



Redevelopment of the Meridian Corridor

Recommendations by the CRE® Consulting Corps

Huntsville, AL

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Executive Summary

The Consulting Corps of the Counselors of Real Estate was engaged by the City of Huntsville, Alabama, and the Huntsville Area Association of REALTORS® to provide professional advice for the redevelopment and improvement of the Meridian Corridor, an approximately four-mile area along Meridian Street north of downtown Huntsville.

The team conducted a thorough analysis of applicable plans and studies relative to the area; reviewed demographic, market, and employment data; and assessed market conditions for housing and other property types in the area. The team convened in Huntsville in November, 2022, to conduct an inspection of the focus area and meet with key stakeholders. They reviewed the legal constraints, infrastructure capacity/opportunities, and existing plans applicable to the Corridor, including zoning, height and density requirements, and other limits.

The Meridian Corridor is essentially characterized by three neighborhoods, each with its own unique opportunities and challenges:

- **Downtown North**—the area from Pratt to Oakwood. The area seems to be naturally developing but development could be accelerated and improved.
- **Education Corridor**—the area from Oakwood to just north of Alabama A&M University. This area needs more quality housing and service businesses.
- **North Meridian Corridor**—the area from Alabama A&M to Opal Drive. This area should develop naturally with the growth of the Downtown North and the Education Corridor supported by appropriate planning and zoning from the city.

The Meridian Corridor is an important yet historically underappreciated asset of the City of Huntsville. A thoughtful, collaborative, cooperative, equitable and well executed development process and plan could make it one of the most desirable areas in Huntsville. The goal is to balance the challenges and opportunities and create an infrastructure that will support growth, vitality, and services that benefit the existing residents, institutions, and businesses, as well as provide incentives to attract new businesses, residents and visitors. The following are the team’s recommendations for the Meridian Corridor:

1. Create, Organize, and Fund a Community Redevelopment Authority;
2. Identify and Fund a Project Leader and Team;
3. Appoint a Strategic Integrator;
4. Develop a 10-Year Vision, a 5-Year Plan, and a 1-Year Plan and Goals;
5. Develop Gateway, Placemaking, and Place Branding Strategies;
6. Address Infrastructure, Transportation, Mobility, and Public Safety Issues;
7. Utilize Opportunities Provided by the Education Corridor;
8. Develop Neighborhood Business and Entrepreneurial Support;
9. Create a One Stop Shop for Residents;

10. Establish S.M.A.R.T. Goal Metrics and Measurements; and
11. Encourage Public/Private Partnerships for Real Estate Development and Identify Incentives.

The CRE Consulting Corps Team believes that a bright future is achievable for Meridian Corridor in terms of both economic development and community development. The City and HAAR, working with stakeholders and public and private resources, can create placemaking solutions to benefit the entire community—those who live and work in the Corridor now and those who are to come. The team envisions a new vibrancy that draws people and investment to the Corridor.

Key to a successful outcome is the creation of a Community Redevelopment Authority (CRA) which represents a broad cross section of stakeholders. Effective leadership of the CRA is **essential** to timely decisions and optimal results.

Background

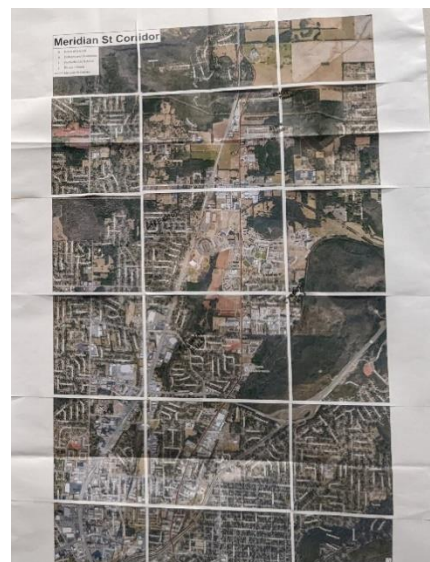
The Consulting Corps of the Counselors of Real Estate was engaged by the City of Huntsville, Alabama, and the Huntsville Area Association of REALTORS® (HAAR) to provide professional advice for the redevelopment and betterment of the Meridian Corridor, an approximately four-mile area along Meridian Street north of Downtown Huntsville. The Corridor is characterized by older and misplaced industrial properties and aging residential properties. The area is a food and retail desert with traffic and safety issues and a substandard streetscape. There is a complete lack of hotels in the Corridor.

