



Ad Hoc Affordable Housing Committee

AGENDA

CITY OF PLYMOUTH, WISCONSIN

June 5, 2024 6:00 PM

Room 305

128 Smith St.

Plymouth, WI 53073

Members Present:

___ Mayor Pohlman
___ John Nelson
___ Greg Hildebrand
___ Jeremy Schellin
___ Brian Doudna
___ Derrick Hermann
___ Kristine Hartmann

Staff:

___ Tim Blakeslee

Other:

Call to order and roll call.

- 1. Approval of minutes from 4-10-24**
- 2. Review and potential action on Housing Study and Action Plan RFP proposals**
- 3. Communications – Letters, emails, or reports related to the Committee**
- 4. Adjourn**

It is likely a quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice.

Please note that, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service, please contact the City of Plymouth ADA Coordinator Leah Federwisch, located in the Plymouth Utilities office at 900 County Road PP, Plymouth, WI or call 920-893-3853.

**CITY OF PLYMOUTH, WISCONSIN
AD HOC AFFORDABLE HOUSING COMMITTEE
128 SMITH ST. PLYMOUTH, WI 53073**

UNOFFICIAL MINUTES 4-10-24

1. **Call to order and roll call:** Mayor Donald Pohlman called the meeting to order at 6:00 PM. On call of the roll, the following were present: John Nelson, Jeremy Schellin, Brian Doudna, Greg Hildebrand, Kristine Hartmann, Also present were: City Administrator/Utilities Manager Tim Blakeslee
2. **Approval of minutes from 2-8-24:** Motion was made by Schellin/Hartmann to approve the minutes. A unanimous aye vote was cast 6-0. Motion was carried.
3. **Review and action on Housing Study and Action Plan RFP:** City Administrator/Utilities Manager Tim Blakeslee walked through the draft RFP with the committee. There was discussion regarding trying to shrink the timeline if possible, providing additional specifics regarding zoning wants, and interviews with employers. The staff will provide updates to the RFP and release it with a deadline in Mid-May. The Committee will then review and discuss the RFP at the next meeting.
4. **Adjourn:** Motion was made by Doudna/Schellin to adjourn the meeting. A unanimous aye vote was cast 6-0. Motion was carried.



DATE: June 3, 2024
TO: Ad-Hoc Affordable Housing Committee
FROM: Tim Blakeslee, City Administrator/Utilities Manager
RE: Review and Recommendation of RFP Responses

Background:

In April, the City released an RFP for a Housing Study and Action Plan. Responses were due in mid-May. The City received responses from three firms:

- Bay Lake
- Redevelopment Resources
- Camoin.

The proposals were reviewed and scored by a majority of the committee members. Scores received from committee members are below:

	Mayor	Kristine	John	Jeremy	Derrick	Tim - Staff	Cami – Staff Intern
Redevelopment Resources (\$31,520)	75	90	108	70	97	89	89
Camoin (\$61,475)	85	97	115	70	98	87	89
Bay Lakes (\$65,883)	75	95	92	69	93	69	86

Staff reached out for feedback from the references for Camoin and Redevelopment Resources because these were the two firms most highly rated by the committee. Summaries of the feedback received from references are included in Attachment 1. In general, the comments from the references both speak very highly of each firm.

Redevelopment Resources is a Wisconsin firm that has done work throughout the region. Locally, they are currently working with Sheboygan, which has been happy with the product so far. They also have completed work in Baraboo, which led to additional housing development. Redevelopment Resources has specific experience related to policy creation in Whitewater, which is one of the primary focuses of our study.

Camoin is relatively new to the Wisconsin area but has done numerous reports in the northeast United States. The references provided focus primarily on the study and creation of action steps versus helping write implementation policy. However, it appears that they will be working on implementation policy in Fond Du Lac (report in progress) and De Pere (report in progress, did not respond). The proposal from Camoin was better put together and may be reflective of a final report that is better understood by the public.

Staff leans slightly towards Redevelopment Resources based on the policy implementation in Whitewater and overall project cost. Nonetheless, Staff is confident that both groups can support City needs and provide a solid product. The committee could choose to make a recommendation this evening or schedule interviews with each of the firms.

Recommendation: Discuss and potentially recommend to council a firm for the Housing Study and Action Plan.

Attachments:

- Community Reference Summary
- RFP Responses

Attachment 1 – Summary of Feedback From References

Redevelopment Resources

Whitewater:

- Kristen and her team received high praise for their role in developing the city's affordable housing policy.
- Kristen is described as knowledgeable, organized, and easy to work with.
- The city's Chief of Staff and Economic Development Director highly recommends working with her, noting her significant contributions to their affordable housing efforts.

Sheboygan/Baraboo:

- Redevelopment Resources delivered satisfactory work in Baraboo, leading to their engagement for a Housing Study in Sheboygan.
- Kristen is recognized for her effective collaboration and tailoring reports to meet community needs.
- They addressed previous study shortcomings by incorporating direct employer interviews and modifying the presentation of income data to reflect the diverse workforce.
- The study effectively illustrated affordability at the industry level, aiding targeted housing development efforts.

Camoin

Fond Du Lac (report in progress):

- City staff are pleased with Camoin's efforts, noting regular progress updates and clear communication of data needs.
- The housing study includes both data presentation and a strategic plan with actionable steps.
- Camoin is assisting in drafting initiatives based on best practices and community feedback.
- Recommendations cover a range of income levels, addressing housing needs across multiple demographics.

Keene (NH):

- The city was very satisfied with the housing study, which is publicly available.
- The final report included both data presentation and a housing strategy with actionable goals.
- Although Camoin did not assist with implementation due to budget constraints, the strategy provided several recommendations for affordable/workforce housing.
- Recommendations included incentive zoning, promoting smaller housing formats, and establishing a housing trust fund.
- The city implemented a Cottage Court ordinance based on the report's recommendations.



PROPOSAL FOR

Comprehensive Housing Study and Action Plan

City of Plymouth, WI

SUBMITTED TO:

Tim Blakeslee, City Administrator
City of Plymouth, WI
PO Box 107
Plymouth, WI 53073

May 17, 2024

PRESENTED BY:



PO Box 3547
Saratoga Springs, NY 12866
518-899-2608
www.camoinassociates.com



May 17, 2024

Dear City of Plymouth,

When I started my economic development career in the public sector, I often found myself paging through proposals like this one, looking for the right team that understood our needs and could offer the best solution. With that experience and perspective in mind, I hope we convey a few very important messages about our philosophy, experience, and approach.

- First, **every client, problem, and solution is unique**. We know this work but also understand that your needs and objectives must be understood from the outset so that we can provide a comprehensive, tailored, and successful solution.
- Second, we believe that **quality, attainable housing** is critical to maintaining a sustainable economy, a healthy, vibrant community, and sound fiscal conditions that **offer opportunity and prosperity for all**.
- Third, we absolutely love what we do and **care deeply about this work** and the people it impacts.

Since Camoin Associates began in 1999, our intent has not wavered — to support efforts like the City of Plymouth's to create opportunities that allow individuals, families, and communities to prosper. In the last six years, we have completed over 30 housing studies in a dozen different states.

As a full-service economic development firm, we cover the gamut of representative work, including real estate market analyses, strategic plans, economic and fiscal impact studies, and business retention and attraction initiatives.

Our seasoned staff has decades of experience. We will bring this depth of experience to Plymouth, Wisconsin, taking a comprehensive look at the city's current housing conditions and market trends, and offering where opportunities to align housing needs with housing solutions might exist. We will develop measurable strategies that capitalize on market opportunities and zoning interventions. The result? A city where quality housing is safe, financially attainable, and fulfills the needs of the local workforce and long-term residents.

An overview of the proposal is as follows:

Budget: \$61,475

Schedule: All planning work completed within eight (8) months from the initial kickoff meeting

Key Staff: **Principal-in-Charge:** Tom Dworetzky, AICP, VP & Director of Research
Project Manager: Robert O'Brien, Senior Housing Specialist
Engagement Specialist: Alexandra Tranmer, CEcD, Director of Industry & Workforce

Site Visits: Two (2) in-person site visits

Thank you for considering our proposal. We hope to have the opportunity to share our expertise with you. Please note that we remain open to discussing the modification of our proposed scope and fee to best meet your needs and budget.

I can be reached at rcamoin@camoinassociates.com or 518-487-9587 if you have any questions.



Yours respectfully,

A handwritten signature in black ink, appearing to read 'R. Camoin', written over a light blue horizontal line.

Robert Camoin, CEcD

President & CEO



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ABOUT CAMOIN ASSOCIATES



Quality housing has the power to change people's lives forever. It improves self-esteem, strengthens families, and contributes to economic vitality. I founded Camoin Associates in 1999 to multiply that dynamic and, in the process, change communities for the better.

ROB CAMOIN, PRESIDENT & CEO, CAMOIN ASSOCIATES



OUR PURPOSE

At Camoin Associates, we believe a meaningful job that provides purpose, hope, and a good income is what it is all about. It takes hard work to achieve that goal for entire communities, so everyone can have a chance to prosper. That's where we come in. We work with public officials to target resources to improve the business climate in communities, and we help business leaders and not-for-profit executives resolve tough management issues.



OUR PEOPLE

We live where we work and love it. With staff in several regional offices across the nation, from New England and Virginia to Montana and the Pacific Northwest, we know what makes life interesting: exceptional people and places. We are professionals without pretense. We enjoy helping our clients make good things happen.



OUR COMMITMENT

We want you to succeed. The work we do for you will be integrated, pragmatic, forward-leaning, intelligent, and actionable.

WHAT WE DO



OUR BACKGROUND

Camoin Associates was founded by Robert Camoin in 1999 with a commitment to improving the economic well-being of communities. Along the way, we've completed over 1,800 projects in 46 states and the US Virgin Islands and helped advance prosperity for entrepreneurs, small businesses, multinational corporations, rural villages, cities, counties, and metropolitan regions. Today we are 25 highly skilled professionals who work diligently to analyze and understand data, build consensus, and creatively manage complex situations.



OUR APPROACH

We find simple and elegant solutions amidst complex realities. We know how to step into your position to profoundly understand your challenges before stepping back to assimilate a broad perspective. Along the way, we become your trusted adviser as we work together to answer perplexing questions and break through the obstacles that stand in your way.



OUR SPECIALTIES

We work with public officials to create and implement strategies and actions that improve the quality of life for communities, and we help business leaders and not-for-profit executives deal with tough issues. Simply stated, we stimulate investment.

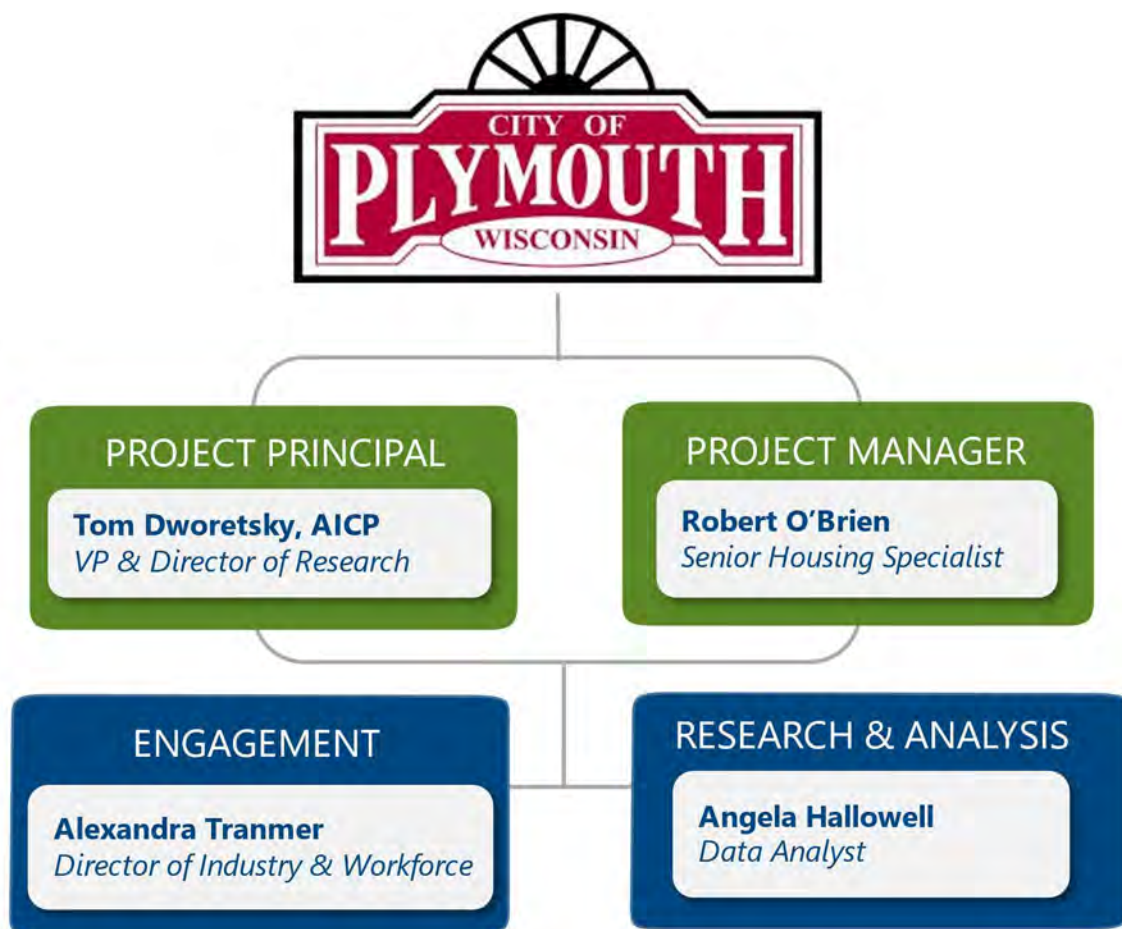


- Strategic and organizational planning
- Industry and workforce analytics
- Economic and fiscal impact analysis
- Real estate development services
- Lead generation and business relationships
- Entrepreneurship and innovation

Housing development is a process that requires a comprehensive understanding and unique approach for aligning all the pieces— that's what we do.

