



Proposal



Downtown Transportation Study Phases One and Two

RFP# 1970

December 15, 2011

ORIGINAL



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December 14, 2011

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**RFP – Consulting Services, Downtown Transportation Study Phases One and Two
RFP #1970**

Dear Ms. Litzenberger:

With the imminent official opening of the 12th Avenue City Square Plaza, the City of Regina is facing a difficult decision whether to open the shared space plaza for traffic as originally designed or to make the road closure permanent. The IBI Group Team and specifically our Project Manager Brian Hollingworth are intimately familiar with the exciting but difficult tradeoffs that will need to be made through our recent work on the Regina Transportation Master Plan Stage One.

We have assembled a very strong team that will be able to address the key issues facing the Downtown Transportation Study. These issues will be addressed through strong technical analysis tailored to the unique features of Downtown Regina in order to support a policy decision on the future of the City Square Plaza. Our understanding of the project context has led us to the following key issues:

- First, we need to understand traffic operations with 12th Avenue both closed and opened as a shared space;
- A win-win traffic operations and transit operations strategy needs to be designed that is able to balance traffic flow concerns without sacrificing the vitality of the downtown area as a community destination.
- We need to perform a strong detailed operational analysis and micro-simulation of a shared space. The analysis needs to be able to capture the unique aspects of the space: pedestrian priority, slow speeds, no traffic markings, no accommodation for trucks or parking.

We have greatly enjoyed working with the City of Regina on the Transportation Master Plan Stage One over the past year and appreciate the momentum and enthusiasm that the City is showing towards enhancing the public realm. We would be thrilled to build on our excellent working relationship to complete the Downtown Transportation Study.

Yours sincerely,

IBI GROUP

28(1) Personal

28(1)



Director

Managing Director



City of Regina

TRANSPORTATION

Proposal

RFP No. 1970

Downtown Transportation Study Phases One and Two

Submitted to
City of Regina
by IBI Group

December 15, 2011



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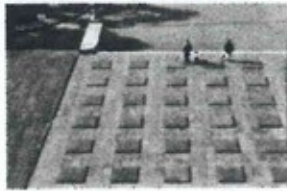
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Transportation: including: people, goods and information movement within and between facilities, urban and inter urban, road, transit, rail, air and marine modes, intermodal systems, parking and loading facilities, terminals, and ways. The firm's transportation practice includes planning, surveys, environmental assessment, market assessment, operations, and financial/economic / regulatory analyses, due diligence studies, sustainable transportation and energy analyses, policy evaluation, traffic engineering, intelligent transportation systems and advanced public transit systems.

Urban Land: including strategic assessment of urban development and rural planning and servicing options, market, economic and financial assessments, site and subdivision planning, regional economic studies, demographic projections, socioeconomic impact assessments, tourism and recreation planning, housing analyses, environmental assessments, official plans, zoning bylaws, approvals assistance, consensus building and expert testimony.

Facilities: including urban design of building complexes, parks and major civic open spaces, and planning and design of commercial, industrial, residential and institutional buildings, municipal infrastructure, transportation terminals and parking and loading facilities. Related services include: policy and program evaluation, corporate planning, health care planning, emergency transportation, operational reviews, information and communications systems, organizational reviews, economic and financial analyses, market assessments, behavioural and attitudinal surveys, public consultation and user group programs, conflict resolution, program implementation assistance, and project management. The firm represents a unique combination of analysts, synthesists and designers, with the interactions among them producing creative approaches to research, planning, design, and implementation activities.

Systems: including planning/ design/implementation of advanced information, communications, security and control systems applied to communities, buildings, transportation and commerce. Services provided include network architecture planning and design, business process re- engineering, telecommunications facility and infrastructure design and implementation, computer hardware and software development, implementation and operations support and E-business solutions.

With regard to this project, IBI Group has the required experience and expertise. In the following section corporate experience and relevant project descriptions are provided to demonstrate that we have extensive experience in rapid transit planning, transportation engineering, transit capital cost estimation, land use planning, transportation economics, transportation modelling and revenue forecasting.

Summary of Insurance

IBI Group has insurance coverage carried by¹⁸⁽¹⁾
for Professional Liability of ¹⁸⁽¹⁾ and Commercial General Liability of
¹⁸⁽¹⁾ The amounts can be adjusted to meet client's needs.

1. Company Profile

1.1 Corporate Summary

Formed in 1974 and headquartered in Toronto, IBI Group is a multi-disciplinary firm with the necessary skills, resources and experience in district transportation planning, traffic operations analysis, and urban design to create an innovative and complete plan for downtown transportation in Regina.

Description of Company



IBI Group
5th Floor
230 Richmond Street West
Toronto, ON M5V 1V6

Company size
2,700 employees

<http://www.ibigroup.com>

IBI Group is a multi-disciplinary consulting and design firm providing professional services in four areas of practice: Urban Land, Facilities, Transportation and Systems Technology. We are widely recognized for its capabilities in the planning, design and implementation of projects that require sophisticated and innovative business solutions. Planners, transportation engineers, architects, economists and information technology specialists, all with solid practical experience and knowledge of current "best practices" are integrated into focused project teams. This integration is the basis of our vision to create sustainable environments and efficient/effective plans. IBI Group is an ISO 9001:2000 registered company that has established Quality Management mechanisms built into the daily regimen for all technical discipline deliverables and management processes.

IBI Group is a corporation, established under the laws of Ontario as a partnership between IBI Group Inc. and the IBI Group Management Partnership. The IBI Group Management Partnership comprising the active Directors and Associate Directors of IBI Group retains an approximately 45% interest in the firm with the balance owned by the public. IBI Group operations are overseen by a board of directors and managed by the IBI Group Management Partnership. IBI Group Inc. trades on the Toronto Stock Exchange under the symbol IBG.

Founded in 1974 with a base of 30 transportation professionals in Toronto, IBI Group currently operates out of over 60 offices across North America, Europe, the Middle East and Asia with over 2,700 staff. Our Toronto offices have over 700 staff including Canada's largest transportation planning group. We offer planning, policy and design solutions to public and private sector clients that reflect our diversity and collaborative working style. In the past 38 years since the inception, the firm has established its presence in the ever-evolving, dynamic markets of Europe, Middle East, and Asia while strengthening and expanding our base in North America.

Scope of Services Offered

IBI Group provides services in four main areas which provide a cohesive, multi-disciplinary approach that is advantageous for a multifaceted project such as The Big Move 2.0, which integrates transportation, urban land, facilities, and systems planning.

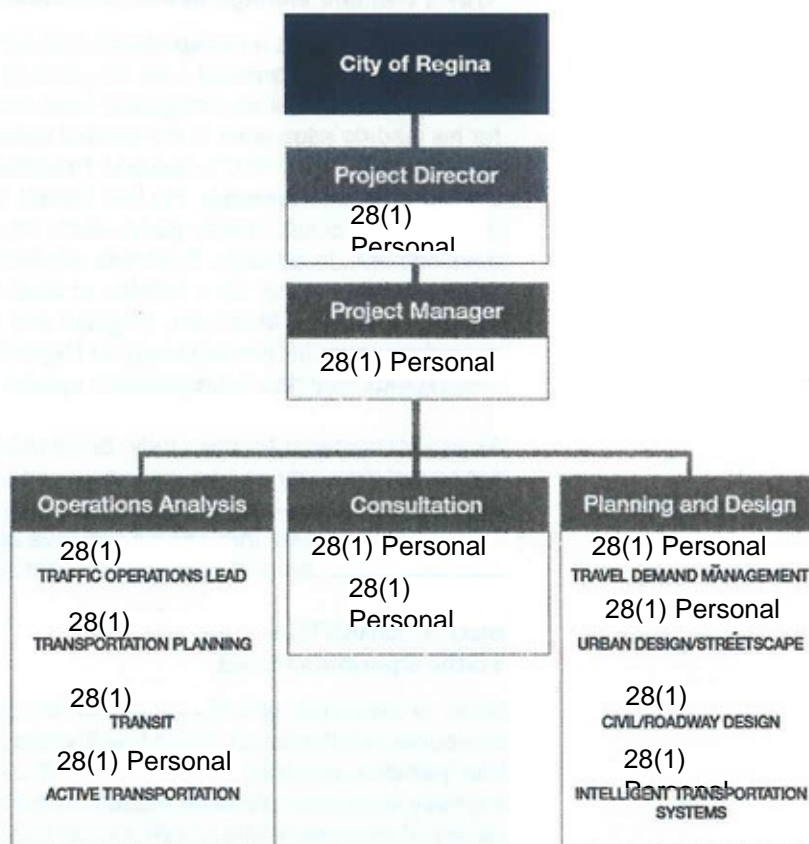
2. Technical Qualifications

2.1 Study Team

IBI Group has assembled a team of professional that represent the diverse needs of this study ranging from traffic simulation modelling to urban design considerations. All of the individuals identified for this study are used to working together on complex urban transportation projects.

The project management team will consist of 28(1) as Project Director and 28(1) Personal as Project Manager. Together, 28(1) and 28(1) lead IBI Group's transportation planning and engineering practice. Supporting the management team will be a core team of specialized experts in traffic operations, public consultation and planning and design, along with modal specialists on active transportation, transit and pedestrian system design. The study organization chart presented in Exhibit 2.1 shows key members of the Study Team, their respective responsibilities, and the reporting relationship between team members. Bios of each of the key staff members are included below. Resumes for team members are included as Appendix A.

Exhibit 2.1: Study Team Organizational Chart



28(1) Personal

Project Director

28(1) will be the Project Director for this study and brings more than 20 years' consulting experience, with his focus being major transportation and transit infrastructure projects. 28(1) specializes in transportation planning and travel demand forecasting. 28(1) has acted as director and project manager for the firm's major origin-destination surveys and traffic data collection efforts; these include the previous Simcoe County Needs Assessment Study, current and previous Peterborough Area and Highway 7 Corridor Studies, Highways 10 and 89 and Detroit River International Crossing Study, among others. He is also highly experienced in household travel surveys for urban areas to support regional transportation planning, with experience with surveys in London, Calgary, Toronto, Riyadh, Al Madina (Saudi Arabia) and stated-preference surveys for toll highway, high speed rail and rapid transit studies. He is recognized expert in travel demand forecasting and has developed state-of-practice models including the Greater Golden Horseshoe Model, designed to support sustainable transportation initiatives. He has participated in demand forecasting projects in Waterloo, London, Toronto, Montreal, Halifax, Vancouver, Ottawa, York Region, Windsor-Detroit, Southwestern Ontario, Orange County (CA), King County (Seattle), Maricopa County (Phoenix), Jerusalem, and Madina, Saudi Arabia, among others.

28(1) Personal

Project Manager

Travel Demand Management/Consultation

Originally trained as a transportation planner and traffic engineer, 21
experience has broadened over the years to include all aspects of urban Solicitor
development as well as recognized consultation expertise. 28(1) is well known
for his leading edge work in the area of sustainable transportation including
documents such as TAC's Guide to **Practices for Sustainable**
Transportation Planning. He has served as the transportation planner on a
large number of site master plans which are setting the bar for sustainable
development. In addition, 28(1) has directed, managed or been the lead
transportation planner for a number of downtown transportation studies
including Hamilton, Markham, Kingston and Sudbury. Recently 28(1) is
project manager for the first stage of Regina's Transportation Master Plan and
understands Regina's transportation system well.

As project manager for this study, 21
Siri will be responsible for the day-to-day
aspects of the study and be the main point of contact. He has pre-established
contacts with many local stakeholders and key players for the Downtown
Transportation Study through his previous engagements in Regina. He will
also lead travel demand management and consultation tasks.

Traffic Operations Lead

28(1), an Associate with IBI Group, will be leading the Traffic Operations
component for this study. 28(1) has 8 years of experience and specializes in
transportation and traffic engineering with a focus on operational studies and
roadway and transit planning studies. 28(1) has worked extensively with
variety of micro-simulation platforms on freeway, urban arterial, and sub-area
models. 28(1) recently led the development of a VISSIM model of Highway 7

Viva rapid transit operations in York Region, Ontario, a VISSIM model of the proposed Highway 5 and Highway 6 interchange in Ontario, and a VISSIM model of a planned transit terminal in Hamilton, Ontario²⁸⁽¹⁾ has worked on a range of traffic engineering studies including parking studies in Ontario and has recently led traffic management planning for construction activities for major transit projects in the Greater Toronto Area.

28(1) Personal

Transportation Planning

28(1) is an Associate with IBI Group, will work closely with 28(1) on the transportation modelling tasks²⁸⁽¹⁾ specializes in transportation data analysis and forecasting, with a particular focus on sustainable transportation. 28(1) has worked extensively with passenger and commercial vehicle origin-destination data in major studies and model development studies for both auto and truck traffic; intimately familiar with data, biases and range of responses when sampling for both passenger and goods movement. 28(1) has played an integral role in the development of the GGH model, being extensively involved in all aspects of model design, development, and validation, including all model sub-components.²⁸⁽¹⁾ has also been a key resource involved in the development of a new travel model for the City of Winnipeg and recently lead a session with Regina staff on the Regina EMME/3 model.

28(1) Personal

Transit Planning/Consultation

28(1) is a transportation and land use planner at IBI Group with over five years of experience in transportation master planning, transit planning, active transportation planning, and community planning and design. This diverse set of experiences is rooted in his interests in complete mobility, urban regeneration, and placemaking. Over the past few years, 28(1) has played key roles in transportation master planning and transit operational planning engagements in the Toronto region, Winnipeg and Regina. He was recently a key member of the team that completed the first stage of the Regina Transportation Master Plan, which included participation with the Design Regina process.²⁸⁽¹⁾ has also been part of transit planning exercises across Canada, including Halifax, Hamilton, and Regina. In all his project work, 28(1) has contributed his strong visual communication and design skills to produce high quality project materials, including maps, public consultation materials, and reports.

28(1) role in this study will be to conduct the review of transit operations in the downtown and offer solutions for service and operational improvements to ensure transit's central role in downtown mobility is maintained and enhanced. He will also be part of the stakeholder and public consultation process.

