
URBAN PARTNERS

829 Spruce Street, Suite 204
Philadelphia, PA 19107
215 829-1901 / 215 829-1908 (fax)

38 Broad Street, Suite 200
Charleston, SC 29401
843 209-9749

COMMUNITY & ECONOMIC DEVELOPMENT / HOUSING / POLICY RESEARCH

www.urbanpartners.us

October 30, 2013

Office of the City Clerk
City Hall
1 East Franklin Street
Hagerstown, MD 21740

Dear Sir/Madam:

Urban Partners, with the Brown & Keener division of RBA, is pleased to submit the enclosed proposal for services related to the Economic Analysis and Implementation Plan for Hagerstown's Sustainable Community Plan. We have reviewed the Sustainable Community Plan and are impressed with this thoughtful and thorough assessment of your community's downtown and adjacent residential neighborhoods and the detailed consideration of actions required to sustain and strengthen these areas in the future.

The Urban Partners team is well suited to assist you in facilitating the implementation of a desirable and feasible revitalization program for the Sustainable Community Area – one that relates to the characteristics of the area and the needs of the Hagerstown community while optimizing public infrastructure expenditure and catalyzing private investment.

Urban Partners' primary focus is on the implementation of development projects — our goal to produce visible results in the form of completed real estate projects and supportive programs. This attitude toward implementation influences all of our work, including our work in the area of policy and program evaluation. Because of Urban Partners' broad knowledge of urban development issues and mechanisms, we often undertake specialized development strategies for unusual properties or policy issues. Much of our work is oriented toward the revitalization of downtown areas. The firm has been active in the creation of revitalization strategies for downtown commercial areas and often arranges financing to implement our recommended plans. Our experience suggests that a successful downtown development plan requires careful consideration of market issues, management issues, physical needs and economic strategies that involve a combination of public and private resources.

Urban Partners' approach to downtown revitalization projects emphasizes our firm belief that actors who will be ultimately responsible for carrying out the development plan must be involved from the start. Downtown merchants, property owners, residents, local developers, cultural arts groups, elected officials and key public staff are all encouraged to participate in the shaping and implementation of the downtown revitalization strategy. As a result of this involvement, it is not uncommon for individual development projects to begin even before the planning process is completed.

Urban Partners will be supported in this effort by **Brown & Keener**, a Philadelphia-based division of **RBA**. Brown & Keener is an urban design firm with experience in all facets of site planning and design. The firm has extensive experience in developing conceptual design plans that are sympathetic to the scale and character of a site and its surroundings, that create linkages with other area resources and that are consistent with financial realities. Our firms work frequently together on complex projects similar in nature to that proposed for Hagerstown's Sustainable Community area.

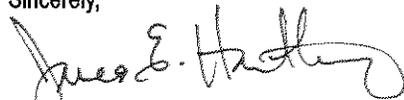
Areas of Urban Partners' team expertise that we believe to be specifically relevant to the successful completion of an Economic Analysis and Implementation Plan for Hagerstown's Sustainable Community Plan include:

- Ability to perform market and financial feasibility analysis for a broad array of retail, commercial, entertainment, cultural, residential and institutional development activities that could be priority Sustainable Community Plan elements;
- Ability to develop business plans establishing operating requirements of selected uses, at specific locations if known;
- Ability to analyze the economic and fiscal impacts of specific actions as means of evaluating alternative opportunities and priorities;
- Ability to assess potential locations for specific activities and recommend optimal locations based on development/rehabilitation costs, market characteristics, circulation and connectivity concerns;
- Ability to create illustrative site plans and schematic renderings that demonstrate how proposed development activities exist within and best connect to their surrounding uses;
- Ability to convene key stakeholders and develop community consensus for action, and
- Ability to aggregate the above analysis into a cohesive implementation strategy that establishes priorities, details critical next steps, identifies stakeholder responsibilities and provides the information necessary to engage potential additional investor interest in the area.

