December 16, 2010

Michael Ostrowski
Director of Community Development
City of Stevens Point
Stevens Point City Hall
1515 Strongs Avenue
Stevens Point, WI 54481

SUBJECT: Analysis of Market Potential of the Mid-State Technical College in Downtown Stevens Point

Dear Mr. Ostrowski:

1. INTRODUCTION

The City of Steven’s Point has requested GRAEF to evaluate the potential impact of the location of the Mid-State Technical College to the downtown CenterPoint Mall with regard to the redevelopment of the area. More specifically the City has requested GRAEF to comment upon the potential economic impacts of this undertaking.

Overall GRAEF views this as a positive step forward as part of the overall redevelopment process. The reasons for this opinion are stated in this letter.

2. BASIS FOR OPINION

As the head of GRAEF’s planning group I have considerable experience in redevelopment projects in urban areas. My opinion is based on both my expertise as a planner and on my thirty years of experience in working on projects in Wisconsin. My credentials are elaborated in my resume (attached) along with a summary of other economic development projects in which I have participated (attached).

3. SUMMARY OF CONDITIONS

a) Mall Decline

The existing CenterPoint Mall has been failing for several years. Much of the existing mall is vacant and most of the larger anchor stores gone. The vacancies create a general impression of failure that increases the perceived risk for potential investors in new development.
b) **Unemployment**

Downtown Stevens Point is losing the critical mass of consumers and employers needed to fuel redevelopment. In recent years the City of Stevens Point has been acting to address the business climate and the perception of the Downtown. In April, 2008 the City adopted the ‘Downtown Redevelopment Plan’ outlining a series of proposed interventions to the waterfront, Main Street, and mall site aimed at revitalizing the area and attracting new investment.

c) **Downturn**

As retailers left the Downtown, jobs (and consumers) went with them. The economic downturn of the past two years has only exacerbated the problem. The Central Wisconsin Economic Research bureau (CWERB) at the University of Wisconsin-Stevens Point (UWSP) produces quarterly economic indicator reports which track economic and labor market statistics for the City of Stevens Point. According to CWERB reports\(^1\), the unemployment rate in the City of Stevens Point has generally increased since 2007:

- March 2007: 6.4%
- March 2008: 6.8%
- March 2009: 5.6%
- March 2010: 8.2%
- 2007 to 2010: +1.8%

The CWERB reports also track employment by sector in Portage County. The industry sectors most closely associated with the Downtown area have shown the following county-wide trends (in number of jobs):

**Trade**
- March 2007: 5,800
- March 2008: 5,600
- February 2009: 5,600
- February 2010: 5,400
- 2007 to 2010: -7%

**Leisure & Hospitality**
- March 2007: 3,600
- March 2008: 4,200
- February 2009: 3,300
- February 2010: 2,800
- 2007 to 2010: -22%

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\(^1\) ‘Stevens Point Area Economic Indicators’, First Quarter 2008 & First Quarter 2010
In summary, the data assembled by CWERB shows that unemployment in Stevens Point is rising and that employment in the trade and leisure and hospitality industries in Portage County is declining.

d) **Upturn**

Another relevant statistic tracked in the CWERB reports relates to retailer confidence in the Stevens Point/Plover area. In the following table the scores reflect an index value in which 100 means ‘substantially better’ and 0 means ‘substantially worse.’ Scores were averaged from a survey of local merchants.

<table>
<thead>
<tr>
<th>RETAIL CONFIDENCE</th>
<th>December 2007</th>
<th>March 2008</th>
<th>December 2009</th>
<th>March 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sales Compared to Previous Year</td>
<td>61</td>
<td>46</td>
<td>38</td>
<td>55</td>
</tr>
<tr>
<td>Store Traffic Compared to Previous Year</td>
<td>52</td>
<td>42</td>
<td>42</td>
<td>52</td>
</tr>
</tbody>
</table>

CWERB performed a similar survey of local business executives in the Stevens Point/Plover area to gauge business confidence. The index scores use the same scale as the retail confidence survey above.

