



PROPOSAL FOR
COMMUNITY
REDEVELOPMENT
PLAN FOR NORTH
BEACH

RFQ 2019-084-ND,
FOR ECONOMIC
CONSULTANT
SERVICES

CITY OF MIAMI
BEACH

INITIALLY
SUBMITTED:
JULY 24, 2020

RESUBMITTED:
NOVEMBER 9, 2020



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REINVENTING YOUR CITY



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DOVER, KOHL & PARTNERS

Rickelle Willams and Justin Karr
ECONOMIC DEVELOPMENT
1755 Meridian Avenue, Suite 500
Miami Beach, FL 33139

November 9, 2020

Ref: RFQ 2019-084-ND for Economic Consultant Services | A Community Redevelopment Plan for North Beach

Dear Ms. Williams and Mr. Karr,

Thank you for this opportunity to adjust and resubmit our proposal for a community redevelopment plan to guide the proposed Miami Beach North Beach's Community Redevelopment Agency's (CRA) objectives and priorities. Much of this proposal is unchanged from our first submission, however on certain key items we have made adjustments based on our conversations with you. We have added RMA, a Florida-based economic development and business consulting firm, to our team, and look forward to working with them.

What does North Beach want to be when it grows up? North Beach has a strong local community of developers, builders, historic preservationists, neighborhood activists and environmentalists who all want to see North Beach achieve its full potential. However, on the relatively small island of Miami Beach, every detail matters. Our job is to help North Beach develop their ideas into plans and then turn those plans into action by getting every detail right.

Big, important initiatives require the efforts of many people and leading others can be difficult, but success requires working together. At the same time, many great plans have already been drafted and await implementation. We need to help North Beach bridge the implementation gap, the gap between plan and built-reality. Over the years Daedalus Advisory Services and Dover, Kohl & Partners has honed a specific process for Designing in Public and we apply this methodology to projects of all scales. Our process has helped communities across the country work together.

What's next for the cities of the world? While the impacts of the global COVID-19 pandemic are still not entirely understood communities like Miami Beach which depend on sales taxes, hotel taxes, and tourism spending are facing difficult times ahead. In March of 2020 stay-at-home orders were issued in states around the country and countries around the world and the economic programs put in place by the Federal government to cushion people from the economic crash have nearly exhausted. We are working with communities around the country to recover by designing solutions for the short-term, mid-term, and long-term which unlock economic potential.

We are proud of everything we accomplished working together on Plan NOBE and we look forward to continuing to be part of North Beach's story.

Sincerely yours,

DAEDALUS ADVISORY SERVICES

Shaun Bourgeois
Founding Principal
spb@daedaluservices.com

Jason King, AICP, CNU-a
Principal & Vice President, Dover, Kohl & Partners
jking@doverkohl.com

1.

TECHNICAL PROPOSAL



We have assembled an exceptional team of multi-disciplinary staff who work together regularly on similar engagements in a collaborative and timely manner. Our team is well suited for preparing the CRA Redevelopment Plan for North Beach. We have partnered with Dover, Kohl & Partners (Coral Gables, FL) for this assignment, who bring strong expertise in urban planning and have created the 2016 NoBe Plan for Miami Beach. We have partnered with RMA Economics, a firm that highly specializes in Community Redevelopment Plans in Southeast Florida. Our combined team's track record for economic and financial analysis at the city, area, and real estate level will allow us to customize our work to meet North Beach's objectives.

Background

The 2016 North Beach Master Plan (Plan NoBe) approved by city government provides the basis for public policy in the North Beach area of the City of Miami Beach regarding physical development. Plan NoBe establishes priorities for public-sector action while at the same time providing a starting point for public-private partnerships to form, including financing mechanisms including tax increment capital improvements, and budgeting for capital improvement project funding. We understand that the plan has continued to resonate well with the community and provides a strong foundation to build new initiatives and projects.

On July 8, 2020, the County declared the North Beach (a geographic area in the City of Miami Beach (City), generally bounded on the north by 87th Terrace, on the west by Rue Notre Dame, on the south by 65th Street and on the east by the Atlantic Ocean) as slum or blighted and ready for redevelopment. Now this area, which is referred to as the North Beach Community Redevelopment Area (Area) can initiate a redevelopment plan using various financial mechanisms, including tax increment financing (TIF), which allows for a practical self-funding stream for selected types of new investment.

The opportunity inherent in any new CRA redevelopment plan is to drive redevelopment efforts by defining economic targets and incentivizing those targets using favorable financing tools (such as the TIF) to drive investment growth. In today's fragile environment, such investments have the potential to be highly strategic and catalytic: they can address key areas such as local economic development and all types of community infrastructure, affordable housing, mobility and public spaces.

Given all the anticipated issues arising from the pandemic, the CRA will initially be acting to prepare and adopt a plan of redevelopment for the area keeping in mind that it will need to be agile and flexible in its content and approach. Our approach overall is to be collaborative and inclusive such that all parties are able to share their inputs and insights such that the work product reflects "a whole organization approach".



Task 0: Kickoff Planning

The project's launch would formalize the task timings and details, communication protocols, design and economic focus areas, including affordable housing programs, contacts for interviews or data, and any other relevant administrative requirements to maintain the project's timing and delivery expectations.

Deliverable: refined scope, work plan, communication and outreach plan and schedule, and key stakeholder consultation list.

Task 1: Market and Economic Assessment

This task will entail a review of all available reports and existing data relevant to the NoBe plan and CRA as well as getting a baseline assessment on the economic situation and affordable housing for the site area. The goal of this task would be to set the economic context for the planning work and future recommended projects to be funded by the CRA. Ideally, the results would show where clusters of economic activity or lack thereof may be impacted by well-crafted planning activities and new investment.

This market assessment would use both pre-Covid data sets and the best data from the currently fragmentary post-Covid economic information. No economic data set is likely to be both comprehensive and current, so we will have to assemble the data in a way that provides the best picture of the area's employment before Covid (assuming that the pre-Covid period is an accurate representation of its steady-state economy) and the current Covid impacts, which will be largely undocumented in many government data sets that are often one year or more behind the present period.

We would analyze population, income, employment and business composition within the North Beach area, as well as housing stock. As it is likely that at least some of this information exists for North Beach already, we would seek to update it as needed and to draw out conclusions from the trend information, rather than just provide numbers or graphs without context.



Even before COVID, affordable and workforce housing investments were inadequate to meet targeted unit production so this sector deserves close attention to understanding the policy landscape and tools to increase investment. Areas of promise include: involving Corporate Social Responsibility (CSR) programs to provide gap financing and direct investment, and on proving a graduated investment incentive to maximize developer interest by using density bonuses, land write down, housing tax increment financing, expedited reviews, rezoning, in-lieu payments and more.

Since Tax Increment Financing (TIF) is critical to the CRA's operations, we intend to research and summarize opportunities to use TIFs creatively in North Beach, along with selected case studies.

The Plan NoBe from 2016 has had time to be implemented and mature, but as with all plans, there are opportunities to refine that well-received and broadly supported plan. The market assessment would include a section that discusses known opportunities for enhancing that plan.

We will also hold meetings with stakeholders to establish boundary conditions and key goals, using a variety of outreach methods as suitable for different target audiences. Once we have a consensus view of the main planning and economic, market and social equity drivers we will identify areas in the NoBe 2016 plan that should be refined given policy imperatives and current market conditions. We would use this period to get an initial table of contents for the final Redevelopment Plan drafted and approved

This effort will result in a document that not only summarizes the current economic state of North Beach along with key planning opportunities. The combination of these elements will guide the deeper planning effort in Task 2.

Deliverable: Market Assessment Document

Task 2A: Planning Review and Opportunities Assessment

The second task will be to update the Plan NoBe (2016). This refresh will include remote public engagement (a virtual charrette), new renderings, public outreach around key objectives and planning ideas likely to bring diverse stakeholders together in agreement.

Among the ideas likely to be addressed in this task are:

1. Resiliency upgrades
2. Affordable and workforce housing in priority areas
3. Mobility/transport projects known to the city and in need of funding
4. Other known city-led projects in the pipeline
5. New concepts that should be considered for funding as catalytic economic development drivers

This effort requires early and regular outreach to city and county officials, as well as neighborhood stakeholders and subject matter experts.

Deliverable: Planning Opportunities and Solutions Document

REMOTE PUBLIC ENGAGEMENT

Dover, Kohl & Partners has always embraced a healthy combination of high technology and personal, interactive ways of working. The “Designing in Public” charrette has long been a cornerstone of our design process. When live meetings, workshops, and charrettes are not possible, Dover, Kohl & Partners has pioneered video conference interviews, Public Orientation Webcasts, and the Online Design Week (sometimes called a “Virtual Charrette.”) These digital approaches were designed to re-create the interactive and interpersonal experience of the charrette. This is achieved through a variety of approaches and tools. However, the goal of this effort is still the same: to produce thoughtful, place-sensitive solutions with breakthrough-quality design rooted in best practices.

VIDEO CONFERENCE INTERVIEWS & PUBLIC ORIENTATION WEBCAST

The DK&P team will participate in online conference using the appropriate software for two days of intensive interviews to meet with City staff, elected officials, stakeholders, and members of the public. During this period, our team will undertake a computerized Virtual Tour of the study area, Media Interviews (optional), and a live-streamed or recorded Public Orientation Webcast. These events can incorporate online polling, a “telephone town hall” or other interactive features to provide real-time feedback. A recording of the Public Orientation Webcast will be posted online so people who did not attend can quickly get up to speed, establishing a broader common understanding of the goals of the process.

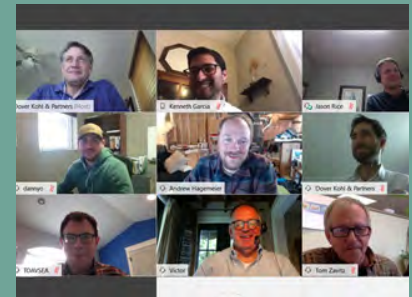
THE VIRTUAL CHARRETTE & ONLINE DESIGN WEEK

Typically, the Charrette involves an extended stay on or near the site, during which the DK&P team sets up a studio and carries out the design in real time, in public. The online version allows us to engage the residents, stakeholders, and client in meetings, presentations and interactive design sessions via a combination of interactive platforms. The level of engagement will be determined in a collaborative effort between the consultant team and the client, adjusting to emphasize familiar technologies customary in the community and maximize access for citizens.



