

CAMOIN 310



September 3, 2020



Robert Camoin, CEcD

President & CEO

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(518) 487-9587

Dear Peter Lear,

When I started my economic development career in the public sector, I often found myself paging through proposals like this one, looking for the right team that understood our needs and could offer the best solution. With that experience and perspective, I hope in the pages that follow we convey a few very important messages about our philosophy, experience, and approach.

Since Camoin began in 1999, our intent has not waived – to support efforts like North Port’s to create economic opportunity that allows individuals, families, and communities to prosper. During that time, we have completed over 1,000 projects in 40 states. As a full-service economic development firm, we cover the gamut of representative work including real estate market analyses, strategic plans, economic and fiscal impact studies, and business retention and attraction initiatives.

We understand that the North Port is in a state of transition and its representatives are proactively seeking to study where and how the city can capture market opportunities. As COVID-19 changes the real estate landscape, we will remain adaptable to adjusting the exact breadth of our research to ensure that our work best reflects your needs and opportunities.

Jim Damicis, Senior Vice President at Camoin 310, will lead the project as principal. His expertise in development finance will be invaluable to understanding the how the city can catalyze development. Tom Dworetsky will act as project manager and is your main project contact. He can be reached at tom@camoinassociates.com or 617-682-9975. Tom brings his vast experience working with the public and private sector on real estate development projects and will engage both these perspectives to gauge the feasibility of proposed scenarios.

Thank you for considering our proposal. We hope to have the opportunity to share our expertise with you. Please note that we remain open to discussing the modification of our proposed scope and fee to best meet your needs and budget. I can be reached at rcamoin@camoinassociates.com or (518) 487-9587 if you have any questions.

Yours respectfully,

A handwritten signature in blue ink, appearing to read "R. Camoin".

Robert Camoin
President & CEO

PROJECT APPROACH

OUR APPROACH

We understand that a primary objective of North Port’s Economic Development Division is to diversify and expand the city’s commercial and industrial base. Flush with unique visitation assets like Warm Mineral Springs Park and CoolToday Park, the city seeks to leverage these assets to attract and grow the commercial tax base to develop a more resilient economy, ultimately providing residents a high quality of life and environment.

A sound understanding of industries, jobs, resources, and demographic trends is needed to guide North Port’s actions ranging from the creation of a broad vision to evaluating the feasibility of a site redevelopment. The combination of qualitative and quantitative data will provide an understanding of the likely future demand for space and/or the potential barriers and opportunities for development. This data will be valuable for subsequent phases of analysis to develop potential redevelopment scenarios. Our work will culminate in an implementation strategy that will outline the steps and tasks necessary to position the property or area for redevelopment.

Our approach to this project will give the City of North Port a strategic roadmap that will align the city’s assets, real estate market opportunities, and industry trends – a development strategy informed by comprehensive technical analysis that presents a vision for growth in the commercial and industrial tax base and provides the tools to achieve that vision. Specifically, our approach includes:

- ◆ Identifying opportunities to capture regional growth, leverage existing economic assets, and uncover local niche economic and market opportunities
- ◆ Direction on how to focus public efforts and limited resources on supporting high-impact development projects that will catalyze additional private investment
- ◆ Providing an economic and market understanding that balances comprehensive technical data analysis and input from local experts and on-the-ground stakeholders.

*Camoin 310 strives to not just show **what** can be done, but **how** to do it.*

OUR DATA

Camoin utilizes best-in-class data sources for our economic and market research to provide unparalleled insights into the opportunities for North Port.



Scope of Services

TASK 1. PROJECT KICKOFF

1.1 Kick off Call | We will begin the project with a virtual kick-off meeting between our team and the city's project team using Zoom. During the meeting, we will collectively examine the proposed methodology in detail to ensure the approach will meet the needs of the city, and conduct an initial discussion during which we will identify information needs, project timeline, site visit schedule, etc.

