

Congress Ave Planning Study

Proposal for professional services.

CBRE Streetsense proposal for
City of Delray Beach

July 20, 2022



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Cover letter

Sara Maxfield, CEcD, EDFP, Economic Development Director
Anthea Gianniotis, AICP, Development Services Director
City of Delray Beach
100 N.W. 1st Avenue
Delray Beach, Florida 33444

July 20, 2022

Re: Congress Ave Consulting Study

Dear Ms. Maxfield and Ms. Gianniotis,

On behalf of CBRE, thank you for the opportunity to submit this proposal for consulting services related to furthering your goals on Congress Avenue.

We understand that you are seeking support to analyze and provide recommendations regarding development and retail strategy on Congress Avenue, with the goal of balancing commercial and housing growth, understanding tax base implications, and better integrating the corridor with its surrounding uses.

In 2017, CBRE entered into a joint venture with Streetsense, an insight-driven, experience-focused strategy and design group. For two decades, we've been dialed in—to cities, to neighborhoods, to people. Today, Streetsense is a creative collective with global reach, committed to crafting well-rounded strategies and promoting diverse perspectives. This structure enables us to provide CBRE clients with seamless access to Streetsense's consulting services in place strategies, creative concepts, and marketing. As partners, we are uniquely positioned to; reimagine environments where people live, work, and play; drive demand for clients; and foster community and sense of place. Together, we strengthen our joint ability to connect with end users across industries and geographies.

Please don't hesitate to contact us with any questions.

Sincerely,



Lee Ann Korst
Senior Vice President & Southeast Regional Manager
CBRE Public Institutions & Education Solutions
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Larisa Ortiz
Managing Director, Streetsense
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About Streetsense

Streetsense is a global creative collective. We're placeshapers, brandbuilders, storytellers. For two decades, we've been creating places and brands people love — vibrant streetscapes and local gathering spots, big ideas and bespoke concepts, communities both physical and virtual. Our consultants and creatives make space for great experiences, and shape what's next.

20

YEARS OF SHAPING
WHAT'S NEXT

150+

CONSULTANTS
AND CREATIVES

5

GLOBAL HUBS AND HUNDREDS
OF VISIONARY CLIENTS

WHAT WE DO

We partner with visionary clients to create amazing places and stories. It's all about collaboration — tapping into our collective to find the right blend of talent and expertise, then working with you to get inspired, aligned, and focused on metrics that matter.

OUR APPROACH

We're design-minded consultants, results-driven creatives. It's the space in between where the magic happens, bringing an innovative mindset to the places we shape, the stories we tell, the brands we love.

TALENT & EXPERTISE

CONSULTING TEAMS: Research and insights, real estate, retail and hospitality, food, and beverage, public and nonprofit

CREATIVE STUDIOS: Interior architecture, urban design, branding, marketing

MULTIDISCIPLINARY SOLUTIONS

PLACE STRATEGY: holistic solutions focused on knitting together and maximizing the value of mixed-use places and destinations

CREATIVE CONCEPTING: Innovative hospitality, food and beverage, and retail concepts — from vision to design to go-to-market

360° STORYTELLING: Comprehensive brand development, strategy, and implementation — from identity and digital presence to programming, activations, and events

OUR MISSION

We use our collective creativity to unlock better solutions — for our clients, for our employees and partners, and for the diverse communities and neighborhoods impacted by our work. We believe that the world's most amazing places and stories are inclusive, empowering, and uplifted by a commitment to a humane and healthy future.

Our methodology

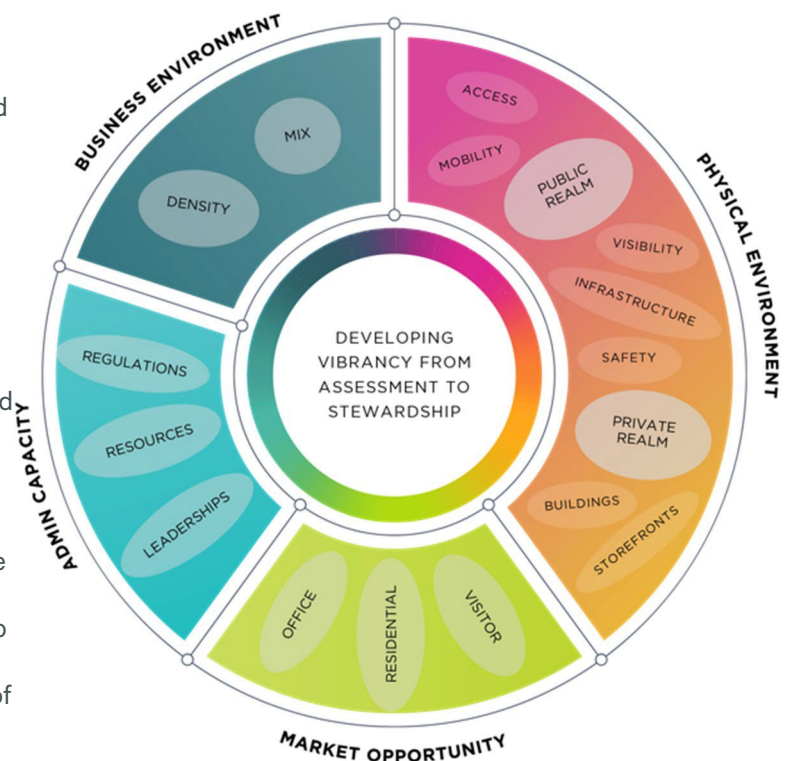
Streetsense is pleased to use our award-winning methodology as the framing tool for the team's overall engagement. Our approach to corridor analysis has been widely recognized for excellence, including national recognition from the American Planning Association, the International Downtown Association, and the International Economic Development Council.

