



REQUEST FOR PROPOSALS FOR

City of Hollywood, Florida

Urban Design Guidelines

RFP-257-25-SA

MAY 15, 2025

DIALOG[®]

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May 15, 2025

Simone Alci
Senior Purchasing Agent
City of Hollywood
2600 Hollywood Blvd., Suite 303
Hollywood, FL 33020



Re: City of Hollywood - Urban Design Guidelines RFP 257-25-SA

Dear Ms. Alci,

Hollywood, Florida sits at the intersection of coastal resilience, walkable urbanism, and vibrant community identity. We are excited by the opportunity to submit our proposal to shape guidelines that support your city’s livability, equity, and long-term sustainability. We are pleased to submit our proposal for the City of Hollywood Urban Design Guidelines. This project represents an exciting opportunity to co-create a visionary and implementable framework that will guide Hollywood’s evolution into a more walkable, inclusive, and resilient city.

At DIALOG, we believe urban design is more than a technical exercise—it is an opportunity to elevate the everyday experience of place. Our interdisciplinary team brings deep expertise in crafting design standards that are visually compelling, community-informed, and context-sensitive. We have led award-winning work across North America, including urban design guidelines for transformative districts such as Denver’s River Mile, the City of Toronto’s Thermal Comfort Guidelines, and San Francisco’s Potrero Bus Yard Modernization. **Our guidelines are grounded in inclusive engagement, climate-responsive urbanism, and long-term implementation strategies.** We have a proven track record of delivering results in complex municipal environments, particularly in contexts with strong community voices and the need for cross-departmental coordination.

This proposal is led by our San Francisco studio, with support from senior leaders across our practice. Our team includes professionals with extensive experience in urban design, zoning, governance, and public engagement—many of whom have previously collaborated with your Planning Director. **We understand both the visionary and pragmatic aspects of this work:** how to tie a bold urban design framework into policy, implementation, and community buy-in.

We’re excited by your ambition and inspired by the role these guidelines will play in shaping a shared design language for Hollywood’s future. Thank you for the opportunity to submit. We look forward to the possibility of working together.

Warmly,

**Mona Lovgreen, Partner |
Partner in Charge, Urban Design Lead**

DIALOG Authorized Signing Representative
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Ph. 628.444.6139

DIALOG Architecture & Engineering PC

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Antonio Gómez-Palacio, Partner | DIALOG Chair

DIALOG
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Project Understanding

Design Guidelines for a Culturally Iconic, Equitable, and Future-Ready Hollywood.

The City of Hollywood is charting a bold course toward a more vibrant, resilient, and connected future—and it is seeking Urban Design Guidelines that match this ambition. This is more than a technical document; it's a strategic and inspirational blueprint that will shape how the city grows, moves, interacts, and thrives. Hollywood is calling for guidelines that not only address the fundamentals—such as massing, setbacks, streetscapes, and mobility—but that also elevate the quality and identity of place. **The City wants to ensure that its diverse neighborhoods, historic districts, and emerging urban centers are designed with people at the center, emphasizing walkability, inclusivity, and sustainability.**

These guidelines will lay the groundwork for future zoning and land development code updates, weaving together past planning efforts and current initiatives like the Hollywood 2050 Comprehensive Plan into a single, cohesive urban design framework. They will also serve as a key implementation tool

for City staff, elected officials, developers, and community partners, guiding coordinated decision-making across departments and over time.

At its core, **this project is about storytelling through design.** The City is asking for **a document that speaks clearly** and compellingly to everyone—from seasoned planners and developers to longtime residents and new arrivals. Visual communication will be as important as technical accuracy, with illustrations, diagrams, and maps serving as tools for inspiration, communication and regulation. The guidelines must be flexible enough to evolve with shifting market realities and climate challenges, yet firm in their commitment to equity, resilience, and design excellence. From the coastal edge to inland corridors, from bustling activity centers to quiet neighborhoods, **the City wants a shared design language that celebrates its character** while guiding thoughtful transformation. Hollywood isn't just updating a manual—it's **shaping a legacy.**





Firm Qualifications and Experience

WHO WE ARE

DIALOG is an award-winning, integrated planning and design practice with decades of experience shaping resilient, inclusive, and high-performing communities. With over 600 professionals across five studios, our multidisciplinary team brings together planners, urban designers, architects, landscape architects, engineers, sustainability specialists, and community engagement experts to deliver holistic, forward-thinking solutions that reflect the aspirations of the people and places we serve.

DIALOG is uniquely qualified to lead the development of Urban Design Guidelines for the City of Hollywood—bringing a strong track record of success, deep knowledge of contemporary planning and placemaking strategies, and a collaborative approach tailored to both emerging and historic communities. We have partnered with a variety of municipalities across North America to develop design guidance that is accessible, implementable, and rooted in local identity, equity, and climate resilience. Our strength lies in bridging technical precision with community-driven storytelling—creating guidelines that resonate with residents, planners, and policymakers alike.

Our mission is to meaningfully improve the well-being of communities and the environment we share. We apply that mission through every guideline, framework, and public space strategy we deliver—balancing visionary thinking with practical, policy-aware implementation strategies.

In addition to the projects we have shared below, DIALOG brings experience drafting official community plans, development frameworks, zoning regulations, and implementation toolkits. Our work often supports interdepartmental collaboration, elected officials, and community stakeholders in navigating complex change with clarity and confidence.

At DIALOG, we are driven by the belief that design can—and should—have a positive, lasting impact on people and the planet. As advocates for vibrant, low-carbon, and livable cities, we bring not only the technical tools but also the collaborative spirit needed to navigate complex urban challenges and turn visionary plans into meaningful reality.

DIALOG is committed to meaningfully improving the wellbeing of communities and the environment we all share. To this effect, DIALOG has helped to develop a Community Wellbeing Framework which defines wellbeing as “the combination of social, economic, environmental, cultural, and political conditions identified by individuals and their communities as essential for them to flourish and fulfill their potential.” Our role is to facilitate informed conversations that are guided by best practices, due diligence, and decades of experience in the higher education campus planning. Together, we can create spaces that reflect the values and priorities of the people who live, work, and innovate within them.

DIALOG is also proud to be a Certified B Corporation, a designation that recognizes our commitment to meeting high standards of social and environmental performance, transparency, and accountability. This certification reinforces our mission to create positive impact through design, aligning our business practices with broader goals of sustainability, equity, and community well-being.

We are inspired by the City of Hollywood’s goal to develop a contemporary, vibrant, and connected future, which will shape how the city grows, moves, interacts, and thrives, promoting climate resilience, sustainable urbanization and social equity, among others.

OUR RELEVANT EXPERIENCE

We are proud to include the following three projects as our featured references. **Denver River Mile, City of Toronto Thermal Comfort Guidelines,** and **San Francisco’s Potrero Bus Yard Modernization** Vendor reference forms have been submitted as part of this proposal. Additional references and letters of support are available upon request.



**A VIBRANT
PUBLIC REALM**

Denver River Mile

DENVER, CO | 2019

Client Reference

Revesco Properties, Denver, CO
Rhys Duggan , President
P. (303) 552-7750
E. rduggan@revescoproperties.com

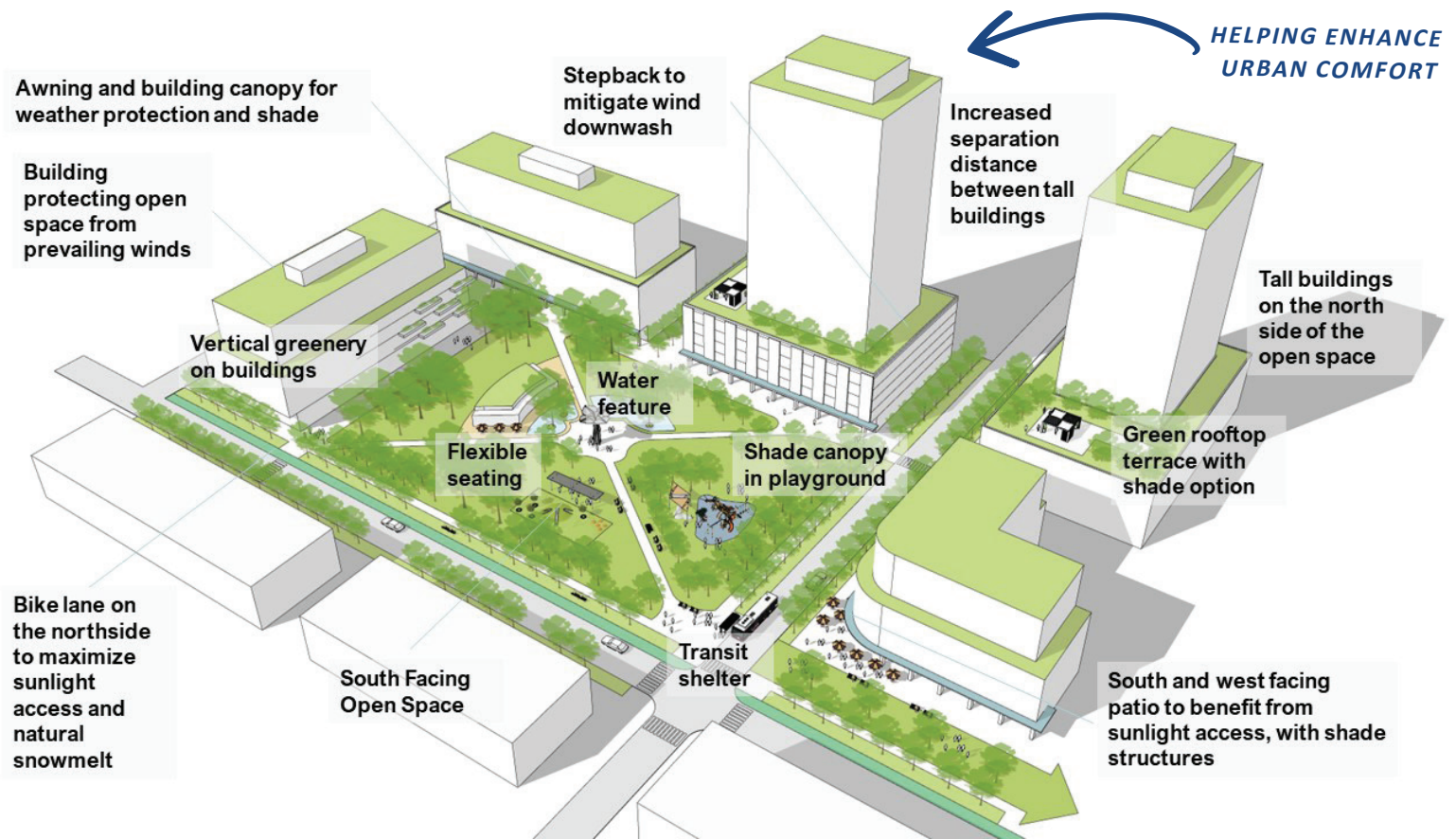
Project Description // The River Mile is a transformative 69-acre urban development that reimagines Denver’s South Platte Riverfront as a dynamic, mixed-use extension of the downtown core. Anchored by a strong commitment to human-scale urban design, the Master Plan features a central plaza, pedestrian mews, pocket parks, and greenways that foster walkability and civic life. With housing for 10,000 residents and a diverse mix of residential, commercial, hospitality, educational, and cultural spaces, the project creates a high-density, transit-oriented community. Two new pedestrian bridges reconnect fragmented neighborhoods, while raised platforms and strategic pathways address complex grade changes and rail infrastructure—knitting together the city’s fabric with purpose and accessibility.

Key Collaborators:

DIALOG - Mona Lovgreen
Collaborating Architects - Shears Adkins Rockmore Architects
Civil Engineering - Calibre Engineering
Landscape Architecture - Wenk Associates
Sustainability - WSP

DIALOG played a central role in shaping the urban design vision and implementation, leading the creation of the Downtown Area Plan Amendment and custom Design Standards and Guidelines. These tools guided the entitlement process and ensured alignment with Denver’s long-term planning goals. Informed by extensive community engagement, the design prioritizes connectivity, public space activation, and contextual integration. Through continuous collaboration with city staff and neighborhood groups, the River Mile will evolve into a cohesive, sustainable urban environment that enhances the public realm while meeting diverse market needs and community values.





City of Toronto Thermal Comfort Guidelines

TORONTO, ON, CANADA | 2025

Client Reference

Rong Yu - Senior Planner, Urban Design
 City Planning Division, City of Toronto
 P - (416) 3957106
 E - rong.yu@toronto.ca,

Key Team Members:

Antonio Gomez-Palacio
 Stephen Loveday
 Zirong Liu

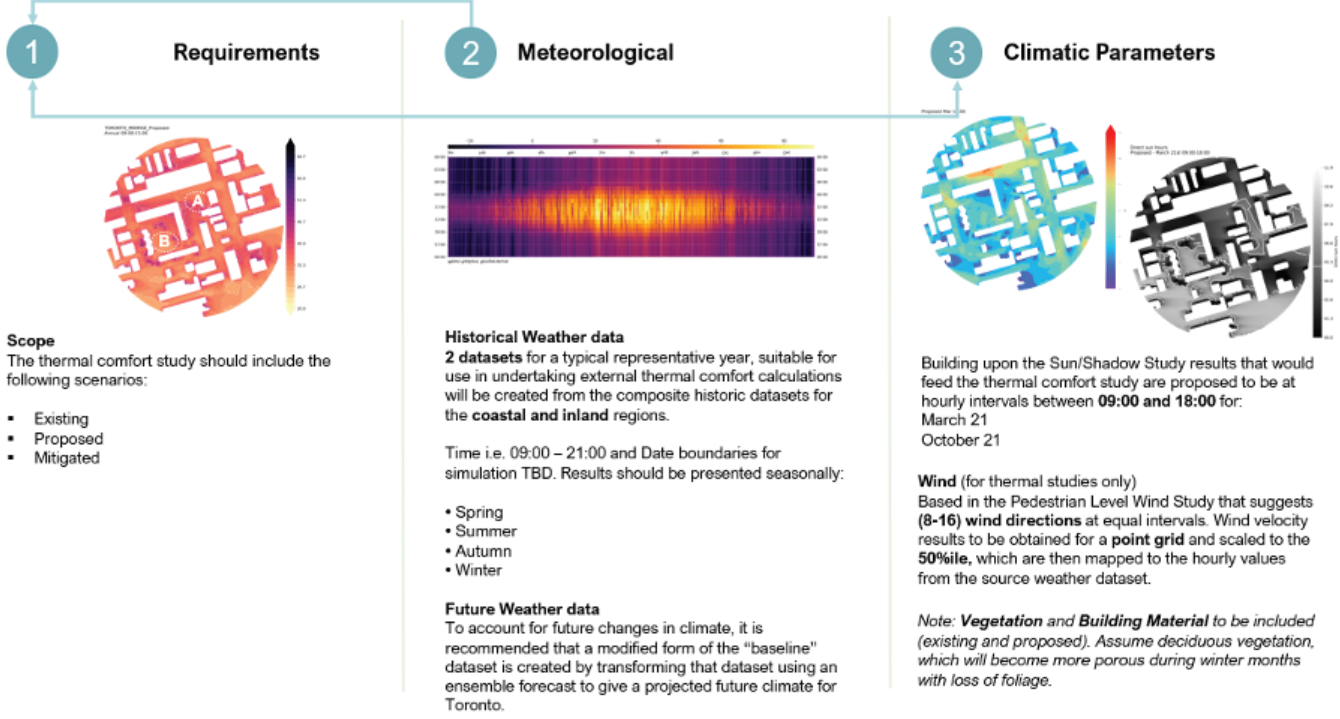
Project Description // Toronto is experiencing rapid growth and densification, which brings added pressure to safeguard the quality and comfort of public spaces. This challenge is compounded by the impacts of climate change, with extreme heat and cold days becoming more frequent and intense. Toronto, currently leading North America in active construction, must prioritize designs that respond to these climate stresses.

The Thermal Comfort Study is intended to address thermal comfort in the public realm and shared outdoor amenity spaces throughout the year, taking into consideration future climate projections and the impacts of surrounding built form. The study looks at how site planning, built form and landscape design can work together to maximize the thermal comfort of public spaces throughout the year.

The Guidelines encourage the integration of thermal comfort considerations for all developments, beginning at early design stages and through the design development. This document provides performance standards that should be targeted to achieve thermal comfort in the public realm, provides terms of reference on how to measure thermal comfort and introduces a design toolbox to use both at early design stages and when analyzing the impact and enhancing the new development on thermal comfort.

As part of the project, DIALOG engaged with a diverse range of interested and affected parties, including Indigenous communities, academics, activists, developers, and planning and design professionals, to create innovative solutions.

Methodology



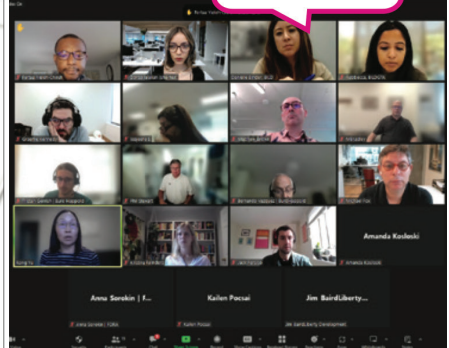
Indigenous Engagement



Online Survey



Virtual Workshop



Online Engagement (Miro)

Workshop Questions:

- Topic #1 - The Audience**
Who are we designing for? Who is the audience of these guidelines?
- Topic #2 - Toronto Context**
What are the Toronto-specific challenges and concerns? What should we focus on? extreme cold or extreme heat?
- Topic #3 - Municipality's Perspective**
How does the work from your department align with this study? What works well for you in terms of existing policies?
- Topic #4 - Equity-Forward Approach**
How do we apply an equity lens to this study?

