

Lisbon Development Committee

AGENDA

September 22, 2021

6pm

Town Hall

Available live on Town Hall Streams at: https://townhallstreams.com/towns/lisbon_me

____ Angie D'Amours ____ Don Fellows ____ Zach Henderson ____ Chris Huston
____ Fern Larochelle ____ Chris Rugullies ____ Janice Sargent ____ Lisa Ward
____ Mary Will ____ Dean Willey

1. Call to Order
2. Roll Call
3. Staff update (*Staff*)
 - a) See Attachment 1
 1. Digital Advertising Academy
 2. Façade Grant Opportunity
 3. Entrepreneurship Initiative
2. Worumbo Visioning Process Overview ~ Activities and Milestones to Date (*Chair & Council Liaison*)
3. Lisbon Market Analysis Overview (*Staff*)
4. Worumbo Redevelopment Public Input Process Review (*Chair*)
 - a. See Attachment 2
5. Audience Participation & Public Comment - Worumbo Redevelopment Public Input Process Review
 - **Email written comments** to Lisa Smith, Deputy Town Clerk at clerk@lisbonme.org
6. Committee Recommendation - Worumbo Redevelopment Public Input Process Review
7. Adjourn



DIGITAL ADVERTISING ACADEMY



**Six Free Sessions
to Help You Create
Your Marketing Plan
and Master Online
Marketing**

Lead Instructor

Shannon Kinney

DREAM LOCAL DIGITAL

With Generous Support From

**MAINE COMMUNITY
FOUNDATION**

Oct 20: Build Your Marketing Plan (at Hub)
Nov 17: Optimize Online Presence (Zoom)
Dec 15: Show UP on Search Engines (Zoom)
Jan 19: Succeed w/ Social Media (Zoom)
Feb 16: Build Loyalty with Great Content (Zoom)
Mar 16: Drive Results & Grow Sales (at Hub)



BONUS HOLIDAY PREP SESSION:

DIGITAL MARKETING DURING THE HOLIDAY SEASON

11am on Thursday, September 30th via Zoom

Learn more at www.lisbonmoxie.org

Contact Brett Richardson @ 207.353.3000 ext 122

Guest Speaker Series



Main Street America's Dr. Matt Wagner

How unique places like the Moxie Hub and
Worumbo site can be designed to support
entrepreneurs

Wednesday, September 29th at 8:00am

**Moxie Hub Community Open House
5 Oak Street, Lisbon Falls**



Enjoy samples from Sweet Cakes Bake Shop



Business Facade Grants

Funding Available for Exterior Repairs to Commercial Buildings

The Town of Lisbon has funding available to help local businesses and commercial property owners to spruce up building exteriors in downtown areas with fresh paint, signage, siding, lighting, windows, and general repairs.

- 1 dollar in facade grant funds for every private dollar invested
- Up to \$20,000 / project

**Apply by 10/29/21 at
the link below for
Spring 2022 Projects**



WORUMBO PUBLIC INPUT PLAN

DRAFT FOR COMMUNITY COMMENT

This draft Public Input Plan lays out six opportunities for community input regarding redevelopment of the former Worumbo Mill site to complete the ongoing Worumbo Community Visioning Initiative.

The Worumbo parcel is Town-owned. Taxpayer control of this key riverfront parcel offers Lisbon residents and business owners a unique opportunity to decide together the mix of uses to maximize community benefit.

The Worumbo Community Visioning Initiative kicked off in August 2020. To date, the Initiative has included three public meetings, one site walk, two surveys, conceptual site plan designs, regular planning discussions and coordination by Lisbon Development Committee (LDC) members, and eight Town Council (TC) agenda items and approvals.

On Tuesday, September 7, 2021, Lisbon's Town Council awarded a bid to The Chesapeake Group (TCG) to conduct a Lisbon Market Analysis (**SEE ADDENDUM 1, TCG PROPOSAL**). TCG's timeline and deliverables are integrated with this Input Plan (**SEE ADDENDUM 1, PAGES 35-39**). Market analysis findings combined with additional community input will assist Town policy makers to identify redevelopment opportunities that are both economically viable and desired by local stakeholders.

<u>INPUT OPPORTUNITY</u>	<u>OWNER</u>	<u>PURPOSE</u>	<u>TIMELINE</u>
Lisbon Community Retail Survey	TCG	Understand local shopping habits to inform Market Analysis	October '21
Stakeholder Interviews	TCG	Gather input from local businesses, Developers, and others	November '21
Community Meeting	LDC	TCG presents market analysis and parking study findings	December '21
Community ReUse Options Survey	LDC	Select 2 ReUse Scenarios out of 4 ReUse Scenarios for deep dive Financial / Feasibility Analysis conducted by TCG via Market Analysis (See Survey 1 on page 2)	January '22
Community Meeting	LDC	TCG presents Analyses for 2 selected scenarios	February '22
Community ReUse Preference Survey	LDC/TC	Take community vote on priority Worumbo redevelopment option (See Survey 2 on page 2)	March '22

SURVEY 1: DRAFT QUESTIONS FOR COMMUNITY REUSE OPTIONS SURVEY IN JANUARY 2022

**(Please assume all development options for Scenarios 2 and 3 below
are designed to protect priority views of River)**

Q. What are your top two favorite ReUse options among the four listed below?

1. Town markets entire parcel for sale to highest bidder
2. Town preserves +/- 3 acres green space adjacent to River and solicits developer(s) for single story commercial real estate and adequate parking on +/- 2 acres
3. Town preserves +/- 3 acres green space adjacent to River and solicits developer(s) for mixed-use development including commercial space on first floor and 1 to 2 stories of residential development on upper floor(s) consistent with current Village District zoning standards (*SEE ADDENDUM 2, VILLAGE ZONING*)
4. Town retains ownership of entire parcel and converts entire acreage to green/recreation space plus public parking

SURVEY 2: DRAFT QUESTION COMMUNITY REUSE PREFERENCE SURVEY IN MARCH 2022

**(Please assume selected development options from Survey 1
are designed to protect priority views of River)**

Q. After reviewing TCG's Financial/Feasibility Analysis for the following two options that received the most votes during Survey 1, which is your preference for the Worumbo site?

1. The ReUse option receiving most votes during Community ReUse Options Survey conducted in January 2022 as referenced above
2. The ReUse option receiving second most votes during Community ReUse Options Survey conducted in January 2022 as referenced above

Attachment 2 : Addendum 1



LISBON MARKET ANALYSIS PROPOSAL

BID NO. 2021-002

AUGUST 20, 2021

PREPARED FOR

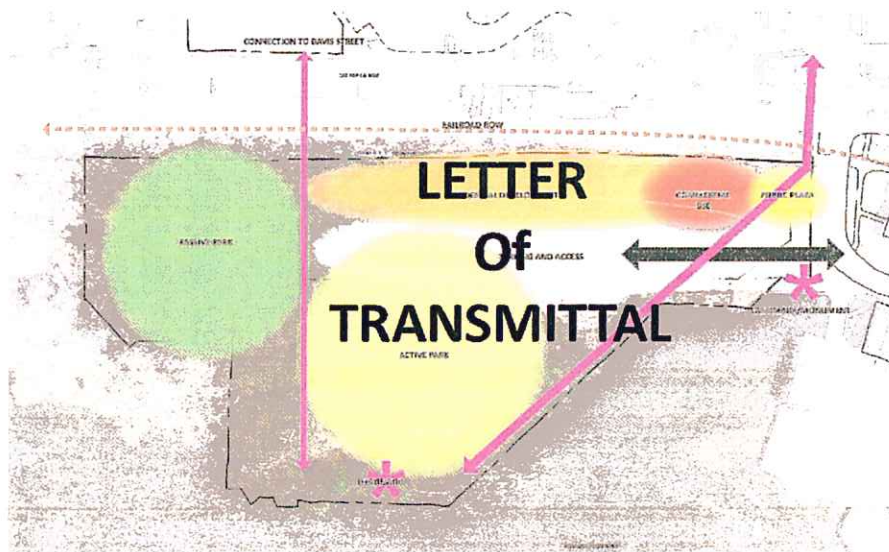


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Offices in Maryland, Michigan, Florida, & Pennsylvania



LETTER OF TRANSMITTAL

August 20, 2021

Brett Richardson, Economic & Community Development Director
Town of Lisbon
300 Lisbon Street
Lisbon, Maine 04250

Dear Brett Richardson and other Reviewers:

On behalf of The Chesapeake Group, Inc. (TCG), I would like to thank you for your time and effort in reviewing our submittal.

The Chesapeake Group (TCG) is the premier economic analysis and development firm in the United States, having prepared more than 1,500 analyses and plans since its inception. TCG has established a national reputation with all forms of residential, commercial, industrial, entrepreneurial, entertainment, arts, technology, and institutional development in established and emerging communities.

TCG has significant experience with public-private development efforts in smaller communities. TCG has not only provided analyses like those sought by Lisbon but has been actively involved with successful developer/investor recruitment and other implementation activity for such projects. TCG understands that while the focus is on the Worumbo site, the analysis will benefit Lisbon in general and potentially other target areas.

TCG differs from other organizations for many reasons, including the involvement of only principal level members, quality and timely products, and quality relationships with our clients, among other characteristics.

TCG and its Principals have or understand that ...

- ✓ Worked on many efforts that involve smaller population centers that are semi-hubs for surrounding areas that are less densely populated.
- ✓ Assisted many communities with developing enhanced activity that takes advantage of assets, entrepreneurship and attracts a full range of population clusters to visit, partake of goods and services, and live in the community.
- ✓ Assisted in economic diversification, blending new and emerging activity with traditional activity.
- ✓ A complete understanding of population and technological changes impacting how we live related to land and its use.

Corporate Office: 8516 Green Lane, Baltimore, Maryland 21244
Offices in Maryland, Michigan, Florida, and Pennsylvania
410.265.1784/800.745.0185 tcgroup@rcn.com www.chesapeakegroup.com

TCG is proud that most of our public and private sector clients return consistently to use our services.

TCG is committed to providing all the scope items defined in the RFP. However, we believe some differences in the approach and scope provide substantial “value-added.”

The scope is divided into two distinctively different products. The first is the market analysis, and the second is the fiscal analysis. As a result of this distinction, the timeline is extended a few weeks from that indicated in the RFP. Some differences in the RFP follow.

1. The amount of interaction between staff, stakeholders, and the elected officials is much more significant in our proposal. One-on-one interviews with key stakeholders are essential. There are times when meetings are necessary to make informed decisions.
2. TCG’s analysis will employ secondary data, but because you want “real world” results, TCG will develop a new database if you afford us the opportunity. Secondary data is often incomplete, unreliable, non-existent, or premised upon assumptions inappropriate for Lisbon or the Worumbo site.
3. Provided will be information on a full range of economic activity at a detailed level. For example, retail is often blended with entertainment at all levels to generate on-site business activity and repeat patronage.
4. TCG’s market assessment document will be provided in a manner that can be directly incorporated into an RFQ for developer partners.
5. Because Lisbon owns the Worumbo site, the opportunities for a public-private partnership arrangement must be thoroughly explored. Ownership provides options, including the sale of any or all property to the leasing of property.

The modification in the timeline, the level of detail, and the differentiation in recognizing two scopes result in a fee proposal that exceeds the figure defined and budgeted in the council meeting.

