



Community Redevelopment Advisory Board Regular Meeting

Agenda

March 24, 2022 @ 5:30 pm

Virtual

welcome

Agendas and all backup material supporting each agenda item are accessible via the city's website at cityofwinterpark.org/bpm and include virtual meeting instructions.

assistance & appeals

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"If a person decides to appeal any decision made by the Board with respect to any matter considered at this hearing, a record of the proceedings is needed to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based." (F.S. 286.0105).

please note

Times are projected and subject to change.

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- | | |
|--|------------|
| 1. Call to Order | |
| 2. Consent Agenda | |
| a. Approval of minutes from February 24, 2022 meeting. | 1 minute |
| 3. Action Items | |
| 4. Non-Action Items | |
| a. Discussion of CRA Home Renovation Grant Program | 20 minutes |
| b. Downtown Curbside To Go Smart Parking Study | 15 minutes |
| 5. Staff Updates | |
| a. Staff Updates | 5 minutes |
| 6. Public Comments (for items not on the agenda): three minutes allowed for each speaker. | |
| 7. Board Comments | |
| a. Upcoming items for agenda | 5 minutes |
| 8. Adjournment | |



Community
Redevelopment
Advisory Board

agenda item

item type	Consent Agenda	meeting date	March 24, 2022
prepared by	Jesica Lovelace	approved by	
board approval			
strategic objective			

subject

Approval of minutes from February 24, 2022 meeting.

motion / recommendation

Approval of the minutes from February 24, 2022 is requested.

background

alternatives / other considerations

fiscal impact

ATTACHMENTS:

[1b - 022422 CRA AB Minutes ADA.pdf](#)



Community Redevelopment Advisory Board Minutes

February 24, 2022 at 5:30 pm

Virtual Meeting

Present

Board Members: Christine E Girand, Maria Bryant, Linda Faye Washington, Carol M Rosenfelt, Murray Scott Wilton

Staff Members: Peter Moore, Kyle Dudgeon, Jesica Lovelace

Absent

Anjali Vaya

(1) Call to order

Staff called the meeting to order at 5:32 pm.

A. Virtual Meeting Status

CRA Assistant Division Director, Kyle Dudgeon, introduced the item. Per the February 23, 2022 City Commission meeting, meetings will move back to in-person fully beginning April 1, 2022.

B. Annual Report Photo

Mr. Dudgeon captured a screenshot of meeting attendees for the CRA annual report. The report is required every year per Florida statute.

(2) Consent Agenda

A. Approval of Minutes - November 11, 2021.

Request made to update correct spelling for advisory board member name Murray Scott Wilson to Murry Scott Wilton.

Motion to approve minutes made by Carol Rosenfelt, seconded by Maria Bryant. Motion Passes 5-0.

(3) Staff Updates

A. Shady Park Enhancement Project

CRA Assistant Division Director, Kyle Dudgeon, introduced the item. Mr. Dudgeon provided a brief overview of the presentation regarding the Shady Park Enhancement Project delivered to the Community Redevelopment Area Agency Board (CRA Agency). Overall, the CRA Agency was amenable to the scope including the proposed art piece. In discussing the project, three main points arose: all improvements can be in budget, utilize the CRA Agency for direction for the art proposal, identify a clear course of action for the call for artists. Moving forward,

staff will work with Procurement on developing the scope and then initiating a call for artist, which will take 60 days.

B. MLK Park Memorial Corner

CRA Assistant Division Director, Kyle Dudgeon, introduced the item. Mr. Dudgeon provided a brief overview of the presentation regarding the MLK Park Memorial Corner delivered to the CRA Agency to request direction on providing hardscape and specific art elements on the northeast corner of the park. Essentially, design for the MLK Park Memorial Corner will be budgeted accordingly with direction on finalized costs and a specified spending cap.

The Board inquired about the three flag poles currently installed at the park and whether these poles will remain.

Mr. Dudgeon stated the agency voted to move \$400,000 from the cumulative fund balance toward the project.

C. New York Avenue Streetscape

CRA Assistant Division Director, Kyle Dudgeon, introduced the item. Mr. Dudgeon provided before and after photographs of the intersection at New York Avenue and Fairbanks. Most recent improvements have resulted in removing visual clutter, creating a better turning radius at the intersection, and improving ADA compliance issues.

Future streetscape improvements include improving intersections at New York Avenue and Comstock, Morse, Welbourne, and New England with the intention to improve curb-work, stormwater elements, and ADA compliance.

D. Central Park Stage

CRA Assistant Division Director, Kyle Dudgeon, introduced the item. The Central Park Stage project is currently up for bid with interest shown. Staff is expecting proposals on March 14, 2022. Staff will have two weeks to review the proposals. After review, staff will present recommendations on April 13, 2022. From this point, it will take approximately five months to complete construction and meet the October 2022 deadline.

The Board inquired about the stage's completion timeline and the impact it may have on the art festival. Mr. Dudgeon stated impact is unclear but may be minimal.

E. 17-92 Streetscape Project - 290 N. Orlando Avenue

CRA Assistant Division Director, Kyle Dudgeon, introduced the item. Mr. Dudgeon provided updates pertaining to the 17-92 Streetscape Project. Streetscape improvements will include stormwater work, enhanced landscaping and lighting, improvements to the sidewalk, and a small reduction in travel lanes.

Ideally, the intent of this project is to enhance it to look like a Winter Park road.

Funding and construction for this project will likely not begin until Fiscal Year (FY) 2025-2026.

F. The Board discussed concerns about the Trader Joe intersection.

The Board inquired about whether staff could consider developing improving relationship building efforts with Duke Energy and whether Duke Energy intends to complete the work on their own. Mr. Dudgeon replied indicating that relationship building efforts would help and Duke Energy may do it on their own.

G. Transportation Opticom Update

CRA Assistant Division Director, Kyle Dudgeon, introduced the item. Mr. Dudgeon discussed the City's use of "Opticom" vehicles. The Opticom vehicles are public safety vehicles that work with electric to minimize response times. The equipment on the vehicles connect to traffic lights; so, when emergency vehicles are responding to a call, the Opticom equipment can change the traffic lights accordingly. Staff conducted a test run of the vehicles on Denning Drive, which revealed the need for an equipment update. The cost for installation/improvements estimated at \$10,000 at four intersections.

(4) Public Comments (for items not on the agenda)

None.

(5) Non-Action items

None.

(6) Action Items

None.

(7) Board Comment

Mr. Dudgeon relayed comments from the most recent CRA Agency meeting that pertained to the work of the CRA Advisory Board. The CRA Agency is very pleased with the Board and requests future agendas to incorporate what the Board would like to see on the next agenda.

The Board requested any feedback on the curbside-to-go parking. Mr. Dudgeon responded stating that staff has put together a survey and is working on collecting data through the use of "Pebble," which is a data collection tool that gathers parking information regarding frequency, use, and duration.

Concerns were raised relating to the advantages some merchants have by having dedicated parking spaces in front of their businesses and whether all merchants possessed equal access to the reserved spaces. Staff is hopeful, according to Mr. Dudgeon, that the data from the Pebble will help determine this.

Inquiries were raised concerning the condition of the Deloitte parking lot (NY & Deloitte). Some board members inquired about whether CRA funds could be used to help improving that lot. Mr. Dudgeon advised that the parking lot may not be in the CRA boundary; however, he will work with other departments to look into this.

The board posed questions pertaining to the marketing efforts used to promote the CRA's residential and business façade grant programs. Mr. Dudgeon responded stating that marketing for these programs is primarily word of mouth, traditional mediums, and connecting with the board to advocate for the program; however, Mr. Dudgeon is certainly open to new marketing channels.

Budget and Management Division Director, Mr. Peter Moore proposed "marketing of CRA programs" as future agenda item.

(8) Adjournment

There being no further business to discuss, the meeting adjourned at 6:33 pm.