MEET OUR PROJECT TEAM

Our project team includes real estate, housing, and planning experts, supported by an experienced analyst. Tom Dworetsky, Vice President and Director of Research at Camoin Associates, brings over a decade of real estate and housing experience to the project and will oversee the study as Project Principal. Robert O'Brien, Senior Housing Specialist, will serve as Project Manager and bring his vast housing expertise to this effort. Dan and Robert will be supported by additional experts at Camoin Associates, including Tom Dworetsky, Director of Research, and Alexandra Tranmer, Director of Strategic Planning, who will oversee the technical analysis and engagement and outreach, respectively.





Tom Dworetsky, AICP | *VP & Director of Research*

PROJECT ROLE: Project Principal

Tom's role at Camoin Associates focuses on harnessing the power of data to uncover economic development opportunities and measure the results of strategic implementation. As the leader of Camoin Associates' Data Team, he is well-versed in a broad array of economic data sources and methodologies that get to the core of critical research questions and produce insights that lead to action.

Having analyzed dozens of distinct industries across the economy, Tom is adept at leveraging industry research to inform economic development strategic planning initiatives. He has led and completed a variety of supply chain studies, economic and fiscal impact analyses, and real estate analyses. His work has included quantifying the impacts of complex policies and plans, building pro forma financial models for large development projects, and conducting regional and site-specific market analyses for a range of communities and use types.

As an AICP-certified planner with national experience in both real estate and land use planning, Tom brings expertise for tackling economic development challenges in communities with unique market conditions and land use challenges. He has a special interest in strategies for downtown revitalization and the positive economic impacts that reinvigorating historic town centers can have on communities. Taking a data-driven approach, Tom has advanced innovative, community-specific initiatives to spur revitalization through redevelopment, business attraction, adaptive reuse, and other creative methods.

JOINED CAMOIN: 2014

YEARS OF EXPERIENCE: 10+

EXPERTISE

- Real estate market analysis
- Financial feasibility analysis and modeling
- Economic and fiscal impact analysis
- Supply chain analysis
- Targeted industry research

AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association, Mass. Chapter (MA-APA)
- Urban Land Institute (ULI), Boston/New England Chapter
- Massachusetts Economic Development Council (MEDC)

EDUCATION

- Master of City and Regional Planning, The University of North Carolina at Chapel Hill
- B.S. Business Administration, Questrom School of Business, Boston University

FEATURED PROJECTS

Scarborough Downs Redevelopment Market Analysis | Scarborough, ME |

Tom spearheaded a comprehensive real estate market analysis of the greater region to inform the types of development that would be best supported as part of the project. The analysis included a detailed assessment of housing market trends, including rental and for-sale housing at various price points and housing for seniors across the continuum of care spectrum.

Multifamily Market Analysis | Greater Portland, ME |

Tom's analysis of real estate market trends in the area helped focus the strategy toward attracting the types of unit-sizes, phasing schedule, amenities, and price points that are needed to ensure successful absorption of additional units in the market.

Housing Need Assessment | Island Housing Trust, Mount Desert Island, ME |

Tom led the data analysis and research tasks for a housing need assessment aimed at quantifying housing affordability challenges on Mount Desert Island in Maine. The assessment estimated the pent-up and future demand for housing among the island's permanent and seasonal workers, senior citizens, and other residents and offered policy recommendations on how to increase the supply of affordable housing.



Robert J. O'Brien | *Senior Housing Specialist*

PROJECT ROLE: Project Manager

Robert's professional background spans public policy, urban planning, and economic development. He has worked in a municipal planning office, consulted on a municipal comprehensive plan, staffed a statewide chapter of the National Main Street Center, and directed community development efforts on broadband, housing, and economic redevelopment in towns that lost an industrial anchor. Robert was most recently a senior economic development manager at a regional economic development district, where he convened federal, state, local, and corporate representatives around the prospective redevelopment of a defunct paper mill.

Robert has held elected office three times, once for the school board and twice for separate charter commissions. He currently serves on his city's historic preservation board, overseeing applications for both commercial and residential construction in sensitive districts. Robert is lobbying to expand the state historic tax credits in Maine to small commercial properties and residences.

FEATURED PROJECTS

Robert recently joined the Camoin Associates team. His featured projects were performed in previous roles.

Housing Needs Assessment | Broome County, NY | Robert gathered data and provided assessment and strategies for a housing plan in Broome County.

Housing Studies | Maine's Forest Opportunity Roadmap (FOR/Maine) | Robert oversaw a team of contractors producing housing studies in seven mill towns around the state of Maine.

Comprehensive Plan | Newcastle, ME | Robert interpreted demographic and economic data to write copy for the town's comprehensive plan.

Broadband Utility | Katahdin Broadband | Maine | Robert identified and scheduled presenters for collaborative meetings between three towns seeking to establish a locally owned broadband utility in a remote region.

Main Street Charette | Citizens' Institute on Rural Design | Millinocket, ME | Robert helped the Town of Millinocket win a national competition for design services from a team of consultants for improvements and rehabilitation of an economically depressed main street. He also participated in public events and design development.

Robert enjoys pursuing creative solutions in housing, planning, and public policy to build a desirable society.

JOINED CAMOIN: 2023

YEARS OF EXPERIENCE: 10+

EXPERTISE

- Data analysis
- Urban planning
- Public policy
- Strategic planning
- Housing strategies

CAREER EXPERIENCE

- Senior Economic Development Manager, Greater Portland Council of Governments, Maine
- Program Director, Maine Development Foundation
- Planning Assistant, Town of Freeport, ME
- Assistant Director, Maine Preservation
- Elected Member, Board of Public Education, Portland, ME
- Elected Member, Charter Commission, Portland, ME (twice)
- Appointed Member, Historic Preservation Board, Portland, ME

EDUCATION

- Master's, Public Policy and Management, Muskie School of Public Service, University of Maine System
- BA, Liberal Arts, Bates College



Alexandra Tranmer | *Director of Industry & Workforce*

PROJECT ROLE: Engagement Specialist

Alex uses her background in economic geography and urban planning to inform how she approaches the challenges facing communities. Alex delves into a community's historic economic activity and learns about assets and challenges to help formulate sustainable strategies that will encourage job creation and small business development. She believes that building grassroots momentum for economic development activities helps to create long-term community support and draw in partners to help implement economic goals.

JOINED CAMOIN: 2015

YEARS OF EXPERIENCE: 9+

EXPERTISE

- Project management
- Stakeholder coordination and consensus building
- Real estate and economic data analysis
- Emerging downtown and retail trends
- Marketing and branding

AFFILIATIONS

- International Economic Development Council Candidate

EDUCATION

- Master of Science in Planning, University of Toronto
- H.B.A. Political Science, University of Toronto

FEATURED PROJECTS

Coordinated Action Plan for Economic Vision 2030 | State of Utah | Alex led the team that was tasked with coordinating the implementation of the State's Economic Vision 2030. The process was driven by several rounds of data analysis and bolstered by on-site engagement with the state's seven regional organizations and ongoing engagement with the Governor's Office of Planning and Budget and the Governor's Office of Economic Opportunity. Camoin developed strategies that would enable the State to grow strategically and ensure that each corner of Utah can benefit from ongoing economic activity.

Lake Champlain Lake George Regional Planning Board Housing Assessment and Strategy | Essex, Clinton, Hamilton, Franklin Counties (NY) | Alex led this regional effort to study the nuances of the Adirondack region's housing market. Facing a set of challenging economic circumstances, the LCLGRP is determined to act in partnership with municipalities, non-profits, and developers to address the drastic seasonal and year-round housing needs across the four counties. Quantifying the housing need set tangible benchmarks for each county and set into motion a collaborative effort among the region to hit the established goals. The plan was launched with great success in April 2023 and has been a key document to advocate for the region at the state and federal level.

City of Keene Housing Assessment and Strategy | City of Keene, NH | Alex directed the community engagement portion of Keene's housing assessment. She developed the protocol and collaborated with the client to determine the best tactics to communicate housing data and strategy drafts. The process included 1-1 interviews, two community open houses and communicating findings with city leadership. The community engagement was instrumental in disseminating valuable housing data and enabling an ongoing conversation about the future of housing development within the community.



Angela Hallowell | Analyst

PROJECT ROLE: Data Analyst

Angela brings knowledge of economics, public policy, and demographic analysis. She is excited to apply her background to a diverse range of clients and to help clients make their communities stronger. Before joining Camoin Associates, Angela worked in state government, contributing to a wide range of analyses supporting various agencies and projects. In her previous role, she served as a subject matter expert for the US Census and other demographic data. Angela is passionate about the power of data and the impact that creative and thoughtful analysis can make on community development.

JOINED CAMOIN: 2022

YEARS OF EXPERIENCE: 4+

EXPERTISE

- Target industry analysis
- Economic impact analysis
- Socioeconomics and demographics

CAREER EXPERIENCE

- Economic Analyst, Maine Office of the State Economist
- Research Analyst, University of Maine School of Economics

EDUCATION

- Master of Science in Economics, University of Maine
- Bachelor of Science in Economics, University of Maine

FEATURED PROJECTS

Multifamily Housing Market Feasibility Study | Private Developer | Lewiston, ME | Angela served as an analyst on this project, studying the market for a large multifamily housing development. Angela analyzed local and regional economic and demographic trends, market areas, and housing supply to help the developer better understand future demand and price points for the housing project.

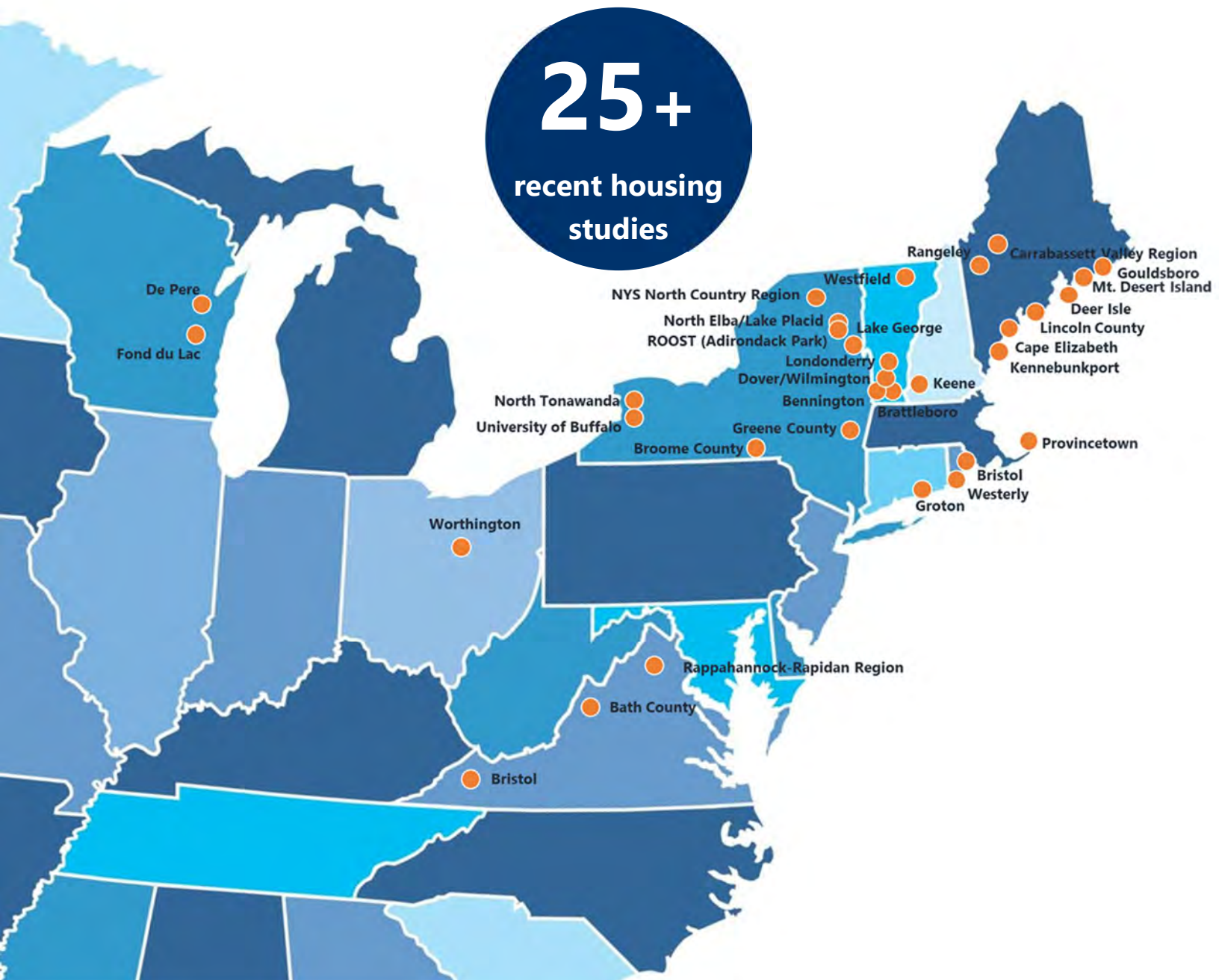
Real Estate Market Study | Private Developer | Auburn, ME | Angela provided analysis for this market feasibility study for a private developer considering a 954-unit residential development with a mix of townhomes and apartments. Demographic and economic analysis, as well as market characteristics including local assets and land use were examined to determine demand for the project and estimate achievable rental and absorption rates.

