



- STRATEGY AND PLANNING
- MARKET AND LOCATION INTELLIGENCE
- DEVELOPMENT MANAGEMENT

QUALIFICATIONS, SIGNIFICANT PROJECTS, AND CLIENTS

ABOUT GREENSFELDER REAL ESTATE STRATEGY

Greensfelder Real Estate Strategy works across North America providing strategic planning, market analytics and location intelligence, and real estate development services to communities, institutions and investors, and occupiers where there is a nexus between commercial districts and retail, and urban planning and economics. Always focused on practical solutions and implementation, GRES pioneered Retail Resilience™, a quadruple bottom-line discipline for creating lasting retail vitality, and dynamic, flexible, and adaptable retail strategies and recommendations for communities, owners, and retailers. GRES significant assignments include developing comprehensive retail and economic development strategies for San Jose, California's Citywide and Downtown Retail Studies (winner of the APA California Northern Section 2020 Urban Design Award of Excellence), Boulder, Colorado's Citywide Retail Strategy, Washington, DC's central business district C19 resilience strategy, large scale mixed-use project implementation plans in Honolulu and Silicon Valley, market strategies for retailers and REITs such as a Bronzeville (Chicago, IL) retail positioning plan, and repositioning programs for "dead" malls including Cupertino's Vallco Fashion Square, Newark's NewPark Mall, Honolulu's Windward Mall, and West Des Moines' Valley West Mall. Having driven more than 325 development projects spanning 6.5 million SF and a finish market value estimated at over \$1.25 billion, GRES frequently advises on mixed-use project implementation, land-use and entitlement consulting, and occupier services (both mature and pre-IPO emerging companies). Managing Principal David Greensfelder, named a Top Retail Influencer by GlobeStreet in 2021, is a specialist in economic development and redevelopment planning, retail resiliency, understanding retail opportunities by differentiating between commodity and specialty retail, and analyzing the impacts of competing retail channels on bricks-and-mortar storefronts. More information is available at www.greensfelder.net.



PRIMARY CONSULTING AREAS and THOUGHT LEADERSHIP

- ◆ **Economic Development Strategy including Retail Resilience™ and Sustainability**
 - Large and small-scale strategic planning, and implications for communities
 - Multichannel and omnichannel retail and impacts on bricks-and-mortar retail
 - Emerging trends, market analysis, market entry, location intelligence
 - Thriving downtown districts
 - Commodity and specialty retail differential analysis, and applications to district/project positioning
- ◆ **Transformative Real Estate Planning and Strategy**
 - Redevelopment planning
 - Managing sales tax impacts from an evolving retail marketplace
 - Mixed-use: best practices for integrating commercial uses in mixed-use environments
 - Positioning/repositioning and strategy for projects that once worked but now don't (including repositioning of "dead malls")
- ◆ **Owner's Representative (Program Management and Fee Development Services)**
 - Retail, office, and mixed-use projects
 - Location intelligence, due diligence and risk assessments, and development services
- ◆ **Expert Witness, Litigation Support, and Dispute Resolution (please ask for details and references)**



RECENT PROJECTS, PUBLICATIONS, AWARDS AND ONGOING RESEARCH

- ◆ David Greensfelder named a Top Retail Influencer for 2021 by GlobeStreet
- ◆ *Building Small – A Handbook for Real Estate Entrepreneurs, Civic Leaders, and Great Communities* Market Analysis chapter contributor (ULI, March, 2021)
- ◆ *Brownfields and Economic Development* Retail Revolution and Retrofit chapter contributor (McFarland, April, 2021)
- ◆ *Last Mile Implications for 21st Century Communities' Land Use, Design, and Transportation Systems*, National Academy of Sciences Transportation Research Board NCHRP 08-134 Project Advisory Panel
- ◆ National Cooperative Highway Research Program 08-134: *Integrating Freight Movement into 21st Century Communities' Land Use, Design, and Transportation Systems* (ongoing)
- ◆ APA California Northern Section 2020 Urban Design Award of Excellence for the San Jose Downtown Design Guidelines and Standards
- ◆ ULI/PwC *Emerging Trends in Real Estate 2019*, Author, Retail and Last Mile Distribution Trends Sections
- ◆ Interviews in and contributions to articles in the Los Angeles Times, Costar, Connect Media, Globe Street, Shopping Centers Today, Bisnow, Retailsphere, Real Perspectives Blog, and other industry publications.