Christine Girand, Chairperson

Board Liaison, Kyle Dudgeon



Community Redevelopment Advisory Board

agenda item

item type Non-Action Items	meeting date March 24, 2022
prepared by Jesica Lovelace	approved by
board approval	
strategic objective N/A	

subject

Discussion of CRA Home Renovation Grant Program

motion / recommendation

N/A

background

The CRA Home Renovation Grant Program has served over 140 Winter Park residents since program inception with awarded housing improvements totaling more than \$1.5 million in grant funding. Therefore, it is evident that the CRA Home Renovation program plays a major role in supporting and improving the Winter Park community. In an effort to grow the program, staff conducted preliminary research throughout the state of Florida to Winter Park's program with other City and County home rehabilitation programs to identify areas for improvement and effectiveness within the Winter Park CRA. While there are many similarities in municipal programming, preliminary research revealed various components the Winter Park CRA might consider addressing in an effort to offer competitive programming for the community. Primarily, funding availability is of considerable interest. The average award amount for local housing rehabilitation programs is a little over \$40,000 based on data collected from 16 major cities and counties in Florida. Staff is requesting the board review the existing CRA Home Renovation program and consider opportunities for potential changes next fiscal year.

alternatives / other considerations

Consider amending the program

Do not consider amending the program

Request staff for additional information

fiscal impact

Impacts to be determined based on board discussion

ATTACHMENTS:

[City home programs.pdf](#)

ATTACHMENTS:

[Housing Rehab Program Participation Map.pdf](#)

Collier County				
Amount	Type		Notes	Website
\$ 50,000.00	Interest-free, deferred loans		One-third of the loan is forgiven every five years; rehabilitated property value cannot exceed 90% of the assessed value as determined by the Collier County Property Appraiser's Office, including after repairs. SHIP	https://www.colliercountyhousing.com/individual-assistance-and-availability/#owner-occupied-rehabilitation
Osceola County				
Amount	Type		Notes	Website
\$ 50,000.00	Lien		CDBG; The assessed value of the property must not exceed \$200,000 according to the Osceola County Property Appraiser	https://www.osceola.org/agencies-departments/housing-community-services/community-development-block-grant/cdbg-owner-occupied-housing-rehabilitation-program.shtml
\$ 10,000.00	Grant		County; To repair/install sewer/septic or water lines/systems where existing lines/systems have failed; For senior citizens more than 62 years old and/or disabled persons for accessibility improvements	https://www.osceola.org/agencies-departments/housing-community-services/community-development-block-grant/cdbg-owner-occupied-housing-rehabilitation-program.shtml
Gainesville, FL				
Amount	Type		Notes	Website
Funds limited	Home rehab lien, primarily exterior		tax assessed, sales price or appraised value of your home may not exceed \$258,690; Eligible repairs may include items such as: structural, roof, electrical, plumbing, heating, and accessibility repairs. Not Eligible: Air conditioning, pools, hot tubs, carpeting and room additions	http://www.cityofgainesville.org/HousingCommunityDevelopment/HousingRehabilitation.aspx
Funds limited	Roof repair		must attend a mandatory Homeowner Education & Training Workshop	http://www.cityofgainesville.org/HousingCommunityDevelopment/HousingRehabilitation.aspx
Fort Meyers				
Amount	Type		Notes	Website
Minimum \$10,000	Grant		Obtain hazard and flood insurance (if applicable) prior to assistance	https://cityftmyers.com/1543/Repair-and-Rehabilitation
Tamarac, FL				
Amount	Type		Notes	Website
\$ 40,000.00	Lien		repairs to correct health and safety hazards, as well as address any building or code deficiencies of owner occupied properties. They also charge a \$35 fee to cover the cost associated with satisfying the lien placed on your property as a result of participating in this program. Much higher income limits (i.e. for a one person household, the income limit is \$73,920)	https://www.tamarac.org/425/Home-Rehabilitation
Tallahassee				
Amount	Type		Notes	Website
\$ 25,000.00	Zero-interest, forgivable loan. Lien period of 10 years		to address significant improvements with priority for health and safety hazards. Repairs include: roof replacements, window repair/replacement, flooring replacement, bathroom modifications, or plumbing replacement.	https://www.talgov.com/neighborhoodservices/housingprograms.aspx
\$ 12,500.00	Forgivable loan (5-years) with payments		Plumbing repairs Structural repairs to the roof, ceiling, walls, floors, stairs, etc., where hazards exist Roof repair or replacement Heat repair or installation Electrical repairs where hazards exist Exterior painting Rafters, soffit and fascia repair Windows and screens Railings and stairs Landings and porches Yard clearings and debris removal when done in conjunction with repairs to the home	https://www.talgov.com/neighborhoodservices/housingprograms.aspx
Ocala, FL				
Amount	Type		Notes	Website

Emailed		Repairs include, roof, heating & cooling, windows/doors, electrical repairs, water/sewer. Plumbing, ADA accessibility (like bathrooms and ramps). I also saw pictures of kitchen repairs.	https://www.ocalafl.org/government/city-departments-a-h/community-development-services/community-programs
Tampa, FL			
Amount	Type	Notes	Website
Emailed	Deferred loan secured by a recorded mortgage and promissory note	Leaking or failed roof system Failure of electrical, plumbing or HVAC systems Failed structural systems such as floors and structural walls Exterior deterioration (walls, foundation, porches, siding, etc.) Weatherization (windows, doors and insulation) Water heater replacement Accessibility improvements (ramps, widening doorways, countertops, bathroom modifications, etc.) Lead based paint remediation or other environmental issues. CDBG	https://www.tampa.gov/housing-and-community-development/programs/owner-occupied-rehab
Clearwater, FL			
Amount	Type	Notes	Website
\$ 45,000.00	Loan	Roof Plumbing HVAC Electric ADA Modifications of an Immediate Nature. Cannot be used for anything cosmetic in nature. All non-health or non-safety related remodeling requests will not be considered. Homes with mold damage and structural issues are ineligible.	https://www.myclearwater.com/government/city-departments/affordable-housing/resources-for-residents
Volusia County			
Amount	Type	Notes	Website
Limited repair \$10,000; Home rehab \$100,000; basic accessibility repairs \$5,000. Wind Hazard mitigation \$10,000	Funds over 10k need to be repaid, with a loan term based on applicant eligibility	Provides repairs to correct safety and health hazards to a primary structural system such as roof, heat/air, plumbing, well, septic or windows	https://www.volusia.org/core/fileparse.php/4466/urlt/Home-Repair-Programs-Pre-Application.pdf
St. Petersburg			
Amount	Type	Notes	Website
Emailed	Forgivable loan (15-years) with payments	funds to remove health and safety risks from the home and to correct code violations to an owner-occupied residence. Examples include leaking roofs, electrical hazards, plumbing, sanitary sewer issues, and other threatening perils that are an immediate detriment to household occupants	https://www.stpete.org/residents/housing/homeowners/housing_rehabilitation_assistance_program.php#:~:text=The%20Housing%20Rehabilitation%20Assistance%20Program,Barrier%20Free%20Loans%20and%20Grants
\$ 3,000.00	ACCESSIBILITY ASSISTANCE PROGRAM; grant	Repairs over 3k are eligible for a \$15k loan	https://www.stpete.org/residents/housing/homeowners/housing_rehabilitation_assistance_program.php#:~:text=The%20Housing%20Rehabilitation%20Assistance%20Program,Barrier%20Free%20Loans%20and%20Grants
Coral Springs			
Amount	Type	Notes	Website
\$ 40,000.00	Grant/lien	Six point seven percent of the grant is forgiven per year, so that at the end of fifteen years, the loan has a zero balance and is 100% forgiven. CDBG	https://www.coral Springs.org/Government/Departments/Community-Development/Housing-Assistance/Home-Repair-Program
Hollywood, FL			
Amount	Type	Notes	Website
\$ 55,000.00	A deferred payment loan for thirty 30 years	Link to eligible repairs: https://www.hollywoodfl.org/DocumentCenter/View/6965/Eligible-Repairs-as-of-July-2016?bidId=	https://www.hollywoodfl.org/200/Home-Rehabilitation-Repair
Sarasota, FL			
Amount	Type	Notes	Website