1.2 Review of Existing Plans and Documents | As a critical first step, we will review the pertinent studies, data, and document previously completed by the city to help create a baseline understanding of the issues and opportunities facing North Port as well as previously identified strategies and project ideas. This will ensure our research is targeted to specific needs and our recommendations align with existing initiatives, and also avoid duplicative efforts. At a minimum we will examine the following:

- City of Northport 2017 Comprehensive Plan
- Economic Development Strategic Plan
- West Villages District Pattern Book
- Development Impact Fee Study
- City Master Plans (US 41 Corridor; Myakkahatchee Creek Greenway Master Plan; Yorkshire and I-75 Interchange)
- Sarasota County Comprehensive Plan

Deliverable: *Detailed Project Management and Stakeholder Engagement Plan ; Summary of relevant findings, themes, concepts from relevant documents*

TASK 2. STAKEHOLDER ENGAGEMENT

2.1 Stakeholder Interviews | During the course of the study we will conduct up to 12 1-1 phone or video stakeholder interviews. We will work with you to identify the most appropriate stakeholders to solicit input from. In our experience, the following types of stakeholders will be most beneficial to engage:

- Real estate market experts (commercial realtors, developers, brokers, lenders, etc.)
- Private business owners
- Economic development officials
- City leadership
- Workforce-related (higher ed, job training, etc.)

2.2 Focus Groups | We will also conduct up to six focus groups. We will work with you to determine the most appropriate topic area(s) for these groups. We will use virtual tools for these workshops which may include Zoom or interactive tools such as Google Jamboard.

Deliverable: *Summary of stakeholder and public engagement with key themes, priorities, and issues.*

TASK 3. EXISTING CONDITIONS INVENTORY & ANALYSIS

3.1 Land Use | We will examine current land uses in the city and how land use patterns have changed in recent years. Particular attention will be placed on the ratio of residential and commercial land, recognizing the city's interest in maintaining an economically healthy balance. Existing transportation assets and networks will be inventoried and assessed through an economic and real estate development lens to understand current strengths and potential weaknesses for future growth.

3.2 Sociodemographic Profile | The sociodemographic profile will provide a detailed assessment of current population characteristics and trends. Our analysis uses best-in-class Esri Business Analyst to provide detailed population information that goes beyond the "standard" categories to examine major consumer segments, income-age cohort changes, retail spending patterns and preferences, population and household projections, and others.

3.3 Regulatory Controls | The city's existing land use and development regulations and processes will be reviewed to provide a foundational understanding of how the city is currently shaping new development. This review, along with stakeholder interviews, will seek to understand if there are specific processes and regulatory hurdles that are currently constraining new investment and development projects.

3.4 Economic Development Asset Inventory | In this task we will summarize the assets of the city that can be leveraged for future economic development. These assets typically include higher education institutions, major business anchors, transportation hubs, economic development organizations, quality of life amenities, and others. Opportunity Zones and their role in real estate development will also be taken into consideration.

Deliverable: *Existing Conditions Interim Report that is visual with brief narrative with charts, graphs, images, and maps. Report will ultimately serve as an appendix to the final report.*

TASK 4. ECONOMIC OPPORTUNITY ANALYSIS

4.1 Economic Data & Trends Analysis | Camoin 310 will use state economic data and proprietary sources for industry-related data, including Emsi, which provides comprehensive economic and industry data. This analysis will include an in-depth examination of employment by industry and will assess industry strength in terms of size, past growth, projected growth, competitiveness, wage levels, and Gross Regional Product.

We will also examine supply chain needs/opportunities and workforce characteristics to help provide an understanding of how economic opportunities connect with each other.

4.2 Target Industries of the Future | Based on the previously completed work, we will identify the specific industry sectors with the greatest potential to be cultivated and sustained over the long-term in North Port. Our analysis and identification of competitive industries of the future will go beyond examining existing industry strengths to provide a nuanced understanding of "hidden" industry opportunities yet to be discovered based on the following:

- Are within growing and/or emerging markets;
- Fit with regional talent and skills;
- Fit with regional supply chain characteristics;
- Are highly concentrated and/or competitive;

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- Align with the community's infrastructure and development preferences;
- Offer competitive advantages from locating in the region;
- Have strong potential multiple and spillover effects;
- Have the capacity and potential for innovation; and
- Complement and enhance existing businesses.

4.3 Economic Opportunities & Challenges Summary | This task will summarize the results of the economic analysis through a succinct economic opportunities and challenges matrix that will help communicate the results and inform the creation of redevelopment concepts and strategies for the revitalization plan.

