISION & ECONOMIC DEVELOPMENT STRATEGY

Interface Studio completed the economic growth chapter of the Detroit Future City plan. Working with Mass Economics & ICIC, the project comprehensively addressed the broad range of possibilities to create jobs in Detroit.

A full analysis of Detroit's current jobs and economic assets as well as a survey of over 11,000 acres of industrial land resulted in the identification of 7 key clusters positioned for economic growth. Interface Studio examined the land and infrastructure needs of businesses in each cluster resulting in a set of strategies to maximize the use of industrial land, create jobs and establish a foundation for sustainable economic development in Detroit.

A key aspect of the plan was the identification of core employment districts best suited for new investment and job growth. Interface Studio identified opportunity sites based upon our database and worked with the team to create land use and development typologies as well as policies to guide the management of vacant, publicly-owned land. Funded by The Kresge Foundation, the nearly 3-year planning process for Detroit Future City project received extensive national media coverage and a \$150 million pledge from the Kresge Foundation for implementation. It also received the **2013 APA Michigan Chapter Daniel Burnham Award for a Comprehensive Plan.**

Following Detroit Future City, Interface Studio developed a detailed industrial strategy for the City and worked with the City and Midtown to spur an innovation district.

CLIENT

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Bottom: A map of City-wide employment districts that serve as the primary locations for new investments to support job growth.



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WILMINGTON 2028 COMPREHENSIVE PLAN

WILMINGTON, DE (WITH SSE)

RELEVANCE TO ANN ARBOR: COMPREHENSIVE PLAN

Wilmington is a historic, diverse and unique city but also physically divided. In the last 20 years, Wilmington's downtown and riverfront have been dramatically transformed. New mixed-use development and renovated historic buildings, park improvements and pedestrian infrastructure have been credited with the in-migration of new residents and an increasingly vibrant street life.

But revitalization is uneven in the neighborhoods and the city as a whole as other neighborhoods continue to exhibit high unemployment, persistent poverty, vacancy, and blight, impacting resident opportunity and quality of life as well as the city's economic vitality. The legacy of the 1960s still impacts the city's urban form, with the construction of I-95 and urban renewal creating new block patterns and barriers between neighborhoods. The city's streets are designed to move automobiles and huge portions of the city center are devoted to parking at the expense of walkable and bikeable connections.

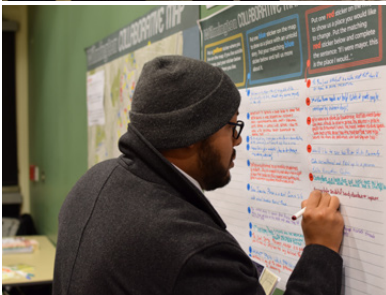
There is a strong need to improve all of Wilmington's neighborhoods and reconnect the city. The City has not undertaken a full comprehensive plan re-write since the 1960s. The Wilmington 2028 process engaged over 2500 stakeholders in the city to establish a city-wide vision and goals.

The updated comprehensive plan aims to strengthen quality of life by underscoring the link between physical and social connectivity, resident opportunity, neighborhood health, and economic development, paving the way for coordinated investment for a more integrated and competitive city.

Wilmington

2028

A Comprehensive Plan
 Our City and



Left: The planning process included 5 neighborhood forums and a final public rollout of the plan at the Delaware Children's Museum, where residents of all ages were engaged in envisioning the future of their city. Above top: Residents were asked "What is a Great Street?" to develop the most important characteristics and accompanying tools to transform city streets. Above: conceptual example of a gateway corridor into the city that focuses on traffic calming, beautification, and better pedestrian, biking and transit amenities to transform it into a "Great Street".

A CITYWIDE FRAMEWORK



Left: The citywide framework map identifies areas of major change and redevelopment, economic opportunities to retain and grow modern industry and blue collar jobs, and better connections throughout the city.
 Bottom left: the future land use embodies the vision of a walkable, mixed use city with jobs and services in close proximity to where people live (both large-scale commercial/industrial areas and neighborhood mixed use corridors) and a vibrant mixed use waterfront that provides public amenities and flood protection.

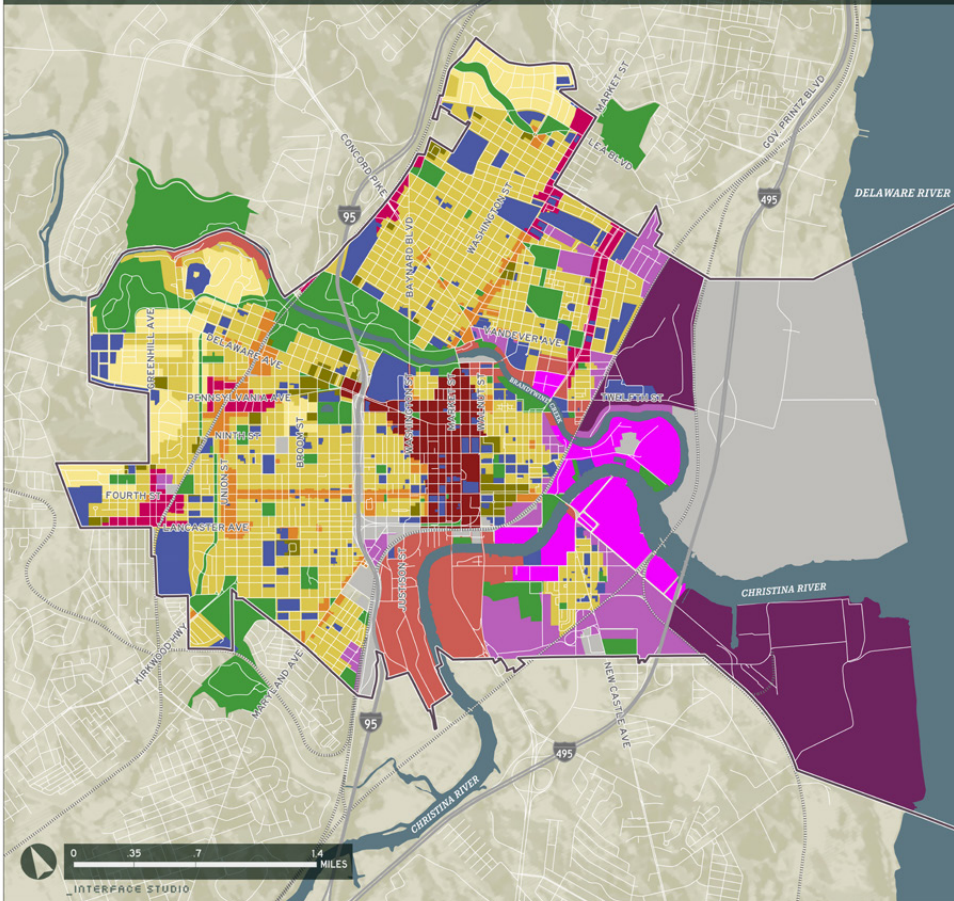
Areas

- Major areas of change
 - 1 Riverside Purpose-Built Area
 - 2 EPA site/NE gateway
 - 3 Creative District
 - 4 South Market Waterfront
- ▨ Economic opportunities
 - A Todds Lane Industrial Park
 - B Former Del Tech site
 - C Warehouse District
 - D 7th Street Peninsula
 - E South Waterfront
 - F Garasches Lane
- ▨ Intergovernmental coordination

Connections

- ⊕ Gateway
- ▬ Gateway corridors
- ▬ Main Street corridors
- ▬ Neighborhood corridor

FUTURE LAND USE



- Parks & Open Space
- Institutions
- Manufacturing
- Mixed Commercial/ Light Manufacturing
- Regional Commercial
- Downtown Mixed Use
- Waterfront Mixed Use
- Waterfront Mixed Commercial / Light Manufacturing
- Neighborhood Mixed Use
- High Density Residential
- Medium Density Residential
- Low Density Residential
- Infrastructure
- City border

CLIENT

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BLUEPRINT BINGHAMTON: COMPREHENSIVE PLAN UPDATE BINGHAMTON, NY (WITH SSE) RELEVANCE TO ANN ARBOR: COMPREHENSIVE PLAN

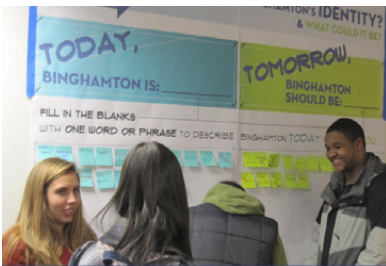
Interface Studio launched the planning process for the City of Binghamton's Comprehensive Plan Update – BLUEPRINT BINGHAMTON: FORWARD TOGETHER in 2012. The citizen-driven plan will guide the growth and development of the city over the next 10 years and will be complemented by a corridor plan that focuses specifically on the design and redevelopment of the city's main commercial corridor.

Since the last comprehensive plan in 2003, new businesses and housing have brought new life to downtown; the population has stabilized, and the waterfront trail and parks have given a boost to the quality of life and regional image of Binghamton. But there's still a lot to do to keep the City's infrastructure and neighborhoods in good shape, advance the local economy, and fully realize the potential of the Binghamton's educational assets. Funded by a competitive grant awarded by the US Department of Housing and Urban Development, the year-long planning process sought to involve everyone with a stake in the city. We kicked off this process with a Pop-Up Gallery where art and urban planning came together in a series of fun and interactive activities. Set up in a vacant former bank building downtown, the Pop-Up Gallery served as a highly visible project base for meetings and special events. The extensive public outreach effort also included an interactive project website (www.BlueprintBinghamton.com) to keep citizens up to date and collect their input. Over 1,000 people, including 300 kids, participated in Pop-Up Gallery events. The campaign included ideas and input from more than 7,400 residents and stakeholders in Binghamton.



Above: One of the advertisements created by Interface Studio to promote the pop-up gallery.

Below: Images from the first night of the pop-up gallery. Marketed with the First Friday event, the launch attracted over 400 people. The image at the bottom is a photo from the collaborative map that asked residents to provide an observation or idea for a location in Binghamton.

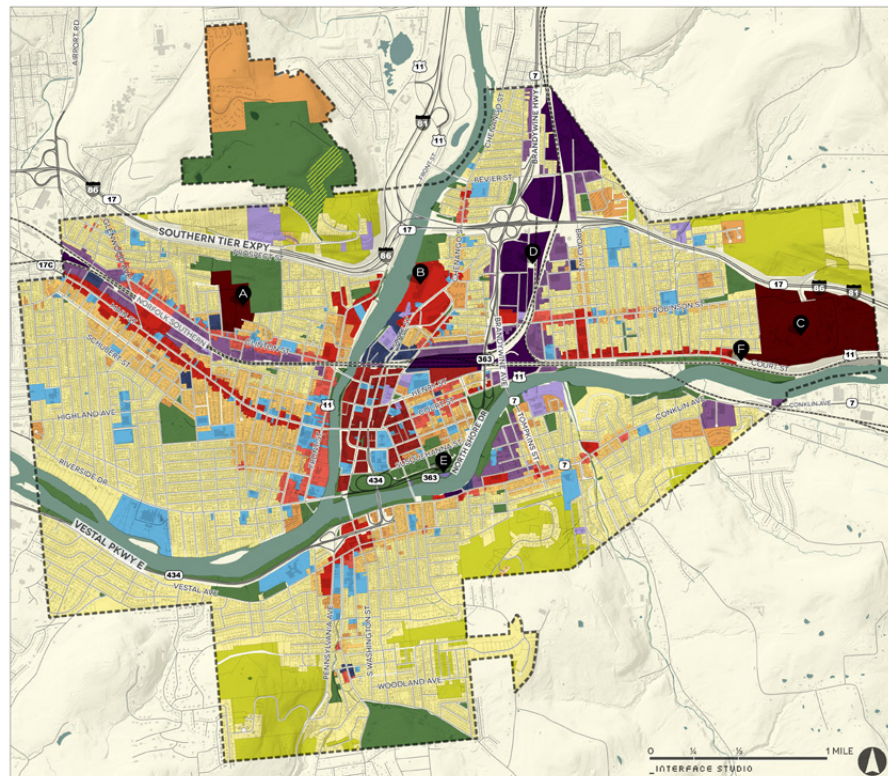


Below: Interface Studio's photo-suggestion booth. Residents are photographed with their one big idea for the City.





PROPOSED LAND USE



- DOWNTOWN
- TRADITIONAL COMMERCIAL
- GENERAL COMMERCIAL
- GENERAL INDUSTRY
- LIGHT INDUSTRY
- PRODUCTION / MIXED-USE
- URBAN BUSINESS PARK
- SINGLE - FAMILY DETACHED
- SINGLE + TWO FAMILY
- MULTI - FAMILY
- ESTATE RESIDENTIAL
- ESTATE RESIDENTIAL - GOLF COURSE
- INSTITUTIONAL
- UTILITIES
- PARKS & OPEN SPACE

- A: CHARLES ST. BUSINESS PARK
- B: BINGHAMTON PLAZA
- C: GREATER BINGHAMTON HEALTH CENTER
- D: BRANDYWINE INDUSTRIAL CORRIDOR
- E: SUSQUEHANNA RIVERFRONT DOWNTOWN
- F: FLOOD-PRONE COMMERCIAL COURT STREET

Above: One of the major challenges facing Binghamton is flooding and stormwater management. The floods of 2006 and 2011 damaged 1 in every 7 properties in the City. The plan promotes new blue and green infrastructure including a new wetland park to protect Downtown.

Left: The proposed land use seeks to create more protections for flood-prone neighborhoods through zoning and the integration of blue and green infrastructure.

Below: An example of one outreach tool - the postcard from the future. This tool helped us to crowd source a vision for the City's future.



CLIENT

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GR FORWARD, GRAND RAPIDS, MI (WITH NINIGRET PARTNERS AND SSE) RELEVANCE TO ANN ARBOR: MICHIGAN EXPERIENCE WITH EXTENSIVE ENGAGEMENT

Interface Studio completed a major plan for Grand Rapids called GR Forward. Focused on Downtown and the Grand River, GR Forward deals with issues surrounding economic development and placemaking. Over the years, Grand Rapids has invested heavily in medical research including the Van Andel Research Institution, Spectrum Health, Michigan State University Medical School and the Cook-DeVos Center for Health Sciences. Combined with the expansion of Grand Valley State University and Kendall School of Design, Grand Rapids has a concentration of institutions that all require talented employees. To date, these major employers and regional economic development agencies have struggled to attract outside talent for a variety of reasons. GR Forward was created to address these issues and attract new investment to the City.

The name GR Forward came out of Interface Studio as a way to brand and garner greater awareness of the initiative. GR Forward focused on strategies to promote new businesses and economic growth, encourage new housing development and create a balanced transportation network that accommodates the car while providing new bike facilities and transit improvements. Coupled with market research, GR Forward also developed detailed plans to create unique spaces and experiences in Downtown. This includes reconnecting to natural resources like the Grand River, promoting new development in critical locations to support more retail and amenities, creating new parks and encouraging temporary and ongoing programming to bring people together. The process included extensive public outreach with over 4,400 residents participating, collaboration with local employers and active support by political leaders.

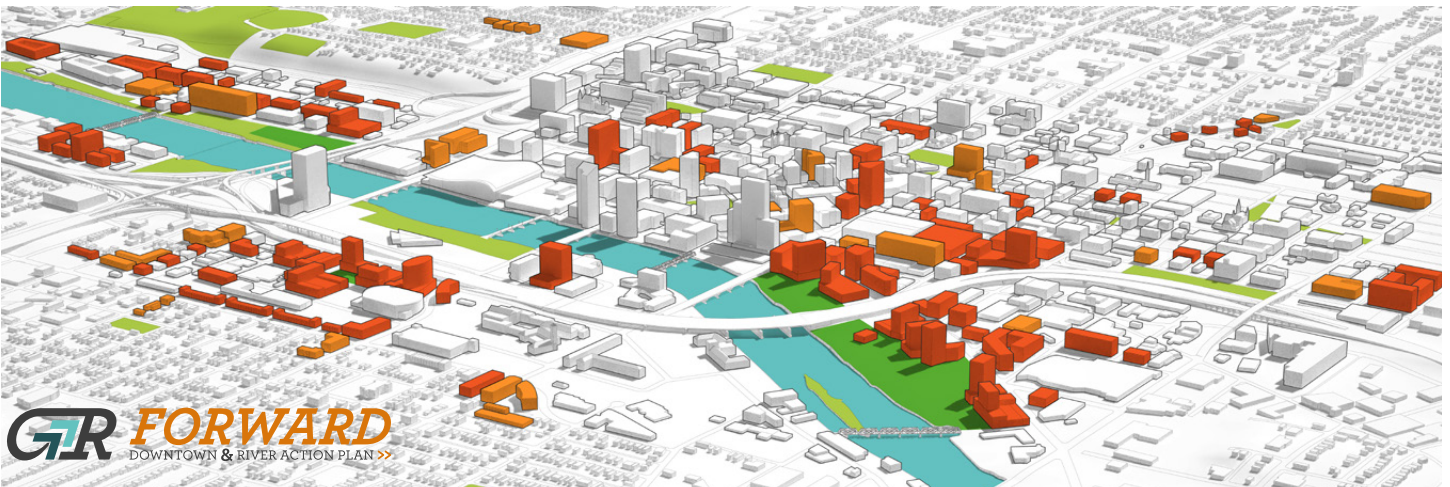
Winner: 2017 International Downtown Association Pinnacle Award



Below left: part of the outreach included reuse of a vacant storefront as an exhibit of Downtown Grand Rapids.

Below Right: view of a proposed linear park to connect Downtown with neighborhoods to the north.

Bottom: Potential build out of Downtown over 10-15 years.



COLLEGE HILL CORRIDOR MASTER PLAN / MACON ACTION PLAN, MACON, GA (WITH NINIGRET PARTNERS AND SSE)

RELEVANCE TO ANN ARBOR: UNIVERSITY COORDINATION, NEIGHBORHOOD & DOWNTOWN PLANNING / ENGAGEMENT

Resulting from a student project, the College Hill Corridor Commission was created to forge a stronger link between Mercer University, Downtown Macon, and InTown residential communities. Led by Interface Studio, the primary challenges of the project were to encourage people to get out of their cars and onto the streets, re-populate the Corridor with residents and businesses and, devise a strategy to sensitively integrate 500 new student beds for the University into the surrounding community. Interface Studio led the urban design aspects of the plan and developed a series of development and public space recommendations to provide a stronger visual link between Mercer and Downtown.

The plan resulted in successes that continued even during the great recession. Small scale actions, as identified in the plan, helped to build momentum for larger investments. The entire community was engaged in not just the planning but also implementation through a Neighborhood Challenge Grant that enabled any resident to request a grant as long as the grant supported the implementation of the College Hill Corridor Master Plan. In 2012, the Macon Telegraph featured College Hill in their Sunday edition calling it a “tremendous success” and quoted Mercer President Bill Underwood in saying, **“I think it’s been the best thing that’s ever happened in Macon.”**

Following from the success of the College Hill Corridor, Interface Studio was asked to create the Macon Action Plan (MAP) with an emphasis on strengthening Downtown and nearby communities. All members of the Macon community – those who live, work, worship, learn, and play in Macon’s Urban Core – were welcomed participants, invited to help craft a collective vision for the future and identify key actions for change to make the shared vision become reality. The extensive public outreach campaign organized and implemented over the course of a year, resulted in a detailed action plan for economic development, transportation, open space, housing, programming and branding.



AFTER COMPLETION OF THE MASTER PLAN IN 2010, MACON BENEFITTED FROM OVER \$100 MILLION IN NEW INVESTMENT IN 2 YEARS.

Source: Interim Learning and Research Report, OMG Center (2012)



CLIENT

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Above: examples of the implementation success of the College Hill Corridor Master Plan. Right: Designs for Rosa Parks Square in Downtown as a part of the Macon Action Plan.

CLIENT

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SUWANE 20/20 VISION SUWANE, GA

RELEVANCE TO ANN ARBOR: VISION PLAN WITH EXTENSIVE OUTREACH AND INTEGRATION OF PREVIOUS PLANS

Suwanee, GA is a City located on the northern outskirts of Atlanta facing enormous growth - more than half of the population moved to the City in the past 10 years. The City has received numerous awards including recognition by Money Magazine as one of the best small communities to live in 2007. Much of Suwanee's success is built on the heels of careful planning that has brought new residential development but also new jobs and commercial services to what was once a series of farms and low-density neighborhoods.