SELECTED PROJECTS AND AWARDS, and REPRESENTATIVE CLIENT LIST

Economic Development and Redevelopment Planning Strategy ... for Communities

- ◆ Ascent Environmental - Planning and economic development projects (team)
- ◆ BAE Urban Economics - Various economic development projects (team)
- ◆ Belt Collins - Economic and community development project (team)
- ◆ Camoin Associates - Economic studies (team)
- ◆ City of Albany, California - Economic Development Strategic Plan
- ◆ City of Albuquerque - On-call Planning Services Bench
- ◆ City of Bellevue, Washington - Citywide Retail Study and Strategy
- ◆ City of Boulder, Colorado - Citywide Retail Study
- ◆ City of Calistoga, California - Business and Retail Strategy Study (3 assignments)
- ◆ City of Capitola, California - Address regional mall competitiveness and reuse in changing retail landscape
- ◆ City of Chicago, Illinois - Bronzeville market analysis and risk/politics assessment
- ◆ City of Chicago, Illinois Planning and Urban Design Division, Department of Housing and Economic Development - Retail strategy
- ◆ City of Cupertino, California - Retail market/focus sites feasibility study and Vallco Mall redevelopment strategies for a general plan update, and ballot initiative (\$9212) analysis
- ◆ City of Dublin, California - Downtown Specific Plan implementation; CC&R amendment and restatement
- ◆ City of El Cerrito, California - San Pablo Avenue PDA Specific Plan Update and Corridor Study
- ◆ City of Foster City, California - Commercial real estate market and opportunity site analysis
- ◆ City of Fremont, California - Irvington District Land Use Conversion Study; expert planning commission and city council testimony about pending mixed-use project applications
- ◆ City of Indio, California - Highway 111 Corridor Study Specific Plan
- ◆ City of Kansas City, MO/KS MSA - Retail market assessment and market entry study for a public REIT
- ◆ City of Kansas City, Missouri - North Loop ULI Advisory Services Panel
- ◆ City of McKees Rocks, Pennsylvania - Community Rebuilding ULI Advisory Services Panel
- ◆ City of Lone Tree, Colorado - Entertainment District Master Planning
- ◆ City of Los Angeles, California - Ventura-Cahuenga Boulevard Corridor Specific Plan Market Study, and DCP Economics On-call Bench



- ◆ City of Los Banos, California – Market entry study for a new Costco Warehouse
- ◆ City of Milpitas, California – Best practices for integrating commercial into mixed-use projects, and Milpitas Gateway/Main Street Specific Plan
- ◆ City of Mineral Wells, Texas – Community Plan and Economic Development Overview
- ◆ Cities of Morgan City and Berwick, Louisiana – Building the Foundation for a New Economy ULI Advisory Services Panel
- ◆ City of Morgan Hill, California – Economic Blueprint
- ◆ City of Newark, California – Regional mall repositioning and city-wide retail positioning
- ◆ City of North Salt Lake, Utah – Town Center Study
- ◆ City of Oakland, California – Broadway-Valdez Specific Plan peer review panel
- ◆ City of Olympia, Washington – Capital Mall Triangle Sub-area Plan
- ◆ City of Pacifica, California – On-call planning and economic development consulting
- ◆ City of Pearland, Texas – Citywide Retail Strategic Plan
- ◆ City of Petaluma, California – General Plan Update
- ◆ City of Portland, Oregon – Economic and Real Estate Analysis Bench
- ◆ City of Provo, Utah – Provo Town Center Mall evaluation and repositioning strategy
- ◆ City of Redwood City, California – Downtown retail and hospitality evaluation
- ◆ City of San Carlos, California – Downtown redevelopment project evaluation
- ◆ City of San Francisco – Planning and Mayor’s Office Benches
- ◆ City of San Jose, California – Citywide Retail Study with Downtown and North SJ implementation strategies, and San Jose Flea Market Relocation
- ◆ City of San Ramon, California – Economic Development Specific Plan and General Plan updates
- ◆ City of Santa Clara, California – Corridor study and retail revitalization assessment; Downtown Precise Plan
- ◆ City of Sunnyvale, California – Economic Development Specific Plan
- ◆ City of Taylorsville, Utah – Commercial Centers Master Plan and Feasibility Study
- ◆ City of Vacaville, California – Downtown Specific Plan
- ◆ City of Vancouver, Washington – Commercial Corridors Strategy
- ◆ City of Waukee, Iowa – Waukee/Kettlestone Market Update
- ◆ Cities of West Des Moines and Clive, Iowa – University Avenue Corridor Study
- ◆ City of Westminster, Colorado – Citywide Retail Strategy and Master Plan
- ◆ City of Winder, Georgia – Downtown Plus Plan
- ◆ Community Attributes – Economic studies (team)
- ◆ Confluence – Various economic development and corridor studies (team)
- ◆ County of Maui, Hawaii – South Maui Community Plan
- ◆ County of Ventura, California – Channel Islands Harbor Visioning and Market Study
- ◆ Estolano Advisors – Economic Development and Master Planning (team)
- ◆ First Carbon Solutions – Economic Development Specific Plan and General Plan updates
- ◆ Jon Stover & Associates – Economic development and Main Streets
- ◆ Leland Consulting Group – Various economic development projects (team)
- ◆ MIG – Various economic development projects (team)
- ◆ MTA/ABAG (SF Bay Area) – Regional Planning Consulting Bench, and One Bay Area Plan retail task force advising on best practices for integrating commercial into priority development areas
- ◆ Office of Hawaiian Affairs – Kaka’ako Makai Retail Strategy
- ◆ Port of San Francisco, California – Pier 29 Cruise Terminal Feasibility Study and Business Plan
- ◆ Raimi + Associates – General Plans (team)