Deliverable: *Economic Opportunities Interim Report that is visual with brief narrative with charts, graphs, images, and maps. Report will ultimately serve as an appendix to the final report.*

TASK 5. MARKET OPPORTUNITY ANALYSIS

5.1 Real Estate Data Analysis | The real estate analysis will examine housing, retail, flex/industrial, and office. The data analysis will include an analysis of the current supply in each category, both locally and within the broader region. We will use CoStar to provide a comprehensive picture of supply and demand trends.

5.2 Market Opportunities & Constraints Assessment | The opportunities and constraints assessment serves as a conclusion to the market study by succinctly identifying the key market opportunities and the critical challenges and barriers that exist. This assessment will inform the creation of redevelopment concept alternatives as well as the broader revitalization plan strategies.

Deliverable: *Market Opportunities Interim Report that is visual with brief narrative with charts, graphs, images, and maps. Report will ultimately serve as an appendix to the final report.*

TASK 6. OPPORTUNITY SCENARIO FEASIBILITY TESTING

6.1 Community and Political Feasibility | Opportunity scenarios will be evaluated with respect to community priorities and vision as well as for their alignment with the city's political leadership based on stakeholder interviews, public engagement, and our review of existing plans and studies.

6.2 Fiscal Feasibility | This task will examine the anticipated costs and benefits of the scenarios, which include the public provision of new services and infrastructure for projects as well as new property tax and other revenues. This will consider the fiscal implications of potential zoning changes to appropriate parcels of land.

6.3 Workforce Availability | It is critical to have the workforce to support identified opportunities. We will analyze how the city's and surrounding area's workforce aligns with the identified opportunities and whether it is sufficient to attract or grow specific types of new businesses.

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6.4 Land Use Alignment with Target Industries | We will incorporate information from Task 3.1 to determine what zoning changes could be beneficial to the city in their endeavor to diversify revenue sources.

Deliverable: *Summary Feasibility Matrix with feasibility analysis.*

TASK 7. DRAFT AND FINAL MARKET FEASIBILITY STUDY

7.1 Recommendations | Our recommendations will be specific and action-oriented to allow the city to capitalize on identified opportunities and overcome challenges and barriers to new private investment and future growth. As appropriate, we will include mini-case study examples of where similar policies, programs, and actions have been successful based on our extensive project experience working across the U.S.

7.2 Funding Strategy | In this task, our team will develop strategies for financing infrastructure and other key public sector investments necessarily to capitalize on key opportunities. We will also inventory other funding sources that are available to support new capital projects that will leverage private investment.

7.3 Draft Market Feasibility Study | A complete draft study in executive style format with detailed appendices will be provided to the city for review and comment.

7.4 Final Study and Presentation | We will incorporate the city's comments into a final version of the study. We will also present the final study virtually to an audience recommended by the city.

Deliverable: *Recommendations list and narrative, funding strategy narrative; Action Plan Matrix Draft and final report; PowerPoint and presentation (recorded for future use)*

BUDGET AND SCHEDULE

BUDGET

We proposed a fixed-fee budget of \$50,000 to complete the Market Feasibility Study, inclusive of all time and expenses. This budget assumes that the work is completed virtually with no Consultant Team site visits. Note that optional tasks are not priced out in the budget below. We are happy to provide quotes for this tasks upon request.

SCHEDULE

We propose the following project schedule to meet the city's requirement for a completion by February 8, 2021.

Tasks	Senior VP	Project Manager/ Sr. Professional	Analyst	Fee by Task
1. Project Kickoff	2	8	4	\$ 2,250
2. Stakeholder Engagement	6	20	10	\$ 5,900
3. Existing Conditions Inventory & Analysis	4	22	40	\$ 9,110
4. Economic Opportunity Analysis	6	14	38	\$ 8,190
5. Market Opportunity Analysis	6	18	38	\$ 8,810
6. Opportunity Scenario Feasibility Testing	10	27	21	\$ 9,300
7. Draft and Final Market Feasibility Study	6	22	12	\$ 6,440
Subtotal of hours per person	40	131	163	
Rate per hour	\$275	\$155	\$115	
Subtotal of fee	\$11,000	\$20,228	\$18,773	
Total Project Fee				\$50,000

CAMOIN 310 HOURLY RATES

Tasks	Month					
	Sep	Oct	Nov	Dec	Jan	Feb
1. Project Kickoff						
2. Stakeholder Engagement						
3. Existing Conditions Inventory & Analysis						
4. Economic Opportunity Analysis						
5. Market Opportunity Analysis						
6. Opportunity Scenario Feasibility Testing						
7. Draft and Final Market Feasibility Study						

For additional services, including public meetings and additional presentations, the following fees will apply.