Our proposal contains three parts. Part One provides general background information about Urban Partners and Brown & Keener/RBA and our qualifications for this effort and includes examples of prior downtown revitalization projects, identifies project management and staffing for this project and provides client references. Part Two outlines our proposed scope of services and Part Three outlines our anticipated project schedule. An Appendix to this proposal provides more detailed project descriptions of our firms' downtown revitalization experience and full resumes of participating staff. As requested, our price proposal is provided under separate cover.

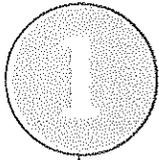
Please let me know if you have any questions about the Urban Partners team or our approach to this project. I can be reached directly at (215) 829-1902 or jhartling@urbanpartners.us.

Sincerely,



James E. Hartling
Partner

Enclosure



Project Team

Consultant Team Qualifications

Urban Partners

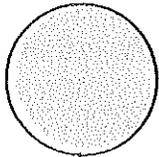
Urban Partners is a professional consulting firm that advances the planning and implementation of feasible development and revitalization activities. We provide sound real estate market analysis to identify the realm of alternatives available and undertake detailed fiscal and economic analysis to establish the long-term financial requirements of project development *and* operation. Grounded by our attention to market and economic realities, Urban Partners' clients have completed an extensive portfolio of restoration, revitalization and development projects as well as a broad array of social service, educational and cultural programs that have remained sustainable over time.

We have significant experience in planning for commercial and mixed-use districts, cultural districts, residential communities, educational/institutional areas and recreational and entertainment uses and in developing financing and implementation strategies to carry out the development priorities of our clients. Our primary focus areas, discussed in more detail in the **Appendix**, include:

- Downtown Revitalization
- Site Development Strategies
- Retail Market Analysis
- Commercial District Revitalization
- Housing Market Analysis
- Historic Site Reuse
- Cultural Heritage Economics
- Neighborhood Planning
- Smart Growth/Regional Planning

Relevant recent projects undertaken by Urban Partners include:

- A market-based economic development strategy for the **East End Communities of Pittsburgh**, for which we evaluated market opportunities, prioritized potential projects, identified sources of funding for project implementation and produced project summaries for use in marketing the effort;
- **Downtown Erie Master Plan (and subsequent market analysis update)**, including an emphasis on the identification of residential demand for upper floor spaces and the successful conversion of the Mercantile Building as supportive housing;
- The **Montclair Town Center Development Strategy**, for which we identified development opportunities, facilitated community consensus around priority actions and provided economic and cost benefit analysis for key development activities;
- Market analysis, strategy formation and implementation assistance for the **Swarthmore Town Center**, which included the development of an expanded cooperative grocery store and construction of a Col-



- lege-sponsored Inn, currently in development; and
- Identification of market opportunities and provision of economic and fiscal impact analysis for **Storrs Center**, a 15-acre new town center in Mansfield, CT whose first phase of mixed-use development was completed and tenanted in Fall 2012.

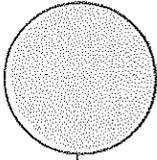
Brown & Keener/RBA Group

Urban Partners is pleased to team with Brown & Keener, a division of RBA, on this project. Brown & Keener is a talented urban design firm with extensive experience in site planning, design and placemaking in urban environments. The firm's ability to provide realistic illustrative renderings of possible development activities -- that help depict the impact such development will have on its surroundings -- is invaluable in assisting its clients evaluate alternative actions and to provide prospective investors with compelling information about development opportunities. Brown & Keener's affiliation with RBA, a recognized leader in multi-disciplinary planning and engineering, provides us in-house access to a broad range of specialty skills that might provide value to this effort -- whether that be an informative conversation among colleagues or, if circumstances merit, the shifting of project resources to address transportation, engineering or environmental issues found to be critical to Plan implementation.

