



Letter of Interest & Proposal

FORWARD PINELLAS

TARGET EMPLOYMENT & INDUSTRIAL LAND STUDY (TEILS)

Submitted by: **Renaissance Planning**
in association with SB Friedman Development Advisors

Revised December 16, 2021



RENAISSANCE
PLANNING



December 16, 2021

Jared Austin
Principal Planner
Forward Pinellas
310 Court Street, Clearwater, FL 33756

RE: Target Employment & Industrial Land Study (TEILS)

Dear Jared,

Renaissance Planning in association with **SB Friedman Development Advisors** is pleased to submit to you our *revised* proposal for the above noted project. The following pages presents our understanding of the key issues, our proposed project approach, an introduction to our team and some relevant project experiences. With this submittal, we have included an updated budget not to exceed \$250,000, key local staff who will support the project and slight revisions to the scope referencing prior work by Policom Corporation as an important building block for the study.

We thank you for consideration of our team. Should you have any additional questions, please feel free to contact me at kange@ciesthatwork.com or by phone at 321.279.1545.

Sincerely,

Katharine Ange, President
Renaissance Planning



PROJECT UNDERSTANDING

The Challenge

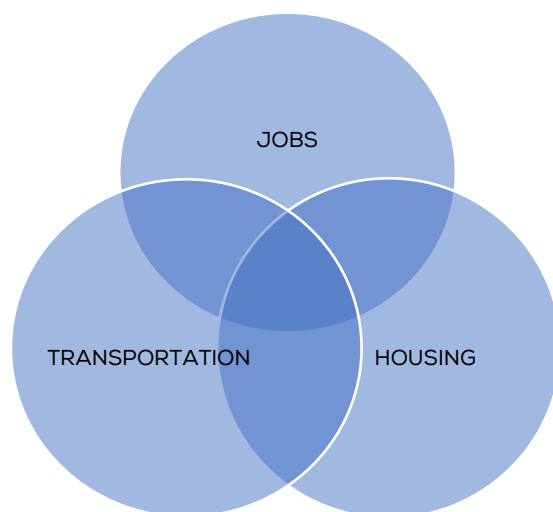
Creating a complete community means having a balance of living wage jobs, attainable housing, and good transportation options. Pinellas County is predominantly built out, and yet it continues to attract new residents, jobs, and more visitors each year. In 2005, this dynamic prompted local leaders to adopt *Pinellas by Design: An Economic and Redevelopment Plan for the Pinellas Community*, which created the framework for ensuring economic prosperity and high quality of life for years to come by making redevelopment a key part of its growth management strategy.

While the *Pinellas by Design* framework and its subsequent updates still hold true, the lack of vacant land available to build new residential is creating a housing affordability crunch. To address rising housing costs statewide, Florida's H.B. 1339 makes it easier for developers to rezone non-residential parcels to residential to build more workforce and affordable housing. Additionally, the County has set a goal of creating 1,000 new affordable units annually and set aside a notable amount of funding to do so. Both efforts have the potential to positively influence the supply of attainable housing, but in doing so, there is concern about the loss of land to support targeted industry job growth and diversification.

Additionally, the nature of work is changing. The influence of artificial intelligence and automation, the shifting landscape of retail, the impacts COVID and cross-sector labor shortages have many questioning the future of work. Specifically, how are the physical spacing needs, location preferences and worker profiles changing for different industries? How many employees, at what wage rates and educational levels are needed to support the county's targeted industry growth goals? Where might those workers want to live and how will they get to work? Fundamentally, how can the Pinellas community meet the future needs of the modern workforce? Answering these questions is fundamental to ensuring that County can proactively refine its policies and other initiatives around economic development, land use, housing, and transportation to ensure continued prosperity and high quality of life for generations to come.

The Opportunity and Path Forward

This study provides an opportunity to answer the questions above, engage key stakeholders and create a holistic set of policies aimed at syncing up the county's plans for housing, job growth and transportation. Many of the target industry employers in the County have traditionally located in suburban industrial clusters, mixed-use suburban activity centers and investment corridors, as well as in urban areas like St. Petersburg. As desired building specifications for industrial tenants and office workers evolve, the key question is whether these areas will remain attractive and viable against continued residential demands. The first step in this project is to validate employment space and location needs to quantify future demand. This information can then be used to assess availability and suitability moving forward. While the scope of work provided by the County is primarily focused on the land and location needs of the target industries, our team offers to enhance this approach also considering housing and transportation options to support employment growth.





Maximizing the potential of land to support a strong housing and jobs balance is critical to the County's future. Aligning land use strategies around goals and policies aimed at strengthening the efficiency of the multimodal transportation system will also be key. Our team is grounded in understanding the relationship between land use and transportation and therefore sees a very clear way to address these multi-faceted dynamics in a clear manner. We also recognize the importance of presenting the results of analyses, options, and insights to business leaders, elected officials and other critical stakeholders in a manner that is clear, concise, and compelling. We have excellent communication skills in this regard and our proposed leadership team of Katharine Ange and Mike Callahan will provide the 'voice' of the project in partnership with staff to ensure clarity of ideas and recommendations. This will provide direction and confidence for decision makers as they grapple with key policy decisions. The project interviews, surveys and analysis will help to answer these questions and determine how Pinellas can meet the future needs of the modern workforce.

