



Proposal: Housing Diversity Study



Proposed by:

URBAN PARTNERS

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Philadelphia, PA 19109

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215-829-1901

in association with:



March 11, 2022

URBAN PARTNERS

COMMUNITY & ECONOMIC DEVELOPMENT

123 S. Broad Street, Suite 2042
Philadelphia, PA 19109
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March 11, 2022

Ms. Maureen O'Meara
Town Planner
Town of Cape Elizabeth
320 Ocean House Rd
Cape Elizabeth, ME 04107

Dear Ms. O'Meara:

Urban Partners, in association with Hardesty & Hanover, is pleased to submit the following proposal for the development of the Housing Diversity Study for the Town of Cape Elizabeth. Urban Partners is a Philadelphia-based economic development consulting practice with a 42-year track record of providing high quality services to our clients. The team members assembled for this project are leading national experts that have successfully completed numerous housing market analyses and planning initiatives in various communities that are approaching important crossroads for determining their future housing policy, especially as it relates to housing production and affordability.

In the last decade, we've completed dozens of housing analyses for communities in Delaware, Florida, Georgia, Indiana, Kentucky, Missouri, New York, Ohio, Pennsylvania, and Virginia—and the desired outcomes of this project are very similar to the assignments recently completed by our team members. We are confident that we can apply our wealth of experience in performing accurate market analysis and devising innovative strategies to achieve a balanced housing market in Cape Elizabeth.

What sets Urban Partners apart from our competitors is that we are more than number crunchers—we also possess a wide range of planning, economic development, and real estate development experience, often bridging the gap between academic studies completed by public entities and the on-the-ground experience of the development community. Our team has the technical skills to assess and formulate strategies to attract different types of residential development (e.g., low-maintenance homes for seniors, amenity rich multi-family rentals for young working professionals, workforce housing, income-restricted affordable, and others).

Please let me know if you have any questions about the Urban Partners team or our approach to this project. I can be reached directly at (215) 829-1901 or ikwon@urbanpartners.us and I look forward to speaking with you.

Sincerely,



Isaac Kwon
Principal, Urban Partners

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Project Summary

Our understanding of this assignment is that Town of Cape Elizabeth wishes to complete a data-driven study to help inform decision makers, stakeholders, and community leaders a basis for formulating housing priorities, policy alternatives, and intervention strategies—particularly to expand opportunities for low-income and workforce housing development. Having successfully completed housing market analyses and planning initiatives in numerous communities throughout the country, Urban Partners understands the formidable task of sustaining a robust but balanced housing market in a community situated in a metropolitan area with severe housing pressures.

Seminal questions that this study will address include:

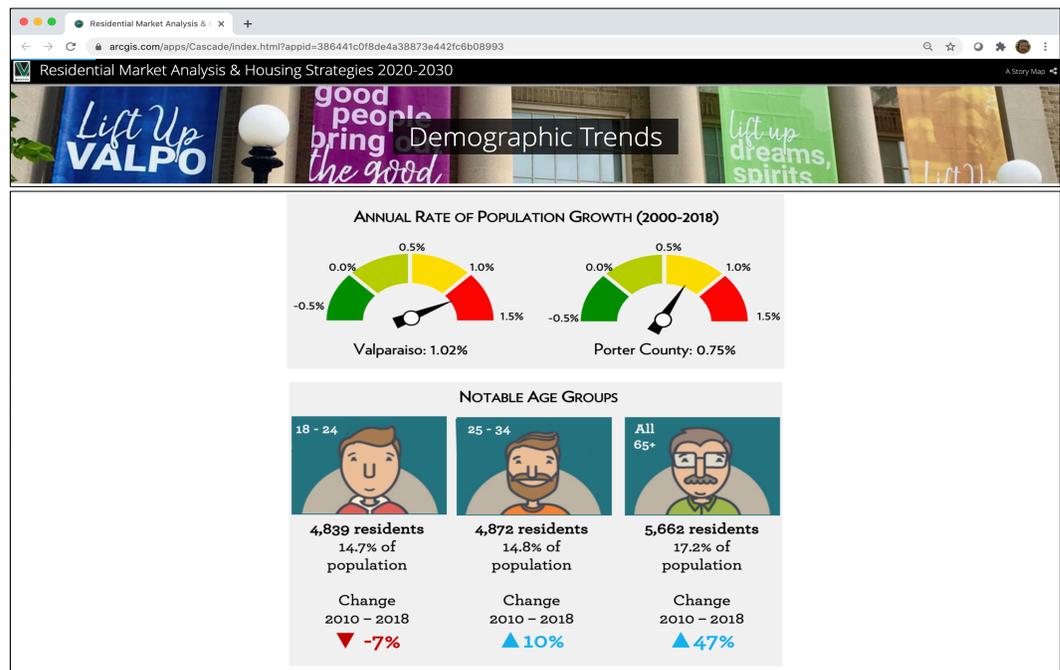
- Based on socio-demographic trends, as well as economic and population forecasts, what are Cape Elizabeth’s current and mid-term housing needs?
- Does Cape Elizabeth have the right balance between owner-occupied and rental housing? If not, what strategies could be employed to improve the balance?
- What are the needs for “Missing Middle” homes (e.g., smaller-lot single-family homes, 2- to 4-unit dwellings)?
- Are homes in Cape Elizabeth affordable to low-to-moderate income households? Are there sufficient quantities of starter homes for first-time home buyers?
- Are there sufficient quantities of housing types that can accommodate seniors (low-maintenance units in pedestrian-oriented neighborhoods)?

Answering these questions based on real-time data and on-the-ground market conditions will provide an accurate snapshot of the Town’s housing market and help shape the policy discussions. It is evident from the stated goals in the RFP that this study needs to go well beyond mere number crunching. We believe that it is crucial for the Town to select a consultant team that has both the data management/analytical expertise as well as broad-based planning and economic development backgrounds from which we can skillfully craft the housing strategy recommendations. The Urban Partners team—comprised of nationally regarded

community/economic development specialists and housing market analysts—checks off all these boxes and will deliver high-quality results to the Town of Cape Elizabeth and its partners.

Distinguishing Characteristics of the Urban Partners Team:

- We have completed a vast array of market analysis and economic development strategies that go far beyond research and quantitative analysis—**our strategies serve as detailed blueprints for communities** to realistically consider their assets and opportunities for growth, to exploit their competitive advantages and to understand the required next steps involved in moving forward.
- We position our clients to **replicate our analytical methodology for future updates**. We do not assert trade secrets or proprietary techniques for housing market analyses. At the client’s request, we can provide periodic updates of our analysis in a cost-effective manner.
- Each staff member mobilized for this study has decades of **public engagement experience**, often in socio-economically diverse communities. We skillfully conduct public meetings and smaller focus groups; prepare resident surveys; and make presentations to council meetings, neighborhood groups, and housing/economic development entities.
- We pay careful attention in presenting technical information in ways that can be **easily understood by a diverse audience**. We believe that the Housing Diversity Study is first and foremost a public document, and therefore its “readability” should not be considered an afterthought. Urban Partners has also utilized project websites and *ESRI Story Maps* to present the report to the public.



Right: ESRI Story Map prepared for the Valparaiso Residential Market Analysis & Housing Strategies – Executive Summary (click the [link](#)).

Description of Project Team

Urban Partners is a national community and economic development consulting firm that assists public, private, and non-profit clients plan and implement feasible development and revitalization efforts. Since 1980, our attention to market and economic realities has helped clients complete an extensive portfolio of revitalization and development projects. Our work includes community-wide plans, district-based strategies, site specific assessments, and cultural/community facility feasibility. We provide sound real estate market analysis to identify the realm of alternatives and detailed fiscal/economic analysis to establish the long-term requirements of project development and sustainable operation.



Housing Market Analysis & Strategy

We prepare detailed analyses of housing markets that include supply and demand analysis, forecasting of future housing needs, incentive programs to provide unmet demand, and affordable housing needs analysis. Our work usually involves the engagement of community stakeholders in formulating housing priorities. We also assist specific housing developments in identifying target markets and planning production strategies.



