TORTI GALLAS + PARTNERS

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⬤ **TECHNICAL PROPOSAL**

Original

Request for Proposal
INNOVATION DISTRICT MASTER PLAN - ST. MARY'S REGIONAL AIRPORT

RFP 2019-079

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During the development of BIZ (Brookhaven Innovation Zone) we held a stakeholder meeting where Lanny Bates (Director, Campus Development Office, Brookhaven National Lab) summarized one of the key elements and functions of the Innovation District, "The best scientific innovations happen over coffee, beer, and conversation." This is a powerful statement coming from an institution that has produced 7-Nobel prizes in physics and chemistry, as well as patented important technologies such as Maglev. The new technology and innovation centers of the 21st Century are positioning themselves for the next 50-years to be competitive in attracting the best and brightest of the millennial generation and to create an environment that fosters interactive communities rather than research silos. The innovation centers of tomorrow:

- Facilitate Collaboration
- Promote Cross Pollination
- Leverage Institutional Relationships
- Provide Mixed-Use Amenities
- Enhance Walkability
- Increase Healthy Behaviors that Reduce Chronic Diseases
- Create an Environmentally Sustainable Environment
- Create a Strong Identity & Sense of Place

Torti Gallas + Partners is a nationally and internationally recognized leader in creating the mixed-use places that facilitate interaction and provide opportunities for innovation. We will bring our extensive experience and expertise to each step of the process described below.

Phase 1: Evaluate Opportunities and Perform Site Analysis

We place significant emphasis on the analysis of existing conditions. This foundation allows us to understand the assets, identify the unique challenges, and to make connections which are not readily apparent, thereby leading to the identification of future opportunities and specific recommendations.

1.1 On-Site Meeting with C-SMMPO (1.1 & 1.6)

We will attend an on-site kick-off meeting with C-SMMPO representatives to review the goals of the master plan study, discuss C-SMMPO insights and initial thoughts, discuss the project's relationship and role in the region, review and identify stakeholders, coordinate stakeholder meeting format and time(s), discuss community meeting format and schedule community meeting date, discuss available background information, and review the schedule.

1.2 Analysis (1.2 & 1.6)

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

- Previous plans and studies analysis (identifying common themes and recommendations, as well as areas of conflict)
- Regional and context analysis
- Urban design analysis
- Topographic analysis
- Environmental features
- Airport analysis (property line, building restriction line, runway protection zones, approach, noise contours)
- Land use and building use analysis
- Zoning analysis
- Future development analysis (including planned institutional growth)
- Summary Opportunities and Constraints
- Case Studies/Precedents

- Site and context visit
- Transportation Analysis
  - Team member Toole Design will participate in a site visit where they will conduct a preliminary assessment of the surrounding transportation context with a focus on multimodal network connectivity.

1.3 Stakeholder Meetings (1.3 & 1.6)

Stakeholder input is a critical element of the planning process and we are very good listeners. Equally important is documenting, summarizing, and analyzing input to identify common themes and synergistic relationships. The interviews will be comprised of two parts, an unstructured component for open discussion and a structured component comprised of questions that will be tailored to the interviewee. We have found that establishing a single-day, or two-days, with continuous time-slots at a central location allows an efficient process, as well as a format that promotes identifying connections. Subsequent to the interviews, we will create a summary that succinctly and graphically summarizes the input received. Scheduling of stakeholder meetings will be the responsibility of C-SMMPO.

The goals of the interviews will be to identify planning issues, strengths to leverage, future planned activities/expansions, and to identify clear goals. Combined with the site visit, the meetings will enable us to document multimodal transportation needs relating to the significant generators of multimodal activity in the study area, such as anchor institutions, and for the small firms, start-ups, business incubators, and accelerators that cluster around them. We will focus on ways that the transportation network serves these generators and opportunities to enhance linkages between them.

1.4 PowerPoint/Presentation Development

We will prepare a PowerPoint presentation for the community meeting. This presentation will include a concise summary of the analysis, concise summary of stakeholder input, and case studies/precedents. The presentation will be highly visual to allow participants to quickly glean the key points.

1.5 Community Meeting (1.5 & 1.6)

We will lead a public meeting to solicit community input. This meeting will begin with a presentation (see 4.1 above) to all participants. This presentation will then be followed by a break out session into smaller groups to allow both input and discussion – comments and discussion points will be noted on large note pads. Additionally, comment cards will be distributed and collected. The breakout sessions will be focused on both the larger vision, as well as detailed areas. Securing and renting the meeting location, as well as meeting announcements, will be the responsibility of C-SMMPO.

Our team will also develop material to specifically elicit feedback on multimodal connectivity constraints and opportunities. The public meeting will enable us to further build on our understanding of the interconnections between key destinations and ways that pedestrian, transit, bike, and motor vehicle improvements can link these existing and planned assets together. We will also focus on multimodal connectivity within the innovation district and between the district and the larger regional transportation network.

Phase 2: Concept Plan Alternatives

The extensive breadth of our work spans from working with municipalities to develop visions and land use policies to working with developers to create site plans and architecture for buildings. This breadth of experience allows us to recommend realistic and implementable policies and concept plans. We also recognize that form matters - the right configuration (and mix of uses) brings added economic value, an increase in the quality of life, an increase in healthy behaviors, a reduction in the use of non-renewable energy, and opportunities for collaboration and cross-pollination of ideas leading to innovation.

