BAHAMA VILLAGE COMMUNITY REDEVELOPMENT SUBAREA VISIONING AND CAPITAL PROJECTS WORK PLAN

COPY | RFP #003-14

September 17, 2014

ZYSCOVICH
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1 COVER LETTER

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▪ MIAMI ▪ NEW YORK

September 17, 2014

City Clerk
City of Key West
3126 Flagler Avenue
Key West, FL 33040

Re: Bahama Village Community Redevelopment Area Visioning and Capital Projects Work Plan
City of Key West RFP No. 003-14

Dear Members of the Selection Committee:

ZYSCOVICH ARCHITECTS is pleased to submit our qualifications to the City of Key West to prepare the Bahama Village Community Redevelopment Subarea (BVCRSA) Visioning and Capital Projects Work Plan based on the new vision of the CRA Plan and its specific objectives for the Bahama Village Subarea. Zyscovich, a 90+ person integrated planning, architecture and interior design firm headquartered in Miami with additional offices in Orlando, New York City, and Bogotá, has been known since 1977 for its award-winning master plans and urban designs. Zyscovich's professional staff is composed of some of the most creative and innovative urban designers in the country, and our Team's enthusiasm for placemaking is embedded in our projects. This process begins in our design studio and ends in the field, where the majority of our planning and redevelopment work is implemented. Our vast experience in both private and public sector planning and our understanding of building construction and market feasibility help to ensure that our final plans can be realized. For over 37 years, our firm has developed creative solutions to stimulate and implement high quality redevelopment while protecting neighborhoods. We have been recognized for this level of dedication and expertise in planning by the American Planning Association and the American Institute of Architects, and will bring this same enthusiasm to Bahama Village.

Our team is genuinely excited about the potential of Bahama Village and the challenge of assisting the City, the Bahama Village Community Redevelopment Advisory Committee (BVCRAC), and the community in the visioning and preparation of the BVCRSA Visioning and Capital Projects Work Plan. In fact, it is hard for us to imagine a place that is a better fit for our fundamental approach to community redevelopment, land use planning and urban design. Throughout our history, Zyscovich has created plans that capitalize on the unique historic, economic, cultural, and design attributes which make places special. We have created master plans in more than 30 different municipalities. Similarly, our economic consultant, Lambert Advisory, has provided community redevelopment services specializing in affordable housing, hospitality, retail, public/private partnerships, and major grant funding for more than 30 entities. Our approach is deeply rooted in a discovery process focused on an understanding of the history and uniqueness of a particular place—its people, its built and natural environment, and its evolution over time. We couple this historical education with a deep and realistic understanding of the present physical, economic, and socioeconomic conditions through conversations with the community and thoughtful economic and market analysis. Our process is a contextual and layered approach to creating plans that serve to conserve and enhance the historical, physical, economic, and social framework of neighborhoods and communities. This contextual approach also means that we are highly flexible and sincerely interested in customizing a process and providing deliverables that will produce the most successful results.

The work plan for the BVCRSA must imagine and define specific and market-based redevelopment opportunities that will reinforce a sense of place and begin the transformation of the Bahama Village into a highly performing area. The successful plan will develop these opportunities into actionable items within a framework of accountability while generating real enthusiasm and support among the City's leaders, the community, local businesses and potential developers. This combination of accountability, enthusiasm and widespread support, along with economic motivation, is critical to effectuating change and realizing Bahama Village's potential.

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Our approach integrates physical planning solutions with economic development, capital improvements, and community input. We will use stakeholder input and past planning efforts to understand the community issues and concerns and transform this content into a cohesive and viable Vision and Master Plan. Our design process considers all aspects of a place—past and present development patterns, population characteristics, local needs for better communities, history and culture, and economic obstacles and opportunities—to create an authentic environment specific to each location. Also, as the authors of numerous design standards and regulations, we bring a very specific understanding of these dynamics as they apply to Bahama Village.

Our approach to all public planning processes is based on the idea of community participation. We have vast experience building consensus by listening to the community and presenting ideas which motivate all residents and stakeholders to embrace a comprehensive vision. We have successfully conducted thousands of stakeholder meetings, community workshops and presentations and can offer this expertise, along with our proven ability to work with existing developers and to attract and secure additional developers, to the BVCRAC for this project.

We have assembled a talented team of professionals to provide the best possible service to the City of Key West and the BVCRAC. The Zyscovich-Lambert Team has a proven track record, having worked together to successfully complete more than 25 master plans and master plan updates for various cities and CRAs. Additionally, our proposed project manager, Grace Perdomo, has aided numerous communities in the development of master plans for the revitalization of former public housing sites in a number of cities across the country. Grace has extensive community outreach and public housing redevelopment experience, and is not only experienced with the various state and federal funding sources available for implementation, but most importantly, with HUD's new Choice Neighborhoods program vision and requirements to successfully obtain HUD Choice Neighborhoods (CN) Planning and Implementation Grants as demonstrated in the recently awarded Albany, Georgia, and Tampa, Florida, Choice Neighborhoods grant funding. Her efforts have brought approximately $380 million in federal grant funds to various cities and represent over $1.5 billion dollars of current and/or proposed investments across the country.

LAMBERT ADVISORY GROUP, LLC, an economic development firm specializing in creative redevelopment solutions, has provided economic development services to over 30 local, national, and international public and private entities. Lambert and Zyscovich will collaborate to provide an economic audit and analysis of the Bahama Village community in relation to the BVCRA Plan goals and objectives, as well as a highest and best use cost-benefit analysis, implementation, and funding plan. They will also identify business, hotel, retail, office and housing development potential, strategies for attracting and securing developers, and standards to promote investment. Together we will identify and recommend opportunities and design standards with the highest potential to alleviate and eliminate blight and to create investment opportunities. Our team will work closely with the City of Key West, the BVCRAC, and the community to ensure that Bahama Village remains an asset to the community and to develop clear and implementable strategies for change without compromising the history of the area.

The following document briefly describes our experience and explains why our team is best suited to lead the City of Key West and the BVCRAC through this effort to create the BVCRSA Visioning and Capital Projects Work Plan. It demonstrates our experience in developing sound master plans and market-based solutions which reinforce a high quality of life and sense of place while adding value for our clients. We look forward to the opportunity to work with the City of Key West, the BVCRAC, and the Bahama Village community and stakeholders on this important project.

Sincerely,

ZYSCOVICH ARCHITECTS

Bernard Zyscovich, FAIA
President & Managing Principal

2 INFORMATION PAGE

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INFORMATION PAGE

PROJECT NAME: Bahama Village Community Redevelopment Area Visioning and Capital Projects Work Plan

PRIME FIRM NAME: Zyscovich, Inc. d/b/a Zyscovich Architects

PROJECT MANAGER: Grace Perdomo, Assoc. AIA; Senior Urban Designer

ADDRESS: 100 N Biscayne Blvd., 27th Floor Miami, FL 33132

TELEPHONE: 305.372.5222

EMAIL: gperdomo@zyscovich.com

PRINCIPAL CONTACT NAME: Bernard Zyscovich, FAIA; President

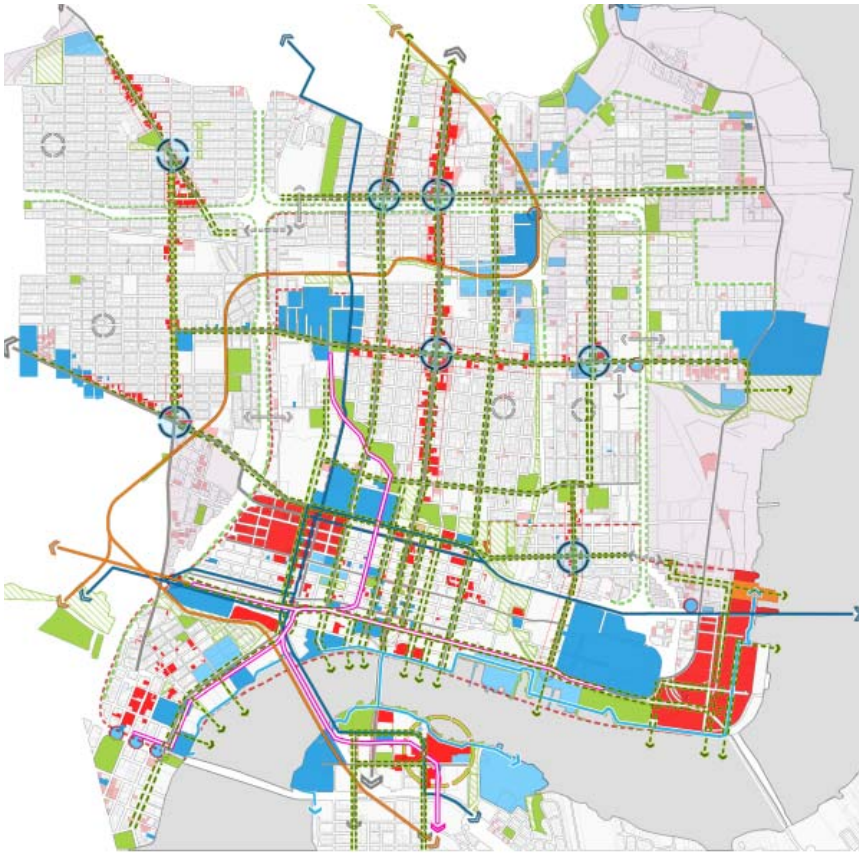
ADDRESS: 100 N Biscayne Blvd., 27th Floor Miami, FL 33132

TELEPHONE: 305.372.5222

FAX: 305.577.4521

EMAIL: bernard@zyscovich.com

Infill Development Prototypes



City of Jacksonville Vision Plan and Future Land Use Element

3 ORGANIZATIONAL CHART

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ORGANIZATIONAL CHART

ZYSCOVICH ARCHITECTS

COMMUNITY ENGAGEMENT, CRA VISIONING, COMMUNITY REDEVELOPMENT, LAND USE PLANNING & URBAN DESIGN
Miami, FL

BERNARD ZYSCOVICH, FAIA
Principal-in-Charge

SURIA YAFFAR, ASSOC. AIA, LEED AP
Principal; Director of Design

GRACE PERDOMO, ASSOC. AIA
Project Manager; Sr. Urban Designer

TRENTON BAUGHN, RA, AICP, LEED AP
Director of Urban Design

THORN GRAFTON, AIA , LEED AP BD+C
Historic Preservation Architect & Director of Sustainable Initiatives

ANA BENATUIL, ASSOC. AIA, LEED AP BD+C
Jr. Urban Designer & Graphics Specialist

Lambert Advisory

ECONOMIC ASSESSMENT, CAPITAL PLAN DEVELOPMENT & IMPLEMENTATION PROGRAM
Miami, FL

PAUL LAMBERT
Principal-in-Charge

ERIC LIFF
Principal

DORIEN ROWE
Senior Advisor

4 COMPANY INFORMATION

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ZYSCOVICH ARCHITECTS FIRM PROFILE

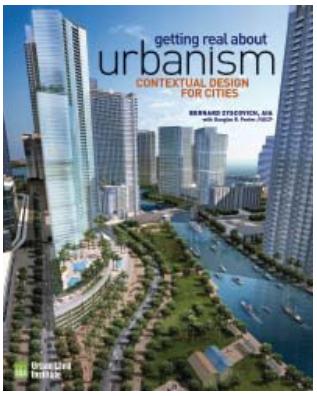
Zyscovich Architects is a 90+-person integrated Urban Design, Architecture and Interior Design firm headquartered in Miami with additional offices in Orlando, West Palm Beach, New York City, and Bogotá. Zyscovich Architects, a Florida-based corporation, was formed in 1977 and incorporated in 1986. The major principals of the firm include:

- Bernard Zyscovich, FAIA, Founding Principal, President
- Jose Murguido, AIA, REFP, CEFP, Principal, Vice President
- Anabella Smith, ID, Principal, Director of Interior Architecture
- Suria Yaffar, Assoc. AIA, LEED AP, Principal, Director of Design
- Mario Suarez, Assoc. AIA, LEED AP, Principal, Director of International Affairs
- Larry Rosenbloom, AIA, Managing Principal New York
- Michael McGuinn, AIA, LEED AP BD+C, Principal
- Michael Ehrling, Principal

The firm has garnered a national reputation for its expertise in the area of market-based design solutions, as well as for the creative and implementable strategies it brings to complex redevelopment master plans and urban design projects. Over the past 37 years, the firm has produced numerous master plans and urban design regulations that successfully integrate visioning and design concepts with the needs of the local economy and the desires of the community. We have provided these services to both the public and private sectors—locally, nationally and internationally.

SERVICES AND EXPERTISE: As a firm that has produced varied scales of urban designs and master plans in diverse cities throughout the country, Zyscovich brings a breadth of knowledge on current effective processes and creative tools that can shape the public realm through carefully crafted guidelines. Our team has in-depth knowledge and a solid understanding of urban planning, code writing, municipal code implementation, and how to effectively integrate multiple districts, agencies, institutions and priorities into a coherent vision. This experience, combined with our considerable in-house resources as well as that of our sub-consultant, Lambert Advisory, for Economic Assessment and Capital Plan Development, Prioritization and Implementation, will allow us to expeditiously complete the proposed work.

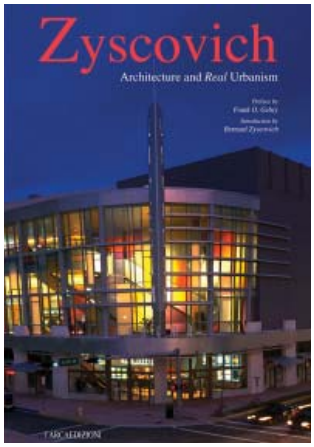
A CUSTOMIZED APPROACH TO CREATING VALUE: We approach urban planning and design projects by identifying opportunities to capitalize on past and present characteristics of a particular place. We have termed this design philosophy *Real* Urbanism®. *Real* Urbanism® is a concept that supports sustainable development by understanding how a city or neighborhood came to be and considers past and present development patterns, local needs for better communities, and economic obstacles and opportunities. Our focus is on merging economic development opportunities with appropriate design solutions. Solutions reflect the community stakeholders' needs and desires and match the cultural aesthetic which is inherent in the community, with special attention to scale, character, and preservation. This design philosophy is featured in two books published by the firm's Managing Principal, Bernard Zyscovich: **Getting *Real* About Urbanism: Contextual Design for Cities** and l'ARCAEDIZIONI's Monograph **Zyscovich Architecture and *Real* Urbanism®**, featuring Zyscovich projects with a preface by Frank O. Gehry.



Getting Real About Urbanism: Contextual Design for Cities

WORKING WITH MULTIPLE STAKEHOLDERS: Zyscovich has specific and extensive experience working with city officials and key stakeholders to develop clear Visions and implementable Master Plans. By collaborating with stakeholders and City staff, and forming a true partnership, we are able to identify the most important issues in a community and to develop realistic and feasible solutions to those issues. As part of our master planning and visioning

efforts, we favor building consensus by presenting ideas which motivate the community to embrace a comprehensive vision. We have successfully conducted thousands of stakeholder meetings, community workshops, and presentations.



Zyscovich: Architecture and Real Urbanism

NATIONAL EXPERTISE AND RECOGNITION BY OUR PEERS: Many of our projects have been published in national periodicals, including *Urban Land Magazine*. Mr. Zyscovich has served on the City of Miami Urban Development Review Board, the Miami Beach Design Review Board, and is a Past Chairman of the Miami Design Preservation League, the historic preservation group responsible for establishing the Art Deco District of Miami Beach. Our Director of Design, Suria Yaffar, Assoc. AIA, LEED® AP has been honored as the Urban Designer of the Year by AIA Miami. Zyscovich's staff includes more than 20 LEED Accredited Professionals who also bring a wealth of knowledge and experience in the realm of Sustainable Design. Some of our relevant awards include: AIA Florida's Firm of the Year; the APA Florida Award of Excellence for the City of West Palm Beach Planning and Zoning; the AIA Florida Unbuilt Honor Award for the Downtown Miami DDA Master Plan Study; the AIA Florida Unbuilt Honor Award and the APA Outstanding Urban Design Project or Study for Midtown Miami.

Miami DDA Master Plan: Bayfront Park Capital Improvement Projects

CORPORATE CHARTERS, PROFESSIONAL LICENSES AND CERTIFICATIONS

Attached are the current corporate licenses, registrations with the Department of State and specialty certifications for our team.

ZYSCOVICH ARCHITECTS

State of Florida
Department of State

I certify from the records of this office that ZYSCOVICH, INC. is a corporation organized under the laws of the State of Florida, filed on October 30, 1986, effective October 30, 1986.

The document number of this corporation is M40936.

I further certify that said corporation has paid all fees due this office through December 31, 2013, that its most recent annual report/uniform business report was filed on January 3, 2013, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this is the Third day of January, 2013

Secretary of State

Authentication ID: CC9659715048

To authenticate this certificate,visit the following site,enter this ID, and then follow the instructions displayed.

https://efile.sunbiz.org/certauthver.html

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AC# 705211

STATE OF FLORIDA

DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF ARCHITECTURE & INTERIOR DESIGN

SEQ# L12121400698

DATE	BATCH NUMBER	LICENSE NBR
12/14/2012	120244278	AAC001431

The ARCHITECT CORPORATION
Named below IS CERTIFIED
Under the provisions of Chapter 481 FS.
Expiration date: FEB 28, 2015

ZYSCOVICH, INC
100 BISCAYNE BLVD FL 27
MIAMI FL 331322305

RICK SCOTT
GOVERNOR

KEN LAWSON
SECRETARY

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AC# 701656

STATE OF FLORIDA

DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF ARCHITECTURE & INTERIOR DESIGN

SEQ# L12121100958

DATE	BATCH NUMBER	LICENSE NBR
12/11/2012	120241009	AR0007410

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Named below IS LICENSED
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Expiration date: FEB 28, 2015

ZYSCOVICH, BERNARD
ZYSCOVICH, INC.
100 N BISCAYNE BLVD 27TH FLOOR
MIAMI FL 33132

RICK SCOTT
GOVERNOR

KEN LAWSON
SECRETARY

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AC# 707481

STATE OF FLORIDA

DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF ARCHITECTURE & INTERIOR DESIGN

SEQ# L12121800764

DATE	BATCH NUMBER	LICENSE NBR
12/18/2012	120247907	AR95131

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Under the provisions of Chapter 481 FS.
Expiration date: FEB 28, 2015

BAUGHN, TRENTON CHASE
35 SW 24TH ROAD
MIAMI FL 33129

RICK SCOTT
GOVERNOR

KEN LAWSON
SECRETARY

DISPLAY AS REQUIRED BY LAW

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND
PROFESSIONAL REGULATION

AR0008200 ISSUED: 02/05/2013

ARCHITECT
GRAFTON, R THORN

IS LICENSED under the provisions of Ch.481 FS.
Expiration date: FEB 28, 2015 L1302050001516

The U. S. Green Building Council

hereby presents to

Zyscovich, Inc.

Miami, FL

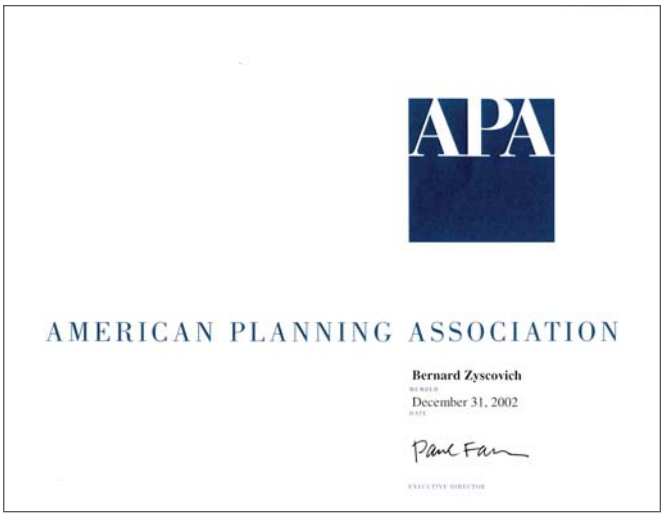
Certificate of Membership

As a balanced, consensus coalition representing the entire building industry, we promote the design, construction, and operation of buildings that are environmentally responsible, profitable, and healthy places to live and work.

Member since 2004

James Hartzfield, Chairman

Christine Ervin, President & CEO



APA

AMERICAN PLANNING ASSOCIATION

Bernard Zyscovich

December 31, 2002

LEED AP BD+C

THIS CERTIFICATE HEREBY CERTIFIES THAT

Russell Thorn Grafton

HAS ATTAINED THE DESIGNATION OF

LEED AP BUILDING DESIGN + CONSTRUCTION

BY DEMONSTRATING KNOWLEDGE OF GREEN BUILDING PRACTICE REQUIRED FOR SUCCESSFUL IMPLEMENTATION OF THE LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED®) GREEN BUILDING RATING SYSTEM™.

December 30, 2009

50846

December 29, 2011

GBCI

GBCI

GREEN BUILDING CERTIFICATION INSTITUTE

HEREBY CERTIFIES THAT

Suria Yaffar

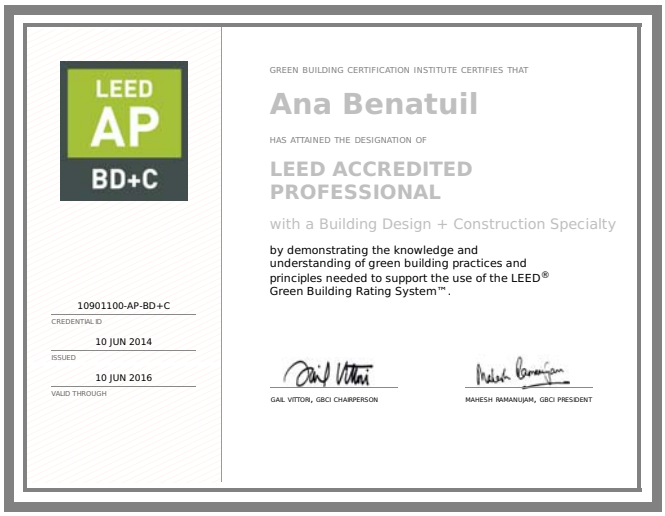
HAS ACHIEVED THE DESIGNATION OF

LEED® ACCREDITED PROFESSIONAL

BY DEMONSTRATING THE KNOWLEDGE OF GREEN BUILDING PRACTICE REQUIRED FOR SUCCESSFUL IMPLEMENTATION OF THE LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED®) GREEN BUILDING RATING SYSTEM™.

LEED AP

August 19, 2004



LEED AP BD+C

GREEN BUILDING CERTIFICATION INSTITUTE CERTIFIES THAT

Ana Benatuil

HAS ATTAINED THE DESIGNATION OF

LEED ACCREDITED PROFESSIONAL

with a Building Design + Construction Specialty

by demonstrating the knowledge and understanding of green building practices and principles needed to support the use of the LEED® Green Building Rating System™.

10901100-AP-BD+C

CREDENTIAL ID

10 JUN 2014

ISSUED

10 JUN 2016

VALID THROUGH

GAIL VITTOR, GBCI CHAIRPERSON

MAHESH RAMANUJAM, GBCI PRESIDENT

LAMBERT ADVISORY FIRM PROFILE

Since 1995, Lambert Advisory has built a diverse client base, providing a broad range of economic advisory services throughout the world. Our clients—government agencies, multinational corporations, developers and not-for-profit organizations—seek and return to us for many reasons: the consistent quality and breadth of our knowledge, high level of senior staff involvement in our projects, fresh perspective, and ability to get all necessary parties engaged and focused on the opportunities a specific project presents.

Lambert Advisory is based in Miami, Florida. The members of our senior management team have diverse backgrounds, ranging from commercial real estate and urban planning to industry sector analysis and economic impact analysis. Specifically, Lambert has built a practice dedicated to economic, market and financial analysis for economic development agencies with a particular focus on development districts, downtowns, corridors and/or neighborhood planning initiatives. As detailed in following sections of this proposal, Lambert has considerable experience as advisors to both the public and private sector, in Florida, across the United States, and all over the world.

FIRM CAPABILITIES

Lambert Advisory has provided economic development services to more than twenty municipalities and/or community development entities during the past few years in Florida alone including but not limited to: City of Miami, City of Tampa, City of Fort Lauderdale, City of St. Hollywood, City of Jacksonville, City of Pensacola Beach, City of West Palm Beach, and City of Pompano Beach. Importantly, Lambert has considerable experience within the City of Key West including work specifically associated with Truman Annex, the Port of Key West and the City's core retail district. In all of these areas, Lambert has worked collectively with the City, planning team, and community to help make the community redevelopment a collective process that is based in economic realities. Accordingly, as the objective of many of these studies focused on redevelopment within areas having substantial private ownership, Lambert was directly involved in public-private development structuring including economic/financial incentive-based planning aimed at business expansion.

As noted, a very important aspect to our operating model is the high level of senior involvement in each project, which we are confident our clients will affirm. Lambert's qualifications and experience provided herein adequately addresses our experience in a broad range of consulting services needed for this engagement, including direct involvement in economic and feasibility analysis, strategic planning and financial structuring.

New Orleans Neighborhood (Post-Katrina) Redevelopment Plans

5 METHODOLOGY & APPROACH

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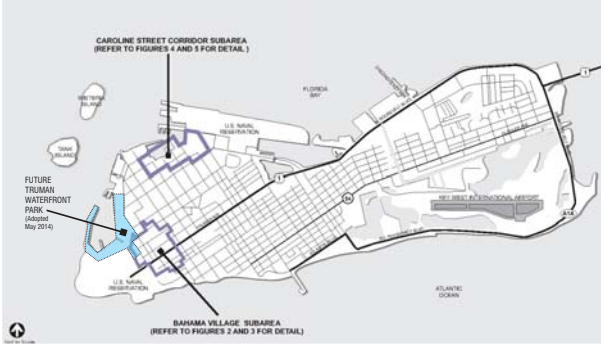
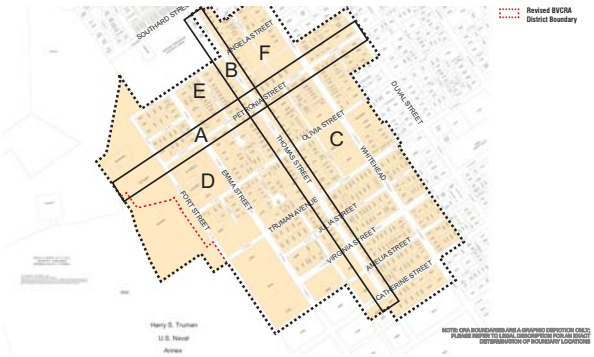
PROJECT UNDERSTANDING

Bahama Village is a community rich in history that enjoys a special geographical relationship to the City's most intense commercial street, Duval Street, to the adjoining Naval Air Station, and to the City's future Truman Waterfront Park. This prime location within an area that is poised for change amidst unique historic and community characteristics holds tremendous potential for both residential and non-residential revitalization and redevelopment that can enhance the overall quality of life of its residents. Today, Bahama Village faces the multi-faceted challenge of embracing and capitalizing on its assets to overcome decades of disinvestment and neglect while preserving its culturally significant historic attributes and once again become a unique neighborhood within the City of Key West—a re-connected and vibrant neighborhood with an appropriate mix of uses, excellent connectivity and mobility, and a quality sense of place that manifests its history.



Our team is genuinely excited about the potential of Bahama Village and the challenge of assisting the City, the Bahama Village Community Redevelopment Advisory Committee (BVCRAC), and the community in the visioning and preparation of the Bahama Village Community Redevelopment Subarea (BVCRSA) **Visioning and Capital Projects Work Plan**. In fact, it is hard for us to imagine a place that is a better fit for our fundamental approach to community redevelopment, land use planning and urban design. Throughout our 37 year history, Zyscovich has created plans that capitalize on the unique historic, economic, cultural, and design attributes which make places special. We have created master plans in more than 30 different municipalities. Similarly, Lambert Advisory has provided community redevelopment services specializing in affordable housing, hospitality, retail, public/private partnerships, and major grant funding for more than 30 entities. Our approach is deeply rooted in a discovery process focused on an understanding of the history and uniqueness of a particular place—its people, its built and natural environment, and its evolution over time. We couple this historical education with a deep and realistic understanding of the present physical, economic, and socioeconomic conditions through conversations with the community and thoughtful economic and market analysis. As illustrated in our relevant project examples in Section 9 of this proposal, our process is a contextual and layered approach to creating plans that serve to conserve and enhance the historical, physical, economic, and social framework of neighborhoods and communities. This contextual approach also means that we are highly flexible and sincerely interested in customizing a process and providing deliverables that will produce the most successful results.

The **Bahama Village Community Redevelopment Subarea (BVCRSA) Visioning and Capital Projects Work Plan** will establish a roadmap for short and long term redevelopment to reinvigorate the CRA and to stimulate positive change over the 2015-2040, 25-year planning horizon. The Capital Projects Work Plan shall be based on the new vision of the CRA Plan and its specific objectives for the Bahama Village Subarea as extracted from the Amended and Restated 2010 CRA Plan. To date, the Community Redevelopment Trust Fund (CRTF) for Bahama Village, established in 1992 and extended for another 30 years, has been used to fund small capital projects and a few programs



throughout the district which have contributed to alleviating blighting conditions. Today, this study analysis and planning process presents a unique opportunity to undertake a comprehensive review as to how the objectives identified in the CRA Plan have been accomplished and to what extent specific properties have been improved and, more specifically, will fulfill the requirement for adoption of a Capital Projects Work Plan as part of both the 2010 CRA Plan and the City's 2011 Strategic Plan.

Most importantly, the visioning for Bahama Village and the resulting Capital Projects Work Plan must be developed in the context of a neighborhood increasingly under pressure to change and gentrify given the particularly strong real estate market in the core of Key West. While the highest-and-best-use for any particular property within the BVCRSA may be a question given the neighborhood as it exists today, there is little question as to the ability of the neighborhood overall to take advantage of market trends to realize reinvestment and redevelopment given the right conditions.

In this context, a critical question will be at the core of the visioning and planning process: How does the City take advantage of strong market dynamics to revitalize Bahama Village to the benefit of the current residents of Bahama Village? In other words, it is easy to understand or plan for how the geographic **Bahama Village Community Redevelopment Subarea (BVCRSA)** area attracts reinvestment; it is much more difficult to understand how that improvement is leveraged for current residents within that geographic boundary while avoiding broad scale displacement. Our scope of work to assist the community in arriving at an answer to this and other critical questions associated with the Bahama Village vision plan follows.

After careful review of the RFP, we understand that the City of Key West is seeking a **BVCRSA Visioning and Capital Projects Work Plan** that:

- **Provides a Vision** that is unique to the Bahama Village neighborhood and will serve as a road map for its revitalization. The Vision must preserve the historical, architectural and cultural character of Bahama Village while providing for revitalization and redevelopment through future capital projects that will reverse and remove blighting trends within the CRA. In addition to addressing residential, retail, entertainment, institutional and commercial employment opportunities that may result from the CRA Vision and Capital Plan, it is envisioned that there will be an emphasis on:
    - increasing and refurbishing affordable housing stock; encouraging new affordable and work-force housing;
    - commercial development that is respectful of the scale and character of the community and provides quality goods and services to the neighborhood;
    - a high level of mobility and connectivity for pedestrians, cyclists, and automobiles alike;
    - quality public spaces, including pocket parks, greenways and recreational corridors, open view corridors and waterfront access that are interconnected; and
    - capitalizing on the neighborhood's location and assets to connect Bahama Village to the Truman Waterfront Park, other destinations in the City and surrounding environs.
- **Provides an Economic Development and Capital Projects Work Plan** that strikes a balance between Bahama Village's unique history, its present conditions and future development expectations. An important goal will be to capitalize on residential and non-residential redevelopment opportunities in a manner particularly sensitive to the needs and desires of the Bahama Village community, its residents and business proprietors. It will also consider strategies that ensure a well-integrated and viable mixed use environment that can serve as an economic, recreational and cultural destination for the immediate area.

With careful planning, the Bahama Village redevelopment will serve as a catalyst for on-going investment and revitalization within the broader City of Key West

- **Addresses Transportation and Multi-Modal Connectivity** as a key component of the planning effort by establishing a hierarchical framework for neighborhood streets. This structure should focus on pedestrian, bicycle and vehicular traffic patterns and acknowledge the differentiating characteristics of Petronia Street and a portion of Emma Street, as main commercial/mixed-use corridors, and their cross-streets. Physical and visual connectivity to the future Truman Waterfront Park and surrounding areas should be developed, as well as moments within the framework that can act as neighborhood greenways, gateways and way-finding devices to enhance, protect and connect adjacent areas and amenities. A comprehensive parking strategy is also required to ensure the neighborhood is prepared for new residents, businesses, and visitors.

- **Defines Urban Design Strategies** that address the expectations of new development and redevelopment from the perspective of historic preservation and adaptive reuse; permitted uses; connectivity; scale transitions; building street presence; and architectural style. As architects, we are uniquely qualified to craft realistic strategies that are applicable, implementable and ensure compatibility with existing neighborhood patterns. Given our extensive knowledge in creating zoning and design guidelines, we understand that redevelopment and any necessary future land use map changes or zoning amendments need to be respectful of existing property rights; need to strike a balance between predictability and flexibility; and ultimately need to provide incentives to the private development community to invest in the neighborhood.