Relevant recent projects undertaken by the Brown & Keener division of RBA include:

- The **Girard Avenue Economic Development Plan** in Philadelphia (with Urban Partners) for which the firm created a series of fact sheets illustrating distinct real estate development opportunities, in order to recruit development of the appropriate use and scale.
- The **Asbury Park Downtown/Main Street Redevelopment Plan** (with Urban Partners), for which the firm created concept illustrations to clearly communicate the redevelopment objectives and visual impacts to potential investors.
- Feasibility analysis for the **Salisbury, MD City Market**, for which the firm evaluated potential sites, estimated development costs and created schematic representations of the completed project for use in soliciting project financing and support.

More detailed information about our firms and our prior relevant projects is included in the **Appendix** to this proposal.



Project Management/Staffing

Firm Responsibilities

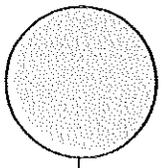
Urban Partners will serve as lead consultant on this project and will be responsible for all market, financial feasibility and cost/benefit analysis as well client communication, public engagement, strategy development and report production. Brown & Keener will assess physical conditions in the downtown Hagerstown study area , explore linkages to surrounding neighborhoods and produce illustrative renderings for the eight catalyst projects.

Project Staffing

Since our founding in 1980, Urban Partners has remained an intentionally-small firm to assure the involvement of principals in all of our projects. Today, Urban Partners has a professional staff of four. If selected by the City of Hagerstown to complete the Economic Analysis and Implementation Plan for Hagerstown's Sustainable Community Plan, Urban Partners' work will be directed by **James E. Hartling**, Principal, with assistance from **Chris Lankenau**, AICP, Senior Associate, who will serve as Project Manager and assume responsibility for day-to-day communication with the City.

James E. Hartling is a founding principal of Urban Partners and is responsible for most of the firm's work involving downtown revitalization, economic/fiscal analysis and implementation assistance in a wide variety of communities, including downtown efforts in Hartford, CT; Augusta and Savannah; GA; Asbury Park, Atlantic City, Montclair and Trenton, NJ; Durham, NC; and Allentown, Erie, Harrisburg, Philadelphia, Pittsburgh and Swarthmore, PA and neighborhood commercial district efforts in many cities along the Eastern seaboard. He has completed market, economic and fiscal analysis for the adaptive reuse of many notable historic industrial, institutional and military facilities, including the Greystone Psychiatric Hospital in Morris County, NJ, the Haverford State Hospital in Delaware County, PA the Hoboken, NJ Waterfront and the Bayonne, NJ Military Ocean Terminal as well as new town centers, including the Storrs Center in Mansfield, CT currently in development.

Chris Lankenau has served as Project Manager and directed comprehensive real estate market analysis and evaluated economic and fiscal impacts of development programs for numerous downtown and neighborhood commercial districts, including recent projects in Asbury Park, NJ and Allentown, Erie and Pittsburgh, PA. He has also participated in a range of diverse site development projects, including the Marcus Hook, PA Transit Revitalization Investment District and the Neuweiller Brewery Reuse Plan and served as the owner's representative during the recent acquisition and facility development project of the Asian Arts Initiative's Facility Development.



Mark Keener, Principal, will coordinate Brown & Keener's work on this project. Mr. Keener has considerable experience in all facets of architectural, urban design and planning projects. Mr. Keener has assessed physical conditions, circulatory patterns and public space amenities for a wide range of commercial districts and assisted clients identify revitalization improvements that will most impact the visitor experience and increase foot traffic in these areas. He also has significant experience in designing development controls and guidelines which help manage development and improve the physical appearance of a community.

Mr. Keener will be assisted by **Michael Tweed**, Principal Urban Designer. Mr. Tweed is a highly skilled graphic illustrator, who can develop compelling renderings and photo simulations of alternative development opportunities and related public realm and infrastructure improvements.

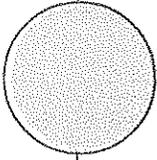
Full resumes of the staff members identified above are included in the **Appendix**.