If there isn't enough equity in the home \$20,000, if there is \$60,000	Interest-free Loan	For essential systems such as Electrical, Plumbing, Roof, and/or Heating and Air Conditioning. Not to be used for interior repairs. The loan is in the form of a mortgage on the home and the amount available is based on equity in the home	https://www.sarasotafl.gov/government/office-of-housing-and-community-development/home-repair-programs
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Lakeland, FL			
Amount	Type	Notes	Website
Funding availability is based on HUD guidelines for the applicant's area. However there is a \$25,000 major & emergency rehab limit		This program applies to anything from minor plumbing to a new house. They do all repairs. They do both interior and exterior. CDBG	https://www.lakelandgov.net/departments/community-economic-development/housing/homeowners/

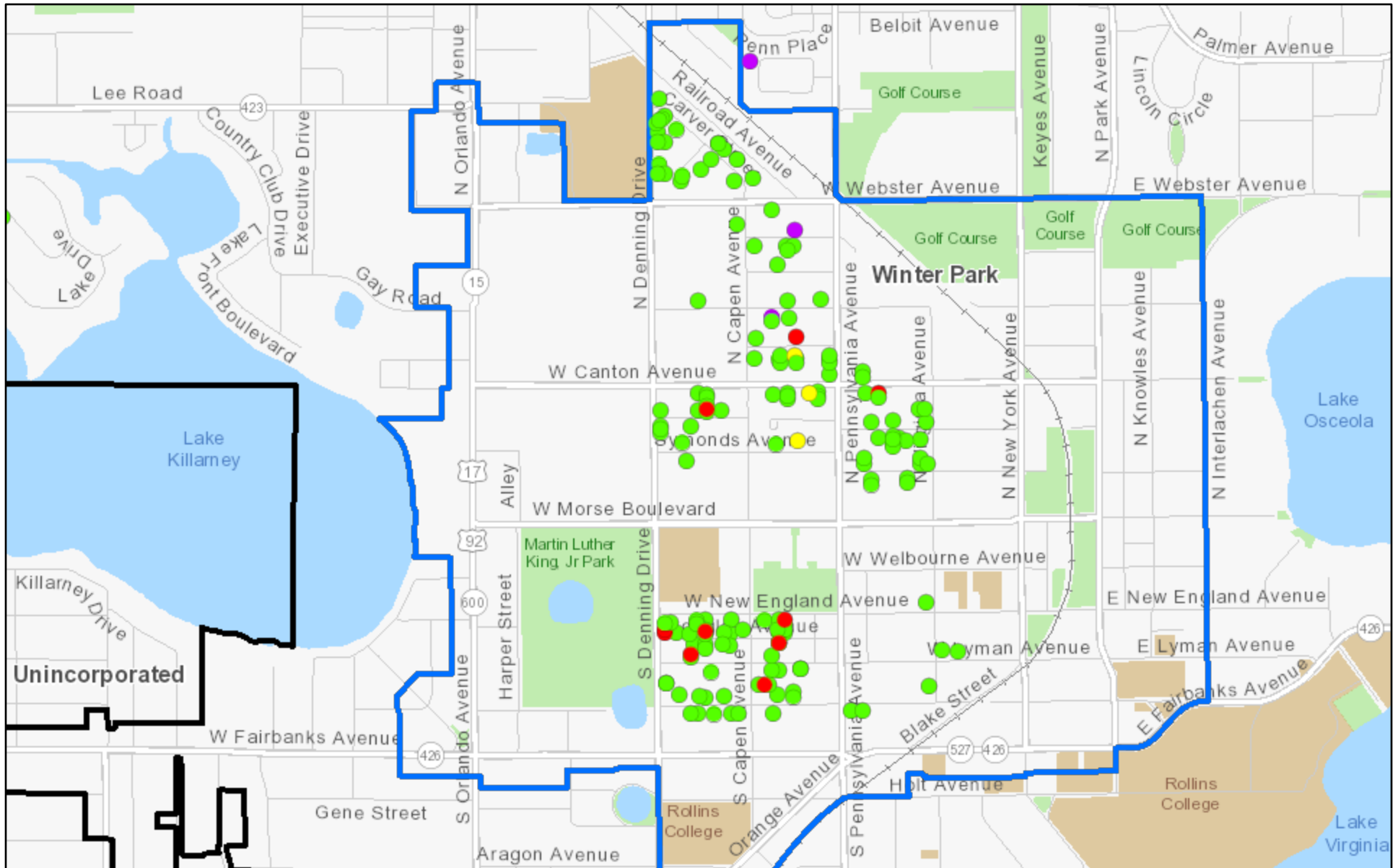
Fort Pierce			
Amount	Type	Notes	Website
\$ 35,000.00	A deferred loan	Households that have been assisted with City funds with a maximum lifetime assistance of \$35,000 are not eligible to receive funding through any of the Grants Administration Division's programs. Repairs are grouped by priority with highest priority going to safety and health repairs (plumbing, termites, code violations, roofs, foundations, electrical, etc.) priority II goes to aesthetic and ADA repairs	https://www.fppd.org/DocumentCenter/View/14071/Residential-Rehabilitation-Program-FAQ?bidId=

Orange County, FL			
Amount	Type	Notes	Website
\$ 75,000.00	Housing rehab program (lien)	roofing, plumbing, electrical, repair or replacement of HVAC systems, septic repairs (CDBG)	
\$ 10,000.00	Minor repair grant program	Emergency home repairs (major and minor code violations)	

Eatonville, FL			
Amount	Type	Notes	Website
\$ 75,000.00	Housing rehab program (lien)	roofing, plumbing, electrical, repair or replacement of HVAC systems, septic repairs (CDBG)	https://eatonvillecra.org/housing-rehabilitation-program/
\$ 10,000.00	Minor repair grant program	Emergency home repairs (major and minor code violations)	

Seminole County, FL			
Amount	Type	Notes	Website
Now closed	Home Rehab	interest-free, deferred loan payment. CDBG, SHIP	https://www.seminolecountyfl.gov/core/fileparse.php/4051/urlt/2019-CD-Homeowner-Rehabilitation-Application-for-Assistance.pdf
Now closed	Minor Repair	CARES CRF, homes within the city of Sanford	https://www.seminolecountyfl.gov/departments-services/community-services/community-development/community-development-programs.shtml

Winter Park GIS



3/18/2022, 11:50:20 AM

CRA Housing Rehab Program

● <all other values>

● Complete

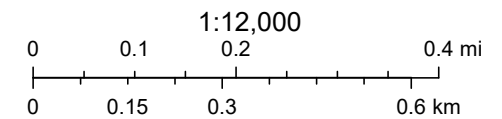
● Pending

● Applicant/Not Recipient

● Transferred to OC

● Unknown

□ CRA Merged Boundary





Community Redevelopment Advisory Board

agenda item

item type Non-Action Items	meeting date March 24, 2022
prepared by Kyle Dudgeon	approved by
board approval	
strategic objective	

subject

Downtown Curbside To Go Smart Parking Study

motion / recommendation

N/A

background

Since the pandemic began, the CRA has looked for opportunities to support the community and the district. This includes programming for businesses, social investment and capital. One such program is the development of a curbside to go program in 2020. Since that time, staff has heard from the community regarding the future use of the program and parking spaces it requires. This includes a directive from the Commission to evaluate their future use. Staff is approaching this in two ways. The first is a survey benchmarking the overall feel and confidence in the program. The survey will be available to all with the ultimate goal of coinciding its release with a smart parking technology benchmarking software. The technology system will evaluate the use of the curbside to go spaces for duration and frequency giving the evaluation process both quantifiable and qualifiable metrics.

The evaluation of the smart parking system is two months. After which time, the attached proposal provides for an option to continue the use of the system and expand upon it to other areas of downtown. This includes the City Hall and Train Station (Lot A) parking lots.