Key Study Questions		
Housing	Jobs	Transportation
<ul style="list-style-type: none">• What is the annual demand for housing?• What is the mix of housing typologies (size, scale, density, etc.) that can accommodate that demand?• Where can that demand locate outside of the targeted employment areas?• Where is redevelopment or infill most likely based underutilization and transportation access to jobs and amenities.• What incentives may be needed to attract residential at different price points to the most desirable redevelopment locations?	<ul style="list-style-type: none">• What are the most promising areas of employment growth within the targeted industries?• What are the latest estimates of building footprints, space needs and location-based transportation access needs of these employers?• What are the workforce profiles of these key jobs and what if any housing preferences might they have?• To what extent can targeted employment and industrial lands meet both housing and employment needs through mixed use?• How might the findings of this study be used to refine economic development strategies?	<ul style="list-style-type: none">• Where do the key premium transit corridors align with the most suitable land for housing and jobs?• Where are the premium freight and goods movement routes relative to targeted manufacturing needs?• Where are locations where both housing and jobs can co-locate and be served by efficient transportation?• Are the changing work patterns creating demand for onsite parking?• How can improved transportation access by all modes be used to attract targeted industries?• How can transportation investments be prioritized to reinforce the economic development vision?

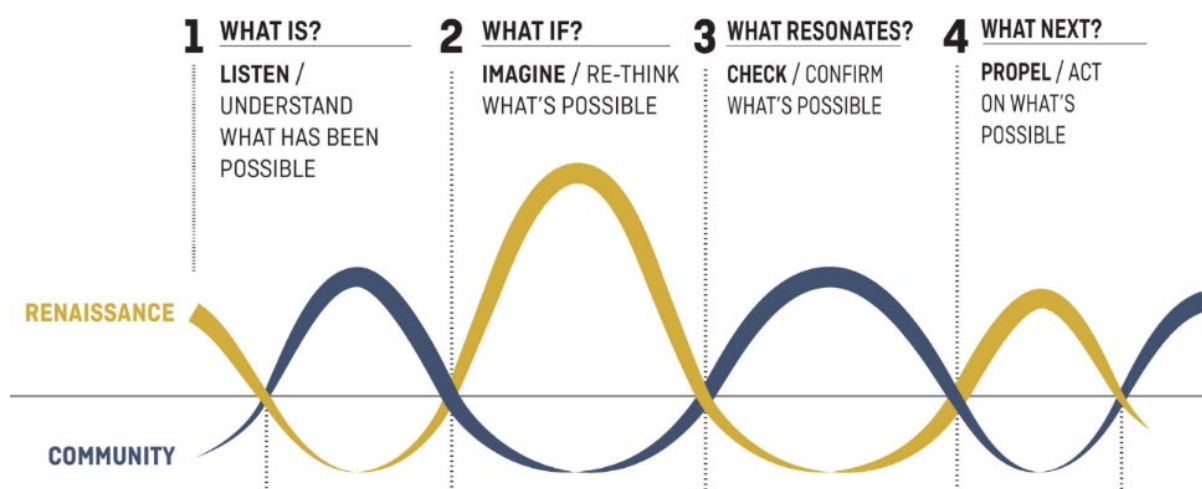
The following pages present our team's approach to the project and introduce the key personnel and level of effort required.



PROJECT APPROACH

TASK 1 – KICK-OFF MEETING, PROJECT MANAGEMENT, AND LITERATURE REVIEW

This task is critical to getting the project off to a good start and developing a shared understanding of desired outcomes and measures of success that will guide the project through timely completion. Our approach always begins with listening and analysis to confirm past trends, future demands, and aspirations. The tasks outlined herein will follow the key phases of our standard planning approach as illustrated in the graphic below.



Renaissance will begin the project with a kick-off meeting. The meeting will not only help set direction for the project, but also establish the norms we follow in all subsequent project management meetings. As such, it will have a clear purpose for the meeting, a specific agenda distributed well in advance, and a follow up email succinctly outlining next steps for the entire team. We propose to hold meetings bi-weekly throughout the course of the project.

Following this meeting we will conduct a literature review of the following planning and policy documents provided by Forward Pinellas staff. We will document the key findings in a memorandum that will be written and formatted in a manner that it can easily be incorporated into the final project deliverable or stand alone as a document that can be shared with policy makers or others with an interest in the project. One key aspect of the review should be to highlight both complimentary and contradictory policies or programs.

- Pinellas By Design
- Target Employment and Industrial Land Study
- Target Employment and Workforce Housing Best Practices and Case Studies Research
- Countywide Rules target employment policies
- HB 1339 and the City of St. Petersburg's Consistency Review Submittal
- 2014 & 2017 Pinellas County Economic Leadership Symposiums
- Pinellas Competitive Study – Compete Now
- Economic Development Performance Evaluation



- Homes for Pinellas Virtual Summit, Session 4, “Corridor Planning Strategy – Homes, Jobs, and Transit”
- Penny for Pinellas Guidelines for Housing & Economic Development

Finally, we will use this initial meeting to confirm the overall goals of engagement inclusive of targeted stakeholders, steering committee and other critical players essential to informing and ultimately crafting the final recommendations.