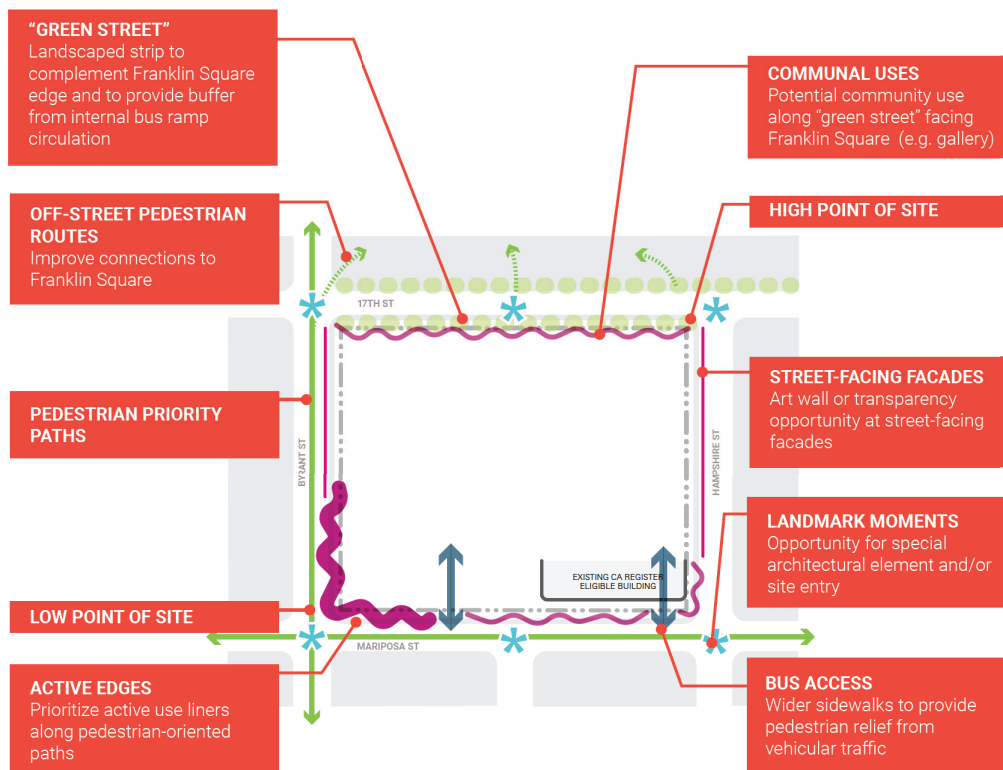
Breakout group 1 (Facilitator: BORSA)

Breakout group 2 (Facilitator: SIBAL)

Breakout group 3 (Facilitator: JULIE)

Breakout group 4 (Facilitator: ANTONIO)

START HERE



San Francisco Municipal Transportation Agency Potrero Bus Yard Modernization

SAN FRANCISCO, CA | 2019

Client Reference

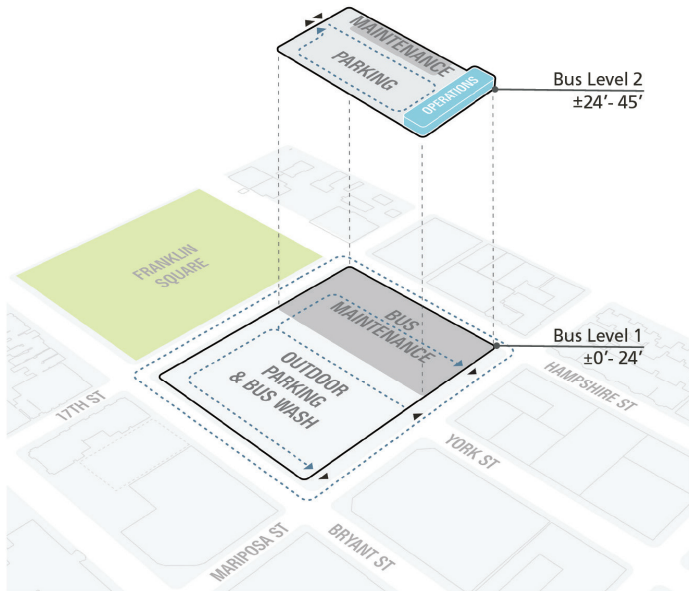
Licinia Ibarri
Bond Manager, SF United School District,
Formerly SFMTA - Facility Planning Manager
P - (415) 439-9271
E - iberril@sfusd.edu

Key Team Members:

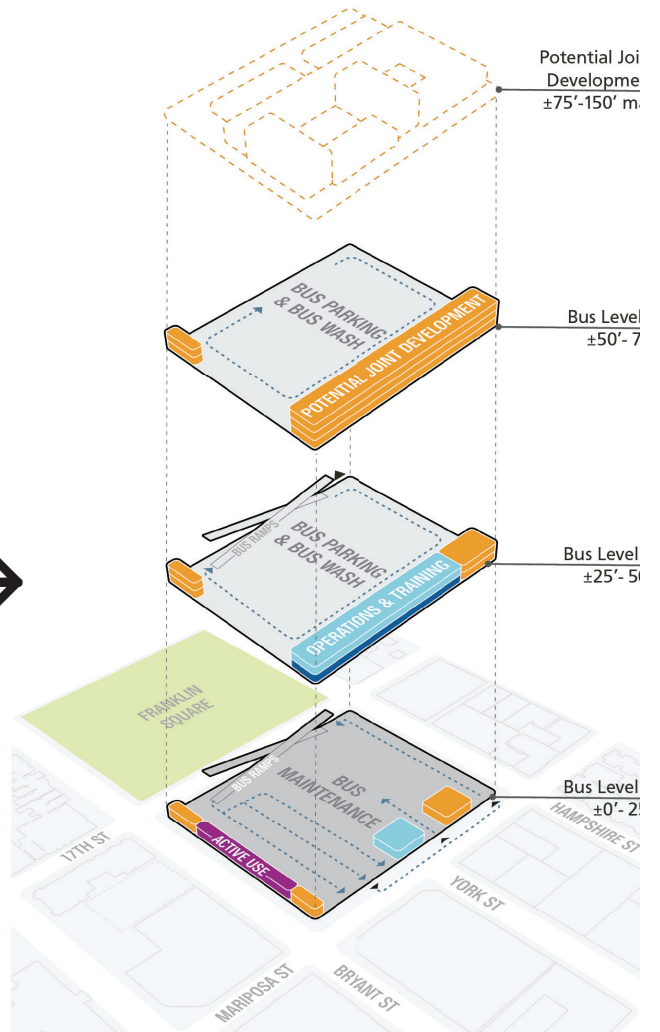
Amit Price Patel (designed with SiteLAB)

Project Description // As the San Francisco Municipal Transportation Agency modernizes its facilities citywide for a new fleet of electric buses, opportunities were studied for using public land for housing and other revenue-generating uses to help offset bus garage infrastructure costs. A variety of program and massing scenarios were studied for shadow impacts, economic feasibility, compatibility with bus operations, and urban design goals.

The preferred scenario of a 4+ acre, three level bus garage topped by 500+ affordable and market-rate housing units along with community-serving active ground floor uses is a result of extensive community engagement and coordination with multiple city agencies, including the San Francisco Planning Department. The final design materials, including thorough design guidelines and standards, will be incorporated into a developer partner RFQ/P. This successful process will be replicated for another joint development opportunity site in the city.



- SFMTA Bus Maintenance
- Bus Circulation
- SFMTA Operations
- ▲ Bus Access Points



- SFMTA Training Facility
- SFMTA Operations
- Active Use
- SFMTA Bus Maintenance
- Bus Parking And Bus Wash
- Potential Joint Development
- Bus Circulation
- ▲ Bus Access Points





Mina Rashid Master Plan

DUBAI, UAE | 2019

Client

Emaar Development

Services:

Urban Design, Master Planning, Architecture,

Key Team Members:

Antonio Gomez-Palacio

Juan Carlos Portuese

Project Description // This master plan was created by DIALOG with the Vision and design direction to inform the development of Mina Rashid as a new mixed-use community. Accompanying the Vision were a set of Planning Principles, along with the physical Concept Plan and Strategic Design Principles – the key directions underpinning the design. Supporting this are a set of Frameworks provided guidance around built form, open space and movement – detailing the shape, form, use, location, materiality and more of buildings, parks, plazas, roads, paths, water features, landscaping and other physical elements of the community.

Further structuring the Plan, DIALOG provided guidance around the establishment of Zones across the community, describing the character and feel for each, and prominent features that will define them as unique and distinct places.

In addition, the master plan considered ways in which Mina Rashid can address other considerations, including sustainability, implementation, and an approach to design focused on the wellbeing of the community.



Heritage Heights Visioning Project

BRAMPTON, ON, CANADA | 2020

Services:

Architecture, Urban Design, Master Planning

Project Description // The City of Brampton retained DIALOG to undertake an implementation strategy for its Brampton 2040 Vision. As part of the implementation strategy framework, the DIALOG team worked with the City of Brampton, Councillors landowners, and stakeholders to draft a vision for Heritage Heights, the last greenfield parcel of the city.

DIALOG team developed an engagement strategy and undertook a series of focused design workshops with the landowner group and various internal and external stakeholders to develop a guiding vision and principles and a land use framework approach. The concept land use plan provides a framework for the future development of the lands into a collection of complete neighborhoods which

Key Team Members:

Antonio Gomez-Palacio

support the full array of everyday life - live, work, play. A typology of streets and pathways connects communities and is imagined as vibrant public spaces. A collection of nodes and main streets support retail activity and provide a unique experience. Pedestrian safety, experience along with transit were prioritized. The proposed highway was reimagined as a multi-lane boulevard with transit supporting densities and complementing land uses.

City Council endorsed the concept land use plan in August 2020, and Council instructed City staff to undertake supporting technical studies.



2 Project Team and Project Leadership

We have assembled a team of professionals with a high level of commitment, creativity, and technical expertise to meet the requirements of this project. At DIALOG, we believe that successful outcomes are built on strong relationships—grounded in trust, transparency, and open communication. Our team brings together a depth of interdisciplinary experience and a shared dedication to delivering high-impact, implementation-ready work.

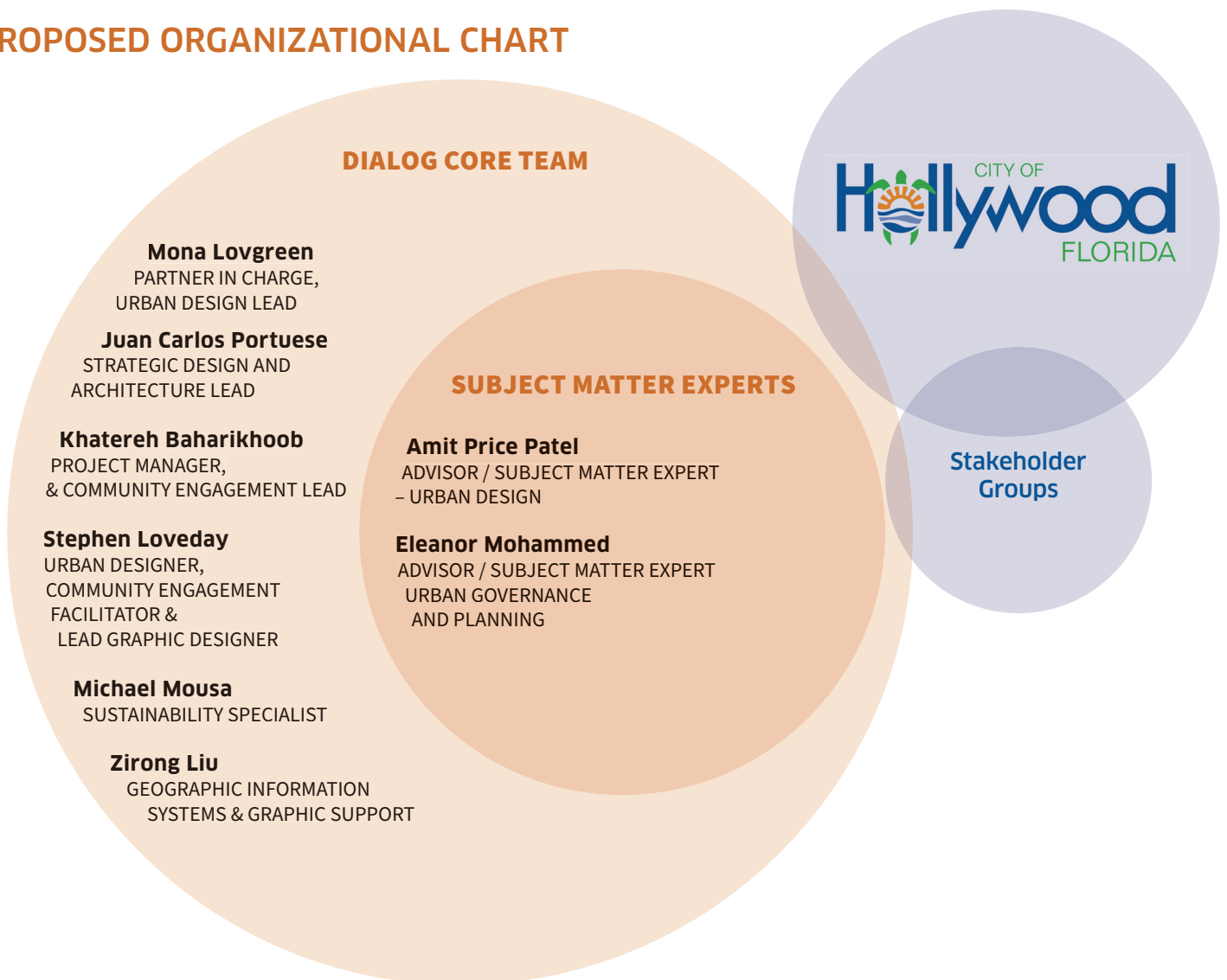
The strength of our team lies in its diversity of skills and perspectives across architecture, urban design, land use planning, zoning, stakeholder engagement, project

management, municipal governance, GIS, and visualization. Several of our team members have:

- Successfully collaborated with staff from the City of Hollywood’s Planning and Urban Design Division
- Produced urban design guidelines for cities across the U.S. and internationally
- Led municipal planning and development departments and are recognized experts in governance, urban planning and implementation processes

Brief bios for each key team member are provided below, outlining their roles and relevant experience. **Full resumes are included in Appendix A2.**

PROPOSED ORGANIZATIONAL CHART



PARTNER-IN-CHARGE, URBAN DESIGN LEAD

Mona Lovgreen, AIA, LEED® AP BD+C

Partner - Architecture and Urban Design

Role & Responsibilities: Mona will provide strategic direction, resources, and high-level oversight in all aspects of the project. Her primary focus will be to remove barriers, mitigate risks, and ensure the project delivers measurable value for the City of Hollywood.

About Mona: Mona Lovgreen is a visionary architect and a strategic leader, recognized for her transformative approach to design, innovation, and community-building. Since relocating to San Francisco in 2017, she has been pivotal in establishing DIALOG's first U.S. studio, growing it into a hub for purpose-driven, world-class design. Her leadership has expanded the studio's reach into new markets while fostering a collaborative, startup-like culture.

Mona's architectural philosophy emphasizes empathy, context, and human-centered design, creating spaces that inspire and connect communities. Her award-winning work on the Denver River Mile—a 15-million-square-foot mixed-use urban design project— showcases her ability to transform complex San Francisco environments into thriving destinations. Her extensive portfolio includes large-scale mixed-use, transit-oriented mixed use development, residential, workplace, and master planning projects across North America and internationally.

Mona's dedication to advancing design excellence aligns with DIALOG's mission to improve communities and environments, transcending geographic and organizational

STRATEGIC DESIGN AND ARCHITECTURE LEAD

Juan Carlos Portuese, MARCH, BARCH, OAA, NCARB

Partner - Architecture

Role & Responsibilities: Juan Carlos will provide strategic advice on architecture and building design in alignment with the urban design guidelines. He will lead architectural and design innovation to shape a compelling urban vision, integrating strategic design thinking across urban form, identity, and experience. Juan will also support interdisciplinary collaboration to foster design excellence and creativity.

About Juan Carlos: Juan Carlos is an award-winning architect with 24 years of experience, recognized for his design leadership, creative thinking, and successful delivery of complex projects. His dedication to understanding architecture's role in the world and its connection to culture, emphasizes its responsibility to enhance human experiences and the environment we inhabit. Each project he undertakes exemplifies a harmonious balance between high aspirations, aesthetic appeal, cultural integration, technical advancement, and practical needs.

Juan has successfully led the creative strategy, design and development of numerous projects, including large scale master plans, mixed-use residential, healthcare, higher education, K-12 Schools, civic buildings, and sports and recreation centers across Canada, the US, and internationally. He is passionate about building dynamic, collaborative teams that strive for excellence. His leadership and visionary approach consistently result in exceptional architectural achievements.

ADVISOR / SUBJECT MATTER EXPERT URBAN GOVERNANCE AND PLANNING

Eleanor Mohammed RPP, MCIP, MTCP, EP

Partner - Urban Governance and Planning

Role & Responsibilities: Eleanor will provide strategic advice regarding the urban planning, zoning, implementation, and municipal governance processes in relation to the urban design guidelines.

About Eleanor: Eleanor is an award-winning Partner at DIALOG, a city governance expert, and visionary Registered Professional Planner with over 20 years of transformative impact across public, private, and not-for-profit sectors in Canada and internationally. As Chair of the UN-HABITAT Professionals Forum, Co-Chair of UN-HABITAT Planners for Climate Action, and a Board Director at Canada's National Capital Commission, she drives local and global initiatives in sustainable city-building and climate resilience.

As a former President of the Commonwealth Association of Planners and Canadian Institute of Planners, she has spearheaded diverse projects, from sustainable development advocacy and professional capacity development to multilateral international engagement. She has led projects spanning city planning, and her extensive experience includes drafting and implementing statutory and strategic land use plans, policies, sustainability initiatives, legal land instruments, and economic development strategies. She has also been responsible for and the led teams in drafting, approval process navigation, implementation, and maintenance of zoning bylaws and urban design guidelines.

Renowned for her inspiring keynotes and heartfelt leadership, Eleanor is a passionate advocate for resilient communities, equitable engagement, and meaningful change.

ADVISOR / SUBJECT MATTER EXPERT - URBAN DESIGN

Amit Price Patel | ARCHITECT, AIA, AIBC, AICP, NCARB, LEED®AP
Partner - Urban Design

Role & Responsibilities: As an Advisor/Subject Matter Expert, Amit will be responsible for reviewing the Urban Design Guidelines to ensure that they meet the future needs of the City of Hollywood while implementing best urban design practices.

About Amit: Amit is an Architect and Urban Designer deeply committed to making inclusive cities of opportunity and human connection. Motivated by his vision of urban places that promote climate resiliency and social equity, Amit has led the design of diverse, complex, city-shaping projects throughout his career. At DIALOG, Amit collaborates with clients, colleagues, and community members on projects ranging from urban design guidelines for gently incorporating density into existing neighborhoods; mixed-use and mixed-income transit-oriented places; social housing for Indigenous and vulnerable communities; an aging campus for a spectrum of seniors; a student housing master plan; and high-density residential projects that help expand housing choices in constrained markets. Amit brings a thoughtful attitude, creative problem solving, Team leadership, great communication, a visionary perspective, and a balanced approach to every design challenge.

In addition to leading numerous mixed-use, affordable, and social housing projects, Amit's recent experience includes several urban design guideline and district framework initiatives across the United States. These include the Google Campus Master Plan in Mountain View, CA; the San Francisco Pier 70 Redevelopment Master Plan and Urban Design Guidelines; the Tasman East Urban Design Guidelines in San Jose, CA; a master plan for 3,800 units of mixed income housing in East Palo Alto, CA, the Potrero Bus Yards Modernization and Urban Design Guidelines in San Francisco, and the Lee Walker Heights Mixed-use Redevelopment Plan in Asheville, NC. These projects complement his broader portfolio of architecture, urban planning, and public realm integration projects.

