City of Cortland
City Hall
25 Court Street, Cortland, NY 13045
Mayor Brian Tobin
Telephone – (607) 758-8374 Fax – (607) 756-4644
Mayor@cortland.org www.cortland.org

NATIONAL MENTORING MONTH PROCLAMATION

Whereas, the goals of National Mentoring Month are to raise awareness of mentoring, recruit individuals to mentor, and encourage organizations to engage and integrate quality in mentoring into their efforts;

Whereas, a mentor is a caring, consistent presence who devotes time to a young person to help that young person discover personal strength and achieve their potential through a structured and trusting relationship;

Whereas, quality mentoring encourages positive choices, promotes self-esteem, supports academic achievement and introduces young people to new ideas;

Whereas, mentoring programs have shown to be effective in combating school violence and discipline problems, substance abuse, incarceration and truancy;

Whereas, research shows that young people who were at risk for not completing high school but who had a mentor were 55 percent more likely to be enrolled in college, 81 percent more likely to report participating regularly in sports or extracurricular activities, more than twice as likely to say they held a leadership position in a club or sports team, and 78 percent more likely to volunteer regularly in their communities;

Whereas, youth development experts agree that mentoring is critical to the social, emotional and cognitive development of youth, helping them navigate the path to adulthood more successfully;

Whereas, mentors help young people set career goals and use their personal contacts to help young people meet industry professionals and find jobs;

Whereas, all of the above listed benefits serve to link youth to economic opportunity while also strengthening the fiber of our communities;

Whereas, despite these benefits, one in three youth will reach age 19 without a mentor – constituting a "mentoring gap" that demonstrates a need for collaboration and resources;

Whereas, in Cortland County there are currently 80 children on the waiting list waiting for adult mentors;

NOW, THEREFORE, I Brian Tobin, Mayor of the City of Cortland, New York do hereby proclaim January 2016 as:

NATIONAL MENTORING MONTH IN CORTLAND

AND urge the residents of our community and communities to recognize the men and women who serve as staff and volunteers, acknowledge that mentoring is beneficial, promote the creation and expansion of quality mentoring programs, and support initiatives to close the "mentoring gap now and throughout the year.

IN WITNESS WHEREOF, I have hereunto set my hand this 5th day of January, in the year of our Lord, two thousand sixteen, and of the City of Cortland New York.

_____

Brian Tobin, Mayor of Cortland, New York

CORTLAND COMMUNITY SPCA
879 McLean Road
Cortland, NY 13045
(607) 753-9386
www.cortlandspca.org

CCSPCA Agreement

THIS AGREEMENT made this_____day of _____ 2016 between the **Cortland County Society for the Prevention of Cruelty to Animals, Inc. (CCSPCA)**, a domestic membership corporation created and existing under and by virtue of the laws of the State of New York, and having its office at 879 McLean Road, Cortland, New York, party of the first part and the **City of Cortland**, a city corporation of the State of New York having its office at 25 Court Street, Cortland, New York, party of the second part.

Witnesseth:

WHEREAS, the Common Council of the City of Cortland has appropriated the sum of Seventy-Five Thousand Five Hundred and 00/100 Dollars ($75,500.00) for the year 2016 for the purpose of furnishing public dog related services pursuant to the provisions of section 1215, subsection (2) of the Agriculture and Market Law, in the City of Cortland, New York.

NOW, THEREFORE, for the purpose of carrying out the intentions of the parties, the party of the first part does hereby, in consideration of the sum of Seventy-Five Thousand Five Hundred and 00/100 Dollars ($75,500.00), agrees to furnish said public dog related services to the citizens of the City of Cortland, and the City of Cortland, for the year 2016, and the party of the second part hereby covenants and agrees to pay the party of the first part for such services, the said sum to be paid in eleven (11) monthly payments of Six Thousand Two Hundred Ninety-One Dollars and Sixty-Six Cents ($6,291.66) and one payment of Six Thousand Two Hundred Ninety-One Dollars and Seventy-Four Cents ($6,291.74), with payment to be made on or before the first day of each and every month.

A. Dog Control Services.

In consideration of the payment to it by the City of Cortland in the sum of Seventy-Five Thousand Five Hundred and 00/100 Dollars ($75,500.00) to be paid as specified above the CCSPCA hereby covenant and agrees that it shall, through its duly appointed agents, employees and subcontractors, within the corporate limits of said City, carry out the duties and responsibilities of Dog Control Officer in the enforcement of the provisions of Article 7 of the New York State Agriculture and Markets Law and its rules and regulations and of the provisions of the City of Cortland Dog Control Ordinances and amendments thereto.

1. The CCSPCA will through its duly appointed agents and employees, within the corporate limits of the City of Cortland, carry out the duties and responsibilities of Dog Control Officer in the enforcement of the provisions of Article 7 of the New

York State Agriculture and Markets Law and any rules and regulations promulgated pursuant thereto, and of the provisions of the City of Cortland Dog Control Ordinance and amendments thereto to the City of Cortland from January 1, 2016 through December 31, 2016. The CCSPCA's responsibilities shall include periodic patrols within the municipality. The CCSPCA shall enforce the provisions of Article 7 of the New York State Agriculture and Market Law and the provisions of the City of Cortland Dog Control Ordinances. In accordance with these laws, the CCSPCA shall seize "at large" dogs that are off their owners' property. The CCSPCA shall respond to calls to pick up unlicensed and injured dogs and shall seize dogs that are determined to be dangerous according to law, commence Dangerous Dogs Proceedings and enforce violations of New York State and City of Cortland Dog Control Laws and Ordinances. A copy of the most recent City of Cortland Dog Control Ordinance and amendments thereto will be sent to the party of the first part upon signing of this agreement or by January 1, 2016.

2. The CCSPCA shall provide dog control on all business days for eight hours per day between 7:30 a.m. to 3:30 p.m. Business days shall be defined as those days in which the City of Cortland municipal offices are open for business.

3. The CCSPCA shall provide a vehicle for the use of its authorized agents and staff. Under the contract, the CCSPCA shall also assume responsibility for staff uniforms, vehicle fuel, upkeep and repair, as well as auto liability coverage. The CCSPCA shall maintain peace officer liability coverage and mandatory worker compensation coverage.

4. The CCSPCA shall maintain and file records pertaining to the seizure and disposition of all animals. The CCSPCA shall maintain an accounting of all impoundment fees and other monies collected in carrying out the provisions of the contract. Monthly reports shall be provided by the CCSPCA to the municipality in which dog control activities, including seizure and disposition information is included. Information pertaining to the collection of impoundment fees shall also be reported to the municipality each month. Those fees shall be turned over to the municipality in accordance with Article 7.

B. Emergency Services

1. Emergency Services shall be defined as, but not limited to; responding to calls for the seizure of dangerous dogs, injured abandoned dogs or dog attacks on farm and domestic animals.

2. The CCSPCA shall provide Emergency Services during business hours and after hours upon request.

3. The CCSPCA shall provide an emergency telephone number for the use of the municipality, if it chooses to contract for after hour services.

C. Sheltering Services

1. The CCSPCA shall provide and maintain a shelter for seized dogs that conforms to the requirements of New York State Agriculture and Market Laws. Within those requirements, the CCSPCA shall provide proper care for all dogs, including adequate shelter, food and medical care.

2. The CCSPCA may test dogs for Parvo virus and shall provide Parvo and Rabies vaccinations for any dog with an unknown vaccination record.

3. The CCSPCA shall assess all seized and unredeemed dogs to determine their suitability for adoption.

4. The CCSPCA will meet the requirements of law to ensure that all adoptable dogs are spayed or neutered.

5. Those dogs whose temperament or serious health conditions do not permit adoption may be euthanized in a manner permitted by Article 7 of the law.

6. The CCSPCA shall open its shelter to the public for a reasonable number of hours each week to facilitate the adoption of seized, yet unredeemed dogs. It will make reasonable effort to screen adoption applicants to assure that all adopted dogs are appropriately placed.

D. This agreement may not be enlarged, modified or altered except by a written instrument signed and endorsed by both parties.

IN WITNESS WHERE OF the parties have caused their respective corporate seals to be hereunto affixed and these presents to be signed by their duly authorized officers the day and year first written above.

City of Cortland

By:_____
Mayor

Cortland County Society for the Prevention of Cruelty to Animals, Inc.