President/ Senior VP	\$275
Principal	\$215
Senior Professional	\$155
Professional	\$115
Travel, all Personnel	\$85

WHO WE ARE



A meaningful job has the power to change people’s lives forever. It improves self-esteem and strengthens families. I founded Camoin in 1999 to multiply that dynamic and, in the process, change communities for the better.”

Rob Camoin, President & CEO



OUR PURPOSE

At Camoin 310, we believe a meaningful job that provides purpose, hope, and a good income is what it is all about. It takes hard work to achieve that goal for entire communities, so everyone can have a chance to prosper. That’s where we come in. We work with public officials to target resources to improve the business climate in communities and we help business leaders and not-for-profit executives resolve tough management issues.



OUR PEOPLE

We live where we work and love it. From our headquarters in beautiful Saratoga, New York, to offices in authentic Portland, Maine, from vibrant Richmond, Virginia, to worldly Boston, Massachusetts, and funky Brattleboro, Vermont, we know what makes life interesting: exceptional people and places. We are professionals without pretense. We enjoy helping our clients make good things happen.



OUR COMMITMENT

We want you to succeed. The work we do for you will be integrated, pragmatic, forward leaning, intelligent, and actionable.



WHAT WE DO

OUR BACKGROUND

Camoin was founded by Robert Camoin in 1999 with a commitment to improve the economic well-being of communities. Along the way, we've completed over 1,000 projects in 40 states and helped advance prosperity for entrepreneurs, small businesses, multi-national corporations, rural villages, cities, counties, and metropolitan regions. Today we are 25 highly skilled professionals who work diligently to analyze and understand data, build consensus, and creatively manage complex situations.

OUR APPROACH

We find simple and elegant solutions amidst complex realities. We know how to step into your position to profoundly understand your challenges before stepping back to assimilate a broad perspective. In the process, we become your trusted adviser as we work together to answer perplexing questions and break through the obstacles that stand in your way.

OUR SPECIALTIES

We work with public officials to create and implement strategies and actions that improve the quality of life for communities and we help business leaders and not-for-profit executives deal with tough issues. Simply stated, we stimulate investment.



- Strategic Planning
- Organizational Planning
- Industry & Workforce Analytics
- Economic & Fiscal Impact Analysis
- Real Estate Development Services
- Lead Generation & Business Connections

Economic development is a process that requires a comprehensive understanding and unique approach for advancing economic prosperity — that's what we do.

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OUR DATA SOURCES

Camoin utilizes best-in-class data sources for our economic and market research. We use the following proprietary data sources, in addition to local and regional data sets and other publicly available information.



Economic Modeling Specialists Intl. (EMSI) turns labor market data into useful information that helps organizations understand the connections between economies, people, and work, enabling them to improve economic conditions in their regions. *More at: www.economicmodeling.com*



Esri Business Analyst, a web-based solution that combines GIS technology with extensive demographic, consumer spending, housing and business data for the entire United States. *More at: www.esri.com/software/businessanalyst*



IBISWorld is one of the world's leading publishers of business intelligence, specializing in industry and procurement research. IBISWorld provides insight into market conditions for targeted industries, helps to identify major suppliers or supply chain, and provides an understanding of competitor activity. *More at: www.ibisworld.com*



CoStar Group, Inc. provides information, analytics and marketing services to the multifamily and commercial real estate industry. They are the leading source for timely, verified, and reliable commercial real estate intelligence. *More at: www.costar.com*

City of Coral Springs Economic Development Strategic Plan

Coral Springs, FL

THE CHALLENGE | Coral Springs is a suburban community pursuing an economic development strategy that will prepare them to adapt to current and future market trends. Because the city is 98% developed, economic development efforts lean toward strategies that enable growth through business expansion and redevelopment. With no established city center, the city took the step of designating a Downtown Mixed Used District to foster the creation of a downtown that will entice new investment and establishments for residents to eat, drink, shop, and be entertained. With regulatory guidelines in place, a clear roadmap for desired development is critical to accomplishing the city's vision.

