



## Request for Qualifications General Planning and Zoning Consulting Services

RFP No. 2026-04  
March 11, 2026

City of Doral  
Attn: Procurement and Asset Management Director  
Roman Martinez, MPA, CPPO, CPPB  
City of Doral Government Center  
8401 NW 53rd Terrace, 3rd Floor  
Doral, FL 33166

# MHCP

## COLAB

CITY PLANNING, MOBILITY,  
REDEVELOPMENT + COMMUNICATIONS

# MKSK

**Urbē**  
**STUDIO**  
Community | Places | Mobility

Contact: Melissa Hege  
melissa@mhcpcolab.com  
5701 Biscayne Boulevard, Suite CS1,  
Miami, FL 33137

# Table of Contents

**A**

TRANSMITTAL LETTER

**B**

EXECUTIVE SUMMARY

**C**

QUALIFICATIONS AND EXPERIENCE OF THE FIRM

**D**

KEY PERSONNEL

**E**

UNDERSTANDING OF SCOPE OF SERVICES

**F**

ADDITIONAL REQUIREMENTS

**SECTION A**  
**TRANSMITTAL LETTER**

**We develop communications strategies to tell the story of a place and the planning process.**



March 11, 2026

Roman Martinez, MPA, CPPO, CPPB  
Procurement and Asset Management Director, City of Doral  
8401 NW 53rd Terrace, 3rd Floor, Doral, FL 33166

**RE: Request for Qualifications General Planning Services, RFP No. 2026-04**

Dear Selection Committee,

**MHCP Colab (Colab)**, together with MKSK and Urbe Studio, is pleased to submit this request for qualifications for General Planning and Zoning Consulting Services for the City of Doral. **Our team of experienced planners has completed over 50 local, state, and national planning studies, bringing expertise in master planning, redevelopment, urban design, and mobility.** Led by firm Principal Melissa Hege, AICP, with 25 years of experience developing comprehensive plans and master plans in Florida, Louisiana, South Carolina, and Georgia, we offer extensive knowledge of land use, zoning, and Florida's comprehensive planning statutes.

**We bring experience that directly aligns with the city's needs.** Our team has supported municipalities and agencies across South Florida and nationally with land-use, mobility, and redevelopment initiatives that require strong coordination, technical expertise, and accessible public communication. Our work includes the Central Broward TOD Toolkit for the U.S. Department of Transportation and the Broward MPO, the FTA Small Starts Application for the Broward Commuter Rail, ArcGIS analysis tools for 21 municipalities, and station-area assessments for the City of Oakland Park. We have also supported comprehensive planning initiatives for Fort Lauderdale, as well as the cities of West Melbourne, Fort Myers Beach, and the Village of Pinecrest; provided development review services for the City of Miami Gardens; currently serve as Economic Development coordinators with the CRAs of NW 7th Avenue and NW 79th Street in Miami-Dade County; and prepared zoning and master plan strategies for Augusta, Georgia, and Midtown Miami, along with pedestrian priority plans for Little Havana. These experiences reflect our commitment to creating planning tools that are technically sound, community-responsive, and grounded in the realities of local implementation.

**Founder and Principal Melissa Hege, AICP**, brings 25 years of leadership in urban planning, policy analysis, and community-driven redevelopment both locally and nationally. Her work emphasizes clarity, collaboration, and a deep understanding of land use processes at the municipal, county, and state levels. Melissa will serve as project leader for this effort and will guide coordination with the City of Doral, Miami-Dade County, the Regional Planning Council, the State, and transportation agencies. Melissa is the authorized representative for this proposal.

**Colab, MKSK, and Urbe Studio bring together an interdisciplinary team with complementary strengths in land-use planning, zoning, urban design, GIS analytics, and community engagement.** MKSK contributes nationally recognized expertise in urban design, parks and public space planning, sustainable design, wayfinding, and planning with 138 employees to supplement our team. At the same time, Urbe Studio offers additional planning experts to supplement public outreach and transportation and mobility expertise. Additionally, we have access to land-use attorneys as needed to supplement work and provide legal expertise. Together, we offer a collaborative structure that brings precision, creativity, and an implementation-oriented mindset to every phase of the process.

Our approach to the scope of services is organized around three key objectives:

**1. On-Call Planning Support** for development review, zoning verification, and staffing support, deploying mid-level and senior planners with principal-level oversight who recently reviewed 40+ building permits in ten weeks in Miami Gardens-- clearing a significant backlog through organized application reviews and regular staff check-ins.

**2. Long-Range Planning & Regulations** to contribute research, best practices, intergovernmental coordination, and zoning standards and illustrations that address building massing, bulk, use, and scale in support of the comprehensive plan update. This will be led by our team, which is currently completing a downtown code update for Augusta, Georgia, a comprehensive plan update for the Village of Pinecrest, and a zoning analysis and recommendations for NW 7th Avenue in Miami-Dade.

**3. Special Projects & Community Engagement** to better support the planning department with land use amendments, rezonings, annexations, and other special projects, including community outreach, surveys, interactive websites, and producing detailed ArcGIS mapping and 3D renderings to highlight opportunities and potential improvements.

**We are fully dedicated to helping the City of Doral meet its planning needs and deadlines.** Continuous involvement of senior team members at each stage of the project ensures clear communication, informed decision-making, consistent quality and accountability. Senior members actively oversee all deliverables, monitor progress through detailed work logs, and provide regular monthly updates to ensure transparency and accountability. All three firms possess the necessary expertise and availability to begin work immediately and meet or surpass all requirements of an on-call project within the proposed timeline.

This proposal is made without collusion with any other person or entity submitting a proposal pursuant to this RFQ. We look forward to supporting the City of Doral in its planning and zoning needs. Thank you for the opportunity.

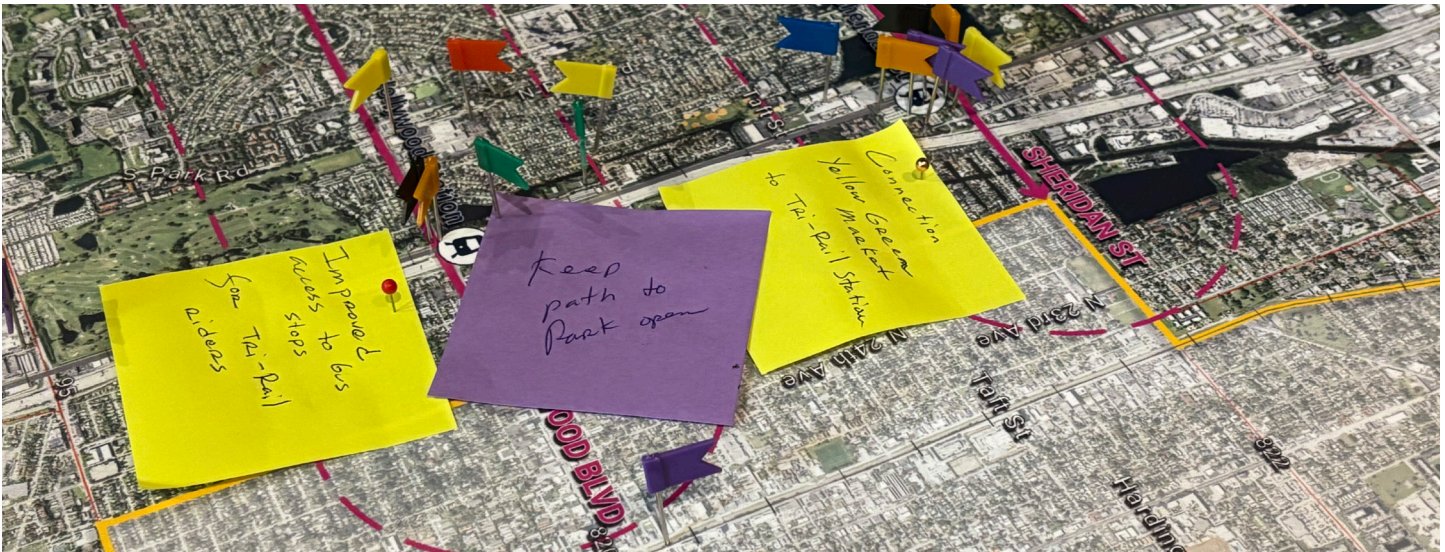


Melissa Hege, AICP  
Principal and Owner, MHCP Colab  
305.607.9257  
5701 Biscayne Boulevard, Suite CS1 Miami, FL 33137



**SECTION B**  
**EXECUTIVE SUMMARY**

**We draw insight from  
emerging planning  
approaches and apply  
them to our projects.**



## Executive Summary

**MHCP Colab (Colab)**, along with **MKSK** and **Urbe Studio**, is excited about the opportunity to support the City of Doral with general planning and zoning consulting services. We are an award-winning planning firm composed of certified planners, urban designers, and engagement specialists. For over 25 years, our principals have led planning, zoning, and redevelopment initiatives throughout South Florida and the southeastern United States. Colab has established a strong track record in comprehensive planning and zoning in Florida and Miami-Dade County. Our work has helped create transformative outcomes in communities such as Midtown Miami, Downtown West Palm Beach, Little Havana, Wynwood, and Downtown Hollywood, Florida.

We will service this contract from our Miami office at 5701 Biscayne Boulevard. Colab is a certified Small Business Enterprise (SBE) and Woman-Owned Business. The firm is registered as a Limited Liability Company (LLC) and is recognized as a legal business entity in the State of Florida. Our office is located on Biscayne Boulevard in Miami, Florida. This proposal is made without collusion with any other person or entity submitting a proposal.

## Approach to Scope of Services

The City of Doral is one of South Florida's fastest-growing municipalities, with 83,727 residents, over 32,000 housing units, and a median household income of \$100,741 across just 15 square miles (ACS, 2019–2023). The city's Planning and Zoning Department manages this growth through the Comprehensive Plan and Land Development Regulations, while navigating an evolving state legislative landscape — including Live Local, SB 180, and SB 1080 — that continues to reshape local planning authority.

This growth trend requires faster, more flexible planning responses and high-level technical analysis to support Doral's zoning and land use management strategy. Our team of senior and mid-level planners, with over 10 years of expertise in zoning and land use, is well-prepared and ready to assist Doral's staff effectively with high standards while meeting the state's 30-day development permit review deadline.



## **Our approach to the scope of services focuses on three main objectives:**

### **1 On-Call Planning Support**

We will provide on-call development review, zoning verification, and staffing support, deploying mid-level and senior planners with principal-level oversight. In Miami Gardens, our team reviewed over 40 building permits in ten weeks, helping the department clear a significant backlog caused by staffing shortages. We have delivered similar services to Islamorada and Miami-Dade County's 79th Street CRA.

We intend to develop clear efficiencies to streamline the approach while creating clear outcomes to strengthen the city's approval process. This task-oriented approach includes summary tables of building and zoning requirements, a running log of permit reviews and statuses, and weekly check-in meetings with city staff to discuss recommendations and next steps for each applicant.

### **2 Long-Range Planning & Regulations**

Our senior planners bring extensive experience with comprehensive plans, zoning updates, and intergovernmental coordination across Florida and nationally. As the city advances its comprehensive plan update, we are ready to contribute targeted research and best practices to elevate the outcome. Our zoning work will complement the plan's future land use element by introducing precise standards for building massing, bulk, use, and scale — creating a clearer, more predictable framework for growth. Our firm's work reflects a broad, active portfolio of zoning and land-use projects. In Augusta, Georgia, we are re-imagining the downtown code through an arts warehouse concept that knits the city's medical district to its historic core. For the Village of Pinecrest, we are leading a full comprehensive plan update, while a parallel zoning effort is underway for the NW 7th Avenue corridor in Miami-Dade County. We were recently selected to prepare a future land use amendment for the Central City CRA in Fort Lauderdale. In every project, we rely on compelling visuals and 3D graphics for community engagement.

## 3 Special Projects & Community Engagement

We will support the planning department on land use amendments, rezonings, annexations, and other special projects. To initiate, we can review the city’s planning policy documents and past studies and meet with staff to evaluate current and future planning needs. Many projects will be generated from the comprehensive plan update, including land use, zoning, special area plans, use changes, and growth trends.

Our team engages the community through bilingual outreach meetings, surveys, and interactive websites to gather input and share ideas. We produce detailed ArcGIS maps to illustrate development patterns, needs, and opportunities, along with 3D renderings to visualize potential improvements. We can also analyze project specific development impacts in terms of economic development and mobility planning.

**Additional expertise can supplement the basic services requested including:**

- Regulatory and policy expertise
- 3D visualization, renderings, and scenario testing
- Code diagnostic and incentives calibration
- ArcGIS mapping and dashboards using ESRI-based systems.
- Administrative procedures document and streamlining standards
- Market analysis and economic evaluation
- Communications and outreach plans, engagement tools
- Best practices and precedents

We follow a very specific process for all our planning work that connects research to thoughtful, innovative solutions.

### 1. Using a “**discovery**”

process, we review background material, existing conditions, and the regulatory framework that guides decision-making to build a picture of the study area, and we develop an engagement strategy to identify the needs and expectations of the community and city staff.

### 2. Through “**drill down**”, we

conduct preliminary outreach and dig deeper into the data—market trends, city structure, regulations, and policy—to pinpoint strengths, challenges, and opportunities, and assess potential changes.

### 3. In “**design**” we translate

findings into action by developing policy updates, recommendations, and strategies that support clear, effective implementation for the community and staff to review before creating a complete document for adoption.



## Background: Providing Similar Services

Colab manages a focused portfolio of projects, led directly by our Principal and Director for a hands-on approach. Below is a highlight of our roles in current and recent work that are relevant to this RFQ.