This engagement provided the CRE Consulting Corps a challenging opportunity to encourage economic development balanced with community development, including addressing needed housing options.

Located in northern Alabama, the City of Huntsville, according to the 2020 Census, has grown to approximately 215,000 and is now ranked as Alabama’s largest city. The Meridian Corridor is an important connection between the downtown and multiple educational institutions but has struggled with blight for more than 40 years. Older industrial uses have become inconsistent with adjacent residential and educational development and have discouraged redevelopment of and reinvestment in potentially catalytic parcels.

However, trends toward re-urbanization, underscored by the corridor’s direct connection to downtown, have opened a window of opportunity to implement “smart growth”

principles and support a new wave of sustainable and contextual development. The corridor is anchored by Downtown Huntsville, the seat of Madison County and major employment and activity center for the region at one end, and Alabama A&M University, an HBCU and significant stakeholder, at the other, with a variety of uses in between. Closer to downtown is a historic mill which is being repurposed into a mixed-use facility, a non-profit that is implementing and supporting quality housing for low-income residents within the district, and a large strip center that is well past its expected lifespan. Moving north along the corridor are several older light-industrial sites as well as a Habitat for Humanity subdivision. There is also a public high school that offers both arts and technology magnet programs and is ranked as one of the best high schools in the state. Approaching the north end of the corridor is a Title I public elementary school, Drake State—a high-performing technical college, and a mix of older neighborhoods and multi-family developments.



Map of the Meridian Corridor

Stakeholders include: The City of Huntsville; the Huntsville Housing Authority, the Huntsville Area Association of REALTORS®, Alabama A&M University, Drake State Technical College, Huntsville City Schools, Lincoln Mill, Lincoln Village Ministries, local faith-based organizations, Habitat for Humanity, Downtown Huntsville Inc., the North Huntsville Business Association, and area residents and employees. All stakeholders warrant direct participation in a corridor planning process.



HAAR® President Isaac Winkles examines the Meridian Corridor map during a stakeholder interview.

The Huntsville Area Association of REALTORS® and City of Huntsville requested a corridor study to understand the opportunities that are economically viable for the corridor as well as appropriate redevelopment strategies given current and anticipated conditions, taking into account considerations of equity and sustainable growth. Through its Transforming Neighborhoods Program, the National Association of REALTORS® issued a call for applications. Following a competitive process, the Huntsville proposal was selected to receive strategic real estate problem solving from The Counselors of Real Estate Consulting Corps.

Process

The CRE Consulting Corps team conducted a thorough analysis of applicable plans and studies

relative to the area; reviewed demographic, market, and employment data; and assessed market conditions for housing and other property types. After holding weekly meetings via Zoom, the team convened in Huntsville to conduct an inspection of the focus area and meet with key stakeholders. The team engaged, either in-person or via phone, with members of the Huntsville Area Association of REALTORS® staff and leaders, government officials, community groups, local developers, and area business and education representatives. They reviewed legal constraints, infrastructure capacity/opportunities, and existing plans applicable to the corridor including zoning, height and density requirements and other limits. The team formulated their recommendations and presented those recommendation to members of the Huntsville community.



Alabama House Minority Leader Anthony Daniels meets with the Consulting Corps team.

Project Mission

- 1) Develop criteria to review, evaluate, and prioritize promising opportunities and eliminate impractical options.
- 2) Provide recommendations for development of promising opportunities and key sites.
- 3) Recommend short-term and long-term action plans to implement the recommendations:
 - a) To include identifying priority incentives, investments, and financial programs that encourage development.
 - b) To include economic development that benefits those currently living and working in the community as well as the broader Huntsville community.