ONLINE OPTIONS

VIDEO CONFERENCING



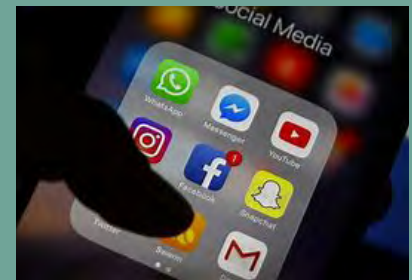
ONLINE DESIGN



WEBSITE



SOCIAL MEDIA



ONLINE VISUAL SURVEYS



OUR METHODS: DESIGNING IN PUBLIC

Charrette Process

01

Educate the public

02

Shared sense of authorship

03

Evolve vision

04

Finalize vision

05

Inspire implementation

ESTABLISHING PUBLIC AWARENESS

One of the most important steps in the **public outreach** strategy is **making people aware of the planning process**. Dover, Kohl & Partners has developed a multi-step strategy that includes both on-line and in-print media platforms. Online public engagement and social media strategies are used to reach residents, business owners, and recognized stakeholders.

CONSENSUS THROUGH PUBLIC PARTICIPATION

Changes to land use can be controversial; **education and a shared sense of authorship is key to creating consensus**. Our “Designing in Public” charrette is the centerpiece of our planning strategy. **DK&P charrettes are a combination of planning, an open design studio and town meetings.**

- The charrette focuses community input over a short period of time, through the hands-on effort of participants representing the full spectrum of interests.
- We then use the results to evolve the vision and plan over the following days in an on-site planning studio. Throughout the week the community's goals for each focus areas of the plan are pursued while ideas and scenarios are tested. The community is invited into the studio to offer continual feedback on the work being produced.
- Through these in-depth charrettes, participants come to care more about the plan – they see their ideas as they are refined and become part of a more finalized vision. As a result of the educational value of this approach, citizens become familiar with the tools of good urban design and gain an appreciation of the importance of long-range thinking.
- Our team also conducts additional community meetings and interviews both during the pre-charrette or post-charrette periods. We also have experience using online forums to continue the conversation throughout the project.

INSPIRE PUBLIC COMMITMENT TO IMPLEMENT THE PLAN

Public commitment is the key to getting a plan adopted. While municipalities can facilitate and administer plan adoptions, it is community energy that ensures the code's success. When people are given an opportunity to directly shape the planning process through the charrette, they become invested in its future. Change-over-time visualizations help the community to understand the intended effects of new policies and have a clear blueprint for where to focus their future efforts.

Communication Tools



Keypad polling



Website



Marketing Campaigns

“We finally came to a consensus that will prove to both bring back a faded neighborhood while doing some smart new development... Plan NoBe is an example of how to include the public and excite them to want to participate.”

Nancy Liebman, Former City Commissioner, President of Miami Beach United, and member of the Plan NoBe Steering Committee (2016)

Charrette Tools



Open design studio



On-site planning



Stakeholder meetings



Town Hall meetings



Hands-on sessions



Community input

Task 2B: Florida Planning Requirements Review

Our Miami based team members are very familiar with needs, formats and approval processes that are relevant to the Redevelopment Plan, and the wider team excels at meeting statutory targets and requirements for redevelopment plans. We are also knowledgeable on the specific formal and informal regulatory guidelines needs of the CRA including: Florida Statute chapter 163 guidance on general requirements; the detailed sections or plan contents and the approval process.

Also, we are well prepared to meet the general requirements of the CRA (F.D. 163.360) by ensuring that we will conform closely with Plan NoBe, the area's comprehensive plan. We will also ensure that the any city or other land acquisition is delineated, and the process and costs for demolition and removal of structures, redevelopment, improvements and rehabilitation are also included. Affordable (and naturally occurring affordable housing (NOAH)) needs will also be collated from the available work done as well from the market assessment effort in Task 1.

We will also include extracts from the planning effort in the form of schematics, diagrams that show open space and street layout; limitations on building type, size, height and use. We will work with your office to develop estimates for the approximate number of dwelling units, public parks, recreation areas, streets , public utilities and public improvements that might be needed for the plan.



THE CRA'S REDEVELOPMENT PLAN SHOULD INCLUDE:

- Selected refinements to the NoBe 2016 Plan including **more detail on actionable projects**
- An assessment of the wider market conditions within which the CRA will operate
- Key CRA goals and strategies
- Priority policies and guidelines
- Identified capital projects
- A summary of relevant legal statutes that give rise to the CRA
- A summary of the CRA's potential operating powers and responsibilities
- Management, oversight and reporting relationships
- TIF calculations and options for TIF implementation (along with options for the TIF funds within the trust fund)
- A gap analysis for the TIF district that compares the existing property tax base with a non-blighted benchmark
- Results from public (likely virtual) outreach events

Task 3: CRA Redevelopment Plan Drafting

This task synthesizes the results of all prior tasks into a single coherent document for future adoption. The Redevelopment Plan would include the CRA's goals and strategies, key projects, financial projections and options and methodologies to fund successful implementation of the plan.

In addition, the Redevelopment Plan would include specific recommendations for TIF usage, calculations, and innovative mechanisms, e.g., revolving funds from the initial bond allocation and TIF district; as well as attracting public-private partnerships wherever possible.

Based on the findings from the market assessment, community feedback and planning exercises, we will draft the framework for implementation and policy guidance, as well as potential mechanisms for investments in the NoBe Community Redevelopment Area. We would integrate new and prior work products into an integrated set of strategies for key thematic sectors, e.g., public areas, mobility, resiliency, residential, retail, office and tourism projects.

Within that context the Plan will also provide a catalog of projects, including approaches for meeting affordable and work force housing targets and any necessary fiscal direction for the CRA. We have also noticed the increased emphasis by city and county elected officials on better understanding the “key project benefits” – direct, indirect and induced economic outcomes for project investments. As a result we will also provide a high level economic impact benefit calculation template for the priority list of projects or for the full capital program as needed. This will go a long way in appraising and preparing projects for vote and approval.

One idea that we would explore with your team is to create a list of strong contenders for project funding and then provide a list of potential funding sources (in addition to the TIF), potentially even with a preferred weighting to the projects. The goal would be to have an action item list for the CRA to begin funding right away.

We would work with the City to identify all other investment sources and uses as needed, and ensure that realistic costing is used to prepare estimates of capital and O&M costs where applicable. As done during the NoBe refresh, we would liaison with public officials and the public at large (including community groups) to provide work in progress updates and to secure buy-in on any recommendations, before circulating a draft final document around for final review and amendments.

This task includes a substantial number of virtual meetings to public and private stakeholders to build the buy-in necessary for the Redevelopment Plan's adoption. To this end, we would prepare presentations, as needed, for different stakeholder audiences, including short tear sheets of key points for decision makers and media contacts.

Deliverables: CRA Redevelopment Plan, Formal Presentations, Informal Presentations

CONSULTANT FEE, TIMELINE & STAFFING



Consultant Fee

Our budget estimate is based on a bottom-up costing and is based on delivering similar projects during COVID-related disruptions. While there are a few unknowns around data collection, public out-reach, the council adoption process, we nevertheless expect to be able to both deliver the scope of work described here and provide additional ad hoc support to the city as needed to move this endeavor forward.

We have revised our original budget taking into consideration travel and charrette related labor savings, as well as reducing our fee to accommodate fiscal and other pressures faced by City of Miami Beach. In addition, we expect to work more closely with the City so as to maximize information exchange and shortening the document review periods so that feedback can be more quickly collected and integrated into the report. For the tasks outlined here, Daedalus Advisory Services can complete this project for a fixed price of \$159,935.

Miami Beach CRA Budget	Daedalus			Dover, Kohl & Partners					RMA			TOTALS
	Senior Project Manager	Economic Dev. Analyst	TOTAL HOURS	Senior Project Manager	Planner	Planner	Planner	TOTAL HOURS	Senior Project Manager	Sr. Planner	TOTAL HOURS	
	Hourly Rate	\$185	\$150	\$185	\$110	\$110	\$110		\$185	\$150		
Kickoff Activities												
0.1 Internal Kick-off Meeting	2		2	2				2	2		2	6
0.2 Public Outreach & Participation Plan			0	4	3			7			0	7
0.3 Public Communications			0		8			8			0	8
0.4 Data Collection & Review of Existing Documents	1	14	15					0	4	4	8	23
Sub-Total Hours - Phase 0	3	14	17	6	11	0	0	17	6	4	10	44
Sub-Total Labor Cost - Phase 0	\$555	\$2,100	\$2,655	\$1,110	\$1,210	\$0	\$0	\$2,320	\$1,110	\$600	\$1,710	\$6,685
Market and Economic Assessment												
1.1 Baseline Research and Foundational Analysis	10		10					0	8		8	18
1.2 Market Assessment including Plan NOBE Review and Recommendations	50	57	107					0	12	12	24	131
Sub-Total Hours - Phase 1	60	57	117	0	0	0	0	0	20	12	32	149
Sub-Total Labor Cost - Phase 1	\$11,100	\$8,550	\$19,650	\$0	\$0	\$0	\$0	\$0	\$3,700	\$1,800	\$5,500	\$25,150
Public Engagement												
2.1 Virtual Charrette and Community Meetings												
Virtual Charrette		40	40	60	60	60	60	240		24	24	304
Charrette Preparation			0	20	15			35			0	35
Plan Updates	8	4	12	12	40			52			0	64
Remote Participation Outside of the Charrette		4	4	4				4		4	4	12
Additional Meetings		8	8	8				8		8	8	24
2.2 Staff Review		4	4	4	4			8		4	4	16
Steering committee		2	2	4				4		3	3	9
2.3 Revised Draft Plan	4	8	12	12	16			28			0	40
Task 2B Florida Planning Requirements Review		16	16					0		20	20	36
Sub-Total Hours - Phase 2	12	86	98	124	135	60	60	379	0	63	63	540
Sub-Total Labor Cost - Phase 2	\$2,220	\$12,900	\$15,120	\$22,940	\$14,850	\$6,600	\$6,600	\$50,990	\$0	\$9,450	\$9,450	\$75,560
CRA Redevelopment Plan												
3.1 Goals and Strategies	4	20	24	4	1			5		40	45	74
3.2 Projects and Tools	4	20	24					0	4	40	44	68
3.3 Investment and Funding	8	20	28					0	10	50	60	88
3.4 City and County Coordination	8	28	36					0	16	60	76	112
Sub-Total Hours - Phase 3	24	88	112	4	1	0	0	5	30	190	220	337
Sub-Total Labor Cost - Phase 3	\$4,440	\$13,200	\$17,640	\$740	\$110	\$0	\$0	\$850	\$5,550	\$28,500	\$34,050	\$52,540
Total Hours - All Phases	99.0	245.0	344.0	134.0	147.0	60.0	60.0	401.0	56.0	269.0	325.00	
Total Labor Cost - All Phases	\$18,315	\$36,750	\$55,065	\$24,790	\$16,170	\$6,600	\$6,600	\$54,160	\$10,360	\$40,350	\$50,710	\$159,935

Timeline

We understand the City's need to prepare the CRA for presentation to the council by June 2021 and we remain confident that we can meet the schedule. As such, we will endeavor to complete the work as quickly as possible, as data availability and stakeholder feedback allow. An indicative delivery schedule is shown below, though we note that the public meeting and adoption process takes up much of the Third Task.

