

Northland Assessment

a proposal for
City of Ashland, Wisconsin



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WHAT COULD NORTHLAND BE IN THE FUTURE?

Northland College has long been an important economic engine for the City of Ashland, which it could continue to be in the future, with a different set of uses. There are many turnkey spaces that would work immediately for office, maker, food hall, YMCA, smaller education uses, such as a craft college or micro-college, as well as hospitality and residential opportunities. The public sector stakeholders in the region and state have an opportunity to consider acquiring and/or partnering on the acquisition of the college to create a model for rural economic development in the State of Wisconsin.

BEAUTIFUL TURNKEY SPACES



NORTHLAND SCOPE OF WORK

Scope Overview

This scope is designed to develop a quick first pass assessment to determine initial feasibility to acquire and adaptively reuse the campus in a way that provides economic opportunities and amenity experiences for the greater Ashland community. This work would be done in collaboration with the City of Ashland, local/Northland stakeholders, and local/regional governing entities. It would involve four steps.

Step 1. Fact-finding. Gather information on the campus in terms of site plans and building plans. Liaise with the office of Representative Stroud regarding financing opportunities. Determine rough master leasing/revenue streams from various building reuse ideas. Quantify/estimate basic financial constraints, to the extent possible within a tight timeline: operating expenses, deferred maintenance, vacancy factors, local real estate market conditions, and capitalization rates in the area.

Step 2. Sample Scenario Development. Using data gathered in step 1, develop a preliminary rapid re-use plan for the campus, including structures, housing, parking lots, etc.

Step 3. *Finances.* Assign rough numbers to the scenario developed in Part 2, specifically looking at creating a proforma that will consider the three phases of successful development: 1) can you finance it in some way? 2) can you generate enough revenue to move to permanent financing if you acquire it with patient capital or short-term funds? 3) Does the project cash flow when you are done?

Step 4. *Findings Meeting.* Consultant will attend a findings meeting with whomever the City of Ashland would like to convene for an in-person review of the findings and Q&A.

Deliverables: Feasibility memo with adaptive reuse schematic and accompanying financial proformas. In-person Q&A at the end to review deliverables.

Scope Timeline

It is envisioned that this work will begin in mid- to late-September and finish by late October/early November, on timelines mutually acceptable between City and Consultant. There may be delays in deliverables if information on the existing structures is not sufficiently detailed or available and must be estimated/constructed from scratch.

Scope Fee Schedule

Civilis Consultants will complete this work for an amount Not to Exceed (NTE) \$7,500. Any additional work will be agreed to in writing by both parties, and compensation for that work will be agreed to at that time, or will be billed at Michele Reeves rate of \$250/hour. Consultant will bill in a single payment at the end of the project, unless it is unduly delayed.



Education

Bachelor of Science, Aerospace Engineering, University of Texas at Austin

Select Speaking and Panel Engagements

MN State Main Street, *Keynote Presentation: Science of Retail*. 2025.

APA Regional Panel on CA Housing: *Do the Right Thing: It Takes a Ville-Age to Build One*. 2024.

Iowa Tourism Conference, *Keynote Presentation: Branding, Marketing, and Story for Places*, Quad Cities, IA 2016.

Sacramento's State of the County Event, *Keynote Presentation: Small Business, Big Corridor*, Sacramento, CA 2015.

Railvolution, Panel: *Managing Parking to Promote Livability, Conflict or Balance?* Los Angeles, CA 2012 and Seattle, WA 2013.

Panelist for the NEA's Mayors' Institute on City Design. Portland, OR 2009.

International Downtown Association Conference: *Everything You Need to Know about Retail*. Anchorage, AK 2007.

Public Service

Past Member Portland Mayor's Council of Economic Advisors

Past Member Prosper Portland Neighborhood Economic Development Leadership Group

Past Chair of the Metro Brownfields Task Force

Michele Reeves

Principal



Michele E. Reeves is an urban strategist with over two decades of experience revitalizing mixed-use districts, placemaking, retail leasing, development consulting, and creating land use policy to incentivize what cities want to see built.