Today, the methodology continues to guide a diverse set of clients in developing market informed investment, programming, and policy decisions in commercial environments, including the City of New York, where it has been deployed in 24 neighborhood districts, and the Commonwealth of Massachusetts, where it has been deployed in 124 downtowns of widely varying sizes and scale as part of the nation's largest business district focused COVID recovery planning effort. These plans will help inform the allocation of billions of dollars of ARPA funds issued by the Commonwealth and local governments.

The framework considers four key areas of analysis as follows, the physical environment, business environment, market data/demographics, and administrative capacity, with the goal of developing a comprehensive and market-informed understanding of the challenges and opportunities that must be addressed to ensure that businesses are well-positioned to survive and thrive. Each is described at a high level here:

Physical Environment Assessment: The conditions of the existing public and private realms play a crucial role in driving visitation, investment, and subsequently economic activity to a place. Our team takes the time to assess the physical environment from the perspective of the consumer. We expose “pain points” - the points of friction that visitors face in advance of their arrival all the way through to their departure. This includes the ease and convenience of their pathway to purchase, their overall comfort, safety, the ability to cross-shop while in the local retail environment, their experience leaving, and the degree to which brand resonance and loyalty encourage their return. Removing these impediments is crucial to improving the overall shopping experience and driving retail sales over time. This assessment further considers mobility and access by multiple modes of transportation, as well as the conditions of buildings, stores, and storefronts.

Market Opportunity: Sufficient buying power is the baseline metric for a healthy commercial district and Streetsense has a team dedicated to the study of retail and retail environments because it is a highly nuanced field, made even more dynamic by the changes wrought by the pandemic. Following COVID, our standard assumptions of buying power have turned on their heads, as Work-from-Anywhere has depressed employee spending in many office-driven downtown



environments (and will subsequently impact sales and property valuations that will impact municipal revenue). At the same time, communities with excellent regional access to major employment centers, that also remain great places to live and work remotely, stand to benefit from these shifts. Our team will ensure the plan is rooted in economic and market fundamentals that reflect these dynamic shifts in how people live, shop, and work.

Business Environment: The conditions of the local business environment – in particular the density, quality, and type of offerings within areas of business concentration play a role in how successful local businesses are in meeting the needs of their customer base. We look closely at these “retail microclimates” and spend time determining their location and scale, the degree of business concentration they exhibit, as well as what anchors or destinations drivers are influencing customer traffic and affecting the type of businesses that are most likely to succeed.

Administrative Capacity: A retail strategy is only as effective as the capacity of the organizations and stakeholders to support implementation. The successful execution of programs and interventions that positively impact the local business environment requires viable partners with the expertise, know-how, and authority to carry out and advocate for resources and investments. We know from our research that great places have strong stewards and technical partners, as well as an easy-to-follow set of rules and regulations that strike the ever- delicate balance between as-of-right approaches and discretionary approval processes. We also know how critical the right set of economic development delivery mechanisms is to ensure the implementation of key initiatives and investments.

The diagnostic is a powerful tool to illuminate findings, develop consensus for action, and establish a strong case for a suite of recommendations that reflect the unique mix of policy tools, resources, and expertise that are unique to the public sector, and are aligned with the available capacity and resources.

Approach

Phase 1: Immersion & Discovery

Background Document Review and Project Kick-off

We will kick off the project with a 1.5 to 2-hour remote team meeting with City staff and project partners to discuss project goals, expectations, and deliverables, as well as finalize study area(s). We will also use the kick-off to begin planning for the site visit where we will conduct the bulk of our field-research, in-person interviews and, in-person focus groups. In preparation for the site visit, the team will work closely with the Client to identify key local stakeholders and build an itinerary to tour the defined study area(s).