Our charge was to lead an effort to create a Strategic Plan that integrates prior work around land use with a broader set of strategies related to services, art, transportation and sustainability. Public outreach was an essential part of the process to help garner a consensus around approach. To ensure that a wide range of voices participated in the process, Interface Studio organized and installed an "open house" that occupied a vacant storefront for one month. Staffed by City employees, the open house brought together data and asked participants to lend their opinions in a number of exhibits designed to get them thinking about transportation, sustainability, and the City's budget. This process was followed by a series of roundtable discussions to refine the issues, ideas, and strategies. Roundtable discussions are designed to have residents talk to residents around key themes and questions organized by Interface Studio. The City organized 25 separate roundtable groups each of which met four times. The result was a rich set of ideas around a comprehensive set of topics intended to help the City prioritize its budget.

Below: Interface Studio designed an interactive website - Suwanee2020.com - to solicit input and provide a home for the planning process.

[news](#) [about](#) [open house](#) [collaborative map](#) [photostream](#) [ideas competition](#) [communicate!](#)



TOWN CENTER OPEN HOUSE

The TOWN CENTER OPEN HOUSE launched the evening of June 23rd. The Open House intended to jumpstart the community conversation about the 2020 Vision and temporarily transformed a vacant storefront in Town Center into an exhibit on Suwanee's past and present. The space included activities and games designed to reveal citizen concerns and ideas for Suwanee's future. Some of the activities included: postcards from the future, a collaborative map, a do-it-yourself budgeting exercise, a Suwanee green / sustainability challenge and much more.



sign up for email updates!

Name

Email

submit

**SHARE
YOUR IDEAS**



*for how to make
SUWANE BETTER!*



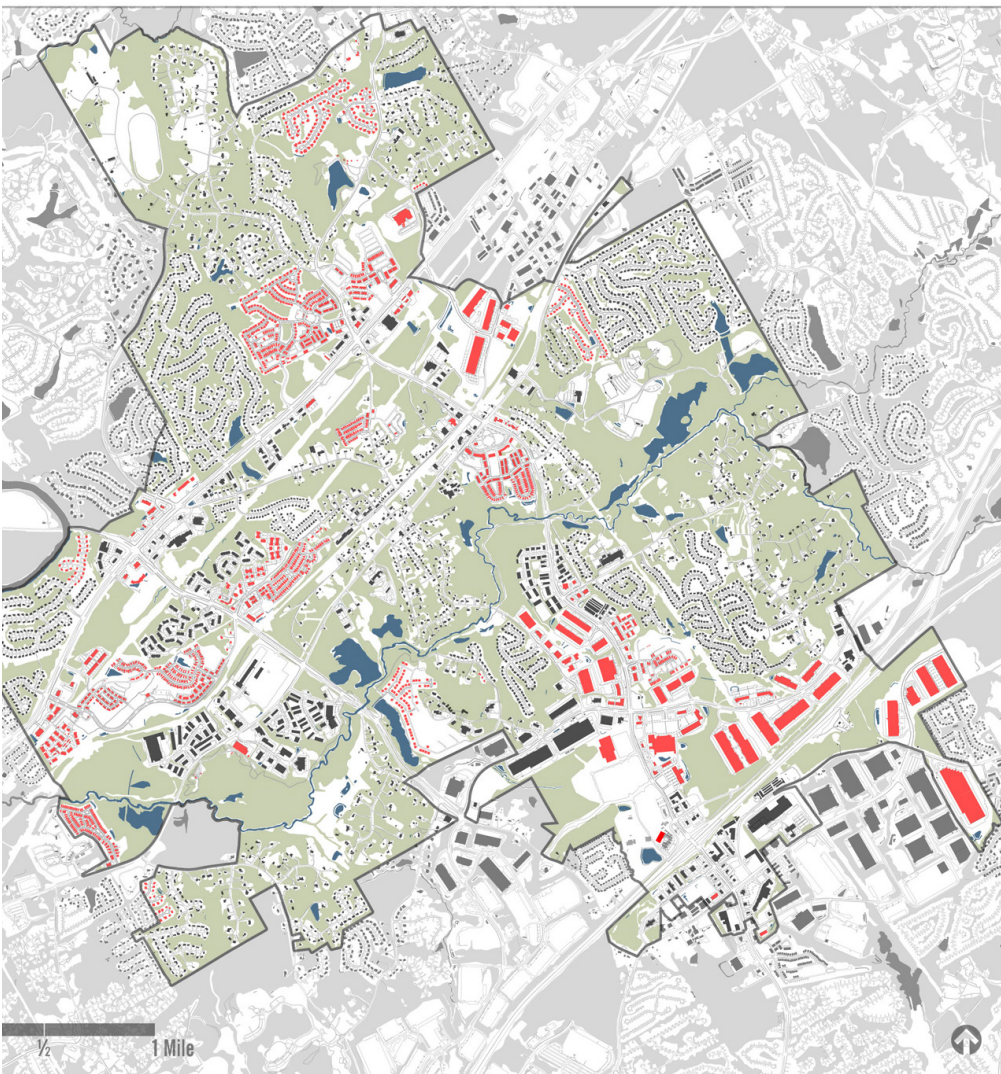
**SUBMIT
PHOTOS**

*of what you ♥ & don't ♥
ABOUT SUWANE*

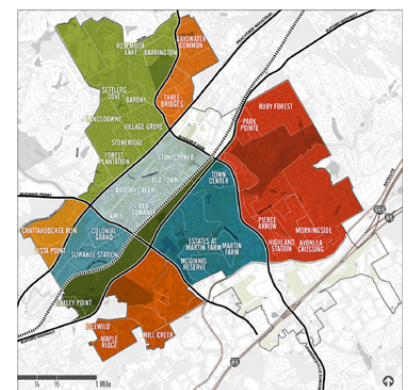
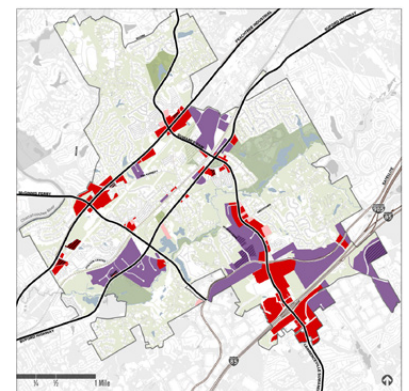
POP QUIZ



Above: An image from the Suwanee Open House that re-purposed a vacant storefront as an active community hub for one month.



Below: Interface completed a thorough analysis of Suwanee's physical characteristics including development over time (bottom left), areas of employment (below) and neighborhoods (bottom right).



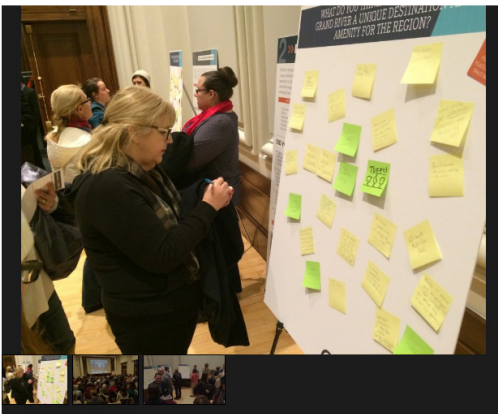
ADDITIONAL INTERFACE STUDIO PROJECT EXPERIENCE

Supplementing these key projects is a base of diverse experience that has garnered Interface Studio national recognition. Relevant experience includes:

CITY-WIDE COMPREHENSIVE PLAN AND STRATEGIES

- > Burlington Housign Strategy, Burlington, VT
- > Chicago Pedestrian Plan, Chicago, IL
- > Fort Wayne Housing Strategy, Fort Wayne, IN
- > Hamtramck Comprehensive Plan, Hamtramck, MI
- > Land Bank Strategic Plan, Philadelphia, PA
- > North Kingstown Comprehensive Plan Update, North Kingstown, RI
- > Pittsburgh Parks Investment Strategy, Pittsburgh, PA
- > Philadelphia Industrial Land Use and Market Study, Philadelphia, PA
- > Rebuilding Community Infrastructure - A City-Wide Equitable Investment Framework for Parks and Libraries, Philadelphia, PA
- > Reimagining the Civic Commons - Data Metrics for Public Space Improvements, Akron, Chicago, Detroit & Memphis
- > Richardson Innovation District, Richardson, TX
- > Rochester City-Wide Housing Strategy, Rochester, NY
- > Saint Paul Industrial Strategy, St. Paul, MN

Downtown master plan puts racial diversity, inclusion and equity on front burner



Recent press coverage of our work in Grand Rapids.

This project requires a multi-faceted approach from a team with a diverse range of experience. As demonstrated above, Interface Studio has experience with comprehensive planning but also city-wide housing strategies, economic and industrial development strategies and, district plans all of which directly impact the City's future growth and investment. To help the selection committee get a feel for our work and range of experience, we have included three sample plans for review. These include:

BLUEPRINT BINGHAMTON

This plan reflects our ability to merge housing policy and economic development within a very difficult political atmosphere. The plan was drafted right at the transition from one mayoral administration to another. Our team was able to work with the incoming administration and City Council to create a document that reflects their mission while remaining true to the results of the public engagement.

- > <http://www.binghamton-ny.gov/blueprint-binghamton-comprehensive-plan>

PHILADELPHIA LAND BANK STRATEGIC PLAN

Our work for the Land Bank required extensive data analysis and partnership building in just 4 months. This plan was adopted by City Council.

- > <http://www.philadelphialandbank.org/about/strategic-plan/>

GR FORWARD

As our most recent work, this plan for Downtown and the River Corridor is an amendment to the City Comprehensive Plan. It showcases our urban design work but also took a leading role in shaping policies related to affordable housing and equity city-wide. Over 4,400 people participated in this 18-month planning process.

- > <http://downtowngr.org/our-work/projects/gr-forward>



POWER MARKETING RESEARCH EXPERIENCE

Listed below are a series of references for past Power Marketing Research projects. Several additional references can be provided upon request.

ANN ARBOR AREA TRANSPORTATION AUTHORITY, FARE STUDY, 2018

Contact: William De Groot, Financial Analyst and Planner, TheRide/Ann Arbor Area Transportation Authority - wdegroot@TheRide.org

Power Marketing Research developed a public engagement plan for a fare study project. The goal of the fare study was to actively engage riders and hopes to review the current fare structure and develop goals for the fares including proper balance of ridership, revenue return, and community benefits. The engagement plan was designed to engage customers to learn their opinions about the fare structure, how to meet their expectations, and what improvements they would like to see to the current system. Key issues that were addressed during the outreach included: Gauging opinions surrounding the existing fares, fare structure, and fare collection methods; discussing the ease of use of the current fare system and structure; learning how to better meet customers' needs and seek ideas for improving the customer experience AND; reviewing potential improvements.

In addition to the public engagement plan, Power Marketing Research also developed an intercept-style process to gather data from riders. Using a self-administered survey, riders were intercepted at key location to gather data.

ANN ARBOR AREA TRANSPORTATION AUTHORITY, PARATRANSIT STUDY, 2018

Contact: William De Groot, Financial Analyst and Planner, TheRide/Ann Arbor Area Transportation Authority - wdegroot@TheRide.org

Power Marketing Research was asked to assist the Ann Arbor Area Transportation Authority with the public involvement efforts for a paratransit study. The goal of the study was for AAATA to engage paratransit riders to learn how they use the services provided by AAATA, their expectations for service, and identify strengths and weaknesses. PMR developed a public engagement plan to foster a dialogue with users and stakeholders to establish a common understanding of the role of paratransit services, and what the expectations for the service should be. PMR conducted focus groups with key stakeholders, will assist in developing a survey, and coordinate a public meeting along with supporting materials to promote the meeting.

CITY OF ANN ARBOR, 2018-ONGOING

Contact: Eli Cooper, AICP, Transportation Program Manager, City of Ann Arbor - (734) 794-6430

Power Marketing Research was chosen to lead the public involvement efforts for the City of Ann Arbor's Comprehensive Transportation Plan update. PMR will be responsible for development of a public engagement plan; focus groups with students, residents, and seniors; an intercept survey of bus riders, online survey; open houses; youth engagement; fact sheets; press releases; and social media posts.

DETROIT DEPARTMENT OF TRANSPORTATION, 2013-2018

Contact: Sharon R. Walker, Community Engagement Coordinator, Detroit Dept. of Transportation - shawal@detroitmi.gov

Power Marketing Research has conducted several survey projects for the Detroit Department of Transportation (DDOT). These included an on-board survey of 1,000 DDOT riders to obtain a baseline data set of current users, which could be used to develop a series of customer profiles. PMR also designed, developed, and analyzed an on-board self-administered survey. The goal of the project was to address the nine areas prescribed in the FTA Title VI circular (race, color, language spoken at home, household income, travel patterns, fare usage, national origin, and English proficiency). Additional customer information was gathered including overall satisfaction, trip purpose, trip frequency, and other demographics. A total of 1,500 surveys were collected.

THE CONNECTOR, 2013-2016

Contact: Eli Cooper, AICP, Transportation Program Manager, City of Ann Arbor - (734) 794-6430

Power Marketing Research was chosen to conduct all public outreach activities for The Connector project. This includes public workshops, project branding, newsletters, fact sheets, and press releases. In addition, PMR developed a project-specific website and a social media presence for Facebook and Flickr. An outreach effort was also created to address leaders in the local community through a Leadership Advisory Group.

NINIGRET PARTNERS EXPERIENCE

In addition to our work with Interface Studio in Fargo, Grand Rapids and other communities, NP has led a number of studies aimed at strengthening a city's downtown and nearby core.

THE NEIGHBORHOOD PROJECT (WITH INTERFACE STUDIO)

Contact: Gillian Nanton, Associate Director Community Development, City of Burlington - gnanton@burlingtonvt.gov

NP led a study for the City of Burlington VT aimed at addressing housing and quality of life concerns in neighborhoods proximate to the University of Vermont, Champlain College and Downtown. We analyzed comprehensive neighborhood conditions and conducted an overview of the housing market to develop recommendations to address the housing issues.

ELEVATE TUSCALOOSA AL – CITYWIDE COMPREHENSIVE PLAN

Contact: Brendan Moore, Director of Development, City of Tuscaloosa - bmoore@tuscaloosa.com

Tuscaloosa is the home of the flagship campus of the University of Alabama. NP is the economic development and housing consultant for the Elevate Tuscaloosa Plan – a citywide vision / comprehensive plan for the city of Tuscaloosa AL. NP examined the impact of student housing on the city housing market, economic development issues particularly related to talent retention and opportunities to strengthen the city's economy.

ENVISION ATHENS GA – CITY COUNTY VISION PLAN

Contact: Blaine Williams, City/County Unified Government Manager, Athens Clarke County - Blaine.Williams@accgov.com

Athens GA is the host community for the University of Georgia. NP worked on the Envision Athens GA project in several capacities. NP prepared a land use analysis, economic development, and housing sector analysis for this vision plan. In addition, NP prepared the city's Innovation Initiative including engaging with the University of Georgia related to enhancing their initiatives supporting innovation activities on campus.

NEW HAVEN CT ECONOMIC DEVELOPMENT

Contact: Michael Piscitelli, Director of Planning & Development, City of New Haven - mpiscite@newhavenct.gov

NP has been working in New Haven CT since 2009. New Haven is the 2nd largest biotech research city in New England and the 14th largest in the US. It is also home to Yale University. NP has provided a range of economic development consulting services for the city of New Haven and its development partnership with Yale including support in the biotech, digital tech, food, advanced manufacturing industries, as well as neighborhood district planning. In addition, NP has also been involved in STEAM workforce projects including digital tech and the creation of the BioPath life science workforce initiative between Southern Connecticut State and the New Haven public schools. NP also supported the city during negotiations involving the Alexion Pharmaceuticals HQ.

MACON GA – DOWNTOWN RETAIL STRATEGY

Contact: Alex Morrison, Director of Development, Macon-Bibb Unified Government - AMorrison@maconbibb.us

NP assisted with the next stage of the redevelopment of Macon, GA's downtown with a specific focus on a retail enhancement strategy. Using our proprietary approach to retail experience analysis, NP combined different data sets including credit card data, cellphone data and retailer surveys, interviews, and immersion in the community to identify actions to strengthen the downtown retail sector to enhance the growing vibrancy of the city core.

DAYTON OH – FAIRGROUNDS REDEVELOPMENT

Contact: Andy Horner, CFO, University of Dayton - ahorner1@udayton.edu

NP has been the economics and development consultant for the Fairgrounds Redevelopment / On Main project, a 38 acre site in Dayton. NP has been involved in every facet of the project from the development vision & concept, through advising on the governance model, supporting the development of a successful \$5m grant application with JobsOhio, assisting in the development of the tax agreement structure with the city, and coordinating the committee programming the catalytic building.

HARTFORD CT – HOUSING & NEIGHBORHOOD DEVELOPMENT STRATEGIES

Contact: Donald Chapman, Director of Housing, City of Hartford - CHAPD001@hartford.gov

NP worked on several projects in Hartford including the Citywide Housing Plan, the Downtown Housing Strategy, the Parkville Neighborhood TOD Infill Development Plan, the Downtown North Redevelopment Plan, and UConn Hartford planning among other projects. The downtown housing strategy has helped generate more than \$400m in development including the rehabilitation of 23 former office buildings into more than 1500 additional residential units.

ST LOUIS MO – OLIVE WEST DEVELOPMENT

Contact: Jim Maloney, President, Pulitzer Family Office - jmaloney@pulitzeroffice.com

NP consulted on pre-development planning for the Olive West development in St Louis Grand Center Cultural District. The neighborhood is also home to Saint Louis University with most new housing construction being targeted to students. NP's role has been assessing housing product types and price points given the dynamics of student housing in the area, master planning support, development program financial analysis as well as doing precedent studies involving cultural institution roles in neighborhood redevelopment.

**Sam
Schwartz**

Transportation
Consultants

City of Ann Arbor Comprehensive Transportation Plan Update

Ann Arbor, MI

ANN ARBOR
**MOVING
TOGETHER**
TOWARDS VISION ZERO



Client

City of Ann Arbor

Contact

Eli Cooper
Transportation Program
Manager
ecooper@a2gov.org

Services

Transportation Planning
Active Transportation
Planning
Community Engagement
Vision Zero Planning

Consultant Fee

\$350,000

Project Dates

December 2018 - ongoing

Key Staff

Stacey Meekins, AICP
Project Manager

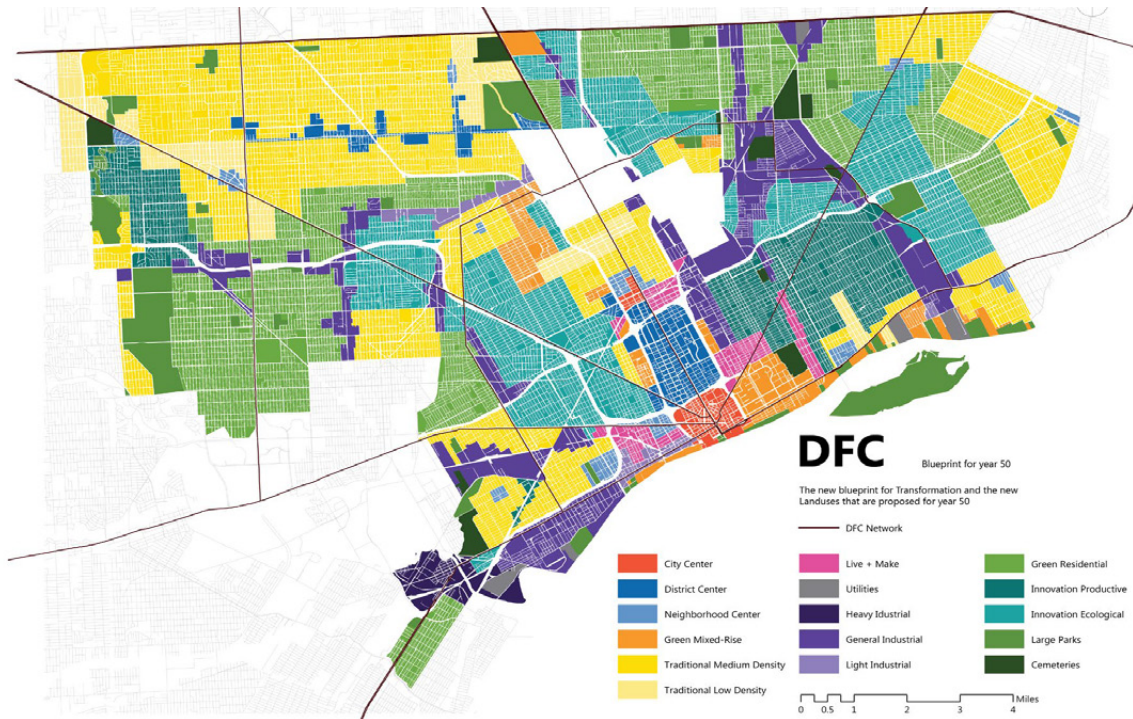
Alex Hanson
Deputy Project Manager

Ellen Gottschling
Outreach/Design Lead

Sam Schwartz is partnering with the City of Ann Arbor to develop a transformative update to the City's Comprehensive Transportation Plan that will detail a clear path towards eliminating deaths and serious injuries related to traffic crashes, increasing residents' transportation choices, and reducing emissions from the transportation sector. **Sam Schwartz** is developing a multifaceted branding and engagement plan which will ensure that the public and stakeholders are actively involved throughout the project.

