Community Development
Planning Division
11333 N. Cedarburg Road
Mequon, WI 53092
Phone: 262-236-2903
edb@ci.mequon.wi.us

ECONOMIC DEVELOPMENT BOARD
Tuesday, February 20, 2024
8:00 AM
North Conference Room

AGENDA

1. **Call to Order, Roll Call**

2. **Approval of Meeting Minutes from January 23, 2024.**
   Action requested: review and approve

3. **Port Washington Road RFP for real estate market analysis.**
   Action requested: review and approve

4. **Annual Revolving Loan Fund Program Report**

5. **Staff Updates**

6. **Announcements**
   The next meeting is Tuesday, March 19, 2024, at 8:00 a.m.

7. **Adjourn**

Dated: February 16, 2024 **/s/ Tim Carr, Chairman**

Notice is hereby given that a quorum of other governmental bodies may be present at this meeting to present, discuss
and / or gather information about a subject over which they have decision making responsibility, although they will not take formal action thereto at this meeting.
Any questions regarding this agenda may be directed to the Dept. of Community Development office at 262-236-2903, Monday through Friday, 8:00 a.m. – 4:30 p.m.

11333 N. Cedarburg Road
Mequon, WI 53092
Phone: 262-236-2902
Fax: 262-242-9655

www.ci.mequon.wi.us

ECONOMIC DEVELOPMENT BOARD
Tuesday, January 23, 2024
8:00 AM
North Conference Room

Minutes

1) Call to Order, Roll Call

Present:
Chair Timothy Carr
Vice Chair Jeff McLean
Alderman William Gebhardt
Board Member Dennis Engel
Board Member Daniel Gannon
Board Member Tracy Johnson
Board Member Michael Kramer
Alt. Board Member Colin Boyd **-- Absent**
Board Member Inge Plautz **-- Absent**
Board Member Bruce Sipiora **-- Absent**

Chairman Carr called the meeting to order at 8:04 a.m.

2) Approval of Meeting Minutes from November 28, 2023

Action
Board Member Gannon made a motion to approve the meeting minutes from November 28, 2023.
Board Member Kramer seconded the motion.
A voice vote was taken; vote passed (7-0)

3) Port Washington Road RFP for real estate market analysis

Assistant Director Jac Zader stated that the RFP was issued out in early December and submittals were due January 15th. One submittal was received. Staff met with two other groups that expressed interest but did not submit a proposal, so the deadline submittal deadline was extended to January 22nd in an effort to allow for additional time for proposals to be submitted. Staff contacted the two companies as well as modified the scope of the RFP, but no additional submittals were received. A new proposal from the one applicant was submitted given the modifications.

He explained that there are some deadlines that need to be met so this can be approved at the February Common Council meeting. He stated that some sample questions were provided in the packet.

The feedback from the Board is that it would have been preferable to receive more than one proposal. There was discussion that the firm is known and respected in the economic development realm. It was also discussed that there would most likely not be more submittals if another extension was allowed. The price was discussed, and although it may be a little high, it was acknowledged that other proposals would most likely be similar and that this fee will be paid for by TIF.

Ald. Gebhardt expressed concern about the price, that the approach seems canned and that there is a lot of leaning on staff and city of Mequon for conclusions. He feels that it is important to clearly communicate the intent and exact scope of the market analysis.

There was mutual agreement that being proactive rather than reactive is much more conducive to a positive outcome for the city, including a more transparent and efficient approval process for applicants.

Overall, there is consensus from the Board to move forward with the applicant, to slightly modify the scope of the project and to interview the applicant. Staff will work with the committee to secure an interview date.

The Board discussed the intent behind the interview questions that should be asked, including:

- It is important to state the objective and the reason for doing the analysis.
- Staff to tweak the scope of the project to narrow the intent and to keep the cost down.
- Community feedback can be tied into the upcoming community survey.
- Unbiased information is requested from the consultant; staff will not provide land use decisions or zoning.

Staff will coordinate a meeting date with the consultant and the interview panel.

4) Staff Updates

a. RLF Update

Director Kim Tollefson stated that she will give an RLF program status update at the February meeting. The Finance Department can provide year-end numbers and EDB should anticipate an annual update every February.

b. TID Reimbursement Schedule

She explained that she included a chart in the packet with an update of the TIF districts and which districts have executed development agreements, incentives granted and the remaining balances as well as the likely payoff year.

She reminded the Board that the loans are pay-as-you-go and staff is annually reviewing the value, the assessed value of the property, that the equalized value is at least what the development agreement authorized or more, and ensuring that the taxes have been paid. So far, all the developments have performed in accordance with their development agreement, they are paying their taxes and getting reimbursement.

Dir. Tollefson further commented that other than TID #3 (Town Center TIF district), 100% of the tax payment is received back. TID #3 has a negotiated sharing of the tax revenue because the city had already borrowed funds for public improvement projects.

Asst. Dir. Zader gave a quick update on Placer.ai and reported that he had reached out to all the EDB representatives in the county, and no one is currently using this service. Several were interested in the data, and some will do additional research about this service. He offered that Place.ai should do a presentation for the county EDB at an upcoming meeting.

Staff gave updates on ongoing developments and projects in the city.

5) Announcements

A special meeting for the interview panel may be held on February 6, 2024.

The next monthly meeting is Tuesday, February 20, 2024, at 8:00 a.m.

6) Adjourn

Action
Board Member Kramer made a motion to adjourn the meeting.
Board Member McLean seconded the motion.
A voice vote was taken; vote passed (7-0)

The meeting was adjourned at 9:00 a.m.

Respectfully Submitted,

Kim Tollefson
Director of Community Development

11333 N. Cedarburg Road
Mequon, WI 53092-1930
Phone: 262-242-3100
Fax: 262-242-9655

www.ci.mequon.wi.us **Office of Community Development**

TO: **Economic Development Board**
FROM: **Jac Zader, Assistant Director Community Development**
DATE: **February 20, 2024**
SUBJECT: **Port Washington Road RFP for real estate market analysis**

Background
On September 19, 2023, the Economic Development Board voted to direct staff to develop an RFP for a market analysis for the Port Washington Road commercial corridor (County Line Road to Glen Oaks Ln). On October 10, 2023, at the Common Council Committee of the Whole, a majority of the Common Council supported having a market analysis completed for the corridor. On November 28, 2023, the Economic Development Board reviewed and approved the draft RFP. The RFP was made available to the public on December 1, 2023, with a submission date of January 15, 2024. The RFP deadline was extended until January 22, 2024, with a modified scope. On January 20, 2024, the Board reviewed the sole proposal from Redevelopment Resources.

Interview:
The interview panel, which consisted of the following Board Members and City representatives:
- Jac Zader
- Tim Carr
- Brian Parrish
- Bill Gebhardt
- Jeff McLean

met with the applicant on January 29, 2024, to ask questions and discuss the proposal. After discussing the project scope and to address concerns of some of the panel members, the applicant revised the RFP and provided a new cost estimate. The new cost estimate is $69,710, which is in original range of the staff estimate.

Timeline:
Since there was a delay in getting a date established for the interview panel, the timeline has been adjusted to the following:

- EDB recommendation: Tuesday, February 20th
- Finance & Personnel / Common Council Action: Tuesday, March 12th
- Final Presentation: August 2024

Staff Recommendation:
Staff recommends that the Board approve the proposal and direct staff and the City Attorney to draft a contract for Common Council approval in March.