- **Provides a Framework for Conserving, Restoring and Preserving** the natural, cultural, historic and architectural assets of the Bahama Village community. The principle of conservation should be applied to the built environment as well as to the natural environment by, for example, seeking opportunities for conserving water resources while creating urban landscaping opportunities.

- **Addresses Sustainable Community Redevelopment** by identifying strategic partnerships, funding and delivery of programs that can address and support, over the long term, the social and economic development needs and opportunities unique to the Bahama Village community.

PROJECT APPROACH AND METHODOLOGY

Our approach integrates visioning and physical planning solutions with economic development, capital improvements, and community input. We will use stakeholder input to understand the community issues and concerns and transform this content into an agreed upon Vision. We will evaluate how revitalization and redevelopment can be integrated in a sensitive manner; how public spaces and streetscapes contribute to and define a unique neighborhood identity and sense of place; and how the street network can provide efficient and safe mobility for all users. We will consider how parks and cultural institutions can benefit the neighborhood and assess how assets can be harnessed to benefit the greater community. This analysis will be supplemented with additional data research related to market opportunities for private and public investment, capital improvements, potential incentives, and social conditions to establish a baseline of community needs.

The overall approach to visioning and planning requires effective communication skills; a combination of experience in site-specific redevelopment, neighborhood and housing revitalization; experience in commercial redevelopment and business expansion; and a keen sense of how to integrate economic development with planning and urban design. In Bahama Village, it also requires dedication to the neighborhood's physical and social history. Our team has vast local and national experience in this regard from past work with housing authorities and neighborhood redevelopment efforts across the country: from New Orleans neighborhoods in the wake of Hurricane Katrina and Albany, Georgia's recent HUD Choice Neighborhoods planning efforts, to Miami Beach's Lincoln Road and Art Deco District and Jacksonville, Florida's Urban Core and Springfield/Warehouse District, to smaller communities such as Atlantic Beach, South Carolina and Hollywood, Florida's Historic Young Circle and Beach neighborhoods. Each of these communities has their own unique history and challenges that were met with unique and sensitive solutions. In the end, the goal is the creation of a Vision that is respectful of the past, aspirational for the future, and realistic for those charged with implementation.

New Orleans Neighborhood Rebuilding Plans Districts

PROJECT SCOPE OF WORK: VISIONING AND PLANNING METHODOLOGY

Visioning in and of itself is an opportunity. It is an opportunity to genuinely understand a community and its past accomplishments, current conditions, and future potential. It is a process that involves observation, technical analysis, imagination, and careful listening to and continuous dialogue with the community and its numerous stakeholders. Our experience has taught us that no plan can be successful without the community's support coupled with thorough research and analysis.

The scope of work below describes the process and tasks for developing the Bahama Village CRA Vision and Capital Plan over a nine-month time period. During the course of this work, it is our understanding that the CRA will consider how the proposed implementation strategies may affect the Land Development Regulations work being developed under a separate RFP, as well as any necessary Future Land Use Map and Zoning Amendments, as applicable. The BVCRSA Vision and Capital Plan will be consistent with the local City Comprehensive Plan, the Strategic Plan, the Capital Improvements Plan and budget, and other budgeted improvements and plans for the district. We understand that as part of both the 2010 CRA Plan and the City's 2011 Strategic Plan, the adoption of a Capital Projects Work Plan is required.

TASK 1: COMMUNITY ENGAGEMENT

One of our primary roles is to work with the community to understand the strengths, weaknesses, opportunities and threats of Bahama Village and its surrounding environs. Community stakeholders play a vital role in this process and effective communication and coordination is paramount. Our team is capable of employing any combination of community engagement techniques customized to meet the specific needs and goals of the Bahama Village Redevelopment Advisory Committee (BVRAC), the City, and the project's stakeholders. While we will remain flexible in this regard, our approach is intended to maximize participation in the process, and we propose Group and Individual Stakeholder Interviews, a series of Community Workshops, and a final CRA Board presentation in a public meeting for adoption of the BVCRSA Visioning and Capital Plan.

- **Group and Individual Stakeholder Interviews:** We have found that group and individual stakeholder interviews are an extremely effective way to begin the Visioning process, and we therefore utilize this methodology in one form or another on all of our projects. Not only do these informal conversations allow the specific group or individual the freedom to focus on their particular concerns and aspirations, they are an excellent way for our team to gain detailed insight from specific experiences and a variety of vantage points and to develop an intimate knowledge of the community. In the wake of Hurricane Katrina, our firm was privileged to be tasked with developing rebuilding plans for five of the thirty neighborhoods which were flooded. This was our most challenging public involvement project to date—because of the deeply embedded level of distrust and anger due to years of neglect and neighborhood deterioration. After more than 50 interviews in six months, in three states to accommodate displaced residents, with large neighborhood groups, neighborhood committees, individual stakeholders and community leaders, our team was able to effectively address residents' concerns and thus build the trust required to obtain unanimous support for the redevelopment plans. Our prioritized capital implementation plans were subsequently used as the basis for federal funding.

  For smaller neighborhoods such as Bahama Village, we typically conduct these meetings during the kick-off stage of a project and schedule them in an efficient series over the course of two or three days. The meetings should include government officials; neighborhood leaders; corporate leadership; property and business owners; the Housing Authority; Social Service Agencies; the Chamber of Commerce. We will work with the BVRAC and City staff to identify the specific participants.

  Deliverable: *Summary Memorandum outlining key discussion topics*

- **Community Workshops:** Community workshops are an opportunity to listen to the community-at-large and gain further knowledge of their values and desires. They are also where our team will have the opportunity to share and test our observations of existing conditions and economic research, as well as the development of specific concepts and the overall direction of the Vision and Capital Plan. We propose four (4) community workshops, to include:

  Community Workshop 1: The initial workshop will focus on the strengths, weaknesses, opportunities and threats, as well as identify initial goals and objectives of the CRA Visioning and Capital Projects Work Plan planning efforts.

  Community Workshops 2 and 3: The second and third workshops will focus on soliciting public input on the team's research and findings and on the development and refinement of the CRA Vision.

  Community Workshop 4: The last workshop will be a presentation of the draft BVCRSA Vision and Capital Plan for public input.

We will also assist BVRAC and the City in developing and organizing content for their website and, if utilized, a social media campaign, which may include Twitter, Facebook, LinkedIn, Flickr, YouTube, Google Local, etc.

Deliverables: *Presentations for each Community Workshop / Summary Memorandum outlining key discussion topics and input.*

- **Public/CRA Board Meeting:** Following the conclusion of the community workshops and the draft preparation of the Vision and Capital Plan, we will present the final report and findings to the CRA Board in a Public Meeting for adoption of the BVCRSA Visioning and Capital Plan.

Deliverable: *Power Point Presentation summarizing the BVCRSA Vision and Capital Plan for adoption.*

TASK 2: EXISTING CONDITIONS ANALYSIS

In a parallel effort to the Community Engagement process, our initial approach will be to first develop an understanding of the relationships and role of the neighborhood and its connectivity to the surrounding community. This entails developing an awareness of the function and physical make-up of the broader area, which will then provide a foundation for the visioning and economic analysis that evaluates opportunities and challenges that need to be addressed. We will complete a thorough research and analysis that will enable our team to:

- Understand the **existing conditions** of the BVCRSA as they relate to the market, community, history, relevant trends, public realm, urban design and previous and on-going studies;
- Understand the **opportunities and constraints** to redeveloping and revitalizing the BVCRSA and assess the potential for improvements. This initial assessment and observations will inform the guiding principles and begin to identify strategies and tools to apply to the CRA;
- These evaluations will provide a **starting point for building the CRA Vision Plan recommendations** and will be confirmed by input from the BVRAC and the community.

TASK 2.1: REVIEW AND ANALYSIS OF EXISTING PLANS

We will review relevant studies, plans, and projects and analyze how they may influence the direction or findings of the Visioning effort, including the 2010 CRA Plan and local City Comprehensive Plan, the City's 2011 Strategic Plan, the Capital Improvements Plan and budget, and other budgeted improvements and plans for the district.

Deliverable: *Summary Memorandum outlining key issues that may influence the Vision Plan.*

TASK 2.2: DATA COLLECTION, MAPPING AND SITE VISITS

Developing an intimate knowledge of Bahama Village and its surrounding environs is a fundamental prerequisite to developing an effective Vision and Capital Plan. Our approach to "getting to know the place" is a collaborative process that begins first with an understanding of the area's history. We will research and map available historical data to develop an understanding and appreciation for the origins of the neighborhood and its initial development and evolution over time.

Because it is critical to understand not only the physical character of the area, but also its activity patterns, members of our team will spend an extended period on-site to observe patterns during business hours, during the early evening and night, as well as during the weekend. These observations, which go beyond a simple mapping of the physical context, reveal neighborhood characteristics that help develop a true working knowledge of the area.

Using GIS mapping (with data provided by the City), our site visits, and knowledge gained from stakeholders, we will produce a comprehensive map or series of maps that describe the evolution and present physical framework of Bahama Village. The map(s) will account for existing urban characteristics and will demarcate evident transitions in urban form, land uses and the transportation network.

Deliverable: *Photographic survey/Existing Conditions maps and diagrams; Preliminary Goals and Guiding Principles to draft and define the overall intent of the CRA Vision Plan. Community Workshop 2 summarizing data collection and synthesis.*

TASK 3: ECONOMIC ASSESSMENT AND CAPITAL PLAN DEVELOPMENT

The Bahama Village CRA Visioning and Capital Projects Work Plan is an opportunity to reflect on past accomplishments and set goals for future achievements. While some of the areas of the district may have thrived, others have sat dormant or offer new opportunities for targeted investment. Clearly there is a need to continue to support redevelopment within the CRA and to generate more TIF. Our plan will develop strategies and recommendations to reflect the diverse needs and issues and to capitalize on existing assets and future opportunities. The importance of conducting thorough research and economic analysis as an integral part of the Vision cannot be overstated and is absolutely critical to understanding the area's economic environment, physical characteristics and redevelopment needs.

TASK 3.1: ESTABLISH THE BASELINE

At the outset, we will establish the baseline of where the Bahama Village subarea of the CRA is today and what it has accomplished in relation to the Finding of Necessity and current CRA plan. Specifically, we will complete the following:

- Abstract the Finding of Necessity and CRA Plan to create a list of blighting conditions identified and planned accomplishments within each of the documents;
- Conduct a detailed demographic and economic analysis to determine to what extent, if any, blighting conditions with regard to socioeconomic status of neighborhood residents have been ameliorated or mitigated;
- Review CRA expenditure reports/audits to determine what improvements or programs have been completed or put in place;
- Conduct a neighborhood field survey and interview CRA and City staff to determine what physical improvements have been completed and the current status/condition of those improvements; and
- Identify the properties which are opportunities for development/redevelopment including but not limited to properties owned by the City and housing authority.

TASK 3.2: HIGHEST & BEST USE ANALYSIS

We will complete a highest and best use analysis of underutilized properties in the CRA with specific emphasis on the Truman Waterfront property.

The baseline analysis set forth above will provide the basis for evaluating redevelopment opportunities for Bahama Village, including housing, office, hotel and retail uses. In an effort to assess the supply and demand conditions impacting the real estate market, we will evaluate market conditions based upon research obtained through industry publications and 3rd party source research. However, a very important component to the real estate analysis is our participation in direct field research. For this, we will profile comparable/competitive developments with regard to for-sale and rental residential development, retail, office and hospitality within the subject's immediate

market area. This will include an overview of select representative comparable competitive developments to obtain an understanding of the variety of product that is being offered, the current market conditions facing those projects, and how to position any new for-sale or rental housing, commercial or mixed use development within Bahama Village. The following provides an overview of the key aspects of field research by use:

Housing: For the housing analysis, we will gather and analyze the information on the following:

- Assess the housing market conditions in Bahama Village and surrounding area in terms of single family sales trends, condominium sales trends and foreclosure activity that is still lingering from the economic downturn;
- Determine the extent of affordable and assisted housing in the Target Market Area by collecting information on public housing developments, Section 8 voucher holders, LIHTC and other assisted properties (i.e. Section 202, HOPWA funded projects, public housing, etc.);
- Detail physical characteristics of surveyed developments (size, unit mix, location);
- Absorption/occupancy and sale price/rental rate trends;
- Unit sizes and unit features;
- Price premiums;
- Buyer/renter profile;
- Facilities/amenities (e.g. recreation);
- Parking ratios;
- Other pertinent characteristics as identified.

In addition to projects that are currently in the marketing or development phase, we will also identify proposed new projects and profile the developments within our analysis to assess the potential timing and competitiveness of these new additions to the market.

Commercial Market Overview: We will complete an assessment to determine the level of market support for retail, related uses such as restaurants/entertainment establishments, and office in Bahama Village. The demand for retail and entertainment uses will be primarily driven from three primary sources: local residents, Target Market Area workers, and visitors to the area. In order to determine the level of demand from each segment, we will conduct a supply and demand assessment based upon the following:

- Local population and income trends;
- Visitor trends and expenditure broken down by cruise vs. non-cruise;
- Income profile of population;
- Office employment trends;
- Profile and scale definition of Bahama Village workers; and,
- Expenditure profile by type of good.

As part of our retail demand analysis, we will analyze the demand for retail utilizing the Lambert Advisory Retail Trade Model. The model will indicate total demand and growth in Bahama Village as well as the square feet of retail space (by merchandise category) that can be justified in the area over the next several years.

In addition to the demand assessment, we will collect data on select notable existing retail/entertainment and office projects/space to develop information to the extent relevant and available:

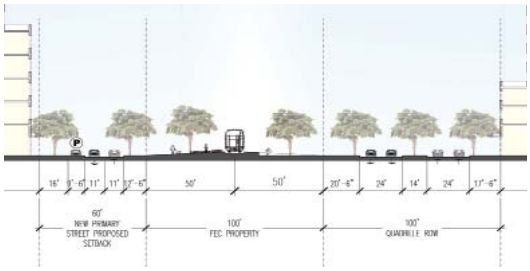
- Year built (as relevant);
- Size of center, district, or building;
- Mix of stores or office tenants;
- Size of anchor stores and office tenants, if any;
- Occupancy rate;
- Rental rates per square foot; and,
- Sales per square foot for retail.

Hotel Overview: In addition to the commercial market overview, we will summarize market supply and demand characteristics as they relate to the potential for hotel development, including utilization of event/meeting space and complimentary uses. We propose to summarize such characteristics as:

- type/size of hotel product opportunity (i.e. select service, full service)
- origin of market demand;
- seasonality;
- average length of stay;
- required accommodations, amenities and services;
- average daily rate (ADR) and occupancy trends;
- pricing premium and criteria; and
- price sensitivity.

Estimates of Demand by Use and Potential Redevelopment Opportunities: Based upon our assessment of the residential, retail/entertainment, office, and hotel markets as set forth above, we will prepare estimates of demand by use over a 5 and 10 year time period.

Once we have established estimates of demand, along with the assessment of current and prospective market conditions, we will identify the real estate investment opportunities from a market perspective which could be realized within the Bahama Village broadly and the Truman Waterfront parcel specifically. Importantly, the economic and market analysis can help guide the investment and redevelopment process by identifying the market demand for for-sale and rental housing, office, and retail/entertainment while at the same time highlight the economic and/or financial challenges associated with developing these uses. This will enable the City and CRA to develop strategies through the vision and capital plan based upon a strong market understanding and foundation to effectively promote investment and redevelopment within Bahama Village.

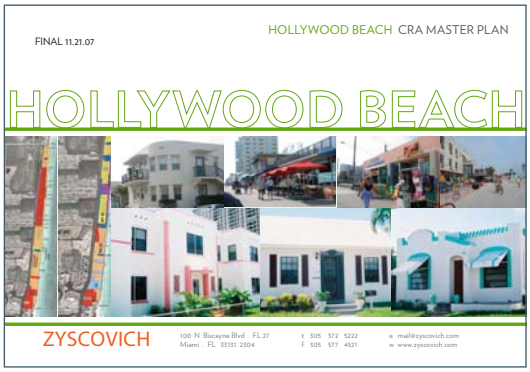


West Palm Beach Zoning Diagram Illustrating Additional Height & FAR for Increased Setback

TASK 3.3: CAPITAL PROJECTS AND PROGRAMS PRIORITIES LIST AND IMPLEMENTATION PLAN

In Task 3.3, and partially based upon the findings of Task 3.2 above, we will develop a very specific capital projects program priorities list within a matrix which includes the following information:

- Project name and description;
- Tranche projects into Critical, Mid-Term, and Long Term categories based upon their level of importance to the redevelopment of the area;
- Project/program estimated preliminary cost; and,
- Potential funding source(s).

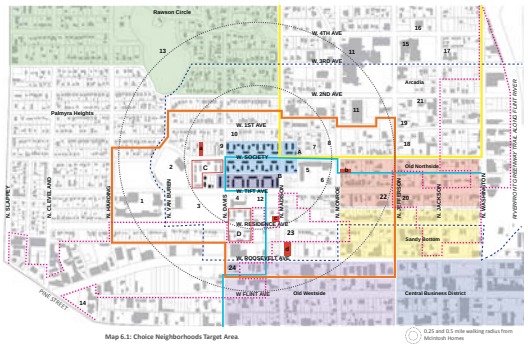


The capital and program priority matrix is probably the most important output of the entire process and while the matrix needs to be weighted based upon the viability, relative impact, and importance of certain investments, it cannot be developed by the planning team alone. The priority matrix and the organization and prioritization of projects on the matrix must have full community buy in. This is the only way that the matrix becomes a living document which the community can and will organize around to insure that the investments on the matrix occur in a reasonable time frame.

Based upon the priorities matrix, we will develop an implementation plan and budget which ties a projection of sources of funding including CRA funding and other funding sources to uses over a 25 year term. While a 25 year budget is helpful for long term planning purposes, we strongly recommend that the CRA institute a process of a formal revisiting of the budget every 5 years given that markets and funding sources/availability, particularly at the State and Federal levels, can change dramatically over a 5 year period. For the first 5 years of the budget in particular we will make specific recommendations of non-CRA funding sources that should be able to be leveraged in the near term.

TASK 4: VISIONING, GUIDING PRINCIPLES AND RECOMMENDATIONS

Based on the outcome of the initial Community Workshops, we will further define the vision, goals, guiding principles and objectives of the CRA Vision Plan and begin refining the assessment of properties from both urban design and economic perspectives. Our approach to urban design and land use is to evaluate how the built form can address community needs, shape and improve the aesthetic quality of the public realm, and accommodate specific uses which are confirmed by the economic analysis.



Map 6.1: Choice Neighborhoods Target Area.

The main purpose of this task is to evaluate new land use potentials in relation to existing land use distribution within the context of economic development potential, mobility opportunities, sustainable design, and redevelopment needs. In addition, recommendations will reflect the parking and space needs of targeted uses identified by the economic study and the community goals and objectives. These observations will coalesce into a CRA Vision and Capital Projects Work Plan with targeted urban design strategies and redevelopment recommendations. More specifically we will:

- Identify private, public and public/private opportunities;
- Identify relationships to other proposed vision and urban planning objectives;
- Identify uses and feasibilities;
- Prioritize development objectives;
- Evaluate redevelopment opportunities for vacant and/or underutilized land; and
- Create appropriate illustrations of preliminary design plan and concepts.

Major tasks will include the following:

- Refining the preliminary vision, goals and guiding principles to describe the overall intent of the BVCRSA Visioning and Capital Plan and to reflect the findings from the existing conditions analysis. They will address issues relating to enhancing Bahama Village's sense of place to create more distinctive and livable areas with viable commercial and redevelopment opportunities. This will form the basis of the BVCRSA Visioning and Capital Plan.
- Targeted urban design strategies, development program alternatives, and redevelopment recommendations focusing on the ideal growth and build-out scenario(s), both in terms of uses and open space, based on the economic review. This will include an analysis of the regulatory framework and suggest potential modifications to support the CRA Vision Plan recommendations.

- Testing urban design strategies for targeted areas as they relate to scale, height, density and use, and general guideline recommendations for new development in terms of its impact on the public realm. All recommendations will be tested for applicability and consistency with the existing blocks and parcels.

Deliverable: *Draft vision, goals, guiding principles and objectives of the BVCRSA Visioning and Capital Plan as well as ideal development build-out scenario, redevelopment recommendations and design strategies; Community Workshop 3 presentation summarizing the draft BVCRSA Visioning Plan including relevant graphics, diagrams, plans, and sketches (2D & 3D).*

TASK 5: DRAFT VISIONING AND CAPITAL PROJECTS WORK PLAN

Based on the work developed under Tasks 3 and 4, we will provide an outline of the Visioning Plan Strategies and Capital Plan Program Recommendations including major policy considerations. Major tasks will include the following:

- Development of priorities and program alternatives for the CRA which address steps for implementing planning initiatives as a continuation of previous economic and urban design tasks. These will include a list of capital projects and policy considerations for the next twenty five years. (See also Task 3.3 above).
- Specific urban design projects and strategies for implementation.
- Draft presentation of economic development and capital plan program development, policy, funding and implementation recommendations through 2040.
- An implementation and funding plan with particular focus on economically viable alternatives for the remaining 3.2 acres of the Truman Waterfront parcel.

NEIGHBORHOODS REBUILDING PLAN
ST BERNARD AREA IMPLEMENTATION PRIORITY MATRIX

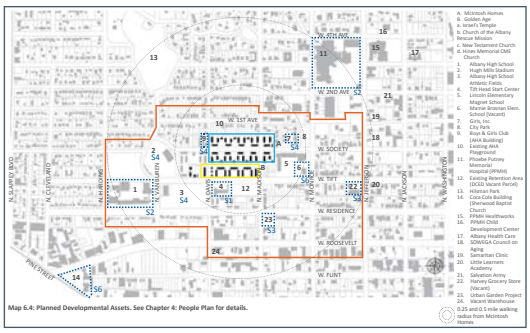
	CRITICAL (1) NEEDED (2) DESIRED (3)	FEMA	CDBG/LRA	LDOT	PRIVATE FOUNDATIONS	OTHER GOVERNMENT & NGOS	CAPITAL FUNDING NEEDGAP
Early Action Plan							
Capital Projects							
Streets / sidewalks / street lighting / storm drainage - repair / reconstruct	1	•	•				$15,600,000
Landscape rehab / replacement - ROW & neutral grounds	1		•				$600,000
Re-open Methodist Elderly Care facility – improve open plaza on St. Bernard Ave.	1		•		•	•	TBD
Subtotal: Capital Projects							**$16,200,000**
Mid Term Plan							
Capital Projects							
Add marked bicycle lanes on key roadways where space permits	2		•			•	$30,000
Install I-610 Acoustical buffering	2		•	•			$2,000,000
Rehabilitate Union Baptist Theological Seminary or new use for property	2		•		•		TBD
Subtotal: Capital Projects							**$2,030,000**
Housing Initiatives and Other Policies							
Reinforce small scale commercial across from St. Bernard housing development	2						
Long Term Plan							
Capital Projects							
Subtotal: Capital Projects							

New Orleans Neighborhoods Rebuilding Plan Treme 6th Ward / Lafitte Implementation Priority Matrix

Deliverables: *Major policy recommendations to implement the ideal development build-out scenario(s); List of recommended capital projects and planning priorities. This will include both public and private development opportunities to reflect a comprehensive approach to the CRA's redevelopment. Community Workshop 4 presentation summarizing the final draft of the CRA Vision and Capital Plan strategies and program development.*

TASK 6: FINAL DELIVERABLES AND PRESENTATIONS

This final task will present the study findings and synthesis of the team's technical analysis, recommendations and task deliverables based on stakeholder and community input and City and BVRAC guidance and will include narrative and graphic representation of economic and urban strategies. The preparation of the final draft report shall include the deliverables outlined under Tasks 1 through 5 above and the following:

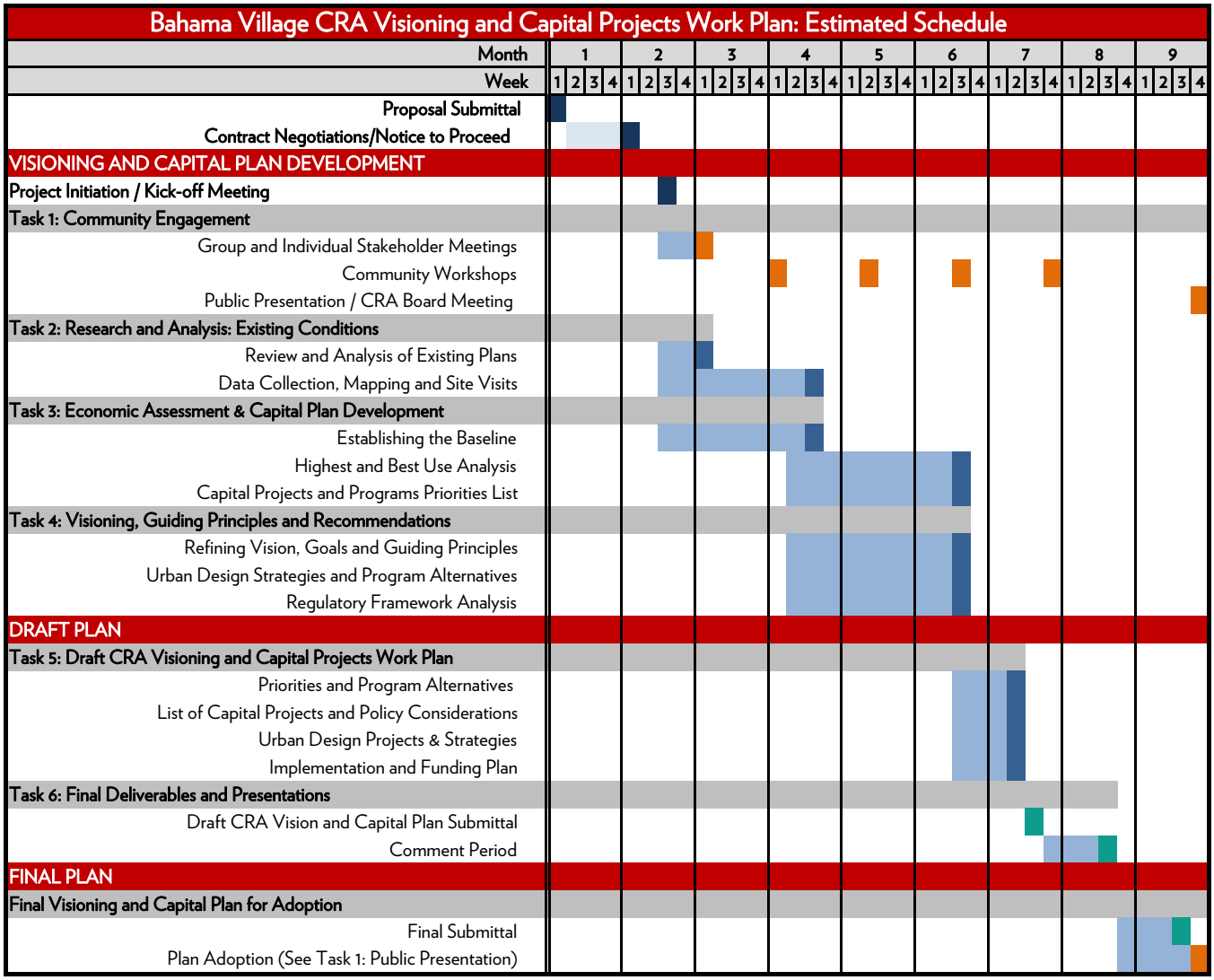


Map 6.4: Planned Developmental Assets. See Chapter 4: People Plan for details.

- Description of the relationship between Capital Work Plan and other local plans.
- A revision and update schedule for the Capital Work Plan.
- Maps indicating properties to be served.
- Performance Criteria: a monitoring program to track performance measures using specific criteria.
- Recommendations for incorporating relevant new information and methodologies into the CRA Plan.
- Presentation of Findings: Findings presented to BVRAC and CRA with relevant recommendations to be included on the final draft report.

Deliverables: *Draft BVCRSA Vision and Capital Plan; Final BVCRSA Vision and Capital Plan; Final Public Presentation to the CRA Board for adoption.*

ESTIMATED PROJECT TIMELINE



6 COST PROPOSAL

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COST PROPOSAL

Bahama Village CRA Visioning and Capital Projects Work Plan: Cost		
	TASK	FEES BY TASK
VISIONING AND CAPITAL PLAN DEVELOPMENT		
Task 1: Community Engagement	1	$ 16,640.00
Group and Individual Stakeholder Meetings		
Community Workshops		
Public Presentation / CRA Board Meeting		
Task 2: Research and Analysis: Existing Conditions	2	$ 9,360.00
Review and Analysis of Existing Plans		
Data Collection, Mapping and Site Visits		
Task 3: Economic Assessment & Capital Plan Development	3	$ 57,200.00
Establishing the Baseline		
Highest and Best Use Analysis		
Capital Projects and Programs Priorities List		
Task 4: Visioning, Guiding Principles and Recommendations	4	$ 24,960.00
Refining Vision, Goals and Guiding Principles		
Urban Design Strategies and Program Alternatives		
Regulatory Framework Analysis		
DRAFT PLAN		
Task 5: Draft CRA Visioning and Capital Projects Work Plan	5	$ 22,880.00
Priorities and Program Alternatives		
List of Capital Projects and Policy Considerations		
Urban Design Projects & Strategies		
Implementation and Funding Plan		
Task 6: Final Deliverables and Presentations	6	$ 12,480.00
Draft CRA Vision and Capital Plan Submittal		
Comment Period		
FINAL PLAN		
Final Visioning and Capital Plan for Adoption		$ 6,240.00
Final Submittal		
Plan Adoption (See Task 1: Public Presentation)		

SUB TOTAL LABOR =	$	149,760.00
Estimated Reimbursables (Travel & Direct Expenses at 4%) =	*$*	*5,990.40*
TOTAL FEES =	$	155,750.40

7 PERSONNEL

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ARCHITECTS
WE MAKE **PEOPLE PLACES**

PERSONNEL

Zyscovich is a large planning and architecture firm, employing over 90 professionals with vast experience and technical expertise. The planners, urban designers and architects proposed for this project have extensive experience in visioning, urban design, master plan updates, land use, redevelopment improvements, economic development and rehabilitation, contemporary planning codes, and capital project planning, prioritization and implementation, as well as regulating plans for multi-modal transportation and storm water infrastructure for municipalities throughout the country. This team has worked together on a number of similar projects, the majority of which have been implemented. Their expertise includes community workshops, education and engagement and presenting reports and information to elected officials, stakeholders and the community.

Midtown Miami: Existing Conditions, Implementation (2007) & Proposed Build-out

Our vast experience in both private and public sector planning and the importance of market feasibility help to ensure that our plans can be realized. For over 37 years, our firm has developed creative solutions to stimulate and implement high quality redevelopment while protecting neighborhoods. We have been recognized for this level of dedication and expertise in planning by the American Planning Association and the American Institute of Architects and will bring this energy to the City of Key West and the Bahama Village CRSA. The staff assigned will be with the project from its inception through its successful completion. Additional staff can and will be assigned as necessary to meet the budget, schedule and objectives of the project. The following pages contain resumes for our key personnel as follows:

BERNARD ZYSCOVICH, FAIA, Principal-in-Charge, will have overall responsibility and accountability for the performance of the entire Zyscovich team, including sub-consultants. He will ensure that the team is staffed correctly and adequately.

SURIA YAFFAR, ASSOC. AIA, LEED AP, Principal and Director of Design, will help lead the urban design effort to successfully achieve the vision and design requirements.

GRACE PERDOMO, ASSOC. AIA, Project Manager and Sr. Urban Designer, will be responsible for the management of the project and the day-to-day communication between all team members. She will work closely with City staff, the Bahama Village Redevelopment Advisory Committee (BVRAC), and assigned staff to create the Visioning Master Plan and Capital Work Plan.

TRENTON BAUGHN, RA, AICP, LEED AP, Director of Urban Design, will work closely with the Project Manager to provide planning services involving visioning, redevelopment, design guideline/code development, community engagement and zoning analysis.

THORN GRAFTON, AIA , LEED AP, Historic Preservation Architect and Director of Sustainable Initiatives, will bring his knowledge and expertise in the areas of historic preservation and sustainable design to the project.

ANA BENATUIL, ASSOC. AIA, LEED AP BD+C, Jr. Urban Designer and Graphics Specialist, will serve as support staff and will create graphic diagrams.

LAMBERT ADVISORY GROUP, LLC, an economic development firm specializing in creative solutions to redevelopment, will provide an economic assessment of the area, as well as a capital plan prioritization, implementation and funding plan. They will also identify business, retail, office and housing development potential, strategies for attracting and securing developers, and standards to promote investment. The firm has provided economic development services to over 30 local, national and international public and private entities, many of which were completed in conjunction with Zyscovich.