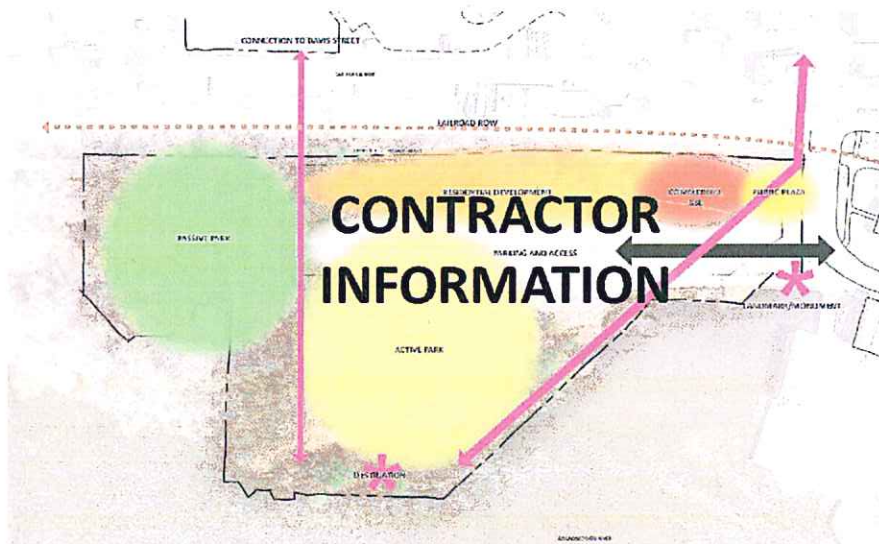
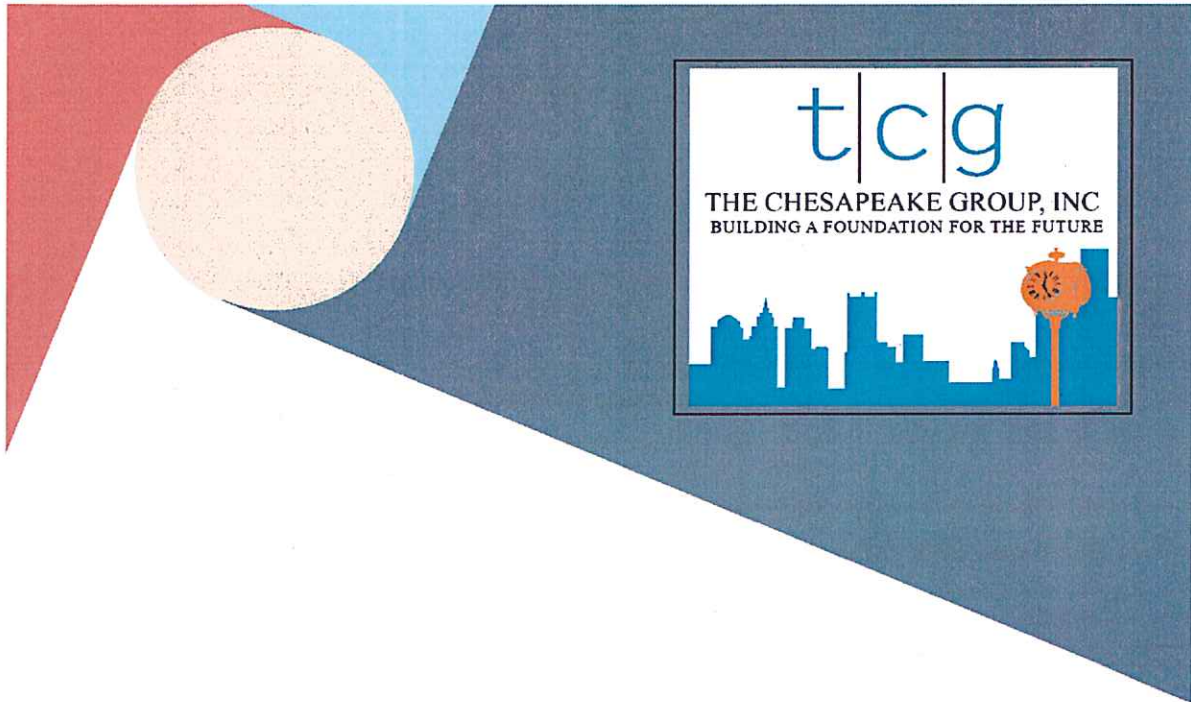
I hope that as you explore our submittal, you will see accumulative reasons to give TCG full consideration. Furthermore, I hope that you will see that TCG is the right and clear choice for you.

We thank you again for this opportunity.

Respectfully submitted,

Howard Kohn (electronic signature)

Howard Kohn, President



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Offices in Maryland, Michigan, Florida, & Pennsylvania



Company Information

Contractor

The Chesapeake Group, Inc. (TCG)

- ✓ A Maryland "C" Corporation since 1975 and in operation since 1974.
- ✓ Headquarters in Maryland, 8516 Green Lane, Baltimore 21244.
- ✓ Offices in Maryland, Florida, Pennsylvania, and Michigan.
- ✓ Primary telephone number: 410.265.1784/800.745.0185
- ✓ tcgroup@rcn.com.
- ✓ chesapeakegroup.com.

Contractor's Project Manager

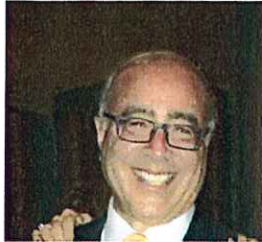
Howard Kohn, President of TCG and Project Manager, has more than 35 years of professional economic development analysis and planning experience. Howard is authorized to obligate TCG. His resume is found on the page that follows and with the other potentially assigned personnel.

Specialization Areas

Specializations for TCG include:

- ✓ Assessments of site-specific opportunities, generally within the context of broader geographic areas.
- ✓ Economic revitalization, including downtowns, underutilized waterfronts, corridors, "Main Streets," and other established communities.
- ✓ Economic and community development strategies.
- ✓ Tenant, developer, and investor recruitment.
- ✓ Fiscal analyses, including cost-benefit and impact analyses.
- ✓ Defining opportunities for a full range of non-exploitive natural resource opportunities.
- ✓ Technology application shifting.
- ✓ Entrepreneurship and economic gardening.
- ✓ Conceptual land use plans.
- ✓ Mixed-use development plans.
- ✓ Analyses of transit-oriented development.
- ✓ Tourism development.

HOWARD KOHN, PRESIDENT & CEO



EDUCATION

Bachelors and advanced degrees (Masters & Ph.D.) in Economics from the University of Maryland
Masters in Urban and Regional Planning from George Washington University

PROFESSIONAL ACTIVITIES

Keynote Speaker at the Maryland Building Industry Association Annual Meeting
Former President and Treasurer of the Maryland Downtown Development Association
Former member of EPA's Brownfields Task Force
Former Co-Chair of the Neighborhood Economic Revitalization Committee of the Washington-based National Center for Urban Ethnic Affairs
Former Board Member of the Neighborhood Design Center
Former Business Advisory Committee
Member of the Center for Suburban & Regional Studies at Towson University
Member of the National Trust for Historic Preservation and the American Planning Association

AWARDS

American Planning Association
Council for Economic Development
National Science Foundation
Small Business Administration
Various State Chapters of the American Planning Association

HOWARD KOHN, President and CEO of The Chesapeake Group (TCG), is an experienced small community, rural, suburban, and urban economic planning consultant. As an economist and market analyst, his work frequently entails defining opportunities, market positioning, and economic impacts of public and private activity and developments. He will be the primary analyst and Project Manager for TCG for this effort.

Howard pioneered the renowned commercial revitalization efforts in Baltimore, beginning his career as the initiator, economic analyst, and project planner for those efforts. He later established Baltimore County's revitalization program. During his public-sector career, he prepared major components of four comprehensive city and county-wide plans, defined development opportunities for heavy and light-rail transit stations, defined the successful approach to attracting tourists to the Inner Harbor in Baltimore, and planned and implemented more than 23 neighborhood revitalization programs.

With over 35 years of experience, Howard has directed projects throughout many parts of the United States. His work creates economic and revenue-producing benefits. His comprehensive, community, downtown, and other revitalization projects have been prepared for a broad range of suburban and urban settings – from locales with populations less than one thousand to areas within major cities. Howard's plans are successful because of his knowledge of technological change impacting all facets of our lives and reflect his awareness of what attracts people to specific areas for business, shopping, housing, or recreational activities.

Howard has lectured on market assessments and economic development at colleges and universities in the Washington-Baltimore region. He is or was a consultant to the Main Street Program of the National Trust, Ford Foundation, Enterprise Foundation, C. Stewart Mott Foundation, the Paul C. Johnson Foundation, and others.

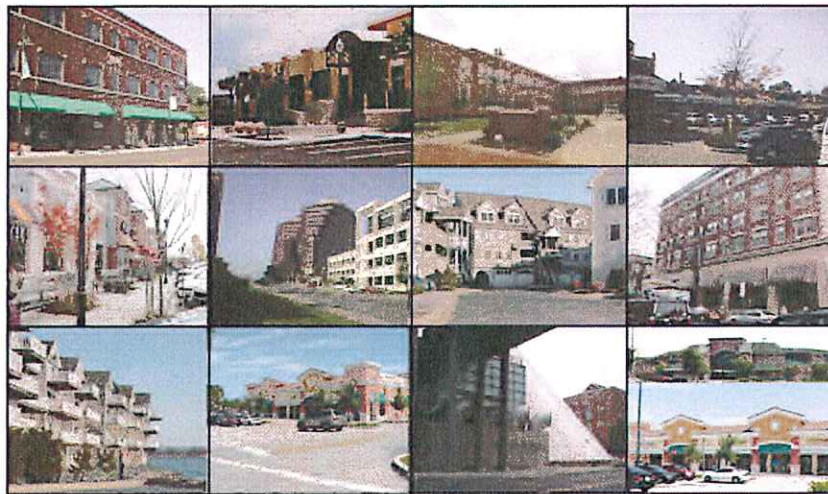


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QUALIFICATIONS & EXPERIENCE

The Chesapeake Group - Building A Foundation For The Future



Producing Results For You

The Chesapeake Group's mission is to facilitate sustainable land use, business development, redevelopment, and expansion in settings from rural to suburban and urban areas.

TCG was formed in 1974 and incorporated a year later in the State of Maryland. In addition to our home base in Maryland, we have offices in Michigan, Pennsylvania, and Florida. TCG purchased ownership of Ackley Marketing Group in 1998. Now a subsidiary of TCG, Ackley Marketing Group is a full-service marketing and advertising firm that assists clients with targeting markets, formulating creative direction, and communicating sales messages. All projects integrate Principals from our four offices.

HOUSING

The Chesapeake Group - Building A Foundation For The Future



Producing Results For You

TCG ...

- ✓ **IS** an independent firm. Our independence allows doing what is best for our clients and not focus on "watching the clock."
- ✓ **HAS** significant experience in many areas of the country, including the Northeast. TCG has had efforts in Connecticut (New Haven as an example), Massachusetts (Taunton and Cape Cod as examples), Providence in Rhode Island, Arundel and Bucksport in Maine, and New York (Watertown and Kingston as examples).



THE CHESAPEAKE GROUP, INC.
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MAIN STREET

The Chesapeake Group - Building A Foundation For The Future



Producing Results For You

ENTERTAINMENT

The Chesapeake Group - Building A Foundation For The Future



Producing Results For You

We have worked in smaller population centers with substantial river and other waterfronts, including other East Coast communities such as Scranton and Wilkes-Barre in Pennsylvania, Cambridge and Havre de Grace in Maryland, Wilson and the Outer Banks in North Carolina, further south through and including the Florida Keys and Homestead in Florida, and numerous others in the Midwest and West Coast.

- ✓ **HAS** stimulated more private investment and higher private sector to public sector dollar ratio investment than any other known organization.
 - ✓ **USES** only highly-skilled principal-level professionals and not lower-level staff with minimal experience.
 - ✓ **HAS** built its reputation on providing a high level of service, having a real commitment to make efforts successful and providing a quality product that produces results.
 - ✓ **IS** proud of the fact that most of our public and private sector clients return consistently to use our services.
-
- ✓ **HAS** a diverse client base. We understand the needs of developers, residents, governments, community-based groups, and small and large business interests as our client base includes all of these entities.
 - ✓ **HAS** a reputation for being associated with projects that are creative, pragmatic, and successful.
 - ✓ **IS** committed to professional excellence at a reasonable cost.

Howard Kohn was the Keynote Speaker on Maryland's economy at the Maryland Building Industry Association Annual Meeting. TCG is also the only consultant to be involved with the State of Michigan's Redevelopment Ready Community Certification Program for the most recent administration and the former "Cool Cities Neighborhood Program" during the previous administrations.

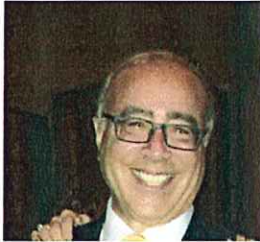
The Chesapeake Group (TCG) has arguably been involved with more successful projects than any other firm in the country.