Sam Schwartz is developing new analytical methods and leveraging emerging data sources to better understand safety, mobility, and accessibility issues and opportunities across the City. Our team will use the findings from the public engagement and data analysis to outline clear strategies and actions designed to eliminate fatalities and serious injuries from traffic crashes while also improving accessibility for all residents. The Plan will also include a detailed assessment of emerging mobility technologies and services and direction on how the City can establish a replicable framework for evaluating new opportunities.

REVITALIZING THE POST-INDUSTRIAL CITY



**DETROIT FUTURE CITY
DETROIT, MI**

Detroit epitomized the early 20th Century industrial American city. By the late 1940's population peaked at 1.9 million attracting people from all over the world with the promise of well paid manufacturing jobs. Since then, demographics and socio-economic structure has dramatically changed, manufacturing went into steep decline and those well paid jobs a distant memory. The unemployment rate is one of the highest and GDP one of the lowest in the country. That city of almost 2 million inhabitants is now home to roughly 750,000.

Detroit Future City is a 20-year strategic planning framework that addresses the major social and physical issues of retooling the City to respond to the challenges of a post-industrial economy. BuroHappold Engineering was engaged, as part of a larger team, to conduct strategic analysis to benchmark this plan and to understand the past, present and future role of each city system in this new metropolitan vision.

Specific tasks include:

- A comprehensive review of Detroit at regional, city and neighborhood scales to develop an understanding of linkages, performance, density and patterns of migration and community life.
- Review of infrastructure for performance and economic feasibility including assessment of the quality of service, capacity and physical quality.
- Review of road network and public transit to understand the performance, structure, funding and life cycle needs.
- Benchmark the quality and level of service, organizational structure, operations, fiscal architecture and interdependencies within the strategy for achieving long term sustainability. Performance is measured against other similar U.S. cities.
- Establish and maintain a common GIS platform for the project.

CLIENT

Mayor's Office, City of Detroit

COLLABORATORS

Interface Studio | Urban Planning and Design for the American City | Hamilton Anderson Associates | Initiative for a Competitive Inner City | Center for Community Progress | Detroit Collaborative Design Center | Michigan Community Resources | Carlisle Wortmann Associates

DURATION

Completed in 2016

SERVICES PROVIDED BY BUROHAPPOLD

Master planning, sustainability consulting, spatial analysis, economic feasibility assessment, infrastructure planning, public finance

Images © BuroHappold / Detroit Future City

MOBILITY FOR RESIDENTS, MARKETGOERS, AND INDUSTRIAL WORKERS ALIKE



DETROIT EASTERN MARKET NEIGHBORHOOD FRAMEWORK PLAN DETROIT, MI

Eastern Market is the hub of Detroit's food economy, a stalwart institution that has been providing sustenance to the city since 1891. Over the course of many decades, it has weathered numerous changes to the food economy, including a shift from rail to truck-based freight that over time shifted activity from public markets to regional distribution centers directly owned by grocers. However, in recent years Detroit has been at the forefront of the local food movement, and Eastern Market is the poster child for healthier, more distinctive, and sustainable food products from the city and region.

In 2018, the Detroit Economic Growth Corporation, in conjunction with the City of Detroit, the Eastern Market Corporation, and the Nature Conservancy, commissioned a comprehensive neighborhood framework plan to create a vibrant mixed-use neighborhood that celebrates and preserves Eastern Market as a hub of food production and distribution, while increasing neighborhood amenities, improving

the quality of life for local residents, and expanding their opportunities for nearby employment.

The emergence of new food retail activity has created unique planning challenges in the district, which continues to host a wholesale public market and regional food businesses. Making this mixed-use industrial district work depends upon an integrated transportation plan to alleviate conflicts and encourage a healthy, active living environment. BuroHappold is developing strategies that will weave together truck, vehicular, bicycle, and pedestrian traffic to allow wholesale businesses to thrive while enhancing the neighborhood and visitor experience. Trucks pose a particular challenge; they are the least flexible of the transportation modes, given their size, turning radii, and the level by which contemporary industrial building types have been customized to maximize efficiency.

BuroHappold provided input on sustainable infrastructure for the Eastern Market neighborhood, including waste and

recycling practices, energy efficiency and renewable energy measures, and urban design interventions that promote community environmental stewardship, health, and sustainability.

CLIENT
City of Detroit











































COLLABORATORS
Utile | Michael Van Valkenburgh Associates | RCLCO | City Form Detroit | LimnoTech | PEA

DURATION
Completed in 2019

SERVICES PROVIDED BY BUROHAPPOLD
Transportation planning, waste management planning, sustainable infrastructure planning

Images © BuroHappold

SUPPORTING AND GROWING INDUSTRY AND URBAN MANUFACTURING

	Long-term (2000-2014)			Post Recession (2010-2014)		
	 # of Employees	 Avg. Wage	 Employees/Firm	 # of Employees	 Avg. Wage	 Employees/Firm
Construction*						
Wholesale Trade						
Transportation & Warehousing						
Manufacturing						
Repair and Maintenance						
Waste Management and Remediation Services						

NORTH BROOKLYN INDUSTRIAL BUSINESS ZONE LAND USE FRAMEWORK, NEW YORK, NY

The New York City Department of City Planning (DCP) engaged BuroHappold in the development of a Land Use Framework to guide future land use actions and city investments in the North Brooklyn Industrial Business Zone and adjacent areas. The study aimed to support an appropriate balance between the traditional industrial businesses and the growing innovation economy businesses — today’s high-growth industries at the nexus of technology, design, and production that depend on the knowledge economy and harness new business models, new technologies, or new ways of using existing technologies.

BuroHappold led multi-disciplinary team to conduct land use, economic, and real estate analyses managed a multifaceted participatory planning process with a variety of stakeholders, and prepared a transportation and infrastructure needs assessment of the Study Area. This study constitutes a test case for addressing

industrial land use issues throughout New York City, given the study area’s diversity of land uses, real estate demands, and economic conditions by providing a land use rationale and policy toolkit that can be adapted and applied to other industrial areas to align land use policy with economic development goals.

CLIENT

New York City Department of City Planning

COLLABORATORS

Sam Schwartz Engineering | WXY
architecture + urban design | BJH Advisors |
Public Works Partners

DURATION

Completed in 2017

SERVICES PROVIDED BY BUROHAPPOLD

Land use planning, economic and real estate analysis, business and industry outreach, interagency coordination'

PLANNING FOR A MORE INCLUSIVE AND SUSTAINABLE CAMBRIDGE



ENVISION CAMBRIDGE CAMBRIDGE, MA

In 2016, the City of Cambridge, MA embarked on a community-wide process to develop a comprehensive plan for a more livable, sustainable, and equitable Cambridge. The plan has already received national attention for its robust community engagement process, gathering a wide range of input from those who live, work, study, and play in Cambridge, in order to create a shared vision for the future of the city. Looking out approximately 20 years, the data-driven plan is developing alternative scenarios that reflect the shared vision and developing action plans that will guide implementation of plan recommendations.

BuroHappold is providing sustainability and resilience consulting services to the citywide plan to ensure a common and consistent set of goals, objectives, and targets across the plan's focus areas

including housing, mobility, economic opportunity, and urban form. BuroHappold is also the lead technical consultant on climate and the environment, incorporating Cambridge's leading-edge plans for becoming a "net zero community" with regards to greenhouse gas emissions, its low carbon energy supply study, and its climate change preparedness plan (for which BuroHappold is also consulting on energy resiliency).

CLIENT
City of Cambridge

COLLABORATORS
Utile | Interboro Partners | HR&A | Nelson\Nygaard

DURATION
Completed in 2018

SERVICES PROVIDED BY BUROHAPPOLD
Energy planning, water resource management, sustainability consulting, resilience consulting

PROPOSED WORK PLAN

Recognized for its high quality of life, strong job market, and the anchor of the University of Michigan, Ann Arbor is a very attractive place to live and cited as one of the best places to live in the country. Local leaders have played a strong role in cultivating this reputation, investing in education, arts and economic development, and promoting the beautiful open spaces and green initiatives that give the City its nickname “Tree Town.”

While the City is in an enviable position, planning is critical to address the interconnected challenges facing the City today stemming from the growth pressures that threaten the very characteristics that make Ann Arbor such a livable city.

Maintaining affordability is a critical challenge. Forty percent of Ann Arbor households pay 30% or more of their household income on rent which is considered a housing cost burden that puts these households at risk of housing insecurity.

Development and congestion are also key issues. Limited development in the City has created a large daily traffic flow as many people who work in Ann Arbor live outside the City and commute in via car. Today, three times as many people commute into Ann Arbor for work as those who live and work within the City. This inflow of workers puts significant strain on the City’s major roadways and inhibits achieving the City’s ambitious goals for active transportation and safer streets.

Sustainability is a thread that runs through these issues and challenges. Ann Arbor is known for its environmental values and has bold goals to become a more sustainable city, from increasing the urban tree canopy, to reducing the number of days with unhealthy air quality, and growing local food production and conserving land within its Greenbelt.

Today we are living in an era driven by rapid changes in how we live, work, shop, travel, learn and communicate, to name a few examples. New technologies are reshaping just about everything in our lives, and cities are constantly trying to catch up. Investment decisions and policies like zoning have to consider not just the existing form of the city, local history and the values of its residents, but also what impact future technologies, some unforeseen, may have on the character and identity of a place.

The need is clear for a unifying Plan to evaluate the City and its Master Planning documents in light of today’s challenges and to integrate all the relevant strategies that will guide Ann Arbor over the next three decades.

We need to constantly adapt to further improve our cities, but we need to do so under an umbrella that communicates a clear vision and local values that can act as a filter when considering new ideas. Flexibility is paramount here. Our approach to this Community Visioning and Master Land Use Plan is to design and execute an innovative process that identifies and reinforces what is most important to those who care deeply about Ann Arbor. These values will shape policies and investments that are flexible and adaptable.

We are a planning team that brings national experience to all of the issues facing Ann Arbor as well as local Michigan experience and knowledge. But we are also a team that can bring new, forward-thinking ideas and a one of a kind process to this Community Visioning and Master Land Use Plan.

Our approach places a strong emphasis on public engagement. The below graphic represents the opinions of residents regarding their neighborhood.



To meet your objectives for this work, **as a team, we will:**

PLACE ANN ARBOR IN CONTEXT

Too many commute in and out of Ann Arbor. While Ann Arbor has its own unique identity, the pressures around congestion, housing availability and environmental threats are all shaped far beyond its borders. We need to understand the regional dynamics around job growth, traffic patterns, housing development, demographic trends and environmental factors as well as the policies designed to address these topics put forward by near neighbors, across the region and at the State.

CAPITALIZE ON DEMOGRAPHIC SHIFTS

The significant transformation of American households (particularly shrinking household size, combined with steadily rising traffic congestion and unstable gasoline prices) has resulted in significant changes in neighborhood and housing preferences, with major shifts from mostly single-family detached houses in lower-density suburbs to higher-density apartments, townhouses, and detached houses in pedestrian-friendly, mixed-use transit-oriented neighborhoods. This fundamental transformation of American households is likely to continue for at least the next decade, representing an unprecedented demographic foundation on which to reconsider housing policy and promote more housing growth within traditionally single-use commercial corridors.

LOOK BEYOND LAND USE

Concerns about growth, development and density will, no doubt, occupy a lot of time as we discuss what the potential future of Ann Arbor could be. However, as a Master Land Use Plan, this effort also needs to look beyond land use and facilitate rich discussions around the day to day experience of living in the City. Public safety, health, education, youth programs, senior services, and other City services are essential ingredients in building on the qualities that make Ann Arbor a place to call home for many residents. The Plan is also the principal source of local policy on issues like mobility, conservation, noise, and environmental hazards. All of these topics must be effectively integrated into a coherent framework for the future.

EMPHASIZE DIVERSITY AND INCLUSION AT THE FOREFRONT

In the absence of an explicit equity strategy, racial and economic inequities become a self-perpetuating obstacle to economic growth and sustainable development. This plan is an opportunity for the City to create a strategic investment framework that promotes social equity and fosters inclusion. We bring an equity approach to this work that serves as a lens through which we are able to authentically engage diverse communities; move beyond measuring disparities to building actionable equity strategies; and co-create a path to balancing equity, economy, and environment. Ultimately, we are invested in supporting a more equitable City in which there are improved outcomes for all and the distribution of

resources, opportunities, and burdens are not so determined, predictable, or disproportionate along lines of race, ethnicity, or income. Our team is designed to directly address these challenges and Interface Studio's GR Forward plan in Grand Rapids was recognized with a Pinnacle Award for Equity Leadership from the International Downtown Association, the downtown management industry's highest honor.

HARMONIZE WITH NATURE

The Environment "E" in sustainability's Triple Bottom Line paradigm serves to support Ann Arbor's Economy "E" and Equity "E" as well. Fortunately, growing greener is not only becoming easier to do but also more expected from all walks of life. The value placed on environmental quality of life can, and should, be expressed at every level of planning, policy development, and revitalization activities. Sustainability is flourishing in Ann Arbor today, with initiatives organized around four themes: climate and energy, community, land use and access, and resource management. Every component of the Ann Arbor Community Visioning and Master Land Use Plan will have an impact on the social, economic, and environmental sustainability of Ann Arbor, and as such, the Interface team, and particularly the sustainability experts at BuroHappold, will weave sustainability considerations and recommendations throughout the plan development process.

IDENTIFY AND PLAN FOR THE "PRESSURE POINTS"

There are moments where thoughtful investment can have a significant impact on the perception and economic future of a place. Working with local leaders and taking a regional approach to understanding the economic development opportunities, the team will identify key locations for more detailed strategy development. This may include policies to protect and enhance active industrial jobs and/or conceptual development plans to illustrate the potential changes that can help to bring about greater economic growth. These pressure points or focal areas are opportunities to engage the public around place-specific issues, define infill opportunities and identify urban design tools to address local challenges.

These kinds of discussions will be essential for addressing three significant challenges facing Ann Arbor. First is the need to identify implementable housing strategies for increasing supply targeting a broad range of household types. Second is the need to help community members and policy makers understand where and how Ann Arbor's operating funds are linked to land use and development, and how changing industry and development patterns will interact with this situation. And third is how to provide the future facing infrastructure improvements Ann Arbor will need to build to both attract new industries and commercial investments, but also to benefit existing and future community residents.

SCOPE OF SERVICES

The proposed scope of services is divided into four separate tasks: Getting Started; Inventory & Analysis; Vision & Recommendations and; Implementation. A rich engagement process, designed with you, is integral to each of these tasks. As such, our proposed scope of work is written in sequential order to demonstrate the relationship between outreach activities and steps in the planning process.

TASK 1 – GETTING STARTED

This task is focused on gathering base data and setting the tone for the rest of the initiative. For all tasks, we have provided an estimate of time in days for the entire team. More detail on estimated time by team member by hours is provided in the separate Fee Proposal.

TASK 1.1: ESTABLISH A COMMUNICATION PLAN

Comprehensive planning requires seamless communication between the partner organizations, a steering committee and the consultants. To ensure continuous communication we will set up either a Google Group or Basecamp site for the project as a virtual homebase for the work. This will allow us to share files and easily send messages to members of the steering committee and partner organizations. In addition, we will organize a schedule of conference calls, facilitated by Scott and Stacey, to maintain coordination during each step of the process.

TASK 1.2: INVENTORY WISHLIST

Interface Studio will submit a formal request for data and information based upon existing data and the needs of our team members. We ask that all data be provided to Interface Studio in GIS format.

TASK 1.3: GATHER & SUMMARIZE EXISTING PLANS & PROPOSALS

We will gather and review all recent reports, plans and studies for the City and region. We will also collect information on recently proposed development projects and capital expenditures on infrastructure, streets or other improvements in the City. In order to properly integrate University of Michigan campus planning efforts, we will also engage with the University and assess the potential citywide impacts of on-going and planned campus initiatives. All of the strategies and proposed investments will be summarized in a chart and graphically on a map for discussion purposes. This summary will be the starting point for understanding the context of the project.

As part of this process, the team will work with the City to develop an equity and inclusion framework that will inform the initial data-gathering and technical analysis phase, ensuring that all elements of the general plan update incorporate an explicit equity focus. This includes working with the City and local stakeholders to develop a working definition of what equity and inclusion means in the local context, identifying key equity considerations within each Plan element, identifying socially vulnerable communities within the city, and highlighting best practices the City already employs to mitigate negative outcomes. By using this

framing from the project's onset, our team ensures that the Plan employs a precise definition to address issues of social equity, clearly identifies areas of concern, communicates a clear understanding of the City's at-risk populations, and puts forth a planning strategy that addresses historic disparities.

TASK 1.4: CREATION OF THE STEERING COMMITTEE

We will work with the City to convene a steering committee of merchants, property owners, community residents and other stakeholders to establish the processes and timelines for creating the plan. The group will help us conduct research, check our assumptions, gain further insight into the community, evaluate our recommendations, and reach out to the community. As a part of this task, we will coordinate with the City to identify the appropriate mix of participants for the group, develop a welcome letter for participants and set a schedule of meetings for the project.

TASK 1.5: PUBLIC PARTICIPATION PLAN

To guide the outreach activities, our team will develop a public participation plan that outlines the specific tools, methods and timing for outreach activities. (Please note that while we have outlined tools in this proposal, the public outreach process will truly be designed with the City and their partners.) This public participation plan will be sent to the client group and the steering committee for review and comment.

TASK 1.6: ONE ON ONE STAKEHOLDER INTERVIEWS

Face-to-face and telephone interviews will be conducted with between 25 and 30 "critical actors" or "stakeholders." Critical actors or stakeholders may include real estate industry representatives, City leadership, business community leadership, non-profit organizations, tourism representatives, key property owners or their representatives, residential community leaders, key business operators, key government staff, and others.

TASK 1.7: ESTABLISH GRAPHIC STANDARDS AND INITIAL MARKETING MATERIALS

It is extremely important for the Plan to have a world-class, professional brand that conveys vision and unity. Interface Studio will establish a set of graphic standards that all team members will use to produce their work. These graphic standards will build on Ann Arbor's existing preferred fonts and colors and help to establish an identity for the work. In addition, Interface Studio will develop marketing materials throughout the project that are consistent in look, voice and messaging. These materials include postcards, flyers, graphics for social media and other products like t-shirts to help promote specific public events and get the word out about the Master Plan.

TASK 1.8: SOCIAL MEDIA LAUNCH

We expect to use a combination of outlets, such as FaceBook, Twitter, Instagram, and a master plan web page on the City's website to engage and update residents on the process. This task includes regular updates and postings through different social media channels.