By: Shawn Roser
CCSPCA Board Treasurer – Shawn Roser

Re-appointments	New appointments
Cable Commission - Richard Menapace - Jim Forshee **Police Commission** - Jim Sponaugle **Historic and Architectural** - Linda Kline - Richard Stock **Landscape and Design** - Diane Batzing **Planning Commission** - Jeff Gebhardt **Public Safety/ Public works** - William Doughty	**Wastewater Treatment** - Diann Potter **Zoning Board** - Beau Harbin

Application for Position on City Commissions or Boards (city residents only)

Name: Diann Potter

Street Address: 7 Brook Dr.

City/State/Zip: Cortland, NY 13045

Phone: 607-753-7430

Commission or Board you would like to be considered for:

- (Board of Assessment Review) already serve on this board.
- ~~Cable Commission~~
- Cortland Housing Authority
- Environmental Advisory Committee
- Ethics Board
- Fire Commission
- Landscape and Design
- Planning Commission
- Police Commission
- Public Safety
- Public Works
- X Wastewater Treatment Board
- Water Advisory Board
- Youth Bureau
- Zoning Board of Appeals

Why are you interested in this position?

I live in the area of the treatment plant.

What qualifications do you have for this position?

I am a realtor and try to keep involved in my community. I was on this board a number of years ago.

You may include your bio or resume with this application if you wish.

Mail completed application to:

Mayor, City of Cortland
City Hall
25 Court St.
Cortland NY 13045

Beau Harbin

Consulting Manager and Manager of Global Training for ASI

bharbin@advsol.com

Experience

Manager of Global Training at Advanced Solutions International
January 2009 - Present (6 years 10 months)

As Manager for Global Training, I oversee all the training opportunities provided to ASI's clients and partners around the world. Together with my team of trainers and support staff, we organize and deliver dozens of online and classroom classes to hundreds of students around the world.

Consulting Manager at Advanced Solutions International
May 2004 - Present (11 years 6 months)

Consulting Manager for the Technical Solutions Team within Global ASI Consulting. Remotely manage a technically-oriented workforce based around the world. Plan short and long term business strategies. Oversee implementation of industry best practices for our technical solutions.

Founder at NetSERF: The Internet Connection for Medieval Resources
October 1994 - Present (21 years 1 month)

Founder of one of the oldest and best known medieval resource sites on the Internet. Has been operational in some form since October of 1994. http://www.netserf.org

Photographer at Beau A.C. Harbin Photography
October 2007 - December 2013 (6 years 3 months)

While I am still active in photography, I am not currently pursing this in any specific professional capacity. I hope to return to this in the future. Still in my free time, I consider myself a freelance photographer based in the Syracuse/Ithaca metro area. I focus on the historic and monumental venues of this region. As a historian by training, I am most interested in getting my subject (be it a monument, a battlefield, a flower or a child) to tell a story, evoke a feeling, or stir a memory. These elements are what drive us to reflect on our history (either personal or collective) and to look forward to how things will change.

Development Manager at Active Matter
May 2002 - May 2004 (2 years 1 month)

Technical Lead at Active Matter
November 2001 - May 2002 (7 months)

Team Lead at Fig Leaf Software
July 1999 - November 2001 (2 years 5 months)

Macromedia Certified ColdFusion Instructor

Manager of Special Web Projects at The Catholic University of America
July 1998 - July 1999 (1 year 1 month)

Web Consultant at Noblestar
May 1997 - July 1998 (1 year 3 months)

Summary

Consulting manager with broad experience in all aspects of managing a professional services group for a product company. Managing an international group of technical consultants. Planning the skills transition in the group from ColdFusion-based development to .NET-based development. Sponsoring projects at an executive level with client organizations. Looking to grow the Consulting division over the coming years and further my personal development in business management.

Specialties

Team Management, Non-profits, ColdFusion programming, Web Development, Database development, Content Management, Customer Relationship Management, Distance Education, Training, Photography

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Education

The Catholic University of America
MA, History, 1994 - 1997

The College of William and Mary
BA, Classical Studies, 1989 - 1993

The College of William and Mary
BA, History, 1989 - 1993
Activities and Societies: High Honors

Honors and Awards

Certified Associate Business Manager (CABM) from the Association of Professionals in Business Management.

Interests

programming, internet, computers, coldfusion, photography, fencing, medieval history

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Skills & Expertise

Management
Web Development
Training
Software Development
SDLC
Content Management
CRM

Databases
Crystal Reports
.NET
Business Analysis
SQL
Project Planning
Web Applications
Software Implementation
Business Strategy
Microsoft SQL Server
Team Management
Requirements Analysis
Business Process
Enterprise Software
Professional Services
Photography
Project Management
Strategic Consulting
Cloud Computing
SharePoint

Certifications

Certified iMIS Extension Developer
ASI June 2012

Languages

English	(Native or bilingual proficiency)
French	(Limited working proficiency)
Latin	(Elementary proficiency)

Beau Harbin

Consulting Manager and Manager of Global Training for ASI

bharbin@advsol.com

LinkedIn

13 people have recommended Beau

"For all the nine years I was at ASI, I was fortunate to have Beau to call upon for his extensive technical knowledge, helping and supporting me in winning business. Nothing was ever too much trouble and if he said he would do something he always delivered."

— **Martin Crook**, worked directly with Beau at Advanced Solutions International

"Beau exemplifies what every manager should strive to be. He is not a micro-manager, nor is he a completely 'hands-off' manager, he knows exactly where to draw the line. He always gives extra effort to ensure the morale of his employees, but never at the expense of the company or a client. That kind of parity in a manger is rare."

— **Scott Stroz**, reported to Beau at Advanced Solutions International

"Beau is an outstanding resource to ASI. He ranks among the top managers which I have worked for. He is extremely knowledgeable and always make sure his staff gets whatever they need to strive and be productive with the company. He cares for his employees and strive to make them successfully and happy with there job. Beau is a very dedicated manager, and it was a pleasure to work for him."

— **Natasha Fenwick**, reported to Beau at Advanced Solutions International

"I am writing this recommendation on behalf of Beau Harbin, Consulting Manager at Advanced Solutions International. In the five years that I have worked with Beau, I have found him to be a manager who is very focused on the success and hapiness of the employees within his group. A large part of our team's success is due to Beau's guidance and direction, he is a very dedicated and goal oriented manager, and a nice person to work for."

— **Cory Irvin**, reported to Beau at Advanced Solutions International

"Beau ranks among the top managers with which I worked. He combined his background as a developer with a keen eye for business in a way that allowed him to both speak to and please technical staff as well as clients."

— **Joe Rinehart**, reported to Beau at Advanced Solutions International

"I can't say enough about Beau's skills as a photographer. Some people just have "an eye" for great shots and he's at the top of the list. I am always impressed at how he takes a scene from an ordinary day and makes it into an amazing picture that captures the moment and tells a story. He also has the ability to capture expressions in his subjects to create images that say a thousand words. He just knows how to use the right lighting, framing, and exposure to get "the shot". In addition to Beau's excellent skills as a photographer, I had the opportunity to sit down with Beau and get a lesson from him. I purchased an SLR for the first time and had no idea how to use it. He went through EVERY function of the camera with me, and there was NOT ONE function that he wasn't familiar with. He was patient and put things in a way where I could understand quickly. In that one session I learned more with Beau than I had learned from reading several photography books. I look forward to working with Beau again, and as always, look forward to seeing the images that Beau comes up with next."

— **Lara Beck**, was Beau's client

"I have known Beau for nearly six years and just learned of his talented photography business. I purchased several pieces from Beau. They are wonderful. They arrived quickly and were professionally packaged to avoid damage. Beau has a variety of subject matters and a great eye for composition. The best words to describe Beau's work is AWESOME, NEW, FRESH. I will be watching and purchasing again."

— **Vickie Strong**, was Beau's client

"Beau was an exemplary Development Manager who constantly developed creative, high-quality solutions for our customers. My team and his staff regarded him highly."

— **Eric Pfleckl**, worked directly with Beau at Active Matter

"Beau was an excellent manager who built and ran a strong, cohesive team. He was able to balance the needs of the client (budget, features) against the needs of the team (sleep, sane work hours) in a way that kept everyone happy. I would strongly recommend Beau for any management position, as he has what it takes to keep a group running smoothly."

— **Jason Powers**, reported to Beau at Fig Leaf Software

"Beau is a detail-oriented developer who is well liked by clients and colleagues."