ASSIGNED PERSONNEL



Resumes for TCG members likely to be involved in the Lisbon effort follow.

HOWARD KOHN, PRESIDENT & CEO, TCG



HOWARD KOHN, President and CEO of The Chesapeake Group (TCG), is an experienced small community, rural, suburban, and urban economic planning consultant. As an economist and market analyst, his work frequently entails defining opportunities, market positioning, and economic impacts of public and private activity and developments. He will be the primary analyst and Project Manager for TCG for this effort.

EDUCATION

Bachelors and advanced degrees (Masters & Ph.D.) in Economics from the University of Maryland

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Former Co-Chair of the Neighborhood Economic Revitalization Committee of the Washington-based National Center for Urban Ethnic Affairs

Former Board Member of the Neighborhood Design Center

Former Business Advisory Committee

Member of the Center for Suburban & Regional Studies at Towson University

Member of the National Trust for Historic Preservation and the American Planning Association

AWARDS

American Planning Association
Council for Economic Development
National Science Foundation
Small Business Administration
Various State Chapters of the American Planning Association

Howard pioneered the renowned commercial revitalization efforts in Baltimore, beginning his career as the initiator, economic analyst, and project planner for those efforts. He later established Baltimore County's revitalization program. During his public-sector career, he prepared major components of four comprehensive city and county-wide plans, defined development opportunities for heavy and light-rail transit stations, defined the successful approach to attracting tourists to the Inner Harbor in Baltimore, and planned and implemented more than 23 neighborhood revitalization programs.

With over 35 years of experience, Howard has directed projects throughout many parts of the United States. His work creates economic and revenue-producing benefits. His comprehensive, community, downtown, and other revitalization projects have been prepared for a broad range of suburban and urban settings – from locales with populations less than one thousand to areas within major cities. Howard's plans are successful because of his knowledge of technological change impacting all facets of our lives and reflect his awareness of what attracts people to specific areas for business, shopping, housing, or recreational activities.

Howard has lectured on market assessments and economic development at colleges and universities in the Washington-Baltimore region. He is or was a consultant to the Main Street Program of the National Trust, Ford Foundation, Enterprise Foundation, C. Stewart Mott Foundation, the Paul C. Johnson Foundation, and others.



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GERALD ADAMS, PRINCIPAL, TCG

PLANNING EXPERIENCE

City of Belding Comprehensive Plan
Oshtemo Township Master Land Use Plan
City of Zeeland Master Plan
Laketown Township Master Plan
City of Clare Master Plan
Ottawa County Development Plan
Courtland Township Master Plan
City of Walker Master Plan
Village of Fowlerville Master Plan

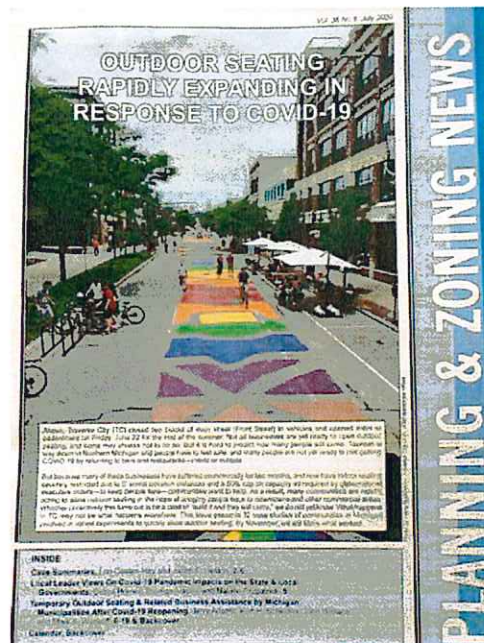
AWARDS

Michigan Society of Planning Officials
The Municipal League
American Planning Association
Grand Valley Planning Council
Various local jurisdictions

GERALD (JERRY) ADAMS will be involved with various aspects of the effort. Jerry assists TCG through our Michigan office, is recognized as one of the leading Midwest planners, and has received of numerous planning awards. He brings over 35 years of experience with land use planning. He is a frequent author and lecturer on development, land use, and planning issues. He has been involved with most TCG efforts in defining property trends and rent and mortgage evaluations, as well as fiscal aspects of TCG efforts

Planning projects with which he was involved or directed with which The Chesapeake Group was also involved, but before his association directly with TCG include but are not limited to Delhi Charter Township, Zeeland, Muskegon, Port Huron, Hastings, Muskegon Heights, Boyne City, Muskegon County, Manton, and Montague in Michigan and in the Outer Banks in North Carolina.

Jerry has focused on Covid impacts and opportunities for downtowns and small communities for the past year and has authored numerous research-related articles to the topic.





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SUSAN ACKLEY, PRINCIPAL, TCG

SUSAN ACKLEY is another key professional that will be involved with your effort. Susan brings to the effort more than 35 years of research, arts, and marketing experience.

EDUCATION

University of New Haven, Journalism.

AWARDS

Citizen of the Year in Miami Shores
Chair of the Miami Shores Fine Arts
Commission
Vice-Chair of Miami-Dade County's Art in
Public Places Trust
Chair of the Miami Shores Community
Alliance
Chamber Board Member and Secretary

In 1988, Susan formed Ackley Advertising, now known as Ackley Marketing Group (AMG), a full-service Florida-based marketing firm. AMG was created to assist clients with targeting markets, formulating creative direction, and communicating "sales" messages. TCG purchased AMG in 1998 as a method to expand services to its clients.

Susan is heavily involved with TCG efforts to define Research and Development opportunities and niche retail. However, she is also very active in arts and culture, leading communities to areas some deemed not possible. She is also the current Chair of the Miami Shores Fine Arts Commission in Miami Shores and the Vice-Chair of Miami-Dade County's Art in Public Places Trust.

As a professional, Susan has created an art in public places program in 2009, which continues to expand. The program includes permanent installations, commissioned work, a mural wall constructed and created by a South Florida mural artist, several 'loan' exhibits, the Lobby Gallery, and a new sculpture park installed in 2018. She has facilitated regional artists requested and achieved the loan of works for exhibition for specific periods.

Also, as a professional, Susan has

- Coordinated annual special performances which bring focused performing arts to the event schedule, including Opera, African Drumming, Folk and Acoustic Music, Modern/Contemporary Dance, Dramatic Performance, Gospel singing, and Peruvian Flutes.
- Coordinated exhibitions, performances and events and solicited funding from public and private sector entities for such.

TCG has found that creating places, whether for one land use or mixed-use is vital to the development community.

Susan is a former instructor in marketing with the Women's Business Development Center of a major Florida university.



MARILYN KAPP, ASSOCIATE

EDUCATION

Davenport Business College, Grand Rapids, Michigan—
Business Merchandising
Southeastern Academy, Kissimmee, Florida—Travel and
Tourism Graduate
Certified Master Gardner-Michigan State University
Grantsmanship Center, Lansing Community College,
Lansing, Michigan—Certification

PROFESSIONAL ACTIVITIES

Board of Directors - Downtown Development
Authority (DDA), Onaway, Michigan
Board of Directors & Executive Board Member –
Governors Talent & Investment Board (GTIB)
Board of Directors - West Michigan Tourist
Association, Grand Rapids, Michigan
Board of Directors - Straits Area Community
Foundation, Cheboygan County Michigan
Board of Directors - McLaren Northern Michigan
Hospital Foundation
Board of Directors - Straits Area Community
Foundation, Cheboygan County Michigan
Advisory Board - Lake Superior State University
Board of Directors, President – Industrial Arts Institute,
Onaway, Michigan
Board of Education, President – Mackinaw City
Public Schools. Mackinaw City, Michigan.

MARILYN KAPP had a distinguished professional career before her association with The Chesapeake Group. In 2010, Marilyn worked as a contract employee with Mackinac County to create an Economic Development plan. Functioning as the Project Manager, she organized and led several town hall meetings and created a written plan for the county and several townships within the county. Also and before her association with TCG,

- ✓ Managed and built sales team by developing and defining industry position through marketing, political and public relation campaigns to utilize and strengthen business strategy. Created business plans for corporate divisions as the Vice-President of Sales & Marketing for Moran Iron Works, Inc.
- ✓ Was the Executive Director of the Otsego County Community Foundation, Managing the financial portfolio, foundation funds, multiple grant cycles, policies, marketing, public relations, and fundraising.
- ✓ For three years, Marilyn operated her consulting firm known as MKM Concepts LLC. She provided marketing and management services for business clients. Services include business plans, sales strategies, fundraising, direct marketing programs, trademark registration, brand creation, membership program development, economic development strategies, website development, and personnel management.

PUBLIC ART COLLABORATION

- Works to develop art
- Collaborated with community and artists
- Used to develop art
- Projected to be a local art
- Opened in 2013
- Works to develop art
- Collaborated with community and artists
- Used to develop art
- Projected to be a local art
- Opened in 2013
- Works to develop art
- Collaborated with community and artists
- Used to develop art
- Projected to be a local art
- Opened in 2013
- Works to develop art
- Collaborated with community and artists
- Used to develop art
- Projected to be a local art
- Opened in 2013

Marilyn first worked with TCG when she was the Executive Director of the Mackinaw Area Visitor Bureau, a position held for ten years. The Mackinaw area is the largest tourist destination in Michigan. During her tenure, she created, coordinated, and implemented plans developed in cooperation with TCG. She also developed and implemented sales and marketing strategies, budgets, publications, website presence, and public events for the destination marketing organization and tourism community. She also served as public relations and media spokesperson.

The graphic to the left shows additional activities related to industrial development and branding.



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MARK ALVAREZ, ASSOCIATE



EDUCATION

Masters in Civil Engineering from Ohio State University
Masters in Regional Planning from Ohio State University

OTHER PLANNING EXPERIENCE

Transit System Subsidy Policy Analysis, Miami-Dade Transit, Dade County, Florida.
South Dade Busway Transit Feeder Study, Miami-Dade Transit.
College Pass Fare Analysis, Miami-Dade Transit, Dade County, Florida.
Zone Fares Peer Review Analysis, Miami-Dade Transit, Dade County, Florida.
Transit Service Standards Analysis, Miami-Dade Transit, Dade County, Florida.
District 13 Commission District 13 Transit Needs Study, Dade County, Florida.
Comprehensive Bus Operations Analysis, Miami-Dade Transit, Dade County.
North Miami Community Transit Circulator Implementation; North Miami, Florida.
Coastal Communities Transit Plan, Miami-Dade Transit and City of Miami Beach, Florida.
Riviera Neighborhood Vision Plan, Riviera Neighborhood Association, Coral Gables, Florida.

MARK ALVAREZ brings thirty years of experience as a land use and transportation planner and will be involved when and where necessary to address cost estimates for site-specific development alternatives. His combined background in engineering, planning, and conflict resolution is often vital to various aspects of economic development activity.

Mark has performed land use, transit, traffic impact, parking, and other related analyses for public and private clients nationally. In each case, careful attention is given to the client's needs, tailoring the methodologies for each project while always adhering to professionally accepted methods. This results in providing what is both needed and realistically implementable. The following are some of Mark's planning projects both before and during his involvement with TCG.

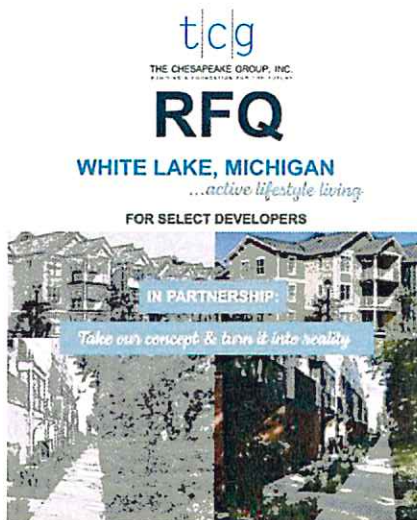
- ✓ Foss Waterway Strategic Plan, Tacoma; Washington.
- ✓ Downtown Racine Comprehensive Plan; Racine, Wisconsin.
- ✓ Sunny Isles Beach Comprehensive Plan; Sunny Isles Beach, Florida.
- ✓ City of Plantation Comprehensive Plan; Plantation, Florida.
- ✓ Coconut Grove Plan for the City of Miami, Florida.
- ✓ Port of Miami Master Development Plan – Transportation Element; Miami, Florida.
- ✓ City of North Miami Beach Comprehensive Plan Land Use Amendments; North Miami Beach, Florida.
- ✓ Town of Bay Harbor Islands Comprehensive Plan Land Use Amendments; Bay Harbor Islands, Florida.