- While we are presently leading a **comprehensive plan update for the Village of Pinecrest**, in 2022, we led the Pinecrest Parkway (US1) Vision Plan update and drafted the subsequent code and comprehensive plan amendment.
- We are leading a **code rewrite for historic downtown Augusta**, as well as community engagement. Visualization with 3d graphics and strategies for consolidating and streamlining development standards has been as important as the overall concept to connect the downtown core to the adjacent medical district by allowing residential multi-family uses as of right and creating a transition district with arts and cultural uses.
- In providing **on-call building permit reviews for Miami Gardens**, we created a summary spreadsheet of all applicable zoning standards to expedite the review process. We developed weekly memos summarizing application issues, questions, and recommendations to the Planning and Land Development Chief. Once the contract was complete, we compiled a log of all reviewed applications, including status and comments. We also developed a memo summarizing common issues and recurring comments, inconsistencies, and ambiguous language. We provided similar services to the Village of Islamorada.
- Colab was recently the lead planner for **Broward MPO's Central Broward TOD Toolkit**, which evaluated land use, zoning, affordable housing, bicycle and pedestrian infrastructure, and equity mapping related to mobility access. This was a technical grant sponsored by the USDOT.
- We led the **land-use and economic-development assessment** and justification for the proposed station areas in the **Broward Commuter Rail Small Starts application**. This included an extensive analysis of zoning, future land use, available land, development patterns, affordable housing policy, and pedestrian connectivity around planned stations in Fort Lauderdale, Hollywood, and the airport. We did a similar study to select stations in Deerfield Beach, Pompano Beach, Wilton Manors, Oakland Park, Hallandale Beach, and Dania Beach.
- We were the lead planner and engagement specialist for the **West Melbourne 2040 Comprehensive Plan**. We drafted comprehensive plan elements for the City of Fort Lauderdale and the City of Fort Myers Beach.
- Other notable projects include drafting the **design guidelines and zoning standards for Midtown Miami**, a now-thriving neighborhood, and developing a downtown master plan, code, and future land-use amendment for the City of West Palm Beach.
- We created **Little Havana's Pedestrian Priority Zones** with \$40M in pedestrian improvements. The project received a **Florida American Planning Association Award of Excellence in 2022** and is in construction.



## Experience of the Firm’s Staff

MHCP Colab has partnered with MKSK and Urbe Studio to bring complementary strengths in planning, zoning, transportation, urban design, analytics, and community engagement, with additional access to land-use attorneys for legal expertise. Senior team members are involved at every stage, ensuring clear communication, consistent quality, and the capacity to begin work immediately and exceed the demands of any on-call engagement.

**MHCP Colab** provides leadership in comprehensive planning, zoning, land use policy, and project management.

**MKSK** contributes nationally recognized expertise in urban design, parks, sustainable design, wayfinding.

**Urbe Studio** adds capabilities in transportation planning, mobility analysis, design, and bilingual engagement.

**MHCP COLAB** **Melissa Hege, AICP, Principal & Project Leader at MHCP Colab,** will oversee all tasks, deliverables, and quality control. With 25+ years of experience in code updates, land use plans, comprehensive plans, and mobility studies across multiple states, she provides director-level advisory support and ensures all work products are well-organized and legally defensible.

**Matt Hege, FRA-RA, Director of MHCP Colab,** will provide strategic oversight of economic positioning, fiscal sustainability, public engagement, and project communications. His background in public-private redevelopment and market analysis ensures planning work aligns with realistic economic conditions and long-term tax base stability.

**Jesica Perkul, Architect and Senior Planner at MHCP Colab,** will lead urban design and oversee zoning code (LDR) review, economic development, special projects, and case studies. Her expertise in dimensional calibration and graphic-based regulatory tools is complemented by her ability to produce 3D renderings, axonometric diagrams, and graphic presentations for planning studies and community outreach.

**Kailey Saver, AICP, Senior Planner at MHCP Colab,** will lead GIS integration, plan reviews, and policy writing. She brings extensive experience in ESRI-

based zoning analysis, site plan reviews, and zoning code interpretation, ensuring alignment between the City’s parcel data, zoning map, and regulatory standards. Kailey will serve as the primary author for comprehensive plan updates, amendments, planning studies, and staff reports.

**MKSK** **Matthew Manda, ASLA, PLA, Principal, MKSK,** brings over 21 years of experience in landscape architecture, streetscape design, and civic infrastructure strategy with expertise in complete streets, multimodal corridors.

**Brenda Diaz Flores, CNU-A, Associate, Urban Designer, MKSK,** will support urban design calibration and community-oriented planning strategies, with expertise in downtown plans, corridor studies, and livable cities initiatives.

**Luis Huber-Calvo, AICP, Associate Planner, MKSK,** will provide expertise in corridor master planning and downtown visioning will support engagement materials, graphics, and ordinance clarity.

**Urbe STUDIO** **Fabián De la Espriella, AICP, URBE Studio,** provides transportation and mobility planning support, multimodal corridor analysis, transportation element guidance, and bilingual outreach.

**SECTION C**  
**QUALIFICATIONS +**  
**EXPERIENCE OF THE**  
**FIRM**

**Our award winning  
expertise in effective,  
transparent and  
informative outreach is  
rooted in urban planning.**





Central Broward Transit Oriented Development (TOD) Toolkit for USDOT

## I. Firm Profile

MHCP Colab LLC (Colab) is an award-winning multidisciplinary firm of certified planners, designers, and communication experts. Colab and its principals have more than 25 years of experience in master planning, zoning analysis, development review, and code writing. Our work has contributed to transformative outcomes in communities such as Midtown Miami, Little Havana, Wynwood and downtown West Palm Beach.

Founded in 2009 to provide urban planning services, Colab is a collaborative practice of five experienced professionals. We leverage our core staff's technical expertise in planning, economic development and urban design, with key collaborators to deliver customized planning services to public and private sector clients.

Through ongoing research, case studies, and professional engagement across the United States and internationally, Colab maintains a strong understanding of emerging planning approaches and best practices. These insights inform our work and allow us to translate proven urban strategies into practical, context-sensitive solutions for the communities we serve.

### EXPERTISE + MARKETS SERVED

- Zoning and Land Use
- Visioning + Redevelopment
- Public Engagement
- Mobility + Transit Oriented Development
- ArcGIS Mapping and Renderings

### CONTACT INFO + OFFICE LOCATION

Melissa Hege, AICP, LEED AP, Principal  
5701 Biscayne Boulevard, Suite CS1  
Miami, FL 33137



**PLANNING PHILOSOPHY**

Planning is the core of what we do - from visioning, understanding development potential, creating district and neighborhood plans, and codes that enforce them. This combination allows us to create innovative solutions that engage communities and foster collaboration. Together, we strive to build sustainable and vibrant cities for the future.

**COMPANY CULTURE**

Urban planning is the science of fostering places for all people and our firm strives to establish a workplace environment that reflects this. Our goal is to build a collaborative culture where each of us shares different ideas and perspectives to make our work better and develop our full potential.

**LOCAL KNOWLEDGE OF LAWS + STATUTES**

Colab brings a strong understanding of state and local planning laws and regulatory frameworks. Our team works in close coordination with local planning staff, legal counsel, and regional specialists to ensure that zoning and development regulations are aligned with state statutes, adopted plans, and local policy objectives. This collaborative approach allows us to navigate jurisdiction-specific requirements, interpret evolving development conditions, and produce policies that are responsive to local priorities.

**WE HELP COMMUNITIES ENVISION THEIR FUTURE BY LEVERAGING THEIR ASSETS AND STRENGTHS.**

We develop tangible solutions to improve development opportunities.



**If selected, this project will be a primary project for our team as we have allocated extensive time allotments to ensure timely completion with dedicated staff for services.**

A successful planning and zoning approach depends on a highly qualified, coordinated, and multidisciplinary team. Our team brings together senior-level urban planners, AICP-certified project leadership, public engagement specialists, GIS analysts, transportation and landscape design advisors with extensive local planning experience.

**Colab will deliver successful services and work products because of these three major strengths:**

1. Comprehensive planning and zoning expertise with strong graphic communication tools.
2. Team leadership and expert knowledge by our firm principals.
3. Highly qualified, mid-level planners for on call services and development reviews.

**RELATIVE SIZE AND ORGANIZATIONAL STRUCTURE**

Colab consists of a compact team of five professionals, including management, technical, and support staff. This size and structure ensure efficient coordination, direct senior-level involvement, and adequate capacity to manage project tasks, research, GIS analysis, stakeholder coordination, and quality control throughout the duration of the assignment.

Each member of the team has been selected based on their experience with comparable projects requiring short and long-term planning recommendations, coordinating and processing land use amendments and rezoning applications, reviewing development permits and offering creative solutions to master planning, public realm improvements and outreach. Collectively, our team has worked on zoning code overhauls, comprehensive planning initiatives and on call planning services in Florida and across the U.S.

**COLAB** will be the prime contract holder and manage the overall project, as well as public engagement.



### **ADDITIONAL CONSULTING PARTNERS**

In addition to Colab’s core staff, two specialized consulting partners will support key aspects of this assignment. Their expertise expands the team’s technical depth, design capacity, and regional planning experience.

# **MKSK**

### **MKSK**

MKSK is a national landscape architecture and urban design firm that will assist with special projects relating to outreach and lead both the landscape, stormwater resiliency and public realm services. MKSK worked with Colab on a master plan and code update for a commercial corridor in a suburban community in South Florida. Having this team synergy from previous working relationships will ensure an easy work flow and creative collaboration among team members and staff.



### **URBE STUDIO**

URBE adds further capacity in transportation, mobility, planning and outreach. Their work includes complete streets and multimodal planning for Florida municipalities. Urbe’s experience with existing-conditions documentation, traffic and transportation analysis, and community coordination supports the city’s mobility needs.

**Together, Colab, MKSK, and Urbe Studio form a unified team prepared to deliver technically robust planning and zoning services for the City of Doral.**



**Together we plan and design a world in which we all want to live.**

MKSK is a collective of Planners, Urban Designers, and Landscape Architects, founded in 1990, who are passionate about the interaction between people and place. We are an employee-owned practice with a network of twelve metropolitan studios in South Carolina, Georgia, Florida, Ohio, Illinois, Indiana, Kentucky, New York, and the District of Columbia. MKSK works to solve the pressing issues in our cities and communities, and build places where people want to live. We work with communities and clients to reimagine, plan, and design dynamic environments for the betterment of all. MKSK approaches planning and design with a clear understanding that each place is unique and has economic, social, environmental, historical, and cultural influences which should be explored through thoughtful, context sensitive design. We help communities and our clients meet the challenges of changing global conditions through the

MKSK LAB for Climate and Biodiversity Resilience. We shape place to improve lives, and we share our transformational stories and the power of strong planning and design to inspire ourselves, our peers, and the world to work together for the common good. Together we plan and design a world in which we all want to live.

**Point of Contact:**

Luis Calvo, AICP, Associate Principal  
 999 Peachtree St NE, Atlanta, Georgia 30309  
 lcalvo@mkskstudios.com  
 404.500.8575

<b>COLUMBUS</b>	<b>614.621.2796</b>
<b>ATLANTA</b>	<b>404.500.8575</b>
<b>CHICAGO</b>	<b>312.809.9707</b>
<b>CINCINNATI</b>	<b>513.818.3842</b>
<b>CLEVELAND</b>	<b>216.423.6150</b>
<b>GREENVILLE</b>	<b>864.626.5715</b>
<b>INDIANAPOLIS</b>	<b>317.423.9600</b>
<b>LAFAYETTE</b>	<b>765.250.9209</b>
<b>LOUISVILLE</b>	<b>502.694.1416</b>
<b>ORLANDO</b>	<b>407.871.9607</b>
<b>ROCHESTER</b>	<b>614.621.2796</b>
<b>WASHINGTON DC</b>	<b>202.543.6550</b>

**mkskstudios.com**

## II. Summary Of Projects Completed

MHCP COLAB was formed in 2009 and focuses on making cities better by developing tools to promote great urban planning initiatives like streets designed for pedestrians first, temporary activation projects, pop-up art installations, and zoning policies that protect neighborhood character and support walkable, connected transit areas. These approaches add exponential value to cities.

This practice advocates and builds support for these projects by developing relationships with communities, public agencies, businesses, and property owners around a common interest, and by creating media, video, and public relations tools to promote projects for community and financial support.

**Below is a list of relevant work completed in the past five (5) years.**

Project	Summary	Key Accomplishments	Client Name	\$\$
Augusta Downtown Zoning Code (2024- ongoing)	Zoning update for historic downtown	In process	City of Augusta and White Smith Cousino	\$90K
Planning and Zoning Services (2026-ongoing)	On call planning services	In process	City of Oakland Park, FL	TBD
Village of Pinecrest Comprehensive Plan Update (2025-ongoing)	Update to the current 2016 plan including data and analysis	In process	Village of Pinecrest, FL	\$45K
NW 7th Avenue CRA Economic Development Services (2024-Ongoing)	Planning, zoning, transportation and economic development for urban commercial corridor in Miami Dade County, FL	Created 5-year action plan, board retreats, mobility study, zoning analysis, GIS mapping	Miami-Dade County Office of Management and Budget and NW 79th Street CRA	\$190K annually
NW 79th Street CRA Economic Development Services (2024-Ongoing)	Planning, zoning, transportation and economic development for urban community in Miami Dade County, FL	Created 5-year action plan, held 2 board retreats, conducted mobility study, public realm and GIS mapping	Miami-Dade County Office of Management and Budget and NW 79th Street CRA	\$190K annually
Miami Gardens Plan Reviews (2025- ongoing)	Site plan reviews for city Planning Department	Processed plan reviews to clear city backlog in 2 months	The Corradino Group and City of Miami Gardens	Hourly
Central Broward County (FL) USDOT Connected Communities Transit Oriented Development Toolkit (2025)	Technical support Broward MPO grantee for land use and transportation policy, zoning, GIS mapping, outreach	3 public meetings, drafted policy and zoning recommendations for federal project	USDOT and WSP	\$143K
Little Havana PPZs – City of Miami (2018–Ongoing)	Pedestrian Priority Zones Master Plan & implementation.	Adopted into code; \$5.5M secured; roadway improvements; multilingual outreach.	City of Miami, FL	\$80K annually
Pinecrest Parkway (US1) Vision Plan (2022)	Vision Plan, zoning ordinance & Comp Plan amendment support.	8 public meetings; 3D TOD concepts; adopted Nov–Dec 2022.	Village of Pinecrest, FL	\$65K
West Melbourne Comprehensive Plan (2022–2023)	Public engagement & FLU, Conservation, Parks elements.	145+ participants; visioning sessions; draft elements completed.	City of West Melbourne, FL	\$50K
Broward Commuter Rail Station Evaluation (2021–2024)	Station ranking methodology & Small Starts reports, land use and economic development analysis.	Ranked 9 stations; municipal outreach; FTA reports drafted.	The Corradino Group and Florida Department of Transportation District 4	\$172K
Miramar Economic Development Study (2024)	Zoning and land use analysis for urban corridor	Study approved and adopted	City of Miramar, FL	\$13K
Fort Myers Beach Comprehensive Plan (2022)	Comprehensive Plan support.	Plan completed within 8 months.	The Corradino Group and Fort Meyers Beach	\$17K
Hollywood 1301 Ocean Drive PPP Outreach (2022)	Public-private partnership outreach campaign.	Led campaign for Related Group.	The Related Group	\$106K
Laurens County Assets Mapping – SC (2022)	Economic development asset mapping (Pro bono).	APA CPAT advisory contribution.	Laurens County, SC	ProBono
Orange City Accessory Use Study (2021)	Plan renderings and study for accessory structures	Completed study	The Corradino Group and Orange City, FL	\$1,600



### III. Past Performance

We offer a multi-disciplinary team in planning and zoning that is well positioned to deliver expertise in:

- Short and long-term planning recommendations for land development code and policy services.
- Development review and entitlements and on-call planning services, staff augmentation.
- Comprehensive plan and implementation.
- Intergovernmental coordination.
- Special projects, emerging issues, and advisory knowledge related to legislative updates and best practices.