<table>
<thead>
<tr>
<th>BUSINESS CONFIDENCE</th>
<th>December 2007</th>
<th>March 2008</th>
<th>December 2009</th>
<th>March 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recent Change in Local Economic Conditions</td>
<td>47</td>
<td>29</td>
<td>46</td>
<td>48</td>
</tr>
<tr>
<td>Expected Change in Local Economic Conditions</td>
<td>53</td>
<td>46</td>
<td>57</td>
<td>62</td>
</tr>
</tbody>
</table>

This data reflects an upswing in retailer confidence beginning in 2010, and an upswing in business confidence beginning in 2009. This may suggest that the market may be ripening for business expansion and relocation in Stevens Point, and positive interventions in the Downtown may be more likely to prompt private development than in recent years.
e) Positive Response To Redevelopment Plan

Redevelopment plans for the mall area have been well received in the community. This indicates that the community recognizes the detrimental effect the current mall situation has on the surrounding Downtown area. It also indicates the community’s desire to see improvements to the area.

The redevelopment plan also recognizes that such improvements may occur in an incremental fashion. More importantly the redevelopment plan embodies a flexible approach to accepting and responding to new opportunities as they emerge.

Furthermore, the ‘Downtown Redevelopment Plan’ made recommendations related to the mall area including the introduction of mixed uses into the mall site, and the reinforcement of Main Street with a diverse mix of business and the creation of a ‘24/7’ activity cycle. This plan won an urban design award from the Wisconsin Chapter of the American Planning Association.

f) New Opportunities – Mid-State Technical College

A key emerging opportunity is the potential relocation of the Stevens Point campus of the Mid-State Technical College (MSTC) from its Michigan Avenue location to the former JC Penney’s building on the CenterPoint mall site. The relocated MSTC would bring 570 full-time equivalent (FTE) students and 22 to 23 full time staff members into the Downtown area.

MSTC is a regional public technical college with branches in Stevens Point, Marshfield, Wisconsin Rapids, and Abrams. Total enrollment at all four campuses was 2,945 in the 2008-09 school years, with 2,098 (71%) attending full time. Average tuition for full time students was $3,216 with an additional $1,148 typically allocated for books and supplies. 47% of the students at MSTC receive financial aid.²

The average salary for full-time faculty members at MSTC (all campuses) is $63,855.³

The Stevens Point MSTC campus offers programs in Business and Information Technology, Health, and Agribusiness. Programs offer either Associate Degrees or Technical Diplomas.

At the Stevens Point campus, the office and bookstore are open from 7:30 a.m. to 7:30 p.m. Monday through Thursday during the school year, while the library is open from

² www.braintrack.com
³ www.stateuniversity.com
8:00 to 6:00 p.m. On Fridays, the office and bookstore close at 4:30 p.m., while the library closes at 3:00 p.m.4

The current campus is located at the southeast corner of Michigan and Prais, on the same block as the junior high school, an indoor skating facility, and a large park. The surrounding blocks are largely single-family residential. As such, MSTC students currently have little opportunity within walking distance to dine out, have coffee, run errands, etc. and the presence of the students provides minimal economic benefit on the surrounding neighborhood.

MSTC students may participate in activities (such as athletic events, fitness center, etc.) at UWSP for the same price as UWSP students.

4. SUMMARY OF POTENTIAL IMPACTS

a) Additional Customers

The relocation of the MSTC campus to the former JC Penny building will add approximately 590 FTE people (570 students and 20 staff members) to the Downtown area every school day. With classes scheduled from morning to evening, the impact of these added consumers will be spread throughout the day. There will also be large number of part time students and staff using the facility for shorter periods of the day. Students are good potential customers for goods and services.