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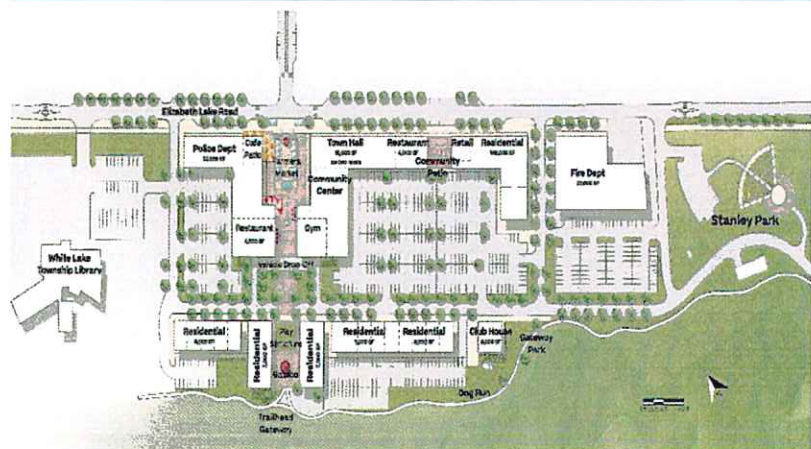
Examples of our market analysis and feasibility efforts follow.

REDEVELOPMENT MARKET & OTHER ANALYSES (MIXED-USE) PLUS DEVELOPER RECRUITMENT EFFORT WHITE LAKE TOWNSHIP, MICHIGAN



White Lake Township Civic Center Development

Detailed Site Plan



TCG continues under contract to conduct various analyses, including defining market opportunities, developing an RFQ for recruitment purposes, soliciting appropriate developers, and negotiating a master developer agreement for White Lake Township. TCG successfully recruited a mixed-use developer and is guiding negotiations for three phases of a developer agreement in this jurisdiction with a population of about 31,000. The site is roughly 11 acres and is situated next to a 50-acre park and waterfront. The site currently houses public services that are to be rebuilt as part of the development. Along with the municipal services will be a civic hall, farmers market, select retail, and a range of housing.

REFERENCE

Sean P. O'Neil, AICP, Planning Director
White Lake Township
7525 Highland Road, White Lake, MI 48383
(248) 698-3300 x5
SONeil@whitelaketwp.com



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REDEVELOPMENT MARKET ANALYSIS (MIXED-USE) SPRING LAKE TOWNSHIP, MICHIGAN

epicurean
VILLAGE



In 2019, TCG was involved with two efforts in Spring Lake Township. The jurisdiction has a population of about 15,000. TCG performed a market assessment of opportunities for the community's downtown area and specific sites for which plans called for redevelopment and in fill. Opportunities were defined for mixing of activity on the site, including housing and commercial.

TCG performed the work under contract to Progressive AE. The primary client was the community's Downtown Development Authority (DDA).

Construction on the development has begun.

REFERENCE

Peter A. Lazdins PLA CLARB, Senior Land Planner
616.365.8570 Direct/ 616.485.7353 Mobile
lazdinsp@progressiveae.com



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TECH VILLAGE MARKET ASSESSMENT GRAND BLANC TOWNSHIP, MICHIGAN



TCG completed a detailed market assessment of the proposed Tech Village for Grand Blanc Township. The Township's population is about 36,000. Tech Village will be the technology-driven activity center of this growing community with a unique internal circulation/transit options system being critical to its success. The area is anchored by the largest employer (Genesys Health) in the general area, including the Township and neighboring communities. TCG analyzed and defined specific R & D and "incubator" activity, retail, entertainment, and housing opportunities.

DOWNTOWN MARKET ANALYSIS & STRATEGY BOYNE CITY, MICHIGAN

INTERRELATED DEVELOPMENT CONCEPTS



THE CHESAPEAKE GROUP, INC.



KEY	
	Vista Preservation
	Water Access
	Development Parcels/Pods
	Additional Marina Development
	Interrelated Development Concepts

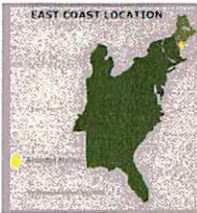
TCG developed a detailed market analysis and enhancement strategy for the Downtown Development Authority in this smaller, West Michigan waterfront community. With a population of about 3,800, Boyne City is fortunate to have both frontage along a significant lake connected to the Great Lakes and a river that runs through its downtown. Historically, it did not use its assets particularly well, having almost entirely “turned its back” on the river and using prime lakefront for government-related maintenance yards. Also, the community had foregone public waterfront access and had blocked views of the water as well.

The plan identified opportunities for the creation of a regional serving “city” market as a new anchor, reuse of the waterfront for non-government purposes to ensure public access while providing private property development opportunities, reuse of critical buildings, enhanced linkages between “main street” and the waterfront, creation of outdoor eating areas without creating additional paving and run-off, and incorporation of additional housing near the “main street.”

MARKET ASSESSMENT & ECONOMIC DEVELOPMENT STRATEGY ARUNDEL, ME

PRIMARY ECONOMIC DEVELOPMENT ASSETS OR STRENGTHS

1. Proximity




There is an aspect of real estate and economic development that cannot be all about "location, location, location." Certainly proximity and location are fundamental to Arundel's future development. Arundel:

- A. Is in close proximity to millions of people along the East Coast.
- B. Closer to home, it is at the edge of the Boston Metropolitan Area.
- C. Central to large population centers in Southern Maine.
- D. Near major internationally known tourist attractions.
- E. Near vast natural resources, the ocean and other draws and attractions.

The proximity provides opportunities to draw local, Southern Maine and large region populations with a strategic mix of activity.

2. The transportation network



The transportation network facilitates the movement of people, goods and services creating linkages to other markets and providing opportunities.

- A. Arundel activity is potentially served by a number of airports or large markets including three international airports within a one-half to one and one-half hour drive in Southern Maine, New Hampshire and Canada.
- B. Arundel is also served potentially by regional and municipal airports in neighboring communities, including Biddeford and Sanford. The Biddeford airport borders Arundel. The Sanford airport is well maintained and has longer runways accommodating a broader range of aircraft than Biddeford.
- C. It is served by both Route 1 and Interstate-95, providing quality vehicular access to and from. Dual access is also important should one of the two major routes become blocked or have other issues that impede traffic.
- D. Arundel also has land and sites that are served by rail.
- E. Arundel activity has easy port access.

The range of the network provides a solid foundation to capitalize on Arundel's proximity and location.

TCG prepared the economic development strategy for this rural Maine community.

Assets included but were not limited to those that follow.

- ✓ Proximity
- ✓ The transportation network
- ✓ The communications network
- ✓ Rural character & quality of life
- ✓ Agricultural History & Continuance
- ✓ Kate's Home Made Butter
- ✓ Educated, aging population
- ✓ Affordability
- ✓ Taxes
- ✓ Existing Business Activity
- ✓ Schools
- ✓ Land
- ✓ The "Trail"
- ✓ Natural Resources.

Issues identified through the outreach effort included the following.

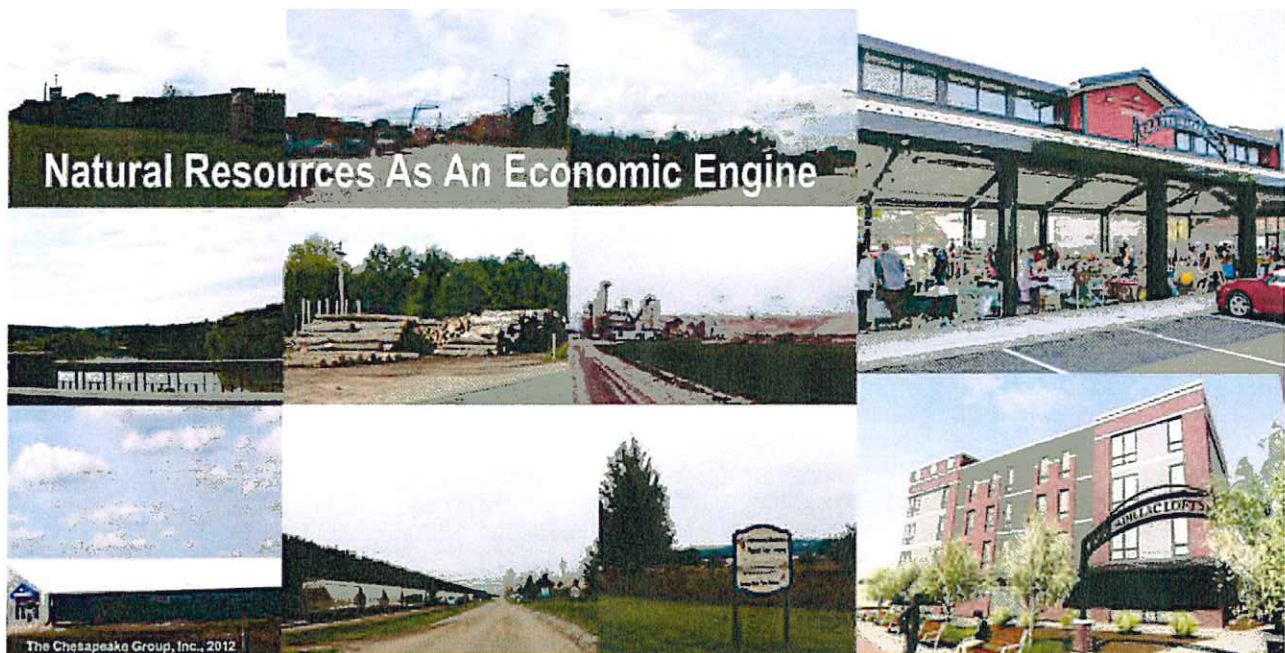
- ✓ Limited local labor and public sector resources
- ✓ Limited tourism
- ✓ Lack of "public" services/utilities
- ✓ Aquifer infiltrated with salt
- ✓ Little sense of community
- ✓ Costs – perceptions of high taxes and high utility rates
- ✓ Perceptions of the quality of available land
- ✓ Conditions at Biddeford Airport
- ✓ Little "participation" in current Maine and southern Maine's economic engine
- ✓ The perception of not being business-friendly
- ✓ Inconsistent information and processes
- ✓ The perception that non-residential is synonymous with retail

The strategy can be found on the community's website. Unfortunately, all the staff involved with the effort has moved on to other communities or retired.



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DOWNTOWN ANALYSES & ECONOMIC DEVELOPMENT STRATEGY CADILLAC, MI



The Chesapeake Group performed various analyses for Cadillac over seven years. The first analysis was of the Cobb Mitchell Building in Downtown. TCG assessed the opportunity to reuse the historic structure for compatible activity with Downtown. The building has been renovated and fully leased for the identified purposes.

Another assistance effort was to prepare an economic development strategy for Cadillac, Wexford County, and the Statistical Area, including an additional county and smaller incorporated towns and cities.

The effort defined opportunities to capture activity based on the regional positioning and assets by expanding tourism, aggressively pursuing R & D activity related to natural resources and agricultural production, infill development in Downtown, and expanding other economic activity.

Both efforts and other technical assistance were based on TCG's market analyses. The population of Cadillac is about 10,000.

REFERENCE

John Wallace, Community Development Director, City of Cadillac, (231) 775-0181 x101,
jwallace@cadillac-mi.net.



THE CHESAPEAKE GROUP, INC.
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PLANNING, DEVELOPER RECRUITMENT & OTHER TECHNICAL ASSISTANCE MUSKEGON, MI



Initially, TCG developed the market analysis upon which the comprehensive and downtown development plans were premised and worked with another firm to prepare comprehensive and downtown plans. Those plans effectively called for significant changes that included creating nodal areas in downtown, consolidation of proposed waterfront activity, and creation of an in-town historic district.