Our team has additional expertise that would supplement and enhance the basic services requested. These include:

- GIS mapping and spatial analysis using ESRI-based systems.
- Market analysis and economic evaluation.
- Public engagement, stakeholder facilitation, and community education.
- Development standards calibration, scenario testing, and implementation strategy.

Colab manages a focused portfolio of projects, led directly by our Principal and Director for a hands-on

approach. The pages that follow summarize relevant project experience in providing planning services. Below is a highlight of our roles in current and recent work.

- Leading comprehensive plan update for Village of Pinecrest.
- Lead code rewrite for downtown Augusta and engagement.
- On call development review planners for Miami Gardens and Islamorada.
- Drafted the design guidelines and zoning for Midtown Miami, a now-thriving neighborhood.
- Lead Pinecrest Parkway (US1) Vision Plan update, drafted code updated and comprehensive plan amendment.
- Lead planner and engagement specialist for 2022 West Melbourne Comprehensive Plan Update.
- Lead planner for Broward MPO's Central Broward TOD Toolkit.
- Created Little Havana's Pedestrian Priority Zones and \$40M in pedestrian improvements.



## Pinecrest 2050 Comprehensive Plan/ Ongoing

### COMPREHENSIVE PLAN UPDATE

MHCP COLAB is developing a comprehensive plan update for the Village of Pinecrest. With a population of 18,000 and scarce vacant land, the village is mostly built out. Population projections show a very conservative increase of 3,000 residents in the next 50 years, the plan focuses on supporting infill and redevelopment in the Pinecrest Business Alternative District Overlay to accommodate new population.

Colab updated the data and analysis including the housing analysis to demonstrate cost burdened homeowners and housing affordability issues, existing and future land use acreage summaries, and an assessment of vacant lands using the county data sets and a visual assessment using aerial maps.

A community survey was developed in coordination with Village Councilmembers and confirmed the community's interest in maintaining quality of life, addressing cut-through traffic, protecting tree canopy, parks facilities, and preserving the existing development pattern.

The plan will be completed in April 2026 and transmitted to the state for review.

**Table 1: Permitted Uses**

Zoning Districts/Uses	R-1	R-2	R-15 R-25 R-50	NC	BTO	PCD	EO	PACE	INN	OF	I-1	I-2	PD	AU	GP
<b>Residential Type Uses</b>															
Adult day care center *(1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adult Family Care Home, up to 5 residents*(3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assisted Living Facility (ALF), up to 6 residents* (8)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assisted Living Facility (ALF), greater than 6 residents*(9)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community residential home, up to 6 residents*(17)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community residential home, greater than 6 residents*(18.5)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family day care home, 5 children or less *(22)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Farm worker housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Halfway house	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hotels, Motels, Lodging*(49)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work/Live loft (41)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mobile home*(31)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nursing Home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residential—Mixed-use residential*(41)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residential—Multifamily residential*(41)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residential—Single-family-detached residential*(41)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residential—Townhouse*(41)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residential—Two-family duplex*(41)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shelter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Public and Institutional Type Uses</b>															
Airport, airfield, heliport, related uses—Public, private*(4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community centers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural and civic facilities—Libraries, museums	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Detention facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Educational and child care facilities—Non-public *(20)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Educational facilities—College or university—Private: main campus*(21)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Educational facilities—Public, including charter school	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Educational facilities—Technical, vocational, specialty—Non-public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government facilities, including administrative, support and service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hospital—Private, public *(27)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hospital—Psychiatric *(28)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public parks and recreational facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public safety facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sewage lift or pumping station *(39)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solid waste transfer station	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transit station	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Utilities and related facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water plant, waste water plant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Vehicle Related Commercial Type Uses</b>															

## Miami Gardens Building Permit Reviews

### ON CALL SUPPORT PLANNING AND ZONING

Colab provided on call planning review services for Miami Gardens to assist with a severe backlog of plan applications. In 10-weeks we completed 41 building permit reviews and addressed issues related to illegal accessory dwelling units, pools, roof extensions, pergolas, patio slabs, dumpster enclosures.

We also prepared an extensive spreadsheet to summarize all applicable zoning standards including uses, commercial zoning districts, residential zoning districts, other zoning districts, and accessory structures. We also developed a memo summarizing common issues and recurring comments, inconsistencies, ambiguous language and recommendations for improving the some of the building standards for more clarity.

Our team prepared weekly memos to summarize application issues, questions and recommendations for the Planning and Land Development Chief in coordination with our internal team. In addition, we reviewed state legislative policies impacting zoning and land use to address potential issue for Miami Gardens.

We successfully assisted the city in clearing their backlog of permit reviews in a short period of time and were able to meet all of their deadlines with clear and thoughtful comments to applicants through their InterGov portal and Bluelight review dashboard.

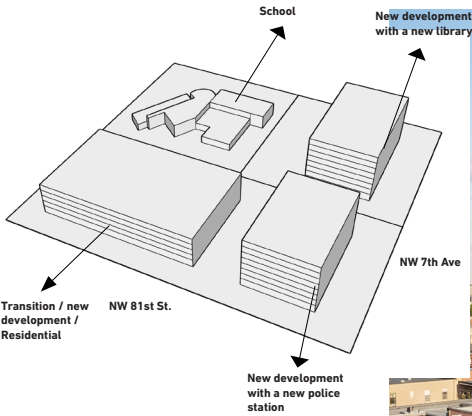


## Downtown Augusta, Georgia / Ongoing

### ZONING ORDINANCE UPDATE + ENGAGEMENT

MHCP COLAB is spearheading historic downtown Augusta’s code update and public engagement. Sixty years of zoning amendments have created a unified development code that is difficult to use, inconsistent, and ambiguous. Our approach is to connect the city’s major employment center, the University of Augusta medical complex, to downtown through the existing warehouse district that separates the two. By updating the allowable uses of the warehouse district and increasing the development potential, the city can better transition to the historic core and attract more housing for employees and students and better activate the Savannah River, which fronts a series of surface parking lots and the backs of buildings.

Public input included a series of focus group sessions, steering committee sessions, open houses and several press pickups to generate more than 500 online survey responses from residents, businesses and developers. Recommendations include simplifying the overall code by consolidating the zoning districts and overlays into three distinct subdistricts, enhancing the riverfront with active uses on the primary frontages and corners, allowing residential throughout the downtown as of right, removing parking minimums, allowing a mix of uses. We strive for a simpler code with a streamlined review process to reduce current barriers to development and help attract more investment and people downtown. The code includes diagrams and econometrics by lot size to illustrate dimensional standards.



Allowable development under existing zoning code



Proposed redevelopment and new overlay district on public property that retains civic uses including library and police station with a residential component..

## NW 7th Avenue CRA, Miami, Florida/ Ongoing ACTION PLAN, ZONING CODE AND MASTER PLANNING

Colab provides ongoing economic development services to the NW 7th Avenue CRA in Miami-Dade County. We were tasked with developing a five-year action plan. The NW 7th Avenue CRA's five-mile corridor is primarily commercial and was, historically, the main north/south route that preceded the interstate highway. Since I-95 was built, the corridor has declined and became a redevelopment area in 2012.

Our approach was to conduct an extensive existing condition and mapping analysis using ArcGIS to understand land values, development patterns, unsafe structures, and redevelopment opportunities;

transform our findings into actionable priorities; and, ultimately, develop a master plan and vision and ArcGIS project dashboard with parcel data..

The Action Plan was approved in March 2025. Additional work includes a plan for roadway beautification, a mobility study, a zoning analysis and development opportunities. This included 3d massing studies and renderings to communicate concepts under current and proposed zoning.



BEFORE



AFTER

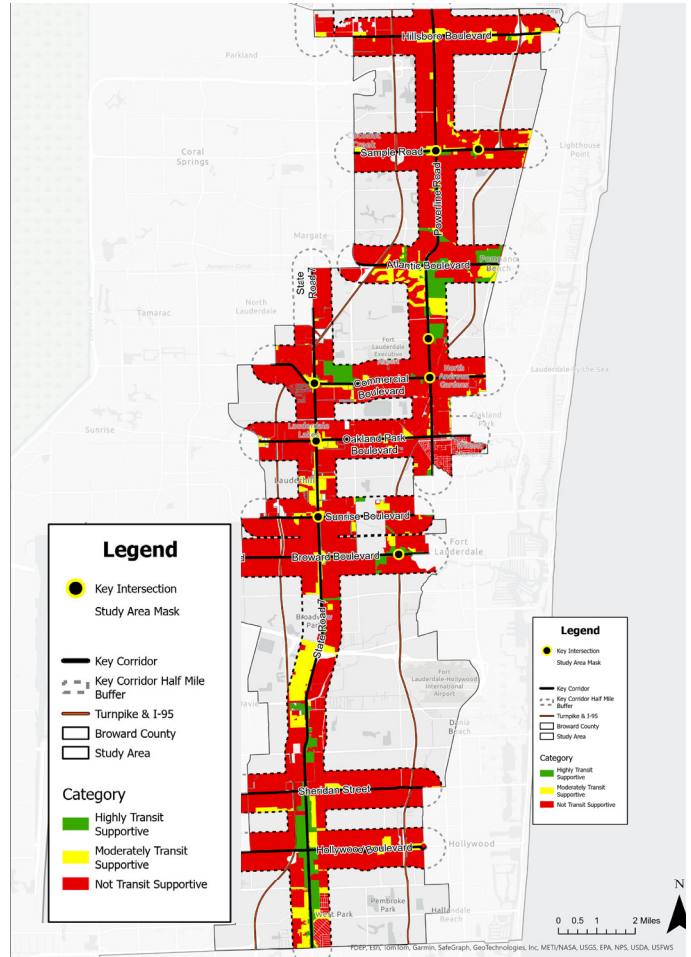
Rendering of proposed improvements for the Metrorail underpass.

## NW 79th Street CRAs, Miami, Florida/ Ongoing ACTION PLAN, ZONING CODE AND MASTER PLANNING

Colab provides ongoing economic development services and prepared an Action Plan for the NW 79th Street CRA in Miami-Dade County. NW 79th Street CRA's 1400 acres has a vast amount of vacant and underdeveloped land, modest single-family neighborhoods that could be vulnerable to gentrification and displacement, a large industrial core linked to the FEC rail corridor, and a growing transit-oriented development district.

Our focus was to understand land values, zoning, land use, development patterns, unsafe structures, and redevelopment opportunities to provide recommendations and a vision for redevelopment using extensive ArcGIS data.

The Action Plan was approved in June 2025. Additional work includes a mobility study to consider a dedicated circulator service for residents to key destinations, a land acquisition strategy to purchase land around key sites, and an underpass activation concept and implementation strategy. The mobility study included a review of crash data for killed and serious injuries (KSI), ridership data, gap analysis in transit service, demographic analysis and a neighborhood score card. The underpass study is being coordinated with FDOT and Miami-Dade County to meet the safety and design criteria. Our work also includes an ArcGIS project dashboard and interactive website to access parcel data and redevelopment opportunities.



## USDOT Thriving Communities/ 2025 TRANSIT ORIENTED DEVELOPMENT (TOD) TOOLKIT FOR BROWARD MPO

The US Department of Transportation (USDOT) awarded Broward MPO technical support through the Thriving Communities Program (TCP). Recognizing the housing and transportation challenges the Central Broward region faces, Broward MPO is using the grant to build a TOD Toolkit, as a resource for the least connected and most transit-dependent populations in the county, municipalities between I-95 and the Florida Turnpike, which represents the least connected and most transit-dependent population. Based on our TOD expertise in Broward County, Colab was recommended by the Broward MPO as the local consultant for this project.

This Toolkit suggests an alternative approach to the current development patterns in Central Broward, whose population is most vulnerable to displacement and in most need of connected communities. We analyzed zoning across 16 municipalities to assess support for TOD and discovered that while most zoning standards are suburban, Broward County has established land use policies to support TOD. This became the basis of the toolkit and informed the next phase of work, establishing vision typologies for prototypical development scenarios and recommending municipalities align their underlying zoning with county TOD land use policies.



Massing analysis and concept for updated zoning district.

## Pinecrest Parkway US-1, Florida /2022

### VISION PLAN + CODE REWRITE

MHCP Colab led the Village's Pinecrest Parkway (US1) Vision Plan and code update, responding to Miami Dade County's desire to up-zone around planned transit stations and corridors, including US1. Managing community expectations and key points was a critical part of our work. We launched a communications strategy to provide factual information about the project, address community concerns, and offer an alternative development scheme and zoning revisions around the proposed transit stations. The key drivers of plan recommendations included a strong housing market, a high disposable income spent outside of Pinecrest, and demand for dining, entertainment, and more places to go.

Our communications strategy and talking points identified clear goals and objectives for the planning process to foster community outreach. Colab worked with a Citizens' Committee of resident architects, landscape architects, and planners to shape the vision under the guidance of the planning department and with our design subconsultant MKSK. Together, we conducted eight interactive meetings with the Citizen Committee and the public to design the plan vision and evaluate the corridor needs and opportunities in consideration of the community preferences. This included conceptual plans and 3d renderings of transit-oriented development around planned station areas for community-wide visioning. Upon approval Colab drafted the zoning code update which was approved in November and December 2022.