BERNARD ZYSCOVICH, FAIA

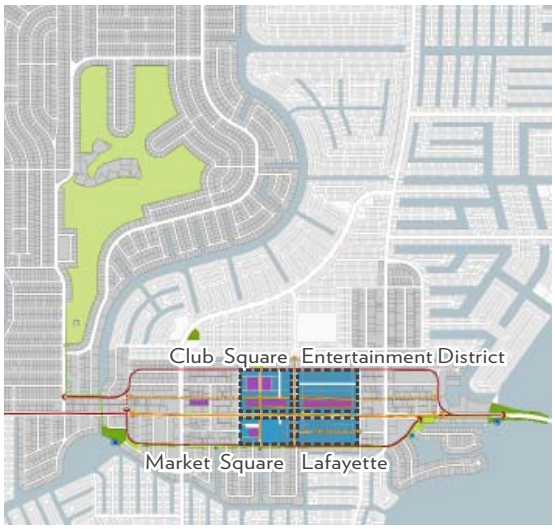
Principal-in-Charge

Bernard Zyscovich is the founder of Zyscovich Architects and serves as its Managing Principal. With over 40 years experience, he has led creative teams on a wide range of projects from the urban planning of major U.S. cities to the architectural design of high-rise residential, mixed-use, retail, and commercial buildings. As the visionary on many high-profile projects, Bernard draws upon his extensive work with multiple stakeholders and broad-based public input to create implementable redevelopment plans that are embraced by the community, stakeholders, developers and elected officials.

Bernard brings to each of the firm's projects an instinctive understanding of architectural context and the connection to the surrounding environment as a result of his years analyzing the massing, forms and features of the urban fabric. This holistic approach allows our projects to enjoy a continuity with the essential aspects of the environment while establishing a new, integrated expression of that uniqueness of the place.

RELEVANT PROJECTS INCLUDE:

- Peary Court, Key West Master Plan & Architecture
- Higgs Beach Master Plan
- Cocoa Beach CRA Downtown Vision and Zoning
- Cape Coral CRA Visioning and Zoning Master Plan
- Hollywood Beach CRA Vision and Zoning Master Plan
- 17th Street/Convention Center District Redevelopment Plan & Update
- Downtown West Palm Beach Zoning and Master Plan Update
- Lafayette Parish Comprehensive Plan
- Downtown Hollywood (Young Circle) CRA Master Plan Update
- Southside Boulevard Corridor Visioning Study
- Midtown Miami Master Plan and Zoning
- City of Miami Omni Area Community Redevelopment Plan
- 16th Street Miami Beach Convention Center District Redevelopment Plan
- Downtown Hollywood CRA Master Plan
- Bayfront Park Capital Improvements Plan
- Miami DDA Downtown Master Plan
- City of Coconut Creek Mainstreet Vision and Master Plan
- City of Jacksonville Vision Plan and Future Land Use Element



Cape Coral CRA Visioning and Zoning Master Plan

EDUCATION

Bachelor of Architecture
Pratt Institute 1971

Special Study in Urban Design
Universita' Di Architettura
Venice, Italy 1969

REGISTRATIONS

Registered Architect in:
Florida #AR0007410

New York #030993-1

New Jersey #21AI01705600

Pennsylvania #RA403495

North Carolina #11384

Georgia #RA012504

Tennessee #103991

Illinois #1.018009

NCARB Certification #26130

PROFESSIONAL AFFILIATIONS

Fellow of the American Institute of Architects (FAIA)

Member of the American Planning Association (APA)

PUBLICATIONS/ SPEAKING ENGAGEMENTS

Getting *Real* About Urbanism, Urban Land Institute, October 2008

Numerous Publications in National Journals including *Architectural Digest, Interior Design and Architecture, Urban Land Magazine* and *Multifamily Housing*

ULI YLG Author Series: A Conversation with Bernard Zyscovich about Real Urbanism, New York, NY

Meeting of the Minds, A Sustainable Cities Leadership Summit: Planning and Keeping Personality in Place, New York, NY

American Institute of Architects' Large Firm Roundtable, Real Urbanism®, Philadelphia, PA

Universita Frederico Segundo, Theories of Design and Urbanism, Naples, Italy

Pillars of the Industry National Assn. of Home Builders, Multifamily Housing Design

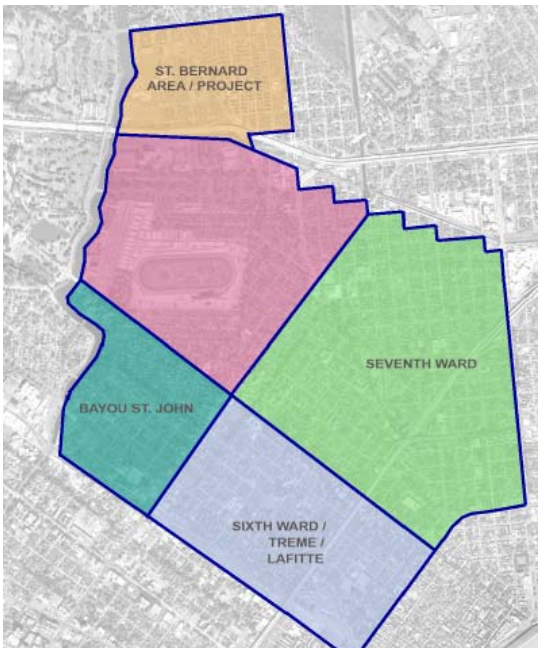
SURIA YAFFAR, ASSOC. AIA, LEED AP

Principal; Director of Design

Suria Yaffar is a firm principal and the Director of Design. Suria has worked on a variety of planning, urban design and architectural projects for public and private clients throughout the United States. She is experienced in all phases of the planning process including community outreach, consensus building, strategic planning and urban design, as well as all phases of land development. Suria collaborates with Bernard Zyscovich on the firm's most significant commissions. Suria has served on regional ULI Advisory boards and conducted university lectures on master planning and architecture and her work has been published in the ACSA Journal.

RELEVANT PROJECTS INCLUDE:

- Peary Court, Key West Master Plan & Architecture
- Higgs Beach Master Plan
- Cocoa Beach CRA Downtown Vision and Zoning
- Cape Coral CRA Visioning and Zoning Master Plan
- Hollywood Beach CRA Vision and Zoning Master Plan
- 17th Street/Convention Center District Redevelopment Plan & Update
- Downtown West Palm Beach Zoning and Master Plan Update
- Lafayette Parish Comprehensive Plan
- Downtown Hollywood (Young Circle) CRA Master Plan Update
- Southside Boulevard Corridor Visioning Study
- Midtown Miami Master Plan and Zoning
- City of Miami Omni Area Community Redevelopment Plan
- Downtown Hollywood CRA Master Plan
- Bayfront Park Capital Improvements Plan
- Miami DDA Downtown Master Plan
- City of Coconut Creek Mainstreet Vision and Master Plan
- City of Jacksonville Vision Plan and Future Land Use Element
- New Orleans (Post Katrina) Neighborhood Redevelopment Plans
- Tampa Innovation Alliance Master Plan



New Orleans (Post Katrina) Neighborhood Redevelopment Plans: Neighborhood Aerial

Proposed Views of Infill Housing

EDUCATION

Master of Architecture
Princeton University 1990

Bachelor of Architecture
University of Miami 1987

REGISTRATIONS

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

Associate Member of the American Institute of Architects

PUBLICATIONS/ SPEAKING ENGAGEMENTS

Published in the *ACSA Journal*

Lecturer on the Faculty of Architecture at the University of Miami and Florida International University

Lectures Nationally on Issues of Architecture and Urban Planning

"Capacity-based Regulation vs. Form-based Regulation: A New Vision for West Palm Beach" at the 2008 Annual Conference of the American Association of Urban Planning

"Lessons Learned in Hollywood Beach" at the 2006 Annual Conference of the American Association of Urban Planning

Technical Assistance Program of the Council of the Southern District of Florida and the Caribbean Institute of Territorial Development

"*Real* Urbanism" Keynote of the 2008 Symposium "Revisiting the Redevelopment Plan," Public Investment Center of Florida Atlantic University

AWARDS

Urban Designer of the Year 2008, American Institute of Architects, Miami Chapter

GRACE PERDOMO, ASSOC. AIA

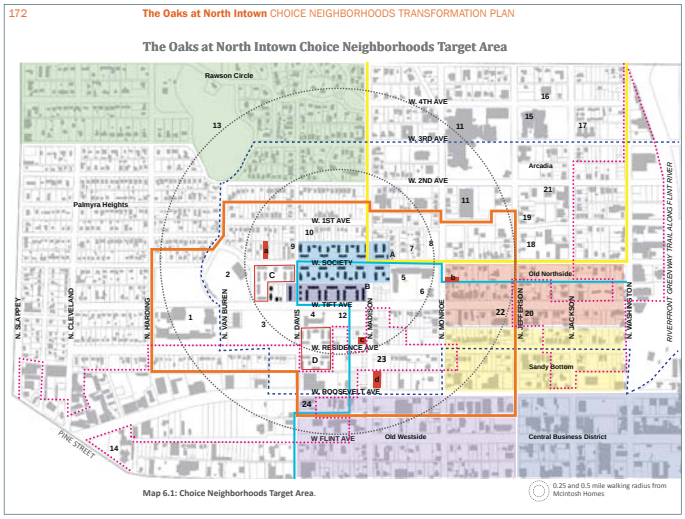
Project Manager & Senior Urban Designer

Grace Perdomo is an architectural and urban designer with more than 15 years of extensive mixed-use, urban redevelopment, master planning and grant writing experience. As Senior Urban Designer at Zyscovich Architects, Grace is committed to sustainable urbanism and has overseen a diverse group of projects centered on downtown and historic neighborhoods with a focus on community revitalization and mixed-use infill development. She has assisted numerous public and private sector clients in the design and implementation of sustainable policies, practices, plans and design guidelines that improve and integrate density, multi-modal transportation, preservation, land use and development to create livable, walkable and diverse communities.

Working collaboratively in focused multidisciplinary teams and at varying scales—regional, community, downtown urban district and site-specific—Grace's expertise in visioning, integrated planning and urban design has created feasible, desirable and sustainable change in numerous communities across the country. Skilled in translating the principles of new urbanism into pragmatic planning and design solutions for developments in both the public and private sectors, Grace's use of innovative participatory processes and design tools engage public participants as active decision-makers in visioning, planning and community building. Her strengths include grant writing, planning and urban design, community facilitation and consensus—building with a commitment to shaping the future of our communities through good urbanism.

RELEVANT PROJECTS INCLUDE:

- Lafayette Parish Downtown Plan Framework and Model Nodal Development Plan
- New Orleans (Post Katrina) Neighborhood Redevelopment Plans
- Creative Village Strategic Planning and Funding Feasibility, Downtown Orlando, FL*
- Downtown Albany GA: The Oaks at North Intown Master Plan*
- South Columbus GA: Arbor Point Neighborhood Revitalization Plan *
- Central Columbus GA: Ashley Station Neighborhood Revitalization Plan *
- Downtown Columbus, GA: Booker T. Washington / Historic District Revitalization Plan *
- Downtown Phenix City AL: Riverfront Master Plan*
- Council Courts Revitalization Strategy Analysis, Tuscaloosa AL*



The Oaks at North Intown Master Plan, Downtown Albany, GA

EDUCATION

Master of Architecture in Urban Design
University of Miami, 1991

Bachelor of Architecture
Universidad Nacional Pedro Henriquez Urena, Santo Domingo, Dominican Republic, 1987

Associate in Arts
Miami Dade Community College, 1981

PROFESSIONAL AFFILIATIONS

Associate Member of the American Institute of Architects (AIA) and Congress for New Urbanism

FIU Landscape Architecture Advisory Board.

Coral Gables Chamber of Commerce - SEE Green Committee member

Adjunct Professor, University of Miami's Urban Design and Architecture Studios

**Independent Experience*

GRACE PERDOMO, ASSOC. AIA

Project Manager & Senior Urban Designer

LIST OF GRANT APPLICATIONS SUCCESSFULLY AWARDED

Since 1999, Grace Perdomo has assisted PHAs and Cities across the country with preparation of Federal and State Grant Applications with a high success rate as reflected in the chart below. Over the past 15 years, these grant applications have been awarded over $415 million in federal grant funds and represent over $2.1 billion dollars of current and/or proposed investments in cities across the U.S.

NOFA YEAR	PHA - CITY	COMMUNITY OR GRANT TYPE	FUNDED
1998	Tampa, FL	HUD HOPE VI Grant (Ponce de Leon Homes)	YES*
1999	Birmingham, AL (1)	HUD HOPE VI Grant (Metropolitan Gardens)	YES*
2000	Chattanooga, TN(1)	HUD HOPE VI Grant (McCallie Homes)	YES*
2001	Chicago, IL	HUD HOPE VI Grant (Robert Taylor Homes)	YES*
2002	Columbus, GA(1)	HUD HOPE VI Grant (Peabody Apartments)	YES*
2003	Birmingham, AL(1)	HUD HOPE VI Grant (Tuxedo Court)	YES
2007/2008	Chicago, IL	HUD HOPE VI Grant (Stateway Gardens - Phase 2)	YES
2009	Newark, NJ	HUD 2009 NSP1 (2)	Five applications submitted, Baxter awarded first round NSP1 funding
2009	Chicago, IL	HUD CFRC 2009 Category 1, 3 and 4 (ARRA Funding)	Submitted to HUD for approval
2009	Chicago, IL	CFRC 2009 Category 2 (ARRA Funding)	YES - CFRC Category 2: Public Housing Transformation HUD Grant Award for $9.99 M
2009	Chicago, IL	CFRC 2009 Category 4 (ARRA Funding)	YES - CFRC Category 4: Energy Efficiency/ Moderate Rehab HUD Grant Award for $18.31 M
2009	Chicago, IL	HUD CFRC 2009 Category 4 (ARRA Funding) (2)	YES - CFRC Category 4: Energy Efficiency/ Moderate Rehab HUD Grant Award for $7.34 M
2009	Chicago, IL	HUD Neighborhood Stabilization Program 2 (ARRA Funding) (2)	YES - Awarded 01/14/2010: $98.1 M
2009	Montgomery, AL	HUD Neighborhood Stabilization Program 2 (ARRA Funding)	Submitted to HUD for approval
2009	Columbus, GA	HUD CFRC 2009 Category 4 (ARRA Funding)	Submitted to HUD for approval
2009	Tampa, FL	HUD NSP2 - Neighborhood Stabilization Program 2 (ARRA Funding) (3)	YES - HUD Award January 2010: $38.0 M
2009	Charlotte, NC	HUD 2009 HOPE VI Grant (2) (Boulevard Homes)	YES - HUD Award March 2010: $20.9 M Highest Scoring 2010 HOPE VI Grant Application
2009	Montgomery, AL	HUD 2009 HOPE VI Grant (Tulane Court)	Submitted to HUD November 17, 2009
2009	Houston, TX	HUD 2009 HOPE VI Grant (Kelly Village)	Submitted to HUD November 17, 2009
2010	Orlando, FL	USDOT FY2010 TIGER II Capital Grant (3)	YES - USDOT Award October 2010: $10.0 M
2010	Birmingham, AL	HUD 2010 HOPE VI Grant (Loveman Village)	Submitted to HUD November 17, 2010
2010	Albany, GA	HUD FY2010 Choice Neighborhoods Initiative Planning Grant (2)	YES - HUD CNI Planning Grant Award March 2011: $250K Planning Grant Highest Scoring Grant Application. Only 17 apps awarded out of 119 submittals to HUD
2012	Tampa, FL	FY2012 Choice Neighborhoods Implementation Grant (3)	YES - HUD Award December 2012: $30.0 M

(*) While with Wallace Roberts & Todd (WRT); (1) W+P also serves the PHA as part of The Boulevard Group Program Management Team overseeing HOPE VI program implementation; (2) In collaboration with Boulevard Group, Inc.; (3) In collaboration with Lambert Advisory, LLC

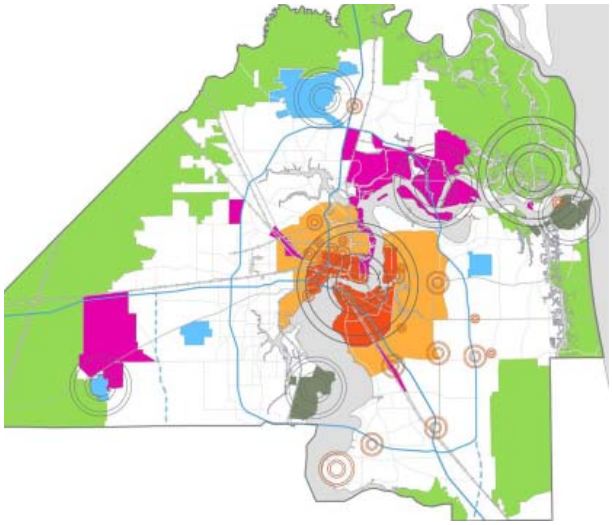
TRENT BAUGHN, RA, AICP, LEED AP

Director of Urban Design

As the Director of Urban Design, Trent Baughn has worked on a variety of urban design, planning and architectural design projects for the public sector. Many of his projects include zoning analysis, code development and writing, and design guidelines, often involving close coordination with economists. He has developed the expertise required to create and maintain close working relationships with governing municipal agencies. Trent authored the first sustainable design code in Florida for the City of Coconut Creek. He also served as senior design manager for the Miami Intermodal Center and Rental Car Facility with a former employer where he established successful working relationships with a variety of public agencies including the Florida Department of Transportation and Miami-Dade Aviation Department. Trent was also a member of the design team for the Downtown Orlando Intermodal Center.

RELEVANT PROJECTS INCLUDE:

- Lafayette Parish Downtown Plan Framework and Model Nodal Development Plan
- Downtown West Palm Beach Zoning and Master Plan Update
- Tampa Innovation Alliance Master Plan
- City of Jacksonville Vision Plan and Future Land Use Element
- City of Jacksonville Southside Boulevard Corridor Visioning Study
- Cape Coral CRA Visioning and Zoning Master Plan
- Cocoa Beach CRA Downtown Vision and Zoning
- Downtown Hollywood CRA Master Plan
- Downtown Hollywood (Young Circle) CRA Master Plan Update
- New Orleans (Post Katrina) Neighborhood Redevelopment Plans
- Hollywood Beach CRA Vision and Zoning Master Plan
- Miami DDA Downtown Master Plan
- Bayfront Park Capital Improvements Plan
- Midtown Miami Master Plan and Zoning
- City of Miami Omni Area Community Redevelopment Plan & Update
- All Aboard Florida Master Planning and Station/TOD Design
- Downtown Fort Lauderdale Mobility Hub Joint Development Initiative
- City of Coconut Creek Mainstreet Vision and Master Plan
- 79th Street Master Plan
- Broward Downtown Campus Master Plan



City of Jacksonville Vision Plan and Future Land Use Element

EDUCATION

Master of Architecture
University of Florida 1996

Bachelor of Science in Architectural Engineering Technology
University of Southern Mississippi 1992

REGISTRATION

Florida Architect #AR 95131

American Institute of Certified Planners #019084

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

Member of the American Planning Association (APA)

Member of the Transportation Aesthetics Review Committee (TARC), a sub-committee of the Miami-Dade County Metropolitan Planning Organization (MPO)

THORN GRAFTON, AIA, LEED AP

Director of Sustainable Initiatives & Historic Preservation Architect

Thorn Grafton directs all historic-related work at Zyscovich, using his personal knowledge and perspective on the unique resources of culture, history, and the environment. A third generation architect, projects with a confluence of history, community, and sustainability have been at the core of his interests and his philosophy. Thorn's introduction to historic preservation came in 1969 when his forefather's architectural firm purchased their offices at the sprawling Douglas Entrance complex, a 1926 masterpiece of Coral Gables developer George Merrick. There he learned preservation tricks such as spreading sheep manure on new clay tile roof tiles and mild acid etching of copper, to accelerate "patina" on building materials. Thorn's courses at the Tulane School of Architecture explored the variety of Louisiana's historic architecture. After graduation, he worked eight intense months as an apprentice to three restoration carpenters restoring two 1880's Victorian houses in New Orleans. He returned his Alma Mater in 2004 to deliver the annual Richard Koch Lecture to the Graduate Preservation Studies Program.

Thorn is a LEED Accredited Professional and founding member of the US Green Building Council South Florida Chapter. He has a wealth of experience as a design professional and has in-depth, specialized training in sustainable and LEED design principles. His project experience ranges from historic preservation, community redevelopment, environmental education and neighborhood planning to sustainable design and construction.

RELEVANT PROJECTS INCLUDE:

- Lafayette Parish Downtown Plan Framework and Model Nodal Development Plan
- Tampa Innovation Alliance Master Plan
- New Orleans (Post Katrina) Neighborhood Redevelopment Plans
- Miami Senior High School Master Plan, Historic Restoration & Additions
- Coconut Grove Library Historic Building ADA Renovations & Addition
- Stranahan House and Museum Coordination of City's Riverwalk Connection*
- Bethel House African American Bahamian Museum Relocation & Rehabilitation*
- Cauley Square Historic District Preservation & Development Master Plan*
- Hurt Building Rehabilitation & Opa Locka Boulevard Historic Master Plan*
- 21st Street Community Center Historic Adaptive Re-use, Miami Beach, FL
- Historic Preservation of the Royal Palm & Shorecrest Hotels, Miami Beach, FL*
- Little Haiti Cultural Center & Caribbean Marketplace
- Miami DDA Downtown Master Plan
- Northwest Gardens Affordable Housing Community Phases II & IV
- Seventh Avenue Transit Village Affordable Housing TOD
- City of Coconut Creek Mainstreet Vision, Master Plan and Design Guidelines
- Cape Coral CRA Visioning and Zoning Master Plan

Lafayette Parish Downtown Plan Framework & Model Nodal Development Plan Districts & Guiding Principles

EDUCATION

Bachelor of Architecture
Tulane University 1976

Master of Architecture
Tulane University 2004

SELECT PROFESSIONAL CONTINUING EDUCATION COURSES:

Engineering for Preservation, National Center for Preservation Training and Technology, Natchitoches, LA

Florida International University: South Florida Native Landscaping

Harvard Graduate School of Design: Sustainable Design with Randall Croxton, FAIA

Rock Mountain Institute: Biomimicry Conference

Southface Energy Institute: Green Trends

Solar PV training at Miami-Dade College and the Florida Solar Energy Center

REGISTRATIONS

Florida Architect #8200

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

Founding Member (and current Board Member) of the US Green Building Council South Florida Chapter

Member of the City of Miami Historic and Environmental Preservation Board

President of the Board of Trustees of the Marjory Stoneman Douglas Biscayne Nature Center on Key Biscayne

Member of Miami-Dade County Shoreline Development Review Committee

**Independent Experience*

ANA BENATUIL, ASSOC. AIA, LEED AP BD+C

Jr. Urban Designer & Graphics Specialist

Ana Benatuil works closely with the firm's principals researching the regional climate, geography, historical precedents, construction methods, market needs, and local vernacular building typologies before embarking on the schematic phase of a project. Throughout the planning and design process she engages civic leaders, historic preservation boards, planning commissions, and community members to ensure that her master plans emphasize the shaping of public spaces, streets and parks. She then produces clear, viable, and definitive architectural design guidelines that ultimately result in a unifying framework in which scaled, proportioned, and well-crafted artistic innovation can occur, ultimately producing places of character and harmony.

Ana skillfully interprets the local vernacular using new building techniques and the latest building technologies. She uses Revit, Illustrator, and Photoshop in the early stages of a project to create presentations for local municipalities. Her work then becomes the basis for a design development package that is then transformed into constructions documents. Her strong technical background enables her to take projects through all phases of the design process including, project coordination, project management, permitting, and construction administration.

RELEVANT PROJECTS INCLUDE:

- Peary Court, Key West Master Plan & Architecture
- Bayside Market Place Master Plan
- Fort Lauderdale Beach Site Plan Review
- Rickenbacker Causeway Park Study
- Northwest Gardens Affordable Housing Community Phase II
- ParkSquare Aventura Master Plan
- Bal Harbour Shops Renovation & Expansion
- Aloft Hotel at ParkSquare Aventura
- 2020 Residential Tower Downtown Miami
- 1100 Biscayne ME by Melia Renovations
- Yacht Haven Clubhouse Building
- Harbour's Edge Master Plan

Peary Court Master Plan, Key West FL

EDUCATION

Master of Architecture
Florida International University
2013

REGISTRATIONS

LEED Accredited Professional
Building Design and
Construction

PROFESSIONAL AFFILIATIONS

Associate Member of
the American Institute of
Architects (AIA)

HONORS & AWARDS

American Institute of
Architects Florida Foundation
for Architecture Scholarship

Florida International University
Provost Award

AIA Henry Adams Certificate
of Merit Award for Academic
Excellence

COMMUNITY INVOLVEMENT

U.S. Department of Energy
2011 Solar Decathlon team

Habitat for Humanity Broward
County

PAUL LAMBERT

Managing Principal, Lambert Advisory

Paul Lambert founded Lambert Advisory in 1995, and his firm has provided corporate, not-for-profit, and governmental clients with a wide range of real estate advisory services since its inception. Prior to starting Lambert Advisory, Lambert was with Arthur Andersen LLP and Goodkin Research Corporation where he was in charge of the firms' South Florida and Latin America real estate economic practice. Mr. Lambert appears before real estate industry groups and on national news programs to speak about the economy and real estate. Specific to the areas of retail, entertainment and tourism related services, some of Mr. Lambert's clients over the past several years have included Samsung Corporation, The Queen Emma Foundation, University of Pennsylvania, Honduras Ministry of Tourism, and the Cities of West Palm Beach, New York and New Orleans.

Mr. Lambert continues to advise a number of cities throughout the United States with regard to their housing and economic development programs and was a contributing author of "Public Housing Asset Management: A Handbook for Local Government" published by the Community Development Training Institute. He also served as a principal consultant to Harvard University's Public Housing Operating Cost Study.

EDUCATION

Master of City Planning
Massachusetts Institute of Technology, 1991

Bachelor of Arts
Miami University of Ohio, 1989

Beaver Fellow at The London School of Economic, Special Study on British Housing Policy

RELEVANT PROJECTS INCLUDE:

- Truman Annex Park Tourism Impact Study, Key West, FL
- City/Port of Key West Economic Impact Analysis – Cruise Port Development
- Trust for Public Land and City of Key West - Key West Redevelopment: Market, Financial, and Business Structure
- Port Miami World Trade Center Miami Economic, Market and Strategic Analysis
- Neighborhood Housing Services of South Florida CRA Target Market Area - Economic Market and Strategic Plan, Miami, FL
- City of Cape Coral South Cape CRA Economic, Market and Strategic Analysis for 2020 Vision Plan
- Downtown Cocoa Beach CRA Vision Plan Economic and Market Analysis, Cocoa Beach, FL
- New Orleans (Post Katrina) Neighborhood Redevelopment Plans
- Downtown Lafayette Strategic Framework Plan
- City-wide Economic Development Strategy, City of Hallandale Beach, FL
- Highest and Best Use Analysis HCA Community Hospital, City of Newport Richey, FL
- Business Improvement District (BID) Initiative, City of Miami, FL
- Community Redevelopment Strategic Plans for Drew Park CRA & East Tampa CRA, Tampa, FL
- Urban Core Housing Plan/Downtown Workforce Housing Strategy, Jacksonville, FL
- Economic Development Strategy, Pompano Beach, FL
- Economic, Market and Funding Analysis for Pensacola Beach Master Plan

Port Miami World Trade Center Miami Economic, Market and Strategic Analysis

ERIC LIFF

Principal, Lambert Advisory

Eric Liff has over 20 years of experience providing advisory services to government agencies, financial institutions, and corporations both domestically and internationally. Prior to joining Lambert Advisory as a Principal in 1999, Mr. Liff was responsible for acquisition and development activity at WorldStar Resorts, an entity of Starwood Capital. His primary responsibilities included corporate and/or asset identification, deal structuring, due diligence and strategic positioning.

Before joining WorldStar, Mr. Liff provided real estate advisory services for two Big 5 accounting firms, servicing some of the largest real estate and hospitality firms and investment banks in the United States and Caribbean. As a Manager in the Real Estate Consulting Group of KPMG Peat Marwick and a Senior Consultant with the Real Estate Consulting Group of Arthur Andersen LLP, Mr. Liff was actively involved in acquisition, disposition, and underwriting engagements for firms such as CS First Boston, Morgan Stanley, Prudential, and Heller Financial. Additionally, Mr. Liff has managed a number of major workout transactions and litigation related support engagements.

RELEVANT PROJECTS INCLUDE:

- Truman Annex Park Tourism Impact Study, Key West, FL
- City/Port of Key West Economic Impact Analysis – Cruise Port Development
- Trust for Public Land and City of Key West - Key West Redevelopment: Market, Financial, and Business Structure
- Port Miami World Trade Center Miami Economic, Market and Strategic Analysis
- Neighborhood Housing Services of South Florida CRA Target Market Area - Economic Market and Strategic Plan, Miami, FL
- City of Cape Coral South Cape CRA Economic, Market and Strategic Analysis for 2020 Vision Plan
- Downtown Cocoa Beach CRA Vision Plan Economic and Market Analysis, Cocoa Beach, FL
- New Orleans (Post Katrina) Neighborhood Redevelopment Plans
- Downtown Lafayette Strategic Framework Plan
- City-wide Economic Development Strategy, City of Hallandale Beach, FL
- Highest and Best Use Analysis HCA Community Hospital, City of Newport Richey, FL
- Business Improvement District (BID) Initiative, City of Miami, FL
- Community Redevelopment Strategic Plans for Drew Park CRA & East Tampa CRA, Tampa, FL

South Cape Vision Plan: Commercial Use, Cape Coral, FL

EDUCATION

Bachelor of Science
Real Estate Management & Development
University of Southern California, 1990

PROFESSIONAL AFFILIATIONS

Member, Urban Land Institute (ULI)

American Resort Development Association (ARDA)

DORIEN ROWE

Senior Advisor, Lambert Advisory

Dorien Rowe joined Lambert Advisory as a GIS Specialist and Market Research Analyst in 2012. He has worked on numerous projects since joining the firm, where he has employed his knowledge of GIS software to analyze demographic data along with commercial and real estate properties. Dorien has been and is and instrumental part of Lambert's field research effort both in the field and secondary sources of data.

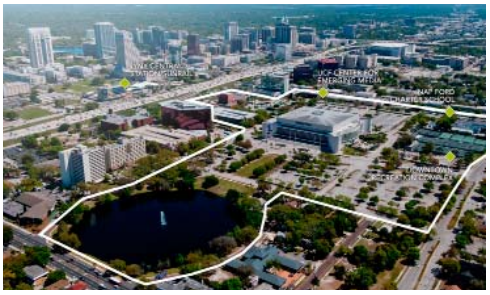
RELEVANT PROJECTS INCLUDE:

- Creative Village Strategic Planning and Funding Feasibility, Downtown Orlando, FL
- City of Orlando East Colonial Drive Corridor and Orlando Executive Airport Non-Aviation Redevelopment Strategy
- Tampa Innovation Alliance Master Plan
- Downtown Lafayette Strategic Framework Plan
- Downtown Cocoa Beach CRA Vision Plan Economic and Market Analysis, Cocoa Beach, FL
- Downtown Fort Lauderdale Master Plan
- Miami Design District Association BID Plan
- Port Miami World Trade Center Miami Economic, Market and Strategic Analysis
- City of Cape Coral South Cape CRA Economic, Market and Strategic Analysis for 2020 Vision Plan
- Brickell Citi Centre
- Downtown Fort Lauderdale Mobility Hub Joint Development Initiative Economic/ Market Analysis and Developer Negotiations
- Broward Boulevard Gateway
- City of Tamarac, FL Economic Advisory Services

EDUCATION

Bachelor of Arts, Geography
Florida International University, 2011

Proposed Development Build-out



Current Development Implementation

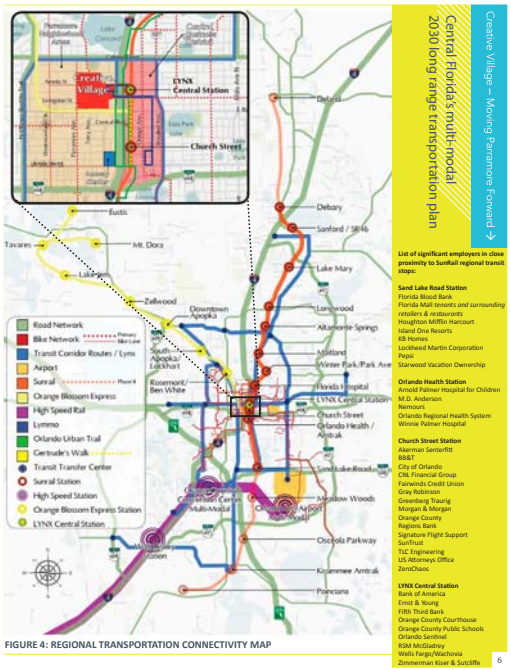


FIGURE 4: REGIONAL TRANSPORTATION CONNECTIVITY MAP

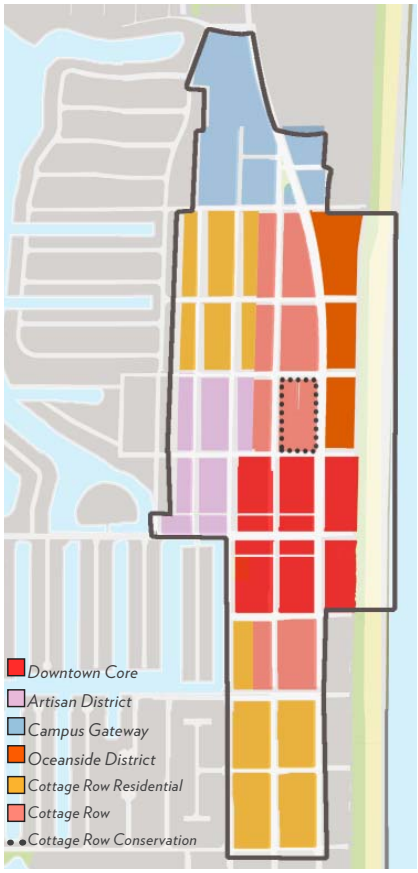
Creative Village Strategic Planning and Funding Feasibility, Downtown Orlando, FL

8 QUALIFICATIONS

ZYSCOVICH
ARCHITECTS
WE MAKE **PEOPLE PLACES**

QUALIFICATIONS

Zyscovich Architects is a 90+-person integrated Urban Design, Architecture and Interior Design firm headquartered in Miami with additional offices in Orlando, West Palm Beach, New York City, and Bogotá. The firm has garnered a reputation for its significant urban planning and design work and for the creative solutions it brings to complex redevelopment master plans and urban design projects for Community Redevelopment Agencies (CRAs). Over the past 37 years, the firm has produced numerous master plans and urban design regulations that successfully integrate visioning and design concepts with the needs of the local economy and the desires of the community. We have provided these services to both the public and private sectors—locally, nationally and internationally.