Client References

Mr. Andrew Frishkoff
Executive Director, Philadelphia LISC
718 Arch Street, Suite 500 S
Philadelphia, PA 19106
(215) 923-3801
afrishkoff@lisc.org
(Girard Avenue Development Strategy – UP & B&K)

Mr. Terry Reidy
City Manager, City of Asbury Park, NJ
One Municipal Plaza
Asbury Park, NJ 07712
(732) 502-5722
terrence.reidy@cityofasburypark.com
(Asbury Park Projects – UP and B&K)

Ms. Ellen Harris, Cultural Resource and Planning Manager
Chatham County - Savannah Metropolitan Planning Commission
110 East State Street, PO Box 8246
Savannah, GA 31401
(912) 651-1482
harrise@thempc.org
(Downtown Savannah Master Plan -- UP)



Mr. Rob Stephany
Program Director (formerly of the Pittsburgh Urban Redevelopment Authority)
The Heinz Endowments
625 Liberty Avenue
Pittsburgh, PA 15222
(412) 281-5777
rstephany@heinz.org
(East End Market-Based Development Strategy – UP)

Ms. Jane Billings
Borough Manager
Borough of Swarthmore
121 Park Avenue
Swarthmore, PA 19081
(610) 543-4599
Borough_manager@comcast.net
(Swarthmore Town Center Revitalization Strategy - UP)

Ms. Cynthia van Zelm
Executive Director
Manfield Downtown Partnership, Inc.
4 South Eagleville Road
Storrs, CT 06268
(860) 429-2740
vanZelmCA@mansfield.org
(Downtown Mansfield Municipal Development Plan - UP)

2 Approach

Scope of Services

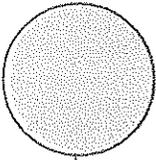
The Urban Partners team will create an Economic Analysis and Implementation Plan for the City of Hagerstown that: 1.) assesses the actions identified in the Sustainable Community Plan, 2.) provides market, economic and fiscal impact analysis to evaluate and further prioritize key actions the implementation of which will help catalyze other private investment in the area, and 3.) involves and builds consensus among local stakeholders – including property owners, business proprietors, residents, developers, area institutions, etc. – in the formation of strategies to implement the Sustainable Community Plan. Our past experience suggests that a stakeholder base that is involved in the shaping of a revitalization strategy and which understands the catalytic impact of priority actions become champions of the effort. As a result of this involvement, it is not uncommon for individual development projects and supportive activities to begin even before the planning process is completed and, more importantly, for the entities involved to commit to responsibility for specific actions identified.

Task One: Project Start Meeting/Initial Review with Project Committee

A meeting will be held between the Urban Partners team and a Project Committee selected by the City of Hagerstown to discuss our plan of work and to outline the projected role of the Committee in this project. While this City has not indicated the structure of client-consultant communications for this project and may elect to limit participation on this committee to municipal representatives, we would recommend also including potential implementation partners for the reasons discussed above.

With the Committee's assistance, we will review the Sustainable Community Action Plan and any recent actions that may update this document as well as discuss other development activities that are underway in the Hagerstown region that may impact implementation of the Plan. The purpose of this review is to assure that we understand all objectives and priorities for future development and revitalization activities within the Sustainable Community area and are aware of any conditions that might impact our recommendations for the area. We will ask the Committee's assistance in clarifying the geographic focus of this effort – we have written our scope to focus primarily on Hagerstown's City Center with attention given to linkages throughout the Sustainable Community area and beyond, but will require assistance in determining appropriate boundaries.

At this initial meeting, we will also seek the Committee's assistance in creating a list of resources (individuals, organizations, etc.) which Project Committee members believe would be useful for us to contact during the market analysis. Additionally, Urban Partners will question Committee members about their views of the real estate market for various uses in the City of Hagerstown and the Sustainable Community area specifically - particular strengths, areas of decline, geographic nodes of activity that should be further developed, capacity/effectiveness of merchant support programs, character of surrounding public infrastructure (parking, streetscape, pedestrian experience), etc. This conversation will be useful in supplementing our understanding of the priorities articulated in the Sustainable Community Action Plan and in



identifying any additional issues that may require consideration in the prioritization of revitalization efforts that occurs during this project.