As a means of estimating the economic impact of introducing the MSTC student population into the Downtown, we have analyzed average college student budgets to determine the extent of their discretionary spending. Westwood College in California published a breakdown for the ‘average’ student utilizing data from three sources.5

According to this breakdown, the average college student receives $765/mo. from jobs and parents, with 40% ($306/mo.) allocated for discretionary spending. Assuming this figure is representative of MSTC students, one can determine an estimated amount of discretionary spending for the MSTC student body as follows:

1. To adjust the national average data to local conditions we established a ‘location ratio’ by dividing the 2000 Median Household income for Portage County by that of the United States.

\[
\text{Portage County} \div \text{United States} = \frac{43,487}{41,994} = 1.04
\]

4 www.mstc.edu
2. To estimate the total economic impact MSTC students might have on Downtown, we performed the following calculation:

\[
\text{Location ratio (1.04) x monthly discretionary spending ($306/mo.) x months MSTC is in session (8) x number of MSTC students (570) = $1,451,174}
\]

The degree to which this figure represents an accurate portrayal of MSTC student discretionary spending is largely impacted by the degree to which the average MSTC student differs from the ‘average’ college student. The 20 or so FTE staff members would also provide an economic impact, though their discretionary spending is harder to determine.

b) Customer Retention And Diversification

By relocating the campus to the Downtown, as opposed to retaining its location in a residential/institutional neighborhood, there is greater opportunity to keep a larger share of that spending in the city. In addition, the ongoing presence of students in the downtown adds to the diversification of customers in daily walking distance of retail establishments – especially food services.

A 2007 report prepared by the University of Wisconsin Extension\(^6\) examines national spending patterns of college students using market segmentation data from ESRI. This data compares the likelihood of a certain social segment (in this case college students) to make certain purchases versus the national average. A score over 100 indicates a member of that social segment is more likely to make a purchase than the ‘average’ American. The data referenced suggests that students are much more likely than average to make purchases related to electronics, entertainment, recreation, and certain national chain restaurants and retailers (see Appendix 2). This data begins to suggest the types of merchants that may benefit from adjacency to a student population. The more these types of businesses locate to Downtown, the more attractive the Downtown will be to UWSP students as well.

As the relocation of MSTC reinvigorates the Downtown market, the increased presence of retailers and other establishments may act to enhance the quality of student life on the MSTC campus making it more attractive to new students creating a symbiotic relationship where the campus and the Downtown retailers support each other.

\(^6\) ‘Analysis of the College Student Market Segment’ – Section 7 of ‘Downtown Milwaukee Market Analysis, 2007, UW-Extension"
c) **Visibility And Desirability**

The new college also represents a clear sign that “new things are beginning to happen.” In many cases redevelopment is a crisis of confidence. Once confidence is restored – or at least once investors can see positive signs – then new investment follows. This development, along with the proposed changes to the theater and the proposed investments in new infrastructure and streetscape, should create a strong sense of credibility and confidence in future redevelopment. These improvements are all highly visible and they represent a diverse collection of improvements. It will be increasingly hard for “naysayers” to contend that downtown redevelopment is not viable. The argument will shift (if this has not already occurred) from “will it happen?” to “what’s next?”

d) **Investor behavior**

As perceptions change, so too will investor opinion. The new development, especially the college, will show investors that the City is clearly committed to redevelopment in terms of public investment, not just plans. A variety of new investment opportunities and proposals may arise in relation to the college including the following:

- Expansion of college operations over time (especially with an exciting location that appeals to the life-style of students). The type of technical education provided by the college is clearly growing both nationally and regionally.

- Other businesses that are compatible with the college atmosphere and programs. Such opportunities should be discussed with the College.

- The College is consistent with the identity of Stevens Point as a regional education center. As College visibility increases there may be opportunities to use this identity, in conjunction with the obvious value of UWSP, to further brand and expand the local economic.
5. CONCLUSION

For the above reasons, in my opinion, the new college campus is a strong positive on the proposed redevelopment of the mall and the downtown. It increases confidence, demonstrates the viability of the location, creates a strong visible improvement and builds the foundation for further action.