END OF MEMO

Attachments:
Mequon Real Estate Analysis Proposal AMENDED (PDF)

REAL ESTATE MARKET ANALYSIS
City of Mequon, WI

AMENDED PROPOSAL

Prepared for:
Jac Zader, Assistant Director of Community Development
City of Mequon

Proposal issued:
2/7/2024

January 15, 2024

Jac Zader
Assistant Director of Community Development
Mequon City Hall
11333 N Cedarburg Rd.
Mequon, WI 53092

Dear Mr. Zader,

It is our pleasure to submit a response to the Request for Proposal for the City of Mequon's Real Estate Market Analysis. Redevelopment Resources' relationship with each client is of utmost importance to us. We strive to meet and exceed your expectations through our thorough, thoughtful, and customized work. Our recommendations are derived from a combination of data, situational impact, and experience.

Our team is adept at applying our experience and collaborating with stakeholders to create effective strategies that leverage local assets and resources that serve the needs of the community. We possess significant breadth and depth of skills in assessing local economies, analyzing relevant data, developing impactful recommendations, and distilling all the various inputs into actionable, results-oriented strategies.

We possess commercial real estate brokerage experience, have conducted feasibility studies, and analyzed numerous sites for their future potential. We have developed programs and policies to serve the unique needs of many communities and regions. We have also acquired buildings, demolished blighted properties, and recruited new developments on behalf of municipalities in which we have worked as employees and as consultants.

This is an important project for the City of Mequon. We would be honored to be a part of studying and crafting recommendations to solve redevelopment-related challenges and plan for future housing needs. Ensuring the proper focus, capturing all opportunities, and assisting the city in the deployment of appropriate resources will be our job, and we look forward to the possibility of contributing to the community in this way.

If you have any questions or would like to schedule an interview with our team, please contact me at kristen@redevelopment-resources.com or 715-581-1452.

Sincerely,

Kristen Fish-Peterson

Kristen Fish-Peterson, CEcD, EDFP, Principal and CEO

TABLE OF CONTENTS

1 | PROJECT UNDERSTANDING

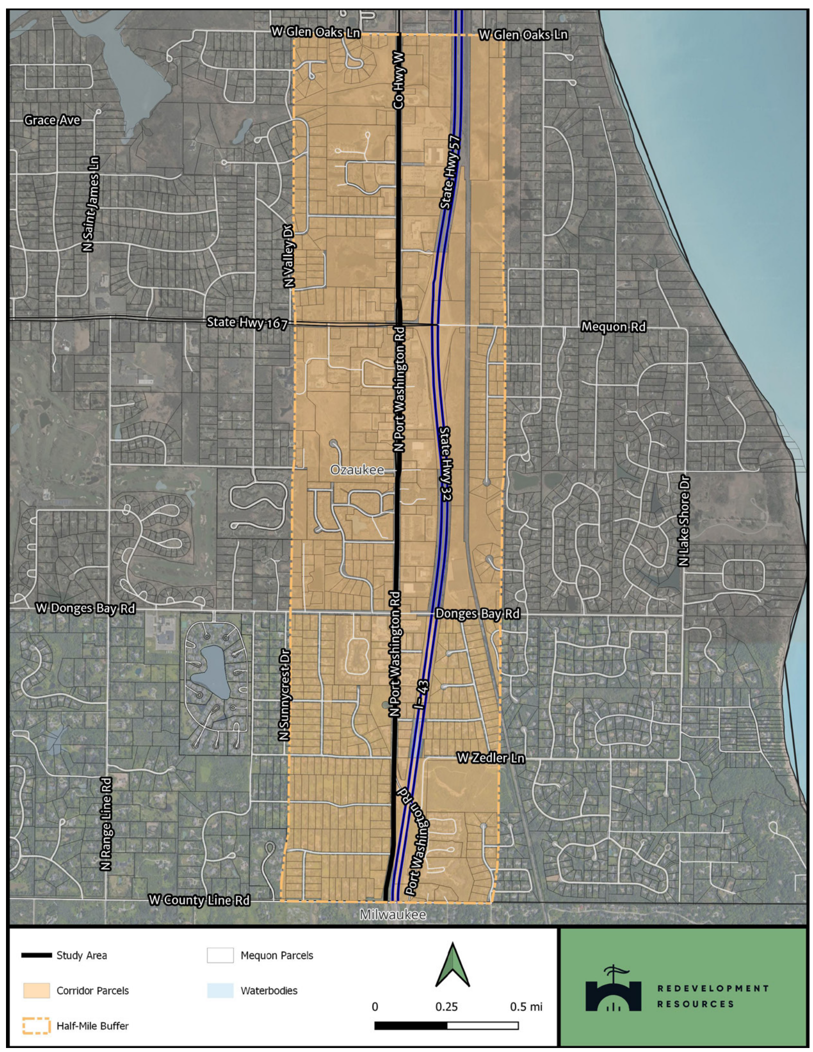
It is our understanding the City of Mequon is interested in obtaining a real estate market analysis for commercial and residential property in the City, with a special focus on the 3.2-mile span of Port Washington Road from County Line Road to Glen Oaks Lane. The analysis will provide insight into redevelopment and new growth expansion opportunities for the City. It will reinforce and/or support changes in land-use policy that will serve the City well into the future. Our study will inform City staff and elected officials so that they will understand the market. It will inform the City how property on Port Washington Road can be developed to its highest and best use based on data, local economics and the commercial real estate market. This information can then be used by the City to initiate zoning and/or other policy changes to facilitate such development.

We understand recent changes to the zoning code potentially restrict fast food, retail, and auto-related uses to certain areas and that the City is interested in the viability and impact of an additional hotel(s) in the corridor. These items will be included in the impact assessment.

This analysis will result in the following:

- an inventory of commercial and residential properties
- commercial and residential occupancy/vacancy calculations
- gap analysis (demand and supply)
- analysis of the highest and best use of key properties
- identification of high-value opportunities to leverage the location and traffic/exposure to generate economic health and
- recommendations for the achievement of short-, mid- and long-term goals.

The project will be conducted in two distinct parts (shown in four phases below). The first part of the analysis, Phases I and II, will include a complete market analysis focusing on commercial uses with residential opportunities at infill sites based on complete demographic, market, and housing baseline data. The second part of the study, Phases III and IV, will leverage the learning from the first phase to create a series of recommendations to achieve the highest and best use of properties in Mequon leading toward goals set by the community. This part of the study will leverage data and market-based reality with experience and direction from City staff and elected officials. An overview of each phase is as follows:



Phase I

1. Demographic, market, and housing data collection and analysis
2. Stakeholder Engagement
3. Competitive Analysis
4. Trend Analysis
5. Baseline Report

Phase II

6. Complete analysis of the data
7. Determination of commercial targets and residential additions
8. Report and Presentation (March 18, 2024)

Phase III

9. Priority Sites/Areas

Phase IV

10. Recommendations for implementation
11. Final Report (August 30, 2024)

Reports and presentations will be provided following each phase.

2 | SCOPE OF WORK

To complete a comprehensive real estate analysis to serve Mequon in its redevelopment efforts, the following work will be completed as outlined below.