She founded Civilis Consultants in 2010 to help cities improve neighborhoods through the renewal of commercial districts. She does this by teaching the building blocks of economically successful places, one policy, one owner, one business, and one building at a time, if need be. She works closely with property owners of all sizes to reimagine their holdings to increase sales per square foot, boost overall brand identity, and improve rentability. Her specialties include mid-century corridor redevelopment, site intensification, adaptive reuse of existing structures, creating phased development plans, and completing initial development pro formas.

Michele's real estate knowledge was assembled over twenty years owning Civilis Consultants and a boutique commercial real estate practice specializing in urban development in Portland, Oregon. She also had real estate oversight during her stint as Director of Business Development, Asia for Chromalloy, a multi-national aerospace corporation.

Her experience in Portland included marketing unknown or undesirable districts, acquisition planning for private sector investors, and all phases of redevelopment work. When she was based in Taipei, Taiwan, she worked on site selection for manufacturing plants, developed business plans for joint ventures, and conducted facilities engineering projects.

Project Highlights:

➤ **Historic N Mississippi Ave Revival.** Through a mix of development consulting, marketing, branding, and tenant mixing, helped transform an industrial district with a robust illegal drug trade to one of the most successful commercial districts in Portland, Oregon.

➤ **Downtown Beaverton Revitalization.** *"Thank you Michele! It was a wonderful afternoon on Monday! You bring a really exciting presence and can speak "English" to property owners in a way that they seem to eat up. Thank you for helping make Beaverton even better!"*

—Megan Braunsten, Development Project Manager, City of Beaverton, OR



Firm Profile

Wichita, Kansas



10Y in Portland, Oregon



Galt Market Planning



Ojai, California



Civilis Consultants is a boutique consulting practice that takes a holistic approach to improving places by leveraging their existing strengths and authentic identities. The cornerstone of our approach is to always work from the perspective of what makes economically successful and vital places. We collaborate closely with stakeholders in the community who control businesses, buildings, and policy because they are the gateway to improving financial and emotional metrics. Our firm offers everything from unique outreach and technical assistance programs for developers and retailers, to district identity and branding assessments, to public sector toolkits to help cities achieve their land use goals.

A successful downtown, neighborhood, or commercial district is a complex ecosystem involving infrastructure, policy, public spaces, buildings, people, cars, and brand. Because we understand this entire ecosystem, we are able to facilitate economic improvement through a range of property investments in new construction and adaptive reuse, always focusing first on the areas with the most economic potential for success.

Our goal is to arm the public and private sector with tools they can use immediately to begin realizing their own unique vision.

Select Projects:

- **10Y Parking Garage.** Gorgeous renovation of the ground floor of a block-sized parking garage. Developed into a retail ecosystem that provides access to opportunity for small businesses shut out of downtown, while meeting city goals for downtown experience. Portland, Oregon.
- **Property Owner and Business Disaster Resiliency.** Completed plan to kick off business resiliency efforts in Ventura County for a regional economic development agency as they sought to assist property and business owners facing disruption from natural disasters (fires). Ojai and Meiners Oaks, California.
- **Mall 205 Reinvention.** Assisted owners of a freeway-adjacent regional mall to develop a new approach to mall ownership, including tenanting, financial analysis, identification of NGO/public sector partners, and development of marketing pieces for the new approach. Portland, Oregon
- **Wichita Development Assistance.** Worked with local developer who had acquired a critical 10 acres in between downtown and old town. Included review of circulation, use of historic structures, new construction approaches, and building long-term value. Wichita, Kansas
- **Galt Market Assessment.** Created a reinvention assessment for one of the oldest outdoor Latino markets in California. Included new market layouts, sales improvement initiatives, and better integration with the historic downtown. Galt, California