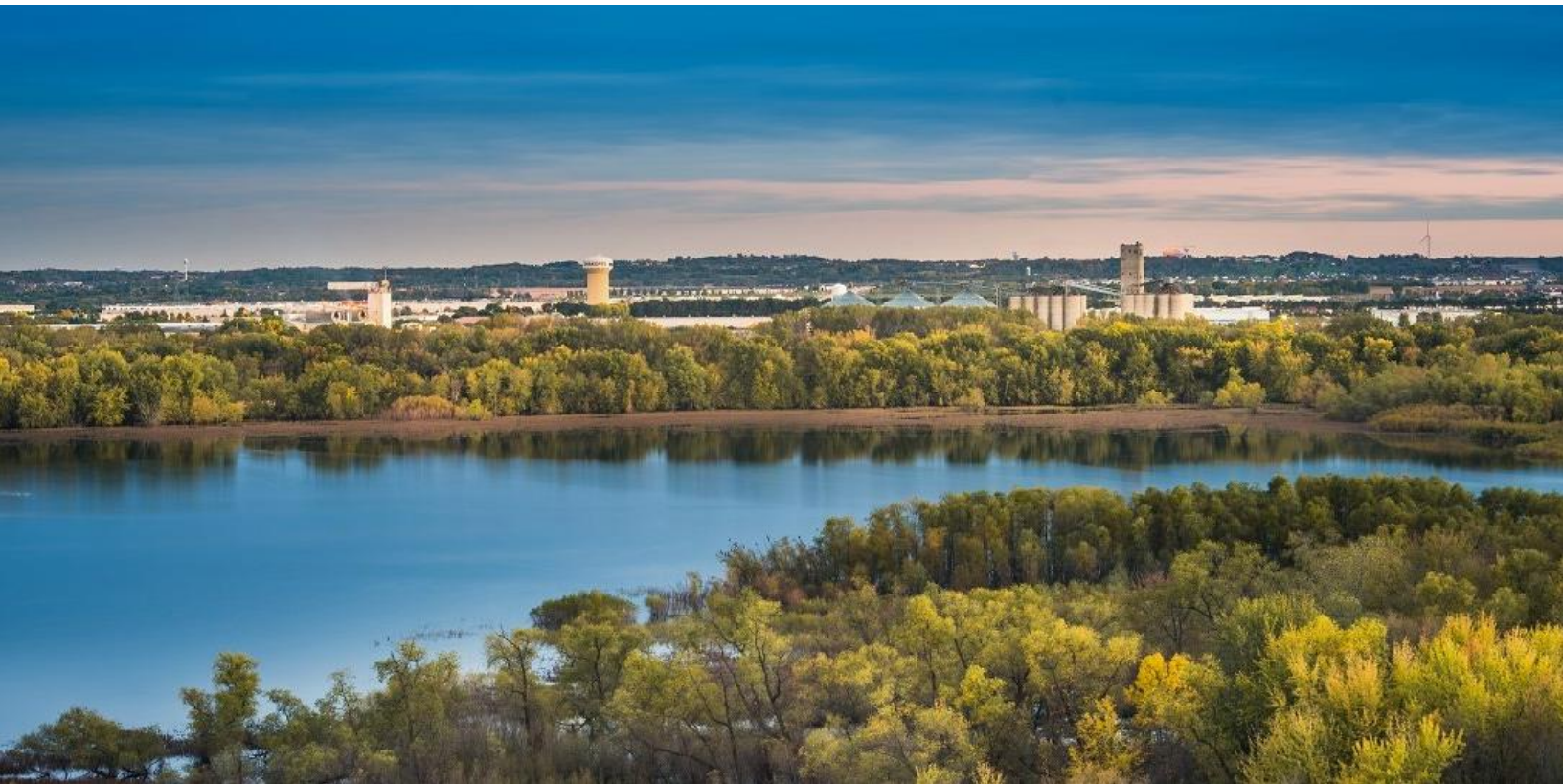




Request for Proposals: City of Shakopee Innovation Center Feasibility Study

TECHNICAL PROPOSAL

Due March 5, 2019



Submitted by:
HR&A Advisors

Primary Contact:
Bob Geolas, Partner
(919) 863-8862
bgeolas@hraadvisors.com

March 4, 2019

Jenn Brewington, Economic Development Specialist
City of Shakopee
485 Gorman Street
Shakopee, MN 55379

Dear Ms. Brewington,

On behalf of **HR&A Advisors, Inc.** (HR&A), I am pleased to submit this proposal to support the City of Shakopee to create a region-wide Innovation Center. HR&A is a leading economic development, public policy, and real estate consulting firm with offices in New York City, Dallas, Los Angeles, Raleigh, and Washington, D.C. For over 40 years, our firm has provided innovative solutions to complex development challenges at the intersection of the public and private sectors. Our work has fostered the growth of innovation ecosystems across the United States.