Deliverables:

- Summary memorandum of the literature review
- Template for all project management meetings
- Preliminary engagement strategy

TASK 2 – TARGET EMPLOYERS NEEDS ASSESSMENT

Renaissance Planning in collaboration with S.B. Friedman will craft a survey to solicit insights from existing and desired target employers regarding their use of, and need for, industrially-designated and other targeted land needs. Target employers include, but are not necessarily limited to, those identified in the Countywide Plan: aviation/aerospace, financial services, high tech industries, information technology, marine science, medical technology, microelectronics, modeling/simulation, optics/photonics, research/development, and wireless technology.

The purpose of this task is to:

- Determine the common/typical characteristics of the target employers, e.g., size, location, access, relationship to like uses, plan categories, etc.
- Include questions about evolving space and workforce needs
- Determine the needs and criteria for the retention and growth of target employment clusters.
- Determine whether the current supply of target employment parcels in the county is sufficient to fulfill the needs of existing and potential target employers over the next 20 years concerning land area, location, and proximity to desired supportive uses.

Cluster Analysis & Profile

Our team will assess the list of target employers to determine what are the most promising prospects based on existing clusters in the region and industries that are naturally related to those clusters. Figure 1 below illustrates the region’s strongest clusters. These data, combined with survey and interview results, will also be combined with the findings of previous work done by Policom Corporation on behalf of Pinellas County. Our team will assess and build on this prior work while infusing it with fresh perspectives to establish a refined and new set of goals around targeted employment uses most likely to develop the target employment and industrial lands.

Our team will then develop illustrations of the typical or likely footprint and form of buildings and site layout that these employers would need and compare those to the remaining available employment and industrial lands. It will also include a summary of the typical worker profile in terms of educational needs and wage rates relative to space needs by industry. This will help illuminate how much land is needed and the relative relationship between employer space needs and targeted workforce.

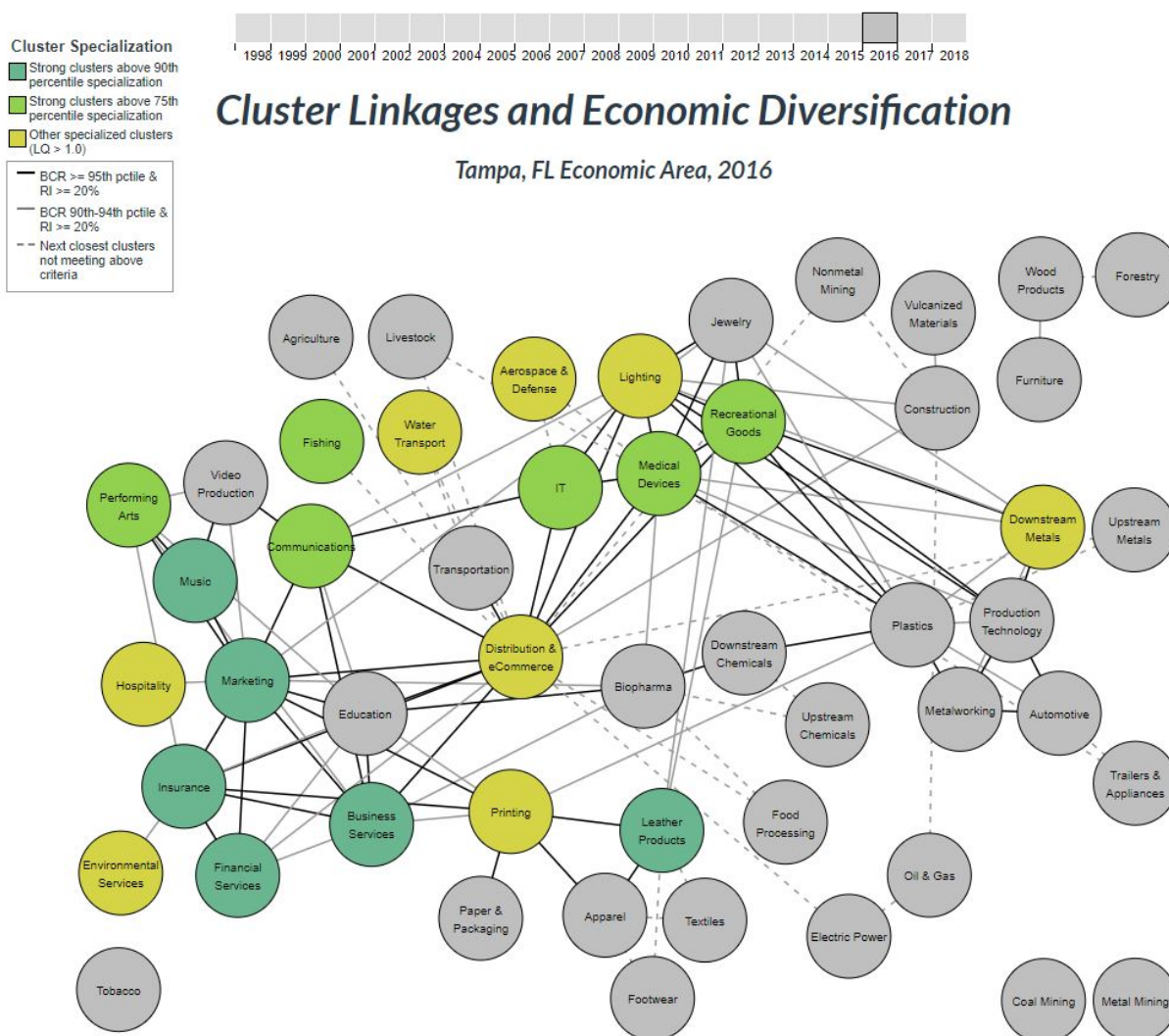


Figure 1 - Economic Clusters in the Tampa Bay Economic Region. Source: U.S. Cluster Mapping.