TASK 1.9: KICK-OFF MEETINGS

At the close of this first task, we'll prepare for and facilitate a public event to introduce the project to the wider community.

We'll work closely with the City on promotion of the event including the design of postcards, flyers or other material as needed. The public event itself will be interactive to ensure that participants feel their voices are being heard at the outset of the process.

TASK 1.10: STUDY AREA TOURS

As a part of the inventory, our team would like the opportunity to see portions of Ann Arbor through the eyes of those that know it best. At the kick-off public event, we'll recruit 4-5 tour guides and interested parties to give us a tour of specific locations. It is an opportunity for involved stakeholders to spend time with us and help us learn more about the City.

TASK 2 – INVENTORY & ANALYSIS

This task includes our team's full analysis of the City combined with major public events designed to encourage awareness, excitement and ongoing participation.

TASK 2.1: DIGESTING THE DATA

Interface Studio team will review the data provided by the City to develop presentation maps and summary graphics for public presentations. Where appropriate, we will also leverage data Sam Schwartz has collected and analyzed for the Comprehensive Transportation Plan to further our resources. This portion of the analysis will afford visualization of the following variables:

- > Context maps illustrating regional connections and economic drivers;
- > Current land use and zoning;
- > Recent revitalization, investments, and proposed developments;
- > Urban Design features including views and noteworthy buildings / spaces;
- > Community assets such as institutions, employment centers, and open space;

- > Economic conditions and trends that will supplement our team's economic analysis;
- > Infrastructure including water, sewer, stormwater, energy, and food production
- > An environmental report card based on the City's tree canopy, parks and environmental factors such as impervious surfaces and stormwater runoff;
- > Commercial corridors and districts;
- > Crime statistics if made available by the Ann Arbor Police;
- > Quality of Life Issues including trash, vandalism, panhandling or other concerns.

TASK 2.2: POLICY REVIEW

In addition to an analysis of previous plans, our team will review local policies with an eye toward accomplishing key comprehensive planning goals. What policies of the City currently assist or impede: Creating healthy environments; ensuring community equity; providing safe, affordable housing and; addressing climate change?

TASK 2.3: AN ANALYSIS OF THE LOCAL AND REGIONAL ECONOMY

Our approach to economic analysis encompasses a combination of economic data and interviews with an array of individuals to understand existing businesses, emerging fields, business model and supply chain approaches. Ninigret Partners will create an economic profile that includes:

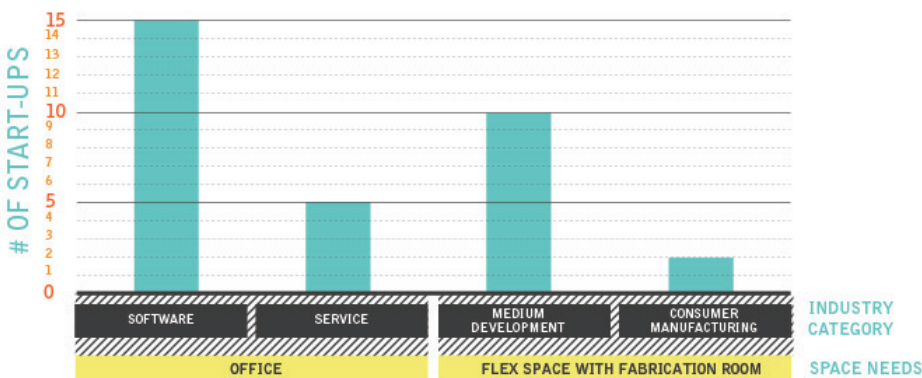
- > Base level analysis including employment growth, establishment change, wages, industry concentrations among others;
- > Entrepreneurial activity analysis using a series of proxy indicators from data sources such as Kickstarter & ETSY activity, business formation rates, SBIR funding rates, Crunchbase, university start ups;
- > Workforce including commuter sheds, occupational distribution, educational levels, talent pipeline if relevant;
- > Local context informed through review of existing reports, targeted interviews and discussion groups to identify strengths, weaknesses, opportunities and challenges.

THE INNOVATION ECONOMY

POTENTIAL DRIVERS OF FUTURE REAL ESTATE DEMAND IN DOWNTOWN

- >> To capture the opportunity, space will need to match business type
- >> Can the downtown migrate these businesses through their real estate development stages?

NUMBER OF START-UPS BY INDUSTRY CATEGORY GRAND RAPIDS AREA



NOTE: several businesses are not located in Grand Rapids

SOURCE: NP ANALYSIS OF GR CURRENT AND START GARDEN COMPANIES

Analysis of drivers for real estate demand in downtown Grand Rapids.

The findings of the economic profile will be summarized and key issues extracted, such as understanding the City's industry concentrations and whether they create risk factors that need to be managed; potential growth opportunities from emerging fields; physical space and workforce requirements of target industries and emerging opportunities gaps; ability of real estate and land to accommodate emerging economic sectors; and whether commuting patterns support the City's livability.

TASK 2.4: SUSTAINABILITY ANALYSIS

BuroHappold will evaluate the City's existing sustainability indicators, guidelines and initiatives, such as those pertaining to climate and energy, resources management, and environmental management. Additionally, the University of Michigan represents approximately 30% of Ann Arbor's annual GHG emissions and their campus planning decisions have the potential to significantly impact citywide systems and sustainability. BuroHappold will summarize on-going and planned University of Michigan initiatives and their expected impacts on citywide sustainability.

TASK 2.5: HOUSING ANALYSIS

Ninigret Partners will produce an inventory of housing types of conditions to provide a granular understanding of the City's current housing stock. This will include the following assessments:

- > Housing inventory and geographic distribution to document the number and location of the city's current stock of housing units by type, the age of units, owner-occupancy versus rental units and an inventory of subsidized housing and estimates of housing vouchers;
- > Housing conditions to determine the condition of housing units across the city utilizing city code enforcement, building permit and property tax data;
- > Proximity to community assets analysis to identify the proximity of housing and neighborhoods to transit, employment centers, shopping centers, and healthcare centers;

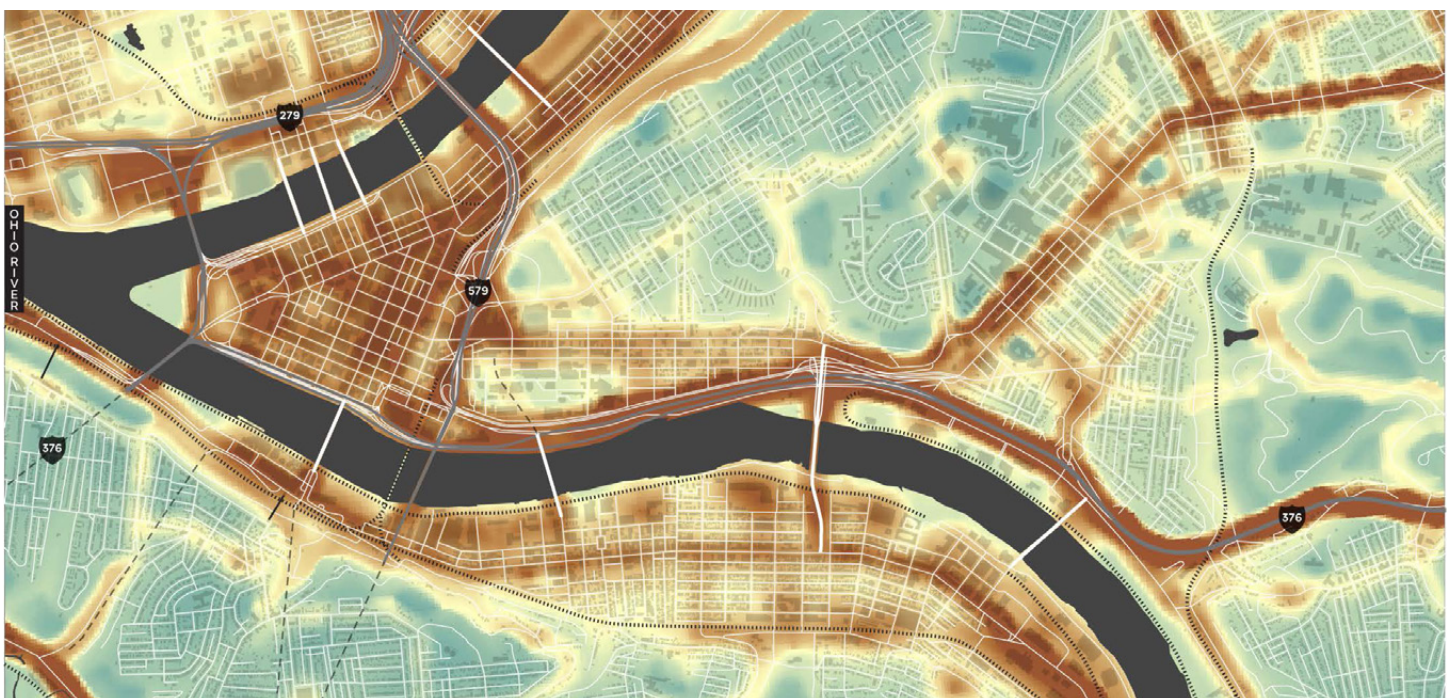
- > Housing units under development to identify the number of and type of housing units approved, target markets such as student housing or senior housing the location of these future units, and the general sales price or lease range of the units.

A community housing profile will be developed that documents the following demographic, economic, and housing trends that describe the key factors driving housing demand in Ann Arbor:

- > Demographic trends analyses will identify historic trends and projections for population growth, household formation, age cohorts, types of households, neighborhood propensity to change, race and ethnicity, and disabled populations;
- > Economic trends analyses will demonstrate how economic factors influence housing demand through evaluations of employment growth by industry sectors, wage growth by sectors, workforce commuting trends, household income trends, and the local poverty rate;
- > Housing trends will identify local and regional housing development trends, homeownership rates, sales prices and rents, per cent of homes cost burdened, vacancy rates, and foreclosures.

TASK 2.6: BUDGET REVIEW

Our team will work with the City to frame the potential impacts to revenues and expenditures based upon current land use and policy practices. Our intent is to understand how City resources are related to decisions in land use, density and other codes.



The Uptown neighborhood in Pittsburgh PA suffers from poor air quality. The above graphic is an analysis of black carbon levels near downtown.

TASK 2.7: TRANSPORTATION PLAN REVIEW

Integrating the Community Visioning and Master Land Use Plan with the ongoing update of the Comprehensive Transportation Plan (led by Sam Schwartz) will ensure that transportation investments are aligned with and serve areas targeted for increased density and development. Likewise coordinating the two efforts will align the distribution of residential, commercial, and employment opportunities in a manner that facilitates shorter trips which can more easily be made via walking, biking, or transit. This will also support aging in place as neighborhoods that are walkable, bikeable, and connected to transit allow older adults to maintain their independence and mobility without access to a car. Sam Schwartz's current work in Ann Arbor is geared towards eliminating all traffic deaths and serious injuries through street design strategies, policies, and programs.

TASK 2.8: SURVEY OF KEY STAKEHOLDERS

The Interface Studio team philosophy of public involvement in the planning process embraces the concept of residents and business owners as experts. We have developed and administered several types of citizen surveys in different communities, with varying levels of public interest. This tool is particularly useful for capturing the perspective of diverse stakeholders that include not just residents but also commuters and other non-resident community members who have a relationship and stake in the City. Interface Studio will work with the steering committee to develop concise questions that will help to refine a vision for the City. We will create an on-line survey that will be distributed through partner organizations and tabulate and analyze the results. In addition, we will also design a hard copy of the survey for distribution in communities where internet access is low. Our overall goal is to have 500+ responses to a short 15-30 question survey about the City.

TASK 2.9: COLLABORATIVE MAP

Interface Studio will create an on-line map that enables any user to add both "insights" and "ideas." The map will serve as an on-line catalogue of community concern and help to identify necessary improvements from the ground up. Previous uses of this tool have provided the process with hundreds of specific ideas and thousands of views by local residents.

As it is likely that some will not have internet access nearby, we will also create a large format hard-copy version of the interactive map which can be placed in a public space like a library. The hard-copy map will use stickers and notecards to mimic the online map. We have had success with both versions of the map and will tailor the exercise to best meet the needs of this project.

TASK 2.10: ROVING OPEN HOUSES (public events)

We will work with the City to identify visible locations to hold a series of public events. The intent is to design a roving pop-up gallery that presents Ann Arbor yesterday, today, and in the future. The City would be responsible for helping us to find and secure appropriate space for these events. We expect to hold three (3) city-wide Open Houses to take place in a visible location that can serve to share and collect information from

the public. These events, when properly marketed, present an opportunity to attract a lot of people and provide significant value for the process and in what we learn as a team. Then these open houses could be brought to four different locations in Ann Arbor two times each (for a total of eight events). The idea is that the roving open houses will follow the city-wide major open houses to engage people around their ideas for their communities. It's an opportunity to take these open house materials on the road.

The City may want to consider renting a visible, commercial space (or secure one for free from a kind-hearted property owner) during the course of the project to serve as the planning headquarters. This space would provide a home for the primary open houses but also the focus group meetings and other project meetings. With a clear storefront window, it could also serve as a nightly projection location to advertise the plan / upcoming events and communicate issues and ideas.

Our Open Houses include multiple games and tools designed to elicit public response and discussion. Many of the exhibits and games are easily transportable to other locations for use in public meetings and other events. The exhibits will be designed to share some of the trends and issues facing the City while encouraging different methods for people to tell us what they would like to see in the future. The tools potentially include everything from City 'Mad Libs', our 'Photo-Suggestion Booth' and 'Postcards from the Future' designed to capture people's vision and big ideas as well as interactive games designed to educate and discuss trade-offs about the specific policies and places.

We have included in our budget time to augment these major events with one town-hall style public hearing around the plan in addition to those required for the Planning Commission and City Council.

TASK 2.11: NEIGHBORLY ROUNDTABLES / MEETINGS IN A BOX

We think some neighbors may want to organize their own discussions about the future of the City. However, in order for this form of distributed engagement to be effective, it needs to be carefully designed such that findings make their way to the consulting team for inclusion into the overall process. Our team will create a package of materials that can be taken across the City or downloaded from the City's project website. This package will include a D.I.Y. kit that residents can use to talk with their neighbors about their neighborhood and the City. This may take the form of a game (game night!) or other materials. Instructions would clearly stipulate how to use the materials and how to record the feedback and deliver it to the team. To help jumpstart this process, we will train 10-15 resident volunteers to take this material to their communities. Our hope is that this will help to generate additional awareness and interest on the Master Plan.

We will also arm City staff with the material to take to events across the City. We call this our "meeting in a box" that includes some aspects of the open houses in portable form.

TASK 2.12: PUBLIC INVOLVEMENT ANALYSIS / SUMMARIZING THE THEMES

Public engagement is a critical source of data. To maximize its impact on the process, we carefully cull through the responses and feedback along the way. We spend a lot of time analyzing and graphically illustrating the engagement findings to help reveal the stories and values of Ann Arbor. We will create infographics and share them back with the public to reinforce the transparency of the process. This rigorous approach to not just engaging the public but also in capturing and illustrating the findings is essential in moving ideas and policies forward while also identifying the key barriers and issues that need to be addressed before completion of the draft Master Plan.

TASK 2.13: COORDINATION MEETINGS

Our team will update the steering committee and the City on the plan and recent findings 2-3 times during the course of this task.

TASK 3 – VISION & RECOMMENDATIONS

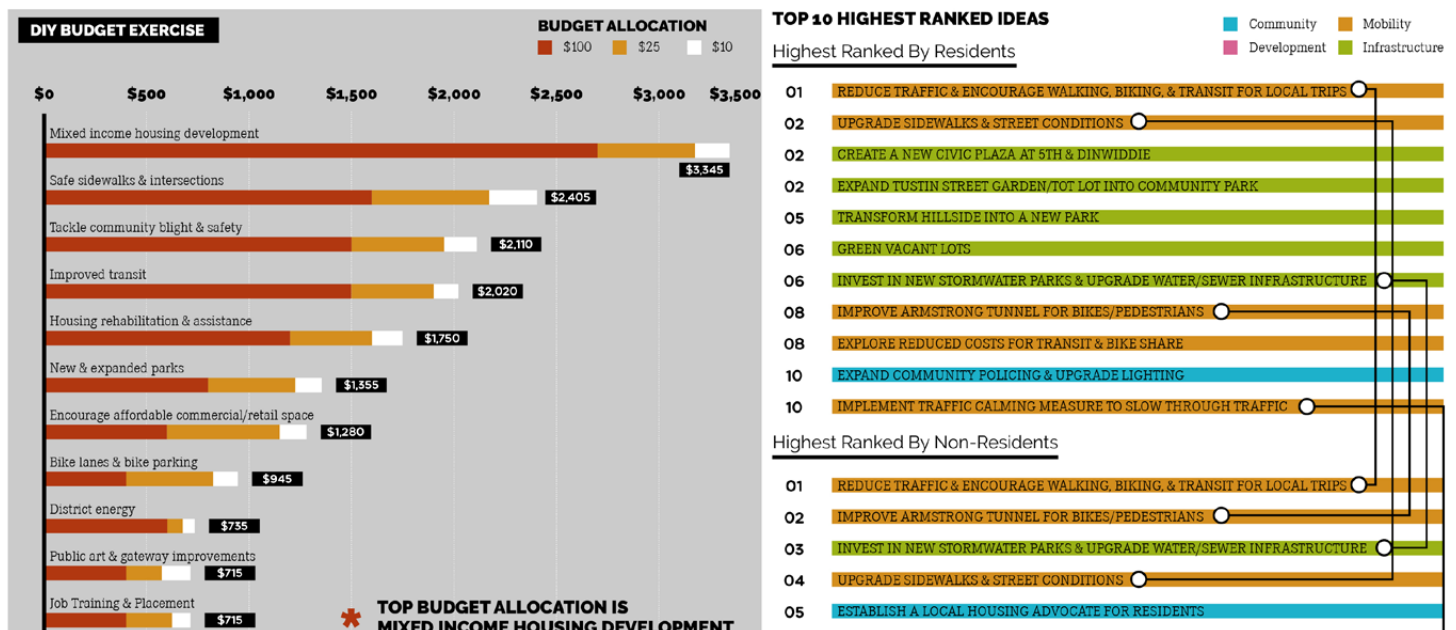
TASK 3.1: DRAFT STATEMENT OF GOALS AND OBJECTIVES

Building from the public outreach and data inventory, a draft set of goals and objectives embodying City values for the future will be developed for review by the steering committee. These goals and objectives will guide the recommendations developed for different elements of the plan.

TASK 3.2: LAND USE ALTERNATIVES AND ZONING CONCEPTS

The technical analysis will produce an existing land use map plus identify sites and areas that are susceptible to change. Our charge is to develop future land use alternatives that are in line with the community-driven City values, based upon the research and analysis, and that consider the long-range plans of the University of Michigan. The future land use alternatives need to consider a few factors:

- > Current land use designations. Should changes be made to existing designations including expanding or merging any land use categories? This is a process we just led for Wilmington, DE with the comprehensive plan we are completing in the coming months.
- > Identify locations / areas of Ann Arbor that should be preserved. These places are not changing due to local values, the need to protect the environment and/or to continue providing critical city services and utilities.
- > Identify those locations that could change. Development and market pressures, undesirable or changing existing uses and other factors will reveal those places that are likely going to change or should change to better achieve the vision of Ann Arbor. For these locations, our team will develop alternative uses for discussion and provide an analysis of trade-offs including fiscal considerations to the City, residents and partners.



Our engagement process is designed to build trust among different stakeholders and collect a lot of data to help shape the strategies and implementation. These are summary charts (two of many) from our work in Pittsburgh.

- > Aging in place. “Aging in Place” qualities will be explored as additional layers to the land use planning that can help to elevate Ann Arbor and build more resilient, liveable communities. In particular, considerations of access and equity for aging populations will be considered, in addition to socioeconomically-challenged communities. This will be especially important when considering vulnerability to heat and other climate change-related hazards.
- > Neighborhood-scale sustainability. There are significant climactic and environmental issues facing Ann Arbor, including the need to prepare for climate change (warmer temperatures, shorter winters, increased precipitation with more severe precipitation events, and extreme heat and drought). Land use planning is one of the most impactful tools that the City of Ann Arbor has to promote sustainability.