The City of Shakopee seeks to create an Innovation Center to transform the city and Scott County into a leading hub for innovation in the Twin Cities. The Innovation Center will allow new and existing businesses to grow and thrive in Scott County, fostering economic growth through entrepreneurship and business development and expansion, in addition to supporting post-secondary education opportunities. By creating a physical node that provides small and niche business supports, incubates startups, and creates new training programs and educational opportunities that provide post-secondary students with the skills needed to succeed, Shakopee can accelerate economic growth to create new opportunities and benefits for all area residents.

The first step to achieve these goals is to complete a feasibility study to understand the viability of implementing an Innovation Center in Scott County. HR&A is uniquely positioned to undertake this scope of work given our expertise in real estate and strategic advisory and innovation district development.

- **We are deeply familiar with the City of Shakopee and the Twin Cities.** HR&A led the real estate and economic development elements of Envision Shakopee, the City's community-oriented and consensus focused vision and blueprint for the next 20 years. Our work supporting the comprehensive planning process prepared us with an understanding of the city and county's demographics, economy, and opportunities for innovation. This prior experience positions our team to efficiently and effectively launch the feasibility study of Shakopee's Innovation Center. We also bring significant experience working throughout the state, including advising Mortenson on its innovation district development in Rochester, One Discovery Square, as well as the DMC and City of Rochester in its public realm investments in Heart of the City to support broader DMC economic development goals. We have advised public and private-sector clients throughout the Twin Cities and are deeply familiar with the region's market dynamics and trends.
- **We understand the necessary framework to create catalytic innovation centers and districts.** As the past president and CEO of the Research Triangle Foundation, I had the unique experience of overseeing the growth and development of the 7,000-acre Research Triangle Park (RTP), the

largest research park in the nation. While I was at RTP, HR&A worked closely with myself and a multidisciplinary team to create a 50-year master plan and development strategy to meet the future needs of RTP's institutional partners, companies, and employees focused on creating a dynamic environment appealing to today's companies and workers. I also served as Executive Director of Clemson University's International Center for Automotive Research (CU-ICAR), guiding the campus' development from greenfield start-up to industrial powerhouse leading the next generation of automotive technology. In both cases, I demonstrated success in developing innovation district frameworks that center on forging lasting partnerships and uniting the community and its stakeholders behind a common vision. This experience, combined with HR&A's continued work with innovation districts across the country, will be essential to unlocking the potential of Shakopee's Innovation Center.

- **We structure partnerships between the public and private sectors to achieve development goals that strengthen community assets and facilitate economic growth.** HR&A forges partnerships that fulfill the requirements of the private sector and meet the goals of the public sector by working with property owners and developers to create value from government assets, and helping public officials maximize benefits from the expertise and capacity of the private sector through public-private development. We approach assignments from diverse perspectives, enabling critical analyses that result in projects that meet our clients' economic and policy objectives, balancing public policy priorities with project economics and return expectations.

I will serve as the Partner-in-Charge, guiding the overall project direction. Erin Lonoff, a Principal and native Minnesotan, will serve as project manager and day-to-day project contact. We will be supported by additional members of the HR&A analytic team.

Thank you for the opportunity to provide this proposal. Please find enclosed our proposed scope of work and fee, in addition to project qualifications and resumes of key personnel. We look forward to continuing this discussion, and should you have any questions or comments, please do not hesitate to contact me at (919) 917-1992 or bgeolas@hraadvisors.com.

Sincerely,



Bob Geolas
Partner
HR&A Advisors, Inc.

SCOPE OF WORK

PHASE 1 | Market Analysis

1.1 Project Kick-off | HR&A will meet with the client team in person to confirm project objectives, market potential, and work completed to-date. In addition to meeting with the client team, HR&A will identify and visit comparable coworking and business accelerators in the Twin Cities, and schedule permitting, meet with key employers in Shakopee. In advance of this kickoff, we will review any materials available to gain further insight into local conditions, site challenges, existing plans, and other considerations. We anticipate gathering additional high-level real estate market, demographic, and socioeconomic data for the city to understand trends in population and real estate development. Following the kickoff, we will work collaboratively with the client, scheduling biweekly check-ins with the client team to discuss progress.

1.2 Market Scan | To guide the feasibility analysis, HR&A will undertake a market scan of coworking and business accelerator spaces to understand existing competitive supply and potential demand for the Center. First, HR&A will assess the existing supply of coworking spaces and business accelerators in the Twin Cities region, identifying where coworking spaces and business accelerators are located, whether they are focused on specific industries, and how these are performing, indicated by occupancy, rents, or other metrics. HR&A will also scan for pipeline development. Second, HR&A will assess the demand for a coworking and business accelerator space at the Center. For this, HR&A will identify user demographics at existing spaces, including where users live, and then will use this user profile to estimate supportable demand for coworking space and business accelerator space at the Center. HR&A will draw from public and proprietary sources including EMSI, Esri, CoStar, and Longitudinal Employer-Household Dynamics.

1.3 Stakeholder Engagement | Using the market scan findings, HR&A will develop and administer a business survey to 20 of the regions' largest employers to identify regional training gaps and opportunities. HR&A will conduct follow-up conversations with approximately five employers to develop more granular and qualitative conclusions about the region's training needs to inform the Center's competitive positioning in Task 1.5.