Survey

Our team will also use relevant data sources such as the National Association for Industrial and Office Parks (NAIOP), to determine the most viable existing and potential target employment uses for Pinellas County. We will interview staff from Pinellas County Economic Development to obtain input on the target number of survey respondents and methods to use. This will ensure our survey data are valid and useful to determine the viability of specific target employment uses and identification of target employers.

The target employers survey will answer the following questions:

1. In what plan categories are the current target industries located?
2. What are their characteristics? [i.e., proximity to transportation facilities, building size, average wage, etc.]
3. What are the land-based needs of the target employers identified in the Countywide Plan, including needs for supportive or complementary uses such as residential and retail, and access to multimodal transportation (e.g., bus, pedestrian, bicycle)?



4. How much land, of what type, and in what locations, do we need over the next 20 years to accommodate our target employers?
5. What are the specific site selection criteria most relevant to the different targeted industries and how does that align with existing supply and policies?
6. What skills needs exist as identified by current and desired target employers that are not being met by the current pool of potential workers?

GIS Analysis

We will also conduct a parallel assessment of existing target employers using Geographic Information Systems (GIS) datasets to supplement the above-referenced survey information and cluster analysis. This analysis will provide information on the current number of target employers, their location, their relationships to regional travel markets, the amount of land they use, and more. This information will inform our estimates of available land and whether there is a surplus or shortage based on our assessment of the most promising target employers, their potential growth in the county, and the amount of land they would likely need.

Deliverables:

- Our team will prepare a report summarizing the results of the survey, cluster analysis, and GIS analysis to include the identification of characteristics and needs of target employers and prioritization of recommended actions required to fulfill those needs. Actions may include measures such as land assembly, infrastructure improvements, area-wide development plans, providing for a mix of land uses, regulatory incentives, etc.

TASK 3 – PRESERVATION CRITERIA ASSESSMENT

The purpose of this task is to:

- Determine how much land has been absorbed by target industries since 2008.
- Determine how much land has been converted from other categories to industrially-designated land and vice-versa.
- Determine whether the existing policies that seek to preserve land for target employment uses have been successful in maintaining or expanding the number of target employers in Pinellas County.
- Determine criteria by which to gauge the viability of land for target employers.
- Determine which lands, if any, should be recategorized to better reflect these criteria, and to what alternative plan category.
- Determine whether new plan categories or types of uses should be created or modified to accommodate the needs of target employers.
- Determine the characteristics of “prime” industrial land which should be protected from conversion to non-industrial uses for a variety of reasons such as size, location, and infrastructure investment.
- Determine common constraints or impediments to the use of industrially-designated lands.
- Determine whether industrial designations have been appropriately applied to sites.
- Determine whether there are sites that are not currently industrially-designated that should be so designated.
- Determine whether target employers are currently located on appropriately designated sites, including those supportive of the Advantage Pinellas corridor investment strategy.



- Determine whether the industrial designations contained in the Countywide Rules are the appropriate designations for target employers.
- Determine a methodology and develop a summary that classifies or groups industrially-designated lands into categories based on their viability for target employment.

Trends Analysis

The Renaissance Planning team will conduct a technical assessment of the effectiveness of the current regulatory framework that was adopted following the completion of the Target Employment and Industrial Land Study in 2008. Our assessment will include a comparative analysis of the land available for target employment uses (e.g., industrially-designated land as defined above), number of primary employers, square footage of new construction and expansion, and average wages, for each year between 2008 and 2021.

It is also important in this task to bring into consideration the availability of land for housing development, and particularly the development of housing attainable to people across the income spectrum. This is important because infill redevelopment is a key strategy for preserving the remaining land for target employment/industries.

Suitability Analysis

This analysis will complement the more trend-based analysis of the previous section. The purpose of this analysis is to provide some answers about which lands would likely be in demand going forward based on the needs of the target employers and industries, as defined in Task 2. The suitability analysis would overlay key place-based attributes to map relative suitability based on factors such as access to workers, access to the airport/seaport, access to highways, cost of the land, and condition of the land (soils, remediation needs, parcel size, etc.). The suitability analysis can be tailored to the respective preferences of different targeted industries. It will build on data collected and summarized in Task 2 and add criteria as needed to highlight areas that strongly support the County's economic development goals. The results of the suitability analysis will aid in assessing the appropriateness and effectiveness of current and prospective land development regulations.

Criteria Analysis

We will use the information from the trend analysis and suitability analysis, as well as Task 2 information related to market demand and needs, to identify criteria related to the preservation of industrially-designated land and its conversion to other designations. These criteria will be applied to evaluate different future alternatives for the use of industrially-designated lands.