The plan also identified the need to reuse of several key sites because of a changing retail climate, including the Muskegon Mall, in this city of about 37,000 people.

TCG was brought back into Muskegon under contract to the Community Foundation to: develop redevelopment proposals associated with the “Muskegon Mall” properties; and recruit a quality development interest to redevelop the properties for a mixed-use Waterview project. The mall has been demolished, plans were formalized for a new mixed-use neighborhood, and infrastructure changes and initial investment has begun.

TCG followed the initial two efforts looking at opportunities and developing a reuse plan for roughly 5-acres of additional land with additional developer recruitment activity.

REFERENCE

Chris McGuigan, Executive Director, the Community Foundation of Muskegon County, 231-722-4538.

MARKET ASSESSMENT DELHI CHARTER TOWNSHIP, MI

Potential Development Sites in Triangle Area Delhi Charter Township, MI



TCG completed the different projects for Delhi, which is an excellent example of clients returning to utilize TCG services. The most recent effort was in 2019 and focused on housing market conditions. Delhi Charter Township has a population of about 28,000.

The first effort addressed land use and development based on a market assessment in its prime corridors. The third project defined opportunities for Delhi focused on the DDA area within the Township. The area is known as the "Triangle" and is the downtown of the community. The project involved defining opportunities for non-single-family homes, retail, and industrial activity.

CLIENT

Howard Haas, DDA Director, Delhi Charter Township, 517-699-3863,
howard.haas@delhitownship.com



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DEVELOPER RECRUITMENT & OTHER IMPLEMENTATION CHESTERFIELD COUNTY & RICHMOND, VA



This project was “groundbreaking” in the Commonwealth. TCG worked with both Richmond and Chesterfield County on the effort.

TCG conducted economic analyses of the major developed and lesser developed corridors in the City of Richmond and Chesterfield County, including the Cloverleaf Mall in the County immediately outside of the City of Richmond. At that time, TCG indicated that the focus of the shopping center property and surrounding area would likely transition and that increased vacancies, loss of anchors, and other disinvestment were likely to occur.

After much transition, the County contracted TCG to develop a strategy for reversing the primary entranceway’s disinvestment. The implementation strategy included the recruitment of a “quality,” qualified developer. TCG then recruited the developer and continued to provide technical assistance to secure the successful redevelopment of the mall and surrounding properties. TCG also reviewed all developer financial projections, played a major role in negotiating the developer agreement, and provided a Benefits Analysis.

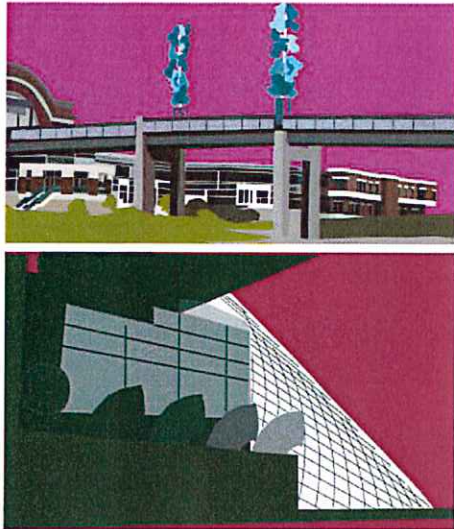
REFERENCE

Tom Jacobson, Adjunct Professor, Virginia Commonwealth University, Former Planning Director and Revitalization Coordinator for Chesterfield County, Wilder School, Scherer Hall, 923 W. Franklin St.,
tjacobson@vcu.edu.



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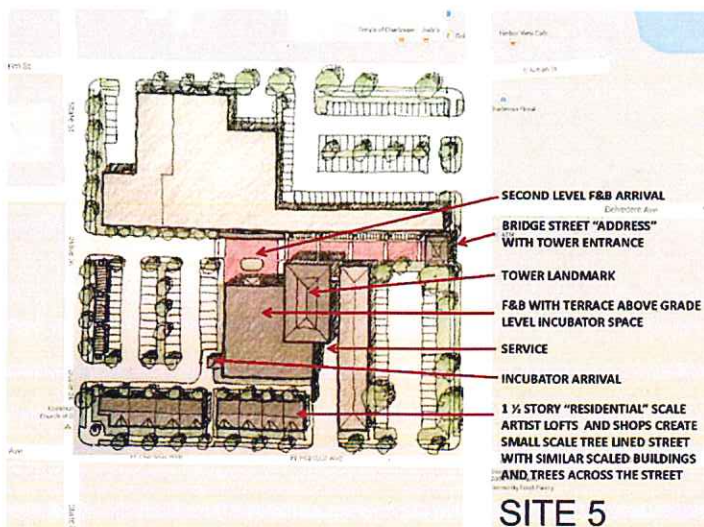
MARKET ASSESSMENT & PLAN FOR FOSS WATERWAY REDEVELOPMENT TACOMA, WA



TCG was heavily involved with redevelopment efforts in Tacoma, Washington, including the development strategy and reuse plan for the Foss Waterway. Tacoma has a population of about 216,000.

That effort led to millions of dollars in new investment, including but not limited to the creation of the Museum of Glass (in honor of Dale Chihuly), the redevelopment of the fish market and other nearby properties, and additional significant private and university investment. The Museum of Glass includes both exhibits and working glass blowing and molding activity. This museum, coupled with the Washington State Museum, the Antique Vehicle Museum, and a branch of the University of Washington, forms a highly successful nucleus of entertainment and culture-focused attractions based on activities, products, and people associated with Tacoma.

MARKET ANALYSIS & SITE-SPECIFIC RECOMMENDATIONS CHARLEVOIX, MI



TCG prepared an economic development strategy and performed a detailed market analysis, defining strategic investment opportunities in this Northwest Michigan community with a population of about 2,500. The effort included potential redevelopment options for specific sites in the historic downtown district and other sections.



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MARKET ANALYSIS & SITE RECOMMENDATIONS

BROWNSTOWN TOWNSHIP, MI



The Chesapeake Group performed a market analysis, defining opportunities for strategic investment in the Downtown Development Authority's (DDA's) area in Brownstown Township.

Substantial opportunities exist to capitalize on the transportation network, growing public investment, expanding households, commercial recreation, and other corridor activities. The focus was on unique character housing utilizing environmental conditions, continuity for walkability, and other factors. The analysis will be used as the basis for updating the strategic DDA plan.

The Township's population was about 31,000 in 2018.

CLIENT

Vernon Gustafsson, Current
Planning Manager for the City of
Pontiac, 248-758-2800

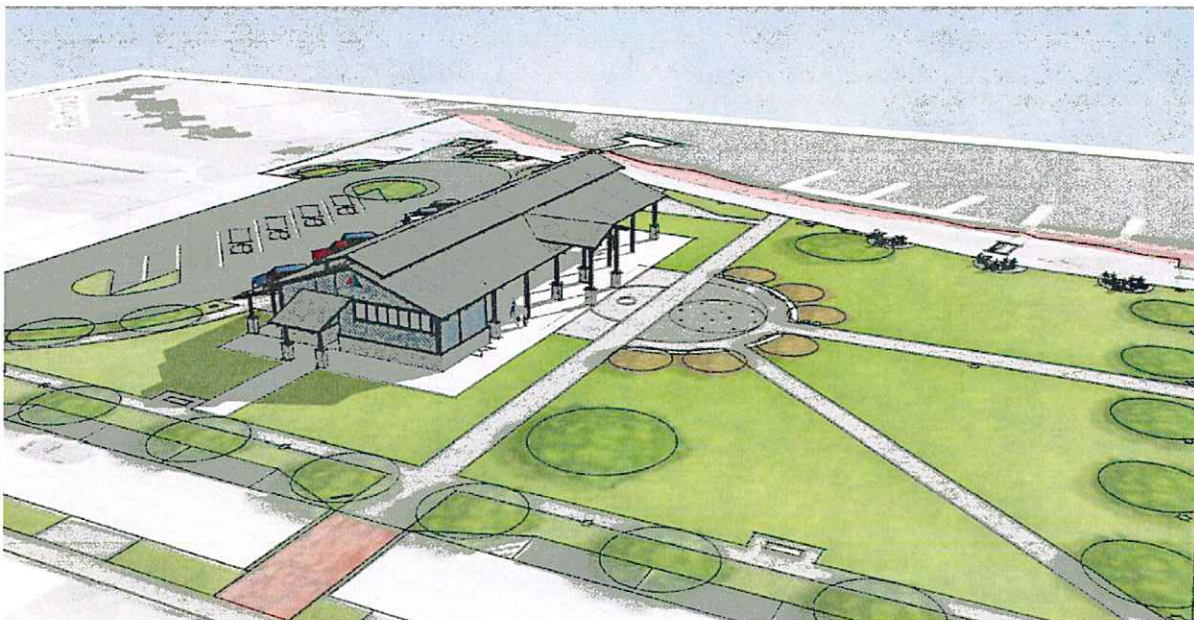


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The following are fiscal analyses examples conducted by TCG. Some are for proposed developments, while others measure economic impact performed for purposes ranging from securing funding to promoting an area's asset.

FISCAL ANALYSIS

SPRING LAKE TOWNSHIP, MICHIGAN



TANGLEFOOT PAVILION (SITE DEVELOPMENT PLAN PARCEL #70-03-15-

THE INFORMATION CONTAINED HEREIN IS UNCLASSIFIED EXCEPT WHERE SHOWN OTHERWISE. IT IS THE POLICY OF THE NATIONAL ARCHIVES TO MAKE ALL INFORMATION CONTAINED HEREIN AVAILABLE TO THE PUBLIC.

VILLAGE OF SPRING LAKE | MDNRTF GRANT APPLICATION #TF20-0082

prog

In 2019, TCG was involved with two efforts in Spring Lake Township, a jurisdiction with a population of about 15,000. This effort involved identifying the opportunities and competitive positioning for an event center in the community's core that would take advantage of the waterfront. TCG examined all potential competitive facilities in a multi-county area of West Michigan and developed use/demand estimates for a possible Spring Lake facility. Two options were provided. Fiscal analyses were performed to define the ability to cover operational and capital costs and gaps that needed to be addressed.

TCG performed the work under contract to Progressive AE. The primary client was Spring Lake Township.

REFERENCE

Peter A. Lazdins PLA CLARB, Senior Land Planner 616.365.8570 Direct/ 616.485.7353 Mobile
lazdinsp@progressiveae.com



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DESIGN GUIDELINES & DOWNTOWN PLAN CARY, NC



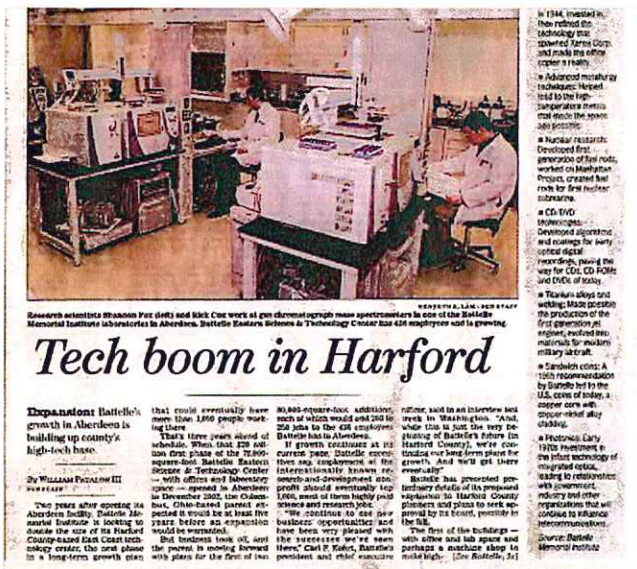
TCG provided Cary with diverse technical assistance efforts over several years. For the town center, TCG developed guidelines working with a task force for new development and rehabilitation of buildings that allowed for or promoted the historic character, infill development, mixed-use redevelopment, and joint development for the town center.

TCG also developed a public improvement package, reviewed developer proformas for efforts where Cary was asked to provide financial incentives, and assisted with recruiting of developers for mixed-use activity.