Task	2020					2021						
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
0 Kickoff Activities												
1 Market Assessment												
2 Planning Activities												
3 Redevelopment Plan												
Major Deliverables								RP Plan Draft		RP Plan Final		

- Delivery Activity
- Presentations and Adoption Meetings
- Virtual Charrette

Staffing

Daedalus Services will lead the engagement and Shaun Bourgeois will be the main point of contact with Miami Beach. Amit Dalal will co-lead the market assessment task and provide key inputs into planning activities and drafting of the Redevelopment Plan. Jason King will lead the 2016 Plan NoBe refresh task and all work effort related to planning and drafting of the CRA document. He will be supported by Pam Stacy King, James Dougherty and Aly Burkhalter who will also support the virtual charrettes and public consultation. We will also access public infrastructure/utilities, transportation and other specialists from Daedalus and Dover Kohl as needed.

Shaun Bourgeois leads Daedalus Services and has produced underwriting and analysis for real estate investments valued at more than \$15B USD over the past 15 years. He has advised governments from the national to the city levels on issues of economic development, growth and planning strategies and competitiveness enhancement. In addition to having conducted more than 50 financial analyses for developers, investors and city agencies, he recently completed economic assessment and financial modeling tasks for Thomasville, GA, Charlotte, NC, Miami, FL and private developers across the country.

Amit Dalal brings more than 30 years of senior level consulting and advisory services to policy makers in the US and abroad, with deep experience in energy, infrastructure and housing initiatives. He brings strong experiences in public-private partnership planning, with particular focus on creating balanced and workable solutions that match private and public sector strengths with one another. In addition to having performed a number of feasibility studies for P3 projects, in energy, water, waste water, residential development, he recently completed market assessment tasks for Charlotte's Housing Authority, a Comprehensive Plan for Thomasville, GA and investor due diligence for a variety of projects across the US, such as Ann Arbor, MI, Myrtle Beach, SC and Annapolis, MD.



APPENDIX A.





SHAUN P BOURGEOIS | PRESIDENT, REAL ESTATE FINANCE SPECIALIST, ECONOMIC DEVELOPMENT SPECIALIST

Mr. Bourgeois is an economic and financial analysis planning specialist for new investment opportunities globally. His assignments have included economic analysis of planned investments, strategic direction setting at the corporate and business unit levels, business case development for new ventures, acquisition due diligence, market and competitor analysis, and quantitative and financial modeling for real estate development and economic development planning.

He has Industry experience in agriculture, heavy industry, real estate, education, retail, chemicals, paper, direct marketing, water and wastewater, biotech, among others, giving him a strong foundation for economic development planning.

With on the ground assignments in the United States, Italy, Jordan, Egypt, Saudi Arabia, United Arab Emirates, China and Ethiopia, he brings both global experience and most importantly an understanding of the competitive environment that will shape future economic activities in the US and abroad.

KEY ACHIEVEMENTS

- Wrote business plan for the world's only two-nation sovereign wealth fund
- Co-developed the country of Jordan's National Investment Strategy
- Created more than \$13B USD in real estate development project planning models

EDUCATION

American University
Masters of Business Administration

Harvard University
Masters of Theological Studies

Hampden Sydney College
Bachelor of Arts, Philosophy and Religion

Springfield Centre
Making Markets Work, Certificate

Investment Banking Institute
Advanced Financial Modeling, Certificate

Urban Land Institute
Real Estate Financial Modeling, Certificate

EMPLOYMENT

Daedalus Advisory Services
President: 2012 - present

Tetra Tech / PA Consulting Group
Principal Consultant: 2006 - 2012

Fannie Mae
Internal Consultant: 2004 - 2006

CONTACT

917-719-6371
info@daedaluservices.com
DaedalusServices.com

SELECTED PROJECTS

Public Stakeholders, Charlotte, NC. Supported the i

- Led the financial analysis of a large scale redevelopment plan for two blocks in downtown Charlotte, NC for a range of stakeholders, including the Charlotte Housing Authority, City of Charlotte, Mecklenburg County, Bank of America and Charlotte-Mecklenburg Library.
- Created a far-reaching economic development plan for Thomasville, Georgia's most recent Comprehensive Plan that builds on their existing assets for long term growth.
- Provided the business case and financial analysis for a city-owned portion of undeveloped land in Miami's South Beach neighborhood that preserves land, maximizes social impact and aligns with community interests.
- Led strategy and financial team's analysis a planned mixed-income, mixed use investment on a city-wide block to determine market segments and the property's highest and best use for the Charlotte Housing Authority.
- Led the economic development efforts for a new city in China, as well as two different large area tourism developments; these engagements required extensive economic analysis, financial modeling and corporate strategy for selected catalytic projects intended to anchor each investment.
- Provided the business case for multiple new investments in China, including demographic analysis, target market purchasing power quantification, investor identification, global and local trends, competitor identification and phased delivery options.
- Evaluated the market opportunity of a potential acquisition in the industrial water space for a Fortune 500 client and recommended against a costly expansion with a low probability of success.
- Evaluated the market opportunity of a potential acquisition in the direct marketing space for one of the UK's largest marketing firms that focused on emerging industry threats and long term supportive revenue factors.
- Produced a market and management evaluation of a potential acquisition in the global water EPC space for a foreign buyer that recommended a 20% discount to the asking price based on in person diligence of the target in Italy.
- Performed a comparative study of national investment policies to support the country of Jordan's national investment strategy and 30 investment opportunities determined by a complex demand-led market-facing evaluation process.
- Worked with the CEO of an industry leading biotech company on its corporate roadmap and financial strategy - Performed the economic and financial analysis for US market entry plans of water industry companies in Australia.



AMIT DALAL | PUBLIC PRIVATE PARTNERSHIP & INFRASTRUCTURE SPECIALIST

Mr. Dalal is an economic and market analysis specialist for utility and town infrastructure, and related new investment opportunities globally. He brings deep insights into successful Public- Private Partnership (PPP) structuring and is committed to crafting stakeholder-friendly solutions that reflect a range of voices.

His assignments include economic analysis of project investments, strategic direction setting at the corporate and business unit levels, business case development, acquisition due diligence, market and competitor analysis, and quantitative and financial modeling.

He brings 25+ years of industry experience in agriculture, energy, transport, real estate, water and wastewater, and emerging ICT to his engagements.

He has on the ground experiences in UK, Germany, Mexico, Canada, Italy, Jordan, Egypt, Morocco, Jordan, Saudi Arabia, United Arab Emirates, India, South and SE Asia, Japan and Korea.

KEY ACHIEVEMENTS

- More than 25 years of leadership on complex, multi-stakeholder initiatives
- Co-developed the country of Jordan's National Investment Strategy
- Helped to plan more than \$5B in infrastructure and PPP investments globally

EDUCATION

University of Wisconsin - Madison
**Bachelor of Science,
Chemical Engineering**
Massachusetts Institute of
Technology (MIT)
**Environmental Management,
Certificate**

EMPLOYMENT

Daedalus Advisory Services
President: 2014 - present

Tetra Tech / PA Consulting Group
Managing Consultant: 2000 – 2014

Hagler Bailly
Senior Associate: 1990 - 2000

PUBLICATIONS

Wind Futures in Asia, Asian
Development Bank, GWEC, USAID,
SARI/Energy, Manila, Philippines, 2012.

*Surviving and Thriving in the Zombie
Economy*, PA Consulting Multi-Client
Report, 2010.

CONTACT

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SELECTED PROJECTS

Public Stakeholders, Charlotte, NC. Supported the investment planning and strategy for a \$600M public-private partnership in downtown Charlotte, NC to transform two blocks into a mixed-income, mixed-use development that supports public sector missions.

City of Thomasville, GA. Evaluated development options based on demographic, income and employment factors in support of a Comprehensive Plan effort.

Water Design Build Council, Annapolis, MD. Conducted detailed market assessment, top 100 utility survey for design-build delivery method for projects in water/water waste water sector in the US. Evaluated value drivers, project plans and direct contacts with project planners.

Port of Cleveland, OH. For the CFO's office, led a US-Dutch team to conduct a market assessment and financial/commercial feasibility for a 5.5 acre plot near port operations.

Flovac USA, Houston, Texas. For this vacuum sewer valve maker and IOT monitoring based provider, conducted detailed market assessment for demand and value drivers at municipalities in FL, TX, MD, VA and the Carolinas. Developed partnership prospects, demonstration projects and developed teams to work with individual municipal and utility prospects.

Observant USA, Novato, California. For this fully integrated farm information management platform company, Amit leads the energy demand response program offering based on large scale irrigation pump control and automation according to the OpenADR protocol. He also worked on the business processes for each of the main market channels.

Philmac, an Aliaxis Company. For this global leader in the design and manufacture of specialist fittings and valves, providing cost-effective solutions for the transfer, control and application of water in municipal, irrigation and horticulture applications, Amit provided a detailed US market assessment and channel strategy. Philmac's products are used primarily in rural and irrigation applications including agriculture, viticulture and horticulture. In phase I, Amit performed a detailed US market and channel strategy and phase 2 led to a detailed US business plan.

Project lead, Jordan Investment Board and MoICT. Performed a screening study to identify top 10 opportunities in ICT investments with existing IT companies interests. Conducted detailed feasibility studies for each business, including partnership opportunities.

Chief-of-Party, USAID South Asia Regional Energy Initiative (SARI/E). Mr. Dalal was the project leader for USAID's SARI/Energy program which promotes energy security in South Asia through three focus areas: 1) cross border energy trade, 2) energy market formation, and 3) regional clean energy development.

Miami Beach, North Beach CRA Plan



DOVER, KOHL & PARTNERS

t o w n p l a n n i n g

1571 Sunset Drive • Coral Gables, FL 33143 • 305.666.0446

Dover, Kohl & Partners Town Planning was founded in 1987. We work for local governments, community groups, and private real estate investors. Our firm's expertise lies in balancing the visionary 'civic art' of city planning with the practical consensus-building needed to make the built environment successful and to protect the natural environment. Working on revitalizing historic towns, retrofitting suburbia, and new towns, we focus on creating and restoring walkable, livable neighborhoods.