Workforce Housing Gap Analysis | Greene County, NY | Angela analyzed current rental and for-sale inventory within the county to evaluate the affordability of the region's housing market to workers at various household income levels. This analysis was used to identify gaps and future housing needs for the County in order to create attainable housing options for working families.

Wilton Mall Redevelopment | Private Developer | Wilton, CT As an analyst on this project, Angela evaluated the economic impact of a proposed development of 382 new housing units on the site of a mall. Additionally, Angela compiled research on national trends in mixed-use mall redevelopment and the additional impacts that such construction has on suburban communities.

PROJECT EXPERIENCE

Since 1999, Camoin Associates has completed over 1,800 projects in 46 states and the US Virgin Islands. The following projects show our expertise in housing needs assessments, strategies, and market studies. Additional project profiles can be found on our website, www.camoinassociates.com.



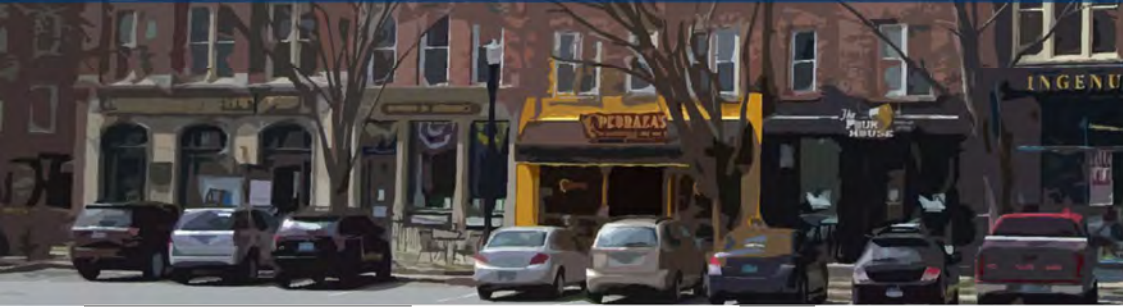
PROJECT EXPERIENCE

Camoin Associates is nationally renowned in the field of housing having led numerous housing needs assessments and communitywide market studies in a wide variety of communities across the country. We have also worked extensively in similarly sized communities on housing issues, including Keene, NH, Marble Falls, TX and Bristol, VA. Our team understands the housing issues you face and has been at the forefront of helping communities develop actionable and effective solutions to address urgent housing needs. Below is a list of select housing-related projects we have worked on recently. Several detailed project profiles are provided on the following pages.

- City of De Pere, WI | Comprehensive Housing Study (ongoing)
- City of Fond du Lac, WI | Housing Study (ongoing)
- City of Worthington, OH | Housing Needs Assessment (ongoing)
- City of Marble Falls, TX | Housing Needs Assessment
- Lake Champlain Lake George Regional Planning Board | North Country NY Regional Housing Study and Plan
- Town of North Elba & Village of Lake Placid, NY | Housing Needs Assessment and Strategy
- Greene County, NY | Second Homeowner Study
- Regional Office of Sustainable Tourism (ROOST) and Private Developer | Lake Placid Area Workforce Housing Development Project Market Feasibility Study and Remote Worker Survey
- City of Bristol, VA | Housing Study
- City of Keene, NH | Housing Needs Assessment
- City of Pawtucket, RI | Rental Housing Market Analysis
- Lincoln County, ME | Housing Needs Assessment
- University of Buffalo, NY | Off-Campus Student Housing Market Study
- Town of Cape Elizabeth, ME | Housing Diversity Study
- City of Hartford, CT | Rental Housing Market Analysis for Mixed-use development project
- Town of Carrabassett Valley, ME | Regional Workforce Housing Needs Assessment and Strategy (in progress)
- Private Housing Developer | Rangeley, ME Workforce Housing Feasibility Study
- Rappahannock-Rapidan Regional Commission, VA | Regional Housing Plan
- Town of Kennebunkport, ME | Housing Needs Assessment
- Island Housing Trust (Mount Desert Island, ME) | Housing Needs Analysis and Assessment
- Island Workforce Housing (Deer Isle, ME) | Housing Strategic Plan, Deer Isle and Stonington
- Town of Provincetown, MA | Housing Strategies related to Economic Development
- Bath County, VA | Housing Needs Assessment and Market Analysis
- Town of Groton, CT | Townwide Housing Market Demand Study
- Town of Londonderry, VT | Housing Needs Assessment and Plan
- Town of Westfield, VT | Community Housing Needs Assessment and Strategy
- Town of Bennington, VT | Community Housing Needs Assessment
- Town of Brattleboro, VT | Community Housing Needs Assessment
- Town of Westerly, RI | Housing Needs Assessment (ongoing)
- City of North Tonawanda, NY | Housing Market Analysis & Need Assessment

Housing Needs Assessment and Strategy

City of Keene, NH



CLIENT

City of Keene, NH

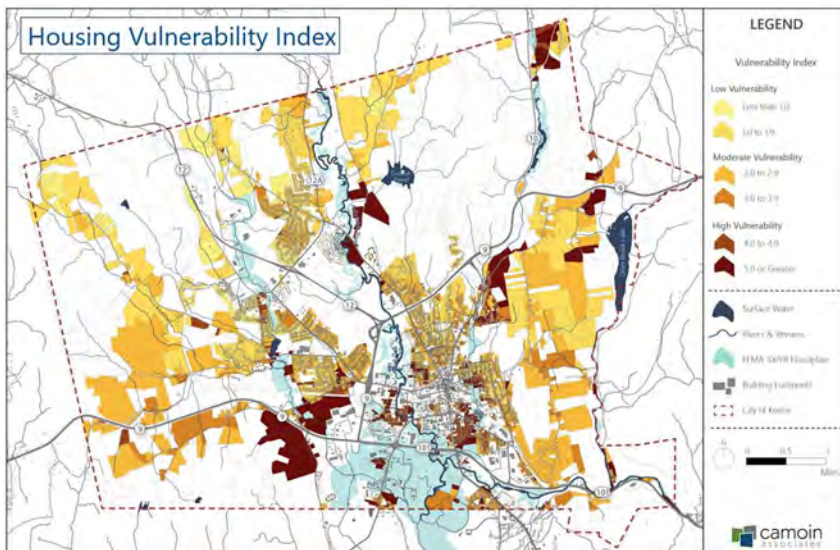
SERVICES

- Demographic and Economic Trends Profile
- Housing Inventory and Analysis
- Residential Market Conditions Assessment
- Community and Stakeholder Interviews
- Housing Resilience
- Housing Needs Gap
- Housing Strategy

THE CHALLENGE | The City of Keene found that its aging housing stock aligned poorly with the needs of a changing demographic profile and characterized these challenges as being “at the crisis stage”. The City needed solid quantitative knowledge and specific, actionable recommendations to guide its housing related zoning and regulations.

THE SOLUTION | Camoin Associates was engaged by the City of Keene to perform a full review and assessment of housing needs within the community. Based on analysis of current and projected needs along with a detailed profile of the current housing stock (including GIS data), the City was presented with key findings and overall themes that in turn determined recommended strategies for the community.

THE IMPACT | Analysis and strategic recommendations provided by Camoin Associates are now key inputs in reexamining the City of Keene’s residential other zoning districts and broader housing policies and regulations.





Housing Needs Assessment

City of Marble Falls, TX

CLIENT

City of Marble Falls, TX

SERVICES

- Economic baseline assessment
- Housing inventory and analysis
- Market conditions assessment
- Stakeholder engagement

THE CHALLENGE | The City of Marble Falls is a bedroom community to Austin, TX. Marble Falls is facing several critical housing issues, including a dramatic decrease in multifamily development and influx of new residents. The City's housing market has become much tighter resulting in higher prices. The rising prices are pushing out existing residents and workers unable to afford escalating housing costs. The city is facing a workforce-level/middle-income housing shortage with little economic rationale for local developers to create housing in this price range in which many local workers fall.

THE SOLUTION | The City of Marble Falls retained Camoin Associates to develop a housing needs assessment that was completed in early 2023. The assessment included an analysis of demographic and economic trends, a comprehensive look at the city's current housing stock, and a detailed breakdown of the housing needs within the city. The assessment highlighted that the housing market has tightened significantly due to in-migration of new residents and rising housing prices that are driving out current residences and workers.

THE IMPACT | The assessment made it clear that the city is facing a precarious housing challenge that if not addressed will only get worse and adversely affect the city's current residents and workers. As result of the assessment, the City's leadership have acknowledged that they need to take intervening steps and implement actionable strategies to change the challenging housing market trends facing Marble Falls.

Housing Needs Assessment

City of Bristol, VA



THE CHALLENGE | The City of Bristol, Virginia is on the precipice of tremendous economic growth. With the recent approval of the Bristol Hard Rock Resort and Casino and the announcement of an Amazon Fulfillment Center locating in the city, an estimated 2,200 jobs will be coming to the area. This growth in Bristol is met within a challenging housing market where there is not enough adequate supply for the existing population due to a lack of buildable land, a deteriorating housing stock resulting in uninhabitable units, housing price points that do not align with area wages, and a severe lack of rentals for a smaller household size.

THE SOLUTION | The purpose of our work was to identify the critical housing needs in Bristol and provide strategies to meet these needs. The report provides the City of Bristol and its partners with a greater understanding of the housing supply and demand outlook through a demographic trends analysis, a supply and demand analysis, an in-depth look at the current state of the housing real estate market, findings from a series of stakeholder interviews, and review of background documentation.

THE IMPACT | Camoin provided information for the City to begin systematically addressing their internal capacity and increasing partnerships to create additional housing units. Through improving the substandard housing stock, increasing the number of rentals, facilitating housing for seniors, and creating internal mechanisms that promote needed housing, the City now has a playbook address their housing needs.

CLIENT

- City of Bristol, VA

SERVICES

- Demographic trends analysis
- Housing supply analysis
- Impact analysis of new job influx
- Stakeholder interviews
- Housing demand analysis
- Real estate trends
- Strategy recommendations
- Case studies

REFERENCES

Mari Brunner, Senior Planner, *City of Keene, NH*

Phone: 603-352-5440 | **Email:** mbrunner@keenenh.gov

Address: 3 Washington Street, Keene, NH 03431

Project: Housing Needs Analysis

Link to Housing Study: [Housing | City of Keene \(keenenh.gov\)](#)

Christian Fletcher, Executive Director, *Marble Falls Economic Development Corporation*

Phone: 830-798-7075 | **Email:** cfletcher@marblefallseconomy.com

Address: 801 Fourth Street, Marble Falls, TX 78654

Project: Housing Needs Analysis

Link to Housing Study: [MarbleFallsEconomy.com](#)

Beth Gilles, Director, *Lake Champlain – Lake George Regional Planning Board*

Phone: 518-668-5773 | **Email:** beth.gilles@lclgrpb.org

Address: PO Box 765, Lake George, NY 12845

Project: Building Balanced Communities for the North Country: A Comprehensive Housing Study and Strategy

Link to Housing Study: <https://www.lclgrpb.org/project-portfolio>

Jonathan J. Reiner, AICP, Director, *Planning and Development Services, Town of Groton, CT*

Phone: 860-446-5980 | **Email:** JReiner@groton-ct.gov

Address: 134 Groton Long Pond Road, Groton, CT 06340

Project: Multiple projects, including Housing Market Study, Town-wide Economic Development Strategy

Link to Housing Study: <https://www.exploremoregroton.com/doing-business/market-research/p/item/14891/2021-housing-market-study>

SCOPE AND APPROACH

PROJECT SCOPE

1. Project Start-Up

KICKOFF MEETING

Our work will begin with a kickoff meeting between the Camoin Associates team and representatives from the City. During this initial meeting, we will discuss the project approach and make any modifications needed. We will also discuss information needs, the timeline, and the process.

This meeting will establish the working relationship we will have with your team. Camoin Associates will hold bi-weekly project management calls with your team's point person throughout the engagement to help maintain the project schedule, address information and other needs, and share emerging findings. We have found these project management calls are vital to ensure you are up to date on the project's progress. Additionally, we encourage you to reach out to us with any questions or updates throughout the project between these calls.

REVIEW OF EXISTING STUDIES, INITIATIVES, AND PLANS

We recognize that there have been numerous previous initiatives, plans, and research reports, which is why we will inventory and examine these existing resources at the outset of this initiative. Special focus will be spent on the *2022 Comprehensive Plan*. This information will provide a foundational understanding of previously identified housing issues that will help guide our research and focus moving forward. For each resource, we will summarize the key findings that are relevant to the project and use these findings to inform our research, analysis, and recommendations development to ensure we are building off previous efforts.

DATA COLLECTION

As part of the project's initial kickoff phase, we will collect housing, demographic, and economic data from various public and proprietary sources. Camoin Associates subscribes to CoStar, the national real estate market data leader. CoStar provides up-to-date information on multifamily properties throughout the city and aggregates market data, including vacancy rates, rental rates, market absorption, deliveries, and other key market metrics.

2. Engagement and Outreach

PUBLIC ENGAGEMENT PLAN

We will work with your team to create a public engagement plan at the outset of the process. The plan will be formed with an understanding of the most effective outreach methods specific to the city and its unique population groups. Specifically, the engagement plan will include the number and type of engagement events, methods of outreach for typically underrepresented population segments, interview protocols, roles and responsibilities of Camoin Associates and the City's team, and other similar information that will provide a clear and detailed plan for the outreach and engagement process.

DISCOVERY SITE VISIT

This one-and-a-half day site visit to Plymouth by two senior Camoin Associates professionals, Tom Dworetzky and Robert O'Brien, will include in-person meetings with City representatives, key stakeholders, employers, local and regional housing experts, and others as well as a familiarization tour with the City and its various residential neighborhoods.