PROJECT MANAGER, COMMUNITY ENGAGEMENT LEAD

Khatereh Baharikhoob OALA, CSLA, CPTED, IAP2, GBA+
Associate - Urban Design

Role & Responsibilities: As Project Manager, Khat will oversee project delivery, lead stakeholder engagement, and lead the drafting of the Urban Design Guidelines, ensuring alignment with municipal objectives and best urban design practices.

About Khat: Khatereh (Khat) Baharikhoob is a seasoned project manager and senior urban/landscape designer with a deep commitment to community engagement and stakeholder collaboration. She excels at fostering inclusive dialogue and bringing diverse voices together to shape equitable, sustainable urban environments. A certified Crime Prevention Through Environmental Design (CPTED) professional and former Board Member of CPTED Canada, Khat thoughtfully integrates safety and security into her community-focused design process. Her expertise includes urban design guidelines, policy development, and placemaking—ensuring each project responds meaningfully to the needs and aspirations of its community. As an IAP2-trained facilitator with strong communication and facilitation skills, she adeptly navigates complex stakeholder dynamics to build consensus and deliver impactful, well-integrated design solutions.

URBAN DESIGNER, COMMUNITY ENGAGEMENT FACILITATOR & LEAD GRAPHIC DESIGNER

Stephen Loveday BA (Hons) | DIALOG

Role & Responsibilities: Stephen will draft the Urban Design Guidelines inclusive of climate resilience, sustainability, and planning objectives. He will also be the lead graphic designer and a stakeholder engagement facilitator.

About Stephen: Stephen Loveday is an experienced urban designer and engagement facilitator dedicated to creating vibrant, sustainable communities. With experience in Canada, the UK, and Malaysia, Stephen has worked on a wide range of urban design projects, including large-scale master plans, site plans, and urban design guidelines. He holds a multidisciplinary degree in Architecture and Planning from the UK. He brings experience garnered from the City of Kingston North King's Town Secondary Plan and the University of Guelph Campus Master Plan and Strategic Land Use Plan, where he was engagement facilitator and lead urban designer.

Stephen has a strong ability to facilitate meaningful discussions, ensuring all perspectives are heard and complex topics are made approachable. He is passionate about collaboration, bringing together diverse groups to find innovative solutions and build stronger communities. A skilled graphic communicator, Stephen leverages illustrative plans, analytical diagrams, and presentation drawings to convey ideas and inspire engagement. His work strengthens relationships and delivers positive, community-focused outcomes.

SUSTAINABILITY SPECIALIST

Michael Mousa, BASc, LEED® GA

Role & Responsibilities: Michael will support the development of the Urban Design Guidelines by drafting the sections and principles related to sustainability and resilience, including climate adaptation measures, heat island reduction, green infrastructure, energy efficiency, and sustainable building practices.

About Michael: Michael collaborates with architects, developers, city planners, and urban designers to address some of the most pressing environmental challenges of our time. With an engineering background and deep expertise in sustainable building and infrastructure, he translates sustainable development concepts into practical solutions.

Working closely with clients, Michael delivers targeted analysis and recommendations to reduce carbon emissions throughout the life cycle of projects, particularly at the master plan and campus scales. He conducts life cycle assessments to quantify and analyze the carbon footprint of construction materials, and through collaboration, identifies opportunities to minimize both embodied and operational carbon.

In addition to implementing rigorous climate action goals, Michael works to amplify the importance of health, equity, and wellbeing of communities being served by development projects. His dedication to center equity in his efforts to address climate change has earned him recognition from Urban Land Institute as a global Health Leader. His notable projects include the Public Service and Procurement Canada, Socioeconomic and Ecosystem Co-Benefits Framework and Valuation Tool and the Santa Clara Valley Transportation Authority (VTA) Transit Oriented Development Sustainability Strategy, Santa Clara County, CA.

GEOGRAPHIC INFORMATION SYSTEMS (GIS) & GRAPHIC SUPPORT

Zirong Liu, MLA

Role & Responsibilities: Zirong will manage the GIS data for the development of the Urban Design Guidelines and Community Engagement, including the generation of mapping, spatial data layers, and supporting visual communication needs.

About Zirong: Zirong is highly proficient at utilizing ArcGIS to extract, analyze, and interpret geospatial data. With a strong command of Geoprocessing tools, Zirong effectively works with shapefiles to extract the necessary data and perform customized analyses by overlapping extracted datasets. Additionally, Zirong demonstrates expertise in working with raster files, generating valuable geographic information such as hillshade, elevation models, topographic lines, slope, aspect, and land cover maps. Zirong's skills enable efficient data-driven insights and comprehensive spatial analysis.

Currently, Zirong is actively involved in the Toronto Western Beaches Public Realm Updates, a project aimed at enhancing the waterfront experience along Toronto's western shoreline. This work involves leveraging ArcGIS for comprehensive land cover analysis, focusing on mapping and assessing natural and man-made features along the beaches. By analyzing vegetation patterns, surface types, and spatial relationships, the analysis will contribute to sustainable master planning for the Toronto waterfront area.

STATEMENT OF AVAILABILITY

DIALOG confirms our full availability and commitment to meet the project schedule outlined in the Scope of Work for the City of Hollywood's Urban Design Guidelines. Our team has reviewed the proposed timelines and deliverables and is prepared to allocate the necessary resources to ensure all phases of the project are completed on time and to the highest standard. We are committed to maintaining clear communication, proactive coordination, and flexibility to respond to evolving project needs while upholding the quality and integrity of our work.



University District Master Plan, Calgary, AB



3 Approach and Work Plan

OVERALL APPROACH

The creation of the Urban Design Guidelines for the City of Hollywood presents a unique opportunity to shape a shared vision for a more visually impressive, culturally connected, resilient, and vibrant urban future. These guidelines will not only support high-quality development but also serve as a critical bridge between policy, place, and the community's aspirations. To guide this effort, our approach will be grounded in the following principles of design excellence, equity, and environmental responsibility. Each principle reflects a holistic understanding of Hollywood's diverse urban fabric and the need for adaptable, inclusive, and performance-driven design standards that will elevate the city's built environment for generations to come.

1. DESIGN EXCELLENCE ROOTED IN LOCAL CONTEXT

Our approach begins with deep respect for Hollywood's diverse urban, suburban, coastal, and historic identities. The guidelines will elevate design quality while being tailored to context—ensuring that building form, scale, streetscapes, and public spaces enhance neighborhood character and contribute to a cohesive, place-based citywide vision.

2. EQUITY, INCLUSIVITY, AND COMMUNITY VOICE

We believe that equitable design begins with inclusive engagement. The process will embed broad-based community input at every stage—using multilingual, accessible, and creative outreach strategies to ensure that the lived experiences and aspirations of all residents, especially underrepresented voices, directly shape the final product.

3. RESILIENCE AND SUSTAINABILITY BY DESIGN

Climate adaptation, environmental performance, and long-term livability are fundamental to great urban design. The Guidelines will integrate best practices for flood mitigation, urban heat reduction, green infrastructure, and low-carbon development, positioning Hollywood as a leader in resilient and sustainable coastal urbanism.

4. MOBILITY AND CONNECTIVITY AS URBAN INFRASTRUCTURE

We will prioritize the design of multimodal, human-scaled environments that encourage walking, cycling, transit use, and active lifestyles. Streets and pathways will be treated as vital components of the public realm—enhancing access, reducing car dependency, and weaving together neighborhoods, nodes, and natural systems.

5. VISUAL CLARITY AND USABILITY

The guidelines will be graphically rich, accessible, and easy to use for all audiences—from developers and city staff to community members. Illustrations, infographics, and concise text will work together to clearly communicate expectations and design standards.

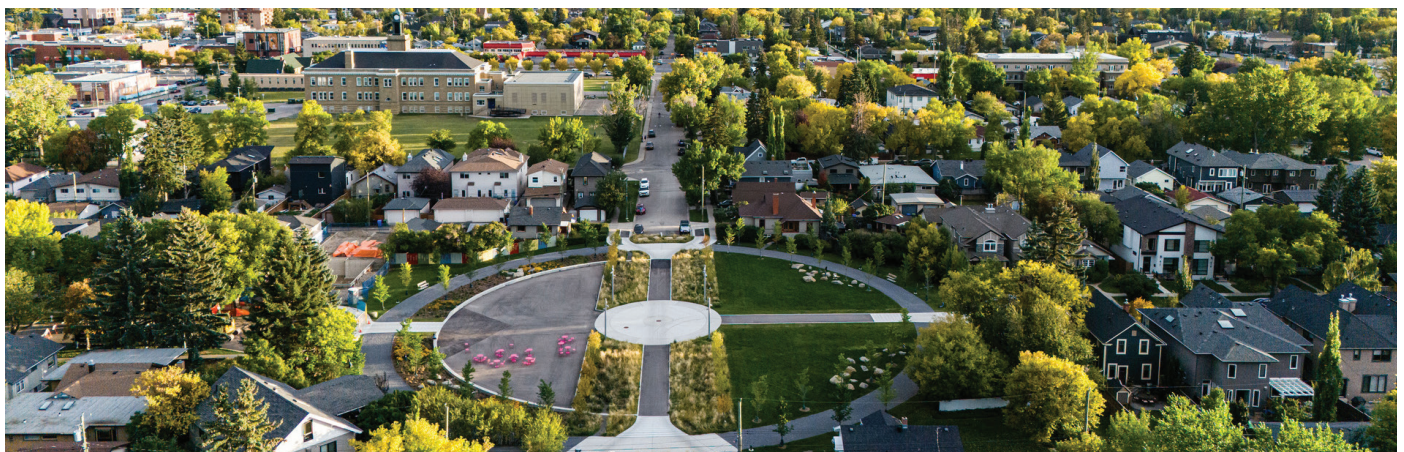
6. INTEGRATION WITH POLICY AND IMPLEMENTATION TOOLS

This process will be aligned with the Hollywood 2050 Comprehensive Plan, zoning regulations, and current planning efforts. The guidelines will be integrated with the Land Development Code and supported by tools and metrics to evaluate impact, promote consistency, and track progress.

7. FLEXIBILITY AND FUTURE READINESS

Recognizing the evolving nature of cities, the guidelines will include a framework that accommodates innovation and change—supporting design solutions that respond to market shifts, emerging technologies, and future climate realities while preserving core values.

By grounding the development of the Urban Design Guidelines in these values, we aim to deliver a framework that is as visionary as it is practical—capable of inspiring great places, guiding equitable development, and supporting Hollywood's continued growth as a thriving, resilient city.



ENGAGEMENT STRATEGY

We believe that effective engagement is fundamental to the success of the Urban Design Guidelines. Our approach is rooted in creativity, accessibility, and inclusivity, providing diverse opportunities for people to participate meaningfully in shaping the city's future. Whether through interactive tools, visioning workshops, or focused stakeholder conversations, our strategy will be tailored to meet the needs of Hollywood's communities and ensure broad and deep input throughout the process.

Listening and Empowering

At the heart of our approach is a commitment to listening first. We will collaborate closely with the City's project team to convene early conversations with local planning staff, engineering and public works departments, key community groups, developers, business leaders, and advocacy organizations. These sessions will be structured to surface ideas, clarify priorities, and begin building momentum around a shared vision for Hollywood's evolving urban form.

Curated Engagement Formats

Each engagement event will be carefully designed to suit its audience, whether technical, community-based, or public-facing. Workshops, surveys, digital mapping, and pop-up events will be crafted to elicit specific insights that inform both content and tone of the Guidelines. In partnership with the City, we'll confirm formats in advance and tailor clear, visually compelling materials to support participation and feedback.

Managing Diverse Perspectives

Early stakeholder interviews will help us identify potential points of friction and shared aspirations. As input is gathered, we will structure engagements that build trust, promote dialogue, and advance understanding between groups with varying perspectives. While full consensus may not be achievable on every issue, our open, responsive process encourages buy-in and mutual respect.



Community Engagement Session

Building Community Champions

We aim to identify and empower project “champions” across stakeholder groups—respected voices who can help amplify the process, represent community interests, and serve as bridges between technical outcomes and public values. These individuals will play a vital role in encouraging uptake and long-term ownership of the HUDG.

Visual Communication as a Tool for Engagement

We understand that ideas are more accessible and compelling when they are visualized. Our team will use infographics, annotated maps, 3D illustrations, and video content to explain urban design concepts, spark imagination, and support understanding among a broad audience. Visual clarity will be a cornerstone of both engagement and final guideline delivery.

Capacity Building through Engagement

Urban Design Guidelines are most effective when they're understood and embraced by those who use them. Our engagement strategy will focus not just on gathering input, but on building literacy and confidence among decision-makers, residents, and stakeholders. We will leverage tools such as interactive workshops, 3D visualizations, and precedent studies to demystify urban design and empower others to apply its principles confidently.



Denver River Mile

PROJECT MANAGEMENT APPROACH

Our project management philosophy is grounded in proactive communication, thoughtful planning, and shared accountability. For the Urban Design Guidelines, we will ensure a process that is transparent, responsive, and collaborative from start to finish.

Once initiated, the DIALOG team will work closely with the City of Hollywood to finalize a Project work Plan, outlining roles, timelines, deliverables, and a detailed engagement framework. We will facilitate bi-weekly coordination meetings with the City's project team to provide status updates, flag emerging issues, and ensure alignment with schedule, scope, and budget.

Capacity to Deliver On Time and On Budget

Our approach to achieving optimal value is tied to our rigorous project management practices. We commit to a work program that outlines a fee for service, and we manage this process tightly. We are careful to identify the time necessary to prepare policy documents that are in keeping with our understanding of the project objectives and needs. We have assembled a team with the depth of experience to produce high-quality project deliverables on time and on budget.

Quality Assurance and Control

Quality assurance is embedded in every step of our process. Defined review stages, internal peer reviews, and cross-disciplinary collaboration ensure that all materials, whether presentations, draft policies, or final guideline documents, are accurate, effective, and actionable. We foster a solution-focused team culture that prioritizes responsiveness, clarity, and continuous improvement.

Environmental Management Systems

Our global environmental management system develops sustainable solutions for clients that minimize pollution and protect the environment while complying with regulations and recognizing changing needs. Our Sustainability Policy outlines our commitment to the United Nation's 17 Sustainable Development Goals (SDGs). We use a variety of benchmarks (LEED® NC, Living Building and Life Cycle Assessment) to support the design process as part of a broader mandate of education, outreach, and transformation.

Digital Management Systems

We have established rigorous storage and management procedures for project quality records and have implemented project security procedures to protect sensitive information. We will use a variety of software packages for non-engineering, analytical, and modeling purposes, and have outlined validation processes for each type of software. Additionally, we have established processes for addressing non-conformance and have a focus on quality in our training activities so that project staff are fully compliant with the quality procedures in use for the project.



Ladysmith Waterfront Area Plan Engagement Session

PROJECT RISK MANAGEMENT

We understand that urban design guideline processes often involve navigating diverse interests, dynamic stakeholder environments, and shifting timelines. Our approach emphasizes early identification of risks, proactive mitigation, and ongoing responsiveness.




RISK / SENSITIVITY	MITIGATION STRATEGY
Balancing competing priorities across diverse neighborhoods (historic, suburban, coastal, and emerging districts)	Begin with in-depth contextual analysis and stakeholder interviews to identify shared values and site-specific nuances. Adapt recommendations to reflect Hollywood's diversity.
Scope creep or shifting project timelines	Define project scope and deliverables clearly during kick-off. Maintain regular coordination meetings and shared tracking tools to stay ahead of changes.
Misunderstandings about the purpose or use of the guidelines	Use clear, compelling visual communication and plain language in all engagement materials. Provide clear messaging on project goals, process, and how public input is being used.
Low engagement or participation fatigue	Vary engagement formats (e.g., pop-ups, digital tools, in-person events), target outreach to underrepresented voices, and ensure all participation feels meaningful and time-respectful.
Gaps in data or existing documentation	Coordinate with City staff early to identify data needs. Where gaps exist, supplement with on-the-ground observation, precedent research, and lived experience input from stakeholders.
Turnover or changes within City or consulting team	Maintain consistent project documentation, shared files, and status summaries to ensure seamless onboarding. Ensure redundancy in team roles to avoid disruption.
Concerns around density, change, or unfamiliar design concepts	Use 3D visualizations, illustrative scenarios, and best practice examples to help residents and decision-makers understand the implications of design directions.

WORK PLAN

Our proposed work plan builds upon the scope of work detailed in the City of Hollywood's Request for Proposals and is designed to deliver high-quality outcomes efficiently, on schedule, and within budget. **We recognize that urban conditions and priorities may evolve**, and we are prepared to work closely with the City to adapt the work plan as needed to stay aligned with emerging needs and community input.

The work plan is organized into 5 clear phases, each focused on delivering practical, implementable, and visionary results. **We are committed to thoughtful design, meaningful engagement, and actionable guidance** that city staff, developers, and community stakeholders can use with confidence.