City of Cocoa Beach
Proposed Downtown Districts

As a firm that has produced varied scales of urban designs, visions and master plans in diverse cities throughout the country, Zyscovich brings a wealth of knowledge on transportation and pedestrian circulation, economic analysis, zoning codes and public participation to the Bahama Village Community Redevelopment Area Visioning and Capital Projects Work Plan project, as well as on current effective processes and creative tools that can shape the public realm through carefully crafted guidelines. Our team has a solid understanding of how to effectively integrate multiple districts, agencies, institutions and priorities into a coherent vision. This experience, combined with our team's intimate knowledge of Key West gained through projects such as the Peary Court Master Plan and Architectural Design project and the Higgs Beach Master Plan, will allow us to expeditiously complete the proposed work. Additionally, one of our primary services is zoning evaluation and code writing. We also specialize in redevelopment and are highly skilled at translating a client's vision into a regulatory framework. This often includes design standards which explore more specific language and imagery related to building image, design and character. We have developed codes and zoning recommendations for more than 25 municipalities and agencies. We recently completed a zoning overlay and design standards for Downtown Cocoa Beach in coordination with their redevelopment plan. We provided similar services for the entire Downtown West Palm Beach, as well as for Cape Coral, Florida and Downtown Hollywood. All three were developed in coordination with a vision and master planning process which preceded the zoning rewrite.

COMMUNITY ENGAGEMENT AND WORKING WITH MULTIPLE STAKEHOLDERS

The Zyscovich Team's approach is to facilitate the process from a project's conception through its successful completion.

City of West Palm Beach Downtown Zoning and Master Plan Update Advisory Board Meeting

We begin our comprehensive approach to the scope of services by partnering with the client, consultants, and community to develop solutions that will be thoroughly integrated with their vision. Our team is highly experienced in establishing productive and successful relationships with City staff, lay committees and other key stakeholders. This ability to cultivate effective relationships has led to the successful completion and, more importantly, implementation of numerous high-quality vision and redevelopment plans. We have specific and extensive experience working with city officials and key stakeholders to develop clear Visions and implementable Master Plans for CRAs. By collaborating with City and CRA staff, and forming a true partnership, we are able to identify the most important issues and to develop realistic and feasible solutions to those issues.

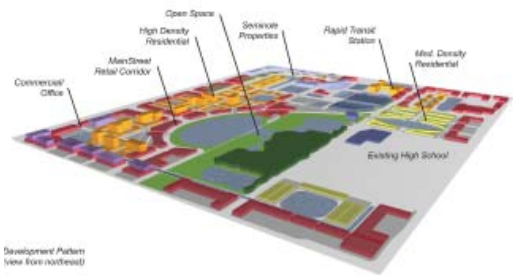
The Zyscovich Team's proposed Project Manager and key personnel are all extremely proficient at making clear and effective public presentations and facilitating public meetings. We have successfully implemented numerous public outreach and educational campaigns related to redevelopment efforts. As part of our master planning and visioning efforts we favor building consensus by presenting ideas which motivate the community to embrace a comprehensive vision. We have successfully conducted thousands of stakeholder meetings, community workshops, and presentations. While every project is different, we have a toolbox of proven techniques for engaging the community, its leaders and key players who will champion the final vision, to include Stakeholder Meetings, Workshops and Charrettes, Neighborhood Surveys, Online Surveys and Forums, Panel Discussions and Advisory Boards. We will assist the City and Bahama Village Community Redevelopment Advisory Committee in developing and organizing content for their website and, if utilized, a social media campaign, which may include Twitter, Facebook, LinkedIn, Flickr, YouTube, Google Local, etc.

Zyscovich considers the process of community engagement, public outreach and stakeholder involvement important components in the development of a sustainable planning framework with special attention paid to the planning of a process that addresses the practical issues of time frames, resources and achievable outcomes. All must be implemented, evaluated, and most likely, modified as needed. One of the first decisions city officials will need to make is how to approach and how best to organize for community and stakeholder engagement. Larger cities might establish a citizen committee to shape community involvement procedures across all sustainability program matters. In smaller cities, a steering committee or task force specifically assigned to sustainability might be more effective. In either case, the committee should represent the demographics and geography of the entire community.

Community workshops are an opportunity to listen to the community-at-large and gain further knowledge of their values and desires. They are also where our team will have the opportunity to share and test our observations of existing conditions and economic research, as well as the development of specific concepts and the overall direction of the Vision.

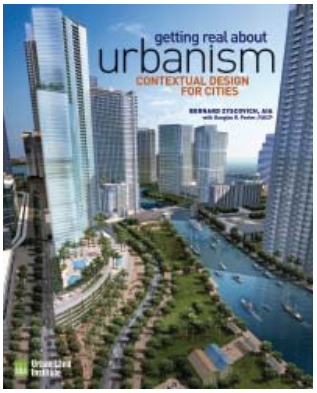
SUSTAINABLE PLANNING AND DESIGN

Zyscovich Architects has a long tradition of expertise in sustainable design, with a commitment to projects that fit their locations, perform their functions well and are designed to last. Our sustainable project approach incorporates an analysis of three key project components: the project program, project budget, and sustainable objectives. Our sustainable design methodology involves a highly integrated design approach incorporating all key team members from the project's inception.



Sustainable community frameworks attempt to give form and direction to the environmental, social, and economic activities of a locality. Across the nation and around the world, communities are taking on the task of both defining sustainability and identifying the requisite actions needed to get them there. A good Sustainability Plan is the first step towards creating a more sustainable city. By providing a framework that breaks down what could otherwise be an overwhelming list of issues and linkages into manageable pieces, it conveys a vision for the future, sets realistic targets, and a plan for measuring progress and achieving community goals.

We approach urban planning and design projects by identifying contextual opportunities to capitalize on past and present characteristics of a particular place and to help frame issues and evaluate the effectiveness of different approaches. Understanding a community's vision of where it wants to be is critical. We have termed this design philosophy *Real* Urbanism®. *Real* Urbanism® is a concept that supports sustainable development by understanding how a city came to be and considers past and present development patterns, local and environmental needs for better communities, and socio-economic obstacles and opportunities. Our focus is on merging the economic development opportunities, based on our economist's market assessment, with appropriate design solutions. Solutions reflect the community stakeholders' needs and desires and match the cultural aesthetic which is inherent in the community, with special attention to scale, character, and preservation. This design philosophy is featured in two books published by the firm's Managing Principal, Bernard Zyscovich: **Getting *Real* About Urbanism: Contextual Design for Cities** and l'ARCAEDIZIONI's Monograph **Zyscovich Architecture and *Real* Urbanism®**, featuring Zyscovich projects with a preface by Frank O. Gehry.



Getting Real About Urbanism: Contextual Design for Cities

In all of our planning work, our focus is on developing guiding principles, goals and objectives collectively to define community scale sustainability, and present a vision of how communities can become more healthy, inclusive, and prosperous across specific categories. These guiding principles, goals and objectives provide a much needed vocabulary that local governments and their communities can use to more effectively strategize, to define their sustainability planning efforts and to identify responsible entities, benchmarks and output targets. Resulting solutions match the issue of sustainability within the larger quality-of-life framework of the community, with special attention to issues of scale, character, and preservation. Unlike prescriptive planning approaches, *Real* Urbanism® cultivates uniqueness, addressing the origins, history, climate, natural elements, specific needs and future evolution of a place.

LAND USE AND DEVELOPMENT

Land Use is the most visible of the sustainability planning components. Cities with sustainable land use create an obvious balance of environmental preservation, commerce and livability as well as enhanced systems of connectivity between land use and transportation. We understand that improving the interaction between economic systems, ecological systems, and societal needs and taking a holistic view of all the systems necessary for a sustainable city often identifies opportunities to increase efficiencies, lessen impacts, and provide greater livability. The regulation of land use and development shape issues such as infill development, neighborhood master plans, transportation, housing, economic development, and zoning.

Under Land Use and Development, our approach is focused on key planning and design components generally defined by the following focus areas:

- **Strong Sense of Place:** Decisions about land use and development should reflect and celebrate what is unique about a community's people, culture, heritage, and natural history.
- **Integration of Sustainable Community and Building Features:** Sustainability planning should integrate a variety of residential, commercial, recreational, and civic facilities essential to the daily life of residents of differing demographic profiles and at the same time, emphasize green building and low impact development.
- **Multimodal Connectivity:** Communities should emphasize bicycle and pedestrian-oriented mobility, with daily needs situated within easy and enjoyable walking distance of each other. To promote this access, residential, commercial, recreational, and civic uses should be connected by both public and private transportation options.
- **Open Space:** The City of Key West is graced with a distinctive tree canopy and a variety of parks and recreation programs. A plan to contain, preserve and/or expand the ample supply of open green spaces designed to encourage consistent active and passive use can help further shape the direction of the City's environmentally sustainable goals.

ADDED VALUE

Zyscovich is motivated to add value to our projects that goes beyond our commitment to quality planning, design and construction. This has included an awareness of multiple funding augmentation opportunities that may be available to projects that use integrated sustainable design in the enhancement of their critical mission. We have engaged in the following initiatives:

- Pursue high level sustainable certifications and target awards programs that will bring greater awareness of the project;
- Identified portions of projects that can be successfully targeted for community fund-raising after the project is complete;
- Have retained funding consultants to create targeted funding campaigns for public projects through 501c 3 "Friends Of..." organizations;
- Investigated opportunities to bundle performance contracting for several expensive building features into one managed energy and water saving program, allowing projects to move forward when capital budgets are insufficient; and
- We collaborate with a local economist who is aware of emerging opportunities in the field of municipal finance as well as local and national federal funding sources.

A TESTED TEAM

We have worked with Lambert Advisory on more than 25 master plans for various cities and CRAs. Our team is tested and will be able to hit the ground running due to our exceptional, long-standing working relationship. Since 1995, Lambert Advisory has built a diverse client base, providing economic development, real estate and housing advisory services throughout the world. Their clients—governmental agencies, not-for-profit organizations, developers, and multinational corporations—seek and return to them for many reasons: the consistent quality and breadth of their knowledge, high level of senior staff involvement in their projects, fresh perspective, and an ability to get all parties engaged and focused on the opportunities a specific project presents.

The members of their senior management team have diverse backgrounds, ranging from planning and development to economic impact and partnership structuring. This range of experience is a distinguishing factor in their ability to serve clients from idea to implementation. Lambert Advisory's senior management has considerable experience as real estate financial advisors to both the public and private sectors. Their experience ranges from redevelopment plans and economic development strategies for public entities. As a matter of fact, Lambert Advisory has worked with more than 20 community redevelopment agencies (CRAs) in Florida during the past five years alone. Accordingly, Lambert has completed development strategies for internationally recognized private sector groups such as Samsung, Swire Properties, Kimco, and Carnival Corporation.

Cape Coral CRA Visioning and Zoning Master Plan

COMMUNITY DEVELOPMENT AND STRATEGIC SERVICES

Lambert Advisory has a specific practice dedicated to assisting community redevelopment agencies and/or other related community/economic development organizations. They have a particular focus on assisting public agencies in strategic redevelopment, ranging from the development of a single asset, to the creation of a broader master redevelopment plan for mixed-use projects. The firm provides these services to CRAs, cities, public housing authorities, states, and the federal government. Importantly, an effective community development plan often times requires a multitude of

disciplines including economic/market and feasibility analysis, financial advisory services (including Tax Increment Financing [TIF]), property acquisition, economic impact analysis, joint development structuring and general physical planning and design. Lambert Advisory has considerable experience working with land planning and design firms helping to link economic market realities with physical planning initiatives.

MARKET AND FEASIBILITY ANALYSIS

A rigorous, independent feasibility analysis—one which ensures that development projects are optimally positioned—substantially reduces the risk for owners and investors. This includes experience among a wide range of real estate uses including: retail/entertainment; office; housing; marina; hotel; industrial; and, cultural/civic. They provide more than an indication of achievable rents and absorption. Each of their studies includes in-depth perspectives on the marketplace and detailed design guidelines for architects and planners. In cases where plans already have been drawn up or projects built but require repositioning, they offer a constructive critique about how to make the project more marketable and manageable. Successful projects, whether single use or major mixed use programs, are responsive to fluid market conditions and financial requirements. Lambert Advisory is adept at bringing these elements together in a coherent guidebook for developers and owners. They position their clients to realize the maximum economic potential of a project.

PUBLIC/PRIVATE PARTNERSHIP STRUCTURING

The firm provides services to public and private institutional clients such as large corporations, foundations, and universities which require a variety of assistance with their real estate holdings. Private institutional clients over the past several years have included the Queen Emma Foundation (Honolulu), Harvard University, University of Pennsylvania, Odebrecht and Hyatt. Lambert Advisory provides public/private partnership (P3) services to numerous municipalities including recent engagements with Miami Dade County, City of Fort Lauderdale, City of Hallandale Beach, City of New Orleans, The Port of Corpus Christi, and the Government of Honduras, among others. Despite Lambert's long term experience working for private and not-for-profit clients associated with deal evaluation and structuring, Lambert exclusively provides P3 advisory services to governmental agencies to avoid potential conflicts of interest, real or perceived.

Creative Village: Current Development Implementation

Proposed Development Build-out

EXPERIENCE SUMMARY

The following table summarizes the relevant work experience for our team include in Section 9 of this proposal. We have divided our project experience into three sections for ease of the committee's review: 1.) Representative Community Redevelopment & Long Range Fiscal Plan Projects, as requested in the RFP; 2.) Additional Independent Projects of Proposed Project Manager Grace Perdomo, Assoc. AIA; and 3.) Capital Implementation Projects, demonstrating our experience with not only planning capital improvements, but designing and implementing them.

PROJECT NAME	VISIONING PROCESS	AUDIT OF LAND USE AND PROGRAMS	HIGHEST AND BEST USE & COST BENEFIT ANALYSIS	FUTURE LAND USE MAP	ZONING	CAPITAL PROJECTS AND/OR PROGRAMS PRIORITIES LIST	IMPLEMENTATION PLAN OR PROGRAM	TIF OR INNOVATIVE MONETARY LEVERAGING	POLICY RECOMMENDATIONS	COMMUNITY ENGAGEMENT	WATERFRONT	LAMBERT ADVISORY
Cape Coral CRA Visioning and Zoning Master Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
City of Miami Omni Area Community Redevelopment Plan & Update	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
17th Street/Convention Center District Redevelopment Plan & Update	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Cocoa Beach CRA Downtown Vision and Zoning	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Downtown Hollywood (Young Circle) CRA Master Plan & Update	✓	✓	✓	✓	✓	✓		✓	✓	✓		
Hollywood Beach CRA Vision and Zoning Master Plan	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	
New Orleans Neighborhood (Post-Katrina) Redevelopment Plans	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓
Town of Atlantic Beach Master Plan	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	
Downtown Lafayette Parish Comprehensive Plan	✓	✓	✓	✓	✓				✓	✓		✓
Coconut Creek Development Plan and Design Guidelines	✓	✓	✓	✓	✓				✓	✓		
Downtown West Palm Beach Zoning and Master Plan Update	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓
City of Jacksonville Vision Plan and Future Land Use Element	✓	✓	✓	✓	✓	✓			✓	✓	✓	
Peary Court, Key West Master Plan & Architecture	✓				✓			✓		✓		
RELEVANT EXPERIENCE OF LAMBERT ADVISORY												
Truman Annex Park Tourism Impact Study		✓	✓								✓	✓
City/Port of Key West Economic Impact Analysis Cruise Port Development		✓	✓			✓		✓	✓		✓	✓
Trust for Public Land and City of Key West Redevelopment, Market, Financial & Business Structure			✓			✓	✓				✓	✓
Port Miami World Trade Center Miami Economic, Market & Strategic Analysis			✓				✓				✓	✓

PROJECT NAME	VISIONING PROCESS	AUDIT OF LAND USE AND PROGRAMS	HIGHEST AND BEST USE & COST BENEFIT ANALYSIS	FUTURE LAND USE MAP	ZONING	CAPITAL PROJECTS AND/OR PROGRAMS PRIORITIES LIST	IMPLEMENTATION PLAN OR PROGRAM	TIF OR INNOVATIVE MONETARY LEVERAGING	POLICY RECOMMENDATIONS	COMMUNITY ENGAGEMENT	WATERFRONT	LAMBERT ADVISORY
Neighborhood Housing Services of South Florida: CRA Target Market area Economic Market & Strategic Plan						✓		✓				✓
City of Hallandale Beach CRA/TIF Funding Strategy & Public/Private Development Negotiation Services for Villages of Gulfstream Park			✓			✓	✓	✓				✓
City of Hallandale Beach City-wide Economic Development Strategy						✓	✓					✓
City of Newport Richey Highest and Best Use Analysis HCA Community Hospital			✓									✓
St. Petersburg Pier Strategic Planning for Pier Redevelopment		✓				✓	✓					✓
City of Miami Business Improvement District (BID) Initiative		✓				✓	✓					✓
City of Plantation Gateway Catalytic Investment Strategy		✓	✓				✓	✓				✓
City of Tampa, FL Drew Park CRA & East Tampa CRA: Community Redevelopment Strategic Plan		✓	✓				✓	✓				✓
Santa Rosa Island Authority Economic, Market & Funding Analysis	✓	✓					✓	✓				✓
Broward Boulevard Gateway Corridor Economic/Market Assessment	✓	✓				✓	✓					✓
RELEVANT INDEPENDENT EXPERIENCE OF PROPOSED PROJECT MANAGER GRACE PERDOMO, ASSOC. AIA												
Downtown Albany: The Oaks at North Intown Choice Neighborhoods Transformation Plan	✓					✓	✓	✓	✓	✓	✓	
Ashley Station: Central Columbus Neighborhood Revitalization Plan	✓				✓	✓	✓	✓	✓	✓		
Arbor Point: A South Columbus Neighborhood Revitalization Plan	✓				✓	✓	✓	✓	✓	✓		
Booker T. Washington Apartments: A Liberty District Neighborhood Revitalization Plan	✓					✓	✓	✓	✓	✓		
Phenix City Downtown Riverfront Master Plan	✓					✓	✓	✓	✓	✓	✓	
Creative Village Strategic Planning and Funding Feasibility	✓		✓			✓	✓	✓	✓	✓		✓
Boulevard Homes Neighborhood Revitalization Plan	✓				✓	✓	✓	✓	✓	✓		
Park Place Revitalization Plan in Downtown Birmingham	✓				✓	✓	✓	✓	✓	✓		
McCallie Homes / Alton Park Neighborhood Revitalization Plan	✓				✓	✓	✓	✓	✓	✓		
Rosedale Court Neighborhood Revitalization Plan	✓					✓	✓	✓	✓	✓		
Councill Courts Revitalization Strategy Analysis	✓					✓	✓	✓	✓	✓		

9 REPRESENTATIVE COMMUNITY REDEVELOPMENT & LONG RANGE FISCAL PLAN PROJECTS

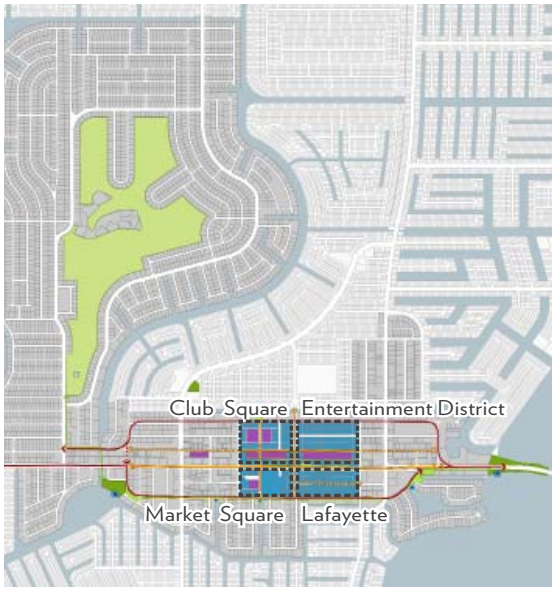
ZYSCOVICH
ARCHITECTS
WE MAKE **PEOPLE PLACES**

CAPE CORAL CRA VISIONING AND ZONING MASTER PLAN

Cape Coral, FL

Zyscovich created a comprehensive Vision Plan for Cape Coral's downtown—The South Cape CRA. The City of Cape Coral began as a land-sales subdivision in the late 1950's and has grown rapidly as a bedroom community to nearby Ft. Myers and Naples. Today the city is 120 square miles, making it the third largest city in Florida and the largest city in Southwest Florida. While less than 50% of that land area has been developed, the population already exceeds 150,000 residents and is projected to exceed 400,000. The vast majority of the City is developed with single-family residential uses and, unfortunately, the original development of the City failed to plan for adequate commercial land uses. Today the City possesses no true commercial center and relies heavily on suburban strip commercial patterns to support commercial growth. However, the original downtown area, the South Cape, possesses the framework to re-establish itself as the City's only true downtown district. Established in 1986, the Community Redevelopment Agency was created to address issues that directly impact the future development and quality of the South Cape.

The Vision Plan establishes a strategic road map for the CRA to manage the future development of the South Cape with a focus on major transportation corridors and major areas of the city that are currently undeveloped or underdeveloped, and on opportunities and strategies for the inclusion of neighborhood amenities such as parks and open space, neighborhood gateways, improved connectivity, and appropriate transitions to nearby commercial and industrial areas. The Vision defines and reinforces the South Cape's unique characteristics and develops a viable economic strategy for revitalization. The process of creating the Vision involved close communication with the CRA Board, numerous City agencies and stakeholders to ensure a coordinated, viable and practical approach to promoting the South Cape as a vibrant downtown district. The Vision Plan established redevelopment strategies, created long- and short-term goals, and identified and prioritized attainable capital improvement projects. Later phases of the project will include adjusting land development processes and regulations to streamline revitalization efforts. As part of the implementation of the vision plan, Zyscovich was hired to do a zoning regulations analysis which led to the firm handling the update to the CRA's zoning regulations.



Overall Vision/ District Diagram

KEY FEATURES

Community Redevelopment

Redevelopment Incentives

Long Range Fiscal Plan

Extensive Community Engagement, Public Outreach & Educational Campaigns

Long Term Visioning

Audit of Land Use and Programs

Highest and Best Use Analysis

Land Use/Market Study

Future Land Use Map

Zoning: Undid Form-based Zoning Code

Capital Projects and/or Programs Priorities List

Implementation Program

TIF or Innovative Monetary Leveraging

Policy Recommendations

Waterfront Planning

Graphic Depictions of Plans

Urban, Large-Scale, Multi-block District Redevelopment

District-based Plan

Created New Regulatory Framework

Physical Planning Recommendations

Market Based Solutions

Vehicular Circulation

Infrastructure Needs Assessment

Parcel Profiles

Traffic Analysis

Streetscapes

Open Space and Bicycle Network

Commercial Facade Incentives

CLIENT CONTACT

Cape Coral Community Redevelopment Agency
1231 Cape Coral Parkway
Cape Coral, FL 33094

John Jacobsen, Former CRA Director
239.677.0039

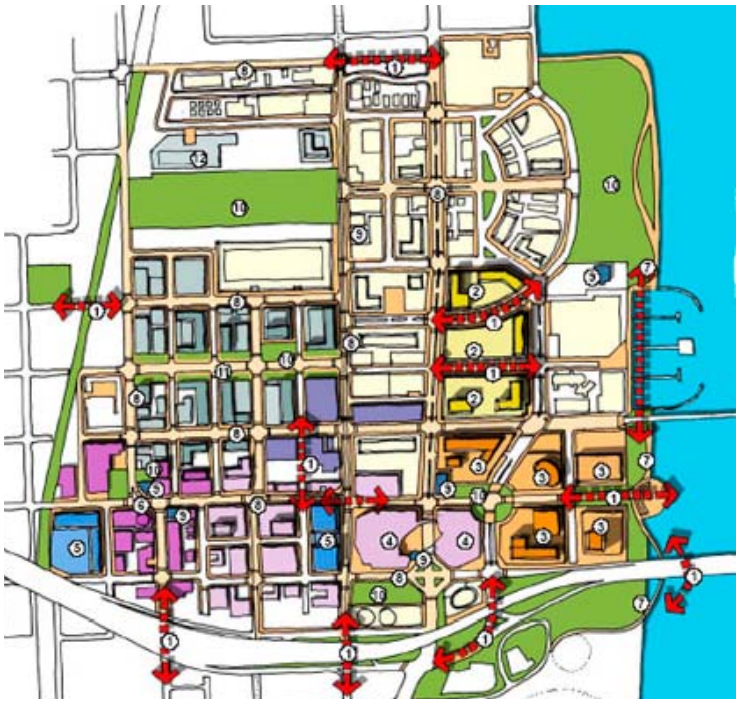
CITY OF MIAMI OMNI AREA COMMUNITY REDEVELOPMENT PLAN & UPDATE

Miami, FL

Zyscovich was hired by the City of Miami Community Redevelopment Agency to update the Omni neighborhood redevelopment plan. This included a thorough analysis of existing infrastructure, urban form, economics, and housing to form design recommendations and redevelopment opportunities.

In addition to the creation of a redevelopment plan report, Zyscovich produced an analysis of existing conditions. The report outlines over 20 strategies and projects to promote a cohesive redevelopment plan for the area.

The plan was updated in 2009 and adopted by the Miami Dade County Commission in January of 2010.



Overall Vision Diagram

1. *Improved Connectivity*
2. *Omni Mall Redevelopment*
3. *Miami Herald and Surrounding Properties Redevelopment*
4. *Performing Arts Center*
5. *Area Capture Parking*
6. *Media/Entertainment District*
7. *Baywalk*
8. *Streetscapes*
9. *Historic Preservation*
10. *Neighborhood Greenspace*
11. *Variety of Housing*
12. *Neighborhood School*

Existing Zoning

Proposed Zoning

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Community Engagement

Public Outreach & Educational Campaigns

Visioning Process

Audit of Land Use and Programs

Highest and Best Use Analysis

Market Study & Future Land Use Map

Zoning & Design Guidelines/ Regulations to Protect Neighborhoods and Special Areas

Capital Projects and/or Programs Priorities List

Implementation Program

TIF, Innovative Monetary Leveraging, Alternative Funding & Public Private Financing

Facilitated Financial Plan

Attracting and Securing Developers

Policy Recommendations

Waterfront Planning

Focus on Downtown

Master Planning

Multi-block District Redevelopment

Graphic Depictions of Plans

Community-based Plans

Slum & Blight Analysis and Finding of Necessity

CRA Ordinance

Service Delivery (Public Safety and Utilities)

Growth Management and Smart Growth Initiatives

Urban& Environmental Standards

CLIENT CONTACT

OMNI / Midtown CRA
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Miami, FL 33136

Pieter A. Bockweg
Executive Director
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pbockweg@miamigov.com

17TH STREET/CONVENTION CENTER DISTRICT REDEVELOPMENT PLAN & UPDATE

Miami Beach, FL

In the early 1990s, South Miami Beach was in desperate need of investment and creativity. What began as negotiations between a grassroots community group seeking to preserve a small group of 1950s hotels and the City's Mayor who wanted to develop a convention hotel on publicly owned land, launched this small district into one of the more popular tourist markets in the world. As part of the team developing the hotel project, Zyscovich prepared the district's master plan and CRA plan.

Master Plan Drawing for the Convention Center District

Condition of South Beach Convention Center District before Construction

After Construction Images: Loews Hotel Complex, Anchor Shops and 16th Street

AWARDS

APA Florida Gold Coast Section 2003 Outstanding Urban Design Study

APA Florida Gold Coast Section 2001 Planning Award for Outstanding Architectural Project, Convention Center Hotel Complex-16th Street

APA Florida Gold Coast Section 2001 Planning Award for Outstanding Historical Renovation Project, St. Moritz

AIA Miami 1999 Honor Award of Excellence in Urban Design

FAPA Gold Coast Section 2001 Planning Award for Outstanding Historical Renovation Project

APA 2001 Planning Award for Outstanding Architectural Project

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Community Engagement

Visioning Process

Audit of Land Use and Programs

Highest and Best Use Analysis

Future Land Use Map

Zoning

Capital Projects and/or Programs Priorities List

Implementation Program

TIF or Innovative Monetary Leveraging

Policy Recommendations

Identified Improvements as Catalysts for Redevelopment

Established the Mechanism to Fund these Improvements through the CRA

Public-Private Partnership

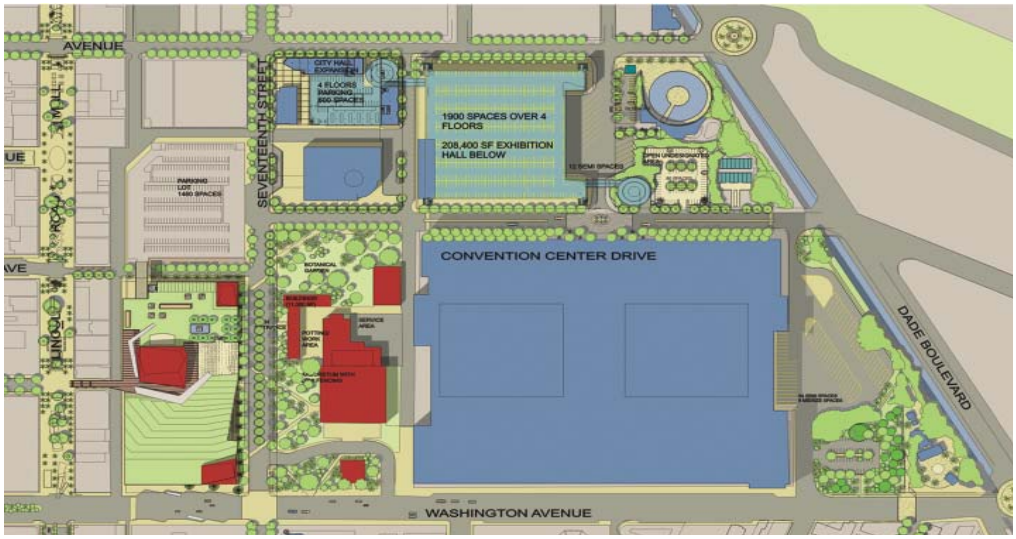
Master Planning & Urban Design

Site Planning, Platting, Urban Block Creation, Zoning & Regulations

Economic Redevelopment

Ten years later, Zyscovich was hired to update the master plan. These three efforts together played a major role in revitalizing South Beach with the following outcomes:

- Construction of the Loews Hotel convention center complex and specifically design of the St. Moritz Hotel and Anchor Shops with structured parking
- Design of the 16th Street roadway extension to connect with the convention hotel
- Revitalization of the eastern end of Lincoln Road
- Design and construction of the Lincoln Cinema to anchor the western end of Lincoln Road
- A renewed cultural campus including a Regional Library, Ballet Center, and renovated art museum
- Master plan for soundscape park framed by an expanded New World Symphony building and Wallcast



Convention Center District Redevelopment Plan Update

New World Symphony Wallcast

Lincoln Road Pedestrian Mall

Lincoln Cinema

Miami City Ballet by Arquitectonica

Revenue Generation

Public and Private Financing

Attracting and Securing Developers

Development Phasing

Programming

Iconic Design

Destination Place Making

Multiple Stakeholder, Agency, Jurisdictional Consensus & Approvals

Mixed-Use Development

Trade & Tourism

Coastal Community

Multimodal, TOD & Parking Planning and Design

Retail & Commercial

Hotels & Restaurants

Exhibit & Conference Space

Business Service Center

Civic & Open Green Spaces

Pedestrian Connectivity & Wayfinding

Sustainability/LEED Planning & Design

Contextually Appropriate Design

CLIENT CONTACT

City of Miami Beach
1700 Convention Center Drive
Miami Beach, FL 33139

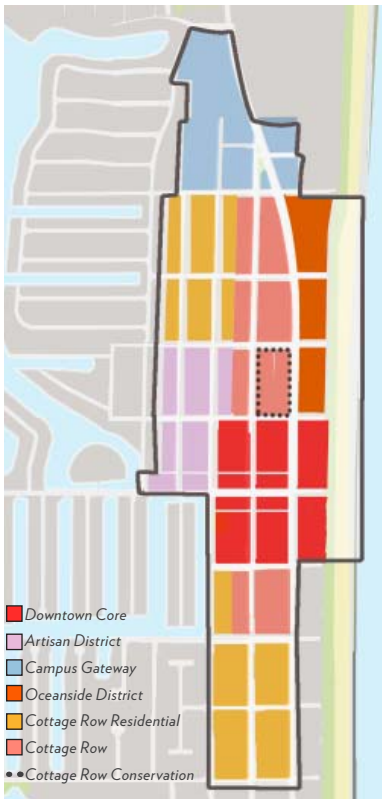
Kent Bonde, Former Redevelopment Coordinator
305.673.7295
kentbonde@miamibeachfl.gov

COCOA BEACH CRA DOWNTOWN VISION AND ZONING

Cocoa Beach, FL

From its early boom years as a company town for NASA and the Space Coast, Cocoa Beach has maintained a quirky and uniquely identifiable character as a surfing town. With hundreds of tourists traversing its downtown main street to reach major destinations to the north, the Cocoa Beach Design Standards Manual offers an opportunity to strengthen the downtown's image and its ability to capture high quality tourist traffic by improving the building stock and quality of development.