As our team narrows in on a preferred land use alternative, additional strategies will be necessary to set clear expectations around density, form and other factors that shape local zoning procedures and guidelines. This task includes identifying necessary zoning changes to reflect the future land use, enhance preservation and promote the right kind of development for Ann Arbor.

TASK 3.3: DESIGN GUIDELINES

The Interface team will evaluate the existing design guidelines for the downtown district in light of the future land use, identified City values, and the focus areas to determine how they may be expanded, enhanced or changed to suit the specific characteristics of different parts of Ann Arbor. As a part of this process, BuroHappold will explore how best to integrate building-scale sustainability frameworks such as LEED, WELL, Passive House, and Living Buildings Challenge. These high-performance building standards can inspire innovative design and provide recognition for well-performing buildings. Applying sustainability targets and goals to the building scale can bring about multiple benefits, including reduced energy and water consumption, increased diversion rates and recycling, lower GHG emissions, and healthier and happier residents. Building-scale strategies may include improved thermal envelopes, optimized facades, daylighting and controls, indoor air quality and thermal comfort, sound quality, water reuse, recycling, and sustainable material reuse. Where feasible, these strategies should be integrated into the Ann Arbor architectural design guidelines to help realize a more environmentally- and community-friendly downtown Ann Arbor.

TASK 3.4: FOCUS GROUPS

Interface Studio will work with the City to organize focus groups to discuss the analysis and findings. Focus groups are small groups of about 10 participants that allow for a rich discussion of ideas and concerns. Each focus group will be facilitated by the Interface Studio team with an agenda of previewing existing conditions data and generating discussion about specific strategies for the City. We ask that the City be responsible for inviting focus group participants, securing meeting space and providing light refreshments. We typically organize focus groups targeted to specific interests. We initially recommend focus groups around different topics each of which will address equity, community resilience, and public health in the context of the discussion. Focus group topics may include:

Community

- > Neighborhood focus group to hear from established neighborhood organizations and engaged community members about integrated land use that maintains Ann Arbor’s unique sense of place and strengthens neighborhoods.
- > Housing focus group to discuss issues regarding housing diversity, affordability, quality, and safety; market-rate investment; and housing programs, particularly for homeless and low-income households.
- > Youth focus group to discuss with teens their concerns and hopes for the future of Ann Arbor.
- > Seniors focus group to discuss challenges and opportunities related to “aging in place”
- > Employer focus group to discuss their needs and vision for their businesses and the City, including the strengthening of commercial corridors and downtown.
- > Economic development focus group to discuss Ann Arbor’s economic climate, resiliency, and competitiveness, with a focus on local jobs and diversity of businesses across all sectors.
- > Active Living & Learning focus group to discuss opportunities to further improve Ann Arbor’s quality of life with diverse cultural, recreational, and educational opportunities.

Land Use and Access

- > Developer focus group to discuss the local market and City policies and procedures. This could be split into multiple focus groups where one is focused on residential developers and the other commercial.
- > Merchants focus group to help us gather insights from business owners.
- > College student focus group to discuss their perceptions of Ann Arbor and its ability to retain graduates.
- > Transportation focus groups to discuss barriers and ideas toward encouraging safe, comfortable, and efficient transportation options for pedestrians, bicyclists, and transit users.

Climate and Energy

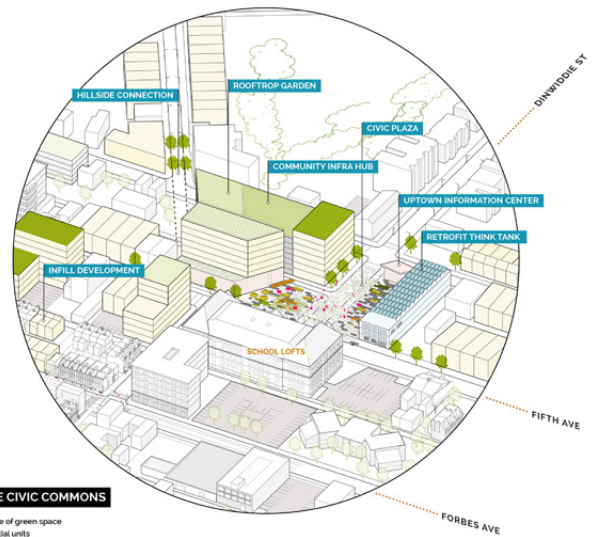
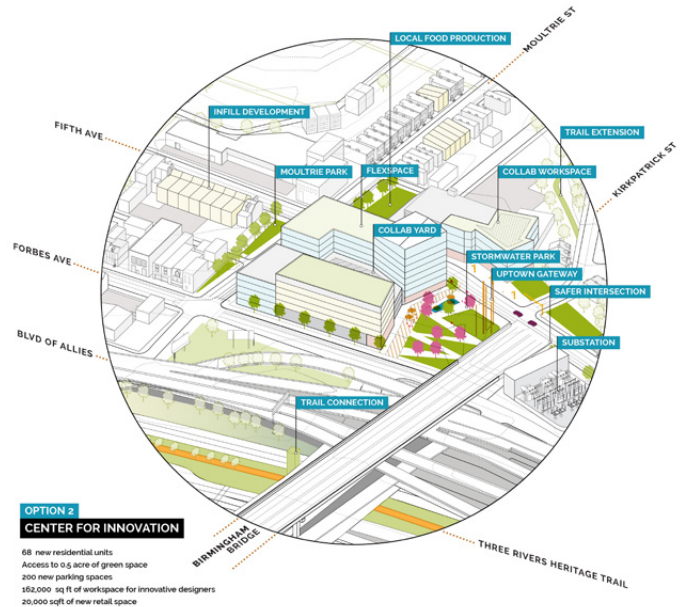
- > Sustainable buildings focus group to discuss opportunities to design and retrofit new and existing buildings, to deploy renewable energy, to support neighborhood development and to reduce carbon emissions and waste.

Resource Management

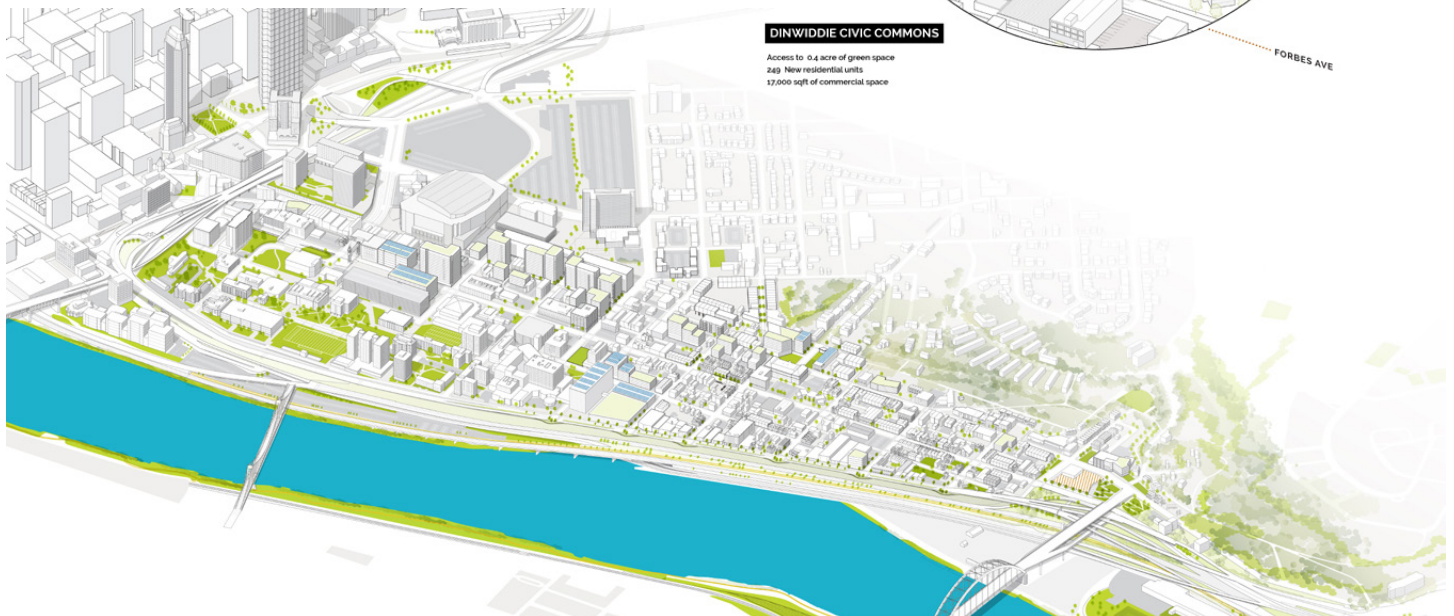
- > Environment focus group to discuss clean air, water, and soil; ecosystem health; local food; and responsible resource use; parks and open space; and flood mitigation through infrastructure improvements and integrated land use planning.

TASK 3.5: HOUSING PLAN

The housing plan will develop recommendations based on key factors driving housing demand in Ann Arbor; demographic, economic and housing trends, including the University of Michigan’s long-term goals and projected enrollment and employment. Reinforcing the connection between transportation and land use planning, our team will evaluate opportunities to establish a mechanism for transit-oriented development (TOD). Previous plans in Ann Arbor have recommended various forms of TOD, such as increased density and mix of uses along key transit corridors, a form-based code in downtown and on key corridors, or a specific TOD overlay. While many TOD policies around the U.S. focus on development around heavy and light rail, cities are beginning to expand TOD to areas with high capacity bus service. For example, Sam Schwartz was recently involved in the update of Chicago’s TOD Ordinance which was expanded to include high capacity bus corridors.



Below & Right: Thoughtful considerations in housing, parks, and mobility results in a future vision for the Uptown neighborhood in Pittsburgh PA



TASK 3.6: ECONOMIC DEVELOPMENT PLAN

The economic development plan will be structured to provide Ann Arbor with line of sight between issues and opportunities in the local economy with strategies and potential projects that can help to foster a growing, equitable economy. The plan will identify areas that are within the City's control, areas within regional control, areas that Ann Arbor can influence such as state policies, and larger economic forces that are outside of Ann Arbor's immediate ability to control or influence (e.g. digital technology adoption). This will help focus the plan, activities of the key stakeholders and accompanying performance metrics to measure Ann Arbor's progress toward meeting its community economic goals.

TASK 3.7: SUSTAINABILITY FRAMEWORK

BuroHappold will work with the Interface team to prepare a set of sustainability principles that aligns with the City values, and develop a comprehensive sustainability framework to reference existing and recommend new guidelines, benchmarks and performance targets with the use of Key Performance Indicators (KPIs) to support key impact areas. The sustainability framework may include, and is not limited to, energy policies and programs, water resource management, materials resource management, transportation, and environmental management.

To facilitate the development of City values and their application to the various stages of the Community Visioning and Master Land Use Plan, the Interface team will perform a gap analysis that will match existing actions to the identified City values and show areas in need of additional actions, or those areas requiring more specific, detail-oriented actions. This gap analysis will highlight opportunities to meet the City's goals and vision for growth, equity, and sustainability. Furthermore, the Interface team will evaluate the potential impact of each action as a method to weigh and compare different actions.

BuroHappold will seek to identify opportunities to align elements of the University of Michigan sustainability goals with City efforts, as well as promote them citywide when appropriate. Conversely, as proposed initiatives are developed for the Community Visioning and Master Land Use Plan, the Interface Team will proactively identify opportunities for partnership with the University, building upon the long history of collaboration on sustainability initiatives.

BuroHappold will also coordinate the development of a Scenario Planning Tool. This tool will allow the City and the consultant team to test actions and groups of actions into the future and assess potential impact, including GHG emissions and other environmental impacts. The Scenario Planning Tool will take into account future population growth, demographic changes, spatial development strategies, and regional economic projections, among other considerations. The Interface team will also account for the University of Michigan's long-term forecasts during the scenario planning exercise, and will leverage the cloud-based UrbanFootprint software, which allows anyone to rapidly assess the impacts of various land use and transportation planning scenarios.

TASK 3.8: A STRATEGY TO ADDRESS COMMUNITY EQUITY

We will work with the City and its diverse communities to co-create a targeted universal strategy that is inclusive of the needs of all residents while also acknowledging that different groups are situated differently relative to institutions and resources. Further, in order for equity to effectively inform and guide the City's planning and investment, strategies would include specified objectives and measurable indicators of progress. In this way, any recommendations would be evaluable by outcomes and not simply intent. This can be accomplished by:

- Acknowledging the presence of structural inequities that interrupt the relationship between individual efforts and results thereby perpetuating inequitable access, opportunities, and outcomes;
- Developing a collective analysis with the community of how these disparities are institutionalized in the areas of housing, economic development, transportation, land use, and the environment; and,
- Developing measurable strategies that are as robust as our structural analysis.

Realizing a vision of equity may seem overwhelming; truly it is a long-term goal. However, it is more than just an end result and is actually something we infuse into our work and see results along the way. Every step along the journey of a more equitable City can manifest where it is we are trying to get. As we do this, we inevitably begin to see things differently, and are compelled to repeat this process over time and across contexts with deeper analysis and heightened capacity. Engaging this process proactively strengthens the potential for the City to respond strategically rather than react to moments of crisis and breakdown.

TASK 3.9: FOCUS AREAS

In this Plan, the Interface team will evaluate site-specific recommendations and shift the focus to more district-scale strategies that develop and align with character areas and corridors throughout the City. With sustainability in mind, the Interface Team will develop a set of focus areas for the Plan that will drive the development and allocation of strategies. Applying a sustainability focus to the creation of Ann Arbor's focus areas will help to realize synergies in building type, infrastructure and systems, and provide simpler approaches to implementing sustainability strategies. Our team will identify illustrative potential development scenarios for key focus areas along with design options for key corridors and public spaces. These graphics will serve as a means of helping to illustrate the potential future of Ann Arbor with the intent of bringing multiple areas of the Plan concepts and policies together and demonstrate their potential impact on focus areas in the City. This work will help our team to conduct our outreach by communicating the potential, trade-offs and options for different approaches.

TASK 3.10: COORDINATION MEETINGS

Our team will update the steering committee and the City on the plan and recent findings.

TASK 4 – IMPLEMENTATION

The Implementation Plan is the critical component of the comprehensive plan. Without a viable set of actions that reflect both the aspirations of the City and the realities of the marketplace, the value of the overall vision is greatly diminished.

While the above concept is likely to be embraced by most, there will be major differences in the approach to the development of the Implementation Plan. Our philosophy is that market realities, the availability of financing and any limitations in local capacity to implement must be integrated into the development of the vision from day one. We pride ourselves on our ability to develop create creative yet pragmatic visions. Our team’s experience in actually implementing catalytic projects, even in cities that face dire market challenges, speaks to this approach.

TASK 4.1: IMPLEMENTATION TIMELINE

We will develop an implementation strategy that identifies short- medium- and long-term actions to achieve the goals that result from this planning process and parallel ones too. Our approach will focus on a strategy to leverage the various initiatives to generate a whole greater than a simple sum of parts. This will involve specifying sequencing, coordination of activities, and identifying various implementation “paths” that show how results and changes from achieving a certain project can help feed-into and make a subsequent project easier to complete and/or more successful. We will also consider implementation issues that arise from policies and practices, particularly those relating to transportation agency norms, and discuss as solutions leading industry design standards for urban areas. Working with the steering committee we

will organize all recommendations into a spreadsheet that aligns the goals with the recommendations and identifies the necessary metrics, partners and funding sources to turn the ideas into reality. A clear list of priority projects and timeframes will be included to help local organizations and funders plan for the upcoming 5 years of work ahead.

TASK 4.2: PRELIMINARY & FINAL PLANS

We understand the need to create a unified master plan and have undertaken a similar process for the Wilmington comprehensive plan which consolidates and streamlines 13 separate plan documents into one accessible document with an overarching vision, set of goals and strategies.

All of the analysis and recommendations will be organized into one well-tailored, place-specific, graphically sophisticated document that describes in detail the set of policies, goals and action steps developed during the planning process. A draft copy will be provided to the steering committee for review. After comments have been received, we will create a final document in formats suitable for print and digital distribution.

Recognizing that there are many different audiences for the plan, we can for an additional service create stand-alone, user-friendly summaries for wider distribution.

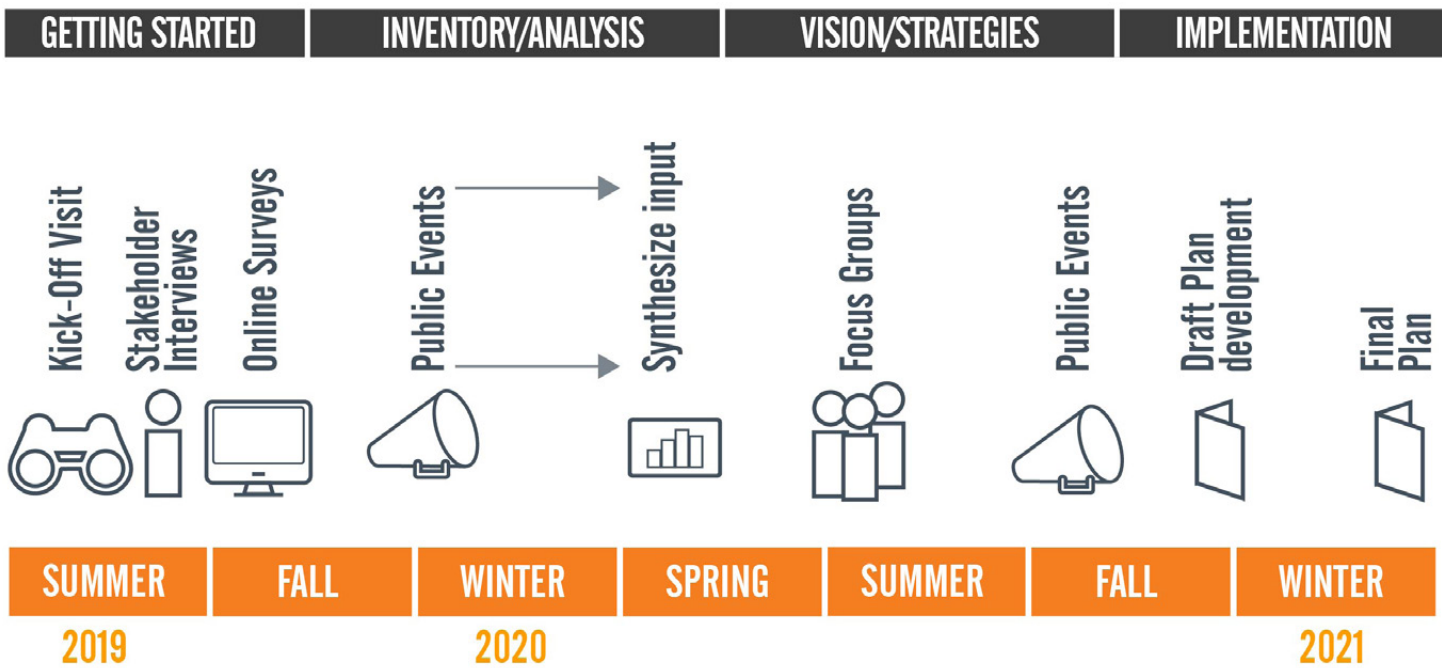
TASK 4.3: WRAP UP AND MARKETING THE PLAN

We believe it is important to market the plan and generate additional support for the work such as it moves toward implementation. For that reason, Interface Studio will coordinate the City on key presentations intended to roll out the plan to the public, City/County or regional agencies and other stakeholders / agencies as determined by the steering committee.

TIMELINE

We are ready to begin work in June, 2019 if selected. We believe that the plan can be completed well within the two-year period and anticipate delivering draft materials in 18 months. However, if possible, we prefer to complete the work in a 12-18 month total timeline to help maintain momentum once the process is up and running.