20 STAFF | CERTIFIED PLANNERS, ILLUSTRATORS, DESIGNERS

SERVICES

Designing New Neighborhoods & Towns • Comprehensive Plans • Planning Cities & Regions • Retrofitting Suburbia • Revitalizing Downtowns & Historic Places • Reinventing Corridors & Designing Good Streets • Shaping Transit-Oriented Development • Form-Based Codes for Municipal & Private Clients

SELECTED AWARDS

Congress for the New Urbanism (CNU) Charter Awards:

South Main in Buena Vista, CO (2016)
City Plan 2025 for Fayetteville, AR (2007)
Glenwood Park in Atlanta, GA (2003)
I'On in Mount Pleasant, SC (2003)

American Planning Association (APA) Awards:

Jamestown Mall Area Plan in St. Louis, MO (2012)
Downtown Plan for Richmond, VA (2009)
The Hometown Plan: South Miami, FL (2009)

National Association of Homebuilders Award:

Best Smart Growth Community in the Nation: I'on Village (2003)



EDUCATION

**Master of Community Planning
(MCP)**

Bachelor of Arts in English (BA)
University of Rhode Island
South Kingston, Rhode Island

PROFESSIONAL EXPERIENCE

Principal Town Planner
2006 to Present
Dover, Kohl & Partners
Coral Gables, Florida

Senior Planner
Monroe County Planning
Department
Monroe County, Florida

Assistant Planner
Washington County,
Hopkinton and Richmond,
Rhode Island

AFFILIATIONS

American Institute of Certified
Planners (AICP)
Certified Member

Congress for the New Urbanism
Accredited Member (CNU-a)

Selected Lectures

CPEX Smart Growth Conference:
“Innovations in City Building”, 2016

CNU 19 (2011) National Congress:
“Today’s Best Form-Based Codes”

Florida Department of Community
Affairs: “Comprehensive Planning
for the 21st Century”, 2010

JASON KING AICP, CNU-a | PRINCIPAL & SENIOR DIRECTOR

Jason King serves as Principal and Senior Project Director at Dover, Kohl & Partners. He has directed multidisciplinary teams around the country and world and has served as the project director and prime author on over 200 plans for cities, towns, neighborhoods, and corridors. From the first plan he co-wrote for the Tarutao Islands of Thailand, to the multiple plans he authored in Coastal Louisiana, and finally to Seven50 the Plan for Southeast Florida that he directed and continues to advise on, Jason’s work has increasingly focused on social, economic, and climate change resilience. Jason’s work is featured in numerous planning texts such as Sustainable Urbanism (2008) and Form-Based Codes (2008) and he has been interviewed by the New York Times and National Public Radio.

SELECTED PROJECTS

Plan NoBe, Miami Beach, Florida, 2014-2016

Jason headed a multi-disciplinary team to create a Master Plan for the North Beach District of Miami Beach and recommend economic revitalization and climate change strategies. The Plan and its guidelines serve as a tool to evaluate new development proposals, direct capital improvements, and to guide public policy in a manner that ensures North Beach continues to be the community that its residents want it to be.

Viva Laredo, Comprehensive Plan, Laredo, Texas, 2016-2017

Viva Laredo is a complete comprehensive plan rewrite for the City of Laredo, Texas. Jason is leading the DK&P team and advising local architectural firms, Hickey Peña Architects, and Frank Architects on the direction of the project. A series of public events to gather input, including a two-week long charrette held in October 2016, were used to build the framework of the plan. Viva Laredo lays out a vision for the future, setting goals and providing strategies on how to get there for the next 20 years and beyond. The plan includes goals and guidance on topics ranging from land use development and urban design, border crossings and relations, mobility, economic development, housing, public facilities, health, and sustainability.

SEVEN50, The Prosperity Plan for Southeast Florida, 2012-2016

Seven50 is the plan for the seven counties of Southeast Florida for the next fifty years. The region includes 121 municipalities and over six million people. Plan creation involved over 5,000 people participating in a series of regional summits and local workshops and over one million people via an interactive website with online weekly polls, a scenario modeler, social media, discussion forums, and a regional data warehouse. Jason led a fifteen-firm, multidisciplinary consultant team as it worked closely with local universities and regional planning councils, the Florida Department of Transportation, and a 200-member public and private partnership. Jason was principal author of the Seven50 Prosperity Report. Seven50 was funded by the US Office of Sustainable Housing and Communities and was featured on National Public Radio and in The New York Times.

Plan El Paso Comprehensive Plan, El Paso, Texas, 2010-2012

Pamela assisted in and managed the production of over 250 square acres in El Paso while working on the Comprehensive Plan for the City. Pamela was the primary writer for the Urban Design Element and head editor for the overall document. Connecting El Paso Plan was a first step in the comprehensive planning initiative and was unanimously approved by the El Paso City Council and was awarded a 2011 National Award for Smart Growth Excellence by the US Environmental Protection Agency. The complete comprehensive plan has been submitted to the City for estimated approval by May 2012.



PAMELA STACY KING CNU-a | STUDIO DIRECTOR

Pamela Stacy has been a Project Manager and Town Planner at Dover, Kohl & Partners since 2006. She has helped numerous cities and towns around the country form a vision for the future. She then works with multi-disciplinary teams of professionals who collaborate with stakeholders, business owners and residents to make that vision a reality.

In addition to directing projects Pam has co-authored reports, crafted form-based codes, drawn plans and reviewed plans under a variety of land development regulations, and made policy recommendations on specific plans throughout the country. Pam has been instrumental in building the firms Comprehensive Plan portfolio with a role managing, contributing and editing these specific plans. She is often the lead designer on illustrative plans working closely with the public to help envision more walkable and sustainable futures.

In her role as Studio Director, Pamela oversees the production of plans, reports, and codes and ensure they are easily understood, readable, and of the highest quality that Dover, Kohl & Partners has become known for.

SELECTED PROJECTS

Thomasville: Blueprint 2028 Comprehensive Plan, Thomasville, GA, 2017-2018

Thomasville: Blueprint 2028 is a comprehensive plan for the City of Thomasville. This charming city was once the end of the rail line and a favorite winter getaway, quail hunting lodge, and health spa for northerners. The City has had an emphasis on reinvigorating their downtown, but the surrounding neighborhoods have struggled. With an intense public process including a traveling workshop and a week-long charrette the elements of the community goals were developed. Pam is a primary contributor and the primary editor of the in-progress document. Pam is responsible for ensuring all state requirements are met while a vision for the future is clearly laid out.

Viva Laredo Comprehensive Plan, Laredo, Texas, 2016-2017

Viva Laredo is a complete comprehensive plan rewrite for the City of Laredo, Texas. In addition to being the prime editor for the majority of the document, Pam was the main writer and contributor for the Downtown, Historic Preservation, and Urban Design elements. Viva Laredo lays out a vision for the future, setting goals and providing strategies on how to get there for the next 20 years and beyond.

Cocoa Beach Gateways Master Plan, Cocoa Beach, FL, 2014

Cocoa Beach has remained relatively untouched for several decades, surviving on outside attractors like the Space Shuttle Program. Now the city wants to be "Open for Business" and attract new growth to its commercial areas to attract more visitors and increase its tax base. Pamela led the effort as Project Director to create the Gateways Master Plan. The resulting vision redefines SR 520 as a premier east-west corridor connecting the Banana River to the Ocean with a multiway boulevard. The plan lays out a path to revise fine tune development regulations allowing redevelopment to occur.

Jamestown Mall Area Plan, St. Louis County, Missouri, 2010

Jamestown Mall, located in north St. Louis County is in decline. As project director, Pamela led the team in an effort to find ways to redevelop the mall property in a way that is sustainable and a benefit to the surrounding community. The area plan shows the transformation of the mall parking fields into a diverse walkable, mixed-use village center.

EDUCATION

Master of Architecture (MArch) in Suburb and Town Design

University of Miami
Coral Gables, Florida

Bachelor of Architecture (BArch)

University of Miami
Coral Gables, Florida

PROFESSIONAL EXPERIENCE

Town Planner

2006 to present
Dover, Kohl & Partners
Coral Gables, Florida

Designer I/Job Captain

Forum Architecture
& Interior Design,
Altamonte Springs, Florida

Senior Designer/Project Manager

Canin Associates
Orlando, Florida

GIS Intern

Walt Disney Imagineering
Master Planning Division
Orlando, Florida

AFFILIATIONS

Congress for the New Urbanism
Member, 2007 to present
Accredited, 2010

National Charrette Institute
Certified Charrette Planner, 2007



EDUCATION

**Master of Architecture
Town and Suburb Design**
University of Miami
Coral Gables, Florida

Bachelor of Architecture
Hampton University
Hampton, Virginia

PROFESSIONAL EXPERIENCE

Director of Design
1996 to present
Dover, Kohl & Partners
Coral Gables, Florida

Intern Architect
MMM Design Group
Norfolk, Virginia

**Assistant Construction
Superintendent**
Project Management & Design, Inc.
Virginia Beach, Virginia

TEACHING

Faculty
2007 to present
Form-Based Code Institute

Adjunct Professor
2006, 2012 to present
University of Miami
School of Architecture
Coral Gables, Florida

JAMES DOUGHERTY AICP, CNU-a | PRINCIPAL, DIRECTOR OF DESIGN

James Dougherty is the Director of Design at Dover, Kohl & Partners. James has dedicated his career to helping communities envision and implement a more walkable, sustainable future. James began working with Dover-Kohl in 1996 and has since participated in over 250 design and form-based coding charrettes in the United States and abroad. James works closely with the firm's Principals, Project Directors and Urban Designers to establish the design direction of each of the office's projects. He participates in all aspects of the office's work, including public involvement, development of master plans, regulating plans and form-based codes. James also specializes in the creation of many of the company's three-dimensional illustrations, using a blend of hand-drawn and computer techniques.

James holds a Bachelor of Architecture degree from Hampton University and a Master of Architecture degree from the Town & Suburb Design Program at the University of Miami, where he serves as an Adjunct Professor. He is certified by the American Planning Association and the Congress for the New Urbanism. James is an instructor with the Form-Based Codes Institute (FBCI), and has led numerous sessions at FBCI workshops. James has successfully completed all portions of the Architectural Registration Exam.

James' graphics and visualizations illustrating sustainable urban design and form-based code principles have been published in over fifteen books. He co-curated the 2012 exhibit "The Art of the New Urbanism" featuring over 200 visualization artworks by leading practitioners of the New Urbanist movement. James founded and continues to co-lead the Congress for the New Urbanism's urban design and illustration training series, the CNU Art Room. James was honored to receive the 2012 Congress for the New Urbanism Florida's "Charles A. Barrett Memorial Award for Continuing Excellence in Architecture And Urban Design". The American Society of Architectural Illustrators has presented James with "Awards of Excellence" in their prestigious Architecture in Perspective (AIP) 24 and 25 international competitions, and "Top Informal Category Award" in their AIP 29 competition.