Deliverables:

- Renaissance Planning will prepare a report summarizing the results of this assessment.

TASK 4 – COUNTYWIDE RULES AMENDMENTS RECOMMENDATIONS

The County's current land use policies are intended to preserve land for employment uses. However, it is not clear the extent to which those policies have been effective and the extent to which there are uneven conversion pressures in the varying contexts across the County. Evaluating the spatial distribution of land conversions that have occurred and estimating how much employment land is at risk for conversion to other uses will help evaluate the effectiveness of current policies and inform policy revisions. This research will provide insight into potential strategies to address the needs of today's industrial users and balance competing land use pressures between industrial, office, residential and other commercial land uses. To the



extent that demand for land suitable for primary employment development exceeds the supply of developable land, we will identify the appropriate locations for industrial sanctuaries, affordable housing and other regulatory controls to ensure future development meets the County's goals for equity, land use, density, and enhance transit service in the future.

Renaissance Planning will make recommendations on the appropriate amendments to the Countywide Rules review criteria that decision-makers apply when considering an application for conversion of industrially-designated land. Recommendations will address criteria in support of conversion as well as those to be employed when a conversion of land to another category would have negative impacts on the ability of the county to provide viable properties for employment. This task will involve extensive engagement with stakeholders and decision-makers.

This task is intended to:

- Determine the appropriate criteria to be applied to applications for the conversion of industrially-designated land and criteria to permit target industry uses in other categories for clean industries; e.g.:
 - Criteria for evaluating whether a proposed land use qualifies as target employment.
 - Methodology for estimating the target employment capacity of an industrially-designated parcel, based on typical land use patterns and jobs per acre for similar developments.
 - Criteria for allowing industrially-designated parcels to transition to higher-intensity mixed use developments with "no net loss" of target employment capacity.
 - Allow conversion of marginal industrial land (e.g., small sites without good access or infrastructure, sites adjacent to or near residential uses, older multi-story buildings, etc.) unless nearby viable industries would be impacted by encroachment.
 - Infrastructure desired or required by target employers (e.g., access to high-speed broadband service, etc.).
- Determine the feasibility of establishing "industrial sanctuaries" where non-industrial uses are restricted. Industrial sanctuaries are a management tool for protecting prime industrial land at the industrial district level by limiting uses to those which would not interfere with the development of the site for industrial uses and/or by preventing or restricting incompatible uses on adjacent or nearby lands.
- Determine the characteristics of other "necessary" industrial lands that should be protected from conversion to other uses such as those needed for heavy automotive repair, and like uses, which have been historically located in areas classified as industrial because of their impacts (noise, dust, light, odor, etc.). While these are not target industries, these uses, are also considered valuable and necessary to Pinellas County's economic system.
- Identify potential actions that may be employed to support the retention of other necessary industrial lands and to ensure that regulatory provisions do not hamper their location and/or expansion in Pinellas County.
- Identify potential actions to prioritize the location of target employers relative to the Advantage Pinellas corridor investment strategy.

Policy Recommendations

These recommendations translate the analysis of Tasks 2 and 3 into concrete policy recommendations. The recommendations will include specific amendments to the Countywide Rules to better preserve and



enhance land for target employment. The recommendations may also encompass infill redevelopment, since finding land to satisfy the housing demand is directly related to the pressures on target employment and industrial land.

Process Recommendations

These recommendations provide guidance on how to apply the policy to support decision-making and create a clear and replicable process for considering requests to convert land. These recommendations may also cover incentives, such as expedited development review or density bonuses, that help the County achieve its goals for employment/industrial development and attainable housing.

Deliverables:

- The Consultant shall prepare a report summarizing whether the industrially-designated lands on the Countywide Plan Map are appropriate; and whether the Countywide Rules for industrial designations are the appropriate ones for business enterprises the County seeks. A comprehensive list of recommended amendments to the Countywide Rules to better preserve and enhance land for target employment should also be included in this deliverable.

TASK 5 – STAKEHOLDER INVOLVEMENT PLAN

Develop the Plan

Renaissance Planning will work with the staff of Forward Pinellas and Pinellas County Economic Development to develop a Stakeholder Involvement Plan. The objective of this plan is to ensure that the appropriate representatives from the public and private sectors are aware of this project, can easily provide input, and shape the report's recommendations. Ultimately the engagement strategy must result in support from key officials to advance necessary regulatory changes and other key recommendations. Therefore, the strategy will be multifaceted with in-person and virtual convenings to share information, collaborate on ideas, discuss tradeoffs and prioritize viable action steps. We will develop this plan following the kick-off meeting and include the identification of relevant stakeholders (e.g., Economic Development Council, Planners Advisory Committee, Gateway Partnership, focus group, etc.), meeting/workshop schedule at key milestones, and software platform needs.

Renaissance proposes to form an Advisory Team that provides input to the analysis and recommendations. This group should include a range of perspectives and should draw from some of the individuals involved in previous study efforts as well as representatives of the local business community. This will help our team address inherent conflicts head on. A benefit of working with a group of diverse perspectives and values is that it may be well positioned to be a trusted advocate for the study's recommendations.

