



Real Estate Redevelopment Plan *Charles Town, WV*

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+MAIN**
ADVISORS



Kalback DESIGN

Hope is not a strategy. Successful communities think through their assets and strengths to focus their economic development efforts on those areas where they have the greatest possibility for success.

We exist to help communities reach their potential.

Proposal

The City of Charles Town, facing the relocation of much of the Jefferson County offices from the downtown core to the former American Public University System building, is pursuing the development of a Redevelopment Plan. This proposal is designed to assist the City in identifying the market potential, needed improvements, specific opportunities, marketing materials, and partnerships needed to create a successful district with a focus on 8 buildings across 11 parcels. These buildings and related parcels make up the vast majority of the block on the NE corner of E Washington Street and S George Street, as well as the County Commission building nearby. This proposal has three key areas: Market Analysis, Real Estate Redevelopment Plan, and Marketing Components.

Market Analysis

Understanding what makes up the primary and secondary trade areas of the city and identified commercial districts is critical to the success of the community's future. Our team's approach to market analysis is among the most innovative and thorough in the country. The individual components of the market analysis offer insights into their respective areas, but combined, they create a holistic picture of the community that can be used to aid existing businesses and recruit new.

Trade Area Analysis- What geography makes up the primary and secondary trade areas for each district? There are various methods to determine this, with the most prevalent being an estimation on what a normal amount of time people drive per day being most typical. Others rely on retailers to collect zip code information from customers. While both of these methods are good for rough numbers, the better the quality of source data results, the better quality market data. We partner with Environics, a part of Nielsen Media Research and Cobalt Community Research to provide market and geofencing data. Our partnership allows us to create a customized geofence around the community and track where people are coming from using mobility data, or cell data, to be able pinpoint to the block level where consumers and visitors are coming from. Using this data, we can create more hyper-accurate primary and secondary trade areas.

Demographic Trends- This component looks at the number of households, household income, household make-up, home ownership vs rentership, rent rates, and other vital information both with current year estimates as well as what those areas could look like in 2030.

Retail Leakage + Gap Analysis- Understanding how much is spent in various goods and services in your community and trade areas and how that compares with the supply of those goods and services is the foundation of understanding the area's market leakage and knowing where the gaps are. Additionally, projecting how much will be spent in those same areas in the next five years is critical in understanding what opportunities exist both now and in the near future.

Supportable Square Footage- Based on the amount of leakage in various sectors the trade area has and using national sales per square foot data, we can determine an approximation of how much space (by square foot) the market could sustain. This allows the community to better identify suitable space for potential businesses.

Market Segmentation Analysis- Market segmentation is the process of dividing a market of potential customers into groups, or segments, based on different characteristics. The segments created are composed of consumers who will respond similarly to marketing strategies and who share traits such as similar interests, needs, or locations.

Real Estate Redevelopment Plan

The process of filling empty spaces, either in existing buildings or vacant properties, is surprisingly often left to chance. There is a lot the City of Charles Town can do to maximize the potential that exists in the community. Our plan development relies on seven key analyses: Property Impact Factor Analysis, OppSync™ Analysis, Real Estate Physical Condition Analysis, Incentive Analysis, Traffic + Commute Pattern Analysis, Pro Forma Development, Conceptual Design, and Building Renovation Visualization. These analyses, combined with the services in described in the Market Analyses section above, help frame and formulate the plan.

Property Impact Factor Analysis- This analysis will center on the available lots and buildings in the downtown and the impact various factors have on its reuse such as land use planning and regulation (zoning), distance to highways, commercial airports, and rail, current leasing/rent costs, taxes, and potential space for expansion.

OppSync™ Analysis- This analysis uses market data and square footage potential and matches it with vacant or underused properties within the targeted area, helping to better match properties with economic opportunity. In addition, existing buildings and vacant properties will be evaluated for the potential for new housing opportunities and identifying potential target demographics and rent rates.

