



5TH AVENUE REDEVELOPMENT OPPORTUNITIES
STATEMENT OF QUALIFICATIONS

MAY 23, 2017



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See attached CD and separate documentaton enclosed



SECTION 1

Capability, Capacity and Qualifications of the Offeror

01-24





The Project Team is led by a joint venture partnership of Renaissance Downtowns Urban Holdings, LLC (RDUH), also referred to as Renaissance Downtowns, the lead entity, and Condor Partners, LLC, the joint venture partner. Team members are thought leaders in the field of downtown revitalization, focused around Transit-Oriented Development (TOD) with strong participation as Council Members for the Urban Land Institute, members of the Real Estate Roundtable, Steering Committee and Policy members of LOCUS; and active participants in the Congress for the New Urbanism (CNU), the American Planning Association (APA), and other leading industry organizations.

RENAISSANCE DOWNTOWNS

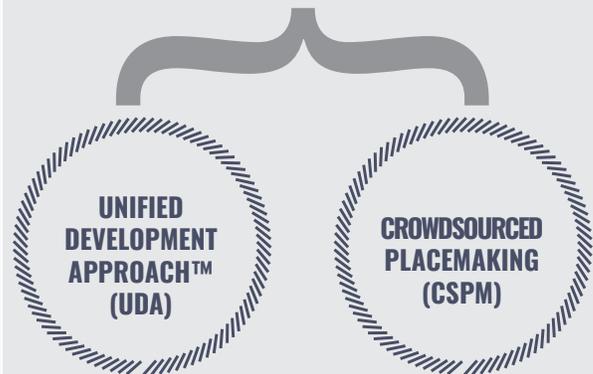
Renaissance Downtowns has become a nationally recognized thought leader in progressive, community oriented, triple bottom line development. Renaissance's truly innovative development process is akin to disruptive technology in other economic segments of the country- **it changes everything!**

The following pages provide a summary analysis of the team and the process put forward for consideration by the City of Naperville. There is a complex "economic ecosystem" which holds a community in balance and allows sustainable and controlled growth. This is where Renaissance truly excels. Understanding the complex nature of community, politics, infrastructure, markets, economics, planning, zoning, construction, banking, and the like allows Renaissance to actually partner with a municipality and work towards the common goal of economic prosperity, social equity and environmental responsibility.

The diagram to the right depicts Renaissance Downtowns' **Process Before Plan** Approach. This approach is further detailed in Section 3 of this document.

RDUH APPROACH PROCESS BEFORE PLAN

FORM A PUBLIC-PRIVATE PARTNERSHIP



RECOMMENDED ACTION PLAN (RAP)

ZONING & ENTITLEMENTS

IMPLEMENTATION & DEVELOPMENT

Diagram of RDUH Implementation Chart

Master Developer Key Professional Members

RDUH Renaissance Downtowns



DONALD MONTI, CEO

Donald Monti, President and CEO of Renaissance Downtowns, has over 35 years of diverse experience covering all aspects of the real estate spectrum. Don has been involved in over 80 completed projects that cover the full range of the development spectrum including office buildings, retail, mixed-use complexes, recreation and entertainment centers, hotels, marinas, condominiums and single family homes.

The Glen Isle waterfront project in Glen Cove, NY represented a clear turning point in Don's career by introducing him to a new business model based upon a triple bottom line approach to real estate development – social, environmental and economic responsibility. Construction on this transformative mixed-use redevelopment effort commenced in 2016.

The Public-Private Partnership between the Development Team and the City of Glen Cove has been one of the most successful in the region, having procured approximately \$140 million dollars in funding for remediation and infrastructure, much of it from Federal agencies. Don has also been the driving force behind the Hempstead Village TOD, Long Island's largest approved project to date. Construction on Hempstead's first phases of development, which are expected to include nearly 1,000 residential units, along with retail and office, are expected to commence in 2017.

Don's visionary approach, coupled with his veteran standing within the development community has led to being referenced in numerous nationally respected media sources as an expert in downtown revitalization. He has also been a keynote speaker and/or panelist at a number of regional and national conferences, including the Congress for the New Urbanism, Sustainable Long Island, RailVolution 2009, Real Estate Investors Summit by OPUS, American Planning Association, California Downtown Association, Wharton Real Estate Summit on the NY Stock Exchange, Private Equity Real Estate Annual Forum and Vision Long Island, amongst others. Don is a member of the Urban Land Institute (where he was recently appointed to the National TOD Council), LOCUS (a Washington D.C. TOD organization where Don is one of 16 steering committee members) and is deeply engaged in key issues involving the American Planning Association and the Congress for the New Urbanism, along with several other leading organizations in the real estate industry. Don's innovative thinking and demonstrated success has also led to his presentation of the Hempstead Village project at the United Nations World Energy Forum in Oct. 2012, in Dubai in front of a host of world leaders.

1.1 Project Team • Key Professional Members

RYAN PORTER, President

Ryan Porter brings more than 16 years of combined experience in the financial services and real estate industries to his role at Renaissance. Ryan began his career in 2001 as a derivatives trader on the American Stock Exchange for Susquehanna International Group. In 2004, Ryan took a position and partial ownership opportunity at VIG Capital, a start-up hedge fund consulting firm. Subsequently, in 2005, Ryan was offered the opportunity to return to the Susquehanna umbrella as an Institutional Sales Trader with a focus on Real Estate Investment Trust analysis. In 2006, Ryan started GreenCliff Property Management, LLC where he began acquiring properties in Pennsylvania and New

York. Renaissance Downtowns took notice of Mr. Porter's successes in both business and real estate, bringing him onto the team in 2007. Mr. Porter now leads Renaissance's project and design work, working hand in hand with the Company's partner municipalities. Mr. Porter oversees several Renaissance development teams which have over \$10 Billion in mixed-use development opportunities under management. He is responsible for coordinating all necessary tasks and ensuring the project remains on track, ultimately implementing a shared downtown revitalization vision.

SEAN MCLEAN, Partner / EVP Development and Planning

Sean McLean has over 15 years of real estate development and planning experience. Prior to joining the Renaissance team, Sean led the planning and development of over 8,100 residential units, along with 2.5 million square feet of mixed-use commercial space throughout the state of NY. Since joining RD his efforts have led to the entitlement of 20 million sqft of development potential, inclusive of more than 12,000 residential housing units. His passion and expertise lies in true mixed-use and transit oriented development. Using form based zoning, entitlement processes, flexible planning techniques and market awareness Sean helps each municipality create an immediate and transparent path to development. He has been successful in consensus building

amongst public officials, community stakeholders and vertical developers to create unique forward thinking developments. Sean holds a Bachelor's degree in Social Psychology from Princeton University and a Master's in International Real Estate Development from New York University. Sean is currently leading the Company's Unified Development Approach™ and redevelopment process in its Southampton, New Rochelle and Hempstead redevelopment initiatives, coordinating municipal efforts with community outreach and private property owner participation.

ELA DOKONAL, AICP, CUD, LEED AP, Director of Planning and Development

Ela Dokonal is Renaissance's lead planner, a visionary urban designer and sustainable design professional with international experience in architectural design. As an expert in Form Based Codes and Design Guidelines, applications of Smart Growth and New Urbanist principles, Ela has worked in over 20 of Long Island's communities over the past decade. Ela's work has an emphasis on compact, appropriately dense, human scale, pedestrian oriented mixed-use development with a range of mixed-income and inter-generational housing types linked by mass transit. She is an advocate for light imprint methodologies that offer a range of tools and environmental strategies for different landscapes and conditions, adjusted according to the

appropriateness of their use in each transect zone and used collectively at the sector, neighborhood and block scale. Ela brought this expertise to several international urban design and planning research projects, including Huludao (China), with the task of designing an eco-city that serves as a model of urbanization for North-Eastern China; and Dunkirk, France. Ela holds a Master's degree in Architecture and Urban Planning, served as a Director of Long Island Section of the APA and an executive board member for the APA NY Metro Chapter, and has professional affiliations with AIA, INTBAU and Form Based Code Institute. Ela also served on the Economic Development Committee for the Village of Northport.

Master Developer Key Professional Members

RDUH Limited Partners



ProSURF New Urban Partners

KURT ROELLOFS, RDUH Board Member

Kurt has 29-years of experience in real estate and private equity. Kurt founded Protean in 2013 to pursue businesses and technologies that are transforming the built environment and the real estate industry. Prior to founding Protean, Kurt was Chief Investment Officer (2009-2012) of Deutsche Bank's Alternative Investment Management division, where he supervised \$65 Billion of client-entrusted real estate, infrastructure and private equity assets under management. He also founded and built its Asia real estate investment platform (1997- 2009). He began his career at Trammell CrowCompany (1987-1989) before joining Bankers Trust (1989-1997).

GREG STUPLER, RDUH Board Member

Greg has more than 24 years experience in real estate private equity and banking. Greg founded SURF (Sustainable Urban RE Fund) in 2012 to invest in sustainable real estate and renewable energy infrastructure, and co-founded ProSURF New Urban Partners Fund in 2015. Greg is an advisor to Pegasus Capital covering impact and sustainable real estate. Greg spent 18 years in leadership positions in real estate private equity, including five years as a Managing Director and investment committee member for PAG Real Estate ('12-'15) and a decade as Managing Director of Starwood Capital Group ('03-'11), Greg was a Principal of APL Real Estate ('00-'03). Greg began his career with Bankers Trust/ Deutsche Bank ('93-'99).

Pegasus Capital Advisors

CRAIG COGUT, RDUH Investor

Mr. Cogut founded Pegasus, a private equity fund, in 1996 and serves as its Chairman and President. Through Mr. Cogut's leadership, Pegasus has focused increasingly on areas influenced by global resource scarcity and the need for resource efficiency, as well as on the growth in demands for human wellness. In 1990 Mr. Cogut co-founded and was one of the original partners at Apollo Advisors L.P., a position he held for five years preceding the creation of Pegasus. Mr. Cogut is an active philanthropist in the fields of improving education, building civil society and championing environmental and health issues. Mr. Cogut serves as Chairman of The Polyphony Foundation, an organization that he co-founded to provide

equal opportunity music education for Arab and Jewish Israeli youth. In addition, Mr. Cogut serves as a board member for Arizona State University's Global Institute of Sustainability, for The McCain Institute for International Leadership at Arizona State University, for the R-20 Regions of Climate Action, for Six Senses (a luxury hotel and resort chain focused on sustainability and wellness), for Lighting Science Group and for PanTheryx (a medical nutrition company focused on products that promote intestinal health). Mr. Cogut is an alumnus of Brown University and Harvard Law School.

CONDOR Partners, LLC is a national real estate development and investment firm founded in 2014 by Solomon Barket. Although a relatively new company, its origins go back to 1994 when Mr. Barket, doing business as Barket Investments, was the managing partner of multiple investments and developments he co-developed with principals of Centrum Properties. In 2007, after the retirement of one of Centrum Properties co-founding partners, Mr. Barket became a general partner of the successor to Centrum Properties, a newly formed company, Centrum Partners.



CONDOR PARTNERS

Since 1994, Mr. Barket has overseen, managed, or co-managed over one billion dollars of investment and development activities including the first significant lifestyle development in Lincoln Park Chicago, North Avenue Collection and the first lifestyle/entertainment development in the South Loop, Roosevelt Collection. Among his many other notable achievements is the acquisition, planning and development of over 30 acres, 2000 residential units, one and a half million square feet of office space, and 100,000 square feet of retail on what was formerly the corporate headquarters of Montgomery Ward.

In 2011, leading one of the first new developments coming off the great recession of 2008, Mr. Barket headed up the acquisition and repositioning of the highly acclaimed Hotel Lincoln in Lincoln Park Chicago. Condor currently has over 1,000,000 square feet of projects in various stages of development representing a diverse mix of asset types including Office, Retail, Residential, Assisted Living and Hotel.