Finally, we will coordinate with the Project Committee at this time to schedule future Committee meetings and to identify an appropriate location and date for the public meetings that will be held during our work. Due to the relatively short timeframe of this effort, we believe it will be critical to establish the dates of committee and public meetings and for the delivery of consultant team products at the onset.

Task Two: Real Estate Market Analysis

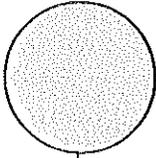
The Sustainable Community Action Plan identifies a broad array of development objectives for the greater downtown Hagerstown area that involve retail, commercial, residential, institutional, educational, cultural, tourism and infrastructural/public facilities development. In order to best assess the market conditions and economic viability of these desired future uses, Urban Partners will conduct targeted real estate market analysis in these areas. Our real estate market analysis will include:

A. Retail Market Assessment

In order to determine the range of potentially viable retail uses for downtown Hagerstown, both for specifically targeted properties, and as a component of the broader retail and reuse of vacant/blighted properties goals of the Sustainable Community Plan, Urban Partners will conduct a market assessment of supply and demand of retail uses that would be physically and thematically appropriate for development within the greater Downtown. We anticipate that this assessment will involve both local-serving retail uses and more destination-oriented retail uses that, taking advantage of the site's regional accessibility and role as a cultural, historic and governmental hub, serve a larger consumer trade area.

We will prepare an inventory of all retailers located within designated trade areas for those categories of retailing deemed appropriate for consideration. Based on national retail trends and typical sales volumes and sizes of various types of stores, we will determine how well the existing supply of retailers in each of these trade areas is satisfying existing area demand. We will identify those categories of retailing in which sufficient excess demand exists that might be met within the study area and that would positively contribute to the character of downtown Hagerstown.

In addition to examining existing current demand, we will identify those opportunities that may exist for retail development supportive of other uses being considered for the downtown Hagerstown area. For example, convenience uses such as grocery stores, dry cleaners, drug stores, etc. will be examined as possible complements to any significant residential development determined to be feasible in the area.



B. Residential Market Assessment

Demographic and transaction data will be analyzed to determine the characteristics of the current residential market in downtown Hagerstown and surrounding Sustainable Community Area neighborhoods. Both rental and sales residential development in the area will be examined to determine the supply and character of the area's existing housing stock, pricing and supply characteristics and the absorption rate of this residential development. Interviews will be held with representatives of residential developers that have been active in your community to discuss the pricing and absorption rate of new housing in the immediate area.

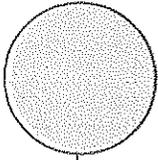
We will examine the Maryland State Data Center's regional growth projections for the next ten years (supplemented with interviews with representatives of the Washington County Department of Planning and Zoning) and the attractiveness of this area for future residential expansion to identify appropriate residential pricing and unit mix. A wide range of residential products will be examined, including homeownership and rental housing, single and multifamily dwellings, market and affordable units, age-restricted and other niche market segments, including live/work space for artists. Additionally, we will discuss with City representatives what mix of unit/development type is envisioned to achieve any stated housing policy goals for the community.

Preliminary recommendations will be prepared suggesting the range of residential development opportunities appropriate for consideration within downtown Hagerstown in terms of type of unit, size, pricing strategy, target renters and buyers, total build-out potential, and likely pace of absorption/development. We will derive estimates of the percentage of certain market segments that might be attracted to the area and determine the competitive pricing structure that will be necessary to attract these segments.

As stated above, if residential development opportunities are significant, we will revisit our retail market analysis to determine whether additional retail development might be supported by such residential development.

C. Office Market Assessment

Opportunities for office and institutional development — such as medical, legal, real estate, high tech offices, educational facilities, etc. — will be examined. A survey will be conducted of the type of commercial uses currently located within downtown Hagerstown. Interviews will be held with commercial developers and realtors to gain an understanding of the economics of this portion of the Washington County commercial market and to elicit their input on opportunities appropriate for this area. We will also discuss with appropriate City staff what scale and type of city functions are envisioned for relocation into the downtown area, as prioritized in the Sustainable Community Action Plan and determine if the City plans to lease or purchase such space. Additionally, regional medical and educational institutions that may find a satellite location within downtown



Hagerstown attractive will be interviewed to determine their interest in potential development within the area.