1.4 Industry Cluster Analysis & Curriculum Needs | HR&A will conduct a high-level sectoral analysis to understand how local industries or sectors are performing, including an assessment of industry gaps or specialized opportunities that the Center can cater to. To align industry opportunities with user needs, HR&A will assess existing education and training opportunities in the region, current and historical levels of educational attainment, past trends in education and training, and gaps in current educational offerings. HR&A will layer this assessment of training needs and opportunities with employer needs and industry clusters, to determine the specific training needs of businesses, adult learners, and high school students required to succeed in the identified target sectors. This curriculum needs assessment will be further refined with case study analysis findings in Task 2.1. Our research will utilize a variety of data sources, including the US Census Bureau, Longitudinal Employment Dynamics, the Bureau of Labor Statistics, the Bureau of Economic Analysis, and other private data providers.

1.5 Positioning Strategy | Based on the findings of the prior subtasks, HR&A will develop preliminary positioning recommendations for the Center. The positioning strategy will identify niche opportunities for the shared-use facility, including for startups, post-secondary students, specialized industries, incubator programs, and/or coworking uses.

Deliverables & Meetings | A three-member HR&A team will travel to Shakopee to meet with the client group and conduct a site visit at project commencement. At the completion of Phase 1, HR&A will present via web-ex a briefing book summarizing market analysis and positioning strategy findings to the client

PHASE 2 | Business Plan

2.1 Case Studies | HR&A will develop three to four case studies of precedent innovation centers, focusing on examples with close ties to post-secondary institutions in similar economic contexts to Shakopee. These case studies will demonstrate the Center's potential physical space needs, program mix, enrollment capacity, delivery formats, courses, faculty levels, and tuition revenue. To supplement the case studies, HR&A will identify prospective student populations from the region based on employers' needs and current trends in student enrollment.

2.2 Programming Strategy | To inform the site planning process and feasibility analysis, HR&A will develop program recommendations based on findings from Phase 1 and case study findings. Conversations with local property owners, brokers, or other relevant stakeholders, will ground program recommendations in the local market.

2.3 Space Needs Assessment | Building off the Phase 1 market analysis and needs assessment, HR&A will develop a set of high-level physical space needs that reflect the potential Innovation Center program. HR&A will develop preliminary floor area requirements for the Center, including space need assumptions for the major uses and anticipated level of amenities based on the Center's competitive positioning. In consultation with the City, and building on findings from Phase 1, HR&A also will recommend a high-level mix of programs offered at the Center.

2.4 Site Selection | To understand the feasibility of developing and operating the Center, building off *Envision Shakopee* and working closely with the City of Shakopee, HR&A will select four potential future sites for the Center. Consideration will be given to each site's location, size, land, transportation access, parking requirements, and access to nearby amenities, such as retail and restaurants that may support the success of the Center.

2.5 Feasibility Analysis | Using the floor area and programming assumptions, HR&A will develop operating and capital budgets for the Center. The operating budget will consider all anticipated revenue sources at project stabilization and programmatic costs. The capital budget will summarize anticipated building costs over the Center's first five years, commencing at project construction through stabilization. This analysis will size the project's financial feasibility or funding gap.

2.6 Implementation Framework | To support the Center's development and operation, HR&A will develop an implementation framework. The implementation framework will outline a governance strategy for the Center's operations, including potential operating partnerships. Additionally, the implementation framework will outline a funding strategy for the Center to advance its development. While the Center's operations may be financially viable, the feasibility analysis may determine a need for capital contributions for project implementation. After sizing the potential gap in Task 2.5, HR&A will identify potential revenue sources that the City could leverage to support the development of the Center. The implementation framework will establish a clear path forward for the Center to move from plan to operations.

2.7 Project Impacts | As a final step to support implementation, HR&A will estimate the number of permanent jobs created as a result of the Center and estimate other potential project impacts, such as anticipated business survival rates, startup activity, business mixes, or others, that can be used for project positioning in the future.

Deliverables & Meetings | A two-member team from HR&A will travel to Shakopee to present a briefing book summarizing Phase 2 findings to the client team.

FEE PROPOSAL & TIMELINE

HR&A anticipates completing the above scope within 20 weeks. HR&A proposes to complete this work for a fixed fee of \$105,000, excluding expenses. Expenses will be billed at cost, up to a cap of \$5,000, and will include travel and third-party data costs. We will invoice monthly based on percentage of task completion. All invoice payments are due 30 days upon receipt.

Phase	Fee
Phase 1 Market Analysis and Curriculum Development	\$50,000
Phase 2 Business Planning	\$55,000
Labor Total	\$105,000
Expenses	\$5,000
TOTAL	\$110,000

HR&A Advisors, Inc. (HR&A) is an industry-leading economic development, real estate, and public policy consulting firm.

We have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects across North America and abroad for over thirty years. We understand the importance of linking accretive private investment with public resources to support investors' and communities' responsibilities and aspirations.