Note: HAAR and the City of Huntsville acknowledged that the Meridian Corridor lagged in the ascension of the Huntsville economy. There are a variety of reasons for this problem – historical, social, and market forces. The CRE Consulting Corps team focused on providing advice that could identify and unlock the potential for redevelopment and revitalization of the Meridian Corridor.

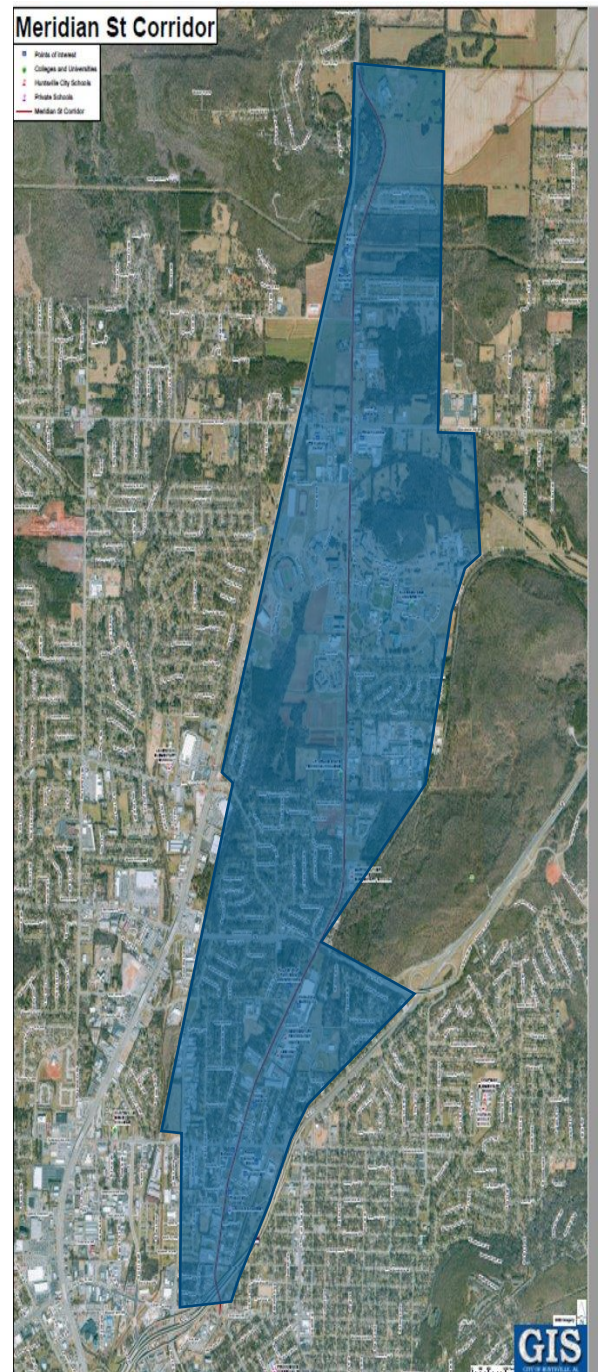
The Meridian Street Corridor (MeCo)

One of the first tasks facing the Consulting Corps team was to understand the area of the Meridian Street Corridor (MeCo). After driving the corridor several times and understanding the natural boundaries the team determined MeCo to be approximately 3,500 acres of land, anchored by the northern edge of current downtown Huntsville at Pratt Avenue on the south and 4.7 miles to Opal Drive on the north. The western boundary is Memorial Parkway and Washington Street, and the eastern boundary is Interstate 565, the western edge of Chapman Mountain, and roughly Higdon Road. The entire area is depicted in the sketch shown.