Real Estate Physical Condition Analysis- Just having property available is not the only factor in attracting economic development. The condition of the available space, and what may have to be done to make it usable, is also a key factor. This analysis includes an assessment of vacant/available properties to get a better understanding of the needs of these properties to reach their full potential.

Incentive Analysis- In many districts, the cost-benefit, or return on investment, to renovate buildings does not always justify doing the project. This analysis will assess the potential local, state, and federal-level incentives the community may want to utilize to help make projects more feasible or attractive to investors.

Traffic + Commute Patterns- Knowing the traffic counts and commute patterns is important in understanding how the downtown as an entity lives both during the day and at night. Not only will this help us understand the dynamics of the jobs within each area, it will help understand what kind of jobs residents have, how far they have to go to get to those jobs, and where opportunities may exist in a variety of sectors.

Building Program + Pro Forma Development- Understanding how a property could be redeveloped from a financial perspective is a critical piece in the process. With this service,

construction and operating pro formas will be created for the 11 identified properties. These pro formas will allow property owners to understand the specific ways their property can earn a return and the investment it will take to make them productive and tenant types that are best fits.

Conceptual Design- Conceptual design is critical to illustrate the vision and desired outcomes for physical components of the master plan. Design will include site design for infill and redevelopment-circulation networks and the relationship among buildings, parking and opens spaces and how buildings address the street; streetscapes appropriate to commercial districts, providing comforts and aesthetic appeal that supports browsing and a vibrant public realm; and public spaces.

Building Renovation Visualization- Photo realistic renderings will be produced to help potential investors see how these buildings could look when converted from county office spaces to various types of uses. These images are powerful and incredibly helpful to inspire and spark development interest.

Marketing Components

The development of marketing components to assist in securing developers for the properties will also be a key component of this Redevelopment Plan. These components include:

Developer Prospectus- This custom marketing piece will utilize components of the Redevelopment Plan to create a document that markets the community and the sites to potential developers.

Marketing Recommendations- In addition to the Prospectus, additional recommendations will be made to assist the City in marketing the properties including what social media channels and messaging about the properties to pique the interest of developers.

Deliverables

The plan will deliver seven key products:



MARKET ASSESSMENT

Market assessment of Charles Town showing potential for retail, dining, accommodations, residential uses, cultural, and institutional uses.



GRAPHIC DESIGN PLANS

Graphic design plans for public realm improvements adjacent to the target properties.



CONCEPTUAL CONNECTIVITY PLANS

Conceptual connectivity plans between downtown Charles Town and the target properties.



PHOTO SIMULATIONS

Before and after photo simulations of key buildings and sites on the corridor.



MARKETING STRATEGY

Marketing Strategy for implementation.



PROSPECTUS DEVELOPMENT

Creation of custom document designed to market the target properties to potential developers, including high-level development and operating pro formas



REAL ESTATE REDEVELOPMENT PLAN

Real Estate Redevelopment Plan Presentation and Final Report in a PDF format.



ABOUT PLACE + MAIN

PLACE-DRIVEN ECONOMIC DEVELOPMENT + DESTINATION STORYTELLING

We help communities develop into their best selves and support small developers to create great places. We work with both groups to create the tools, techniques, and strategies to build their future and tell their stories.

Our focus is economic development at the neighborhood, downtown, citywide and regional levels. We engage the community and infuse their passion, needs, and dreams into strategies and implementation plans that get things done.

We provide high quality services, grounded in real-world experience, built on the best examples from around the country, and brought to you in a way everyone can understand. We help our clients plan out what should happen, step by step, to make strategies become realities.

Place + Main Advisors, LLC is based in East Lansing, MI

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Joe Borgstrom is an accomplished professional in the fields of Downtown Redevelopment, Community and Economic Development, Main Street and Placemaking. His 25+ year career includes executive management, project financial structuring and evaluation, fund development, foreign direct investment recruitment, market research, program management, public speaking and consulting. He and his teams have used state and local incentives to leverage more than \$2.2 billion in private investment into communities.

Borgstrom's expertise is in the areas of real estate redevelopment, strategic planning, retail market analysis, real estate finance, business recruitment, incentives, placemaking, and economic development strategy. He has served clients in communities as small as 700 residents to more than 400,000.