- ◆ SACOG Civic Lab - Sacramento-area commercial corridors study
- ◆ Sargent Town Planning - Visioning strategy and market feasibility study (team)
- ◆ Site Works - Field work and analysis for retail investment and redevelopment projects (various)
- ◆ State of Hawaii Office of Hawaiian Affairs - Kaka'ako Makai Retail Feasibility Study
- ◆ State of Maine Department of Economic and Community Development - Retail Trends and Domestic Exports Strategy Report
- ◆ Strategic Economics - Various economic development projects (team)
- ◆ University of Hawaii at Manoa, Honolulu, Hawaii - Real estate on-call bench
- ◆ Urban Field Studio - Various land planning, program development and economics projects (team)
- ◆ Valley Transportation Authority (SF Bay Area) - On-call economics and planning bench
- ◆ Wasatch, Utah Regional Council/Utah Dept. of Transportation - Land-use and economics on-call bench
- ◆ Washington, DC - Rock Creek West planning area housing affordability study ULI Advisory Services Panel
- ◆ Washington, DC - Central Business District COVID-19 Resiliency and Equity ULI Advisory Services Panel
- ◆ WRT - Various economic development projects (team)

Market and Location Intelligence, and Program and Development Management ... *for Users*

- ◆ AlterG, Inc. - Retail prototype development, and market entry strategy and financial analysis
- ◆ Catalyze, LLC - Program management for C19 resilient office space in the San Francisco Bay Area
- ◆ Community Foods Market - "Food Desert" real estate market study, and program management overseeing development and opening of a community grocery store in Oakland, California
- ◆ Crown Books - Programmatic retail expansion development strategy and implementation
- ◆ CVS/Health - San Francisco Bay Area new market entry analysis, strategy, and implementation of programmatic new store development program; integration analysis for Long's Drug Stores acquisition
- ◆ Decathlon - U.S. market entry strategy for French sporting goods retailer
- ◆ Eatzi's (Brinker International) - Programmatic retail expansion development strategy and implementation
- ◆ Group 4 Architecture Research and Planning - Redevelopment program management
- ◆ Halo Top Creamery - Retail program and new store development and initial store rollout
- ◆ High Tech Burrito - Programmatic retail expansion development strategy and implementation
- ◆ Longs Drug Stores - Programmatic retail expansion development strategy and implementation
- ◆ PG&E - Retail potential analysis for conversion of a decommissioned brownfield site
- ◆ Silicon Valley "Big 4" tech company - Campus master plan feasibility study and master planning
- ◆ Sungevity, Inc. - Program management for 75,000 SF office HQ redesign and remodel, and out-of-state site location and 75,000 SF new facility development (winner of the Kansas City CSI's Excellence in Design Award, 2016)
- ◆ TruLocal.com (Boss Holdings) - Founding Advisor, Local Retail
- ◆ Uniqlo (Fast Retailing) - U.S. market entry strategy for Japanese clothing retailer

Market Analysis and Strategy ... *for Owners and Investors*

- ◆ Eigen10 Advisors - Project evaluation and highest and best use analysis
- ◆ Borel Private Bank & Trust Company - Project asset and development management
- ◆ Boston Private Bank & Trust Company - Project asset and development management
- ◆ Ohio STRS - Analysis for shopping center repositioning and potential mixed-use addition/redevelopment; site planning and development pro-forma sensitivity analysis
- ◆ Privately Held Development Firms - Retail potential analysis for mixed-use development; Analysis of potential for the success of a planned mixed-use project