REFERENCE

Jim Parajon, Current Deputy City Manager, Arlington, Texas, 817-459-6100, parajonj@ci.arlington.tx.us or Jim.Parajon@arlingtontx.gov

**MARKET ASSESSMENT, FISCAL IMPACT, ECONOMIC DEVELOPMENT STRATEGY,
& OTHER ASSISTANCE**
ABERDEEN, MARYLAND



TCG managed the strategic economic development program for the City. TCG also developed a downtown plan, staffed the economic development commission, supported significant industrial recruitment efforts that resulted in major plant openings, distribution centers, and warehousing activity. TCG developed concepts to enhance sports in the area for tourism and the "Wal-Mart Inclusion" Model, successfully solicited millions of dollars in grants, assisted with traditional industrial recruitment efforts, including Frito-Lay, and assisted with other critical implementation.

Before our engagement, Aberdeen

envisioned itself as the “end of the world” instead of the center of a substantial East Coast market and without the ability to benefit from the significant federal military facilities in the immediate vicinity. The market assessment and implementation strategy defined, among other elements, the concept and opportunity for the development of a higher education institution facility combined with a technology-oriented business park (formerly known as the Higher Education & Applied Technology Center/HEAT). TCG also prepared the fiscal strategy and presentation for the Ripken Stadium and associated complex, successfully convincing Harford County to bond one-third of the needed capital. The suggestion, which has been fully implemented, resulted from the potential to tap existing assets. Those assets included:

- The nearby military facility, whose focus is to test all types of military equipment.
- A large number of engineers leaving the area after their military time.
- The lack of higher education opportunities in the county.
- Policies toward military contractors being located “outside the fence.”
- Location off I-95, between Baltimore and Washington and Philadelphia and New York.

In 2018, TCG developed the economic analysis and strategy for the DOWNTON/TOD area.

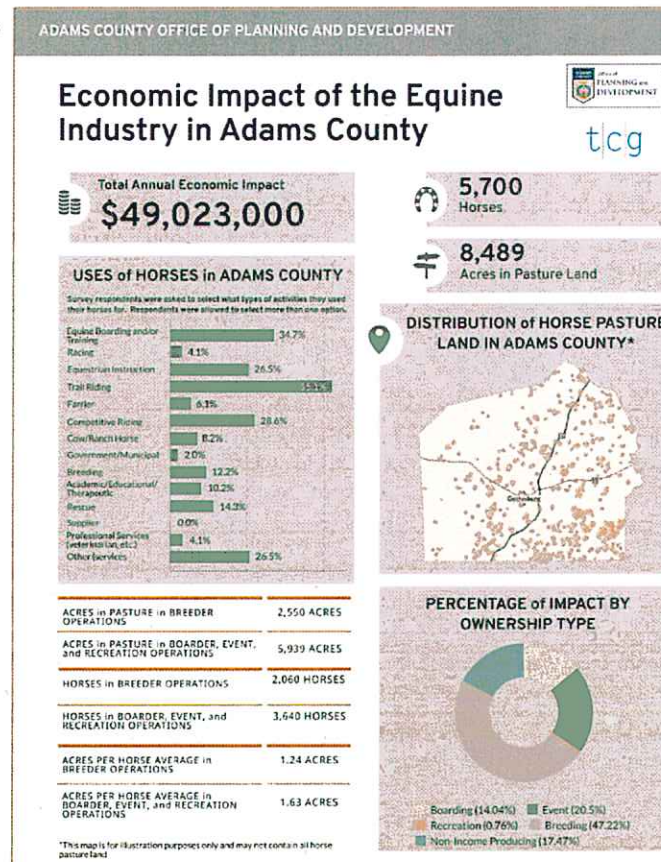
REFERENCE

Charles (Chuck) Jacobs, President of Harford Bank, Economic Development Commission member, 410-272-6000.



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ECONOMIC IMPACT OF & STRATEGY FOR THE EQUINE INDUSTRY ADAMS COUNTY, PA



TCG recently completed an economic impact on Adams County and strategy for the future of the equine industry. Adams County is home to arguably the largest breeder of trotter and other horses globally and horses related to other breeding, boarding, showing, and events associated with the equine industry. The effort includes all facets of the activity and scale of industry participants for those involved professionally and non-professionally. The County has a population of about 100,000, with the largest incorporated municipality of about 7,700.

Industry participants include polo, workhorses, pets, breeders, rodeos, jumping, show horses, etc.

REFERENCES

Mark Clowney, mclowney@adamscounty.gov, Bicky Redman, bredman@adamscounty.gov, Harlan E. Lawson, HELawson@adamscounty.gov, Adams County Office of Planning & Development 670 Old Harrisburg Road Suite 100, Gettysburg PA 17325, 717.337.5859



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ECONOMIC IMPACT MODEL FOR THE HISTORIC SOUTH MOUNTAIN FRUIT BELT ADAMS COUNTY, PA

You are cordially invited...

Please join the Adams County Commissioners, the Adams County Office of Planning and Development, the Adams County Fruit Growers Association, and Penn State Extension for a presentation on the Economic Impact Model for the Historic South Mountain Fruit Belt in Adams County, Pennsylvania.

Presentation by: Howard Kohn, The Chesapeake Group

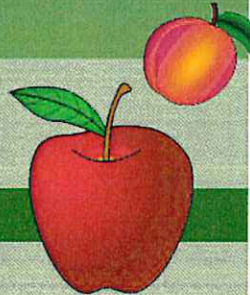


Monday, December 12, 2016 - 9:00 am

Penn State Fruit Research and Extension Center
290 University Drive
Biglerville, PA



with TischlerBise



PennState Extension



Adams County is one of the top four producers of apples and other fruits in the United States. With a total population of about 100,000 and its largest municipality having a population of about 7,700, the area's future has been in question as the rural county and its municipalities urbanize. In 2015 through 2016, TCG analyzed the impact of the fruit belt on the economy in Adams County.

TCG examined all facets from the production of the raw material to developing of "value-added" and "but for" activity. Direct to consumer, "value-added" and "but for" production is now the majority of the revenue and economic benefits (job creation and economic enrichment) derived from the ag production.

Adams County is one of many communities where TCG has provided services for differing efforts.

REFERENCES

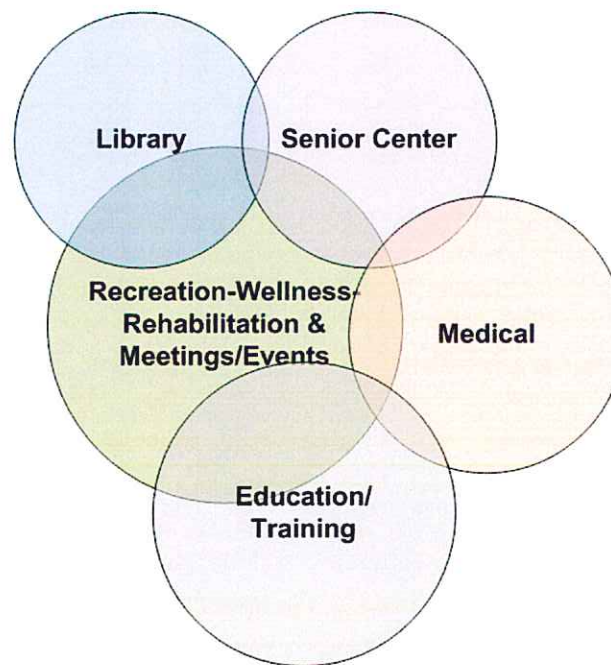
Mark Clowney, mclowney@adamscounty.gov, Bicky Redman, bredman@adamscounty.gov, Harlan E. Lawson, HELawson@adamscounty.gov, Adams County Office of Planning & Development 670 Old Harrisburg Road Suite 100, Gettysburg PA 17325, 717.337.5859



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MULTI-PURPOSE CENTER MARKET & FINANCIAL FEASIBILITY PLAN STEPHENVILLE, TX

MULTI-PURPOSE CONCEPT B



Stephenville, Texas, defines itself as the Cowboy Capital of North America and has a population of about 22,000. TCG conducted a feasibility assessment of the opportunities for enhanced meeting and event space in Stephenville. TCG developed a concept that expanded upon the initial scope of activity to improve private sector funding and diminish the need for bonding and deficit operational costs.

Concept B that will be pursued is one of the most intensely developed of the six concepts. It includes five functions within the initial Phase One having the greatest potential to generate private sector investment and community return while addressing all of the demand components. Because of its potential for private investment, the initial phase is not likely to create a fiscal drain on Stephenville or any other public sector entity. The second phase includes a new arena focused on rodeo, equine, and other related activities.



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PRELIMINARY FEASIBILITY ASSESSMENT FOR CULTURAL ARTS CENTER WELLINGTON, FL



TCG developed the preliminary feasibility assessment for a cultural arts center in Wellington, Florida. The analysis intended to provide direction for the pursuit of a Cultural Arts Center. Addressed were market factors and primary fiscal factors and issues. The analysis reflected the opinion of TCG based on the presented information and TCG's experience in dealing with projects in other locations.

Defining opportunities for the potential facility involved substantial analyses and related activity. These included the following.

- Survey of Wellington area residents.
- Survey of area businesses.
- Limited stakeholder interviews.
- Inventorying existing cultural arts facilities in Palm Beach County.
- Inventorying cultural arts-related organizations in Palm Beach County.
- Inventorying of venues for special events and select performance activities, such as dinner theaters and comedy clubs.
- Identification of gaps and potential niches that Wellington could serve.
- Identification of potential spatial needs without identifying sites.
- Estimations of preliminary revenue potential.
- Estimates of initial development costs based on the assumption of a new structure.
- Comparison of preliminary revenues versus costs.



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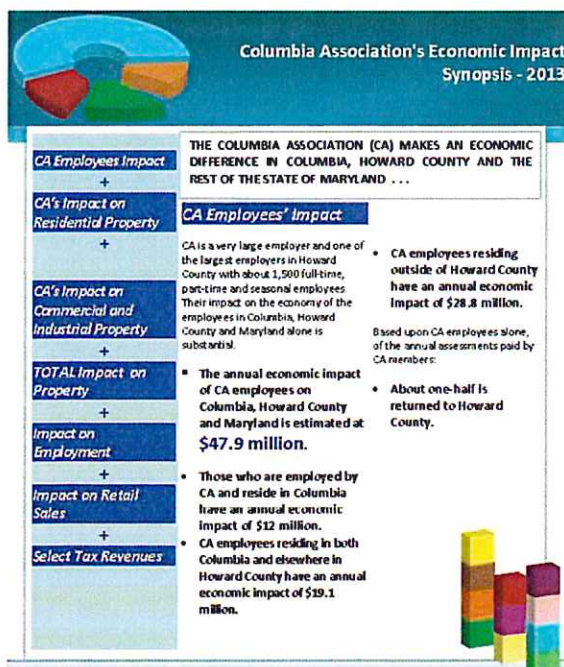
University of North Carolina Chapel Hill, NC



TCG performed a detailed assessment of the indirect benefits or impacts of the proposed "Carolina North" project for the University of North Carolina. "Carolina North" is a new campus of the University in Chapel Hill. Space on the site is intended for the public university's use, Research and Development activity associated with potential corporate partners, and private sector housing. TCG's work focused on:

- ✓ Generated employment.
- ✓ Accrued property enhancement.
- ✓ Expanded retail sales and accrued taxes.
- ✓ Expanded visitor spending and the impact on transient accommodations.
- ✓ Expansion of housing in "the area of influence" composed of an expansive multi-jurisdictional area.

ECONOMIC IMPACT OF THE COLUMBIA ASSOCIATION COLUMBIA, MD



Columbia is not an incorporated municipality. It is essentially run by an elaborate "homeowners' association" with assessment abilities and control over recreational activity, open spaces, walkways, and much public infrastructure. TCG twice in recent years assessed the economic impact of the CA on Howard County, Maryland, and the region.

REFERENCE

Susan Krabbe, Vice President & Chief Financial
410-715-5519
Susan.Krabbe@ColumbiaAssociation.org



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The following are a couple of examples of rehabilitation and reuse of existing structures. TCG handled numerous facets of the project, from the market and fiscal assessments to complete rehabilitation. Once again, they illustrate the depth and breadth of our experiences.