Financially, total cost for the curbside to go parking space evaluation is well within the CRA's purchasing policy. Staff will proceed with this then coordinate with the board to evaluate results against the cost and return on investment of expanding the program.

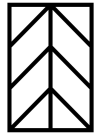
alternatives / other considerations

fiscal impact

\$2,940 for first two phases with a City/CRA option of a third phase for \$46,230.

ATTACHMENTS:

[City of Winter Park_Pebble Pilot Proposal_v1 \(1\).pdf](#)



Pebble
BY SIDEWALK LABS

Curbside Initiatives Proposal DRAFTv1

City of Winter Park & Pebble Evaluation

DATE

February 2022

Executive Summary

Our understanding of the City of Winter Park's Parking Strategy is that the City is seeking to gain a better understanding of current parking needs, while also anticipating future needs to improve turnover in prime parking locations and optimize utilization of existing parking resources.

Together, we are excited to collaborate and contribute to responsible growth and sustainable development that aims to improve, diversify and connect the City's parking ecosystem.



The purpose of this mutual pilot evaluation is as follows:

1. Collect parking utilization data to aid in the City's policy discussion regarding optimization of Curbside-to-go public parking spaces, including data on frequency, duration and peak utilization times.
2. Assess the performance and scalability of Pebble technology for parking areas around downtown
3. Identify aesthetic and low-cost improvement opportunities for the City's data repository on public parking space use in the downtown
4. Identify and design future Parking & Mobility pilot opportunities that align with its smart city initiatives

Solution Overview

Pebble is a low-cost, privacy-preserving vehicle sensor that can enable frictionless wayfinding and optimized off- and on-street parking planning and management. Our mission is to create connected parking ecosystems by providing reliable and comprehensive parking data that transforms parking assets to be more accessible, sustainable and responsive.

At just 2.8 inches in diameter and with two sensing capabilities, Pebbles have undergone rigorous real-world testing to ensure accuracy and reliability. The wireless Pebble system is easy-install; just mount the sensor, scan its QR code, and strap the gateway to a pole. No underground trenching is required, and the solar-powered gateway can operate for years to come.

Each Pebble sensor relays information back to the gateway via our proprietary radio protocol, and the gateway sends the data back to the cloud via a cellular network.



Once the Pebble system is activated, the City can immediately access our standard parking utilization, dwell time, and turnover reports via Pebble Studio, our analytics dashboard, and simultaneously share real-time parking availability with existing 3rd party vendors (mobile apps, dynamic sign vendors, etc) using the Pebble API.

Benefits & Impact

Together, we seek to collaborate with the City, neighborhoods, community groups and partners to:

1. **GATHER** parking utilization trends off- and on-street to understand garage, lot, and curbside parking activity of residents, visitors, transportation network companies and transit providers.
2. **CREATE** an integrated parking ecosystem with real-time wayfinding partners to help drivers find available spaces, eliminating circling for parking and reducing traffic incidents.
3. **TRANSFORM** parking spaces into flexible public spaces, including mini-parks, outdoor dining, bike and transit lanes, multi-modal hubs, and vehicle charging stations, while also beginning to plan for future connected and autonomous transit needs.
4. **POSITION** parking spaces into a shared district resource to reduce the amount of land needed for parking, and instead reserve spaces for sustainable, safe, and walkable neighborhoods.

Scope of Work

The proposed scope of work includes the installation of Pebble technology and collection of parking utilization data in up to 14 curbside-to-go curb spaces for 3 months. The City will have access to the Pebble Studio dashboard to view real-time and historical parking utilization data during this pilot.

Upon completion of the curbside-to-go parking study in Phase 2, Pebble will work with the city to generate a summary parking utilization report, if needed, and to identify expansion opportunities at both on and off-street parking areas around downtown.

Proposed Pilot Program

Pebble proposes to execute the pilot program with the following schedule:

- Site Survey
- Pilot Kick-off Meeting
- Phase 1: Curbside-to-go Installation & Pre-Test
- Phase 2: Curbside-to-go Parking Study
- Expansion Opportunity: Off-Street Surface Lot Installation and Parking Study

Site Survey

The site survey will be conducted by Pebble to identify and establish (at a minimum), the following:

- Potential Gateway installation locations
- Determine the number of Pebble sensors to deploy per space as the pre-selected curbside-to-go spaces are larger (40ft) than the standard single parking space size (20ft).
- Special tools/equipment required (if any)
- Special hardware required (if any)
- Pilot risks and mitigation plans (if any)

A site survey report with proposed Gateway locations and sensor spacing will be generated at the end of this phase.

Pilot Kick-off Meeting

The Pilot Kick-off Meeting will be the initial program milestone led by Pebble and supported by the City. The purpose of the kick-off meeting is to identify and establish (at a minimum) the following:

- Pilot program overview
- Identification of Key Team Members
- Definition of Roles and Responsibilities
- Communication Plan
- Scope / Pilot Overview
- Program Schedule
- Program Risks and Mitigation Plans

Within five business days from the conclusion of the Kick-off Meeting, the scope, assumptions and installation dates should be finalized and agreed upon.

Phase 1: Curbside-to-go Installation & Pre-Test

The goal of this phase is to demonstrate technical feasibility of the Pebble system and confirm that the Pebble spacing is collecting data comprehensively for the curb space.

During this phase, Pebble will:

- Install Pebble hardware to cover up to 14 curbside-to-go spaces
- Monitor and measure system uptime performance of the system for up to 30 days.
- Conduct an initial analysis on optimal hardware spacing at non-standard curbside-to-go spaces

At the conclusion of this phase, Pebble will provide a summary report of the preliminary performance and deployment findings.

Within five business days after receipt of the summary, the City will confirm whether to proceed with the parking study at the curbside-to-go spaces.

Phase 2: Curbside-to-go Parking Study

The goal of this phase is to gather insights to aid in the City's policy discussion regarding optimization of Curbside-to-go public parking spaces, including data on frequency, duration and peak utilization times.

During this phase, Pebble will:

- Provide access to Pebble Studio dashboard to view parking utilization data
- In collaboration with the City, generate ad hoc parking summary reports, as mutually agreed
- In collaboration with the City, identify aesthetic and low-cost improvement opportunities for the City's data repository on public parking space use in the downtown
- In collaboration with the City, identify and design future parking & mobility pilot opportunities that align with its smart city initiatives

Within five business days after receipt of the reports, the City will determine whether to continue the curbside-to-go pilot and add pilot expansion opportunities at other on and off-street locations.

Pebble Pilot Expansion Opportunities

Upon validation of the Pebble technology and impact of this pilot program, Pebble will work with the City to offer a suite of expansion opportunities that align with the City's parking optimization strategies. The high-level opportunities listed below are for discussion purposes only. The full scope of work will be determined based on findings from the initial pilot and in collaboration with the City and its key stakeholders.

- **Expansion to Phase 3: Adding Train Station & City Hall Lot Parking Study** by expanding the Pebble sensors and gateway installation to the Train Station and City Hall lots to cover:
 - Up to 200 spaces at the Train Station Lot (148 W Morse Blvd)
 - Up to 130 spaces at the City Hall Lot (401 S Park Ave)
- **New Pilot Opportunity 1: Optimized Parking with Shared, Flexible and Dynamic Pilots** that leverages the off-study and on-street parking demand data collected during Phases 1-3 to implement parking initiatives such as shared, flexible and dynamic parking that will work towards optimizing parking supply, transforming parking design and making wayfinding easier. This option also includes expansion of the non-demarcated curb offering to the remaining non-demarcated curb spaces in the City.
- **New Pilot Opportunity 2: City-wide connected parking ecosystem** that expands upon the parking space coverage of this pilot scope to deploy Pebbles at all city-owned parking assets to drive towards designing an active, complete and connected parking ecosystem.

A detailed scope of work and proposal for the expansion opportunities will be developed in collaboration with the city upon completion of Phase 2 and evaluation of pilot results.