MeCo is essentially characterized by three neighborhoods:

- **Downtown North**—the area from Pratt to Oakwood. This area is adjacent to downtown Huntsville and is experiencing the redevelopment and reuse of older dysfunctional flex buildings, old cotton mills, warehouses, and office buildings. The area seems to be developing naturally, but development could be accelerated and improved with assistance from the City of Huntsville.
- **Education Corridor**—the area from Oakwood to just north of Alabama A&M University. This area is comprised of an elementary school, a high school, a magnet high school, a private school, a community college in Drake State, and

the prominent HBCU Alabama A&M University. This area needs more quality housing and service businesses to support the culture of education within the City.



Map of the Meridian Corridor

- **North MeCo**—the area from Alabama A&M to Opal Drive. This area is characterized by businesses located on Winchester Road, farmland, and the two residential single family home communities of Alderbrook and Valleybrook. These communities are both relatively new and contain a significant concentration of workforce housing within the City. This area should develop and grow naturally with the growth of Downtown North and the Education Corridor of MeCo. As MeCo improves, this part of MeCo can grow with appropriate planning and zoning from the City for those who do not need to be specifically located closer to downtown Huntsville.

General Property Strategies

As the very first step, the consulting team encourages development of a strategic plan that includes creation of a Community Redevelopment Authority with staff and personnel solely focused on what specifically can be done to improve MeCo economically, culturally, and safely.

Key tactical strategies in improving MeCo are to:

- Develop planning and zoning in the neighborhoods and streets that facilitates safe automobile traffic, creates walkable areas and intersections, and provides safe public transportation to encourage growth and safe movement within the neighborhoods.
- Create opportunities for development in key sites that can be catalytic for future development within MeCo. Some of the

catalytic sites identified here have the potential for creative placemaking.

Investment, Planning and Zoning.

The 3,500 acres of MeCo include single family homes, multi-family residential buildings, offices, flexible buildings, warehouses, retail facilities, collector streets and alleys, a primary boulevard, schools, places of worship, and recreational facilities. It was not the task of the consulting team to identify all the various planning and zoning techniques needed to encourage the safe development of MeCo.

Interviews with stakeholders clearly and consistently articulated the need for better transportation, safety for those who live, work, and play in the neighborhoods, healthier food choices, more health care options, attractive and aesthetically pleasing streetscapes, early childhood educational opportunities, affordable places to live, and consistent policing and code enforcement. The City of Huntsville leadership and staff are clearly aware of these needs and understand how good planning and zoning methods can be utilized to improve neighborhood real estate and encourage development of these amenities.

Real estate planning and zoning cannot do it all, however. The MeCo Community Redevelopment Authority would be charged to obtain public investment that encourages social programs necessary to make living and working in MeCo feasible and enjoyable. Public investment in proper street lighting, removal of unnecessary barbed wire, and recreational activities for all ages create circumstances where private individuals and organizations are confident their investment

is protected within a safe neighborhood. Code and law enforcement need to be consistently applied not only to enhance safety but also to address the perception of crime.

Creative Placemaking. A distinctive place is culturally rich, engaging, and economically thriving—and attracts people. In other locations, creative placemaking, leveraging art, history, culture, and great design, and intentional strategy have proven to be a successful development strategy for many solutions in the built environment, including health, housing, transportation, and resilience. Similarly, this strategy can have a positive impact on the MeCo as follows:

- Creative placemaking provides triple-bottom-line benefits—financial, social, and environmental—for all stakeholders.
- Developers and their partners report higher market values, lower turnover rates, faster approval cycles and lease-ups, greater community buy-in, and better branding and market recognition.
- City governments see gains in job growth, improved public safety, and increased tax revenues that pay for more resident services.
- Communities benefit from increased social cohesion, improved health and economic outcomes, and the creative energy and aesthetics of vibrant new places that are enhanced with arts and culture.

Catalytic Sites. Several sites were identified as having the potential to be redeveloped and become catalysts for reshaping MeCo and creating the unique and quality places that will continue to drive development. Additional time and research need to be spent analyzing each of these sites to test their potential impact on the neighborhood. While their efforts only scratch the surface, the team believes there are some ideas that can be acted upon quickly. Beginning with the south and moving northward, the following sites are worth considering:

Downtown North “DoNo”

The “Low Line.” The area under Highway 565 is dark and depressing. Additional and creative lighting along with distinctive artwork could make this specific area a true “Gateway” to MeCo. One strategy would be for the CRA to solicit art students from one or more of the schools in MeCo to create art that is culturally and historically significant with the underlying goal of creating an engaging and encouraging place to enter.