AFFILIATIONS

Member, American Planning Association, 2005 to present (AICP certification)
Member, Congress for the New Urbanism, 2002 to present
(CNU-a certification)
Member, American Society of Architectural Illustrators, 2008 to present

LECTURES

"The Importance of Art and Illustration in the New Urbanism"
Lowe Museum, 2011, Miami, FL
"Brief History of American Urbanism," "Brownfield and Greenfield Projects," and
"Infill and Redevelopment Projects," Form-Based Codes Institute, 2007-2012
"Designing in Public - New Urbanist Charrettes," Co-keynote speaker with
Elizabeth Plater-Zyberk,
American Institute of Architecture Students, South Quad conference, 2008,
Miami, FL



ALY BURKHALTER | TOWN PLANNER & URBAN DESIGNER

Aly has a Bachelor's degree in Urban Studies & Planning from the University of California - San Diego, as well as a Master of Architecture from the University of Colorado Denver. Prior to pursuing a Master of Architecture, Aly worked in commercial real estate finance to understand the driving forces to development. Since then, Aly has worked in the private sector on urban design guidelines, architectural design, and graphic design and copy editing for educational book publications. Her greatest strength comes from her diverse industry background in real estate, urban design, architecture, and publication.

Recently, she has worked on urban design guidelines and architectural construction documents for production builders along Colorado's Front Range. She also worked on a public health guidebook for the Colorado Healthy Places Collaborative, and an architectural design guidebook for the Vinyl Siding Institute

EDUCATION

Master of Architecture (MArch)
University of Colorado
Denver, Colorado
ICAA Certificate

B.A. in Urban Studies & Planning
University of California
San Diego, California

PROFESSIONAL EXPERIENCE

Town Planner, 2019-Present
Dover, Kohl & Partners
Coral Gables, Florida

Design Intern, 2019
**PEL-ONA ARCHITECTS
& URBANISTS**
Boulder, Colorado

Research Assistant, 2018-2019
CU Denver + Colorado health
Foundation
Denver, Colorado

Design Intern, 2018
Harrison Design
Santa Barbara, California

Design Intern, 2017
MOULE & POLYZOIDES
ARCHITECTS & URBANISTS
Pasadena, California

AFFILIATIONS

Member, American Institute of
Architects (AIA), 2017-present
Member, Congress for New
Urbanism (CNU), 2017-present

SELECTED PROJECTS

Downtown Master Plan, Missoula, MT

The Master Plan Update will serve to help guide decisions over the next 10 years impacting Missoula's historic downtown and adjoining neighborhoods, including modifications to land use and planning regulations, public and private investment decisions, and prioritization for allocation of municipal and community resources. The Downtown Master Plan will involve all aspects of city administration and community life: land use, infrastructure, housing, parking, street design, urban design, historic preservation, and retail and commercial business development. DK&P is leading a multidisciplinary team of seven specialty consultants and is largely responsible for land use, visualizations, historic preservation, and community engagement.

Downtown Oakland Specific Plan

The Plan Downtown Oakland project is an interactive planning process for the creation of a Downtown Specific Plan. In October 2015, DK&P led a well attended 9-day charrette located in a storefront in the heart of downtown. Working with a group of equity specialists, the Plan was relaunched in 2017. Aly has served as town planner for this project since 2019.

RMA is a full service economic (re)development firm passionately reinventing cities to bring hidden assets and unrecognized value to the forefront. We have a proven track record assessing, developing and implementing plans/programs that are improving communities by utilizing a realistic, comprehensive and effective approach - resulting in over \$1 billion in private sector investment within our client areas.

We offer comprehensive services in five specialized areas:

- ▶ Real Estate
- ▶ Economic Development
- ▶ Business Attraction & Marketing
- ▶ Urban Design & Planning
- ▶ Government Management & Administration

RMA was formed in 2009 by Principal Members, Kim Briesemeister, a Certified Redevelopment Administrator, and Christopher J. Brown, combining their talents and 50+ years of experience providing consulting and management services to governments in the field of urban redevelopment and place making, regionally, nationally and internationally. RMA headquarters is in Pompano Beach, Florida, with additional Florida office locations in Delray Beach, Jacksonville and the Central Florida area.

Our expertise includes all aspects of **economic development, business attraction and marketing, real estate development** and **public-private partnerships (P3), urban design and planning, government administration** and community consensus building. RMA's active practitioners have led some of the most successful economic development efforts in Florida cities during the last 30 years, transforming many areas throughout Florida into thriving business/entertainment districts, including Delray Beach, Fort Lauderdale, Hollywood, Pompano Beach and West Palm Beach.

RMA's 25 highly experienced professionals are committed to helping our clients in their pursuit of economically diverse and healthy communities. The benefits of working with us include comprehensive access to industry leaders in specialized redevelopment fields under one firm - providing years of knowledge, experience and proven success as evidenced by the client cities we have helped reinvent.

Our firm has the experience, in-house expertise and financial stability to successfully complete and implement projects of all sizes.



REDEVELOPMENT MANAGEMENT ASSOCIATES is a small, independent and majority woman-owned Limited Liability Corporation headquartered in Broward County, licensed to do business by the State of Florida. Principal Members are Kim Briesemeister and Chris Brown.

RMA HQ

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REINVENTING YOUR CITY



KIM BRIESEMEISTER, C.R.A. | PRINCIPAL

Ms. Briesemeister has managed redevelopment of some of the largest, most complex CRA districts and redevelopment projects in South Florida, including West Palm Beach, Pompano Beach, Fort Lauderdale and Hollywood, which led to total transformation of urban districts within the cities. This included preparing urban vision plans, Transit Oriented Development strategies and financing mechanisms, drafting/ implementing downtown revitalization plans, negotiating public-private partnerships, marketing, branding, business attraction/ retention, and community consensus building. She oversaw the acquisition and disposition of approximately \$100 million in public property targeted for redevelopment that resulted in over \$1 billion in private development activity.

Years of Experience

30

Areas of Expertise

- Redevelopment & Urban Revitalization
- Redevelopment Management
- Public-Private Partnerships (P3)
 - Visioning & Urban Planning
 - Financing Redevelopment

Education

A.A. | Specialized Business, International Correspondence School
ICSC Marketing I & II, John T. Riordan School of Professional Development

Certifications

- Certified Redevelopment Administrator (C.R.A.)

Awards

- FRA, Roy F. Kenzie Award
- 2012, Planning, Pompano Beach, FL
 - 2011, Marketing, Dania Beach, FL
- 2009, Cultural Enhancement, West Palm Beach, FL
 - 2001, Best New Project, Fort Lauderdale CRA
- 2000, Five-Year Finance Plan, Fort Lauderdale CRA
 - 1997, Downtown Marketing Program, Hollywood, FL
- 2007 ICSC Maxi Award: Branding & Marketing, West Palm Beach, FL
 - 2006 Florida League of Cities: Innovation Showcase
 - 1989 ICSC Merit Award

PROFESSIONAL AFFILIATIONS

- Advisory Board, University of Miami, Master in Real Estate Development & Urbanism
- Florida Redevelopment Association, Past President
- Urban Land Institute
- International Council of Shopping Centers, Past Co-Chair Alliance Program
- International Economic Development Council Redevelopment Management
- Management and project oversight of large redevelopment projects
- Negotiated over eleven (11) public/private partnership (P3) agreements and real estate transactions resulting in over \$1 billion in private development projects
- Oversaw the acquisition and disposition of approximately \$100 million in public property targeted for redevelopment
- Hired and managed engineer and design consultants for million-dollar streetscape improvement projects
- Created and managed incentive programs, grants and other financing tools
- Managed business recruitment and retention programs
- Created and managed city branding and marketing programs to reposition cities

VISIONING AND PLANNING

- Transit Oriented Development (TOD) strategies and financing mechanisms
- Drafted downtown revitalization plans
- Drafted marketing plans and strategies for retail districts for business attraction which attracted over 100 new businesses to the downtown area

FINANCING REDEVELOPMENT

- Created and managed finance plans and budgets in excess of \$100 million for redevelopment including bond issues
- Identified and recommended financing strategies for over \$ 200 million in public investment improvements to leverage private development
- Drafted multiple Five-Year redevelopment finance plans and programs
- Recommended strategies to leverage tax increment financing for bond issues or capital improvements
- Leveraged public sector resources to attract grant funds for redevelopment projects
- Worked with lenders, financial institutions and other agencies to secure financing and funding for redevelopment projects



REINVENTING YOUR CITY



CHRISTOPHER J. BROWN | PRINCIPAL/REAL ESTATE BROKER

Mr. Brown has extensive experience in planning and design, real estate development, finance and redevelopment management. Mr. Brown served for 9 years as the Executive Director of the highly successful Delray Beach CRA when it was just in its infancy. He is recognized throughout Florida for the legacy he has left in Delray Beach and is responsible for negotiating multiple public-private partnerships and creating the marketing co-op. Mr. Brown's successes in redevelopment can be attributed to his experience in real estate, working for and as, a real estate developer. Chris Brown has led some of the most successful Community Redevelopment Agencies in the state of Florida and is a past President of the Florida Redevelopment Association.

Years of Experience

33

Areas of Expertise

- Urban Design Regulations
- Public-Private Partnerships (P3)
 - Real Estate Development
 - Redevelopment Planning & Management
- Community Engagement/Meeting Facilitator

Education

- M.A. | University of Pennsylvania
- B.A. | Yale University

Certifications

- General Contractor
- Real Estate Broker

PROFESSIONAL AFFILIATIONS

- Congress of New Urbanism
- Urban Land Institute
- International Council of Shopping Centers
- Florida Redevelopment Association, Past President
- Business Loan Fund of the Palm Beaches Inc., Board of Directors
- Palm Beach Photographic Center, Board of Directors

URBAN DESIGN REGULATIONS

- Plantation Midtown Master Plan and Design Guidelines, Plantation, FL
- City of Stuart Urban Design Guidelines and Overlay District, Stuart, FL
- Pompano Beach CRA Northwest, East District Master Plans and Design Guidelines, Pompano Beach, FL

PUBLIC PRIVATE PARTNERSHIPS

- Pompano Beach Pier Redevelopment, Pompano Beach, FL
- Harbor Village Shops, Pompano Beach, FL
- Atlantic Grove Mixed Use Development, Delray Beach, FL
- Ocean City Retail/Office Center, Delray Beach, FL
- Hyatt Place Hotel, Delray Beach, FL
- Central Market Retail Center, Oakland Park, FL

REAL ESTATE DEVELOPMENT

- 1350 Main, Mixed Use High Rise Development, Sarasota, FL
- The Lofts, Mixed Use Development, Gainesville, FL
- Crossings Condominium, Houston, TX

HISTORIC PRESERVATION

- Spady History Museum, Delray Beach, FL
- State of Florida Historic Preservation Office, Delray Beach, FL
- Delray Beach CRA Office, Delray Beach, FL

REDEVELOPMENT PLANNING AND MANAGEMENT

- Pompano Beach Community Redevelopment Plan Update, Pompano Beach, FL
- Business Improvement District Plan, Naples, FL
- Parking Enterprise Fund, Pompano Beach, FL
- Public Parking and Parking Management, Delray Beach, FL
- Business Attraction and Incentives, Delray Beach, FL



REINVENTING YOUR CITY



ADRIANE ESTEBAN, LEED® AP | SR. PROJECT MANAGER/BUDGET ANALYST

Ms. Esteban specializes in CRA budgeting and administration, incentive management and project management. She has extensive experience managing projects from the design phase to construction and has a proven record of delivering results on time and on budget. She has also worked on leasing agreements, acquisitions, CRA Plan updates, and public-private partnerships. Working for RMA clients over the past 10 years she has successfully developed and managed CRA budgets, CRA construction projects, real estate agreements, and has assisted local businesses through the design and permitting phases of projects. Prior to RMA, her work experience included: Hardin Construction Company, LLC, Assistant Project Manager and Project Engineer, and Skanska Building USA, Intern.