STAKEHOLDER ENGAGEMENT

Camoin Associates will conduct stakeholder interviews over the phone, via video conference, or in person as appropriate with up to ten (10) individuals or groups of local real estate/housing experts, major employers, community/nonprofit groups, municipal leaders, housing developers, and others. We will work with you to determine the most appropriate individuals and groups to reach out to as part of the public engagement plan. Focus groups may also be held around key housing topics or with related organizations/professionals. Our work plan would anticipate one public workshop to gauge the impressions, experiences, and preferences of local citizenry.

COMMUNITY HOUSING NEEDS SURVEY

With input from the City's project team, we will develop an online community survey aimed at understanding the most pressing housing issues and how these issues impact the city. The survey will explore issues including affordability of housing, housing types needed, quality of housing, potential solutions to housing issues, and other topics that will provide information that supplements the data analysis and stakeholder interview findings and focus strategy development to target the most urgent housing needs in the city. Camoin Associates will create the survey and set it up in a user-friendly online format. The City's project team will be primarily responsible for the distribution and promotion of the survey throughout the community via appropriate channels. Camoin Associates will provide promotional materials to assist, including a press release, flyer, and social media graphic. Camoin Associates will then analyze and integrate the results into the study.

3. Economic and Demographic Context

DEMOGRAPHIC TRENDS AND PROJECTIONS

To help set the framework for the housing analysis, we will develop a demographic and socioeconomic profile of the city that will be used for reference throughout the study. We will document key demographic trends to provide a detailed assessment of where and what specific types of population changes will impact housing needs and market demand. The demographic profile will provide data points on existing and projected trends such as population distribution by age and income, number of households, household composition, median age, and others. This information helps set the foundation for identifying how these trends may impact future housing needs.

ECONOMIC, OCCUPATION, WAGE, AND WORKFORCE CHARACTERISTICS AND TRENDS

In this task, we will compile information on labor market size and trends along with commuter trends, including typical commute distances, patterns (inflow and outflow), location of residence for workers, and other detailed commuting data. We will also provide a detailed breakdown of the major employers, jobs, and wages in the city and region to understand the housing price points needed for local workers now and into the future.

4. Housing Inventory and Analysis

EXISTING HOUSING INVENTORY

The Housing Inventory and Analysis task will document the current housing supply and how that supply has changed over the past five and ten years. Inventory data will primarily be collected from CoStar, Esri, U.S. Census Bureau, and property tax records. The inventory will look at the type of housing, quality, cost and affordability, vacancy, seasonality, and other key attributes. The inventory will specifically include (but is not limited to) the following:

- ◆ Owner- vs. renter-occupied housing supply
- ◆ Affordable housing supply
- ◆ Age of housing stock
- ◆ Single-family vs. multifamily housing
- ◆ Home values, rental rates, and affordability
- ◆ Local vs. nonlocal housing ownership
- ◆ Housing for special population groups
- ◆ Vacant and obsolete housing
- ◆ Year-round vs. seasonal housing
- ◆ Home-sharing and short-term rental analysis (e.g., Airbnb and VRBO)
- ◆ Senior housing
- ◆ Student housing
- ◆ Transitional housing

HOUSING AFFORDABILITY ASSESSMENT

Using previously collected data on income and wage levels of households and workers in the city, we will compare and contrast the housing price points needed relative to the housing price points available. This analysis will highlight the gap between what is needed in the region versus the housing sale prices and rental rates. The gap analysis will help inform the quantification of housing needs. An example of an affordability gap analysis is provided below from the Town of North Elba Housing Needs Assessment report.

Home Affordability Gap: Median Home Price vs. Median Household Income, Town of North Elba (2019)				
	Median Value		Median Sale Price	
	All Single-Family Homes	Non-Waterfront Single-Family Homes	All Single-Family Homes	Non-Waterfront Single-Family Home
Median Home Value/Price	\$ 299,700	\$ 285,000	\$ 400,000	\$ 343,500
Down Payment of 10%	\$ 29,970	\$ 28,500	\$ 40,000	\$ 34,350
Loan Amount	\$ 269,730	\$ 256,500	\$ 360,000	\$ 309,150
Average Mtg Payment, 30 Years at 4%	\$ 1,288	\$ 1,268	\$ 1,719	\$ 1,476
Estimated Additional Costs per Mortgage Payment	\$ 528	\$ 502	\$ 705	\$ 605
Average Mtg Payment, 30 Years at 4% with Additional Costs	\$ 1,816	\$ 1,770	\$ 2,424	\$ 2,081
Household Income Threshold	\$ 72,640	\$ 70,804	\$ 96,948	\$ 83,247
Median Household Income	\$ 54,200	\$ 54,200	\$ 54,200	\$ 54,200
Income Gap	\$ (18,440)	\$ (16,604)	\$ (42,748)	\$ (29,047)

Note: Estimated additional costs include private mortgage insurance, taxes, and insurance, for comparable priced houses within each region.

Source: HUD Income Limits, Property Tax Records, MLS, Zillow, Camoin 310

This analysis will also examine cost-burdened households by housing type, including Area Median Income (AMI) bracket, families, seniors, minority households, and other key household types.

5. Market Conditions Assessment

HOUSING DEVELOPMENT TRENDS

This task will examine key recent trends in housing development in the city to understand what types of housing projects are attracting private developer interest and investment and to help gauge the types of housing products in the greatest demand. The analysis will specifically include the following:

- ◆ Key trends in how the city's housing inventory has been changing
- ◆ Inventory of major current, recent, and proposed housing projects in the city and surrounding market area
- ◆ Future housing development (supply) projections based on recent trends, anticipated demographic and economic changes, the state and national housing market outlook, etc.

We will use this information to summarize key development trends, which will help us identify future opportunities and potential gaps in the city's housing supply.

RENTAL MARKET TRENDS

We will examine the rental housing market throughout the city, and within individual neighborhoods. Primarily utilizing best-in-class CoStar data, the analysis will include trends in rental rates, vacancy, net absorption, deliveries, demolitions/conversions, and other key market metrics. We will break down this market analysis by class of property (e.g., A, B, C) to understand the performance of properties of different quality levels. We will also assess rental market trends by type of housing product (e.g., affordable vs. market rate, garden apartments vs. mid-rise buildings, etc.).

Interviews will also be utilized to supplement our understanding of the types of rental units in the greatest demand, availability of rental units, most desirable neighborhoods and locations, and additional nuanced qualitative information on the city's current and future rental market dynamics.

FOR-SALE MARKET TRENDS

A detailed analysis of current and recent home sale market trends will be provided, including trends in home sale prices, number of home sales, time on the market, available inventory, changes in characteristics of homes being sold (size, number of bedrooms, etc.), single-family vs. condo, and other pertinent housing market data related to for-sale homes. Home sale data will primarily be collected from the Multiple Listing Service (MLS) and available data from the City and County.

Qualitative market trend information will also be gathered from interviews with housing experts, including local realtors as identified in the public engagement plan. These interviews will provide additional information on the types of housing in demand, desirable price points, market segments, and other valuable insights.

SUMMARY OF HOUSING MARKET OPPORTUNITIES AND BARRIERS

This task will summarize the housing market opportunities as well as the challenges of housing development in the city. A city's development environment is multi-faceted, including land use regulations, approvals processes, incentives, public-private partnership opportunities, infrastructure, safety issues, community support (or resistance), and other perceptions (real and perceived). This task will examine these characteristics to understand what elements of the development environment are conducive to supporting housing development and what challenges/barriers exist to development projects. This task will specifically address the following questions:

- ◆ Are there existing zoning/land use controls that are preventing the city from realizing housing development opportunities?
- ◆ Is the City's approvals process more burdensome than similar peer communities?
- ◆ Is the City offering appropriate incentives and engaging in public-partnership opportunities?
- ◆ What are the most common challenges faced by housing developers (e.g., construction costs, labor availability, availability of building sites, permitting and approvals, etc.), and how do they compare to neighboring communities?
- ◆ What is the perception of the city's market from developers throughout the region?
- ◆ What are the opportunities for the City to reduce barriers and/or induce development?

6. Housing Needs Analysis (Gap Analysis)

This task will examine the sources of current and future housing demand in the city with a focus on specific market segments. Examples of market segments include (but are not limited to):

- ◆ **Underhoused Individuals:** This includes people who are living with parents, family members, or other roommates because they cannot find suitable housing to meet their needs.
- ◆ **Population Growth:** New households through household formation or net positive in-migration, including from attracting remote workers, are potential drivers of housing demand in the city.
- ◆ **Economic (Job Growth):** New jobs in and around the city would attract new workers needing housing.
- ◆ **Cost-Burdened Households:** These households currently spend more than 30% of their income on housing expenses, the key threshold set by the US Department of Housing and Urban Development (HUD). These households are further broken into cost-burdened vs. severely cost-burdened (spending more than 50% of income on housing).
- ◆ **Displaced Commuters:** These workers have jobs in the city but commute further away than they would prefer because they cannot find suitable local housing to meet their needs.
- ◆ **Mismatched Households:** These households may have housing they can afford and in the location they prefer, but it doesn't align with their needs for other reasons, such as the type of housing (e.g., renting when they prefer to own).
- ◆ **Households Living in Substandard Housing:** These households live in units that may lack full kitchen facilities, plumbing, etc., or are otherwise substandard or obsolete.
- ◆ **Empty Nester and Senior Households:** Often a source of housing demand for downsized units and housing offering care and services.

The analysis will provide both a quantitative and qualitative determination of the city's current projected future housing needs. The quantitative analysis will provide a detailed breakdown of current and future housing needed

by type of housing (e.g., renter vs. owner-occupied) and income level (price point). Demand projections will be provided for a 5- and 10-year horizon.

Income Brackets and Housing Affordability					
Income Bracket	Under 50% AMI	50-80% AMI	80-120% AMI	120-200% AMI	
Income Range	Under \$35,150	\$35,150-\$56,240	\$56,240-\$84,360	\$84,360-\$140,600	
Affordable Rent Range	Under \$879	\$879-1,460	\$1,400-\$2,100	\$2,100-\$3,500	
Affordable Home Value	Under \$123,000	\$123,000-\$196,000	\$196,000-\$300,000	\$300,000-\$490,000	
Housing Needs by Income Bracket (# of Units)					
Income Bracket	Under 50% AMI	50-80% AMI	80-120% AMI	120-200% AMI	Total
Rental	769	122	32	6	929
Owner-Occupied	244	184	126	51	605
Total	1,013	306	158	57	1,534

For each category of housing need, we will characterize the community impacts generated by that gap. These may include homelessness, poverty and social service needs, adverse impacts on childcare and education, senior isolation and lack of access to services, and others.

7. Strategies and Action Plan

Housing strategies developed for the City of Plymouth will include specific goals, approaches, and action items to address the identified housing issues, needs, and priorities. These may include partnerships, funding, new organizations, zoning and land-use regulations, incentives, new programs and policies, and other strategies for meeting Plymouth’s needs. The strategy will include a narrative plan with examples and implementation guidance.

Developing housing strategies requires a holistic approach encompassing not only building and site availability and private-sector investments but also quality-of-life amenities and sustainable business practices (among other considerations). Using the information collected in the preceding steps, Camoin Associates will begin to populate a list of housing strategies to accommodate existing and future housing needs. Recognizing local and regional constraints to achieving housing goals, we will recommend concrete action steps and a framework for staff to make decisions.

As part of the strategy development process, Camoin Associates will recommend multiple approaches to expend TID#4 funds for maximum impact on the City’s housing goals.

Strategy considerations are also likely to include the following:

- ◆ Framework(s) for regional collaboration
- ◆ Public-private partnerships
- ◆ Public-nonprofit partnerships
- ◆ Zoning and regulatory strategies
- ◆ Recommended updates to comp plans
- ◆ Funding/financing programs
- ◆ Case studies of successful programs
- ◆ Developer incentives
- ◆ Homeownership incentives
- ◆ Infrastructure and streetscape projects
- ◆ Programs for maintenance of older housing
- ◆ Opportunity sites for development
- ◆ Priority areas to extend utilities

ACTION PLAN MATRIX

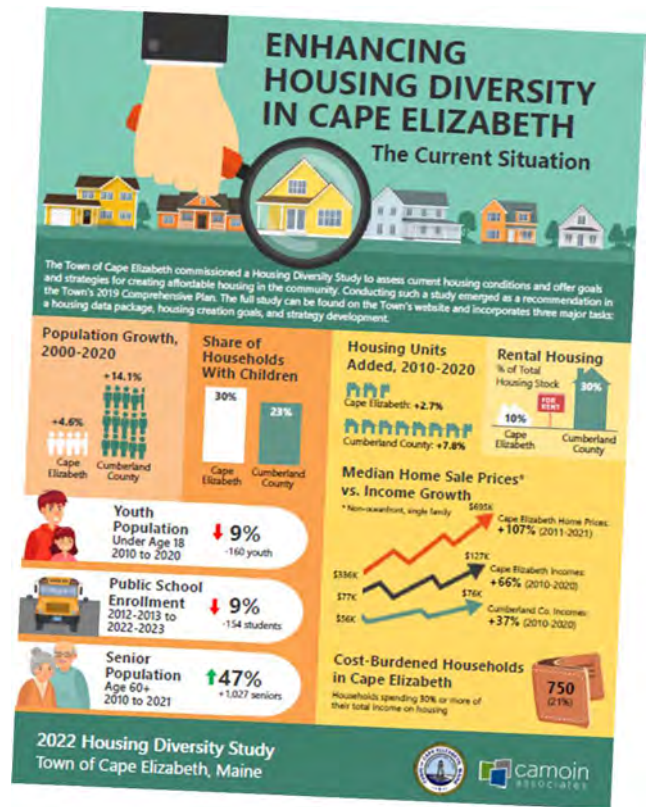
The Action Plan Matrix is your implementation tool. It will reflect the city’s housing intentions as a concise living document. Each action proposed in the matrix will have related partners, timeframe, resources, and outcome metrics to track progress over time. We will help Plymouth create an ongoing evaluation process to regularly assess progress, making changes as needed. The Action Plan Matrix will be designed in an easy-to-update format.