28(1) Personal

Urban Design

28(1) leads the firm's urban design practice in the area of urban design and sustainable transit oriented developments and communities. For over twenty-five years, his designs have had a key focus on the relationship between transportation and land use, with a desire to create memorable,

place making experiences in the built environment. Whether designing transit villages, destination resorts, or walkable communities, his focus is on the relationship of the pedestrian, user, and visitor, to the community rather than an auto dependent lifestyle. 28(1) brings strong leadership qualities, organizational skills and conceptual design skills from projects across Canada, the United States, and international work in Europe, Asia, and the Middle East. Born and raised in 28(1), 28(1) is very familiar with downtown environments in Saskatchewan as well as society preferences for transportation.

28(1) Personal

Active Transportation Planning

28(1) is a Senior Transportation Engineer at IBI Group, has 20 years of experience in a wide range of transportation projects and will bring ideas to consultation program based on her recent experience from various active transportation projects, including her volunteer involvement in the Niagara AT workshop. In addition to her active transportation experience, 28(1) is a seasoned traffic engineer and road designer with specialist skills in pavement markings, accessible design and signage strategies. 28(1) was recently selected to be one of only eight instructors for the National Complete Streets Coalition (NCSC) training sessions, a competition that saw more than 50 applicants.

28(1) Personal

Civil/Roadway Engineer

28(1), an Associate with IBI Group, will be responsible for the Civil and Roadway Design component of this study. 28(1) has 24 years of experience, with a strong background in highway planning and design gained through his involvement in route planning, environmental assessment, and preliminary and detailed design projects. In recent years, 28(1) has focused his efforts towards overall management and quality assurance of transportation planning projects.

28(1) Personal

Intelligent Transportation Systems

28(1), an Associate Director with IBI Group, will provide guidance on Intelligent Transportation Systems for this study. 28(1) has been working as a transportation engineer, specializing in transit and traffic operations for 15 years. 28(1) brings a wealth of experience to the project team in Intelligent Transportation Systems, with expertise in transit management, traffic signal control systems, and signal design and installation. He was responsible for the deployment of TSP on every major transit system in southern Ontario, including the York Region Viva system, the City of Mississauga Smart Vehicle Pilot Project, the Grand River iXpress system, and the Toronto Transit Commission Streetcar (totalling close to 250 signalized intersections). All four of these highly successful systems are in operation today.

2.2 Relevant Projects

Reference Projects

Project Name	Downtown Transportation Master Plan
Client	City of Hamilton
Project Reference	28(1) Personal
Description	<p>IBI Group completed the Downtown Transportation Master Plan in 2001 and since then has been involved in several aspects of its implementation, including a major 5 year review. The original work included extensive modelling of different transportation alternatives using combination of EMME/2 for the macro assessment and CORSIM for the micro-assessment. One of the most significant recommendations of the plan was the conversion of two major streets from one-way to two-way operation. IBI Group assisted the City in the design of these conversions, including preparing all of the detailed signal design plans.</p> <p>Another major project that was advanced as part of the in the 5-year update in 2006-2007 was a plan to implement a shared street concept in the downtown core, similar to what Regina just implemented. Again, IBI Group was responsible for all of the traffic modelling to examine the impacts of this proposal, parts of which have now been implemented.</p> <p>Finally, both the original and 5 year update plans included many recommendations on promoting walking and cycling and more pedestrian oriented streetscapes. Numerous projects have now been completed and are contributing to downtown Hamilton's rapid revitalization.</p>

Downtown Hamilton's James Street North Transformation: IBI Group has been at the heart of this project, from conceiving the original idea to designing the traffic signal layouts to participating in the recent open streets festival.



Before



After

Project Name	King Street and City Centre Streetscape
Client	City of Kitchener
Project Reference	28(1) Personal
Description	<p>IBI Group was retained by the City of Kitchener in 2007 to redesign the core streets in the downtown district, which involved developing a Streetscape Master Plan for King Street and the City Centre District. The plan was based on the principle that an investment in high quality public realm will serve as a catalyst for private sector investment, intensification and renewal of the City Centre District in the downtown Kitchener core.</p> <p>The project showcases several innovative design features including; removable bollards to allow for flexible sidewalk/parking and road closures, infiltration grates to direct stormwater runoff to planter beds and semi mountable curbs to improve pedestrian accessibility. Other key elements include the doubling of the urban street tree canopy, generously wide sidewalks, two revitalized public plazas, various seating types, bike racks, and public art that all promote a vibrant pedestrian-friendly streetscape. Recently the project was recognized with a "Green Streets Canada" award by Tree Canada which recognizes Canadian municipalities "who have successfully demonstrated their innovation and creative approaches in helping green Canada through urban forest programs". The project has also been awarded the Community Places Award 2010 – International, Making Cities Livable and most recently, was designated as one of Canada's top 50 design projects as judged by the Design Exchange's 20th annual ceremony.</p> <p>IBI Group was responsible for all aspects of this project including traffic modelling and traffic engineering.</p>



Project Name	Sudbury Downtown Vision, Plan & Action Strategy
Client	City of Sudbury
Project Reference	28(1) Personal
Description	<p>IBI Group recently completed the Transportation Component of the Downtown Sudbury Vision and Action Plan. Although IBI Group was a sub-consultant on the overall plan, for the transportation work we reported directly to the City. Major components of our work included assessing the existing street network, developing recommendations on parking and identifying strategies to promote a more balanced transportation system. One of the recommendations of IBI Group was to develop a major greenway system alongside the CP rail corridor, a recommendation that was widely supported by staff. IBI Group was also responsible for the heritage component of the study and participated expensively in the stakeholder consultations.</p>

Other Relevant Experience

City of Regina

Transportation Master Plan Stage One

IBI Group was selected to undertake the first stage of the Transportation Master Plan (TMP). The TMP is intended to provide a framework for how the City of Regina will address its future transportation needs over the coming decades and is being undertaken in three stages. Stage One of is intended to provide a comprehensive summary of existing transportation conditions in Regina, a Travel Demand Management (TDM) study, identify capacity issues and opportunities in the transportation system and identify tasks and issues requiring further study in Stage Two.

Regina Transit Service Planning Process

IBI Group recently developed a process for assessing the performance of existing services in relation to the new Transit Investment Plan.

Region of York / York Consortium

York Rapid Transit H3 Detailed Design

The objective of the H3 Detailed Design project is to design and build an exclusive median transit running way for a 6.5km stretch of Highway 7 in York Region, Ontario. This is for the Viva rapid transit initiative. This system will form a key component of transportation network improvements to address the future growth and mobility needs in York Region. IBI Group was retained to perform the ITS, traffic signals, and electrical design work on this project. As part of the ITS and traffic signal tasks, IBI Group modeled the study network using the VISSIM micro-simulation platform to assess traffic and transit operations under three different transit operational strategies. The transit operational strategies include providing signal coordination for traffic, providing signal coordination for transit, and providing signal coordination for transit with transit signal priority. Results from the analysis indicate that Viva

bus travel time savings on corridor segments can reach 30% compared to existing bus travel times with various signal priority treatments.



Brantford Downtown Master Plan

IBI Group was a sub-consultant on this major study to develop a long term Vision and implementation plan for the revitalization of Downtown Brantford. IBI Group was specifically responsible for the development of transportation and parking recommendations. A strong emphasis was placed on transportation infrastructure and policy changes that would shift the balance from an auto-focused environment to a more pedestrian-friendly environment. Recommendations included converting the main downtown street pair from one-way to two-way operation, constructing a number of pedestrian connections to the surrounding trail system, constructing a new downtown transit terminal and implementing paid on-street parking. The study was well received by the business community and a number of the recommendations are now being implemented.

Sault Ste. Marie Downtown Community Improvement Plan

The 'Urbanizing Space' project involves three laneway sites that all require upgrading through surface treatments, landscaping, improved accessibility and safety, and more importantly creating new public urban spaces adjacent to the main street, Queen Street, in Downtown Sault Ste. Marie. These three projects are seen as incubators for design of a high quality public realm - making use of under-utilized spaces which have the potential to blend public art with streetscapes with a themed and urban result. This work results from the earlier IBI Group Study, whereby in 2005, the City of Sault Ste. Marie and its Downtown Association retained IBI Group to undertake a study of the opportunities for revitalization of the Downtown. This 12-month study involved a detailed assessment of opportunities for residential redevelopment, new business opportunities, the creation of a community improvement plan and policies and funding programs to support property owners in Downtown.

City of Surrey, BC

Surrey City Centre Plan - Transportation Servicing Study

IBI Group completed a study to define and evaluate future transportation elements of Surrey's City Centre. Work included development of transportation models, a parking supply and management study, and

definition and evaluation of multimodal transportation alternatives related to several future land use scenarios. Alternatives include network and capacity configurations and a range of street cross sections.

City of Richmond, BC

City Centre Transportation Plan Update

The CCTP Update forms part of a long term vision for Richmond's downtown. The first major component was the development and validation of a long-term Transportation Vision, including people and goods movement within the City Centre, against the backdrop of redevelopment into more intensive land uses. The vision incorporated more frequent transit service, and improved pedestrian and cycling environments, changes to parking and loading policies to better suit a transit focused area, and implementation of Transportation Demand Management (TDM) programs to help shift travel demand to lower impact modes.

City of Kingston, ON

Core Area Transportation Review

IBI Group carried out a downtown core area transportation review for the City of Kingston encompassing traffic, parking and transit requirements. Through focus group sessions with stakeholder representatives, a review of previous transportation studies in the Core Area and detailed analysis of existing parking, traffic and transit conditions within this area, IBI Group made seven key observations about the Core Area transportation system. The result was a detailed action plan for increasing parking supply to address immediate short term needs related to redevelopment while at the same time pursuing measures to reduce single occupant vehicle use in the downtown core through changes to the transit system as well as other TDM measures. The study received unanimous support from Council.

Ministry of Transportation, Ontario

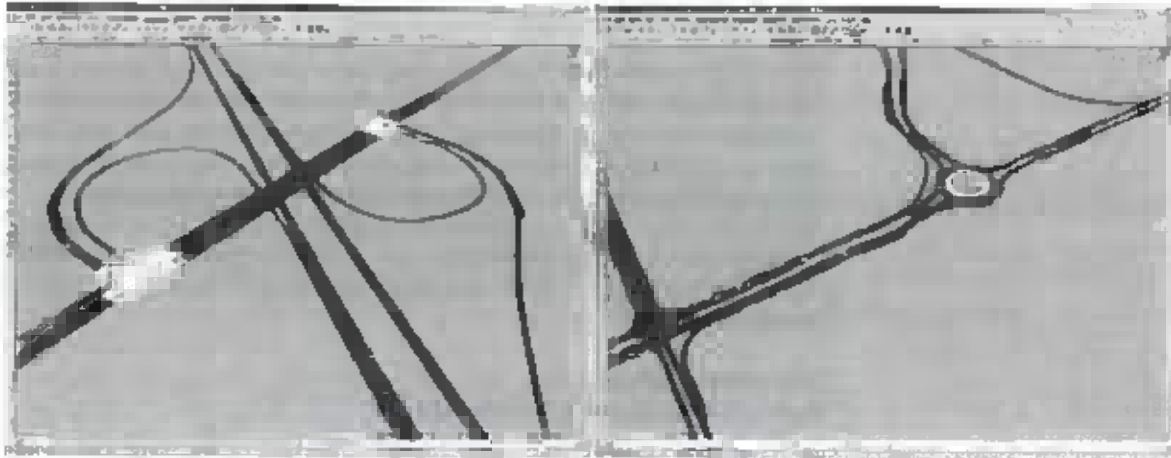
Highway 406 Expansion – Port Robinson to East Main Street

In 2009, MTO retained IBI Group to provide Total Project Management for detail design of the Highway 406 twinning from Port Robinson to East Main Street located in Thorold & Welland, Ontario. The design included 6 km of new two-lane highway plus realignment and rehabilitation of sections of Highway 406. Other roadwork included grade separation at Port Robinson, interchanges at Merritt Road and at Woodlawn Road, and roundabout at the Highway 406 terminus (at East Main Street).

The operational and capacity analyses of the project used Synchro/SimTraffic (Version 7) and VISSIM (Version 5.1) as modelling software to measure performance for existing and future conditions during the weekday AM and PM peak hours and weekend midday peak.

Existing models were based on 2009 conditions. The future conditions for horizon years (2011, 2021, and 2031) were established based on traffic forecasts, conceptual road layouts with new interchanges and roundabout, and optimized signal plans. All models were simulated to measure delay, volume to capacity ratio, level of service and queue lengths.

The modelling results identified operational issues for particular movements and at a specific location within the network. Major findings of modelling analysis were the number of lanes, configurations of on- and off-ramps, requirement for exclusive left turn lanes (dual vs single), and storage length.



Downtown Parking Studies:

IBI Group has an extensive history in the development of district-level parking inventory, analysis, and management strategies. Recent downtown parking studies have been completed in the following cities:

- Cambridge, ON (2010)
- Sudbury, ON (2009)
- Toronto, ON (2009)
- St. John's, NL (2008)
- Peterborough, ON (2007)
- Moncton, NB (2006)

Active Transportation Studies (Examples):

- Waterloo Region Active Transportation Plan (on-going)
- Rio de Janeiro B cycle Plan (2011)
- Kitchener Cycling Plan (2010)
- Cornwall Cycling and Pedestrian Plan (2009)
- Ajax Pedestrian and Cycling Master Plan (2009)
- Cape Breton Regional Municipality (2008)



City Square Plaza

3. Approach and Deliverables

3.1 Background Context

Regina is Canada's third fastest-growing metropolitan area and the improved downtown is drawing an increasing number of residents and visitors to the core. One of these key changes is the development of City Square Plaza, a new signature public space in the heart of downtown.