CONNOTATION

The name CONDOR evolved from the many spiritual travels of Mr. Barket over the years. It holds strong meaning and relationship to how he views real estate investment and development. Any responsible business model should embrace expertise, hard work, integrity, and goals to maximize returns. However, what many firms fall short on is vision. A condor

flies effortlessly in the skies, navigating a path and seeing what most cannot. It flies fearless with intentions to recycle and cultivate transformation. To the native people of the Peruvian Andes the condor represents the burning desire to see different points of view. They believe that condor energy guides one to unexpected, new heights of awareness to see beyond traditional rules or limitations and reach higher peaks.

It was critically important for Mr. Barket to assemble a team and partners who embrace this philosophy, strive to maintain the utmost standards of integrity, constantly question the norm, and always search for alternative and better solutions to the challenges presented.

STRATEGY

It is our view at CONDOR that there are few limitations in life to what we can accomplish. At CONDOR we believe that creativity, smart thinking, challenging limitations and expanding paradigms is the ultimate key to success and prosperity. This belief is not just for us as a company but for all the partners and communities that put their trust in us. We aim to fly high.

Master Developer Key Professional Members

Condor Partners, LLC



SOLOMON BARKET, Founder & Chief Creative Officer

Solomon Barket oversees all strategic planning and growth for Condor Partners and its affiliate Condor Ventures.

Sol began his career in 1987 from the ground up overseeing leasing activities for numerous projects developed by Superior Development Company. Superior Development was a joint venture of a founding principle of Jacobs and Kahan, one of the largest national shopping center developers of the 70's and 80's and a principal of Arthur Rubloff Partners, one of Chicago's most recognized and accomplished developers.

In 1994 coming off of the early 90's recession and doing business as Barket Investments, Sol initiated and orchestrated a partnership with principals of Centrum Properties and a privately held registered investment advisor, Angelo Gordon & Co. He in turn spearheaded a number of major commercial real estate development projects from coast to coast including: the

acclaimed Lafayette Place Corporate Center, a 600,000 square foot office and retail development in downtown Boston and One Stockton Place, one of the first flagship stores for LVMH's newest concept at the time Sephora.

In 2007 Mr. Barket became a Senior Principal of Centrum Partners and was responsible for coordinating the firm's Retail, Mixed Use and Hotel development activities. As a member of Centrum's executive committee, he was involved with the acquisition, financing and management of Centrum's commercial and residential developments

Mr. Barket received a BBA from St. Louis University with an emphasis on finance and economics. He is a member of the International Council of Shopping Centers, Urban Land Institute and the Chicago Association of Realtors.

MICHAEL MCLEAN, Partner

Prior to joining Condor, Michael was a Development Partner at Centrum Partners LLC in Chicago. He was responsible for sourcing and developing "out of the box" and institutional level projects for Centrum. He developed over \$200 million of real estate for the firm, including Hospitality, Industrial, Flex Office, and Residential. Prior to joining Centrum in early 2007, Michael founded and ran his family real estate development company in New York from 2000-2007. McLean Development, LLC focused on suburban master planned communities entitling over 2,000

residential units and 500,000sf of commercial space on Long Island and Rochester, NY. From 1998-2000 Michael and his brother Sean McLean founded and ran one of the first firms focused on Hospitality in Healthcare, helping hospitals convert vacant space to hotel and special service wards.

Michael holds a Master's of Science from New York University with a focus on International Development and Finance and a Bachelor of Arts in Sociology from Princeton University.

THOMAS J MCCARTHY, Partner

Thomas McCarthy has been involved in real estate development for over 35 years. He started his career with Homart Development Corporation in 1977. Homart, the development arm of Sears, was heavily involved in the “Malling of America”, and Tom was involved with the financing of malls which Homart Built, and owned.

Tom, in 1982, joined Rubloff Development Corporation as VP of Development, and in 1985 he started Arthur Rubloff Partners, which is a development company originally owned 50% by Tom and 50% by Arthur Rubloff. Upon Rubloff’s passing in 1985, Tom purchased Arthur’s stock from his estate. Arthur Rubloff Partners remains today as a holding company of assets developed by McCarthy.

Tom was also a founding principal of Superior Development Corp., which was formed in 1987. Superior was active for

only 2 years due to health reasons of the other founding partner. During that short time Superior co-developed One East Delaware, a 312 unit apartment tower, and Riverpoint Shopping Center, a 250,000 SF retail center.

In 1991 Tom co-founded SilverMoon Properties, which developed many residential projects in the near in western suburbs, and in the Lakeview and Lincoln Park neighborhoods of Chicago. SilverMoon also developed two blocks of the original Montgomery Wards Campus with high end single family, and multifamily residences.

Tom joined Condor to in 2014 and is overseeing financing for the firm’s acquisitions and developments.

Tom holds a BSS Degree in Finance/Real Estate from the University of Illinois, is a member of the ICSC, Urban Land Institute, and the Chicago Association of Realtors.

REBECCA DICKSON, Partner

Rebecca Dickson is a Partner of Condor Partners, LLC. Rebecca is responsible for the firm’s operations, retail and commercial activities and restaurant and hospitality development.

Prior to becoming a Partner at Condor, Mrs. Dickson was an influential Development Manager at Centrum Partners working alongside Mr. Barket in every aspect of the business. She managed the company’s risk exposure on a \$160M real estate portfolio by creating risk protection policies, performed due diligence on acquisition of new assets, accountable for marketing and leasing commercial properties, including mixed use, mid- and high-rise construction while achieving high revenue goals and administrating project budgets as large as \$300M.

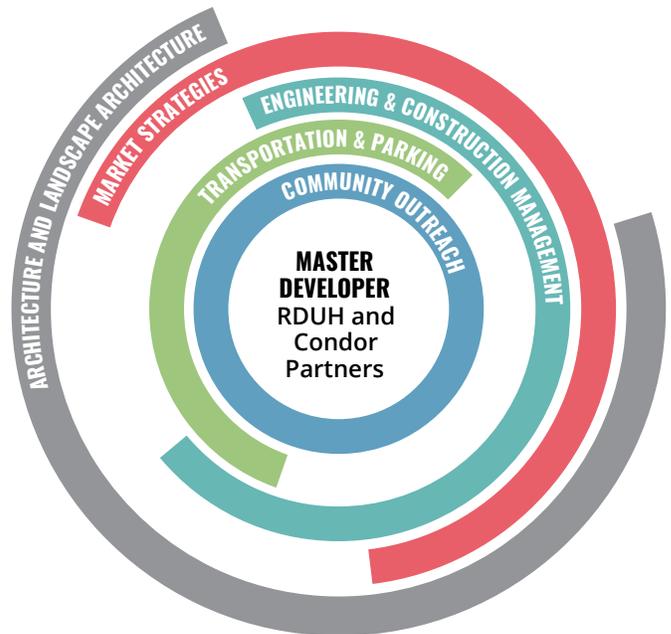
Mrs. Dickson received a Bachelors of Business Administration from Eastern Michigan University School of Business with an emphasis in Finance with Cum Laude Honors. She is a member of the International Council of Shopping Centers. A dedicated Board Member of The Chicago Help Initiative, a non-for-profit organization that provides access to food, health services, shelter and employment for those who are homeless, unemployed and/or disabled. Rebecca is Chairman of the Fundraising and Marketing Committee responsible for planning annual events raising funds to support the mission of the organization.

1.1 Project Team • Master Developer Team

As the world sprints towards the super connected global economy, no industry remains more local than real estate. The master developer team excels at combining industry best practices from around the globe with invaluable local consultants to co-create amazing communities. Creating a development that is truly responsible to the community in which it is being proposed is the cornerstone of RDUH's unique process before plan approach. Municipalities that select Renaissance led teams benefit from a true Public-Private Partnership. As the Private partner RDUH employs many different experts locally, nationally and globally, to ensure the greatest opportunity for the successful implementation of the Recommended Action Plan. Cities considering bold and transformative initiatives need to work with development firms with a clear track record of inclusion and collaboration.

- The Team has a proven track record in creating transformative development entitlements.
- The Team has been successful in working with the community and Cities in implementing large scale redevelopment plans in a timely manner.
- The Team has a deep knowledge base of the underwriting criteria of private equity funds, banks, public and private Real Estate Investment Trusts, transitional and senior housing developers, and LIHTC developers.
- The Team understands the complicated macro economic trends across all market segments to help Naperville position itself as a city of the future and secure flexible market ready entitlements with a 10+ year absorption horizon.
- The Team co-creates with each city a marketing and public relations campaign which lets the international development and investment communities know that the city is open for business.
- The Team generates significant public support for large scale development while ensuring that the resulting development is both socially and environmentally responsible.
- Renaissance's Unified Development Approach™ UDA creates a collaborative framework that not only encourages the cooperation of local stakeholders such

MASTER DEVELOPER TEAM



- **MASTER DEVELOPER**
RDUH // Condor Partners
- **LEGAL COUNSEL**
Daniel P. Deegan of Forchelli, Curto, Deegan, Schwartz, Mineo & Terrana, LLP
- **CONSULTANT TEAMS**
CSPM GROUP // KLOA, Inc. // Center for Neighborhood Technology (CNT)
// Integrated Construction Company // CEMCON // Zimmerman Volk
Associates (ZVA) // Mid-America Real Estate Group // Buxton // FitzGerald Associates Architects // Site Design Group, Ltd. // GRAFT

as public entities, civic groups and community service groups but also encourages private property owners, investors and other developers to participate in the development and redevelopment efforts.

Daniel Deegan shall be corporate legal counsel for the development team. Renaissance and Condor have already met with highly qualified Land Use and Transactional Attorneys in Naperville and the Chicago land market. If selected, the team will hire the firm or firms that will be most effective implementing the plan under City and State law.

The following pages contain descriptions of firms that RDUH has identified as highly qualified, progressive and valuable in the implementation of the development in Naperville. Additional firms (local, national and international) are likely to be added and utilized as the project scope solidifies.

COMMUNITY OUTREACH



CSPM Group

CSPM Group, is an affiliate of RDUH, is an economic development and placemaking firm that generates collective investment in a downtown community towards a shared triple-bottom-line vision (economic, social, environmental) that legitimately represents its people. This modern ‘crowdsourced placemaking’ approach catalyzes impactful downtown revitalization, co-developed and co-invested by a partnership between the local community, local government and private sector. From community-wide survey campaigns based on design thinking that identify feasible high-impact ideas for inclusion in development plans, to ‘tactical urbanism’ interventions that provide short-term demonstrations that inform long-term planning and investment, CSPM Group brings a collective impact approach to economic development and placemaking.

The following ‘tactics’ have been used in CSPM Group projects:

- **Pop-Up Retail** – Temporary stores in vacant spaces. Communities several communities have hosted shared pop-up retail events, with multiple pop-ups under one roof. Each are advocating for a permanent space for pop-ups, like this space. The goal is to incubate permanent new storefront businesses.
- **Pop-Up Plazas** – Crowdsourced placemaking hosted not one but two pop-up plaza events, demonstrating what a future piazza could be like for the downtown, attracting record crowds.
- **Park(ing) Day** – Crowdsourcing parking spaces into ‘third places’ for a day. The Visualize Nashua community contributed and enjoyed their own Park(ing) Day creation to demonstrate better uses for parking spaces.
- **Pop-Up Town Hall** – A non-government meeting space to discuss the future of one’s city. Every month, members from each CSPM Group community meet to discuss the future of their downtowns, without fail, and with a positive, often fun vibe. This ain’t your father’s public hearing.

In a city as progressive as Naperville is, with a downtown that is already a model of vibrancy and high quality of life, CSPM Group’s ‘customer-driven’ design thinking and tactical urbanism approaches allow that bar of excellence to rise higher. CSPM Group partners with developers like Renaissance Downtowns that are willing to feasibly provide what the people of Naperville want, which is typically beyond where traditional developers are willing to go, or even willing to find out. Ideologies like ‘green’ and ‘car-free’ move from concept to built reality, as far as the market will support, beginning to define Naperville as not only one of the most livable, desirable cities in the country, but the world.

Representative• Neil Takemoto

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Email• neil@cspmgroupp.com

Phone• (202) 250-1700

The project team has strong ties to a number of locally, nationally, and internationally recognized experts that it works with extensively on other projects. The following pages represent a sample of such experts that RDUH and Condor have worked with in the past and would seek to select team members from as they get to know the community and determine the additional needs of the project.