PHASE I, TASK 1: Document Review

1. Review any recent redevelopment plans completed, or underway in the City, and note the approval process each encountered.
2. Review any housing studies for the community, or specific market studies for individual developments, for an indication of the type, size, number, price point, and quantity of demand in the area.

Hours: 3 hours

Resources: City staff to provide access to relevant documents

PHASE I, Task 2: Demographic, Geographic, Workforce, and Economic Data

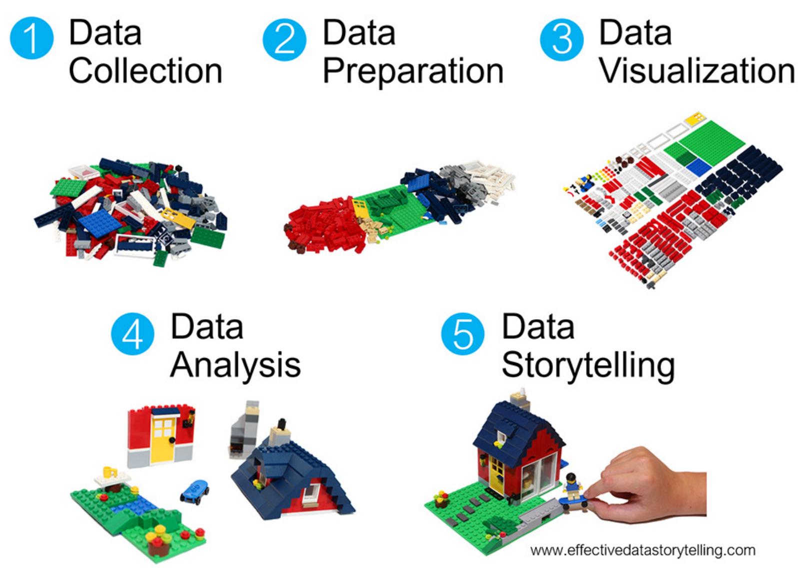
Real estate development demand is a function of the market which is affected by income growth, residential growth, and business-to-business growth. Housing demand is a function of population, income, and employment growth. Our team will look at demographic data trends and future projected growth. We will examine the area through the lens of commercial gaps to serve a growing residential base, from retail to services, education to healthcare, and hospitality to recreation. A variety of data sources will be used for this study. National and regional data sources will include the following:

- U.S. Department of Housing and Urban Development (HUD)
- U.S. Census and American Community Survey
- U.S. OntheMap
- Wisconsin Department of Administration, Dept. of Revenue and Dept. of Transportation
- Placer.ai
- Esri
- MLS
- COSTAR and other commercial real estate sources
- Local GIS and Assessment Databases
- Local Chamber of Commerce and other local databases

Using this data, we will conduct population forecasting for the City of Mequon and the surrounding area. We will also create a business inventory and identify and analyze commercial and residential vacancy rates in the City. We will document total square footage in residential and commercial developments, distinguishing them by type.

Hours: 11 hours.

Resources: City staff to provide relevant data from local assessment database



PHASE I, TASK 3: Stakeholder Engagement

Secondary data doesn't tell the whole story; therefore, our team will conduct interviews with local experts to better understand the commercial real estate market and consider that in context with the demographic and real estate data. In coordination with City staff, we will conduct up to eight (8) focus groups or individual key stakeholder interviews including, but not limited to:

- Mequon Chamber of Commerce
- Commercial Bankers and Realtors
- Developers familiar with the Port Washington Rd. Corridor and the surrounding area

Interviews may take place via Teams, Zoom, Google Meet, or in person, provided multiple interviews can be scheduled on the same day.

Hours: 22 hours

Resources: City staff to provide contact names for interviews (also relevant contact information if readily available)

PHASE I, TASK 4: Competitive Analysis

Redevelopment Resources will evaluate competitive commercial corridors including the city's Town Center, Bayshore Mall, Village of Grafton, and any other relevant and contributing competing commercial corridors.

Hours: 28 hours

Resources: none

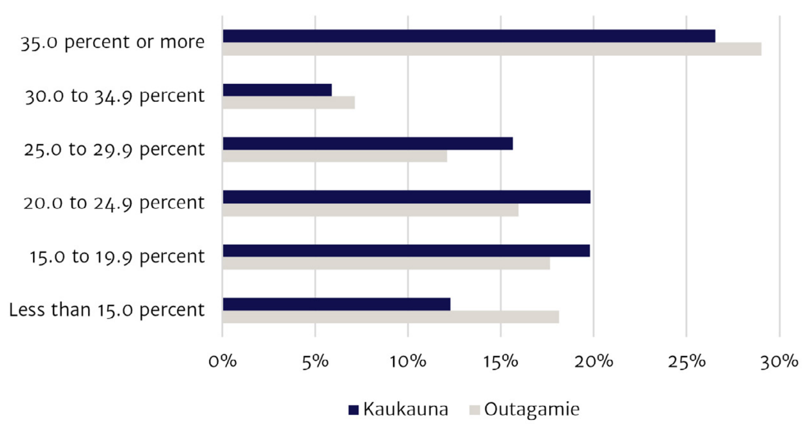
PHASE I, TASK 5: Trend Analysis

We will assess current and future trends in the commercial real estate market, including property values, rate of expanding market development, rate of competing market development, and closures, or contractions in the market.

Hours: 22 hours

Resources: none

Gross Rent as a Percentage of Income: 2019



Data Source: Occupied Units Paying Rent (ACS 5 YR Estimates)

PHASE I, TASK 7: Baseline Report

Data will be gathered and organized in a useful manner and a baseline report will be presented.

Hours: 36 hours

Resources: 2-3 meetings to review and discuss findings, answer questions

<u>Total Phase 1 hours = 128 hours</u>

PHASE II, TASK 1: Data Analysis to Draw Conclusions

Data from Phase 1 will be analyzed for the following items:

- Short-, mid-, and long-term opportunities for retail, office, and residential development
- Absorption rates, vacancy rates, inventory of space, rental rates, and other factors to determine viability of each category of commercial, service, medical, educational, hospitality, recreation, and residential uses.
- Placer.ai and other data sources will be used to determine gap analyses for various components of the market.
- A trade area will be defined and refined based on secondary and primary data.
- Redevelopment sites will be identified and prioritized based on their availability, access, size, function, and recommended future use.
- Any potential future changes to zoning will be identified.
- The area will be studied for potential regional or clustering, identification of transformative redevelopment, potential economic drivers, and other high-impact opportunities.

Additional data will also be gathered and analyzed including but not limited to:

- Site Inspection: we will conduct a windshield inspection of potential target property to assess their current physical condition, including any structural issues or environmental concerns in context.
- Risk Assessment: we will identify potential risks and challenges associated with redevelopment sites.
- Market Demand: we will assess the demand for the type of property we plan to recommend.

Hours: 48

Resources: None.

PHASE II, TASK 2:
Determine Commercial Targets and Residential Additions

Task 2: Determine Commercial Targets and Residential Additions

Based on all data gathered and analyzed above, a list of target business types (retail, service, medical, education, recreation, business-to-business, business-to-consumer, etc.) will be compiled.