Victoria Park is the jewel of downtown Regina and City Square Plaza greatly enhances the park. The plaza effectively extends the Frederick W. Hill Pedestrian Mall, connecting the park to Cornwall Centre and downtown offices. The plaza provides a consistent interface between the park and buildings to the north. The plaza, though only recently completed, is already attractive for public gathering and events and is very effective as a simple open space in the downtown. The plaza was designed to accommodate traffic in a "shared street" concept, with no lane markings, limited signage, and no delineation between road and pedestrian space.

The implementation of the 12th Avenue closures has led to diversion of traffic and transit vehicles to 11th Avenue and other roads in the downtown. Transit vehicles on 11th Avenue are frequently delayed in traffic, and the re-routing has increased the walking distance for some transit users. During the winter months, programming of events at the plaza will be limited and opening the road to traffic may benefit nearby businesses as well as overall traffic in the downtown.

From a transportation perspective, Downtown Regina has a lot going for it. Downtown Regina is:

- very small geographically, making it highly walkable;
- home to a majority of Regina's jobs;
- built on a grid system, which makes it both walkable and efficient for transit;
- within a 10 km distance of most of Regina's population;
- not currently overwhelmed by congestion and free of major physical constraints, with the exception of the CP rail line; and
- not hindered significantly by an over-supply or under-supply of parking.

Perhaps because of these strong attributes, the City has not had to worry about the downtown transportation system, or at least not as much as some other cities. However, conditions are changing rapidly:

- A major new entertainment-based development is planned in the soon to be vacated CP Warehouse District yards and needs to be connected to the downtown by all modes of transportation;
- New office developments are coming on-line, and other potential opportunities exist;
- As many as 5,000 new residential units are planned for the downtown in the next decade or so;
- Regina's overall population is growing, which will result in more trip interactions between the downtown and the rest of the city;
- There is a growing demand for improved active transportation facilities radiating out from the downtown;
- Construction will soon be completed on the City Square project bringing permanency to the traffic patterns that result, and
- Regina Transit's proposed route restructuring will result in a higher number of express trips to/from the downtown and other nodes, and hopefully a higher transit mode share for trips to the downtown.

To our knowledge, all of the above changes have been proposed or identified through stand-alone studies, while the overall function of the downtown transportation has not been examined in some time. It is now appropriate that the City looks at the downtown transportation system in its entirety, from the perspective of all different modes and development objectives.

3.2 Project Understanding

The City has commissioned the Downtown Transportation Study (DTS) to evaluate whether the 12th Avenue closure at the plaza should be made permanent. It is a difficult choice. If the closure is made permanent, the plaza remains more attractive to pedestrians year round, but the traffic issues remain and some businesses have less accessibility. Our operational study will seek to identify measures to improve traffic flow on 11th Avenue and elsewhere, but overall delay to drivers may not return to pre-closure levels.

If the closure is to remain temporary during programmed events, then traffic management during those events will be required. Programming the road opening and closure of the road requires city resources and may cause confusion to drivers. Again, a detailed operational analysis is required to identify measures to improve traffic flow.

The DTS has been programmed in two phases. Phase 1 will examine the operational constraints, urban environment, and users of the 11th Avenue and 12th Avenue corridors and provide the technical analysis needed to support the decision on whether to make the closure permanent. Phase 2 will expand the scope of the study to include a larger area of downtown with a detailed focus on all users including pedestrians, cyclists, and transit users. Phase 2 will evaluate the impacts of the preferred alternative and develop a package of improvements to benefit all users under that alternative.



Our understanding of the project requirements has led us to identify the following key issues:

- **We need to understand traffic operations with 12th Avenue both closed and opened as a shared space.** What has been the traffic impact on roads in the downtown? Based on the impacts, what type of improvements and mitigation can be found to improve traffic operations during periods when City Square Plaza is closed to traffic?
- **A win-win traffic operations strategy needs to be designed** that is able to balance traffic flow concerns without sacrificing the vitality of the downtown area as a community destination. The goal is to find a traffic solution that complements the vision of the TMP and Downtown Neighbourhood Plan (DNP), and the primary purpose of the Plaza. This means putting people first and fostering a liveable downtown, while balancing the need to provide smooth traffic

flow. The priority for City Square Plaza is to keep the space in use by the community on a regular basis without impediment.

- **We need to perform a strong detailed operational analysis and micro-simulation of a shared space.** A simulation model of the 'shared street' needs to be able to properly capture the vehicle-pedestrian interactions. To be an effective tool for the study, the solution needs to be able to capture the unique aspects of the space: slow speeds, no traffic markings, no accommodation for trucks or parking. This is a significant technical modelling challenge, needing innovative solutions.
- **Road changes due to City Square Plaza has forced the rerouting of bus service, in some cases increasing delays through the downtown.** We need to create a comprehensive transit operations strategy that will complement the City Square Plaza site (i.e. bringing people to the site during events), while minimizing delays through the downtown. This is particularly important as transit complements the type of downtown vision of improving the public realm that is created by developments such as City Square Plaza.

Our team is as passionate about the urban environment as we are about our professions of transportation planning, traffic engineering and architecture. Our solution will seek to find a balance that maximises traffic flow, in the context of the best overall solution for the downtown urban environment.

A transportation network that moves vehicles and people seamlessly will provide the greatest benefit to the downtown. As the downtown environment continues to improve, it will draw increasing numbers of residents and visitors.



Creating a balanced approach to transportation in the downtown will be key.

3.3 Approach

Our proposed approach to developing and evaluating transportation alternatives recognizes the need to consider improvements in physical elements – road, transit, streetscape and urban design – in cooperation with other individuals and groups working towards the same objective: stakeholder agencies, land owners, developers and community groups. An object of all alternatives considered is to make the most appropriate and effective use of the public space, and to include low capital cost solutions, as these have been proven to work well in other North American cities.

The ultimate goal is to reach a consensus on a transportation network that will best help achieve the vision laid out in the Downtown Neighbourhood Plan. The city's recent efforts to enhance the downtown including the development of the Plaza itself are solid steps towards realization of the vision, and the purpose of this study is to develop a seamless, supportive transportation network that benefits all modes.

This study therefore poses unique challenges and opportunities. To complete the study successfully, we have devised an approach that recognizes and addresses these challenges through:

- An integrated transportation, land use and urban design approach that encompasses traffic, transit, economic and urban design issues, and the interactions and interrelationships among them;
- A public and stakeholder consultation plan to provide the input and feedback to develop and assess alternatives and exploit possible synergies between transit, auto, active transportation modes and between stakeholder groups (e.g. transit, business community);
- The use of streetscape and urban design measures that build upon the distinct identities of the various sections that comprise key sections of the study area corridor, providing an attractive and vital environment and ensuring compatibility of role, function and design; and
- A Study Team that has strong local and North American experience in urban regeneration, public transit, urban design and land use. Team members are highly experienced and familiar with the transportation and land use issues in Downtown Regina and provide continuity with the work performed for the Regina Transportation Master Plan Stage One performed by IBI Group.

One of the key technical challenges in undertaking the analysis for the DTS is the need to develop an analytical tool to evaluate traffic operations and changes to the road network that reflect urban/streetscape concepts such as naked streets, as there are multiple road users with the need analyse and determine the best means to accommodate several modes (i.e. walk, cycle, transit, auto).

Our team has recent relevant experience in studying and implementing major changes in traffic circulation in downtown areas to achieve more sustainable and vibrant visions for it, as noted above. This includes successful conversion of two-way to one-way streets in Downtown Hamilton and the King Street urban redevelopment in Downtown Kitchener (recent award winning project). At present, we are undertaking traffic analysis and streetscape design as part of implementing a RapidWay (BRT in separate lanes) that also through several old communities in the Highway 7 corridor in York Region, north of Toronto. Each of these projects involve place-making, with technical analysis using advanced traffic models and micro-simulation (e.g. VISSIM) within the overall context and vision and need to assess and accommodate multiple modes.

Exhibit 3.1: Study Area Map



In micro-simulation model development, the key challenge is properly reflecting the operational or network elements of local conditions as well as driver behaviour. We will develop models of the two corridors with scenarios of 12th Avenue under both open (as a shared space) and closed conditions. For the scenario with 12th Avenue open, traffic conditions along 12th Avenue will be estimated through application of pre-closure conditions adjusted based on our understanding of the traffic operations impacts of the Plaza shared space. This is accomplished through careful modeling of corridor changes through priority rules, desired speed distributions, vehicle and driver parameters, and upstream and downstream conditions. Our model calibration approach involves observational and volumetric calibration. The result of our modelling exercise will be a simulation toolbox that we can use to test operational changes or network improvements to benefit traffic and pedestrians.

The objective of Phase 2 is to expand the study to a larger area of downtown and to provide a more detailed assessment of all users including pedestrians, cyclists, and transit users. Phase 2 will evaluate the impacts of the preferred alternative and develop a package of improvements to benefit all users under that alternative.

Phase 2 will involve upgrading the micro-simulation model of the preferred alternative to the larger study area bound by Saskatchewan Drive to 13th Avenue, from Angus Street to Osier Street. Transit routes, ~~headways~~, and dwell times will be incorporated into the model. Pedestrian crossings will be modelled at all signals and crosswalks, and across the plaza. The enhanced micro-simulation model will be used to test network-wide effects of the preferred alternative

Phase 2 involves close participation by active transportation planning and by transit service planning. Active transportation will examine the interactions between traffic and active modes in the downtown and in the City Square Plaza. Input will be sought from the Downtown Neighbourhood Plan and the planned improvements to active transport facilities defined in the Transportation Master Plan.

Transit service planning will examine the downtown network, the prior service routing arrangement, and available ridership data. Output from the micro-simulation model regarding transit vehicle delay along 11th Avenue under the recommended scenario will be used to identify whether re-routing is needed and the potential extent of re-routing or changes in service plans.

Phase 2 will also develop an implementation schedule and cost estimates. Costs will be based on appropriate unit-rates.

3.4 Work Plan

Phase 1

The primary objective of Phase 1 is to assess the 11th Avenue and 12th Avenue corridors for traffic operations, pedestrians, cyclists and other users. This analysis will allow planners in Regina to make a strong technically supported decision on whether the 12th Avenue closure should remain permanent or should reopen as a shared space when the plaza is not being used for public programming. The following tasks outline our approach.

Project Initiation

At the outset of the study, the Study Team will convene a meeting with the City, with the following objectives.

- Begin the study with a clear understanding of scope, methodology, and work plan, introduce the team to City staff, and review administrative processes and lines of communication;
- Review the work plan, schedule and proposed timing for project management meetings;
- Review the deliverables;
- Agree on assumptions regarding the analysis and the scale and type of potential improvements, and,

- Review the vision statements in the Downtown Neighbourhood Plan and select the most applicable vision statements for enhancement and incorporation into the DTS study.

Information Gathering

Existing traffic count data and signal timing data will be collected from the City and reviewed. Availability of Synchro models and conventions/standards used on the City's VISSIM micro-simulation models will be collected if available.

The Study Team will conduct a field survey of the 11th Avenue and 12th Avenue corridors during a.m. and p.m. peak periods to observe current transportation operations. Although the winter season means lower pedestrian and active transportation volumes, traffic and transit volumes after the second week of January are typical. Specific notes on queue lengths (measured by number of vehicles) will be made. Travel times along the 11th Avenue and 12th Avenue corridors will be surveyed between Albert Street and Broad Street.

Transit-related data including routes, headways, and ridership survey data will be collected from the City. Other data will be collected including GIS data, roadway geometry, and aerial imagery for the study area as available. Recent development approvals and traffic impact studies will be collected and reviewed. The Study Team already has access to the travel demand forecasting model from the Transportation Master Plan Stage One study, however if any modifications have been made since the summer of 2011, these alterations will be acquired from the City.

Stakeholder Engagement

Develop Stakeholder Engagement Plan

A Stakeholder Engagement Plan will be developed consisting of the details provided in this Proposal plus any changes arising from review at project initiation.

An effective outreach process is critical to help stakeholders and the general public understand the implications of different alternatives, and feedback will be vital in tailoring designs to local concerns and issues. Stakeholder engagement will involve several methods to ensure early and on-going input and effective interaction:

- Three workshops with stakeholder groups;
- Three public meetings;
- One council engagement session;
- Additional public information releases to the media

Our process recognizes that there are a number of groups with varying levels of interest and diverse points of view, but who have a common interest in the renaissance of the downtown supported by an effective transportation network. We have developed a process to incorporate these groups, arranged into four main categories of interest:

- **Transportation** - this includes city departments such as the planning and transit departments, the primary consultant working on the City's Transportation Master Plan, and other agencies;
- **Business and Property Owners** - this includes people who own properties and operate shops and businesses, as well as business and retail associations;
- **Community** - this includes downtown workers, housing and community advocates, members of civic organizations and the cultural community, and local residents;
- **General Public** - any person with an interest in the downtown transportation system and the 11th Avenue and 12th Avenue corridors

It is our intention to involve the above groups actively in the study, as will be discussed in greater detail in the task descriptions to follow. We feel that it will provide a process that is responsive to all concerns and issues, and provide a forum where the community and stakeholders can discuss issues, evaluate and prioritize options and communicate ideas and information.

Conduct Stakeholder Workshops

In accordance with the RFP, letters will be drafted to be sent by the City to identified stakeholders, introducing the project and to request any relevant information such as data or reports.

Workshops will be undertaken with key stakeholder groups identified. The intent of each workshop is to deal with the issues that have been identified and to provide a free and open forum to formulate a general "vision" on how the transportation, urban, and economic interests should operate. It will proceed from a discussion of broad objectives, through to a review of specific issues and constraints and finally to the discussion of realistic options that should be evaluated.

The workshops will also review preliminary urban design concepts and possible standards and discuss the potential for enhancing the existing and future development potential in the corridor.

We expect that the stakeholders who will participate in the study will have one or more of the following specific interests:

- The vision for the downtown area and the overall direction being pursued in the development of the Strategic Plan;
- Issues regarding specific access to off-street facilities, parking, loading, etc. implications for their businesses or properties;
- Urban design and streetscape treatments to create a more pedestrian- and transit-friendly environment;
- Transit and traffic functional issues.