As with the retail market analysis, we will consider the potential demand for service-oriented office uses that may be created and supported by any new residential or other development within the area.

D. Entertainment and Cultural Facilities Market Assessment

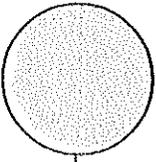
An examination will be made of opportunities to expand the region's cultural, entertainment and recreational offerings within downtown Hagerstown. Potentially available buildings and parcels of land in the study area could be attractive to developers of music venues, movie theaters, restaurants, for-profit and non-profit athletic/fitness complexes, or other specialized entertainment types. Information will be collected about the pattern and location of entertainment-oriented facilities within the retail trade area and interviews will be held with key regional operators of these facilities to identify the potential for expansion or relocation into this area. Specific attention will be given to determining the specific needs and constraints of potential cultural and entertainment expansions identified in the Sustainable Community Plan.

E. Lodging Market Assessment

If desired, an examination will be made of opportunities for a hotel or small-scale lodging development, such as an inn or bed and breakfast. The market characteristics of the surrounding area's lodging offerings will be examined to determine whether any niche opportunities for development within the study area exist. There do not appear to be any currently operating hotels in the City Center area and we will explore whether adequate regional demand and local niche demand – given the area's role as a cultural and governmental center, as well as host to special events such as the Western Maryland Blues Fest – exists to support such development.

Task Three: Physical Analysis of Study Area

The Urban Partners team will undertake a physical analysis of the downtown Hagerstown study area to evaluate current building and lot usage, vacant and underutilized space, building conditions, availability of public space amenities, general streetscape conditions, parking resources, pedestrian, bicycle and auto circulation patterns, etc. Additionally, we will examine the neighborhoods surrounding the downtown core to understand how well the areas relate to one another – visually, thematically and physically. We will coordinate this effort with City staff to assure that we make best use of available data that the City has already collected about the area. Field research will be supplemented by a review of available property ownership and tax delinquency information to inform us of potential opportunities for acquisition/assembly of potentially priority development sites.



Task Four: Market and Physical Analysis Summary Report

Urban Partners will produce a draft report that summarizes the above analyses and identifies market potential for development within the downtown Hagerstown study area. Our analysis will identify the types of uses for which adequate demand exists to support new development within the study area and the scale of development appropriate. Residential development recommendations will include an assessment of market types, pricing, and likely pace of absorption. Specific retail development opportunities will be identified and the relationship of these retail development opportunities to other non-retail development will be detailed.

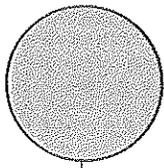
The report will also summarize our physical analysis of the City Center and surrounding area, identifying properties and zones where reinvestment would be most impactful; infrastructural, circulation and public space amenity upgrades that may require priority consideration in order to attract private investment to the area, and recommending opportunities to better link the downtown to surrounding neighborhoods that support the revitalization of the overall area.

Task Five: Relative Feasibility of Options Memorandum

Using our analysis from the task above, the Urban Partners team will produce a memorandum that classifies the relative market feasibility of the array of activities identified in the Sustainable Community Action Plan. The memorandum will also identify opportunities identified in our market and physical analysis that were not included in the initial Sustainable Community Action Plan effort but that might be desirable components of the downtown Hagerstown revitalization effort.

Task Six: Review of Market and Physical Analysis/Feasibility of Options with Project Committee

The Urban Partners team will meet with the Project Committee to review the findings from our Market and Physical Analysis and to assess the impact of these findings as identified in the Feasibility of Options Memorandum. We will discuss with the Committee how our financial feasibility analysis, the physical characteristics of the downtown area, properties available for redevelopment and the opportunities that exist to develop better connections between the City Center and surrounding neighborhood amenities begin to point toward the prioritization of specific Sustainable Community Action Plan elements. Conversely, we will identify whether certain elements might be phased in at a later date when market conditions may be more favorable. We will also discuss with the Committee whether there are any Sustainable Community Action Plan elements that we have found to be financially infeasible in the current market but for which such strong support exists that we should continue to consider – understanding that subsidization from other actions undertaken will be required. At the conclusion of this meeting, we will have worked through with the Project Committee the list of Sustainable Community Action Plan elements and other potentially feasible actions identified in our analysis and developed a modified list of activities for potential future consideration.