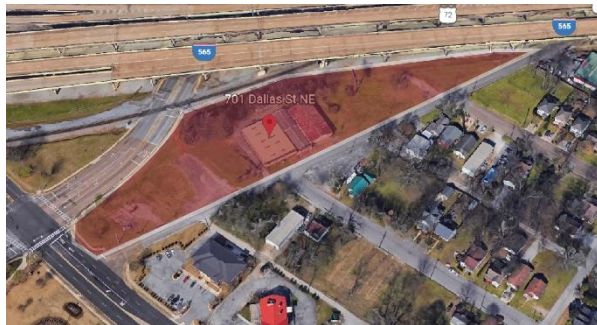
Underpass beneath Highway 565 could become an activated space through art or placemaking.

Gateway Site: Pratt and Meridian.

The City owns approximately two acres on the southeast corner of Pratt and Meridian. While this site is unusually shaped and represents some

challenges to the development community, it has the potential to be an ideal location for a small boutique hotel that would cater to guests spending time in downtown Huntsville, MeCo, or the Five Points area. Some strategies the City could implement to encourage such development might include:

- Issue an RFP offering a ground lease to a private developer at a low cost but with a provision that if the development exceeds expectations, the City could participate in the revenue.
- Provide flexible terms for access to the site and setback requirements.
- Help with infrastructure costs such as roadway access, utility connection, and stormwater drainage.



Gateway Site: Pratt and Meridian

Multi-Purpose Fitness Facility.

Intrinsic to creating a desirable area to live and work is to provide recreation opportunities within the neighborhood year-round. If the City built a facility/complex north of Interstate 565, west of Meridian, and east of Washington, and offered it at a low-cost sale or ground lease, the consulting team believes that it would be well received by the residents and students within MeCo. The

low-cost site could be offered by the City in exchange for low-cost memberships or scholarships to those residing in or attending school in the MeCo area.

GATEWAY SITE Example: ST. JAMES INDOOR MULTI-PURPOSE FITNESS FACILITY



- Field House
- Squash & Golf
- Hockey
- Baseball
- Dance
- Gymnastics
- Water Sports
- Basketball
- Climbing & Conditioning
- Lacrosse
- Volleyball
- Sports Camps
- VR Games
- Parties
- Entertainment
- Food & Beverage

As an example of the type of facility/complex that could be offered, the City could consider how a concept like the St. James in Springfield and Reston, Virginia, and Bethesda, Maryland, could provide recreational exercise and training year-round for MeCo, downtown, and the Five Points neighborhood residents.

More information about the St. James Fitness Center is included in the Appendix.



Indoor youth activities and gym space are among the potential offerings at a Multi-Purpose Fitness Facility.

Roses Shopping Center.

The shopping center is a catalytic site offering the most opportunities and when redeveloped will impact the entire MeCo area. Roses Discount Store is the anchor tenant in the 8.5-acre Oakwood Village Shopping Center located on the southeast corner of Meridian and Oakwood Avenue. The site is privately owned by the Frederick Lanier family,

which has expressed an interest in selling the property. Currently, Roses has an advantageous lease that will keep them in place for a few years. While the development community is waiting for the lease to expire, now is the time for the MeCo CRA with the City of Huntsville to think about what the ideal development might look like at this location.



Aerial of the Roses Shopping Center site.

Addressing the quality of retail, potential health care facilities, and food and beverage options will clearly make sense at this location because of its location and accessibility. Residential options could also make sense here. So, a potential zoning overlay at the entire intersection that offers incentives such as additional density in exchange for uses that will enhance the community might be appropriate. Similar incentives could be placed at all corners of the interchange to help “create a place” that improves the community. Some potential improvements to consider include better street lighting, transit stops, and other infrastructure investments by the City.