— **Bret Peters**, worked with Beau at Fig Leaf Software

"Beau Harbin was able to successfully manage a development team, implement projects, and learn and master new technologies all at the same time. I enjoyed working with him, and I think that he would be a valuable asset for any web development project."

— **Dave Watts**, worked directly with Beau at Fig Leaf Software

"Beau is a detail oriented manager. He has an uncanny ability to miotivate individuals to obtain results. Beau couples his managerial skills with superlative technical skills and abilities."

— **Dave Gallerizzo**, was Beau's client

"Beau Harbin worked side by side with me at Fig Leaf Software for 15 months, after I had known him as an instructor the previous 9 months, so I can attest to his comprehensive knowledge of project estimation and management, software development in all phases of the life cycle and skill in working with a diverse group of clients. During that time he ran a team that built the business intranet for T. Rowe Price, as well as applications for many other lesser-known clients, some of whom were very prickly customers geographically separated from our offices in D.C. – he seemed to take all that in stride and the products were on time, under budget and bug-free. In a rare testament to his personality, Beau manages his corporate headquarters as well as he manages his clients and is one of the few I have seen in 11 years in this business who is lauded by both sides. Through mutual friends in management at Fig Leaf, and his subsequent employer, I have kept track of Mr. Harbin because he is literally one in a thousand among advanced software architects. He went on to lead the largest software development team at Fig Leaf while teaching the basics of software skills to literally hundreds of disciples as a certified instructor. I have tried to hire Beau away from his firm on several occasions, but he has an admirable loyalty to his employer. I hold him in the highest professional regard and he just happens to be a really fine human being and family man as well. If you should need more information, or more depth, please call me at 202.302.0172 and I would be glad to provide more. Gene Brindle Technical Lead and Senior Software Architect SRA, International, Inc."

— **Gene Brindle**, managed Beau at Fig Leaf Software

Contact Beau on LinkedIn

PARALEGAL
JENNIFER A. BUGGS

DISTRICT ATTORNEY
CORTLAND COUNTY
MARK D. SUBEN

ASSISTANT DISTRICT ATTORNEYS
ZELA E. BROTHERTON
ROBERT J. DEMARCO
CHRISTINE M.R. FERRARO
JESSICA M. WEYANT
LAUREN M. WOJNOWICZ

December 16, 2015

Hon. Brian Tobin
Mayor of the City of Cortland
City Hall, 25 Court Street
Cortland, New York 13045

Re: Commissioner of Deeds, Elizabeth Davis

Dear Mayor Tobin:

I am herewith requesting that you re-appoint my confidential secretary, Elizabeth Davis as a Commissioner of Deeds. Her home address is 1097 Castle Creek Rd, Castle Creek, NY 13744.

Thank you for your consideration in this matter.

Yours sincerely,

Mark D. Suben
District Attorney

46 GREENBUSH STREET, COURTHOUSE, ROOM 101, CORTLAND, NEW YORK 13045
PHONE: 607-753-5008; FAX 607-756-3477 – SERVICE BY FACSIMILE NOT ACCEPTED

Public Notice

CITY OF CORTLAND

Request for Proposals

The City of Cortland is seeking proposals from qualified firms or individuals to provide Services in conjunction with a recently awarded Community Development Block Grant (CDBG) to fund a Downtown Economic Market Analysis. M/WBE firms and Section 3 businesses are strongly encouraged to respond. Proposals are due to be submitted no later than December 18, 2015.

For more information and a copy of the complete "Request for Proposals" packet, please contact the Deputy City Clerk, City of Cortland, City Hall, Cortland, New York 13045, (607) 756-6521.

1. Run one time as legal notice as soon as possible.
2. One copy of proof of publication to the address below please

3. Bill: City of Cortland
   25 Court Street
   Cortland, NY 13045

CITY OF CORTLAND
25 Court Street
Cortland, NY 13045

Request for Proposals

CDBG PROGRAM: Downtown Economic Market Analysis

Camoin Associates
120 West Avenue
Suite 303
Saratoga Springs, New York 12866

1. Request and Scope of Work:

This Request for Proposal (RFP) is issued by the City of Cortland (hereinafter referred to as the "City"). The purpose of this RFP is to establish a contract with a qualified consultant to perform an independent economic market analysis for Downtown Cortland and outline a business development strategy for implementation in the City's downtown district.

The market analysis should analyze and quantify downtown Cortland's retail performance and retail potential. Analysis should include:

- Demographic characteristics and trends
- Distribution and performance of downtown businesses
- Sales voids (data driven report of surplus and leakages)
- Retail buying power of year round residents, student population, regional residents, seasonal visitors and destination tourists.
- Regional retail context
- SWOT analysis of the district and its retail composition

The Business Development Strategy should build a comprehensive commercial development strategy for downtown Cortland. Strategies should include:

- Improvements to existing entrepreneurial incentive approaches (City, County, Colleges, Cortland Downtown Partnership)
- Recruitment, incubation and retention strategies specific to identified niche retailers
- Cohesion and support of supporting economic development initiatives including, the enhancement of our emerging arts and entertainment district, flag ship hotel recruitment with vertically integrated parking solution, creative and residential space upperfloor development and increased connectivity to sporting themed destination tourism

- Content development of a downtown "Invest In Us" piece for private investors

2. **Submission Requirements:**

A. Statement of qualifications, including identification of at least five similar projects that have been undertaken.

B. Relevant references (minimum of five);

C. Management Plan including identification and description of the location in the City of Cortland where client services will be provided;

D. Timetable for completion of projects;

E. Cost Proposal using attached form.

3. **Evaluation Factors:** The following will be reviewed by the Mayor and Director of Administration and Finance for purposes of evaluation of responses and selection:

A. Qualifications and references; including experience in similar Community Development projects;

B. Management and availability; including project schedules, management plan, level of services provided, physical proximity to organization's personnel;

C. Cost and reasonableness of fee; consideration of fee as related to service, charges for reimbursables;

D. Ability to interface with existing grants administration; including working with consultant administering current Community Development programs to insure continuity in overlapping areas such as Program Income and reporting requirements;

E. Other factors deemed important by the community, including previous experience with the consultant;

4. **Submission of Proposals**: The City of Cortland will accept proposals from qualified consultants and consulting firms until Noon on December 18th , 2015. Proposals should be clearly marked "RFP-CDBG PLANNING GRANT 2014" on the outside and received in the City Clerk's Office, which is located on the main floor of City Hall, 25 Court Street, Cortland, New York 13045.

5. **Selection and award of contract**: Proposals will be reviewed immediately upon receipt. Selection will be made on or about January 10th, 2015 with contracts awarded after appropriate OCR review.

6. **Questions about this RFP** : Please direct all questions about this RFP to Mack Cook, Director of Administration and Finance at (607) 756-7312. Best: mcook@cortland.org

CITY OF CORTLAND
CDBG Administration and Program Delivery Services
Cost Proposal

Cost Per Hour

Job Categories	Pay Rate	Fringe*	Overhead**	Total
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

* % Fringe Benefits - ____%
** % Overhead - ____%

Estimated Hours

Job Categories	Total Hours		Hourly Fee		Total Cost
_____	_____	x	_____	=	_____
_____	_____	x	_____	=	_____
_____	_____	x	_____	=	_____
_____	_____	x	_____	=	_____
			TOTAL	=	_____

Proposed Profit Added

Total Cost		Profit		Total Proposed Cost
_____	+	_____	=	_____

1. Attach list of reimbursable costs and method of charging.
2. Attach schedule for disbursement of fee.
3. Attach explanation of percent of profit.
4. Attach fee for Lead Based Paint Risk Assessment.

NAME:_____ SIGNATURE:_____

16 December 2015

Mack Cook, Director of Administration and Finance
City of Cortland, New York
25 Court Street
Cortland, NY 13045

Dear Mack:

It was a pleasure meeting you this past summer at the Erie Canalway National Heritage Corridor's Downtown Investment conference in Ithaca. I was pleased to see that the City has released a Request for Proposals for a market analysis and comprehensive commercial development strategy, and I am pleased to submit the attached proposal.

I hope I will have the opportunity to work with you on this assignment. Please do not hesitate to call or email me if you have any questions or need additional information.