This phased approach ensures the Urban Design Guidelines fully reflect the City of Hollywood's values and goals. Each phase includes defined deliverables, milestone check-ins with City staff, and space for iteration and refinement. Throughout, we will integrate engagement and analysis to ensure the final Guidelines are grounded in local context, forward-thinking in ambition, and **shaped by those who know the city best - its community.**

	PHASE 1 PROJECT INITIATION AND ANALYSIS	PHASE 2 DATA COLLECTION & STAKEHOLDER ENGAGEMENT	PHASE 3 DRAFTING THE URBAN DESIGN GUIDELINES	PHASE 4 IMPLEMENTATION STRATEGY	PHASE 5 REVIEW, APPROVAL, AND LAUNCH
PURPOSE	~ 1.5 MONTHS <i>Establish a clear project foundation, review existing documents, and define the structure and strategy for engagement</i>	~ 3 MONTHS <i>Gather data, conduct engagement, synthesize input</i>	~ 6 MONTHS <i>Develop high-quality, visually compelling Urban Design Guidelines that reflect research and input</i>	~ 1 MONTH <i>Recommend tools and actions to embed the guidelines into regulatory, monitoring, and approval processes</i>	~ 1.5 MONTHS <i>Gain City Approval, publicly launch the guidelines, and support City staff with training</i>
TASKS	<ul style="list-style-type: none"> Refine & Update Project Work Plan Develop Engagement Strategy Review Existing Guidelines and Planning Documents and prepare Summary Document of Existing Guidelines and Plans (Draft + Final) Develop Urban Design Guidelines Outline 	<ul style="list-style-type: none"> Gather and Analyze Spatial and Non-Spatial Data Prepare for Engagement Sessions (Phase 2) Prepare Engagement Summary Document (Draft + Final) 	<ul style="list-style-type: none"> Prepare and Submit First Draft of Urban Design Guidelines Prepare for Engagement Sessions (Phase 3) Prepare and Submit Second Draft of Urban Design Guidelines Prepare and Submit Final Draft of Urban Design Guidelines 	<ul style="list-style-type: none"> Draft Implementation Strategy Finalize Implementation Strategy with Staff Feedback 	<ul style="list-style-type: none"> Submit Final Guidelines for City Approval Revise and Finalize Urban Design Guidelines Prepare Public Launch Event Prepare City Staff and Stakeholder Training Materials
MANAGEMENT	<p>BI-WEEKLY CLIENT/TEAM COORDINATION MEETINGS</p> <p>PROJECT MANAGEMENT</p>				
ENGAGEMENT	 <p>KICK-OFF MEETING Conduct Kick-Off Meeting with City Officials and Stakeholders (In Person & Virtual, 1 hr)</p>	 <p>INTERNAL & EXTERNAL STAKEHOLDER INTERVIEWS (Up to 8, 1 hr, Virtual)</p> <p>COMMUNITY REPRESENTATIVES VISIONING WORKSHOP (2 hours, In-Person)</p> <p>ONLINE SURVEY</p>	<p>INTERNAL & EXTERNAL STAKEHOLDER WORKSHOPS (1 Internal + 1 External, 2 hrs each, Virtual)</p> <p>PUBLIC OPEN HOUSE (2 hrs, Virtual)</p>	 <p>HOST PUBLIC-FACING LAUNCH EVENT (3 hrs, In person)</p> <p>CITY STAFF TRAINING SESSIONS (2 Sessions, 1 hr each, Virtual)</p>	
DELIVERABLES	<ul style="list-style-type: none"> Updated Work Plan Engagement Strategy Document Summary of Existing Guidelines and Plans (Draft + Final) Urban Design Guideline Document Outline 	<ul style="list-style-type: none"> Phase 2 Engagement Materials, Engagement Summary Document (Draft + Final) GIS File Geodatabase 	<ul style="list-style-type: none"> First Draft of Urban Design Guidelines, Phase 3 Engagement Materials, Second Draft of Urban Design Guidelines Final Draft of Urban Design Guidelines GIS File Geodatabase 	<ul style="list-style-type: none"> Draft Implementation Strategy Final Implementation Strategy GIS File Geodatabase 	<ul style="list-style-type: none"> Final Approved Guidelines Document, Public Launch Package, City Staff Training Materials and Session Notes

 INDICATES IN-PERSON MEETINGS/WORKSHOPS

PHASE 1: PROJECT INITIATION AND ANALYSIS

Estimated Timeline: 1.5 Months

Objective: Establish a clear project foundation, review existing documents, and define the structure and strategy for engagement.

Overview: This initial phase is focused on building alignment and setting a strong foundation for the work ahead. We'll begin with internal preparation and a collaborative kickoff meeting with City staff and key stakeholders to confirm project expectations, timelines, and deliverables. In parallel, we'll undertake a thorough review of existing planning and design documents to identify strengths, gaps, and opportunities. These findings will be synthesized into a summary document, structured according to the proposed outline for the new Urban Design Guidelines. All materials will be submitted digitally and formatted with clear text, graphics, and tables as appropriate.

1.1 Prepare for Kick-Off Meeting

Our team will align internally on scope, deliverables, and stakeholder engagement. We will develop a kickoff presentation that outlines our understanding of the City's goals, shares the draft work plan, and previews our proposed approach to engagement and guidelines development. This preparation will ensure a focused and productive discussion.

1.2 Conduct Kick-Off Meeting with City officials and stakeholders to define scope, goals, and deliverables (In Person & Virtual, 1 hr)

We will facilitate a structured and collaborative kick-off session to confirm scope, roles, deliverables, and timelines. This meeting will align the project team and set the stage for a coordinated and well-paced planning process. Select members of the project team will attend in person, and we will support a virtual component to ensure the rest of the team can participate as needed.

1.3 Refine and Update Project Work Plan

Following the kick-off, we will refine the draft Work Plan to reflect feedback received. This includes confirming the timeline, deliverables, and points of collaboration. The refined Work Plan will serve as the operational roadmap for the project.

1.4 Develop Engagement Strategy

We will develop a detailed Engagement Strategy outlining who will be engaged, how, and how often. This includes identifying key audiences (internal departments, the public, developers, etc.), confirming engagement methods (e.g., interviews, workshops, surveys), and agreeing on communication protocols, milestones, and risk mitigation approaches.

1.5 Review Existing Guidelines and Planning Documents

Our team will conduct a focused review of the City's existing and draft design policy documents, including the Urban Design Guidelines (May 2001), Design Guidelines for Historic Properties and Districts (May 2005), City of Hollywood Landscape Manual (2000), Regional Activity Center Streetscape Guidelines (Draft, ongoing), and Hollywood 2050: City of Hollywood Comprehensive Plan (Draft, ongoing). We will identify gaps, overlaps, and areas of alignment across these documents, and synthesize our findings into a Summary Document (one draft and one final) to guide the next phases of work.

1.6 Develop Urban Design Guidelines Outline

We will draft a proposed structure and content outline for the Urban Design Guidelines. This helps frame future writing and ensures that the final document is easy to navigate, visually engaging, and tailored to Hollywood's unique urban context.

1.7 Bi-Weekly Coordination Meetings

Biweekly check-in meetings with your project team will support ongoing collaboration, track progress, and allow for quick responses to emerging needs or questions. Mona Lovgreen and Khatereh Baharikhooob will attend each session on behalf of DIALOG, with other team members joining throughout the course of the project as needed.

1.8 Project Management (Ongoing)

Khatereh Baharikhooob, our dedicated project manager, will oversee every aspect of the project's progression with precision and attention to detail. She will coordinate project schedules, organize and facilitate meetings, prepare agendas, extend invitations, and ensure that meeting notes are accurately captured and distributed. Additionally, Khatereh will ensure smooth communication among stakeholders, proactively identifying and addressing potential issues while keeping the project on track. Her leadership will ensure progress, accountability, and cohesion across all phases.

LEGEND

Engagement (Meetings, Workshops, Etc.)

Task/Assignment



PHASE 1 DELIVERABLES

- Updated Project Work Plan
- Engagement Strategy Document
- Urban Design Guidelines Outline
- Summary of Existing Guidelines and Plans (Draft + Final)

PHASE 2: DATA COLLECTION AND STAKEHOLDER ENGAGEMENT

Estimated Timeline: 3 Months

Objective: Gather baseline data, conduct stakeholder and public engagement, and synthesize insights to inform the Guidelines.

Overview: In this phase, we will establish an evidence base by collecting data and engaging stakeholders. By combining spatial analysis with lived experience, we will ensure the Guidelines reflect both professional knowledge and community input. A multi-channel engagement approach will help us reach a diverse cross-section of stakeholders.

2.1 Gather and Analyze Spatial and Non-Spatial Data

We will collect and analyze data on existing urban conditions, demographics, transportation networks, and environmental factors across the City of Hollywood. This includes built form characteristics, public realm assets, land use patterns, population distribution, mobility infrastructure, and climate vulnerabilities. Data will be prepared for spatial mapping and formatted for integration into the City's GIS system. Methods and data sources will be shared with the Project Manager, GIS, for review and approval.

2.2 Prepare for Engagement Sessions (Phase 2)

We will develop agendas, facilitation tools, visual prompts, and presentation decks, to support inclusive and accessible engagement activities. Materials will be reviewed with City staff prior to each session.

2.3 Conduct Stakeholder Interviews (Up to 8 x 1 hr, Virtual)

We will conduct one-on-one or small group virtual interviews with up to eight stakeholder groups, such as city officials, development boards, urban planners, architects, and developers. Interview protocols will be prepared in advance and structured to extract actionable design-related insights.

2.4 Facilitate Community Representatives Visioning Workshop (2 hours, In Person)

This in-person workshop will bring together community representatives to explore shared values, public realm priorities, and bold ideas for the future of Hollywood's urban spaces. Designed to energize and inspire, the session will include presentations, interactive group activities, and hands-on mapping exercises to spark creativity and meaningful dialogue. Select DIALOG team members will attend in person, drawing on their facilitation experience to guide conversations, surface key insights, and foster productive, inclusive discussion throughout.

2.5 Launch Online Survey

We will design and launch a web-based survey hosted on the City's platform (or an approved partner platform). The survey will include a mix of open-ended and closed questions to capture public perspectives on design issues, identity, character, and areas for improvement.

2.6 Prepare Engagement Summary Document (Draft + Final)

All feedback will be synthesized into a text-based summary report organized by theme (e.g., mobility, building character, parks, cultural identity). The document will align with the outline developed in Phase 1.

2.7 Bi-Weekly Coordination Meetings

Refer to Task 1.7

2.8 Project Management (Ongoing)

Refer to Task 1.8



PHASE 2 DELIVERABLES

- Phase 2 Engagement Materials
- Engagement Summary Document (Draft + Final)
- GIS File Geodatabase

LEGEND

Engagement (Meetings, Workshops, Etc.)

Task/Assignment

PHASE 3: DRAFTING THE URBAN DESIGN GUIDELINES

Estimated Timeline: 6 Months

Objective: Develop high-quality, visually compelling Urban Design Guidelines that reflect research, engagement input, and the diverse contexts across the City of Hollywood.

Overview: This phase focuses on developing, refining, and finalizing the Urban Design Guidelines. Each version will incorporate feedback from stakeholders, staff, and the public, to ensure the final guidelines are responsive, graphically clear, and easy to implement. Engagement activities will test and refine content at multiple stages, including stakeholder workshops, a community workshop, and a public open house. The Guidelines will include diagrams, illustrations, and GIS-based maps, and all materials will be submitted digitally..

3.1 Prepare and Submit First Draft of Urban Design Guidelines

We will develop the First Draft based on the Phase 1 outline and themes from Phase 2 engagement. It will include organized sections, illustrative diagrams, photo references, annotated maps, and draft recommendations across key focus areas (e.g., massing, streetscapes, public realm, site interface, resilience, and context sensitivity).

3.2 Prepare for Engagement Sessions (Phase 3)

We will prepare facilitation materials, design prompts, and visual presentations to guide stakeholder input. These will align with the First Draft content and focus feedback on implementation, clarity, and design quality.

3.3 Facilitate Internal and External Stakeholder Workshops (2 hrs each, Virtual)

Two workshops (one internal, one external) will be held to review the First Draft and gather feedback from diverse perspectives. Input will focus on clarity, practicality, alignment with policy frameworks, and ease of implementation.

3.4 Prepare and Submit Second Draft of Urban Design Guidelines

We will revise the Guidelines based on feedback received, with expanded or restructured content and improved graphics as needed.

3.5 Host Public Open House to Present Second Draft of Urban Design Guidelines (2 hrs, Virtual)

A virtual Open House will present the Second Draft to the public for review and feedback. Digital presentation boards, maps, and comment forms will be shared online to support input. City and consultant staff will facilitate discussion, respond to questions, and gather final feedback to inform revisions.

3.6 Prepare and Submit Final Draft Urban Design Guidelines

The final draft Guidelines will incorporate feedback from the public and City Staff and be delivered as a cohesive, fully designed document. It will include final illustrations, graphics, and GIS-based maps, and will be structured to support staff review processes and implementation.

3.7 Bi-Weekly Coordination Meetings

Refer to Task 1.7

3.8 Project Management (Ongoing)

Refer to Task 1.8




PHASE 3 DELIVERABLES

- First Draft of Urban Design Guidelines
- Phase 3 Engagement Materials
- Second Draft of Urban Design Guidelines
- Final Draft Urban Design Guidelines (formatted for publication)
- GIS File Geodatabase

LEGEND

 Engagement (Meetings, Workshops, Etc.)

 Task/Assignment

PHASE 4: IMPLEMENTATION STRATEGY

Estimated time: 1 Month

Objective: Recommend tools, processes, and actions to embed the Guidelines into regulatory, monitoring, and approvals systems.

Overview: This phase will ensure that the Urban Design Guidelines are not only visionary but actionable. We will develop an Implementation Strategy that includes recommended updates to zoning and policy documents, procedures for design review, monitoring tools, and suggestions for training and compliance. All materials will be structured to align with City processes and terminology and reviewed iteratively with staff.

4.1 Draft Implementation Strategy

The draft strategy will provide a roadmap for incorporating the Guidelines into City processes, including:

- Integration with zoning codes, permitting procedures, and site plan review processes
- Development of monitoring and evaluation metrics
- Recommendations for internal and public-facing training and education
- Communication tools to build awareness and promote consistent use across departments and audiences .

4.2 Finalize Implementation Strategy with Staff Feedback

City feedback will be incorporated into a Final Implementation Strategy, with adjustments made to language, workflows, or tools to ensure usability.

4.3 Bi-Weekly Coordination Meetings

Refer to Task 1.7

4.4 Project Management (Ongoing)

Refer to Task 1.8



PHASE 4 DELIVERABLES

- Draft Implementation Strategy
- Final Implementation Strategy (formatted as a stand-alone tool)
- GIS File Geodatabase (if applicable to implementation tools)

LEGEND

 Engagement (Meetings, Workshops, Etc.)

 Task/Assignment

PHASE 5: REVIEW, APPROVAL, AND LAUNCH

Estimated Timeline: 1.5 Months

Objective: Support City review and approval processes, prepare for public launch, and provide training to staff and stakeholders.

Overview: In the final phase, we will support the City through its review and approval process, deliver materials for a high-impact public launch, and offer training to ensure effective adoption and long-term use. We will provide final document files and any supporting materials for communication and capacity-building.

5.1 Submit Final Draft Guidelines for City Approval

We will formally submit the Final Draft Guidelines to the City staff and/or council, or other approval bodies as required by City protocols.

5.2 Revise and Finalize Urban Design Guidelines

Based on feedback from the approval process, we will prepare a revised version, including all necessary edits, and submit a final approved version.

5.3 Prepare for Public Launch Event

Our team will design a visually compelling and accessible launch event plan, including printed boards, summaries, visuals, and speaking notes. We will host a pre-launch briefing with City staff to confirm event logistics and responsibilities.

5.4 Host Public Launch Event (3 hrs, In Person)

The public launch event will introduce the final Guidelines to the community, media, and development industry. The format will combine brief presentations and informal drop-in stations, ensuring the event is both welcoming and informative. Select members of the DIALOG project team will attend in person, helping to generate excitement and buzz around the new Guidelines while answering questions and supporting community engagement.

5.5 Prepare City Staff and Stakeholder Training Materials

We will prepare a training package that includes slide decks, example case studies, quick-reference tools, and guidance on using the Guidelines in everyday planning workflows.

5.6 Deliver Training Sessions (2 Sessions, 1 hr each, Virtual)

We will host a virtual training session for City staff and key stakeholders to walk through how to apply the Guidelines in project review and implementation. A live Q&A session will follow the presentation.

5.7 Bi-Weekly Coordination Meetings

Refer to Task 1.7

5.8 Project Management (Ongoing)

Refer to Task 1.8



PHASE 5 DELIVERABLES

- Final Approved Guidelines Document
- Public Launch Package (boards, visuals, communications)
- City Staff Training Materials and Session Notes

LEGEND

 Engagement (Meetings, Workshops, Etc.)

 Task/Assignment



Fees and Proposed Schedule

Based on the requirements included in the City of Hollywood Request for Proposals document, our Team is proposing the following fees associated with producing the key project deliverables and milestones specified in our work plan. These fees are grounded in our understanding of the project scope and reflect our estimate of the time and level of effort required to complete each phase successfully.

The total cost of the project is \$232,220. The following/attached pricing table summarizes the costs associated with each phase of the project. Disbursement costs related to printing, travel, transportation, and other expenses have been distributed across each project phase.

ASSUMPTIONS

Preparation of this proposal, the associated budget, schedule, and allocated resources for each task took into account key assumptions.

It was assumed the City of Hollywood will:

- Provide all relevant information and data for the project (i.e., GIS data, base mapping, planning policies, statutory documents, etc.) to DIALOG at no cost and in a timely manner.
- Organize Internal & External Stakeholder meetings with the necessary municipal staff & other key groups.
- Circulate draft versions of the Urban Design Guidelines to internal and external stakeholders.
- Vet and compile all circulation comments on each draft of the Urban Design Guidelines before providing consolidated comments to DIALOG's project manager.
- Promote and advertise all public consultation and engagement events.

It was also assumed that DIALOG will:

- Collaboratively finalize the work plan, project schedule, and Communications and Engagement Plan in partnership with the City of Hollywood Project Manager.
- Prepare three drafts and one final version of the Urban Design Guidelines.
- Submit monthly progress reports outlining tasks completed, upcoming milestones, and any issues requiring attention.
- Prepare agendas and meeting minutes for all coordination meetings with the City of Hollywood Project Manager and Staff.
- Following final Council approval, provide the City of Hollywood with electronic versions of the Urban Design Guidelines in both InDesign and PDF formats.

The scope of work included in the fees estimated is that explicitly outlined within this proposal. Should additional services are requested, they will be subject to a separate scope and fee agreement.

Exhibit C: Pricing Table

Instructions: The vendor will provide the length of time (in months) to complete each Phase and one lump sum fee per phase. The fee must be inclusive of all phase deliverables.