Sincerely,

Lawrence Witzling, Ph.D., A.I.A., A.S.L.A.
Principal

Attachments:
Resume of Lawrence Witzling
Description of GRAEF’s Economic Development experience
APPENDIX 1: BREAKDOWN OF AVERAGE STUDENT BUDGET, WESTWOOD COLLEGE

http://www.westwood.edu/resources/student-budget/
APPENDIX 2: SPENDING BY “DORMS TO DIPLOMAS” (COLLEGE STUDENTS) ESRI TAPESTRY SEGMENT

Table 7.2 summarizes many of the spending categories showing high Market Potential Indices among college students. Nationally, the spending potential data indicate that college students spend more money than the average U.S. consumer on products like designer jeans, laptops and electronics, movies, travel, and recreation. They prefer restaurants ranging from Chili’s to Bennigan’s; and clothing stores such as Express, The Gap, Banana Republic, and The Limited.

Table 7.2 - Spending by “Dorms to Diplomas” (College Students) ESRI Tapestry Segment

<table>
<thead>
<tr>
<th>Spending Category</th>
<th>MPI</th>
<th>Spending Category</th>
<th>MPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Purchases</td>
<td></td>
<td>Bought men’s designer jeans</td>
<td>236</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bought men’s sweater</td>
<td>215</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bought women’s designer jeans</td>
<td>176</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bought engagement ring</td>
<td>193</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Drank beer</td>
<td>140</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bought adventure book</td>
<td>267</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Owns a laptop</td>
<td>241</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Owns a PDA</td>
<td>242</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Purchased Sony Playstation</td>
<td>239</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Purchased sofa bed</td>
<td>419</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Purchased office furniture</td>
<td>171</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Purchased cooking products</td>
<td>131</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Purchased bed/bath goods</td>
<td>113</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Purchased cell phone</td>
<td>147</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Purchased frozen pizza</td>
<td>130</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Personal Care</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exercise at club 2+week</td>
<td>211</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Diet Control to maintain weight</td>
<td>158</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Use nutrition/energy bar</td>
<td>168</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wear contacts</td>
<td>206</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Went to bar/nightclub</td>
<td>204</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Went dancing</td>
<td>254</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dined out in past 12 months</td>
<td>78</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Went to movies in past 6 months</td>
<td>118</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Attended musical performance</td>
<td>187</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Played pool</td>
<td>235</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Played chess</td>
<td>212</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Did painting/drawing</td>
<td>196</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dined at Bennigan’s</td>
<td>369</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dined at Boston Market</td>
<td>226</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dined at Little Caesar’s</td>
<td>289</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dined at Chili’s</td>
<td>212</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stores</td>
<td>369</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shop at Banana Republic</td>
<td>369</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shop at Express</td>
<td>620</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shop at The Gap</td>
<td>233</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shop at Lerner</td>
<td>314</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shop at The Limited</td>
<td>387</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shop at Old Navy</td>
<td>181</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shop at Target</td>
<td>138</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shop at Wal-Mart</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shop at T.J. Maxx</td>
<td>182</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recreation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Went backpacking on vacation</td>
<td>306</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Foreign travel personal reasons</td>
<td>259</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Participated in aerobics</td>
<td>193</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Participated in bowling</td>
<td>254</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Participated in Frisbee</td>
<td>327</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Participated in jogging/running</td>
<td>282</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Participated in tennis</td>
<td>318</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Participated in downhill skiing</td>
<td>205</td>
</tr>
</tbody>
</table>

Source: ESRI, Tapestry Users Guide CD
Dr. Witzling has over 35 years experience in urban design, land use planning and architecture. His design work has won national awards for urban design from Progressive Architecture, the American Institute of Architects, and the Congress for the New Urbanism.

Prior to GRAEF, Dr. Witzling was President of Planning & Design Institute, Inc. (PDI), a firm he founded in 1988.