The Cocoa Beach Design Standards Manual achieved this by first defining a vision for future improvements and development in the Downtown Area to enhance and augment the existing character and by then creating a character driven and design-based standards manual to be used as a regulatory framework to implement the vision. This project established a planning vision by identifying issues, opportunities and major principles for moving forward with the character driven and design-based Design Standards Manual and included input from the community at large. Through an extensive review of existing development patterns, existing regulations and previous planning studies, the design team evaluated how a new Design Standards Manual could reinforce and improve the existing character of this beachfront community.



Proposed Downtown Districts

Downtown Infill: Creating density through infill, intensifying the commercial area of the downtown through formalized pedestrian alleys and wider active sidewalks helps protect and enhance the existing character of the area.

Streetfair Rendering

Downtown Cross Section: Formalized pedestrian alleys open to a new plaza at the corner of Minutemen Causeway & Orlando Avenue with a proposed Historical Museum and active storefronts lining the open space.

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Extensive Community Engagement

Visioning Process

Audit of Land Use and Programs

Highest and Best Use Analysis

Future Land Use Map

Zoning

Capital Projects and/or Programs Priorities List

Implementation Program

TIF or Innovative Monetary Leveraging

Policy Recommendations

Waterfront Planning

Land Use/Market Study

Graphic Depictions of Plans

Urban, Large-Scale, Multi-block District Redevelopment

Public Outreach & Educational Campaigns

Community-based Plans

Building and Enhancing the Existing Character of Cocoa Beach through the Development of Design Standards

Creating Unique Districts

Formalizing the Existing Alleys to Being Active Pedestrian Streets

Density through Infill

Creating a More Cohesive Pedestrian-friendly District

CLIENT CONTACT

City of Cocoa Beach
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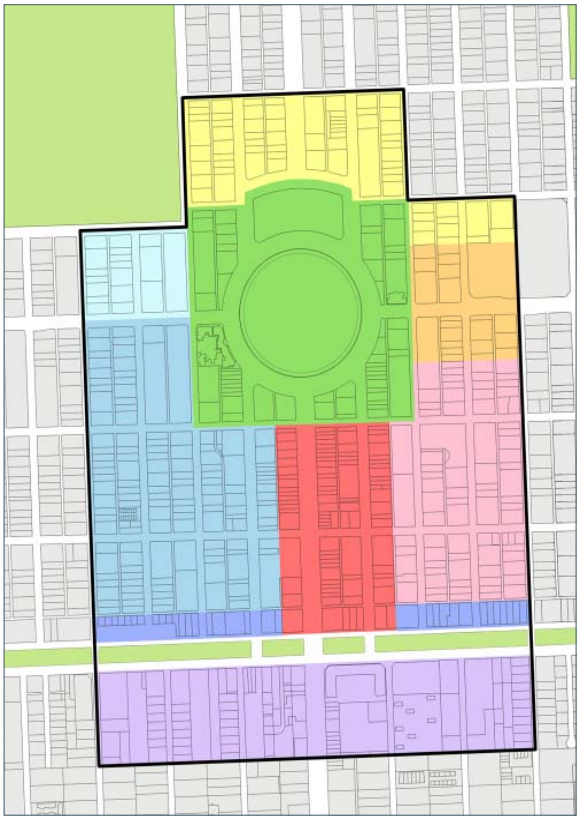
DOWNTOWN HOLLYWOOD (YOUNG CIRCLE) CRA MASTER PLAN & UPDATE

Hollywood, FL

Amidst a burgeoning real estate boom, the City of Hollywood found itself unequipped to negotiate development agreements with three different downtown developers for lack of a clear vision and plan. While the City was designing a new Arts Park in the impressive 900 foot diameter Historic Young Circle traffic circle, no plan existed for the buildings surrounding the park, the streetscape, the transit line or the historic retail corridor. The ensuing vision provided a more bold downtown which used the park as its focal point to synthesize and enhance energies between the retail areas across the street and those within the Circle. New buildings must follow the curve of the Circle to frame the space and concentrate height along the main street, away from the adjacent residential neighborhoods. Additional zoning recommendations for the commercial corridors included increased height and density within a half mile radius of the downtown. Six years later in 2009, the City hired our firm to translate the plan into a zoning code and update the plan. Working in conjunction with our economist to assess the economic situation and identify and redevelopment opportunities, we developed goals and objectives which enable the City, property owners, and residents to make informed strategic decisions about future development and public improvements.

In addition to numerous stakeholder workshops and community presentations, the revised master plan resulted in the following outcomes:

- Incentives for historic preservation and infill development.
- Historic and Conservation Districts to protect the existing character.
- Sites and programs for potential public/private partnerships and pilot projects.
- Zoning Regulations and Standards to reinforce district character and sense of place.



Master Plan

Before

After

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Community Engagement

Public Outreach & Educational Campaigns

Visioning Process

Audit of Land Use and Programs

Highest and Best Use Analysis

Future Land Use Map

Zoning or Design Guidelines/ Regulations

Capital Projects and/or Programs Priorities List

TIF or Innovative Monetary Leveraging

Policy Recommendations

Focus on Downtown

Master Planning

Land Development Regulations

Land Use/Market Study

Multi-block District Redevelopment

Graphic Depictions of Plans

Creating Identity

Community Involvement

Roadway Improvements

Public Realm Improvements

Parking Strategies

CRA Zone

Arts and Cultural Uses

Pedestrian Connectivity

Coastal Community

CONTACT CLIENT

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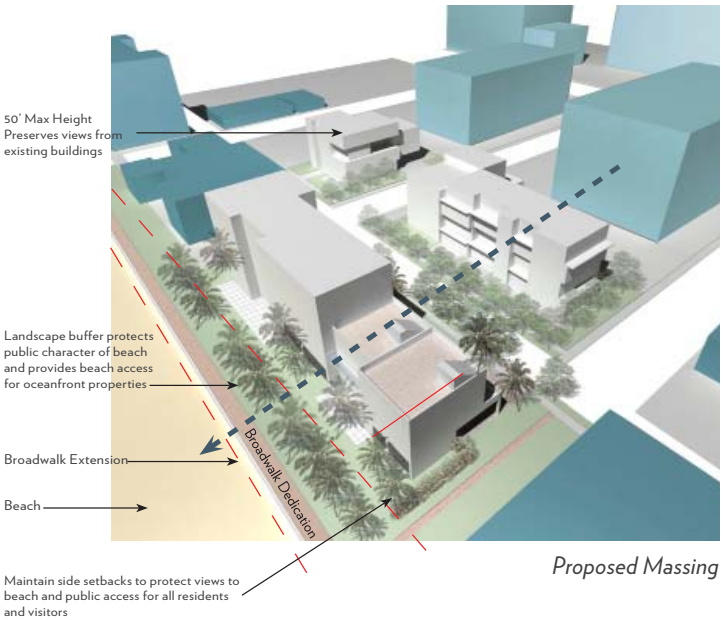
HOLLYWOOD BEACH CRA VISION AND ZONING MASTER PLAN

Hollywood, FL

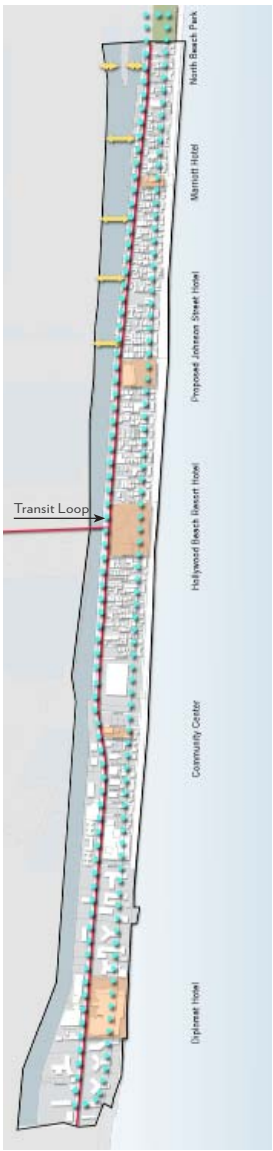
Zyscovich created a new Vision and Zoning Master Plan for the Hollywood Beach CRA by focusing on strategies to preserve its historic buildings, finding solutions for FEMA's building requirements, upgrading the quality of the public realm, and supporting new development which is compatible with the existing building fabric.

The plan established the Broadwalk as the premiere bicycling destination in Florida; created a new historic district, recommended a multi-use trail link at Hollywood Beach Boulevard; created a Beach Walk and Park in South Central Beach; created a Boardwalk along the Intracoastal Waterway; and implemented environmentally friendly streetscape. It also included a new zoning code to incorporate the realities of the development climate, the limitations of the parcels, and flood zone requirements, as well as a "green framework" with potential funding sources for nature-based recreation.



Proposed Massing

Broadwalk



Circulation Plan

AWARDS

AIA Florida 2007, Unbuilt Merit Award

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Community Engagement, Public Outreach & Educational Campaigns

Visioning Process

Audit of Land Use and Programs

Highest and Best Use Analysis

Future Land Use Map

Zoning

Capital Projects and/or Programs Priorities List

TIF or Innovative Monetary Leveraging

Policy Recommendations

Waterfront Planning

Graphic Depictions of Plans

Urban, Large-Scale, Multi-block District Redevelopment

District-based Plan

Site Planning, Platting, Urban Block Creation, Zoning & Regulations

Economic Analysis

Development Phasing

Destination Place Making

Mixed-Use Development

Multimodal, TOD & Parking Planning and Design

Civic & Open Green Spaces

Pedestrian Connectivity & Wayfinding

Historic Preservation

Streetscape Standards

Infill Development

Public Realm Improvements

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NEW ORLEANS NEIGHBORHOOD (POST-KATRINA) REDEVELOPMENT PLANS

New Orleans, LA

Zyscovich was commissioned by the City Council of the City of New Orleans as part of Lambert Advisory's design team to prepare reconstruction plans for five of the 49 neighborhoods adjacent to the French Quarter. The three primary goals of the plans were to prioritize a broad range of community projects among historically divided neighborhoods, to return a sense of normalcy to the area as quickly as possible, and to create plans that addressed the overall deterioration which existed pre-Katrina. The final plans were the basis for the receipt of Federal funding and were a result of an intensive public involvement effort.

The final plan included the following elements:

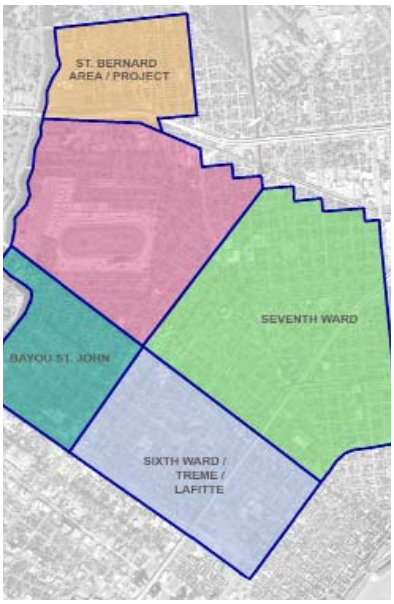
- Methodologies for enhancing local neighborhood pride while transcending the differences to achieve shared opportunities
- Identifying key corridors between neighborhoods to create a place where the communities can come together for new social and commercial use
- Creating networks that tie into the tourist economy
- Creating a dialogue with the community through public meetings and committees
- Communication strategies

Proposed view of Moss Street in the Fauborg St. John neighborhood; Proposed View of a Key Corridor Along I-10 / Claiborne Corridor

NEIGHBORHOODS REBUILDING PLAN
ST BERNARD AREA IMPLEMENTATION PRIORITY MATRIX

	CRITICAL (1) NEEDED (2) DESIRED (3)	FEMA	CDBG/LRA	LDOT	PRIVATE FOUNDATIONS	OTHER GOVERNMENT & NGO'S	CAPITAL FUNDING NEED/GAP
Early Action Plan							
Capital Projects							
Streets / sidewalks / street lighting / storm drainage - repair / reconstruct	1	•	•				$15,600,000
Landscape rehab / replacement - ROW & neutral grounds	1		•				$600,000
Re-open Methodist Elderly Care facility – improve open plaza on St. Bernard Ave.	1		•		•	•	TBD
Subtotal: Capital Projects							**$16,200,000**
Mid Term Plan							
Capital Projects							
Add marked bicycle lanes on key roadways where space permits	2		•			•	$30,000
Install I-610 Acoustical buffering	2		•	•			$2,000,000
Rehabilitate Union Baptist Theological Seminary or new use for property	2		•		•		TBD
Subtotal: Capital Projects							**$2,030,000**
Housing Initiatives and Other Policies							
Reinforce small scale commercial across from St. Bernard housing development	2						
Long Term Plan							
Capital Projects							
Subtotal: Capital Projects							

Neighborhoods Rebuilding Plan Treme 6th Ward / Lafitte Implementation Priority Matrix



Neighborhoods Aerial

Proposed "Heart of 7th Ward"

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Extensive Community Engagement, Public Outreach & Educational Campaigns

Visioning Process

Audit of Land Use and Programs

Highest and Best Use Analysis

Future Land Use Map

Capital Projects and/or Programs Priorities List

Implementation Program

TIF or Innovative Monetary Leveraging

Policy Recommendations

Focus on Downtown

Historic Preservation

Urban, Large-Scale, Multi-block District Redevelopment

Community-based Plans

Graphic Depictions of Plans

Land Use/Market Study

Neighborhood Planning

Created an Implementation Strategy with Funding Priorities

Public and Private Financing

Land Use Planning Recommendations

Redevelopment Plan Approval Process

Strategic and Action Plans

Strategies for New Residential Development and Housing Assistance

Urban Design

Urban Infill Planning

Economic Growth

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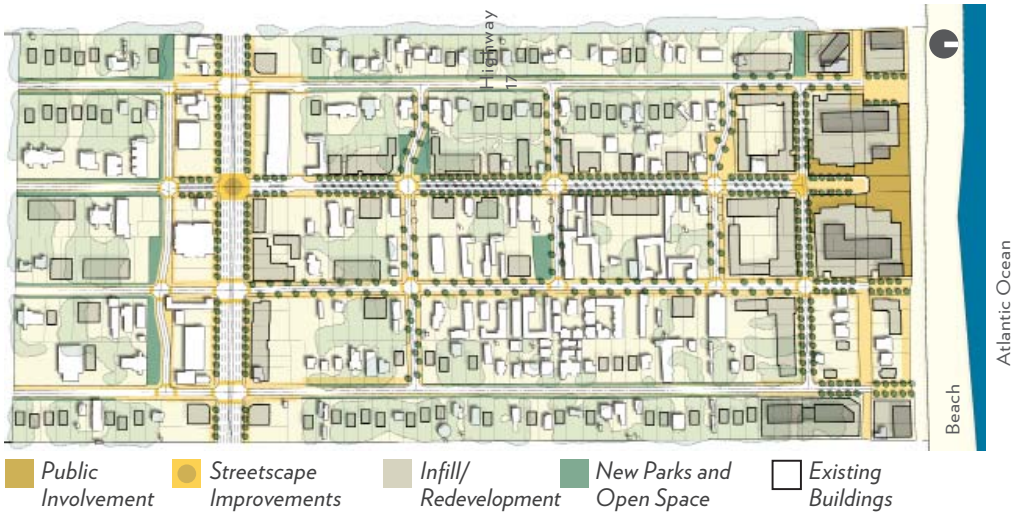
TOWN OF ATLANTIC BEACH MASTER PLAN

Atlantic Beach, SC

The focus of the project was to create a master plan for the historic Town of Atlantic Beach. Working with an economic consultant, the design team investigated planning potentials, development opportunities, and appropriate planning and development standards. Applying this approach the design team evaluated existing and future land uses and tested existing and future zoning standards to provide a regulatory framework which is compatible with the Town's vision. The firm's services included:

- Preparation of a land use plan for the area
- Preparation of population density, land coverage and building intensities in the proposed development
- Preparation of a preliminary site plan
- Preparation of changes in street layouts and levels
- Preparation of several graphic renderings representative of the plan, depicting the various elements of the plan
- Preparation of estimated cost and method of financing redevelopment
- Preparation of an overall time line for all elements and participants within the schedule
- Coordination of all preparation of a complete plan document consistent with South Carolina State Law



Master Plan

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Extensive Community Engagement

Visioning Process

Audit of Land Use and Programs

Highest and Best Use Analysis

Future Land Use Map

Zoning Recommendations

Capital Projects and/or Programs Priorities List

Implementation Program

Policy Recommendations

Waterfront Planning

Focus on Downtown

Master Planning

Market Study

Graphic Depictions of Plans

Urban, Multi-block District Redevelopment

Public and Private Financing

Mixed-use

Redevelopment Plan Approval Process

Strategic and Action Plans

CLIENT CONTACT

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Atlantic Beach, SC 29582

Contact is no longer with the Town

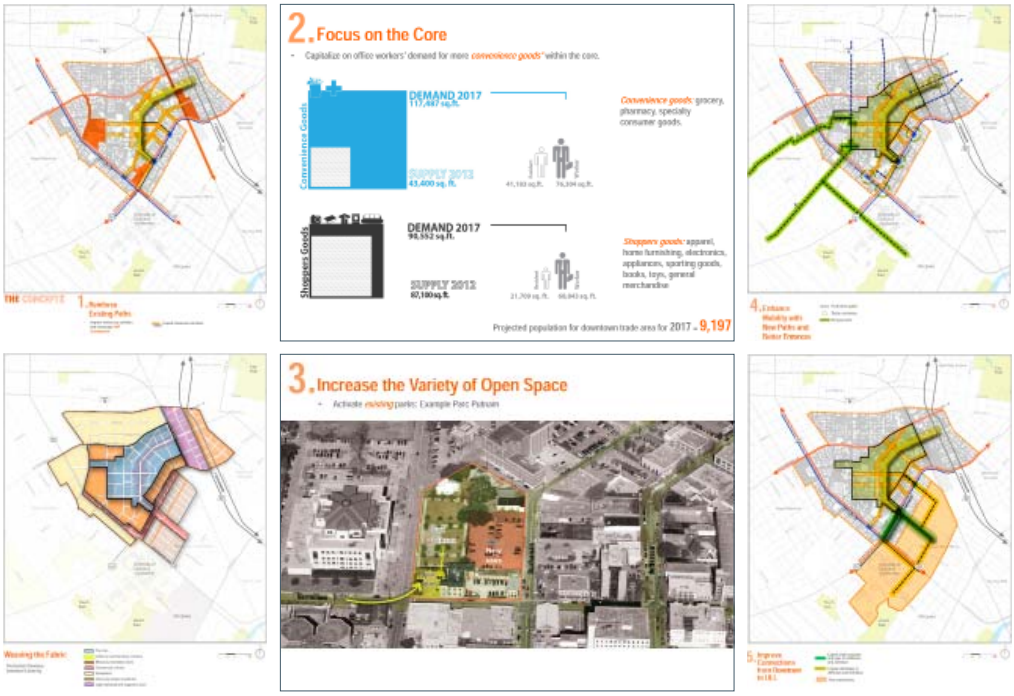
DOWNTOWN LAFAYETTE PARISH COMPREHENSIVE PLAN

Lafayette, LA

The team developed a strategy to weave together the various community ideas through the development of a district-based structure for downtown Lafayette. The team identified the physical barriers which hinder a connected urban fabric (both internally and externally) as one of the key issues to address in the plan of future downtown Lafayette. Recognizing the significance of that challenge, the team supplemented the recommended district structure with a series of strategic proposals that seek to mitigate those barriers including: the major thoroughfares which ring the downtown (Congress St., University Ave., Johnston St.); large blocks which weaken connectivity at the edges of the downtown, lack of high-quality and safe parking to attract new business to the area, and scattered vacant parcels and parking lots which create gaps in the urban fabric. The following five guiding strategies represent opportunities to overcome these physical barriers and reinforce the individual districts which comprise downtown Lafayette, and include: (1) Reinforcing existing paths; (2) Focusing on the Core; (3) Increasing the Variety of Open Space; (4) Enhancing Mobility with New Paths and Better Entrances; and (5) Improving Connections from Downtown to UL.

The proposed districts reinforce the downtown's diversity and accommodate the community recommendations related to use, intensity and character. The recommended districts are:

1. The Core-Center of Downtown
2. Mixed-use Transition Zones
3. Commercial Corridors
4. Residential Zones
5. University Related Residential
6. A District for Light Industrial and Supportive Uses



Lafayette Parish Comprehensive Plan Districts & Guiding Principles

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Extensive Community Engagement, Public Outreach & Educational Campaigns

Visioning Process

Audit of Land Use and Programs

Highest and Best Use Analysis

Future Land Use Map

Zoning

Policy Recommendations

Focus on Downtown

Master Planning

Market Study

Urban, Multi-block District Redevelopment

Graphic Depictions of Plans

District-based Plans

Identified Improvements as Catalysts for Redevelopment

Public-Private Partnership

Site Planning, Platting & Urban Block Creation

Land Use Planning

Economic Redevelopment

Revenue Generation

Mixed-Use Development

Trade & Tourism

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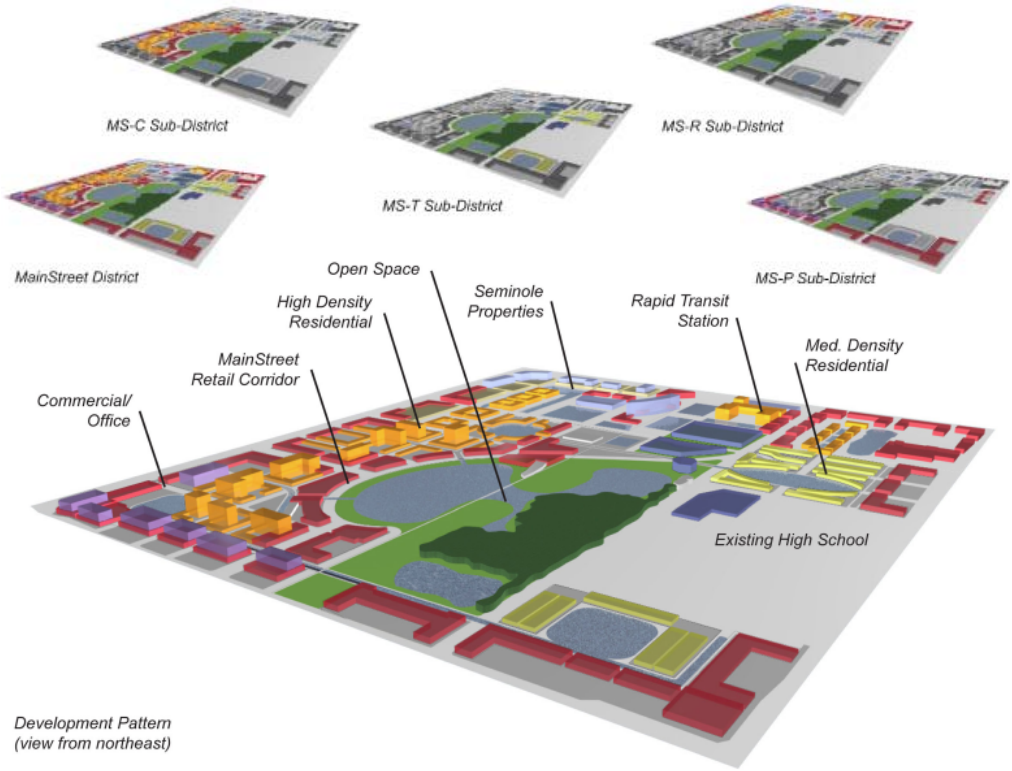
COCONUT CREEK DEVELOPMENT PLAN AND DESIGN GUIDELINES

Coconut Creek, FL

The City of Coconut Creek commissioned the firm to create a vision and development plan for 430 acres of predominantly undeveloped land which requires all buildings to be LEED® certified. Known as the Butterfly Capital of the World, Coconut Creek sought to transform this area into a downtown center, which would embody the uniqueness of the City. Following the County Mayor Kristin Jacob's initiative to preserve natural resources and promote sustainable and green design, Zyscovich created a master plan which preserves the natural landscape and provides a blueprint for sustainable building design, while providing the first centralized mixed-use activity zone for the City's residents. All buildings within the MainStreet District are required to be, at a minimum, LEED certified by the U.S. Green Building Council (USGBC) or certified by the Florida Green Building Coalition.

The master plan's integrity relies on balancing the built environment with the natural environment by requiring that the architectural character of new development respond to South Florida climatic conditions. Additionally, buildings are required to contribute to vibrant urban streetscapes and to enhance and reinforce open space to achieve sustainability. Through sustainable design and green design features, Coconut Creek's MainStreet will be the first sustainable downtown in Florida.

The public's participation in this planning process helped build support for the final plan and build consensus.



Coconut Creek Development Guidelines

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Extensive Community Engagement

Long-Term Visioning

Audit of Land Use and Programs

Highest and Best Use Analysis

Future Land Use Map

Zoning and Land Use Recommendations

Design Standards

Policy Recommendations

Master Planning

Green Infrastructure Needs Assessment

Regulatory Analysis

Physical Planning Recommendations

Parcel Profile

Public Outreach and Coordination

Mixed-use Development

CLIENT CONTACT

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DOWNTOWN WEST PALM BEACH ZONING AND MASTER PLAN UPDATE

West Palm Beach, FL

Despite its quirky main street and a successful mixed-use shopping center, West Palm Beach's traditional downtown had failed to thrive. Competing retail, a weak office district, poor connections to surrounding neighborhoods, a surplus of vacant land, and a code which did not work well resulted in a fragmented and under-performing downtown. Zyscovich worked with Lambert Advisory and a City appointed Advisory Board to investigate the major planning potentials and to create a new Vision for the downtown's redevelopment. The most significant outcomes included:

- Linking the two main retail centers with a new business district and creating development incentives to attract Class A office uses
- Adopting a new zoning code and land use plan based on 13 new neighborhood sub-districts with distinctive characteristics
- Designing zoning parameters for a range of lot sizes and street types
- Developing the zoning mechanism to return a defunct main street into a neighborhood shopping corridor
- Enabling adaptive reuse of an industrial district for arts, retail, and residential uses

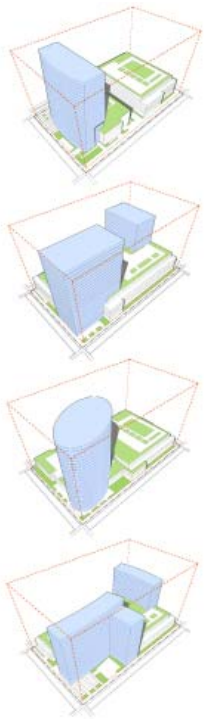
The Master Plan includes recommendations and new zoning provisions for the Northwest neighborhood, a historic African American neighborhood with many examples of Florida vernacular architecture. The recommendations and new regulations were focused on the preservation of the neighborhood for single family uses in the interior and to encourage commercial and multi-family on the perimeter streets. This was accomplished through the preservation of height limits, specific location-based use criteria, recommendations for street extensions to improve connectivity, the development of parks and cultural uses, and the protection of area churches through special parking provisions.

Northwest District

Northwest Residential Density Studies

Clematis Waterfront District

Districts



Flexibility in Building Massing

AWARDS

Florida American Planning Association Award of Excellence, 2008

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Extensive Community Engagement, Public Outreach & Educational Campaigns

Visioning Process

Audit of Land Use and Programs

Highest and Best Use Analysis

Future Land Use Map

Zoning: Undid Form-based Zoning Code

TIF or Innovative Monetary Leveraging

Policy Recommendations

Waterfront Planning

Focus on Downtown

Master Planning

Urban, Large-Scale, Multi-block District Redevelopment

Land Development Regulations

Market Study

Graphic Depictions of Plans

District-based Plans

Created New Districts Based on Distinct Characteristics

Created New Land Development Regulations to Support District Initiatives

Developed with the Community for Widespread Support

Designed Development Incentives to Encourage a New Business District

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CITY OF JACKSONVILLE VISION PLAN AND FUTURE LAND USE ELEMENT

Jacksonville, FL

The City of Jacksonville embarked on a two plus year long planning study to develop Visions for Planning Districts 1: The Urban Core; 2: Greater Arlington/Beaches; and 3: The Southeast, plus a future land-use element for the entire city. The success of this grassroots effort was in great part due to the thoughtful and creative input from the community, engaged through a comprehensive Community Outreach Program. The purpose of the plans was to identify community goals, objectives, and planning potentials for growth.

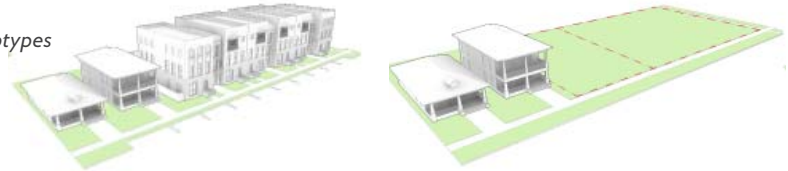
Now complete, the Vision Plans, together with the new Future Land Use Map and Future Land Use Element, provide a blueprint for future development throughout the entire city. The vision includes strategies for enhancing the quality of life by addressing neighborhood preservation, industrial preservation, and green infrastructure.

The vision and planning process included a public outreach process with a blog that allowed direct and real-time communication with the community. The development of the plans included community conversations and a steering committee for each district. The vision plans are framed by guiding principles developed as a result of the process.

The five guiding principles, which vary a bit from district to district, are:

1. Community Character/Uniqueness
2. Mixed Land Uses/Density/Redevelopment Infill
3. Improving Transportation Choice
4. Economic Growth
5. Open Space/Green Infrastructure

Infill Development Prototypes



The Vision for Future Land Uses Concentrates Density in Urban Centers, along Corridors and Nodes, with Limited Development in the Conservation Areas

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Extensive Community Engagement, Public Outreach & Educational Campaigns

Visioning Process

Audit of Land Use and Programs

Highest and Best Use Analysis

Future Land Use Map

Zoning Recommendations

Capital Projects and/or Programs Priorities List

Policy Recommendations

Waterfront Planning

Focus on Downtown

Master Planning

Visioning

Land Development Regulations

Urban, Large-Scale, Multi-block District Redevelopment

Graphic Depictions of Plans

Approvals of Three District-wide Vision Plans

Corridor and Nodal Plans

Citywide Master Plan

Transit-Oriented Development

Future Land Use and Comprehensive Planning

Sustainable Design Guidelines

Multiple Stakeholder and Agency Coordination

Local/Regional Transportation Analysis

Targeted Neighborhood Strategies

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Former Planning Director
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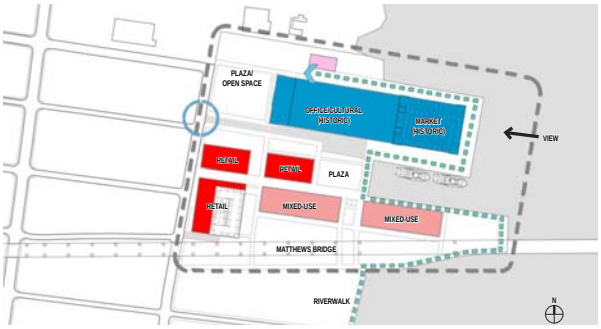
Of particular interest is Jacksonville's historic center, the Urban Core. The plan promotes the protection and revitalization of this planning district's numerous historic assets through strategies for retaining, rehabilitating, and reusing these assets. Included in the recommendations are the identification of two new historic districts, one for the Central Business District and one for the Warehouse District adjacent the historic Springfield neighborhood. The Warehouse District was re-envisioned as a mixed-use arts and entertainment district that would serve to re-link this mostly vacant area to Springfield's Main Street. Additionally, the plan provides a vision for the adaptive reuse of the Old Ford Plant, designed by Albert Kahn in 1924 and sited along the bank of the St. Johns River. The vision includes utilizing the 165,000 square foot facility as a public market and also includes office and cultural uses.

In addition to Historic Districts and specific buildings, the plan lays out strategies for infill redevelopment aimed at preserve the existing neighborhood scale and character.



Plan Diagram of Potential Redevelopment

Historic Photo of the Ford Plant

Existing Conditions

Illustration of Potential Redevelopment of the Old Ford Plant

PEARY COURT, KEY WEST MASTER PLAN & ARCHITECTURE

Key West, FL

Peary Court is a former Naval housing complex that is located across from a primary entrance to the largest historic district in the State of Florida, the Key West Historic District, known as Old Town. After the 28-acre site was sold to a private developer, the City of Key West passed an ordinance changing the zoning from Military to Historic Special Medium Density Residential District (HSMDR). Zyscovich Architects is working within the Historic Architectural Review Commission Design Guidelines to create new structures that are sensitive and harmonious to the existing historic urban context in proportion, scale and mass.