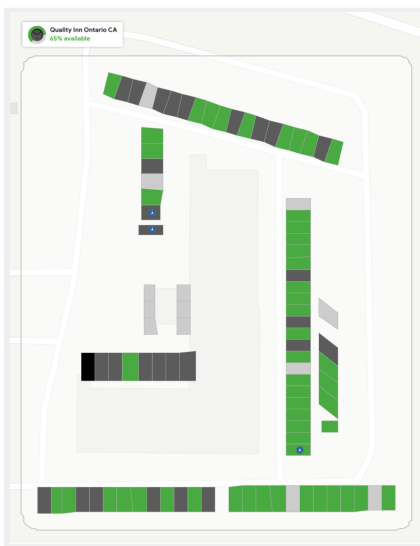
Scope of Work + Optional Expansion Opportunities

	Phase 1	Phase 2	Phase 3	Expansion Option - 1	Expansion Option - 2
	<i>Pre-Test</i>	<i>Curbside-to-go Study</i>	<i>On-street + Off-Street Study</i>	<i>Optimized Parking Pilots</i>	<i>City-wide connected parking</i>
Location	Park Avenue, Center Street & New England Ave	Park Avenue, Center Street & New England Ave	Curbside-to-go space, Train Station Lot, City Hall Lot	Curbside-to-go space, Train Station Lot, City Hall Lot + TBD	CITY-WIDE
On-Street Spaces	14	14	14	14	X,000s spaces across off & on-street locations
Off-Street Spaces	0	0	330	330	
Installation Date	Feb./Mar. 2022	NA	June 2022	Q4 2022	Q1 2024 - Q4 2024
Duration	1 months	2 months	12 months	12 months	12 months
Project Goals	Technical validation Validate Pebble technology and performance at deployment sites	On Street Study Gather insights to understand parking utilization at curbside-to-go spaces Identify aesthetic and low cost improvement opportunities to the City's parking data repository	On & Off Street Study Gather insights to understand parking utilization on-street; extend off-street study Integrate Pebble data in City app and webpage	Optimized Parking: Enable enhanced connectivity and make multimodal trip planning more convenient	Connected Parking: Collaboration with the City of Henderson to expand connected parking ecosystem
Pebble's Responsibilities	100% CapEx for all hardware; internal engineering costs; installation	Ongoing engineering support Support 3rd party integrations	Ongoing engineering support Support 3rd party integrations	Ongoing engineering support Support 3rd party integrations	Ongoing engineering support Support 3rd party integrations
Winter Park's Responsibilities	On-site project management support; maintenance	100% CapEx/OpEx for hardware, Project & maintenance support	100% CapEx/OpEx for hardware, Project & maintenance support	Service fees, On-site project management support; maintenance support	100% CapEx/OpEx for hardware, On-site project management support; maintenance
Deliverables	Deploy Pebbles & validate performance Confirm Pebble spacing for the non-standard 40ft curb spacing	Deploy additional Pebbles based on findings in Phase 1 Curbside-to-go parking study Identify expansion and beta-pilot opportunities	Deploy up to 330 new Pebbles On-street + Off-street parking study	Prototype optimization pilots - shared/flexible/dynamic curbs Inform parking optimization and design strategies	Expand city-wide Designed and implemented a connect parking ecosystem

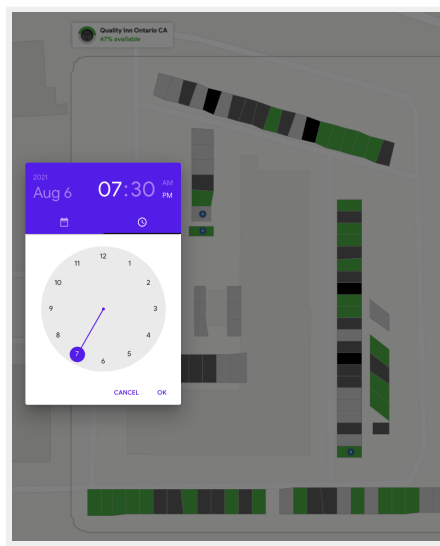
Access to Data

Upon completion of installation, the City will be able to view standard occupancy, dwell time, turnover and overstay data within the Pebble system in two ways:

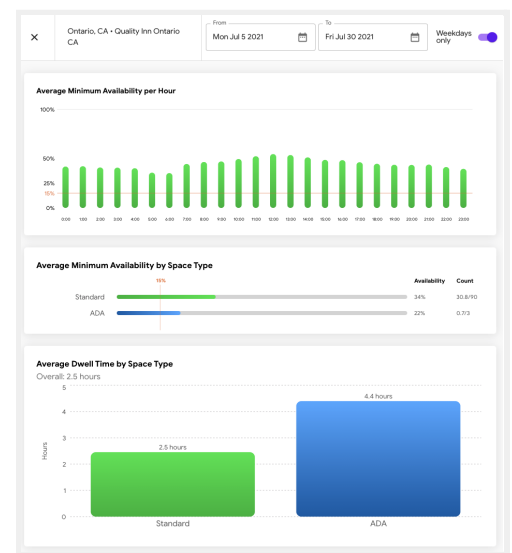
1. **Pebble Studio** is our data dashboard that includes reports on parking utilization, dwell time, turnover and overstay. The dashboard is designed to enable customers to access custom views of their parking data, which includes Real-Time Availability for a current view of activity, Point-in-Time view when there is a need to overlay impact of special events to parking demand, and a Date Range view to analyze trends over time.
2. **Pebble API** includes real-time parking availability by space that can be integrated into 3rd party applications or dynamic signage to share out parking availability.



Real - Time View



Point-in-time View



Date Range View

Deliverables

This proposal assumes the following installation conditions.

1. The City will obtain all consents (including from site owners/operators and any regulatory permits) required for the Pilot Program.
2. The City will block off spaces during installation, which can take place during pilot site off hours (e.g., between 10pm and 8am).
3. The installation team can park their bucket truck overnight for the duration of the installation (no special security required).
4. The pilot sites will meet the deployment requirements - cellular connectivity, access to power, etc. Pebble's gateways are solar-powered by default but may require wired power depending on environmental obstruction. This will be determined during the pre-test and site survey phase.

We will collaborate closely to ensure successful deployment of the project and will communicate any required modifications and adjustments that impact the proposed budget as they are identified.

Pebble's Deliverables

- Deploy Pebble sensors to provide parking demand data in 14 curbside-to-go spaces, the number of sensors required will be determined during the site survey
- Ongoing support, including operations and maintenance of the Pebble system
- Provide access to Pebble Studio and Pebble API

City of Winter Park's Deliverables

- Grant free and clear access to the pilot site for deployment. This could also include access to poles, buildings, etc. for gateway mounting
- Grant permission to access the City's existing cameras for the purposes of ground truthing, as needed
- Grant permission to mount cameras for the purposes of ground truthing, as needed
- Installation support, operations, and maintenance of the Pebble hardware, as needed
- Share feedback through customer satisfaction surveys to be provided by Pebble

Estimated Pricing Proposal

Note: fees are estimates only, subject to revision as mutually agreed

Phase 1 of the Pebble pilot will be provided to the City at no charge in exchange for access to the City's camera data for the purpose of conducting a baseline performance study on the sensor spacing as the curbside-to-go spaces are non-standard sizes.

Upon completion of Phase 1, the pilot pricing below represents the estimated cost for the Phase 2 Curbside-to-go Study and the expansion into the Phase 3 Train Station Lot and City Lot.