## City of Miami Business Improvement District PUBLIC ENGAGEMENT FOR WYNWOOD ARTS DISTRICT STREET TREE MASTER PLAN

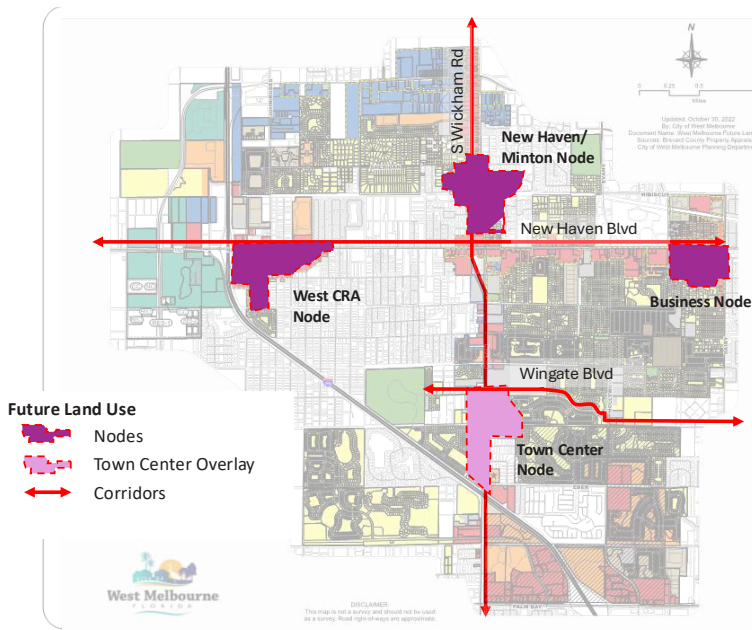
The Wynwood Street Tree Master Plan encompassed urban planning and landscape design for over 10 miles of streetscape for the Wynwood District that embodies the best practices and principles of sustainability, environmental resiliency, open public space, pedestrian/bike mobility and neighborhood connectivity.

Public input was a driving influence in the design. MHCP Colab lead the public engagement strategy under the Arquitectonica Geo team to guide outreach to business owners, property owners and residents. Through traditional and non-traditional outreach efforts, our team was able to understand community concerns to best address the issues and challenges as the district continues to grow and evolve. This included an open meeting with interactive boards

and paper survey, 45-minute mini-workshops by geographic areas with property owners and businesses and a special event at Wynwood Yards which provided a casual and social opportunity to learn about the project with a live demonstration that captured the community's comments.

Colab also provided expertise in urban analysis, zoning and implementation and provided a strategy for prioritizing and funding the streetscape designs. The plan was adopted in 2019.

Rapid design sessions, a gallery style open house and a special event at Wynwood Yards were engagement strategies designed to match the unique character of the Wynwood Arts District stakeholders.



Nodes and corridor approach to development and future build out for the future land use map. Survey results substantiated our future land use recommendations with a robust community engagement plan.

**MENTIMETER RESULTS VISIONING SESSION WEST MELBOURNE**

The following results show the mentimeter responses of the residents attending both in person Visioning Session and the virtual workshops (audience, digital, paper responses). This also includes additional comments from residents in attendance.

**In Person Visioning Session**

Sign in: 29  
 Mentimeter Participants: 18\*  
 Hard Copy Surveys: 4

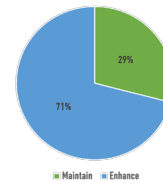
**Virtual Visioning Session**

Sign in: 13  
 Mentimeter Participants: 10\*

\*Note: Participants using Mentimeter were able to skip questions

**QUALITY OF LIFE**

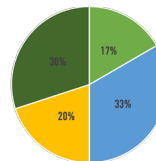
Question: Do we want to maintain or enhance our quality of life?



**Additional comments**

- Enhance what we have but not over growth
- Maintain & Enhance both 3x
- Address overpopulated schools
- Improve housing opportunities
- Greenspace
- Fun things such as cultural center
- Affordable housing

Question: What would enhance the quality of life in your opinion?



**Additional comments**

- Keep small town feel

**West Melbourne, Florida**  
**VISION AND COMPREHENSIVE PLAN**

Colab developed the public engagement strategy and visioning process for the West Melbourne Comprehensive Plan and prepared the Future Land Use, Conservation, and Parks elements.

Colab developed a communications strategy and talking points to share with the community. Outreach efforts to foster input from stakeholders and Council members regarding the community's ideas have generated key themes and a branding concept for the comprehensive planning process. The outreach effort included over 145 participants across two visioning sessions, an open house with interactive boards, two workshops, stakeholder interviews, and surveys designed to generate ideas and build consensus on themes and growth scenarios. The project was approved in May 2024.

**“Matt and Melissa of MHCP Colab are a dynamic team that brought their enthusiasm, vast facilitation skills, and organization to our citizen visioning workshops for West Melbourne’s comprehensive plan rewrite. Their interpersonal skills at dealing with a diversity of people and attitudes during the workshops contributed to the professional and composed tone of the workshop, which makes the job of city planners easier. We are glad they are part of the comprehensive plan rewrite team.”**

**--Planning Director, Christy Fischer**



## Midtown Miami

### MASTER PLAN AND ZONING OVERLAYS

Firm Principal, Melissa Hege was a lead planner for the former 56-acre Buena Vista rail yard which was transformed into Midtown Miami--the most significant redevelopment project both in terms of private investment and program size. The team developed a plan to integrate the massive, vacant site into the urban fabric of the city to create a new neighborhood and provide a much needed retail hub under the direction of a New York developer. This included creating a funding mechanism through a new Community Redevelopment Agency, developing a streetscape plan, segmenting the project into two overlay Special Districts (SDs), now known as Special Area Plans (SAP), drafting a new zoning code and design guidelines.

Midtown Miami is now a thriving and bustling neighborhood which has created a sense of community, increased jobs, and added value to the surrounding neighborhoods.

Midtown Miami was the catalyst for the Miami Design District and Wynwood by opening up a 56-acre walled storage yard and reconnecting the street grid to these adjacent districts. The CRA was an essential funding element for streetscape improvements, public parking structures and public spaces.

# DOWNTOWN COLUMBIA STRATEGIC PLAN & DESIGN GUIDELINES

Columbia, South Carolina



**1,000+**  
Columbia voices engaged through this process

**717**  
Online Survey Responses

**6**  
Stakeholder Roundtables

**5**  
Mobile workshops downtown

**31**  
Stakeholders engaged in roundtables

**60+**  
Mobile Workshops participants

**150**  
Community Open House Attendees

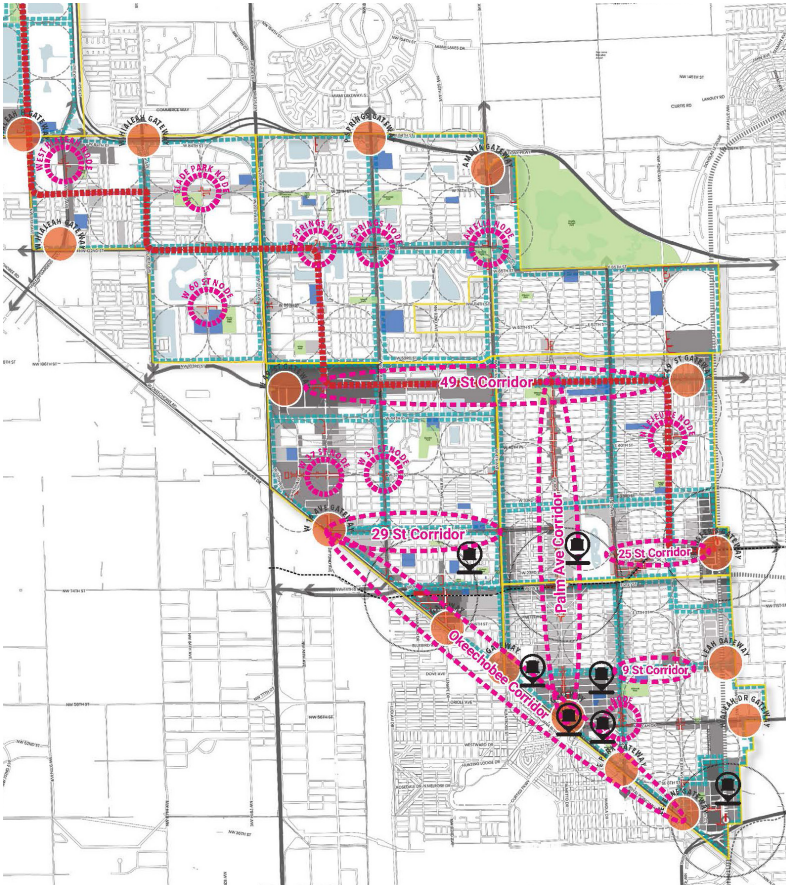
## A refreshed vision for Downtown Columbia's built environment, 25 years in the making.

The City of Columbia launched the Downtown Columbia Strategic Plan and Design Guidelines planning process together with MKSK and White and Smith. Through this effort, the team worked with the Columbia community to discern a refreshed vision for the quality of the built environment downtown. It has been 25 years since the adoption of the City Center Master Plan and more than 15 years since the adoption of the Innovista Master Plan.

A lot has changed in the years since these plans were adopted. Major infrastructure projects have been completed or are underway, thousands of housing units have been built, and the City has adopted both a new Unified Development Ordinance and Comprehensive Plan (Columbia Compass). Additionally, the COVID-19 pandemic has changed the way people use downtowns and new trends in transportation have created shared and electric alternatives to traditional vehicular transport.

This two-part planning process involved synthesizing previous planning efforts taken on by the City of Columbia into a new set of goals and objectives. These goals and objectives were vetted through a community process to create a vision for Downtown Columbia that strategically enhanced the public spaces of this beloved downtown.

- The Downtown Columbia Strategic Plan and Design Guidelines aim to:
- Create a community-driven vision for the public character of downtown
  - Establish priorities for public policy and public investment in the downtown built environment
  - Protect the unique character and assets of the historic urban core
  - Form the basis for Downtown Design Guidelines to help shape great public spaces



## Hialeah, FL

### CITY OF HIALEAH 2050 MASTER PLAN

In 2023, the City of Hialeah launched an ambitious initiative to define a long-term vision for its future through the creation of the Hialeah 2050 Master Plan. Timed to align with the City’s centennial anniversary in 2025, this effort sets a forward-looking agenda for the next 25 years—one focused on enhancing livability, infrastructure, and community well-being across Hialeah’s diverse neighborhoods.

Grounded in extensive data analysis and meaningful public engagement, the City is advancing a data-driven approach to address high-risk conditions on streets near schools and parks as part of its broader 2050 Master Plan goals. This strategy focuses on improving safety conditions for vulnerable road users—particularly children and older adults—by addressing high-crash corridors and intersections near key community destinations.

The findings from the crash analysis informed the selection of three parks/schools, which were identified as areas with highest need. These three locations were prioritized for targeted safety improvements. Targeted investment areas include James Bright Elementary, Amelia Earhart Park, and Benny Babcock Park. The City is committed to incorporating these strategies to advance multimodal safety, reduce disparities in transportation outcomes, and ensure safer streets for all users.

Urbe Studio led the Safe Access to Schools and Parks analysis, dashboard development and recommendations through a data-driven approach to identify roadway safety challenges and opportunities to enhance safe walking and biking options for students and families.

SECTION D  
KEY PERSONNEL

One of our defining strengths is that senior team members remain engaged in every aspect of the project.



Wynwood Street Tree Master Plan  
Questions for Public Meetings #2  
Prepared 9.06.2018

Topic 1: Prioritizing pedestrian safety over the car  
What are you most concerned about regarding pedestrian safety in Wynwood?  
What improvements would you most like to see made?

Topic 2: Better solutions for car circulation  
What are your greatest concerns about car traffic patterns in Wynwood?  
Where should shade trees be planted?  
What should be done to address these concerns?

Topic 3: More trees and informal seating  
Where should shade trees be planted?  
Where is the greatest need for informal seating spaces?  
Where?

## I. Management Approach and Availability

Colab maintains a focused and carefully selected portfolio of projects, led directly by our Principal and Director to ensure a hands-on, highly engaged approach. We actively oversee all deliverables, track progress through detailed work logs, and provide regular monthly reporting to maintain transparency and accountability. This structure ensures consistent quality and direct access to senior expertise throughout the process.

More importantly, one of our key strengths is the continuous involvement of senior team members at every stage of the project, fostering clear communication, informed decision-making, and strong professional accountability.

### Project Leader

**Melissa Hege, AICP, MHCP, Colab, Principal**, will serve as Project Leader and oversee all tasks including overall vision, regulatory and policy strategy, content development, and project workflow. She will review all deliverables to ensure quality control and direct the project team.

With over 25 years of experience preparing code updates, land use plans, comprehensive plans, mobility studies and master plans across multiple states, Melissa will provide director level advisory support and institutional knowledge in planning. Her leadership will ensure that all work products are clearly organized, legally defensible, and that all services align with the City's long-term fiscal and community goals.

### Key Personnel

**The Key Personnel** will guide the overall direction of each task and manage coordination across firms.

**Matt Hege, FRA-RA, Director MHCP Colab** will provide strategic oversight of economic positioning, fiscal sustainability considerations, public engagement strategy, and overall project communication. His background in public-private redevelopment initiatives and market analysis will help ensure that planning work aligns with realistic economic conditions and long-term tax base stability. He has expertise in comprehensive planning, outreach, and communications and will lead all engagement plans.

**Jesica Perkul, Architect and Senior Planner, MHCP Colab**, will serve as the lead urban designer and will oversee zoning code (LDR) review and updates, urban design concepts, economic development, special projects, and case studies. Jesica has expertise in urban design analysis, dimensional calibration, and graphic-based regulatory tools. She will create 3-dimensional renderings and axonometric diagrams for planning and zoning studies, community outreach, and develop graphic presentations.

**Kailey Saver, AICP, Senior Planner and GIS Specialist, MHCP Colab**, will lead GIS integration and digital implementation for projects. She will prepare in house plan reviews and is adept at interpreting zoning codes and conducting site plan reviews. She brings extensive experience in ESRI-based zoning analysis and mapping and will ensure alignment between the City's parcel data, zoning map, and regulatory standards. Kailey will be a primary writer for all policy-related documents and plan reviews, including Comprehensive Plan updates and amendments, short-term and long-term planning studies, emerging policy issues, and staff reports.

## Project Team

To deliver a comprehensive and fully integrated planning process, MHCP Colab has assembled a unified team and eight primary staff members to service this contract, in partnership with MKSK and Urbe Studio. This collaboration brings together complementary strengths in planning, zoning, transportation, urban design, analytics, community engagement, and implementation. We also have access to land use attorneys as needed, to supplement work and provide legal expertise.