TRANSPORTATION & PARKING



KLOA, Inc.

Kenig, Lindgren, O'Hara, Aboona, Inc. was formed in 1995 by Neil Kenig, Gerald Lindgren, Donald O'Hara and Luay Aboona who were key principals with the firm Barton-Aschman Associates along with Michael Werthmann, a senior associate with the firm. With the passing and retirement of three of the founding members, Luay Aboona continues, with his partner Michael Werthmann, to lead the firm in providing quality traffic, transportation, and parking consulting services to its clients. KLOA, Inc.'s staff of transportation engineers and planners represent over 150 years of professional experience.

Our history of building strong client relationships has been the cornerstone of our success. Our high standards, commitment to the industry, and concern for each client assure the KLOA, Inc. mission to provide superior service in a timely and cost-effective manner. We approach each project as a special assignment that requires critical analysis, detailed research, creative thinking, and communicative interaction to develop practical solutions.

Representative• Luay Aboona

Address• 9575 West Higgins Road - Suite 400, Rosemont, IL

Email• laboona@kloainc.com

Phone• (847) 518-9990

Center for Neighborhood Technology (CNT)

The Center for Neighborhood Technology is a nonprofit research and advocacy organization committed to improving urban economies and environments across the United States. We do this through innovation and by researching and analyzing urban problems, testing and promoting economically efficient and environmentally sound solutions, and demonstrating the value of investing in sustainable solutions.

Representative• Jacky Grimshaw

Address• 2125 W. North Avenue, Chicago, IL

Email• jacky@cnt.org

Phone• (773) 269-4033

ENGINEERING & CONSTRUCTION MANAGEMENT



CEMCON

CEMCON has worked on many private developments, with success lying in the company's ability to incorporate form and function. The knowledge and experience gained from CEMCON's public works projects also benefit the company's private clients. Project expertise falls in to four categories: residential, commercial, institutional, and master-plan communities: Residential projects encompass single family, single family attached, single family detached high-density, multifamily multiplex, apartments, and condominiums; Commercial encompasses office buildings, retail buildings, hotel and conference centers, auto dealerships, shopping centers, and mixed-use complexes; Institutional encompasses schools, family centers, post offices, churches and government offices; Master-plan communities include residential and mixed-use properties

Representative• Randy Bus

Address• 2280 White Oak Circle, Suite 100, Aurora, IL

Email• info@cemcon.com

Phone• (630) 862-2100

Integrated Construction Company

Integrated Construction is a construction management firm that provides design-build, preconstruction, owners representation and subcontracting services. We have extensive experience in many sectors of the construction industry, including large-scale, mixed-use developments, hotels, adaptive reuse construction, residential, retail and office projects. Integrated was founded on its core commitments: collaboration, client service and strong relationships. These values have guided us and have contributed to our reputation of exceeding client expectations.

Integrated changes the way clients look at construction. Our collaborative — Integrated — approach adds a level of innovation to each project. From conceptual estimating to VE ideas on a fully design project, our open and integrated approach to our clients' needs separates us from our competition.

We are dedicated to delivering clients' projects on time and on budget: Integrated's success is the result of our integrity, business ethics, and strong emphasis on client satisfaction.

Representative• Patrick Kenny

Address• 225 W Hubbard Street, Suite 600, Chicago, IL

Email• Pkenny@integratedconstructionco.com

Phone• (312) 957-6315

MARKET STRATEGIES



Zimmerman Volk Associates, Inc. (ZVA)

Zimmerman Volk Associates, Inc. (ZVA) is a state-certified WBE (Women's Business Enterprise) with Laurie Volk and Todd Zimmerman as Co-Managing Directors of the company. ZVA has worked with the Renaissance team for numerous engagements over the past decade. They are recognized by the leading practitioners of New Urbanism as the national expert on the residential market feasibility for New Urbanist communities and urban redevelopment. The company specializes in the analysis of compact and sustainable development; mixed-income, mixed-

tenure redevelopment; mixed-use urban revitalization; and traditional neighborhood developments. The company's clients range from small builders and developers to the subsidiaries of Fortune 100 firms, as well as city, regional and state government agencies.

Representative • Laurie Volk

Address • 24 E. Main Street, Clinton, NJ 08809

Email • laurie@zva.com

Phone • (908) 735-6336

Mid-America Real Estate Group

Mid-America Real Estate Group is the leading full-service retail real estate organization in the Midwest. Since 1984, Mid-America Real Estate Group has focused exclusively on retail real estate. This singular focus is what distinguishes our company within the industry and the market and it's what gives our clients the competitive edge. We use a team approach to help our clients achieve their goals, whether it's finding the best retail space, managing a portfolio, developing a shopping center, or finding

the right buyer in a sales transaction. With companies located in Oakbrook Terrace, Illinois, Chicago, Wisconsin, Minnesota and Michigan, Mid-America is the largest full-service retail real estate organization in the Midwest.

Representative • Paige Schiesser

Address • 435 N. Michigan Ave., Suite 2009, Chicago, IL

Email • pschiesser@midamericagr.com

Phone • (630) 954-7327

Buxton

Believing that any retailer could achieve greater success and growth by understanding its customer and that there is a science behind identifying who that customer is, where potential customers live, and which customers are the most valuable, Tom Buxton set out to prove his methodology. This core business premise – who, where, value – led Buxton to become an industry force within its first year, with top retail brands using Buxton's data and analytics for site selection.

Fast forward more than 20 years and 3,500 clients later and Buxton is still the leader in growth strategies across numerous

industries, thanks to its vast data resources and proprietary technologies. Buxton continues to push the boundaries for customer analytics companies and clients, bringing new methodologies and technology to its clients. The focus of the company continues to evolve and expand, keeping the entrepreneurial spirit that Buxton was founded on alive & well.

Representative • Robb Miller

Address • 2651 S. Polaris Drive, Forth Worth, TX

Email • rmiller@buxtonco.com

Phone • (817) 332-3681

ARCHITECTURE & LANDSCAPE ARCHITECTURE



FitzGerald Associates Architects

FitzGerald Associates Architects maintains a portfolio full of master-planned communities, numerous new low-, mid-, and high-rise residential buildings, commercial and industrial facilities, banks, restaurants, retail spaces and more than one hundred conversions and restorations of historic structures.

The firm provides full architectural services as well as consultancies on building accessibility, building condition assessment, energy optimization, historical research, adaptive reuse, space planning and interior design, site design and planning, sustainable design, and tenant improvement services.

Site Design Group, LTD.

Founded in 1990, Site Design Group, Ltd. is an award-winning landscape architecture, urban design, and architecture firm based in Chicago, Illinois. Site Design Group, Ltd. is certified as a Minority Business Enterprise (MBE) and Disadvantaged Business Enterprise (DBE).

As landscape architects, urban designers, planners, and architects, we are innovative creative-thinkers. We are recognized by our ability to visualize and communicate innovative design concepts

GRAFT

GRAFT was established in 1998 in Los Angeles, California by Lars Krückeberg, Wolfram Putz and Thomas Willemeit. Further offices followed in Berlin, Germany in 2001 and Beijing, China in 2004. Since the firm was established, it has been commissioned to design and manage a wide range of projects in multiple disciplines and locations. With the core of the firm's enterprises gravitating around the field of architecture and the built environment, GRAFT has always maintained an interest in crossing the boundaries between disciplines and "grafting" the creative potentials and

The firm has extensive knowledge in the latest architectural and building technologies, investing the resources necessary to develop a top-of-the-line drafting studio with a focus on smart 3D Building Information Modeling with an eye toward the latest developments in product delivery.

Representative· Mike DeRouin

Address· 912 West Lake Street, Chicago, IL 60647

Email· mderouin@fitzgeraldassociates.net

Phone· (312) 563-9100

and spatial experiences throughout the design process. We provide professional design services to architects, engineers, municipalities, corporations, and institutions throughout Chicago, the Midwest, and Asia.

Representative· Brad McCauley PLA, ASLA, CDT

Address· 888 S. Michigan Ave #1000, Chicago, IL 60605

Email· bcmcauley@site-design.com

Phone· (312) 374-5227

methodologies of different realities. Our collective professional experience encompasses a wide array of building types including Fine Arts, Educational, Institutional, Commercial and Residential facilities. The firm has won numerous international awards.

Representative· Lars Krückeberg

Address· Heidestraße 50, 10557 Berlin, Germany

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Phone· +49 30 306 451 030

1.1 Project Team • Development Team Organizational Chart

	Real Estate Development and Construction	Transit Oriented Development	Economic Development	Land Use & Form Based Code	Urban Design & Architecture	Sustainability	Transportation	Engineering	Market Analysis
DEVELOPMENT TEAM									
MASTER DEVELOPER	RENAISSANCE DOWNTOWNS URBAN HOLDINGS								
	Donald Monti, CEO	•	•	•	•	•			
	Ryan Porter, President	•	•	•	•	•			
	Sean McLean, VP Development	•	•	•	•	•	•		
	Ela Dokonal, AICP, CUD, LEED AP, Director of Planning and Development				•	•	•	•	
	CONDOR PARTNERS								
	Solomon Barket, Founder/Chief Creative Officer	•	•	•	•				
	Rebecca Dickson, Partner	•	•	•	•				
Thomas J McCarthy, Partner	•	•	•	•					
Michael McLean, Partner	•	•	•	•					
COMMUNITY OUTREACH									
CSPM Group				•	•				
TRANSPORTATION & PARKING									
KLOA, Inc.							•	•	
Center for Neighborhood Technology (CNT)			•	•	•		•		
ENGINEERING & CONSTRUCTION MANAGEMENT									
CEMCON								•	
Integrated Construction Company			•						
MARKET STRATEGIES									
Zimmerman Volk Associates, Inc. (ZVA)				•					•
Mid-America Real Estate Group				•					•
Buxton				•					•
ARCHITECTURE & LANDSCAPE ARCHITECTURE									
FitzGerald Associates Architects						•	•		
Site Design Group, Ltd.						•	•		

Project Financial Plan

Renaissance's unique method of development must be funded in several phases based on the specific risk parameters of each phase and the corresponding return expectations. Therefore it must be addressed differently than single site development projects. The following discussion briefly outlines the phases of the Renaissance method and the funding sources for each phase.

FINANCIAL STRENGTH AND CAPABILITY OF THE DEVELOPMENT TEAM

Section 1.1 addresses the individual financial capacity of the team members associated with the RFQ Response and section 1.3 addresses the scope of the precedent/applicable projects for the team members.

ENTITLEMENT & PREDEVELOPMENT

The Renaissance Team will produce a Recommended Action Plan (RAP) for the City of Naperville to use to move forward with the some or all of its recommendations. Section 3 of this document explores the content of the RAP in greater detail however the core components include:

- **Implementation of the Unified Development Approach**
 - Constant outreach to the stakeholders within the greater Naperville community. This includes elected officials, municipal staff, private property owners, home owner confederations, individual civic associations, arts institutions, environmental groups, transit riders, institutes of higher education, etc.
- **Implementation of Crowd Sourced Placemaking**
 - This process engages the everyday resident of the immediate area of impact as well as all other residents, employees, students and the like

throughout Naperville. CSPM group opens a local office and hires full and part time local staff in each community where Renaissance is Master Developer. Proprietary software is used to build a Naperville/Development website in order for the participants in this process to openly discuss with their neighbors and the developer what is important to them.

- The Renaissance Team will meticulously analyze the Naperville specific macro-economic trends compared to those in Chicagoland, the region and the Country. Once identified the team will concentrate on micro-economic opportunities throughout the city. In order for infill development at the train station to be effective the overall climate of the retail corridors and office parks must be fully understood and addressed.
- The Renaissance Team will create detailed parking management plans (PMPs) for existing conditions and explore other issues such as storm water retention, sustainable urban and building design, traffic conditions and mitigation principles throughout the City.
- The RAP synthesizes all of the collected and interpreted information from the steps above and produces recommendations which usually include the development of a new and truly innovative Form Based Code Zoning Overlay for multiple sections of the community.
- If the City decides to implement the recommendations of the RAP, the Team moves forward and co-creates the Zoning Overlay and performs all necessary environmental and engineering studies required to move forward. These studies, such as traffic and parking, will further advise the Zoning and planning principles before adoption by the City.