	Phase 1	Phase 2	Optional: Phase 3
# of Parking Spaces	14	14	358
# of Curbside Sensors	28	28	28
# of Off-Street Sensors	0	0	330
Duration (months)	1	2	12
Pebble HW Fee			
Sensor	Waived	\$ 75	\$ 75
Gateway	Inc.	Inc.	Inc.
Installation	Inc.	Inc.	Inc.
Pebble Service Fees (Per space/per month)	Waived	\$15	\$5.00
Total Project Fees			
HW	\$0	\$2,100	\$24,750
Service Fees	\$0	\$840	\$21,480
Pilot Fees	\$0	\$2,940	\$46,230

PILOT MAP: Phase 1 & 2

Park Avenue Curbside To-Go Kiosk Locations



#	Street	Business Name (s)	Business Address
1	Park Ave and Fairbanks	Umi	525 S Park Ave, Winter Park, FL 32789
2	Park Ave and Fairbanks	Burger Fi, Grato	538 S Park Ave, Winter Park, FL 32789 528 S Park Ave, Winter Park, FL 32789
3	Lyman and Park Avenue	Power House Café	111 E Lyman Ave, Winter Park, FL 32789
4	Park Ave and New England	Peterbrooke Chocolatier	300 S Park Ave, Winter Park, FL 32789 310 S Park Ave, Winter Park, FL 32789
5	Park Avenue	Pannullo's Italian Restaurant	16 S Park Ave, Winter Park, FL 32789
6	Center Street	Rome's Flavors, Croissant Gourmet	124 E Morse Blvd, Winter Park, FL 32789 120 E Morse Blvd, Winter Park, FL 32789
7	Park Ave and Morse Blvd	Bosphorous Turkish Cuisine	108 S Park Ave, Winter Park, FL 32789
8	Park Ave and Lincoln Aven	Prato	124 N Park Ave, Winter Park, FL 32789
9	Park Ave and Garfield	Briarpatch	252 N Park Ave #3814, Winter Park, FL 32789
10	Park Ave and Canton	Boca Winter Park	358 N Park Ave suite a, Winter Park, FL 32789
11	Park Ave and Canton	Panera Bread	329 N Park Ave, Winter Park, FL 32789
12	Park Ave	Orchid Thai Cuisine	305 N Park Ave, Winter Park, FL 32789
13	New England	VINIA Wine & Kitchen	444 W New England Ave #119, Winter Park, FL 32789
14	New England	Armando's - Winter Park	463 W New England Ave, Winter Park, FL 32789

Curbside-to-go site samples

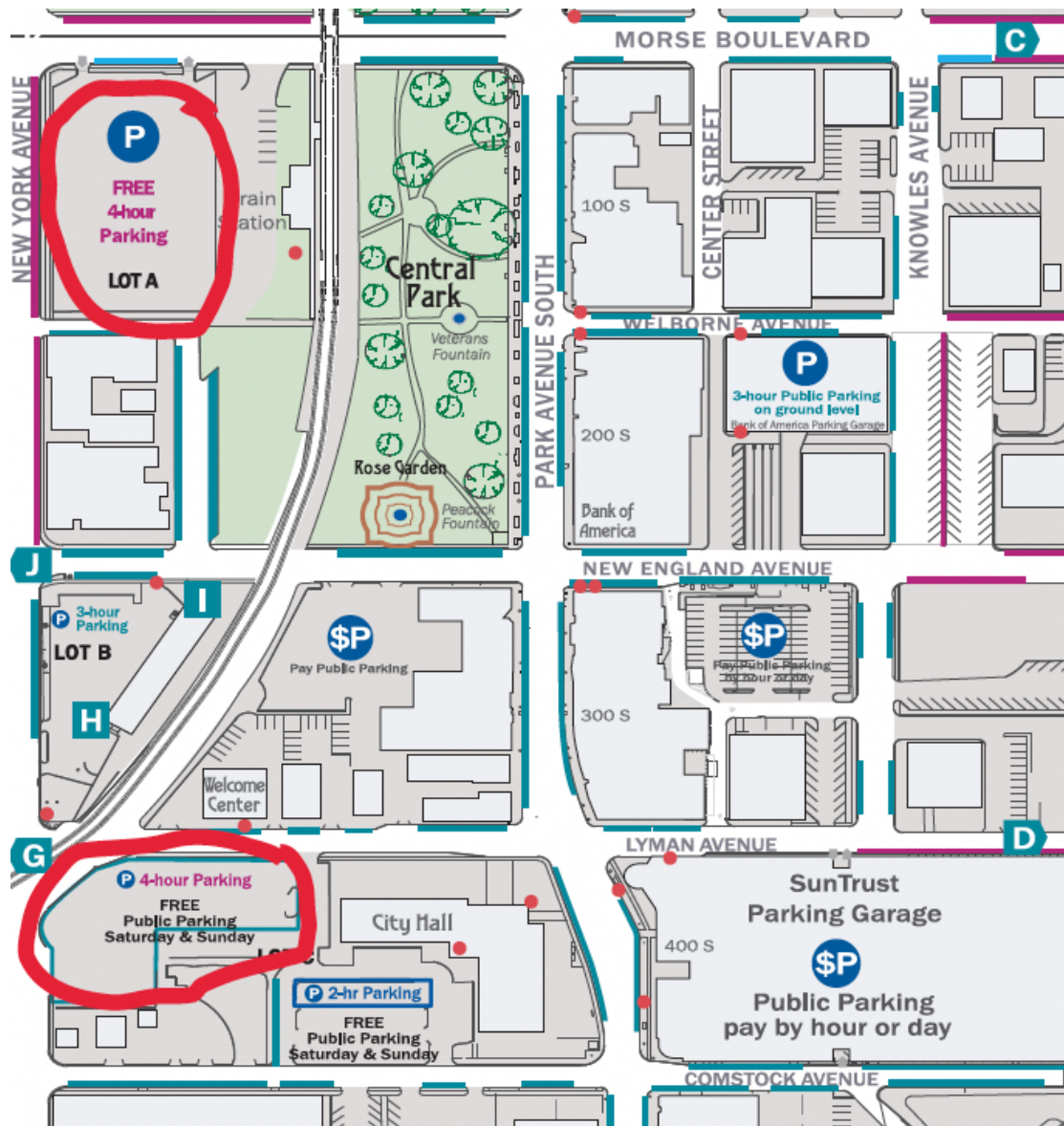


Phase 3 - Proposed Expansion Opportunity

Expansion opportunity in Phase 3: Add Train Station & City Hall Lot Parking Study

Install Pebble sensors and gateways as the Train Station and City Hall lots to cover the following:

- Up to 200 spaces at the Train Station Lot (148 W Morse Blvd)
- Up to 130 spaces at the City Hall Lot (401 S Park Ave)





Community Redevelopment Advisory Board

agenda item

item type	Staff Updates	meeting date	March 24, 2022
prepared by	Kyle Dudgeon	approved by	
board approval			
strategic objective	N/A		

subject

Staff Updates

motion / recommendation

background

Staff is providing an update relative to the following topics. In general, these do not necessitate action by the board, but are included to provide the public the most up to date information regarding the status of various issues. The board may use this time to address discussion or viewpoints on these items.

New York Avenue Streetscape - Phase I installation is substantially complete (intersection of Fairbanks and New York). Project close-out is anticipated at the end of the month. Staff is finalizing costs for phase II (new York from Comstock to Morse) in order to enter into agreements with vendors to perform the work. Enhancements include; but not limited to, ADA improvements, crosswalk realignment, and ramp construction. Early estimated completion is November 2022.

Central Park Stage - RFP process underway to solicit a contractor for the project. Recommendation is expected to be presented to the City Commission/CRA Agency on April 13.

Shady Park Enhancements - Staff is finalizing the scope for the artwork piece approved by the Agency in February. Bid documentation is expected in the next 30-45 days with the solicitation process totaling another 60 days. In short, construction of the art piece may commence, pending solicitation process and responses, in June/July 2022.

MLK Memorial Corner - Staff is working with the City surveyor and consultant Dix-Hite to refine project parameters including costs and technical construction elements. Once these have been finalized, staff will begin coordination of tasks including an RFP for the

memorial corner art piece and hardscape/landscape elements to be provided by the city/contractor.