### Each firm contributes specialized expertise

- MHCP Colab provides leadership in comprehensive planning, zoning, development reviews, on-call planning support, special projects and project management.
- MKSK contributes nationally recognized expertise in urban design, parks and public space planning, sustainable design, wayfinding, and planning.
- Urbe Studio adds capabilities in transportation planning, mobility analysis, design, graphics, and bilingual engagement.

Through this combined structure, the City benefits from a coordinated, multidisciplinary team with the capacity to address all aspects of this contract. Our approach ensures seamless communication, unified project vision, and access to senior-level experts throughout the duration of the contract.

Subconsultants will provide supplemental services to enhance the key personnel in terms of each of their specialties. Subconsultant team members include:

### Urban Design, Landscape, Public Realm + Sustainability

**Matthew Manda, ASLA, PLA, Principal, MKSK**, brings over 21 years of experience in landscape architecture, streetscape design, and civic infrastructure strategy. His expertise in complete streets, multimodal corridors, and performance-based landscapes.

**Brenda Diaz Flores, CNU-A, Associate, Urban Designer, MKSK**, will support urban design calibration and community-oriented planning strategies. With experience in downtown plans, corridor studies, and livable cities initiatives across the Southeast, she brings strength in translating regulatory standards into place-based outcomes.

**Luis Huber-Calvo, AICP, Associate Planner, MKSK**, specializes in translating complex planning and regulatory issues into clear, accessible communication tools. His experience in corridor master planning and downtown visioning will support public engagement materials, graphics, and ordinance clarity.

### Transportation and Outreach

**Fabián De la Espriella, AICP (URBE Studio)** provides transportation and mobility planning support, multimodal corridor analysis, and transportation element guidance. Fabian will provide outreach in Spanish.

**Jorge Barrios, PE (URBE Studio)** is a transportation engineer specializing in multimodal analysis, traffic evaluation, and safety assessments. He will support transportation and mobility components.

**Mateo Van Thienen (Urbe Studio)** is a transportation analyst providing GIS mapping, multimodal modeling, and visualization support.



NW 79th Street CRA Economic Development Action Plan Workshop



## Availability

Colab has four professional planners and urban designers managing six active projects in various stages of completion and two pending contracts. Overall, our team has 30-50% capacity over the next 24 months. MKSK has approximately 346 active projects which represents about 63% of their capacity for current staff of 138 over the next 24 months. Urbe Studio has four professionals and 9 short-term and longer-term projects with the capacity to take on additional assignments over the next 24 months. Together, MHCP Colab, MKSK, and Urbe Studio bring the expertise and availability to begin work immediately. Our team is fully committed to maintaining the quality and responsiveness needed to meet — and exceed — every requirement of this on-call engagement within the proposed timeframe.

Below is a snapshot of Colab's overall time commitment on active contracts for the next three months.

- Pinecrest Comprehensive Plan  
20% weekly through May 2026
- NW 79th Street CRA: Economic Development Coordinators  
20% weekly time commitment, annual contract
- NW 7th Avenue CRA: Economic Development Coordinators  
20% weekly time commitment, annual contract
- Augusta Zoning Code: Outreach and Entertainment District  
3% weekly until June 2026
- FDOT D6 Engagement for Shared Use Path Liaison to City of Miami  
2% weekly
- City of Miami, Pedestrian Priority Zones: Expert consultant role as liaison to District Commissioner's office to Office of Capital Improvements and Public Works  
10% weekly time commitment, annual contract

## II. Organizational Chart

Below is a summary of our core team for this contract. Availability and location is shown for each team member per task. Resumes follow.

City of Doral

Client



Melissa Hege, AICP, LEED AP  
Principal

Project Lead/Principal in Charge

### Project Team

**MHCP**  
**COLAB**

#### Planning + Zoning

**Melissa Hege, AICP, Lead**  
Oversight + Quality Control  
Land Development Code + Policy  
Special Projects, Advisory Support

**Matt Hege, FRA-RA, Deputy Project Manager**  
Communications + Outreach  
Comprehensive Planning  
Advisory Support

**Jesica Perkul, Urban Designer**  
Land Development Code Analysis  
Site Planning + Design  
Renderings

**Kailey Saver, AICP, Senior Planner**  
GIS and Data Analysis  
Development Review- Staff Augmentation  
Comprehensive Planning

**MKSK**

#### Public Realm, Landscape Design

**Matthew Manda, ASLA, PLA, Principal**  
Landscape, Public Realm,  
Stormwater

**Brenda Diaz Flores, CNU-A, Associate, Urban Designer**  
Urban Designer

**Luis Huber-Calvo, AICP, Associate Planner**  
Urban Designer

**Urbē**  
**STUDIO**  
Community | Places | Mobility

#### Transportation + Outreach

**Fabian De la Espriella, AICP, Principal**  
Transportation Planning +  
Outreach

**Jorge A. Barrios, PE, Transportation Engineer**  
Civil Engineering and  
Transportation

**Mateo Van Thienen, Transportation Analyst**  
Transportation and Mobility

## MELISSA HEGE, AICP, LEED AP



**PRINCIPAL**  
Project Lead

### CREDENTIALS

American Institute of Certified  
Planners #016841  
LEED Accredited Professional

### EDUCATION

University of Pennsylvania, MA City  
Planning  
Brandeis University, BA Literature  
Harvard University Career Discovery  
Program

ULI Introduction to Market Analysis  
Spring 2025

### PROFESSIONAL ASSOCIATIONS

Chair, Miami TPO, Bicycle Pedestrian  
Committee  
American Planning Association  
Urban Land Institute (ULI)  
Florida Redevelopment Association  
(FRA)

### 25 YEARS OF EXPERIENCE

Founder and Principal Melissa Hege leads the firm’s urban planning work. She has worked with close to 50 municipalities, public agencies and CRAs in South Florida and nationally specializing in zoning, land use and redevelopment with additional expertise in mobility and outreach. She has a unique perspective of how land use and transportation policy shapes the built environment and is adept at taking plans from concept to adoption including Midtown Miami, and an award-winning initiative to design and implement safer streets for children walking to school in Little Havana. Her award winning plans highlight this expertise and her ability to engage communities and identify the right combination of planning that makes successful places.

### RELEVANT PROJECTS

#### **DOWNTOWN AUGUSTA UNIFIED DEVELOPMENT ORDINANCE**

Principal in charge and lead to create a new zoning district for the historic downtown of Augusta, as well as leading the public engagement for the City UDO update which had not been updated since the 1960s.

#### **USDOT THRIVING COMMUNITIES CENTRAL BROWARD TOD TOOLKIT**

Melissa oversaw the land use and zoning assessment for Central Broward. This included how regulatory policy and equity can support transit and improved connectivity in Broward County to further enhance existing and future transit ridership and TOD place making.

#### **NW 7TH AVENUE AND NW 79TH STREET CRAS**

Co-leading economic development strategies for Miami Dade County’s NW 7th Avenue and NW 79th Street CRAs and design lead for master planning specific parcels and providing zoning modifications for these redevelopment districts.

### OTHER PLANS

Pinecrest Parkway (US1) Vision Plan, Village of Pinecrest  
Visioning, Outreach and Comprehensive Plan Update for West Melbourne, FL  
Little Havana Pedestrian Priority Zones, Miami, FL  
Wynwood Street Tree Master Plan + Public Engagement, Miami, FL  
Broward Commuter Rail Small Starts Application for Land Use and Economic  
Development  
Midtown Miami Zoning Code + Design Standards, Miami, FL  
Tactical Urbanism Policy, West Palm Beach, FL

## MATTHEW HEGE, FRA-RA



**DIRECTOR**  
**COMMUNICATIONS + OUTREACH**

### CREDENTIALS

Florida Public Relations Association  
FRA Redevelopment Administrator,  
FRA-RA

### EDUCATION

East Carolina University, MBA  
East Carolina University, BS,  
Communications

Massachusetts Institute of  
Technology (MIT), School of  
Architecture and Planning Certificate:  
Planning and Zoning Process, Public/  
Private Partnerships, 2022

### PROFESSIONAL ASSOCIATIONS

Florida Redevelopment Association  
(FRA)  
Florida Chapter, American Planning  
Association (FL APA)  
Urban Land Institute (ULI)

### 25 YEARS OF EXPERIENCE

Matthew Hege oversees client relations for redevelopment projects, focusing on economic positioning, fiscal sustainability, public engagement, and project communications. With 25 years of experience in public-private redevelopment and market analysis, he supports land-use and zoning assessments and aligns economic indicators with realistic market conditions and long-term implementation strategies. Matt leads the firm's outreach and communications for complex projects and public initiatives. He is a certified Redevelopment Administrator through the Florida Redevelopment Association and holds a certification in the Planning Process and Public-Private Partnerships from MIT.

### RELEVANT PROJECTS

#### DOWNTOWN AUGUSTA ZONING ORDINANCE

Led public engagement, communications strategy and outreach initiatives for the Augusta UDO, focusing on historic downtown Augusta.

#### NW 7TH AVENUE AND NW 79TH STREET CRAS

Co-leading economic development strategies for Miami Dade County's NW 7th Avenue and NW 79th Street CRAs and design lead for master planning specific parcels and providing zoning modifications for these redevelopment districts.

#### PINECREST PARKWAY (US1) VISION PLAN, VILLAGE OF PINECREST

Matt co-led the visioning plan, an update of the Village's Parkway(US1) Plan. The vision process included a review of the land development regulations impacting development along the US1 corridor with emphasis on Miami Dade County's SMART Plan alternative for zoning and land use. He directed the communications strategy and public outreach to identify clear goals and objectives for the planning process and facilitated talking points and FAQ's for the Pinecrest Parkway Citizen's Committee to shape the vision.

### OTHER PLANS

NW 7th Avenue Community Redevelopment Area Economic Development Planning  
NW 79th Street Community Redevelopment t Area Economic Development Planning  
USDOT Central Broward TOD Toolkit  
Visioning, Outreach and Comprehensive Plan Update for West Melbourne, FL  
Little Havana Pedestrian Priority Zones, City of Miami

## KAILEY SAVER, AICP



Kailey Saver brings over nine years of experience in public and private sector planning. Her background includes development review, zoning and land use planning, complete streets design, parks, recreation, open space, and trails planning, and community engagement. Kailey has helped communities in Texas, Oklahoma, and Florida shape their futures through integrating public engagement and assessments into implementable plans. Her desire to create healthy and sustainable communities has guided her efforts in long-range and current planning initiatives.

**SENIOR PLANNER**  
**DEPUTY PROJECT MANAGER**

**CREDENTIALS**

American Institute of Certified Planners (AICP) #307121

**EDUCATION**

University of Hawaii, Master of Urban and Regional Planning

University of South Carolina,  
Bachelor of Arts, Geography

**PROFESSIONAL ASSOCIATIONS**

American Planning Association (APA)

**KEY SKILLS**

Land Use Planning + Zoning  
Bicycle and Pedestrian Planning  
Walkability Design  
Placemaking  
Development Review  
Community Engagement

**9 YEARS OF EXPERIENCE**

**RELEVANT PROJECTS**

**NASSAU COUNTY, FL 2050 VISION PLAN**

Collaborated with Nassau County, FL to develop a Vision Plan that shapes planning efforts, informs policy decisions, and directs future investments. The Plan included a review of existing conditions, extensive community engagement, and a review of best practices to create implementable recommendations to shape Nassau's future.

**NASSAU COUNTY 2030 COMPREHENSIVE PLAN, TRANSPORTATION ELEMENT UPDATE**

Assisted Nassau County in updating the transportation element of the 2030 Comprehensive Plan. The comprehensive plan amendment incorporated a complete streets policy, enhanced multi-modal transportation options, introduced a sidewalk fee-in-lieu policy, and included an updated data and analysis for the mobility element.

**FORNEY COMPREHENSIVE PLAN, TX**

Supported the development of an updated Comprehensive Plan for the City of Forney, TX. The plan included a review of existing conditions, community engagement, and an implementation blueprint to support long-term vitality.

**CULTIVATE CANTON VISION PLAN, CANTON, TX**

Led the development of Cultivate Canton Comprehensive Plan to guide land use, economic development, and livability in Canton, Texas. The plan included community visioning, land use and mobility analyses, population projections, and socio-economic data to create a 10-year program that will guide policies, investments, plans, and other city improvements.

## JESICA PERKUL



**URBAN PLANNER/ARCHITECT**  
**PLANNING SUPPORT + DELIVERABLES**

**EDUCATION**

Master’s in Urban Economics,  
Universidad Torcuato Di Tella,  
Argentina

Bachelor’s in Architecture,  
Universidad de Buenos Aires,  
Argentina.

Executive Program in Artificial  
Intelligence for Smart Cities,  
Massachusetts Institute of  
Technology (MIT), In Progress

**HONORS**

2022, Buenos Aires International  
Architecture Biennale: Award of  
Excellence in Public Facilities for Ex  
Elefante Blanco – Ministry of Human  
Development and Habitat

2022, World Smart City Awards:  
Recognition for Ciudad 3D Platform  
– Government of Buenos Aires  
Innovation Project

**10 YEARS OF EXPERIENCE**

Jesica is an architect and urban planner with over a decade of experience leading complex urban projects across Latin America and the United States. With a background in urban economics, she specializes in zoning, housing policy, and redevelopment strategies that integrate innovation with social impact. Jesica has guided large-scale public space initiatives and neighborhood transformations, coordinating closely with governments, developers, and communities to align vision, design, and implementation. Her work focuses on creating equitable, resilient, and people-centered cities.

**RELEVANT PROJECTS**

**DOWNTOWN AUGUSTA ZONING ORDINANCE**

Provided advisory support in updating the zoning overlay for the historic downtown of Augusta, focusing on public engagement and alignment with regulatory frameworks.

**ELEFANTE BLANCO REDEVELOPMENT , BUENOS AIRES**

Led the transformation of the historic Elefante Blanco site, coordinating the demolition of the abandoned structure and overseeing the design and construction of the new Ministry of Human Development and Habitat. The project also delivered a new public park with inclusive recreational areas and community facilities as a catalyst for neighborhood renewal.

**BUENOS AIRES URBAN CODE UPDATE**

Contributed to the comprehensive revision and update of the city’s zoning and planning code, aligning land use strategies with contemporary needs for density, mobility, and sustainable growth.