Phase	Task Deliverable	Length of Time (months)	Total Fee (Lump Sum)
Phase I: Project Kickoff & Preliminary Research	Project Plan and Engagement Strategy document outlining major milestones, timeframe, and deliverables.	1.5 months	\$29,580
	Draft Outline of the Urban Design Guidelines highlighting the key sections and subsection focus areas.		
	Summary Document of existing guidelines and adopted plans for placemaking and Urban Design. The summary should highlight and carry over best practices in the existing planning documents and identify deficiencies in the development framework for environmental, social, and economic topics. These should be categorized according to the draft outline.		
Phase II: Data Collection & Stakeholder Engagement	Engagement meetings , travel, etc. This may be separated into distinct deliverables if needed.	3 months	\$40,820
	Summary Document of the community's input organized into high-level themes and categories that categorically align with the outline and Preliminary research in Deliverable 1.		
Phase III: Development of Urban Design Guidelines	Draft the Document: Develop the guidelines, focusing on principles of urban design that promote high-quality built environments and sustainable urban development. Ensure that the guidelines align with the objectives of the City of Hollywood Comprehensive Plan. The guidelines should appropriately address the diverse character across corridors, neighborhoods, and different urban contexts (coastal, urbanizing, suburban, historic areas, etc). Use a combination of text and visually appealing graphics, diagrams, renderings, and illustrations to effectively communicate the design principles and requirements that enhance their clarity and accessibility. Graphics should accompany guidelines throughout the document, as appropriate.	6 months	\$126,440
	Stakeholder Review: Share the comprehensive draft with stakeholders for feedback and conduct follow-up meetings/ workshops.		
	Final document. A digital document of the Urban Design Guidelines. This document should follow the outline and community input framework, develop guidelines, and provide supporting graphics as appropriate. This document will be highly visual and easily understood by anyone. Iterative draft edits from the Planning Staff should be expected before finalizing the document. It should also be designed to be printed.		
Phase IV: Implementation Strategy	Strategy Document for implementation of the Urban Design Guidelines. This document should be digital and text-based, and include graphics, as needed. The document should be print-ready. It should outline strategies for collaboration across city departments, divisions, and with elected officials and recommendations for code implementation. Iterative edits from the Planning Staff should be expected.	1 month	\$13,440
Phase V: Review, Approval, and Launch	Public Launch: Plan and execute a public launch event to unveil the new urban design guidelines, including presentations and distribution of materials.	1.5 months	\$21,940
	Training and Dissemination: Conduct training sessions for city staff and stakeholders on using and implementing the guidelines.		
Grand Total:			\$ 232,220

PROPOSED TIME TASK MATRIX

City of Hollywood Urban Design Guidelines – Task Matrix

Total Project Duration: 13 months

DIALOG

Urban Design, Architecture, Planning & Governance, Engagement & Facilitation, Project Management, Sustainability, GIS & Graphic Design

		Mona Lovgreen	Juan Carlos Portuese	Eleanor Mohammed	Amit Price Patel	Khatereh Baharikhooob	Stephen Loveday	Michael Mousa	Zirong Liu
		Partner-in-charge / Urban Design Lead	Strategic Design and Architecture Lead	Subject Matter Expert / Urban Governance and Planning Lead	Subject Matter Expert Urban Design	Project Manager, Community Engagement Lead	Urban Designer, Community Engagement Facilitator, & Lead Graphic Designer	Sustainability Specialist	GIS & Graphic Support
hourly rates	Duration	\$300	\$300	\$300	\$300	\$180	\$130	\$180	\$130
		(hr)	(hr)	(hr)	(hr)	(hr)	(hr)	(hr)	(hr)

Phase 1. Project Initiation and Analysis (1.5 months)

Key Objectives: Establish a clear project foundation, review existing documents, and define the structure and strategy for engagement

1.1	Prepare for Kick-Off Meeting	1.0				3.0			
1.2	Kick-Off Meeting Conduct Kick-Off Meeting with City officials and stakeholders to define scope, goals, and deliverables (In Person & Virtual, 1 hr)	2.0	2.0	1.0	1.0	4.0	4.0	1.0	
1.3	Refine & Update Project Work Plan	1.0				4.0			
1.4	Develop Engagement Strategy with milestones, roles, communications, and risk protocols	1.0	1.0			8.0	4.0		
1.5	Review Existing Guidelines and Planning Documents and prepare Summary Document of Existing Guidelines and Plans (Draft + Final)	2.0	2.0			4.0	16.0	4.0	
1.6	Develop Urban Design Guidelines Outline	4.0	4.0	2.0	2.0	8.0	16.0		
1.7	Coordination Meetings Bi-Weekly Client/Team Coordination Meetings (Virtual, 1 hr each)	3.0	3.0	1.0	1.0	3.0			
1.8	Project Management (Phase 1)					12.0			
Disbursements		\$5,000							
Phase 1 Total Hours		14	12	4	4	46	40	5	0
Phase 1 Total Fees		\$4,200	\$3,600	\$1,200	\$1,200	\$8,280	\$5,200	\$900	\$0

Deliverables (Phase 1) 1. Updated Work Plan, 2. Engagement Strategy Document, 4. Summary of Existing Guidelines and Plans (Draft + Final), 3. Urban Design Guideline Document Outline

Phase 2. Data Collection & Stakeholder Engagement (3 months)

Key Objectives: Gather data, conduct engagement, synthesize input

2.1	Gather and Analyze Spatial and Non-Spatial Data					4.0	20.0		12.0
2.2	Prepare for Engagement Sessions (Phase 2)	1.0	1.0	1.0	1.0	12.0	20.0		2.0
2.3	Internal & External Stakeholder Interviews Conduct Stakeholder Interviews with key groups (e.g., city officials, development boards, urban planners, architects, developers) (Up to 8 x 1 hr, Virtual)	4.0	4.0			8.0	8.0		
2.4	Community Representatives (CR) Visioning Workshop Facilitate CR Visioning Workshop (2 hours, In-Person)	2.0	2.0			4.0	4.0		
2.5	Online Survey Launch Online Survey					2.0	8.0		
2.6	Prepare Engagement Summary Document (Draft + Final)	1.0	1.0	1.0	1.0	12.0	40.0		
2.7	Coordination Meetings Bi-Weekly Client/Team Coordination Meetings (1 hr each, Virtual)	6.0	6.0	1.0	1.0	6.0			
2.8	Project Management (Phase 2)					12.0			
Disbursements		\$5,000							
Phase 2 Total Hours		14.0	14.0	3.0	3.0	60.0	100.0	0.0	14.0
Phase 2 Total Fees		\$4,200	\$4,200	\$900	\$900	\$10,800	\$13,000	\$0	\$1,820

Deliverables (Phase 2) 1. Phase 2 Engagement Materials, 2. Engagement Summary Document (Draft + Final) 3. GIS File Geodatabase

PROPOSED TIME TASK MATRIX

City of Hollywood Urban Design Guidelines – Task Matrix

Total Project Duration: 13 months

DIALOG

Urban Design, Architecture, Planning & Governance, Engagement & Facilitation, Project Management, Sustainability, GIS & Graphic Design

			Mona Lovgreen	Juan Carlos Portuese	Eleanor Mohammed	Amit Price Patel	Khatereh Baharikhoo	Stephen Loveday	Michael Mousa	Zirong Liu
			Partner-in-charge / Urban Design Lead	Strategic Design and Architecture Lead	Subject Matter Expert / Urban Governance and Planning Lead	Subject Matter Expert Urban Design	Project Manager, Community Engagement Lead	Urban Designer, Community Engagement Facilitator, & Lead Graphic Designer	Sustainability Specialist	GIS & Graphic Support
	hourly rates	Duration	\$300	\$300	\$300	\$300	\$180	\$130	\$180	\$130
			(hr)	(hr)	(hr)	(hr)	(hr)	(hr)	(hr)	(hr)

Phase 3. Drafting the Urban Design Guidelines (6 months)

Key Objectives: Develop high-quality, visually compelling Urban Design Guidelines that reflect research and input

3.1		Prepare and Submit First Draft of Urban Design Guidelines (including diagrams and maps)	20.0	20.0	12.0	12.0	54.0	310.0	20.0	12.0
3.2		Prepare for Engagement Sessions (Phase 3)	1.0	1.0			16.0	24.0		
3.3	Internal & External Stakeholder Workshops	Facilitate Stakeholder Workshops (1 Internal + 1 External, 2 hrs each, Virtual)	2.0	2.0			4.0	4.0		
3.4		Prepare and Submit Second Draft of Urban Design Guidelines (incorporating feedback to date)	2.0	2.0	2.0	2.0	16.0	80.0		4.0
3.5	Public Open House	Host Public Open House to Present Second Draft of Urban Design Guidelines (2 hrs, Virtual)	2.0	2.0			2.0			
3.6		Prepare and Submit Final Draft of Urban Design Guidelines	4.0	4.0	1.0	1.0	8.0	50.0	4.0	
3.7	Coordination Meetings	Bi-Weekly Client/Team Coordination Meetings (1 hr each, Virtual)	6.0	6.0	1.0	1.0	12.0	12.0	2.0	
3.8		Project Management (Phase 3)					24.0			
		Disbursements					\$1,000			
		Phase 3 Total Hours	37.0	37.0	16.0	16.0	136.0	480.0	26.0	16.0
		Phase 3 Total Fees	\$11,100	\$11,100	\$4,800	\$4,800	\$24,480	\$62,400	\$4,680	\$2,080

Deliverables (Phase 3)
 1. First Draft of Urban Design Guidelines, 2. Phase 3 Engagement Materials, 3. Second Draft of Urban Design Guidelines, 4. Final Draft of Urban Design Guidelines
 5. GIS File Geodatabase

Phase 4. Implementation Strategy (1 month)

Key Objectives: Recommend tools and actions to embed the guidelines into regulatory, monitoring, and approval processes

4.1		Draft Implementation Strategy	1.0		4.0		16.0	16.0		
4.2		Finalize Implementation Strategy with Staff Feedback	1.0		1.0		8.0	8.0		
4.3	Coordination Meetings	Bi-Weekly Client/Team Coordination Meetings (1 hr each, Virtual)	2.0	2.0			2.0	2.0		
4.4		Project Management (Phase 4)					6.0			
		Disbursements					\$1,000			
		Phase 4 Total Hours	4.0	2.0	5.0	0.0	32.0	26.0	0.0	0.0
		Phase 4 Total Fees	\$1,200	\$600	\$1,500	\$0	\$5,760	\$3,380	\$0	\$0

Deliverables (Phase 4)
 1. Draft Implementation Strategy, 2. Final Implementation Strategy 3. GIS File Geodatabase

PROPOSED TIME TASK MATRIX

City of Hollywood Urban Design Guidelines – Task Matrix
 Total Project Duration: 13 months

		DIALOG								
		Urban Design, Architecture, Planning & Governance, Engagement & Facilitation, Project Management, Sustainability, GIS & Graphic Design								
		Mona Lovgreen	Juan Carlos Portuese	Eleanor Mohammed	Amit Price Patel	Khatereh Baharikhooob	Stephen Loveday	Michael Mousa	Zirong Liu	
		Partner-in-charge / Urban Design Lead	Strategic Design and Architecture Lead	Subject Matter Expert / Urban Governance and Planning Lead	Subject Matter Expert Urban Design	Project Manager, Community Engagement Lead	Urban Designer, Community Engagement Facilitator, & Lead Graphic Designer	Sustainability Specialist	GIS & Graphic Support	
hourly rates	Duration	\$300	\$300	\$300	\$300	\$180	\$130	\$180	\$130	
		(hr)	(hr)	(hr)	(hr)	(hr)	(hr)	(hr)	(hr)	(hr)
Phase 5. Review, Approval, and Launch (1.5 months)										
Key Objectives: Gain City Approval, publicly launch the guidelines, and support City staff with training										
5.1	Submit Final Guidelines for City Approval						2.0			
5.2	Revise and Finalize Urban Design Guidelines	2.0	2.0				4.0	16.0		6.0
5.3	Prepare Public Launch Event	1.0	1.0				8.0	2.0		
5.4	Launch Event Host Public-facing Launch Event (3 hrs, In person)	3.0	3.0							
5.5	Prepare City Staff and Stakeholder Training Materials	2.0	2.0				4.0	8.0		
5.6	Training Sessions Provide training to City staff and stakeholders on using and applying the guidelines effectively (2 Sessions, 1 hr each, Virtual)	2.0	2.0				2.0			
5.7	Coordination Meetings Bi-Weekly Client/Team Coordination Meetings (1 hr each, Virtual)	3.0	3.0	1.0	1.0		3.0	1.0	1.0	1.0
5.8	Project Management (Phase 5)						10.0			
Disbursements		\$3,000								
Phase 5 Total Hours		13.0	13.0	1.0	1.0	33.0	27.0	1.0	7.0	
Phase 5 Total Fees		\$3,900	\$3,900	\$300	\$300	\$5,940	\$3,510	\$180	\$910	
Deliverables (Phase 5)		1. Final Approved Guidelines Document, 2. Public Launch Package, 3. City Staff Training Materials and Session Notes								
Subtotal hours		82	78	29	24	307	673	32	37	
Subtotal Fee		\$24,600	\$23,400	\$8,700	\$7,200	\$55,260	\$87,490	\$5,760	\$4,810	
Consultant Fees		\$232,220								
Total Fee		\$232,220								

PROPOSED PROJECT SCHEDULE

City of Hollywood Urban Design Guidelines		Jun-25					Jul-25			Aug-25			Sep-25				Oct-25			Nov-25			Dec-25				Jan-26			Feb-26			Mar-26				Apr-26			May-26			Jun-26				Jul-26													
		2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	2	9	16	23	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	6	13
Phase 1. Project Initiation and Analysis (1.5 months)																																																												
	1.1	Prepare for Kick-Off Meeting																																																										
Kick-Off Meeting	1.2	Conduct Kick-Off Meeting with City officials and stakeholders to define scope, goals, and deliverables (In Person & Virtual, 1 hr)																																																										
	1.3	Refine & Update Project Work Plan																																																										
	1.4	Develop Engagement Strategy with milestones, roles, communications, and risk protocols																																																										
	1.5	Review Existing Guidelines and Planning Documents and prepare Summary Document of Existing Guidelines and Plans (Draft + Final)																																																										
	1.6	Develop Urban Design Guidelines Outline																																																										
Coordination Meetings	1.7	Bi-Weekly Client/Team Coordination Meetings (Virtual, 1 hr each)																																																										
	1.8	Project Management (Phase 1)																																																										
Deliverables (Phase 1)		1. Updated Work Plan, 2. Engagement Strategy Document, 4. Summary of Existing Guidelines and Plans (Draft + Final), 3. Urban Design Guideline Document Outline																																																										
Phase 2. Data Collection & Stakeholder Engagement (3 months)																																																												
	2.1	Gather and Analyze Spatial and Non-Spatial Data																																																										
	2.2	Prepare for Engagement Sessions (Phase 2)																																																										
Internal & External Stakeholder Interviews	2.3	Conduct Stakeholder Interviews with key groups (e.g., city officials, development boards, urban planners, architects, developers) (Up to 8 x 1 hr, Virtual)																																																										
Community Representatives (CR) Visioning Workshop	2.4	Facilitate CR Visioning Workshop (2 hours, In-Person)																																																										
Online Survey	2.5	Launch Online Survey																																																										
	2.6	Prepare Engagement Summary Document (Draft + Final)																																																										
Coordination Meetings	2.7	Bi-Weekly Client/Team Coordination Meetings (1 hr each, Virtual)																																																										
	2.8	Project Management (Phase 2)																																																										
Deliverables (Phase 2)		1. Phase 2 Engagement Materials, 2. Engagement Summary Document (Draft + Final) 3. GIS File Geodatabase																																																										
Phase 3. Drafting the Urban Design Guidelines (6 months)																																																												
	3.1	Prepare and Submit First Draft of Urban Design Guidelines (including diagrams and maps)																																																										
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Deliverables (Phase 3)		1. First Draft of Urban Design Guidelines, 2. Phase 3 Engagement Materials, 3. Second Draft of Urban Design Guidelines, 4. Final Draft of Urban Design Guidelines 5. GIS File Geodatabase																																																										
Phase 4. Implementation Strategy (1 month)																																																												
	4.1	Draft Implementation Strategy																																																										
	4.2	Finalize Implementation Strategy with Staff Feedback																																																										
Coordination Meetings	4.3	Bi-Weekly Client/Team Coordination Meetings (1 hr each, Virtual)																																																										
	4.4	Project Management (Phase 4)																																																										
Deliverables (Phase 4)		1. Draft Implementation Strategy, 2. Final Implementation Strategy 3. GIS File Geodatabase																																																										
Phase 5. Review, Approval, and Launch (1.5 months)																																																												
	5.1	Submit Final Guidelines for City Approval																																																										
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Deliverables (Phase 5)		1. Final Approved Guidelines Document, 2. Public Launch Package, 3. City Staff Training Materials and Session Notes																																																										

Consultant Team Tasks

Project Management

Meetings and Workshops

Deliverables



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Vancouver, BC V6A 1E1
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Supplemental Information

DIALOG CORPORATE CERTIFICATIONS, COMMITMENTS AND ACCREDITATIONS

REACH Protocol for Community Scale Climate Change Adaptation

The R.E.A.C.H Protocol, developed by DIALOG and partners, is an innovative, community-scale approach to climate adaptation. Recognizing that climate change is often perceived as an abstract “hyper-object”—a concept so vast that it can feel beyond comprehension—the R.E.A.C.H Protocol bridges this gap by translating high-level climate goals into localized, actionable strategies.

“R.E.A.C.H.” stands for:

- Research
- Extent Determination
- Adaptation Strategy Development
- Consultation
- Harmonization

Unlike large-scale national or regional plans, which often overlook the specific needs of individual communities or organizations, R.E.A.C.H. integrates environmental, social, cultural, and economic dimensions into tailored strategies that empower stakeholders—including institutions, developers, and planners—to directly influence change at the community level.

The protocol goes beyond plan development by fostering an ongoing commitment to adaptation, ensuring that strategies remain responsive and informed by emerging data, evolving climate trends, and the latest science.

Currently, the R.E.A.C.H. Protocol is being piloted with a post-secondary institution, with the finalized framework expected for public release in 2026. To explore how R.E.A.C.H. can support your organization’s climate adaptation journey, contact reach@dialogdesign.ca.



B Corp Certification

DIALOG is a Certified B Corporation, joining a global movement of companies using business as a force for good. This reflects our commitment to addressing the world’s most pressing challenges—from climate change to social equity—through the power of design. Our certification requires us to uphold the highest standards of environmental and social responsibility, transparency, and accountability, including progress tracking on diversity, equity, and inclusion (DEI) initiatives, with re-certification every three years.



AIA 2030 Commitment

In 2017, DIALOG adopted the American Institute of Architects (AIA) 2030 Commitment, aiming for all projects to achieve carbon-neutral performance by 2030. Through collaboration with clients,

we strive to overcome challenges such as budget limitations, programming requirements, and evolving building codes, advocating that every new construction project contributes to a zero-carbon future.



SE 2050 Commitment

We proudly support the Structural Engineering (SE) 2050 Commitment Program, working toward significant reductions in embodied carbon in structural systems. As design

professionals, we acknowledge our responsibility to help eliminate embodied carbon in buildings and infrastructure by 2050.

Reducing Our Corporate Carbon Footprint

Beyond project-based reductions, DIALOG is taking steps to reduce our operational carbon footprint. Through a partnership with Community Forests International (CFI), we have protected 66 hectares of endangered forest in New Brunswick from clear-cutting. This initiative supports both carbon sequestration and local job growth, representing an investment in community resilience, not merely a carbon offset purchase.

128 LEED® Professionals

100+ LEED® Certified Buildings

Each DIALOG studio also runs a green building accreditation program in addition to offering courses related to high performance building. Currently, 25% of all project staff are accredited in green building certifications such as LEED®, WELL, Passive House, SITES or ENVISION.

CERTIFICATE OF INSURANCE

To Whom it May Concern:

NAMED INSURED:

Dialog Design LP
 126 Post Street, 5/F
 San Francisco, CA 94108 USA

BROKER:

Lloyd Sadd Insurance Brokers Ltd.
 Suite 100, 10120 - 103 Avenue NW
 Edmonton, AB T5J 3R6 P: (780) 483-4544

This certificate is issued as a matter of information only and confers no rights upon the certificate holder. This certificate does not amend, extend, or alter the coverage afforded by the policies below. The insurance afforded is subject to the terms, conditions, and exclusions of the applicable policy.

COMPANIES AFFORDING COVERAGE:


Company Letter "A" XL Specialty Insurance Company

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE	POLICY EXPIRY DATE	LIMIT	
A	ERRORS & OMISSIONS LIABILITY E&O Design Professionals (A&E)	DPX 9972932	November 30, 2024	November 30, 2025	\$1,000,000	Inclusive Limits/Each Claim
					\$2,000,000	Aggregate

CANCELLATION

Should the Professional Liability policy be cancelled before the expiration date thereof, the issuing company will endeavor to mail **Nil** days written notice to the certificate holder named above, but failure to mail such notice shall impose no obligation or liability of any kind upon the company, its agents or representative.