Where commercial opportunities exist with the added benefit of a potential for residential, mixed use, infill development or other, residential developments will be analyzed by type, size, and scale for inclusion in the recommendations.

Maps will be created identifying several potential future uses by type (on specific sites if desired by the City). Depending on current ownership and other potential complexities, the map may not directly identify specific sites, but rather general uses and site size for potential future development. Ideas for development uses can be presented by site, by block, or by multi-block area.

Hours: 70

Resources: Staff meeting to review and discuss

PHASE II, TASK 3: Report & Presentation

A report and presentation will be prepared and given to the Mayor and Common Council, Planning Commission, Staff and interested members of the public which will convey the analysis, methods and findings of the work in Phase 1 and Phase 2.

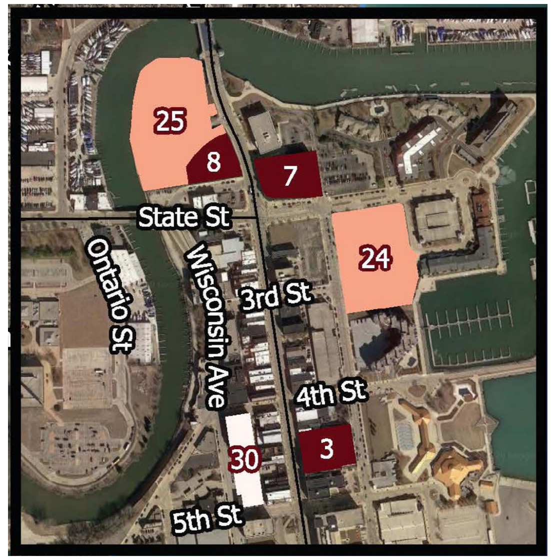
Hours: 100 for report and presentation preparation and delivery

Resources: Staff time to review documents prior to presentation

Total Phase 2 hours: 218 hours

PHASE III, TASK 1: Priority Sites/Areas

Based on the initial analysis in Phase 1 and 2, we will prioritize redevelopment sites or areas based on their likelihood of redevelopment, and potential return to the community. Spreadsheets and maps will be used to identify relevant information in a final report.



Hours: 18

Resources: Review with staff

Total Phase 3 hours: 18

PHASE IV, TASK 1:
Recommendations for Implementation

Recommendations and action steps will be drafted to achieve the goals identified through the assessments and analysis conducted in phases 1, 2, and 3. Those action steps will be arranged by task, including the responsible party, an estimated cost, and a timeframe to start/timeline to completion.

Recommendations will be made related but not limited to land use and zoning, public infrastructure investments, private and public amenities and aesthetic upgrades, site control, and attracting developers and developments.

Hours: 38

Resources: Meeting with staff to review and strategize

Williamsburg Road Implementation Matrix

Task	Begin	Responsible Party	Possible Funding Source
Outreach to developers	Immediate	Henrico EDA	N/A
Outreach to target property owners to begin process of acquisition	Immediate	Henrico EDA/Dept. of Comm. Revitalization or Developer or Discreet Broker	N/A
Acquire properties	6-36 months	Henrico EDA or Developer	Private funds or Special Project Grant funds
Engage site design services if necessary	Upon site control	Henrico EDA	Henrico EDA
Budget CDBG funds for demolition, blight elimination	During next CDBG Program Year	Department of Community Revitalization	N/A
Begin demolition	Within 18 - 24 months	Department of Community Revitalization	CDBG, and/or Enterprise Zone
Generate list of prospective tenants	24-36 months	Henrico EDA	N/A
Begin negotiations with selected developers for new developments	Upon site control	Henrico EDA or other entity offering incentives for redevelopment	Henrico EDA, Opportunity Zone, Enterprise Zone
Maintain dialogue with VABio+Tech	24-48 months	Henrico EDA	N/A

Above: Portion of the recommendation table excerpted from the Herico County Williamsburg Road assessment. More information about that project is on page 17.

PHASE IV, TASK 2: Final Report

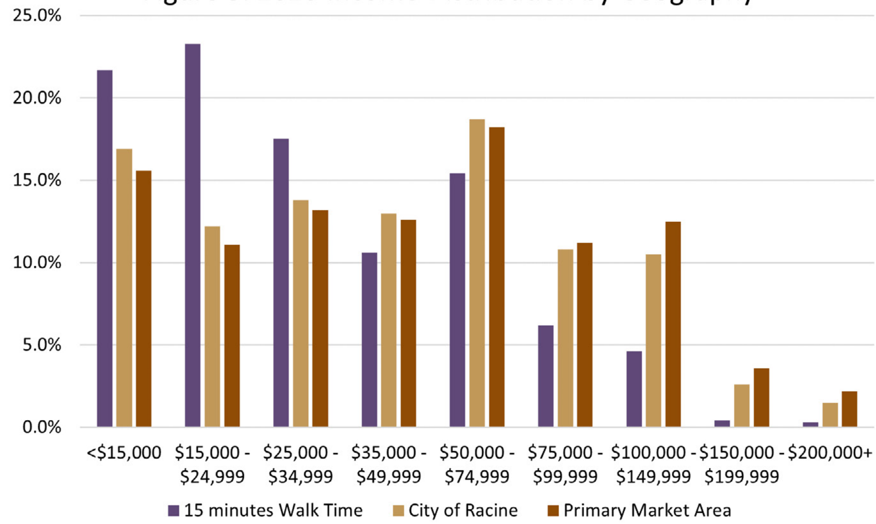
A final report will be drafted for staff review and revisions. When complete, it will be presented and discussed at a committee of the whole meeting to the Mayor and City Council, Plan Commission members and members of the public. Any necessary revisions will be made and a final report in hard copy (quantity to be determined) and .pdf format will be provided, along with a final presentation to the Mayor, City Council, Plan Commission, and general public.

Hours: 44

Resources: Review meetings with staff

Total Phase 4 hours: 72

Figure 5. 2020 Income Distribution by Geography



Data Source: ESRI Community Profile Reports.

3 STAFFING LEVELS

Redevelopment Resources will devote the necessary resources to complete the tasks in the Scope of Work.

- Kristen Fish-Peterson will lead the team on real estate, stakeholder interviews, and written narrative
- Dayna Sarver will collect and analyze all the secondary data from public and private data sources, create maps, design charts and graphs, and compile all of the information into the draft and final reports.
- Thomas Fish will support with scheduling interviews, attending interviews, supplemental research, specialized data procurement, and document review.
- All team members will attend meetings as necessary with City staff.

4 POTENTIAL PROBLEM AREAS

There are no obvious problem areas from our perspective.

However, often when properties are being analyzed for redevelopment, if an owner is not aware or not in agreement with the possible future uses or change of ownership, it can be awkward unless handled appropriately. Will a formal Redevelopment District Plan be created and adopted? Does the City anticipate any public acquisition of property for the purposes of redevelopment?

Any potential delay in the completion of this project on time would come from a lack of availability to key stakeholders, or a challenge in getting a response from them in a timely manner.

5 | FIRM & STAFF PROFILES

Established in 2009, Redevelopment Resources, LLC provides development and redevelopment solutions and research services to municipalities, businesses, and organizations. Our experience was gained primarily from active successful careers working in economic and community development, planning, and marketing fields. The team transitioned into consulting in order to share our vast experience with others.