With regards,

Kennedy Smith
Principal

The Community Land Use + Economics Group, LLC
PO Box 2345
Arlington, Virginia 22202-0345
202 657 5232 P
www.cluegroup.com
www.cluegroup.com/facebook

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OUR QUALIFICATIONS

Our firm

The Community Land Use and Economics Group (CLUE Group) is a small, specialized consulting firm that helps community leaders create vibrant downtowns and neighborhood commercial centers. Our work focuses on developing forward-looking economic transformation strategies, with particular emphasis on cultivating locally owned businesses, removing regulatory and financial barriers, creating effective incentives to stimulate new investment, reusing older and historic commercial buildings, and outlining practical implementation plans. Our clients include local and state governments, nonprofit organizations, business improvement districts, developers, and planning firms in the US and abroad.

Our two principals, Josh Bloom and Kennedy Smith have more than 40 years of experience in downtown revitalization. Josh and Kennedy both served as senior staff for the National Trust for Historic Preservation's National Main Street Center – Kennedy as the Center's director and Josh as a senior program officer. Both of us also served as managers of local downtown development programs before joining the Main Street Center's staff and have first-hand experience with the daily challenges and long-term opportunities of downtown economic development. While our backgrounds involve many years of work with local Main Street programs, both of us also have considerable experience working with BIDs, downtown development authorities and many other downtown management organizations, as well as with developers, historic preservation organizations, financial institutions, and other community development partners.

Kennedy Smith

Kennedy Smith, who co-founded the CLUE Group in 2004, is one of the nation's foremost experts on commercial district revitalization, downtown economics, and independent business development. Kennedy's work focuses particular attention on creating dynamic retail development plans, cultivating locally owned businesses, creating effective business and property development incentives, finding new uses for key historic buildings, and strengthening the organizational infrastructure needed to create vibrant town centers.

Before launching the CLUE Group, Kennedy served on the staff of the National Trust for Historic Preservation's National Main Street Center for 19 years, the last 14 of them as the Center's director. During her tenure the national Main Street program was recognized as one of the most successful economic development programs in the US, generating more than $18 billion in new investment and stimulating development of 226,000 net new jobs and 56,000 new businesses and expanding to a nationwide network of 2,000 towns and cities.

Kennedy's work has been featured in news media ranging from the *New York Times, Business Week, Forbes, Governing, NPR* and *Red Herring* to "Donahue," "CBS Sunday Morning," and Public Radio International's "Marketplace." She has written numerous articles on the economic dynamics of traditional business districts and is a popular speaker on small businesses, retail development policy, and commercial district development issues. In March 2002, *Fast Company* magazine selected her for its first list of "Fast 50 Champions of Innovation," recognizing

"creative thinkers whose sense of style and power of persuasion change what our world looks like and how our products perform." In May 2004, the National Trust for Historic Preservation recognized her achievements with its President's Award, for her "leadership and vision ... in creating one of the most admired and successful preservation programs in the country." In 2009 she was named to Planetizen's list of the top 100 urban thinkers. In 2011 she won the speakers prize at CityWorks (x)po for presenting the event's most innovative community development ideas.

Kennedy received her B.A. in urban studies from Bryn Mawr College, then attended graduate school at the University of Virginia's School of Architecture. She was a Loeb Fellow at Harvard University's Graduate School of Design from 2005-2006. In addition to her work with the CLUE Group, Kennedy also teaches historic preservation economics for Goucher College's graduate program in historic preservation.

Kennedy's CV is appended to this proposal.

Our services

The CLUE Group provides a broad range of economic analysis, business development, strategic planning, policy and evaluation services for downtowns and neighborhood commercial districts. Our services include:

Economic analysis and business development planning

- Retail market analysis
- Business mix and land use analysis
- Retail sales gap analysis
- Business development plans for commercial districts
- Independent business development and recruitment planning
- Business profile development
- Economic and fiscal impact analysis
- Identification and development of niche markets and clusters
- Adaptive use and rehabilitation finance strategies for historic commercial buildings

Strategic and implementation planning

- Practical, detailed implementation plans for revitalization programs
- Strategic planning for downtown and neighborhood commercial district revitalization initiatives
- District marketing and promotion strategies

Consumer and public opinion surveys

- District intercept surveys
- Community-wide surveys
- Business surveys
- Economic and lifestyle profiling of key customer groups
- Focus groups and community input processes

Policy and program performance

- District assessments
- Evaluations of district management organizations
- Economic benchmarking
- Local, regional and state policy planning to stimulate and support revitalization initiatives

Our approach

We are committed to downtown and neighborhood economic development planning that cultivates locally owned businesses, engages a broad range of public- and private-sector entities, builds on local skills and traditions, reinforces overall community economic development goals, offers opportunities for economic and environmental sustainability, and positions the downtown as the vibrant center of civic life. Our retail development and market analysis work is guided by the following principles:

- We believe that, for historic and older downtowns and neighborhood commercial centers to re-establish themselves as vibrant, competitive commercial districts, it is critical that their development be guided by dynamic, market-based strategies that cross-cut all aspects of the revitalization process – physical improvements, business development, marketing, partnerships. We therefore use market information to define two or three cross-cutting *market-based strategies* that can serve as a framework for a comprehensive program of development activities. Older commercial centers are economic ecosystems in which many factors – physical infrastructure, the markets served by district businesses, public perceptions of the district, financial incentives, and much more – are tightly interrelated. We try to anticipate the ways in which each market-based strategy might affect all these interrelated factors, helping ensure program balance and opening participation in the revitalization process to the broadest possible range of participants.

- We use market analysis tools appropriate for traditional commercial districts. Retail market analysis for older and historic commercial districts differs significantly from retail market analysis for shopping centers, shopping malls, and new town centers. For example, shopping malls are almost exclusively retail in nature, and they provide a relatively limited range of products and services to consumers with relatively similar demographic characteristics. Older commercial districts, however, have multiple uses – retail, professional offices, housing, government, entertainment, and many more – and serve a broad range of consumers with many different demographic characteristics. For these reasons, retail market analysis for older and historic districts must examine multiple factors and multiple options simultaneously.

- We explore and pursue innovative economic development solutions to commercial district revitalization challenges. Historic and older town centers operate within vastly different economic contexts than they did several decades ago, and reestablishing market viability and cultural vibrancy requires strategies that create and combine new economic uses and that engage multiple marketing channels in innovative ways.

- We like to involve as many members of the community in the strategic planning processes as possible and to disseminate information widely. The more people who share the information, the greater the level of collaboration on an economic development strategy– and the greater the level of support for the process and outcomes. For this reason, we encourage local organizations and agencies to actively participate in gathering and interpreting market information.

- We look for opportunities to strengthen and cultivate locally owned businesses – opportunities to add new product lines to existing businesses, spin off new businesses from existing ones, expand business sales through e-commerce, and so on. We believe that locally owned businesses provide the critical market distinctiveness that helps position a historic commercial center as a unique destination and investment venue.

- We believe that all communities have unique skills, cultural resources and assets. We look for these resources and explore ways that they might be cultivated to create new businesses and small-scale industries for the district.

- We look for opportunities to increase housing downtown. District residents provide additional rental income for district property owners, relieving pressure on ground-floor business tenants. They also patronize the district's businesses, providing additional sales opportunities for the district's retailers, services businesses, and professional offices. And a retail base that serves district residents and workers also helps alleviate parking and traffic problems.

- We use market analyses not only to craft solid business development strategies but also to create vibrant arts, culture and entertainment programs. Downtowns are the most public places in a community – the symbolic heart, where the community comes together to celebrate, relax, and experience a sense of belonging and civic identity. We believe that a vibrant arts, culture, and entertainment program is vital to improving quality of life, creating an enticing environment attractive to new investment, and strengthening community identity.

Why choose us?

- **We specialize in improving the economics of commercial districts.** Unlike multidisciplinary planning and economic development firms whose staff are often generalists, we offer specialized expertise in the economics of older and historic commercial districts, delivered by leading practitioners.

- **Broad national perspective:** Each of us has worked on hundreds of projects throughout the United States and abroad, including many of the most innovative and ground-breaking revitalization projects of the past several decades. We bring this wealth of information and examples from communities throughout the US and other nations to our assignments, helping our clients build on the experiences of other communities to solve your economic development challenges.

- **Our rolodex.** Over the past three decades, we have worked with thousands of professionals and policy makers. From investors, developers, foundation officers and policy makers to small business innovators, marketing professionals, architects, transportation planners, and urban designers, we have one of the most impressive networks of contacts in the entire field of downtown and neighborhood commercial corridor economic development, making it possible for us to offer you the latest information and insider tips on programs and resources that might benefit your work.