Lloyd Sadd Insurance Brokers Ltd.

Per 
 Noah Sexsmith

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – SCHEDULED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Names of Additional Insured Person(s) or Organization(s):

Any person or organization that you agree in a written contract to include as an additional insured on this Coverage Part, provided that such written contract was signed by you before, and is in effect when, the "bodily injury" or "property damage" occurs or the "personal injury" or "advertising injury" offense is committed.

Location of Covered Operations:

Any project to which a written contract with the Additional Insured Person(s) or Organization(s) in the Schedule applies.

(Information required to complete this Schedule, if not shown above, will be shown in the Declarations.)

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage", "personal injury" or "advertising injury" caused, in whole or in part, by:

- 1. Your acts or omissions; or
- 2. The acts or omissions of those acting on your behalf;

in the performance of your ongoing operations for the additional insured(s) at the location(s) designated above.

B. With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:

This insurance does not apply to "bodily injury" or "property damage" occurring, or "personal injury" or "advertising injury" arising out of an offense committed, after:

- 1. All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the location of the covered operations has been completed; or
- 2. That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

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DATE OF ISSUE: 09/09/2024

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THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.
ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – COMPLETED OPERATIONS

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):

Any person or organization that you agree in a written contract to include as an additional insured on this Coverage Part for "bodily injury" or "property damage" included in the products-completed operations hazard, provided that such contract was signed by you before, and is in effect when, the "bodily injury or "property damage" occurs.

Location And Description Of Completed Operations

Any project to which a written contract with the Additional Insured Person(s) or Organization(s) in the Schedule applies.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury" or "property damage" caused, in whole or in part, by "your work" at the

location designated and described in the schedule of this endorsement performed for that additional insured and included in the "products-completed operations hazard".

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COMMERCIAL GENERAL LIABILITY

c. Method Of Sharing

If all of the other insurance permits contribution by equal shares, we will follow this method also. Under this approach each insurer contributes equal amounts until it has paid its applicable limit of insurance or none of the loss remains, whichever comes first.

If any of the other insurance does not permit contribution by equal shares, we will contribute by limits. Under this method, each insurer's share is based on the ratio of its applicable limit of insurance to the total applicable limits of insurance of all insurers.

→ **d. Primary And Non-Contributory Insurance If Required By Written Contract**

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

- (1) The "bodily injury" or "property damage" for which coverage is sought occurs; and
- (2) The "personal and advertising injury" for which coverage is sought is caused by an offense that is committed;

subsequent to the signing of that contract or agreement by you.

5. Premium Audit

- a. We will compute all premiums for this Coverage Part in accordance with our rules and rates.
- b. Premium shown in this Coverage Part as advance premium is a deposit premium only. At the close of each audit period we will compute the earned premium for that period and send notice to the first Named Insured. The due date for audit and retrospective premiums is the date shown as the due date on the bill. If the sum of the advance and audit premiums paid for the policy period is greater than the earned premium, we will return the excess to the first Named Insured.
- c. The first Named Insured must keep records of the information we need for premium computation, and send us copies at such times as we may request.

6. Representations

By accepting this policy, you agree:

- a. The statements in the Declarations are accurate and complete;
- b. Those statements are based upon representations you made to us; and
- c. We have issued this policy in reliance upon your representations.

The unintentional omission of, or unintentional error in, any information provided by you which we relied upon in issuing this policy will not prejudice your rights under this insurance. However, this provision does not affect our right to collect additional premium or to exercise our rights of cancellation or nonrenewal in accordance with applicable insurance laws or regulations.

→ **7. Separation Of Insureds**

Except with respect to the Limits of Insurance, and any rights or duties specifically assigned in this Coverage Part to the first Named Insured, this insurance applies:

- a. As if each Named Insured were the only Named Insured; and
- b. Separately to each insured against whom claim is made or "suit" is brought.

8. Transfer Of Rights Of Recovery Against Others To Us

If the insured has rights to recover all or part of any payment we have made under this Coverage Part, those rights are transferred to us. The insured must do nothing after loss to impair them. At our request, the insured will bring "suit" or transfer those rights to us and help us enforce them.

9. When We Do Not Renew

If we decide not to renew this Coverage Part, we will mail or deliver to the first Named Insured shown in the Declarations written notice of the nonrenewal not less than 30 days before the expiration date.

If notice is mailed, proof of mailing will be sufficient proof of notice.

SECTION V – DEFINITIONS

- 1. "Advertisement" means a notice that is broadcast or published to the general public or specific market segments about your goods, products or services for the purpose of attracting customers or supporters. For the purposes of this definition:
 - a. Notices that are published include material placed on the Internet or on similar electronic means of communication; and
 - b. Regarding websites, only that part of a website that is about your goods, products or services for the purposes of attracting customers or supporters is considered an advertisement.

occupational therapist or occupational therapy assistant, physical therapist or speech-language pathologist; or

(b) First aid or "Good Samaritan services" by any of your "employees" or "volunteer workers", other than an employed or volunteer doctor. Any such "employees" or "volunteer workers" providing or failing to provide first aid or "Good Samaritan services" during their work hours for you will be deemed to be acting within the scope of their employment by you or performing duties related to the conduct of your business.

3. The following replaces the last sentence of Paragraph 5. of **SECTION III – LIMITS OF INSURANCE:**

For the purposes of determining the applicable Each Occurrence Limit, all related acts or omissions committed in providing or failing to provide "incidental medical services", first aid or "Good Samaritan services" to any one person will be deemed to be one "occurrence".

4. The following exclusion is added to Paragraph 2., **Exclusions**, of **SECTION I – COVERAGES – COVERAGE A – BODILY INJURY AND PROPERTY DAMAGE LIABILITY:**

Sale Of Pharmaceuticals

"Bodily injury" or "property damage" arising out of the violation of a penal statute or ordinance relating to the sale of pharmaceuticals committed by, or with the knowledge or consent of the insured.

5. The following is added to the **DEFINITIONS** Section:

"Incidental medical services" means:

- a. Medical, surgical, dental, laboratory, x-ray or nursing service or treatment, advice or instruction, or the related furnishing of food or beverages; or
- b. The furnishing or dispensing of drugs or medical, dental, or surgical supplies or appliances.

6. The following is added to Paragraph 4.b., **Excess Insurance**, of **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS:**

This insurance is excess over any valid and collectible other insurance, whether primary, excess, contingent or on any other basis,

that is available to any of your "employees" for "bodily injury" that arises out of providing or failing to provide "incidental medical services" to any person to the extent not subject to Paragraph 2.a.(1) of Section II – Who Is An Insured.

K. MEDICAL PAYMENTS – INCREASED LIMIT

The following replaces Paragraph 7. of **SECTION III – LIMITS OF INSURANCE:**

7. Subject to Paragraph 5. above, the Medical Expense Limit is the most we will pay under Coverage C for all medical expenses because of "bodily injury" sustained by any one person, and will be the higher of:

- a. \$10,000; or
- b. The amount shown in the Declarations of this Coverage Part for Medical Expense Limit.

L. AMENDMENT OF EXCESS INSURANCE CONDITION – PROFESSIONAL LIABILITY

The following is added to Paragraph 4.b., **Excess Insurance**, of **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS:**

This insurance is excess over any of the other insurance, whether primary, excess, contingent or on any other basis, that is Professional Liability or similar coverage, to the extent the loss is not subject to the professional services exclusion of Coverage A or Coverage B.

M. BLANKET WAIVER OF SUBROGATION – WHEN REQUIRED BY WRITTEN CONTRACT OR AGREEMENT

The following is added to Paragraph 8., **Transfer Of Rights Of Recovery Against Others To Us**, of **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS:**

If the insured has agreed in a written contract or agreement to waive that insured's right of recovery against any person or organization, we waive our right of recovery against such person or organization, but only for payments we make because of:

- a. "Bodily injury" or "property damage" that occurs; or
- b. "Personal and advertising injury" caused by an offense that is committed; subsequent to the signing of that contract or agreement.



THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

BLANKET ADDITIONAL INSURED

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM
MOTOR CARRIER COVERAGE FORM

The following is added to Paragraph **c.** in **A.1., Who Is An Insured**, of **SECTION II – COVERED AUTOS LIABILITY COVERAGE** in the **BUSINESS AUTO COVERAGE FORM** and Paragraph **e.** in **A.1., Who Is An Insured**, of **SECTION II – COVERED AUTOS LIABILITY COVERAGE** in the **MOTOR CARRIER COVERAGE FORM**, whichever Coverage Form is part of your policy:

This includes any person or organization who you are required under a written contract or agreement

between you and that person or organization, that is signed by you before the "bodily injury" or "property damage" occurs and that is in effect during the policy period, to name as an additional insured for Covered Autos Liability Coverage, but only for damages to which this insurance applies and only to the extent of that person's or organization's liability for the conduct of another "insured".

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

BLANKET WAIVER OF SUBROGATION

This endorsement modifies insurance provided under the following:

AUTO DEALERS COVERAGE FORM
BUSINESS AUTO COVERAGE FORM
MOTOR CARRIER COVERAGE FORM

The following replaces Paragraph **A.5., Transfer of Rights Of Recovery Against Others To Us**, of the **CONDITIONS** Section:

5. Transfer Of Rights Of Recovery Against Others To Us

We waive any right of recovery we may have against any person or organization to the extent

required of you by a written contract executed prior to any "accident" or "loss", provided that the "accident" or "loss" arises out of the operations contemplated by such contract. The waiver applies only to the person or organization designated in such contract.



Team Resumes



MONA LOVGREEN

AIA, LEED® AP BD+C, Partner



Role: Partner in Charge / Urban Design Lead



Mona Lovgreen is a visionary architect and a strategic leader, recognized for her transformative approach to design, innovation, and community-building. Since relocating to San Francisco in 2017, she has been pivotal in establishing DIALOG's first U.S. studio, growing it into a hub for purpose-driven, world-class design. Her leadership has expanded the studio's reach into new markets while fostering a collaborative, startup-like culture.

Mona's architectural philosophy emphasizes empathy, context, and human-centered design, creating spaces that inspire and connect communities. Her award-winning work on the Denver River Mile—a 15-million-square-foot mixed-use urban design project—showcases her ability to transform complex environments into thriving destinations. Her extensive portfolio includes large-scale mixed-use, transit-oriented development, residential, workplace, and master planning projects across the US and internationally.

Mona's dedication to advancing design excellence aligns with DIALOG's mission to improve communities and environments, transcending geographic and organizational boundaries.

EDUCATION

Master of Architecture, University of British Columbia

Master of Urban Design, National University of Singapore, (Academic Exchange)

Bachelor of Environmental Design, University of British Columbia

TEACHING

Adjunct Professor, University of California at Berkeley - Master of Urban Design, Advanced Urban Design Studio

CERTIFICATIONS

Registered Architect, AIA California, Colorado, New York, Oregon

NCARB Certified

Registered Architect, Architectural Institute of British Columbia (AIBC)

LEED AP (BD+C), Cascadia Green Building Council

SELECT PROJECT EXPERIENCE

Richmond Transit-Oriented Mixed-Use Development, Vancouver, BC

Denver River Mile Master Plan, Denver, CO

Arena Larkin Master Planning, Malaysia

Discovery City Master Planning, Malaysia

Al Hussain Plaza Urban Design, Cairo, Egypt

SFSU Housing Offices and Cafe, SF, CA

Alameda Day Center, Alameda, CA

Netflix Headquarter, Vancouver, BC

Confidential Master Planning Village Envisioning Project, Bentonville, AR

Emeryville Science and Tech Campus, Emeryville, CA

Fred Finch Youth Center, Oakland, CA

BVF Workplace Design, San Francisco, CA

Calypso Technology Headquarters Workplace Design, San Francisco, CA

Confidential Tech Company Design Concept, San Francisco, CA

West Mixed Use Development, Calgary, AB

Confidential FinTech Corporate Workplace, San Francisco, CA

Asia Alternative Office Design, San Francisco, CA

Air Protein Headquarter, San Francisco, CA

Davis Wright Tremaine Law Firm, Los Angeles, CA

East Hastings Street Residential Development, Vancouver, BC

Midtown Residential Development, Kelowna, BC

Eleven 50 Multi-Family Residential Development, Vancouver, BC

Arbutus Village Residential Development, Vancouver, BC

Lakeshore Ave Residential, Kelowna, BC

8220-8280 Alexandra Road Mixed Use Development, Richmond, BC

Alder Street Multi-Family Residential Complex, North Vancouver, BC

Currie Barracks Redevelopment, Calgary, AB

North Road Mixed Use, Coquitlam, BC

Willingdon Mixed Use Development, Burnaby, BC

Renfrew Business Park, Vancouver, BC

Renfrew and Kaslo Mixed Use Development, Vancouver, BC

MONA LOVGREEN

AIA, LEED® AP BD+C

Partner

PROFESSIONAL INVOLVEMENT

ULI District Board of Directors

ULI District - Chair of Mission Advancement

Urban Revitalization Council (National Product Council) Co-Chair and Past Membership Chair

SFNOMA Member, 2024

SPUR Urban Revitalization Committee - Board Member

SPUR Planning and architecture Committee - Board Member

ULI Fall 2020 Conference Host Committee Tours Chair

ULI Bay Area Committee Past-Chair

PRIOR TO DIALOG

Oakridge Center Redevelopment, Vancouver, BC

Kwantlen Polytechnic University Renovation, Richmond, BC

Brentwood Town Center Transit-Oriented Mixed-Use Development, Burnaby, BC

Anvil Community Center, New Westminster, BC

Britannia Community Center, Vancouver, BC

Halifax Street Office Building, Burnaby, BC

Semiahmoo Mixed-Use Development, Surrey, BC

Private School Campus - Morning Star Foundation, Maple Ridge, BC

LDS Temple - The Church of Jesus Christ of Latter-Day Saints, Langley, BC

IKEA, Richmond, BC

AWARDS + COMPETITIONS

AIA SF Urban Design Award Jury, 2021

The American Planning Association Colorado Merit Award for Sustainability and Environmental Planning, River Mile Project, 2020

AIA American Institute of Architects- Colorado-Award in the Planning Category to Denver River Mile Project, 2019

ULI San Francisco, Most Engaged Board Member, 2019

AIBC Recognition Award, 2017

LEE Foundation Award, Outstanding Design in Urban Design Studio, National University of Singapore, 2009

JUAN CARLOS PORTUESE

MARCH, BARCH, Partner, Architect



Role: Strategic Design and Architecture Lead



Juan Carlos is an award-winning architect with 24 years of experience, recognized for his design leadership, creative thinking, and successful delivery of complex architectural projects and large scale master plans. His dedication to understanding architecture's role in the world and its connection to culture, emphasizes its responsibility to enhance human experiences and the environment we inhabit. Each project he undertakes exemplifies a harmonious balance between high aspirations, aesthetic appeal, cultural integration, technical advancement, and practical needs.

Juan has successfully led the creative strategy, design, development, and management of numerous projects, across a multitude of market sectors including large scale master plans, mixed-use residential, healthcare, higher education, K-12 Schools, civic buildings, and sports and recreation centers across Canada, the US, and internationally. He is passionate about building dynamic, collaborative teams that strive for excellence. His leadership and visionary approach consistently result in exceptional architectural achievements.

EDUCATION

Master of Architecture, Southern California Institute of Architecture, 2007

Bachelor of Architecture, Universidad Rafael Urdaneta, Maracaibo, Venezuela, 2000

PROFESSIONAL AFFILIATIONS

Architect, Ontario Association of Architects (OAA)

Architect, Royal Architectural Institute of Canada (RAIC)

International Associate, American Institute of Architects

Architect, Venezuela. Colegio de Ingenieros de Venezuela

SELECT PROJECT EXPERIENCE

Mina Rashid Waterfront Master Plan, Dubai, UAE

University of Toronto Institute for Technology and Society Master Plan. Toronto*

Vedanta University Master Plan and Teaching Hospital, Orissa, India*

Tata Consultancy Service Sahyadri Park Campus Master Plan and Architecture, Pune, India*

Harbor-UCLA Medical Center Master Plan, Carson, California, USA*

Zonamerica Office Campus Master Plan, Cali, Colombia*

Arthur J.E. Child Comprehensive Cancer Center, Calgary, AB

Toronto Western Hospital Surgical and Patient Tower, Toronto, ON

Seneca Polytechnic, Health & Wellness Center, Toronto, ON

Centennial College, A-Building, Toronto, ON

Seeker Labs, Catalyst at 77 Wade, Toronto, ON

Peel Regional Police Operational Support Facility, Brampton, ON

Peel Regional Police, 23 Division, Brampton, ON

Esquimalt Residential Development, Esquimalt, BC

EllisDon Community Builders Housing Base program, London, ON

Western University Amit Chakma Engineering Building, London, ON*

University of Toronto Mississauga Maanjiwe Nendamowinan Building, Mississauga, ON*

San Jose State University Student Union, San Jose, California, USA*

Oak Ridges Library, Richmond Hill, ON*

Pitt River Middle School, Port Coquitlam, BC*

Northwest Burton Elementary, Porterville, California, USA*

Kaiser Permanente Diamond Bar Medical Offices, Diamond Bar, CA*

University Health System, University Hospital, San Antonio, TX*

Hajj Hotel, Madinah, Saudi Arabia*

Ministry of Interior Medical Center, (Sports & Recreation, Retail & Commercial and Nurses Fitness Center), Jeddah, Saudi Arabia*

JUAN CARLOS PORTUESE

MARCH, BARCH, Partner,
Architect

AWARDS + COMPETITIONS + JURIES

AIA Henry Adams Award – Southern California
Institute of Architecture, Los Angeles, USA,
2007

Best Thesis Award – Universidad Rafael
Urdaneta, Maracaibo, Venezuela, 2000

RTC GADA – 2024 Institutional Built

Architizer A+Awards – 2024 Winner
Educational Interiors – Centennial College
A-Block

The Architecture MasterPrize – 2024 Other
Interior Design – Centennial College A-Block

OAA – 2024 Design Excellence Awards Winner
– Centennial College A-Block

OAA – 2024 People's choice – Centennial
College A-Block

Architect's Newspaper Best of Design - 2024
Social Good – Centennial College A-Block

Wood Design & Building Awards - 2024
Woodworks Ontario Awards – Centennial
College A-Block

Interior Design Magazine - 2024 Best of Year –
Centennial College A-Block

FSC - 2024 Leadership award – Centennial
College A-Block

IDC - 2024 VODA – Centennial College A-Block

BLT Awards - 2024 Institutional Interior
Design – Centennial College A-Block

CertainTeed Gypsum Trophy Awards - Canada
Winner – Centennial College A-Block

Canadian Interiors Best of Canada – 2023
Single Detail winner – Centennial College
A-Block

AIA Canada Society – 2023 Award of Merit –
Centennial College A-Block

CGAGBC – 2024 New Construction – Centennial
College A-Block

Architizer A+Awards – 2021 Special Mention
Unbuilt Educational – Centennial College
A-Block

RTC GADA – 2020 Institutional Concept –
Centennial College A-Block

The Architecture MasterPrize - 2024
Honorable Mention – Toronto Western Hospital

ACD GADA - 2024 1st PLACE Interiors
Healthcare/Wellness (Concept) – Toronto
Western Hospital

ACD GADA - 2024 3rd PLACE Architecture
Healthcare/Wellness (Concept) – Toronto
Western Hospital

CaGBC Excellence Award for New Construction
– Western University Amit Chakma
Engineering Building, London, ON

IIDA Global Excellence Award – University
of Toronto Mississauga Maanjiwe
Nendamowinan Building, Mississauga, ON

2015 AIBC Lieutenant Governor of British
Columbia Award in Architecture – Pitt River
Middle School, Port Coquitlam, BC

2019 Design-Build Competition Winner
– Centennial College A Block Expansion,
Scarborough, ON

Design-Build Competition Winner – Calgary
Cancer Centre, Calgary, AB

Kaiser Permanente Small Hospital Big Idea
Competition Winner, Southern California, USA,

Port Rashid Waterfront Master Plan
Competition Winner, United Arab Emirates

Design-Build Competition – University of
Toronto Mississauga North Building Phase B
Design-Build Competition, Mississauga, ON

ELEANOR MOHAMMED

RPP, MCIP, MTCP, EP, PARTNER, URBAN DESIGN AND PLANNING



Role: Advisor / Subject Matter Expert - Urban Governance and Planning



Eleanor is an award-winning executive leader, governance expert, and visionary urban planner with over 20 years of transformative impact across public, private, and not-for-profit sectors in Canada and internationally. As Chair of the UN-HABITAT Professionals Forum, Co-Chair of UN-HABITAT Planners for Climate Action, and a Board Director at Canada's National Capital Commission, she drives local and global initiatives in sustainable city-building and climate resilience.