Three workshops will be undertaken in the Phase 1 study. The timing of the workshops will coincide with project initiation, preliminary findings, and study recommendations. The format of the workshop meetings will be highly interactive, with presentation materials prepared to support the discussions. Each workshop will be a half-day session. We will facilitate the workshops and convey technical ideas in lay terms, with strong supporting graphics and real-life examples to draw upon. The results of these workshops will help provide the basis for formulating operational alternatives, developing evaluation criteria and weights, and evaluating alternatives.

Conduct Public Engagement Workshops

Three public meetings will be held for the Phase 1 study. The first public meeting will be organized around project initiation, to gather public input on existing conditions and issues, the scope of project, potential solutions, and evaluation criteria. The second public meeting will be organized around the evaluation of alternatives and preliminary findings. The third public meeting will focus on the selection and refinement of the preferred alternative.

At each meeting, the team will provide summary material on the objectives of the project and the results to date, and will solicit feedback on the study. All comments will be documented and made available to participants upon request. This will provide confirmation that the participant's points have been registered and reinforce meaningful participation and an open process.

Conduct Council Engagement Workshop

The council engagement workshop will be timed to coincide with the later part of the Phase 1 study, so that public and stakeholder input, alternatives development, and preliminary findings and recommendations can be incorporated into the workshop. The presentation to council will be prepared in close consultation with city staff.

Capacity Analysis

Phase 1 of the DTS emphasizes the assessment of operational solutions to the traffic flow and routing issues that have arisen with the closure of the 12th Avenue. The development and evaluation of alternatives will also include the anticipated effects of traffic solutions on transit, pedestrian, and cycling users of the downtown, and the opportunities for transit and active transportation improvements independent of the traffic solution.

The capacity analysis task is therefore broken down into three sub-tasks:

- Develop and refine alternatives;
- Develop a modelling and assessment tool kit
- Evaluate alternatives

Following the evaluation, a subsequent task will examine streetscape and active transportation needs and opportunities for the 11th Avenue and 12th Avenue corridors under the recommended alternative. The assessment and recommendations will feed back into the alternative as necessary to refine a recommended plan.

Develop Alternatives

As stated in the RFP, the three overall alternatives are for City Square Plaza are:

1. To remain pedestrian only (closed to vehicles),
2. To open as a shared space one-way roadway; and
3. To open as a shared space two-way roadway;

Under the three overall alternatives, a wide range of sub-alternatives will be developed to consider policies or strategies for traffic management, and transit and active transportation measures:

- Traffic management sub-alternatives will consider allowing traffic flow after hours, seasonal opening for traffic, parking strategies along the two corridors, travel demand management, and physical improvement alternatives for traffic such as provision of turning phases, conversion to right-in, right-out or conversion of roads to and from one-way operations.
- Transit and active transportation sub-alternatives will be developed at a strategic level (detailed assessment of transit routes, stops, and active transportation infrastructure will occur in Phase 2) as detailed in the Streetscape Assessment task below. Where transit and active transportation sub-alternatives affect the road network, changes will be identified to be incorporated into the operational assessment using VISSIM.

As a micro-simulation model can generate an overwhelming amount of data, and requires significant time to code, individual measures will be grouped into a set of sub-alternatives. Two or three sub-alternatives for each major alternative will include demand management, traffic measures, and transit and active transportation measures. Then, following the evaluation the most successful elements of each sub-alternative can be refined into an overall recommended plan.

Modelling and Assessment Toolkit

Due to the interactions between land use, transportation network supply, and travel demand, and the highly operational nature of the alternatives assessment, this study will require an integrated macro-micro modelling approach. The City's regional EMME model will be used to develop travel demand using both existing conditions and a 2035 horizon year for the three major alternatives. The origin-destination flows from the EMME model will be fed into the VISSIM simulation model of the 11th Avenue and 12th Avenue corridors.

IBI Group is already familiar with the City of Regina EMME model, having used it and provided training to Regina staff in August of 2011. As a first step, the EMME model will be tested against base year counts on the 11th Avenue and 12th Avenue corridors. Model adjustments will include refinement of the network geography in the study area, adjustments to centroid connectors, and adjustment of network attributes such as speed and capacity. The three

strategic alternatives will be coded and modelled for existing conditions and 2035 horizons along with any sub-alternatives that include closures or conversion to/from one-way operations.

Select-link analysis will be used in EMME to develop vehicle routing and demand input for the VISSIM model as detailed below. If the EMME model deviates from traffic volumes, a pivot-point approach will be used to account for the differences. The Study Team has developed a wide range of micro models from larger demand models, and has an excellent understanding of how to undertake this process.

The VISSIM model limits will match the Phase 1 study area outlined in the RFP: 11th Avenue and 12th Avenue corridors, Albert Street to Broad Street and all north/south streets and alleys in between. Models will be developed of peak and off-peak time periods.

A Synchro 8 model of the network will be developed first. Synchro models, while less effective as an analytical tool for complex operational problems, can be used to aid VISSIM model development, provide optimization of signal timings, and aid model calibration. If Synchro indicates a movement is congested, and VISSIM indicates it is working well, the VISSIM model likely has a coding error.

The VISSIM model will be developed using available aerial images, photos from the corridor survey, and available drawings and plans from the City Square Plaza project and the conversion of 11th Avenue to two-way operation. Signals in VISSIM will be modeled using the Ring-Barrier Controller functionality made available in recent versions. Intersections away from the City Square Plaza will be modelled using nodes in the model.

Modelling traffic conditions along 12th Avenue under the scenario that it is open to traffic will be a key challenge. VISSIM is an appropriate tool for this task due to its flexibility with managing driver behaviour and priority rules. The following provides a brief overview of our approach:

- The starting point for traffic demand is that demand will return to its pre-closure levels. 2010 traffic counts will be input for coded routes at vehicle entry points.
- A preliminary set of uncontrolled pedestrian crossings across the plaza will be coded to the shared street concept. As pedestrian demand will not be available until summer surveys are undertaken, various demand levels will be tested. Priority rules will be implemented to control the yielding of traffic to pedestrians across this space. Gap acceptance rules, yielding zone lengths, and desired speed distributions will be adjusted. Generally it is anticipated that slow moving vehicles will yield to pedestrians that enter a relatively narrow zone extending in front of the vehicle. Upstream and downstream conditions will be modelled to ensure arrival patterns, queues, and departure patterns are realistic.

- A key capability of VISSIM is the ability to model trip routings. This ability will be leveraged through the manual input of routings, and extraction for the study area of route-based demands from the regional demand model. Incorporating select-link results from the macro model will be necessary if proposed alternatives involve any lane closures, conversion to one-way streets, or conversion of one-way streets to two way streets.

Calibration is perhaps the most challenging stage in the micro-simulation modelling process. It is an iterative process with complexities that vary directly with the level of accuracy required in the final product. With the objective of identifying specific operational deficiencies and potential small-scale mitigation measures, the Study Team will use a three-stage calibration process. Observational calibration looks at how the simulation model operates as a whole, and concentrates on issues like virtual driver behaviour, signal operations, and programming discrepancies. Volumetric calibration looks at measures of effectiveness such as vehicle throughput and queues. It focuses on routing decisions and movement volumes within the network. Travel time calibration involves trying to match model generated travel times with actual observed travel times collected in the corridor survey.

For various pedestrian demands at City Square Plaza, delay and travel times for the 12th Avenue open scenario will be extracted. With input from the EMME macro model, adjustments will be made to traffic demand and other model parameters until travel times, and to a lesser extent delay, equalize or reach logical values for both corridors. This approach will result in an anticipated traffic flow for 12th Avenue.

Operational Performance

Once the calibration process is complete, models of the alternatives and sub-alternatives will be completed for each analysis time period. Ten simulation runs of each model will be used to obtain a statistical mean of the analysis results. The simulation includes a seeding period to populate the system network before measures of effectiveness data are collected to ensure the network is fully loaded prior to obtaining results. All results, including documentation of the iterative model-adjustment and calibration approach, will be incorporated into the existing conditions report.

The operational performance of each alternative and sub-alternative will be summarized and incorporated into an operations-evaluation matrix. At this time the operational differences between alternatives and sub-alternatives will be apparent. If the differences are great, the operational analysis might become a deciding criterion for the decision on the downtown network plan.

Preliminary Streetscape and Active Transportation Assessment

For each of the alternatives, a description will be created to provide an overview of the streetscaping features and active transportation facilities along in the study area. Each alternative will be assessed as to whether they create any significant issues or opportunities in terms of streetscaping and active transportation.



Scarth Street Pedestrian Mall on a busy summer day

Evaluate Alternatives

Incorporating the operational evaluation matrix from the modelling task, stakeholder and public engagement, and preliminary streetscape and active transportation analyses, an overall evaluation matrix will be developed including major alternatives and sub-alternatives. Each alternative will be evaluated and ranked in terms of each. For sub-alternatives, improvements will be ranked in terms of the following factors:

- Effect on overall efficiency of transportation operations;
- Cost;
- Timing;
- Ease of implementation;
- City responsibilities;
- Stakeholder impacts and support; and
- Anticipated public reaction

The goals of the evaluation will be to identify solutions that are truly win-win. For each of the options solutions will be identified that minimize traffic operations problems while preserving the spirit of downtown initiatives.

Phase 1 Report

The Study Team will document all elements of the Phase 1 Study in a draft report. The content of the report will be based on the tasks above and deliverables required by the Terms of Reference. Review of the draft report and comments will be undertaken by the City and stakeholders. Feedback will be incorporated into a Final Report and submitted.

Phase 2

The objective of Phase 2 is to evaluate the preferred alternative from Phase 1 for all users and to develop a detailed package of recommended traffic, transit, cycling and pedestrian measures for the larger study area. Phase 2 will also develop cost estimates and a preliminary implantation plan for short and long term improvements.

Phase 2 Initiation

A Phase 2 initiation meeting will be held to present and discuss the work plan and additional scope for including transit, pedestrian and active transportation modes in detail.

A preliminary list of additional stakeholders will be identified with City input. Additional stakeholders not involved in the Phase 1 study might include taxi operators, couriers, police, fire department and ambulatory services, businesses or community groups in the downtown but not in the prior study area, and others.

Additional traffic data will be collected as needed to expand the micro-simulation model of the downtown. It is anticipated that ten intersection turning movement counts will be required in the morning and afternoon peak hours.

Stakeholder Engagement

Stakeholder consultation will follow the process outlined in detail in Phase 1. For Phase 2, Stakeholder engagement will involve the following:

- Three workshops with stakeholder groups;
- Two public meetings;
- One council engagement session;
- Additional public information releases to the media.

The primary difference between Phase 1 and Phase 2 stakeholder engagement plans is that Phase 2 consultations will focus on a wide range of potential improvements to the transportation network, but in the context of the best operational configuration of 12th Avenue as decided upon in Phase 1. The Phase 2 consultations will also consider longer term improvements to the

downtown transportation network, which may include larger scale improvements such as road widening or rapid transit. The City's consultant working on the Transportation Master Plan will be included and consulted with in this Phase.

Generally, the first of two stakeholder and public meetings will present the results of the Phase 1 study, the scope for the Phase 2 study, and the range of issues and potential treatments being examined for short and long term conditions. The second meeting will present and solicit feedback on the preliminary findings and recommended package of improvements to the downtown transportation network. The council engagement session will present results from both public and stakeholder meetings and the analysis undertaken in Phase 2.

Capacity Analysis

Develop Alternatives

Similar to Phase 1, a set of network alternatives will be developed for further testing and capacity analysis. The goal of the alternatives analysis will be to find solutions to mitigate any traffic operations issues created by the City Square Plaza. This will include the same sets of potential strategies over the wider Phase 2 study area, including

- Traffic management sub-alternatives
- Transit and active transportation sub-alternatives

Expand and Re-calibrate Model Toolkit

In order to assess operational concerns in the larger study area, the VISSIM model will be expanded. Similar to the Phase 1 model development, efficiencies will be gained in model development time by developing a Synchro 8 model of the study area first, by applying node methodology in VISSIM to simplify model output, and by implementing conflict areas rather than normal intersections away from the City Square Plaza. The micro-simulation model will be expanded to include the entire Phase 2 model area.

Saskatchewan Drive to 13th Avenue, Angus Street to Osler Street. Model geometries and signal timing will be coded to the standards outlined in Phase 1. Model calibration will follow a three-stage approach as detailed in the Phase 1 work plan.

Transit simulation will be a key enhancement of the expanded micro-simulation model. Transit routes through the downtown will be extracted from the Regina Transit Department's website and used to code route stops and headways. Dwell times at stops will be approximated with input from the City.

The Phase 2 micro-simulation model will be used to model any major strategic improvements to the downtown transportation network proposed such as major road widening or rapid transit. Minor improvements will generally not be tested in the longer term micro-simulation model due to sensitivity to model parameters. As described in the stakeholder engagement, the primary consultant working with the City on the Transportation Master Plan (TMP) will be consulted as to longer term improvements under consideration. To

estimate future demand in the longer term model, the City's travel demand model will be consulted.

Operational Performance

Similar to Phase 1, the alternatives tested under the capacity analysis will be assessed and compared based on a wide range of variables. Based on the results of the comparison including input from stakeholder and public consultation, a preferred option will be chosen.

Refine Treatments for Preferred Alternative

Additional refinement will be completed to develop a more detailed and accurate simulation of the preferred alternative. This includes refinements to optimize the network including:

- Signal timing,
- Signal modifications,
- Channelization; and
- Other intersection and geometric improvements.

Streetscape Enhancements

There are a number of potential streetscape improvements that could be considered for Downtown region which would improve the overall experience of the users of the different transportation system components. As a guiding principle, streetscape improvements would be focused on improving the pedestrian environment, but there are a range of other considerations including bicycle parking, way-finding signage, transit stop design and even parking payment technologies

IBI Group will build on the work in Phase 1 as well as other background reports to develop a comprehensive, yet achievable program for enhancing the street environment.