- **We focus on implementation.** We have consistently found that the greatest weakness in many planning efforts is turning recommendations into tangible implementation steps. We are committed to helping projects become reality by breaking market transformations into small, achievable, and measurable actions. And, when possible, we build our recommendations around existing work plans and planning documents.

- **We are committed to independent businesses.** Independent businesses reflect a commercial district's personality, and they are crucial to distinguishing one community from another and one shopping area from another. Many of the support systems that helped cultivate independent businesses in the past have disappeared over the past few decades. We help civic leaders rebuild those support systems and create an environment that fosters small business growth and innovation.

- **We conduct original research.** We conduct original research throughout the year to learn first-hand what's really happening in older downtowns and neighborhoods throughout North America. Our research includes ongoing surveys of independent retail businesses, multi-year studies of changes in the business composition of downtowns and neighborhood commercial districts, and research on trends affecting the economics of older commercial centers. Emerging energy technologies, increased interest in 'green' building and planning, the internationalization of work, aging households, and the maturing of a generation of digital natives will all have an impact on downtown development in the next decade. We believe it is crucial to anticipate and plan for these changes.

- **Our senior staff is directly involved throughout the project.** Unlike larger firms that delegate work to junior associates, we offer the direct, hands-on involvement of one or both of our senior principals throughout the project.

- **We work within your budget.** No matter what your budget is, we feel confident we can help you improve the economic performance of your commercial district.

Some examples of our work

Downtown economic development strategy for Beverly, Massachusetts (2011)
Beverly, Massachusetts has assets that many communities would envy: a long shoreline, a rich maritime history, two colleges, a growing base of creative industries, and easy access to Boston, just 30 minutes south. But over the past several decades the town has struggled to attract new economic growth. Neighboring Salem attracts thousands of tourists, and new industry has

settled in other nearby pockets along the northeastern tech corridor, seemingly leapfrogging over Beverly.

Beverly Main Streets, Inc. conducted a series of community visioning meetings in 2009, identifying strategies for using arts as an economic catalyst in downtown Beverly. It then engaged the CLUE Group to test the market viability of the ideas that emerged and to help turn the community's vision into an achievable implementation plan.

We found that the scope of work the organization was considering was too broad and needed to be more tightly focused in order to gain traction with property and business owners, lenders, city officials, and other partners. We also realized that the district and the community needed some additional resources and incentives to stimulate business development and upper-floor housing development. We found several specific regulatory barriers that were inadvertently discouraging new growth. And, we identified several market opportunities of which the community was largely unaware.

Our recommendations focused on several key strategies: strengthening and expanding the district's creative sector (particularly by developing additional artisan industries and aggressively marketing the sector); strengthening the core district's role as a commercial center for the community; and increasing housing through upper-floor and infill development. We recommended a package of tools and incentives to stimulate and support these strategies. And, we worked closely with Beverly Main Streets, Inc.'s board, committees and partners to break each strategy into specific tasks, prioritize and sequence the tasks, and assign responsibility and budget for each one, resulting in a 3-5 year work plan to advance the district's goals.

Within just two months of our report and presentation to the community, Beverly Main Streets, Inc. tripled its budget, making it possible to expand its staff and create several successful incentive programs. Since then, Beverly Main Streets, Inc. continued to engage us to help implement its economic development strategy and guide it towards resources to achieve its goals.

Retail development strategy for Del Mar Village, California (2007, 2014)
In 2007, the Del Mar Village Association engaged the CLUE Group to help the Association, the City of Del Mar, and other partners prepare a revitalization strategy for Del Mar Village, the city's historic downtown.

Del Mar is a small town on the edge of San Diego. But, in spite of the large size of its potential customer base, Del Mar Village was losing market share to new mixed-use developments and newly revitalizing districts within the region by the mid-2000s, including the Cedros Avenue Design District, a warehouse district several miles north that has aggressively and successfully developed a concentration of home furnishings-related businesses in the past five years.

Our 2007 assignment outlined a strategic direction for Del Mar Village's new revitalization program, helping the district tackle some vexing business and property development problems,

including tough building rehabilitation approval processes, a lack of business development incentives, and absentee property ownership.

Seven years later, in 2014, the Del Mar Village Association had accomplished many of the major goals outlined in the 2007 revitalization strategy, and the Association engaged our firm once again – this time to create a retail development strategy to help the district solidify its market position within the region and expand sales. We recommended 14 market-based strategies, built around two primary tactics:

- Focusing on a series of small, catalytic projects to make it easier to open or expand downtown businesses, and
- Working aggressively on business development for three years, shifting some of the organization's energy towards a tight focus on developing new product lines, businesses, and business clusters.

Economic development strategy for downtown Muncie, Indiana (2013)
The City of Muncie, Indiana conducted a very successful community-wide visioning program in 2012, culminating in the Muncie Action Plan, an ambitious outline of goals to improve Muncie's economy, neighborhoods, and cultural life. The Plan's key recommendations included creating a master plan and economic development strategy for downtown Muncie. The City engaged ACP Visioning+Planning to prepare the master plan, and ACP in turn engaged our firm to conduct retail and housing market analyses and to prepare an economic development strategy for the district.

Our recommendations focused on initially concentrating business development activity along the district's primary commercial street in order to establish a critical mass of ground-floor retail density, then to expand outward; on developing new upper-floor and infill downtown housing; on better meeting the daily retail needs of the district's 5,500 daytime workers; on increasing the numbers of small industries downtown; and on strengthening and expanding the development incentives and sources of capital needed to support downtown business and property development. We also provided guidance on using federal historic rehabilitation tax credits and New Markets tax credits to help finance the rehabilitation of older downtown commercial buildings. Throughout the project, our work meshed with the planning team's work, providing the project team with initial guidance on the district's and region's economies, then helping shape decisions about key buildings, key blocks, parking and traffic, and market focus.

Retail action roadmap for Washington, DC (2011)
In 2010 the District of Columbia's Office of Planning conducted a citywide analysis of retail needs and opportunities. The analysis concluded that the District was losing $1 billion in retail sales each year to suburban shopping centers – but it lacked clear strategies for supporting small business development and for tailoring the data for individual neighborhoods.

The Office of Planning engaged the CLUE Group to sift through the data, identify specific opportunities for specific neighborhood commercial districts, and suggest strategies the Office of Planning and its public- and private-sector partners might adopt to cultivate small business development. The Office of Planning was particularly interested in boosting retail development activity in 15 neighborhoods with weak or emerging markets.

We suggested over 50 specific actions, grouped into four major strategies:

- Filling in the gaps in neighborhood markets
- Creating new business concentrations
- Cultivating and strengthening locally owned small businesses
- Marketing the city's retail offerings in innovative, effective ways

The 50-plus actions we proposed – all but five of which have been adopted by the City – included co-locating new businesses with established businesses in high-visibility areas; removing red tape holding back development of food trucks; creating an international market; creating a privately-capitalized small business development fund; teaching entrepreneurial skills through retail internships; recognizing and promoting heritage businesses; and creating tools to help interested businesses buy the spaces in which they operate in order to control overhead costs.

Retail development strategy for Huntington Station, New York (2013)

Renaissance Downtowns engaged the CLUE Group to help create a retail development strategy for Huntington Station, New York. Renaissance Downtowns has been designated the master developer for the city, focusing on the area around Huntington Station's commuter rail station.

Our recommendations were built around two key guidelines: First, differentiating Huntington Station's retail offerings from those of two nearby commercial centers (Huntington Village, a historic, mixed-use downtown, and the Walt Whitman Mall) and, second, maintaining primary focus on station-area retail, with access and visibility from both the main highway and the Long Island Railroad Station. These two guidelines will serve as litmus tests for a variety of retail and business development options. Our recommendations included strengthening existing businesses by adding product lines and improving marketing; using station-area offices and small industries to build a new economic anchor for Huntington Station; creating two strong marketing programs to support two major business clusters; and creating a robust set of tools and incentives to support business development and business growth.

One of the small business development tools we recommended for the Huntington Station TOD area is a process for crowdsourcing business ideas, then testing the viability of the most popular suggestions – in essence, ensuring that sufficient market demand exists to support a new business or a business expansion. Renaissance Downtowns created a crowdsourcing website through which community members can suggest and vote on ideas for new businesses. When a proposed business receives 100 "Like" votes, the CLUE Group prepares a feasibility study to test the business's likely economic viability. To date, we have prepared feasibility studies for a

restaurant cluster, year-round farmers market and kitchen incubator, community center, 24/7 daycare center, and an environmentally friendly children's and parenting store.