We have offices in New York, Los Angeles, Dallas, Raleigh and Washington, D.C., a presence that allows us to serve clients all over the world.

From Southern California to Brooklyn, and London to Hong Kong, we have guided hundreds of clients in transforming economic development and real estate concepts – first into actionable plans then into job-producing, community-strengthening assets.

HR&A helps cities, universities, research parks, and communities reshape their programs, policies, and physical spaces to create and strengthen innovation economies.

HR&A helps maintain and advance economic competitiveness and create engaging urban spaces. We develop comprehensive implementation strategies rooted in a data-driven understanding of market activity and economic development.



FIRM EXPERIENCE



Midwest City Innovation District

Midwest City retained HR&A to assess the potential of an Innovation District and create a Framework Plan to guide its development moving forward. Through a market analysis of competitive uses, stakeholder interviews, and a site assessment, HR&A recommended a community-focused innovation program. With key growth dynamics limited by the City's scale and market positioning, HR&A's plan recommends centralizing the investments of local institutional partners, including a major community college, a local business park, and planned multifamily development to maximize impact. The plan calls for a two-phase Convergence Center as the focal point for startups, industry-targeted training, and local social engagement. HR&A recommended a phased approach to these and other investments in placemaking and multifamily development that is grounded in market capacities while giving time for critical partnerships and connections to develop from small scale experimentation to longer-term co-investments. The Framework Plan positioned Midwest City to take the first organizational and investment decisions to create a vibrant and engaging Innovation District.

Contact

Julie Shannon
Comprehensive Planner
City of Midwest City
405-739-1229



Clemson Innovation Campus Assessment, 2017

On behalf of Clemson University, HR&A is helping develop sustainable strategies to maximize the full potential of the University's Innovation Campuses and future strategic initiatives. HR&A is developing recommendations based on in-depth interviews with a wide range of stakeholders; a full review of current practices; an evaluation of current market trends; and an assessment of best practices at peer institutions. HR&A's work is focusing on the International Center for Automotive Research (CU-ICAR) and the Clemson University Restoration Institute (CURI).

Contact

Angie Leiding
Vice President for External Affairs
Clemson University
(803) 737-0693
Assistant: Stephanie Griffin

FIRM EXPERIENCE



Shakopee Comprehensive Plan, Shakopee, MN

As part of an interdisciplinary team, HR&A led the real estate and economic development elements of the comprehensive plan update for the City of Shakopee, Minnesota. HR&A assessed demographic and socio-economic indicators to benchmark current conditions in the city and conducted a market scan of existing and proposed office, industrial, and residential uses. Next, HR&A helped build public consensus around Shakopee's challenges and opportunities through a community workshop. Based on this analysis and outreach, HR&A developed an implementation plan for the City to expand housing options for families, diversify the city's economic portfolio to be competitive in an evolving economy, and ensure that Shakopee is a fun, livable, and business-friendly community.



Innovation Hub for the University of Michigan

HR&A is supporting the University of Michigan in evaluating the feasibility and potential value of an innovation hub, a dedicated district on its campus to engage external partners and encourage multidisciplinary research. The University produces the second most research by expenditures of all U.S. universities, and is considering the value of creating a dedicated district for innovation and research that will further enhance opportunities to disseminate research and drive economic development in the State of Michigan. HR&A is helping the University of Michigan refine its vision for creating a physical innovation hub on campus to encourage co-location and creation of flexible space for multidisciplinary teams. Through interviews and analysis of the University of Michigan's research strengths, HR&A identified the programmatic drivers for the hub and assessed the potential interest of external partners. HR&A analyzed the market viability of a complementary mix of uses in creating a dynamic environment for innovation. Lastly, HR&A is recommending a governance structure and business model to support the start-up of the hub, as well as stabilized operation.



Innovation District Roadmap for the University of Georgia

To understand the process and resources needed to create a research campus, the University of Georgia's real estate team hired HR&A to evaluate the operational and financial feasibility of such a project. HR&A assessed the university's innovation, technology, and research strengths and weaknesses through stakeholder interviews and a review of innovation districts and research centers at peer universities. Working collaboratively with a real estate task force, HR&A and the university used its extensive understanding of university processes, innovation ecosystems, and implementation strategies to create development guidelines for a financially sustainable innovation district. These guidelines identified strategies to develop through private sector partnerships, grow university research opportunities, and produce a convergent environment unique to the University of Georgia. HR&A's recommendations focused the task force's future development of the district on the development of a convergent innovation center that would include space for productive uses open to for entrepreneurs, community members, and students. The convergent innovation center will be activated and programmed by a variety of university programs and activities that focus on economic development, industry partnerships, and entrepreneurship.

FIRM EXPERIENCE



Planning for Research Triangle Park, 2010-2012

The Research Triangle Park was the first and most prestigious of its brand of science and technology research parks. Created in the 1960s with the support of state and local economic development agencies and the three major universities nearby, the Park catalyzed high-tech employment growth in the region and set the standard for corporate campuses within a park-like setting. While serving as President & CEO of Research Triangle Park, HR&A Partner Bob Geolas led the first redevelopment of RTP in over 50 years, ensuring its place at the forefront of technology and applied science.