Given the extent of information to be covered and the decision-making required by the Project Committee at this time, we propose that this meeting be structured as a half day workshop session.

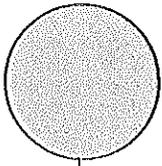
Task Seven: Public Input Workshop

The Urban Partners team will conduct a public input workshop designed to allow various City of Hagerstown stakeholders and their constituencies to participate in the planning process. Area residents, business owners, property holders and elected officials will be invited to participate in a seminar-styled workshop intended to allow participants to articulate their perspective on the chief needs and opportunities for the study area as a whole and to identify the types of activities they believe to be of greatest priority to the community.

At this meeting, we will provide participants an overview of our physical and market analysis and discuss with them how these findings affect the ability to complete the proposed activities detailed in the Sustainable Community Action Plan. At the conclusion of the meeting, participants will be asked to indicate their opinions about the key projects that should be included in the slate of priority actions that they believe best support the community's objectives to reinvigorate downtown Hagerstown as a regional arts, culture, entertainment and educational destination. This can be done either by ballot or using a "dot" system, where participants are given a certain number of stickers that they apply to display boards detailing alternative opportunities. In either method, participants receive multiple votes, which they can allocate among several activities or apply to a single activity that is of particular priority.

Task Eight: Prioritization of Catalyst Projects

Based on our market and physical analysis findings, the Project Committee discussion during our review of this analysis and the priorities expressed by participants in the Public Input Workshop, Urban Partners will develop a draft list of catalyst projects for consideration by the Project Committee. Depending on how easily high priority opportunities shake out from overall list of possible actions, it may be necessary to complete another round of balloting of Project Committee members to clarify which actions we should examine in greater detail as catalyst priorities. Given the fairly tight project schedule, and to minimize project expenses, we propose to initialize this project with the Project Committee remotely. We will share this draft list with Project Committee members via email and proceed via conference call and individual balloting, similar to that utilized in the Public Input Workshop. If roadblocks present themselves, we will suggest additional evaluative criteria – tax benefits, impact on immediately adjacent uses, connectivity to adjacent neighborhoods, etc. for Committee members too use in prioritizing actions.



Task Nine: Selection of Catalyst Projects

Depending on how much refinement is required for the Project Committee to agree on priority projects, the Urban Partners team will again meet with the Committee to select the final list of projects for further consideration.

Task Ten: Detailed Analysis of Catalyst Projects

Urban Partners will prepare detailed development packages for up to eight key sites for the purpose of detailing the actions necessary to implement these key strategy elements. Each package will include a project rendering that depicts the scale and context of development to adjacent uses. Development packages will be formulated from the point of view of a tenant or developer and can be used by the City to engage the interest of potential developers and investors in these projects. We will produce a pro forma analysis for each project that details the characteristics of each development component (SF, segment of market served, amenity level, etc.) as well as establishes, based on regional market characteristics, the financing requirements of development, the on-going operational requirements of each development component and details the sales and rental pricing levels of each development component.

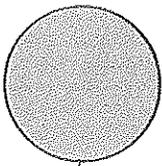
For each catalyst project, the Urban Partners team will also examine associated fiscal impacts and the public benefits that will result from such development to offset any net public costs. We presume that the benefits to be assessed will include local tax revenues and employment growth, with assumptions about real estate valuations made based on existing market characteristics and trends as well as the provision of additional community services and the spillover benefits resulting from development to the adjacent downtown area.

Task Eleven: Review/Refinement of Catalyst Projects

The Urban Partners team will review the details of the Catalyst Projects with the Project Committee and begin to identify any known implementation and phasing requirements associated with full project development.