Years of Experience

14

Areas of Expertise

- CRA Budgeting & Administration
 - Project Management
- Public-Private Partnerships (P3)
 - Construction Management
 - Leasing & Acquisition
 - CRA Plans

Education

B.S. | Building Construction | Georgia Institute of Technology

Certifications

- LEED®, AP (Accredited Professional)
 - OSHA Certified (10 hour)
- Florida Redevelopment Association-Redevelopment Professional (FRA-RP™)

PROFESSIONAL AFFILIATIONS

- Florida Redevelopment Association, Member
- National Association of Women in Construction (NAWIC) Greater Orlando Chapter (2009), Member and Past Board of Directors

CRA BUDGETING

- Pompano Beach CRA Financing and Implementation Plan- Fiscal Years 2014-2019
- Margate CRA- Preliminary FY15 Budget, FY2016

PUBLIC-PRIVATE PARTNERSHIPS (P3)

- Harbor Village Shoppes Façade and Arcade Improvements, Pompano Beach CRA
- Pier Development Agreement Oversight & Coordination, Pompano Beach CRA
- Pompano Beach CRA Incentive Programs

CONSTRUCTION MANAGEMENT AND ADMINISTRATION

- Pompano Beach Pier Parking Garage Pre-Construction & Contract Coordination, Pompano Beach CRA
- 731 Hammondville Rd. (new commercial building), Pompano Beach CRA
- Pompano Beach CRA Business Resource Center (interior build-out)
- Pompano Beach CRA Office Expansion (interior build-out)
- CoCo Key Hotel & Water Park (renovation), Orlando, FL
- Orlando Premium Outlets Expansion (new commercial buildings), Orlando, FL
- Winter Garden Village at Fowler Groves (new commercial development), Winter Garden, FL

REAL ESTATE

- Term Sheets - Pompano Beach CRA, FL
- Commercial Leases - Pompano Beach CRA, FL
- Contracts for Sale and Purchase - Pompano Beach CRA, FL

CRA PLANS

- Mount Dora CRA Plan Update and Extension - Mount Dora, FL
- Newtown CRA Plan Update - Sarasota, FL (in progress)



REINVENTING YOUR CITY



CHARITA D. ALLEN | SR. ECONOMIC DEVELOPMENT ASSOCIATE

Ms. Allen has extensive experience in site selection and business retention for small and medium-sized municipalities in South Florida. She served for eight years as the Vice President for Economic Development and Urban Initiatives at the Beacon Council, Miami-Dade's Economic Development Partnership. Ms. Allen implemented targeted industry initiatives throughout the county, and routinely worked with companies expanding and relocating into communities bordering downtown city-centers. She also has significant experience developing and implementing business retention programs. Her success in economic development may be attributed to her background in marketing, business development and real estate.

Years of Experience

15

Areas of Expertise

- Business Recruitment
 - Site Selection
- Business Retention Programs
- Community Engagement/Meeting Facilitator

Education

B.A. | Political Science | University of Tennessee at Chattanooga

Certifications

- Accredited Commercial Real Estate Professional (ACP)

Professional Affiliations

- International Economic Development Council
- National Association of Realtors
- Florida Association of Realtors
- Realtors Commercial Alliance

BUSINESS RECRUITMENT

- Assisted select municipalities and/or governmental departments with asset identification and differentiation for business recruitment opportunities
- Tracked targeted industry-related activities impacting business recruitment, including legislation related to sales tax waivers or sales tax repeals for targeted industries, including marine and manufacturing industries
- Participated in outbound national and international business recruitment missions

EXPERIENCE

- Ms. Allen spent five years consulting throughout the country and currently serves in a three-year appointed position as Deputy Administrator for Economic Development with the City of Chattanooga, Tennessee.
- Created a \$2.5 million Small Business COVID-19 90-Day Stabilization Fund from concept to legislation to fund and awards, during a six-week period to provide grants and loans to more than 200 microbusinesses, sole practitioners, and small businesses impacted by executive order closures.
- Oversaw targeted urban area initiatives and industry-related activities that would impact business recruitment, including legislative items related to land donations, land swaps, sales tax waivers, and incentives in the recruitment of more than 61 projects; 4,427 direct jobs; 1,664,016 square feet; and \$352,734,458 million in capital investment;
- Coordinated with engineering and environmental teams to identify industrial land for development to include grubbing, clearing, erosion control, and grassing, along with associated costs, funding sources, grants and grant matching- funds;
- Assisted select municipalities and/or governmental departments with asset identification and differentiation for industry cluster recruitment for back-office IT, data centers, and medical device and craft manufacturing;
- Identified and established regional working relationships and presented projects countywide to 36 municipalities, comprising regular interactions and briefings with 324 local elected officials; and
- Conducted more than 29 community input sessions and 73 stakeholder meetings for economic development planning projects in Florida, South Carolina, and Tennessee.

PLANNING CATALYTIC DEVELOPMENT FOR UPTOWN CHARLOTTE



This project involves the redevelopment of two blocks in central Uptown Charlotte's central business district into a thriving mixed use, mixed income neighborhood. The plan required Mecklenburg County, the City of Charlotte, the City's Library System and Bank of America to work together on a land assemblage and development plan to bring streets to life, fund affordable housing efforts and create an entirely new destination to live, work, play in Uptown Charlotte.

Daedalus leads the economic, financial and demand modeling for the wider stakeholder group, including area-wide analysis of demand drivers, population and income growth, various development options, strategies (such as land sales, land

leases, land-equity swaps, etc.), economic impact estimates using IMPLAN, site specific analysis of affordable housing, retail trade, demographics and market information and ad hoc quantifications for specific issues as they arose.

We supported the creation of an RfP for a master developer, as well as quantifications and evaluations of each respondent's development program. Our support helped to secure a master developer for the site and over \$600M in new investment.



MISSION TRAIL, EL PASO, TX

As part of a Comprehensive Plan that encompassed three cities in El Paso County, TX, Daedalus evaluated the area's economic history to understand where economic opportunity exists to create a tourism-led initiatives to increase the area's competitive positioning by improving the core demand drivers for visitors through more and varied, retail and hospitality options. In addition, the economic development effort included recommendations to the current and proposed incentive program for facades and businesses. The effort included extensive interactions with the city's local business community and residents to understand opportunities and challenges as the city defines its economic future.



BLUEPRINT THOMASVILLE 2028, THOMASVILLE, GA

As part of the city's latest Comprehensive Plan, Daedalus created a situation assessment for the area's economic status that led to a comprehensive set of initiatives to increase the city's competitive positioning by reducing information gaps, enhancing city-business interactions and greatly increasing the area's appeal to residents and visitors as a home for families. The effort included extensive interactions with the city's local business community and residents to understand opportunities and challenges as the city defines its economic future.

1,200 ACRES
Project Area

12 MONTHS
Timeline (Adopted Oct. 2016)

\$271,000
Contract amount

Contact: Vania Pedraja Castro, MPA
Economic Development Specialist
Tourism, Culture & Economic Development
1700 Convention Center Dr, Miami Beach, FL 33139
Phone: (305) 673-7577 or Cell: (305) 450-4888
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Town Center Illustrative Plan



Normandy fountain reconfigured around a pedestrian-oriented district with a combination of preservation and enhancement



Above: A dedicated transit lane along Collins Avenue with new development on the West Lots

Below: Proposed Main Street for NoBe



PLAN NOBE, MIAMI BEACH, FL

Dover, Kohl & Partners led a multi-disciplinary team to create a Master Plan for the North Beach District of Miami Beach and recommend an economic and revitalization strategy.

Plan NoBe provides the basis for public policy in the North Beach area regarding physical development. The Plan establishes priorities for public-sector action while simultaneously providing direction for complementary private-sector decisions. The Plan and its guidelines serve as a tool to evaluate new development proposals, direct capital improvements, and to guide public policy in a manner that ensures North Beach continues to be the community that its residents want it to be. The Plan contains illustrative plans, diagrams, maps, and pictures to make concepts clear and accessible to City officials, residents, developers, community groups, and other stakeholders.

The Process: Direct community input shaped the ideas and recommendations found in Plan NoBe. The public process began in November 2015 with a kickoff session to introduce the community to the project and the consultant team and included a trolley tour of key sites in the area. The design process centered around a Charrette—an intensive, open planning process that combines hands-on community brainstorming with “designing in public.” In February 2016, the team set up a week-long Open Design Studio at the Byron Carlyle Theater where the team met with more than 1,000 interested residents and stakeholders.

Status: The Plan was adopted by City Council in October 2016. Based on the Plan’s recommendations a voter referendum was passed increasing the FAR for the Town Center and new development guidelines are underway. In addition, four new historic districts were designated, nearly doubling the number of historic structures receiving protection in Miami Beach.



0.5 MILE
Project Area (Street Design)

5 MONTHS
Timeline (Adopted 2018)

\$85,500
Contract amount

Contact: Erik D. Ferguson, PE
City Transportation Engineer
Engineering Services
401 Clematis Street, 4th Floor, P.O. Box 3366
West Palm Beach, FL 33402
Phone: 561-494-1092

Proposed Conditions include a curbside street with increased space for sidewalks and seating, as well as more shade trees.



CLEMATIS STREET, WEST PALM BEACH, FL

Clematis Street is West Palm Beach's Main Street, containing a diverse array of civic buildings, restaurants, apartments, hotels, shops, and bars. Previous improvements have contributed to the growth of many businesses along the street; however, as the street continues to grow and evolve, more improvements are needed. Currently, a lack of shade trees, and relatively narrow sidewalks can create a difficult walking environment, especially for those who require additional levels of accessibility.