In previous positions, Borgstrom oversaw the national award-winning Michigan Main Street program for the State of Michigan and was the President and CEO of the Shiawassee Regional Chamber of Commerce, which at the time was a recipient of the highly acclaimed Five Star Accreditation by the U.S. Chamber of Commerce.

He has been a featured keynote speaker at statewide downtown conferences in Wisconsin, Tennessee, North Carolina, Arkansas, Alabama, and Delaware, a multi-time presenter at the National Main Street Conference, and was a featured speaker at the White House Placemaking Summit.



Joe Borgstrom
Principal

Education:

Bachelor of Business Administration
University of Michigan-Flint

Certifications:

Leadership in Place Management,
International Downtown Association

Economic Development Finance
Professional, *International Economic
Development Corporation*

Past Employers:

Michigan Economic Development
Corporation
Lansing, MI

Michigan State Housing Development
Authority
Lansing, MI

PLACE + MAIN

A seasoned marketing and public relations professional, Kirsten Borgstrom has more than 25 years of experience in the field. Her diverse background includes marketing, media and public relations in economic development, travel and tourism, real estate development, and sports marketing.

With expertise in creating comprehensive communications strategies to successfully pitching client stories at the local, regional and national levels, Borgstrom founded a boutique marketing and public relations firm, PubHound Public Relations. The firm worked with a variety of Midwest destination marketing organizations, resorts, wineries, events and products. PubHound Public Relations officially became part of Place + Main Advisors in 2020. With Place + Main Advisors she continues her work with these clients and now brings her expertise in these areas to government entities and economic development organizations.

Prior to PubHound Public Relations, Kirsten was the Media Relations Manager for Travel Michigan where she developed and implemented local, regional, and national media relations programs to support the Pure Michigan campaign. Under her direction, Travel Michigan realized a more than tenfold increase in total media placements.

Borgstrom's career also includes marketing, public relations and special events management with Chicago's Greater North Michigan Avenue Association and The John Buck Company, a large Chicago-based real estate development firm.



Kirsten Borgstrom
Principal

Education:

Bachelor of Science
Communications
Western Michigan University

Certifications:

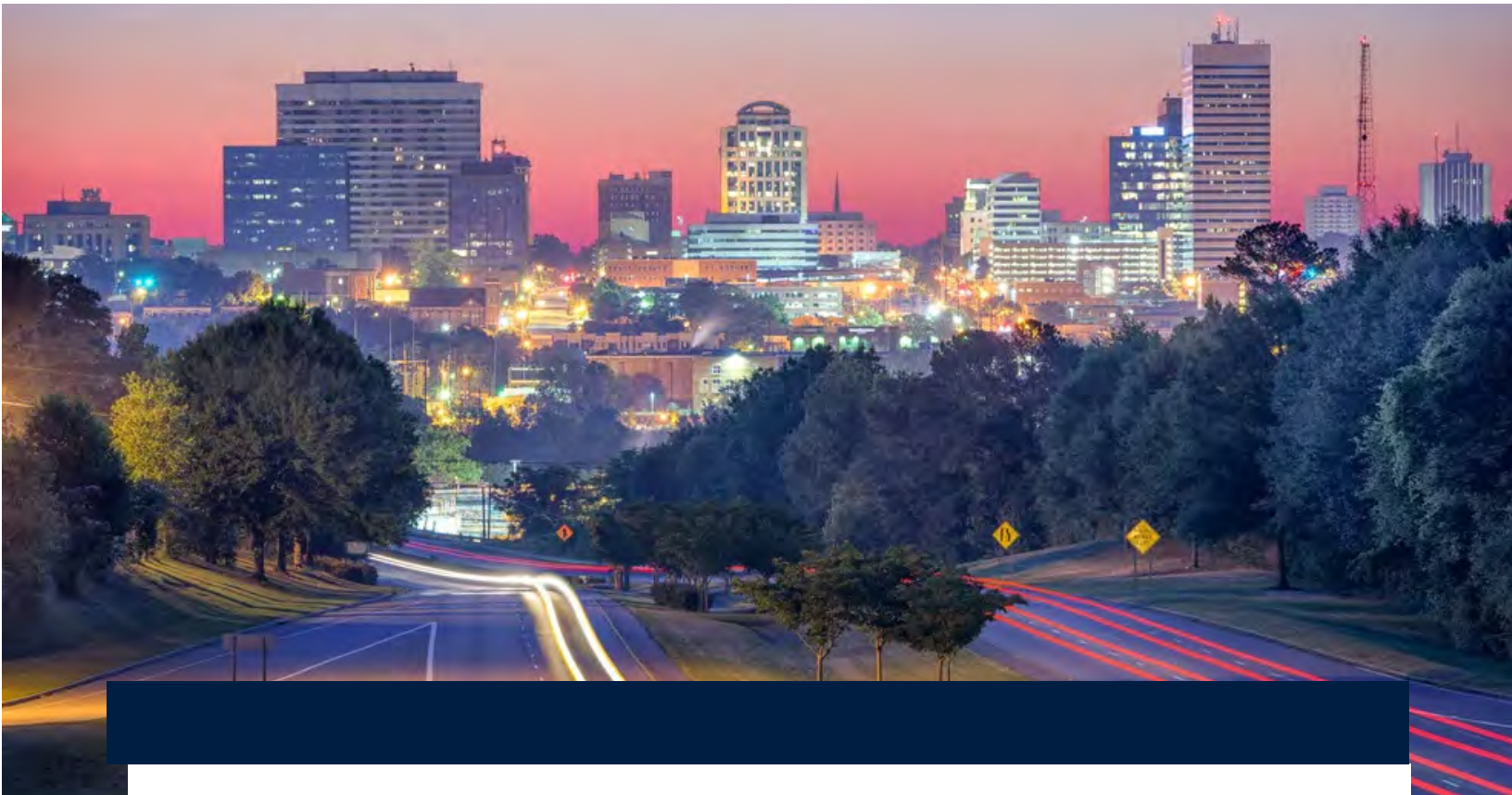
Certified Tourism Ambassador

Past Employers:

Travel Michigan
Michigan Economic Development
Corporation
Lansing, MI

Greater North Michigan Avenue
Association
Chicago, IL

John Buck Company
Chicago, IL



ABOUT COMMUNITY DESIGN SOLUTIONS

Community Design Solutions prides itself on listening to the communities they serve and crafting appropriate design solutions that capitalize on the unique assets each community possesses. There are no shortcuts to listening, nor are there any “cookie-cutter” design approaches that can fit every community. Additionally, for too long designers believed that solely addressing physical design issues would transform a community. At Community Design Solutions we believe a holistic approach to the planning of a community and/or the revitalization of a downtown is imperative and must consider the economy, the marketing, the physical conditions of a place, as well as clear, practical implementation strategies to move planning from the realm of idea to reality.

Community Design Solutions is located in Columbia, SC.





Randy Wilson
President
Community Design
Solutions

Education:

Bachelor of Architecture
Mississippi State University

East China Institute of Technology

Past Employers:

Main Street South Carolina
Columbia, SC

Architects Boudreaux
Columbia, SC



In 2005, Randy Wilson established Community Design Solutions (CDS) as a community-based planning firm devoted to delivering creative design services for community building. The firm specializes in charrette facilitation, photo rendering, Main Street design services, and general community design, planning and preservation services. Prior to forming CDS, Mr. Wilson served as the full-time architect for the South Carolina Main Street program. During his tenure with the Main Street program he garnered unparalleled experience in looking at the unique assets and challenges of historic central business districts and providing appropriate design solutions. Mr. Wilson continues to serve in this role on a consulting basis.

While serving as the architect for South Carolina's Main Street program, Mr. Wilson provided technical design assistance on thousands of downtown buildings and facades. He has been a part of over 400 resource teams and planning exercises ranging from downtown master plans, to gateway and corridor studies, to marketing and community identity creation, to economic development strategies. His work has taken him to diverse destinations all across America, the Island of Dominica, and the Republic of China.