THE SOLUTION | After several rounds of on-site and digital engagement with the business community and residents it became clear that the success of Coral Springs' economic development efforts came down to a two-pronged approach – 1) a data-based system that will strategically inform the city's policies and actions and 2) a concerted effort across all city departments to re-evaluate how services are delivered across the city. Improving the communication tactics of the economic development office was also critical to actively communicate ongoing improvements and developments within the city.

THE IMPACT | The Economic Development Strategic Plan was unanimously approved by the city Commission in December 2018. By the close out of the planning process, several inter-departmental initiatives to improve regulatory processes were already underway or completed. Shortly after the project, the city reengaged Camoin 310 to provide an economic impact analysis for one of the last developable parcels in the city and evaluate whether it met the stated goals of the Economic Development Strategic Plan.

CLIENT

- City of Coral Springs, FL

SERVICES

- Strategic Planning
- Real Estate Market Analysis
- Stakeholder Interviews
- Public Engagement
- Business Survey

FOLLOW UP SERVICES

- Economic Impact Analysis

Comprehensive Economic Development Strategy

Los Angeles County, CA

THE CHALLENGE | With a population of 10 million people, Los Angeles County is the most populous county in the nation. The county includes 88 cities that span an array of industry clusters, diverse occupational profiles and hundreds of cultures that contribute to the region’s exceptional character. The County faces pressing challenges in housing, transportation, and the environment, which must be mitigated to support a high quality of life for all residents. With a portfolio that spans housing development, grant management and business support activities, the Los Angeles County Development Authority (LACDA) desired a comprehensive strategic planning document to assure economic resiliency and smart growth for the next five years.

THE SOLUTION | Camoin 310, along with project partner Maverick and Boutique, was commissioned to prepare a Comprehensive Economic Development Strategy (“CEDS”) for the LACDA. The project team conducted numerous multidisciplinary workshops all over the county to uncover the sectors with the greatest market potential and determine how the LACDA can strategically allocate resources. Findings from these workshops were combined with quantitative data and analysis to create actionable strategies that are grounded and leverage the County’s numerous existing assets.

THE IMPACT | The planning process initiated important conversations among economic development stakeholders who are tasked with implementing the CEDS. Camoin 310 will remain in close contact with LACDA as our team prepares annual updates that accommodate changing market conditions and the roles of different county departments. The CEDS Committee and the plan will continue to play an important role in regional economic development planning as municipalities look to the CEDS for guidance on local grant applications.

CLIENT

- Los Angeles County Development Authority (LACDA)

SERVICES

- Strategic Planning
- Regional Economic Analysis
- Stakeholder Interviews
- Public Engagement
- Evaluation of Opportunities and Constraints
- Analysis of Industry Employment, Occupations, and Environmental Resiliency

City of Syracuse Commercial Corridor Development Strategy

Syracuse, NY

THE CHALLENGE | While the city of Syracuse has recently been the center of significant economic development initiatives involving institutional names like Microsoft and JP Morgan Chase, high levels of concentrated poverty and disruption in the retail industry have diminished the activity along the city's once bustling commercial corridors. Yet, the city recognizes that these commercial districts are the economic backbones of its many neighborhoods. They are places where the community accesses employment opportunities, everyday goods, and builds a sense of community. After a successful pilot study on the South Avenue in 2018, the city embarked on enlarging the model to cover 10 commercial corridors across the city.

THE SOLUTION | The planning process integrated a data-driven approach with on-the-ground engagement that turned to the local expertise of community leaders. Experts in assessing market demand and retail trends, Streetsense classified each corridors' retail potential and outlined the types of businesses that would flourish in each location. Where there was limited retail potential, Camoin 310 conducted target industry analysis to determine other industries best suited to certain corridors.

THE IMPACT | The Department of Neighborhood and Business Development (NBD) acknowledged that in order to achieve their ambitious plan, it was necessary to revamp their internal structure to build capacity. Without additional hires or funding, NBD determined a localized structure that would not only support implementation of the Corridor Study but would allow staff to closely engage constituents *and* better coordinate with other city departments on ongoing investments in each corridor.