Execute the Plan and Build the Story

We propose to meet with the Advisory Team up to 6 times through the course of the project. Among the key milestones that will trigger meetings are project kickoff, target employer survey and research, analysis, policy development, and policy recommendations. Renaissance Planning also intends through this plan to propose one-on-one interviews, a field visit and tour to observe conditions on the ground and focus group discussions.

Key to the successful plan implementation will not only include the process steps described herein, but also an emphasis on highly visual and synthesized presentation materials and communications that will resonate with various audiences. This means removing all planners-speak and crafting a story around the key analysis and interview findings with recommendations that are understandable, relatable and able to



be shared with the general public and elected officials that may not be familiar with the key concepts or topics being explored. In effect, the materials produced throughout this planning study will be set within the context of other Forward Pinellas initiatives and provide executive level, easy to consume information.

Deliverables:

- Stakeholder Involvement Plan
- Task level materials development

TASK 6 – DOCUMENTATION AND MEETINGS

Narrative Report

Renaissance Planning will document technical findings from Tasks 1 through 5 in a narrative report for Forward Pinellas and Pinellas County Economic Development staff review.

Accessible Storytelling

Our team will emphasize clear communication through a variety of mediums, including infographics and tools such as ArcGIS Story Maps to summarize the findings in a clear, concise, and public-friendly manner. All project files will be provided to Forward Pinellas in an approved format.

Coordination

Renaissance Planning will hold bi-weekly meetings with the Forward Pinellas project manager to ensure that the project schedule is maintained, and concerns are addressed promptly. We will also give a number of presentations throughout the course of the project to various stakeholder groups (e.g., Pinellas County Economic Development Council, Planners Advisory Committee, Forward Pinellas Board, Board of County Commissioners, chambers of commerce, etc.) consistent with Task 5 - Stakeholder Involvement Plan. Our fee estimate is based on giving up to 10 presentations.

Deliverables:

- Final report
- Infographics and an ArcGIS Storymap
- Summary Presentation to the Forward Pinellas Board, Countywide Planning Authority, and others.

TASK 7 – OPTIONAL SERVICES

This task is reserved to address unanticipated project elements. Task details and fee will be negotiated and authorized by Forward Pinellas if necessary. However, our team is also opened to discussing additional tasks that may provide value in aligning this study with previous and ongoing housing demand and transportation related analyses. Additionally, we recommend the creation of a key study recommendations video to capture the key issues and study outcomes. Our approach to video storytelling puts local voices front and center. A recent example of our work from a transportation study can be viewed at the following link: <https://www.youtube.com/watch?v=DM6ir4KqOG0&t=113s>.

Deliverables:

- Housing and transportation analysis and policy review (level of effort to be determined)
- Five to seven minute video highlight study findings (level of effort to be determine)



ESTIMATED LEVEL OF EFFORT AND COST ESTIMATE

The following represents our estimate of hours by staff, rates and other direct costs.

Forward Pinellas TEILS Study					
Task	Project Director	Project Manager	Project Professional	Total Hours	Total Cost
Rate:	\$295	\$175	\$119		
1. Project Kickoff	8	52	42	102	\$ 16,458.00
Subtask 1.1. Kickoff Meeting	2	4	2		
Subtask 1.2. Project Management	4	40	-		
Subtasks 1.3. Literature Review	2	8	40		
2. Target Employers Needs Assessment	24	88	320	432	\$ 60,560.00
Subtask 2.1. Cluster Analysis & Profile	8	24	120		
Subtask 2.2. Survey	8	24	80		
Subtask 2.3. GIS Analysis	8	40	120		
3. Preservation Criteria Assessment	32	104	260	396	\$ 58,580.00
Subtask 3.1. Trends Trends	8	24	120		
Subtask 3.2. Suitability Analysis	8	40	120		
Subtask 3.3. Criteria Selection	16	40	20		
4. Rules Amendments Recommendations	36	92	80	208	\$ 36,240.00
Subtask 4.1. Policy Recommendations	18	46	40		
Subtask 4.2. Process Recommendations	18	46	40		
5. Stakeholder Involvement Plan	26	104	48	178	\$ 31,582.00
Subtask 5.1. Develop the Plan	10	24	24		
Subtask 5.2. Execute the Plan	16	80	24		
6. Documentation and Meetings	24	88	160	272	\$ 41,520.00
Subtask 6.1. Narrative Report	8	24	60		
Subtask 6.2 Accessible Storytelling	8	24	80		
Subtask 6.3 Coordination	8	40	20		
Total Labor:	150	528	910	1,588	\$ 244,940.00
Other Direct Costs (Travel) billed at cost not to exceed \$5,000. Total cost of services not to exceed \$250,000.					
(1) Preliminary estimate. Details of this task will be developed with Forward Pinellas					



KEY TEAM MEMBERS

Kate Ange, Project Director



Kate Ange is President of Renaissance Planning and is an adept storyteller with deep experience working with communities on a range of transportation and land use policies. Her experience includes visioning, scenario planning, multimodal transportation, transit-oriented development, corridor studies, facilitation, public engagement, and communications. Kate excels at infusing analytical and design-based projects with strong people-driven perspectives. She is adept at listening and effectively framing planning issues to help elected officials, stakeholders and the public understand opportunities and potential tradeoffs associated with differing alternatives or policy decisions. Recent relevant work includes the *Berkely Charleston Dorchester Council of Governments COVID-Recovery Economic Development Plan, US EPA's Cultural Institutional Anchors for Community Revitalization Technical Assistance, the Botetourt County, VA Housing Study and the Jacksonville Transportation Authority's Green Line TOD and Job Growth Plan*. Kate holds an undergraduate degree in Environmental Studies from Rollins College and a master's in planning from the University of Virginia.