1.2 Financial Capacity

GOVERNMENT INCENTIVES

Part of this process will include a detailed conversation about Payments in Lieu of Taxes PILOT, Tax or PILOT Increment Financing, RIFF financing and other available incentives for the project.

All portions of this process are paid for by the Master Developer through its own resources and those of its private equity partners (identified in Section 1.1). In certain cases each municipality has funded complimentary studies and coordinated other city wide planning efforts to ensure the best overall outcome for the development. The Master Developer Agreements used by Renaissance DO NOT require the City to pass any zoning or entitlement rights until the City and the community are on board with the vision. The risk is therefore born entirely by the developer.

DEVELOPMENT POST ENTITLEMENT

The Renaissance Team will use its substantial access to the public and private financing markets for the construction of building post entitlement. The strong partnership between Condor and Renaissance brings substantial resources to the table. With one million square feet currently under development and millions developed previously, Condor brings its substantial track record using institutional real estate private equity, relationship lending from local and national banking institutions and successful use of TIF financing. Renaissance Downtowns Urban Holdings is partially owned by institutional private equity investment groups. These relationships allow Renaissance to expose its projects to capital sources in the global markets.

Each Phase of the development will be financed in Special Purpose Vehicles to allow the team to open the opportunity to the greatest number of investors and create competition between construction lenders. If Tax or PILOT Increment Financing is used, it will likely be combined with the issuance of taxable bonds which will not only finance construction but will act as permanent financing for the completed project.

This helps align investors and reduce the risk of default to the bond holders. If bonds are not used to provide permanent financing then traditional banks and pension funds will provide the permanent financing for the projects.

DISPOSITION OF PUBLIC PROPERTY

The Renaissance Team is flexible in its treatment of the municipal land associated with the proposed Public-Private Partnership and development scenario contemplated by this RFQ. In past Master Developer partnerships the Renaissance Team earned the right to purchase the land directly from the municipality through a prescribed appraisal process which is detailed in the Master Developer Agreement. Alternative methods of partnership to be considered would include long term land leases, joint venture partnerships and in-kind municipal use replacement or other valuation methodologies. The purpose of a valuation agreement should be to align the two entities in the Public-Private Partnership so both parties are working towards a common goal rather than viewing each other as advisories which happens all too often in traditional development models. Renaissance and Condor have already met with highly qualified Land Use and Transactional Attorneys in Naperville and the Chicago land market. If selected, the team will hire the firm or firms that will be most effective implementing the plan under City & State law.

1.3 Comparable Project Experience

The following pages depict comparable projects completed or under development by Development Team members. Each comparable project adheres to the strategies set forth in RDUH's Revitalization Toolkit. As seen below, the Revitalization Toolkit contains a series of best practices for downtown and transit oriented planning and revitalization efforts that are carried throughout all of our projects.

This spread demonstrates how municipal will coupled with great community ideas, market demand and our development experience, come together to form a Revitalization Strategy:

REVITALIZATION TOOLKIT

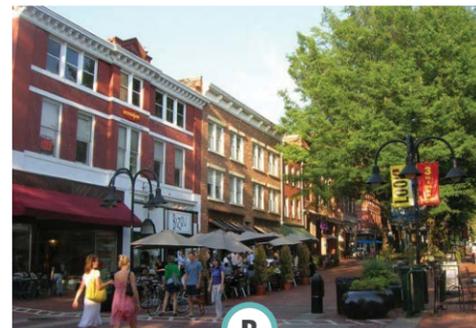
Our national toolbox of time-tested revitalization tools that have proven successful in other downtowns. These concepts provide the framework for a form based zoning code for the TOD.



A

TRANSIT FRIENDLY

Enhance transit connectivity between commuter rail, buses and compact, walkable neighborhood centers.



B

MIXED-USE BUILDINGS

Incentivize mixed-use buildings within neighborhood centers to promote economic sustainability.



C

COMPLETE STREETS

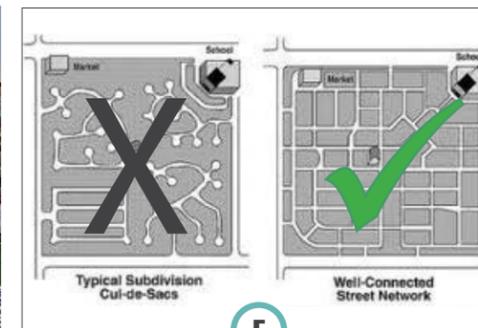
Establish street design standards that embrace the needs of pedestrians, vehicles, safety, emergency services and the environment.



D

CIVIC SPACES

Create civic spaces that encourage, gathering, community engagement and walkability.



E

CONNECTED NETWORKS

Promote a connected street and pedestrian network to achieve healthy walkable communities & reduce traffic congestion.



F

PROMOTE CENTERS AND ANCHORS

Establish neighborhood mixed-use centers based around anchor uses within a five minute walk from each other, promoting economic vitality & pedestrian



G

TRANSECT

Utilize Transect techniques to address appropriate levels of intensity and massing of development.



H

ACTIVE FRONTAGES

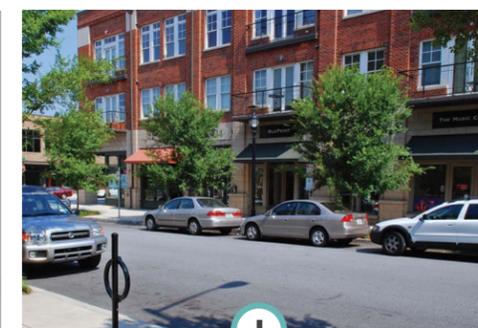
Line commercial streets with storefronts and frequently spaced doors and windows to promote pedestrian activity, commerce and a safe, walkable environment.



I

PARKING STRATEGIES

Utilize shared parking and parking management strategies to maximize efficient use of parking.



J

QUALITY & SUSTAINABLE DESIGN

Set clear guidelines to set high standards for sites, civic spaces, green design, buildings and storefronts.

New Rochelle, NY

Renaissance Downtowns Urban Holdings (RDUH)



The City of New Rochelle sought a Master Developer to redevelop City Owned Sites in its Downtown and Transit Oriented Development clusters. Renaissance teamed up with RXR Realty in this redevelopment effort, providing an example of Renaissance's ability to Joint Venture with an appropriate partner when it best serves the needs of the redevelopment effort and the community. The Master Developer Agreement was unanimously approved in 2014 and the Recommended Action Plan, Zoning and State Environmental Quality Review (SEQR) were all unanimously approved in 2015.

The City of New Rochelle represents an opportunity for a regional hub of activity and economic development. Situated only 25 minutes from Manhattan by train, New Rochelle is well poised to tap into the regional economy. Access to superb transit service, a stunning waterfront and idyllic suburban neighborhoods make New Rochelle an exciting place for redevelopment and revitalization.

This project will provide a transformative mix of residential, retail, commercial, hospitality and other uses. The Recommended Action Plan, adopted in 2015, received the William H White Award for Creativity and Ingenuity in Planning from the American Planning Association NY Metro Chapter and the Downtown Overlay Zone, also adopted in 2015, received a Planning Achievement Award from the Westchester Municipal Planning Federation.

A number of innovative methodologies were employed during the redevelopment efforts, including Renaissance's community-centric Crowdsourced Placemaking program and the adoption of an opt-in, Form Based overlay zone that is one of the most progressive in the nation. A key component of the zoning is the inclusion of Community Benefits Policies to ensure local job creation both during construction and on a permanent basis.

DEVELOPMENT DETAILS

Land Use Mix• Residential, Commercial, Educational, Entertainment, Cultural and Recreational Mixed-Use.

Number of Acres• 274 Acre Downtown Overlay Zone Approved.

Units• 6,350 Residential Units and 5 million Non-Residential SF Entitled.

Height• Up to 48 Stories Entitled.

Project Cost• \$2.5 to 3 Billion Total Project.

Entitlements Received• Form Based Code Rezoning of 274 Acre project area - 11+ Million SF of Development.

Public Private Partnership• Master Developer Agreement signed in 2014.

Financing• Private Equity.

Planning and Designing Project to Address Community Concerns• Crowdsourced Placemaking (CSPM) program utilized to incorporate community desires into development concept.

Community Engagement Strategies• NRFuture utilizes the CSPM process to engage members of the community in the development process. A local office and community liaison lead regular outreach efforts. Community members use a social media platform to suggest and advocate for ideas to be included in development plan.

Project Timeline• SEQRA adopted 2015, Downtown Overlay adopted 2015, First Phase Groundbreaking 2016 (28 story 229 unit mixed-use building).

Local Reference• Luiz Aragon, Commissioner of Development

Address• 515 North Ave, New Rochelle, NY

Phone• (914) 654-2185

E-Mail• laragon@ci.new-rochelle.ny.us

Southampton, NY

Renaissance Downtowns Urban Holdings (RDUH)



The largest workforce housing project ever approved on Long Island, with 3.1 million square feet of mixed-uses including 2,262 residential units, Riverside will serve as a model for environmentally sensitive development on Long Island.

Riverside is a hamlet in the Town of Southampton, Long Island, nestled at the Peconic River just before it enters the Bay at the axis of the North and South Forks of Long Island's East End. It provides a potential gateway opportunity to the Hamptons on the South Fork, and to the Wine growing region and potential agritourism of the North Fork. As a gateway to both the North and South forks of Long Island, the Riverside redevelopment opportunity could allow the area to become the "Capital of the East End." Due to its adjacency to the existing Riverhead downtown, and its municipal ties to the Town of Southampton, it is in a likely position to attract a range of market segments, including the young workforce and empty nesters who seek multifamily residential options at the East End, as well as a host of visitors who, combined with the future residents of the area, would create a true live, work, learn, shop and play environment.

The Long Island Rail Road station that provides access to points west, and ultimately Manhattan, is located near the redevelopment area and the NY-Hampton Jitney buses have a stop within close proximity. Although the Town and the County had conducted numerous studies in the past 15 years to initiate revitalization and redevelopment, nothing happened due to a fragmented approach, lack of interest in a comprehensive change of policies and inability to coordinate the effort, until the Town issued an RFQ seeking a master developer, ultimately resulting in the town selecting Renaissance Downtowns. There has been significant support from both the municipality and the public for the creation of market rate, multifamily residential options within a mixed-use setting that offers the appropriate densities to successfully implement a downtown redevelopment strategy.

DEVELOPMENT DETAILS:

Land Use Mix• Residential, Commercial, Educational, Entertainment, Cultural and Recreational Mixed-Use.

Number of Acres• 468 Acre Downtown Overlay Zone Approved.

Units• 2,300 Residential Units and 400,000 Non-Residential SF Entitled.

Height• Up to 4.5 Stories Entitled.

Project Cost• \$650 - \$750 Million Total Project.

Entitlements Received• Form based code rezoning of 468 Acre project area - 3+ million SF of development.

Public Private Partnership• Master Developer Agreement signed in 2014.

Financing• Private Equity.

Planning and Designing Project to Address Community Concerns• Crowdsourced Placemaking (CSPM) program utilized to incorporate community desires into development concept.

Community Engagement Strategies• Riverside Rediscovered utilizes the CSPM process to engage members of the community in the development process. A local office and community liaison lead regular outreach efforts. Community members use a social media platform to suggest and advocate for ideas to be included in development plan.

Project Timeline• SEQRA adopted 2105, Riverside Overlay Overlay District adopted 2015.

Local Reference• Kyle Collins, Planning Administrator

Address• 116 Hampton Road, Southampton, NY

Phone• (631) 702-1800

E-Mail• kcollins@southamptontownny.gov

Hempstead, NY

Renaissance Downtowns Urban Holdings (RDUH)



As the largest project ever approved on Long Island, with 5.4 million square feet of mixed -uses including 3,500 residential units, Hempstead will serve as a model for large scale suburban downtown revitalization.

Hempstead, Long Island represents one of the County's most exciting transit oriented redevelopments and will serve as a model for the holistic and comprehensive redevelopment of suburban downtowns throughout the entire nation. This \$1.5+ Billion project is Long Island's largest ever approved project with construction slated to commence in 2016.