A major component of our kick-off and early discussions around the planning exercise includes project governance. We typically recommend that our clients establish a formal advisory committee of local stakeholders who will review the diagnostic findings and provide feedback on recommendations before public release.

In advance of the site visit, the Consultant team will also review previous plans and documents, including opportunities for the allocation ARPA funds, to get up to speed quickly on potential avenues for funding of plan recommendations.

Site Visit, Physical Assessment & Stakeholder Engagement

We follow the review of background documentation with a site visit that includes stakeholder interviews and a physical assessment.

During our site visit, our team will conduct a windshield survey of the district and a physical assessment of the study area. The physical assessment will consider the public realm, including existing land uses, the conditions of the streetscape, lighting, sidewalks, trees, and open/public spaces. We also look at issues of accessibility/transportation and overall visibility of the corridor and businesses. This assessment will consider impediments to the customer journey — access, parking availability, and circulation — by a variety of transportation modes, including automobile, bike, walking, or public transit.

We will also assess the private realm, which will focus on the conditions of the built assets, including buildings, storefronts, existing retail signage (i.e., scale, and placement) and underutilized opportunity sites.

Interviews with key civic, business, and community stakeholders are critical to performing real-time feedback on concerns and issues. We typically interview 6-12 key stakeholders as part of this process (some in small focus groups) and will work closely with the City to identify key stakeholders and the most appropriate format for those discussions. All interview results will be recorded, and findings will be summarized to be included in a presentation summarizing the diagnostic and the final report. We look to the City to arrange these meetings on our behalf.

Deliverables

- Briefing document summarizing preliminary findings given via remote presentation.
- Summary of stakeholder interviews

Phase 2: Diagnostic

Streetsense has a staff dedicated to the exclusive study of retail and retail environments because it is an ever evolving and highly nuanced field. Understanding the existing conditions of the current retail environment within the study area is a crucial first step to uncovering the best path forward and developing strategies that set the stage for successful retail attraction and retention. The diagnostic approach outlined here enables us to understand unique and existing market dynamics, identify structural impediments to business profitability, and develop a firm understanding of your consumer — which in turn leads us to a set of strategies that can be deployed to improve economic conditions.

Business Environment Assessment

The consultant team will conduct a review that includes:

- Identification of areas of strong concentration of commercial/business density, including a categorization of individual shopping areas (based on SF estimates and tenant mix).
- Conduct an analysis of the competitive environment.

Market Scan

The retail market scan outlined below will be further informed by our local CBRE partners. Our approach to retail market analysis is highly refined and practical because our work is frequently used by private sector commercial developers to meet baseline underwriting criteria for project financing. Our process continues to be fine-tuned and re-evaluated to ensure that our findings serve as a guide to future development efforts with the best possible estimates of the market-supported retail demand within both a five- and ten-year time frame.

Rapid changes in the industry and the evolution of the retail landscape yield an unpredictable outlook for customer sales past this time frame. Our analysis will include the following:

Streetsense will provide the best possible estimates of market-supported retail demand in 5- and 10-year intervals. The rapid changes in the industry and the evolution of the retail landscape yield an unpredictable outlook for customer sales past this time frame.

To project market-supported retail SF, Streetsense will measure existing supply and inventory (using the City's existing business lists – if available – or by general estimates provided through proprietary data sources such as REIS or ESRI Business Analyst Online) against estimated retail spending/demand by three major customer groups – residents, daytime workers/employees, and overnight visitors – within a trade area. The trade area will be drawn by Streetsense analysts based on extensive industry experience and insights and may reflect any input provided by local business owners.

We will also incorporate an assessment of the impact of the residential pipeline and the changes in the local workforce into our projections.

Administrative Capacity Assessment

As specialists in retail environments and commercial corridors, we understand how critical capacity, leadership, and public will are to advancing projects beyond the planning stage. As a result, our methodology includes an assessment of the zoning and regulatory environment, public policy framework, and existing economic development delivery mechanisms to ensure that key initiatives and investments have the resources and public support necessary to support implementation.

This assessment will also include a review of city priority initiatives and available resources (as they relate to public investments and organizational stewardship), as well as the identification of key stakeholders with the staffing and capacity (financial, human, and technical) to advance project recommendations. This assessment will include the City's allocation and distribution decisions as they relate to ARPA resources to understand how the recommendations from this planning process can most effectively align with available resources. Project Recommendations will each follow a rubric that includes a dedicated section on potential funding resources and how projects might be related to COVID recovery, as defined by Treasury Guidance for the use of ARPA resources.

Diagnostic Summary

Following the work completed above, Streetsense will summarize findings in a summary PPT detailing our findings. This will support a robust discussion that will inform the direction of the plan as we advance towards recommendations.

Deliverables

- Detailed and annotated deck that summarizes diagnostic and retail market analysis findings via remote presentation(s).