**PARQUE DE LA INNOVACIÓN MASTER PLAN**

Supported the launch of the public competition and the implementation of the master plan for the Parque de la Innovación, a major mixed-use development designed to attract knowledge-based institutions and companies including regulatory changes and planning guidelines.

**YOUTH OLYMPIC GAMES, BUENOS AIRES**

Contributed to the planning and construction of the Olympic Village and multiple venues for the Youth Olympic Games, coordinating design, permitting, and inter-agency collaboration to ensure delivery on time and within budget. Created this award winning policy plan. Oversaw design and construction securing \$10.5M in funding.

# MATTHEW MANDA, ASLA, PLA

Principal, Landscape Architect

# MKSK

Matt's design focus is centered on a blend of pragmatic and aesthetic solutions that lead to creating intuitive landscape systems which influence civic infrastructure and enhance the community experience.

Matt has more than 21 years experience in landscape architecture where he has worked on a number of projects from small scale neighborhood parks to large scale city master planning studies. His ability to work at all scales allows him to lead complex projects developing comprehensive landscape strategies that address both clients goals and the need to create holistic experiences. His interest in complete streets, performance based landscapes, and sustainable design motivates Matt's dedication to landscape architecture and urban design.

## Project Experience

Centennial Plaza  
Canton, Ohio

Creative Campus Streetscape Improvements  
Columbus, Ohio

Short North Streetscape Improvements  
Columbus, Ohio

Convention Center Expansion and Streetscape  
Columbus, Ohio

City of Columbus Michael B. Coleman Government Center  
Columbus, Ohio

Dorrian Green  
Columbus, Ohio

Riverfront Amphitheater and Green  
Youngstown, Ohio

Experience Prior to MKSK:  
Neuroscience Institute, Riverside Methodist Hospital  
Columbus, Ohio

The Gaylord Texan Hotel & Convention Center  
Grapevine, Texas

## Education

The Ohio State University,  
Bachelor of Science in Landscape Architecture, 2001

## Registration

Registered Landscape Architect, State of Ohio

## Professional Affiliations

American Society of Landscape Architects  
Themed Entertainment Association



# BRENDA DIAZ-FLORES, AICP, CNU-A

Senior Associate, Urban Designer



Brenda is committed to empowering communities by amplifying diverse voices and creating long-lasting plans and public spaces that foster pride, connection, and a sense of belonging.

Brenda brings a proven track record of shaping award-winning strategic visioning and downtown planning projects across the Southeastern United States. With a strong foundation in landscape architecture and a deep passion for creating vibrant public spaces, she delivers innovative, transformative solutions that redefine the heart of communities. Her experience spans both the public sector and service on numerous commissions and boards, giving her a unique perspective on inclusive and collaborative design. As a designer, Brenda champions the power of listening, learning directly from communities to authentically represent their identity, aspirations, and needs. Her work reflects a commitment to creating spaces that not only function but inspire.

## Project Experience

Morgan Square Enhancement Plan  
Spartanburg, South Carolina

Bowling Green Riverfront Master Plan  
Bowling Green, Kentucky

Hilton Head Mid-Island Tract Initiative  
Hilton Head Island, South Carolina

Pinecrest Parkway TOD Study  
Pinecrest, Florida

Downtown Columbia Strategic Plan & Design Guidelines  
Columbia, South Carolina

Realizing Laurens Road: Mobility Study  
Greenville, South Carolina

Gills Creek Timberlane Passive Park  
Columbia, South Carolina

## Education

Clemson University,  
Bachelor of Landscape Architecture, with concentrations in  
Horticulture, Cum Laude Honors, 2013

## Registration

Certified Planner, American Planning Association

## Professional Affiliations

Congress for Emerging New Urbanists, Board Member  
Congress for the New Urbanism (CNU-Accredited)  
American Planning Association, South Carolina Chapter



# LUIS HUBER-CALVO, AICP

Associate, Planner

# MKSK

Luis merges his experience in architectural design with his abilities in urban planning to facilitate the development of public spaces that contribute to their surroundings and energize their communities.

Luis specializes in translating intricate and complex planning issues to a general audience through verbal, written, and graphic communication. As an advocate of community-driven planning, Luis emphasizes the use of creative public engagement tools to reach consensus among residents, stakeholders, and cities. He strives to generate planning documents and graphics that both educate and inspire and that are consistent with a community's goals and values. Luis finds his inspiration from the richness in the diversity of urban neighborhoods and the people that continue to make them vibrant and exciting places to live.

## Project Experience

South Fourth Street Corridor Master Plan & Implementation  
Louisville, Kentucky

Euclid Ave. & S. Limestone St. Commercial Corridor Study  
Lexington, Kentucky

West Kentucky Street Corridor Master Plan  
Louisville, Kentucky

Imagine Nicholasville Road  
Lexington, Kentucky

Gainesville Downtown Strategic Master Plan  
Gainesville, Florida

Reedy River Redevelopment Area & Unity Park  
Greenville, South Carolina

Downtown Toledo Master Plan  
Toledo, Ohio

Discovery District Placemaking Plan  
Columbus, Ohio

Downtown Akron Vision Plan  
Akron, Ohio

Louisville Downtown Master Plan  
Louisville, Kentucky

## Education

University of Louisville,  
Master of Urban Planning, 2013  
Kennesaw State University(Formerly Southern Polytechnic),  
Bachelor of Architecture, 2010

## Professional Affiliations

American Planning Association, Ohio Chapter

## Boards & Commissions

Louisville Resilience Steering Committee



## FABIAN DE LA ESPRIELLA, AICP



**Principal**  
Transportation + Mobility Lead

### CREDENTIALS

American Institute of Certified  
Planners #026021

### EDUCATION

University of Florida, MA, Urban &  
Regional Planning  
Pontificia Universidad Javeriana,  
BS, Architecture

### PROFESSIONAL ASSOCIATIONS

Past Chair, APA Gold Coast Section  
American Planning Association

### AWARDS

**FLASLA Award of Excellence** for  
Biscayne Green; 2017; American  
Society of Landscape Architects  
Florida Chapter

**IDA Award of Excellence** for Biscayne  
Green, Public Space Category; 2017;  
International Downtown Association

**CNU Charter Award** for Biscayne  
Green; 2018; The Congress for the  
New Urbanism (CNU)

### 21 YEARS OF EXPERIENCE

Fabian is the founding principal of Urbe Studio with over twenty years of experience in urban design and livable transportation planning. His work centers on context-sensitive, multimodal solutions that enhance safety, connectivity, and quality of life. He has worked on unique and relevant projects in both the public and private sectors, giving him a broad understanding in the planning and implementation of multimodal infrastructure. He has led and collaborated on projects in Florida and across the country. Based on his integrated land use and transportation approach to design, Fabian understands pedestrian issues and walkability, street design and connectivity, traffic calming, placemaking, urban redevelopment and revitalization, and transit station area design and planning. As a professional with a design and planning background, he is interested in advancing initiatives to make cities better places to live.

### RELEVANT PROJECTS

#### INTEGRATED LAND USE & TRANSPORTATION

Fabian helps create frameworks that integrate land use, urban design, and transportation interventions with policy and market realities. Fabian has been involved in several Complete Streets projects for a variety of agencies and state transportation departments in Florida and New Jersey, among others. These projects focused on developing multi-modal context-sensitive solutions that support community goals, cater to the access and mobility needs of all users, and are financially and economically sound. Fabian led between 2016-2017 the concept development and implementation of a Complete Streets pilot project featuring the first bus-only lane and dedicated bicycle lane in Downtown Miami. This project repurposed a downtown corridor into a multimodal street that provides transit priority and expands mobility choices to all street users.

#### BROWARD COUNTY REGIONAL COMPREHENSIVE SAFETY ACTION PLAN (SS4A); BROWARD COUNTY, FL

The Broward Metropolitan Planning Organization (BMPO) recently received a \$5 million Safe Streets and Roads For All (SS4A) grant from the Federal Highway Administration (FHWA). The Safety Action Plan is a joint commitment between the Broward MPO and Broward County to develop county-wide implementation strategies to prevent roadway deaths and serious injuries. This planning study will provide low cost, high impact approaches such as region-wide safe speeds strategies, Complete Streets and Vision Zero policies, and deployment strategies for innovative technologies. Fabian supported the WSP team on safe systems planning, multimodal infrastructure and community engagement tasks.



## JORGE A. BARRIOS, PE

**Transportation Engineer/  
Planner**

Transportation + Mobility

### CREDENTIALS

Professional Engineer

FL#78827

CA#823329

### EDUCATION

University of California, Berkeley, MS, Transportation Engineering

University of Florida, BS, Civil Engineering

Jorge specializes in developing data-driven recommendations that can properly inform decision-making processes. He combines his academic background in transportation engineering with experience in urban planning and a passion for analyzing and visualizing data of all shapes and sizes. Jorge has been an integral part of high-profile projects in California and Florida across a wide range of topics, including freeway operations, origin-destination analyses, transit corridor studies, areawide safety analyses, and applied research.

### RELEVANT PROJECTS

#### **METROPLAN ORLANDO GENERAL PLANNING CONSULTANT**

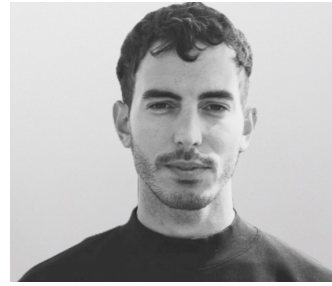
Supported MetroPlan Orlando since 2016 with a wide variety of transportation projects, ranging from neighborhood-level origin-destination analyses to regional freight planning.

#### **BROWARD BSAP SCHOOL ZONE ACTION PLAN (SS4A)**

Developed and executed a prioritization methodology for the County's Safety Action Plan that ranked 300 schools using environmental characteristics and crash history and a crash data dashboard.

#### **SCHOOLS AND PARKS SAFETY DASHBOARD, HIALEAH, FL**

Jorge developed a web-based dashboard to display detailed crash data and related datasets for individual schools and parks within the City of Hialeah.



## MATEO VAN THIENEN

**Transportation Analyst/  
Planner**

Transportation + Mobility

### EDUCATION

University of Florida, BA, Sustainability & the Built Environment

Mateo is a data-driven urban designer and transportation planner and has experience in data analysis, concept visualization, urban planning, and landscape architecture. He holds a bachelor's degree in Sustainability and the Built Environment, with concentrations in Geodesign and Landscape Architecture. Mateo's work includes data analysis, mapping, bikeshare station site design, 2D and 3D conceptual visualization, and multimodal corridor studies and small area plans focused on improving roadway safety and pedestrian and bicycle infrastructure. He is passionate about sustainability and the relationships between active transportation and community well-being.

### RELEVANT PROJECTS

#### **LIVABLE TRANSPORTATION & COMPLETE STREETS**

Mateo helped with concept development of Complete Streets projects for a variety of agencies and state transportation departments in Florida, Virginia, Maryland, Washington, DC developing multi-modal context-sensitive solutions.

#### **CITY OF ORLANDO DOWNTOWN ACTION PLAN**

To create a walkable downtown, Mateo developed preliminary CAD re-design street concepts for more than 25 city blocks to show on-street parking additions, lane re-configurations, cycle-track additions, and multimodal improvements.

#### **BROWARD COUNTY REGIONAL SAFETY ACTION PLAN (SS4A)**

Supported safe systems planning, multimodal infrastructure and community engagement tasks for the County's Safety Action Plan.

**SECTION E**  
**UNDERSTANDING OF**  
**SCOPE OF SERVICES**

**We help communities envision their future by leveraging their assets and strengths.**





## Project Understanding

### Understanding the City's Demographics

The City of Doral is leading the way in South Florida as one of the region's fastest-growing municipalities, with 83,727 residents across 15 square miles, and over 32,000 housing units. Doral has an average household size of 2.95 and a median household income of \$100,741 (ACS, 2019–2023). Its strong economy includes nearly 12,000 businesses employing close to 100,000 people in sectors such as transportation, professional services, and retail trade (U.S. BLS & AGS, 2025).

### Understanding the Regulatory Context

Managing this growth primarily falls to the city's Planning and Zoning Department, which depends on the Comprehensive Plan and Land Development Regulations to promote safe, sustainable, and high-quality development. Simultaneously, the department must navigate an evolving legislative landscape from Tallahassee that continues to redefine the role of local government in planning and zoning. Key measures include Live Local, which broadens opportunities for multi-family housing in non-residential zones; SB 180, which restricts planning policy changes for one year after a hurricane landfall; and SB 1080, which adds new requirements for development permit reviews.

Community Summary

Doral City, FL  
Doral City, FL (1217935)  
Geography: Place

Prepared by MHCP Colab

**COMMUNITY SUMMARY**

Doral City, FL  
Geography: Place

83,727	1.89%	2.95	71.8	37.3	\$100,741	\$589,730	\$143,139	21.5%	68.8%	9.7%
Population Total	Population Growth	Average HH Size	Diversity Index	Median Age	Median HH Income	Median Home Value	Median Net Worth	Age <18	Age 18-64	Age 65+



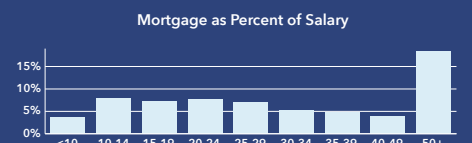
16.7%  
Services



13.5%  
Blue Collar



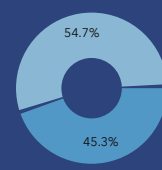
69.8%  
White Collar



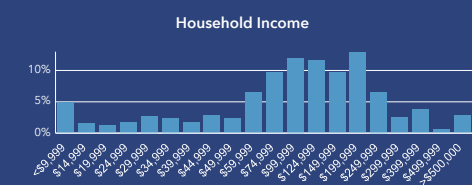
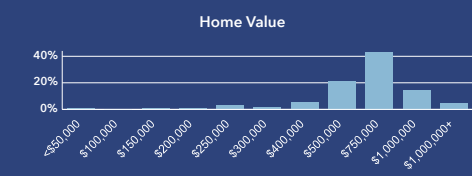
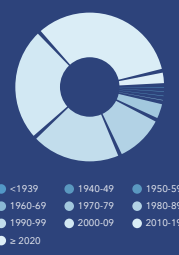
Age Profile: 5 Year Increments



Home Ownership



Housing: Year Built



Educational Attainment



Commute Time: Minutes



Source: This infographic contains data provided by Esri (2025), ACS (2019-2023).