Other recent or current assignments include:

- Examination and retooling of the Main Street Approach for the National Main Street Center
- A plan for using arts as an economic development strategy in Pasadena, California's Playhouse District
- Retail market analysis and business development strategy for downtown Cooperstown, New York (as a subcontractor to Elan Planning, Design, and Landscape Architecture)
- Retail market analysis and business development strategy for downtown New Rochelle, New York
- Retail market analysis and business development strategy for downtown Bethel, Connecticut (as a subcontractor to Duany Plater-Zyberk & Company Architects & Town Planners)
- Examination of the potential economic benefits of creating a state park for the Brandy Station and Ceder Mountain Civil War battlefields in central Virginia
- Retail market analysis and business development strategy for downtown Hempstead, New York

REFERENCES

Janice Chrzescijanek, Director
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MANAGEMENT PLAN

Objectives

Our overall goal is, of course, to help Cortland shape a solid, achievable, and forward-looking commercial development strategy for downtown Cortland. Our main objectives are:

- Developing a solid, benchmarked baseline of downtown Cortland's current economic performance from which to then explore opportunities for growth and innovation
- Examining each major customer segment – downtown workers, college students, residents, destination visitors, and others – and exploring options for better meeting their needs and interests
- Building on the presence of area civic institutions and colleges – particularly SUNY Cortland and Tompkins Cortland Community College – to stimulate new downtown entrepreneurship
- Strengthening the economic viability of downtown real estate by increasing upper-floor use and improving the balance between commercial performance and real estate value
- Exploring and proposing strategies for using arts, culture, and entertainment to strengthen the downtown's economy
- Creating a tailored, practical set of tools, incentives, resources, and policies to support and stimulate downtown Cortland's new economic development plan
- Helping create excitement for downtown Cortland's direction and helping the City, the Downtown Cortland Partnership, and their partners, gain support and buy-in for the district's economic development strategy

Proposed scope of services

1. Initial site visit: I will spend two days visiting Cortland and becoming familiar with the downtown and with the community. During the site visit, I will meet with City leadership, members of the Downtown Cortland Partnership, and other stakeholders to review this assignment and to discuss goals and outcomes. I will tour the community and the district and will gather information that will be useful in my research and analysis. If desired, I will provide a public presentation for stakeholders and the community on emerging national and international trends in downtown revitalization and development.

2. Market analysis: We will conduct an analysis of downtown Cortland's retail performance and retail potential. Our work will include analyses of:

    - Demographic characteristics and trends

- Distribution and performance of downtown businesses
- Sales voids (surpluses and leakages)
- Retail buying power of Cortland residents, regional residents, students, seasonal visitors, destination tourists, and other significant customer segments
- Regional retail context
- Strengths and weaknesses of the district and its retail composition
- Public perceptions of downtown Cortland

3. Outline and review potential strategies: Based on our analysis, I will outline several potential cross-cutting commercial development strategies for downtown Cortland, with potential scenarios for organizing business development activities to achieve each strategy. I will visit Cortland to preview these scenarios with you and other stakeholders, flesh out ideas, discuss potential partners for each strategy, and explore tools that might best advance each strategy.

4. "Invest in us": I will draft content for an "invest in us" document to (among other things) encourage investor interest in downtown Cortland.

5. Final document: Within six weeks of our discussion about potential commercial development strategies, I will incorporate feedback from my visit into the report and will provide you with the final retail market analysis document, in Adobe PDF format, for distribution and use.

6. Implementation plan: Based on the conclusions of downtown Cortland's retail market analysis and business development strategy, we will create a written implementation plan providing detailed suggestions on how existing businesses might improve their performance; on how the City, Downtown Cortland Partnership, downtown property owners, and other stakeholders might develop and/or recruit new businesses; and how other downtown activities might facilitate the process of strengthening the district's economy. The implementation plan, which will serve as a complement to the final market analysis and commercial development strategy report, will include references to examples and articles that the City and its partners can use to strengthen sales and develop new businesses.

7. Presentation: I will return to Cortland a third time to meet with project partners to present the implementation plan, discuss actions, and answer questions about implementation.

We consider scopes of service to be starting points for discussion about how we might best meet a community's downtown development needs. We look forward to reviewing our proposed scope with you and making any adjustments needed to ensure our work meets your goals.

Availability

We notice that the Request for Proposals mentions "physical proximity to organization's personnel" as one of the components of one of the RFP's evaluation factors.

Our office is based in Arlington, Virginia, a scant five-minute drive from Washington Reagan National Airport, from which Ithaca is just a 60-minute flight away. We will be in Cortland several times during this assignment – but we will be available by phone, Skype video, or FaceTime as often as needed. In recent years, Skype video and FaceTime have made it economically feasible for us to participate in many more client meetings that would have been possible in the past (in fact, in October we successfully conducted two days of meetings with a variety of community groups in Bethel, Connecticut via Skype video, virtually "sitting at the table" via a monitor).

We do understand that physical proximity has some advantages – but we genuinely believe that the specialized knowledge and expensive experience we offer vastly outweigh the possible benefits of proximity, particularly given the ability to easily stay in touch via email, phone, and internet-based video. Successful downtown economic development planning is our *sole* focus, and we have an unparalleled track record in helping communities achieve their goals.

TIMELINE

We propose the following timeline for this assignment:

Month	Activity
1	Initial site visit
1-3	Market analysis
4	Second site visit: Outline and review potential strategies
5	"Invest in us"
6	Final document
7	Implementation plan
8	Third site visit: Implementation

COST PROPOSAL

[on the following page]

CITY OF CORTLAND
CDBG Administration and Program Delivery Services
Cost Proposal

Cost Per Hour

Job Categories	Pay Rate	Fringe*	Overhead**	Total
Principal	$191.49	0	33.51	$225.00

* % Fringe Benefits - 0 %
** % Overhead - 17.5%

Estimated Hours

Job Categories	Total Hours		Hourly Fee		Total Cost
Principal	200	x	$225	=	$45,000
		x		=	
		x		=	
		x		=	

TOTAL = $45,000

Proposed Profit Added

Total Cost		Profit		Total Proposed Cost
$45,000	+	0	=	$45,000

1. Attach list of reimbursable costs and method of charging.
2. Attach schedule for disbursement of fee.
3. Attach explanation of percent of profit.
4. Attach fee for Lead Based Paint Risk Assessment.

NAME: Kennedy Smith SIGNATURE: Kennedy Smith

Notes:

1. **Attach list of reimbursable costs and method of charging.**
   We anticipate the following reimbursable costs:

Activity	Est. cost
First site visit:	
Airfare	$ 500
Car rental	150
Gasoline	50
Hotel (@ $150/night)	300
Per diem (@ $50/day)	100
Second site visit:	
Airfare	$ 500
Car rental	150
Gasoline	50
Hotel (@ $150/night)	300
Per diem (@ $50/day)	100
Third/final site visit:	
Airfare	$ 500
Car rental	150
Gasoline	50
Hotel (@ $150/night)	300
Per diem (@ $50/day)	100
Data	250
Contingency	450
	$ 4,000

   All expenses are billed at actual cost. We do not impose a mark-up or administrative fee.

2. **Attach schedule for disbursement of fee.**
   We will send an invoice at the beginning of each month for all time and reimbursable expenses for the previous month.

3. **Attach explanation of percent of profit.**
   Our firm is a partner-based LLC. We do not charge a profit.

4. **Attach fee for Lead Based Paint Risk Assessment.**
   Not applicable to this assignment

APPENDIX

Kennedy Lawson Smith

Kennedy Lawson Smith is one of the nation's foremost experts on commercial district revitalization, main street economics and independent businesses, and a prominent spokesperson for economically and environmentally sound community development.

After graduate school in architecture, Kennedy served as the director of a downtown revitalization initiative in Charlottesville, Virginia, where her retail development work attracted the attention of the National Main Street Center. She joined the staff of the Center in 1985 and became its executive director in 1991. During her 19-year tenure, the Main Street program became one of the most successful economic development programs in the US, generating $18 billion in new investment and stimulating development of 226,000 new jobs and 56,000 new businesses and expanding to a nationwide network of almost 2,000 towns and cities.