To support this effort, HR&A worked on behalf of the Research Triangle Foundation with a multidisciplinary team to create a master plan for the next 50 years of the Park's growth, serving as the team's economic and business planning advisor. As part of its work, HR&A: assessed the sectoral growth opportunities at the Park and in the region, and the physical needs and priorities of companies and workers in those sectors; informed creation of a master plan for the next generation of park development, including the introduction of a mixed-use district; evaluated the local real estate market to determine the financial feasibility of new construction and supporting infrastructure; and recommended a development strategy and business plan for the Foundation to advance the introduction of new uses. HR&A served as an advisor to the Foundation as it worked to implement the Plan and assisted the Foundation in working with tenants and land owners to facilitate land assemblage for mixed-use development clusters within the Park. HR&A also worked with the Foundation to identify development partners for plan implementation, and to negotiate and structure associated agreements.



Development of the Frontier at Research Triangle Park, 2015-2016

While serving as President & CEO of Research Triangle Park, HR&A Partner Bob Geolas launched the Frontier, the largest open innovation community in the country. The Frontier was envisioned as one of the initial steps in the first redevelopment of RTP in 50 years, ensuring its ongoing leadership of the regional innovation economy. The Frontier was designed as a center to attract a broad range of entrepreneurs and small to medium-scale innovation companies to locate in RTP alongside established tenants. Across 140,000 SF, the facility offers free coworking spaces, office suites available for short-term leases, and flexible meeting spaces. A robust calendar of programmatic offerings, ranging from technical skills workshops to networking happy hours, position The Frontier as a community for its members as well as a central gathering space within the RTP campus. With the first phase of space fully leased to a diverse set of over 60 organizations, an expansion effort is underway to more than double the scale of the facility with over 240,000 SF of additional space.

FIRM EXPERIENCE



Development Feasibility Study for UC Davis Aggie Square

HR&A, as a subconsultant to Perkins+Will, supported the University of California, Davis ("UC Davis") in advancing plans for a technology and innovation campus in Sacramento. The planned campus, named Aggie Square, is designed to promote UC Davis's research enterprise and drive knowledge-based economic development. HR&A first analyzed UC Davis Health's academic and research strengths and their alignment with Sacramento's core industry clusters, and conducted extensive stakeholder engagement, as a means to identify programmatic drivers best suited for anchoring the innovation campus. Simultaneously, HR&A conducted a real estate market analysis to understand the absorption potential of office, laboratory, residential, and retail uses that are being contemplated as part of the campus's development program.

After completing this initial market and economic competitiveness assessment, the consultant team presented a plan for initial development and recommended program to UC Davis leadership. HR&A continues to support Aggie Square planning efforts. HR&A worked with leadership in Sacramento and Davis to create a governance and external partnerships strategy and model to guide internal University efforts to advance Aggie Square, ensuring structures are in place to allow Aggie Square to evolve from its start-up phase into a stabilized operating model. HR&A is currently working with UC Davis to test financial feasibility of initial development plans, to ensure the proposed program for Aggie Square meets University expectations and is a market-feasible project. HR&A will also advise UC Davis staff in leading the developer solicitation process, including assistance in drafting a Request for Qualifications for release to help select a private development partner to realize the initial phase of Aggie Square. UC Davis anticipates releasing the RFQ during the second quarter of this year.

FIRM EXPERIENCE

Clemson University International Center for Automotive Research Development, Planning, and Advising Greenville, SC

For 14 years, members of the HR&A Advisors team have been helping to shape successful economic development and world-class academics in Greenville through work on behalf of Clemson University's International Center for Automotive Research (CU-ICAR). Prior to joining the firm, HR&A Partner Bob Geolas led the development of CU-ICAR from a "green field" start-up to the premier automotive and motorsports research and educational facility in the U.S. During his seven years as Executive Director, Bob worked to create long-lasting partnerships that brought over \$700 million of public and private investment to Greenville, secured \$37 million in endowed professorships, and created a first-of-its-kind graduate school experience. The National Science Foundation recognized CU-ICAR as one of the five best global practices for science and research parks in 2011.

In 2016, HR&A assisted CU-ICAR's new leadership in updating its Master Plan as part of a team with SmithGroupJJR. HR&A developed a preliminary business plan for a new concept development and innovation center. HR&A positioned CU-ICAR's research activities within the broader Southeastern automotive industry through case study research of existing national and international product development centers and developed a multi-phase plan that incorporated high-level estimates of facility construction and return on investment. HR&A's work identified funding opportunities for common infrastructure such as structured parking that considers both traditional sources as well as innovative public-private partnership opportunities. Most recently, in 2017 HR&A assisted Clemson University in maximizing the effectiveness of its Innovation Campus portfolio, including CU-ICAR. HR&A's analysis focused on how a shifting national mobility industry will impact CU-ICAR and how current innovation best practices can position the Innovation Campus as a convergent center of diverse research and industry fields that meet new market demands. HR&A identified short- and long-term strategic, industry, and real estate implementation processes to sustain CU-ICAR as an industry-leading center for excellence for Clemson University.