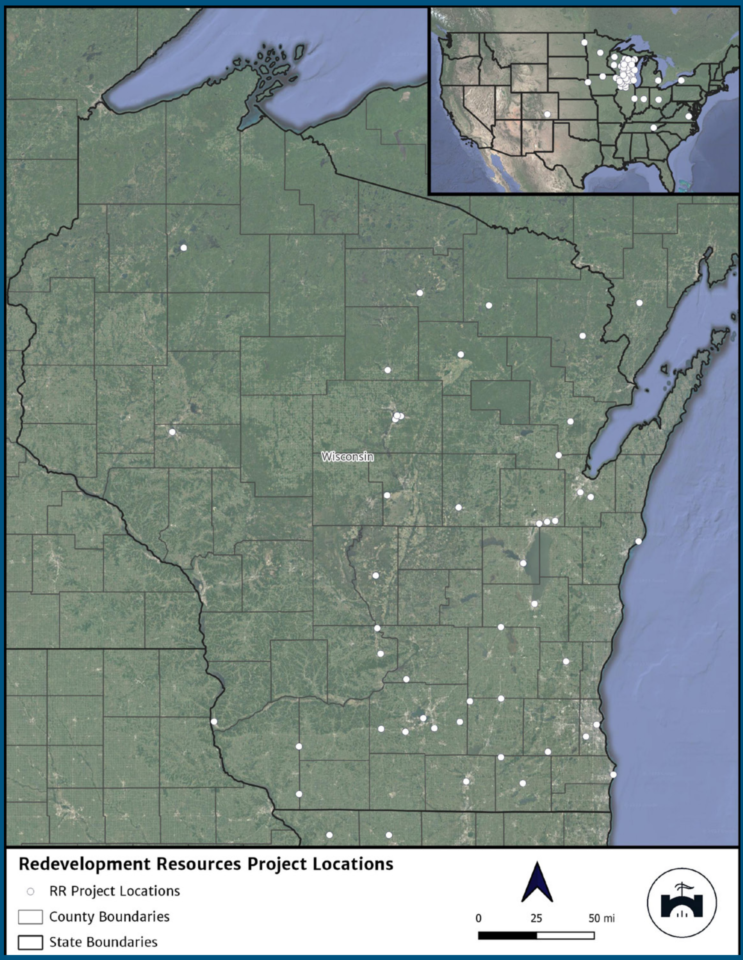
Because of the breadth of experience of our team members, we offer services in many categories:

- Economic & Community Development / Redevelopment
- Real estate
- Retail / Business Support / Marketing
- Planning and Facilitation
- Research and Analysis

The firm was founded in Wausau through a partnership between Kristen Fish and Deborah Ersland. In 2015 the company moved to Madison, WI where it is located today. We have worked across the state of Wisconsin as well as Colorado, Illinois, Indiana, Iowa, Louisiana, Michigan, Minnesota, Nebraska, New York, North Dakota, Virginia, and Ontario.

Clients have engaged Redevelopment Resources over multiple projects and multiple years. One of the highest honors we receive is when a client implements each and every one of our recommendations and calls us back to develop the next set of strategies with them.

Our team specializes in real estate redevelopment, financial returns to the client, implementable recommendations, and sharing a snapshot of reality from a market perspective.



280+
SITES ANALYZED FOR DEVELOPMENT OR REDEVELOPMENT

85+
IN-DEPTH MARKET STUDIES FOR COMMUNITIES AND PRIVATE-SECTOR BUSINESSES

1,400,000
SQFT OF OFFICE AND RETAIL SPACE LEASED AND MANAGED

675,000
SQFT OF INDUSTRIAL SPACE DEVELOPED

0
LAWSUITS OR FAILURES TO PAY

115+
COMMUNITIES SERVED IN

14
STATES AND PROVINCES

60+
YEARS OF COMBINED COMMERCIAL REAL ESTATE BROKER EXPERIENCE

165+
COMBINED YEARS OF EXPERIENCE

Kristen Fish-Peterson, CEcD | EDFP
Principal & CEO

Ms. Peterson has over 30 years of direct experience in redevelopment, market analysis, planning, implementation, grant writing, brokerage, business development, media, manufacturing, and marketing. In 2009, she and two colleagues started Redevelopment Resources, a community impact consulting firm which operates throughout the Midwest. She has managed all aspects of market analysis projects, strategic planning processes, business development and adaptive reuse programs including business recruitment, retention, entrepreneurial programming, loan fund management, deal structuring, blight elimination and policy/ program development.

PROFESSIONAL DEVELOPMENT

Certified Economic Developer

International Economic Development Council (IEDC)

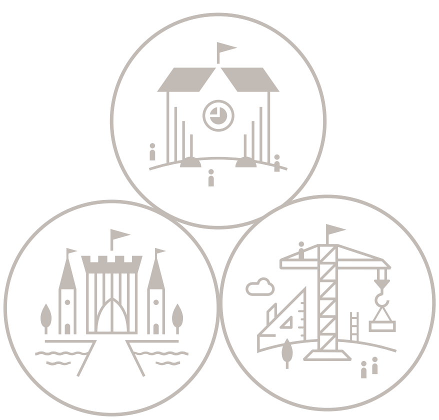
Economic Development Finance Professional

National Development Council (NDC)
IEDC Board Member, 2006-2018
WEDA Executive Director, 2011-2014
WEDA President, 2008

EDUCATION

Master of Business Administration
University of Wisconsin, Oshkosh

Bachelor of Business Admin., Marketing
University of North Dakota



EXPERIENCE

Market Analysis, Fiscal and Economic Impact Analysis
- Conducted dozens of market analyses for redevelopment, commercial corridors, downtowns, business districts, municipalities and counties using a variety of data sources and primary research methods
- Calculated fiscal and economic impact analysis for redevelopment of commercial corridors, industrial parks, multi-family residential complexes and public/private redevelopment projects
- Prepared comprehensive program analysis on 8 years of Erie County, NY's Adaptive Reuse Program and was able to quantify key impacts and cumulative effects of two local incentives

Strategy Development and Implementation
- Developed strategy and carried out implementation activities for numerous communities
- Created redevelopment strategies for dozens of other clients throughout the central U.S.
- Implementation activities have included writing State Approved Relocation Plan, securing appraisals and acquiring properties through negotiations with multiple property owners; securing and overseeing design services for public spaces; hiring and overseeing environmental studies, engineering contractors and architects
- Created unique policies, programs, and organizational structures for implementing strategies developed for clients

Project Funding
- Written and implemented several Tax Increment Financing plans
- Utilized multiple funding sources for complete projects
- Successful grant writing at local, state, and federal level

Dayna Sarver
Chief Research Officer & Development Specialist

Dayna brings nearly ten years of professional experience in economic development and real estate redevelopment to the Redevelopment Resources team. Prior to joining Redevelopment Resources, she was the Economic Development Manager for the City of Verona and the Economic Development Coordinator for the City of Janesville. She was also a project assistant for Bill Ryan at University of Wisconsin-Extension's Division of Community Economic Development focusing on downtown redevelopment. Dayna desires to help others reach their full capacity and enjoys engaging with local and state stakeholders with a multi-disciplinary approach to the development of the community's natural, social and fixed assets.