**Education:**
Ph.D., City and Regional Planning, 1976
Cornell University, Ithaca, NY
Bachelor of Architecture, 1967
Cooper Union, Manhattan, NY

**Professional Affiliations:**
American Institute of Architects, AIA
American Society of Landscape Architects, ASLA
American Society of Landscape Architects, ASLA – Wisconsin Chapter
American Planning Association, APA
American Planning Association, APA – Wisconsin Chapter
Congress for the New Urbanism, CNU

**Municipal Planning and Design**
Dr. Witzling has been involved in urban design and development concepts for traditional neighborhoods and districts for almost thirty years. His public sector work includes land use and smart growth plans, park and open space design, town centers, revitalization of older retail areas, preparation of ordinances and guidelines, boundary agreements, ongoing plan reviews, and other aspects of urban planning. His work also includes extensive contact with the general public through workshops, design charrettes, surveys, interviews, and open house presentations. His private sector work includes plans for conservation subdivisions, mixed use developments, townhouses and multifamily development; presentations before local agencies; and supervision of development applications and submissions. He has served on several regional committees developing standards for subdivision ordinances and land use plans. Dr. Witzling’s completed planning efforts include:

- New urbanist plans for communities in Wisconsin
- Plans for redevelopment areas in Kenosha, Sun Prairie, Racine, and Milwaukee
- Plans for the Luxembourg American Cultural Center district in Ozaukee County.
- Kenosha's Downtown plan
- City of Milwaukee’s Park East Redevelopment Plan
- Several urban design concepts for local neighborhood plans in the City of Milwaukee
- Plans for Racine’s Walker site and West Washington neighborhood.

**Urban Development**
Dr. Witzling has been involved in urban design and development project for over three decades, garnering several national awards for his work from Progressive Architecture, the Congress for the New Urbanism and the American Institute of Architects. These projects range from downtown and district plans to the design of unique public places. His work is characterized by respect for the local context and a concern for blending traditional and time-tested concepts with innovative approaches matching today’s needs. His work includes both public and private sector projects including conservation subdivisions, district and neighborhood plans, mixed-use development, pattern books, form-based and hybrid
codes, regulating plans, and entitlement procedures. His expertise includes developing initial concepts as well as assisting throughout the implementation process. His work includes a variety of methods and techniques for public involvement including personal interviews, physical modes, interactive computerizations, and traditional displays, publications, and studies. Dr. Witzling’s completed planning efforts include:

- Plans for Milwaukee’s lakefront
- Kenosha’s Downtown Plan
- West Bend Riverfront Development
- Milwaukee’s Park East Development
- Downtown West Bend Riverfront
- Stevens Point Downtown and Riverfront
- New Berlin’s City Center
- West Allis Redevelopment
- Conservation developments in rural areas
- Madison’s Old University Avenue Redevelopment

**Public Participation**

Dr. Witzling has conducted a broad variety of public participation efforts for over 30 years beginning with his published analysis of presentation techniques for maximizing public understanding and participation in neighborhood planning. He has pioneered methods for the use of:

- Physical models
- Visual preference techniques
- Graphic visualization methods
- Charrettes and workshops
- Survey design (from testing through implementation)
- Use of on-line surveys
- Stakeholder interviews
- Focus groups

**Planning for Sustainable Communities**

Dr. Witzling has been involved in issues regarding sustainability for more than a decade. He has worked on neighborhood sustainability issues in Racine, Kenosha, and Milwaukee. He was a featured speaker at a tri-state regional conference on sustainable housing design held at Wingspread (part of the Johnson Foundation Conference Center in Racine, WI). In addition, he has taught continuing education classes on sustainable development, green building initiative in health, comfort, and productivity.