ROBERT T. GEOLAS

PARTNER

EDUCATION

North Carolina State University
Bachelor of Arts in Multidisciplinary Studies
1988

Appalachian State University
1986

WORK EXPERIENCE

HR&A Advisors, Inc.
Partner
2016 – Present

Research Triangle Foundation
President & CEO
2011 – 2016

Clemson University
International Center for Automotive
Research
Executive Director
2004 – 2011

North Carolina State University
Centennial Campus Coordinator
1995 – 2004

North Carolina Department of
Transportation, Rail Division
Executive Assistant to the Secretary
1993 – 1995

The Resource Center for State Laws and
Regulations
Research Director
1991 – 1993

Clinton/Gore Presidential Campaign
North Carolina State Director
1992

North Carolina General Assembly
Liaison to Speaker of the House
1989 – 1991

Bob Geolas is a nationally recognized leader in innovation districts, university real estate development, and research parks. With more than 20 years' experience working with academia, government and private industry, Bob has a proven track record of leveraging world-class education, research and business activities for the greatest public good. Prior to joining HR&A, Bob served as the President and Chief Executive Officer of the Research Triangle Foundation of North Carolina, the steward organization for the Research Triangle Park, where he coordinated initiatives and efforts surrounding its redevelopment. Bob has received several awards for his work to further the missions of institutions, including the Vision Award from the International Association of University Research Parks, Alumni of the Year Award from North Carolina State University, College of Humanities and Social Science and the Triangle Top 20 CEO of the Year Award from the Triangle Business Journal.

Midwest City Innovation District Plan, OK

Led the creation of an Innovation District framework for Midwest City, Oklahoma, located approximately eight miles from Oklahoma City. Evaluated industry and real estate opportunities. Developed highest-and-best-use scenarios. Assessed financial feasibility. Developed an implementation roadmap with phasing recommendations and funding pathways to guide Midwest City's path towards creating a district that supports the growth of existing and new industries, attracts talented workers, and adds vibrant retail and restaurant options.

Clemson University (2004-2011)

Executive Director of CU-ICAR and Associate Vice President for Economic Development

Served as chief executive of the Clemson University International Center for Automotive Research (CU-ICAR) and is credited with transforming CU-ICAR from a "green field" start-up to a recognized success story. Under his leadership, CU-ICAR created a first-of-its-kind graduate school, secured \$37M in endowed professorships, developed over 760,000 square feet of new facilities, created 2,300 new jobs, and generated over \$700M in public and private investment. In 2009, the National Science Foundation recognized CU-ICAR as one of the five best global practices for science and research parks. Promoted in 2011 to Associate Vice President, Bob led development and marketing of Clemson research parks and economic development projects across South Carolina.

Comprehensive Plan for Shakopee, MN

Worked as part of a multidisciplinary team to lead the real estate and economic development elements of the comprehensive plan for the City of Shakopee, Minnesota. Worked to develop an implementation plan to achieve the city's economic goals, including identifying catalytic development projects and identifying capital improvements to drive city revitalization.

University of Michigan Innovation Platform

Assisting the University of Michigan in creating a vision and evaluating the feasibility of an Innovation Platform, a dedicated district on its campus where external partners are encouraged to co-locate to increase the level and impact of research efforts. Defined the vision of the Platform and generated a value proposition for the University. Through interviews and analysis of research strengths identified the programmatic drivers that would generate a vibrant district. Analyzed the market viability of a complementary mix of uses in creating a dynamic environment for innovation. Recommending a governance structure and business model to support the start-up of the platform, as well as stabilized operation.

University of Georgia Innovation District Task Force

Assisted the University's Innovation District Task Force in better understanding opportunities for a proposed innovation district in or near the University of Georgia Athens campus. Assessed the University's innovation, technology, and research strengths through interviews and quantitative methods. Recommended private sector partnership strategies and programming possibilities that activate a physical program at a future innovation district, grow research opportunities, and create a convergent space unique to the UGA.

UC Davis Aggie Square Innovation Campus

Working closely with the University of California, Davis as a subconsultant to Perkins+Will advanced plans for a technology and innovation campus in Sacramento known as Aggie Square. Analyzed UC Davis's academic and research strengths and their alignment with Sacramento's core industry clusters to identify programmatic drivers to anchor Aggie Square. Conducted a real estate market analysis to understand the absorption potential of office, laboratory, residential, and retail uses to define a market viable development program.

University of North Carolina at Greensboro Millennial Campus Advisory

Developing a comprehensive strategy to aid the University of North Carolina at Greensboro (UNCG) in realizing its vision for a Millennial Campus consisting of an Arts District and a Health and Wellness District. Supporting the University in articulating a vision for the Districts that will rally the University and Greensboro communities behind the Campus, and assessing options for programmatic anchors and opportunities for innovation and amenity programming. Conducting a real estate market analysis to understand the feasibility of potential uses within the Districts, as well as a benchmarking assessment of precedent innovation campuses to identify best practices. Also identifying a governance structure and public-partnership strategies to guide the management and operations of the Millennial Campus.