In 2008, Mr. Wilson became the Director of Design Services for the Mississippi Main Street Association (MMSA). In his capacity with MMSA, Randy played an instrumental role in leading planning teams along the Gulf Coast in the wake of Hurricane Katrina's destruction. His team's assessment and implementation-focused planning work for Gulfport led to their continued master planning involvement in Biloxi, Bay St. Louis, Waveland, Picayune, Ocean Springs, Pass Christian, Long Beach, Moss Point and Pascagoula.



ABOUT KALBACK DESIGN

Kalback Design Studio was founded in 2004 in Annapolis, Maryland. We are located in the beautiful Belgrade Lakes Region of Maine and provide urban design, land planning, and landscape architectural consulting services. A hallmark trait of our firm is that we approach each project individually without preconceived ideas for predetermined solutions. We understand that with each assignment comes with unique concerns, issues, and new set of challenges. Kalback Design Studio strives for highly creative and collaborative answers that specifically address the needs of the client, project, environment, and community being served.

Kalback Design is located in Oakland, ME.

Kalback DESIGN



Andy Kalback
Director & Owner
Kalback Design

Education:

Bachelor of Science in Landscape
 Architecture, 1994
 Penn State University

Graphics Arts Studies, 1988 - 1990
 Hagerstown Junior College

Past Employers:

Mahan Rykiel Associates
 Baltimore, MD

LDR International, Inc.
 Columbia, MD

Frederick, Seibert, & Associates
 Hagerstown, MD

Kalback DESIGN

Andy Kalback is a talented planner & designer with over 30 years of professional experience. His diverse abilities include urban design, land planning, landscape architecture, illustration, and graphic communications. Andy has a specific expertise in quick and collaborative conceptual design, particularly within the strategic development of downtown and waterfront master plans and revitalization projects. In this capacity, he has extensive experience in working with and assisting downtowns in the creation and communication of their future vision through master plans, design charrettes, and developmental strategies. Andy is also skilled in developing plans for reusable environments, parks and open spaces, and environmentally sensitive areas. In addition to redevelopment and revitalization, new development opportunities such as mixed use communities, main street retail/lifestyle centers, and new urban residential neighborhoods are also a substantial part of his professional practices.

Andy's specific project involvement has included lead designer and project manager as well as sub-consultant to associated fellow professionals and disciplines. Professional assignments have taken place in numerous local and domestic locations including 35 States as well as international locales including Brazil, Portugal, Korea, China, England, Poland, and the Caribbean.

PROPOSED SCHEDULE

Task	SEP	OCT	NOV	DEC	JAN	FEB
Kick-Off Call						
Background Documentation Review						
Demographic and Data Draws						
Community Site Visit						
Market Analysis Created						
Rendering Development						
Building Program + Pro Formas						
Draft Report + Prospectus						
Client Reviews Drafts						
Finalize Report + Prospectus						
Presentation of Final Report + Prospectus						

SERVICES + BUDGET

Services - 8 Buildings, 11 Parcels

Full Market Analysis
Establish Primary + Secondary Trade Areas (Mobility Data)
Demographic Trends + 5-Year Projections
Current Retail Leakage + Gap Analysis
Current Supportable Square Footage by Retail Sector
5-Year Projected Retail Leakage + Gap Analysis
5-Year Projected Supportable Square Footage by Retail Sector
Market Segmentation

Real Estate Redevelopment Plan
Property Impact Factor Analysis
OppSync Analysis
Real Estate Condition Analysis
Incentive Analysis
Traffic + Commute Pattern Analysis
Pro Forma Development
Conceptual Design
Building Renovation Visualization

Marketing Component
Developer Prospectus
Marketing Recommendations

Total Cost

\$80,000

The above cost in an all-inclusive fee, including all related travel and other external costs pertaining to the execution of the project. This price quote is valid until 5/31/25.

Thank You.

Place + Main Advisors
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