Market Research/Feasibility Analysis

We create specialized economic development strategies for projects having complex development needs, including military bases, hospital complexes, and properties with significant environmental remediation needs. We undertake comprehensive studies, recommend viable development alternatives, identify economic/fiscal impacts of development schemes, and assist in securing developers and project financing.



Downtown & Commercial District Revitalization

We develop overall revitalization strategies for entire downtowns and commercial districts, create site-specific economic development strategies, and assist in the implementation of our recommendations. Our experience involves retail, office, residential, entertainment, lodging and cultural activities - as well as supportive uses such as parking, circulation, infrastructure and streetscape.



Community Planning & Municipal Assistance

We have a strong commitment to working with community development corporations, public agencies, and institutional partners on neighborhood revitalization issues. We create community master plans, identify specific projects, perform market and financial feasibility analysis, and structure the creative and workable financing strategies necessary to move complex urban development projects from conception to completion.



Cultural Heritage Economics

We assist cultural institutions, heritage areas, and recreational facilities in planning, financing, and implementing development projects and supportive programmatic activities that serve their mission and contribute to the tourism economy. We conduct economic impact analyses of cultural tourism activities that demonstrate the far-reaching impact of special exhibitions, festivals, and permanent arts, heritage and recreational programming on a region.



Smart Growth/Regional Planning

We are very active in transit-oriented development projects, cooperative regional planning efforts, and other smart growth initiatives that concentrate development in established urban areas, minimize sprawl development, and protect open space resources. Our services include policy tools such as transfer of development rights and other programs that facilitate implementation of sustainable development activities.

Staffing Plan

Each of the staff members featured below are available for the task hours required to complete this project in five (5) months assuming a start date of April 5, 2022.



Principal

- **Isaac Kwon**, Principal, will serve as Project Manager and will coordinate day-to-day activities of the project and be a point of contact for the Town of Cape Elizabeth. Isaac brings more than two decades of experience in community/economic development and neighborhood-based planning. In the last several years, Isaac served as the project manager for most of the firm’s recent housing market analyses, including Housing Demand Study in Lexington, KY; the Housing Study in Joplin, MO, Citywide Housing Study in St. Cloud, FL; Downtown Housing Needs Study in Cleveland, OH; the Rental Housing Needs Assessment in Newark, DE; and numerous market analysis and economic development initiatives in Massachusetts, New Jersey, Pennsylvania, and Ohio.

Prior to joining Urban Partners, Isaac served nearly a decade as a real estate developer for community-based housing development organizations. Isaac received his Bachelor of Arts degrees from the University of California, Los Angeles (UCLA) and is a graduate of the University of Pennsylvania with a master’s degree in City and Regional Planning.



Founding Partner

- **James E. Hartling** is a Founding Partner of Urban Partners and has served as partner-in-charge for most of the firm’s downtown, neighborhood revitalization and economic development projects in Philadelphia, Hartford, Trenton, Camden, Pittsburgh, Baltimore, Cleveland, Miami, Newark and many other communities in the Mid-Atlantic and the Southeast. He has led the firm’s efforts for the Hoboken, NJ Waterfront, the Piedmont Mall in Danville, VA; the Society Hill Sheraton Hotel and the Strawberry Square Shopping Center in Philadelphia. Jim served many years as a lecturer at the University of Pennsylvania, holds the position of Vice Chairman of Entrepreneur Works, and serves on the advisory board of the Philadelphia Local Initiatives Support Corporation. Jim received his A.B. from Princeton University in Mathematics and his master’s degree and predoctoral degree in planning from the University of California at Berkeley.

Jim is a part-time resident of Chebeague Island and is well acquainted with the unique housing market challenges faced by the coastal communities of Maine.



Principal

- **Christopher A. Lankenau**, AICP, Principal, is an experienced city planner and economic development specialist having guided dozens of projects for the firm, including the Residential Market Analysis for the City of Valparaiso, IN. Other project management experience includes the Hagerstown City Center Plan, an economic development strategy for the East End of Pittsburgh, and a real estate market analysis/master plan for Downtown Erie. Chris’s current work focuses on community revitalization and economic development in both commercial and residential areas, including real estate market analysis, demographic analysis,

and fiscal impact analysis, as well as economic feasibility analysis for adaptive use and new development projects. Chris also has experience in community outreach, transportation planning, and land use planning. Chris is a graduate of Michigan State University with a master's degree in Urban and Regional Planning.

Sub-Consultants



To provide our clients with the best possible outcomes, we often collaborate with firms that possess complementary skill sets. We are excited to team with **Hardesty & Hanover**, an interdisciplinary firm that specializes in physical planning, urban design, engineering, and architectural solutions. Members of our two firms have completed several projects together over the years. For this study, Hardesty & Hanover will assist Urban Partners with land use recommendations and place-based strategies that may emerge from the study.



- **Neil Desai, AICP, AICP**, Principal Planner, brings an impressive and eclectic portfolio of academic and professional experience to his work that includes the fields of sustainability, graphic design, and city planning. Neil has managed and produced many different types of plans and products, including master plans, strategic plans, redevelopment plans, transit-oriented development plans, sustainability plans, wayfinding plans, and zoning codes. His visual graphics abilities, urban design thinking, and strong writing skills result in compelling, effective, and creative products. Neil is a graduate of the University of Pennsylvania with a master's degree in City and Regional Planning.



- **Ayako Muir**, Architectural & Urban Designer, is skilled at developing maps, conceptual diagrams, illustrations, photo simulations, and schematic designs for planning, urban design, architecture and landscape architecture projects, in addition to interdisciplinary endeavors. She is adept at using a range of programs such as AutoCAD, Adobe Creative Suite, and SketchUp to produce clear and compelling graphics. Her graphics have been especially instrumental in communicating the site design intent of redevelopment plans, transit-oriented development plans, and master plans. Ayako is a graduate of Temple University with a bachelor's degree in Architecture & Environmental Studies.

Please see [Appendix 1](#) for detail bios for each staff member shown above.

Relevant Experience & References

The following projects are similar housing study and market analysis projects completed on-time and within the budget allocated by the Urban Partners team (see **Appendix 2** for detailed project sheets)

- Lexington Fayette County Housing Market Demand Study (Lexington, KY)
- Housing Needs Analysis and Strategy (Fishers, IN)
- Comprehensive Housing Market Analysis (Joplin, MO)
- Residential Market Analysis and Housing Strategy (Valparaiso, IN)
- Downtown Cleveland Housing Demand Analysis (Cleveland, OH)
- Commercial & Residential Impact Study (Needham, MA)
- Citywide Housing Study (St. Cloud, FL)
- Rental Housing Needs Assessment (Newark, DE)
- Mt. Washington 10-Year Housing Plan (Pittsburgh, PA)
- Southwest Philadelphia Affordable Housing Strategy (Philadelphia, PA)

Below is a list of references for work previously completed by Urban Partners:

1. Megan Vukusich

Director of Planning & Zoning, City of Fishers

(317) 588-1431 • vukusichm@fishers.in.us

Project: **Fishers Housing Needs Analysis and Strategy**

2. Thomas Walters

Community Development Planner, City of Joplin

(417) 624-0820 x 1539 • twalters@joplinmo.org

Project: **Joplin Comprehensive Housing Market Analysis**

3. Kate Fitzpatrick

Town Manager

Town of Needham, MA

(781) 455-7500 • KFitzpatrick@needhamma.gov

Project: **Commercial and Residential Impact Study**

Scope of Services

We have designed the Housing Diversity Study into four phases, incorporating all the tasks and analyses outlined in the RFP document. The first phase is the project launch and the completion of background analyses. The Housing Market Analysis in the second phase represents the core of the analytic work for the project. Phases 3 and 4 involve working with the Town and the Steering Committee to formulate recommended housing strategies in response to the issues and opportunities identified in the first two phases.

**Phase 1:
Kick Off &
Background
Analysis**

■ **Task 1: Project Initiation/Document Review**

The Urban Partners team will hold a project initiation meeting (by video conference) with the Town of Cape Elizabeth staff to discuss the detailed work plan, the communication strategy, and, if necessary, provide input for the Steering Committee recruitment process.