The scope of work includes the replacement of 160 non-contributing dwelling units and the addition of 48 affordable housing units. Based on the premise that architecture is a product of cultural evolution, Zyscovich Architects analyzed the local vernacular framing construction methods found in the historic district, and has reinterpreted them using new building techniques and the latest prefabricated-building technology. The result will be a mixture of human-scaled, single-story, one-and-one-half-story, and two-story duplex and triplex units that all face the street. To maintain harmony with the surrounding historic urban fabric, each unit will have a porch and will read as two full stories. Some units will have a three-foot tall picket fence with an arbored entry gate.

KEY FEATURES

Master Planning

Community Redevelopment

Community Engagement & Design Charrette

Visioning

Zoning Analysis

Affordable Housing

Phased Development

Sustainable Design

Innovative Monetary Leveraging

Targeting LEED Certification

Historic Special Medium Density Residential District

Sustainable

Latest Prefabricated-Building Technology

Urban Fabric Revitalization

Single / Multi-Family

Public Green Space

CLIENT CONTACT

Confidential Entity

Victor Ballestas
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LAMBERT ADVISORY, LLC PROJECT EXPERIENCE

TRUMAN ANNEX PARK TOURISM IMPACT STUDY

Key West, FL

Lambert Advisory was recently engaged by Spottswood Companies to develop a tourism impact analysis of the development of the Truman Annex Park on tourism to Key West and corresponding expenditure. Truman Annex Park is currently in the planning stages of development for a world class park facility that will serve as one of the major venues in Key West similar to Grant/Millennium Park in Chicago. The tourism benefit, which is the basis for Lambert's analysis, from the Truman Annex Park is driven by three primary sources: 1.) enhanced tourism and associated expenditure from attendance at existing and/or new performance venues; 2.) enhanced tourism and associated expenditure from maritime and non-maritime multi-day events (including the Super Boat International World Championship Off-shore Race); and, 3.) enhanced tourism and associated expenditure from longer length of tourist visit.

CITY/PORT OF KEY WEST ECONOMIC IMPACT ANALYSIS CRUISE PORT DEVELOPMENT

Key West, FL

The Port of Key West is one of the most active and desirable cruise ports in the United States. Yet it increasingly has difficulty accommodating the number and size of visiting cruise ships. In conjunction with a plan to convert the Naval Air Station in Key West to civilian use, Lambert Advisory analyzed the negative impact on the local economy of the base closure and the corresponding positive impact of a new cruise port along the base's Truman Annex waterfront. We found that the repositioning of Truman Annex as a deep water cruise port will alleviate the majority of problems associated with accommodating large vessels, but not without associated costs. The City of Key West faces one of the most severe housing crises in the nation, and the additional jobs created by the new port-of call will only exacerbate this problem. Our recommendations to the City included ways in which increased port charges and fees could be tied to an affordable housing fund – a fund directed at reducing the housing cost burden on retail and service workers serving the growing number of cruise passengers.

TRUST FOR PUBLIC LAND AND CITY OF KEY WEST REDEVELOPMENT, MARKET, FINANCIAL & BUSINESS STRUCTURE

Key West, FL

Completed a market and financial assessment and program for the City of Key West in conjunction with the Trust for Public Lands to purchase and develop eighteen acres of waterfront dilapidated property in the heart of Key West, Florida. The analysis focused on developing a retail, resort, and marina oriented program for the site which would generate enough revenue to pay off debt associated with the purchase.

PORT MIAMI WORLD TRADE CENTER MIAMI ECONOMIC, MARKET & STRATEGIC ANALYSIS

Miami, FL

Lambert Advisory completed an economic, market and strategic analysis for a proposed World Trade Center within Port Miami. As the basis for evaluating development opportunities for a World Trade Center Miami, Lambert completed an assessment of general economic and demographic trends and forecasts for Miami-Dade County, and specifically Downtown Miami, inclusive of the Brickell and Omni areas. The economic profile focused on those primary variables that "drive" demand for proposed uses including office, hotel, and retail that support a phased development of the World Trade Center property. Lambert also provided the strategic recommendations for implementation and related Port Miami initiatives.

NEIGHBORHOOD HOUSING SERVICES OF SOUTH FLORIDA: CRA TARGET MARKET AREA ECONOMIC MARKET & STRATEGIC PLAN

Miami, FL

Lambert Advisory is currently engaged as the economic, market and strategic advisor to the Neighborhood Housing Services of South Florida (NHSSFL) in conjunction with an economic development strategy for the N.W. 79th Street – CRA Target Market Area. The economic and market analysis will provide an in-depth understanding of housing and commercial market conditions that will be used to establish a strategic joint development analyses for multiple sites and provide recommendations for supporting and implementing viable opportunities, including tax increment financing (TIF) initiatives. However, an important component of the overall strategic evaluation will be to assess the opportunity to link potential redevelopment programs with transit services including Amtrak and Metrorail.

CITY OF HALLANDALE BEACH CRA/TIF FUNDING STRATEGY & PUBLIC/PRIVATE DEVELOPMENT NEGOTIATION SERVICES FOR VILLAGES OF GULFSTREAM PARK

Hallandale Beach, FL

Lambert Advisory was the primary consultant to the City of Hallandale Beach associated with its negotiation with Forest City Enterprises and the development of a $250 million retail/entertainment lifestyle center. Lambert provided the financial structuring and deal terms associated with City of Hallandale Beach's CRA TIF funding used to support development of the 300,000 square foot multi-phase development. Lambert set forth the parameters by which the City would invest its TIF dollars and recapture its investment dependent upon a complex evaluation of the development's success during a 20 year period. Lambert participated as facilitator during negotiations and provided the presentation of conclusions and recommendations to the City Commission that were used as the basis for approving the investment agreement.

CITY OF HALLANDALE BEACH CITY-WIDE ECONOMIC DEVELOPMENT STRATEGY

Hallandale Beach, FL

Lambert Advisory completed a city-wide economic development strategy for the City of Hallandale Beach with the primary focus aimed at delineating what the City can and needs to do within its budget constraints to attract, support, and cement the large scale private investment necessary to create jobs and future opportunities. The research and analysis included a comprehensive overview of demographic trends and forecast (at the census tract level), as well as a detailed supply and demand analysis for housing (rental and for-sale), office, retail, entertainment, industrial and hotel uses that will be targeted to support potential public/private joint redevelopment opportunities. The report also provided recommendations with regard to the City/CRA's role as it relates to economic development.

CITY OF NEWPORT RICHEY HIGHEST AND BEST USE ANALYSIS HCA COMMUNITY HOSPITAL

Newport Richey, FL

Lambert Advisory was engaged by URS Corporation to prepare a highest and best use (best fit) analysis associated with the relocation of HCA Community Hospital. The objective of this study is to identify potential redevelopment opportunities aimed to create employment, generate property taxes, and/or support existing businesses in the immediate area and citywide, while furthering the objectives of the New Port Richey Comprehensive Plan and New Port Richey Redevelopment Plan.

SOUTH CAPE CRA ECONOMIC, MARKET & STRATEGIC ANALYSIS FOR 2020 VISION PLAN

Cape Coral, FL

Lambert Advisory, as a sub-consultant to Zyscovich, provided economic, market and strategic analysis to support the South Cape 2030 Vision Plan. The primary goal of the economic and market analysis is to assess the market for residential, office, retail/entertainment, hospitality, cultural and government uses in the context of both the short opportunities and long-term visions for South Cape and its CRA district. An important component to Lambert's work effort is to identify the CRA's competitive positioning within the broader market to clearly understand viable redevelopment opportunities that will help guide the visioning process. Moreover, the analysis is proving to be a critical element to establishing community support for a redevelopment programming that had for a long time suffered from the community's skepticism.

ST. PETERSBURG PIER STRATEGIC PLANNING FOR PIER REDEVELOPMENT

St. Petersburg, FL

Lambert Advisory served as the economic, market and financial consultant to City of St. Petersburg's Pier Task Force associated with the redevelopment of the Pier facility. The research and analysis includes a combination of economic and demographic data analysis, review of third party studies regarding the St. Petersburg and Pinellas County real estate market, interviews with a variety of investors, owners and operators of real estate throughout the City and region, as well as interviews with meeting planners, entertainment venue developers, and performance promoters within and beyond the local market. Specifically, Lambert's research focused on determining how the Pier's redevelopment and under various configurations would support certain real estate and entertainment uses over the long term, including: retail/restaurant, entertainment attraction, dedicated performance venue, hotel, and marina

CITY OF MIAMI BUSINESS IMPROVEMENT DISTRICT (BID) INITIATIVE

Miami, FL

Lambert Advisory assisted the City of Miami in its effort to reach out to prospective BIDs throughout the City and provide insight into formation processes, organizational structures and planning goals. As part of the process, Lambert developed data and prepared detailed GIS-based maps, baseline revenue estimate and additional funding evaluations for each specific prospective BID to provide data necessary to identify geographic boundaries and budget (revenue) parameters. In addition, Lambert provided the City with guidance into its governance and management policies that should be considered as the BID initiative progresses. Lambert also provided the City's MIMO district with support in formulating a business plan, base-level of service documentation, and financial assessment.

CITY OF PLANTATION GATEWAY CATALYTIC INVESTMENT STRATEGY

Plantation, FL

Project Description: Lambert Advisory was engaged in a market and financial assessment for the State Road 7 corridor, a designated CRA, in the City of Plantation. A key component to the analysis is aimed at guiding the City to the strongest redevelopment program from a "dollars and cents" perspective keeping in mind the broader goals of the City to effectuate the corridor's redevelopment, including housing development. Our objective was to test various cash flow scenarios including acquiring parcels and/or existing buildings and leasing them back to a third party for development. Based upon supply, demand, pricing, and capture analyses conducted in our in-depth market profile, we assessed financial feasibility and public funding requirements (if needed) on both an individual project basis and/or the redevelopment program as a whole.

CITY OF TAMPA, FL DREW PARK CRA & EAST TAMPA CRA: COMMUNITY REDEVELOPMENT STRATEGIC PLAN

Tampa, FL

Lambert Advisory, under a sub-consulting agreement with URS Corporation, currently serves as an economic and financial advisor to the City of Tampa on two independent community redevelopment initiatives: Drew Park CRA and East Tampa CRA. In both cases, Lambert completed comprehensive market research and analysis to identify demand for a broad range of uses including retail, office, industrial and residential (for-sale and rental). The demand estimates were used as the source for supporting long-term demand estimates within both CRA's, which in-turn became the basis for projecting incremental tax revenue growth within the districts. Lambert served as a financial advisor to the Plan responsible for analyzing historical tax revenue growth within the district, and forecasting incremental tax revenue growth used to support various funding options including tax increment financing (TIF), bond financing and/or Hillsborough County redevelopment funding initiatives.

SANTA ROSA ISLAND AUTHORITY ECONOMIC, MARKET & FUNDING ANALYSIS

Pensacola Beach, FL

Lambert Advisory, as a sub-consultant to the master planning team, completed an economic, market and financial analysis for the Pensacola Beach Master Plan. Lambert's primary objective was to coordinate local market and financial realities with the master planning effort. The economic, market and fiscal impact analyses relies heavily upon the compilation of comprehensive resident and visitor demographic data, as well as in-depth market research of various real estate uses including retail, hotel, entertainment, cultural and recreation. The analysis is utilized to support demand estimates for potential redevelopment within the study area as well as support recreation and eco-related activity programs the community strongly desires. Additionally, Lambert served as a financial advisor to the Plan responsible for analyzing historical tax, toll bridge and other revenue growth within impacting SRIA, and forecasting incremental revenue growth among these various sources to support alternative funding options including toll bridge revenue increment financing, bond financing and/or other local and State redevelopment funding sources.

CREATIVE VILLAGE (CREATIVE VILLAGE LLC, BANK OF AMERICA CDC & CITY OF ORLANDO) TIGER II GRANT STRATEGIC SERVICES

Orlando,FL

Lambert Advisory served as the lead economic, financial and strategic advisory to Creative Village LLC (in a joint effort with Bank of America CDC and its Consortium partners) in the preparation of a TIGER II Grant submission. Creative Village, located in Downtown Orlando within the Parramore Neighborhood area, is a master planned vision where high tech, digital media and creative companies integrate with residential, retail and academia. The initial grant submission is estimated to be in the $70 million range, with additional sources of funding targeted to support the redevelopment effort. The planning and grant submission effort represents comprehensive and complex integration of disciplines between the private sector (master developer), City of Orlando, BACDC, Lynx, among others. Lambert's primary role is to provide the strategic vision and define the redevelopment focus in the context of grant submission as well as facilitate and coordinate interaction between the various Consortium partners.

BROWARD BOULEVARD GATEWAY CORRIDOR ECONOMIC/MARKET ASSESSMENT

Ft. Lauderdale, FL

Lambert Advisory was engaged by the Treasure Coast Regional Planning Council (TCRPC) and is currently providing economic, market and strategic planning services associated with the Broward Boulevard Gateway Master Plan (Gateway). The objective of the Gateway master plan is to establish a vision and strategy for short and long term physical, regulatory and economic improvements for a corridor which extends more than two miles. Specific to the economic and market analysis, the analysis was intended to: identify the Gateway corridor's existing economic base; identify the market potential and demand for select real estate uses within the Gateway corridor; identify redevelopment strategies and investments that could act as catalysts for redevelopment along the corridor; and, make recommendations and delineate next steps based on the baseline data collected, including preliminary funding strategies to be considered for implementation phases.

9 INDEPENDENT EXPERIENCE OF PROPOSED PROJECT MANAGER GRACE PERDOMO

ZYSCOVICH
ARCHITECTS
WE MAKE **PEOPLE PLACES**

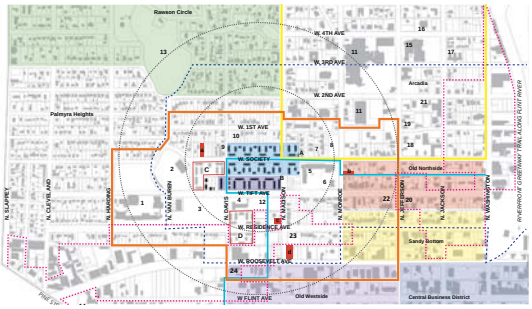
DOWNTOWN ALBANY, GA: THE OAKS AT NORTH INTOWN MASTER PLAN

Albany, GA

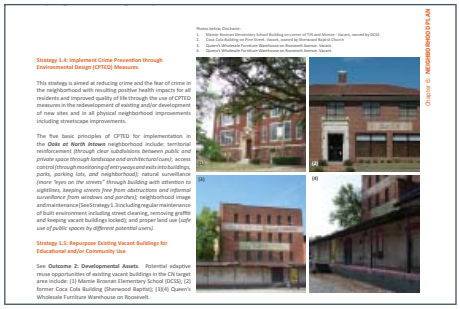
The Albany Intown District, identified as a historic district in 1978, comprises an area of approximately 70 city blocks stretching west from the Flint River to Davis Street and south from West 4th Avenue to Mercer Avenue. Radiating to the south, north and west are neighborhoods known as Old Westside, Old Northside, Arcadia, Rawson Circle and North Intown. Located within the District and within a half mile from the Flint River and the City's Central Business District, is the newly named Oaks at North Intown neighborhood. This residential neighborhood developed during the 1840's to the north and west of the central downtown business district as a result of rapid growth and demand for additional residential development and is an extension of the original downtown grid plan for Albany. Both Old Northside and North Intown were initially developed for wealthy white residents but after construction of the rail line, the need for modest housing for railroad employees arose. As a result, the neighborhood gradually changed in character from a neighborhood consisting of large, elaborate dwellings to smaller single units of housing and craftsman style bungalows.

The Oaks at North Intown contains approximately 238 acres of land and 688 housing units in a wide variety of architectural styles and building types that date from the mid-nineteenth to the mid-twentieth century, occupying a basic grid of north-south and east-west city streets with large residential blocks (roughly 440' by 620'). Largely residential in nature, the area is home to several educational institutions including Albany High School and Lincoln Elementary Magnet School, as well as the vacant turn-of-the-century Mamie Brosnan Elementary School building and large employers including Phoebe Putney Memorial Hospital. A vast majority of residential uses are low density but there are also some medium and high density areas within the neighborhood.

Developed with funding from HUD, Grace Perdomo served as master planner and urban designer for the Albany Housing Authority's (AHA) neighborhood planning efforts. Ms. Perdomo assisted AHA and the City of Albany in creating a comprehensive community vision and master plan for the area. Based on extensive community outreach and participation, the Plan combines a comprehensive neighborhood redevelopment strategy with institutional, recreational, educational and infrastructure components designed to transform the neighborhood, and was crafted to align with the City's overall vision for the revitalization of downtown Albany. Emphasis includes goals to improve and expand housing opportunities and access to basic services such as retail and health; improve the quality of the local public schools; improve public assets including neighborhood parks and connectivity to nearby recreation areas; offer effective transportation alternatives; increase access to jobs and levels of employment; and strengthen public safety and reduce crime rates as well as the potential adaptive re-use of existing historic vacant buildings in the area including Mamie Brosnan Elementary; the former Coca Cola Building and the Queen's Wholesale Furniture Warehouse on Roosevelt.



Neighborhood Plan



Repurposing Historic Buildings

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Extensive Community Engagement & Partnership Development

Visioning Process

Capital Projects and/or Programs Priorities List

Public Outreach & Educational Campaigns

Implementation Program

TIF or Innovative Monetary Leveraging

Policy Recommendations

Waterfront Planning

Focus on Downtown

Master Planning

Urban, Multi-block Neighborhood Redevelopment

Market Study

Graphic Depictions of Plans

Developed with the Community for Widespread Support

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**Independent Experience of Proposed Project Manager Grace Perdomo*

HOUSING AUTHORITY OF COLUMBUS, GEORGIA PROJECTS

Three Locations, Columbus, GA

ARBOR POINT: A SOUTH COLUMBUS NEIGHBORHOOD REVITALIZATION PLAN

The Housing Authority of Columbus Georgia developed a strategy that enabled the former Baker Village public housing community to be revitalized as a new mixed-use, mixed-income neighborhood. The revitalization of this 590-unit public housing development covers an area of approximately 66 acres located in South Columbus, just two miles from Fort Benning. Today, the newly named Arbor Pointe is one of Columbus, Georgia's most popular apartment communities. Wallace + Perdomo's Revitalization Plan for Baker Village focused on key physical plan elements to create unique neighborhood areas within close proximity to retail and services. Interconnected by a new system of pocket parks and open green spaces and a new and existing system of streets and alleyways, the final physical plan and design is based on the following four principles:

- Recognize the highest and best uses for locating buildings on-site
- Promote use of a variety of housing and building types to create a true neighborhood character
- Reinforce Columbus South as a "Gateway" neighborhood into Columbus
- Make connections to a proposed citywide greenway belt at the southern portion of the site on the former railroad tracks.

Built in three phases, the redevelopment is replacing the existing public housing with 568 units of new multifamily rental and for-sale units in a combination of one-and two-story single family, duplex, townhouses and garden apartment configurations.

The architectural character of the new housing building types responds to the existing craftsman style vernacular found in the surrounding neighborhoods. Future commercial development, in the form of a new town center, is proposed on 5.4 acres of the site and a potential new elementary school on a portion of the Baker Village site (+/- 3.1 acres) and the existing Baker High School site. The overall development costs for the rental housing was estimated at $26.5 million with proposed sources to include Housing Authority of Columbus funds, City of Columbus infrastructure funds, Low Income Housing Tax Credits, Affordable Housing Program funds (Federal Home Loan Bank), supportive services grant funds and first mortgage property debt.

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Extensive Community Engagement, Public Outreach & Educational Campaigns

Visioning Process

Design Guidelines & Zoning Recommendations

Capital Projects and/or Programs Priorities List

Implementation Program

TIF or Innovative Monetary Leveraging

Policy Recommendations

Neighborhood Redevelopment Plans

Grant Writing & Program Management

Master Planning

Urban, Multi-block Neighborhood Redevelopment

Market Study

Developer Selection Process & Oversight for Plan Implementation

Graphic Depictions of Plans

Developed with the Community for Widespread Support

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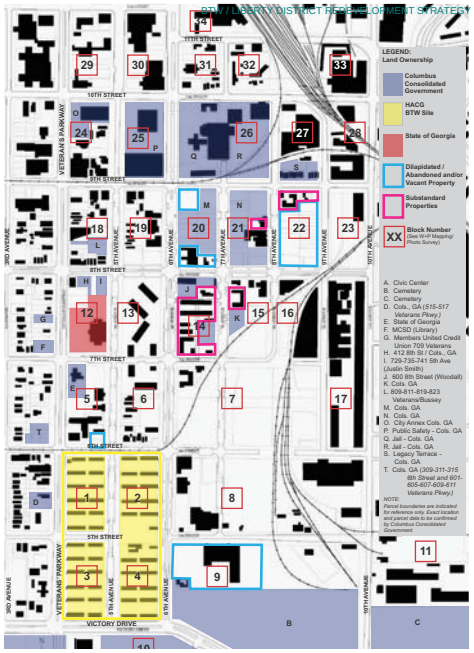
**Independent Experience of Proposed Project Manager Grace Perdomo*

BOOKER T. WASHINGTON APARTMENTS: A LIBERTY DISTRICT NEIGHBORHOOD REVITALIZATION PLAN

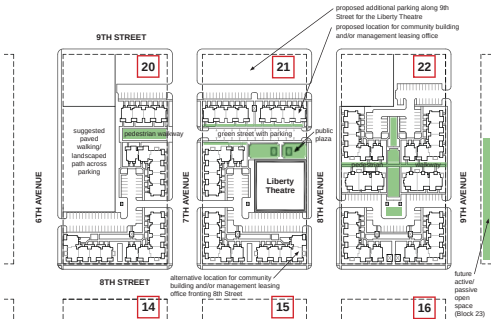
The Housing Authority of the City of Columbus Georgia's Booker T. Washington Apartments (BTW) public housing site is located in the Liberty Theater District. Constructed in 1940, BTW is comprised of 392 housing units on 17+ acres of land at Victory Drive and Veterans Parkway in downtown Columbus. Ms. Perdomo assisted HACG with plans to create a neighborhood vision and seek ways to secure federal funding to achieve this extensive revitalization as well as engage the City of Columbus (City) and other strategic partners in a collective effort to implement a broader vision: a new mixed income community in a vibrant and thriving neighborhood filled with enhanced economic, educational, cultural, and recreational opportunities. Recognizing the significant challenges of overall neighborhood revitalization, this initial effort contemplated a one to three year timeline with other strategic long-term efforts to follow.

The Liberty Heritage Historic District, while offering revitalization opportunities, is characterized by deteriorated rental properties, large tracts of vacant land, low levels of homeownership, minimal retail services, and high levels of crime and poverty. Three initial areas of focus were considered critical to the short-term efforts to revitalize BTW and the Liberty Theater District: **Housing** - Increase the quality and diversity of the housing available and improve connections within the neighborhood; **Distress** - Address distressed residential and commercial buildings and abundance of vacant land through acquisition and/or improvements; and, **Sustainable Neighborhood** - Effectively incorporate economic development, educational programs, cultural experiences, and recreational opportunities into the community. A key component of neighborhood revitalization was the need to strengthen the fabric of the existing neighborhood fabric by working on fixing the basics—infrastructure, streets, schools, access to transportation, connection to open spaces, and by building on transformative opportunities and physical connections that expand these opportunities.

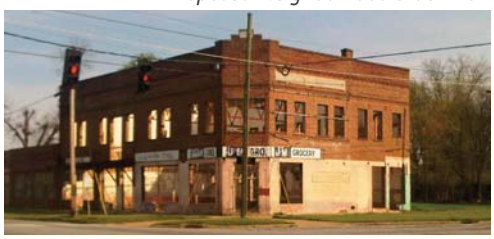
Ms. Perdomo's detailed graphic plans include an extensive neighborhood assessment and property inventory. Opportunity sites were identified for new housing within the heart of the District immediately surrounding the existing Liberty Theater. These sites cover six city blocks and included most of the vacant parcels presently owned by the City within the district. In addition, the City's proposed streetscape improvements along 8th and 9th Street, between 5th and 10th Avenue, will serve to support new infill housing as well as enhance both vehicular and pedestrian access and connectivity within this area of the district. Together, proposed redevelopment activities focused primarily on housing development to enhance connections to downtown and to existing surrounding activity centers (e.g. South Commons to the south, Columbus Riverwalk to the west), support key institutions and amenities (e.g. Liberty Theater, Ma Rainey House, and Spencer House), and strengthen needed commercial development (e.g. along Veterans Parkway and Victory Drive) and represent a holistic and sustainable approach to a multi-faceted endeavor.



Existing Conditions Plan



Proposed Neighborhood Block Plan



ASHLEY STATION: CENTRAL COLUMBUS NEIGHBORHOOD REVITALIZATION PLAN

Located in Central Columbus, Ashley Station replaces the Housing Authority of Columbus Georgia's (HACG) former Peabody Apartments, a 510-unit severely distressed public housing community, with a 367-unit mixed-income, mixed-use residential neighborhood in close proximity to the Columbus Regional Medical Center and the Waverly Terrace Historic District. The physical site plan is focused on reconnecting the site to the adjacent neighborhoods and developing a walkable, pedestrian friendly environment in close proximity to abundant employment, retail and cultural opportunities. This HACG-led planning effort represents a unique public-private collaboration to create a new gateway to downtown Columbus, taking advantage of a $20 million 2002 HUD HOPE VI Grant and nearly $140 million in collateral investments.

Former Peabody Homes Public Housing Site (2002)

As project director and urban designer, Ms. Perdomo's plan for the site created an internal system of new public streets, sidewalks and public spaces to replace the current layout with new city blocks created as extensions of the existing street grid of the Waverly-Terrace neighborhood to the north. A central feature of the plan is a new 62' wide boulevard, extending through the entire site (along the alignment of an existing trunk-line storm drain). This boulevard was developed as a central passive recreational open space for the community and is inspired by the broad boulevard and treelined "chain of parks" that exists today along Broadway in downtown Columbus. The architecture of the new community responds to the City of Columbus' Design Guidelines for historic districts and integrates the new buildings with the historic character of existing residential structures in the Waverly-Terrace and nearby Weracoba-St. Elmo neighborhoods.

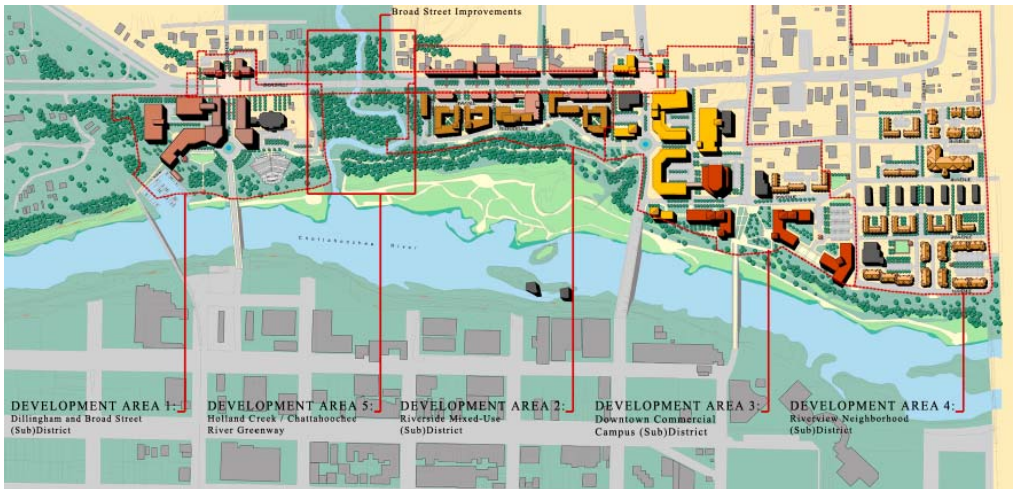
Aerial of New Ashley Station during Construction

New Multi-family Housing

PHENIX CITY DOWNTOWN RIVERFRONT MASTER PLAN

Phenix City, AL

The Riverfront District Master Plan provides a compelling vision for the rebirth of the Phenix community (pop. 28,000) through the redevelopment of approximately 141 acres along the banks of the Chattahoochee River. Separating downtown Phenix from Columbus, Georgia, this unique urban resource is undergoing a comprehensive habitat restoration that will in turn promote a variety of outdoor activities, including hiking, whitewater rafting, canoeing and kayaking, and provides an exceptional setting for development and benefits to this growing metropolitan community. The planned mixed-use urban revitalization includes residential, retail, office, college and university campus facilities and hotel development with a total investment estimated at $275 million (in 2005 dollars) over a twenty year period. Planning efforts were based on wide-ranging stakeholder interviews, extensive public consultation and pragmatic reviews of the prospects for revitalization. Phenix City was joined in this planning effort by the East Alabama Riverfront Development (EARD), a 501c3 non-profit, public/private partnership dedicated to the revitalization of downtown Phenix. Major components of the plan integrate key design elements with social, economic and environmental strategies and include the development of an interconnected system of public spaces, urban landscaping and a pedestrian system of streets and blocks to allow appropriately scaled new and infill development and strategies for implementation. The Plan was adopted by City Council in February 2005.



Phenix City Downtown Riverfront, Phenix City, AL

KEY FEATURES

Community Redevelopment & Long Range Fiscal Plan

Extensive Community Engagement, Public Outreach & Community Engagement

Visioning Process

Capital Projects and/or Programs Priorities List

Implementation Program

TIF or Innovative Monetary Leveraging

Policy Recommendations

Waterfront Planning

Conceptual Design for 141 Acres of Urban Riverfront Redevelopment

Development Program:
600 Hotel Rooms
238,240 SF Retail
186,000 SF Commercial-Office
593 Units of Housing
100,800 SF Courthouse Expansion
150,000 SF College-University Satellite Campus Use / Other Uses

Focus on Downtown & Riverfront/Whitewater

Master Planning

Design Guidelines

Urban, Multi-block District Redevelopment

Market Study

Graphic Depictions of Plans

Development Area Plans

Created New Districts Based on Distinct Characteristics

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**Independent Experience of Proposed Project Manager Grace Perdomo*

CREATIVE VILLAGE STRATEGIC PLANNING AND FUNDING FEASIBILITY

Orlando, FL

Located in Downtown Orlando, Creative Village is an approximately 68-acre City-owned development uniquely positioned to enhance the Orlando region's position as a leader in education and cutting edge media innovation, as well as to support the region's corporate base, including the global family entertainment industry which brings in substantial foreign investment and international tourism. The City chose a team headed by the Banc of America Community Development Corporation, the nation's largest community development corporation among financial institutions, and Ustler Development, a pioneering and highly successful Orlando-based developer, to create this transit-oriented, knowledge-based, education and corporate mixed-use/mixed-income community targeting LEED-ND certification. Once infrastructure is in place, the development team has commitments to develop an 80,000 SF Digital Technology and Arts Program building for Valencia Community College (VCC), 100,000 SF of commercial office and retail space, and 30-50 units of mixed income for-sale housing by the end of 2014. At build out, the development is anticipated to have up to one million SF of office space, upwards of 500,000 SF of higher education facilities, up to 265,000 SF of retail, 150-200 hotel rooms, and as many as 1,500 units of mixed income housing. The project is being positioned and supported by major industry and educational institutions in the State to become the center for collaborative technology-based learning, research, and associated business activity in Central Florida over the next several decades. **Harris Corporation (NYSE: HRS), an international leader in technology, is making a substantial monetary investment in the project to establish the technology framework for integrating all of the institutional and commercial entities.**

The project includes the expansion of the LYNX LYMMO Bus Rapid Transit (BRT) system to provide direct connectivity to LYNX's Central Station. The Orlando regional MPO, METROPLAN ORLANDO and its 2030 Long Range Transportation Plan (LRTP), have designated LYNX Central Station as the primary hub for all transit in the Orlando region. When the expansion is completed, residents of the surrounding Parramore neighborhood will have the means to cost effectively, easily and quickly access jobs at all levels of skill and pay throughout the Orlando region while, in turn, the entire region can conveniently access jobs, education and the training opportunities within Creative Village. By 2030, the project is forecast to have net quantifiable benefits of $349.4 million to the economy on a present value basis, or 3.6 times the project cost. Grace Perdomo in association with Lambert Advisory LLC assisted the City and LYNX Central Florida Regional Transportation Authority in submitting a successful 2010 TIGER II Discretionary Grant Program application to the U.S. Department of Transportation to fill a funding gap for the first phase of development.