As shown below, we expect to publicly launch the plan toward the end of the initial analysis. Visioning is targeted for early 2020 with the development of recommendations underway in the Spring of 2020. The draft plan would be put together over the Fall of 2020 with final public events taking place during that time. The timeline below includes a total of 14 trips to Ann Arbor to collect data, engage the public and coordinate with you. We anticipate 10 Steering Committee meetings but recognize that more may be desired and additional meetings can occur during our scheduled trips.



DELIVERABLES

PHASE 1: GETTING STARTED

June 2019

Begin collecting available data, reviewing prior plans, studies, policies, and pipeline projects; form steering committee; establish communication plan and graphic standards

July 2019

Begin analysis; interviews; public kickoff; launch survey

- > Graphic standards
- > Public Participation Plan
- > Welcome letter to the Steering Committee
- > Kick-off presentation and outreach exercises

PHASE 2: INVENTORY / ANALYSIS

August - October 2019

Finish analysis

November - December 2019

Open houses (round 1)

January - March 2020

Neighborhoodly roundtables/meeting in a box

April 2020

Synthesize initial input from public events

- > Summary maps and infographics of the data inventory
- > Public event design and installation
- > Map of key focus areas
- > Summary of opportunities and challenges
- > Graphics summarizing open house input

PHASE 3: VISION & STRATEGIES

May 2020

Develop initial vision and goals / draft initial land use concepts and strategies

May - June 2020

Focus groups

June 2020

Synthesize input from focus groups

July - August 2020

Team further develops recommendations

September 2020

Open houses (round 2)

Fall 2020

Synthesize input from public events
Team refines recommendations
Draft Plan development

- > Issue specific focus group presentations
- > Draft city-wide recommendations
- > Public event design and installation
- > Graphics summarizing engagement input
- > Summary presentation of key strategies

PHASE 4: IMPLEMENTATION

Fall 2020 - Winter 2021

Final Plan
Adoption process

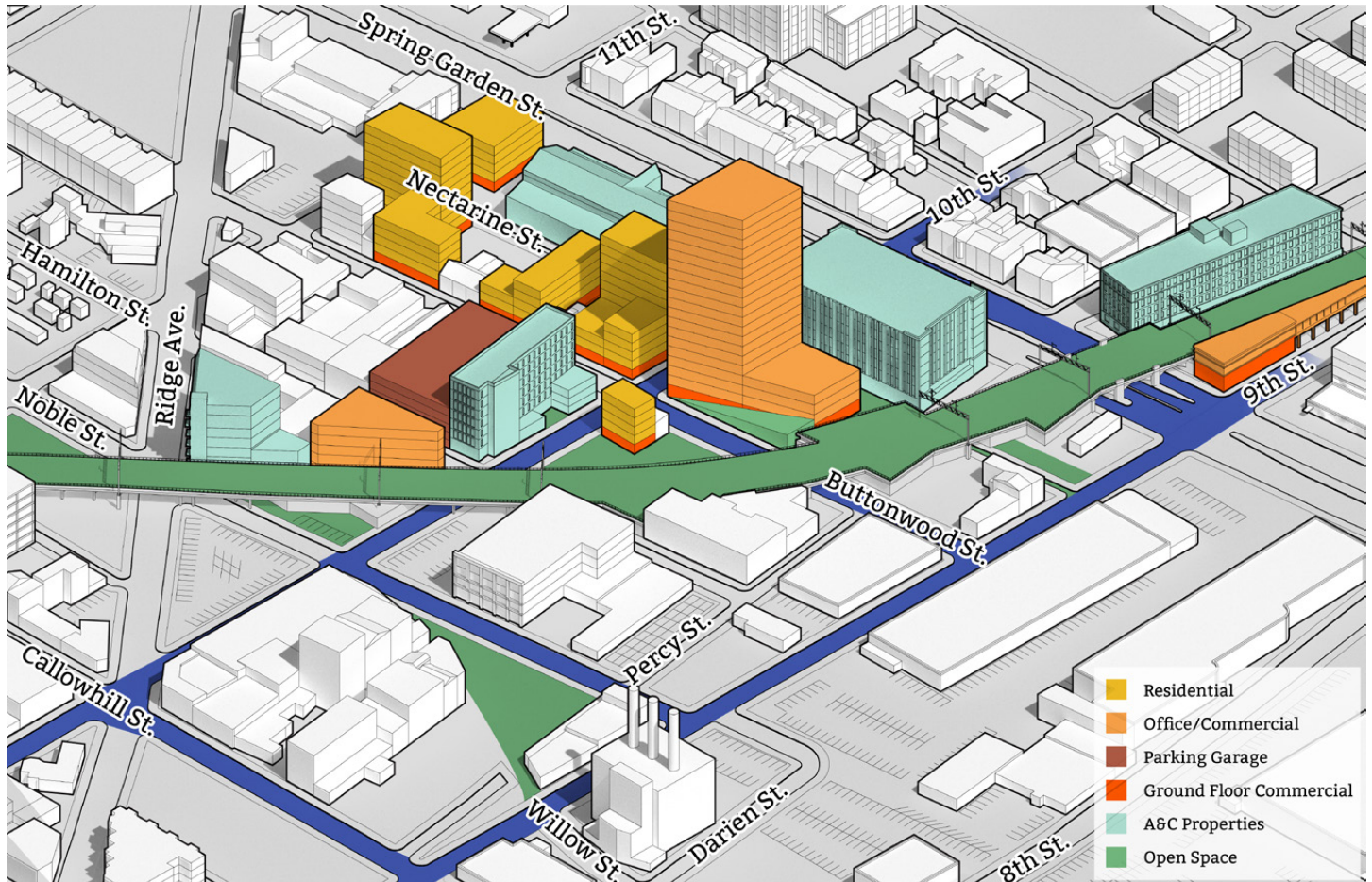
- > Implementation timeline
- > Draft plans
- > Final Plans
- > Final plan summaries
- > All powerpoint presentation files
- > All GIS files delivered to City

AUTHORIZED NEGOTIATOR

INTERFACE STUDIO LLC

Scott Page, Founder and Principal
340 N. 12th Street, Suite 419
Philadelphia, PA 19107
Tel: 215-925-5595
Email: scott@interface-studio.com

The below graphic shows development potential in the Callowhill neighborhood in Philadelphia PA.



A NOTE ABOUT OUR OUTREACH



Above: Examples of in-house produced plan branding.

Below: A large-scale installation on the exterior of a vacant church repurposed temporarily to house a series of open house events for the Lower Lancaster Revitalization Plan.

Interface Studio is known for its innovative and successful public engagement techniques. We believe that true public participation helps connect stakeholders to one another, promote a sense of ownership of the plan, and encourage their active support and involvement in advancing your vision and goals. In the thirteen years we have been in business, we have won **six National Planning Excellence Awards from the APA based on our track record of public outreach.**

Through extensive project experience emphasizing outreach and engagement, our firm has refined a number of techniques for soliciting public involvement including interviews, focus groups, open houses, interactive mapping, and public events. As you mentioned in your RFP, engagement is critical to this process and the expectations are high with respect to the number of those participating. Our most recent work in Downtown Atlanta engaged more than 5,000 people, which helped to build strong support for even the controversial aspects of the plan. Our work is always oriented toward helping residents and stakeholders understand trade-offs and become active participants and cheerleaders for the plan.

We have regularly faced and overcome the challenges of contentious projects, distrust, and a lack of collaboration among key stakeholders. Our recent work in Pittsburgh confronted a neighborhood with strong, opposing opinions, particularly around a proposed bus rapid transit line. Interface Studio stepped in to re-boot and redesign the engagement process. We organized the reuse of a garage as an exhibit of the community that attracted over 250 visitors on opening night. We designed zero-waste events, a community block party catered by local restaurants, and met frequently with a diverse group of residents in local churches, restaurants, and their backyards. The result is the *EcolInnovation District Plan* that establishes a clear community-driven action plan for the neighborhood focused on equity, job growth, and strategic infrastructure investment. The plan sailed through adoption and has already resulted in new zoning and a number of infrastructure improvements.

This is a similar story to our experience in Macon, GA where extensive public involvement helped bridge the gap between old and new residents as well as students and community organizations. The successful process identified a large number of stakeholders willing to volunteer their time to implement the plan. Only a few years after completion of the plan, Macon had its first bicycle lanes, bike racks, a funded streetscape plan for College Street, a community garden, new tree plantings, and a series of community events that have re-established College Hill and Downtown as the center of activity in the region. In addition, new student housing, sited during the plan through conversations with the public, has already been constructed to help Mercer University meet its housing demand.

Our successes in and accolades for public engagement are the result of a continual process of experimenting, evaluating, and polishing new and established methods and tools. We will work with you to tap into the local community and develop a plan that is forward-thinking, achievable and builds excitement about the City and the Plan.



ATTACHMENTS

RESUMES

FORMS

SCOTT PAGE, PRINCIPAL

Scott is an urban designer and planner with degrees from the University of Pennsylvania and Georgia Tech. Scott's experience encompasses community revitalization strategies, city-wide housing plans, waterfront design, downtown revitalization, design guidelines and economic development and he has led projects in diverse locations such as Chicago, Detroit, Macon, Philadelphia and Rochester.

Scott's work has utilized creative public outreach techniques in each project to enhance communication and collaboration between city officials, business leaders, non-profit organizations and local residents. His locally and nationally recognized work has resulted in creative and achievable actions that have been implemented at the community and city level.

Scott is a lecturer at the University of Pennsylvania's School of Design, serves on the Board of the Design Advocacy Group in Philadelphia and was nominated for a Pew Arts Fellowship in 2014. His research on urban design, emerging technologies and sustainability has been presented and published both in the United States and Europe.

PRACTICE

- _ Founding Principal, Interface Studio LLC, 2004 - Present
- _ Associate, Wallace Roberts & Todd, LLC, Philadelphia, PA, 1997-2004
- _ Urban Designer & Operations Manager, Central Philadelphia Development Corporation, 1996-1997
- _ Urban Designer, Project Service Division, Urban Redevelopment Authority, Singapore, 1995
- _ Design Consultant, Favermann Design and Turner & Associates, 1994

EDUCATION

- _ Master of City Planning, Certificate in Urban Design, *University of Pennsylvania*, 1996
- _ Bachelor of Architecture, *Georgia Institute of Technology & the Ecole des Beaux Arts La Villette*, 1993

TEACHING

- _ Lecturer - University of Pennsylvania, Department of City Planning, 2011-Present
- _ Lecturer - University of Pennsylvania, Department of Architecture, 2007
- _ Lecturer - University of Pennsylvania, Department of City Planning, 1996-2006

HONORS AND AWARDS

- _ APA 2018 Pennsylvania Chapter Daniel Burnham Award for a Plan - Pittsburgh EcoInnovation District.
- _ 2017 International Downtown Association Pinnacle Award, Grand Rapids Forward.
- _ APA 2014 Pennsylvania Chapter Daniel Burnham Award for a Comprehensive Plan - Dream Dormont.
- _ APA 2013 Michigan Chapter Daniel Burnham Award for a Comprehensive Plan - Detroit Future City.
- _ APA 2013 National Planning Excellence Award for an Emerging Planning and Design Firm.
- _ APA 2012 National Planning Excellence Award for a Grassroots Initiative - Yorktown 2015.
- _ APA 2012 Pennsylvania Chapter Planning Excellence Award for a Best Practice - Philadelphia Industrial Land Use & Market Strategy.
- _ ASLA 2010 National Honor Award for Analysis and Planning - Transit Revitalization Investment District (TRID) Master Plan.
- _ APA 2010 National Planning Excellence Award for Public Outreach - Wicker Park-Bucktown Master Plan.
- _ 2010 Congress for New Urbanism Award Illinois Chapter - Wicker Park-Bucktown Master Plan.
- _ APA 2009 National Planning Excellence Award for a Grassroots Initiative - Lower Italian Market Revitalization Plan.
- _ 2009 New Jersey Smart Growth Award - North Camden Neighborhood Plan.
- _ APA Awards Jury Letter of Commendation - Comprehensive Neighborhood Plan for Francisville, 2007.
- _ 10,000 Friends of Pennsylvania Award - APM / Temple Regional Rail Station Area Plan, 2004.
- _ 2003 Pennsylvania APA Award - Neighborhood Revitalization Strategy for Asociación de Puertorriqueños en Marcha (APM).
- _ Philadelphia AIA Urban Design Award - APM Revitalization Plan.

STACEY CHEN, AICP, SENIOR ASSOCIATE

Stacey received a Master of City Planning degree from the University of Pennsylvania School of Design, where she studied real estate development and urban design. As an undergraduate at the University of Chicago, she studied post-colonial and Marxist theory which informed her interest in issues of social justice. Before joining Interface Studio, she focused on community development and social service programs for low-income and immigrant communities in New York City. Her interest in city planning and urban design developed after living in Asia for a number of years where she observed transformations in Asian urbanism and gained fluency in Mandarin Chinese. As a planner, Stacey draws on research, analytic and graphic skills, as well as her international and cross-cultural experience. Stacey has led neighborhood planning projects, including a plan for Philadelphia's Chinatown; comprehensive plans, including the Dream Dormont Comprehensive Plan which won an award from the PA chapter of the APA; and has worked on several plans addressing climate resiliency and waterfront communities, including Blueprint Binghamton and North Kingstown.

PRACTICE

- _ Senior Associate, Interface Studio LLC, Philadelphia, PA, 2008-present
- _ Intern, Brown & Keener Urban Design, Philadelphia, PA, 2007-2008
- _ Intern, Philadelphia Chinatown Development Corporation, Philadelphia, PA, 2007
- _ Program Manager, Hamilton-Madison House, New York, NY, 2003-2006

EDUCATION

- _ Master of City Planning, Certificate in Urban Design, *University of Pennsylvania School of Design*, 2008
- _ Bachelor of Arts, *University of Chicago*, 1996

HONORS AND AWARDS

- _ APA-PA Chapter 2014 Daniel Burnham Award for a Comprehensive Plan – Dream Dormont Comprehensive Plan.
- _ APA 2013 National Planning Excellence Award for an Emerging Planning and Design Firm.
- _ ASLA 2010 National Honor Award for Analysis and Planning – Transit Revitalization Investment District Master Plan.
- _ Paul Davidoff Award for Outstanding Work in Areas of Contemporary Social Concern – University of Pennsylvania School of Design, 2008.

PRESENTATIONS

- _ 2016 PACDC/LISC Convening - How Immigrant and Refugee Communities Can Strengthen Neighborhood Revitalization
- _ 2014 APA PA Annual Conference - Planning for Immigrant and Multi-Ethnic Communities
- _ 2013 APA NJ Annual Conference - Planning for Immigrant and Multi-Ethnic Communities

SELECTED PROJECT EXPERIENCE

Project Director, Wilmington 2028 Comprehensive Plan, Wilmington, DE

Project Director, Chinatown Neighborhood Plan, Philadelphia, PA

Project Director, North Kingstown Comprehensive Plan Re-Write, North Kingstown, RI

Project Manager, Collins-Arapaho Innovation District and TOD Study, Richardson, TX

Urban Planner & Designer, Downtown Atlanta Master Plan, Atlanta, GA

Project Director, Dream Dormont Comprehensive Plan, Dormont, PA

Urban Planner & Designer, Blueprint Binghamton Comprehensive Plan Update, Binghamton, NY

Urban Planner & Designer, Suwanee 20/20 Vision Suwanee, GA

JAMIE GRANGER, ASSOCIATE

Jamie is an Urban Designer/Planner with degrees from the University of Pennsylvania and Brown University. He studied the interrelationship between economics and cities while an undergraduate student and received degrees in both fields. As a graduate student he concentrated his studies on the physical aspects of cities, urban design, and graphic representation. He is particularly interested in creating economically, socially, and environmentally sustainable places through the physical design of cities. Jamie brings his skills in design, economics, analysis, and graphic representation to each project.

PRACTICE

- _ Associate, Interface Studio LLC, Philadelphia, PA, 2011-present
- _ Bidding and Specifications Manager, Aqua Agronomic Solutions, Clinton, NJ, 2010 - 2011
- _ Corporate Actions Specialist, Brown Brothers Harriman, Boston, MA, 2007-2008

EDUCATION

- _ Master of City Planning, Concentration in Urban Design, University of Pennsylvania School of Design, 2010
- _ Bachelor of Science in Urban Studies, Bachelor of Science in Economics, Brown University, 2007

TEACHING

- _ Studio Instructor, University of Pennsylvania School of Design, "702 City Planning Studio," 2017
- _ Studio Instructor, University of Pennsylvania School of Design, "702 City Planning Studio," 2016
- _ Teaching Assistant, University of Pennsylvania School of Design, "601 Landscape Architecture Studio," 2009
- _ Teaching Assistant, University of Pennsylvania School of Design, "Graphics for Urban Design," 2009

HONORS AND AWARDS

- _ APA 2018 Pennsylvania Chapter Daniel Burnham Award for a Plan - Pittsburgh EcolInnovation District.
- _ 2017 International Downtown Association Pinnacle Award, Grand Rapids Forward.
- _ 2015 APA National Planning Achievement Award for a Best Practice: Realizing the Potential of the Porch - A Case Study in Data-Driven Placemaking
- _ 2013 APA Michigan Chapter Daniel Burnham Award for a Comprehensive Plan - Detroit Future City
- _ 2013 APA National Planning Excellence Award for an Emerging Planning and Design Firm

SELECTED PROJECT EXPERIENCE

*Project Director, EcolInnovation District
Pittsburgh, PA*

*Lead Designer, GR Forward
Grand Rapids, MI*

*Project Director, Heart of Kensington Master Plan
Philadelphia, PA*

*Urban Designer, Binghamton Comprehensive Plan
Binghamton, NY*

*Designer, Downtown Atlanta Master Plan
Atlanta, GA*

*Urban Planner & Designer, Detroit Future City
Detroit, MI*

*Designer, Collins-Arapaho Innovation District and
TOD Study, Richardson, TX*

*Urban Planner, North 5th Street Revitalization
Philadelphia, PA*

CHRISTOPHER DISTASI, URBAN DESIGNER

Chris came to the urban planning and design field after working as a social policy researcher and public engagement consultant for several years, exploring ways to better involve the public in local decision-making related to education, health care, and other issues. He has extensive experience in both qualitative and quantitative research and analysis, as well as in the design and implementation of engagement processes. As an urban designer, Chris is especially interested in public space and placemaking, and he is a firm believer that an inclusive, engaging planning process is just as important as a project's final product. In addition to his Master's Degree in City Planning from the University of Pennsylvania, where he focused on Urban Design, Chris also holds a Bachelor's degree in Religion and History from the University of Rochester.

PRACTICE

- _ Urban Designer, Interface Studio LLC, Philadelphia, PA, 2015-present
- _ Planning Department Intern, Philadelphia City Planning Commission, Philadelphia, PA, 2014-2015
- _ Research Associate, Public Agenda, New York, NY, 2012-2014

EDUCATION

- _ Master of City Planning, University of Pennsylvania, 2016
- _ Bachelor of Arts, University of Rochester, NY, 2010

HONORS AND AWARDS

- _2016 Department Of City & Regional Planning Student Leadership Award

SELECT PUBLICATIONS

Co-author and Researcher, "Beyond Business as Usual: Leaders of California's Civic Organizations Seek New Ways to Engage the Public in Local Governance" (Public Agenda, for the James Irvine Foundation, 2013)

Co-author and Researcher, "Profiting Higher Ed? What Students, Alumni and Employers Think About For-Profit Colleges," "Is College Worth it For Me? How Adults Without Degrees Think About Going (Back) to School," and "Not Yet Sold: What Employers and Community College Students Think About Online Education" (Public Agenda, for Kresge Foundation, 2013)

SELECTED PROJECT EXPERIENCE

Lead Planner, City-Wide Parks Assessment
Pittsburgh, PA

Urban Planner and Designer, Wilmington 2028
Comprehensive Plan, Wilmington, DE

Data Analyst, Reimagining the Civic Commons
Detroit, MI, Memphis, TN, Chicago, IL, Akron, OH,
Philadelphia, PA

Data Analyst, The Neighborhood Project (An element of
the city's 2015 Housing Action Plan)
Burlington, VT

Urban Designer, Lower Eastwick Public Land Strategy
Philadelphia, PA

Data Analyst, Focused Investment Strategy Program
Evaluation, Rochester, NY

Urban Designer, North Kingstown Comprehensive Plan
North Kingstown, RI

Data Analyst, State of Germantown Study
Philadelphia, PA

YOONA AHN, URBAN DESIGNER

Yoona received a Master of City and Regional Planning degree from the University of Pennsylvania School of Design. She has worked on a variety of projects during this time including a city-scale proposal for Valparaíso, Chile and a neighborhood-scale project in Philadelphia. With a background in architecture, the focus of her interest has always been about the spaces occupied by people including cities. Prior to joining Interface Studio, Yoona worked with the Philadelphia City Planning Commission as an Urban Design Intern. In that role, she worked on several Phila2035 district plans. She was particularly involved in the process of proposing urban design strategies for Lower Northwest, South, and Riverwards neighborhoods.