Immediately following the meeting, we will review previous reports, plans, and studies that provide background details about the Town's demographics, market characteristics, physical conditions, future growth plans, and programmatic supports.

■ **Task 2: Kickoff Meeting (Steering Committee Meeting #1)**

We will hold an in-person Kickoff Meeting with the Steering Committee convened by the Town. The purpose of this meeting would be to:

- 1) Confirm the project schedule for deliverables and meetings with the Steering Committee;
- 2) Identify all pertinent data, documentation, and reports about the residential markets in Cape Elizabeth and the region;
- 3) Identify key stakeholders for one-on-one interviews;
- 4) Articulate individual and collective expectations; and
- 5) Clarify issues of importance to Steering Committee members that should be considered in the execution of the project.

At the conclusion of the Kickoff Meeting, we will conduct a windshield survey of the Town, taking note of housing conditions, areas of challenges and opportunities, and locations of recently completed developments and project that are under construction.

Task 3: Demographic Trend Analysis

We will undertake a review and assessment of demographic trends and forecasts for the Town and the region. We will document a full range of demographic trends such as population, households, household composition, race/ethnicity, education, income, mobility, and housing occupancy/vacancy/tenure.

Additionally, we will purchase ESRI psychographic tapestry data that will divide Cape Elizabeth consumers into sub-groups based on shared characteristics to explain and predict consumer behavior. This information will help inform future housing demand, which will be analyzed in subsequent tasks.

ESRI Tapestry Segmentation

ESRI tapestry data is available for 14 “LifeMode” groups and additional segments in each LifeMode. Shown on the right are sample segment profiles in two of the LifeModes.

LifeMode Group: Country Country Living
The Great Outdoors
 Households: 1,908,600
 Average Household Size: 2.44
 Median Age: 47.4
 Median Household Income: \$56,400

WHO ARE WE?
 These neighborhoods are found in pastoral settings throughout the United States. Consumers are educated, enjoy nature, live an active but modest lifestyle. Their focus is land. They are more likely to invest in real estate or a vacation home than stocks. They are active gardeners and partial to homegrown and home-cooked meals. Although retirement beckons, most of these residents still work, with incomes slightly above the US level.

OUR NEIGHBORHOOD

- Over 95% of households are married-couple families; 36% are couples with no children living at home.
- Average household size is slightly smaller at 2.44.
- Typical of areas with rustic appeal, the housing inventory features single-family homes (77% and mobile homes (13%), a significant inventory of seasonal housing is available (Index 297).
- Residents live in small towns and rural communities throughout the West, South, and Northeast regions of the country.
- More than half of all homes were constructed between 1970 and 2000.
- Most households have one or two vehicles; average travel time to work is slightly higher (28 minutes) despite a disproportionate number that work from home (Index 149).

SOCIOECONOMIC TRAITS

- 60% have attended college or hold a degree.
- Labor force participation is low at 60%.
- Typical of neighborhoods with older residents, income from retirement and Social Security is common, but residents also derive income from self-employment and investments.
- Residents are very do-it-yourself oriented and cost conscious.
- Many service their own autos, work on home improvement and remodeling projects, and maintain their own yards.
- They prefer domestic travel to travel abroad.

TAPESTRY SEGMENTATION

LifeMode Group: Uptown Individuals
Laptops and Lattes
 Households: 1,307,500
 Average Household Size: 1.87
 Median Age: 37.4
 Median Household Income: \$112,200

WHO ARE WE?
 Laptops and Lattes residents are predominantly single, well-educated professionals in business, finance, legal, computer, and entertainment occupations. They are affluent and partial to city living—and its amenities. Neighborhoods are densely populated, primarily located in the cities of large metropolitan areas. Many residents walk, bike, or use public transportation to get to work a number work from home. Although single households technically outnumber couples, this market includes a higher proportion of same-sex couples. Residents are more interested in the stock market than the housing market. Laptops and Lattes residents are cosmopolitan and connected—technologically savvy consumers. They are active and health conscious, and care about the environment.

OUR NEIGHBORHOOD

- 26 percent of single households (Index 174), with a number of shared households (Index 266); low average household size of 1.87.
- City dwellers, primarily in apartment buildings with 2-4 units (Index 186), 5-19 units (Index 216), or 20+ units (Index 533).
- Older housing, 2 out of 3 homes built before 1970; 40% built before 1960 (Index 211).
- Most households renter occupied, with average rent close to \$1,970 monthly (Index 195).
- Many owner-occupied homes valued at \$50,000+ (Index 533).
- Majority of households own no vehicle at 36% (Index 393) or 1 vehicle (81%).

SOCIOECONOMIC TRAITS

- More than three out of four have a bachelor's degree or higher (Index 252).
- Unemployment rate is low at 2.8%; labor force participation is high, more than 75%.
- Salaries are the primary source of income for most households, but self-employment income (Index 146) and investment income (Index 173) complement the salaries in this market.
- These are health-conscious consumers, who exercise regularly and pay attention to the nutritional value of the food they purchase.
- Environmentally-conscious; but also image-conscious; both impact their purchasing.

TAPESTRY SEGMENTATION

Task 4: Economic Trends Overview

We will examine current economic and business investment activities in the Town, including emerging and declining industry sectors, migration and mobility characteristics, and other indicators. We will examine key employers, zones of concentrated jobs, and study the spatial mismatch of jobs and labor force that may currently exist. We anticipate that data sources for this analysis may include the U.S. Census Bureau (for Decennial Census, American Communities Survey, and Longitudinal Employer-Household Dynamics data), U.S. Bureau of Labor Statistics, Maine Bureau of Labor Statistics, and any additional information provided by the Town of Cape Elizabeth and members of the Project Steering Committee.

Task 5: Housing Supply Analysis

We will perform a baseline inventory of all the residential housing supply in the Town by the following characteristics:

- Tenure
- Number of units in structure
- Year built
- Zoning designation
- Vacancy status

We will also examine and document other important considerations that affect housing choice and availability—including retail/commercial services, historical designations, availability of public utilities such as water/sewer, quality of public schools, etc.

■ **Task 6: Housing Affordability Analysis**

Using a variety of data sources, we will complete an analysis of housing affordability and a review of the Town’s income-restricted housing stock. First, we will complete a housing cost-burden analysis for Cape Elizabeth households by HUD defined income segments based on the Area Median Household Income. The industry standard for calculating this analysis is based on HUD’s Consolidated Housing Affordability Strategy (CHAS) dataset which provides estimates of households by income level and housing costs as well as information about the affordability and occupancy of the housing stock.

Second, we will document income-restricted communities in the Town and in surrounding communities, including HUD public housing and multi-family developments, Low-Income Housing Tax Credit developments, and USDA Rural Development communities. We will document each community’s target market (e.g., senior or general population), compliance period expiration dates, and vacancy/waiting list information. We will reach out to the owners or managers of these income-restricted communities to ascertain current occupancy, waiting lists, and resident characteristics.

Third, we will document the utilization rates of Housing Choice Vouchers (formerly known as Section 8 Vouchers) in the Town and in surrounding communities as a proportion of the overall rental housing market for each census tract.

■ **Task 7: Key Stakeholder Interviews**

Using the contact information gathered from the Steering Committee, the Urban Partners team will conduct a series of interviews with Cape Elizabeth area real estate professionals, housing providers, and other key stakeholders—including civic organizations, major employers and institutions—to learn about their perspective on the housing market, proposed initiatives or investments that could impact demand, employee retention efforts. We will explore the stakeholders’ perspective on impediments to housing development, including permitting and zoning policy. We are open to holding focus group meetings in groups of five or six persons, but we do not recommend large-format public meetings for this project. We anticipate that the majority of these interviews will be conducted remotely, via telephone or Zoom, but some may be scheduled as in-person conversations.

■ **Task 8: Housing Preference Survey**

To obtain a fuller snapshot of the residents’ perspective of the housing market, we will work with the Town and Steering Committee members to circulate an online survey (we’ve successfully administered [online residential preference surveys](#) for numerous

communities including Lexington, KY; St. Cloud, FL; Erie, PA; and Camden, NJ). A summary of survey responses will be produced for the Interim Report in Task 12 below.