**Economic Development**

Dr. Witzling has worked on economic development issues throughout Wisconsin. This work has included preparing analyses of TIF districts, generating concepts for new property development, estimating the value and benefit of area-wide build outs, meeting with developers to promote new projects, negotiating project outcomes, conducting cost-revenue analyses and conducting cost of service analyses. Dr. Witzling’s work also emphasizes private development projects that are feasible and can be readily implemented by owners and municipalities. Among others, these projects have included:

- TIF analysis in the Village of Twin Lakes
- Cost-revenue analysis for freeway interchange development in Caledonia
- Freeway project development in the Sun Prairie
- Riverfront redevelopment in the City of Milwaukee
- Rivershores Development in West Bend
- Downtown Waukesha

**Regional Planning**

Dr. Witzling has been involved in several critical tasks related to regional planning. In the late 1970’s Dr. Witzling worked for the Southeastern Wisconsin Health Systems Agency and authored a landmark study on the regional distribution of primary ambulatory medical care. Dr. Witzling served twice on SEWRPC’s Land Use Committee and on the Committee for Model Ordinances. In addition, Dr. Witzling has worked at the local level throughout the region and has assisted regional planning groups in northern Illinois and Madison. At the University of Wisconsin-Milwaukee (UWM), he supervised several design studios addressing sustainable design options for the Menomonee Valley in Milwaukee.
**Market Analysis**

GRAEF evaluates the supply and demand for developable land. This includes the quantity of land, access, visibility, and functional capacity. GRAEF goes beyond statistics and creates detailed site utilization recommendations.

**Increasing The Tax Base**

GRAEF’s projects add millions of dollars to the local tax base. Projects also achieve social benefits such as preservation of neighborhood quality, exciting public places, and broad community support.

**Community-Wide Economic Growth**

GRAEF also focuses on the industries and businesses that increase the overall wealth of a community — the “economic base.” New jobs have a multiplier effect in improving retail goods and services as well as providing communities with opportunities for social improvement.

**Economics And Green Development**

Many communities want to reconcile economic growth with “sustainable development.” GRAEF is pioneering ways to help communities meet this challenge through benchmarking, cost (and tax) reductions, integrating green infrastructure, and maintaining cost-effective land economics.

**Promoting Development**

GRAEF helps create and disseminate information that matches a community’s identity or “brand.” Promotional activities include graphic visualizations, packaging information for available properties, networking with investors and brokers, and related tasks.

**Long-Term Economic Value**

“Resilience” (sustained economic recovery) is the hallmark of well-conceived planning strategies. Many areas have experienced decade-long problems that need to be reversed. GRAEF helps communities turn around areas that many have thought were unfeasible.

**Developer Negotiation And Selection**

The most difficult task in economic development is finding the right developer. GRAEF’s network includes numerous developers in residential, commercial, and industrial projects. GRAEF also solicits responses directly from high quality development teams.

**Fiscal Impact & Cost-Revenue Analysis**

GRAEF’s planners help communities avoid the pitfalls of short-term gains with long-term hidden costs, by evaluating ongoing revenues and maintenance.

**Grants And Tax Incremental Financing**

GRAEF analyzes TIF opportunities and develops concepts for a wide range of TIFs including “pay-as-you-go” options to minimizing community risk. GRAEF also assists communities in obtaining grants.

**Competing With Other Communities**

GRAEF evaluates each community with regard to the surrounding municipalities and the region. This requires an understanding of strategies, political activities, and local government capabilities.
Redevelopment – New Berlin City Center
Added value: 25+ million (projected to 50+)
New Berlin's City Center project involves a combination of residential, office, retail, and institutional uses. GRAEF planners created the original concept for the City Center and have helped throughout the decade-long process of implementation and ongoing design review.

Redevelopment – Whitefish Bay
Added value: 20+ million
GRAEF planned the redevelopment of Silver Spring Drive and helped initiate the creation of a new Community Development Agency. Several new landmark projects have been implemented.

Redevelopment – Bay Shore Town Center
Added value: 100+ million
GRAEF designed and helped implement the infrastructure, streetscape, and public places for one of the most successful new shopping mall redevelopments in Wisconsin.