CONVERSION OF ABANDONED BUILDING TO A CITY MARKET

HIALEAH, FL



TCG managed from conceptual plans, market analysis, and design through construction the conversion of an abandoned historic train station to a "Farmers" or "City" market in Hialeah, Florida. In determining the potential for such a market, consideration was given to: the location in an industrial area having fruit and flower importers and exporters, many of whom needed improved or new space to operate efficiently; proximity to a highway interchange; proximity to an airport for distribution to and from foreign markets; and cost of development. A federal EDA grant largely funded the project. Additional commercial developed adjacent to the renovated station on the commuter rail station line.

REFERENCE

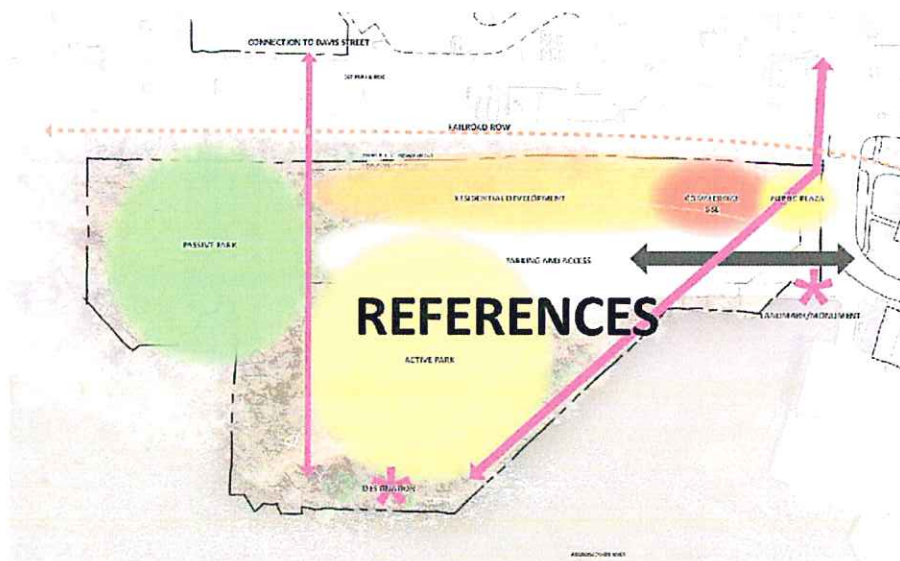
Carlos Leonard, charlie@leonardrealestategroup.com, 305-726-8416

STEGMEIER BREWERY REHABILITATION

WILKES-BARRE, PA



TCG conducted feasibility studies and developed preliminary plans for a 500,000 square foot reuse of this historic structure. Two options were provided. It has since been renovated for public office space and a major employment center.



8516 Green Lane Baltimore, MD 21244
410.265.1784/800.745.0185
tcgroup@rcn.com
Offices in Maryland, Michigan, Florida, & Pennsylvania

References



REFERENCES FOUND IN PROJECT EXAMPLE WRITE-UPS

White Lake Township, MI

Sean P. O'Neil, AICP, Planning Director, 7525 Highland Road, White Lake, MI 48383
(248) 698-3300 x5, SONEil@whitelaketwp.com.

Adams County, PA

Mark Clowney, mclowney@adamscounty.gov, Bicky Redman, bredman@adamscounty.gov, Harlan E. Lawson, HELawson@adamscounty.gov, Adams County Office of Planning & Development 670 Old Harrisburg Road, Suite 100, Gettysburg PA 17325, 717.337.5859.

Spring Lake Township, MI

Peter A. Lazdins PLA CLARB, Senior Land Planner, 616.365.8570 Direct/ 616.485.7353 Mobile,
lazdinsp@progressiveae.com.

Cary, NC

Jim Parajon, Current Deputy City Manager, Arlington, Texas, 817-459-6100, parajonj@ci.arlington.tx.us
or Jim.Parajon@arlingtontx.gov.

Chesterfield County, VA

Tom Jacobson, Adjunct Professor, Virginia Commonwealth University, Former Planning Director and Revitalization Coordinator for Chesterfield County, Wilder School, Scherer Hall, 923 W. Franklin St.,
tjacobson@vcu.edu.

Delhi Township, MI

Howard Haas, DDA Director, Delhi Charter Township, 517-699-3863,
howard.haas@delhitownship.com.

Aberdeen, MD

Charles (Chuck) Jacobs, President of Harford Bank, Economic Development Commission member, 410-272-6000.

Muskegon, MI

Chris McGuigan, Executive Director, the Community Foundation of Muskegon County, 231-722-4538.





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ADDITIONAL REFERENCES

Fort Wayne Economic Analyses, IN

John Wallace, Community Development Director, Community & Downtown Development Director, (231) 775-0181 x101, jwallace@cadillac-mi.net.

University City, Charlotte, NC

Tobe Holmes, Planning & Development Director, University City Partners, 704-688-2482, tholmes@universitycitypartners.org,

MI Cool Cities Neighborhood Plans and Brownstown DDA Market Assessment

Vernon Gustafsson, Current Planning Manager for the City of Pontiac, 248-758-2800.

Sturgis MI, LaGrange IN, and St. Lucie FL Education & Research Park

Todd Mowery, 772-742-1555, todm@redtaildg.com, redtail.com.

Active Adult Housing Community PA

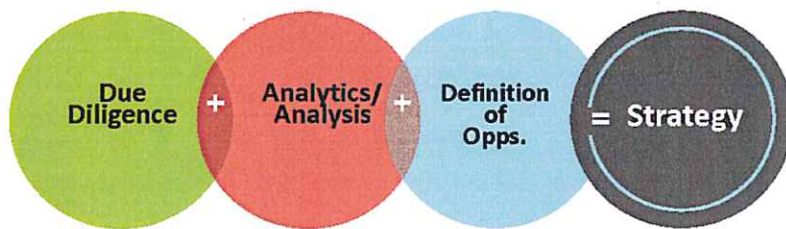
Robert H. Karen, rhkran@comcast.net, 410.804.1336.

Commercial Recreation and Ag Facilities Plan OK

Mark Wilkerson, Director, Department of Parks & Recreation, City of Muskogee, 918) 684-6288, mark@muskogee-parks.org.

Wilson Market Assessment, NC

Kimberly Van Dyk, Plan. & Com. Revitalization Director, 252-399-2395.



APPROACH

TCG does not profess to know all of those issues associated with the market assessment and the fiscal analysis. However, we believe that the approach and methodology employed uniquely by TCG provides quality “real world” information and opportunities’ definition upon which a strategy can be built, affording a solid foundation for the future and the successful recruitment of a developer partner for the Worumbo site.

We have developed our comprehensive product because of our unique and innovative but tested approach. We approach the effort with the philosophy that includes:

- Listening.
- Providing guidance and direction while not directing.
- Providing the highest quality product.
- Providing a sustained high level of service and cooperation with the client.

Critical to the above is the guidance and direction. We have built our reputation on telling people the “truth” based on “hard” empirical evidence.

TCG believes that the Lisbon effort should be separated into two distinctive phases. The first phase is the market assessment for the overall community and the Worumbo site’s two suggested development scenarios. The second phase is the fiscal analysis. The second phase is mainly dependent upon the results of the first phase and focuses on just the Worumbo site alternatives.

In approaching the Lisbon effort, TCG believes that:

Context Is Important > Pre-Covid

- ✓ **Demographic changes impact all facets of life, including what is purchased and where we want to live.**

Pre-dating Covid but continuing, external market forces are factors including declining birth, fertility, and marriage rates, and changing desires of both younger and aging households, which make up much of the housing and commercial market in the country.

In the past two years, TCG has performed more than 15,000 household surveys in many communities. Fifteen years ago, safety and schools were the primary factors driving where people lived or wanted to live. Today’s primary factors are safety and walkability.



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✓ **There are evolutionary changes in retail activity and related development.**

Before the pandemic there were fundamental changes to retail and related commercial activity and development. Additional changes were emerging, impacting future retail goods, associated services, and professional services before the pandemic. A number of those changes follow.

Made to order and fit - Clothing and many other commodities are being "made to fit." The entities offering such existed and required much less space than traditional operations as inventory needs are reduced.

Online growth - Purchasing online continued to grow at double-digit or exponential rates. Shifting of the traditional box and megastores to online operations will only further this growth.

Retail in general - Retail is redefining itself. All aspects favor smaller operations – often defined as craft retail - more befitting some traditional downtowns, neighborhoods, and mixed-use areas. Creating experiences and not shopping trips are growing phenomena. Once depicted as the "killer" of small businesses, Amazon now serves as a marketing window for many operations throughout the country, broadening markets for many beyond otherwise thought possible.

People no longer need to go shopping - Anyone can purchase virtually any product desired or required online. Successful commercial is about the experience of the trip. Nodes are increasingly a blend of differing activity with housing.

Professional offices in traditional multi-tenant spaces - Less space per employee than in the past was the trend. Open spaces to foster comfort and collaboration also diminished space needs in buildings, increasing net space.

Home office activity - Pre-Covid, the home office was not yet the majority but was the most rapidly growing office "space" market. The market growth resulted from a growing number of employees working from the home part or full-time, advances in technology, and home-based business activity.

Changes in technology are evolving that will impact operations - For the past seven-plus years, manufacturing has been returning to the United States due to minimizing labor costs through technological application.

Context Is Important > Covid

Covid is NOT the cause of any of the patterns, trends, or conditions noted previously. Covid essentially accelerated the trends, speeding up what might have taken five years into one year.

Covid did, however, change some dynamics as follows. Some are short-term market changes, while others are longer-term changes.



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- ✓ **Fear and shopping changes** - Much of the disposable income in Lisbon, the surrounding region, the United States, and Canada are in the Baby Boomers' hands. Since March of 2020, many in this population or market cluster feared making unnecessary trips, including shopping or, more importantly, going to shopping areas for other purposes than "one-stop."

Fear is a short-term phenomenon that has and will continue to reverse as conditions change regarding Covid. However, the loss of fear will not change the "Pre-Covid" market dynamics.

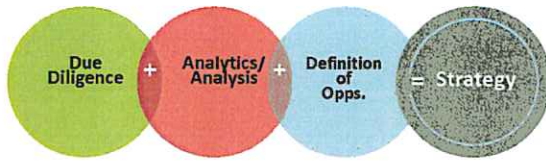
- ✓ **Downtowns and neighborhoods flourishing based on a "back to the future" type model** - For about one generation, many large and smaller neighborhood and community downtowns "lost their way." Downtowns originally were successful because they provided a range of services, were the place to go, mingle, meet people, and were near people's homes. All that was reversing due to many noted Pre-Covid factors, with neighborhoods and downtowns becoming the place to seek an experience, not just a duplicative shopping trip.

Much of the activity resulted from the incredible growth of independent or non-national chain food service or restaurant establishments and the physical creation of a sense of place through public and private infrastructure investment and a mix of uses.

TCG'S GOALS FOR LISBON

- ✓ **Exceed Your Expectations** - TCG's goal is to exceed expectations, not simply meet them. We try to "raise the bar" on our efforts.
- ✓ **Combine Pragmatism with Creativity** - TCG believes that the analysis and strategy must be simultaneously pragmatic and creative. Suggestions must be realistic and implementable.
- ✓ **Understand Perceptions Area Reality** - Accentuating and effective utilization of assets are keys to success.
- ✓ **Create Quality Output From Quality Input** - TCG believes that quality output results from quality input.
- ✓ **Provide ROI For All Stakeholders** - All parties or stakeholders in a process must receive a Return-On-Investment (ROI). The definition of ROI varies for each participant group.
- ✓ **Work cooperatively With Lisbon** - TCG will essentially work as adjunct staff to Lisbon's staff.

Our approach and extensive new research make TCG's work programs unique.



PHASE 1 – MARKET ANALYSIS

In an effort not to be redundant, any element inadvertently left out from the RFP is herein considered included in our proposal and fee structure. Based on the review of information and documents, TCG's scope consists of the following for Phase 1.