Deliverables for Phase 1

- Background Analysis, Preliminary Stakeholder Interview Results

**Phase 2:
Housing Market
Analysis**

■ Task 9: Residential Market Analysis

The research performed in this section is the core analysis for the Housing Diversity Study, and as such, we will collect real-time, on-the-ground data to ascertain accurate market performance metrics for Cape Elizabeth. The market analysis will be comprised of rental and for-sale housing markets and the various segments under each category.

Rental Housing Market

Using a combination of on-the-ground and virtual field surveys conducted by the Urban Partners team, census data, and rental permit records that may be maintained by the Town, we will perform a detailed analysis of the rental housing market in Cape Elizabeth.

We will start with a comprehensive inventory of rental housing by types (traditional multi-family, as well as non-conventional single-family rental conversions). Working from this inventory of rental homes, we will then complete the following:

- Analysis of market performance of key rental home segments (asking rent, price per square foot, vacancy, features/amenities offered)
- Provide an analysis of the stock of assisted and market-rate affordable rental properties (also known as Naturally Occurring Affordable Housing, or NOAH) within the Town.
- Provide an analysis of the distribution of current and planned rental housing communities and the household income segments they are serving.

Owner-Occupied Housing Market

Using County property and sales records as primary source of information, we will perform a detailed analysis of the owner-occupied housing market in Cape Elizabeth.

We will start with a comprehensive inventory of owner-occupied housing by housing types (single-family detached, single-family attached, and multi-family). We will then complete the following transactional analysis for the for-sale market:

- Single-family and multi-family home sales (single-family detached, townhome, condominium, age-restricted, etc.).
- Number of sales per year by neighborhood or sub-area within the Town.
- Median sale price and sale price per square foot.
- Average length on market based on Multiple Listing Service listing.

- Absorption rates, length of development for recently completed projects.

Finally, we will complete the following analysis for the for-sale market:

- An analysis of for-sale units currently marketed, looking at current price point and geographic dispersion of sales by price point.
- An analysis of the new home market including data on housing types being built, sales by price point, inventory remaining in active subdivisions, and a price per square foot comparison of current offerings.

■ **Task 10: Interim Report**

A compilation of analyses in previous tasks will be organized into a report form and delivered to the Steering Committee for review. In order to establish a common vernacular, the report will contain a defined set of housing terms that can be used in the discussion, including:

- Affordable Housing
- Accessory Dwelling Units
- Area Median Income
- Cost Burden
- Group Quarters
- Income-Restricted
- Market-Rate
- Public Housing
- Section 8

The report will be transmitted to the Steering Committee members electronically at least one week prior to the meeting in Task 11.

■ **Task 11: Steering Committee Meeting #2 (via Video Conference)**

The Urban Partners team will facilitate a meeting with the Steering Committee to review the Interim Report and to discuss the feedback received from stakeholders to date. We will also use this meeting to start pivoting toward discussions of housing policies that respond to the challenges and opportunities profiled in the report. To save time and costs for all parties involved, we propose to hold this meeting via video conference (with the Town's option to hold an in-person meeting for additional fee).

■ **Task 12: Forecast of Future Housing Demand**

Before taking a deep-dive into market opportunities for Cape Elizabeth, we will determine the larger context in which housing demand in the Town must be evaluated. Based on long-term projected growth for the region—as well as national and state trends related to housing—we will determine the demand for housing for Cape Elizabeth for the next 10 years (detailed in five-year increments).

The following are important factors in determining the future housing demand:

- Population growth prospects for Cumberland County and the Portland ME region.

- The changing age distribution, most importantly the growth of retired persons and the emergence of the Millennials and Gen Zs with vastly different housing preferences than previous cohorts.
- The continued growth of work-from-home employment opportunities that may shift market demand away from high-cost urban districts and toward communities with high quality-of-life, including dining, arts & entertainment, and outdoor recreation amenities.

Based on the above analysis, we will perform an evaluation of housing needs in Cape Elizabeth. This will include a forecast of the quantity of units required, as well as recommendations by housing type, target age group, tenure, size and location.

We will quantify the current and anticipated supply gaps for low- to moderate-income households (i.e., those earning less than 80% of the Area Median Income) and the workforce segment (i.e., 80%-120% of the AMI).

Additionally, we will refer back to the ESRI Tapestry Segmentation data, as well as a deeper examination of the age of householder and tenure information for the Town, to produce a likely consumer/household profile. This analysis will provide a meaningful look into housing preferences for different types of homes (ownership vs rental, multi-family vs single-family, age restricted vs designed primarily for young working professionals, etc).

	2020	2025	2030	Growth 2020-2030
All Households	13,790	14,790	15,620	1,830
15 to 34 Years	3,700	3,885	4,020	320
35 to 64 Years	6,600	6,730	6,970	370
65+ Years	3,490	4,175	4,630	1,140
All Owner-Occupied Housing	8,020	8,650	9,175	1,155
15 to 34 Years	1,065	1,120	1,160	95
35 to 64 Years	4,465	4,550	4,710	245
65+ Years	2,490	2,980	3,305	815
All Renter-Occupied Housing	5,770	6,140	6,445	675
15 to 34 Years	2,635	2,765	2,860	225
35 to 64 Years	2,135	2,180	2,260	125
65+ Years	1,000	1,195	1,325	325

Detailed housing demand projection completed for the City of Valparaiso, 2020-2030.

■ Task 13: Recommendations and Implementation Strategies

Based on market conditions profiled above, as well as the projection of future housing demand for the next 10 years and input from a wide spectrum of community stakeholders, we will develop draft recommendations and implementation strategies for the Steering Committee to evaluate in the upcoming meeting (Task 14).

Best practices utilized by other similar communities in pursuit of their housing objectives will be researched and documented. This research will include innovative

and scalable investment strategies that could help start to address housing needs and demands.

We anticipate the range of short- and long-term recommendations and strategies will address the following:

- Identification of policies and tools, including incentives that have successfully been used to spur different kinds of housing development.
- Strategies to alleviate housing production constraints (e.g., land, materials, labor, and capital) and increase housing attainability for all residents.
- Recommendations to overcome identified structural impediments to housing development (such as permitting processes, parking requirements, and minimum lot sizes).
- Strategies to meet the workforce housing needs (80-120% AMI).
- Strategies and programs to develop, preserve, and expand housing opportunities for persons and households with low incomes (80% AMI and below).

■ **Task 14: Steering Committee Meeting #3 (In-Person)**

The Urban Partners team will facilitate a meeting with the Steering Committee to review the Draft Recommendations and Implementation Strategies. Following this meeting, we will reach out to each Steering Committee member by email for feedback and suggestions for changes in the final report.

Deliverables for Phase 3

- Draft Recommendations and Implementation Strategies Memo

■ **Task 15: Final Report Preparation**

We will synthesize all deliverables into a single document that includes the technical report and the proposed housing strategies. We will prepare an easy-to-understand report/presentation for primary public release, using infographics, graphs, illustrations, and maps to convey much of the detailed analyses, while laying out definitions of basic housing market terminologies for common basis of understanding.

■ **Task 16: Report Presentation**

Urban Partners will plan to make a video presentation via Zoom with the Town’s option to convene an in-person meeting for an additional fee.

Deliverables for Phase 4

- Final Housing Diversity Study (full technical report, executive summary—in slide deck format)
- Public presentation

Phase 4:
Final Document
& Presentation

Budget and Schedule

Proposed Budget

The Urban Partners team cost proposal is based on this Staff / Task / Cost matrix that includes a breakdown of tasks, labor assignments and rates—with a not-to-exceed project cost of **\$50,000**.