An example of an Action Plan Matrix is provided below:

Goal 1: Grow the Downtown Population Base						
Strategy	Tactics	Priority	Timeframe	Resources	Partners	
1.A Create an upper-floor space commercial to residential conversion program	i. Streamline process and create incentives	■ ■ ■	■	Staff: Low, Cost: Moderate	City of Rutland, RRA, DRP	
	ii. Create a “how-to” online guide	■ ■ ■	■			
	iii. Highlight success stories	■ ■	■ ○			
1.B Create a marketing campaign for downtown living for all ages	i. Create a task force	■	■ ■ ■ ■ ■	Staff: Moderate, Cost: Moderate	Rutland Region Chamber of Commerce, City of Rutland, RRA, DRP	
	ii. Identify brand ambassadors	■	■ ■ ■ ■ ■			
	iii. Undertake branding effort	■	■ ■ ■ ■ ■			
	iv. Assemble downtown resident profiles	■	■ ■ ■ ■ ■			
1.C Evaluate and encourage artist housing	i. Determine needs and demand	■ ■ ■	■	Staff: Low, Cost: Moderate	RRA, DRP	
	ii. Create development incentives	■ ■ ■	■ ■			
1.D Provide resources for potential housing cooperatives	i. Identify an interested party/project champion	■ ■ ■	■	Staff: Moderate, Cost: Low/Moderate		
	ii. Examine successful VT models	■ ■ ■	■			
	iii. Modify/create regulations & incentives	■ ■ ■	■ ■			
1.E Target young professionals from urban communities with a higher cost of living	i. Continue support for existing initiatives	■ ■ ■	■	Staff: Moderate, Cost: Moderate	Rutland Region Chamber of Commerce, City of Rutland, RRA, DRP	
	ii. Identify success stories/advocates	■ ■ ■	■			
	iii. Conduct targeted marketing	■ ■ ■	■ ○			

8. Final Report and Infographic

Camoin Associates will compile the results of all work completed into a draft report. The body of the report will include the results of the housing needs assessment, constraints, analysis, and recommendations for action steps. Appended to the report will be supporting data analysis, public engagement input, and other supporting technical analysis and information. The draft report will include a graphically designed executive summary written for a non-technical audience, which can be used as a standalone document for media and/or informational purposes. Camoin Associates will address any written comments on the draft report and issue a final report. An infographic will also be prepared (similar to that shown to the right) to help communicate the results of the study.



ABOUT OUR APPROACH

Best-in-Class Data

The understanding the City of Plymouth’s housing needs is grounded in data on demographics and detailed household characteristics, jobs and wages, housing values and rental rates, housing characteristics on quality and condition, special population characteristics and trends, complex commuter patterns, and others. The abundance of data and the need for advanced analytics to fully understand housing needs is why our team excels in the field of housing. Camoin Associates is a nationally recognized leader in economic and data analytics, and we bring this expertise and reliability to our housing analysis as well as a set of proprietary data sources that will assist in this study. For example, Camoin Associates subscribes to CoStar, the national leader in real estate market data. CoStar provides up-to-date information on multifamily properties throughout the county and aggregates market data, including vacancy rates, rental rates, market absorption, deliveries, and other key market metrics. Below are some of the key public and private data sources we will utilize for the needs assessment research:



Engagement that sets a foundation for success

We recognize that meaningful, transparent, and accountable engagement is critical to uncovering the insights needed to inform the City's housing strategy and engaging partners that will be critical to implementing solutions to urgent housing issues.

Public Engagement Plan



The stakeholder and public outreach activities will be coordinated with your team to ensure our approach is best suited for the City of Plymouth. At the outset of this effort, we will work with you to assemble this engagement plan that will serve as our guiding document moving forward. As a national firm, Camoin Associates has extensive experience in in-person and virtual engagement. We have found a plan with multiple options to be highly successful. Our scope of work for Plymouth is anticipated to include one in-person public workshop.



Credit: Keene Sentinel (NH)

Stakeholder Interviews

We will work with you to identify a broad cross-section of stakeholders to interview as part of this process, including housing organizations and nonprofits, real estate professionals and developers, social service providers, landlords, business owners, public officials, and others.

Focus Groups

Working with your team, we will organize focus groups with similar professionals or around specific topics. Examples may include a focus group of realtors or nonprofit housing organizations. Focus groups can also be organized around issues or strategy concepts such as building partnerships or funding strategies and approaches.

Site Visits

Our team will conduct one three-day in-person site visit during the contract. We will determine the appropriate timing and activities of these days with your team and include a site visit plan as part of the overall engagement plan. Activities will likely include windshield/walking tours of communities, neighborhoods, and potential development sites, as well as one-on-one meetings, focus groups, and other engagement activities.



LEVERAGING HOUSING DEVELOPER EXPERIENCE FOR ACHIEVING REAL RESULTS

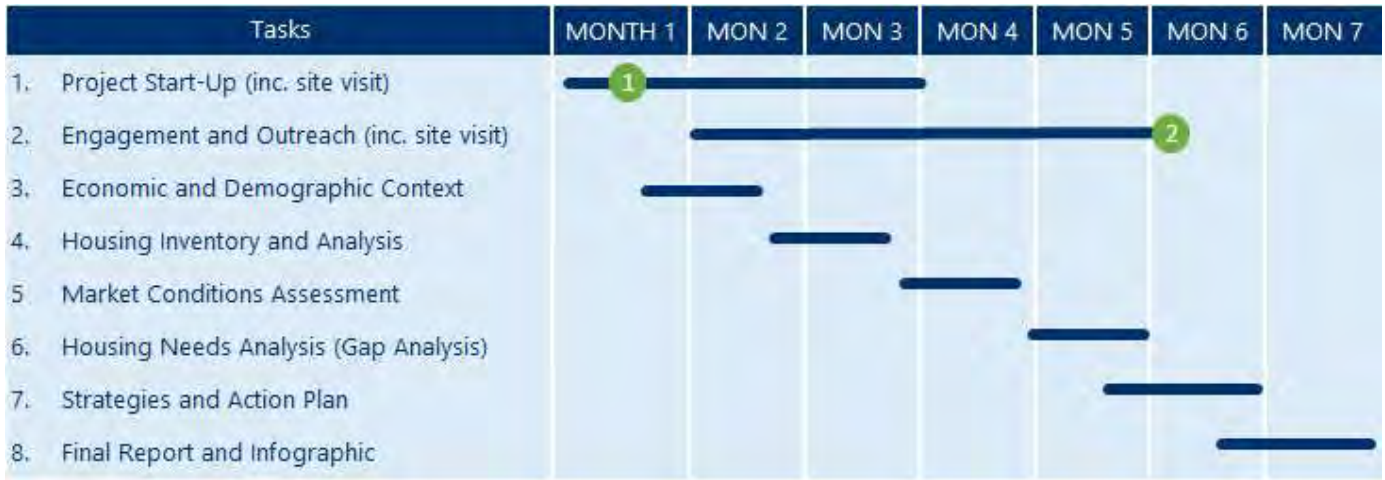
In addition to working with county and municipal governments on housing issues, we also work with private and nonprofit housing developers. This experience gives us a unique perspective and knowledge of the tools and resources needed to make housing projects. Our work with developers includes market analysis, financial feasibility, general advisory, public-private partnership structures, and funding strategies. We will set up the City of Plymouth for success in meeting its housing needs because we know how to make projects happen.



Camoin Associates has had a long-term partnership with the developer of The Downs in Scarborough, ME, a mixed-use and mixed-housing project that will feature over 800 units when complete.

PROJECT SCHEDULE

We will complete the project within **seven (7) months** of the project kickoff meeting, as shown in the table below.



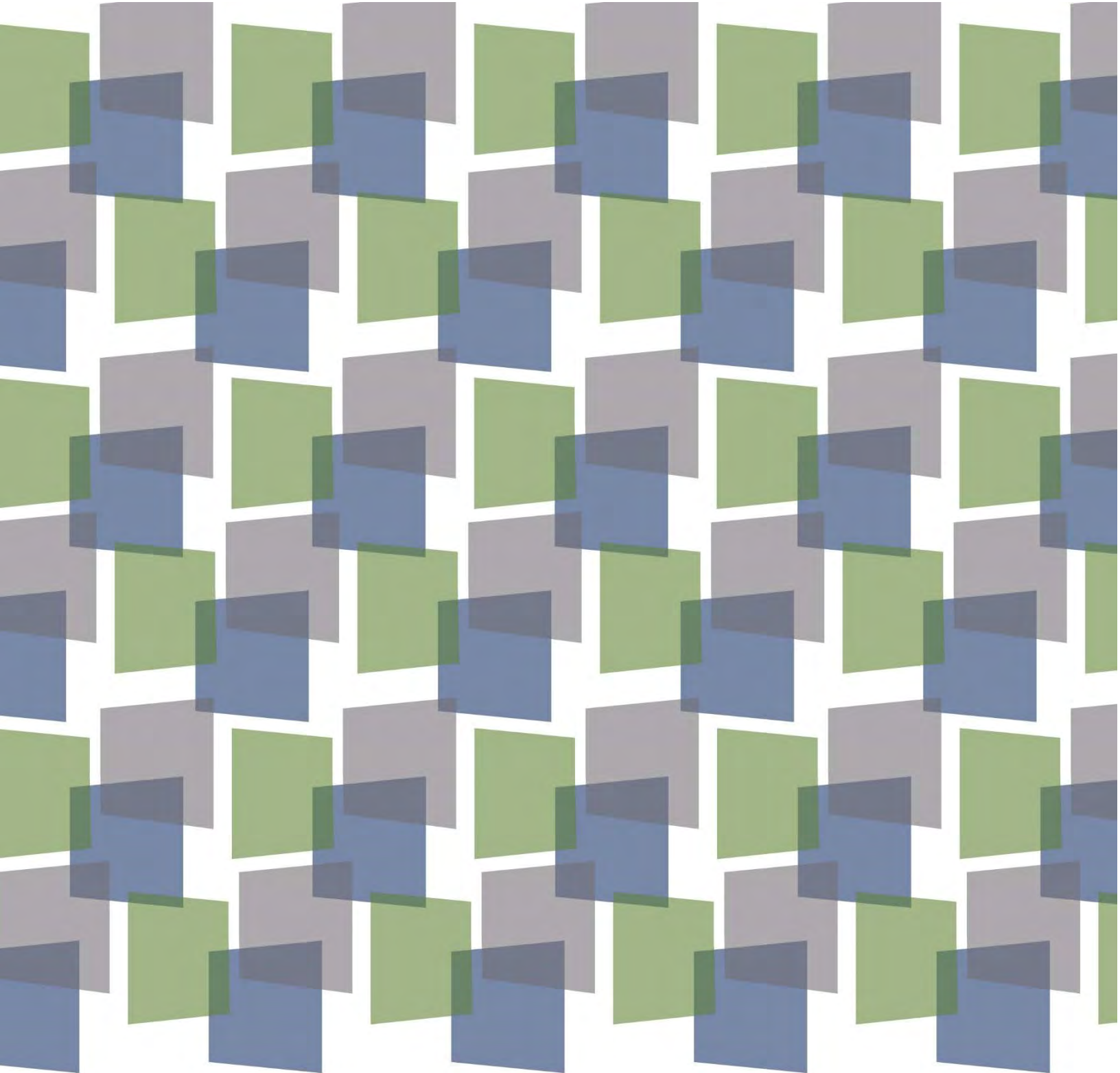
Site Visits

- 1 Kickoff, Tours, Interviews
- 2 Preliminary Presentation, Public Workshop

PROJECT BUDGET

We propose a budget of **\$61,475**, inclusive of all time and expenses. A detailed budget breakdown is provided below for reference.

Tasks	Principal	Project Manager	Engagement Specialist	Analyst	All Staff Travel	Fee
1. Project Start-Up (inc. site visit)	12	20	0	0	16	\$8,820
2. Engagement and Outreach (inc. site visit)	22	23	10	0	16	\$14,920
3. Economic and Demographic Context	2	2	0	24	0	\$4,670
4. Housing Inventory and Analysis	2	2	0	32	0	\$5,910
5. Market Conditions Assessment	2	2	0	28	0	\$5,290
6. Housing Needs Analysis (Gap Analysis)	2	2	0	35	0	\$6,375
7. Strategies and Action Plan	8	16	0	0	0	\$5,400
8. Final Report and Infographic	5	24	0	8	0	\$7,415
Total Professional Fee						\$58,800
Expenses						\$2,675
Total Project Fee						\$61,475



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City of Plymouth, WI Housing Study Proposal

Prepared for:
Tim Blakeslee – City Administrator, Utilities Manager
City of Plymouth

Proposal issued:
5/17/2024

May 13, 2024

Tim Blakeslee – City Administrator, Utilities Manager
City of Plymouth
128 Smith St. / P.O. Box 107
Plymouth, WI 53073

Dear Mr. Blakeslee,

It is our pleasure to submit a response to the Request for Proposal for the 2024 Comprehensive Housing Study and Action Plan for the City of Plymouth, Wisconsin.

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

Our perspective comes from a place of real results and experience as opposed to careers of studying data and making rote recommendations. We possess commercial real estate brokerage experience, have conducted feasibility studies, and analyzed sites. We have developed programs and policies to serve the unique needs of many communities and regions. We have also acquired buildings, demolished blighted properties, and recruited new developments on behalf of municipalities in which we have worked as employees and as consultants.

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

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

Sincerely,



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

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Project Understanding

The City of Plymouth is seeking to help elected officials, City staff, stakeholders and community members develop a meaningful sense of the housing market, an understanding of key housing issues and how they impact the city over the next ten years. This study will culminate with implementable strategies for growing the existing housing supply and policy recommendations.