- ◆ **Ramco Gershenson** - Retail market evaluation and investment potential analysis
- ◆ **Scanlan Kemper Bard** - Redevelopment program for WestGate San Leandro, a 675,000 SF mixed-use retail-office project
- ◆ **Tuscola Outlet Center** - Acquisition risk assessment and underwriting for a regional outlet center
- ◆ **Wrightwood Capital** - Pre-foreclosure market positioning analysis for a 350,000 SF regional power center
- ◆ **Family Offices/VC Firms** - Venture-backed start-ups, project repositioning, project entitlements, and anchor retail tenant negotiation of business and lease terms (new stores and repositioning)
- ◆ **Hedge Funds** - Angelo Gordon, Bain & Company, Boston Consulting, DB Zwirn, Harris Assoc., HIG Capital, Karsch Capital, KDI Capital Partners, QVT Financial LP, SAC Capital, Scout Capital, Sheffield Mgt, Sigma Capital Mgt, Teton Capital, Wellington Mgt, and Whale Rock Capital Mgt LLC

Market Analysis and Program Management ... for Owners and Developers

- ◆ **Athenian Razak** - Various Philadelphia, PA and Camden, NJ retail projects
- ◆ **Black Equities** - Project asset and development management; 1031 exchange management
- ◆ **Bridge Housing** - Integration of commercial in a mixed use project
- ◆ **Burlingame Plaza Owners' Association** - Shopping center repositioning and remodel (scope-of-work, budget, and planning)
- ◆ **CallisonRTKL** - Integration of commercial in large mixed-use districts
- ◆ **Draper & Kramer** - Trade area definition and retail sales potential analysis for large-scale redevelopment project in Chicago, Illinois
- ◆ **Dutra Cerro Graden** - Development of financial modeling tools for a real estate firm serving community benefit organizations
- ◆ **Hunt Companies** - Oah'u BRAC redevelopment master planning, strategy, and feasibility analysis
- ◆ **The Irvine Company** - Property acquisition strategy
- ◆ **Kamehameha Schools (Bishop Estate)** - Supportable commercial determination, strategy, and retail integration for large, urban mixed-use redevelopment districts (Kapalama, Kaka'ako, He'eia, Mo'ili'ili)
- ◆ **LandMark Retail Group** - Fortune 20 retailer development strategy and execution
- ◆ **Long Island (NY) Mixed-use** - Planning consulting for redevelopment of a former hospital site including budget and schedule, entitlement, anchor tenant leasing
- ◆ **Lili'uokalani Trust** - Keahuolu Properties and Makalapua District Market Demand Study and Retail Strategy
- ◆ **Lyon Homes** - Integration of commercial in a mixed-use project
- ◆ **The Prado Group** - Retail tenant negotiation
- ◆ **Pulte Homes** - Integration of commercial in a horizontally-integrated mixed-use project
- ◆ **Raintree Partners** - Integration of commercial in a vertically-integrated mixed-use project
- ◆ **Scannell Properties** - Analysis for acquisition and redevelopment of an Oakland, California site
- ◆ **SummerHill Apartment Communities** - Analysis of potential retail uses and accompanying site plan recommendations for a 26-acre vertically-integrated mixed-use project
- ◆ **Tuscola Outlet Center (Illinois)** - Redevelopment underwriting and strategic plan
- ◆ **Warmington Homes** - Analysis and recommendations for commercial feasibility in mixed-use projects

Expert Witness Engagements

- ◆ Retail lease dispute between an institutional landlord and a national tenant (report, deposition, and testimony at trial; favorable outcome)
- ◆ Retail trends related to ESOP disputes (cases variously settled or ongoing)



EDUCATION AND SPEAKING ENGAGEMENTS

- ◆ UC Berkeley Haas Graduate School of Business
- ◆ UC Berkeley Graduate College of Environmental Design
- ◆ UC Berkeley MRED+D Distinguished Visiting Fellow and Lecturer
- ◆ USC Lusk Center for Real Estate Studies
- ◆ San Jose State University, Department of Urban and Regional Planning
- ◆ ULI School of Professional Development
- ◆ ULI UrbanPlan (Volunteer and Trainer)
- ◆ ULI UrbanPlan for Communities (Instructor)
- ◆ American Planning Association
- ◆ International Downtown Association
- ◆ Urbanism Next Conference
- ◆ Non-Profit Housing Association of Northern California (NPH)
- ◆ National League of Cities
- ◆ California League of Cities
- ◆ AIA/SF
- ◆ SPUR, San Francisco
- ◆ Local Government Commission
- ◆ Silicon Valley Economic Development Alliance (SVEDA)/Joint Venture Silicon Valley
- ◆ East Bay Economic Development Alliance
- ◆ Bay Area Planning Director's Association
- ◆ KB Home Community Advisory Board
- ◆ Bay Planning Coalition
- ◆ Connect Silicon Valley
- ◆ Oakland Chamber of Commerce Retail Advisory Committee (ORAC)
- ◆ Northern California Apartment Summit
- ◆ California Building Conference
- ◆ ICSC Programs: Northern California Alliance Program (chair/speaker/ moderator), San Francisco IDEX (chair/speaker/moderator), Monterey IDEX (speaker/moderator), ReCon (moderator), Bay Area Local Programs (chair), Los Angeles Local Programs (speaker), University of Shopping Centers (faculty)
- ◆ Cities of Capitola/Capitola Chamber of Commerce, Hayward (CV-19 resiliency) Hercules, Merced, Morgan Hill, and Suisun City