University of California, Riverside Economic Impact and Attraction Strategy

For the University of California, Riverside ("UCR"), advised on a two-part study, which included an economic impact analysis of University operations and the development of an economic development and industry attraction strategy to bring new industries to Riverside, CA. This strategy was focused on capturing growth in "clean and green" industries by leveraging University research strengths and the California Air Resources Board's planned University-adjacent testing facility, which will employ over 400 highly-skilled workers and is anticipated to open in 2020. The final strategy includes initial actions, including internal organizational initiatives and partnership with public-sector entities for regulatory and place-based initiatives that will support industry attraction and community-wide economic development.

Auburn University Research Park Development Strategy and Business Plan

Assisting Auburn University in creating a vision and strategy to guide the future of Auburn Research Park. Leading institutional visioning to understand University goals for programs and physical development within the Park, and conducting a market analysis and an economic competitiveness assessment to consider feasible development opportunities. Providing an operations and business plan that supports the long-term financial sustainability of the Park, and ensures that the Auburn Research and Technology Foundation has the capacity, resources, and management structure to successfully operate and maintain the Park.

The Frontier at Research Triangle Park (2010-2012)

While serving as President & CEO of Research Triangle Park, launched the Frontier, the largest open innovation community in the country. The Frontier was envisioned as one of the initial steps in the first redevelopment of RTP in 50 years, ensuring its ongoing leadership of the regional innovation economy. The Frontier was designed as a center to attract a broad range of entrepreneurs and small to medium-scale innovation companies to locate in RTP alongside established tenants. Across 140,000 SF, the facility offers free coworking spaces, office suites available for short-term leases, and flexible meeting spaces. With the first phase of space fully leased to a diverse set of over 60 organizations, an expansion effort is underway to more than double the scale of the facility with over 240,000 SF of additional space.



Mason Ailstock

SENIOR PRINCIPAL

With extensive experience in university planning and business development, Mason joins the firm's growing innovation district practice from Atlanta, GA.

Mason joins HR&A after serving as the Vice-President of Operations at The University Financing Foundation (TUFF), a non-profit financing organization based in Atlanta, where he advised on wide variety of local and international university projects. Prior to TUFF, Mason was the Chief Operating Officer at the Research Triangle Foundation and led the organization's business development, marketing, real estate, and partnership efforts.

As an Eisenhower Fellow, he traveled to Sweden and Saudi Arabia and studied the global evolution of innovation districts and the impacts of place-based design and public/private convergence on their success. Previously, Mason served as Global Partner Manager at Clemson University's International Center for Automotive Research and led collaborations with university researchers, quasi-governmental entities, and private corporations to create dynamic economic and business development strategies.

He holds a BS in Architecture & Design and a Master's of City & Regional Planning from Clemson University.

Former President and Current Board Member, Association of University Research Parks

Member, Urban Land Institute

Member, ULI University Development and Innovation Council

Member, Atlanta ULI Center for Leadership



ERIN LONOFF

PRINCIPAL

EDUCATION

University of Pennsylvania
Master in City Planning
2012 – 2014

Carleton College
B.A. Political Science, *cum laude*
2005 – 2009

WORK EXPERIENCE

HR&A Advisors, Inc.
Principal
2018 – Present

HR&A Advisors, Inc.
Director
2016 – 2018

HR&A Advisors, Inc.
Senior Analyst
2015 – 2016

HR&A Advisors, Inc.
Analyst
2014 – 2015

HR&A Advisors, Inc.
Summer Analyst Fellow
2013

Federal Trade Commission, Bureau of
Consumer Protection, Division of Financial
Practices
Investigative Assistant
2010 – 2012

Covington and Burling, LLC
Litigation Paralegal
2009 – 2010

Dakota County, Minnesota,
Office of Planning and Analysis
Management Analyst Intern
2008

AFFILIATIONS

Urban Design Forum
Forefront Fellow
2016 – 2017

New York Women Executives in Real
Estate, Scholarship Recipient
2013 – 2014

Carleton College Alumni Annual Fund
Board of Directors
Director
2010 – 2013

Erin leverages her experience with urban planning, economic analysis, and real estate to support public and private sector clients. As a native Minnesotan, Erin has worked throughout the Midwest, supporting economic development through the creation of new open spaces, transit-oriented development, and real estate advisory.

Comprehensive Planning for Shakopee, MN

As part of a team led by MKSK, and on behalf of the City of Shakopee, managing market scan and demographic analysis, and supporting implementation planning for economic development strategies as part of the Shakopee Comprehensive Plan Update. Shakopee, located in the Twin Cities region, has seen rapid population and job growth. Developing strategies for economic diversification and housing alternatives.