This housing needs and market assessment will provide leaders with a solid understanding of:

- Functions of market demand (population, employment, and income growth)
- Inventory of existing housing supply
- Demand forecast
- Gap analysis for the next 10 years
- Housing affordability
- Understand zoning changes needed to accommodate residential development.
- How to structure a program to invest TIF Increment in Affordable Housing.

Redevelopment Resources is a firm that is relationship-driven and provides data-derived recommendations. Our experience working with communities on housing issues has given us insight into the challenges of attracting appropriate housing that is affordable to a variety of residents, especially due to rising construction costs that significantly outpace wage increases for potential buyers and renters. When we speak with employers, we often hear they have a hard time recruiting and retaining talent if the housing options do not suit employees' needs close to work. This situation can impact the economy of the community and slow economic development efforts.

The report is intended to offer community leaders and stakeholders a basis for formulating community-specific housing priorities, policy alternatives and intervention strategies, including land use and zoning decisions, and allocation of City and other resources.

Statement of Qualification – Background of Firm and Key Staff

Established in 2009, Redevelopment Resources is a limited liability corporation which operates throughout the Midwest. As a community impact consulting firm, Redevelopment Resources provides development and redevelopment solutions and research services to public sector jurisdictions, businesses, and organizations. We encourage all our clients to dream a bigger dream for their community and work under a motto of “every challenge deserves a unique solution”.

We are passionate about what we do. Relationship building is critical to our work and our ability to assist communities transform their local economies for the better is what drives us. We work tirelessly to ensure the quality of our work and strive to produce nothing but the best product for our clients. Exceeding your expectations with a well-thought out and well-presented product is our top priority. We understand that there is a history to every community, and the leadership of each one has taken great care to craft the present day and future circumstances that exist. Our staffing plan and a brief bio of each team member is outlined in this section and full resumes can be found at the end of this section.



280+
SITES ANALYZED FOR DEVELOPMENT OR REDEVELOPMENT

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

60+
YEARS OF COMBINED COMMERCIAL REAL ESTATE BROKER EXPERIENCE

165+
COMBINED YEARS OF EXPERIENCE

115+
COMMUNITIES SERVED IN

14
STATES AND PROVINCES

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

Kristen combines her real estate experience with her ability to analyze markets, whether commercial or residential. She has extensive experience with the development community and understands the dynamics of the current housing construction market. From 2020-2022, Kristen purchased and rehabilitated a former hospital into eight-residential units in Forest City, IA. The project required 9 sources of financing to make the project feasible. She has managed all aspects of adaptive reuse programs including deal structuring, blight elimination, policy/program development, business relocation, retention, and loan fund management.

Empowered with a bachelor's degree in marketing from the University of North Dakota, a master's degree in business administration from the University of Wisconsin-Oshkosh, and over 30 years of direct, public-sector experience, Kristen will act as Lead Strategist. She will apply her vast experience in strategic planning, facilitation, and implementation to develop strategies that will be customized for the study area. She has extensive experience drawing ideas from various stakeholders to understand goals, priorities, and values. Kristen, therefore, will lead interviews with stakeholders which are used to develop relevant, implementable strategies and recommendations to the Council.

Dayna Sarver, CEcD, Chief Research Officer

Dayna holds a bachelor's degree in economics from Central College and a master's degree in urban and regional planning from the University of Wisconsin – Madison. She has over eight years of professional experience in economic development and real estate redevelopment. As a project assistant for Bill Ryan at the University of Wisconsin-Extension, she helped author, An Analysis of Storefront Improvements: A Selection of Wisconsin Case Studies. Her work in the City of Janesville included preparing two TID Plans (TID 36, TID 37) and facilitating the creation of a controversial Business Improvement District. As the Economic Development Manager for the City of Verona, she authored the first state mandated 2019 Housing Affordability Analysis and 2019 Housing Fee Report. Dayna is actively pursuing certification from the Rental Housing Development Finance Professional Certification Program™ through the National Development Council (NDC).

She will be responsible for gathering and analyzing data, creating visual representations of the data, communicating with staff and community stakeholders, developing, and executing public input sessions. She will also assist with designing and executing community engagement activities including interviews, focus groups, and electronic surveys.

**Kristen Fish-Peterson, CEcD | EDFP
Principal & CEO**



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

PROFESSIONAL DEVELOPMENT

Certified Economic Developer

International Economic Development Council (IEDC)

Economic Development Finance Professional

National Development Council (NDC)

IEDC Board Member, 2006-2018

WEDA Executive Director, 2011-2014

WEDA President, 2008

EDUCATION

Master of Business Administration

University of Wisconsin, Oshkosh

Bachelor of Business Admin., Marketing

University of North Dakota

EXPERIENCE

Market Analysis, Fiscal and Economic Impact Analysis

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

Strategy Development and Implementation

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

Project Funding

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



Dayna Sarver
Chief Research Officer & Development Specialist



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

PROFESSIONAL DEVELOPMENT

Certified Economic Developer

International Economic Development Council (IEDC)

CURRICULUM VITA

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

EDUCATION

Master of Science, Urban Planning

- University of Wisconsin–Madison

Bachelor of Arts, Economics

- Central College, Pella, IA

EXPERIENCE

Market Analysis

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

Redevelopment Strategy and Implementation

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

Project Funding

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

Stakeholder & Public Engagement

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



Thomas Fish
Director of Finance & Development Associate

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

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



PROFESSIONAL DEVELOPMENT

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

WBA Bankers Conference in Wisconsin Dells.

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

EDUCATION

Bachelor of Economics
Ripon College, Ripon, WI

EXPERIENCE

Project Funding & Analysis

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

Strategy Development & Implementation

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

Project Management & Communication

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

Stakeholder Engagement

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

Program Management

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



Related Experience

City of Baraboo, WI

Developers desired to develop housing in the City of Baraboo, but they needed to know exactly what should be built and the City needed to understand the level of incentives that may be needed to support housing development. The study concluded that Baraboo has strong demand for single and multi-family housing at all price points. Homeowner vacancy rate in 2020 was at 1%. Before 2018, multi-family development was non-existent, and the City leads the region in percent of population earning less than \$75,000 per year. Fifty-seven percent (57%) of tenants are paying between \$500-\$799 for rent. Therefore, the housing study conducted by our team showed the City that there was significant demand for multi-family to rent (902 units) and for-sale (135 units), as well as owner-occupied single family (1,275 units) over the next five years. The City used this housing study to plan for two new fire stations. They have also received commitments for over 700 units of housing to be built in the next two years and used the study to inform their incentive decisions.

Project Type: Housing Study

Project Funding Sources: General budget

Project Dates: April 2022 – July 2022

Reference

Casey Bradley (former) City Administrator, Baraboo

Sheboygan City Hall

828 Center Avenue, Suite 300

Sheboygan, WI 53081

Casey.bradley@sheboyganwi.gov

920-459-3315



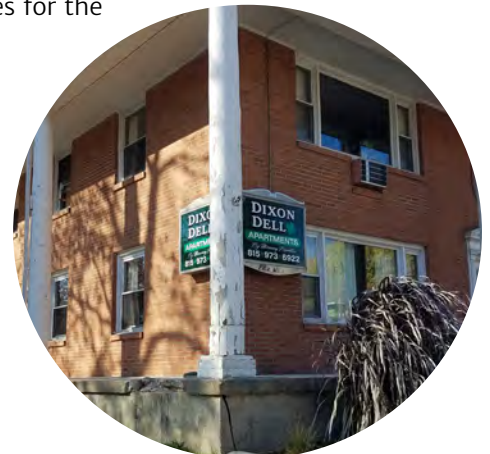
Northwest Illinois Housing Study

BHRC commissioned a series of studies to assess the state of single and multi-family housing in Northwest Illinois. Redevelopment Resources & StudioGWA were engaged to conduct housing analyses for the following:

- Lee County and Dixon, IL
- Ogle County
- Stephenson County and Freeport, IL
- Jo Daviess County

These studies provided an understanding of the existing conditions, challenges, demands, and market restrictions. They also offered timely recommendations for attracting new development, addressing existing housing units and empty infill lots, and to ensure implementation. A sample of recommendations included:

1. Host a Developer Familiarization Tour
2. Facilitate the Development of Pocket Neighborhoods on Appropriate Sites
3. Market Communities and Available Properties
4. Create a Residential Rehabilitation Program
5. Create a Rental Inspection Program



Project Type: Housing Study
Project Funding Sources: EDA Grant, matching local funds
Project Dates: April 2021 – November 2022

References

Daniel Payette, Executive Director
Blackhawk Hills Regional Council
309 1st Ave.
Rock Falls, IL 61071
daniel.payette@blackhawkhills.com
(815) 625-3854

Diane Gallagher, Jo Daviess County Board Member
1430 Hiawatha Dr.
East Dubuque, IL 61025
dgallagher@jodaviesscountyl.gov
(563) 590-9495

Liandro Arellano
Mayor of Dixon, IL
(2015-2023)
LinkedIn: www.linkedin.com/in/liandro-arellano-234aab37/
(734) 771-8415



Crow Wing County, MN

The Crow Wing County Housing and Redevelopment Authority (CWC HRA) needed to know where their housing market gaps and opportunities were. Each of the 18 municipalities and multiple townships have a different profile for residential supply and demand. Employers were struggling to hire qualified workers for seasonal and temporary work, as well as year-round permanent work. Redevelopment Resources produced a housing study in which data for each of the 18 municipalities and three regions of townships was presented in one report. When the project covers multiple communities in one report, each unique challenge is provided a unique solution considering:

- the leadership and its appetite for change and making investments
- the community and its desire for certain types of housing
- history of code enforcement (or lack thereof)
- access to developable property (or lack thereof)
- propensity to attract developers and contractors
- and a host of other unique circumstances

Project Type: Housing Study
Project Funding Sources: Housing Authority Funds
Project Dates: June 2019 – March 2020

Reference

Jennifer Bergman, City Administrator
City of Brainerd
501 Laurel Street
Brainerd, MN 56401
Phone: 218-828-2307
Email: jbergman@ci.brainerd.mn.us





Project Approach

Using both quantitative and qualitative data, primary research, and direct experience, we will construct a thorough housing needs assessment based on forecasted demand and existing supply. The study will be data-driven, enhanced by local intel, and include best practices while remaining tailored to the region's needs as well as the market reality. Layering the primary research on top of data from secondary sources provides our team with a true story of the history and future trajectory of the area and its housing needs. The goal for the project will be to develop a Housing Needs Assessment and Market Study which provides actionable information for decision-makers.

Our team will meet at least once a month with the City to provide progress updates as well as receive feedback and direction. Agenda items will include:

- Performed work during the reporting period.
- Upcoming tasks.
- Upcoming milestones.
- Status of scope and schedule.

If the Council chooses to contract with Redevelopment Resources for this project, you will receive a very direct and usable product carefully crafted to meet your goals. A summary of our approach is as follows:

- Document Review
- Stakeholder Engagement
- Demographic, Geographic, and Economic Data
- Housing Stock, Trends and Projections
- Market Analysis
- Develop Implementation Strategies and Recommendations
- Final Document and Presentation to Stakeholders

Any recommendations we may make will stem from our assessment and will be implementable by staff, partners, and available external resources. We think outside the box for solutions which will be impactful for our clients. This ability comes from our experience working in the field as practitioners, not just consultants making recommendations based on current trends.

Project Scope

TASK 1: Document Review and Stakeholder Engagement

TASK 1.1: Document Review

Redevelopment Resources will:

1. Review the city's previous plans, studies, efforts, organizations, and programs relevant to the housing market in the City of Plymouth.
2. Identify any internal and external inconsistencies or redundancies within these documents, organizations, or programs.

TASK 1.2: Stakeholder Engagement

Secondary data doesn't tell the whole story; therefore, our team will conduct interviews with local experts to better understand the housing market and consider that in context with the demographic and housing data. Our team, in coordination with City staff, will interview up to twenty (20) key stakeholders including, but not limited to:

- City staff and elected officials
- Plymouth Chamber of Commerce
- Bankers specializing in housing construction and residential financing
- Residential Realtors
- Developers familiar with the community
- Employers

These interviews will gather real-time qualitative data of the housing market, housing concerns, and vision for the future.

TASK 2: Demographic, Geographic, and Economic Data

Housing demand is a function of income, employment, and household growth. We will look at employment and income trends based on the labor shed of Plymouth employers. A variety of data sources will be used for the purposes of this study. National and regional data sources will include the following:

- U.S. Department of Housing and Urban Development (HUD)
- U.S. Census and American Community Survey
- U.S. OntheMap
- Wisconsin Department of Health Services
- Esri

Using this data, we will conduct population forecasting for the City of Plymouth as a whole and identify any concentrated areas of poverty within the city.

TASK 3: Housing Stock, Trends and Projections

Our team will quantify the existing housing stock characteristics (e.g., age of units, condition, size, condition, ownership, type of dwelling, availability of utilities, access to services, etc.), and vacancy. Redevelopment Resources will formally submit a data request which may include, but is not limited to permits by type (new construction, demolition, rehabilitation, etc.), occupancy type, land use, zoning, violations, year built, classification of quality, transit routes, exemptions by type, etc. This will also help facilitate the data visualization process.

Local data sources will include the following:

- Sheboygan County Assessor's Office
- Sheboygan County GIS
- City of Plymouth
- Plymouth Housing Authority

TASK 4: Market/Needs Analysis and Prioritization

We will analyze market trends of owner-occupied single family housing units and market-rate, renter-occupied rental housing units to the extent possible from 2013-2022. Additionally, our team will make projections of market trends from 2023-2032. Data points for owner-occupied single family housing units will include, but are not limited to, list price, sales price, days on the market, year-over-year percentage change, etc. Data points for renter-occupied rental housing units



will include, but are not limited to, unit type, square footage, number of bedrooms, number of bathrooms, location, lease terms, and vacancy.