Task Twelve: Draft Implementation Plan

The Urban Partners team will produce a Draft Implementation Strategy for review by the Project Committee. This Implementation Strategy will detail all catalyst projects identified that respond to the goals and objectives as stated in the Sustainable Community Plan. For each activity identified, the Implementation Strategy will provide the detailed sequence of steps necessary for implementation, the list of necessary participants/participant type and their responsibilities and the identification of potential sources of funding for development and/or operation. Because of our strong belief that implementation considerations must be an on-going part of the planning process, implementation issues associated with each alternative will



be identified at this time. These issues will be presented in the form of a preliminary implementation outline and a list of the public and private actions necessary to implement each strategy, making it possible to understand the commitments required and difficulties associated with each approach considered. The Urban Partners team will identify opportunities for developer or business participation as well as potential foundation and other civic funding. Such private and civic investment is very valuable to overall project funding in that it helps to leverage public sector funding and makes applications for public funding much more competitive.

Additionally, the Draft Implementation Strategy will provide a proposed project timetable and phasing plan for the projects as a collective whole. Given the types of activities identified, it is possible that individual projects may be competing among themselves for the same funding support. In such cases, we would want to consider the relative strength of each project's funding request and suggest a timetable for these requests. Additionally, it is likely that certain projects – especially those related to public space and infrastructure improvements that create a more hospitable downtown environment, will be valuable selling points in attracting the private investment necessary to carry out other desired actions and should, therefore, receive immediate priority. The Strategy will detail a preferred timetable and phasing schedule, but will also address contingency plans should any given catalyst project encounter unexpected problems that result in its delay.

Task Thirteen: Review Draft Implementation Strategy

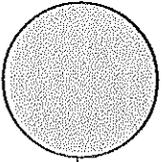
The Urban Partners team will meet with the Project Committee to review and receive comments on the Draft Implementation Strategy.

Task Fourteen: Final Economic Analysis and Implementation Plan for Hagerstown's Sustainable Community Plan

Based on input received from the Project Committee, the Urban Partners team will revise its draft document and produce a Final Economic Analysis and Implementation Plan for Hagerstown's Sustainable Community that can be shared with potential investors. The Plan will include 1-2 page fact sheets that detail each catalyst project (similar to those prepared by Brown & Keener for the Girard Avenue project -- see Appendix).

Task Fifteen: Public Forum to Present Economic Analysis and Implementation Plan

The Urban Partners team will conduct a second public forum to present the Economic Analysis and Implementation Plan for Hagerstown's Sustainable Community Plan. We envision this to be a reporting session at which we provide the community with an overview of the economics of the priority projects, explain how the selected projects collectively support the recommendations of the Sustainable Community Plan/cata-



lyze the downtown area's revitalization, detail the costs and spillover benefits associated with each and discuss the implementation strategy. We will discuss with the Project Committee in advance how detailed our presentation should be, given the potentially confidential nature of some of the project specifics involving privately-held properties.

Part Three: Proposed Project Schedule

The Urban Partners team anticipates no difficulty in completing this project within the desired six month time frame. In order to meet this fairly tight schedule, we would expect to meet with the Project Committee within two weeks of notice-to-proceed and to map out the dates of all Committee and public meetings, as well as the dates for delivery of interim and final reports, at this first meeting.

Our proposed project deliverable schedule is as follows:

Early December 2013	Project Start Meeting
February 3, 2014	Complete Market and Physical Analysis
Mid February 2014	Meet with Project Committee – ½ Day Session
Late February 2014	Hold Public Input Session
March 14, 2014	Selection of Catalyst Projects Completed
April 17, 2014	Complete Cost Benefit Analysis of Catalyst Projects
Late April 2014	Meet with Project Committee
May 13, 2014	Complete Draft Implementation Strategy
Week of May 19, 2014	Meet with Project Committee
Mid-June 2014	Prepare Final Economic Analysis/Implementation Strategy
Mid-June 2014	Convene Public Informational Session