Current Development Implementation

Proposed Development Build-out

KEY FEATURES

Community Redevelopment

Long Range Fiscal Plan

Extensive Community Engagement, Public Outreach & Educational Campaigns

Visioning Process

Highest and Best Use Analysis

Capital Projects and/or Programs Priorities List

Implementation Program

TIF or Innovative Monetary Leveraging

Policy Recommendations

Focus on Downtown

Technology Focus

Master Planning

Land Use/Market Analysis

Strategic Planning and Project Positioning

Alternative Funding and Public Private Financing

Facilitated Financial Plan and Partnership Development

Service Delivery (Public Safety and Infrastructure)

Transit-Oriented & Sustainability Planning

Smart Growth Initiatives

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**Independent Experience of Proposed Project Manager Grace Perdomo*

MULTIPLE PLANNING PROJECTS THROUGHOUT THE SOUTHEAST

Charlotte, NC; Tuscaloosa, AL; Chattanooga, TN; Huntsville, AL; and Birmingham, AL

BOULEVARD HOMES NEIGHBORHOOD REVITALIZATION PLAN

Charlotte, North Carolina

Boulevard Homes is located approximately five miles west of the Charlotte Central Business District near the Charlotte International Airport. The Plan is centered on an innovative educational campus that directly responds to the needs of the children and residents of Boulevard Homes, connects and builds on the existing neighborhood strengths of the West Boulevard Corridor, and addresses the severe physical distress of the community while serving as a catalyst for broader community change. The Educational Campus incorporates a new model kindergarten through eighth grade school, a NAEYC-accredited early childhood development center, and a cohesive, services-rich mixed income community built to LEED and Enterprise Green Communities standards with direct linkages to the nearby community college, recreational center, and activated parks. This unique Educational Campus creates both a physical and social environment to enable residents and their children to thrive and succeed. Ms. Perdomo provided master planning and urban design services to The Boulevard Group and the Charlotte Housing Authority to transform the Boulevard Homes public housing development into a sustainable mixed-income community.

ROSEDALE COURT NEIGHBORHOOD REVITALIZATION PLAN

Tuscaloosa, Alabama

In April 2011, about a third of Rosedale Court residents were rendered homeless by the tornado that swept through the county laying waste to much of Rosedale Court, a federally subsidized apartment complex operated by the Tuscaloosa Housing Authority (THA) between 10th and Greensboro avenues. Of the 188 units, 100 were destroyed or left uninhabitable. On Monday, Shaun Donovan, secretary of U.S. Housing and Urban Development, toured the devastated Rosedale Court and pledged support. HUD took immediate steps to waive some restrictions on federal grants to free up $10 million for recovery in Tuscaloosa and Birmingham. The rebuilding plan for Rosedale Court resulted in THA's newest mixed-income community. The new master-planned site has rejuvenated the neighborhood by realigning and reconnecting public streets and has served as a catalyst for redevelopment following the tornado's path of devastation. The plan is today a new pedestrian oriented community with interconnected walking paths and greenspaces as well as amenities for residents including a new leasing office with a fitness and business center. Ms. Perdomo served as master planner and designer for the project.

KEY FEATURES

Community Redevelopment & Long Range Fiscal Plan

Extensive Community Engagement, Public Outreach & Educational Campaigns

Visioning Process

Zoning

Capital Projects and/or Programs Priorities List

Implementation Program

TIF or Innovative Monetary Leveraging

Policy Recommendations

Focus on Downtown

Master Planning

Land Use/Market Study

Multi-block District Redevelopment

Graphic Depictions of Plans

Community-based Plans

Alternative Funding including Public Private Financing & Grant Writing

Facilitated Financial Plan

Attracting and Securing Developers

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**Independent Experience of Proposed Project Manager Grace Perdomo*

MCCALLIE HOMES / ALTON PARK NEIGHBORHOOD REVITALIZATION PLAN

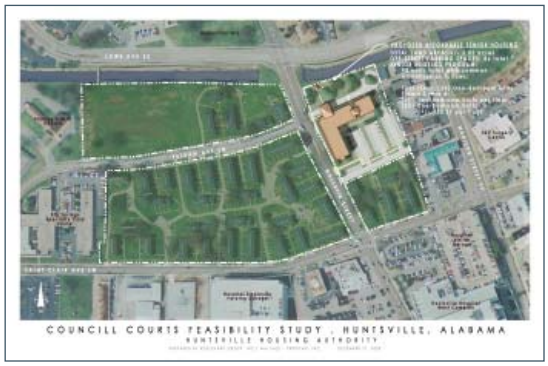
Chattanooga, Tennessee

Located within two miles of the vibrant downtown core of Chattanooga, Alton Park was historically an industrial workers' village. The City of Chattanooga's revitalization strategy for the larger Alton Park community and the community's Vision Statement describes the neighborhood as a "town within a town". Such a vision incorporates not only the functional elements necessary to sustain itself and grow as a community - but also that its proximity to, and interaction with, the City of Chattanooga gives the neighborhood much of its character and appeal. The physical plan restores the fabric of this community and replaces the institutional public housing with Craftsman-style architecture that is consistent with its context of 19th century worker's homes in both on-site, and as off-site infill. The plan recognizes the highest and best uses for the McCallie Homes public housing site and stabilizes existing residential areas by reestablishing connections with the surrounding Alton Park community. In addition, the plan promotes the creation of a new mixed-income and mixed-use neighborhood.

COUNCILL COURTS REVITALIZATION STRATEGY ANALYSIS

Huntsville, Alabama

Reflective of the historic context of Huntsville's downtown neighborhoods, the Councill Courts Revitalization is focused on the analysis and preparation of several development scenarios for consideration by the Huntsville Housing Authority and its Board of Commissioners. Grace Perdomo in association with the Boulevard group was asked to research and prepare a conceptual layout for the development of a mid-rise elderly facility on the Councill Courts site. The placement of the building considered the following factors: commercial land values so as to make the most of the site's potential while maximizing the opportunity to achieve full market value of the remaining land proposed for sale, access to the existing Hospital facilities, market and marketability of the site as a whole, access to existing transportation and existing floodway levels along Fagan Creek. The proposed senior building responds to the client's desire to create a unique urban setting within a walkable downtown Huntsville. The proposed building forms, massing, height and architectural details incorporate regional and local influences. The predominant use of traditional materials, facade articulation and roof forms contribute to the overall balance and composition of the surrounding downtown streetscapes.



PARK PLACE REVITALIZATION PLAN IN DOWNTOWN BIRMINGHAM

Birmingham, Alabama

Park Place was developed as an urban infill project on 12 blocks of downtown Birmingham, in the Central Business District. The new community features a vibrant, attractive, mixed-use neighborhood in close proximity to abundant employment, retail and cultural opportunities. Residential blocks feature an entry plaza into pedestrian-scaled residential streets and inner block parking courts with city street access. Extensive new infrastructure was created to develop the neighborhood city block street pattern for the new community and to strengthen linkages and create continuity with the adjacent downtown core. An important feature of the plan is the introduction of a series of new pedestrian-friendly "green" streets which connect the former public housing site with three downtown city parks—Linn, Kelly Ingram and Marconi Park—and the "Birmingham Green". A mix of townhouses, live/work units and direct entry apartments are proposed to be reflective of the historic context of Birmingham's 19th century neighborhoods with the use of materials and designs that incorporate regional and local influences to create a unique community identity. Ms. Perdomo served as project director and designer of this HUD-funded planning and implementation effort.

9 REPRESENTATIVE CAPITAL IMPLEMENTATION PROJECTS

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BAYFRONT PARK CONCEPTUAL PLAN

Miami, FL

The conceptual plan for Bayfront Park and Biscayne Boulevard was developed as part of the Downtown Master Plan for Miami. The plan reinforces the connection of the city's signature public space to the neighborhood and addresses the need for the park to better serve Downtown Miami's new residential population. Realignment of Biscayne Boulevard is proposed to replace existing median parking lots with a shade tree-lined promenade. The realignment narrows the street to improve accessibility for downtown residents and creates 12 additional acres of useful recreational space with public parking below grade.

The promenade is punctuated by signature pavilions at each street end that reinforce the connection of the park to the neighborhood. The pavilions create beacons visible from downtown streets and serve as locations for outdoor cafes, education and entertainment. A bayside promenade is proposed to activate the waterfront with a wider range of daily uses: shaded waterfront seating, strolling paths, a bayside beach and dockage for day trippers and water taxis. The promenade spans a narrowed and improved Port Boulevard and is anchored by a 3-acre green roof atop a proposed new Bayside facility for parking, civic and commercial space. The plan was recognized with an honor award from the American Institute of Architects Florida Chapter for its innovation in planning the public realm.

AWARDS

AIA Florida 2007
Unbuilt Honor Award

KEY FEATURES

Community Redevelopment

Community Engagement

Visioning Process

Audit of Land Use and Programs

Capital Projects and/or Programs Priorities List

TIF or Innovative Monetary Leveraging

Policy Recommendations

Waterfront Planning

Public Spaces

Public Involvement

Cultural Arts Venues / Amenities

Programming

Management Methods

Maritime Activities

Park Concept Plan

Urban Design

Waterfront Design

Recreation Design

Streetscape Design

Wayfinding

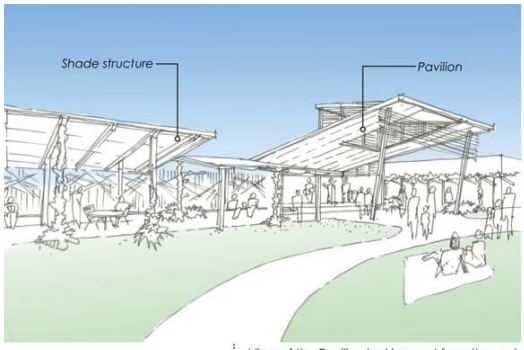
Park Architecture

GIBSON PARK PLANNING STUDY & DESIGN GUIDELINES

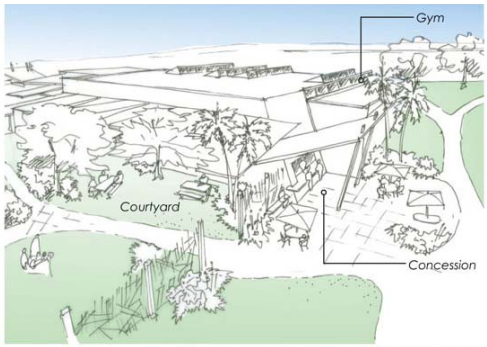
Miami, FL

Zyscovich was hired by the City of Miami to prepare a design criteria report for the renovations to Gibson Park, located in the center of Overtown, and situated to become a regenerative force in the community. The proposed project includes the renovation of the baseball field and football field, as well as the addition of a new gymnasium, community center, events pavilion, and concession stand. To fulfill the program requirement for the new community center, the project includes the adaptive reuse of the existing library building and a new 20,000 SF sports and activities building. The facilities will include a basketball gym, bowling alley, swimming pool, exercise facilities, weight room, and locker rooms. The NET office and Park office will both be incorporated into the community center, as well as classrooms, computer labs, meeting rooms, and additional multi-purpose space.

The design process for the guidelines included conducting a public forum aimed toward achieving public consensus regarding the programming and to discuss the phasing options for the project, as many of the facilities are currently in use. Following this community needs study, Zyscovich produced a report, which subsequently formed the basis for the design criteria that shall be utilized by the selected Design / Builder. The Design Report recommended such elements as LEED Silver design and strategic phasing to maximize continuity of use, allowing for both permanent and event parking opportunities. Zyscovich's recommendation to re-use the existing library building is a culturally significant decision, as this building is the canvas for a series of murals by renowned artist, Purvis Young. Therefore, the project has been able to meet the programmatic goals of the City while providing a cultural resource for the Overtown community.



View of the Pavilion looking east from the park



View of Concession with Gym behind, from the east

KEY FEATURES

- LEED Silver Design
- Master Planning & Programming
- Community Redevelopment
- Community Engagement
- Visioning
- Audit of Programs
- Capital Projects and/or Programs Priorities List
- Implementation Program
- TIF or Innovative Monetary Leveraging
- Community, Staff & Stakeholder Input
- Community Meeting Room
- Aerobics Room
- Multi-Purpose Room, Gymnasium & Sport Facilities
- Classrooms & Workshops
- Event Space
- Swimming Pool
- Administrative Offices
- Integration to Existing Operational Site
- Integration to Urban Environment
- Community Enhancement
- Public Use
- Design Criteria
- Green Design Solutions
- Budget Analysis
- Adaptive Re-use
- Art Preservation

CHARLES HADLEY PARK MASTER PLAN

Miami, FL

As a result of the community meetings facilitated by Zyscovich, the first project to be implemented in Hadley Park is the Concession and Fieldhouse Building, Noted by the community as an immediate need due to the success of the Park's existing sports programs, the building was commissioned to Zyscovich under a continuing services contract. The City requested a modified re-use of the recently completed Community Building at the Little Haiti Soccer Park in an effort to expedite the project. Zyscovich re-programmed and re-designed the building and produced 100% construction documents in 6 weeks.

The 4600 sf facility contains public restrooms, equipment storage for the baseball and football programs, a field house for team meetings, offices, and a concession stand to serve the adjacent fields. Featured in the building are a large covered "front porch" to encourage gathering and activity around the concession area, outdoor seating, vitacourse access, and additional landscape for shade and screening from the adjacent residential neighborhood.

KEY FEATURES

- Community Redevelopment
- Community Engagement
- Visioning
- Audit of Programs
- Capital Projects and/or Programs Priorities List
- Implementation Program
- TIF or Innovative Monetary Leveraging
- Master Planning & Programming
- Sports Facilities
- Community, Staff & Stakeholder Input
- Community Meeting Rooms
- Administrative Offices
- Event Space
- Integration to Existing Operational Site
- Integration to Urban Environment
- Community Enhancement
- Public Use
- Engagement of Exterior Environment
- Fieldhouse & Outdoor Seating
- New Youth Center
- Activity Pavilion
- Indoor Basketball Court
- Walking & Exercise Trail/ Vita Course
- Aquatic Center
- Covered Bleacher Area
- Football Field, Regulation Baseball Field & Two Youth Baseball Fields
- New Concession Building
- Aquatic Center
- Renovated Skate Area

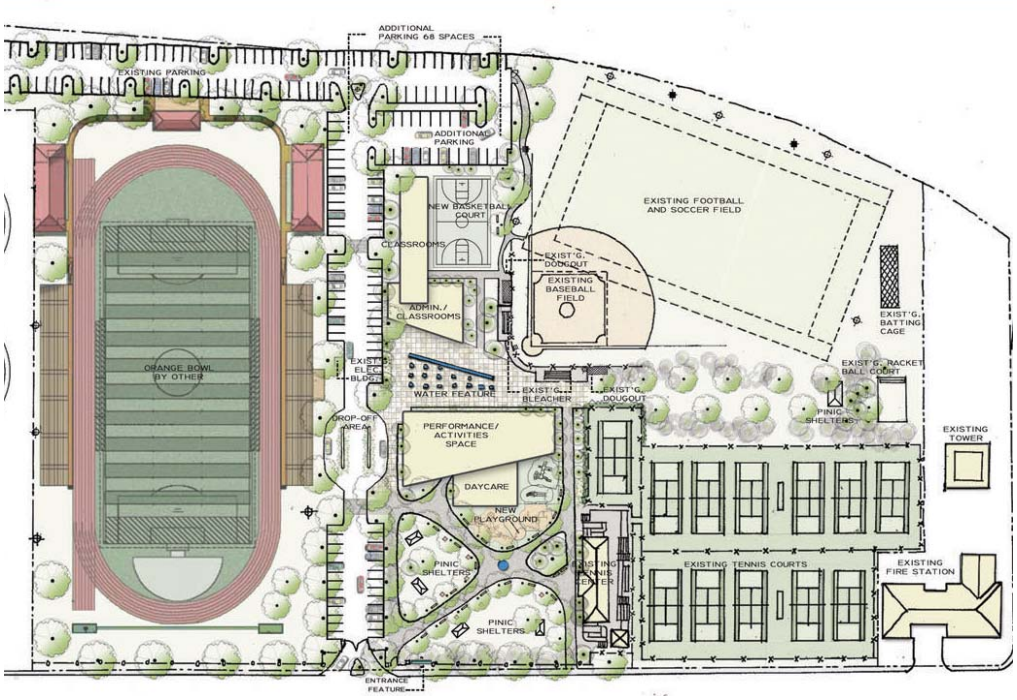
MOORE PARK MASTER PLAN & DESIGN CRITERIA PACKAGE

765 NW 36th Street Miami, FL 33127

Zyscovich provided a Conceptual Master Plan and the Design Criteria for Moore Park. This park contains a professional grade tennis center and a football field that is currently undergoing significant upgrades by the Orange Bowl Committee. In addition to athletics, this park provides academic programs, daycare, and social events services to the community. Zyscovich conducted a community needs study with community groups and the Parks Department and presented a plan to the neighbors and the City that provides a new performance space, an outdoor civic plaza with an interactive water feature, a new daycare, and a new educational building that will contain classrooms, art spaces, a recording studio, a media room, and administrative offices.

KEY FEATURES

- Community Redevelopment
- Community Engagement
- Visioning
- Audit of Programs
- Capital Projects and/or Programs Priorities List
- Implementation Program
- TIF or Innovative Monetary Leveraging
- Master Planning & Programming
- Scope & Program Verification
- Sports Facilities
- Community, Staff & Stakeholder Input
- Performance Space
- Community Meeting Rooms
- Administrative Offices
- Event Space
- Integration to Existing Operational Site
- Integration to Urban Environment
- Community Enhancement
- Public Use
- Engagement of Exterior Environment
- Community Sports Facility



SEBASTIAN/ALHAMBRA PARKING LOT FACILITIES AND OCEANSIDE PARKING LOT FACILITY *Fort Lauderdale, FL*

Zyscovich was commissioned to provide Feasibility Studies for three projects which included: a Garage, a Plaza, and a Garage with a Plaza, in addition to Concept Site Plan & Building Designs.

The Sebastian/Alhambra Parking Lot Facility and Oceanside Parking Lot Facility projects are to become a catalyst for economic activity. It is therefore critical that they integrate and synergize with the community, supplementing the already vibrant economic activities on Ft. Lauderdale Beach, and are financially sustainable themselves.

As part of the Ft. Lauderdale Master Plan Projects, the Oceanside Parking Lot Facility and Plaza project will provide an opportunity to amplify the significance of Las Olas Boulevard as a gateway and landmark with a series of integrated public spaces that connect the beach to the Intracoastal Waterway. Our vision is to create a financially sustainable garage which contributes to the vibrant beach community.

The creation of an active Oceanside Plaza from the existing surface parking lot adjacent to the new four-story parking structure will continue the pedestrian entertainment experience and become a focus point for off beach activities. This space can become a setting for outdoor performances, events, and outdoor markets or simply a place to meet friends. Drawing upon the sight lines from Las Olas Boulevard, the Oceanside Plaza will amplify the connection to the beach through bold, organizational geometry emphasizing the view to the ocean. The elevator for the parking facility will extend in a vertical tower for viewing the beach and will be an architecturally significant landmark attraction. Connecting Oceanside Plaza to the beach, the Las Olas Beach Plaza will be designed to reflect Oceanside Plaza and to create a gathering space on the beach to serve as a venue for art in public places and other community related installations

The Sebastian/Alhambra Parking Lot, located on the northern edge of the Beach CRA, will provide an opportunity to add parking for the Beach and to create a new park space. Redevelopment of the site will also improve the pedestrian experience along Seabreeze Boulevard and Sebastian Street. The six level parking structure could incorporate mixed-use activities, such as beach retail and restaurant space, to further the economic redevelopment of the area as well as provide the needed public restrooms and space for Ocean Rescue Operations. Redevelopment of the site will include exploring opportunities to partner with developers and landowners.

KEY FEATURES

- Community Redevelopment
- Community Engagement
- Visioning
- Audit of Land Use and Programs
- Highest and Best Use Analysis
- Capital Projects and/or Programs Priorities List
- TIF or Innovative Monetary Leveraging
- Waterfront Planning
- Master Planning & Programming
- Site Evaluation & Analysis
- Transit-Oriented Development
- Feasibility Studies
- Concept Site Plan
- Building Design
- Parking Garage
- Open Space & Plaza Design
- Sustainable Design
- Project Phasing
- Local/Regional Transportation Analysis
- Retail & Economic Market Analysis
- Multiple Stakeholder and Agency Coordination
- Community Enhancement
- Engagement of Exterior Environment
- Mixed Use
- Green Roofs
- Observation Deck

LITTLE HAITI CULTURAL CENTER

Miami, FL

Zyscovich was hired to create a new Little Haiti Cultural Campus at the site of the existing Caribbean Marketplace. The new community-use campus maintained the existing Caribbean Marketplace and added two new buildings. The program includes a 250-seat black box theater with dance, drama and music rehearsal halls and a Cultural Center with an art gallery, arts and crafts workshops, and community meeting rooms. A large open plaza designed to host outdoor community events joins the two new buildings. The design for the new Cultural Campus is a modern representation of traditional Caribbean art and architectural influences.

The Plan also included the Little Haiti Soccer Park, now complete, which connects to the Little Haiti Cultural Campus via street improvements to NE 2nd Avenue. Finally, the project also addressed the adaptive reuse of a church and a new community center. The church will be converted to a multi-purpose center with a theater element for community performances. The community center will have both administrative and recreational uses. The NET office and Park office will both be incorporated into the community center, as well as public restrooms, exercise facilities and an aerobics room which may also be used as a multi-purpose room.

AWARDS

2009 AIA Florida
Merit Award of Excellence

KEY FEATURES

Community Redevelopment

Extensive Community Engagement

Visioning

Audit of Programs

Capital Projects and/or Programs

Master Planning

Multi-Purpose Gym

Sports Facilities

Cultural Center

Community, Staff & Stakeholder Input

Reinforcement of Cultural Identity

Unification of Sites via Architecture

Administrative Service Departments

Community Enhancement

Gallery Exhibition Space

Performance Space

Site Planning

Space Needs Analysis

LITTLE HAITI SOCCER PARK

Miami, FL

The Little Haiti Soccer Park was first identified as a potential neighborhood improvement project when the City hired Zyscovich to prepare a parks improvement plan for Little Haiti. One of two neighborhood parks, the Soccer Park connects to the Little Haiti Cultural Campus via street improvements along NE 2nd Avenue. The project includes a professional regulation soccer field, a practice field, and a 750-seat grand stand, Other features include a vita course, tot lot, water play area, and a domino park, as well as landscape improvements to create a more inviting environment.

The project was also planned to accommodate the addition of a second and third phase which will provide offices for parks and city employees as well as additional sports facilities. The first of these two phases is currently underway, with the other still planned for future development.

KEY FEATURES

- Community Redevelopment
- Community Engagement
- Visioning
- Audit of Programs
- Capital Projects and/or Programs Priorities List
- Master Planning
- Scope & Program Verification
- Sports Facilities
- Cultural Center
- Community, Staff & Stakeholder Input
- Community Meeting Rooms
- Administrative Offices
- Event Space
- Integration to Urban Environment
- Community Enhancement and Redevelopment
- Unification of Sites via Architecture
- Public Use
- Engagement of Exterior Environment

ARTHUR E. TEELE COMMUNITY CENTER

Miami, FL

Zyscovich designed the Arthur E. Teele Community Center as the second phase to the Little Haiti Soccer Park. A multi-purpose center with a theater element for community performances, the community center has both administrative and recreational uses. The building houses the City's local Neighborhood Enhancement Team offices, park offices, restrooms, a Community Meeting room, exercise facilities and a large aerobics room, which may also be used as a Multi-purpose room. Additionally, the project has covered, exterior space designed as complementary event space. The building is sited as to allow prominence on the street, while allowing for a future connection to a planned future activities building and providing direct access to the soccer park amenities.

In order to expedite the project, the City requested that Zyscovich provide a re-use of an existing City Park Building from another neighborhood. As part of the scope, Zyscovich provided services to modify the building's design so that it responded to the context of the Little Haiti Community, and in doing so, was able to better accommodate the neighborhood's programming needs. Zyscovich provided re-design services and produced 100% construction documents in just five weeks.

KEY FEATURES

- Community Redevelopment
- Community Engagement
- Visioning Process
- Audit of Programs
- Capital Projects and/or Programs Priorities List
- Innovative Monetary Leveraging
- Master Planning & Programming
- Scope & Program Verification
- Community, Staff & Stakeholder Input
- Community Meeting Room
- Exercise Facilities
- Aerobics Room
- Multi-Purpose Room
- Event Space
- Administrative Offices
- Integration to Existing Operational Site
- Integration to Urban Environment
- Community Enhancement
- Public Use
- Engagement of Exterior Environment

JOSE MARTI COMMUNITY GYMNASIUM AND PARK

Miami, FL

Zyscovich was hired to design a community gymnasium facility as a part of Jose Marti Park, located in downtown Miami. The project was a challenging addition due to the tiny size of the site, which runs underneath an I-95 overpass, is bisected by a residential street and contains major utility hubs feeding the City of Miami and Dade County. As a unique solution to the site's size constraints and urban setting, Zyscovich elevated the building to span the street, avoiding the underground communication cables and water and sewer lines. This innovative move simultaneously saved the City money and created prominence for the facility.

The building itself is forward-looking in its architectural expression and is reflective of the new image being cultivated by of the City of Miami—one of skyscrapers, glass and cosmopolitan living. The facility includes a gymnasium, a fitness center, an aerobics facility, locker rooms, administrative offices, storage areas and a seating area for 500 people, which provides an additional community meeting place for Miami residents. In addition, the master plan and siting of the building improves the park's connection to the Miami River at the southeast end of the park.

KEY FEATURES

- Community Redevelopment
- Community Engagement
- Visioning Process
- Audit of Programs
- Capital Projects and/or Programs Priorities List
- Master Planning
- Gymnasium
- Engagement of Exterior Environment
- Programming
- Space Planning
- Community Meeting Rooms
- Exercise Facilities
- Aerobics Room
- Multi-Purpose Room Event Space
- Administrative Offices
- Sports Facilities
- Unique Design Feature Spanning City Street

NORTHWEST GARDENS PHASES II & IV

Fort Lauderdale, FL

Northwest Gardens is a sustainable and affordable housing project that consists of 128 units of elderly housing and 138 units of family housing on adjacent sites not far from downtown Fort Lauderdale. The sites are part of a larger transit-oriented development that will be one of the first LEED ND certified neighborhoods in the United States. The project partners are transforming a neglected neighborhood into a safe and desirable community, complete with amenities such as community gardens, pedestrian-oriented streets and energy-efficient, environmentally-responsible design and construction. The completed project will be certified under the LEED for Homes Standard.

As the project had an extremely tight time schedule and budget, and an ambitious program including substantial site work both on and off-site, we designed highly efficient unit plans assembled into pleasant garden-style apartments with efficient open breezeways and courtyards. We designed bid alternates that were selected or not, funds permitting, with a basic design that would be successful were the alternates not selected.

KEY FEATURES

Community Redevelopment

Community Engagement

Visioning Process

Audit of Land Use and Programs

Zoning

Capital Projects and/or Programs Priorities List

Implementation Plan

TIF or Innovative Monetary Leveraging

300,000 SF

266 Residential Units

3 Clubhouses

Tax credits from the Florida Housing Finance Corporation

10 REFERENCES

ZYSCOVICH
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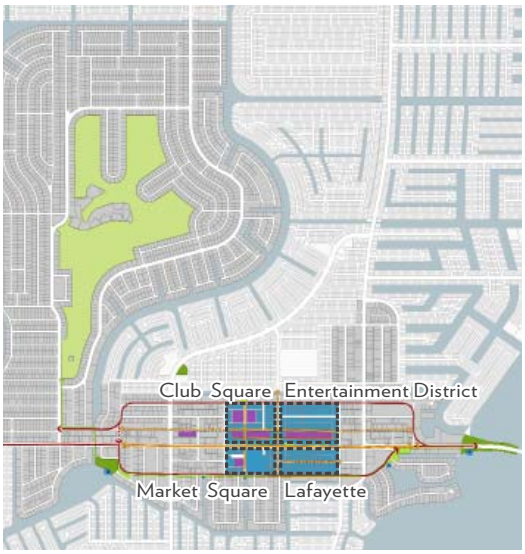
REFERENCES FOR ZYSCOVICH ARCHITECTS

We take pride in the work we do and our dedication to excellence is substantiated by numerous letters of recommendation from project managers, administrative staff, stakeholders and city officials. Please feel free to contact any of our team's references.

CAPE CORAL DOWNTOWN VISIONING AND ZONING MASTER PLAN

The Vision Plan establishes a strategic road map for the CRA to manage future development of the South Cape with a focus on major transportation corridors and areas of the city that are currently undeveloped or underdeveloped, and on opportunities and strategies for the inclusion of neighborhood amenities such as parks and open space, neighborhood gateways, improved connectivity, and appropriate transitions to nearby commercial and industrial areas. The Vision defines and reinforces the South Cape's unique characteristics and develops a viable economic strategy for revitalization. The Vision Plan established redevelopment strategies, created long- and short-term goals, and identified and prioritized attainable capital improvement projects. Zyscovich completed a zoning regulations analysis which led to the firm handling the update to the CRA's zoning regulations.



CLIENT: Cape Coral CRA
CONTACT: John Jacobsen, Former CRA Director
PHONE: 239.677.0039

COCOA BEACH CRA DOWNTOWN VISION AND ZONING

From its early boom years as a company town for NASA and the Space Coast, Cocoa Beach has maintained a quirky and uniquely identifiable character as a surfing town. With hundreds of tourists traversing its downtown main street to reach major destinations to the north, the Cocoa Beach Design Standards Manual offers an opportunity to strengthen the downtown's image and its ability to capture high quality tourist traffic by improving the building stock and quality of development. The Cocoa Beach Design Standards Manual achieved this by first defining a vision for future improvements and development in the Downtown Area to enhance and augment the existing character and by then creating a character driven and design-based standards manual to be used as a regulatory framework to implement the vision. This project established a planning vision by identifying issues, opportunities and major principles for moving forward with the character driven and design-based Design Standards Manual and included input from the community at large. Through an extensive review of existing development patterns, existing regulations and previous planning studies, the design team evaluated how a new Design Standards Manual could reinforce and improve the existing character of this beachfront community.

CLIENT: City of Cocoa Beach
CONTACT: Tony Caravella, Development Services Director
PHONE: 321.868.3297
EMAIL: tcaravella@cityofcocoabeach.com

DOWNTOWN HOLLYWOOD (YOUNG CIRCLE) CRA MASTER PLAN & UPDATE

Amidst a burgeoning real estate boom, the City of Hollywood found itself unequipped to negotiate development agreements with three different downtown developers for lack of a clear vision and plan. While the City was designing a new Arts Park in the impressive 900 foot diameter Historic Young Circle traffic circle, no plan existed for the buildings surrounding the park, the streetscape, the transit line or the historic retail corridor. The ensuing vision provided a more bold downtown which used the park as its focal point to synthesize and enhance energies between the retail areas across the street and those within the Circle. New buildings must follow the curve of the Circle to frame the space and concentrate height along the main street, away from the adjacent residential neighborhoods. Additional zoning recommendations for the commercial corridors included increased height and density within a half mile radius of the downtown. Six years later in 2009, the City hired our firm to translate the plan into a zoning code and update the plan. Working in conjunction with our economist to assess the economic situation and identify and redevelopment opportunities, we developed goals and objectives which enable the City, property owners, and residents to make informed strategic decisions about future development and public improvements.

CLIENT: **City of Hollywood CRA**
CONTACT: **Jaye Epstein, Planning Director**
PHONE: **954.921.3471**
EMAIL: **jepstein@hollywoodfl.org**

NEW ORLEANS NEIGHBORHOOD (POST-KATRINA) REDEVELOPMENT PLANS

Zyscovich was commissioned by the City Council of the City of New Orleans as part of Lambert Advisory's design team to prepare reconstruction plans for five of the 49 neighborhoods adjacent to the French Quarter. The three primary goals of the plans were to prioritize a broad range of community projects among historically divided neighborhoods, to return a sense of normalcy to the area as quickly as possible, and to create plans that addressed the overall deterioration which existed pre-Katrina. The final plans were the basis for the receipt of Federal funding and were a result of an intensive public involvement effort.