PRACTICE

- _ Urban Designer, Interface Studio LLC, Philadelphia, PA, 2015-present
- _ Intern, Urban Design Division, Philadelphia City Planning Commission, Philadelphia, PA, 2014-2015

EDUCATION

- _ Master of City and Regional Planning, University of Pennsylvania School of Design, 2015
- _ Certificate of Urban Design, University of Pennsylvania School of Design, 2015
- _ Bachelor of Architecture, Illinois Institute of Technology, School of Architecture, 2013

TEACHING

- _ Teaching Assistant, University of Pennsylvania School of Design, "Urban Design Research Methods," 2013

HONORS AND AWARDS

- _ Elizabeth Droste Travel Scholarship, Illinois Institute of Technology, 2012

SELECTED PROJECT EXPERIENCE

Urban Designer, St. Louis Economic Development Strategy
St. Louis, MO

Urban Designer, Millville Neighborhood Plan
Millville, NJ

Project Director, Swarthmore Downtown Study
Swarthmore, PA

Urban Designer, *Collins-Arapaho Innovation District and
TOD Study*, Richardson, TX

Urban Designer, Arts & Crafts District Design Plan
Philadelphia, PA

Urban Designer, Lewiston Choice Neighborhood Plan
Lewiston, ME

Urban Designer, Downtown Atlanta Master Plan
Atlanta, GA

Urban Designer, Chinatown Neighborhood Plan
Philadelphia, PA

Planner, Focused Investment Strategy Program
Evaluation
Rochester, NY

Urban Designer, North Kingstown Comprehensive Plan
North Kingstown, RI



Debra Power
President, Power Marketing Research
804 Phoenix Drive, Ann Arbor, MI 48108
office: (734) 741-1134
debra@getresearchpower.com

Skill Summary:

- Experience in public engagement, research, marketing, and public relations.
- Certified DBE (Disadvantaged Business Enterprise in Michigan) and SBE (Small Business Enterprise)
- Cutting Edge Innovation Award from the Women Business Owner's of Southeastern Michigan.
- U.S. Small Business Administration Michigan Women in Business Champion of the Year for 2010.
- 2011 Athena Award of Washtenaw County nominee.
- Adjunct Lecturer at Eastern Michigan University, teaching marketing research in the College of Business.
- A.C. Neilsen Burke-trained focus group moderator.
- Skilled in qualitative and quantitative research methodologies.
- Certified in PEERRS (the University of Michigan's Program for Education and Evaluation in Responsible Research and Scholarship).
- PEERRS certified for human subjects research in biomedical and health sciences, and social and behavioral sciences.
- Completed the NIH (National Institutes of Health) "Protecting Human Research Participants" training course.
- Award, Best of State, Development Materials, Audio Visuals, Mid-American Economic Development Council, 2000.
- Award, Best of State, Targeted Industry Marketing Materials, Mid-American Economic Development Council, 1998 and 1999.
- Award, Promotional Materials, American Economic Development Council, 1999.

**Owner and President, Power Marketing Research, Ann Arbor Michigan,
2001-present**

- Power Marketing Research (www.getresearchpower.com) is a Michigan-based, 100% woman-owned corporation that conducts qualitative and quantitative research and public engagement including focus groups, surveys, mystery shopping, public outreach, and market intelligence gathering.
- Conducted qualitative and quantitative marketing research including surveys and focus groups. Responsible for recruitment of participants, coordination, writing focus group moderator guides, and analysis of sessions. Developed customized survey questionnaires, implemented studies via mail, telephone, and online; and analyzed results.



- Power Marketing Research services a broad range of clients in numerous industries, including medium to large-sized businesses and nonprofits in education, healthcare, manufacturing, sustainability and transportation. As part of our ongoing dedication to research, our staff is certified in PEERRS (the University of Michigan's Program for Education and Evaluation in Responsible Research and Scholarship). We are PEERRS certified for human subjects research in biomedical and health sciences, and social and behavioral sciences. We have also completed the NIH (National Institutes of Health) "Protecting Human Research Participants" training course.
- Power Marketing Research was recently awarded a 2015 FastTrack Award from Ann Arbor SPARK. The FastTrack Awards recognize companies that have consistent records of growth. The firm also received the award on 2011.
- PMR is a certified DBE (Disadvantaged Business Enterprise) and SBE (Small Business Enterprise).

Founder and President, Running Start, Ann Arbor Michigan, 2017-present

Marketing Director, PTM Marketing & Research, Ann Arbor, MI, 2000-2001

Marketing Manager, Washtenaw Development Council, Ann Arbor, MI, 1996-2000

Public Relations Manager, American Red Cross, Ann Arbor, 1994-1996

Other Activities:

- Regional Council Member, Inforum Michigan.
- Vice-President and Board Member, 826michigan, 2013-2014. 826michigan is a nonprofit dedicated to supporting students aged 6 to 18 with their creative and expository writing skills and to helping teachers inspire their students to write. Executive Committee Member, 2013-2014
- Board Member, Ann Arbor Area/Ypsilanti Regional Chamber, 2004-2012. Executive Committee Member, 2009-2012. Marketing Committee Chair, 2008-2012. Served on Morning Edition Planning Committee. Graduate, Leadership Ann Arbor Program.
- Founder and Past President, Women's Exchange of Washtenaw.
- Board Member, Recycle Ann Arbor, 2002-2005.
- Member, Marketing Committee, Ann Arbor Convention and Visitors Bureau.
- Member, Ann Arbor Public Schools Business Advisory Committee.
- Other committees: Washtenaw United Way, Ann Arbor SPARK, A2Success Program, Wireless Washtenaw Committee.
- Mentor at TechTown, Detroit.
- Mentor at Desai Accelerator, Ann Arbor.
- Volunteer and Instructor, Small Business Technology Development Center.
- Volunteer Instructor, Nonprofit Enterprise at Work, Ann Arbor, 2002-2005.
- Member, Ann Arbor Municipal Airport Advisory Committee 2002-2004.

Education:

University of Michigan, Ann Arbor

B.A. Communications

B.A. English Literature

Resume

Kevin Hively

Kevin Hively is founder and President of Ninigret Partners. He brings 22 years of experience working with corporations, governments and leading non profits on key strategic and economic issues. His work entails informing vision, setting strategy, working through implementation issues and assisting clients through transactions and project launches. Private clients include four USNWR top ranked hospitals, and leaders in the fields of medical devices, property and casualty insurance, polymers, and electronics. His economic development work stretches across the country including Texas, Utah, North Dakota, the Midwest, Alabama, Georgia, Pennsylvania, and New England.

Previously he was a member of the Global Leadership Management Group for Telesis, the business strategy consulting arm of Towers Perrin. While at Telesis he co-led the firm's healthcare and life science practice. In addition he worked on strategic issues in several other sectors including energy, advanced materials, opto-electronics, and aerospace industries. He also worked on with the Panama Canal Commission on business model issues.

Prior to Telesis, Mr. Hively was Director of Policy for the state of Rhode Island. He also served as Vice Chair of the State Planning Council where he chaired the CEDS subcommittee and chaired the Energy Facility Siting Board. While serving the governor, he was involved in a series of economic development projects including the award winning attraction strategy for Fidelity Investments; \$120 million public financing strategy for the Providence Place Mall; launch of the Freight Rail Improvement project; investigation into the feasibility of an intermodal port facility at Quonset Point and creation of the Slater Technology Investment Fund.

Mr. Hively has coauthored or been a contributing writer on books and publications involving key business issues in the energy industry, risk management and mergers and acquisitions. Recently he supported the work of the Congressional committee investigating the financial crisis of 2009. For the Commission he evaluated the deal flow and characteristics of the RMBS/CDO marketplace using a case study of the "Magic" CDO. He was also an invited participant to the White House Manufacturing Communities 2015 Summit.

EDUCATION

BA, Public Policy
Brown University

MIT Professional Development Institute

SELECT PRESENTATIONS

Innovation Districts for the Rest of Us
National APA Conference, 2017

Innovation Districts, Observations from
the Field
Assoc. for University Research Parks, 2016

Manufacturing's Future and What It Might
Mean for the Workforce
North East Regional Employment &
Training Association, 2015

US Manufacturing Renaissance
National APA Conference, 2014

Sustainable Cities Design Academy
American Architectural Foundation, 2012

P3 for New Infrastructure
National ABA State & Local Law
Conference, 2010

ADDITIONAL

Lecturer
Brown University
Harvard GSD

Urban Design Graduate
Studio Reviewer
Harvard GSD
Northeastern University

Consultant
Financial Crisis Inquiry Commission

Advisory Board
National Endowment for the Arts
Industrial Design Working Group

Resume

Keelia Kentor

Keelia Kentor is a consultant for NP for physical planning and design. She has worked on a variety of projects, including comprehensive plans, traffic planning, environmental impact analyses, open space planning, and campus and facilities master plans. Keelia has experience working for a variety of clients including municipalities and educational institutions. She enjoys projects that provide opportunities to innovate new ways to convey information.

For the past 10 years, Ms. Kentor's work has focused on visioning, master planning and facilities planning. In addition to developing campus and facilities master plans, she has assisted clients in outlining and prioritizing capital development programs and is well versed in coordinating facilities condition assessments. Her work for these clients has included developing compelling presentations for fundraisers and public engagement events.

Prior to her campus and facilities planning work, Ms. Kentor was a principal planner for the City of Providence, where she worked on community development, streetscape design, and development of the City's comprehensive plan. Her community engagement work with the Providence Tomorrow initiative has given her a unique perspective on stakeholder inclusion and analysis.

EDUCATION

Masters of Science, Urban Planning
Columbia University

BA, Architectural Studies and Urban
Design
New York University

AFFILIATIONS

American Institute Of Certified Planners
Certified Planner

Association for Learning Environments
Member

EXPERIENCE

2016 – Present
Freelance Planner

2014 – 2016
Campus Planner, Stantec
Berkley, MI

2008 – 2012
Campus Planner, SMMA
Providence, RI

2007-2008
Principal Planner, City of Providence
Providence, RI

Stacey Meekins, AICP

Principal + Director of Transportation Planning

Education

MUPP

University of Illinois at
Chicago, 2005

B.S. Civil Engineering

Northwestern University,
2000

Certifications

American Institute of Certified
Planners

Professional Affiliations

American Planning
Association

Association of Pedestrian and
Bicycle Professionals

Active Transportation Alliance

Women's Transportation
Seminar

Presentations

National Complete Streets
Coalition Instructor

Equity in Bikeshare Panel
Moderator

WTS Annual Conference,
2015; Chicago, IL

*Bike Network Analysis: How
does your network measure
up?*

Pro Walk, Pro Bike, Pro Place
2014; Pittsburgh, PA

Designing Bikeways,
Naperville, IL

Stacey Meekins is a Principal with *Sam Schwartz* and the Director of Transportation Planning, leading a diverse group of planners on a wide range of transportation plans and policy initiatives. Throughout her fifteen-year career in the transportation planning field, Ms. Meekins has focused on helping communities establish transportation networks and facility designs that provide mobility for all, with a special emphasis on people walking and bicycling. Her work ranges in scale and breadth from corridor analysis and conceptual design to citywide strategic action and policy documents. Coupling a background in engineering with her expertise and experience in planning, Ms. Meekins leads planning processes that are routed in pragmatic solutions and lead to impactful changes.

Relevant Experience

Ann Arbor Transportation Master Plan, Ann Arbor, MI

Ms. Meekins is the Project Manager for a citywide transportation master plan in Ann Arbor, Michigan. The plan uses traditional data analyses combined with innovative approaches to assess the state of transportation relative to the City's goals. With a prominent goal being to achieve zero deaths and serious injuries from traffic crashes, a strong focus has been devoted to safety analyses and the development of strategies that make the transportation network safe for all users, in addition to working well as a whole system.

Traffic Safety Education Programs and Planning, Chicago, IL

Sam Schwartz was contracted by the Chicago Department of Transportation to manage and administer the City's Vision Zero and Pedestrian programs. In 2017, the City of Chicago released its Vision Zero Action Plan with a commitment to eliminate deaths and serious injuries from traffic crashes by 2023. Led by Ms. Meekins, *Sam Schwartz* and team are tasked with implementing the Action Plan. The Action Plan led to a follow-up document to sort through and prioritize potential interventions along the high crash corridors throughout the City. The High Crash Corridors Framework Plan gives the City a strategy for addressing these areas of concern by identifying things that could happen immediately as well as those that need to be planned for future, more intensive capital improvements. Through these programs, a significant focus is put on identifying and implementing near-term improvements to intersections that have a history of high crashes to improve safety for all modes.

The Vision Zero Action Plan also calls for tailored, neighborhood-specific plans to address traffic safety in a culturally sensitive and site-specific way in areas with a history of high crashes. Each neighborhood plan engages a task force of local community organizations with a mission aligned with traffic and/or public safety. Creative public engagement events are adapted to each community to educate and message Vision Zero and the importance of traffic safety.

Pedestrian Program

Sam Schwartz was contracted by the Chicago Department of Transportation to manage and administer the City's Pedestrian Program. The pedestrian program oversees the development and/or implementation of a wide range of infrastructure improvements from short-term,

Stacey Meekins, AICP

Principal + Director of Transportation Planning

temporary or interim installations to large-scale, federally-funded infrastructure investments, with the purpose of improving conditions for people walking in the City of Chicago.

Phoenix Key Corridors Master Plan, Phoenix, AZ

The Phoenix Key Corridors Master Plan will act as the City's guiding document in determining modal and functional priorities on all major streets and prioritizing and coordinating transportation improvements. Ms. Meekins is providing oversight and quality assurance of *Sam Schwartz's* assessment of the existing transportation system for people walking, biking, and using transit—incorporating innovative performance metrics that examine access to jobs via different modes and measure transit's contributions in reducing congestion and increasing overall people throughput. A citywide safety assessment is also part of this work, resulting in a framework and action plan for strategically addressing safety due to roadway and intersection design.

North Branch Transitway Feasibility, Chicago, IL

Sam Schwartz is providing technical support to the Chicago Department of Transportation in the planning and design of a new transitway connecting a burgeoning employment center and large development parcels to the regional rail station hubs in downtown Chicago. The area is currently poorly served by transit due to natural and man-made obstacles including the river itself and an expressway. The initial task is to study the feasibility of the transitway at a critical pinch point in the proposed alignment. *Sam Schwartz* led a diverse group of stakeholders through an analysis of various alternatives to arrive at a single preferred alternative at that critical juncture. Ms. Meekins is the Principal leading *Sam Schwartz's* effort on this project.

Move DSM: Des Moines Transportation Master Plan, Des Moines, IA

Ms. Meekins served as Project Manager for this complex, 18-month long process to develop a multi-modal transportation master plan. This plan took a forward-looking and progressive approach to design streets and plan a transportation network to result in the landscapes the community envisions; as opposed to a more traditional approach to react to the anticipated needs of future vehicular traffic patterns. A core component of this process was to identify potential scenarios of future travel demand and evaluate the performance of the network under the various conditions. The plan lays out a transportation network based on street typologies that respond better to the desired character of the public space.

Complete Streets Policy and Project Development Review, Milwaukee, WI

Sam Schwartz was hired by the City of Milwaukee to develop a Complete Streets policy and review the existing project development procedures. Ms. Meekins led this effort, which included a series of staff workshops and individual stakeholder interviews. *Sam Schwartz* worked to understand the existing project development process, and where that process is currently breaking down, in order to sketch out a new process to facilitate coordination among stakeholders and ensure that Complete Streets designs get implemented. We found that the barriers to Complete Streets were relatively small institutional inefficiencies in the process rather than a lack of motivation or design know-how. Simply by identifying who should be involved in project development and when, we were able to develop a more streamlined project delivery process.

Alex Hanson

Senior Transportation Planner

Education

M.S. City & Regional Planning

Georgia Institute of
Technology, 2017

B.S. Foreign Service

Georgetown University, 2011

Professional Affiliations

Board Member, Association
of Pedestrian and Bicycle
Officials – Chicagoland
Chapter

American Planning
Association

Presentations

Walk/Bike/Places, *Using Data
to Assess the Potential
Impacts of Dockless Bike
Share in Your City*, 2018

Illinois Bike Summit, *Benefits
and Challenges of Dockless
Bike Share*, 2018

Transport Chicago, *Transit
Accessibility to Chicago's
Proposed Amazon HQ2 Sites*,
2018

American Planning
Association, *Bike Happy ATL:
Better Biking Routes*, 2017

Geospatial Information and
Technology Association-
Southeast, *Building Better
Bike Routes with GIS*, 2017

Alex Hanson is a Senior Transportation Planner at *Sam Schwartz*. Mr. Hanson specializes in using emerging data sources and developing new analytical methods to understand transportation challenges and using data to tell compelling stories that build support for transformative projects and plans. He has partnered with cities and private organizations to design and implement complete streets policies, enhance pedestrian and bicyclist safety, and create healthy environments that encourage walking, biking, and using public transportation. Mr. Hanson's prior experience in management consulting undergirds his ability to diagnose problems and help organizations develop and implement impactful solutions.

Relevant Experience

Ann Arbor Comprehensive Transportation Plan Update, Ann Arbor, MI

Sam Schwartz is partnering with the City of Ann Arbor to develop a transformative update to the City's Comprehensive Transportation Plan that will detail a clear path towards eliminating deaths and serious injuries related to traffic crashes, increasing residents' transportation choices, and reducing emissions from the transportation sector. Mr. Hanson is acting as deputy project manager and leading the development of new analytical methods and leveraging emerging data sources to better understand safety, mobility, and accessibility issues and opportunities across the City.

Wilmington 2028 Comprehensive Plan, Wilmington, DE

As part of the Interface Studio team, Mr. Hanson has led *Sam Schwartz*' work in Wilmington to create a connected city where all of Wilmington's residents can access and participate in the City's growth and emerging opportunities. Mr. Hanson has led focus groups, conducted interviews with residents and key stakeholders, and analyzed data to understand the City's transportation landscape. Partnering with the City and Interface Studio, Mr. Hanson identified key corridors throughout Wilmington and has built a toolbox of street design elements and strategies that will be used to improve safety, health, mobility, and quality of life. Mr. Hanson also developed a scorecard for emerging mobility technologies that the City can use to evaluate and pilot new transportation technologies like dockless bike share and scooters.

Move DSM Transportation Master Plan, Des Moines, IA

Mr. Hanson acted as deputy project manager for *Sam Schwartz*' partnership with the City of Des Moines to design a multimodal transportation network and establish new street design standards that emphasize safety, health, and quality of life. He led the team's analysis of the current state of Des Moines' streets, evaluated safety and crashes on a city-wide basis, and developed new analytical approaches to measure accessibility and efficiency for users of all modes. *Sam Schwartz* used the findings from these analyses, in combination with extensive public engagement, to develop new street typologies that create a safe network that connects people to the places they want to go while also complementing current and future land use. Mr. Hanson partnered with the City to update its complete streets policy and improve its project development and delivery processes to see the plan's recommendations through to reality.