Task	Urban Partners			Hardesty & Hanover		
	I. Kwon	C. Lankenau	J. Hartling	N. Desai	Muir	
PHASE 1: KICK OFF & BACKGROUND ANALYSIS						
1	Project Initiation/Document Review	2				
2	Kick Off Meeting (Steering Committee Meeting #1), Site Visit	8		8		
3	Demographic Trend Analysis		8			
4	Economic Trends Overview		4			
5	Housing Supply Analysis	14		8		
6	Housing Affordability Analysis	8				
7	Key Stakeholder Interviews	12		8		
8	Housing Preference Survey	2	8			
PHASE 2: HOUSING MARKET ANALYSIS						
9	Residential Market Analysis					
	- Rental Market		16			
	- Owner-Occupied Market	16		6		
10	Interim Report	16	4			
11	Steering Committee Meeting #2 (video conference)	2		2		
PHASE 3: HOUSING NEEDS ASSESSMENT						
12	Forecast of Future Housing Demand	4		6		
13	Recommendations and Implementation Strategies	16		8	4	
14	Steering Committee Meeting #3 (In-Person)	8		8		
PHASE 4: FINAL DOCUMENT & PRESENTATION						
15	Final Report Preparation	20	4		6	
16	Report Presentation (video conference)	3			2	
	Total Hours	131	44	48	20	4
	Hourly Rate	\$184	\$184	\$249	\$157	\$122
	Labor Cost	\$24,104	\$8,096	\$11,952	\$3,140	\$488
	Out-of-Pocket Expenses by Firm	\$2,220				
	TOTAL LUMP SUM FEE (NOT TO EXCEED)	\$50,000				

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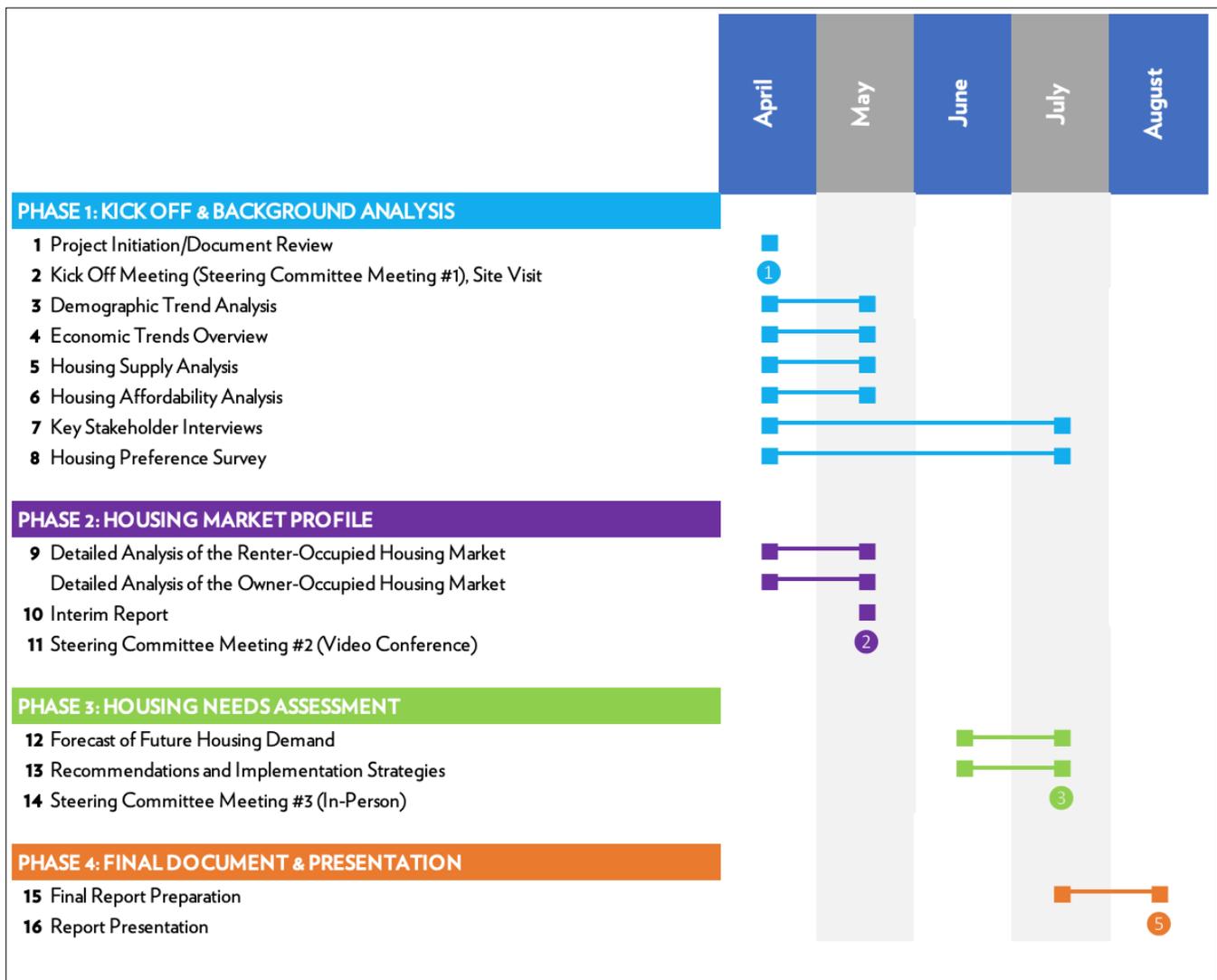
Additional costs for optional tasks are as follows:

- In-Person Steering Committee Meeting #2: \$3,300, including expenses.
- In-Person Final Report Presentation: \$3,300, including expenses.

If the Town chooses to pick up the optional in-person format, the total not-to-exceed budget will be adjusted to \$56,600.

Proposed Schedule

The Urban Partners is prepared to complete this assignment in a 5-month period. We estimate that a total of 247 task hours are necessary to complete this assignment. Based on the projection of our current commitments for the staff members proposed for this project, we have ample capacity to complete this assignment within 150 days and on-budget.



Appendix 1: Resumes

Attached are detailed resumes for Urban Partners team members.

- Isaac Kwon, Principal (Project Manager for this study)
- Chris Lankenau, AICP, Principal
- James Hartling, Founding Partner
- Neil Desai, AICP, Principal Planner (Hardesty & Hanover)
- Ayako Muir, Architectural & Urban Designer (Hardesty & Hanover)

Isaac Kwon

Principal



EDUCATION

University of Pennsylvania

Master's in City and
Regional Planning

University of California, Los Angeles

Bachelor's in Geography
Bachelor's in Asian American
Studies

MEMBERSHIPS & AFFILIATIONS

Urban Land Institute, Member

Calvary Center for Culture and
Community, Board of Director

Community Design
Collaborative, Volunteer Planner

CONTACT INFORMATION

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ikwon@urbanpartners.us

<http://www.urbanpartners.us>

Isaac Kwon is a community and economic development consultant with more than 20 years of experience working in urban communities throughout the nation. Since joining Urban Partners in 2008, Isaac has managed a wide array of economic development projects for the firm, including downtown and commercial district revitalization strategies, neighborhood master plans, market analysis and feasibility studies, and economic impact analyses. Isaac has managed most of the firm's recent housing market analyses, for various communities in Delaware, Florida, Georgia, Indiana, Kentucky, Ohio, Pennsylvania, South Carolina, and Virginia. Isaac possesses the experience and skillsets to assess and formulate strategies to attract different types of housing development (e.g., workforce housing, market-rate, income-restricted affordable, age-restricted senior housing, and others).

Prior to joining Urban Partners, Isaac served as the real estate development director for three different community development corporations in Philadelphia. He was responsible for all facets of real estate development—including site acquisition, financing, design oversight, construction management and marketing. Isaac possesses extensive experience in urban neighborhood development and in packaging a variety of local, state and federal financing sources.