Redevelopment – Park East Corridor
Added value: 60+ million (projected 500+ million)
GRAEF planners created the overall master plan, guidelines and code used to initiate this long-term development effort. The plan showed how the demolition of the elevated freeway could be replaced with effective traffic management and generate new tax revenue. GRAEF planners also created the first new mixed-use project within the redevelopment corridor.

Redevelopment – Kenosha Downtown
Added value: 100+ million
The original downtown master plan, created by GRAEF’s planners, has helped guide development over two decades. Major changes have included new mixed use housing, streetscape, commercial development, infrastructure, parks, and open space.

Redevelopment – New Berlin City Center
Added value: 25+ million (projected to 50+)
New Berlin's City Center project involves a combination of residential, office, retail, and institutional uses. GRAEF planners created the original concept for the City Center and have helped throughout the decade-long process of implementation and ongoing design review.
Economic Development (continued)

Redevelopment – Prairie Centre, Sun Prairie

Added value: 10+ million (projected 20+)
GRAEF helped plan, design, and implement a major mixed-use commercial node with a major grocery store, supporting retail, and options for compact residential development.

Redevelopment – Waukesha Downtown

Added value: 3+ million
GRAEF researched the impact of increasing street traffic upon local real estate values in pedestrian-friendly areas. This research was part of a larger effort to increase property values and business activities in Waukesha’s downtown main street area. The project has led to increased activity, fewer vacancies, and higher land values.

Redevelopment – Grafton

Projected value: 8+ million
GRAEF completed a redevelopment plan for an underutilized industrial site – the “lumberyards” – in downtown Grafton. A key component of the strategy was soliciting direct input from high-quality local developers in order to create a site strategy with multiple, feasible options.

Redevelopment – Fontana

Added value: 6+ million
GRAEF guided the Village through the redesign of STH 67, new mixed-use development (both residential and commercial), public parks and open space, and the redevelopment of community lakefront buildings. The collective effort has reshaped the Village’s waterfront.

Redevelopment – Racine Lakefront

Projected value: 50+ million
GRAEF analyzed three different land use scenarios for the Walker site along Racine’s lakefront. The analysis involved research regarding existing uses, sale prices, and market potential. This analysis initiated land use decisions that have led to investment in new housing on the site and increased value in the neighborhood.
Economic Development (continued)

Redevelopment – Beerline, Milwaukee

Added value: $55 million

When Milwaukee adopted new guidelines for the riverfront Beerline project, GRAEF planners helped create several of the major projects along the waterfront. This included new townhouses, commercial development, and public recreational opportunities.

Public Revenues Versus Costs For A New Neighborhood – Davenport

Projected value ratio: 1.4:1

GRAEF estimated the fiscal impact of development for a new neighborhood in Davenport, Iowa. Land uses included a new park, retail centers, an arterial parkway, pedestrian-friendly streets, new utilities, and a range of housing types. The analysis allowed the City to go forward with private development as well as construction of a major city park.

Redevelopment – Tower Industrial Site

Added value: $40+ million (projected 400+)

GRAEF analyzed the economic potential for converting one of Milwaukee’s largest abandoned industrial sites into a series of new, attractive industrial sites that could compete effectively with suburban business parks. This analysis became the basis for a major redevelopment plan initiated by the City of Milwaukee.

Real Estate Analysis – Twin Lakes

Projected value: 25+ million

GRAEF evaluated the future value of downtown redevelopment. TIF funds will be used for infrastructure, streetscape and incentives for new investment. The goal is to link new economic development (tourism and local retail) to improvements in infrastructure and enhance the character of the area as a year round mixed-use district.

Real Estate Analysis – I-94 Kenosha

Appraisal increase 2+ million

GRAEF undertook a detailed real estate analysis for prime property located along the I-94 interstate corridor just north of the Illinois border. The land owner needed a clear analysis of the value of the property as part of negotiations with government agencies seeking to use his land.
Economic Development
(continued)

**Real Estate Analysis – Saukville I-94/3**

**Added value: $55 million**  
GRAEF worked for the same developer over a period of eight years in preparing multiple options for a crucial land area adjacent to the I-43 interstate corridor. GRAEF helped significantly expand the range of economic opportunities, transportation options, and TIF financing for the project.