MJB Consulting - In conjunction with the city's Economic Development Advisory Board, staff is developing updated performance metrics relative to the city's business community. This includes benchmarking the effectiveness of synergies between businesses at the city and neighborhood level. The attached proposal provides support on this front to better understand at a more nuanced level whether Winter Park's retail mix is fully leveraging its synergistic potential and, if not, what market and real estate-related conditions might be responsible. Given the CRA's strong business base (roughly 50% of all City of Winter Park businesses), staff is providing as a courtesy to the board. Funding is made possible by the CRA's contractual services line item contemplated as part of its annual budget.

alternatives / other considerations

N/A

fiscal impact

Impacts have been accounted for within the CRA budget.

ATTACHMENTS:

[MJB_Proposal_Synergies & Benchmarking.pdf](#)



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February 1, 2021

Kyle Dudgeon, AICP, FRA-RA
Assistant Division Director
Economic Development/CRA
City of Winter Park
401 South Park Avenue
Winter Park, FL 32789

Cc: Peter Moore
Budget & Management Division Director
City of Winter Park

Owen Beitsch
Senior Director, Community Solutions Group
GAI Consultants Inc.

Laura Smith
Senior Analyst, Community Solutions Group
GAI Consultants Inc.

Dear Kyle:

We at MJB Consulting (MJB) are really excited to submit the following proposal to undertake a Retail Benchmarking Analysis on behalf of the City of Winter Park.

Our work would be undertaken as a sub-consultant to GAI Consultants Inc., subject to the terms and conditions of its Existing Conditions contract (RFP-3-2018) with the City of Winter Park that expires on February 11th, 2023.

Who We Are

Founded in 2002, **MJB Consulting** (MJB) is an award-winning retail planning and real estate consultancy based in New York City and the San Francisco Bay Area. We are retained by a wide variety of public, quasi-public/non-profit and private sector clients across the U.S., Canada and the U.K. to undertake market analyses, develop retail visions, devise tenancing strategies, guide land-use/zoning policy and spearhead implementation efforts.

Our Founder and Principal, **Michael Berne**, is one of North America's leading retail thinkers and futurists. He has delivered keynote addresses at numerous industry conferences, lectured at Penn and UC Berkeley as well as appeared in high-profile publications such as the *Washington Post*, *Planning*, the *Financial Times*, *TheStreet* and *Bloomberg BusinessWeek*.

In addition to his widely-read "Retail Contrarian" blog, Michael has written articles for *Urban Land*, *Shopping Center Business* and Dow Jones & Co.'s *MarketWatch*. He has contributed to two recent books, *Suburban Remix: Crafting the Next Generation of Urban Places* (edited by David Dixon and Jason Beske; Island Press, 2018) and *Main Street's Comeback* (written by Mary Means; Hammondwood Press, 2020).

MJB brings a particular strength in Downtown and "Main Street" retail. Michael has spoken at every conference of the International Downtown Association (IDA) since 2004 and has served on IDA's Board of Directors, including a stint as Vice Chair of its Executive Committee. He is a founding board member of the *American Downtown Revitalization Review*.

MJB has worked in numerous affluent communities within larger metropolitan areas across North America, with past and current engagements in Greenwich (CT), Stamford (CT), South Norwalk (CT), Westfield (NJ), Plymouth (MA), Phoenixville (PA), Decatur (Atlanta), Boulder (CO), Cherry Creek North (Denver), San Rafael (CA), Walnut Creek (CA) and Carlsbad (CA), among others.

MJB has also long been active across Florida, with past and current engagements in Bonita Springs, Palm Beach, Downtown Tampa (in the early stages of Water Street Tampa), Gainesville and Downtown Jacksonville (as a sub-consultant to GAI Inc.). In addition, Michael has spoken at various statewide and regional events, including, most recently, the 2019 IDA Southeast Urban Forum in West Palm Beach.

Finally, MJB offers particular strength in two types of niche markets that seem relevant to Winter Park. In addition to the work that the firm has done in high-end business districts across North America like Downtown Greenwich and Denver's Cherry Creek North, Michael is a member of the Luxury Institute's Global Luxury Experts Network (GLEN).

Also, in addition to projects in many of the nation's largest university towns (e.g. Gainesville, Tempe, Boulder, Berkeley, Lincoln, Cambridge, New Haven and others), MJB has undertaken numerous assignments in Downtowns and districts located in proximity to small college campuses, including, for instance, Santa Clara, CA (Santa Clara University), Erie, PA (Gannon University), Dogtown/Des Moines, IA (Drake University) and Decatur, GA (Agnes Scott College).

How We Approach Our Work

Put simply, MJB is a different sort of firm.

One, we are retail specialists, not general economists. Retail is our passion and obsession: we bring to it a depth of knowledge and level of nuance that simply cannot be found elsewhere.

Two, we work with a wide range of clients, including municipalities, non-profits as well as private developers and landlords, as a result of which we are intimately familiar with the imperatives, perspectives and predispositions of each.

Three, we work in a wide range of study areas, including urban, suburban and rural Downtowns, neighborhood "Main Street" districts, strip commercial corridors as well as large regional shopping centers, so we are very knowledgeable about the complexities and challenges of each.

Four, we blend a broader perspective from having worked across North America and beyond with an excitement about and sensitivity towards the particularities and idiosyncrasies of the local context.

We also offer an analytical approach that, we feel, is quite distinctive, utilizing both quantitative *and* qualitative methodologies. Indeed, we believe that the findings to be generated from number-crunching only serve as a starting point for the far deeper and more nuanced exploration needed to discern a district's or center's true latent potential and to unearth market niches and tenancing opportunities that more conventional approaches and local observers might have missed.

* Consumer demand is not just about income levels and home values: lifestyles, sensibilities and aspirations (also known as "psychographics") also play a critical role in fashioning desires and preferences, especially in Downtown settings. We have long felt that the schemes developed by major data-mining outfits (e.g. ESRI, Claritas) do not provide sufficient nuance for this purpose, and so we have developed, refined and will be applying our own proprietary typology.

* Our field work typically involves what we call "total immersion", meaning that from the moment we step foot in the study area, we strive (to the extent possible) to live as a local would – spending time in the "Third Places", talking with patrons, reading the community newspapers, eating in the restaurants, staying the weekend, etc., as we have long felt that this level of engagement is critical to understanding the unique dynamics, rhythms and yes, the psychographics, of a place and its people.

* Consumer demand is also a moving target, and we strive to understand not only what it is at the moment, but also, what it *will become* in the years ahead – a mindset that has never been more important now, (hopefully) at the tail end of a pandemic. Consider that by the time many of our recommendations are put into place, today’s realities will likely be but a faint memory.

* Consumer demand is just half of the equation: the other, arguably more important “market” to analyze is the one in which tenants rent (or buy) space from landlords. For this reason, we focus heavily on the perspectives, imperatives, whims and capacities of these two private-sector actors, as we have found, even with our work for municipal clients, that successful implementation ultimately depends on whether and to what extent they are in -- or can be brought into -- alignment.

* In deciding where to spend money or open stores, consumers and prospective tenants also consider the alternatives. No location, then, exists in a vacuum; it must be understood within a broader retail ecology, within which it necessarily vies for attention with other districts, centers and, of course, e-commerce. And analyzing how it “matches up” with such rivals is key to positioning its retail mix within the competitive marketplace.

* Urban districts are never just about a snapshot in time. Rather, they are organic and ever evolving, both in reality as well as perception. As a result, their trajectories and prevailing narratives have an outsized impact on how both consumers and tenants view them. Revitalization and repositioning efforts can leverage the role that specific brands and local bellwethers can play in signaling to these two discrete marketplaces.

Contrary to popular assumption, it does us little good as consultants to write studies that then set on shelves. As a result, we try to be that rare firm that prioritizes both analysis *and* implementation, with the latter informing how we devise our retail strategies and design our scope(s)-of-work. For example:

* We work backwards from practical realities rather than forward from wish lists, and we do not pull punches. We assume that you will have hired us for our impartial take and expert opinion, a responsibility that we handle with the appropriate level of tact but which we also take very seriously, even if and when it means some uncomfortable conversations.

* We try to avoid overly dry reports or “data dumps”, striving to offer work product that entertains, interprets and educates, that serves as both a primer for what all of the data actually means as well as a step-by-step guide for what you can *do* with it.