Dots show comparison to Miami-Dade County

Source: This infographic contains data provided by Esri (2025), ACS (2019-2023).

© 2026 Esri

Together, these changes demand faster, more adaptive responses from planning departments — as well as the creativity and technical expertise to find workable solutions. Supporting Doral effectively requires a team with the capacity, knowledge, and resources to meet this moment and help the city stay ahead of an ever-changing planning environment.

**Understanding Development Patterns**

Doral has recently experienced significant development activity, with increasing demand for zoning and future land-use changes on key parcels. Recent efforts include a small-scale Comprehensive Plan amendment to reclassify a five-acre parcel from Office and Residential (OR) and Industrial to Downtown Mixed Use (DMU), along with a companion rezoning from Industrial Commercial (IC) to DMU. The City

Council approved three related ordinances on first reading to move forward with the Doral Concourse redevelopment — including the land use amendment, rezoning, and a master development agreement for the project. In a separate case, the City also reviewed a small-scale future land use amendment and rezoning for a 1.25-acre parcel near NW 102 Avenue, changing the designation from Business to Industrial and from Commercial Corridor (CC) to Industrial Commercial (IC). These amendments demonstrate the city’s ongoing evolution with an increased focus around the downtown area.

Given this growth trajectory and the state’s requirement to complete development permit reviews within a 30-day window, our team is prepared to deploy senior and mid-level planners with 10+ years of experience to support city staff efficiently and at a high level.



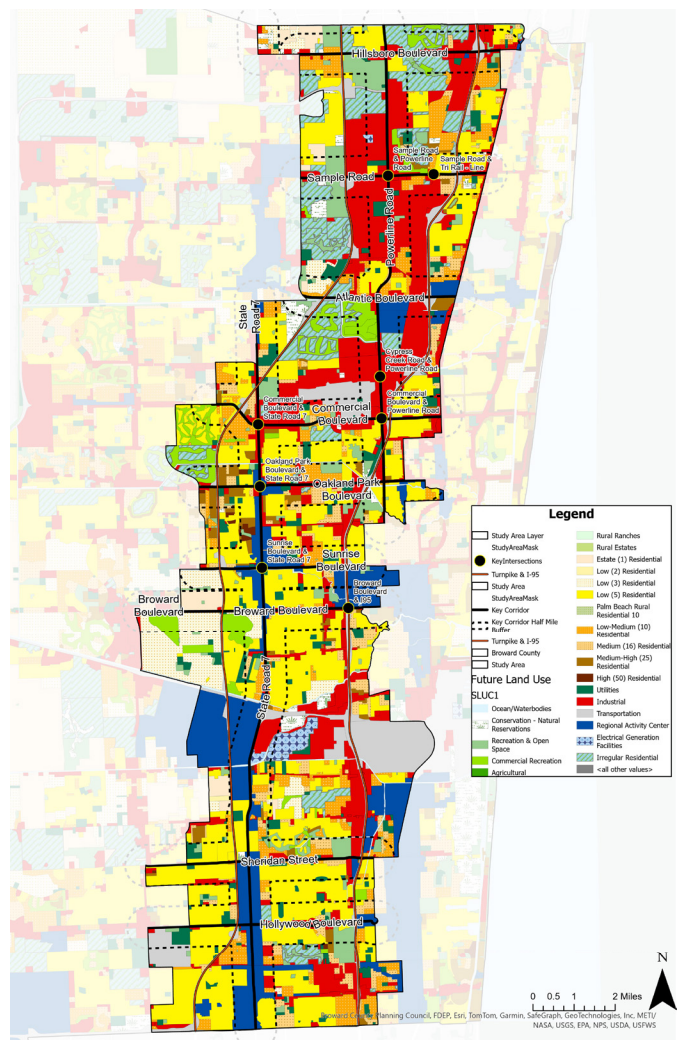
## Project Objectives

Our approach to the scope of services is organized around three key objectives:

**1** Providing on-call planning support for development reviews, approvals and zoning verifications, to help municipalities manage staffing gaps and workload surges, deploying mid-level and senior planners with direct oversight from our principal and director to ensure consistent quality.

We deploy mid-level and senior planners under the direct supervision of our principal and director to maintain consistent accountability and timely performance. Our team recently delivered planning review services for the City of Miami Gardens, where our senior planners — each with 10+ years of experience — reviewed more than 40 building permits in just ten weeks, helping the department clear a significant backlog caused by staffing shortages. We have provided similar supplemental services to the Village of Islamorada and are currently supporting Miami-Dade County’s 79th Street CRA.

We intend to develop clear efficiencies to streamline the approach while creating clear outcomes to strengthen the city’s approval process. This task-oriented approach includes summary tables of building and zoning requirements, a running log of permit reviews and statuses, and weekly check-in meetings with city staff to discuss recommendations and next steps for each applicant — keeping the process transparent, efficient, and well-documented is essential.



Colab led the mapping analysis for the Broward TOD Toolkit including this future land use map.

**2** Providing senior-level expertise in the long range planning policies and regulations that shape planning in Doral, including the Comprehensive Plan and the City's Land Development and Subdivision Regulations. With extensive experience delivering comprehensive plan and zoning updates across Florida, Miami-Dade County and nationally, we bring proven knowledge to every engagement.

As the city advances its comprehensive plan update, we are ready to contribute targeted research and best practices to elevate the outcome. Our zoning work will complement the plan's future land use element by introducing precise standards for building massing, bulk, use, and scale — creating a clearer, more predictable framework for growth.

Our firm's work reflects a broad, active portfolio of zoning and land-use projects. In Augusta, Georgia, we are re-imagining the downtown code through an arts warehouse concept that knits the city's medical district to its historic core. For the Village of Pinecrest, we are leading a full comprehensive plan update, while a parallel zoning effort is underway for the NW 7th Avenue corridor in Miami-Dade County. We were recently selected to prepare a future land use amendment for the Central City CRA in Fort Lauderdale. In every project, we rely on compelling visuals and 3D graphics for community engagement.

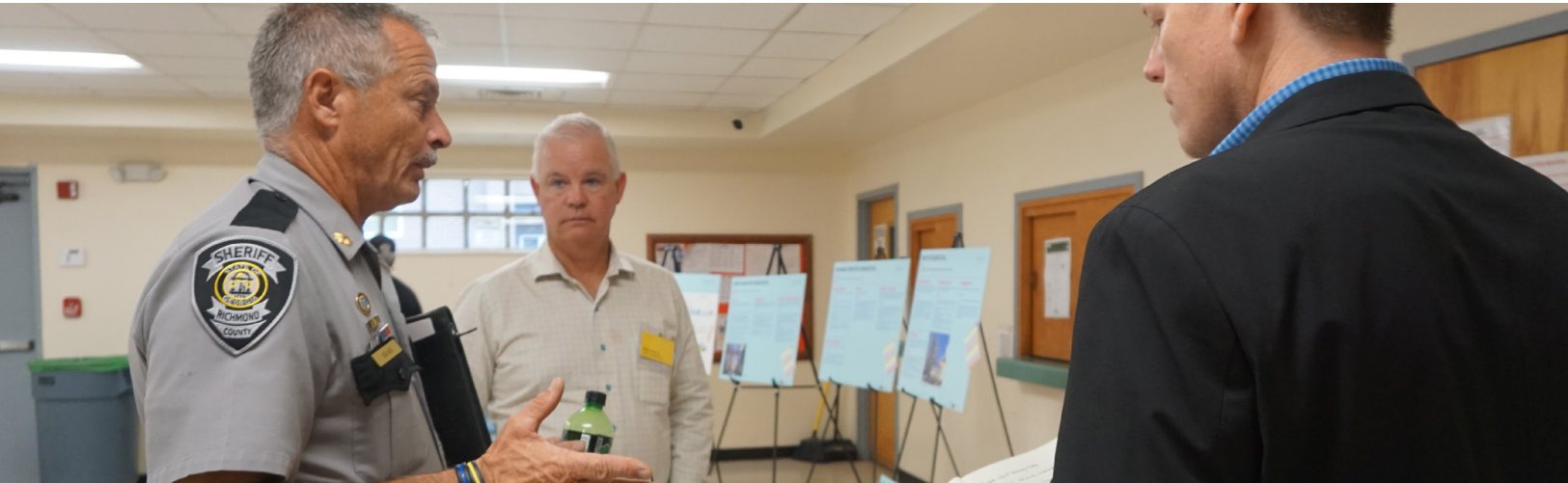


West Melbourne Comprehensive Plan Visioning Session

**3** Supporting the planning department with both short- and long-term planning efforts, including land use amendments, rezoning applications, development review, annexation, and other special projects — working alongside mid-level and senior staff.

To initiate, we can review the city's planning policy documents and past studies and meet with staff to evaluate current and future planning needs. Many projects will be generated from the comprehensive plan update, including land use, zoning, special area plans, use changes, and growth trends.

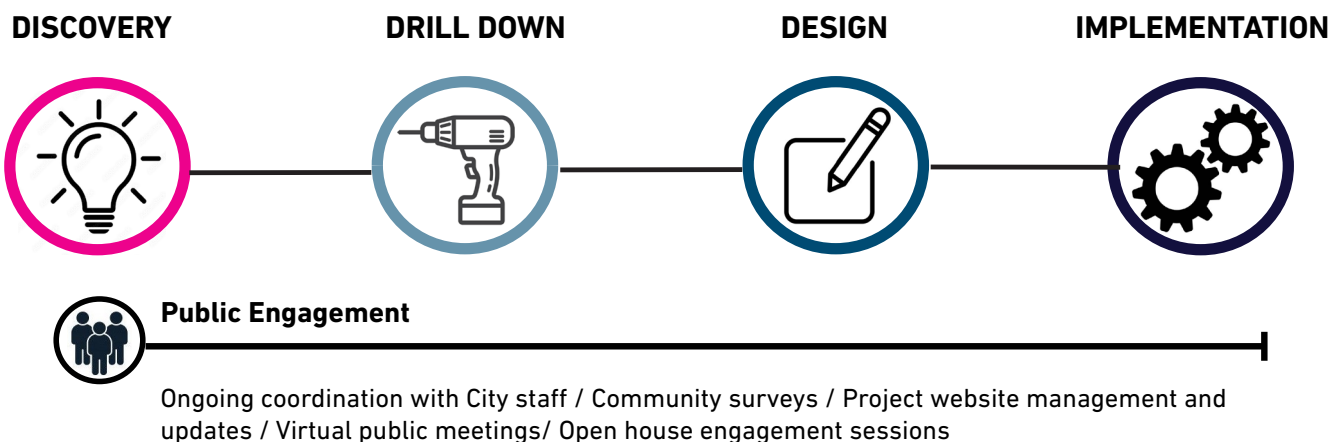
Our team engages the community through bilingual outreach meetings, surveys, and interactive websites to gather input and share ideas. We produce detailed ArcGIS maps to illustrate development patterns, needs, and opportunities, along with 3D renderings to visualize potential improvements. We can also analyze project specific development impacts in terms of economic development and mobility planning.



Augusta Unified Development Ordinance Update Visioning Session

## Our Process- The Three D's

We follow a very specific process for all of our planning work that connects research with thoughtful and, innovative solutions.



### 1. Discovery

Using a discovery process, we review background material, existing conditions, and the regulatory framework that guides decision-making to build a picture of the study area, and we develop an engagement strategy to identify the needs and expectations of the community and city staff.

### 2. Drill down

Through drilldown, we conduct preliminary outreach and dig deeper into the data—market trends, city structure, regulations, and policy—to pinpoint strengths, challenges, and opportunities and assess potential changes.

### 3. Design

In design, we translate findings into action by developing policy updates, recommendations and strategies that support clear, effective implementation for the community and staff to review before creating a complete document for adoption.



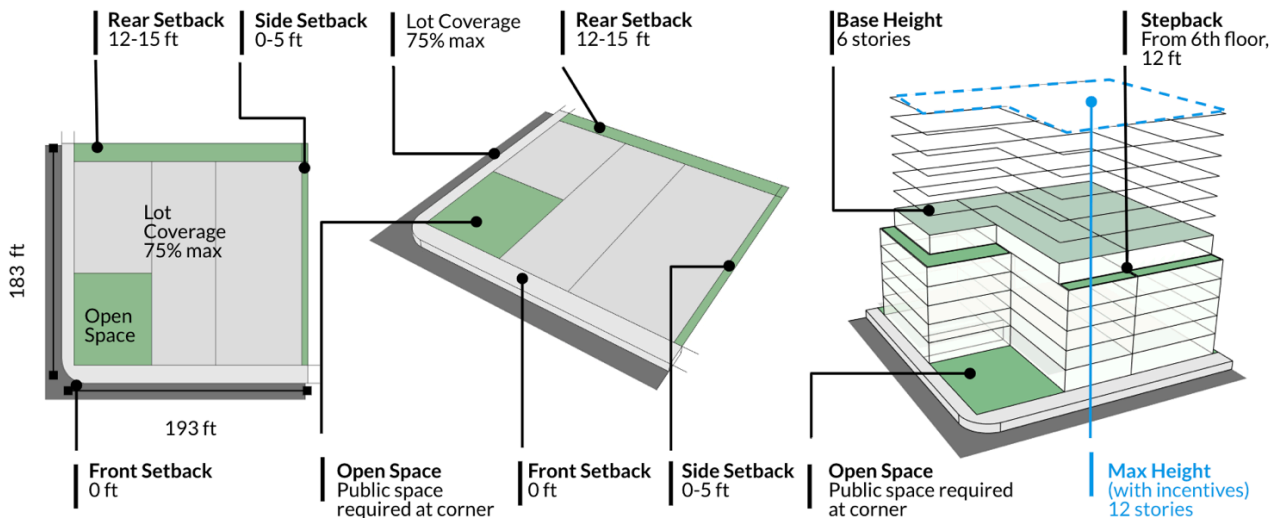
In addition, we can provide the following services:

## Regulatory, Policy, + Legal Expertise

We regularly research case studies using ULI, APA, and national planning resources. Our team closely monitors State legislative changes affecting land use and zoning and we work with land use attorneys who can be engaged on this team to provide legal reviews. We develop zoning codes and graphic regulation work in Pinecrest, West Palm Beach, Downtown Hollywood, Hollywood Beach, Cocoa Beach, and Augusta and translate complex zoning concepts into clear, visually supported regulations.