The ethnically diverse Hempstead community is located in the geographic center of Nassau County, anchored by exceptional transit, including one of the nation's largest suburban bus hubs and a Long Island Rail Road station. The Village of Hempstead's downtown redevelopment will epitomize smart growth, Triple Bottom Line friendly redevelopment. The project will provide mixed-income residential options that meet the needs of the young workforce on Long Island, which seeks an amenity-driven, transit-oriented, walkable setting that provides live, work, learn, shop and play options.

A number of innovative methodologies were employed during the redevelopment efforts, including Renaissance's community-centric Crowdsourced Placemaking program and the adoption of an opt-in, Form Based overlay zone that is one of the most progressive in the nation. A key component of the zoning is the inclusion of Community Benefits Policies to ensure local job creation both during construction and on a permanent basis.

Renaissance Downtowns has teamed up with RXR and UrbanAmerica in this redevelopment effort, providing yet another example of Renaissance's ability to Joint Venture with an appropriate partner when it best serves the needs of the redevelopment effort and the community. The project has received world-wide recognition, and was featured as a case study by Donald Monti, President and CEO of Renaissance, at the United Nations World Water and Energy Forum in Dubai.

DEVELOPMENT DETAILS:

Land Use Mix• Residential, Commercial, Educational, Entertainment, Cultural and Recreational Mixed-Use.

Number of Acres• 279 Acre Downtown Overlay Zone Approved.

Units• 3,500 Residential Units and 2 Million Non-Residential SF Entitled.

Height• Up to 10 Stories Entitled.

Project Cost• \$1.5 to \$2 Billion Total Project.

Entitlements Received• Rezoning of 279 Acre project area - 5+ million SF of development.

Public Private Partnership• Master Developer Agreement signed in 2012; 32 Acres of municipal land sold to RDUH in 2015.

Financing• Private Equity.

Planning and Designing Project to Address Community Concerns• Crowdsourced Placemaking (CSPM) program utilized to incorporate community desires into development concept.

Community Engagement Strategies• Renew Hempstead utilizes the CSPM process to engage members of the community in the development process. A local office and community liaison lead regular outreach efforts. Community members use a social media platform to suggest and advocate for ideas to be included in development plan.

Project Timeline• SEQRA adopted 2012, Downtown Overlay adopted 2012, Land closing 2015 (32 Acres), Phase 1 Site Plan and Building Permit obtained 2013, Phase 2 Site Plan Approved 2016, Demolition of existing building in 2017.

Local Reference• Danielle Oglesby, CDA Commissioner

Address• 50 Clinton St Suite 504, Hempstead, NY

Phone• (516) 485-5737

E-Mail• info@villageofhempsteadcda.org

1.3 Comparable Project Experience

PILSEN - Chicago, IL

Condor Partners



Pilsen is one of the hottest neighborhoods in the City of Chicago. Known for its authenticity, strong cultural roots and thriving food and nightlife scene, millennials are flocking here for cheaper rents and a lively neighborhood.

Both the L and the Metra serve Pilsen. The Halsted stop is only ¼ mile from the building. Located adjacent to I90 it is only a 10 minute drive to the LOOP, making it more accessible than the West Loop.

The Property is walking distance to University Village, which gives us the potential to attract businesses spun off of the Universities' Programs as well as the well educated Employees graduating from the schools.

Condor will have the opportunity to create a very rare campus in the heart of Chicago sitting on nearly one acre of land, with over 200,000 SF of commercial space and 120 parking spaces. The Plaza will embrace The Paseo to create a public/private "3rd place" for commercial tenants, retailers, food trucks and the public to come together in a creative environment.

Our vision is to create an organic mix of tenants which embrace the rich culture and unique atmosphere of Pilsen. Through public art projects, cutting edge design and thoughtful programming. The format will speak to millennials, from technology to craftsmanship to art. Sangamon from 18th Street to Cernak, with nearly 500,000 SF of loft office, will be the center of the creative class in Chicago.

DEVELOPMENT DETAILS

Land Use Mix• Office Building Transformation.

Number of Acres• Approximately 1.

Units• None, over 200,000 SF Office.

Height• 5 Stories.

Project Cost• \$34 Million.

Entitlements Received• Pending approval for public plaza and TIF.

Public Private Partnership• Yes.

Financing• \$30 million Private Debt & Equity \$4 million TIF for Plaza.

Planning and Designing Project to Address Community Concerns• We are creating a outdoor art gallery and working with the National Museum of Mexican Art to curate murals from the local arts community along a Rails to Trails Path we are also sponsoring.

Community Engagement Strategies• RFP for local artists to help create an indoor and outdoor art gallery integrated with the community.

Project Timeline• September 2016 -2019.

Local Reference• Michael McLean

Address• 225 W. Hubbard St. Suite 600, Chicago, IL 60654

Phone• (312) 504-1417

E-Mail• mmclean@condorpartners.net

THE BOULEVARD - St. Louis, MO

Condor Partners



Condor is acquiring The Boulevard, in St. Louis, MO. The property was planned to have two Phases originally, but due to the recession, only one phase was finished. We are purchasing Phase One and Phase Two's Land for an 8% CAP rate on the in place income. We will then Develop Phase Two, which consists of 125,000 square feet of retail, restaurant and entertainment uses, plus 163 residential rental apartments. Phase One already consists of 123,000 square feet of retail and restaurants and 75 residential rental apartments.

DEVELOPMENT DETAILS:

Land Use Mix• Mixed Use Lifestyle Transit Oriented Development.

Number of Acres• Approximately 10.

Units• 150 Multifamily, Over 200,000 SF Office, 150,000 SF Retail.

Height• 5 Stories.

Project Cost• \$163 Million.

Entitlements Received• Yes.

Public Private Partnership• Yes.

Financing• \$140 Million Private Debt & Equity and \$23 Million in TIF.

Planning and Designing Project to Address

Community Concerns• The Boulevard bucks the suburban trend of site specialization and use islands by combining a critical mass of Retail, Entertainment, Office and Residential at a light rail transit stop in St. Louis.

Community Engagement Strategies• Multi-year public review and response process.

Project Timeline• December 2016 - 2019.

Local Reference• Michael McLean

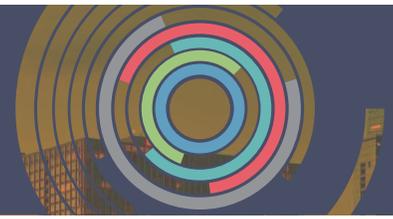
Address• 225 W. Hubbard St. Suite 600, Chicago, IL 60654

Phone• (312) 504-1417

E-Mail• mmclean@condorpartners.net

ADDITIONAL PROJECTS

Condor Partners



Transit Oriented Development (TOD) / Redefining Neighborhoods

Since 2013, as a joint venture partner, Condor has been working to redefine the center of our traditional neighborhoods through transit oriented development. Creating development at transit hubs has become highly desirable for developers as well as residents and commuters alike. We have the following projects currently under development: Hubbard/Wells street luxury apartments, office and retail; Division/Ashland/ Milwaukee apartments/retail; Lincoln/ Roscoe apartments/retail; Old Irving Park apartments/town-homes and retail; 1571 Maple Ave Evanston's first TOD development and 1815 Oak Evanston's vertical senior community.

Montgomery Wards Master Plan / Reinvigorating The Near North Side

In 2000, the principals spearheaded the redevelopment of the Montgomery Ward Chicago corporate headquarters, which most developers wrote-off as blighted due to its proximity to the Cabrini Green public housing complex. We saw opportunity for the 32 acres of land and over 3.5 million square feet of existing buildings surrounded by Chicago's very best neighborhoods. We spearheaded the master plan to develop all types of housing, bringing diversity of age and income to the area. Importantly, the plan brought density and much needed retail and office to the area. Today, the 1.5M sq. ft. office building is fully leased, the retail is thriving and the residential values have doubled since the inception second time since completion, setting the record for the highest price per room of any hotel in Chicago.

Hotel Lincoln / Chicago's First Neighborhood Boutique Hotel

In 2010, partners of Condor acquired the shuttered Days Inn hotel in Lincoln Park, located in one of Chicago's most affluent neighborhoods. The vision was to create a neighborhood hotel outside of Chicago's traditional downtown "Loop". An experienced hotel operator from California was engaged to manage and guide the transformation of this property, which today is one of the most unique and successful hotels in the City. As this extraordinary success highlights, travelers are seeking the experience of a true Chicago neighborhood - something that is not offered in the commercial River North and Michigan Avenue areas. Hotel Lincoln recently sold for the second time since completion, setting the record for the highest price per room of any hotel in Chicago.

SECTION 2

Suitability and Quality of the Development Concept

25-27



Renaissance's Approach to Redevelopment

Taking a Comprehensive Approach to Development Assures a Greater Likelihood of Lasting Success and Economic Sustainability.



In order to successfully implement mixed use TOD's, it is essential to take into account the context of the entire area, rather than seeking to improve a few parcels possibly to the detriment of the whole. A city must be a woven fabric of distinct districts, each with a unique character that, together, work in harmony to create a true sense of place while fostering economic development. Our redevelopment and revitalization efforts aim to co-create and strengthen a resilient city; resilient in its economic, social and environmental performance through the dips and turns of the market, changes in weather patterns or social and demographic behaviors.

One of the greatest challenges that face comprehensive revitalization is the "unknown" aspects of what appropriate land values are, especially considering the land may be targeted for significant rezoning and new economic activity. Unlike traditional single parcel development that requires each property be evaluated and developed without context, comprehensive redevelopment hinges upon a coherent and cogent overarching strategy to maximize the value of the entire redevelopment effort, as opposed to one singular parcel in isolation.

Great placemaking is both a process and a philosophy that helps unite people around a collaborative vision for a particular place.

Successful TODs belong to successful downtowns as viable neighborhoods, and their success depends on the quality and connectivity of the fabric surrounding them, the distance from the full mix of shop-live-work-play options, the planning that went into their design, and the beautiful architecture and green spaces that inspire interaction. They complement the downtown rather than compete with it. These TODs are well thought out, walkable, easy to navigate, and contain a mix of uses that share valuable resources. They are connectors of multi modal transportation and their functionality is impeccable. The 5th Avenue Redevelopment Area has the ability and the right to become the country's most progressive TOD. It should

function as a gateway, inviting commuters, residents, workers and passers-by to visit or stay longer, take a stroll or a shuttle towards the rest of downtown to enjoy the flavors to be found in the mix of eateries and casual cafes, and visit the shops, galleries, music and theater productions. It should connect users with parks, plazas, and buildings that have stood the test of time and add to the appeal. Naperville's downtown is already a jewel of the region. The land use decisions of today, on the verge of dramatic market shifts have the potential to set this jewel up for the future. The **Process Before Plan** approach ensures the flexibility needed to work with all stakeholders and achieve goals throughout the process. Typically, a redevelopment project of this nature will occur over an 8 -10 year build-out horizon.

Creating a hub of multifamily rental units can address an important community need and drive economic activity in the downtown. Overbuilding retail and commercial uses would only spread the consumer base thinner, siphoning business from the downtown in a time when large retail spaces, such as the former K-Mart on Ogden Avenue, remain vacant. Focusing on a critical mass of residential instead can create a new consumer base that will patronize existing retailers, driving up their business and the City's sales tax revenue.

Naperville already has a thriving downtown. As such, it is imperative that development at the train station complement, rather than compete with, the existing downtown. Creating residential and office uses at the train station can generate additional activity for downtown businesses while providing uses that do not exist in the downtown. Convenience retail can serve transit users without detracting from the downtown. It is important that the 5th avenue development serve as a gateway to the downtown and to the rest of the city. A seamless connection should be created that links the train station to the downtown, enabling them to benefit each other. A vibrant development by the station can unlock a critical mass of energy and activity that can then flow into the downtown.

2.1 Suitability and Quality of the Development Concept

TARGET MARKETS

RESIDENTIAL: As a growing city, Naperville can expect to add demand for residential development. A preliminary analysis suggests significant residential build-out to satisfy the projected growth in the city. Moreover, the city is currently experiencing sizable outmigration of residents in certain age groups. 15-30 year olds and 50-64 year olds are currently moving out of Naperville in greater numbers than they are moving in. These demographics tend to prefer living in a walkable downtown setting with easy access to transit and services. Providing multifamily housing near the train station can help to stem the flow of outmigration and draw these important groups back to Naperville.