PROFESSIONAL DEVELOPMENT

Certified Economic Developer

International Economic Development Council (IEDC)

CURRICULUM VITA

Ryan, Bill, Dayna Sarver, Amy Greil, Errin Welty, Joe Lawniczak. (2014). **An Analysis of Storefront Improvements: A Selection of Wisconsin Case Studies. University of Wisconsin-Extension.** PDF available at: http://learningstore.uwex.edu/Assets/pdfs/G3914.pdf

EDUCATION

Master of Science, Urban Planning
- University of Wisconsin-Madison

Bachelor of Arts, Economics
- Central College, Pella, IA

EXPERIENCE

Market Analysis

- Analyzed the housing stock for communities in WI and IL.
- Conducted market analysis for several communities in WI, OH, and VA.

Redevelopment Strategy and Implementation

- Assisted with the creation of a downtown redevelopment strategies in WI, IL and OH.
- Developed an RFP for a redevelopment project near downtown Verona which included a historic property.
- Implementation activities have included, securing appraisals and negotiating the sale of City-owned property; hiring and overseeing environmental studies, and finding funding sources for redevelopment projects.

Project Funding

- Written and implemented several Tax Increment District plans
- Utilized multiple funding sources for complete projects
- Successful grant writing at state level

Stakeholder & Public Engagement

- Designed and administered online surveys and organized stakeholder engagement meetings for downtown redevelopment activities, workforce development, and housing studies.
- Organized stakeholder engagement meetings for the redevelopment of a prominent property in Verona as well as for business owners impacted by road improvements.

Thomas Fish
Director of Finance & Development Associate

Thomas brings over six years of professional experience, including economics, credit analysis and business strategy/planning, to the Redevelopment Resources team. He holds a bachelor's degree in Economics from Ripon College.

Prior to joining Redevelopment Resources, he worked in Credit Analysis and Underwriting for banking institutions in Central Wisconsin. Thomas is passionate about helping businesses and communities utilize the tools at their disposal to foster growth and development and approaches every project with enthusiasm and purpose.

PROFESSIONAL DEVELOPMENT

Credit Analysis Training Commercial Real Estate Appraisal Intro to Commercial Lending School course

WBA Bankers Conference in Wisconsin Dells.

Graduate of Leadership Portage County emphasizing economic development in Central/North-Central WI

EDUCATION

Bachelor of Economics
Ripon College, Ripon, WI

EXPERIENCE

Project Funding & Analysis

- Business and Personal Financial statement analysis
- Industry Analysis (High-risk industries, industry trends, implications of political landscape on industry futures)
- In-depth understanding of commercial real estate markets in Wisconsin
- Strategy development and recommendations

Strategy Development & Implementation

- Worked with multiple businesses in various sectors to develop strategies and business planning for successful outcomes

Project Management & Communication

- Direct experience successfully managing timelines of various lengths with multiple responsible parties and communicating effectively with stakeholders.

Stakeholder Engagement

- Conducted dozens of interviews across projects of various sizes and topics. Interviewees include commercial property owners, business owners, and banking officials.

Program Management

- Responsible for the Credit Analysis operation for Redevelopment Resources including review, analysis, discussion and presentation of business credit for loan program management.
- Manages local Merchant League baseball team, coordinating rosters, game schedules, practice, communication, funding, and tournament play.

7 | RELATED EXPERIENCE

Real Estate Analysis Experience: Erie County Industrial Development Authority

Redevelopment Resources was contracted with Erie County Industrial Development Authority, in Buffalo, NY to conduct an economic and fiscal impact analysis on two incentive programs they had employed over the previous eight years.

This impact analysis included gathering assessed values and property taxes paid on over 30 projects before the incentives were awarded and redevelopment work commenced, and then again at the current time of the study, when redevelopment work was completed.

Our team also assessed and analyzed factors such as impact to utilities, transportation, public safety, gentrification, income levels and expenditures in areas with redevelopment projects and the direct, indirect, and induced impact of the actual construction/ redevelopment work.

Reference
Steve Weathers, CEcD, Economic Development Director
City of Fort Myers, FL
2200 Second Street
Fort Myers, FL 33901
(239) 851-7464
sweathers@cityftmyers.com

RESULTS

- Property tax assess value increased 229% on subject properties
- 900 direct jobs created, 600 indirect, 365 induced and 4500 temporary construction jobs
- 1141 new residential units
- 4 million sq. ft. blighted space redeveloped

MORE RESULTS

- 29 different developers completed 53 projects
- Total estimated community benefit: $750 million
- Total private sector investment leveraged: $632 million
- $27 million in incentives awarded
- ECIDA incentives only comprised 4% of total project costs
- Return on investment for overall community benefit: $36:$1

Real Estate Analysis Experience: Brixmor/Spring Mall Real Estate Market Analysis

In 2018, Redevelopment Resources worked with a national mall ownership group, Brixmor, to analyze and recommend future uses for the Spring Mall property at the corner of Cold Springs Rd and 76th St. in Greenfield, WI. This 26-acre site was blighted, with only a small handful of tenants and a significant amount of vacant retail space.

We sought current data related to the market in Greenfield, current tenant mixes in nearby and competing retail developments, and met with the City of Greenfield Mayor and Planning/Community Development Director. Data sources such as Esri and Emsi were culled for current and projected market data related to retail development, consumer buying habits, restaurant data, and non-retail trends in the marketplace. We examined business, workforce, and residential characteristics of the surrounding area.

It was apparent that the 26-acre Brixmor site would not completely support retail as an exclusive use for the foreseeable future. There was significant new and existing retail development near the Spring Mall. The recent development at 84 South had attracted many popular retail and restaurant uses. There were also many retailers clustered at Southridge, just a few blocks south of Spring Mall on 76th Street. For those reasons, a mixed site development was recommended.

Industry growth projections supported a focus on personal care/self-care and services for the elderly at the Spring Mall site. Jobs will increase in categories related to the aging demographics. With this site central to dense residential neighborhoods within 10 minutes, we believed a development centered on providing services and care for the elderly population will be successful for decades into the future.

Business types include outpatient care facilities, assisted living facilities, self, and health care related businesses (exercise, spa, personal care services such as nails and hair salons, and supply retailers).

We recommended Brixmor consider dedicating 5-6 acres to residential where it was contiguous to residential already, include a mix of recreational and personal health care related uses, and focus specialty retail on the street-facing perimeters of the site.

In June of 2023, the City of Greenfield bought the site and recently awarded the project to Mandel Group to develop 285 units of mixed housing, retaining a restaurant and banquet hall on the site. In 2018 when Brixmor was trying to transition the site, building residential on the entire site was not palatable to the City. Due to economic conditions over the past five years, that is now considered the highest and best use.

Ken Erickson, VP Re/Development

Brixmor Spring Mall Limited Partnership

40 Skokie Blvd., Suite 600

Northbrook, IL 60062

Direct (847) 562-4101

Ken.erickson@brixmor.com

Watertown Downtown/Riverfront Revitalization Initiative

Redevelopment Resources was contracted to create a downtown and riverfront redevelopment plan for the City of Watertown in 2014. Our firm was then retained for the next seven years to implement the plan.