Dover, Kohl and Partners created a design for streetscape improvements that will provide more street trees for shade and wider sidewalks for an improved pedestrian environment. These wider sidewalks will contain more space for seating, street furniture, and other amenities. The design for the new street is also completely curbside, creating the feel of a shared space.

The plan for the new streetscape was created in close collaboration with the City of West Palm Beach, Kimley-Horn, community businesses and stakeholders, as well as members of the broader community.

A grand re-opening celebration for the first completed block was held on November 1, 2018. Outreach for the next two blocks is underway with construction estimated to begin in the summer of 2019.





LAKE WALES CONNECTED, LAKE WALES, FL

300 ACRES

Project Area

2019

Approved

Contact: Karen Thompson
CRA Assistant Director,
City of Lake Wales, FL
Phone: (863)259-1503
KThompson@lakewalesfl.gov

Lake Wales Connected is a strategy for revitalization of Lake Wales' historic Downtown and one of its most important close-in neighborhoods. Together, the Downtown and Northwest Redevelopment Area comprise the "Core of Lake Wales." The core neighborhoods are meant to be inspiring, beautiful places. The famous Olmsted Brothers firm, the landscape architects who planned both the town and Bok Tower, had a bold, green vision that Lake Wales should be a living, growing work of art, a city as a garden. The new plan for Downtown and Northwest Lakes Wales is to revive that Olmsted vision, replanting lost trees, upgrading streets, and attracting new residents, customers, and businesses. Companion report documents detail the community-based vision for the future, as well as unique strategies and plan recommendations for each area.

BELOW: Existing Conditions on Park Avenue



BELOW: Market Square Plaza can extend across Park Avenue in the heart of Downtown.



BELOW: Existing conditions on 1st Street



BELOW: Reimagining 1st Street with a protected bikeway, street trees, and new/restored buildings.





7 COUNTIES IN SOUTHEAST FLORIDA

Project Area

36 MONTHS Timeline

Contact: Marcela Camblor
Principal Marcela Camblor & Associates, Inc
Phone: (772) 708-1108
marcela@marcelacamblor.com

Planning for Resilience

South Florida's many coastal cities and barrier islands are already beginning to see the impacts of climate change. Seven50 modeled the potential severity in Southeast Florida, and describes strategies for adaptation, retrofit, and retreat. The plan makes a commitment to low-lying, high-investment places that will see future investments in resilience infrastructure.



1. Existing Conditions



2. Rise of 4 feet, no adaptation



3. Rise of 8 feet, no adaptation



4. Rise of 8 feet, significant adaptation

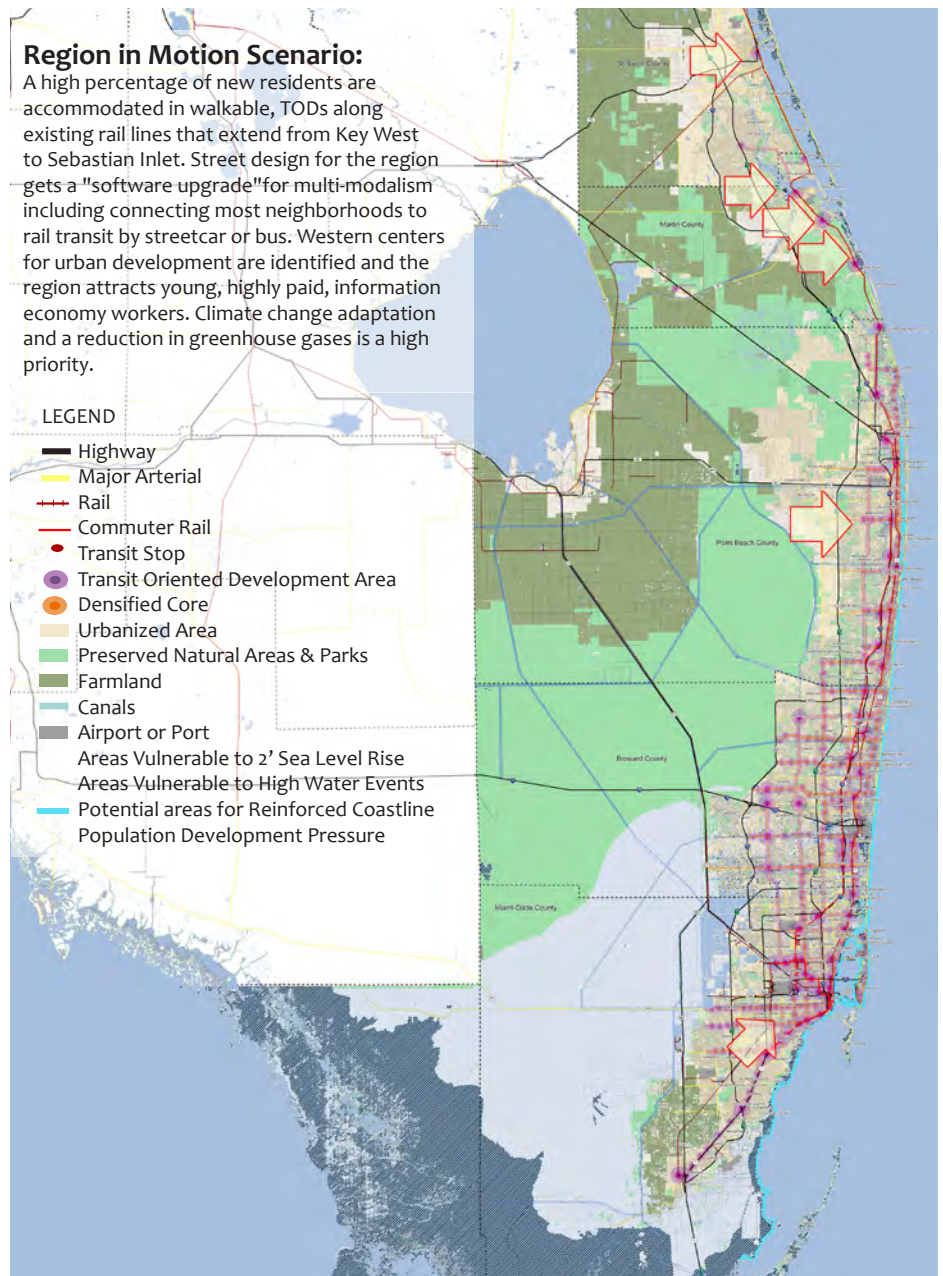
SEVEN50, SOUTHEAST FLORIDA

Seven50 ("seven counties, 50 years") is a blueprint for growing a more prosperous and resilient Southeast Florida during the next 50 years and beyond. The plan works to encourage socially inclusive communities, a vibrant and robust economy, and careful stewardship of the fragile Southeast Florida ecosystem as it quickly becomes one of the world's most important mega-regions.

Dover, Kohl & Partners led a multidisciplinary consultant team to create the plan, mapping a strategy for the best possible quality of life for the over six million residents in Monroe, Miami-Dade, Broward, Palm Beach, Martin, St. Lucie and Indian River counties. DK&P worked closely with the South Florida and Treasure Coast Regional Planning Councils.

Region in Motion Scenario:

A high percentage of new residents are accommodated in walkable, TODs along existing rail lines that extend from Key West to Sebastian Inlet. Street design for the region gets a "software upgrade" for multi-modalism including connecting most neighborhoods to rail transit by streetcar or bus. Western centers for urban development are identified and the region attracts young, highly paid, information economy workers. Climate change adaptation and a reduction in greenhouse gases is a high priority.





DOWNTOWN MASTER PLAN, MISSOULA, MT

855 Acres

Project Area

2019

Plan Adopted

Contact: Linda McCarthy
Executive Director
Downtown Missoula Partnership
Address: 218 East Main, Suite C
Missoula, MT 59802
Phone: (406) 543-4238
Email: linda@missouladowntown.com



Above: Downtown streets can be made more walkable and memorable - Shared street concept



Above: Proposed street design with protected bike lanes on South Higgins Avenue



Above: Potential enhancement under the Orange Street Bridge along the Milwaukee Trail

The Project: Missoula's Downtown Master Plan is a project of the Downtown Missoula Partnership (DMP). The DMP itself is a collaboration between the Downtown Missoula Business Improvement District, the Missoula Downtown Association, and the Missoula Downtown Foundation.

Dover, Kohl & Partners (DK&P) led a multidisciplinary team of seven specialty consultants and was largely responsible for land use, visualizations, historic preservation, and community engagement.

The Downtown Master Plan involves all aspects of city administration and community life: land use, infrastructure, housing, parking, street design, urban design, historic preservation, and retail and commercial business development.

The Master Plan Update will serve to help guide decisions over 10 years impacting Missoula's historic downtown and adjoining neighborhoods, including modifications to land use and planning regulations, public and private investment decisions, and prioritization for allocation of municipal and community resources.

Process: The Downtown Missoula Master Plan update process is based on authentic and robust community engagement. During the week-long charrette, the project team interacted with over 1,000 studio visitors, meeting attendees, and hands-on participants who helped shape the development of the plan. The project team made a specific effort to involve groups and constituents who do not typically participate in charrettes and other public processes. The project also has a large online component offering continuous community feedback.

Status: The charrette was held in January 2019 and the drafting of the plan was adopted by the Missoula City Council in November 2019.

Cities and neighborhoods are defined in large part by their natural amenities, and in Downtown Missoula that is the Clark Fork River. The updated Downtown Master Plan will make the river a centerpiece of Downtown with parks and buildings facing and engaging the river. The draft illustrative plan for Downtown Missoula is shown below.



NORTH MIAMI BEACH

Strategic Finance Action Plan/COVID-19 Recovery

Agency

City of North Miami Beach, FL

Performance Period

2020-present

Services Provided

- Five-Year Action Plan
- Five-Year Strategic Finance Plan
- Implementation Matrix
- COVID-19 Recovery
- 2019-2020 Annual Report
- Guidance to secure Full-Time Internal Staff for the CRA and Economic Development Departments

ISSUE

The City of North Miami Beach was making progress with exciting new development projects spurred by recent zoning amendments and a newly crafted brand strategy provided by RMA, when COVID-19 hit. The City explored options to assist local businesses, while also focusing on how to ensure the tax base remained stable during the downturn in the economy. The City's Miami-Dade County neighbors were strong competitors for business attraction, plus they had more revenue in their CRA districts to provide grants and relief efforts. The City was faced with the short-term crisis due to COVID-19 and the lack of an Action Plan to ensure immediate steps were taken towards implementing projects and programs that would provide economic recovery in the short-term and future stability.