RETAIL: While Naperville has a vibrant downtown with exceptional retail businesses, it does experience Sales Leakage in several categories. Sales leakage refers economic activity that should occur within the local economy but occurs elsewhere; in other words, the gap between money residents spend overall and money they spend locally. A preliminary analysis of sales leakage in Naperville suggests that there is significant opportunity to recapture dollars spent elsewhere in the grocery stores, health and personal care, and clothing sectors. These, as well as convenience retail such as coffee shops, bars and dry cleaners that service the needs of commuters at the train station

and new residents and workers, can provide commercial activity in the 5th avenue neighborhood without detracting from the existing downtown.

OFFICE: Naperville is already a major regional hub of commercial office space. That said, much of this is located in conventional suburban office parks that are not easily accessible except by car. Creating office space in the 5th avenue area, easily accessible to both the train station and the downtown, as well as nearby residential neighborhoods, can attract young professionals that do not want to work in suburban office parks. A preliminary analysis of the Naperville office market suggests that the city can expect to continue to add demand for office space over the next ten years. Additionally, approximately 54,000 people reside in the city of Naperville and commute elsewhere to work while approximately 58,000 people live outside the city and commute in. Creating viable office locations at the train could tap into the many residents who work outside the city, particularly by addressing those industries in which more workers are pulled out of the city than pulled in. Approximately 10,000 more people leave Naperville to work in the “Manufacturing”, “Transportation and Warehousing” and “Finance, Insurance and Real Estate” industries than come in.

GENERAL PLANNING PRINCIPLES

KEY

- A TRANSIT FRIENDLY
- B MIXED-USE BUILDINGS
- C COMPLETE STREETS
- D CIVIC SPACES
- E CONNECTED NETWORKS
- F PROMOTE CENTERS
- G TRANSECT
- H ACTIVE FRONTAGES
- I PARKING STRATEGIES
- J QUALITY & SUSTAINABLE DESIGN

The following represents the general planning principles detailed within the Revitalization Toolkit (see Section 1, pages 17-18):

CONCENTRATING DEVELOPMENT AROUND TRANSIT: A B E F G



The Train Station, less than a 1/2 mile walk from the Downtown (10 min) has the potential to be a welcoming gateway to the downtown and to the whole city. A preliminary analysis suggests that the City is experiencing sizable outmigration

of residents in the millennial and senior age groups. An “attainable by design” approach allows for multifamily residential options in a mixed-use setting, while focusing on intergenerational integration

and age-in-place at attainable options. The Children’s Museum and the nearby Art Galleries can both catalyze the potential for a new artist community (the Makers) that could be incorporated into the redevelopment and strengthen the existing node. Renaissance has proven success in obtaining approvals for artist loft housing in its Huntington, NY TOD project.

GOALS: Improve site utilization; Mixed-use based on market conditions; Establish a Gateway; Generational housing needs.

2.1 Suitability and Quality of the Development Concept

IMPROVED MULTI-MODAL COMMUTER ACCESS: **A** **I**



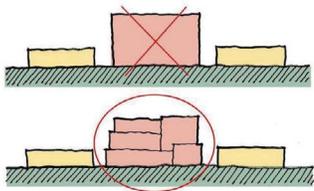
The most important aspect of a TOD is impeccable access to multi-modal opportunities. With over 4,000 daily riders at this station alone, there is already a built-in base of activity that can catalyze a substantial development effort. To maximize the

efficiency of the parking supply, a parking management plan should be utilized. Typically, sharing of parking among users that peak at different times provides the most efficient use and increases safety. Well designed digital signage ensures efficiency and cuts on time

and emissions. Bicycle parking station within the development and around transportation should be encouraged. A dedicated bus depot and/or staging area within the context of the redevelopment should be studied to provide bus service in conjunction with the existing train station and new walkable development to create a truly multi-modal experience.

GOALS: View parking as a system; Streamline parking efficiency and traffic management; Include defined transit center/bus depot at the station.

APPLYING THE TRANSECT TO THE SURROUNDING CONTEXT: **D** **F** **G** **J**



The 5th Ave is surrounded by vibrant residential neighborhoods, including the charming Naperville historic district. Any development efforts must respect surrounding context. The transect is an important principle of New Urbanist planning, addressing the scale and character of an area through the transition of height and massing. A similar approach is already

addressed in the Naperville's Building Design Guidelines, and should be expanded through a Form Based Zoning overlay.

GOALS: Buildings compatible with character of existing neighborhood and Building Design Guidelines.

USING COMPLETE STREETS TO CONNECT THE CITY: **A** **C** **E** **H**



The 5th avenue development should serve as the gateway to the city. Washington Street is the direct connection between the train station and downtown Naperville as well as the Ogden Avenue and Diehl Road corridors. Washington Street, between the downtown and the station, and more so north of the station, is automobile-centric and suburban in form and scale. Efforts in these areas should focus

on developing complete streets that make the area more pedestrian and bicycle friendly. Infill opportunities and form based strategies, as well as densification of uses can be used to strengthen these areas. Encouraging active land uses along the street can further enhance its walkability and strengthen the connection to the downtown. Permitting and encouraging storefronts and other ground level uses that address the sidewalk will make the walk along Washington Street that much easier and more inviting, and will encourage more people to make the trip between the train station and the downtown.

GOALS: Increase walkability; Multimodal opportunities; Strengthen connectivity with downtown.

SECTION 3

Achievement of Outcomes

28-40



Public-Private Partnership Approach

Best Practices for Implementation

One of the hallmarks of the Renaissance development approach is its unique philosophy that enables the organic co-creation of a shared development vision resulting from a partnership between Renaissance and its municipal partner with input from key stakeholders and the community at large.

There are Five Key Practices needed to succeed at “Implementation” for sustainable, innovative and exciting development that garners broad municipal and community support.

1. UNIFIED DEVELOPMENT APPROACH™ (UDA)

In order to successfully implement mixed-use Transit Oriented revitalization with a distinctive contextual fit, it is essential to take into account the entire area; rather than seeking to improve separate small areas, possibly to the detriment of the whole. A TOD must be a woven neighborhood fabric of distinct districts, each with a unique character, that, together, work in harmony to create a true sense of place while fostering economic development. The UDA creates a framework that engages all key stakeholders, including private property owners, to help streamline the approval and implementation processes.

2. CROWDSOURCED PLACEMAKING PROGRAM (CSPM)

Proactive and inclusive public outreach and engagement enable city leaders to gauge and engage the public throughout the revitalization process. CSPM, the proprietary grassroots, social networking program run by the CSPM Group, results in a better understanding of the local market while simultaneously creating an upswell of support for redevelopment efforts by garnering ideas and insights from local residents, businesses and community stakeholders. CSPM includes the creation of a dedicated website and a local office to be operated throughout the entire implementation process. This process builds off of previous City efforts to guide and inform leaders as to market

and community conditions to ensure a smooth path toward entitlement and implementation.

3. MARKET OPPORTUNITIES

Utilizing specific information about Naperville, market and feasibility studies will be applied to evaluate the public desire for uses and amenities in the new development. These studies will be performed by consultant team members. Renaissance’s internal and external resources provide municipal and community partners with the nation’s leading economic feasibility team focused exclusively on suburban downtown revitalization. The studies and information garnered through these efforts will assist Naperville’s leadership in deciding the proposed mix of uses, preliminary phasing plan, and target markets.

4. RECOMMENDED ACTION PLAN (RAP)

The Recommended Action Plan contains analysis of existing socioeconomic, land use and zoning conditions, analysis of previous planning efforts, market feasibility studies, principles and strategies for revitalization and development, a preliminary distribution of uses and densities, and recommended zoning changes. The RAP contains a Theoretical Development Plan, a comprehensive plan based on proposed zoning changes. The RAP sets the stage for detailed planning and design and, ultimately, implementation of the development. The RAP is based on stakeholders input and continuous CSPM outreach efforts, which is documented in great detail, and underlines Renaissance’s “process before plan” development strategy.

5. ZONING AND ENTITLEMENTS

Once a final vision is articulated with full support from the City and community, that vision must be properly represented in entitlements and zoning. Renaissance is exceptionally well versed in Form Based zoning, enabling implementation and construction to commence in as short a period of time as possible.

3.1 Achievement of Outcomes

The Unified Development Approach™

A Comprehensive Strategy for Naperville

Taking a Comprehensive Approach to Development Assures a Greater Likelihood of Lasting Success and Economic Sustainability.



The Unified Development Approach™ (UDA™) will help to “stitch together” neighborhoods and districts to position Naperville to become an innovative model for others to follow.

The UDA provides a framework that facilitates a comprehensive mixed-use and transit-oriented redevelopment strategy that brings together community stakeholders to collectively create and implement a shared, holistic redevelopment vision and helps to ensure project sustainability, thereby maximizing social, environmental and economic benefits.

PARTNER WITH MUNICIPALITY

Through a Public-Private Partnership between the Master Developer, the City of Naperville and potentially other public entities, a collaborative framework is created that takes into account past and ongoing planning efforts of the City while

providing a clear path toward implementation. This Partnership will then build upon the extensive planning and public engagement efforts already completed by the City.

PARTNER WITH PRIVATE PROPERTY OWNERS (PPO)

Renaissance utilizes a collaborative approach to maximize property values for PPO's by either partnering with them or helping to create a path for them to redevelop on their own. This partnership approach streamlines the land assemblage process by providing economic incentives that encourage PPOs to collaborate in the overall Master Development process.

ENGAGE KEY COMMUNITY STAKEHOLDERS

Meaningful public outreach and engagement are essential to creating a vision that will gain the support of the municipality and community alike. By utilizing the proprietary Crowdsourced Placemaking program, Renaissance will not only help co-create a shared final development vision, but will also spur entrepreneurial activity and the inclusion of members of the public (e.g. artists and young professionals) who are often left out of traditional outreach programs.

ENGAGE TRANSIT & INTER-GOVERNMENTAL AGENCIES

The involvement of transit as well as county, state and federal agencies is critical in ensuring community connectivity and sustainable development, especially in the case of Naperville, given the importance of its exceptional transit connectivity. As such, transit and intergovernmental agencies will be included in the visioning process to ensure a positive outcome and buy-in from all parties.

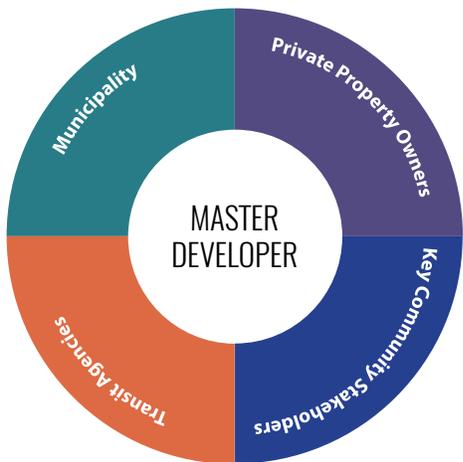


Diagram of RDUH Unified Development Approach™ (UDA)

Partnering with Private Property Owners



As a firm that specializes in the Master Development of suburban downtowns, Renaissance is well versed in a wide array of acquisition strategies that could be utilized for the comprehensive revitalization of the 5th Avenue Redevelopment Area.

The ability to utilize strategies that have avoided the need for eminent domain has been a hallmark of Renaissance's success as is demonstrated in their Master Developer projects throughout the region including: Hempstead Village, Huntington Station, Riverside, Southampton and the City of New Rochelle. In each of these examples, Renaissance has developed ongoing working relationships and, in some cases, partnerships with existing property owners whereby all parties benefit from working together to develop existing privately owned land in conjunction with the redevelopment of municipal property that is under Renaissance's control as Master Developer.

By working with the landlord/owner, not only will critical property be available for redevelopment in the short term, but it will be done so without the threat of legal delays that often accompany eminent domain. Additionally, by working with property owners without the threat of condemnation, Renaissance has been able to develop relocation strategies that will enable existing retailers to remain in business during and after construction rather than risk losing these businesses to the inconvenience and delays associated with a tear down and redevelopment of a site.