Mike Callahan, Project Manager



Mike is a project manager with Renaissance Planning. He is a strong facilitator and communicator with expertise in translating complex technical analyses into plain speak common language for policy makers and the public alike. He has a broad range of experience in transportation and land use planning, public engagement, facilitation, research, and writing. His planning experience spans 12 years during which he has worked with a broad array of clients across the United States including federal agencies, state departments of transportation, metropolitan planning organizations, and local governments in more than 25 states. Recent relevant work includes the *New Castle County, DE Post-COVID Corridor Economic Development Strategy; US EPA's Infill Development Technical Assistance; and Roanoke County, VA Design Guidelines for Commercial Redevelopment of the 419 Town Center; all of which are oriented towards updating land use and transportation policies to effectively accommodate changing market preferences*. Mike has a Master of City and regional planning from the University of North Carolina.

Alex Bell, Senior Analyst



Alex is a project manager and senior analyst for Renaissance Planning with 12 years of experience. focuses on plans, projects, tools and data products that support a systematic and comprehensive approach to community and regional planning. His work deals primarily with interactions between the built environment, economic and demographic trends, travel behavior, transportation system performance and environmental impacts of urban development. His project involvement covers database construction and management, GIS analysis and tools creation, and model development and application. He has contributed to a variety of transportation and land use studies at the local, regional, state and federal levels. Recent relevant experience includes the *Lowcountry TOD Land Suitability Analysis, and the Miami-Dade TPO's Transit Oriented Communities Tool* to monitor development and implementation of TOD. Alex has a master's of science in urban and regional planning from Florida State University.



Amanda Chornoby, Senior Planner



Amanda is a senior planner and project manager based in our Tampa office. She has a strong background in integrated land use and transportation planning and is a Pinellas County native with familiarity in the changing landscape of its communities. Amanda has specialized experience in freight planning, context supported design, strategic planning, and a variety of face-to-face, virtual, and embedded techniques for facilitating community engagement and outreach. Recent relevant work includes the *US EPA's Cultural Institutional Anchors for Community Revitalization Technical Assistance, City of St. Petersburg Historic Roser Park Neighborhood Plan, FDOT D1 Planning Studio, and FDOT D1 Efficient Transportation Decision Making Support.*

Amanda holds both an undergraduate degree in geography and a master's in urban and regional planning from the University of Florida with a certificate in sustainable design.

Autumn Young, Senior Planner



Autumn is a senior planner and project manager based in our Tampa office. Autumn's previous experience with FDOT ranged from multimodal transportation trends, policy implementation, discretionary grant writing, qualitative and quantitative data collection, project identification and development, as well as public engagement techniques. With a degree in economics and freight planning experience at the local, regional, and statewide levels, Autumn has a unique understanding of the intersection between transportation and industrial/manufacturing-based employment needs. She excels at bringing key stakeholders to the table and facilitating meaningful consensus building

that drives successful community-based projects. Recent relevant work includes the *FDOT D1 Planning Studio*. Autumn holds an undergraduate degree in economics from Florida State University

Chris Sinclair, Senior Advisor



Chris is the founding principal of Renaissance and is based in our Tampa office and is a Pinellas County resident. Chris has over 38 year of experience managing a variety of land and transportation planning projects. Since the foundation of Renaissance Planning, Chris has brought a focus on integrated land use and transportation planning to a variety of planning projects, including Federal research and training, Metropolitan Planning Organizations' Long Range Transportation Plans, master plans, and local comprehensive plans, impact fees and fiscal impact studies. Recent relevant experience includes work with *Florida DOT District One's Growth Story*, which is a multi-faceted effort to analyze economic trends across the region and synthesize those

findings into actionable and relevant stories to inform MPOs and the FDOT on transportation needs and priorities. Additional projects include the *Jacksonville Transportation Authority's TOD Study, Lowcountry TOD Land Suitability Analysis, and the Miami-Dade TPO's Transit Oriented Communities Tool* to monitor development and implementation of TOD. Chris holds an undergraduate degree in urban affairs from Virginia Tech and a master's of science in urban and regional planning from Florida State University.



Geoff Dickinson – Senior Vice President



Geoff is a real estate and economic development advisor with expertise in market analysis and development strategy, public-private development finance, and special district establishment. Geoff provides market-based development strategies to public, private and institutional clients that are implementable. His experience at **SB Friedman** includes *leading a market analysis along the US 19 commercial corridor in Pinellas County, Florida, and advising Pinellas County regarding the use of Penny IV funds for affordable housing and economic development*. Geoff is a Series-50 Qualified Municipal Advisor Representative.