Eleanor has led projects spanning sustainable development advocacy and international collaboration. Her extensive public sector experience includes city planning, sustainable development advocacy, and international collaboration, implementing statutory and strategic land use plans, policies, sustainability initiatives, and economic development strategies. Renowned for her inspiring keynotes and heartfelt leadership, Eleanor is a passionate advocate for resilient communities, equitable engagement, and meaningful change.

EDUCATION

Urban Leadership eXchange certificate, IMIX Executive Program, University of Toronto, 2021

Certificate, International Organizations and Management, University of Cape Town, 2021

Certificate, Research for Action, Oxfam and the University of Geneva, 2021

Certificate, GBA+ Gender Based Analysis Plus, Government of Canada, 2019

Master of Arts (Distinction) Town and Country Planning, University of the West of England, 2013

Certificate, International Association of Public Participation (IAP2), Edmonton, 2013

Bachelor of Arts (Honours), Environmental Management, Major - Geography, University of Toronto, 2003

PROFESSIONAL MEMBERSHIPS

Chair, UN-HABITAT Professionals Forum, Nairobi, Kenya

Co-Chair, UN-HABITAT Planners for Climate Action, Nairobi Kenya

Board Director, National Capital Commission, Ottawa, Ontario, Canada

Member, Past President, Commonwealth Association of Planners, Edinburgh, Scotland

Member, American Planning Association, Washington D.C., USA

SELECT PROJECT EXPERIENCE

National Policy*

During her time as President of the Canadian Institute of Planners, Eleanor led the creation of influential national practice policies, including: the Policy on Healthy Communities Planning; the Policy on Planning Practice and Reconciliation; the Policy on Climate Change Planning; and the Equity, Diversity, and Inclusion Road Map. The purpose of creating these policies was to embed novel approaches and practices for professional planners across Canada. The cascade effect from this work shows up in modernized policies in all levels of government across Canada and the various sectors where professional planners practice.

Provincial Regional Land Use Plans*

While at the Province of Prince Edward Island, in 2022 Eleanor authored the road map for the Island's first ever land use plan. Between 2012 and 2014, Working with the Government of Alberta, Eleanor led a writing team in the preparation of Profiles and Terms of Reference for the North Saskatchewan, Upper Athabasca, Upper Peace, Lower Peace, and Red Deer Regional Plans. Research, local context, and regional datasets were synthesized to present a current synopsis of each region, along with identification of key issues, and future potential trade-offs. These documents were to be utilized throughout the planning process for the development of each respective draft regional plan. Eleanor was also a stakeholder engagement facilitator for the South Saskatchewan Plan Phase 2 Consultation and a regional land-use issues identification workshop with internal government ministries during this time.

Metropolitan Planning*

Understanding the importance and benefits of seamless boundaries, shared resources, and intermunicipal relationships, Eleanor was responsible for the City of Beaumont team that negotiated the tri-party Intermunicipal Framework between Beaumont, the City of Edmonton, and Leduc County, Alberta. She was on the 2020 Advisory Group for the Edmonton Metropolitan Regional Servicing Plan. She was a member of the Plan Update Task Force for the 2017 Re-Imagin. Plan. Build. - Edmonton Metropolitan Regional Plan.

Urban Planning*

As a highly experienced Urban Planner, Eleanor has led, facilitated, authored, amended, and contributed to many city-levels plans and development/land use bylaws. Most recently at the City of Charlottetown, Eleanor was responsible for the development of the City's new 2025 Official Plan and the implementation of the amended 2023 short-term rentals bylaw. During her time at the City of Beaumont, Alberta she oversaw the development of the 2020 Our Centerville Area Redevelopment Plan, led the drafting of the 2020 Our Connectivity: Transportation Master Plan and the 2019 Our Complete Community - Municipal Development Plan. She also oversaw the development of the Our Zoning Blueprint: Beaumont Land Use Bylaw in 2019. In 2013, working on projects in Saskatchewan, Eleanor provided the background research and environmental planning recommendations for the City Center Plan for Downtown Saskatoon and the Southwest Concept Plan for the Corman Park - Saskatoon Planning District. Also in 2013, she provided the environmental planning component for the Uniquely Stoney Plain Municipal Development Plan.

ELEANOR MOHAMMED

RPP, MCIP, MTCP, EP

Principal Partner

Urban Design and Planning

PROFESSIONAL MEMBERSHIPS

Member, Past President, Canadian Institute of Planners, Ottawa, Ontario, Canada

Registered Professional Planner, Planning Institute of British Columbia, Alberta Professional Planners Institute (Past President), Ontario Professional Planners Institute, Prince Edward Island Institute of Planners, Canada

ADDITIONAL EXPERIENCE*

Official Community Plan, City of Charlottetown, Prince Edward Island

UN-HABITAT Terms of Reference, Nairobi, Kenya

Strategic Plan, Canadian Institute of Planners, Ottawa, ON

Strategic Plan, Commonwealth Association of Planners, Edinburgh, Scotland

Our Centerville Area Redevelopment Plan, Beaumont, AB

Our Connectivity: Transportation Master Plan, Beaumont, AB

Our Complete Community Municipal Plan, Beaumont, AB

Beaumont Strategic Plan, Beaumont, AB

Profiles and Terms of Reference for North Saskatchewan, Upper Athabasca, Upper Peace, Lower Peace, and Red Deer Regional Plans, Government of Alberta

City Center Plan for Downtown Saskatoon, Saskatoon Planning District

* Completed prior to joining DIALOG.

AMIT PRICE PATEL

AIA, AIBC, Architect (CO, CA, WA), AICP, NCARB, LEED® AP, Partner



Role: Advisor / Subject Matter Expert – Urban Design



At the heart of Amit's work is a commitment to improving the overall quality of life in our cities and creating inclusive urban spaces that foster opportunity and human connection. These principles form the foundation of his work as both an architect and a city planner. Through design and engagement, Amit addresses disparities in economic history, issues of equity, and limited access to great design in order to create beautiful and sustainable places that allow all people to thrive.

Amit has led several award-winning, mixed-use infill urban buildings and neighborhood master plans that address the climate and housing crises faced globally. Amit's current projects include the transformation of parking lots into a 35 acre high density sustainable transit oriented community, design guidelines and social housing for Indigenous communities, and a modular, mass timber prototype for mixed-use, multigenerational housing. He serves as a design expert for the Mayors Institute on City Design and the Brightside Community Homes Foundation. Prior to joining DIALOG, Amit was a Principal at SITELAB Urban Studio, and Urban Design Lead/Principal at David Baker Architects.

EDUCATION AND TEACHING

Master of Architecture, Master of City Planning, University of California College of Environmental Design, Berkeley, CA, 2002

Adjunct Professor, University of California at Berkeley. Master of Urban Design, Advanced Urban Design Studio. 2023

Gender-based Analysis Plus (GBA+) Course, 2021

Bachelor of Arts (Architecture), Washington University School of Architecture, 1997

PROFESSIONAL INVOLVEMENT

Brightside Community Homes Foundation, Commercial Real Estate Committee, (2024)

East Bay Housing Organizations (EBHO) Board Member (2017-2020)

American Planning Association Certified Planner (2015-present)

LEED® Accredited Professional

University of California Berkeley, Advanced Urban Design Studio Instructor (2023)

Urban Land Institute, Full Member (2014-present)

American Institute of Architects Member #38000140 (2009-present)

Licensed Architect - California, Washington, Colorado

SELECT PROJECT EXPERIENCE

PLANNING AND URBAN DESIGN

Capstan Station Public Realm Integration Study | Richmond, BC | 2023

Scott Road Transit Oriented Community Village Design Vision | Surrey, BC | 2022 | 35 acres

Industry, Arts, and Innovation District Action Plan | Victoria, BC | 2024

City of Colwood, Small Lot Infill Guidelines | Colwood, BC | 2019

City of Courtenay, Official Community Plan and Climate Action Plan | Courtenay, BC | 2022

City of Leduc, Downtown Housing Opportunities Study | Leduc, AB | 2023

City of Maple Ridge, Town Center Visioning | Maple Ridge, BC | 2020

City of Victoria, Urban Design Guidelines for Multi-Unit Rental and Destination Zoning | Victoria, BC | 2022

District of Oak Bay, Infill Housing Guidelines | Oak Bay, BC | 2022

Gorman Neighborhood Structure Plan Feasibility Studies | Edmonton, AB | 2024

MOTI Lougheed Station Bus Exchange and Mixed-Use Development | Burnaby, BC | 2024

Metro Vancouver Workshop - Streamlining Housing Production | Vancouver, BC | 2024

Ocean Breeze Village Master Plan and Housing Typologies | Halifax, NS | Ongoing

Redwood Heights Master Plan and Housing Typologies | Surrey, BC | 2021

Seymour Village Mixed Use Development Design Guidelines | North Vancouver, BC | 2024

Southwest False Creek: Housing Typologies/ Feasibility Studies | Vancouver, BC | 2016

TransLink Nanimo Station Bus Exchange Redevelopment Study | Vancouver, BC | 2024

TransLink Dunbar Station Bus Exchange Redevelopment Study | Vancouver, BC | 2024

TransLink Sperling Station Bus Exchange Redevelopment Study | Burnaby, BC | 2022

The Views: 1550-unit Hillside Student Housing Master Plan | Kelowna, BC | 2023

RESIDENTIAL

City of Vancouver Social Housing Design Testing | Vancouver, BC | 2024

Burnaby Housing Authority 10th and Newcombe Social Housing Feasibility Study | Burnaby, BC | 2024

CMHC Housing Accelerator Affordable Housing prototype | London, ON | 2024

Rapid Modular Housing Initiative - Estítkw &

AMIT PRICE PATEL

AIA, AIBC, Architect (CO, CA, WA), AICP, NCARB, LEED® AP Partner

Eskékwí7ch Tl'a Sp'ákw'us Place Supportive Housing | North Vancouver and Squamish, BC | 2023 & 2024

BC Housing, RayCam Renew Community Center and Indigenous Housing | Vancouver, BC | Ongoing

Aboriginal Land Trust, X ápay ay - Place of Cedars, Affordable Housing | Vancouver, BC | Ongoing

Fort Nelson Supportive Housing: 19 Modular Units | Fort Nelson, BC | 2020

Meares St. Youth Supportive Housing: 50 Modular Units | Victoria, BC | 2023

Métis Nation BC - 41 Unit Family Housing + Community Space Project | Invermere, BC

Métis Nation BC - 160 Unit Student/Family Housing + Childcare + Community Space Master Plan | Terrace, BC

Métis Nation BC - Affordable Housing Feasibility Study | Kamloops, BC

Nanaimo Supportive Housing | Nanaimo, BC | 2021

Silvera Bridges Senior Housing | Calgary, AB | Ongoing | 2021

PRIOR TO DIALOG

Woodland Park Communities 3800-unit Mixed income/Mixed use Master Plan | East Palo Alto, CA ^{1,2}

Boom Pop Park | East Palo Alto, CA ¹

Bridge Pop Park | East Palo Alto, CA ¹

Vallco Mall Redevelopment 4000-unit Urban Design Study and Test Fit | Cupertino, CA ¹

Stanford Research Park 10,000-unit Urban Design Study and Phase 1 Test Fit | Palo Alto, CA ¹

Tasman East: Framework Plan, Design Guidelines, Landscape Plan | Santa Clara, CA ¹

Google North Bayshore: Urban Design, Framework Plan, Housing Typologies | Mountain View, CA ¹

Stonestown Mall TOD, Mixed-Use Master Plan, Community Engagement | San Francisco, CA ¹

Pier 70 Waterfront Redevelopment: Urban Design, Design Guidelines, Housing Typologies | San Francisco, CA ^{1,2}

Delmas Park Teacher Housing | San Jose, CA ²

Art Ark Artist Affordable Housing | San Jose, CA ²

Ironhorse Apartments: 99-unit Affordable Family Housing | Oakland, CA ²

Central Station Market and Artist Housing: Feasibility Studies | Oakland, CA ²

SPARC-it-place: Pop-up Community Market, Oakland, CA ²

Kinsell Commons: 22-unit Habitat for Humanity Housing | Oakland, CA ²

20th and Wood: Family Housing Feasibility Studies | Oakland, CA ²

Oakland Pedestrian Master Plan: Urban Design, Design Guidelines | Oakland, CA ³

SFMTA Potrero Bus Yards, Mixed-income Housing/Bus Garage Joint Development Massing Studies, Community Engagement, EIR Support | San Francisco, CA ¹

SFMTA Small Lots Study, Mixed-income Housing Feasibility Studies | San Francisco, CA ²

Port of San Francisco Pier Adaptive Re-use Feasibility Studies: Site Analysis, Concept Design | San Francisco, CA ¹

Davis Senior Building: 121-unit Senior Housing with Senior Center | San Francisco, CA ²

2675 Folsom Street: 117-unit Mixed-income Housing | San Francisco, CA ²

1965 Market Street: 96-unit Market Rate Housing | San Francisco, CA ²

Bayview Hill Garden: 73-unit Housing for formerly Homeless Families | San Francisco, CA ²

Pacific Pointe 32-unit Affordable Family Housing | San Francisco, CA ²

Fillmore Park: 32-unit Affordable Ownership Family Housing | San Francisco, CA ²

Richardson Apartments: 120-unit Affordable Housing for formerly Homeless Individuals | San Francisco, CA ²

Station Center TOD: 157-unit Affordable Family Housing | Union City, CA ²

Lee Walker Heights: 400-unit Mixed-income Housing Master Plan | Asheville, NC ²

HONOURS

APA Planner profile and video interview (2019)

APA Northern California Emerging firm of the year and State of California firm of the year for SITELAB (2018), Contributor

Multiple design awards for several David Baker Architects projects, including several

AMIT PRICE PATEL

AIA, AIBC, Architect (CO, CA, WA), AICP, NCARB, LEED® AP Partner

infill housing projects and an international competition for a new mixed-use neighborhood (2010-2017), Project Lead/ Co-designer

Design Futures Council Emerging Sustainability Leader (2010)

Miami Waterfront Design Competition (2010) First place, Co-designer

Urban Re:vision Competition Dallas (2009), Finalist, Co-designer

Portland Courtyard Housing Design Competition (2007), Commendation, Co-designer

San Francisco Prize Octavia Boulevard Housing Design Competition (2005), First Place, Designer

Boston Society of Architects In Pursuit of Housing Competition (2005), Award of Honor, Co-designer

US Green Building Council Design Competition (2004) First Place, Co-designer

Branner Traveling Fellowship (2002), to study the regeneration of high-rise modernist housing

Raymond L. Watson Scholarship for Community Design (2001), Co-designer

Competition for the Transformation of Red Location, Port Elizabeth, South Africa (1998) Worked on first place and fourth place designs for a cultural campus with the first Apartheid Museum in South Africa.

LEADERSHIP + ADVOCACY

Mayors Institute on City Design, Design Expert New Orleans (2013), Albuquerque (2019)

Knight Foundation Public Space Fellowship, Applicant Reviewer (2019)

East Bay Housing Organizations, Board Member (2017-present)

ULI Policy and Practice Committee and Housing the Bay Summit Working Group Co-chair (2017-present)

Architects Designs Planners for Social Responsibility, National Board President and Vice President (2011-2014)

Affordable Housing Design Leadership Institute, Design Expert (2013)

SELECTED TALKS

"A Neighborhood that Works: The Transformation of Urban Industrial Lands" Urban Land Institute British Columbia, 2024

"Potrero Yard Modernization Project Predevelopment & Procurement" San Francisco Planning and Urban Research Urban Infrastructure Council (2021)

"Inclusive Housing Successes; Inclusive Community Aspirations", APA National Conference, San Francisco (2019)

"Construction for Urban Design", Urban Land Institute City Training Series, San Jose (2019)

"Design for Density", APA National Conference, New Orleans (2018)

"Building Complete Neighborhoods", San Mateo Urban Design Forum (2017)

"Complete Neighborhoods", Palo Alto Forward/Imagine Menlo Park (2017)

"Design for Affordability", "How to Talk Architect", APA National Conference, New York City (2017)

"Healthy Senior Housing" keynote, Multifamily Executive National Conference, Las Vegas (2015)

"Design for Affordability", APA California Conference, Sacramento (2017)

"Freeway Removal: Repairing the Urban Fabric", APA California Conference, Pasadena (2016)

"Demystifying Density", APA California Conference, Oakland (2015)

"Housing for the Homeless," Perkins + Will Urban Design Leadership group (2013)

SELECTED PUBLICATIONS, ARTICLES, AND EXHIBITIONS

"With cafes and restaurants, senior housing is opening itself up to the public", interview, Fast Company, 2024

"American Cities Have a Conversion Problem, and It's Not Just Offices" Interview. New York Times, 2023

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AIA, AIBC, Architect (CO, CA, WA), AICP, NCARB, LEED® AP Partner

“Kinky Streets”, SPUR magazine (2018)

“9 Ways to Build Community with Urban Housing”, contributor to exhibition at Cooper Hewitt Museum, New York City (2016)

“11 Strategies for Building Community with Affordable Housing”, Urban Land magazine, Co-author (2015)

“India’s Shared Streets”, David Baker Architects blog (2015)

“The Medellin Model”, David Baker Architects blog (2014)

“Human Rights Housing”, Places magazine, Co-author (2013)

“For the Greater Good”, Architect magazine profile (2008)

“Green Adaptive Reuse”, Dwell magazine, Co-author (2007)

KHATEREH BAHARIKHOOB

OALA, CSLA, CPTED, IAP2, GBA+



Role: Project Manager, Community Engagement Lead



Khaterah (Khat) Baharikhooob is a seasoned urban designer, landscape architect, and engagement specialist with a proven track record of delivering innovative, people-centered solutions to complex urban challenges. Focused on creating vibrant, inclusive, and sustainable communities, Khat excels at designing spaces that respond to stakeholder priorities and enhance quality of life. As an IAP2-trained public participation facilitator and advocate for inclusive urban spaces, Khat champions equitable processes that amplify diverse voices and foster meaningful dialogue. Her facilitation expertise bridges perspectives, transforming complex ideas into actionable design solutions.