STRATEGY

The City engaged RMA to assist them with a variety of initiatives to not only deal with the immediate economic impacts, but to also craft a realistic Action Plan for recovery to move forward. RMA's approach was to structure managerial, operational, and financial goals for both the short-term stability and long-term growth.

Short-Term COVID-19 Recovery - First, RMA had drafted a general yet specific COVID-19 Recovery Playbook that formed the basis of analysis for the City of North Miami Beach. One very important economic indicator showed that the City's tax base was comprised of over 73% residential properties. This made a difference when determining the best approach to provide government assistance to businesses since the City's financial exposure was in the large residential base, not the retail and commercial sectors. Ultimately it was decided to use limited amounts of city, not CRA, funds to assist businesses. The City also focused on providing other relief to businesses that were not financial based, including relaxed zoning laws to enable outdoor restaurant seating in parking areas and general marketing efforts to attract business.

Strategic Finance Action Plan - In addition to some short terms efforts to shore up local businesses, the City remained squarely focused on creating a Strategic Action Plan with detailed implementation elements. RMA recommend the city not only prepare an Action Plan, but also an accompanying Finance Plan to ensure adequate funds were available and strategically placed to spur activity. The final step was a detailed matrix that provided a schedule for the targeted projects and programs to keep city and CRA staff on track.

Once the Strategic Finance Action Plan and matrix were complete, RMA provided input on the staffing structure needed to implement the plans. RMA summarized the economic findings into a succinct set of action items with a proposed organizational structure and associated financing plan to support the activity over a five-year period.

OUTCOME

The COVID-19 Recovery and the Strategic Finance Action Plan have already proved a powerful combination to provide guidance and to stabilize the city's financial future.

THE KEY IS IN IMPLEMENTATION!

We have said it before and we will say it again:

Many cities hire firms to write plans, do studies, or conduct economic real estate analysis, but these plans rarely contain any viable implementation component. RMA provides a direct path to implementation and uses a "Strategic Finance Action Plan" format that mandates action and implementation. In addition to Economic Analysis, Planning, Real Estate and Business Recruitment, we include other necessary elements when creating a path for implementation. Because RMA team members have worked directly in city and CRA departments, our plans are packed with realistic action items and measurable outcomes. In just two months, the City of North Miami Beach now has a renewed sense of purpose, as well as a clear and concise set of projects and plans that are already in implementation mode for addressing their recovery and future growth.



MOUNT DORA

NECRA Plan Update and
Extension of Sunset

Agency

NE Community Redevelopment
Agency
Mount Dora, FL

Performance Period

June 2018 – September 2018

Services Provided

- ▶ Northeast CRA Plan Update
- ▶ Community Outreach
- ▶ Market Research & Analysis
- ▶ Strategic Planning

ISSUE

The Mount Dora Northeast CRA area is comprised of single family and multifamily residential units with very little commercial. For years the Northeast CRA missed real estate growth cycles, and little new construction occurred. The Northeast CRA was established in 1989 and its main priorities have been to enhance the quality of life for residents through safety initiatives, better community facilities, infrastructure, housing, and additional commercial businesses. While the Northeast CRA made strides to improve the community since its inception, there is still redevelopment that needs to occur in the community. In 2018, RMA was hired by the Mount Dora Northeast CRA to Update the CRA Plan to reflect an agency extension of thirty years so the Northeast CRA can continue to improve the community and increase the commercial tax base from 2019 to 2049.

STRATEGY

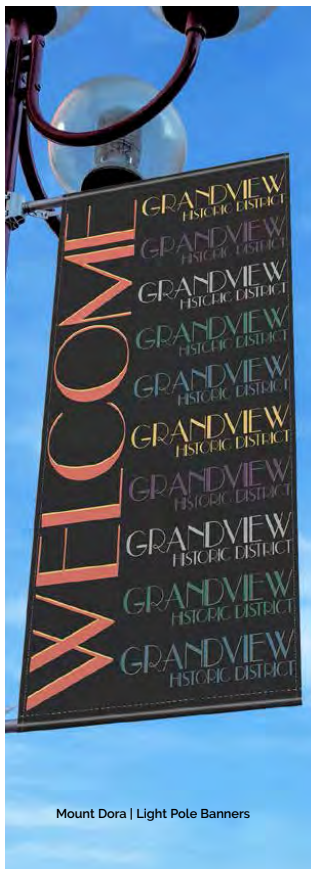
The RMA team of professionals took a holistic approach to redevelopment when updating the 2018 Northeast CRA Plan. In 2016, the City hired RMA to complete a comprehensive commercial market study/economic analysis. This analysis identified the Northeast CRA and surrounding areas current economic conditions and market potential to attract new investment. With a vast understanding of Mount Dora, specifically the Northeast CRA area, the RMA team was able to effectively analyze the current market, determine business climate themes, resident needs, and direct staff in the most effective ways to increase redevelopment in the area.

An updated market study of the Northeast CRA area was completed and an analysis of demographics, existing businesses, consumer trends, and potential for new businesses was highlighted. In the plan, additional areas such as public private partnerships, connectivity to the downtown, multimodal transit, affordable housing, and infrastructure were highlighted. Recommendations and implementation strategies for community branding and events were also determined to enhance the community's image and pride. Stakeholder input was collected through online surveys, one-on-one meetings, and multiple public workshops. As a way to connect initiatives to realistic implementation, various funding sources such as public-private partnerships, grants, and government loans were identified as opportunities to assist with redevelopment.

OUTCOME

In September of 2018 the Northeast CRA Plan Update and Extension was unanimously approved by the City Council. The redevelopment plan will serve as a road map and provide guidance for implementation of redevelopment strategies in the Northeast CRA area. From the plan, three priority areas were identified based on the need in the community. With clear direction and allocated funding for implementation, CRA staff can actively address the priority areas of Economic Development, Infrastructure, and Housing.

In addition to the CRA Plan Update, RMA secured another contract with the City to provide branding services in the Northeast Area. Before the Northeast CRA Plan was complete, RMA created a "Real Faces Real Places" campaign. Pole banners were designed to enhance community pride in the Northeast and featured descriptive words that represented the history and current community, residents, and business owners. The pole banners were strategically installed along Grandview, the Northeast CRA's main commercial corridor. Currently, the Northeast CRA has a 129 home residential development in the pipeline that will bring density to the area and create a demand for additional shops and restaurants.



Mount Dora | Light Pole Banners



Miami Beach, North Beach CRA Plan

WEST COLUMBIA

Citywide Redevelopment
and Revitalization Plan

Agency

West Columbia, SC

Performance Period

2017-2018

Services Provided

- ▶ Visioning
- ▶ Strategic Planning
- ▶ Market Study
- ▶ Community Outreach
- ▶ Implementation Action Plan

ISSUE

The City of West Columbia, South Carolina hired RMA to provide a redevelopment plan for the City, and a revitalization plan for specific areas within the City. The master redevelopment/revitalization plan for West Columbia seeks to provide a path to improve the quality of life for the citizens and to embrace the unique characteristics of the City. Economic development is building wealth in a community, encouraging economic growth and improving quality of life. This is accomplished by implementation of actions that influence the five key drivers of economic development: Land, Labor, Markets, Capital and Regulation, and each community's ability to influence these drivers is different.

STRATEGY

The Redevelopment and Revitalization Plan was designed to balance technology, sustainability, transparency and equity to further the goals of West Columbia. Community involvement was critical. RMA hosted multiple community, small group and one-on-one meetings throughout the planning process at various stages of the project and in multiple locations to encourage city-wide participation. Online surveys were also utilized.

The City of West Columbia is situated along eight miles of the beautiful lower Saluda and Congaree Rivers. Known for being friendly, welcoming and affordable, the city also has top-level schools and a myriad of dining and shopping options, as well as exemplary health care options that are within a three-mile radius. The area is ideal for commerce, attributable to its business-friendly attitude, low taxes and utility rates.

West Columbia offers kayaking, canoeing, tubing, parks, waterfront concerts, 8.5 miles of walking and biking trails, and much more, including access to the renowned Riverbanks Zoo, Botanical Gardens, and Waterfall Junction.

A delineated market study area was defined and tested for market accuracy. The market study is comprehensive and provides information about the surrounding businesses in West Columbia the area. This in-depth analysis provided the basis for the implementation plan that included strategies for attracting businesses to the downtown district and the City, including branding, marketing and messaging, recommendations for wayfinding and directional signage.

One particular area of the City suffers from poverty and blight. Another area of the city that presents challenges is a factory in the downtown area, right on the river front. Programs were developed for these specific areas to provide enrichment programs, infrastructure improvements, regulatory changes and other tools of change that transform cities. Educational campaigns and neighborhood ambassador programs are additional means for neighborhood improvement programs that are transformative and provide real change to an area.

OUTCOME

Both visionary strategic plans were unanimously adopted by the City of West Columbia council. RMA's implementation plan for redevelopment and revitalization included a path for the City to encourage business development and revitalization. The end result is a holistic plan that provides for community and business outreach throughout the area, and a strategy plan that acts as a blueprint for the City to follow to achieve success.



CORAL SPRINGS

CRA Plan Modification & Master Plan | Downtown

Agency

Community Redevelopment Agency
Coral Springs, FL

Performance Period

2013 – 2014

Services Provided

- ▶ Master Planning
- ▶ Urban Design & Massing Analysis
- ▶ Design Charrette

ISSUE

RMA was retained by the CRA to revise their CRA Plan, which had not been updated in twelve years, with a goal of attracting new development. The CRA is approximately 136 acres which comprises of the entire downtown area called the Downtown Core. The Downtown Core encompasses the old City Hall site, the future municipal complex, the business and office districts, part of the hospital district, the County Library and City Charter site.

STRATEGY

As part of the CRA Plan revision, RMA developed a vision plan for the downtown in order to create a guideline for the redevelopment as well as establish consistency with the Local Activity Center designation. RMA organized and conducted a design workshop within the community that engaged a great number of residents, business owners and stakeholders within the downtown. Building from the input, the overall plan concept suggests a more integrated street network with new streets, new pedestrian paths and passageways, aesthetic upgrades to drainage canals, 12.65 acres of new public open space and great plazas, a dynamic mix of uses including 1900 multi-level residential units, 200 townhomes, and 215,000 square feet of retail, as well as cultural and educational opportunities. These elements are incorporated into distinct sub areas each with their own identity and character, providing a desired neighborhood feel.

OUTCOME

The objective for the next five years is to focus on the Downtown Core to capitalize on the redevelopment activities from the Municipal Complex and to build new infrastructure to support additional development. The key priorities include completing an art walk, streetscape improvements, and new streets to complete the street grid. Another key priority is property acquisition and public private partnerships for the purposes of redeveloping the Downtown Core and the NE neighborhood, and redeveloping public property within the Educational Core.



Miami Beach, North Beach CRA Plan