Active Transportation Enhancements

There are significant opportunities to improve active transportation facilities to/from and within downtown. For example, there are no on-street or off-street connections to the north central area of Regina. Similarly, there are a lack of pedestrian connections across the CP line, an issue that may be addressed as part of the entertainment district development.

The objective of this task will be to define on-street and off-street pedestrian and cycling routes and to provide recommendations on the types of facilities that are appropriate. It will be critically important to define appropriate cross-sections as these will have an impact on the road capacity assumptions and visa versa.

Parking Analysis

Future development in the downtown will generate a need for additional parking supply. At the same time, various TDM measures should help off-set

growth in parking demand. An analysis will be carried out to determine the appropriate amount of off-street parking for future horizon years/development scenarios. Opportunities for joint/share parking facilities will be identified. The implications of various parking supply scenarios on traffic and modal split objectives will be assessed.

In addition to off-street parking, there are several elements of the on-street parking system which need to be examined, including pricing policies. An analysis of on-street parking supply, pricing and location will be carried out.

Transit Service Plan

The Regina Transit investment plan identified a high level strategy for improving the transit system, including restructuring routes into more of an express system with local feeders. Most routes will still pass through the Downtown. As part of the Phase 2 assessment, we will examine opportunities for improving transit services within the Downtown, which may include various transit priority treatments, enhanced station stops and improved user information. As with the above elements, it will be important to clearly identify trade-offs between transit enhancements and level of service for other modes.

Cost Estimate and Preliminary Design

Preliminary cost estimates will be prepared for the package of recommended improvements detailed in the above tasks. Cost estimates will be based on unit rates based on IBI Group's experience and verified with the City.

A concept-level design of recommended improvements will be developed. The purpose of the preliminary design is to illustrate pavement markings and to note all recommended improvements. Preparation of drawings will be based on available survey data provided by the city.

Taxi, Paratransit, and Service and Delivery Vehicles

A primary concern for all service options is providing drop-off and delivery options for taxis, paratransit, service vehicles and delivery vehicles. As there are no facilities within the City Square Plaza, a comprehensive strategy will be developed to address these types of traffic in the study area.

Recommendations and Tasks for DTS Phase Three

Based on the detailed assessment of the Phase One and Phase Two studies, IBI Group will provide recommendations on additional work to be included within a potential Phase Three. This will include:

- Additional data collection needs, and approximate level of effort and budget involved;
- Identification of issues and opportunities in the transportation system that require further study under Phase Three; and
- Develop a staging plan for downtown mobility improvements.

Phase 2 Report

As with Phase 1, the Study Team will document all elements of the Phase 2 Study in a draft report. The content of the report will include all deliverables required by the Terms of Reference. Review of the draft report and comments will be undertaken by the City and stakeholders. Feedback will be incorporated into a Final Report and submitted to the City.

3.5 Schedule

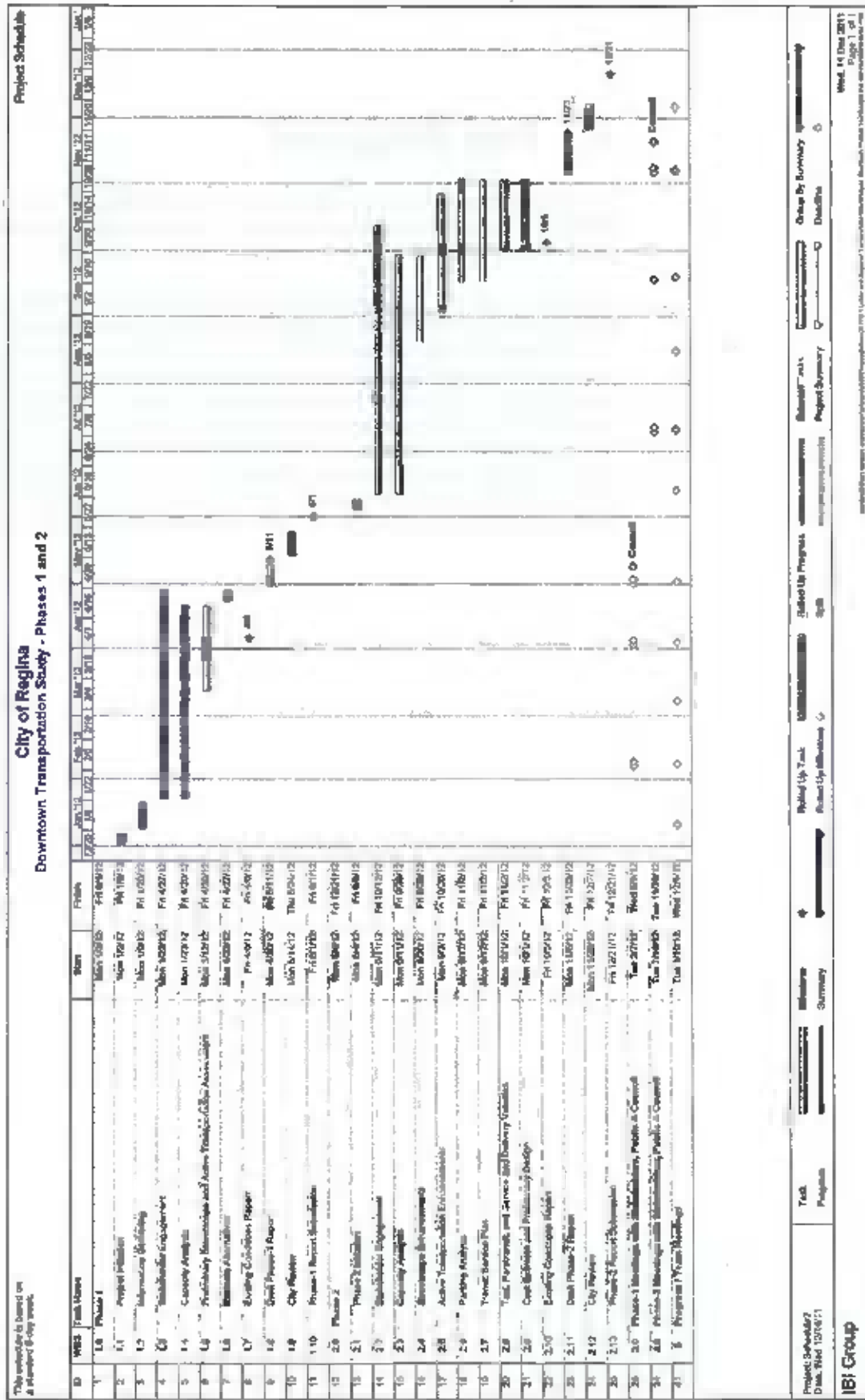
Our proposed study schedule is provided in Exhibit 3.2. The schedule has been developed to meet the requirements of the RFP including the submission of the Phase 1 report by June 1, 2012 and submission of the Phase 2 report by December 31, 2012. Our schedule is based on the following:

- Appropriate agency review time - two weeks will be provided for agency review of the draft report, and a third week for changes in advance of the June 1st submission.
- Stakeholder workshops, team meetings, and public information sessions will be grouped where possible to realize efficiencies. In total there are three stakeholder workshops and public information session in Phase 1, and three stakeholder workshops and two public information sessions in Phase 2.
- In addition to the project initiation meeting, we plan to attend three team meetings in person for each of Phase 1 and Phase 2, plus in-person preparation in advance of council meetings. Additional teleconference meetings will be held on a regular basis as detailed in the project schedule.

Our management team is committed to schedule control on this project and meeting the Phase 1 deadline of June 1st. The progress of individual tasks within each assignment will be monitored throughout the duration of the project and reflected in the schedule by display of the baseline and the actual task dates and duration. During the project, the task lead will update the schedule on a monthly basis. Internal tracking of the project will be done on bi-weekly basis through internal progress meetings so that problem areas are identified and addressed immediately. Any issues having an impact on the schedule will be communicated to the City of Regina Project Manager immediately along with the recommended course of action.

IBI GROUP - PROPOSAL
RFP NO 1970
DOWNTOWN TRANSPORTATION STUDY PHASES ONE AND TWO

Exhibit 3.2: Proposed Schedule



4. Fee Proposal

Our proposed upset limit to undertake the DTS is \$ \$299,447 including GST. Exhibit 4.1 on the following page provides a detailed budget breakdown, indicating time requirements for each task as well as staff rates.

Our Study Team and management team are committed to completing this study on-time and on-budget. Budget tracking mechanisms have already been initiated with the allocation of resources and their charge rates to the project tasks during the proposal preparation. During the study, resource allocation and charge rates are monitored per task and compared to the timesheet information for each team member provided to the Project Manager by our accounting department on a monthly basis. As a final mechanism, the Project Manager will compare the estimates with the actual charges and identify any deviations on a task-by-task basis. Remedial measures include project team discussions analyzing scope of work in the problem areas.

IBI GROUP - PROPOSAL
RFP NO. 1970
DOWNTOWN TRANSPORTATION STUDY PHASES ONE AND TWO

Exhibit 4.1: Proposed Budget

Task	Rate	GM	TM	SM	JC	LL	NM	AO	MC	Tech	Drafting	Admin	Total Person-Days	Total Labour	Sub-consultant	Disbursements	Total
1.0 Phase 1																	
1.1 Project Initiation	18(1)																
1.2 Information Gathering	18(1)																
1.3 Stakeholder Engagement																	
1.4 Capacity Analysis																	
1.5 Preliminary Streetscape and AT Assessment																	
1.6 Evaluate Alternatives																	
Stakeholder Meetings																	
Public Consultation Meetings																	
Council Engagement Meeting																	
Draft and Final Phase 1 Report																	
Total Person-Days (Phase 1)																	
Total Fees																	
2.0 Phase 2																	
2.1 Phase 2 Initiation	18(1)																
Traffic Counts (10 locations @ 18(1) each)																	
2.2 Stakeholder Engagement																	
2.3 Capacity Analysis																	
2.4 Streetscape Enhancements																	
2.5 Active Transportation Enhancements																	
2.6 Parking Analysis																	
2.7 Transit Service Plan																	
2.8 Taxi, Paratransit, and Service and Delivery Vehicles																	
2.9 Cost Estimate and Preliminary Design																	
Stakeholder Meetings																	
Public Consultation Meetings																	
Council Engagement Meeting																	
Draft and Final Phase 2 Report																	
2.9																	
Total Person-Days (Phase 2)																	
Total Person-Days (Phase 1 and Phase 2)																	
Total Fees																	
Combined Phase 1 and Phase 2 Total																	

GST (8%) \$ 285,188
Grand Total \$ 289,447

28(1) Personal

Disbursement Calculations

Flight	18(1)
Hotel and Food (\$/day)	
Transport \$/day	
Total	

Note: stakeholder, public, and team meetings will be held during one week per project schedule.

Phase 1	Flight	Hotel/Food	Transport	Meetings	Total
Meeting					
Initiation Meeting (2 staff)					
Stakeholder Meetings (2 staff)					
Public Meetings (1 other staff)					
Council Meeting (2 staff)					

18(1)

Phase 2	Flight	Hotel/Food	Transport	Meetings	Total
Meeting					
Stakeholder Meetings (2 staff)					
Public Meetings (1 other staff)					
Council Meeting (2 staff)					

18(1)

5. Acknowledgement of Addenda

This acknowledges that IBI Group received Addendum No. 1 on December 12th, 2011



Appendix A

Resumes

28(1) Personal

Director

28(1) Personal

Education

28(1) Personal

Experience

28(1) Personal

Representative Experience

28(1) Personal



28(1) Personal



28(1) Personal

Director

28(1) Personal

Representative Experience

Transportation Planning

28(1) Personal

Education

28(1) Personal

Memberships

28(1) Personal



28(1) Personal

Sustainable Transportation

28(1) Personal

28(1) Personal

Transportation Planner

28(1) Personal

Education

28(1) Personal

Experience

28(1) Personal

Representative Experience

28(1) Personal

Awards

28(1) Personal



28(1) Personal

TRANSIT-LAND USE INTEGRATION AND DESIGN

28(1) Personal

TRANSPORTATION STUDIES

28(1) Personal



28(1) Personal

Director

28(1) Personal

Education

28(1) Personal

Experience

28(1) Personal

Memberships

28(1) Personal

Representative Experience

Master Planning and Community Design

28(1) Personal



28(1) Personal

Campus Master Planning

28(1) Personal

Recreational Facilities Master Planning

28(1) Personal

Resort Design

28(1) Personal

28(1) Personal

B.SC M.A.SC P.ENG

**Transportation Planner
Associate**

28(1) Personal

Education

28(1) Personal

Experience

28(1) Personal

Memberships

28(1) Personal

Representative Experience

Transportation Planning

28(1) Personal

28(1) Personal



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28(1) Personal

Associate

28(1) Personal

B.A.SC., M.A.SC

Education

28(1) Personal

Representative Experience

28(1) Personal

Memberships

28(1) Personal

Papers & Presentations

28(1) Personal



28(1) Personal

Jesse Coleman
B.A.Sc., M.A.S.C.

Education
Bachelor of Science
in Environmental
Engineering
University of
Guelph
1998-2002

Employment
Environmental
Engineering
Consultant
1998-2002

Professional
Registration
Professional Engineer
1998-2002

Professional
Registration
Professional Engineer
1998-2002

Professional
Registration
Professional Engineer
1998-2002





28(1) Personal

P.ENG.