Education Corridor (Oakwood to Alabama A&M University)

APEX Property. Located at 2308 Meridian Street is an approximate 10-acre site containing

warehouses built in the 1960s. This site is also referred to as Meridian Warehouses. The site is notable because of its southern adjacency to Lee High School and because it is owned by real estate developers who would consider redevelopment or sale once the value of the property approaches feasibility for such activity.

Like many sites in this portion of MeCo, the facilities are somewhat obsolete and dysfunctional but serve a purpose as inexpensive locations to house businesses that are ambivalent to their location. In other words, many of these privately owned sites would be redeveloped if they were zoned properly and the demand for specific uses increased. This scenario is created when sites are up-zoned and catalytic development in the neighborhood creates a trend for other, more current uses such as residential and commercial.



Aerial of Apex Site at 2308 Meridian St. North.

Coca-Cola Distribution Facility.

North of Lee High School, separated only by Quietdale Drive NE, is a 22-acre site currently owned by Big Springs Inc. and utilized by the Chambers Bottling Company, LLC (aka Coca-Cola Bottling Company). The site and facilities are currently utilized for bottling and distribution

under a manufacturing zoning. The City might consider up-zoning the parcel and the area in general to more of a mixed-use or commercial and residential zoning to encourage redevelopment in this area of the corridor. Significant educational facilities are within walking distance and a need for market rate as well as workforce residential is evident.



Aerial of Coca Cola Site.

Within a few hundred meters of this site are many residential lots. Increasing the density through up-zoning would increase the value for some of these lots and create a long-term environment for growth. Immediately across Meridian from the Bottling Company is a state-owned Veterans Home known as the Floyd E. "Tut" Fann Home that is an attractive use in the area. North of the Veterans Home is 2709 Meridian, a mansion known as the Robinson-Dilworth House or the Oaklawn House with ties back to the Civil War and listed on the National Register of Historic Places. Clearly, preservation is the highest priority for historical homes such as this. However, with some thought, there may be creative ways to integrate this home within the community.



Oaklawn, or Robinson-Dilworth House, built c. 1830-1840.



Floyd E. "Tut" Fann State Veterans Home.



Site Used for Storage Facilities.

School Board Parcel. Immediately north of Martin Luther King Junior Elementary School is a vacant four-acre site zoned Commercial, available for sale, that could be developed. To the east and north of that site is additional agricultural and wooded area of 27 acres that combined with the adjacent 4 acres creates a 31-

acre site owned entirely by the Huntsville City Board of Education. Unfortunately, the consulting team was unable to do any due diligence on the site to determine potential constraints for development but encourages the CRA to study this site. The railroad borders the eastern edge at the base of Chapman Mountain. The north adjacency is an industrial area that is functional but not particularly aesthetic. The Olympia Gardens Apartments are adjacent on the western edge toward Meridian. The southern site abuts the elementary school grounds.

There is no question this site could have a significant impact on the community. Residential on the eastern large portion of the site seems logical, particularly for families that have elementary school age children. This site could support a range of housing options. A portion of the site could be donated to the Lincoln Village Ministry, an organization clearly doing groundbreaking work in the community. Market rate housing seems a logical option as well, to help create the ascension of home ownership in the community. Infrastructure improvements would obviously be needed for streets and utilities, but the site could have a tremendous impact on the quality of residential stock, access to health care, and early childhood education in MeCo.



31-Acre Site can be assembled adjacent to MLK School.



Example of workforce housing that could be appropriate in this neighborhood.



Workforce housing example.

Drake State Community & Technical College.

The State of Alabama owns large tracts of land north of the State Road 72 intersection that includes the campus of Drake State. As a rule, the campus is underutilized and could be enhanced to improve the college and community. One of the first orders of business of the CRA should be to catalogue the land and any underutilized buildings to determine if, and how, Public Private Partnerships (PPPs) can be utilized to develop meaningful sites and buildings. Enhancing early childhood learning opportunities and/or health care facilities are logical uses here.