One of the important outcomes of Renaissance's willingness to partner rather than seek to purchase and/or condemn private property is a streamlined approval process, less threat of litigation and, perhaps most important of all, the ability to garner additional community support for revitalization efforts. Renaissance would look to create similar cooperative frameworks within the City of Naperville to ensure positivity and an accelerated timeframe throughout the planning, development and implementation processes.

Crowdsourced Placemaking (CSPM)



Renaissance has developed a strong reputation as a community-centric development firm by recognizing the benefits of properly engaging community members and stakeholders throughout the planning and development process. That said, each project and each community has its own set of needs. In some cases, there is a need for extensive engagement that leads to a co-creative planning process whereby the community plays an active and embedded role in just about every aspect of the planning and entitlement process. For other communities, the general development vision is more concrete, as is the case in Naperville, where significant visioning and other municipal planning efforts have taken place. In such an instance, there is a need to maintain communication and enthusiasm on the part of the community in addition to the opportunity to refine a final development plan utilizing community input that helps direct decisions to best meet the needs of the local market.

As was detailed extensively in Renaissance's RFQ response, the Company utilizes the nationally renowned Crowdsourced Placemaking Program (CSPM). This program has proven successful in reducing time frames for entitlements while providing significant market insight to best direct the redevelopment efforts. The process has resulted in unanimous, bi-partisan approvals in multiple municipalities, demonstrating the benefits of properly measured engagement that meets the specific needs of each community. Finally, CSPM provides an essential platform by which community members can be heard, which is especially beneficial when applying for competitive grant and public funding programs. One example of this is the Riverside Rediscovered community, where \$4 million in transportation infrastructure funding that had been earmarked for the community was removed from the County budget at the

last minute. This led to the CSPM community to band together and, within 24 hours, deploy grass roots efforts to reignite support from the Town and County officials, resulting in the \$4 million being put back into the budget, enabling the project to move forward as originally contemplated. This groundswell of public support would not have been possible without the CSPM program, and had the funding been eliminated as planned, the project would have been delayed indefinitely. This is a prime example of Renaissance's private sector engagement efforts supporting a local community and local municipal leaders, resulting in concrete and positive results.

The specifics of a CSPM engagement program for Naperville will be dependent in large part upon the direction of municipal leaders and, as mentioned above, will build upon rather than replace or restart past efforts that have been conducted to date. Potential community segments that would likely be included in such a comprehensive engagement process would include, but not be limited to, business groups, community and civic organizations, special interest groups, property owners, municipal entities, transit agencies, regional economic development agencies, local clergy and their congregations, business owners and the community at large.

Regardless of the specific nature of the engagement program to be developed and implemented in Naperville, it is envisioned that Renaissance, through CSPM, would create and meet specific milestones in terms of meetings held and other outreach metrics to measure ongoing support. In addition, as Renaissance does in all of its downtown Master Developments, a dedicated website would be available to view, in real time throughout the development and implementation processes, by municipal agencies and community stakeholders alike.

3.1 Achievement of Outcomes

CROWDSOURCED PLACEMAKING (CSPM) COMMUNITY OUTREACH & ENGAGEMENT PLAN

CSPM provides more than public engagement. It creates a community of local residents and stakeholders that are active participants in the implementation of a development vision, including population segments that are often left out of, or do not feel invited into, the public process. This will provide the City with the appropriate level of public input to allow city leaders to make an educated and informed choice on moving forward. CSPM can be used appropriately to build upon past engagement and planning efforts and guidance by City leaders to continue to garner consensus and support to lead to a smooth path for implementation.

HOW CSPM WORKS

Utilizing both in-person meetings and internet-based tools, the CSPM process allows community members to upload and vote on ideas, uses, retail concepts, types of commercial/retail tenants and amenities they would like to see within a redevelopment plan. CSPM participants are able to utilize online forums and web-based voting applications to create tremendous support for a redevelopment vision that the community wishes to see move forward.

1. DEFINE PRINCIPLES

The CSPM process is guided by the principles of Social, Environmental and Economic responsibility. To ensure adherence to these principles, members must sign a “Triple Bottom Line” agreement before participating in the process.

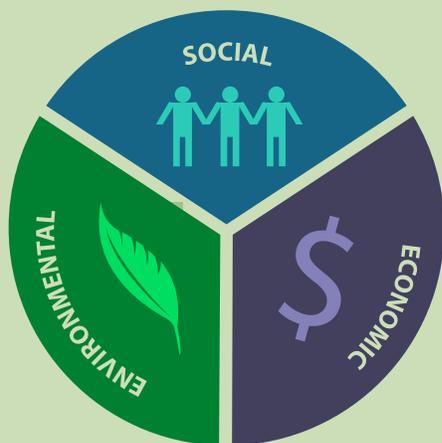


Diagram of the Triple Bottom Line

2. SEED THE PROCESS

Traditional, in-person grassroots outreach and meetings with key stakeholders and civic leaders take place prior to launching the formal, public social networking campaign. This creates a base of support with constituents who understand the City’s vision and the benefits of responsible, Triple Bottom Line development before the public at-large becomes engaged in the process. During this process, a local representative will be hired to lead the CSPM program and Renaissance will open a public informational office within the redevelopment zone.

Renaissance requires that ideas posted through the Crowdsourcing process adhere to THE TRIPLE BOTTOM LINE philosophy of Social, Environmental & Economic responsibility.

SOCIAL RESPONSIBILITY

Concepts must benefit society at large. The inclusive nature of CSPM fosters the participation of populations that are often excluded from, or do not feel welcome in public planning processes.

ECONOMIC RESPONSIBILITY

The revitalization effort must provide economic benefits for community stakeholders – investors, business owners, employees, customers, school districts, and the municipality – and be financially feasible. Renaissance also utilizes the services of Minority Owned Business Enterprises (MWBE) and promotes investment in local businesses, including MWBE and non-MWBE firms alike.

ENVIRONMENTAL RESPONSIBILITY

Ideas and strategies must protect the environment. The creation of a vibrant, mixed-use TOD that reduces auto-dependency and stresses Green Design should serve as a model for the entire region.

3.1 Achievement of Outcomes



3. LAUNCH SOCIAL NETWORKING WEBSITE / WEB-BASED APPLICATIONS

Renaissance will launch a social networking website as an informational resource to accept member registrations and ideas, and engage community members, local business leaders and entrepreneurs throughout the process.

4. LAUNCH CAMPAIGNS

Campaigns lie at the heart of CSPM activities, allowing residents and entrepreneurs to collaborate and build a critical mass of support for their ideas – ideas that will help refine the City’s current vision while identifying potential market drivers and entrepreneurial opportunities that will arise from the development activity. By focusing on one interest area at a time (such as retail, public destinations and downtown living), each with its own time period for campaigning, members are motivated to work together. Each campaign lasts one to two months with the objective of having the top ideas receive a minimum number of “Likes / Upvotes,” thereby becoming eligible for a feasibility study to allow for the future implementation of ideas that prove feasible.

5. FEASIBILITY STUDIES

Once ideas have enough Likes / Upvotes to warrant feasibility studies, Renaissance enlists the talents of national leaders in downtown retail and market feasibility to test the viability of community driven concepts.

6. FIND THE BEST IDEAS

Identification of small business, entrepreneurial and cultural ideas are fundamental to the Crowdsourced Placemaking process as they are critical to both the economic vitality of Naperville’s reinvigorated downtown and the City’s desire to create more daytime activity within the area. Accordingly, special emphasis will be put on these objectives. To reach the greatest number of participants, the CSPM team hosts happy hours and meetups to provide a forum in which local individuals and leaders can identify themselves and participate within their comfort zone.



BOYS & GIRLS CLUB

👍 Like (25)



BIKE LANES

👍 Like (35)



UNIQUE BUS STOPS

👍 Like (15)



3.1 Achievement of Outcomes

7. MONTHLY MEETUPS

Every month, the local CSPM community hosts a ‘meetup’, providing the best opportunity for members and interested residents to meet other Triple Bottom Line supporters face-to-face. The highlight of each meetup is a breakout group session, where attendees form small groups to brainstorm and develop ideas with the goal of building a market and support for them. Participants also work on the planning for upcoming programs and events such as community festivals and efforts to spur local business. Meetups also help inform the community via webpage and Renaissance updates. These meetups are typically hosted at local venues to support local businesses.

8. EVENTS

The CSPM team participates in, and often generates, many community events, which allows community members to learn about how they can help shape their community. These events build tremendous momentum as local residents begin to fully understand the potential of the downtown redevelopment vision that has been forwarded by the municipality and refined through the CSPM process. The end result is a shortened time frame to secure approvals and begin implementation of the plan.

CSPM was instrumental in gaining key approvals in the Town of Huntington, resulting in multiple 5-0 bi-partisan votes of approval. CSPM was also critical in restoring a \$4 million County investment in a traffic circle overhaul in Riverside. To the right is an image of the Huntington Station Street Fair and Festival, which attracted nearly 8,000 attendees, creating significant positive momentum for continued revitalization efforts.

By engaging the market itself in the planning process, Naperville will be able to utilize not only physical strategies of beautification of the public realm, but also the creation of places of interaction to transform traditional social networks and promote cultural diversity.



CSPM — A NATIONAL MOVEMENT

Crowdsourced Placemaking’s success has caught the attention of public and private agencies nationwide. In fact, Renaissance Downtowns has been approached to discuss the potential of creating a national social networking program to build support for responsible, transit-oriented development and the creation of innovation districts, including the need for national and state infrastructure investments that would support these efforts. Ongoing discussions with state and federal elected officials are taking place in regard to initiating this program on a national level.

By utilizing social networking applications and in person meetings, CSPM engages members of the community that are often left out of public processes, such as the economically disadvantaged, residents that face language or cultural barriers, entrepreneurs, students, artists and members of the innovation and knowledge based economy.



Market Opportunities



As Master Developer, Renaissance will engage market experts on its team to produce real estate market and economic impact studies. The studies will quantify the market for residential, retail and other uses and provide key insights into design, location, branding and marketing. Zimmerman Volk Associates have prepared market studies for Renaissance in each of its downtown master development projects.

According to downtown retail expert Kennedy Smith, the former Director of the National Trust for Historic Preservation’s Main Street program and Principal of the Community Land Use and Economics Group (CLUE Group), to best capture retail market share, a significant residential component must be present. Perhaps even more importantly, the catalytic nature of residential uses would provide a level of vibrancy and activity throughout the area that would result in additional consumers traveling to the downtown to support local merchants

4,000+ businesses, including over 500 retail establishments, employ more than 60,000 people, providing a meaningful base for further economic development to build off of in the City.

-U.S. Census Bureau, 2012

throughout the area. Analysis will be performed specifically for the City to determine how many new residents and square feet of commercial space Naperville would be able to support. An economic and fiscal impact analysis will be conducted by Renaissance team members to project the net impacts on tax revenue, job creation, and economic activity. By way of example, Renaissance’s Hempstead Village redevelopment is projected to create 12,000 construction job years, 6,000+ permanent jobs, and \$35,000,000 in annual tax revenue to the Village and school district.

Implementation Strategies - Zoning



Renaissance proposes a collaborative effort with the City of Naperville and its consultants that has proven effective in other Public-Private Partnerships in which Renaissance is Master Developer. The New Rochelle, Southampton and Hempstead projects provide a case study of this successful approach, which resulted in SEQRA and Zoning each being completed within 127 days or less. The process in Hempstead received praise from the Nassau County Planning Commission as a model zoning code for other Municipalities to follow (see Supporting Documentation). Similarly, Renaissance has just completed a similar process in the Town of Southampton, the most distressed community on Long Island, where overwhelming support has been received from both Town officials and the community. Riverside is a tremendously complicated project, due to its location in Pine Barrens, adjacent to Peconic River waterfront, where the community is served by Riverhead school district and located in the Town of Riverside. A Revitalization Action Plan has been created and adopted in July 2015, and form based Zoning Overlay and SEQRA were adopted in a record time frame of 120 days.