Associate, Senior Transportation Engineer

28(1) Personal

Education

28(1) Personal

Experience

28(1) Personal

Representative Experience

Bicycle/Pedestrian Studies

28(1) Personal

Memberships

28(1) Personal

Awards

28(1) Personal

Registrations

28(1) Personal





28(1) Personal

Traffic Impact Studies

28(1) Personal



28(1) Personal

P. ENG.

Associate Director

28(1) Personal

Education

28(1) Personal

Experience

28(1) Personal

Representative Experience

Transit System Projects

28(1) Personal

Memberships

28(1) Personal

Publications/Presentations

28(1) Personal



28(1) Personal

Signal Timing Plan Development

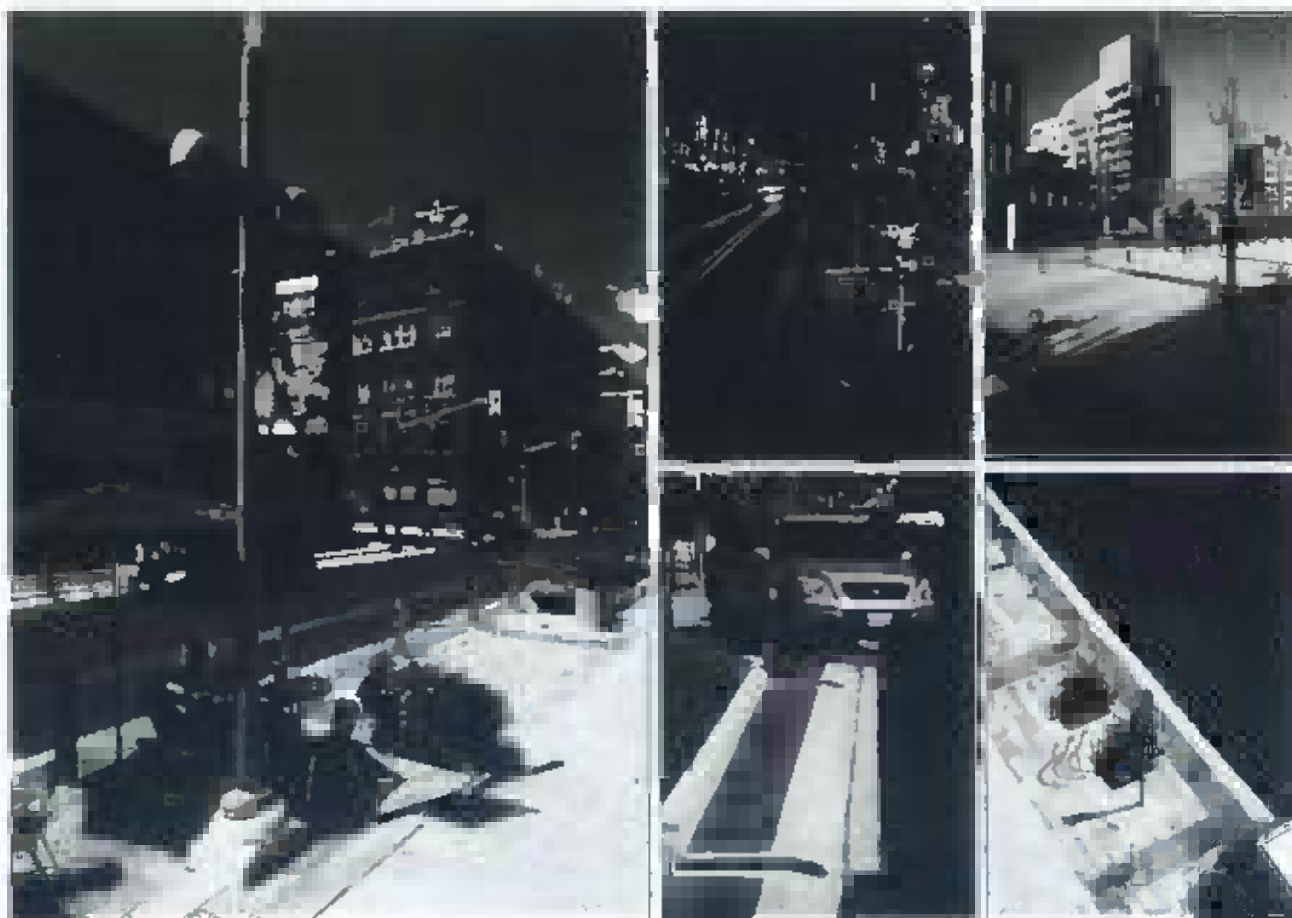
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Appendix B

Representative Project Experience



Kitchener King Street and City Centre District

IBI Group was retained by the City of Kitchener in 2007 to redesign the core streets in the downtown district, which involved developing a Streetscape Master Plan for King Street and the City Centre District. The plan was based on the principle that an investment in high quality public realm will serve as a catalyst for private sector investment, intensification and renewal of the City Centre District in the downtown Kitchener core.

The project is successful in working with the Downtown BIA as well as co-ordinating with several of the major events that take place in the downtown core including: Cruising on King Street, Bluesfest and Oktoberfest.

The project showcases several innovative design features including: removable bollards to allow for flexible sidewalk/parking and road closures, infiltration grates to direct stormwater runoff to planter beds and semi mountable curbs to improve pedestrian accessibility. Other key elements include the doubling of the urban street tree canopy, generously wide sidewalks, two revitalized public plazas, various seating types, bike racks, and public art that all promote a vibrant pedestrian-friendly streetscape.

Areas of Practice

- Landscape Architecture
- Civil Engineering
- Water Resources Management
- Master Planning
- Urban Design
- Public Outreach

Services

- Research
- Planning and Environmental Assessment
- Design Development and Contract Documents
- Approvals
- Construction Phase Services/Contract Administration
- Program Management

Client: City of Kitchener

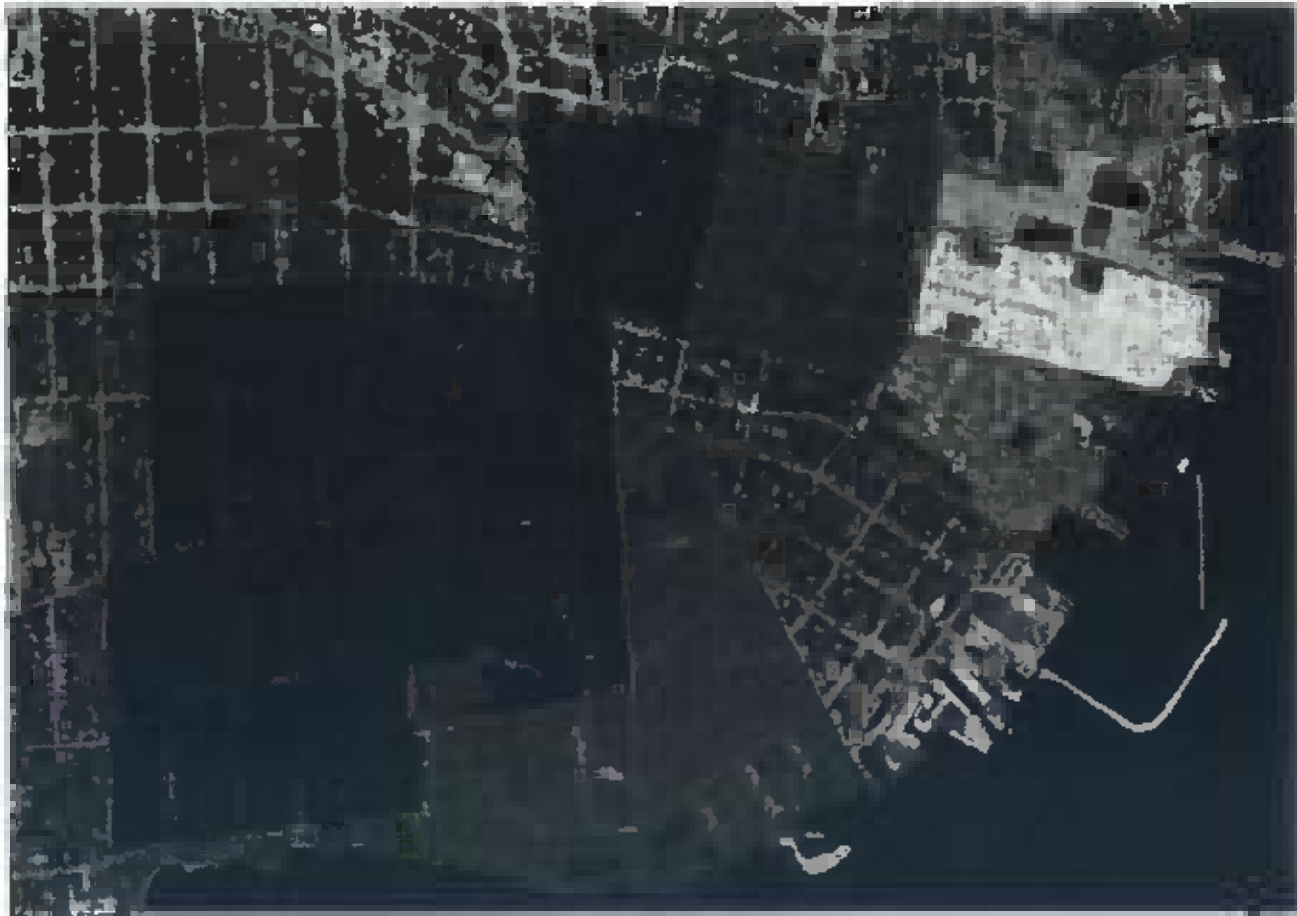
Location: Kitchener, Ontario

Status: Complete

Distinctions: Green Streets Canada Award
Tree Canada 2008/2009

Community Places Award 2010
International Making Cities Livable





Kingston Core Area Transportation Review

IBI Group carried out a downtown core area transportation review for the City of Kingston encompassing traffic, parking and transit requirements. Three stakeholders namely the Kingston General Hospital (KGH), Hotel Dieu Hospital (HDH) and the Downtown Kingston Business Improvement Association (DKBIA) were concerned that planned development and growth within the Core Area by the City, private sector and their own institutions would attract more trip-making to, and increase parking demands in the Area, while also reducing available supply of convenient offstreet parking for their patients, visitors, customers and staff. Through focus group sessions with stakeholder representatives, a review of previous transportation studies in the Core Area and detailed analysis of existing parking, traffic and transit conditions within this area, IBI Group made seven key observations about the Core Area transportation system.

The result was a detailed action plan for increasing parking supply to address immediate short term needs related to redevelopment while at the same time pursuing measures to reduce single occupant vehicle use in the downtown core through changes to the transit system as well as other TDM measures. The study received unanimous support from Council.

Areas of Practice

- Urban and Regional Transportation

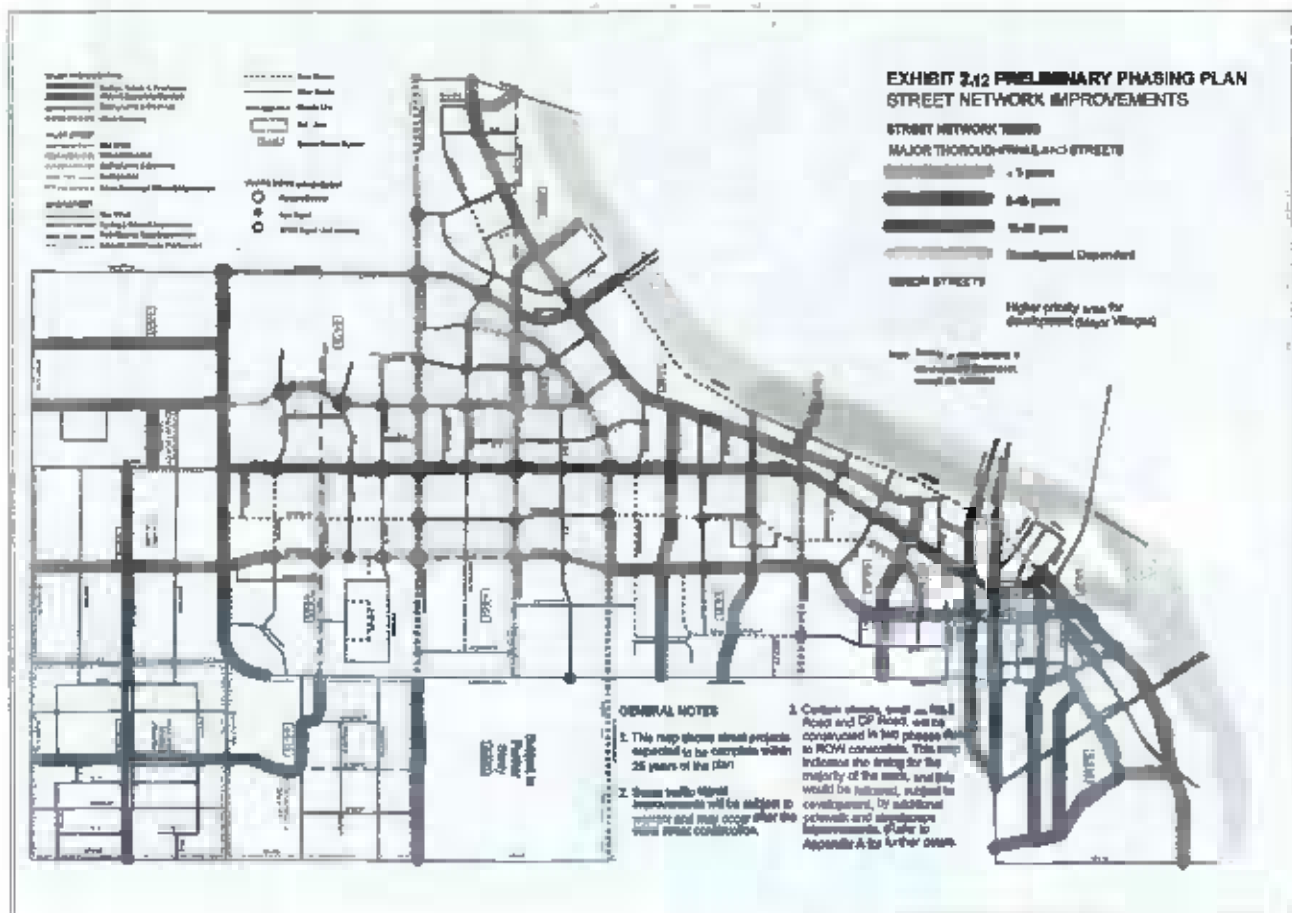
Services

- Research
- Policy

Client: City of Kingston and others

Location: Kingston, Ontario





Richmond City Centre Transportation Plan (CCTP) Update

The CCTP Update forms part of a long term vision for Richmond's downtown. The first major component was the development and validation of a long-term Transportation Vision, including people and goods movement within the City Centre, against the backdrop of redevelopment into more intensive land uses. The vision incorporated more frequent transit service, and improved pedestrian and cycling environments, changes to parking and loading policies to better suit a transit focused area, and implementation of Transportation Demand Management (TDM) programs to help shift travel demand to lower impact modes. IBI Group, acting as prime consultant, produced a Vision report (found at <http://www.richmond.ca/services/tp/planning/citycentre.htm>) and public open house materials illustrating these elements.