Phase 3: Recommendations & Final Report

Streetsense will develop an overall strategic plan for the defined study area. The strategy will be rooted in research, data, and analysis as such actions are defined herein. The intent of this effort is to improve business conditions and asset value and long-term viability of the retail and commercial offerings while strengthening the underlying tax base. Our findings and recommendations will include an emphasis on implementation and interventions that will serve to grow market share and have the most impact on the profits/sales of local businesses. Streetsense will make recommendations on the distribution of viable uses based on retail market demand, design fundamentals, economic return, and community input. All recommendations are intended to help the city and individual owners to assess potential risks and returns in the repositioning of the commercial assets.

The plan begins with a Strategic Positioning statement which summarizes the vision and aspirations for tenancing and redevelopment strategies, followed by recommendations in the following broad categories:

Redevelopment And Capital Investment Strategies

- Physical Improvements and Placemaking Opportunities, including capital improvements to the public realm (i.e., sidewalks, streets and public open spaces, access, mobility, public parking, etc.). The recommendations will address streets, sidewalks, lighting, and public spaces. Recommendations will be communicated via annotated maps, sections, models, and graphics as appropriate to convey the design intent.
- Redevelopment focused on improvements that require private sector participating, including that of businesses and privately owned properties. This might include investments, incentives, or programmatic interventions to encourage private sector investments in real property improvements.
- Mobility & Parking recommendations that may include parking policy changes; changes in curbside use to address behaviors; capital investments to enhance the pedestrian environment or improve bicycle access; or recommendations to develop guidelines on bike parking or bike-share siting.

Articulated Tenanting and Retail Strategy

Streetsense will create a retail merchandising strategy by industry category for the study area(s)— both near term and long term, thereby determining the direction of the retail, amenity, and business mix for the ground floor spaces. The “merchandising” strategy will delineate the mix of uses and size along with identifying market-driven objectives.

Policy and Regulatory Recommendations

Streetsense will recommend, as necessary, policy, land use, and regulatory recommendations that will ensure that the tenanting and retail strategy and regeneration concept outlined above can be advanced without significant structural impediments. This might include:

- Updates to land use or table of uses to allow for a wider variety of activities in downtown
- Refinements to changes of use

Retail Sales/Promotion & Marketing

Streetsense will recommend activities that will drive visitation and raise awareness of downtown retail offerings. This might include:

- Corridor identity and branding
- Activities that drive visitation to businesses
- Shop local campaigns
- Direct business technical assistance strategies that utilize local partners, including university clubs and resources that can aid businesses in business plan development
- Social media marketing strategies
- Assistance to businesses that increases their online visibility by claiming and managing their online profiles

Draft Report

Final Report Deliverables

- Final Presentation Deck summarizing key findings via remote presentation
- Final Report outlining diagnostic findings and economic development strategies
- Client Review: Two Rounds of Edits of the Draft Report



CBRE Streetsense

Larisa Ortiz

Managing Director, Public Non-Profit Solutions

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E lortiz@streetsense.com

Selected Publications

- From Mall to Mixed Use - IEDC Economic Development Journal (2018)
- Improving Tenant Mix: A Guide for Commercial District Practitioners - ICSC (2014)

Education

- Massachusetts Institute of Technology, Boston, MA
- Master in City Planning Certificate of Urban Design
- Wesleyan University, Middletown, CT
- Bachelor of Arts with Honors, College of Social Studies

Professional Experience

As Managing Director of Public Non-Profit Solutions, Larisa brings over 25 years of experience advising public, private, and non-profit sector clients on retail real estate strategy in urban environments. She has led hundreds of comprehensive retail planning efforts across communities large and small, both nationally and internationally. Larisa is the author of Improving Tenant Mix, published by the International Council of Shopping Centers, and currently serves as a Mayoral Appointee to the NYC Planning Commission. A Fulbright Scholar and Watson Fellow, Larisa has traveled the world studying successful downtown and mixed use environments.

She holds an undergraduate degree from Wesleyan University and a master's in city planning with a certificate in urban design from the Massachusetts Institute of Technology.

Key Projects

- Third Street Promenade, Santa Monica, CA
- Hudson Square BID COVID-19 Recovery Strategy, New York, NY
- Economic Development Strategy, Orleans, MA
- Comprehensive Plan, Long Beach, NY
- Strategic Retail Plan, Cambridge, MA



CBRE STREETSENSE

Michael D. Smith

Director of Real Estate

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Affiliations

- Urban Land Institute, Baltimore District Council Board of Directors, Memberships Chair (2005–2007)
- Downtown Partnership of Baltimore, Ongoing Development Panels
- Main Street Charleston, Board of Directors
- Licensed Real Estate Salesperson, State of Maryland and District of Columbia

Education

- The Johns Hopkins University Carey Business School Master of Science Real Estate Development
- Arizona State University, Bachelor of Science, Real Estate Development

Professional Experience

Mike Smith is our Director of Real Estate, bringing nearly 25 years of industry experience and a successful track record in design, development, leasing, and management of landmark, urban retail destinations. Mike applies his expertise to advise clients every step of the way, including site analysis, strategy, execution, and leasing. Projects include the market district at The Wharf, the repositioning of The Collection at Chevy Chase and the redevelopment of the historic former Walter Reed campus.