## Renderings

We develop realistic renderings for public meetings to illustrate zoning standards at specific sites. These visuals can serve both as internal technical calibration tools and as public-facing materials that improve transparency and understanding.



## Scenario Testing Highlight AUGUSTA DOWNTOWN CODE

Colab can provide examples of scenario tests which are currently being completed for the Augusta Unified Development Ordinance, providing recent experience in applying scenario testing as both a regulatory calibration tool and a public communication strategy. This expertise will be directly applied to City of Doral.

## 3D Massing + Scenario Testing

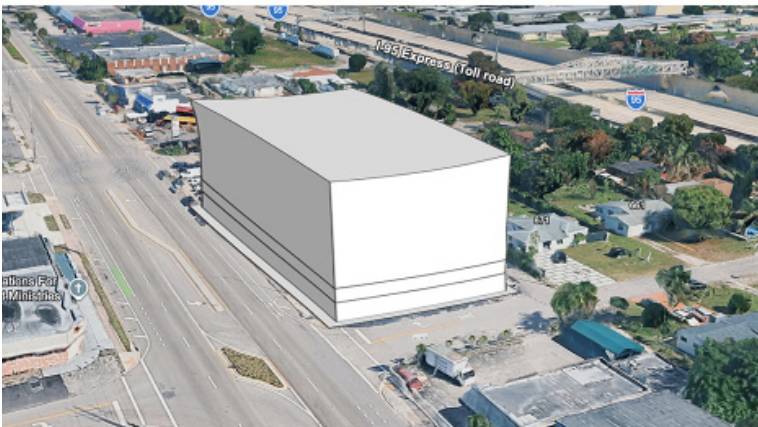
We build three-dimensional illustrations for each zoning district to show development capacity and conduct scenario testing to evaluate the feasibility and real-world outcomes of zoning standards, verify standards, and provide illustrations to communicate zoning intent. Scenarios can be developed for prototypical residential, commercial, and industrial zoning categories across varying contexts. These visuals will serve both as internal technical calibration tools and as public-facing materials that improve transparency and understanding.

## Code Diagnostic and Matrix

We prepare a comprehensive code diagnostic and matrix to capture regulations, identify specific issues, and propose changes for a trackable summary. This could include a clear summary of how the current code functions today, identifying inconsistencies, outdated provisions, administrative challenges, and opportunities to simplify and streamline regulations, along with a summary matrix.

## Incentives Calibration

The Project Team will evaluate whether regulatory incentives are appropriate to achieve specific policy objectives. Any incentive structure can be calibrated to ensure feasibility while protecting fiscal and community goals. This could be related to housing diversity, redevelopment of underperforming areas, infrastructure contributions, and environmental performance standards.



### Zoning Calibration Highlight

#### NW 7TH AVENUE COMMUNITY REDEVELOPMENT AREA

Colab is creating a zoning analysis for this commercial corridor in an urban Florida corridor and developing three dimensional massing models to illustrate what can be built under the current code.



## ArcGIS Mapping + Dashboards

We begin each project with a rigorous review of existing conditions and policy frameworks. Our team uses ArcGIS Pro, ArcGIS Online, Business Analyst, and Excel to map and analyze land use, zoning, population density, land value, ownership, unsafe structures, mobility patterns, and redevelopment opportunities. We also map equity indicators, affordable housing patterns, and demographic trends to understand community needs and distributional impacts.

Our team can enhance the City's existing GIS dashboard to prepare base maps and enhance interactive dashboards with popups that link to illustrations and regulatory requirements for specific areas. It can be developed as an ArcGIS Dashboard or Experience Builder.

## Administrative Procedures Document + Streamlining Standards

We create summary documents outlining key procedures and processes. This guide may be structured as an online interactive table or a procedural flow chart with linked references to relevant code sections.

- Application submission requirements
- Review timelines
- Interdepartmental coordination
- Variance procedures
- Appeals processes
- Enforcement protocols

We consolidate zoning standards and uses into summary tables to simplify the review process for staff and to add clarity and transparency to designers and the public.

### Digital Dashboard Highlight NW 7TH AVENUE COMMUNITY REDEVELOPMENT AREA

Colab created a digital dashboard using ArcGIS for parcel level data related to zoning, vacant land and development opportunities.

Welcome to the NW 7th Avenue CRA Land Analysis Dashboard.

The map to the right illustrates potential development sites and developments in the pipeline.

**How to Use this Dashboard:**

Step 1: Click on site number below.

Click a number to zoom in on a potential redevelopment parcel for more information

- 5
- 6
- 7
- 8

**Legend**

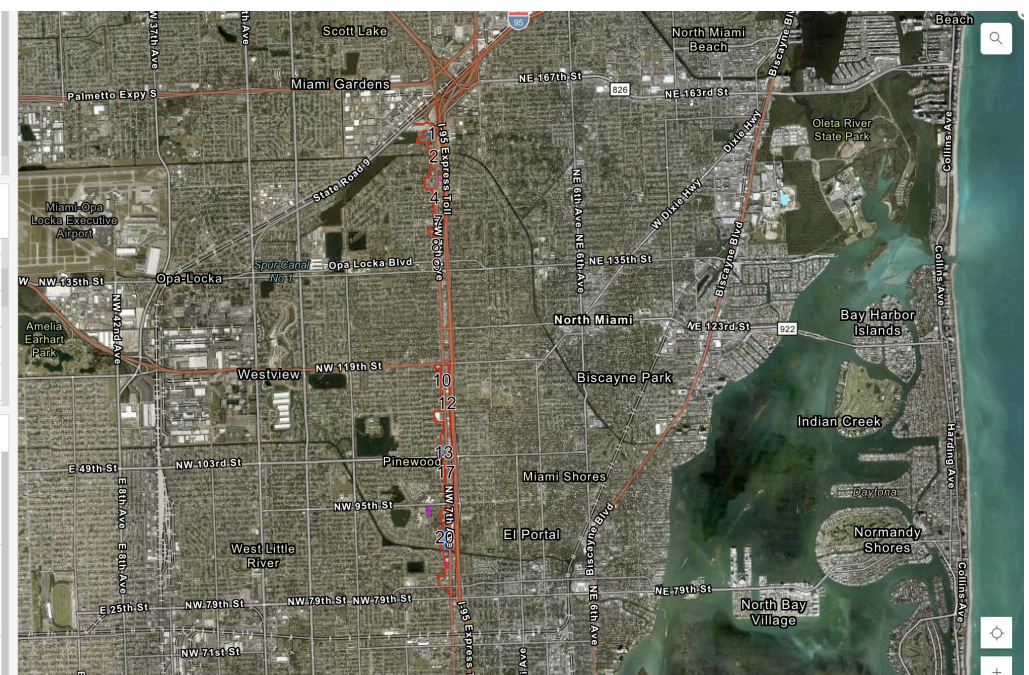
NW 7th Ave CRA Boundary



Potential Redevelopment Site



Proposed Development Site





## Communications Plans

Communications plans establish a playbook to include a variety of engagement opportunities that will achieve broad outreach and increase community awareness through different and convenient platforms. They also serve as a script for the project team to ensure consistent messaging. Communication materials include:

- Project fact sheets summarizing goals, key messages, and frequently asked questions.
- Website content, including project updates, timelines, draft maps, and infographics.
- Engagement materials, such as presentation decks, informational boards, and meeting notices.
- Press releases and public announcements to reach non-digital audiences.
- Bilinguals (English/Spanish) to broaden community access and increase participation.

## Economic Analysis

We develop a Costar analysis of the industrial zoning and the ability to accommodate economic growth. Additionally, we can identify economic drivers influencing demand, including population trends, household composition, income levels, employment sectors, and regional growth patterns. On the supply side, we can assess existing residential, office,

retail, and industrial inventory and evaluate how current zoning supports — or constrains — viable development outcomes. This ensures that planning policy aligns with fiscal and economic goals of the city.

## Best Practices and Precedents

We review precedent codes and best practices to help develop an approach to updates, considering the intended outcomes.

### Communications Plan Highlight VILLAGE OF PINECREST

Colab developed an extensive communications plan to ensure transparency in a community that was concerned about development. We launched a communications strategy to provide factual information about the project, address community concerns, and offer an alternative development scheme and zoning revisions. Together, we conducted eight interactive meetings with the Citizen Committee and the public to design the plan vision and evaluate the corridor needs and opportunities in consideration of the community preferences.



## Engagement Tools

We balance traditional and innovative ways to obtain community input and continued involvement during the code creation and adoption, primarily phases 1 and 2 of the project. Traditional, digital, and grassroots tools will help our team reach as many members of the community as possible. Engagement opportunities will be available in both English and Spanish.

## Staff Involvement

Although the Project Team will lead the meetings, a collaborative approach is essential to building trust in the process—especially since City staff are the most visible representatives to the community. Therefore, City staff are expected to attend and actively support the Project Team during public meetings.

## Community Awareness

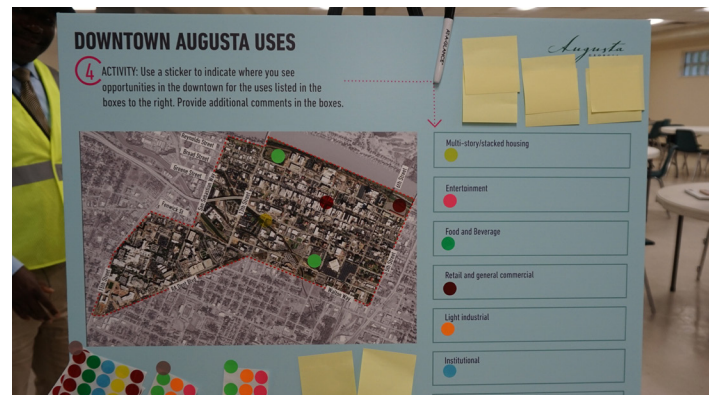
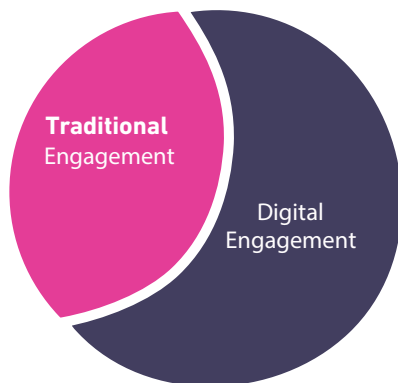
Our team will utilize community partners, social media blasts, press releases with local news organizations, and similar methods to inform the community of upcoming engagement opportunities.

## Project Fact Sheets and FAQs

Zoning regulations can be difficult for the lay person to understand. It will be our job to help educate and illustrate how the zoning regulations impact local properties. This starts with project fact sheets and frequently asked questions (FAQs) to provide clear guidance about the project goals and objectives. Additional educational materials can supplement the project website for the community.

## Project Website

Our team can provide copy for a dedicated project website to serve as the central hub for community updates, offering tools like surveys and interactive maps for civic engagement, as well as access to important resources and project deliverables.



## Engagement Highlight

### AUGUSTA UNIFIED DEVELOPMENT ORDINANCE

Colab led the engagement and outreach strategy for the Augusta Unified Development Ordinance update. To generate community awareness, we prepared a project fact sheet and a list of frequently asked questions which demonstrated the link between the comprehensive plan *Envision Augusta*, and the zoning code update.

Public outreach included:

- Interdepartmental staff meetings
- Stakeholder meetings
- Focus group sessions
- Steering committee sessions
- Two (2) open houses
- Online survey

Press pickups generated more than **500** online survey responses from residents, businesses and developers.

The background image shows a street scene with a stop sign on the right, a pedestrian crossing, and several people walking. The scene is overlaid with a semi-transparent pink filter. The stop sign is octagonal and red with the word 'STOP' in white. Below it is a smaller rectangular sign with the text 'ATT VAI'. A person in a yellow safety vest is standing in the middle of the crosswalk, holding a red stop sign. Other pedestrians are walking across the street. The street has double yellow lines and a sidewalk on the right.

## Section F

### ADDITIONAL REQUIREMENTS

**Our award winning expertise in effective, transparent and informative outreach is rooted in urban planning.**

■

## **Previous or Current Litigation**

MHCP Colab has no history of litigation filed against us in the past three years.

## Certifications



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

### Detail by Entity Name

Florida Limited Liability Company  
MHCP COLAB, LLC

#### Filing Information

<b>Document Number</b>	L09000051327
<b>FEI/EIN Number</b>	27-1286171
<b>Date Filed</b>	05/27/2009
<b>Effective Date</b>	05/19/2009
<b>State</b>	FL
<b>Status</b>	ACTIVE
<b>Last Event</b>	LC AMENDMENT AND NAME CHANGE
<b>Event Date Filed</b>	09/08/2021
<b>Event Effective Date</b>	09/02/2015

#### Principal Address

5701 BISCAYNE BLVD  
CS-1  
MIAMI, FL 33137

Changed: 09/08/2021

#### Mailing Address

5701 BISCAYNE BLVD  
CS-1  
MIAMI, FL 33137

Changed: 09/08/2021

#### Registered Agent Name & Address

HEGE, MELISSA  
5701 Biscayne Blvd  
CS-1  
MIAMI, FL 33137

Name Changed: 09/02/2015

Address Changed: 04/11/2025

#### Authorized Person(s) Detail

## Occupational License

000853

### Local Business Tax Receipt

Miami-Dade County, State of Florida

-THIS IS NOT A BILL - DO NOT PAY



6529219

**BUSINESS NAME/LOCATION**

MHCP COLAB LLC  
5701 BISCAYNE BLVD STE CS1  
MIAMI FL 33137-2644

**RECEIPT NO.**

RENEWAL  
6799655

**EXPIRES**  
**SEPTEMBER 30, 2026**

Must be displayed at place of business  
Pursuant to County Code  
Chapter 8A - Art. 9 & 10



**OWNER**

MHCP COLAB LLC  
C/O MELISSA HEGE PRES

**SEC. TYPE OF BUSINESS**

212 CONSULTANT

**PAYMENT RECEIVED  
BY TAX COLLECTOR**

\$60.00 08/18/2025  
PTBTE-25-302090



This Local Business Tax Receipt only confirms payment of the Local Business Tax. The Receipt is not a license, permit, or a certification of the holder's qualifications, to do business. Holder must comply with any governmental or nongovernmental regulatory laws and requirements which apply to the business.

The RECEIPT NO. above must be displayed on all commercial vehicles - Miami-Dade Code Sec 8a-276.

For more information, visit [mdctaxcollector.gov](http://mdctaxcollector.gov)