CLIENT

- City of Syracuse – Department of Neighborhood and Business Development

SERVICES

- Retail Market Analysis
- Target Industry Analysis
- Real Estate Market Analysis
- Stakeholder Engagement – 1-1s, Community Workshop, Leadership presentations
- Strategy Development
- Implementation plan development

PARTNERS

- Streetsense



Targeted Industry Selection Study and Analysis, Economic Retrospective, and Incubation and Acceleration Analysis Tallahassee-Leon County, FL

THE CHALLENGE | The Tallahassee-Leon County Office of Economic Vitality implemented a component of its strategic plan, which called for a data-based review of past economic trends and performance and future growth potential, the selection of four targeted industry clusters to promote, and an evaluation of the resources that support growing entrepreneurial activity. They recognized that the city and county had rich educational, research, and entrepreneurial resources, but they needed a clear roadmap with specific goals, tasks, and outcomes to pull them together and increase their contribution to economic well-being.

THE SOLUTION | Camoin Associates lead a team that included Business Cluster Development of Palo Alto, CA, specializing in incubator, accelerator, and other entrepreneurial support programs. Our team completed an *Economic Retrospective and Market Analysis* to provide a deep and data-based understanding of Tallahassee-Leon County economic trends and resources, based on this analysis, discussions with Tallahassee-Leon County Office of Economic Vitality, and interviews with more than three dozen regional stakeholders. Business Cluster Development conducted an *Incubator and Accelerator Study*, which included visits to facilities and more than two dozen interviews with entrepreneurs to identify strengths and gaps in resources needed to support businesses from idea to second-stage. These intensive research efforts informed the selection of four industry clusters to be strategically supported for growth.

THE IMPACT | We recommended that four industry clusters be strategically supported and opportunities for entrepreneurship in them to be advanced: STEM Innovation, Manufacturing and Transportation and Logistics, Professional Services and Information Technology, and Health Care and Social Services.

Implementation began immediately and with further assistance from Camoin Associates has added staff specifically to focus on technology commercialization opportunities that leverage its world-class scientific research facilities to facilitate the transformation of research into businesses, products, and services that will provide jobs and generate wealth and well-being for the community.

CLIENT

- Tallahassee-Leon County, FL, Office of Economic Vitality

SERVICES

- Economic Retrospective and Market Analysis
- Existing Growth Industry Identification
- Commercialization Strategies
- Support Cluster Identification and Strategic Development
- Business Incubator and Entrepreneurship Growth Strategy

REFERENCES

Cristina Paredes, Director

Tallahassee-Leon County Office of Economic Vitality

Phone: (850) 777-4351 | Email: cparedes@oevforbusiness.org

Project: Targeted Industry and Cluster Analysis

Kristi Bartlett, CEcD, Director of Economic Development

City of Coral Springs

Phone: (954) 344-5770 | Email: kbartlett@coralsprings.org

Project: Strategic Plan

Greg Reibman, President

Newton-Needham Regional Chamber

Phone: (617) 244-1688 |

Email: greibman@nnchamber.com

Project: N2 Corridor

Appendix B – Attachments



Jim Damicis | *Senior Vice President*

Project Role: Senior Advisor

Jim Damicis has led over 30 strategic planning projects for economic and workforce development clients across the country. For each project, Jim combines a deep understanding of state-of-the-art economic development with engagement of employers and stakeholders to uncover the community's unique opportunities and develop strategies to address its challenges.

Jim has decades of experience in research and analysis to lead decision making in economic development. Prior to merging with Camoin Associates, Jim built PolicyOne Research into a leading research and analysis firm serving private and public clients throughout the Northeast. Jim also worked for the Maine Science and Technology Foundation (MSTF) serving three years as the Director of Research and Policy. Through his work with Communities of the Future and the World Future Society, he is a national leader in preparing professionals, communities, and regions for an emerging economic future.