Prior to joining Streetsense, he was Vice President of Development for Williams Jackson Ewing, where he managed the company's design, development and leasing efforts, including CityCenterDC. He holds a real estate license in DC and Maryland, and has previously served on ULI's Baltimore Board of Directors and the City of Baltimore's Lexington Market Task Force.

Key Projects

- The Parks at Walter Reed, Washington, DC
- Grand Central Terminal, New York, NY
- The Wharf, Washington, DC
- Third Street Promenade Stabilization and Economic Vitality Plan, Santa Monica, CA



CBRE STREETSENSE

Anya Chen

Director, Research

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Education

- Bachelor of Arts in Economics,
The University of Maryland
College Park

Professional Experience

As Director of Research at Streetsense, Anya leads a dynamic team in research efforts including research and analysis, trend research, and consumer insights. Anya boasts a strong background in various policy and research forums including, economic development, infrastructure, and transportations. More recently, Anya lead efforts in policy and market research and advisory in the retail, hospitality, and service- based franchise companies.

In combining quantitative and qualitative research approaches, she successfully helped her clients develop growth strategies, understand their competitive positioning, and establish operational best practices. Her expertise and guidance resulted in ideal brand positioning and aggressive growth..



CBRE STREETSENSE

Ashley Labadie

Senior Research Analysis and Project Director, Public Non Profit Solutions
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Affiliations & Accreditations

- American Institute Of Certified Planners (AICP)
- LEED AP BD+C

Education

- Master Of City And Regional Planning - The University Of Texas At Arlington
- Bachelor Of Landscape Architecture - Texas Tech University

Professional Experience

Ashley is an accomplished urban planner with 12 years of planning experience and eight years of project management experience. She builds meaningful partnerships with diverse communities, stakeholders, developers, elected and appointed decision makers, and interdepartmental colleagues through thoughtful collaboration on public and private sector projects of various scales. Her expertise lies in project management, small area and comprehensive planning, community engagement, urban design, sustainable development, and plan implementation. Ashley is highly adept at managing and completing complex projects that require a multi-disciplinary approach on schedule and within budget. She welcomes challenging planning and development issues with a conscientious and analytical approach.

Key Projects

- Landmark Mall Master Plan & Entitlements, Alexandria, VA
- South Patrick Street Housing Affordability Strategy, Alexandria, VA
- City of Ennis Downtown Master Plan, Ennis, TX
- Town of Westlake Comprehensive Plan, Westlake, TX



CBRE STREETSENSE

Joe Panella

Junior Research Analyst, Public Non-Profit Solutions

E jpanella@streetsense.com

Selected Publications

- From Mall to Mixed Use - IEDC Economic Development Journal (2018)
- Improving Tenant Mix: A Guide for Commercial District Practitioners - ICSC (2014)

Education

- State University of New York, School of Architecture and Planning Buffalo, NY
- B.A, Environmental Design w/ Minor in Architecture & Geography

Professional Experience

Joe is a Junior Research Analyst on the Public + Non Profit team. Originally from Oyster Bay, Long Island Joe brings a strong foundation in research and planning. Prior to Streetsense, Joe worked as a Land Use Planner for Cotleur and Hearing in Jupiter Florida and prior as a Planning Mentee at the Port Authority of New York/New Jersey. Joe graduated from the University at Buffalo (School of Architecture and Planning) with a Bachelor of Arts in Environmental Design and a Minor in Geography and Architecture. While in school, his work consisted of urban renewal, placemaking, and demographic research. Joe furthered his experience interning for various design and planning agencies, including NY/NJ Port

Authority, H2M Architects /Engineers, University District Community Development Association, and Monteverde Institute in Costa Rica.

Key Projects

- Downtown Tenaflly Revitalization Plan, Tenaflly, NJ
- Increasing Walkability in the Hooks Neighborhood, Buffalo, NY



CBRE STREETSENSE

Wendie Vestfall

Team Coordinator, Public Non-Profit Solutions

E wvestfall@streetsense.com

Education

- University of Akron, BA
Strategic and Organizational
Communications Marketing
(Minor)

Professional Experience

Wendie has over 30 years of combined experience in Marketing, PR, and Management. Prior to Streetsense, Wendie served in the President/ Director position for the last 10 years for Tourism destinations in Charlotte, FL, Kent, DE, and Prince William Counties. Before working in Tourism, she spent over 20 years sharpening her Marketing and Public Relations Skills in the Radio and the Movie Entertainment Industry.