Phase 1 Innovation District Development Advisory, Rochester, MN

Supported development of a building program and tenancing strategy for non-anchor space in the Phase 1 Building of the planned Discovery Square Innovation District. Managed case study research on innovation districts in the U.S. and Canada to identify the types of spaces, tenants, and amenities that make first phase innovation district buildings successful and a market analysis to determine supply and demand for bioscience and innovation space in Rochester and the Twin Cities. Developed recommendations for building program, deal terms, amenities and a marketing and branding approach.

Mississippi River Learning Center Program Design & Feasibility Testing, Saint Paul, MN

On behalf of the City of St. Paul, National Parks Service, Wilderness Inquiry, and the Capital Region Watershed District, advised the Great River Passage Initiative on programming, governance, and potential partnerships for the proposed River Learning Center to be located along the Mississippi River. Developed vision and program for site and assessed local and regional market demand for the proposed programming opportunities. Estimated an operating budget based on programming and operation costs and revenue potential and developed a governance and partnership strategy.

Revitalizing the Lake Minnetonka Waterfront in Wayzata, MN

Supported revitalization planning for the Lake Minnetonka waterfront in Wayzata, Minnesota to provide an open space amenity and help spur economic development. Developed a programming and revenue generation strategy and assessed national and local precedents to evaluate the potential for contributed income, earned income, value capture, and public funding.

Regional Economic Forecasting Study, Southeast MN

On behalf of CEDA and the Southeastern Minnesota League of Municipalities ("SEMLM"), an organization representing eight counties in Southeast Minnesota, managed HR&A's assessment of economic challenges and opportunities in the region and developed an economic forecasting model that estimated the region's future growth. First analyzed baseline economic and demographic trends in the region, and using the REMI Policy Insight Model, determined the baseline impact of the region's projected growth. Developed shortlist of key economic development initiatives and tested impacts of these initiatives on the region, individual counties, and specific cities. Hosted a REMI training for the client team and interested communities to build constituency and capacity as economic conditions and drivers evolve.

ERIN LONOFF

PRINCIPAL

Redesign of the Heart of the City, Rochester, MN

As part of a team led by RSP Architects, and on behalf of the City of Rochester and Destination Medical Center (“DMC”), supported the redesign of the public spaces in Downtown Rochester, Minnesota known as the “Heart of the City.” Defined programming opportunities, including outdoor plaza, the skyways, and tunnel system connecting the area, to activate the space. Managed a market scan of residential and retail trends. With ETM Associates, developed an operations and maintenance (O&M) budget for the final design and produced an implementation strategy.

Incentivizing Mixed-Use Development in East Downtown Minneapolis, MN

Identified barriers to redevelopment in East Downtown, Minneapolis and advised policies to incentivize mixed-use redevelopment in this high-potential neighborhood currently dominated by surface parking lots. The study, conducted on behalf of the City of Minneapolis’s Department of Community Planning & Economic Development, included an assessment of disincentives that have prevented owners from redeveloping parking lots, and recommended public policy interventions that could rebalance economic incentives in favor of redevelopment in East Downtown and in similar districts across the country.

Commons Park Design and Programming Analysis, Minneapolis, MN

Estimated earned income potential from program and design elements in Commons Park, a new signature park in downtown Minneapolis, Minnesota. Evaluated revenue potential of an ice rink, food and beverage facilities, festivals, public events, private event rentals, and seasonal retail. Concluded that the park could cover 18% to 33% of its operating costs through an earned income program, which would also aid in park activation and provide multiple community benefits. Commons Park opened in July 2016.

Business Plan for the Green Minneapolis Conservancy, Minneapolis, MN

Advised the newly created non-profit park conservancy, Green Minneapolis, on its business plan. The conservancy will coordinate the development, operations, and maintenance of downtown Minneapolis’ new and existing parks. Identified potential revenue streams to create a viable funding and partnership structure for the organization and its projects. Delivered solutions for the City’s signature open spaces, which informed and related to a broader strategy for downtown Minneapolis. Additionally, developed case studies of football stadium adjacent parks to explore the governing structures and operations of such parks in relation to football activities.

Advising on Transit Improvements in Minneapolis, MN

Advised on multi-modal transit improvements to increase economic development along the West Broadway Corridor in Minneapolis, Minnesota. On behalf of the Minneapolis Metropolitan Council, evaluated the impact of potential transit improvements on ridership, regional connectivity, and the ability to catalyze transit-oriented development. Developed baseline and alternative development scenarios with varied assumptions of the level of transit services implemented along the corridor.

St. Paul Central Station Block Feasibility Analysis, MN

For Metro Transit and City of Saint Paul, prepared a market and financial feasibility analysis for the Central Station Block (CSB) to support these public agencies’ plans to solicit a private development partner for the CSB. Assessed market for residential, retail, and offices uses for the site and identified competitive opportunities and challenges for redevelopment in the Minneapolis-Saint Paul market context. Prepared two conceptual development program scenarios for the site that were responsive to market conditions and public-sector goals for the site’s redevelopment and assessed the financial feasibility for these scenarios.