Data sources will include:

- Residential realtors and property managers
- Zillow
- Apartments.com
- Multiple Listing Service
- Housing studies conducted by developers for tax-credit projects, if applicable and available.

Our team will also identify areas of the City that are suitable for future housing development. We will analyze greenfield sites, infill sites and redevelopment of existing buildings and/or blighted properties. We will also analyze existing infrastructure for the need for upgrades as they would relate to housing developments. If any zoning changes are identified during the siting of potential housing developments, we will call those out to City staff and recommend appropriate changes.

The market analysis will inform creative but realistic housing projects, which will be documented by location, size, and scope. This portion of the project will also analyze the opportunities to invest the City's tax increment most effectively from TID #4. Redevelopment Resources drafted the policy for the City of Whitewater to utilize increment from their closed tax increment districts for affordable housing development. We will also research and make recommendations on models of investment from the public and private sectors, where it be specific housing funds, foundations, banks, or other funding opportunities.

TASK 5: Develop Implementation Strategies and Recommendations

The data analysis findings will identify opportunities for improvement and expansion of a variety of housing options both in the near-term and long-term. Specifically, we will:

1. Develop recommendations for specific types and other housing needs based on changing demographic analysis and the Market Analysis Report.
2. Provide recommendations for rehabilitation of the older housing stock and other housing related assistance programs.
3. Provide recommendations to improve housing affordability, housing choice, and access to community amenities (e.g., employment centers, services, etc.) based on housing demand factors.
4. Recommend revisions to the existing zoning ordinance if applicable, citing examples from other communities who have successfully deployed development-friendly residential zoning policies.
5. Revise elements of the Comprehensive Plan related to housing and infrastructure for housing development.
6. Make recommendations related to housing investments by the City and as they relate to investments by developers.
7. Create a marketing plan so the City of Plymouth can attract the appropriate housing developments to meet the needs of the community.
8. Conduct a comparative analysis on the cost to develop in Plymouth vs. the cost to develop in neighboring communities.
9. Share case studies and examples of innovative housing programs in similarly situated communities.
10. Offer ideas for housing developments in specific locations by size, density, configuration, and price point.
11. Create a plan for utilization of Tax Increment Funding allocated for the development of affordable housing.
12. Develop a program for the utilization of increment from TID #4 toward housing development.
13. Create funding options for projects in Plymouth, now and into the future, with research on the Forward Fund, philanthropy models, public (state or federal) funds, bonds, banks, and other ideas.

These strategies will be based on best practices that balance the needs of the community and community goals. Our team will work city staff and other stakeholders to determine which strategies will be highest priority based on the biggest needs in the area and forecasted trends. Strategies will be categorized into Projects, Policies & Regulations, and Programs & Incentives. Approximate implementation costs, funding sources and financing opportunities, level of effort, timing, and responsible parties will be identified in each category.

TASK 6: Final Document and Presentation to Stakeholders

We believe that just as communities make incremental progress towards their vision for the future, documents need to be prepared with the end in mind. Together with city staff, we will work to develop a document outline (including appendices). For example, a standard housing study Table of Contents would include:

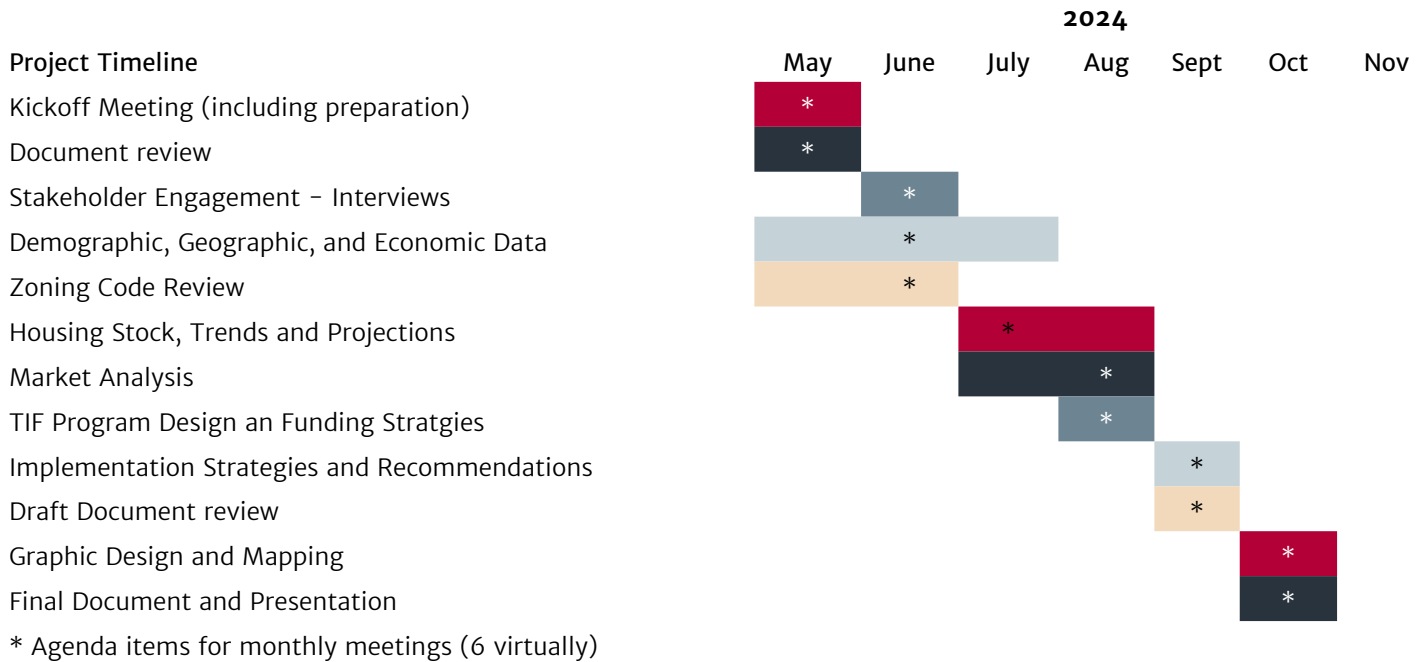
- Executive Summary
- Introduction
- Market Area Definition
- Economic and Demographic Factors
 - Household & Population Trends
 - Educational Achievement
 - Employment Trends and Characteristics
 - Income Trends
 - Commuting Patterns
- Housing Supply Analysis
 - Occupancy and Vacancy
 - Unit Types and Age of Housing Stock
 - Housing Start Trends
 - Single-Family Home Sale Trends
 - Multi-Family Rental
 - Affordability
- Housing Needs Analysis
- Housing Demand Forecast
- Review and analysis of Zoning and Infrastructure
- TIF Increment Policy and Program
- Financial Programs that Support Housing
- Recommendations and Strategies
- Appendix A: Definitions
- Appendix B: Methodology
- Appendix C: Tables and Figures

Following the final review and approval of the final document by city staff, Redevelopment Resources will prepare presentation materials and tools for presenting the findings to various stakeholder groups. These groups may include the Plymouth City Council, advisory boards and committees. Our team will present the findings in-person to the City Council.

Deliverable: The Consultant shall provide hard copies and an electronic copy of:

- The final 2024 Comprehensive Housing Study and Action Plan
- An Executive Summary
- Power Point presentation(s)
- All GIS shape files and maps
- Other presentation materials.

Proposed Schedule of Implementation



Cost Proposal

	Hours
Kickoff Meeting (including preparation)	4
Document review	4
Stakeholder Engagement - Interviews	16
Demographic, Geographic, and Economic Data	36
Zoning Code Research/Review	8
Housing Stock, Trends and Projections	24
Market Analysis	48
TIF Program Design an Funding Stratgies	7
Implementation Strategies and Recommendations	12
Draft Document creation and review	14
Graphic Design and Mapping	18
Final Document and Presentation	6
Total hours	197
Hourly rate = \$160/hour	\$31,520

2024 COMPREHENSIVE HOUSING STUDY AND ACTION PLAN

CITY OF PLYMOUTH, WISCONSIN



BAY-LAKE REGIONAL PLANNING COMMISSION | MAY 16, 2024

May 16, 2024

Tim Blakeslee, City Administrator
City Hall
128 Smith Street
Plymouth, WI 53073

RE: City of Plymouth 2024 Comprehensive Housing Study and Action Plan

Dear Mr. Blakeslee,

The Bay-Lake Regional Planning Commission (Bay-Lake RPC) is pleased to submit this proposal for the 2024 Comprehensive Housing Study and Action Plan for the City of Plymouth, WI. At Bay-Lake RPC, we see this an opportunity to address critical housing challenges and improve the current and future state of housing within the city.

Our team brings a wealth of expertise in plan development, GIS, data analysis, community engagement, and project management. With a proven track record of successfully completing similar housing initiatives in other parts of the Bay-Lake Region, we are confident in our ability to deliver a high-quality and impactful housing study and action plan tailored to the unique needs of the City of Plymouth.

Our proposed approach emphasizes collaboration, equity, and innovation. We are committed to engaging stakeholders from all sectors of the community, including residents, local government officials, housing advocates, developers, and service providers, to ensure that the resulting action plan reflects a broad range of perspectives and priorities.

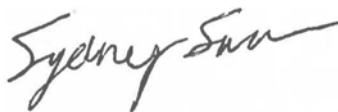
Thank you for considering our proposal. We look forward to the opportunity to discuss our approach in more detail and to partner with you on this important initiative.

Sincerely,

Bay-Lake Regional Planning Commission



Brandon Robinson
Executive Director
920-448-2820 Ext. 105
brobinson@baylakerpc.org



Sydney Swan
Assistant Director
920-448-2820 Ext. 108
sswan@baylakerpc.org

INTRODUCTION

As the City of Plymouth in Sheboygan County, Wisconsin, continues to evolve and grow, the importance of ensuring adequate, affordable, and sustainable housing options for all residents becomes increasingly paramount. With a rich history and a vibrant community spirit, Plymouth embodies the essence of small-town charm while embracing opportunities for progress and development.



Like many communities across the nation, Plymouth faces a myriad of housing challenges that demand thoughtful consideration and a proactive approach. These challenges range from affordability constraints and limited housing supply to demographic shifts and changing market dynamics. It is increasingly imperative for the city to embark on a comprehensive housing study and action plan to assess the current state of housing affairs and chart a course toward a more equitable, resilient, and thriving housing landscape.

The *2024 Comprehensive Housing Study and Action Plan* for the City of Plymouth will serve as a blueprint for addressing the diverse housing needs of Plymouth's current and future residents, fostering inclusive growth, and enhancing the overall quality of life within the community. By engaging stakeholders, analyzing data, and formulating actionable strategies, we aim to not only identify areas of improvement, but also to capitalize on opportunities for innovation and collaboration.

Through a cooperative and data-driven approach, this effort will seek to empower policymakers, developers, advocates, and residents alike to work together toward common goals, guided by a shared vision of a vibrant and sustainable housing ecosystem. Together, we can plan for a city where everyone has access to safe, affordable, and dignified housing, and where the unique character and vitality of Plymouth will thrive for generations to come.

COMPANY PROFILE AND QUALIFICATIONS

The Bay-Lake Regional Planning Commission is a regional or quasi-governmental organization that serves northeast Wisconsin with 50+ years of planning experience. The Bay-Lake RPC was established in 1972 under Section 66.0309 of the Wisconsin Statutes to address planning and development at a regional level, collaborating with local governments and stakeholders to foster coordinated and sustainable growth. Bay-Lake RPC is one of nine regional planning commissions within the State of Wisconsin.

Bay-Lake RPC Mission Statement

Providing cooperative planning and funding solutions to foster healthy and thriving communities within the region.

The Bay-Lake region is made up of 185+ local units of government within eight counties, including Brown, Door, Florence, Kewaunee, Manitowoc, Marinette, Oconto, and Sheboygan. The Bay-Lake RPC offers a range of planning services to our member counties and communities through our core program areas, including Community Assistance Planning, Economic Development Planning, Environmental Planning, Transportation Planning, and Mapping and Visualization.

The Bay-Lake RPC possesses the necessary qualifications to execute the tasks outlined in this proposal. Our team has extensive experience with comparable projects in the region, as well as a track record of successfully completing various planning initiatives for the city, including the development of the *City of Plymouth 2022-2042 Comprehensive Plan*. The Bay-Lake RPC also developed downtown parking maps, assisted with downtown design guidelines, and created an online cemetery application for the city in recent years. Having a team familiar with the challenges and needs of the city is paramount to the development of the city's Comprehensive Housing Study and Action Plan.

PROJECT TEAM

In the following section, we provide brief biographies of key Bay-Lake RPC staff members who will be leading and contributing to this project. The core planning team will be made up of four planners and GIS staff who have experience developing housing studies, collecting and analyzing data, conducting public outreach, and mapping. Our team's collective expertise, passion, and collaborative spirit make us well-suited to undertake this important housing initiative and deliver actionable insights and recommendations that will positively impact the City of Plymouth.



BRANDON ROBINSON | EXECUTIVE DIRECTOR

Brandon has been with Bay-Lake RPC since 1998. In addition to his management duties as the Commission's Executive Director, Brandon is extensively involved with the community assistance program, including comprehensive and other long-range planning, and assists with plan implementation and ordinance development. Brandon earned his bachelor's degree from the University of Wisconsin-Oshkosh in Urban and Regional Studies.

brobinson@baylakerpc.org | 920-448-2820 ext. 105



SYDNEY SWAN | ASSISTANT DIRECTOR

Sydney has been with Bay-Lake RPC since 2019. In addition to her management duties as the Assistant Director, she oversees the Commission's Economic Development department and its designation as the regional EDA Economic Development District (EDD). Through the Economic Development program, she assists with grant writing and administration, local and regional plan development, and manages federal and state programs. Sydney studied at the University of Wisconsin-Stevens Point and holds degrees in Regional Land Use Planning and Urban Planning.

sswan@baylakerpc.org | 920-448-2820 ext. 108



NATALIE BLACKERT | GIS SPECIALIST

Natalie Blackert joined the Bay-Lake RPC in January 2024 as a GIS Specialist. Her duties involve leading the development, implementation, and management of Geographic Information Systems for the Bay-Lake Region. Natalie brings experience with GIS-based environmental research, and historical infrastructure analysis. She graduated from the University of Wisconsin-Eau Claire with a bachelor's degree in Environmental Geography and minors in History and Latin American Studies.