In 2004, Kennedy co-founded the Community Land Use and Economics Group, LLC, a private consulting firm that helps civic leaders create and implement innovative, sustainable economic development strategies for older and traditional commercial districts. Kennedy's work focuses particular attention on cultivating locally owned businesses, creating effective incentives, finding new uses for key historic buildings, and strengthening the organizational infrastructure needed to create vibrant town centers. She also teaches a graduate-level class in historic preservation economics for Goucher College and is an occasional contributor to several professional journals.

Kennedy has worked with hundreds of downtowns and neighborhood commercial districts in all 50 US states and in a dozen other countries. Her work has been featured in news media ranging from the New York Times, Business Week, Forbes, Governing, and NPR to "CBS Sunday Morning," and Public Radio International's "Marketplace." She has written numerous articles on the economic dynamics of traditional business districts and is a popular international speaker on small businesses, retail development policy, and commercial district development issues. In March 2002, *Fast Company* magazine named Kennedy to its first-ever list of "Fast 50 Champions of Innovation," recognizing "creative thinkers whose sense of style and power of persuasion change what our world looks like and how our products perform." In May 2004, the National Trust for Historic Preservation recognized her achievements with its President's Award, for her "leadership and vision ... in creating one of the most admired and successful preservation programs in the country." She was a 2005-2006 Loeb Fellow at the Harvard Graduate School of Design. In 2009, Planetizen.com included her in its first list of "100 Top Urban Thinkers" in history. In 2011, she won the speakers' prize at CityWorks (X)po, awarded by conference participants to the conference speaker offering the best ideas on community economic development.

PROFESSIONAL EXPERIENCE

2004+	Principal, The Community Land Use and Economics (CLUE) Group, LLC
	Adjunct Professor, Graduate Program in Historic Preservation, Goucher College
2004-2005	Executive Director, League of Historic American Theatres
1991-2004	Director, National Main Street Center, National Trust for Historic Preservation
1987-1991	Program manager, National Main Street Center, National Trust for Historic Preservation
1985-1987	Program associate, National Main Street Center, National Trust for Historic Preservation
1983-1985	Executive director, Downtown Charlottesville, Inc.

EDUCATION

1979	Bryn Mawr College, Bryn Mawr, Pennsylvania. Major study in The Growth and Structure of Cities, with minor study in Classical and Near Eastern Archaeology
1982	University of Virginia School of Architecture, Charlottesville, Virginia. Graduate study in architectural design and historic preservation

AWARDS AND HONORS

2011	Speakers Award, CityWorks (X)po
2009	"Top 100 Urban Thinkers", Planetizen.com
2006	Harvard University Graduate School of Design, Cambridge, Massachusetts. Loeb Fellowship.
2004	President's Award, National Trust for Historic Preservation
2002	"Fast 50 Champions of Innovation", *Fast Company* magazine
2000	Mayor's Award, City of Boston
1995	Innovation Award, American Society of Landscape Architects

PUBLICATIONS (selected)

Books, book chapters, and white papers

Revitalization Rules, CLUE Group, LLC, forthcoming spring 2016

"Improving Commercial Dynamics" and "Funding Sources", in *Revitalizing Neighborhood Main Streets,* National Trust for Historic Preservation, 2009

"Pedestrian Malls" and "Movie Theatres and Main Streets", in *The Encyclopedia of Urban History,* Sage Publications, 2007

Community Design Assessment, National Trust for Historic Preservation (with Leslie Tucker), 2006

Better Models for Urban Supermarkets, National Trust for Historic Preservation (with William Neuendorf), 2005

"The Main Street Program", in *L'Approccio Integrato Alla Qualificazione Urbana: Modelli e Strategie di Urbanistica Commerciale,* Celid/Regione Piemonte, 2004

"What Happened to Main Street?", in *Historic Cities and Sacred Sites: Cultural Roots for Urban Futures,* The World Bank, 2001

Revitalizing Downtown, National Trust for Historic Preservation (with Kate Joncas and Bill Parrish; ed. By Suzanne Dane and Linda Glisson), 1988; rev. 1991, 1994

The Main Street Board Member's Handbook, National Trust for Historic Preservation, 1989; rev. 1994, 2001

Market Analysis for Main Street, National Trust for Historic Preservation, 1989

Articles

"Big Data, Small Buildings", *Communities and Banking,* Spring 2015.

"Investing in Main Street's Future", *Main Street Now,* Fall 2014.

"Cool Economic Development Tools", *Main Street Now,* November 2010.

"Greening Main Streets", *Main Street News,* May 2009.

"Federal and state historic rehabilitation tax credits", *Communities and Banking,* Fall 2008

"You Say You Want a Devolution?", *Local Economy,* spring 2008.

"Public-Private Development Finance", *Main Street News*, May 2007.

"Historic Preservation and Community Development", *Communities and Banking*, Federal Reserve Bank, Summer 2007

"Rescuing and Rehabilitating Main Street Theatres", *Main Street News*, 2006

"Using Tax Credit Equity to Finance Historic Theatre Rehabilitation", *inLEAGUE*, Spring 2006

"Insuring Historic Theatres", *inLEAGUE*, Fall 2005

"Eight Tips for Attracting Small Businesses to Your Downtown", *Virginia Main Street News*, Fall 2004

"The Road Ahead", *Main Street News*, June 2004

"New Federal Tax Credit Program Hits the Streets", *Community Reinvestment Forum*, Fall 2003

"Cover Me!", *Main Street News*, August 2003

"The Future of Main Street", *Main Street News*, July 2003

"Numbers Talk", *Main Street News*, March 2003

"The New Markets Tax Credits: An Introduction", *Main Street News*, August 2002

"The Last Picture Show", *Main Street News*, June 2001

"Measuring Main Street", *Main Street News*, March 2001

"Bricks-and-Mortar/Clicks-and-Mortar: Main Streets Benefit from the Explosion of Internet Commerce", *Main Street News*, March 2000

"Ultimate Work Planning: The High-Performance Organizational Tool for the Next Decade", *Main Street News*, December 1999

"The Rubber Hits the Road: Putting Your Market Analysis to Work", *Main Street News*, December 1998

"Show Me the Money! Raising Money for Revitalization", *Main Street News*, March 1998

"Keeping the Post Office Downtown", *Preservation Forum Journal*, Volume 3/Number 5, July/August 1997 (with Laura Skaggs)

"Revitalizing Singapore's Chinatown", *Economic Developments Abroad*, National Council for Urban Economic Development,, Winter 1996

"Main Street at 15", *Preservation Forum Journal,* Volume 9/Number 3, Spring 1995

PROFESSIONAL PRESENTATIONS (selected)

Speeches

"What's ahead downtown?", keynote speech for Downtown New Jersey's annual conference, Rahway, June 2015

"Vibrant downtowns", keynote speech for Erie Canalway National Heritage Corridor Downtown Investment Forum, Ithaca, June 2015

"Main Streets of the future", keynote speech for North Carolina Main Street Center's annual conference, Morganton, North Carolina, March 2015

"The Ultimate Work Plan for Main Street", keynote speech for the Mississippi Main Street Association's annual conference, Ocean Springs, Mississippi, September 2014

"Planning as if the economy matters", Virginia ACCORD, Virginia Society of the American Institute of Architects, Richmond, Virginia, September 2014

"Makers on Main Street", keynote speech for Erie Canalway National Heritage Corridor Downtown Investment Forum, Buffalo, June 2014

"Innovation tools for the 21st century, Design for Elected Officials, Oxford, Mississippi, March 2014

"Main Street's changing economic landscape", 3rd annual small business retreat, Lord Fairfax Small Business Development Center, Middletown, Virginia, October 2013

"The best community development ideas of 2013", keynote speech for CityWorks (x)po, Roanoke, Virginia, October 2013

"Get investment ready", Erie Canal National Heritage Corridor Downtown Investment Forum, Schenectady, New York, June 2013

"Reinventing Main Street", *Prosper in Northumberland* series, Colbourne, Ontario, May 2013

'"The threads that connect", Wyoming Preservation Conference, Rawlins, Wyoming, May 2013

"Where is the market taking us?", Congress for the New Urbanism, West Palm Beach, Florida, May 2012

"Simplifying it", keynote speech for downtown development forum sponsored by the University of Miami School of Architecture and Downtown Coral Gables BID, Coral Gables, Florida, April 2012

"The future city: economic development strategies for a changing society", keynote speech for the University of Waterloo Planning Alumni of Toronto, Toronto, Ontario, November 2011