RECENT PRESENTATIONS AT PROFESSIONAL CONFERENCES AND GROUPS

- ◆ The Fall of the Mall (California Land Recycling Conference)
- ◆ A Retail Resilience-guided COVID-19 Response Rubric
- ◆ Retail and Mixed-use Best Practices (ULI Professional Development Program and Webinar)
- ◆ Goodbye, Main Street? (SPUR SF)
- ◆ How Technology is Affecting Retail and Urban Real Estate Development
- ◆ Potential Impact of Emergent Technologies on Freight Related Land-Uses in Urban Areas
- ◆ Planning for Retail in an On-line World
- ◆ Urban Planning and Place-making for Dynamic Communities (APA approved for AICP CM credits)
- ◆ San Jose's Approach to Retail Restructuring
- ◆ The Changing Nature of Retail and Its Impacts on Local Governments
- ◆ The ABC's of the XYZ Generations: The Essential Guide to Understanding, Communicating and Marketing to Demographic Alphabet Soup
- ◆ The Urban Core: Analysis of Development, Investment & Financing Opportunities in San Francisco
- ◆ The New Normal...How Retailers Think: A Public Sector Primer on the Retailer Decision Process
- ◆ Omni-channel Marketing: A Seamless Approach to Retailing Across Channels, from Social Media to Bricks & Mortar
- ◆ AIA/SF Strategic Growth Symposium - Economic Outlook.
- ◆ Rediscovering Main Streets and Strategies for a Thriving Downtown.
- ◆ Factors Affecting the Viability of Retail in Mixed-use Projects.
- ◆ Planting Your Vision in the Ground: Getting Good Projects to Pencil Out.
- ◆ Retail Site Selection Decisions - The Inside Story.
- ◆ Exploring the Feasibility of a Merger, the AHA/Satellite Experience.



- ◆ Maximizing Retail During Changing Times – A Post Redevelopment Primer.
- ◆ Building Livable Communities: From the Vision to the Ground – Making Smart Growth Pencil Out.
- ◆ SB375 and One Bay Area Plan Implementation and Implications.

OTHER PROFESSIONAL AFFILIATIONS AND INVOLVEMENT

- ◆ Urban Land Institute (full member):
 - UrbanPlan and UrbanPlan for Public Officials Steering Committees, UrbanPlan for Public Officials Instructor, Volunteer Trainer, Classroom Volunteer, School Champion
 - Advisory Services (national panels)
 - Education/Real Estate Instruction Programs – Mixed-use and Retail Best Practices, Instructor
 - Urban Revitalization Product Council
- ◆ National Academy of Sciences – Transportation Research Board Project Advisory Panel Appointee
 - National Cooperative Highway Research Program 08-134: Integrating Freight Movement into 21st Century Communities’ Land Use, Design, and Transportation Systems (ongoing)
 - National Cooperative Highway Research Program 08-111: Effective Decision Making Methods for Freight-Efficient Land Use (complete)
- ◆ International Council of Shopping Centers (member):
 - P3 North American Steering Committee
 - Past State Retail Chair, and co-founder and Past Chair N. Calif. Alliance Program
 - Northern California Program Committee (1994-present); past Program Committee Chair
- ◆ Satellite Affordable Housing Associates Board of Directors: Finance Committee, Development Committee (Past Chair), Audit Committee, Past VP and Executive Committee member, Merger Task Force
- ◆ Center for Creative Land Use Recycling: Board of Directors, Finance Committee, executive director search
- ◆ Oakland Retail Advisory Committee and Oakland Land Use Committee, Founding Member
- ◆ Bay Area Council Member Representative / Legislative Retreats
- ◆ Shopping Center World Editorial Advisory Board

CONTACT INFORMATION

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