Wendie is a proven leader in overseeing day-to-day operations, developing marketing plans, strategies, and programs, creating and executing events, organizing and managing resources, leading and developing staff, interacting with the business community, travel industry, and media, administering budgets, and fostering creativity/ innovation. She prides herself on helping smaller destinations start/ revive their Tourism programs through effective Community Relations, Marketing and Advocacy programs to produce a large ROI by developing and maintaining positive relationships and building consensus with community and business leaders and other stakeholders successfully create and oversee events and implement programs and promotions.

Former Roles

- Tourism Development Director Punta Gorda / Englewood Beach Visitor & Convention Bureau
- President, Kent County Tourism Corporation
- Director, Marketing & Communications Discover Prince William & Manassas (CVB)
- Publicist, Allied Integrated Marketing



CBRE PUBLIC INSTITUTIONS & EDUCATION SOLUTIONS

Lee Ann Korst

Southeast Regional Manager
Public Institutions and Education Solutions

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Clients Represented

- State of South Carolina
- State of Tennessee
- Commonwealth of Puerto Rico
- State of Florida
- Johnson & Wales University
- University of North Carolina System
- City of Bonita Springs, FL
- City of Fort Myers, FL
- City of Hallandale Beach, FL
- City of Hialeah, FL
- City of Hollywood, FL
- City of Miami, FL
- City of Miami Beach, FL
- City of Tallahassee, FL
- City of Jacksonville, FL
- Port Tampa Bay, FL
- Martin County, FL
- JEA
- University of South Florida
- Duval County Public Schools, FL
- Dorchester County, SC
- City of Chattanooga, TN
- City of Mobile, AL
- Jackson Health Systems

Professional Experience

Lee Ann Korst is a Senior Vice President and Southeast Regional Manager for CBRE's Public Institutions & Education Solutions (PIES) practice. In this role she provides commercial real estate advisory and representation services to government and educational clients throughout the Southeastern United States. Her background and experience are deeply rooted in tenant representation, acquisition and disposition brokerage, property management, and development advisory services.

Ms. Korst has led many public-private partnerships (P3s) for municipalities, including high profile administrative headquarters, marinas, golf courses, and long-term ground leases for development purposes. She has provided strategic advisory services to the States of South Carolina, Florida, the Commonwealth of Puerto Rico as well as numerous municipalities where opportunities to “right size” portfolios, generate revenue, or reduce expenses are recommended and realized.

In addition, Ms. Korst has extensive government experience serving in high-level positions at two Departments with the State of Florida. She served as the Director of Real Estate and Deputy Secretary at the Department of Management Services, which included oversight and management of 7.9 MSF in the Florida Facilities Pool and 10 MSF of private sector leasing. Ms. Korst then served as the Deputy Executive Director for the Department of Highway Safety and Motor Vehicles, responsible for direct management and oversight of the Division of Driver Licensing, Division of Motor Vehicles, Customer Service Center and Cabinet Affairs. She also served the Department of Highway Safety and Motor Vehicles as the Chief of Staff, which included overseeing administrative functions of that 4,500-employee state agency and \$280M budget.

Prior to her public service, Ms. Korst worked for Equity Office Properties for more than ten years, leasing and managing a variety of property types and ultimately serving as General Manager for One Ninety-One Peachtree Tower in Atlanta, Georgia, where she led the successful financial and operational performance of this 1.2 MSF Class A space.

Credentials & Awards

- Florida P3 Conference, Guest Speaker
- Florida Governor Mansion Commission
- NAIOP Office Lease of the Year, Jackson Health Systems, 2021
- Tallahassee Chamber of Commerce Action 2010 Committee
- TOBY Winner (over 1,000,000 SF category)
- TOBY Judge (250,000- 499,000 SF category)
- TOBY Winner (250,000 – 499,000 SF category)
- Equity Office Properties Building of the Year
- TOBY (The Office Building of the Year) Winner (100,000 – 249,000 SF)
- International Tenant Handbook of the Year Award

Education

- Master of Business Administration, Oglethorpe University
- Bachelor of Science in Management and Quantitative Methods, Illinois State University
- Harvard University - Strategic Negotiations: Deal Making for the Long Term

Clients and Past Projects

FOUNDATIONS



STATE, COUNTY, MUNICIPALITIES



TRANSPORTATION AUTHORITIES



ANCHOR INSTITUTIONS



TOURISM/ CONVENTION CENTER BUREAUS



PLACE-MANAGEMENT ORGANIZATIONS

(BIDs, Main Street, CDC)