REFINING THE CODE TO SUPPORT THE VISION

In order to reach the critical mass needed to create the self-sustaining virtuous economic cycle the City desires, Renaissance will study how the City's current zoning may need to be modified. Through the CSPM process of continual outreach and collaboration with the City, the Public-Private Partnership will ensure that the program and densities studied are appropriate and acceptable to the City and its residents.

“ In summation, the Village [of Hempstead] should be commended on the thorough and comprehensive process that it has implemented that has culminated in the creation of the Downtown Overlay Zones. Ideally, this zoning code should serve as a template for other communities that wish to reinvigorate and re-imagine their downtowns. ”

**- Jeffrey Greenfield, Chairman,
Nassau County Planning Commission**

The New Rochelle Downtown Overlay Zone was awarded the Planning Achievement Award by the Westchester Municipal Planning Federation.

Recommended Zoning Changes



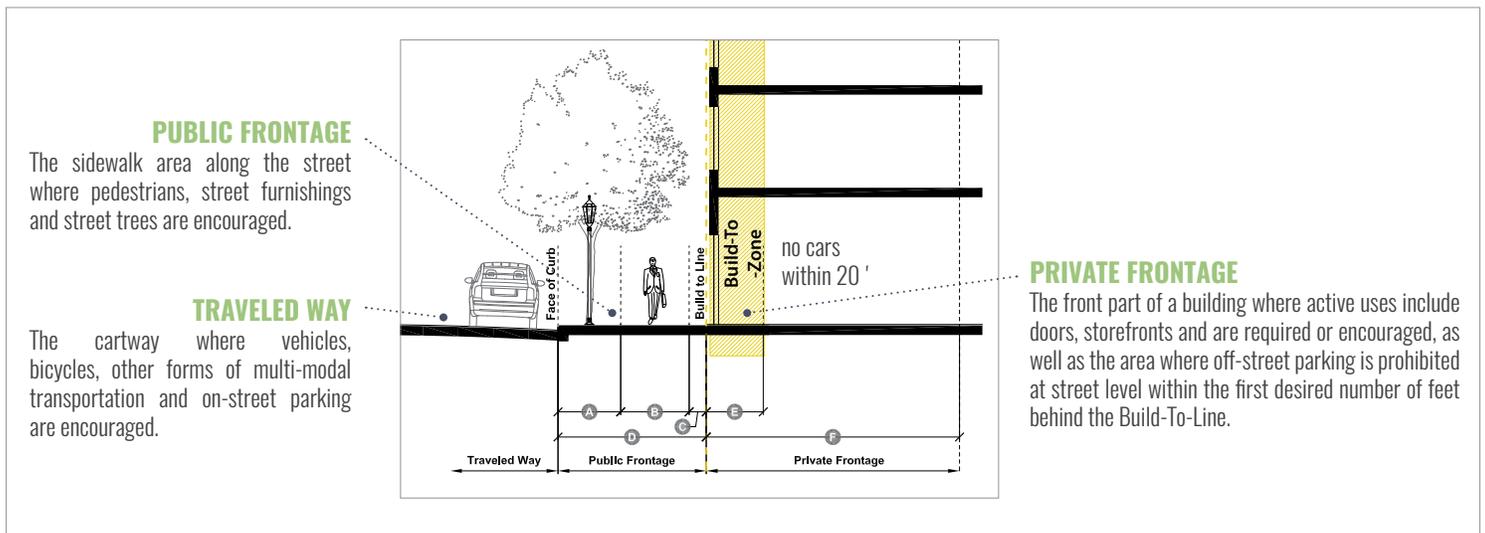
The Recommended Action Plan™ could include draft zoning code regulations that would then be adopted by the City.

A Form Based Code offers a powerful alternative to conventional zoning regulations that fosters predictable built results and a high quality public realm. It is guided by physical form rather than

separation of uses and addresses the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. This approach contrasts with the focus of conventional zoning on the micromanagement and segregation of land uses, and the control of development intensity through abstract

and uncoordinated parameters (e.g., FAR, dwellings per acre, setbacks, parking ratios, traffic LOS), to the neglect of an integrated built form.

Examples of successful Form Based Codes co-created by the Renaissance, the municipality and the community can be found in the Supporting Documentation of this submission. The codes are typically optional, adopted as Overlays.



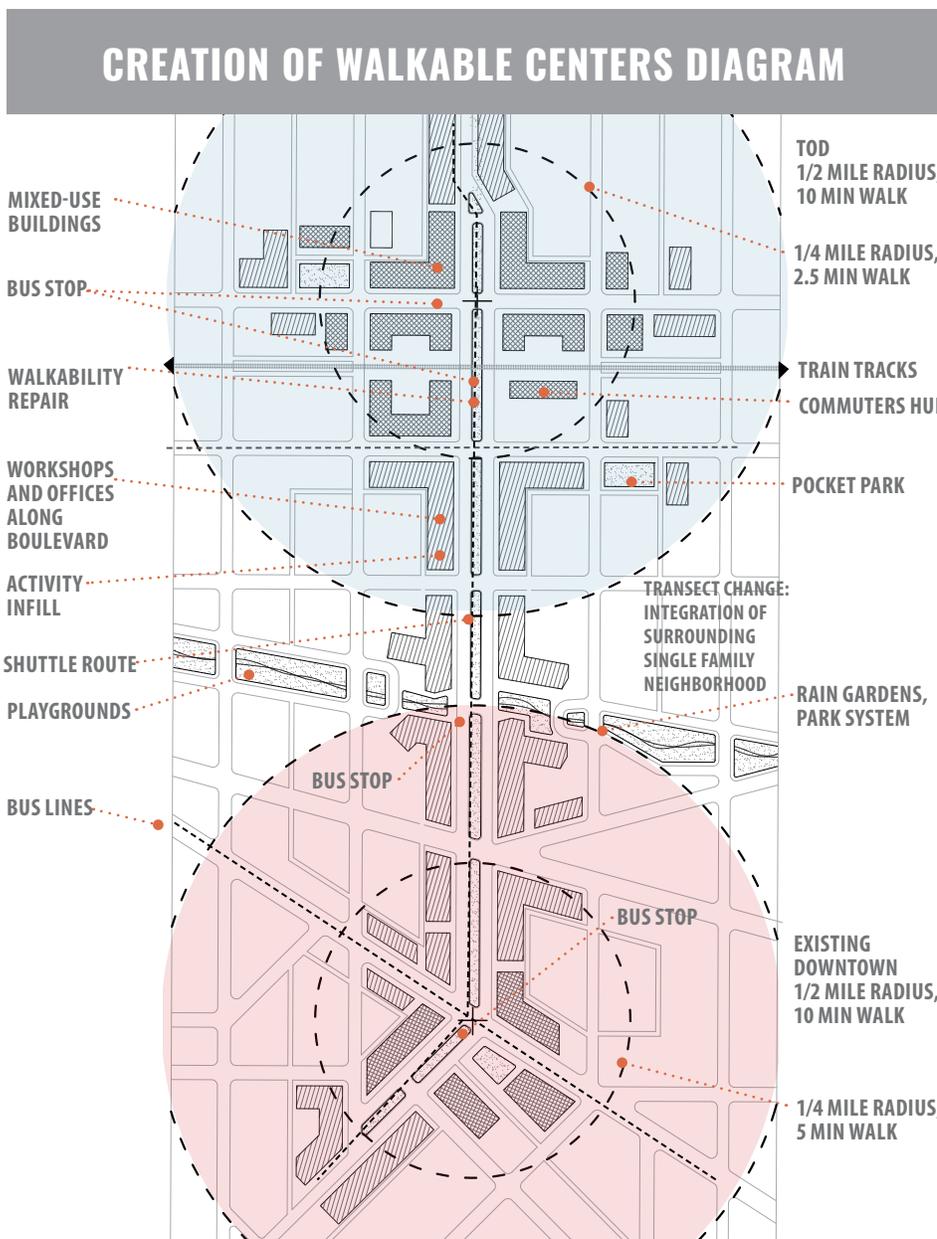
All districts would typically require buildings to be at least two stories, buildings should be located within the Build-To-Zone near the sidewalk and restrict parking to the rear of lots.

Utilizing the Best Planning Principles in Focusing Activity within Walkable Centers

The Neighborhood Center diagram (below) has been created by Renaissance’s Ela Dokonal (Director of Planning & Development), and is based upon Clarence Perry’s “Neighborhood Unit” from the 1930s, and the nationally recognized planning principle that walkable

communities typically occur within 1/4 mile (5 minute walk) of a neighborhood center. At downtown areas with multiple destinations, welcoming architecture, storefronts and pedestrian amenities, this distance can easily increase to 1/2 mile

(10 minute walk). Clustering the vibrancy into walkable areas enables the creation of distinct districts of varying levels of activity, each offering a unique character. The multi-modal transportation center located at the heart of the TOD adds to the diversity of the downtown area and pulls visitors intending to pass through. Creating a hub of multifamily rental units can address an important community need and drive economic activity in the downtown. Placemaking strategies and enhanced walkability, combined with infill development of additional housing opportunities along the commercial corridors to provide safety outside of commercial working hours (eyes on the street) pull the centers closer together. Overbuilding retail and commercial uses would only spread the consumer base thinner, siphoning business from the downtown in a time when large retail spaces. This creates a diversity of experiences that enhances the overall City fabric.



The attached Supporting Documentation contains further documentation of team members’ experience and qualifications, project details, sample RAPs, adopted Form Based Code (FBC) zoning documents and recent press articles. The following page demonstrates the consistency of the RDUH process with the City’s vision and goals.

3.1 Achievement of Outcomes

PROPOSAL CONSISTENCY WITH CITY VISION

Request For Qualifications Outcomes Desired	
The proposed land use(s), site layout, and building design shall take into consideration the character of the existing community	✓
Commuter parking shall be viewed as a system; the existing total commuter parking supply shall be maintained	✓
Multi-modal commuter access to the train station shall be maintained; amenities to enhance multi-modal access are encouraged	✓
Property stakeholders are participants in the planning process. Property stakeholders include, the City, DuPage Children’s Museum, BNSF, Metra and 5th Avenue Station	✓
5th Avenue Redevelopment Opportunities Request For Interest (RFI) City Council Survey Results	
Establish a gateway to downtown Naperville	✓
Generate sales tax revenue	✓
Provide for a community need	✓
Provide commuter-supported uses	✓
Consider opportunities to consolidate or reconfigure commuter parking, but maintain the existing number of spaces	✓
Engage key city stakeholders, including City Council, Naperville Development Partnership, Planning and Zoning Commission, residents, Naperville Area Homeowner’s Confederation	✓
5th Avenue Study	
Maintain the existing open space (i.e., Kendall Park and Burlington Square)	✓
Establish the existing 5th Avenue Station (i.e., Kroehler Building) as the benchmark for height of new buildings in the study area	✓
Maximize commuter parking to the extent possible without compromising vehicle, pedestrian and bicycle access to the train station, and the existing character of the surrounding residential neighborhood	✓
Enhance pedestrian accessibility to the train station and adjacent uses, including Washington Jr. High School	✓
Establish Washington Street as an important gateway to downtown Naperville through enhanced streetscape	✓
Encourage the use of alternative modes of transportation to access the train station (e.g., bicycle, pedestrian, public transit)	✓
Enhance vehicle, pedestrian & bicycle visibility & accessibility; improve the interconnectivity of the various travel modes in the vicinity of the train station	✓
Create an attractive streetscape along Washington Street between Ogden Avenue and Benton Avenue that establishes a cohesive image and identity for the corridor, emphasizes its role as a key gateway to Downtown Naperville, and is accommodating for all users	✓
Naperville Metra Station Bus Depot And Commuter Access Feasibility Study	
Provide a defined transit center for commuters	✓
Improve transit access to/from the train station	✓
Consolidate passenger pick-up/drop-off activity	✓
Reduce congestion and minimize conflicts between Pace bus operations, pedestrians, bicycles, and kiss-and-ride activity	✓
Minimize bus staging/queuing on adjacent neighborhood streets	✓

SUPPORTING DOCUMENTATION

See attached CD and separate documentaton enclosed