The plan was structured in such a way that there were small scale, impact-level, and transformative redevelopment recommendations. One of the transformative recommendations was for the RDA to acquire and demolish the buildings on one city block, and then develop a world class town square. The adjacent city-owned surface parking lot would then be marketed for high density development such as a multifamily apartment complex or hotel.

The six properties on the identified block had a total annual property tax liability of approximately $25,600. The properties were acquired, tenants relocated, and buildings razed, then a $3+ million town square was designed and constructed.

A multi-tenant proposal from a Madison developer was received for what would result in a $13 million in development. What previously took up two city blocks and only generated $25,600 in property taxes was going to be replaced with a community gathering space with high quality amenities, and a development that paid exponentially more in property taxes.

Market analysis and fiscal impact analysis were conducted as part of the process to move this project forward, working with elected officials through two council election cycles and two different mayors. The project has since won awards from the EPA, and the Mid-America Economic Development Council.

Reference

Emily McFarland, Mayor

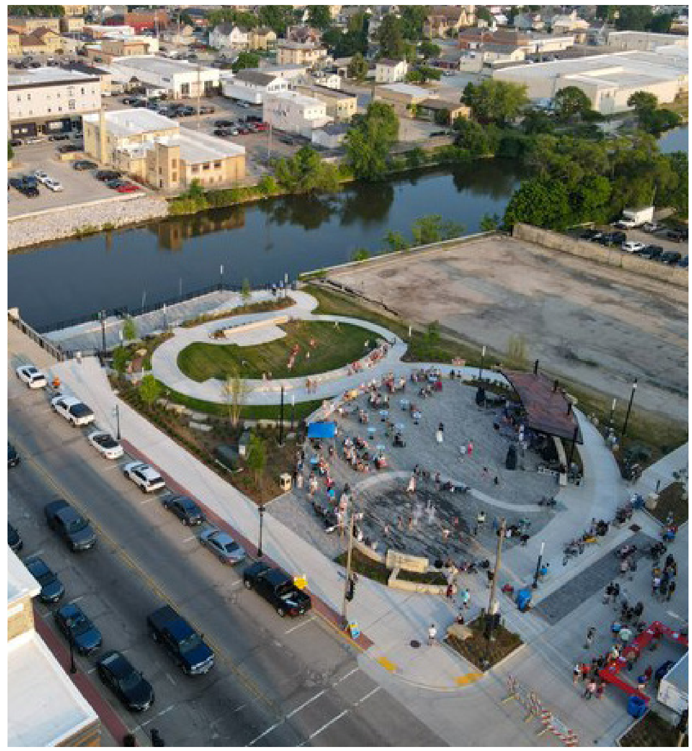
106 Jones Street

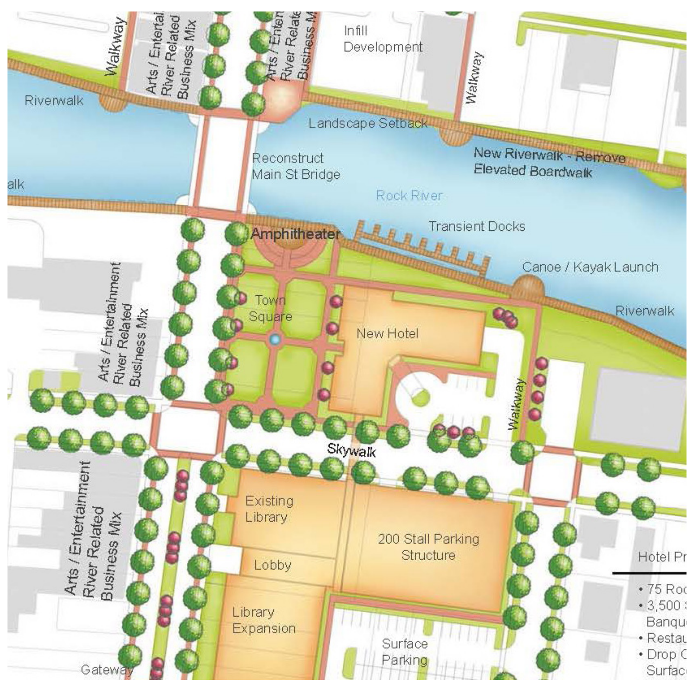
P.O. Box 477

Watertown, WI 53094

920-262-4000

emcfarland@watertownwi.gov





Real Estate Analysis Experience:
Henrico County, VA – Williamsburg Rd. Redevelopment Assessment

Redevelopment Resources was under contract for Henrico County EDA in Virginia to conduct a redevelopment market study in an area consisting of 71 properties spanning approximately 159 acres along W. Williamsburg Road north of the Richmond International Airport, and along State Rte. 197 (directly west of the airport). The area had been identified as a Reinvestment Area in chapter 7 of the Henrico County Vision 2026 document. The uses on this real estate are functionally obsolete and could serve a higher and better use. As a gateway into the community from the airport, stakeholders would like the area to represent Henrico County in a more attractive way with higher value land uses.

Our team analyzed the properties in this corridor, identified top current uses, blighted properties, high-opportunity redevelopment parcels, and potentially urgent issues with extremely blighted and/or nuisance properties. We compared contributions of all properties including aesthetics, property tax revenue, value, condition, and commercial mix to determine top priority properties which the county could target for acquisition or pressure on the owner to make improvements.

The end product was useful in aiding Henrico EDA in advancing the efforts of the Reinvestment Area, and improving the economics along the corridor which serves Richmond International Airport.

Our top recommendations included:

1. Acquire, demolish and market sites to developers. Priority addresses were identified.
2. Focus on residential/commercial mixed-use, high-density developments as the first phase of redevelopment.
3. Support development by generating a list of prospective tenants for commercial space, targeting professional services and medical office space users. Conduct first round of marketing contacts for new space.
4. Engage site design services for specific redevelopment sites, if necessary, to market the vision for the area's redevelopment.
5. Maintain ongoing dialogue with VA Bio+Tech Park/Activation Capital and other Life and Health Sciences incubation efforts (from universities) to gauge the demand for graduation, c/GMP space and commercialization space needs.

Anthony J. Romanello, Executive Director

Henrico Economic Development Authority

4300 E. Parham Road, Henrico, Virginia 23228

804.501.7521

anthony@henrico.com

Real Estate Analysis Experience:
Madison Bus Rapid Transit Market Analysis and Land Banking Project

The Madison Bus Rapid Transit Market Analysis and Land Banking Project has been ongoing since early 2023 and is just wrapping up in the next two weeks. Redevelopment Resources partnered with HDR, Inc. on this project where we were tasked with analyzing the proposed bus rapid transit stops between I-94 on the east side and the far west end of the route ending on the far west side of the city on Mineral Point Road.

The team identified three areas where properties were relatively blighted and in need of redevelopment. We confirmed these areas with the City on a driving tour of the route. Our team, along with HDR then analyzed the market from a variety of perspectives within ¼ mile of the BRT route. We mapped and graphed demographics, public housing, businesses, and other characteristics.