AFFORDABLE HOUSING DEVELOPERS



City of Long Beach Commercial District Strategy

CLIENT

City of Long Beach

SERVICES

- Physical Assessment
- Business Environment
- Market Scan
- Administrative Capacity

ROLE

Subconsultant

(Lead consultant: SLR)

SCOPE OF WORK

Streetsense joined SLR to provide a commercial district strategy for the City of Long Beach's new Comprehensive Plan. Street-sense provided an assessment of the physical, business environment, and retail marketplace analysis of the five downtown commercial corridors. The objective of our component of the comprehensive plan aimed to provide the City with direction and help form recommendations around the type of development that can be supported and how to strategize creating a thriving year-round business environment in comparison to its nearby beach communities. Long Beach's seasonal economy and proximity to New York City suggested immense potential for their commercial districts.

Streetsense was tasked with completing a physical diagnostic work up of the study area which included a site visit with physical analysis and stakeholder interviews with public feedback. The market analysis portion included a deep dive into demographic, psychographic, retail analysis, and issues of accessibility.



Town of Orleans Economic Development Plan

CLIENT

Town of Orleans

SERVICES

- Business Environment
- Physical Environment
- Market Trends & Opportunities
- Administrative Capacity

ROLE

Consultant

SCOPE OF WORK

Streetsense was tasked to complete the economic development plan for the Town of Orleans. Through obtaining and analyzing relevant data, understanding and explaining local, regional and national economic trends, conducting a thorough and inclusive planning process, and synthesizing information, Streetsense created a set of strategies around enhancing the seasonal economy of Orleans. These 11 core recommendations have been adapted by the Town to carry out various enhancements such as, creating a destination, building residential density, developing small business technical assistance, creating a full-time position around tourism development, improving branding/marketing, creating safer connections and access, and improving commercial fishing infrastructure.

The plan consisted of several tasks and recommendations were mainly based on an in depth review of past studies, initial meetings and project goal setting, background and research, outreach and public engagement, strategy development, public feedback, and presentation and final plan.



Town of Vienna Economic Development Strategy

CLIENT

Town of Vienna

SCOPE OF WORK*

Streetsense was commissioned by the Town of Vienna to conduct a comprehensive commercial diagnostic that will help inform the Town's zoning update and development of the Town's seminal Economic Development Strategy.

Central to the success of this effort was community input and buy-in. To ensure improvements and strategies that are driven not only by market forces, but community needs and demands, Streetsense conducted several engagement efforts virtually (interviews and focus groups) to build trust with locals and to collect qualitative data (stakeholder perceptions), particularly around issues in the business environment (doing business locally), local resources and capacity, and regulatory processes. Informed by the qualitative data gathered from stakeholder engagement, Streetsense then conducted a market assessment to identify best possible estimates of market-supported retail demand in 2025 and 2030, as well as demand for office, industrial and hotel development in the Town of Vienna's key commercial nodes.

The final Strategy will serve as a guiding document for the Town to direct future capacity and resources towards economic development, and includes policy and program tools, as well as capital improvement recommendations that improve place qualities that help make the Town an attractive place to live in and do business.

SERVICES

Stakeholder Engagement

Research + Insights

Planning

**Ongoing project*



Proposed Schedule & Budget

CBRE and Streetsense will provide the proposed services for a flat fee of \$98,750.

SERVICE	SCHEDULE	DELIVERABLES
Phase 1: Immersion & Discovery	1.5 months	- Briefing document summarizing preliminary findings given via remote presentation - Summary of stakeholder interviews
Phase 2: Diagnostic	2.5 months	Detailed and annotated deck that summarizes diagnostic and retail market analysis findings via remote presentation(s).
Phase 3: Recommendation and final report	2.5 months	- Final Presentation Deck summarizing key findings via remote presentation - Final Report outlining diagnostic findings and economic development strategies - Client Review: Two Rounds of Edits of the Draft Report
TOTAL	7 months	- Bi-Weekly Client Meetings - Includes two (2) in person meetings with the team or team lead for presentation at Commission workshops

** Schedule is inclusive of time for scope of work. Client review time is not included.*

The above proposed fees are valid for a period of 90 days from the date of this Proposal. These fees are subject to change if the Scope of Work and/or Schedule described herein changes.