The final plan included the following elements:

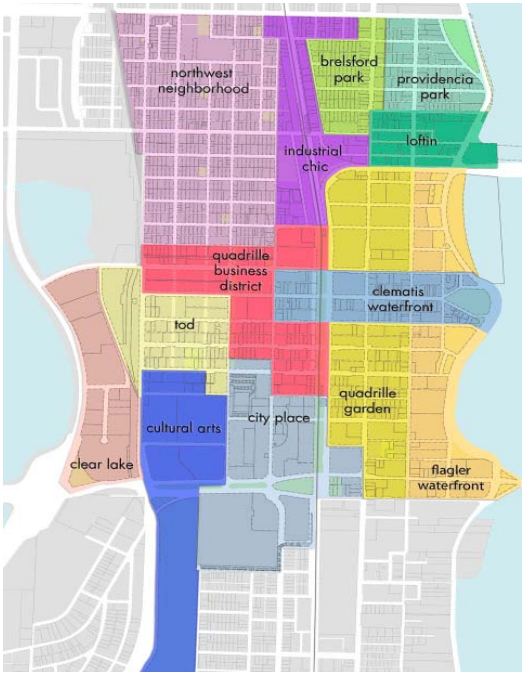
- Methodologies for enhancing local neighborhood pride while transcending the differences to achieve shared opportunities
- Identifying key corridors between neighborhoods to create a place where the communities can come together for new social and commercial use
- Creating networks that tie into the tourist economy
- Creating a dialogue with the community through public meetings and committees
- Communication strategies

CLIENT: **Lambert Advisory, LLC**
CONTACT: **Paul Lambert, Managing Principal**
PHONE: **305.860.3715**
EMAIL: **plambert@lambertadvisory.com**

DOWNTOWN WEST PALM BEACH ZONING AND MASTER PLAN UPDATE

Despite its quirky main street and a successful mixed-use shopping center, West Palm Beach's traditional downtown had failed to thrive. Competing retail, a weak office district, poor connections to surrounding neighborhoods, a surplus of vacant land, and a code which did not work well resulted in a fragmented and under-performing downtown. Zyscovich worked with Lambert Advisory and a City appointed Advisory Board to investigate the major planning potentials and to create a new Vision for the downtown's redevelopment. The most significant outcomes included:

- Linking the two main retail centers with a new business district and creating development incentives to attract Class A office uses
- Adopting a new zoning code and land use plan based on 13 new neighborhood sub-districts with distinctive characteristics
- Designing zoning parameters for a range of lot sizes and street types
- Developing the zoning mechanism to return a defunct main street into a neighborhood shopping corridor
- Enabling adaptive reuse of an industrial district for arts, retail, and residential uses



CLIENT: City of West Palm Beach
CONTACT: Ana Maria Aponte, City Urban Designer
PHONE: 561.822.1439
EMAIL: aaponte@wpb.org

CITY OF JACKSONVILLE VISION PLAN AND FUTURE LAND USE ELEMENT

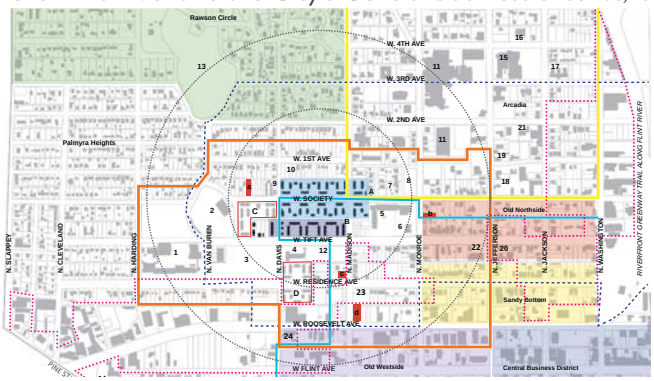
The City of Jacksonville embarked on a two plus year long planning study to develop Visions for Planning Districts 1: The Urban Core; 2: Greater Arlington/Beaches; and 3: The Southeast, plus a future land-use element for the entire city. The success of this grassroots effort was in great part due to the thoughtful and creative input from the community, engaged through a comprehensive Community Outreach Program. The purpose of the plans was to identify community goals, objectives, and planning potentials for growth. Now complete, the Vision Plans, together with the new Future Land Use Map and Future Land Use Element, provide a blueprint for future development throughout the entire city. The vision includes strategies for enhancing the quality of life by addressing neighborhood preservation, industrial preservation, and green infrastructure.

CLIENT: City of Jacksonville
CONTACT: William Killingsworth, Former Planning Director
PHONE: 904.630.2879
EMAIL: bill.killingsworth@deo.myflorida.com

REFERENCES FOR PROPOSED PROJECT MANAGER GRACE PERDOMO, ASSOC. AIA

DOWNTOWN ALBANY, GA: THE OAKS AT NORTH INTOWN MASTER PLAN

The Albany Intown District, identified as a historic district in 1978, comprises an area of approximately 70 city blocks stretching west from the Flint River to Davis Street and south from West 4th Avenue to Mercer Avenue. Radiating to the south, north and west are neighborhoods known as Old Westside, Old Northside, Arcadia, Rawson Circle and North Intown. Located within the District and within a half mile from the Flint River and the City's Central Business District, is the newly named Oaks at North Intown neighborhood. This residential neighborhood developed during the 1840's to the north and west of the central downtown business district as a result of rapid growth and demand for additional residential development and is an extension of the original downtown grid plan for Albany. Both Old Northside and North Intown were initially developed for wealthy white residents but after construction of the rail line, the need for modest housing for railroad employees arose. As a result, the neighborhood gradually changed in character from a neighborhood consisting of large, elaborate dwellings to smaller single units of housing and craftsman style bungalows.

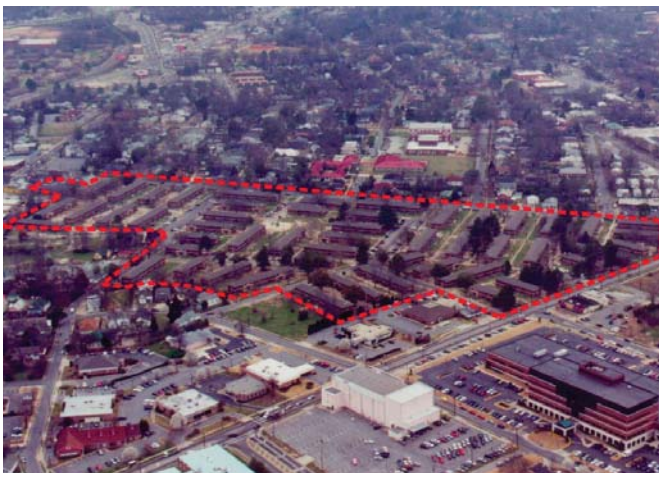


CLIENT: Albany Housing Authority
CONTACT: Dan McCarthy, Executive Director
PHONE: 229.434.4500 x233
EMAIL: mccarthy@albanyhousingauthority.com

THREE HOUSING AUTHORITY OF COLUMBUS, GEORGIA PROJECTS

ASHLEY STATION: CENTRAL COLUMBUS NEIGHBORHOOD REVITALIZATION PLAN

Located in Central Columbus, Ashley Station replaces the Housing Authority of Columbus Georgia's (HACG) former Peabody Apartments, a 510-unit severely distressed public housing community, with a 367-unit mixed-income, mixed-use residential neighborhood in close proximity to the Columbus Regional Medical Center and the Waverly Terrace Historic District. The physical site plan is focused on reconnecting the site to the adjacent neighborhoods and developing a walkable, pedestrian friendly environment in close proximity to abundant employment, retail and cultural opportunities. This HACG-led planning effort represents a unique public-private collaboration to create a new gateway to downtown Columbus, taking advantage of a $20 million 2002 HUD HOPE VI Grant and nearly $140 million in collateral investments.



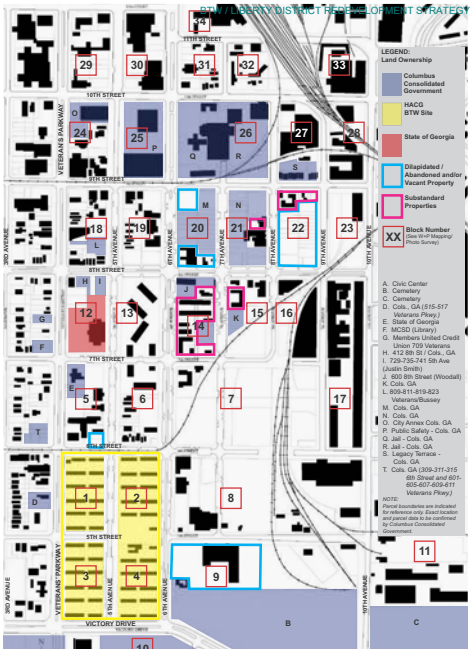
ARBOR POINT: A SOUTH COLUMBUS NEIGHBORHOOD REVITALIZATION PLAN

The Housing Authority of Columbus Georgia developed a strategy that enabled the former Baker Village public housing community to be revitalized as a new mixed-use, mixed-income neighborhood. The revitalization of this 590-unit public housing development covers an area of approximately 66 acres located in South Columbus, just two miles from Fort Benning. Today, the newly named Arbor Pointe is one of Columbus, Georgia's most popular apartment communities. Wallace + Perdomo's Revitalization Plan for Baker Village focused on key physical plan elements to create unique neighborhood areas within close proximity to retail and services. Interconnected by a new system of pocket parks and

open green spaces and a new and existing system of streets and alleyways, the final physical plan and design is based on the following four principles: Recognize the highest and best uses for locating buildings on-site;Promote use of a variety of housing and building types to create a true neighborhood character; Reinforce Columbus South as a "Gateway" neighborhood into Columbus; Make connections to a proposed citywide greenway belt at the southern portion of the site on the former railroad tracks.

BOOKER T. WASHINGTON APARTMENTS: A LIBERTY DISTRICT NEIGHBORHOOD REVITALIZATION PLAN

The Housing Authority of the City of Columbus Georgia's Booker T. Washington Apartments (BTW) public housing site is located in the Liberty Theater District. Constructed in 1940, BTW is comprised of 392 housing units on 17+ acres of land at Victory Drive and Veterans Parkway in downtown Columbus. Ms. Perdomo assisted HACG with plans to create a neighborhood vision and seek ways to secure federal funding to achieve this extensive revitalization as well as engage the City of Columbus (City) and other strategic partners in a collective effort to implement a broader vision: a new mixed income community in a vibrant and thriving neighborhood filled with enhanced economic, educational, cultural, and recreational opportunities. Recognizing the significant challenges of overall neighborhood revitalization, this initial effort contemplated a one to three year timeline with other strategic long-term efforts to follow. The Liberty Heritage Historic District, while offering revitalization opportunities, is characterized by deteriorated rental properties, large tracts of vacant land, low levels of homeownership, minimal retail services, and high levels of crime and poverty.



CLIENT: The Housing Authority of Columbus Georgia
CONTACT: Len Williams
PHONE: 706.571.2800
EMAIL: lwilliams@columbushousing.org

CREATIVE VILLAGE STRATEGIC PLANNING AND FUNDING FEASIBILITY

Located in Downtown Orlando, Creative Village is an approximately 68-acre City-owned development uniquely positioned to enhance the Orlando region's position as a leader in education and cutting edge media innovation, as well as to support the region's corporate base, including the global family entertainment industry which brings in substantial foreign investment and international tourism. The transit-oriented, knowledge-based, education and corporate mixed-use/mixed-income community is targeting LEED-ND certification. Once infrastructure is in place, the development team has commitments to develop an 80,000 SF Digital Technology and Arts Program building for Valencia Community College (VCC), 100,000 SF of commercial office and retail space, and 30-50 units of mixed income for-sale housing by the end of 2014. At build out, the development is anticipated to have up to one million SF of office space, upwards of 500,000 SF of higher education facilities, up to 265,000 SF of retail, 150-200 hotel rooms, and as many as 1,500 units of mixed income housing.

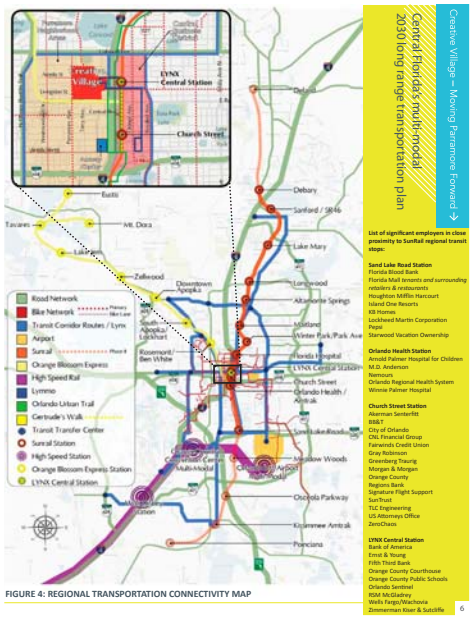


FIGURE 4: REGIONAL TRANSPORTATION CONNECTIVITY MAP

CLIENT: Lambert Advisory, LLC
CONTACT: Paul Lambert, Managing Principal
PHONE: 305.860.3715
EMAIL: plambert@lambertadvisory.com

BOULEVARD HOMES NEIGHBORHOOD REVITALIZATION PLAN

Boulevard Homes is located approximately five miles west of the Charlotte Central Business District near the Charlotte International Airport. The Plan is centered on an innovative educational campus that directly responds to the needs of the children and residents of Boulevard Homes, connects and builds on the existing neighborhood strengths of the West Boulevard Corridor, and addresses the severe physical distress of the community while serving as a catalyst for broader community change. The Educational Campus incorporates a new model kindergarten through eighth grade school, a NAEYC-accredited early childhood development center, and a cohesive, services-rich mixed income community built to LEED and Enterprise Green Communities standards with direct linkages to the nearby community college, recreational center, and activated parks. This unique Educational Campus creates both a physical and social environment to enable residents and their children to thrive and succeed. Ms. Perdomo provided master planning and urban design services to The Boulevard Group and the Charlotte Housing Authority to transform the Boulevard Homes public housing development into a sustainable mixed-income community.

CLIENT: **Boulevard Group, Inc.**
CONTACT: **Douglas S. Faust, Formerly with Boulevard Group; Currently Executive Director, Decatur Housing Authority**
PHONE: **404.270.2101**
EMAIL: **dsf@decaturha.org**

REFERENCES FOR LAMBERT ADVISORY, LLC

PORT MIAMI WORLD TRADE CENTER MIAMI ECONOMIC, MARKET & STRATEGIC ANALYSIS

Lambert Advisory completed an economic, market and strategic analysis for a proposed World Trade Center within Port Miami. As the basis for evaluating development opportunities for a World Trade Center Miami, Lambert completed an assessment of general economic and demographic trends and forecasts for Miami-Dade County, and specifically Downtown Miami, inclusive of the Brickell and Omni areas. The economic profile focused on those primary variables that "drive" demand for proposed uses including office, hotel, and retail that support a phased development of the World Trade Center property.

CLIENT: Miami-Dade County
CONTACT: Kevin Lyskey, Assistant Port Director, Business Initiatives
PHONE: 305.329.4035
EMAIL: ktl@miamidade.gov

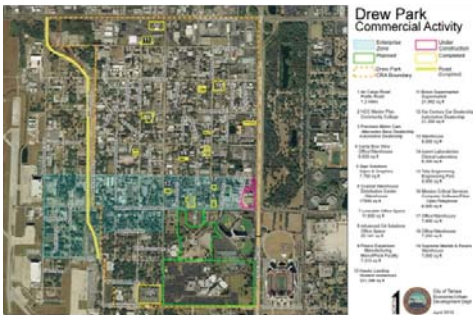
CITY OF HALLANDALE BEACH CRA/TIF FUNDING STRATEGY & PUBLIC/PRIVATE DEVELOPMENT NEGOTIATION SERVICES FOR VILLAGES OF GULFSTREAM PARK

Lambert Advisory was the primary consultant to the City of Hallandale Beach associated with its negotiation with Forest City Enterprises and the development of a $250 million retail/entertainment lifestyle center. Lambert provided the financial structuring and deal terms associated with City of Hallandale Beach's CRA TIF funding used to support development of the 300,000 square foot multi-phase development. Lambert set forth the parameters by which the City would invest its TIF dollars and recapture its investment dependent upon a complex evaluation of the development's success during a 20 year period. Lambert participated as facilitator during negotiations and provided the presentation of conclusions and recommendations to the City Commission that were used as the basis for approving the investment agreement.

CLIENT: City of Hallandale Beach
CONTACT: Nydia Rafols-Sallaberry, Deputy City Manager
PHONE: 954.457.1338
EMAIL: Nrafols@hallandalebeachfl.gov

CITY OF TAMPA, FL DREW PARK CRA & EAST TAMPA CRA: COMMUNITY REDEVELOPMENT STRATEGIC PLAN

Lambert Advisory, under a sub-consulting agreement with URS Corporation, currently serves as an economic and financial advisor to the City of Tampa on two independent community redevelopment initiatives: Drew Park CRA and East Tampa CRA. In both cases, Lambert completed comprehensive market research and analysis to identify demand for a broad range of uses including retail, office, industrial and residential (for-sale and rental). The demand estimates were used as the source for supporting long-term demand estimates within both CRA's, which in-turn became the basis for projecting incremental tax revenue growth within the districts.



CLIENT: East Tampa CRA
CONTACT: Ed Johnson, Executive Director
PHONE: 813.274.3760
EMAIL: ed.johnson@tampagov.net

11 ADDITIONAL INFORMATION

Addendum Acknowledgement
Certificates of Insurance
Required Forms & Affidavits

ZYSCOVICH
ARCHITECTS
WE MAKE **PEOPLE PLACES**

ADDENDUM ACKNOWLEDGEMENT

Addendum No. 1
City of Key West RFP#003-14.
Bahama Village Community Redevelopment Area Visioning
and
Capital Projects Work Plan

To all prospective proposers:

The following changes are hereby made a part of RFP#003-14 as fully and as completely as if the same were fully set forth therein:

Exhibit A. Insurance and Indemnification

1. ***Delete in its entirety Exhibit A replace with the following:***

PROFESSIONAL CONSULTANT is to secure, pay for, and file with the City of Key West, prior to commencing any work under the Contract, all certificates for workers' compensation, public liability, and property damage liability insurance, and such other insurance coverages as may be required by specifications and addenda thereto, in at least the following minimum amounts with specification amounts to prevail if greater than minimum amounts indicated. Notwithstanding any other provision of the Contract, the PROFESSIONAL CONSULTANT shall provide the minimum limits of liability insurance coverage as follows:

Auto Liability	$1,000,000	Combined Single Limit
General Liability	$2,000,000	Aggregate (Per Project)
	$2,000,000	Products Aggregate
	$1,000,000	Any One Occurrence
	$1,000,000	Personal Injury
	$ 300,000	Fire Damage/Legal
Professional Liability	$1,000,000	Per Claim / Aggregate
Additional Umbrella Liability	$ 2,000,000	Occurrence / Aggregate

PROFESSIONAL CONSULTANT shall furnish an original Certificate of Insurance indicating, and such policy providing coverage to, City of Key West named as an additional insured on all policies-excepting Professional Liability-on a PRIMARY and

NON CONTRIBUTORY basis utilizing an ISO standard endorsement at least as broad as CG 2010 (11185) or its equivalent, (combination of CG 20 10 07 04 and CG 20 37 07 04, providing coverage for completed operations, is acceptable) including a waiver of subrogation clause in favor of City of Key West on all policies. PROFESSIONAL CONSULTANT will maintain the Professional Liability, General Liability, and Umbrella Liability insurance coverages summarized above with coverage continuing in full force including the additional insured endorsement until at least 3 years beyond completion and delivery of the work contracted herein.

Notwithstanding any other provision of the Contract, the PROFESSIONAL CONSULTANT shall maintain complete workers' compensation coverage for each and every employee, principal, officer, representative, or agent of the PROFESSIONAL CONSULTANT who is performing any labor, services, or material under the Contract. Further, PROFESSIONAL CONSULTANT shall additionally maintain the following minimum limits of coverage:

Bodily Injury Each Accident	$1,000,000
Bodily Injury by Disease Each Employee	$1,000,000
Bodily Injury by Disease Policy Limit	$1,000,000

If the work is being done on or near a navigable waterway, PROFESSIONAL CONSULTANT's workers compensation policy shall be endorsed to provide USL&H Act (WC 00 01 06 A) and Jones Act (WC 00 02 01 A) coverage if specified by the City of Key West. PROFESSIONAL CONSULTANT shall provide the City of Key West with a Certificate of Insurance verifying compliance with the workman's compensation coverage as set forth herein and shall provide as often as required by the City of Key West such certification which shall also show the insurance company, policy number, effective and expiration date, and the limits of workman's compensation coverage under each policy.

PROFESSIONAL CONSULTANT's insurance policies shall be endorsed to give 30 days written notice to the City of Key West in the event of cancellation or material change, using form CG 02 24, or its equivalent.

Certificates of Insurance submitted to the City of Key West will not be accepted without copies of the endorsements being requested. This includes additional insured endorsements, cancellation/material change notice endorsements, and waivers of

subrogation. Copies of USL&H Act and Jones Act endorsements will also be required if necessary. PLEASE ADVISE YOUR INSURANCE AGENT ACCORDINGLY.

Additionally, the following addition is hereby made a part of RFP#003-14 as fully and as completely as if the same were fully set forth therein:

2. ***Add in its entirety the attached six Liability Insurance Forms***

All Proposers shall acknowledge receipt and acceptance of this Addendum No. 1 by acknowledging Addendum in their proposal or by submitting the addendum with the proposal package. Proposals submitted without acknowledgement or without this Addendum fully executed may be considered non-responsive

Zyscovich Architects

Signature Name of Business

CERTIFICATES OF INSURANCE

The schedules below document Zyscovich's current insurance coverage: Schedule A certifies our Commercial General Liability, Business Automobile Liability, Umbrella Liability and Professional Liability/ Errors and Omissions coverage and Schedule B confirms our Worker's Compensation policy.

SCHEDULE A

ACORD

ZYSCINC-01 CBARTON

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 9/12/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Collinsworth, Alter, Fowler & French, LLC
8000 Governors Square Blvd
Suite 301
Miami Lakes, FL 33016

CONTACT NAME: Zoraida Gonzalez
PHONE (A/C, No, Ext): (305) 822-7800 FAX (A/C, No): (305) 362-2443
E-MAIL ADDRESS: zgonzalez@cafflc.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Travelers Indemnity Co. of America	25666
INSURER B : Lexington Ins Co	19437
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
Zyscovich, Inc.
100 North Biscayne Boulevard
Suite 2700
Miami, FL 33132

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT X LOC	X	X	6600676M10A	4/2/2014	4/2/2015	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 1,000,000
							GENERAL AGGREGATE	$ 2,000,000
							PRODUCTS - COMP/OP AGG	$ 2,000,000
								$
A	AUTOMOBILE LIABILITY X ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS X HIRED AUTOS X NON-OWNED AUTOS			BA0677M132	4/2/2014	4/2/2015	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED X RETENTION $ 10,000			CUP3548T555	4/2/2014	4/2/2015	EACH OCCURRENCE	$ 5,000,000
							AGGREGATE	$ 5,000,000
								$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A					WC STATU-TORY LIMITS / OTH-ER	
							E.L. EACH ACCIDENT	$
							E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
B	Professional Liab.			028395934	4/2/2014	4/2/2015	Each Claim	3,000,000
B	Claims-Made Basis			028395934	4/2/2014	4/2/2015	Annual Aggregate	5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
Professional Liability Retroactive Date 4/1/1977; Professional Liability Deductible $50,000 Each Claim

RE: RFP#003-14 Addendum No. 1
City of Key West is listed as additional insured on the General Liability, excluding professional services (CGD3810907). Policies contain a waiver of subrogation in favor of City of Key West. Insurance shall be primary & non-contributory on the GL. 30 days written notice of cancellation, non-renewal of coverage/limits, except 10 days for non-payment.

CERTIFICATE HOLDER
City of Key West
P.O. Box 1409
Key West, FL 33041-1409

CANCELLATION
SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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SCHEDULE B

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 09/12/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Automatic Data Processing Insurance Agency, Inc.
1 Adp Boulevard
Roseland, NJ 07068

CONTACT NAME:
PHONE (A/C, No, Ext): FAX (A/C, No):
E-MAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : BEIC - Bridgefield Employers Insurance Co	
INSURER B :	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
ZYSCOVICH, INC.
100 Biscayne Blvd # 27th
Miami, FL 33132

COVERAGES CERTIFICATE NUMBER: 265215 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT LOC OTHER:						EACH OCCURRENCE	$
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
							GENERAL AGGREGATE	$
							PRODUCTS - COMP/OP AGG	$
								$
	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS HIRED AUTOS NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident)	$
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB OCCUR EXCESS LIAB CLAIMS-MADE DED RETENTION $						EACH OCCURRENCE	$
							AGGREGATE	$
								$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A	N	0830-37381	01/14/2014	01/14/2015	X PER STATUTE / OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RFP#003-14 Addendum No. 1

CERTIFICATE HOLDER
City of Key West
PO Box 1409
Key West, FL 33041

CANCELLATION
SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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COMMERCIAL GENERAL LIABILITY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

OTHER INSURANCE – ADDITIONAL INSUREDS

This endorsement modifies insurance provided under the following:
COMMERCIAL GENERAL LIABILITY COVERAGE PART

PROVISIONS

COMMERCIAL GENERAL LIABILITY CONDITIONS (Section **IV**), Paragraph **4.** (**Other Insurance**), is amended as follows:

1. The following is added to Paragraph **a. Primary Insurance:**

   However, if you specifically agree in a written contract or written agreement that the insurance provided to an additional insured under this Coverage Part must apply on a primary basis, or a primary and non-contributory basis, this insurance is primary to other insurance that is available to such additional insured which covers such additional insured as a named insured, and we will not share with that other insurance, provided that:

   a. The "bodily injury" or "property damage" for which coverage is sought occurs; and

   b. The "personal injury" or "advertising injury" for which coverage is sought arises out of an offense committed

   subsequent to the signing and execution of that contract or agreement by you.
2. The first Subparagraph **(2)** of Paragraph **b. Excess Insurance** regarding any other primary insurance available to you is deleted.
3. The following is added to Paragraph **b. Excess Insurance**, as an additional subparagraph under Subparagraph **(1)**:

   That is available to the insured when the insured is added as an additional insured under any other policy, including any umbrella or excess policy.

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COMMERCIAL GENERAL LIABILITY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ARCHITECTS, ENGINEERS AND SURVEYORS XTEND ENDORSEMENT

This endorsement modifies insurance provided under the following:
COMMERCIAL GENERAL LIABILITY COVERAGE PART

GENERAL DESCRIPTION OF COVERAGE Provisions **A. – T.** and **V.** of this endorsement broaden coverage. Provisions **U.** and **W.** of this endorsement may limit coverage. The following listing is a general coverage description only. Limitations and exclusions may apply to these coverages. Read all the **PROVISIONS** of this endorsement carefully to determine rights, duties, and what is and is not covered.

A. Broadened Named Insured
B. Incidental Medical Malpractice
C. Reasonable Force – Bodily Injury Or Property Damage
D. Non-Owned Watercraft – Increased To Up To 75 feet
E. Aircraft Chartered With Crew
F. Extension Of Coverage – Damage To Premises Rented To You
G. Malicious Prosecution – Exception To Knowing Violation Of Rights Of Another Exclusion
H. Medical Payments Limit
I. Increased Supplementary Payments
J. Additional Insured – Owner, Manager Or Lessor Of Premises
K. Additional Insured – Lessor Of Leased Equipment
L. Additional Insured – State Or Political Subdivisions – Permits Relating To Premises
M. Additional Insured – State Or Political Subdivisions – Permits Relating To Operations
N. Additional Insured – Architect, Engineer Or Surveyor
O. Who Is An Insured – Newly Acquired Or Formed Organizations
P. Who Is An Insured – Unnamed Partnership Or Joint Venture – Excess
Q. Per Project General Aggregate Limit
R. Knowledge And Notice Of Occurrence Or Offense
S. Unintentional Omission
T. Waiver Of Transfer Of Rights Of Recovery Against Others To Us When Required By Contract Or Agreement
U. Amended Bodily Injury Definition
V. Amended Insured Contract Definition – Railroad Easement
W. Amended Property Damage Definition – Tangible Property
X. Additional Definition – Contract or Agreement Requiring Insurance

PROVISIONS

A. BROADENED NAMED INSURED

1. The Named Insured in Item **1.** of the Common Policy Declarations is amended as follows:

   The person or organization named in Item **1.** of the Common Policy Declarations and any organization, other than a partnership, joint venture, limited liability company or trust, of which you are the sole owner or in which you maintain the majority ownership interest on the effective date of the policy. However, coverage for any such additional organization will cease as of the date, if any, during the policy period, that you no longer are the sole owner of, or maintain the majority ownership interest in, such organization.
2. This Provision **A.** does not apply to any person or organization for which coverage is excluded by another endorsement to this Coverage Part.

B. INCIDENTAL MEDICAL MALPRACTICE

1. The following is added to Paragraph **1. Insuring Agreement** of **COVERAGE A BODILY**

CG D3 79 09 07 © 2007 The Travelers Companies, Inc. Page 1 of 8

COMMERICAL GENERAL LIABILITY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

BLANKET ADDITIONAL INSURED (ARCHITECTS, ENGINEERS AND SURVEYORS)

This endorsement modifies insurance provided under the following:
COMMERCIAL GENERAL LIABILITY COVERAGE PART

A. The following is added to **WHO IS AN INSURED (Section II):**

Any person or organization that you agree in a "contract or agreement requiring insurance" to include as an additional insured on this Coverage Part, but only with respect to liability for "bodily injury", "property damage" or "personal injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

a. In the performance of your ongoing operations;

b. In connection with premises owned by or rented to you; or

c. In connection with "your work" and included within the "products-completed operations hazard".

Such person or organization does not qualify as an additional insured for "bodily injury", "property damage" or "personal injury" for which that person or organization has assumed liability in a contract or agreement.

The insurance provided to such additional insured is limited as follows:

d. This insurance does not apply on any basis to any person or organization for which coverage as an additional insured specifically is added by another endorsement to this Coverage Part.

e. This insurance does not apply to the rendering of or failure to render any "professional services".

f. The limits of insurance afforded to the additional insured shall be the limits which you agreed in that "contract or agreement requiring insurance" to provide for that additional insured, or the limits shown in the Declarations for this Coverage Part, whichever are less. This endorsement does not increase the limits of insurance stated in the **LIMITS OF INSURANCE (Section III)** for this Coverage Part.

B. The following is added to Paragraph **a.** of **4. Other Insurance** in **COMMERCIAL GENERAL LIABILITY CONDITIONS (Section IV):**

However, if you specifically agree in a "contract or agreement requiring insurance" that the insurance provided to an additional insured under this Coverage Part must apply on a primary basis, or a primary and non-contributory basis, this insurance is primary to other insurance that is available to such additional insured which covers such additional insured as a named insured, and we will not share with the other insurance, provided that:

(1) The "bodily injury" or "property damage" for which coverage is sought occurs; and

(2) The "personal injury" for which coverage is sought arises out of an offense committed;

after you have entered into that "contract or agreement requiring insurance". But this insurance still is excess over valid and collectible other insurance, whether primary, excess, contingent or on any other basis, that is available to the insured when the insured is an additional insured under any other insurance.

C. The following is added to Paragraph **8. Transfer Of Rights Of Recovery Against Others To Us** in **COMMERCIAL GENERAL LIABILITY CONDITIONS (Section IV):**

We waive any rights of recovery we may have against any person or organization because of payments we make for "bodily injury", "property damage" or "personal injury" arising out of "your work" performed by you, or on your behalf, under a "contract or agreement requiring insurance" with that person or organization. We waive these rights only where you have agreed to do so as part of the "contract or agreement requiring insurance" with such person or organization entered into by you before, and in effect when, the "bodily

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COMMERICAL GENERAL LIABILITY

injury" or "property damage" occurs, or the "personal injury" offense is committed.

D. The following definition is added to **DEFINITIONS (Section V):**

"Contract or agreement requiring insurance" means that part of any contract or agreement under which you are required to include a person or organization as an additional insured on this Coverage Part, provided that the "bodily injury" and "property damage" occurs, and the "personal injury" is caused by an offense committed:

a. After you have entered into that contract or agreement;

b. While that part of the contract or agreement is in effect; and

c. Before the end of the policy period.

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ANTI-KICKBACK AFFIDAVIT

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF MONROE

I the undersigned hereby duly sworn depose and say that no portion of the sum herein response will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY:_____

Bernard Zyscovich, FAIA, President

Sworn and prescribed before me this 11th day of Sept., 2014

NOTARY PUBLIC, State of Florida

My commission expires:

LISETTE MARIE SIERRA
Notary Public - State of Florida
My Comm. Expires Sep 4, 2018
Commission # FF 131587

PUBLIC ENTITY CRIMES CERTIFICATION

FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to

   by Bernard Zyscovich, FAIA, President
   (print individual's name and title)

   for Zyscovich Architects
   (print name of entity submitting sworn statement)

   whose business address is 100 N Biscayne Blvd., 27th Floor Miami, FL 33132

   and (if applicable) its Federal Employer Identification Number (FEIN) is

   59-2754852 (if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement):

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that "conviction" as defined in Paragraph 287.133(1) (g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 01, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that an "affiliate" as defined in Paragraph 287.133(1) (a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime: or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agent who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1) (e), Florida Statute means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies). Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July, 1989.

   ___X___The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989.

   _____The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989. However,

there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

_____ September 11, 2014

(SIGNATURE) (DATE)

STATE OF Florida

COUNTY OF Dade

PERSONALLY APPEARED BEFORE ME, the undersigned authority Bernard Zyscovich, FAIA, President
(name of individual)

who, after first being sworn by me, affixed his/her signature in the space provided above on this 11th

day of Sept., 20 14

NOTARY PUBLIC

My commission expires: September 4, 2018

LISETTE MARIE SIERRA
Notary Public - State of Florida
My Comm. Expires Sep 4, 2018
Commission # FF 131587

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF Florida)

: SS

COUNTY OF Dade)

I, the undersigned hereby duly sworn, depose and say that the firm of Zyscovich Architects

provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

By: _____

Bernard Zyscovich, FAIA, President

Sworn and subscribed before me this 11th day of September 2014.

NOTARY PUBLIC, State of Florida at Large

My Commission Expires: September 4, 2018

LISETTE MARIE SIERRA
Notary Public - State of Florida
My Comm. Expires Sep 4, 2018
Commission # FF 131587

CONE OF SILENCE AFFIDAVIT

CONE OF SILENCE AFFIDAVIT

Pursuant to City of Key West Code of Ordinances Section 2-773 (attached below)

STATE OF Florida)

: SS

COUNTY OF Dade)

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Zyscovich Architects have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

Sworn and subscribed before me this

11th day of September, 20 14.

Bernard Zyscovich, FAIA, President

NOTARY PUBLLIC, State of Florida at Large

My Commission Expires: September 4, 2018

LISETTE MARIE SIERRA
Notary Public - State of Florida
My Comm. Expires Sep 4, 2018
Commission # FF 131587