* We feel that a retail strategy, no matter how well-conceived or visionary, means very little and will not accomplish much unless its development is immediately followed by the hard work of securing meaningful “buy-in” from not just from public and non-profit stakeholders but also, perhaps more importantly, from landlords, developers, brokers and existing merchants.

* We like to play a role in actual implementation, which could include the development and “road-showing” of city- or district-wide leasing collateral (see caption below); the

identification and vetting of tenant leads in support of property owners and leasing professionals; the training and hand-holding of an in-house retail “prospector” to continue in this role; and various other forms of support.

* That said, we do not necessarily believe that every municipality should be involved in each of these activities. Rather, its appropriate role with respect to retail depends on a range of variables, including the capacities, resources, track record and credibility of the various stakeholders as well as the political dynamics between them, all of which we carefully assess as part of our process.

We are proud to have achieved real results – new investment, new retailers, enlightened landlords, informed brokers, improved perceptions and renewed momentum – in some very challenging settings across North America.

What We Would Do

For the purposes of this proposal, we have segmented our scope-of-work into an initial “Phase I” as well as a series of later phases and possible add-on’s that are to some degree contingent on the Phase I findings.

The Phase I would evaluate Winter Park’s various streets and sub-districts both within a market context – as based on a rigorous analysis of consumer demand, existing offerings, tenant interest, occupancy costs and other such variables – as well as broader trends in the retail industry and benchmarking vis-a-vis national analogs.

The goal of this Phase I is to understand at a more nuanced level whether Winter Park’s retail mix is fully leveraging its synergistic potential and, if not, what market and real estate-related factors might be responsible.

Note that we are proposing a *citywide* study area. While Park Avenue is undeniably at the very top of Winter Park’s retail hierarchy and will most likely receive the lion’s share of our focus, it nonetheless exists as part of a broader ecology, along with other sub-districts – like U.S. 17/U.S. 92, Orange Avenue, Fairbanks Avenue and others -- that can represent competition of a sort but also, perhaps more importantly, offer a safety valve for development and rent pressures generated by constrained inventory in the most preferred locations.

Specific Phase I tasks would include the following:

- Review of past studies and plans as well as extensive background research of local secondary-source material (e.g. mainline newspapers, business publications, popular blogs and social media, etc.)
- Client-led walking/driving tour of the study area(s), followed by a debriefing during which the Client will share relevant context, details on current projects and initiatives, etc.
- Self-guided walking/driving tours, with observations about relevant variables such as visibility, accessibility, parking, circulation patterns, demand generators, existing businesses, aesthetics/cosmetics, pedestrian experience, etc.
- Client-assisted collection of relevant data points on traffic and pedestrian counts, transit ridership, etc. as well as non-residential demand (e.g. from office space, medical centers, event venues, business travel, etc.)

- Survey and assessment of nearby competing shopping centers and business districts that vie with the study area(s) for both customers and prospective tenants, including sites and areas where new rivals could materialize in the near future
- Up to eight (8) Client-coordinated¹ meetings with property owners, developers and/or leasing professionals who have been, are or will soon be active in the study area(s)
- Review of recent economic, real estate and market updates from local brokerages and other experts, including collection of relevant data points on asking rents, NNN costs, vacancy rates, etc.
- Two (2) client-coordinated focus groups with study area merchants
- Review and interpretation of demographic, psychographic, spending-power, sales-leakage and sales-tax revenue data*, drawing on conventional sources as well as MJB's proprietary methodologies***
- Reference to appropriate analogs, drawing on MJB's knowledge base of similar districts / centers across North America

* We understand that we might need to sign NDA / confidentiality agreement in order to examine sales-tax revenue data

** These are utilized in cases where we have come to distrust the conventional sources. For example, we have also regularly found fault with the sales-leakage calculations that the major data-mining outfits produce, so we have developed a more nuanced approach that relies instead on actual sales-tax revenue data. Also, we have long felt that their lifestyle-segmentation schemes lack the requisite nuance and prove not all that useful for retail purposes, so we have created our own typology of psychographic submarkets.

The end product will take the form of an executive-summary memo.

In addition to close collaboration with project managers, we will make a total of four (4) presentations -- two (2) to both the Economic Development Advisory Board and two (2) to the City Council. For each of these audiences, the first one (in the early stages of Phase I) will be to introduce MJB Consulting, outline our scope, set expectations, provide some initial "Retail 101" education and answer questions, and the second (at the close of Phase I), to present findings, again with a "Retail 101" contextualization.

The fee for Phase I, incorporating our discount for public / non-profit sector clients, is \$29,500, not including travel expenses associated with two visits – contingent, of course, on the ongoing evolution of the COVID-19 pandemic. This amount does *not* account for any time and fee associated with GAI Inc.'s anticipated role in providing local knowledge and context as well as administrative and research support.

Note that the goal of Phase I is to understand retail potential strictly from the market and real estate perspective – *independent of and prior to* assessing it from the standpoint of practical implementation. Phase II would delve into the matter of whether and to what extent existing political dynamics, public policies, land-use controls, incentive programs and stakeholder capabilities are sufficient to the task of realizing such potential.

So, while savvy developers, landlords, brokers and existing merchants should be able to find a great deal of value in the Phase I findings, the usefulness of what it concludes – inasmuch as policymakers, planners, economic development officials, place-management entities and business associations are concerned – will ultimately depend on an expansion of the effort into later phases.

A Phase II, for instance, would focus on the roles that different public and non-profit entities are *currently* playing with respect to retail, including in-depth consideration of the mandates, programs, capacities, resources and biases of each as well as the political

¹ For the purposes of this proposal, "Client-coordinated" only means that the Client will take the lead on logistics and practicalities, e.g. initial outreach to invitees, securing of space (if necessary), etc.

dynamics between them. It would also evaluate the existing zoning, incentive programs and pandemic-era innovations from a retail perspective.

The deliverable of Phase II would be an implementation plan that provides guidance on the roles that these entities *should* be playing, including detail on specific initiatives, commitments, actions and behaviors. It would also summarize what would be expected of private sector actors, most notably property owners, in exchange for possible “carrots” on various fronts.

Phase III would, in turn, focus on the stakeholder outreach needed to build consensus around and ultimately secure buy-in to this implementation plan. It would likely involve a combination of Client-coordinated group presentations and one-on-one meetings as well as an advanced version(s) of the “Retail 101” educational workshop for a wider audience.

Note that this round of outreach would have a fundamentally different purpose from the meetings envisioned in Phase I. The latter are designed to gather information and solicit input; the former, to present the findings that emerged from that process and, most importantly, to secure meaningful buy-in (and address any resistance) to what the Phase II implementation plan calls on the respective stakeholder to do.

Additional phases beyond that would delve into practical implementation. Their precise nature would depend on the roles proposed and accepted as part of Phases II and III, possibly including, for instance:

- Creation and refinement of an “information clearinghouse” function
- Citywide and/or district-specific retail leasing collateral and associated “road show”
- Provision of technical assistance for existing merchants
- Development and selling of new retail incentive programs (in concert with GAI Inc.)
- Introduction of various models for district-specific “place management” entities
- Identification and vetting of new tenant leads on behalf of landlords and brokers
- Intensive training of an in-house retail “prospector”

More detail on scope(s) and fee(s) for each of these additional phases can be provided upon request.

Conclusion

Please do not hesitate to contact me with any additional questions. I am most easily reached by e-mail (mikeberne@consultmjb.com) or mobile (917-816-8367).

Sincerely,

Michael J. Berne
President, MJB Consulting



Community
Redevelopment
Advisory Board

agenda item

item type Board Comments	meeting date March 24, 2022
prepared by Kyle Dudgeon	approved by
board approval	
strategic objective N/A	

subject

Upcoming items for agenda

motion / recommendation

N/A

background

The board may use this time to discuss future agenda items

alternatives / other considerations

N/A

fiscal impact

N/A