HIGHLIGHTS OF RELEVANT PROJECT EXPERIENCE:

Residential Market Analysis and Strategy Plans

- Comprehensive Housing Market Analysis (Joplin, MO)
- Housing Needs Analysis and Strategy (Fishers, IN)
- Housing Study (Dublin, OH)
- Gillespie Street Residential Market Study (Fayetteville, NC)
- Residential Market Analysis (Valparaiso, IN)
- Fayette County Housing Demand Study (Lexington, KY)
- Citywide Housing Study (St. Cloud, FL)
- Housing Needs Assessment (Newark, DE)
- Downtown Cleveland Housing Study (Cleveland, OH)
- Housing Authority Portfolio Assessment (Richmond, VA)
- PA Housing Finance Agency Assessment (Harrisburg, PA)
- SW Philadelphia Affordable Housing Strategy (Philadelphia, PA)

Commercial District/Downtown Revitalization

- Route 301 Chesterfield Market Study (Chesterfield, VA)
- Buford Hwy Economic Development Plan (Brookhaven, GA)
- Poinsett Corridor Market Analysis (Greenville, SC)
- Downtown Hammonton Market Analysis (Hammonton, NJ)
- Downtown Westport Master Plan (Westport, CT)

Christopher Lankenau, AICP

Principal



Christopher Lankenau, AICP, is a planner and economic development consultant with 25 years of professional experience. Since joining Urban Partners in 2006, Chris has managed a variety of projects ranging in scale from single sites to large master plans on behalf of municipalities, community development corporations, and non-profit organizations in several states. His current work focuses on community revitalization and economic development in both commercial and residential areas, including real estate market analysis, demographic analysis, and fiscal impact analysis, as well as economic feasibility analysis for adaptive use and new development projects. Chris also has experience in community outreach, transportation planning, and land use planning.

EDUCATION

Michigan State University

Master's in Urban and Regional Planning

University of Vermont

Bachelor's in Geography

MEMBERSHIPS & AFFILIATIONS

American Planning Association

American Institute of Certified Planners (AICP)

Fairmount Community Development Corporation - Vice President, Board of Directors

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Prior to joining Urban Partners, Chris was a Senior Associate at the Pennsylvania Economy League, where he focused on community revitalization in Southeastern Pennsylvania's older core communities. Chris also has significant planning experience as a consultant with the Philadelphia firm of Kise Straw & Kolodner (now KSK Architects, Planners and Historians), where he managed a variety of planning projects with a particular focus on commercial district and community revitalization. Previously, Chris also held staff positions with county planning agencies, serving as planner for the Montgomery County Planning Commission (PA), as well as the Maryland National Capital Park and Planning Commission.

HIGHLIGHTS OF RELEVANT PROJECT EXPERIENCE:

Commercial District/Downtown Revitalization

- Rejuvenating Urban Centers (Dutchess County, NJ)
- Englewood Downtown Master Plan (Englewood, NJ)
- Souderton Business Improvement District Feasibility Plan (Souderton, PA)
- Downtown Glassboro Arts and Entertainment District Plan (Glassboro, NJ)
- Hagerstown City Center Plan (Hagerstown, MD)
- Trenton 250 Master Plan (Trenton, NJ)
- Downtown Boyertown Vision & Action Plan (Boyertown, PA)
- Martinsburg Mills & Rail Corridor Revitalization Initiative (Martinsburg, WV)
- Downtown Etna Commercial Revitalization Analysis (Etna, PA)

Market Research/Feasibility Analysis

- Market Analysis for Downtown Erie (Erie, PA)
- Garrett Williamson Foundation Master Plan (Newtown Square, PA)
- Johnstown Train Station Reuse Study (Johnstown, PA)
- New Granada Theater Reuse Plan (Pittsburgh, PA)

James E. Hartling

Partner



EDUCATION

University of California at Berkeley
Master's in City Planning

Princeton University
Bachelor's in Mathematics

MEMBERSHIPS & AFFILIATIONS

Entrepreneurworks - Chairman,
Board of Directors

Local Initiatives Support
Coalition (LISC) Philadelphia -
Advisory Board

Community Design
Collaborative, Advisory Board

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James Hartling has served as partner-in-charge for most of Urban Partners' economic development projects and has been responsible for examining the market feasibility of many large-scale development and redevelopment projects since the firm's inception in 1980. He has directed the firm's downtown revitalization efforts in numerous cities in the mid-Atlantic and East Coast, and has prepared and helped implement neighborhood housing and commercial revitalization strategies in both large cities and smaller communities. Additionally, he has directed the firm's work involving the planning and development of new village centers and transit-oriented developments, as well as significant participation in the establishment of transfer of development rights programs (TDR) in New Jersey and Pennsylvania. He has also completed numerous studies documenting the regional tax and employment impacts of major cultural institutions.

From 1977 to 1980, Jim administered \$15 million annually of CDBG and EDA funds as Deputy Director for Economic Development of Philadelphia's Community Development program. Previously, Jim was on the faculty of the University of Texas teaching in both the graduate planning and public affairs programs. There he conducted research and training projects on economic and community development and human services delivery. He has also held staff positions with planning and development agencies in Texas, California, and New Jersey.

HIGHLIGHTS OF RELEVANT PROJECT EXPERIENCE:

Downtown/Commercial District Revitalization

- Downtown Savannah Master Plan (Savannah, GA)
- Allentown Arts District Master Plan (Allentown, PA)
- Englewood Downtown Master Plan (Hagerstown, MD)
- Arts & Entertainment District Plan (Glassboro, NJ)
- Bridging the Busway Transit-Based Plan (Pittsburgh, PA)

Market Research/Feasibility Analysis

- Black Horse Pike Market Feasibility Study (Camden County, NJ)
- Buford Highway Improvement Plan (Brookhaven, GA)
- Poinsett Corridor Market Analysis/E.D. Plan (Greenville, SC)
- Union Township/Route 82 Corridor Study (Union Township, NJ)

Smart Growth/Transit Oriented Development

- Broad & Erie Community Development Plan (Philadelphia, PA)
- A Vision for Homewood and Point Breeze North (Pittsburgh, PA)
- Millbourne Station Area (Millbourne, PA)



NEIL DESAI, AICP, PP

PRINCIPAL PLANNER

Summary Biography

Neil is Principal Planner in the Community Planning Group. He has managed and produced a wide range of policy plans and technical guides, including comprehensive plans, Complete Streets design guides, sustainability plans, and conventional and form-based zoning codes. He is skilled at designing and implementing public education and involvement strategies appropriate to the historical, social, cultural, and economic contexts of residents. His visual graphics abilities, urban design thinking, and strong writing skills result in compelling, creative, and effective public engagement campaigns and implementation-ready products. Prior to joining Hardesty & Hanover, he was Founder and Director of Emerge Community Planning & Strategy LLC, which promoted an independent, community-focused approach to the disciplines of city planning, design, and economic development that evolved over 17 years working with public sector clients across eight states.



PRIMARY OFFICE

New York, NY

EDUCATION

Master of City Planning, 2004, University of Pennsylvania
B.A., Geography, 1998, Dartmouth College

YEARS OF EXPERIENCE

Years with H&H 1
Total Years 17

CERTIFICATIONS

- American Institute of Certified Planners (AICP)
- Licensed Professional Planner in New Jersey

HIGHLIGHTS

- Public Engagement
- Visioning & Comprehensive Plans
- Economic Development
- Urban Design
- Zoning

Project Experience

LAND DEVELOPMENT CODE UPDATE | KENT COUNTY MD KENT COUNTY

IN PROGRESS

Project Manager/Planner. Participating on a team to update the zoning code of this agricultural county located in the Eastern Shore. Developing illustrations to depict the preferred character of new development and to visualize dimensional standards.

DOWNTOWN FAYETTEVILLE LCI STUDY & ZONING CODE | FAYETTEVILLE, GA CITY OF FAYETTEVILLE, GA

2021

Planner. Developed a framework for a new form-based zoning code for Downtown starting with the development of a character district map and culminating in the creation of a regulating plan based on street characteristics and prevailing building types and uses.

OUR VILLAGE, OUR FUTURE VISIONING PROCESS FOR MASTER PLAN | RIDGEWOOD, NJ VILLAGE OF RIDGEWOOD

2021

Project Manager/Planner. Led the *Our Village, Our Future* visioning process for this historic North Jersey community. Designed a multifaceted promotional and public engagement process that included a website, print materials, online promotional toolkits, focus groups, a community-wide visioning questionnaire, and in-person workshops. Drafted the final report to be the first section, a required section, of the Village's next Master Plan.