The second phase created detailed implementation plans for the vision, including prototype street cross sections, a phasing plan, cost estimates, and policy implementation (with a focus on TDM measures and parking management and supply policy).

Areas of Practice

- Urban and Regional Transportation

Services

- Policy
- Planning and Environmental Assessment

Client: City of Richmond

Location: Richmond, British Columbia





King Street Downtown Hamilton

IBI Group was retained by the City of Hamilton to explore options for rerouting or slowing traffic through the space surrounding Gore Park in downtown Hamilton. IBI Group developed two concepts, the first illustrating a pedestrian mall that is closed off to traffic and will increase pedestrian activity in the space by introducing a water feature/skating rink, cafes, outdoor seating and passive green spaces. The second concept illustrates a shared use space that allows vehicles and transit to use the space, but gives priority to the pedestrian. By not defining the travel route with curbs or pavement markings, vehicles are forced to slow down and navigate between pedestrians and active spaces with greater awareness and appreciation of their surroundings. The shared use concept also introduced elements such as a water feature/skating rink, cafes, and outdoor seating to maximize pedestrian use of the space, as well as elements to slow and direct traffic in the absence of signage.

Areas of Practice

- Master Planning/Urban Design
- Landscape Architecture

Services

- Design and Contract Documents

Client: City of Hamilton

Location: Hamilton, Ontario



DOWNTOWN HAMILTON TRANSPORTATION STUDY

Regional Municipality of Hamilton-Wentworth

IBI Group carried out the Downtown Transportation Master Plan as part of the ongoing revitalization of Hamilton's central urban area. The study was undertaken as part of a set of initiatives, referred to as Putting People First: Downtown Land Use and Transportation. "Putting People First" is an integrated land use and transportation planning exercise that looks at the downtown as an overall system as opposed to a number of separate components.

The purpose of this study was to guide transportation growth and planning in downtown Hamilton over the next twenty years. Part of the transportation plan included converting some downtown streets back to two-way operation, providing an improved downtown transit terminal, managing the supply and price of downtown parking, and designating a network of cycling lanes.

This master plan will serve as a blueprint for transportation strategies and the basis upon which capital improvements are made over this period.



PROJECT CLASSIFICATION

- Travel and Traffic Management
- Public Transportation Management
- Electronic Payment
- Commercial Vehicle Operations
- Emergency Management
- Advanced Vehicle Safety Systems
- Information Management
- Maintenance and Construction Management
- Urban Development

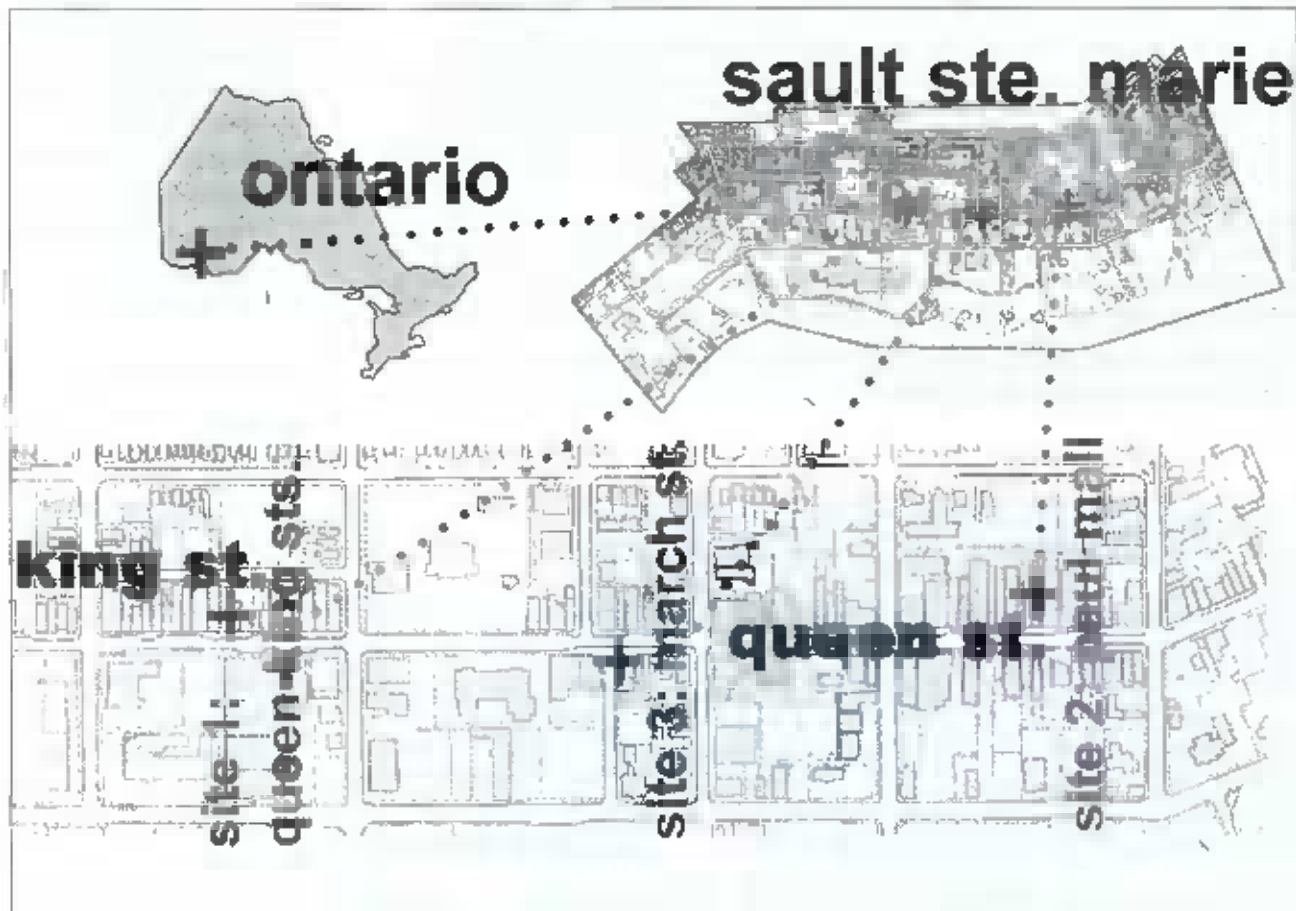
SERVICES PROVIDED

- Policy Analysis
- Surveys
- Requirements Analysis
- Feasibility/Alternatives Analysis
- Conceptual Design
- Preliminary Engineering/Design
- Detailed Design
- Software Development
- System Implementation
- System Integration/Testing
- Operations
- Maintenance
- Evaluation

PROJECT INFORMATION

Client: Regional Municipality of Hamilton-Wentworth

Location: Hamilton, Ontario



Sault Ste. Marie Downtown Improvements

The 'Urbanizing Space' project involves three laneway sites that all require upgrading through surface treatments, landscaping, improved accessibility and safety, and more importantly creating new public urban spaces adjacent to the main street, Queen Street, in Downtown Sault Ste. Marie. These three projects are seen as incubators for design of a high quality public realm - making use of under-utilized spaces which have the potential to blend public art with streetscapes with a themed and urban result.

This work results from the earlier IBI Group Study, whereby in 2005, the City of Sault Ste. Marie and its Downtown Association retained IBI Group to undertake a study of the opportunities for revitalization of the Downtown. This 12-month study involved a detailed assessment of opportunities for residential redevelopment, new business opportunities, the creation of a community improvement plan and policies and funding programs to support property owners in Downtown.

Areas of Practice

- Master Planning/Urban Design
- Landscape Architecture

Services

- Design and Contract Documents
- Implementation/Construction Phase Services

Client: The Corporation of the City of Sault Ste. Marie, Downtown Development Initiative
Location: Sault Ste. Marie, Ontario



Mobility Hub Guidelines

Metrolinx

IBI Group was retained by Metrolinx to develop Mobility Hub Guidelines – a framework for the planning and development of fifty-one Mobility Hubs as identified in The Big Move, Metrolinx's Regional Transportation Plan for the Greater Toronto and Hamilton Area (GTHA). The intent of the guidelines is to:

- Clearly communicate the mobility hub concept including objectives, components, and the value and role of hubs;
- Provide detailed guidance on how to develop mobility hub plans and incorporate mobility hub objectives into other planning activities such as official plans, secondary plans, station plans and environmental assessments;
- Build upon the available information from Metrolinx, the Province, GTHA municipalities and other sources, and
- Become a tool and guide for Metrolinx, municipalities, transit agencies, developers, consultants and other ministries/public agencies.

The guidelines were released to GTHA municipalities for comment in October, 2010, and were formally adopted by the Metrolinx Board of Directors at its February, 2011 meeting.



MOBILITY HUB OBJECTIVES

SEAMLESS MOBILITY

- 1** Seamless integration of modes at the rapid transit station.
- 2** Safe and efficient movement of people with high levels of pedestrian priority.
- 3** A well-designed transit station for a high quality user experience.

PLACEMAKING

- 4** Strategic parking management.
- 5** A vibrant, mixed-use environment with higher land use intensity.
- 6** An attractive public realm.

SUCCESSFUL IMPLEMENTATION

- 7** A minimized ecological footprint.
- 8** Effective partnerships and incentives for increased public and private investment.
- 9** Flexible planning to accommodate growth and change.

TRANSPORTATION

Areas of Practice

- Urban and Regional Transportation
- Urban and Intercity Transit
- Marine Transportation
- Air Transportation
- Freight Transportation and Logistics

Industry Sectors

- Transportation and Land Use
- Public Transportation
- Freight Transportation and Logistics
- Transportation Information Technology
- Ambulance and Medical Transportation
- Governance and Service Delivery

Services

- Research
- Policy
- Planning and Environmental Assessment
- Design and Contract Documents
- Approvals
- Implementation/Construction Phase Services
- Operations and Maintenance
- Program Management
- Emergency Dispatch Communications

Project Information

Client: Metrolinx

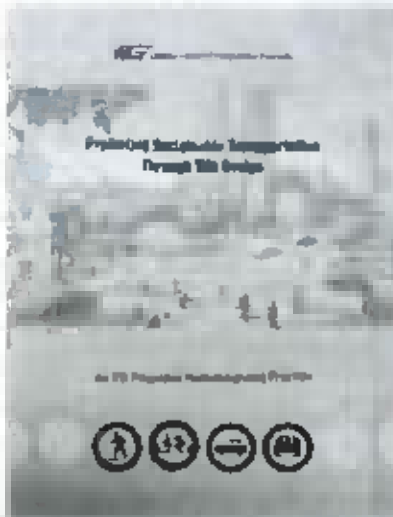
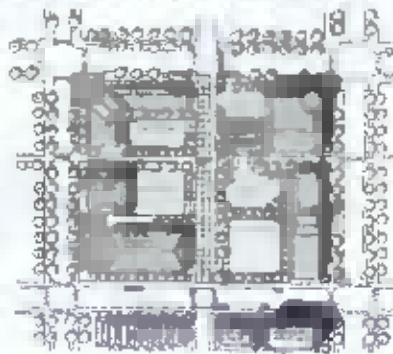
Location: Greater Toronto and Hamilton Area, Ontario

Promoting Sustainable Transportation Through Site Design

Recommended Practice



IBI Group led this project for the Canadian Institute of Transportation Engineers (CITE) to develop and disseminate Site Design Guidelines for the promotion of sustainable modes of transportation. The document provides transportation engineers, planners, developers and key decision-makers with the necessary tools to assess and influence the design of sites to better facilitate and promote the use of more sustainable modes such as walking, cycling, transit and high occupancy vehicles. The focus of the guidelines is on non-residential developments including office buildings, retail developments, institutional uses, and light-industrial/manufacturing.



Promoting Sustainable Transportation Through Site Design provides professionals involved in the preparation and review of site plans with design practices and processes that help to facilitate and promote the use of more sustainable transportation modes, such as walking, cycling and transit. It does so by examining each element of site design from the perspective of a pedestrian, cyclist or transit rider, identifying both barriers and opportunities for these modes. The underlying philosophy of the recommendations is that sites designed with sustainable transportation in mind can significantly encourage the use of walking, cycling and transit. The guidelines are organized into four categories, according to stage in the site design process.

The project received the 2004 Sustainable Transportation Award from the Transportation Association of Canada and since the Canadian

publication of the document in 2005, more than a dozen workshops have been held to introduce practitioners to the Guidelines. Furthermore, ITE International recently approved the document as a Recommended Practice.