Alex Hanson

Senior Transportation Planner

Phoenix Key Corridors Master Plan, Phoenix, AZ

Phoenix, now the fifth largest city in the U.S., has laid out a bold path for its transportation future by passing a transportation sales tax levy which is projected to generate \$16.7 billion in transportation funding over the next 30 years. The Key Corridors Master Plan will act as the City's guiding document in determining modal and functional priorities on all major streets and prioritizing and coordinating transportation improvements. As part of the Jacobs Engineering team, Mr. Hanson is leading *Sam Schwartz*' assessment of the existing transportation system for people walking, biking, and using transit—incorporating innovative performance metrics that examine access to jobs via different modes and measure transit's contributions in reducing congestion and increasing overall people throughput. Mr. Hanson is also developing the methodology for assigning modal and functional priorities to over 1,000 miles of major streets and conducting a citywide safety assessment.

Chicago Equitable Transit-Oriented Development Framework, Chicago, IL

Sam Schwartz partnered with the Metropolitan Planning Council (MPC) and a coalition of community organizations to develop an Equitable Transit-Oriented Development (eTOD) policy change strategy for Chicago. Mr. Hanson worked closely with a coalition of civic leaders and community organizations to facilitate workshops and interviews to build consensus around a vision for eTOD. Mr. Hanson worked to translate this vision into performance measures to quantify each aspect of the overall vision, analyzed the implications of expanding the TOD policy to high-frequency bus corridors, and examined case studies from peer cities to identify new or alternative incentives that would further the vision for eTOD.

Detroit Traffic Management Framework, Detroit, MI

Sam Schwartz was brought in by the Mayor's office to identify a set of quick-win strategies Detroit can use to improve traffic management in its growing downtown. Mr. Hanson helped lead a targeted assessment of the City's organizational structures and communication procedures, as well as how the City interfaces with external partners and communicates information to the public. The targeted assessment was used to develop recommendations to improve communications and reorganize the relevant departments around safe, efficient traffic flow.

CDOT Comprehensive Transportation Plan—Framework Study, Chicago, Illinois

Mr. Hanson acted as project manager for *Sam Schwartz*' work with the Chicago Department of Transportation to analyze a myriad of data streams related to speeding, traffic safety, and driver behavior and determine how the City can use this information to advance Chicago's Vision Zero Action Plan. Mr. Hanson developed speed profiles for arterial and collector roadways across the City and investigated temporal, demographic, geographic, and built environment-related patterns within the data. Mr. Hanson is also providing ongoing advice to CDOT on developing partnerships with technology and insurance companies to gain access to new safety data sources and how best to use this data.

BUROHAPPOLD ENGINEERING



Christopher Rhie is a strategic planner and sustainability consultant in BuroHappold Engineering's Cities group. With a background in urban planning and environmental management, he has multifaceted experience with the development and implementation of energy and climate action initiatives within large, complex institutions. Prior to joining the firm, Chris was an energy analyst at the City of New York, where he coordinated energy efficiency retrofits at over 300 facilities.

Chris is highly adept at facilitating decision-making processes within interdisciplinary design teams, and specializes in the development of sustainable infrastructure, land use, and management frameworks. His recent work includes project management for Los Angeles's first-ever countywide sustainability plan, the development of New York City's first community energy map, sustainability planning for the Miami Innovation District, and a cluster analysis for the New York City Economic Development Corporation's life sciences infrastructure initiative. In 2012, Chris also worked with an MIT research team and ICLEI-Local Governments for Sustainability to conduct a global survey of 468 cities about their progress and challenges in urban climate adaptation planning, which remains the only systematic study of its kind.

CHRISTOPHER RHIE

CEM EcoDistricts AP ENV SP LEED AP ND

POSITION

Associate

SPECIALISM

Strategic Planning, Energy Planning, Sustainability Consulting, Infrastructure Planning

QUALIFICATIONS

Master in City Planning & Master of Science in Real Estate Development, Massachusetts Institute of Technology; Bachelor of Arts, Political Science, Yale University

ACCREDITATIONS

Certified Energy Manager (CEM); EcoDistricts Accredited Professional (EcoDistricts AP); Envision Sustainability Professional (ENV SP); LEED Accredited Professional Neighborhood Development (LEED AP ND)

MEMBERSHIPS

US Green Building Council (USGBC); American Planning Association (APA) New York Metro, Urban Design Committee Co-Chair; Urban Design Forum Young Fellow; STAR Communities On-Call Advisor

BUROHAPPOLD

2014 – present

KEY PROJECT INFORMATION

North Brooklyn Industrial Business Zone Land Use Framework
Brooklyn, NY

Detroit Eastern Market Neighborhood Framework Plan
Detroit, MI

Envision Cambridge
Cambridge, MA

Los Angeles Countywide Sustainability Plan
Los Angeles, CA

Five Cities Energy Plans
Albany, Buffalo, Rochester, Syracuse, Yonkers, NY

Fort Tilden and Riis Landing Development Concept Plan
Queens, NY

New York City's Roadmap to 80x50
New York, NY

Community Retrofit NYC Market Research
Brooklyn and Bronx, NY

Make Way for Lower Manhattan
New York, NY

Life Sciences Infrastructure Initiative Strategic Review
New York, NY

Miami Innovation District
Miami, FL

Destination Medical Center
Rochester, MN

BUROHAPPOLD ENGINEERING



Adam Friedberg has over 16 years of experience in environmental engineering and sustainability consulting for private, public and not-for-profit clients nationally and internationally. His work includes implementing innovative sustainable and resilient planning and policy strategies at the organizational and governance level, and design and on-going maintenance strategies for buildings, transportation, infrastructure and urban and suburban planning projects. His skills include project management, developing user-friendly, integrated models, drafting frameworks and guidelines, stakeholder engagement and workshop facilitation, performing feasibility assessments and design of energy, water, and waste infrastructure systems. Adam is a professional Engineer in the State of New York and earned his Bachelor's Degree in Environmental Engineering at Rensselaer Polytechnic Institute.

KEY PROJECT INFORMATION

ADAM FRIEDBERG

PE, LEED AP BD + C, ENV SP

POSITION

Associate Principal

SPECIALISM

Energy and Sustainability

QUALIFICATIONS

Program For Sustainability Leadership, University of Cambridge; Bachelor of Science, Environmental Engineering, Entrepreneurship Minor, Rensselaer Polytechnic Institute

ACCREDITATIONS

Professional Engineer (PE), Leadership in Energy and Environmental Design Accredited Professional Building Design and Construction (LEED AP BD + C), Envision Sustainability Professional

BUROHAPPOLD

2016 – present

Quayside and Eastern Waterfront Master Plan
Toronto, Canada

Reimagine the Canals Competition
New York, NY

Los Angeles Countywide Sustainability Plan
Los Angeles, CA

Cambridge Climate Action Plan
Cambridge, MA

Oregon Museum of Science and Industry, Master Plan
Portland, OR

Under Armour Corporate Campus Master Planning
Baltimore, MD

Cambridge Climate Preparedness and Resilience Plan
Cambridge, MA

Hunter's Point South*
Long Island City, NY

West Don Lands*
Toronto, ON, Canada

Meixi Lake Sustainable City Master Plan*
China, Yongsan

Confidential Campus*
Mountainview, CA

Climate Positive Development Program*
Multiple Locations Globally

*experience prior to joining BuroHappold

BUROHAPPOLD ENGINEERING



Richa Yadav is a sustainability consultant and engineer with the BuroHappold Cities group. With a background in sustainability science, urban planning and engineering, Richa has multifaceted experience in the planning and execution of large scale infrastructure projects. She has developed energy and water management strategies for buildings, campuses and cities and is skilled in designing climate action frameworks. Prior to BuroHappold, she worked with Caterpillar Inc., supporting in factory planning, SCADA automation and construction management. She is currently part of the team delivering the Los Angeles Countywide Sustainability Plan, a significant milestone for the county.

KEY PROJECT INFORMATION

RICHA YADAV

POSITION

Graduate Consultant

SPECIALISM

Infrastructure Master Planning,
Sustainability Consulting, Climate
Action Planning

QUALIFICATIONS

Master of Science, Sustainable
Systems & Cities, University of
Michigan, Ann Arbor; Bachelor
of Technology; Mechanical
Engineering, NIT, Warangal, India

BUROHAPPOLD

2017 – present

Cambridge Climate Action Plan
Cambridge, MA

Los Angeles Countywide Sustainability Plan
Los Angeles, CA

Sustainable Infrastructure Planning for Millcraft's Esplanade
Pittsburgh, PA

C40 Climate Action Plan Review
Seattle, WA

Quayside and Eastern Waterfront Concept Master Plan
Toronto, Canada

Millcraft Esplanade Infrastructure Masterplan
Pittsburgh, PA

Steam Retrofit Strategies for NYCHA Buildings*
New York, NY

Climate Compatible Urban Development in Port Harcourt*
Nigeria, Addis Ababa, Ethiopia

Caterpillar Underground Mining Machines Facility Expansion*
Rayong, Thailand

Perkins Engines Factory*
Aurangabad, India

*experience prior to joining BuroHappold

BUROHAPPOLD ENGINEERING



Joshua Margul joined the BuroHappold Engineering Cities team as a consultant in 2017. Before joining BuroHappold, Josh worked in international development on a wide array of master planning projects in Africa and Asia, focusing on transportation planning, land use and disaster/resiliency planning, and urban economic demand analyses. Josh's work marries deep data-driven and geospatial analyses with the ability to navigate the challenges of both the urban development and policy formation processes.

Since joining BuroHappold, he has applied his skillset in environmental/resilient design to urban sustainability planning, including modeling greenhouse gas emissions for buildings, waste, and transport, and developing reduction action plans and implementation/monitoring frameworks.

KEY PROJECT INFORMATION

JOSHUA MARGUL

AICP

POSITION

Senior Consultant

SPECIALISM

Master Planning, Mobility,
Environmental Planning

SPECIALISM

Master Planning and Resiliency
Planning

QUALIFICATIONS

Master in Urban Planning,
Harvard University; Bachelor in
Urban Studies and Statistics, City
University of New York, Hunter
College

ACCREDITATIONS

American Institute of Certified
Planners (AICP)

BUROHAPPOLD

2017 – present

Detroit Eastern Market Neighborhood Framework Plan
Detroit, MI

Envision Cambridge
Cambridge, MA

Quayside and Eastern Waterfront Master Plan
Toronto, Canada

University of North Carolina–Wilmington Master Plan
Wilmington, NC

Cambridge Climate Action Plan
Cambridge, MA

Los Angeles County Sustainability Plan
Los Angeles, CA

Fort Tilden and Riis Landing Development Concept Plan
Queens, NY

Mombasa Gate City Master Plan*
Mombasa, Kenya

Nairobi Inter-City Bus Study*
Nairobi, Kenya

Central Corridor Energy Efficiency Study*
Dares Salaam, Tanzania

Philippines Communication Satellite Feasibility Study*
Manila, Philippines

Corridor 8 Energy Management Information System Project*
Skopje, Macedonia

Maputo Urban Transport Master Plan*
Maputo, Mozambique

Shizugawa Recovery Plan*
Minami-Sanriku, Japan

Yoriki and Niranohama Community Design Workshops*
Minami-Sanriku, Japan

BUROHAPPOLD ENGINEERING



Mikayla Hoskins is an urban systems engineer in the Cities group at BuroHappold Engineering. In her role, Mikayla contributes to consulting projects focused on energy and sustainability in the built environment and beyond. Mikayla brings with her, experience in building system energy efficiency, having spent her previous 3 years conducting energy audits and retro-commissioning for residential and commercial clients in New York City. To each of her projects, Mikayla applies her passion for efficiency and sustainability whether that be in the form of physical systems or in processes and operations.

With a special interest in water from her Undergraduate studies, Mikayla has devoted free time to collaborating with a group of architects and engineers in developing a new atmospheric water generation technology under the name VENA Water. The group has developed working performance models, market studies, business models and more for a new clean water generation system, essentially pulling water from the air. The hope for the team is to deliver VENA units to those with little or no access to clean drinking water.

MIKAYLA HOSKINS

LEED GA EIT

POSITION

Engineer

SPECIALISM

Urban Systems

QUALIFICATIONS

Masters of Science, Mechanical Engineering (Concentration in Energy Systems), Columbia University; Bachelor of Science, Earth and Environmental Engineering, Minor in East Asian Studies, Columbia University

ACCREDITATIONS

LEED GA, EIT

BUROHAPPOLD

2017 – present

KEY PROJECT INFORMATION

Detroit Bedrock Energy Strategy

Detroit, MI

Quayside and Eastern Waterfront Master Plan

Toronto, Canada

Case Western Reserve University, Strategic Energy Plan

Cleveland, OH

University of North Carolina, Chapel Hill Master Plan

Chapel Hill, NC

North East Pickering

Toronto, Canada

Cambridge Preparedness and Resiliency Plan

Cambridge, MA

Jamaica Bay Science and Resilience Institute

Queens, NY

**ATTACHMENT A
LEGAL STATUS OF OFFEROR**

(The Respondent shall fill out the provision and strike out the remaining ones.)

The Respondent is:

- A corporation organized and doing business under the laws of the state of _____, for whom _____ bearing the office title of _____, whose signature is affixed to this proposal, is authorized to execute contracts on behalf of respondent.*

*If not incorporated in Michigan, please attach the corporation's Certificate of Authority

- A limited liability company doing business under the laws of the State of PA, whom Scott PAGE bearing the title of PRINCIPAL whose signature is affixed to this proposal, is authorized to execute contract on behalf of the LLC.
- A partnership organized under the laws of the State of _____ and filed with the County of _____, whose members are (attach list including street and mailing address for each.)
- An individual, whose signature with address, is affixed to this RFP.

Respondent has examined the basic requirements of this RFP and its scope of services, including all Addendum (if applicable) and hereby agrees to offer the services as specified in the RFP.


Signature _____ Date: 3/5/19

(Print) Name Scott PAGE Title PRINCIPAL

Firm: INTERFACE STUDIO LLC

Address: 340 North 12th St. #419, Phila, PA 19107

Contact Phone 215.925.5593 Fax 215.754.4993

Email scott@INTERFACE-STUDIO.COM

ATTACHMENT D



VENDOR CONFLICT OF INTEREST DISCLOSURE FORM

All vendors interested in conducting business with the City of Ann Arbor must complete and return the Vendor Conflict of Interest Disclosure Form in order to be eligible to be awarded a contract. Please note that all vendors are subject to comply with the City of Ann Arbor's conflict of interest policies as stated within the certification section below.

If a vendor has a relationship with a City of Ann Arbor official or employee, an immediate family member of a City of Ann Arbor official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.
5. Please note any exceptions below:

Conflict of Interest Disclosure*	
Name of City of Ann Arbor employees, elected officials or immediate family members with whom there may be a potential conflict of interest.	<input type="checkbox"/> Relationship to employee <hr/> <input type="checkbox"/> Interest in vendor's company <input type="checkbox"/> Other (please describe in box below)

*Disclosing a potential conflict of interest does not disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.

I certify that this Conflict of Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:		
<i>INTERFACE STUDIO LLC</i>	<i>215.925.5595</i>	
Vendor Name	Vendor Phone Number	
	<i>3/5/19</i>	<i>Scott PAGE</i>
Signature of Vendor Authorized Representative	Date	Printed Name of Vendor Authorized Representative

Questions about this form? Contact Procurement Office City of Ann Arbor Phone: 734/794-6500, procurement@a2gov.org

**ATTACHMENT C
CITY OF ANN ARBOR
LIVING WAGE ORDINANCE DECLARATION OF COMPLIANCE**

The Ann Arbor Living Wage Ordinance (Section 1:811-1:821 of Chapter 23 of Title I of the Code) requires that an employer who is (a) a contractor providing services to or for the City for a value greater than \$10,000 for any twelve-month contract term, or (b) a recipient of federal, state, or local grant funding administered by the City for a value greater than \$10,000, or (c) a recipient of financial assistance awarded by the City for a value greater than \$10,000, shall pay its employees a prescribed minimum level of compensation (i.e., Living Wage) for the time those employees perform work on the contract or in connection with the grant or financial assistance. The Living Wage must be paid to these employees for the length of the contract/program.

Companies employing fewer than 5 persons and non-profits employing fewer than 10 persons are exempt from compliance with the Living Wage Ordinance. If this exemption applies to your company/non-profit agency please check here No. of employees

The Contractor or Grantee agrees:

- (a) To pay each of its employees whose wage level is not required to comply with federal, state or local prevailing wage law, for work covered or funded by a contract with or grant from the City, no less than the Living Wage. The current Living Wage is defined as \$13.22/hour for those employers that provide employee health care (as defined in the Ordinance at Section 1:815 Sec. 1 (a)), or no less than \$14.75/hour for those employers that do not provide health care. The Contractor or Grantor understands that the Living Wage is adjusted and established annually on April 30 in accordance with the Ordinance and covered employers shall be required to pay the adjusted amount thereafter to be in compliance with Section 1:815(3).

Check the applicable box below which applies to your workforce	
<input type="checkbox"/>	Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage without health benefits
<input checked="" type="checkbox"/>	Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage with health benefits

- (b) To post a notice approved by the City regarding the applicability of the Living Wage Ordinance in every work place or other location in which employees or other persons contracting for employment are working.
- (c) To provide to the City payroll records or other documentation within ten (10) business days from the receipt of a request by the City.
- (d) To permit access to work sites to City representatives for the purposes of monitoring compliance, and investigating complaints or non-compliance.
- (e) To take no action that would reduce the compensation, wages, fringe benefits, or leave available to any employee covered by the Living Wage Ordinance or any person contracted for employment and covered by the Living Wage Ordinance in order to pay the living wage required by the Living Wage Ordinance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services or agrees to accept financial assistance in accordance with the terms of the Living Wage Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Living Wage Ordinance, obligates the Employer/Grantee to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract or grant of financial assistance.

INTERFACE STUDIO LLC
Company Name

340 N. 12th Street #419
Street Address

[Signature]
Signature of Authorized Representative

3/5/19
Date

Phila, PA 19107
City, State, Zip

Scott PAGE, PRINCIPAL
Print Name and Title

215 370 6807 scott@INTERFACE-STUDIO.com
Phone/Email address

**ATTACHMENT B
CITY OF ANN ARBOR DECLARATION OF COMPLIANCE**

Non-Discrimination Ordinance

The "non discrimination by city contractors" provision of the City of Ann Arbor Non-Discrimination Ordinance (Ann Arbor City Code Chapter 112, Section 9:158) requires all contractors proposing to do business with the City to treat employees in a manner which provides equal employment opportunity and does not discriminate against any of their employees, any City employee working with them, or any applicant for employment on the basis of actual or perceived age, arrest record, color, disability, educational association, familial status, family responsibilities, gender expression, gender identity, genetic information, height, HIV status, marital status, national origin, political beliefs, race, religion, sex, sexual orientation, source of income, veteran status, victim of domestic violence or stalking, or weight. It also requires that the contractors include a similar provision in all subcontracts that they execute for City work or programs.


In addition the City Non-Discrimination Ordinance requires that all contractors proposing to do business with the City of Ann Arbor must satisfy the contract compliance administrative policy adopted by the City Administrator. A copy of that policy may be obtained from the Purchasing Manager

The Contractor agrees:

- (a) To comply with the terms of the City of Ann Arbor's Non-Discrimination Ordinance and contract compliance administrative policy.
- (b) To post the City of Ann Arbor's Non-Discrimination Ordinance Notice in every work place or other location in which employees or other persons are contracted to provide services under a contract with the City.
- (c) To provide documentation within the specified time frame in connection with any workforce verification, compliance review or complaint investigation.
- (d) To permit access to employees and work sites to City representatives for the purposes of monitoring compliance, or investigating complaints of non-compliance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services in accordance with the terms of the Ann Arbor Non-Discrimination Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Non-Discrimination Ordinance, obligates the Contractor to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract.

INTERFACE STUDIO LLC
Company Name

 3/5/19
Signature of Authorized Representative Date

SCOTT PAGE, PRINCIPAL
Print Name and Title

340 N. 12th St., Phila, PA 19107
Address, City, State, Zip

215 925 5595 scott@INTERFACE-STUDIO.COM
Phone/Email address

Questions about the Notice or the City Administrative Policy, Please contact:
Procurement Office of the City of Ann Arbor
(734) 794-6500

INTERFACE STUDIO LLC

SCOTT PAGE, PRINCIPAL
340 N 12TH STREET #419
PHILADELPHIA, PA 19107
215.925.5595
SCOTT@INTERFACE-STUDIO.COM