**Redevelopment – Golden Meadows, Sun Prairie**

**Added value: 10+ million (projected 30+)**  
As part of Sun Prairie’s neighborhood planning process, GRAEF planned a major mixed-use residential and commercial project with significant value and public places.

**Cost Of Community Services – Mukwonago**

**Projected value ratio 1.1:1**  
The Town of Mukwonago wanted to compare (a) the cost of providing municipal services to various land uses relative to (b) the revenue generated by each use. The study helped the Town revise its land use policies and begin exploration of a program for the Purchase of Development Rights.

**Real Estate Analysis – Germantown**

**Appraisal increase 2+ million**  
GRAEF analyzed a complex site along a major arterial leading to the I-45 interstate corridor. The analysis documented the potential value of different land uses and development scenarios. The results were used by the land owner to advocate effectively for a higher value use.

**Real Estate Analysis – Lake Geneva Development**

**Projected value: 50+ million**  
GRAEF created a long term development plan for expanding the market options and land values for a community-based development group. The goal was to demonstrate how a variety of options could be accommodated within the same overall site development concept.
Economic Development
(continued)

Real Estate Analysis – Belgium Business Park

Added value: 2+ million (projected 50+)
GRAEF planned a business park in Belgium, Wisconsin that provided flexibility for growth and expansion. The plan gave the developer a variety of options for accommodating new industrial and business clients in response to changing market forces.

Redevelopment – West Allis

Added value: $55 million (projected 500+)
GRAEF planners created and helped implement several redevelopment projects for the Six Points Farmer’s Market area. Subsequently, GRAEF has helped establish eleven new redevelopment concepts for West Allis -- most notably new concepts for the redevelopment of the Milwaukee Mile area.

Tax Revenue and Public Costs – Caledonia

Projected value ration 2:1
GRAEF led the effort to evaluate new Village policies to support the major expansion of sanitary sewer and water to large undeveloped areas along the I-94 interstate corridor. The key issue was the relative costs and revenues that might be expected. GRAEF undertook a detailed analysis measuring ongoing operational costs for roads, emergency services, schools and general costs of government. Based on GRAEF’s research, the Village adopted a broad program for new development and created one of the largest mixed-use TIF districts in Wisconsin to help implement new economic growth.
Economic Development

(continued)

**TIF Analysis – Caledonia**

**Projected value: $500 million**

GRAEF led the effort to help the Village establish new TIF districts to promote high quality development. GRAEF examined the estimated values for new development compared to the costs of new infrastructure. GRAEF developed economic strategies for a “pay-as-you-go” TIF, preserving large areas for environmental conservation. As part of this process, GRAEF helped create a new Community Development Authority (CDA) and a joint economic planning effort with surrounding municipalities.

**Real Estate Analysis – Harambee Neighborhood**

**Projected value: $1+ million**

GRAEF conducted original research to analyze the relative housing values of new residential construction in one of Milwaukee’s poorer, but improving neighborhoods. The analysis is being used to identify strategies for construction of new, market rate development in clustered patterns on Milwaukee’s north side.

**Real Estate Analysis – Lindsay Heights**

**Added value: $2 million**

GRAEF pioneered a detailed housing cluster strategy that facilitated new, market rate housing in older neighborhoods with lower property values. The analysis and accompanying strategy required a parcel-by-parcel review of housing options and site development concepts that would sustain the value for new development.

**Redevelopment – Milwaukee Industrial Building Reuse**

**Multiple project values**

GRAEF has helped several developers analyze the relative value of site development concepts for the reuse of older industrial structures. This analysis has included analyzing market conditions, maximizing parking options, maximizing unit counts, providing feasible retail options, and related economic issues.