"Small cities, big ideas", keynote speech for CityWorks (x)po, Roanoke, Virginia, October 2011

"What's up with downtown?", keynote speech for the annual tri-state conference of the Maryland, Pennsylvania, and West Virginia chapters of the American Planning Association, Cumberland, Maryland, May 2011

"The road ahead", keynote speech for Heritage Ohio's annual conference, Columbus, Ohio, April 2011

"What comes next?", keynote speech for the Louisiana Trust for Historic Preservation's annual conference, Leesville, Louisiana, April 2011

"Main Street and the economics of downtown", keynote speech for the Providence Preservation Society's annual meeting, Providence, Rhode Island, January 2011

"Downtown economics", keynote speech for the Heritage Society of Austin, December 2010

"The next American city", general plenary session for the National Preservation Conference, Austin, Texas, October 2010

"Housing the 21st century economy within your 19th century downtown", New Jersey Downtown Revitalization and Management Institute, Trenton, New Jersey, August 2010

"Cool new economic development tools", National Main Streets Conference, Oklahoma City, Oklahoma, May 2010

"Communities and today's economy: trends and facts", keynote speech for Georgia Department of Economic Development's entrepreneurship conference, Milledgeville, Georgia, February 2010

"Preservation economics", keynote speech for Profiting from Preservation, Columbus, Georgia, August 2009

"The future of main street", keynote speech for Missouri Main Street Connection's annual conference, Kansas City, Missouri, August 2009

"Economic sustainability", keynote speech for the National Road Heritage Corridor, Laurel Highlands, Pennsylvania, April 2009

"The road ahead", keynote speech for the annual conference of the New Jersey chapter of the American Society of Landscape Architects, Atlantic City, New Jersey, January 2009

"Creating vibrant commercial districts", keynote speech for the Downtown Summit, Pasadena, California, June 2008

"Community sustainability", keynote speech for the Iowa SMART conference, Des Moines, Iowa, May 2008

"The road ahead", keynote speech for the Association for the Preservation of Geneseo, Geneseo, New York, March 2008

"Making revitalization work", keynote speech for the International Council of Shopping Centers, Portland, Oregon, February 2008

"Making downtown work", speech for Greater Peterborough Economic Development Corporation workshop, Peterborough, Ontario, November 2007

"The road ahead", keynote speech for the Texas Downtown Association conference, Fort Worth, Texas, October 2007

"The future of downtown", keynote speech for the Michigan Downtown Conference, Traverse City, Michigan, September 2007

"Successful communities", keynote speech for the Preservation Trust of Vermont, Montpelier, Vermont, May 2007

"Bridges to better business", keynote speech for the Ontario Ministry of Agriculture, Food, and Rural Affairs, Belleville, Ontario, March 2007

"Saving cities: the role of historic places in a successful economy", keynote speech for UBS Forum at Minnesota Public Radio, St. Paul, Minnesota, August 2006

"Cultivating independent businesses", keynote speech for Vibrant Communities conference, Ottawa, Ontario, March 2006

"Destination Main Street", keynote speech for the Rochester Regional Community Design Center's "Reshaping Rochester" series, Rochester, New York, March 2007

"Making cities cool", keynote speech for "Cool Cities, Hot Downtowns" conference, Michigan State University, Ishpeming, Michigan, October 2005

"Taming the big box", National Preservation Conference, Portland, Oregon, September 2005

"Maximizing economic impact with the New Markets tax credit", Nixon Peabody Conference on New Markets Tax Credits, Washington, DC, May 2005

"Preservation, downtown revitalization, and community change", keynote speech for the Turner Institute, Springfield, Ohio, May 2005

"Smart growth and downtown revitalization", National Center for Smart Growth Research and Education, Baltimore, Maryland, March 2005

"The essentials of town center redevelopment", keynote speech for Designing a Better Cape Cod conference, Association to Preserve Cape Cod, Hyannis, Massachusetts, November 2004

"The future of Main Street", keynote speech for Maine Downtown Conference, Gardiner, Maine, October 2004

"Successful downtowns", keynote speech for New Jersey Mayors' Institute in Urban Design, Princeton, New Jersey, June 2004

"Cultivating independent businesses", National Main Streets Conference, Baltimore, May 2004

"The future of Main Street", keynote speech for Preservation North Carolina's annual conference, Asheville, November 2004

"Financing commercial infill", National Association of Realtors' annual conference, Orlando, November 2004

"The future of downtown redevelopment", keynote speech for the annual "Restoration and Revitalization" conference, Restore Media, Baltimore, Maryland, 2003

"Internet marketing for downtown businesses", Iowa Downtown Summit, Grinnell, Iowa, 2003

"Revitalizing Main Street America", annual conference of the American Booksellers Association, Chicago, 2001

"Main Street at work", keynote speech for Rebuild America, US Department of Energy, Atlanta, 2001

"The art of community development", Seaside Institute, 2000

"Main Street or bust", Urban Land Institute Mayors' Forum, Rochester, New York, 2000

"Restructuring High Street's economy", annual conference of Action for Market Towns, Ripon, Yorkshire, U.K., 2000

"Now that we've got their attention ...", Congress for the New Urbanism VII, Milwaukee, Wisconsin, 1999

"Main Street: sustainable development and cultural heritage preservation", World Bank, Washington, DC, 1999

"Main Streets for planners", League of California Cities' annual planners conference, Monterey, California, 1999

"Main Street revitalization: old urbanism?", Weiss Symposium, University of North Carolina at Chapel Hill, 1999

"Revitalizing communities", keynote speech for the annual "pedestrian" conference, Local Government Commission, Los Angeles, California, 1999

"Revitalizing urban neighborhoods", annual conference of the Council for Urban Economic Development, San Diego, California, 1998

"The economic dynamics of Main Street revitalization", keynote address, Rail-Volution, Portland, Oregon, 1998

"Main street revitalization and the environment", SmartGrowth conference of the Urban Land Institute and the U.S. Environmental Protection Agency, Baltimore, Maryland, 1998

"The neighborhood and the city", annual Carl Ruskin Memorial Lectureship, University of Maryland Urban Studies and Planning Program, Baltimore, Maryland, 1998

"The economic dynamics of main street revitalization", Urban Land Institute Mayor's Forum, West Palm Beach, Florida, 1998

"Opening up new markets", International Franchise Association marketing conference, Chicago, Illinois, 1997

"Organizing for main street revitalization", keynote address, Action for Market Towns conference, Peterborough, U.K., 1997

"Economic development and historic preservation", World Heritage Cities conference, Evora, Portugal, 1997

Visiting lectures (academic)
Bryn Mawr College
Catholic University School of Architecture
Columbia University
Delaware State University
Harvard University Graduate School of Design
Michigan State University
Savannah College of Art and Design
University of Maryland School of Architecture
University of Nevada/Las Vegas
University of New Hampshire
University of North Carolina/Chapel Hill
University of Pennsylvania School of Architecture
University of Virginia School of Architecture
Western Illinois University

CLIENTS (selection of recent assignments)
Bitterroot Valley Cultural Heritage Trust
City of Carlsbad, California

Del Mar Village Association, Del Mar, California
Civil War Trust
City of Washington, DC
Georgia Department of Commerce
Governors' Institute on Community Design
City of Geneva, Illinois
City of Highland Park, Illinois
City of Muncie, Indiana
International Council of Shopping Centers
Iowa Department of Economic Development
Kansas Department of Commerce
City of Independence, Kansas
Maine Downtown Program
Greater Portland Landmarks Commission, Portland, Maine
Beverly Main Streets, Inc, Beverly, Massachusetts
Michigan State Housing Development Authority
Minnesota State Historic Preservation Office
National Trust for Historic Preservation
Downtown Albany Business Improvement District, Albany, New York
Northumberland County, Ontario
Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA)
Pennsylvania Environmental Council
Pueblo de Cochiti
Renaissance Downtowns
City of Lubbock, Texas
Trust for Public Lands
Vassar College
Town of South Boston, Virginia
City of Danville, Virginia
Town of Middleburg, Virginia
Washington Department of Commerce
City of Seattle, Washington
City of Morgantown, West Virginia

PROFESSIONAL AFFILIATIONS

Congress for the New Urbanism
Institute for Local Self Reliance
International Council of Shopping Centers
National Trust for Historic Preservation
Preservation Action
Urban Land Institute