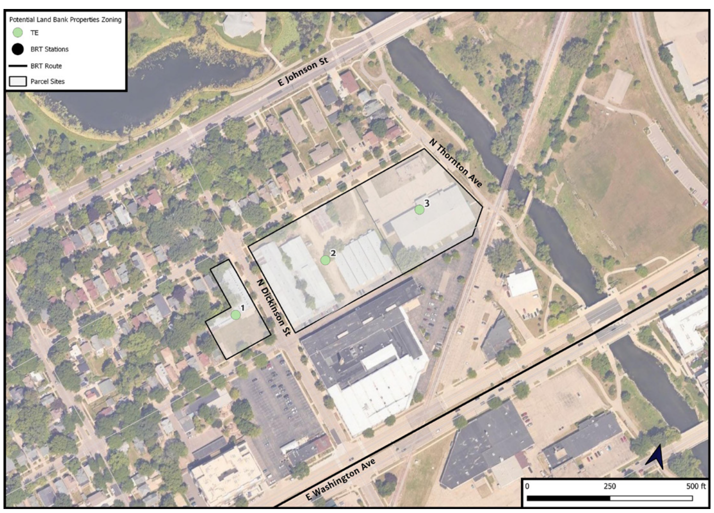
Redevelopment Resources then specifically analyzed each property within the three target areas for their viability to remain, or need for redevelopment and potential land banking by the City.

Our work entailed:

- conducting an inventory of the properties identified,
- creating potentially larger developable parcels by grouping them into properties that could be combined for a minimum of half-acre redevelopment sites,
- identifying assessed value for land and improvements,
- confirming contact information for parcel ownership, and
- contacting owners anonymously to inquire if they would be open to discussing a sale of their property.

This work generated a prioritized list for the City to pursue possible acquisitions for land banking and then transitioning sites to developers through an RFP process for redevelopment. The sites were analyzed for their highest and best use based on the surrounding market area and future bus rapid transit access.

Our team identified 18 different areas to analyze, resulting in five top priority areas in which properties could be assembled for ½-acre or larger redevelopment sites. The top five priority areas became priorities based on their level of blight, willingness of owners to discuss a sale, and future redevelopment potential.



Reference
Tom Otto, Economic Development Specialist
Economic Development Division
P.O. Box 2983
Madison, Wisconsin 53701-2983
Tel 608 243 0178 Fax 608 261 6126
Email totto@cityofmadison.com
Web www.cityofmadison.com/business

8 | TIMELINE & BUDGET

TIMELINE			2024					
Task			Mar.	Apr.	May	June	July	Aug.
		Kickoff Meeting (including preparation)						
PHASE I	Task 1:	Document Review						
	Task 2:	Demographic, Geographic, Workforce, and Economic Data						
	Task 3:	Stakeholder Engagement						
	Task 4:	Competitive Analysis						
	Task 5:	Trend Analysis						
	Task 6:	Baseline Report						
PHASE II	Task 1:	Data Analysis						
	Task 2:	Determine Commercial Targets and Residential Additions						
	Task 3:	Report & Presentation (Deadline: March 18, 2024)						
PHASE III	Task 1:	Priority Sites						
PHASE IV	Task 1:	Recommendations for Implementation						
	Task 2:	Final Report						
		Document Revision						
		Final Presentation						

BUDGET			K. Peterson	D. Sarver	T. Fish
Task			Hours	Hours	Hours
PHASE I		Kickoff Meeting (including preparation)	2	2	2
	Task 1:	Document Review	1	1	1
	Task 2:	Demographic, Geographic, Workforce, and Economic Data	2	8	1
	Task 3:	Stakeholder Engagement	12	4	6
	Task 4:	Competitive Analysis	8	10	10
	Task 5:	Trend Analysis	2	16	4
	Task 6:	Baseline Report	10	20	6
PHASE II	Task 1:	Data Analysis	12	24	12
	Task 2:	Determine Commercial Targets and Residential Additions	30	20	20
	Task 3:	Report & Presentation (Deadline: March 18, 2024)	40	30	30
PHASE III	Task 1:	Priority Sites	10	4	4
PHASE IV	Task 1:	Recommendations for Implementation	18	12	8
	Task 2:	Final Report	10	16	8
		Total Hours	157	167	112
		Cost Subtotal	**$67,805**		
		Travel Expenses (mileage from Madison)	**$1,905**		
	TOTAL		**$69,710**		

PAGE INTENTIONALLY LEFT BLANK

THANK YOU

REDEVELOPMENT RESOURCES

722 Traveler Lane
Madison, WI 53718
Phone: 715-581-1452
kristen@redevelopment-resources.com
www.redevelopment-resources.com

11333 N. Cedarburg Road
Mequon, WI 53092-1930
Phone: 262-242-3100
Fax: 262-242-9655

www.ci.mequon.wi.us **Office of Community Development**

TO: **Economic Development Board**
FROM: **Kim Tollefson, Director of Community Development**
DATE: **February 20, 2024**
SUBJECT: **Annual Revolving Loan Fund Program Report**

Background:
Please find attached the annual report for the 2023 Revolving Loan Fund Program.

Status:

Early Payoff. The following loans have been paid in full and earlier that required:

- Big Shot Sports
- Michael Kim DDS
- Screaming Tuna

Lagged Payments:

- Wick Metcalf is 4 months behind on payments.
- Westpoint Cleaners has been deemed uncollectible per the County, therefore, has been written off in 2023.

Balance:

The cash balance at closure in 2022 was approximately $385K. The cash balance at closure in 2023 was approximately $469K.

Attachments:
12.31.23 RLF Summary (PDF)

Revolving Loan Summary 2022 to 2023						
Name	Loan Type	12/31/2022 Loan Balance	2023 Loans Issued	2023 Principal Payments	2023 Write Offs	12/31/2023 Loan Balance
Mind+Neurology	Revolving Loan	97,567	-	9,834		87,733
Donges Bay LLC	Revolving Loan	92,670	-	10,751		81,919
Bear Arms	Revolving Loan	26,856	-	5,159		21,697
Screaming Tuna	Revolving Loan	11,027	-	5,681		5,346
Big Shot Sports	Revolving Loan	4,664	-	4,664		0
Form And Fitnesss	Emergency Loan	9,756	-	3,747		6,009
Fresh Start Physical	Emergency Loan	9,445	-	3,750		5,695
The Colour Bowl	Emergency Loan	9,445	-	3,750		5,695
Wick Metcalf Inc	Emergency Loan	13,071	-	6,333		6,738
Vertz Marketing	Emergency Loan	9,134	-	3,753		5,381
The Joxel Group	Emergency Loan	9,445	-	3,750		5,695
Sixty Five Inc	Emergency Loan	9,134	-	3,753		5,381
Ruby Tap	Emergency Loan	8,823	-	3,756		5,067
Michael Kim DDS	Emergency Loan	6,163	-	6,163		0
Shoot The Moon	Emergency Loan	7,241	-	2,875		4,366
Westpoint Cleaners	Emergency Loan	4,796	-	-	4,796	0
Bodhi Ayurveda	Emergency Loan	2,177	-	879		1,298
		331,414	**-**	**78,596**	**4,796**	**248,022**
				12/31/2022 RLF Cash Balance		**384,837**
				Principal Payments		78,596
				Interest Payments		4,712
					AP Invoices	(2,180)
					Interest Income	3,340
					Loans Issued	-
				12/31/2023 RLF Cash Balance		**469,305**

Attachment: 12.31.23 RLF Summary (9152 : Annual Revolving Loan Fund Program Report)