JOINED CAMOIN: 2009

YEARS OF EXPERIENCE: 25+

EXPERTISE

- Regional economic strategies
- Innovation economy
- Evaluation and benchmarking
- Target industry and industry cluster analysis
- Workforce development strategies

AFFILIATIONS

- Northeastern Economic Development Association (NEDA), past President
- International Economic Development Council's (IEDC) Economic Development Research Partners (EDRP)

EDUCATION

- Master of Public Policy & Administration, Edmund S. Muskie School of Public Service, University of Maine
- B.A. Economics & Political Science, University of Connecticut, Storrs

FEATURED PROJECTS

Targeted Industry and Cluster Analysis | Tallahassee – Leon County, FL | Jim was the Project Principal for this target industry study that included an incubator and accelerator analysis that sought to identify important entrepreneurial resource gaps, and enhance the Office of Economic Vitality's expansion, retention and recruitment efforts. Today, Jim continues to work with the client through lead generation services.

Targeted Industry Analysis | Loudon County, VA | Jim worked with the County to refine their business attraction efforts to focus on specific emerging opportunities. Camoin identified High Specialized Manufacturing and certain subsectors of IT as having strength within the county's growing economy due to location assets, workforce, infrastructure, and overall market shifts.

Life Sciences Cluster Analysis | Center for Economic Growth, NY | Jim led the effort to determine what Life Sciences assets exist within the Capital Region and combine that with larger market trends to develop opportunities to enhance and support the cluster. Following a review of data, interviews, facility tours, large focus groups, and market research, Camoin was able to draft specific goals, objectives, and actions to guide the CEG and related partner organizations towards achieving their objectives.

Industry Cluster Study | Prince William County, VA | Jim worked with Rob Camoin to reaffirm previously identified target industries and assess workforce demand and needs characteristic within those targets.

Economic Development Strategy and Marketing Plan for N² Innovation Corridor | Newton & Needham, MA | Jim led the effort to establish a new innovation corridor in this affluent and highly educated Boston sub-region. The marketing strategies and organizational structure Jim helped create have led to several business attraction wins for the corridor.

Jim's goal is to make your community resilient to the uncertain conditions of the market. Through innovative solutions, he will push your community to think in terms that align with emerging trends in economic development.



JOINED CAMOIN: 2014

YEARS OF EXPERIENCE: 8

EXPERTISE

- Real estate market analysis
- Financial feasibility analysis and modeling
- Economic and fiscal impact analysis
- Supply chain analysis
- Targeted industry research

AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association, Mass. Chapter (MA-APA)
- Urban Land Institute (ULI), Boston/New England Chapter
- Massachusetts Economic Development Council (MEDC)

EDUCATION

- Master of City and Regional Planning, The University of North Carolina at Chapel Hill
- B.S. Business Administration, Questrom School of Business, Boston University

Tom Dworetzky, AICP | *Director of Research*

Project Role: Project Manager & Senior Analyst

Tom's role at Camoin 310 focuses on harnessing the power of data to uncover economic development opportunities and measure results. Tom has completed numerous economic impact analyses, real estate market and financial feasibility analyses, supply chain studies. His work has included quantifying the economic and fiscal impacts of complex policies and projects, building pro forma financial statements for multi-million-dollar developments, and conducting regional and site-specific real estate market analyses for a range of communities and use types.

Tom's prior experience as a land use planning consultant serves as a valuable foundation for tackling economic development problems in communities with unique land use and zoning challenges. Tom has a special interest in strategies for downtown revitalization and the positive economic and fiscal impacts that reinvigorating historic town centers can have on communities. Taking a data-driven approach, Tom has developed innovative, community-specific initiatives to spur revitalization through redevelopment, historic preservation, adaptive reuse, and other creative methods.

FEATURED PROJECTS

1 Union Avenue / 54 Meadow Street Market Demand & Feasibility Study | Hill-to-Downtown District, New Haven, CT | Tom acted as project manager and lead analyst on a market analysis for an underutilized, city-owned transit-oriented development site near Union Station in the City of New Haven, Connecticut. Tom led the team in developing physical development concepts and programming for the site, and modeled their financial feasibility and residual value of the city-owned land. The analysis informed the City of the proceeds it could generate from the land sale and the potential economic and fiscal impact of redeveloping the site.

Economic Development Strategy & Market Analysis | City of Newton, MA | Tom served as senior analyst for this economic development strategy that focused on identifying ways that this primarily residential community outside of Boston could capture some of the regional commercial activity and help diversify the tax base. Tom led the market analysis component of the study, identifying opportunities for a variety of commercial space types, including lab space, office, retail, and hotel.