2.1 Alternatives (2.1 & 2.6)

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

- Brookhaven Innovation Zone (Physics and Chemistry Innovation Hub): We identified a new commuter station location and defined a compact walkable mixed-use destination. Unique to this site, we identified and linked to an underperforming light industrial area to serve as an incubator, created a science art park in the undevelopable Pine

Barrens area (using large unused unique machinery from the lab), a small driverless shuttle demonstrating National Lab technology, as well as micro-mobility solutions.

- Crystal City Master Plan - (Innovation Hub): BRAC and the projected loss of 13,000 jobs led to the creation of a plan where we seized the opportunity to increase residential for a more balanced mix of uses, doubled permitted density making redevelopment economically feasible which was made possible by identifying and using excess ROW for development, converted the district into a walkable environment and created an entertainment district to make a highly desirable location to attract innovation-based businesses. Amazon's HQ2 announcement to locate in this area illustrates the effectiveness of this vision.

- Viva White Oak (Life Sciences Innovation Hub) – This site is located immediately adjacent to the Food and Drug Administration in White Oak, MD on a former concrete recycling site. Residential and retail are key components in addition to the bio-tech. A hotel conference center, coworking space, and incubator space are also included. A future BRT, cycle-track, extensive sidewalks and trails, bike-share, and required bike parking are all elements of the multi-modal solution.

- The Parks at Walter Reed (Bio-tech and Health Sciences Innovation Hub): This plan celebrates the important role of historic Walter Reed, while at the same time creating a compact walkable mixed-use environment. Unique to this site, the plan is organized around a significant historic and new open space system that is activated by retail and a new arts park. It will be Net Zero Energy by 2030 and Net Energy Positive and Carbon Neutral by 2040.

- Westchester Bio-sciences and Technology Center (Bio-tech Innovation Hub) – Located immediately adjacent to Westchester Hospital, this mixed-use hub capitalizes on environmental features (ravines and hilltop) to create an integrated open space system. New bike lanes and a shuttle to the transit station provide multi-modal strategies.

We will focus on developing alternatives that create a cohesive vision and strong identity, improve connectivity through multi-modal connections, and create a central gathering place that can deliver the promise of the Innovation District. We will also recommend new uses and appropriate densities that are necessary to attract new users and to create a vibrant interactive environment. Parking and phasing alternatives will be an integral part of the alternatives. Plans can be difficult to understand, even for the experienced professional, so concepts will be accompanied by precedent images to more effectively convey the concepts contained in each alternative. The alternatives will explore distinct approaches to solving the problem and we will highlight the pros and cons of each alternative in order to facilitate the review and discussion.

The multimodal network connectivity recommendations will seek to link together the building blocks of the innovation district through shared use paths, sidewalks, bike lanes, and transit connections. It will also emphasize opportunities to incorporate micro-mobility options such as bike share and scooters. The multimodal connectivity improvements will enhance livability by allowing residents and visitors to live, work, and play in the innovation district, while fostering connections in the region and beyond.

2.2 On-Site Working Session (2.2 & 2.6)

We will lead an on-site working session to review the alternatives, precedent images, and pros and cons. This session will be comprised of a presentation followed by a group Q&A and then an informal Q&A standing at boards. Participants will then place a colored sticky note on their preferred alternative and will be invited to write notes explaining their decision on large note pads. Notes will be compiled and summarized.

2.3 Preferred/Final Illustrative Plan (2.3 & 2.6)

Based on the feedback received, we will develop a final illustrative plan with narrative document that summarizes the process, stakeholder and community input, alternatives, and final recommendations. The plan will include concept master plan, diagrams, proposed development program, and renderings.

2.4 Perspectives

We will develop two perspectives that illustrate key concepts of the plan.

2.5 PowerPoint (2.5 & 2.6)

We will develop a PowerPoint presentation that is a summary of the final plan.

Phase 3: Final Plan

3.1 Stakeholder and Elected Official's Presentation

We will present the draft final plan to the stakeholders and elected officials as a PowerPoint and document any comments received.

3.2 Final Presentation to St. Mary's County Commissioners

We will present the same material as 3.1 above to the St. Mary's County Commissioners.

Deliverables

Phase 1: Evaluate Opportunities and Perform Site Analysis

- Site Analysis Maps (11x17)
    - 5-Hard copies
    - 1-Electronic copy (PDF)
- Stakeholder Meeting Notes (8.5x11 PDF file)
- Stakeholder Meeting Summary (8.5x11 PDF file)
- PowerPoint Presentation (PPT and PDF files)
- Base maps for community meetings (4-B&W 24x36 and PDF)
- Community Meeting Input Summary (8.5x11 PDF files)

Phase 2: Concept Plan Alternatives

- Color plots of alternatives – 3 (color hard copy 24x36 and PDF)
- Precedent images (11x17 color prints and PDF)
- Summary of stakeholder meeting input (8.5x11 PDF)
- Preferred Final Illustrative Plan – 1 (color hard copy 24x36 mounted and PDF)
- Perspective Renderings – 2 (color hard copy 24x36 mounted and PDF)
- Final Draft Plan (8x11 PDF)

Phase 3: Final Plan

- 5-Color copies of all maps (11x17)
- 1-PDF file of all maps (11x17)
- PowerPoint Summary - see 2.5 above (PDF)
- 12-Color copies of PowerPoint -see 2.5 above (hard copy 8.5x11)
- Final Master Plan
    - 12-Color bound copies (8.5x11)
    - PDF file (8.5x11)
    - Native electronic files (various formats)