Khat's ability to manage complex projects is underpinned by her detail-oriented mindset, effective communication, and commitment to delivering solutions on time and within budget. Beyond the physical realm, her work fosters a sense of belonging and connection, reflecting her deep understanding of community dynamics and dedication to shaping inclusive, resilient, and vibrant urban spaces.

EDUCATION

Master of Urban Design, University of Toronto, 2012

Bachelor of Architecture, Shiraz University, 2009

PROFESSIONAL AFFILIATIONS

Member, Ontario Association of Landscape Architects (OALA)

Member, Canadian Society of Landscape Architects (CSLA)

Candidate Member, Ontario Professional Planners Institute (OPPI)

Candidate Member, Canadian Institute of Planners (CIP)

Crime Prevention Through Environmental Design (CPTED) Level 1 Certified

International Association for Public Participation (IAP2) Level 2 Certified

Member, Society for College and University Planning

Member, Urban Land Institute

SELECT PROJECT EXPERIENCE

Toronto Metropolitan University (TMU) Campus Master Plan, Toronto, ON

Khat acted as Senior Urban Designer & Deputy Project Manager. DIALOG led a detailed analysis and urban design update for TMU's downtown campus. The plan navigates challenges in a costly real estate market, focusing on academic expansion, public realm enhancement, and integration of growth within existing structures, prioritizing well-being, sustainability, and Indigenization for a welcoming and vibrant educational environment.

York University, Keele Campus Vision and Real Estate Strategy, Toronto, ON

DIALOG collaborated with York University Development Corporation to create a Campus Vision and Strategy, emphasizing the campus' transformation into a "complete community." Focused on strategic land use, academic goals, and community needs, the plan incorporated broad-based consultation, social infrastructure, and sustainable urban design. Implementation involved careful consideration of partnerships, transaction structures, and holistic evaluation of land use preferences and phasing.

MacEwan University, Campus Master Plan, Edmonton, AB

MacEwan University's Concept Plan transforms the campus into a pedestrian-friendly space, prioritizing walking, cycling, and transit over vehicular mobility. With a focus on sustainability, the plan integrates LRT and cycling routes, redefines vehicular circulation, and promotes LEED® Gold standards for new buildings, enhancing the overall educational experience and adapting to future growth and downtown context.

University of Guelph Land Use Vision and Strategy, Guelph, ON

Khat was the Project Manager and Lead Manager. DIALOG was retained by the University of Guelph to develop a long-term land use vision and strategy for the future development of their non-core campus lands. Grounded in a robust urban design framework, the project

Dixon Park Redesign, Toronto, ON

MLSE Foundation retained DIALOG to redesign Dixon Park with three new basketball courts and two half-courts as well as improvements to the overall access and plantings. The envisioned design will deliver significant improvements to the quality and playability of both the original 2003 Vince Carter Court as well as additional existing basketball courts in Dixon Park.

ADDITIONAL EXPERIENCE

University of Guelph, Campus Master Plan and Strategic Land Use Plan, Guelph, ON

York University, Keele Campus Vision and Real Estate Strategy, Toronto, ON

Toronto Metropolitan University (TMU) Campus Master Plan, Toronto, ON

Northern College, Campus Master Plan, Timmins, Hayleybury, Kirkland Lake and Moosonee, ON

MacEwan University, Landscape Master Plan, Edmonton, AB

**KHATEREH
BAHARIKHOOB**
OALA, CSLA, CPTED, IAP2

Bow Valley College Renovations, Calgary, AB

University of Ottawa Precinct Plans, Ottawa,
ON*

University Health Network, Toronto Western
Hospital, New Patient Tower (LEED® BD+C v4

Healthcare target, Toronto Green Standard v4),
Toronto, ON

PSPC, Lester B. Pearson Rehabilitation Project,
Major Capital Renovation and Workplace 2.0
and Activity Based Work Fit-Up, (Targeting
LEED® Gold), Ottawa, ON

Parliamentary Precinct Master Plan, Ottawa,
ON

PSPC, Taxation Headquarters Buildings
Rehabilitation, 875 Heron Road, Ottawa, ON

STEPHEN LOVEDAY

BA (Hons)



Role: Urban Designer, Community Engagement Facilitator & Lead Graphic Designer



Stephen is a passionate urban designer with experience in both Canada and the UK, and is committed to building vibrant, healthy and sustainable communities. Prior to joining DIALOG he worked for Bousfields, where he assisted in the preparation of planning and urban design rationales in support of development applications in the Greater Toronto Area. Throughout his career, he has worked on numerous built form impact exercises on development sites at varying scales and complexities. Stephen brings expertise in graphic communication, in terms of the production of illustrative plans, analytical diagrams and presentation drawings

EDUCATION

B.A. (Hons) Architecture and Planning,
The

University of the West of England, UK,
2019

PROFESSIONAL AFFILIATIONS

Part 1 - Royal Institute of British
Architects (RIBA) & Part 1 - Royal Town
Planning Institute (RTPI)

SELECT PROJECT EXPERIENCE

City of Kingston, North King's Town Secondary Plan, Lead Consultant, Kingston, ON

Stephen was the Engagement Facilitator & Urban Designer

DIALOG was retained by the City of Kingston to work with residents and interested and affected parties in developing a vision to guide the future of North King's Town and inform a future Secondary Plan for the area. Stephen was instrumental as part of the engagement process by carefully tailoring the specific needs of interested and affected parties and the City. This approach fostered productive discussions and enabled the development of a thoughtful vision for the region.

St. Mary's General Hospital and Grand River Hospital Visioning and Engagement, Kitchener-Waterloo, ON

Engagement Facilitator

The Aim of the project was to establish a design vision and design principles for the for the new joint healthcare facility in Kitchener-Waterloo through engagement, using the community wellbeing framework. The project reached to over 1000 stakeholders, staff, patients, and patient' families as well as the broader community particularly those typically underrepresented through robust engagement.

University of Guelph, Campus Master Plan and Strategic Land Use Plan, Guelph, ON

Engagement Facilitator & Urban Designer

The University of Guelph's Campus Vision and Strategic Land Use Plan now in its final stages, has been spearheaded by DIALOG, a group of subconsultants and the client team

at UofG. This ambitious long-term vision serves as a roadmap for transforming the University's non-core lands in alignment with its strategic priorities. The plan harmonizes growth with sustainability and innovation, envisioning vibrant mixed-use neighborhoods that foster academic excellence, collaboration, and public engagement. Key features include enhanced public spaces, and a deep commitment to environmental stewardship, accessibility, and honouring Indigenous histories.

ADDITIONAL EXPERIENCE

Arena Larkin Masterplan | Johor Bahru, Malaysia | 2024

Discovery City Masterplan (Design Competition), Johor Bahru, Malaysia | Johor Bahru, Malaysia | 2023

Emshih Developments - 1309 Appleby Line Master Plan and Approvals | Burlington, ON | Ongoing

Langley Gateway East, Feasibility Study | Langley, BC | 2021

Ladner Town Center Schematic Masterplan, Delta, BC | Delta, BC | 2024

Metrolinx - Cooksville GO Station - Highest/ Best Use Study and Ontario Land Trubunal (OLT) Mediation | Mississauga ON | 2024

Ocean Breeze Village Masterplan | Halifax, NS | Ongoing

MICHAEL MOUSA

Associate, LEED® GA



Role: Sustainability Specialist



Michael collaborates with architects, developers, city planners, and urban designers to address some of the most pressing environmental challenges of our time. With an engineering background and deep expertise in sustainable building and infrastructure, he translates sustainable development concepts into practical solutions.

Working closely with clients, Michael delivers targeted analysis and recommendations to reduce carbon emissions throughout the life cycle of projects, particularly at the master plan and campus scales. He conducts life cycle assessments to quantify and analyze the carbon footprint of construction materials, and through collaboration, identifies opportunities to minimize both embodied and operational carbon. Michael also evaluates strategies for their cost impact, carbon reduction potential, and broader benefits to communities and people. A recognized leader in the sustainability sector, Michael was named the CaGBC Emerging Green Leader for 2022 and one of Corporate Knights' 30 Under 30 for 2023. He currently chairs the Carbon Leadership Forum's Toronto Hub.

EDUCATION

BASc. (Honours), Civil Engineering, Environmental Engineering Minor, University of Toronto, 2016

PROFESSIONAL MEMBERSHIPS

LEED® Green Associate (LEED® GA)

Chair, Carbon Leadership Forum Toronto

Member, Urban Land Institute (ULI)

Health Leaders Network Cohort 6, Urban Land Institute (ULI)

Canada Green Building Council, Green Building Excellence Awards Judge

SELECT PROJECT EXPERIENCE

Public Service and Procurement Canada, Socio-Economic and Ecosystem Cost Benefit Analysis, Canada*

Project Management and Sustainability Consulting

Valley Transportation Authority, Sustainability Strategy for Transit Oriented Development, Santa Clara, CA

Sustainability Consulting

City of Burlington, Deep Energy Retrofit Studies, Burlington, ON

Sustainability Consulting

City of Richmond Hill, Richmond Hill Center Secondary Plan, Richmond Hill, ON*

Sustainability Consulting

GEF Seniors Housing Sustainability Framework, Edmonton, AB

Project Management and Sustainability Consulting

UM Properties, Southwood Circle, Community Wellbeing, Sustainability, and Design Guidelines, Winnipeg, MB

Sustainability Consulting and Project Management

Department of National Defense Eastern Ontario Campus, Ottawa, ON

Sustainability Consulting, Life Cycle Analysis, Sustainability Certifications

Public Service Procurement Canada Parliamentary Precinct Tunnels, Ottawa, ON

Sustainability Consulting, Infrastructure Life Cycle Analysis

Public Service Procurement Canada, 100 Sparks Street, Ottawa, ON

Sustainability Consulting, Life Cycle Analysis

Public Service and Procurement Canada, 25 St. Clair Ave. East Major Capital Renovation and Net-Zero Carbon Retrofit (CaGBC Zero Carbon, LEED® Gold, WELL Silver), Toronto, ON

Sustainability Consulting, Life Cycle Assessment, Sustainability Certification

Public Services and Procurement Canada - Lester B. Pearson Rehabilitation Project, Major Capital Renovation and Workplace 2.0 and Activity Based Work Fit-Up, (LEED® Gold target), Ottawa, ON

Sustainability and LEED® Consulting

Public Services and Procurement Canada, Tunney's Pasture Master Plan, Ottawa, ON*

Sustainability Consulting

Peel Region, Peel Regional Police, Operational Support Facility (CaGBC Zero Carbon), Brampton, ON

Zero Carbon Building Certification and Life Cycle Assessment/Embodied Carbon Assessment

MICHAEL MOUSA

Associate, LEED® GA

Region of Waterloo, Waterloo Regional Police Services Headquarters (LEED® Silver), Waterloo, ON

LEED® Consulting

Regional Industrial Development Corporation, Mill 19 Building at Hazelwood Green, Pittsburgh, PA*

Sustainability Consulting, Project Management

San Rafael Transit Center, San Rafael, California

Sustainability Consulting, LEED® Certification

Winnipeg Airport Authority Cargo Facility, Winnipeg, MB

Life Cycle Analysis, LEED® Certification

Beech House Condominium, Toronto, ON

Sustainability Consulting, Toronto Green Standard Tier 2

The Plant Condominium, Toronto, ON*

Sustainability Consulting, Toronto Green Standard Tier 2

Baker District Redevelopment, Guelph, ON*

Sustainability Consulting, Life Cycle Analysis, Low Carbon Design Strategy

QuadReal Property Group, Cloverdale Mall Redevelopment, Toronto, ON*

Sustainability Consulting and TGS Certification

580 King Street West, Toronto, ON

Sustainability Consulting, Toronto Green Standard

Renfrew Business Center, Vancouver, BC

Sustainability Consulting, Zero Carbon Building Certification

SenecaPolytechnic, Health and Wellness Center, Toronto, ON

Life Cycle Analysis

Dalhousie University, Physical Sciences Center, Halifax, NS

Sustainability Consulting, Life Cycle Analysis

University of Calgary, Veterinary Learning Commons (LEED® v4 BD+C target), Calgary, AB

Sustainability Consulting, Life Cycle Analysis, LEED® Certification

National Access Arts Center, Calgary, AB

Sustainability Consulting, Life Cycle Analysis, Zero Carbon Building Certification

SPEAKING ENGAGEMENTS, LECTURES, PUBLICATIONS

Real Property Institute of Canada, Speaker: Socio-Economic and Ecosystem Co-Benefits of PSPC Sustainability Actions, 2023

Royal Architectural Institute of Canada, Speaker: Enhancing Sustainability Toolkits to Deliver Social Value Through Design, 2023

Sustainable Buildings Canada, Speaker: Community Energy for Multi- Unit Residential, Virtual, 2020

Urban Land Institute, Speaker: Sustainability Speaker Series, Toronto, Ontario, Canada, 2019

Sustainable Buildings Canada, Speaker: Embodied Carbon Impacts of the Built Environment, Toronto, Ontario, Canada, 2018

Sustainable Buildings Canada, Geothermal for Multi-Unit Residential Buildings, 2020

Sidewalk Labs, Multi-Unit Residential Building Study, 2019

Sustainable Buildings Canada, Embodied Carbon White Paper, 2018

AWARDS

Corporate Knights, 30 Under 30 in Sustainability, 2023

Canada Green Building Council, Award for Emerging Green Leader, 2022

ZIRONG LIU

MLA, BA, OALA ASSOCIATE, Designer



Role: Geographic Information Systems & Graphic Support



Zi is a visionary landscape designer with a passion for pushing the boundaries of conventional thinking in the realm of landscape architecture. Zi's journey in the field is marked by a fervent enthusiasm for parametric modeling, a cutting-edge approach that seamlessly integrates technology with the artistry of landscape design.

With a keen eye for detail and a deep understanding of the transformative power of technology, Zi is committed to elevating the field of landscape architecture envisioning a future where parametric modeling becomes the driving force behind innovative and sustainable landscape designs, challenging traditional norms and unlocking a realm of limitless possibilities.

EDUCATION

Master of Landscape Architecture,
University of Toronto, 2023

Bachelor of Arts in Architectural Studies,
University of Toronto, 2020

PROFESSIONAL MEMBERSHIPS

Associate Member, Ontario Association
of Landscape Architects (OALA)

SELECT PROJECT EXPERIENCE

EDUCATION

University of Guelph, Strategic Land Use Plan Guelph, ON

The University of Guelph is developing a Strategic Land Use Plan for the lands identified as non-core to the academic mission of the University. The plan will guide a long-range vision to facilitate the phased redevelopment of the University's non-core real estate holdings.

Zi is the Landscape Designer as well as the graphic support on this project, creating visually compelling accessible graphic materials for engagement events and presentations.

Northern College Campus Master Plan | Ontario

DIALOG and the programmer collaborated on Northern College's Campus Master Plan, encompassing all four campuses in Northeastern Ontario. The plan, developed with stakeholder input, prioritizes sustainability, addresses existing challenges, and outlines phased implementation, emphasizing inclusivity and Indigenous knowledge integration for a vibrant campus life.

Zi had a graphic support role on this project.

RESIDENTIAL

118 Queen St. Rezoning Package | Brampton, ON

Rezoning package for a condo project for the city of Brampton. As junior landscape designer, Zi assisted in the design of the landscape component including street planters, ground level outdoor space and upper floor amenity space.

144 & 155 First Avenue Oshawa, ON

Zi is the Landscape Designer as well as the graphic support for the landscape team.

Dorian Place, Vaughan, ON

Zi is the Landscape Designer as well as the graphic support for the landscape team.

1186-1194 Wellington - Mixed-Use Development, Ottawa, ON

Zi is the Landscape Designer as well as the graphic support for the landscape team.

33 Yonge St - Interior Landscape Design, Toronto, ON

Zi is the Landscape Designer as well as the graphic support for the landscape team.

RETAIL

Don Valley North Lexus | 60,000 sq ft | Markham, ON | Ongoing

The new Don Valley North Lexus Dealership, spanning 60,000 square feet on a 3.65-acre site, features a high-ceilinged, naturally lit showroom, emphasizing hospitality, connecting sales and service areas. The second floor includes offices, meeting spaces, and a lounge overlooking the showroom.

ZI LIU

MLA, BA, OALA ASSOCIATE,
Designer

CIVIC & CULTURE

Peel Regional Police (PRP) New Divisional Building | 61,617 sq ft | Brampton, ON | 2026

The design of 23 Division comprised three core functions: areas for public-facing engagement, the 'business end' of PRP's work spaces and a functioning cell block.

Peel Regional Police (PRP) Operational Support Facility | 180,000 sq ft | Brampton, ON | 2022

The facility will serve as a central hub for multiple PRP units, operating 24/7 and is designed to meet the Region of Peel's Net Zero Emissions Building Standard.

John Street Cultural Corridor Lighting Strategy Toronto, ON | Ongoing

Zi is the Landscape Designer as well as the graphic support on this project.

Capstan Station Integration Study | Richmond, BC | 2023

Taza Park Design Guidelines | Tsuut'ina Nation AB | Ongoing

Brantford Streetscape, Brantford, ON

Zi is the Landscape Designer as well as the graphic support on this project.

Seneca Polytechnic, Health & Wellness Center,

Toronto, ON

Zi is the Landscape Designer as well as the graphic support on this project.

MIXED-USE

Discovery City Masterplan (Design Competition) | 582 acres | Johor, Malaysia | 2023

This project is a competition that requires design participant to submit master conceptual planning and detailed conceptual proposal for the entire Discovery City (a new developing district) in Johor, Malaysia that consists of 582 acres land area.

Zi worked as a junior landscape architect to assist the design of the landscape scope that meets the requirement of a sustainable smart city ecosystem which will provide a new green-blue system in the new developing district.