The total fee, if stated, shall not be exceeded without advance notification to and approval by the client. Where the fee arrangement is to be on an hourly basis, the rates shall be those that prevail at the time the services are rendered. Current rates are as follows:

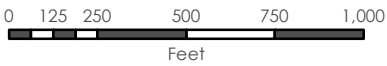
Designer I / Consultant I	\$135 - 200
Designer II / Consultant II	\$150 - 225
Designer III / Consultant III	\$165 - 250
Senior Consultant	\$185 - 275
Manager	\$200 - 300
Senior Manager	\$225 - 335
Director	\$250 - 375
Senior Director	\$285 - 425
Managing Director	\$350 - 525



Congress Avenue

Section 1

Delray Beach Boundary Planning Area Property Lines Congress Avenue Study Area





Congress Avenue

Section 2

Delray Beach Boundary Planning Area Property Lines Congress Avenue Study Area



0 125 250 500 750 1,000
Feet

City of Delray Beach
Development Services Department
Print Date: 5/10/2022

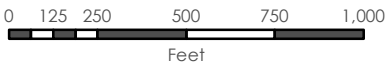
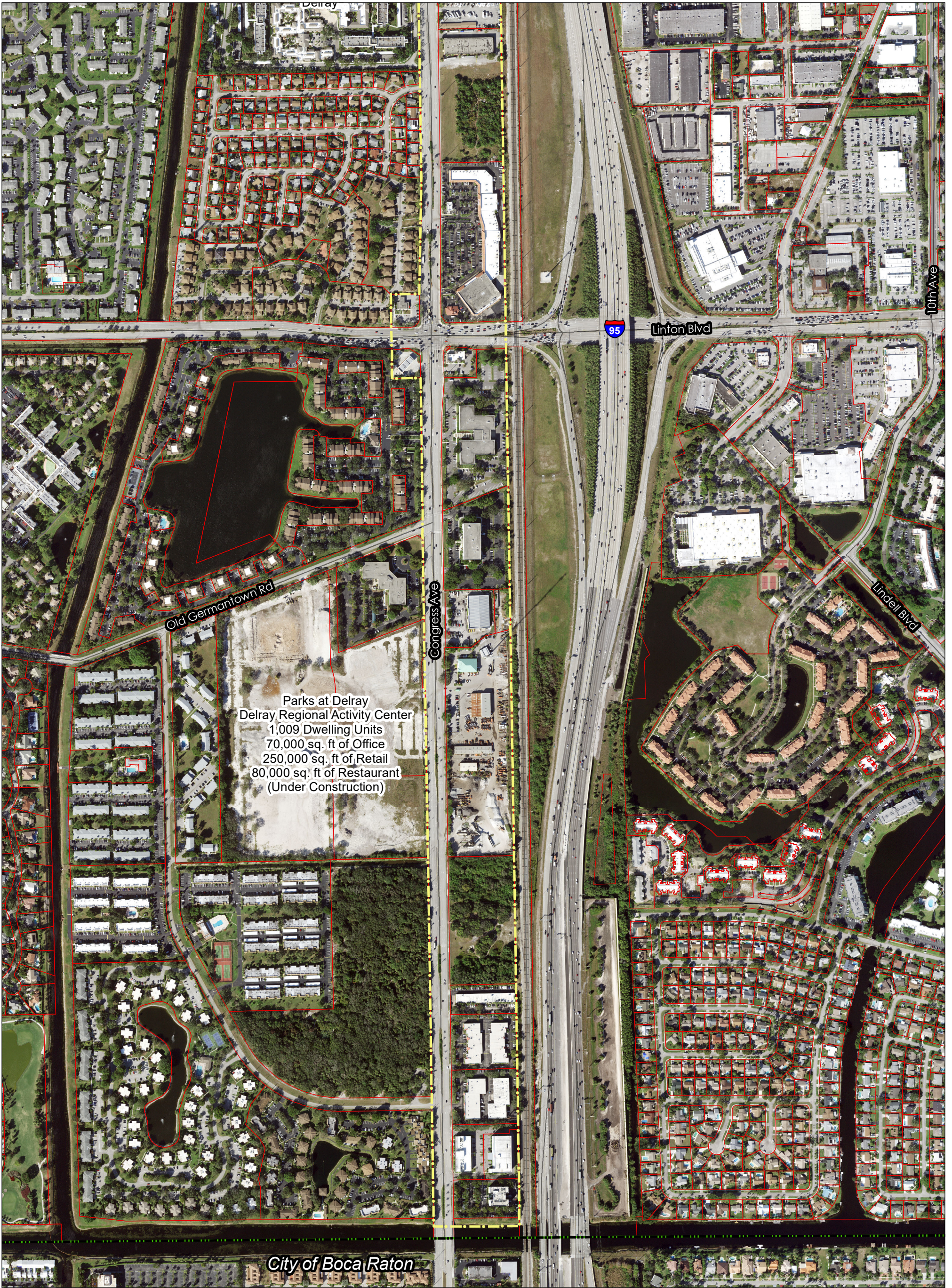




Congress Avenue

Section 3

Delray Beach Boundary Planning Area Property Lines Congress Avenue Study Area



Thank you

For more information

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