PRINCETON NEIGHBORHOOD CHARACTER AND ZONING INITIATIVE | PRINCETON, NJ MUNICIPALITY OF PRINCETON

2017

Project Manager/Planner. Studied the issue of teardowns of single-family houses in this wealthy college town and the resulting construction of oversized houses. Analyzed existing zoning codes for the Township and Borough and recommended a process to institute master plan policies and zoning regulations that would better control design and scale outcomes of house development.

MT. AIRY 2025: A NEIGHBORHOOD ACTION PLAN | PHILADELPHIA, PA MT. AIRY USA

2016

Project Manager/Planner. Supported a real estate/economic development consultant in the production of a 10-year vision plan for the future of the neighborhood and implementation goals for the first five years. Conducted a physical assessment of houses in the neighborhood planning area and advised on topics related to senior living, community safety and placemaking,



AYAKO MUIR
ARCHITECTURAL / URBAN DESIGNER

Summary Biography

Ayako Muir is an architectural/urban designer who is skilled at developing maps, conceptual diagrams, illustrations, photo simulations, and schematic designs for planning, urban design, architecture, and landscape architecture work—in addition to interdisciplinary projects. She is adept at using a range of programs—including AutoCAD, ArcMap, Adobe Creative Suite, Rhino, SketchUp, and Lumion—to produce clear, appropriately-dimensioned, and compelling graphics. These graphics are vital toward communicating scale and design intent. For zoning codes, she creates diagrams and illustrations that depict standards for buildings, signs, and other features. An architect by training, she also supports the firm’s architects in building reuse feasibility studies and space planning.



EDUCATION
B. Architecture, Temple University
BA, Environmental Studies, Temple University

YEARS OF EXPERIENCE
Total Years11

HIGHLIGHTS

- Architectural Graphics
- Urban Design

Project Experience

**REJUVENATING URBAN CENTERS | POUGHKEEPSIE & BEACON, NY
DUTCHESS COUNTY** **2019**

Urban Designer. Produced conceptual site plans and perspective sketches depicting the redevelopment of key sites in the City of Poughkeepsie and City of Beacon that could benefit from the Opportunity Zone designation. The program depicted in the graphics were informed by a market analysis and by discussions with city staff and property-owners.

**BENSALEM TRANSIT-ORIENTED DEVELOPMENT | BENSALEM, PA
BENSALEM TOWNSHIP** **2017**

Urban Designer. Examined site constraints and opportunities for mixed-use redevelopment for station area parcels and transportation improvements. Produced a phased redevelopment concept depicting the layout of buildings and key streets. Produced illustrated cross-diagrams for the streets. Graphics were incorporated into a TIGER grant application that the Township submitted to the U.S. Department of Transportation.

**DOWNTOWN WESTPORT MASTER PLAN | WESTPORT, CT
TOWN OF WESTPORT** **2016**

Urban Designer. Produced a series of graphic materials to present at meetings and workshops; prepared presentations; and gathered and analyzed survey results.

**WEBSTER STREET BLOCK REDEVELOPMENT | NORWALK, CT
CITY OF NORWALK** **2015-2016**

Urban Designer. Produced visualizations of the redevelopment of the Webster Street Block at a macro level, accounting for parking supply and demand, pedestrian and traffic circulation, development massing and height strategy, sun gain, open space availability and access, etc. Worked closely with subconsultants to produce a series of phased development models based on real estate supply/demand analysis by land-use type

**HOBOKEN TERMINAL & YARD REDEVELOPMENT PLAN | HOBOKEN, NJ
CITY OF HOBOKEN** **2012-2014**

Urban Designer. Developed a series of existing condition assessments and diagrams depicting options for future development that included specific provisions for land use, building heights and bulk, public space and pedestrian plazas, and circulation and parking requirements.

Appendix 2: Relevant Projects

The following are detailed project sheets of similar housing study projects completed on-time and within the budget allocated by the Urban Partners team.

- Lexington Fayette County Housing Market Demand Study (Lexington, KY)
- Housing Needs Analysis and Strategy (Fishers, IN)
- Comprehensive Housing Market Analysis (Joplin, MO)
- Residential Market Analysis and Housing Strategy (Valparaiso, IN)
- Downtown Cleveland Housing Demand Analysis (Cleveland, OH)
- Commercial & Residential Impact Study (Needham, MA)
- Citywide Housing Study (St. Cloud, FL)
- Rental Housing Needs Assessment (Newark, DE)
- Mt. Washington 10-Year Housing Plan (Pittsburgh, PA)
- Southwest Philadelphia Affordable Housing Strategy (Philadelphia, PA)

Project Profile:

Lexington Fayette County Housing Market Demand Study

Location:
Lexington, KY

Client:
Lexington Fayette
Urban-County Government

Completion Date:
2017

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Urban Partners has completed work on a Housing Market Demand Study for Fayette County, KY. We coordinated with a partnership of civic and private organizations, including the Fayette County Division of Planning, the Lexington Fayette County Property Valuation Administrator, the Lexington Downtown Development Authority, the Lexington Bluegrass Association of Realtors, the Building Industry Association of Central Kentucky, and the Fayette Alliance Foundation.

This study identified mid-term (10 year) housing demand in the county based upon recent building and sales patterns, existing housing stock, and demographic projections, while highlighting issues demanding special attention to ensure Lexington's housing market matches the needs of current and future residents. Working with the steering committee, Urban Partners quantified the incremental housing demand, segmented by housing typology and tenure. This study will help inform the City's future housing development strategy, which will consider factors involved in responding to the various components of demand described in the study.

Key services performed

- Housing Demand Analysis
- Population Forecasts
- Town-and-Gown Community Planning
- Housing Policy Recommendation
- Public Presentation



Project Profile:

Fishers Housing Needs Analysis and Strategy

Location:

Fishers, IN

Client:

City of Fishers

Collaborators:

MKSK

Completion Date:

2021

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The City of Fishers—a rapidly growing suburb of Indianapolis, IN—is consistently named as one of the best communities to live in the U.S. by many publications. In the last 30 years, Fishers has transformed from an exurban community of 8,000 residents to a robust city of nearly 100,000 residents. Population forecasts predict that Fishers will continue to grow in the next two decades, adding another 30,000 resident by year 2040.

As the city matures and open development parcels are all spoken for, the City of Fishers is engaging in planning efforts to ensure the residential market will continue to provide high-quality housing options for residents at different socio-economic backgrounds for the foreseeable future. In 2021, the City of Fishers retained Urban Partners to complete a comprehensive analysis of the housing market in Fishers and facilitate a series of Focus Group meetings to recommend housing strategies.

Working with MKSK, Urban Partners also completed a fiscal impact analysis for alternative development schemes at one of the few large remaining developable parcels in the city. The analysis demonstrated tax revenue and municipal expense impacts from different development patterns at this site.

Key services performed

- Comprehensive Housing Market Analysis
- Population Forecasts
- Housing Policy Recommendation
- Stakeholder Engagement
- Public Presentation

Project Profile:

Joplin Housing Market Analysis

Location:
Joplin, MO

Client:
City of Joplin

Completion Date:
2021

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The City of Joplin, located along the historic Route 66 in southwest Missouri, is situated mostly within Jasper County but a small portion in Newton County. Though the zinc mining industry that fueled the City's initial growth in the 19th century has dissipated, Joplin continues to serve as the center of economic activity in the region, accounting for more than half of all jobs in Jasper/Newton Counties.

As part of an effort to maintain a robust yet balanced housing market for the benefit of all its residents, the City of Joplin commissioned a Comprehensive Housing Market Analysis and retained Urban Partners as a consultant to undertake the study. The stated goals of the study are to provide City decision makers, stakeholders, developers, and community members with comprehensive and meaningful data to establish a baseline of existing housing stock for current and future residential needs in Joplin. Using this document, the City intends to guide new housing investments using a set of strategic funding and policy interventions.