Caitlin Johnson – Task Manager



Caitlin specializes in urban economics, public-private development finance and economic development. She has expertise in market analysis and redevelopment strategy, focusing on the interplay between transportation and land use. She utilizes a data-driven approach to guide the use of public funds to support redevelopment and inform land use decisions. Caitlin has conducted *market studies for a variety of land uses throughout Pinellas County, including residential and target industry market analyses to inform the Gateway Master Plan, redevelopment along the US 19 Corridor, and Penny for Pinellas Policy Guidelines for Economic Development and Affordable Housing*.

RELEVANT EXPERIENCE

Renaissance Planning

Post-COVID Regional Economic Development Strategy, Berkely Charleston Dorchester Council of Governments (BCDCOG), Charleston, SC

Renaissance is part of a team led by SB Friedman to conduct a needs assessment and develop pragmatic strategies to aid long term economic development and quality of life initiatives post-COVID. The region's industrial and manufacturing base along with its hospitality sector are slowly recovering from pandemic related shutdowns and on-going labor shortages. The project included two rounds of high-level focus group discussions with local business groups, major employers and other key stakeholders and a regional survey. The findings point to the need to refine near term economic development emphasis areas to support more holistic approaches to job growth that will be aligned with regional growth management, equity and quality of place goals.

Green Line Transit Oriented Development and Economic Prosperity Strategy, Jacksonville Transportation Authority, FL

Renaissance is supporting the JTA to develop a corridor wide strategy to target redevelopment and infill into one of its highest ridership bus rapid transit (BRT) corridors. The neighborhoods along the corridor are predominantly African American and lower income and has not seen new investment like other parts of the region. The primary goal of the study is to reassess regional economic development initiatives to align future job growth and workforce development within this part of the City while also ensuring legacy residents and businesses can remain and thrive.



Transit Oriented Communities (TOC) Dashboard and Monitoring Tool, Miami Dade TPO, FL

Renaissance supported the TPO on the creation of a public facing TOD dashboard and monitoring tool to track redevelop and infill around premium transit stations. This public facing web-based mapping and data visualization interface will help the TPO and its local and regional partners track growth and investment in SMART Plan corridors and station areas, monitor multimodal travel and accessibility, and assess the impacts of growth over time. It consists of a series of inter-related dashboards, supported by standardized data and metrics, that offer the user a high-level overview of TOC's effectiveness in supporting SMART Plan goals across multiple timeframes: a snapshot of current conditions, recent historical trends, and the near-term outlook based on permitted development. These resources are nested in a website that also offers orientation literature explaining what TOC is and its role in the region's growth and mobility plans.

Commercial Corridor Revitalization, New Castle County, DE

Renaissance Planning is working with New Castle County, DE to develop programmatic and code-related updates to help struggling small businesses along aging commercial corridors to aid in Post-COVID recovery and reinvestment. Strategies include near-term approaches such as facilitating open-air dining to longer term support for more flexible uses and site layouts on constrained parcels.

Assessment of Housing Potential – Botetourt County, VA

Renaissance led a team that assessed the amount of housing that can be accommodated in growth areas (based on current policies and zoning), projected the anticipated demand for housing, and evaluated the potential of the County's identified growth areas to absorb expected housing growth. Renaissance also developed a toolkit recommending policy and capital investment approaches improving market conditions for housing development and incentivizing the development of the types of housing the county is looking for, and in the right spots. To do this, Renaissance conducted a land development suitability analysis, a supply and demand analysis, a site analysis including the identification of housing opportunity areas and target sites (based on development opportunities and constraints), Stakeholder engagement included meeting with a housing stakeholder group, the planning commission, and Board of Supervisors. The final project products include a Housing Policy Toolkit and a Housing Typology Guidebook.

S.B. Friedman

Penny IV: Penny for Pinellas Policy Guidelines - Pinellas County, FL

Conducted market analyses to estimate development potential and inform policy regarding the use of Penny IV funds for affordable housing and economic development; the Penny IV program is intended to fund capital projects that ameliorate barriers to development

Penny IV: Penny for Pinellas Implementation Support - Pinellas County, FL

Assisted in the development of the Employment Sites Program, a major initiative to fund capital projects to support real estate redevelopment to promote opportunities for target industry employers

Gateway Master Plan - Pinellas County, FL

Provided real estate market analysis and economic development and land use strategy as part of a larger master planning team for the Gateway Master Plan in Pinellas County; study identified available public assistance tools and opportunities for public-private partnerships to facilitate development



Land Use & Economic Analysis for the US 19 Corridor - Pinellas County, FL

Assessed the impact of transformative transportation improvements along specific stretches of the US 19 corridor and conducted real estate market analysis, including an assessment of market potential for underperforming retail, as part of a transportation and land use strategy

Comprehensive Plan Update - Clearwater, FL

Currently conducting residential market research to inform affordable housing policies and strategies, as part of the Housing Element of the city's Comprehensive Plan update

Community Redevelopment Areas (CRA) Policy Revision - Pinellas County, FL

Refined and recommended revisions to the County's CRA policies to align County financial contributions with policy goals

TOD Pilot Grant Program - Tampa, FL

Conducting a market assessment for office, retail and residential land uses for a pilot TOD plan for a proposed BRT line in Tampa, FL; conducting a housing affordability study to inform equitable TOD implementation strategies.