1. **Due Diligence**, including initial interviews, secondary data gathering, and new primary database development processes.
2. **Analyses**, including real estate and demand forecasting.
3. **Definition of opportunities** from the multiple analyses in general and for the Worumbo specific site.

Scope elements include those that follow and can and will be performed simultaneously.

1. Due Diligence

✓ **Area Reconnaissance**

The reconnaissance is expected to take at least one-half day and be conducted and coordinated with staff, Covid permitting. (If necessary, separate vehicles will be used.)

✓ **Collection & Review Of Available Data**

Available studies and data are expected to be provided to the TCG Team at or near the effort's onset. Included will be the SurveyMonkey raw data, excluding the person who took the survey and their address!

✓ **Survey Of Residents (NOT AN OPINION SURVEY, NOT ADDRESSING THE DEFINED WORUMBO ALTERNATIVES, ADDRESSING NEEDED MARKET DATA FOR HOUSING AND COMMERCIAL).**

Conducted online, a survey of full and part-time residents is critical to developing a "real world" new database on which "bankable" analytics are based. The survey will be open to local and regional residents and gather information on current and five-year housing needs, commercial utilization, micro-level spending on goods and services, and current and anticipated employment conditions only! All are essential, and existing data is non-existent, outdated, or unreliable.

TCG will be responsible for designing the survey with input from Lisbon and will administer the survey using SurveyMonkey. Lisbon will have responsibility for marketing the survey, which is not expected to require any or significant out-of-pocket costs by Lisbon. TCG's goal is to achieve or exceed the size of the recent survey conducted addressing the Worumbo site alternatives.

✓ **Stakeholder Interviews & Focus Group Sessions.**

TCG anticipates about 10 stakeholder interviews. These will be accomplished through one-on-one or "face-to-face"/Zoom methodology. Examples of those to be interviewed include residential and commercial Realtors, education institution representatives (high school and higher), large employers, or employment benefits representatives.

2. Analyses

✓ **Analysis Of Property Trends and Patterns**

Residential and non-residential property trends and patterns will be analyzed using online sites and others that track sales, rental rates, and other factors. Per square foot information is expected to be extracted or developed.

✓ **Demand Forecasting**

TCG would define opportunities and activity through an examination of the demand for goods and services. The forecasting would focus on retail goods and related services, select entertainment activity, and niche housing often associated with mixed-use areas. (The survey of residents is vital to defining opportunities.)

Concerning the demand forecasting

- A. By definition, dining and other restaurant/food services activities are among one of ten major retail goods and related services categories.
- B. Recreation demand will focus on commercial recreation with revenue flow and is often found in commercial areas, downtowns, and corridors.

The forecasting of demand would include that which follows.

1. Definition of demand's residential and commercial demand components, such as Lisbon residents, nearby or surrounding area residents, and others.
2. Definition of the market(s) or market area(s) population, households, household spending, shopping, and commercial utilization patterns, based on actual data developed through surveys.
3. Definition of the current and future customer base and commercial utilization patterns developed through surveys.
4. Definition of the current or potential components of demand penetration levels developed through surveys.
5. Definition of competitive advantages and disadvantages concerning housing and commercial for the Worumbo site



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6. Demand forecasts for retail and retail-related services, by major retail category and sub-category (over 50 types of operations), and capturable space activity for Lisbon and Worumbo.
7. Entertainment spending estimates and appropriate gaps in the market.
8. Identification of gaps in the education and health and medical arenas upon which the Worumbo site might capitalize.
9. Definition of specific niches, clusters, and critical mass that would be marketable for opportunities for Lisbon and the Worumbo site.
10. Estimated future niche housing demand associated with mixed-use for the Worumbo site, including price points, size of units, and amenities.
11. Estimates of supportable space (or units for housing) and absorption.

3. Opportunities Definition

For the housing and commercial sectors and activities defined, TCG will provide the following.

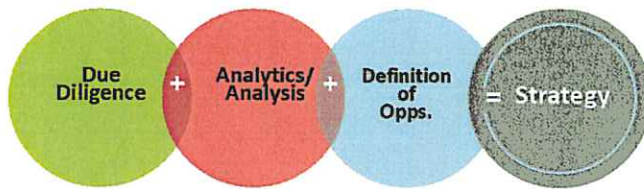
- Identification of opportunities that result in penetration into market segments.
- Identification of opportunities that create internal synergy.
- Specific niches and clusters that will create new market opportunities for housing and retail.
- Specific niches and clusters that will create new market opportunities for mixed-use.
- Site-specific clusters for Worumbo.

To reiterate and to avoid duplication, all processes and results defined in the RFP are herein incorporated into TCG's proposal.

Deliverables

The following are deliverables.

1. One draft and one final technical appendix with survey results and market analysis data.
2. **An Executive Summary with appropriate graphics for general distribution as part of a developer RFQ/RFP. (One draft and one final)**
3. A presentation given by TCG to the staff and elected leadership
4. A PowerPoint presentation for future use.



PHASE 2 – FISCAL ANALYSIS

The fiscal analysis must be placed within the context of the two concepts for Worumbo’s redevelopment derived from the visioning sessions and the previously conducted community survey. The majority of the people supported two alternative development ideas.

Within each concept, opportunities in units and space identified in Phase 1 – Market Analysis will guide the fiscal analysis.

Lisbon is very fortunate that the Worumbo site could have both short and long-term positive impacts on the community. A marketable project could impact the very view of the community’s future in a positive way. **Because Lisbon owns the property, there are potentially many public-private partnership arrangements that should be explored that might include sale of the property, leasing of the property, and combinations.**

The following is a synopsis of this second phase of the Lisbon effort.

1. Due Diligence

✓ Meeting with Staff and Elected Officials

As noted, since Lisbon owns the Worumbo site, there are numerous potential fiscal scenarios for each of the two defined alternatives. The range is from leasing land to short and longer-term sale arrangements or a combination of the options. A meeting will be held with staff and elected officials to define possible “acceptable” parameters. TCG will provide options, explain the potential benefits, and present acceptable options.

✓ Research Public-Private Partnerships in Maine, New Hampshire, and Vermont

TCG will research public-private partnership development arrangements in the multi-state area to determine fiscal arrangements that were or are involved.

✓ Research Building Costs

Building costs have increased substantially in the past year. TCG will obtain building costs information from national or regional sources.



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2. Analysis

Analyses of the fiscal aspects of public-private partnerships will be conducted.

A brief “white-paper” synopsis of the analysis will be provided.

3. Proforma Scenarios

Potentially two development cost options for each of the two Worumbo development scenarios will be provided, based on the market conditions and findings from the noted Due Diligence and Analysis work in Phase 2. Each (of the four potential proformas) will address construction costs, non-construction or soft development costs, and potential developer revenues.

Fiscal-oriented benefits to both Lisbon and the private sector development interest will be defined. Fiscal gaps, if any, will also be identified should there be differences between project costs and what the market will support.

4. Strategic Program

TCG will develop a preliminary strategic implementation-oriented program. The strategic implementation program will be realistic/pragmatic and creative based on available or reasonably anticipated human and fiscal resources. Included would be that which follows.

- Suggestions for modifications to regulations to enhance the opportunities.
- Additional fiscal incentives if necessary.
- A potential process to be utilized to recruit developers/investors.
- A preliminary list of some potential mixed-use developers.

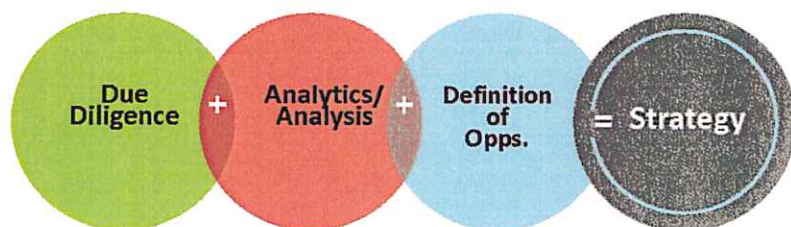
Deliverables

The following are deliverables.

5. One draft and one final of the fiscal analysis, including the proformas and their assumptions.
6. A white paper/memo draft of the strategic program suggestions.
7. A presentation to staff and elected officials.



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AVAILABILITY & BID

PRE-AWARD INTERVIEW

TCG is **available** for interviewing during the week of August 23, 2021.

AVAILABILITY TO COMMENCE

TCG **can commence** work the week of Labor Day. Phase 1 – Market Analysis is expected to take two and one-half months, with or without the Resident Survey indicated in the “Approach.”

Phase 2 – Fiscal Analysis is expected to take five weeks and should overlap one week with Phase 1.

The total of Phase 1 and 2 should take **14 weeks**.

BID PRICE

The total fee for the **Phase 1 – Market Analysis**, with an expansion of the scope indicated in the RFP, is **\$5,500**. This is an all-inclusive, flat rate fee. The fee is the same whether the Resident Survey is included or not. TCG strongly urges the inclusion of that task.

The total all inclusive fee for the **Phase 2 – Fiscal Analysis** is **\$4,500**.

Therefore, the total all-inclusive fee for the Market and Fiscal Analyses is \$10,000. **Approval of the Fiscal Analysis can occur during or near the completion of the Market Analysis.**

DIVISION 7. - VILLAGE DISTRICT

Attachment 2 : Addendum 2

Footnotes:

-- (5) --

Cross reference— *Parking in Lisbon Village, § 50-71.*

Sec. 70-411. - Purpose.

The purpose of the village district is to:

- (1) Provide for the variety of land uses in a village where residential, public, semipublic, service, and retail activities are commonly mixed.
- (2) Maintain the historical and architectural integrity of existing village development and to ensure that future development is compatible both in character and use.

(Code 1983, § 15-405(1); T.M. of 5-13-1995, art. 58, § 11; C.M. of 11-15-2011, V. 2011-208)

Sec. 70-412. - Permitted uses.

Uses identified in section 70-531 are permitted in the village district.

(Code 1983, § 15-405(2); T.M. of 5-13-1995, art. 58, §§ 11, 12; T.M. of 5-20-1996, art. 62, § 15-406; T.M. of 5-15-1999, art. 55, §§ 1, 2; T.M. of 10-2-2000, art. 3; T.M. of 5-17-2003, art. 53; T.M. of 5-15-2006, art. 29; C.M. of 11-15-2011, V. 2011-208; C.M. of 12-2-2014, V. 2014-257)

Sec. 70-413. - Conditional uses.

Uses identified in section 70-531 may be permitted in the village district only upon the authorization of a conditional use permit by the planning board, in accordance with the provisions of article III of this chapter.

(Code 1983, § 15-405(3); T.M. of 5-13-1995, art. 58, §§ 11, 12; T.M. of 5-15-1999, art. 54; T.M. of 2-12-2002, art. 5; C.M. of 11-15-2011, V. 2011-208)

Sec. 70-414. - Prohibited uses.

Uses which are not specifically allowed as permitted uses or conditional uses in this division are prohibited.

(Code 1983, § 15-405(4); T.M. of 5-13-1995, art. 58, § 11; C.M. of 11-15-2011, V. 2011-208)

Sec. 70-415. - Dimensional requirements.

Lots in the village district shall meet or exceed the minimum requirements as identified in section 70-536, (refer also to article VI of this chapter).

(Code 1983, § 15-405(5); T.M. of 5-16-1992, art. 86, § 15-405; T.M. of 5-13-1995, art. 58, §§ 11, 14; T.M. of 5-15-1999, art. 57; T.M. of 5-17-2003, art. 54; C.M. of 11-15-2011, V. 2011-208)

Sec. 70-416. - Performance or land use standards.

Permitted uses and conditional uses shall conform to the performance standards delineated in article VI of this chapter. In addition, any new nonresidential structure which is immediately adjacent to a residential use in the general residential district shall maintain a 50-foot vegetated buffer between the new structure and the abutting residential property boundaries. The buffer shall include sight and sound mitigation; for example, coniferous trees spaced to block visual access and attenuate sound.

(Code 1983, § 15-405(6); T.M. of 5-13-1995, art. 58, § 15; C.M. of 11-15-2011, V. 2011-208)

Secs. 70-417—70-440. - Reserved.