Key services performed

- Comprehensive Housing Market Analysis
- Population Forecasts
- Housing Policy Recommendation
- Stakeholder Engagement
- Public Presentation



Project Profile:

Residential Market Analysis – Valparaiso, Indiana



The City of Valparaiso is located in Northwest Indiana, just one hour southeast of Chicago at the eastern edge of the metro area and approximately 15 miles south of Lake Michigan. Serving as the county seat of Porter County, Valparaiso is experiencing moderate and consistent growth particularly in the form of new residential subdivisions and infill housing developments. Valparaiso has a thriving and active downtown which is often noted as one of the community's greatest assets.

Location:
Valparaiso, IN

Client:
City of Valparaiso

Completion Date:
2021

In 2020, the City retained Urban Partners to conduct a comprehensive residential market analysis. In addition to analyzing the supply-and-demand dynamics of Valparaiso's housing market, Urban Partners assisted the city formulate policies to address housing diversity, affordability, future land use, and improvements to overall quality of life for all residents of Valparaiso.

Key services performed

- Comprehensive Housing Market Analysis
- Population Forecasts
- Housing Policy Recommendation
- Stakeholder Engagement
- Public Presentation

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Project Profile:

Downtown Cleveland Housing Demand Analysis

Location:
Cleveland, OH

Client:
Downtown Cleveland
Alliance

Completion Date:
2018

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Downtown Cleveland, after many decades of population loss, is currently undergoing a major renaissance supported by a robust housing market. In 2018, the Downtown Cleveland Alliance (DCA) retained Urban Partners to complete a Comprehensive Housing Demand Analysis for Downtown Cleveland (comprised of the Flats, Warehouse District, Gateway District, Playhouse Square, Nine-Twelve District, and Campus District) and the surrounding neighborhoods (including Detroit Shoreway, Ohio City, Tremont, Midtown, St. Clair Superior, and Central).

The results of this study, which was published in the fall of 2018 detailed future housing needs, as well as a recommended housing type mix, such as rental/homeownership, condos, townhomes, age restricted housing, income-restricted housing, etc. Additionally, Urban Partners recommended a set of goals that pertain to housing policy and potential toolkits to promote a healthy and balanced housing market that expands and preserves housing opportunities for all residents.

Key services performed

- Housing Demand Analysis
- Population Forecasts
- Economic Trend Analysis
- Housing Policy Recommendation
- Stakeholder Engagement
- Public Presentation

Project Profile:

Needham 2025 - Commercial & Residential Growth Impact Study



The Town of Needham is a lovely community located in Norfolk County, 10 miles southwest of Boston. It is bordered by the Town of Wellesley, the City of Newton, the West Roxbury section of the City of Boston, the Town of Dedham, the Town of Westwood, and the Town of Dover.

Needham benefits not only from its tree-lined streets and lovely residential architecture, but also from its location along the Route 128 Technology Corridor. Needham is home to corporate headquarters of TripAdvisor, Shark Ninja, and Bigbelly, and NBCUniversal's recently completed 160,000 square foot media hub.

Location:

Needham, MA

Client:

Town of Needham

Collaborators:

NV5

Completion Date:

2020

In the spring of 2019, the Town of Needham retained Urban Partners to conduct a commercial and residential growth impact study referred to by the Town as Needham 2025. The goal of the Needham 2025 study is to gain a better understanding of the impact of commercial and residential growth on the Town's infrastructure, including but not limited to: traffic, transportation, water, sewer, drains, roads and bridges, technology, and school facilities; and to identify options for managing that impact.

Key services performed

- Real Estate Market Analysis
- Fiscal Impact Analysis
- Population Forecasts
- Growth Policy Recommendation
- Stakeholder Engagement
- Public Presentation

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Project Profile:

Citywide Housing Study

Location:

St. Cloud, FL

Client:

City of St. Cloud

Completion Date:

2019

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Strategically located in a rapidly growing county—and endowed with comparatively low cost vacant and developable land—the City of St. Cloud has grown exponentially in the past several decades. From 2000 to 2018, St. Cloud has added 33,000 new residents which is equivalent to a staggering 165% growth during that period.

Thus far, St. Cloud has grown as a bedroom community where most of its employed residents work elsewhere. Though this is not an atypical narrative for smaller cities, the residents of St. Cloud aspire for a livable, vibrant live-work-play community. The seminal questions for the Housing Study were:

- What are the housing needs for the city for the next 20 years based on projected and desired growth?
- What types of homes are needed (e.g., tenure, size, density, targeted age and household income, etc.)?
- How can these market opportunities be optimally matched up to the desired character of various neighborhoods?

The results of this study, which will be completed in the Summer of 2019, will provide the City of St. Cloud a meaningful sense of the housing market to formulate housing priorities and growth management strategies.

Key services performed

- Housing Demand Analysis
- Population Forecasts
- Housing Policy Recommendation
- Stakeholder Engagement
- Public Presentation

Project Profile:

Rental Housing Needs Assessment

Location:
Newark, DE

Client:
City of Newark

Completion Date:
2017

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Over the recent years, the University of Delaware has experienced significant growth in off-campus student population, and the City has experienced related community impacts associated with this growth. In a city of 32,000 residents and roughly 14,500 rental households, an estimated 10,700 of the renters are UD students living off campus.

Urban Partners was retained by the City of Newark to conduct a detailed analysis of the supply and demand of rental housing, including the review of historical and current data, and projections based on city and University of Delaware population growth, zoning designations, and economic development for the next twenty-five years.

Additionally, our analysis included: i) comprehensive evaluation of rental housing needs in Newark, including recommendations by housing type, size and location; and ii) an assessment of the current homeowner assistance programs, single family occupancy and maintenance controls, and strategies as a tool to balance the impacts associated with off campus student rental housing growth.

Key services performed

- Housing Demand Analysis
- Town-and-Gown Community Planning
- Housing Policy Recommendation
- Public Presentation



Project Profile:

Mt. Washington 10-Year Neighborhood Housing Plan

Location:
Pittsburgh, PA

Client:
Mount Washington
CDC

Collaborators:
Studio for Spatial Practice

Completion Date:
2010

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The ten-year neighborhood housing strategy was commissioned by the Mount Washington Community Development Corporation (MWCDC) to provide a comprehensive, data-driven housing program for the Mount Washington and Duquesne Heights (MW/DH) neighborhoods to guide and prioritize the future expenditure of human and financial resources.

Urban Partners worked with SfSP to conduct a careful study of existing demographic and market conditions of MW/DH to develop a baseline understanding of the study area. This analysis revealed very diverse housing conditions and market dynamics across the neighborhood, impacted by topography, views, housing stock, parking, and traffic volume. This variety led to the identification of 12 micro-neighborhoods that each received its own analysis and set of strategies.

The strategies proposed in the Plan were intended for MWCDC to undertake over the next ten years. Four general categories of initiatives were developed to help guide neighborhood housing development and revitalization: housing stock quality, options and affordability, marketing and identity, and amenities and quality of life. A series of recommended initiatives were developed within each category tailored for each micro-neighborhood throughout MW/DH. An implementation matrix was also provided that prioritized the specific initiatives and included a suggested list of potential funding sources for advancing each of the strategies.

Key services performed

- Housing Market Analysis
- Housing Development Strategy
- Implementation Strategies

Project Profile:

Southwest Philadelphia Comprehensive Affordable Housing Strategy

Long considered to be of the last affordable neighborhoods in the city, Southwest Philadelphia is now facing serious threats of displacement caused by outside developers as well as from the expansion of institutions within University City. The Southwest Community Development Corporation (SWCDC), a non-profit organization that assists low-income residents in the area with a variety of services, retained Urban Partners to prepare a Comprehensive Affordable Housing Strategy for Southwest Philadelphia. The main components for this study were a data-driven analysis of the housing market and a set of pragmatic initiatives designed to slow the progression of displacement and preserve housing affordability in Southwest Philadelphia.

The results of this study will be utilized by Southwest CDC and its community partners to promote a healthy and balanced housing market in Southwest Philadelphia. The strategies were prepared for each of the seven submarkets located in the study area, including Kingsessing, Elmwood, and Eastwick neighborhoods.

Key services performed

- Real Estate Market Analysis
- Implementation Strategies
- Housing Policy Recommendation
- Stakeholder Engagement

Location:

Philadelphia, PA

Client:

Southwest CDC

Completion Date:

2020

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