Southwest Redevelopment Plan | City of Hoboken, NJ | This project summarized the current gaps in existing retail offerings within the Southwest Hoboken Redevelopment Area and vicinity. A retail leakage analysis on the area within a half-mile walk/drive of the Redevelopment Area was completed and compared the retail spending potential of residents living within the area to sales by businesses located in the area. The analysis found retail leakage across almost all retail categories, and showed the potential new businesses that could be supported in the area.

Economic Development Strategy and Marketing Plan for N² Innovation District | Newton & Needham, MA | Tom's analysis of real estate market and demographic trends in the district and surrounding region helped focus the strategy toward attracting the types of businesses and workers that are needed to solidify the area's identity as a suburban innovation hotbed.

Tom's focus on the power of data ensures that our recommendations are grounded in market realities.



Victoria Storrs | *Development Finance Practice Leader*

Project Role: Funding/Finance Strategy

Victoria's experience in financial markets and municipal finance enables her to work effectively with communities to develop and implement strategies that encourage a diversified and resilient economic and fiscal base. Victoria combines investment industry knowledge with engagement of public officials, employers, stakeholders, and the municipal staff who accomplish the critical day-to-day tasks of a community. She encourages clients to explore different ways of thinking about strengths and challenges, and to see the connections among various resources.

Beginning her career as an investment banker at First Albany Corporation, Victoria managed and structured infrastructure, general obligation, and economic development bonds, including working with credit rating agencies and liquidity providers for short term notes. She then managed health care bond issues for the Dormitory Authority of the State of New York and pooled infrastructure financing for the NYS Environmental Facilities Corporation. Throughout, she managed working groups that included the municipality, bond counsel, municipal financial advisors, and other professionals.

Victoria was a Lecturer in Finance at the SUNY Albany School of Business when the financial crisis began in 2008. Her ability to see patterns and synthesize constantly changing data allowed her to use the financial turmoil to help undergraduate students understand financial markets. This experience continues to benefit her clients as they face internal and external challenges, risk, and uncertainty.

FEATURED PROJECTS

Opportunity Zone Lead Generation | Erie County, NY | Victoria leads our project to connect Erie County with Opportunity Zone funds and real estate investors, which is nearing completion. In addition to overseeing the development of the database of funds, Victoria participates in all of the hosted conference calls with investors, gathers intelligence and investor perspectives to improve the marketing campaign, and guides direct follow up by the client with these investors.

Rating Agency Assistance | Greene County, NY | After several years of strong economic performance and prudent fiscal management, Greene County sought a ratings upgrade from Moody's Investors Service, which would increase investor confidence and reduce interest costs for a planned General Obligation bond issue. A longtime client of Camoin 310, Greene County reached out to request an in-depth economic and fiscal profile as a "Rating Agency Flip Book" to guide a site visit by Moody's. Moody's upgraded Greene County to Aa2, from Aa3.

DIF Guide and Pilot Projects | MassDevelopment | In this multi-dimensional long-term project, Victoria created a suite of educational tools published by MassDevelopment to encourage communities to take advantage of the State's amended tax revenue capture statute, District Improvement Financing. Materials include a *DIF Guide*, Webinars, a document Template, Case Studies, FAQs, and estimator tools. This project provides ongoing direct technical assistance to communities adopting DIF, including public presentations to stakeholders and local elected leaders. As of 2020, the City of Amesbury and the Town of Dedham have adopted the tool, and a project is underway in the City of Attleboro.

Victoria's finance background lets her integrate economic and fiscal analyses that help communities understand their current conditions and develop effective strategies for growth.

JOINED CAMOIN: 2016

YEARS OF EXPERIENCE: 25+

EXPERTISE

- Development Finance
- Target industry and industry cluster analysis
- Public finance and municipal legislative processes

AFFILIATIONS

- Capital Region Chamber
- Bethlehem Industrial Development Agency, Bethlehem, NY

CAREER EXPERIENCE

- Lecturer in Finance, State University of New York at Albany School of Business
- Financial Development Manager, NYS Environmental Facilities Corporation
- Analyst, Dormitory Authority of the State of New York
- Investment Banking Associate, First Albany Corporation

EDUCATION

- Master of Business Administration, Finance, State University of New York at Albany School of Business
- B.A. English, Williams College