TRANSPORTATION

Areas of Practice

- Urban and Regional Transportation
- Urban and Intercity Transit
- Marine Transportation
- Air Transportation
- Freight Transportation and Logistics

Industry Sectors

- Transportation and Land Use
- Public Transportation
- Urban Design
- Active Transportation
- Freight Transportation and Logistics
- Transportation Information Technology
- Ambulance and Medical Transportation
- Governance and Service Delivery

Services

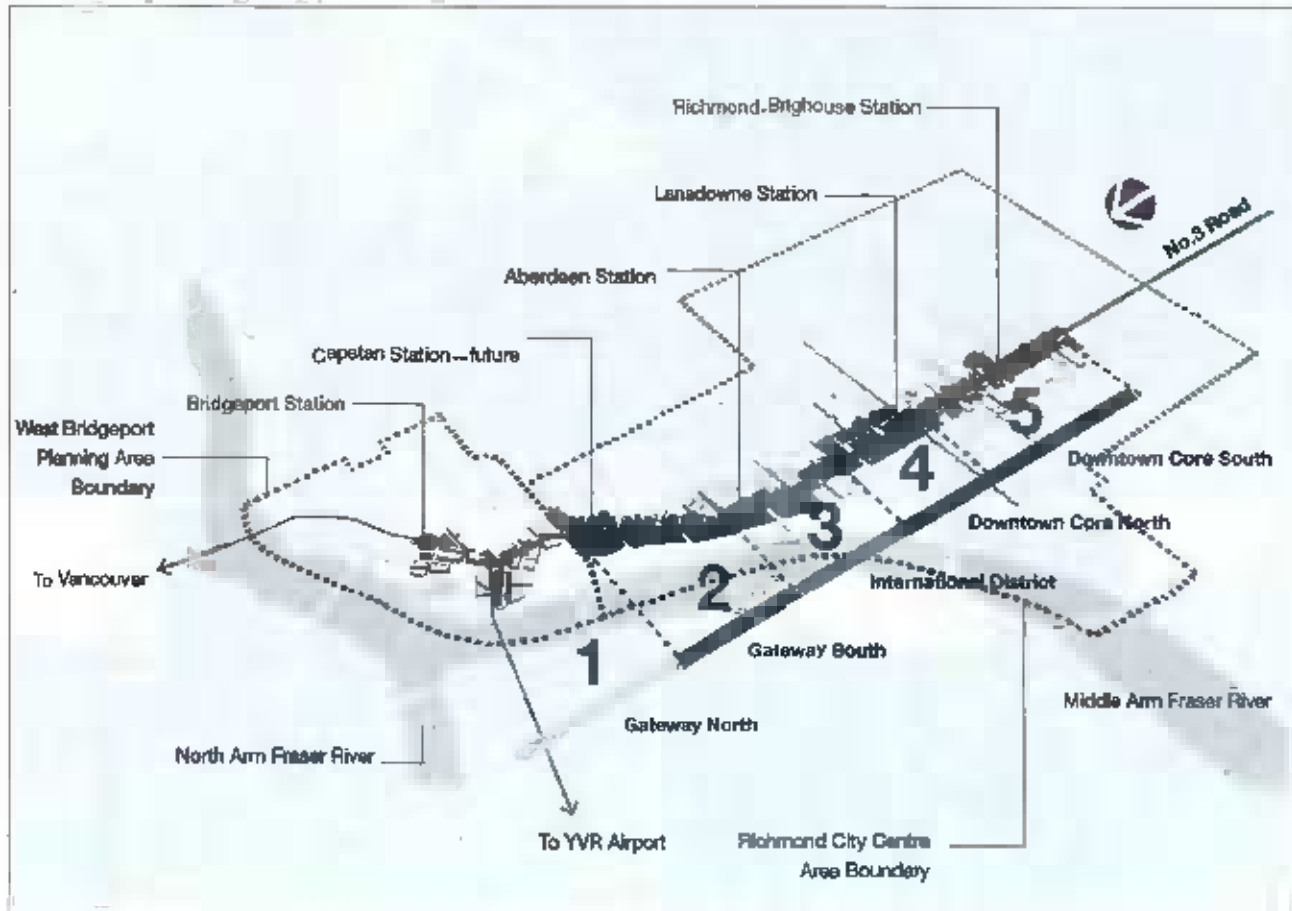
- Research
- Policy
- Planning and Environmental Assessment
- Design Guidelines
- Stakeholder Engagement
- Design and Contract Documents
- Approvals
- Implementation/Construction Phase
- Operations and Maintenance
- Program Management
- Emergency Dispatch Communications

Project Information

Client: City of Burlington

Location: Burlington, ON





No.3 Road Corridor Streetscape Study

Using the construction of the new Canada Line as a catalyst, the City of Richmond contracted IBI Group to re-envision No.3 Road – the main retail street within the city's downtown core. The work program was divided into two sections: Streetscape Design and Fronting Buildings. It began with a review of the design precedents of 'Great Streets' worldwide to establish the functional and aesthetic profile for the street's cross-section. Next, the street's 3km length was divided into a series of five Character Zones, each delivering a distinct pedestrian experience.

Area of Practice

- Master Planning/Urban Design
- Landscape Architecture
- Public Outreach

Services

- Planning and Environmental Assessment
- Design and Contract Documents

Client: City of Richmond

Location: Richmond, British Columbia



No.3 Road Restoration Preliminary Design

IBI Group is the prime consultant for the Preliminary Design of a 3 km stretch of the No.3 Road corridor that is impacted by the Canada Line's elevated rapid transit guideway. Work was done in parallel by our 'Urban & Streetscape Design' and 'Engineering' teams in the observation that a coordinated team effort is required to satisfy both aesthetic and technical requirements.

IBI Group is responsible for coordinating physical survey, roadway alignment, roadway/pedestrian lighting, preliminary landscape design, Canada Line station plaza design, municipal utility relocation and external agency utility relocation. Key elements of the design include at grade separated bicycle lane, elevated vehicular intersections, narrowing of existing lanes and corner radii, planting of unifying boulevard and median trees, an integrated lighting system, and servicing to allow for future programming opportunities under the guideway including the Richmond's Night Market.

Areas of Practice

- Civil Engineering
- Master Planning/Urban Design
- Landscape Architecture

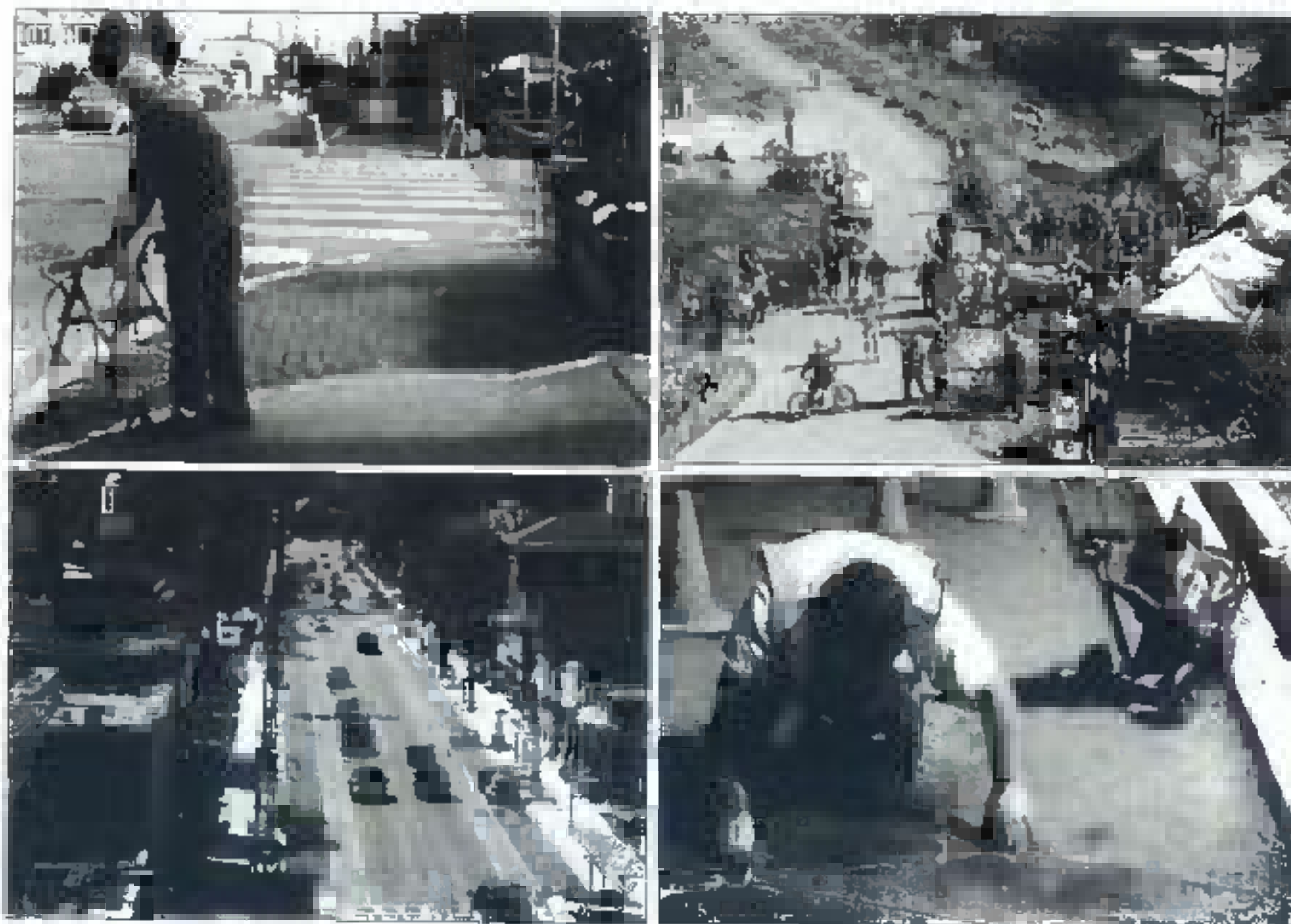
Services

- Research
- Design and Contract Documents
- Implementation/Construction Phase Services

Client: City of Richmond

Location: Richmond, British Columbia





Active Transportation: Making it Work in Canadian Communities Transportation Association of Canada

As the prime consultants, IBI Group completed a synthesis of practices and recommendations for developing and implementing active transportation strategies for the Transportation Association of Canada (TAC). Based on 64 surveys returned by TAC members municipalities, 17 interviews and an English and a French-language focus group, this exploratory study asks, "What successes have Canadian communities had in active transportation and how did they accomplish them?" In addition, 60 international papers, 28 active transportation plans in Canada, and data on active transportation trends were reviewed.

There are many individuals and organizations that are making a difference in Canada and in communities around the world to help revive the basics of travelling and interacting without our cars. Realising more travel active transportation is being achieved through a myriad of policies, practices, and programs. Drawing on the extensive study materials, the study team articulated 11 principles for consideration by those working to improve active transportation in Canadian cities. These principles are focused on strengthening foundations for effective action; providing supportive environments and systems; improving safety and security; and influencing individual travel choices.

Areas of Practice

- Urban and Regional Transportation

Services

- Research
- Policy

Client: Transportation Association of Canada

Location: Ottawa, Ontario



From: 28(1) Personal
To:
Subject: Saskatchewan Workers' Compensation
Date: January 26, 2011 10:54:15 AM

28(1)
Hi

Further to our conversation of January 14, 2011. At the present time your firm is not required to register for Workers' Compensation in Saskatchewan. Under exclusion regulation (dd) (B) your firm is excluded from the act. The exclusion regulations can be found on our web site at www.wcsask.com

(dd) industries that have no place of business in Saskatchewan that provide:

(B) Consulting or similar services.

Thank you,
28(1) Personal
Employer Service Representative
28(1) Personal

1-800-667-7590 ext. 28(1)

The Workers' Compensation Board is committed to the elimination of workplace injuries and illnesses. Thank you for having a safe day.

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CERTIFICATE OF INSURANCE					ISSUE DATE (MM/DD/YY) 01/24/2012	
BROKER 18(1)			This certificate is issued as a matter of information only and confers no rights upon the certificate holder. This certificate does not amend, extend or alter the coverage afforded by the policies below.			
INSURED'S FULL NAME AND MAILING ADDRESS IBI Group 230 Richmond Street West, 5th Floor Toronto, ON M5V 1V6 Canada			Company A		XL Insurance Company Limited	
			Company B			
			Company C			
			Company D			
			Company E			
COVERAGES						
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.						
TYPE OF INSURANCE COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCURRENCE <input checked="" type="checkbox"/> PRODUCTS AND/OR COMPLETED OPERATIONS <input checked="" type="checkbox"/> PERSONAL INJURY <input type="checkbox"/> EMPLOYER'S LIABILITY <input type="checkbox"/> TENANT'S LEGAL LIABILITY <input checked="" type="checkbox"/> NON-OWNED AUTOMOBILE <input checked="" type="checkbox"/> HIRED AUTOMOBILE	CO LTR	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS OF LIABILITY (Canadian dollars unless indicated otherwise)	
	A	18(1)	04/30/2011	04/30/2012	EACH OCCURRENCE \$ 18(1) GENERAL AGGREGATE \$ 18(1) PRODUCTS - COMP/OP AGGREGATE \$ 18(1) PERSONAL INJURY \$ 18(1) EMPLOYER'S LIABILITY \$ TENANT'S LEGAL LIABILITY \$ NON-OWNED AUTOMOBILE \$ 18(1) HIRED AUTOMOBILE \$ 18(1)	
AUTOMOBILE LIABILITY <input type="checkbox"/> DESCRIBED AUTOMOBILES <input type="checkbox"/> ALL OWNED AUTOMOBILES <input type="checkbox"/> LEASED AUTOMOBILES ** <input type="checkbox"/> GARAGE LIABILITY <input type="checkbox"/>					BODILY INJURY PROPERTY DAMAGE COMBINED \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE \$	
EXCESS LIABILITY <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> OTHER THAN UMBRELLA FORM					EACH OCCURRENCE \$ AGGREGATE \$	
OTHER (SPECIFY) Professional Liability Insurance	A	28(1)	04/30/2011	04/30/2012	Each Claim \$ 18(1) Annual Aggregate \$ 18(1) \$ \$ \$	
DESCRIPTION OF OPERATIONS/LOCATIONS/AUTOMOBILES/SPECIAL ITEMS/ ADDITIONAL INSURED RFP #1970 - Downtown Transportation Study "City of Regina" are added as additional insured to Commercial General Liability and/or Umbrella Liability only, but only with respect to liability arising out of the operations of the named insured.						
CERTIFICATE HOLDER				CANCELLATION		
City of Regina 2476 Victoria Avenue Regina, SK S4P 3C8 Canada				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOUR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES. AUTHORIZED REPRESENTATIVE 28(1) Personal Per: _____ Page 1 of 1		