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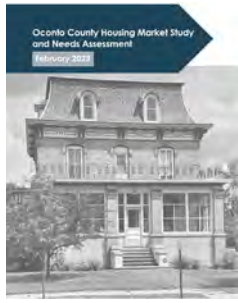
BRYCE THOMPSON | PLANNING ASSISTANT

Bryce joined the Bay-Lake team in January of 2024 as a Planning Intern. His primary duties consist of long-range planning, transportation planning, environmental planning, assembly and analysis of demographic and other data, GIS mapping, and other general planning duties. Bryce received his bachelor's degree in environmental policy & planning at the University of Wisconsin-Green Bay.

bthompson@baylakerpc.org | 920-448-2820 ext. 110

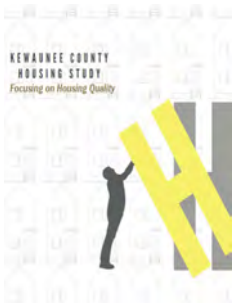
EXPERIENCE

The Bay-Lake RPC has successfully developed numerous housing studies and related planning documents for communities located throughout the region. Recent housing efforts, plans, and studies are detailed below:



Oconto County Housing Market Study and Needs Assessment Report

The Bay-Lake RPC completed the *Oconto County Housing Market Study and Needs Assessment Report* in 2023 for the Oconto County Economic Development Corporation. The study analyzed the county’s current housing situation, market trends, and population/housing projections to identify housing gaps, affordability challenges, and future housing needs. The study then identified recommendations and potential opportunities to mitigate current and future housing issues and shortfalls.



Kewaunee County Housing Study

Completed in 2021, the *Kewaunee County Housing Study* focused on assessing current and future housing needs and next steps to solve potential housing gaps. A housing development analysis was also conducted to help shape recommendations for future policy making.

Marinette County Housing Study

In 2018, the Commission completed the *Marinette County Housing Study* which aimed to describe housing and demographic conditions, identify new or existing programs that could address existing housing issues, and develop strategies for improving the housing environment in Marinette County. Strategies found within this study included recommendations for future decisions, as well as suggestions to inform builders, developers, and community leaders of the housing potential.



SCOPE AND APPROACH

Having assisted in the development of related housing studies and reports, the Bay-Lake RPC team has a great understanding of this project. The *2024 Comprehensive Housing Study and Action Plan* for the City of Plymouth will analyze the current state of housing within the city and outline actionable steps to address housing needs and challenges. Our approach for this work can be summarized by three main components: 1) Background Information and Public Input; 2) Housing Needs Assessment and Development Considerations; and 3) Implementation and Action Plan. These three components are incorporated into the project tasks below. The result of the study will be a document that is intended to help inform local decision-makers on the current state of housing in the city and guide them through the steps necessary to mitigate any potential housing shortfalls that may exist.

Task 0: Project Management and Kickoff

This task will include preliminary work, such as establishing a contract between the City of Plymouth and Bay-Lake RPC, establishing a steering committee, and the kick-off meetings with city staff and the steering committee. Kickoff meetings will be used to further refine the scope of work and lay out the necessary steps for plan development and will also foster open communication during the planning process. This task also includes ongoing coordination and collaboration with the city. Note: should the city already have an ad-hoc housing committee in place at the time of the contract, Bay-Lake RPC will instead develop a project website that will host project details, public outreach, and more.

Task 1: Existing Conditions

The primary objective of this task is to develop the necessary background information that will be used to shape housing considerations. The Bay-Lake RPC will collect and analyze demographic, economic, and housing-related data from credible sources, such as the U.S. Census Bureau Decennial Census and American Community Survey. Special attention will be paid to the inventory and analysis of housing-related data to ensure all relevant data is included. Population and housing projections will be gathered to help identify the potential housing needs of the city. Planners will also analyze the city's existing plans, studies, policies, and zoning regulations that relate to housing. Site visits to the city will be conducted to view the housing conditions and further confirm the current state of housing within the city.

Task 2: Housing Needs Assessment and Gap Analysis

Building upon information gathered in Task 1, the Housing Needs Assessment and Gap Analysis will ultimately determine the housing needs of the community. This task will gather public and employer/stakeholder input in the form of a public survey and employer interviews. A supply and demand analysis will pull together collected data and local input to examine the balance between availability of housing units and the city's housing needs. Factors that will be examined include the city's existing housing inventory, rental/ownership trends, development pipeline, housing production trends, population dynamics, economic factors, housing affordability, and housing preferences. As part of the supply and demand analysis, planners will develop an affordability and special population housing assessment, comparing this data to surrounding and similarly sized communities within the State of Wisconsin. This task will produce a better understanding of the dynamics of the local housing market and will identify areas of need and opportunity.

Task 3: Development Considerations

This task will examine where housing is currently located within the city and areas that could potentially be used for additional housing. The city's zoning and land use regulations will be examined to determine their impact on housing development opportunity, density, affordability, and more. By reviewing land use trends and suitability in combination with accessibility to community facilities, employment opportunities, and key destinations in the city, planners will be able to determine areas best suited for new development. With the above considered, this task will be used to detail plan, policy, and zoning recommendations.

Task 4: Implementation and Action Plan

This task will use information collected in earlier tasks to inform decision-makers on the steps necessary to mitigate housing shortfalls and gaps in the city's current housing market and identify necessary actions to address demand forecasts, affordability, development, policy/zoning updates, and more. Planners will review housing case studies from other communities and outline outcomes as an example for the city to improve their housing situation. Marketing and promotion opportunities, in addition to available funding for housing development, will be analyzed when reviewing case studies and may be incorporated into recommendations.

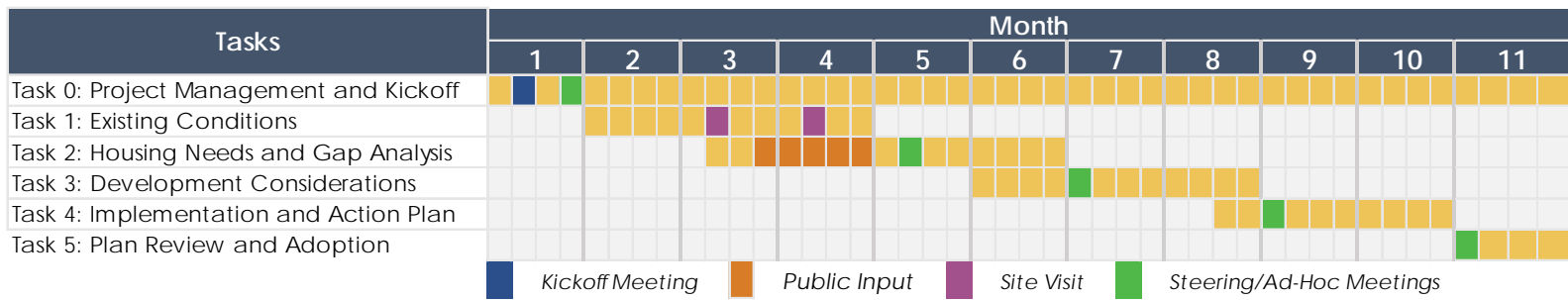
Task 5: Plan Review and Adoption

Planners will meet with the city and housing steering committee to review the final draft document and incorporate any necessary changes that are needed. From there, planners will create a professionally designed plan that can be used by city staff, local officials, and interested stakeholders to make decisions. Internal plan review will also take place prior to professional printing. Planners will present the results of the document to the Common Council and attend any meetings necessary for plan adoption. The final deliverables will include up to five (5) professionally printed plans and one (1) electronic PDF of the plan and GIS files, delivered to the city.

SCHEDULE

The proposed plan schedule has been streamlined to complete the plan within ten months and adoption in month eleven. It is anticipated that the plan will be completed by March 2025, or sooner and plan adoption will take place the following month.

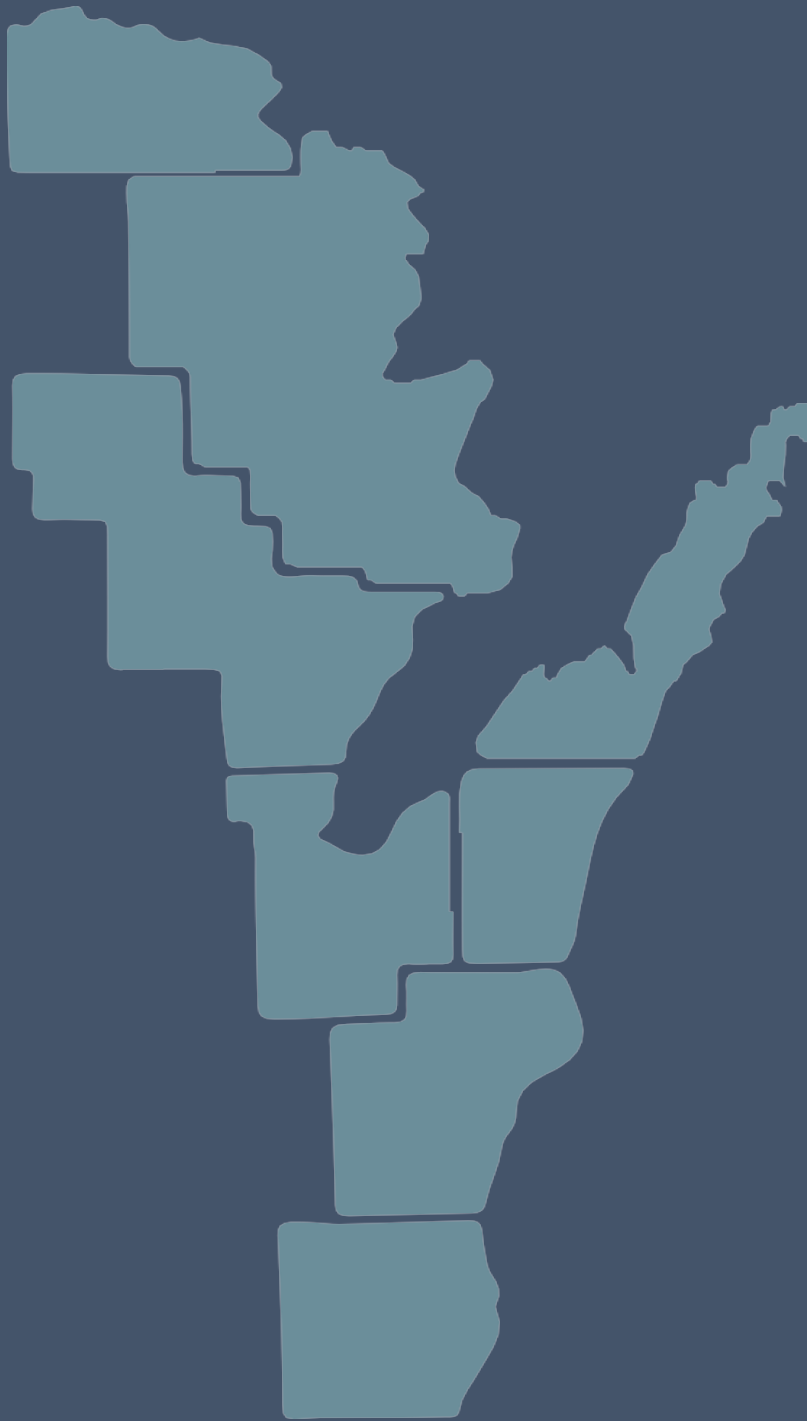
- Task 0 includes ongoing collaboration throughout plan development in addition to a kick-off meeting with the city and the initial kick-off meeting with the steering committee. The project schedule and scope of work may be refined during the initial kick-off meeting with the city depending on the city’s needs.
- Task 1 includes extensive data collection and analysis, existing plan review, and site visits to the city.
- Task 2 includes the development of a housing needs assessment and gap analysis that will include additional analysis of data, input from stakeholders and the public, the development of an affordability and special population analysis, and a steering committee meeting. This task will result in recommendations of the type and number of housing units needed to meet current and future demand.
- Task 3 will include a review of the city’s current zoning and land use regulations, housing development cost analysis, and extensive GIS efforts to identify areas suitable for housing development.
- Task 4 will involve case study research and result in recommendations of strategies that the city can implement to address potential housing shortfalls and needs.
- Task 5 is the delivery of the final planning document as well as the adoption of the plan.



COST PROPOSAL

The cost proposal includes all actions detailed in the project scope including an initial kickoff meeting and ongoing coordination with the city; up to five (5) steering committee meetings; public input and stakeholder interviews; two (2) site visits; and professional printing of five (5) completed documents. The cost proposal factors in travel costs for site visits and in-person meetings; printing costs; and salary/indirect costs for employee time.

2024 Comprehensive Housing Study and Action Plan Proposed Budget	
Task 0: Project Management and Kickoff	\$6,241.09
Task 1: Existing Conditions	\$15,516.57
Task 2: Housing Needs Assessment and Gap Analysis	\$13,862.34
Task 3: Development Considerations	\$14,251.27
Task 4: Implementation and Action Plan	\$11,561.54
Task 5: Plan Review and Adoption	\$4,450.70
TOTAL (TENTATIVE)	\$65,883.51



Bay-Lake Regional Planning Commission

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