Warehouse/Industrial Park. On the east side of Meridian is an area utilized for manufacturing and industrial uses. Up-zoning this specific park to a lighter industrial or service

use with proper setbacks, infrastructure in roadways, parking requirements and lighting could enhance this area and make it more desirable for service industries that need to access this part of Huntsville. Elevating the quality of the park would naturally create development opportunities and gradually increase the value of the land. Ultimately, uses such as the North Side Auto Salvage (15 acres) could sell and create more opportunities within this industrial park environment.

Alabama A&M University. The same strategy with Drake State should be utilized with Alabama A&M. There are large and significant tracts of land owned or controlled by the State of Alabama, the University, and the Alabama A&M University Foundation. Meeting with executive staff at the University was very productive for the team, and it was clear the University wants to engage with the community. Once again, the CRA needs to reach out and actively engage the University to further discuss how the entities can help each other. Specifically, PPPs could be utilized to develop hospitality, student housing, staff housing, retail, and health care assets that benefit both the University and the City. If the City provided roadway access from Memorial Parkway to the campus, it would create an immediate opportunity for hotel/hospitality assets near the Event Center and Stadium.



Alabama A&M's new event center.

North MeCo (Winchester to Opal Drive)

This portion of the MeCo Corridor is wide open for planning and development. Clearly there are anchor businesses located on Winchester that have good access around the north side of the City and Madison County. The residential developments of Alderbrook and Valleybrook represent quality workforce housing. Creating niches of future residential stock of several market types and price points will be important for the future of the City.

Action Steps

The Meridian Corridor (MeCo) is an important yet historically underappreciated asset of the City of Huntsville. MeCo begins at an imposing underpass abutting downtown Huntsville and continues to Opal, north of the campus of the Alabama A&M University, a renowned historically black university. As previously described, Meridian's 4-mile stretch possesses sub-parts with distinct characteristics that should be acknowledged and considered as strategic assets in any plan for the corridor. Overall, MeCo's unique value proposition as a desirable place for people to live, work, and play lies in its physical location, the concentration of educational institutions, and its enormous inventory of under- and unused land and buildings. A thoughtful, collaborative, cooperative, equitable and well executed development process and plan could make it one of the most desirable areas in the City of Huntsville. Adding value to the community without the negative effect of perceived and/or real gentrification is the challenge. At the same time, there will be numerous opportunities to maximize long term benefits to the city and its citizens. The goal is to balance the challenges and opportunities and create an infrastructure that will support growth, vitality, and services to benefit the existing residents, institutions, and businesses, as well as provide incentives to attract new businesses, residents and visitors.

The following are our recommendations for the Meridian Corridor.

- 1) Create, Organize and Fund a Community Redevelopment Authority**

Every successful revitalization or reimagining project needs a "Champion" -- an entity committed to seeing the project through with stakeholders that understand the goals and complexity of the project and are willing to seek, assist with, and provide solutions. Community Redevelopment Authorities are used by communities as economic drivers and catalysts for development. The MeCo CRA should serve as a one stop shop to drive a master planning and implementation process in conjunction with local authorities as a non-profit agency specific to Meridian Corridor. MeCo CRA can advance the local economy and spur economic development by working with stakeholders to improve the physical conditions along the corridor, create jobs, enhance education, attract new small business investment, increase housing development and improvement, and provide tools for the expansion of emerging businesses.

The CRA board of directors should consist of a select group of residents and representatives of key institutions and businesses located in the area. Members are recommended to be appointed by the Mayor and City Council. Alabama A&M and Drake State Community College should each have a representative on the board, as well as a business, non-profit and resident representatives. The CRA will set the vision for MeCo. If the entity formed is a 501c4, then formation of a 501c3 is also recommended to receive private donations to support the expected portfolio and operations. When the Authority has been organized, an official launch should be planned with materials ready to inform the community.

2) Identify and Fund a Project Leader and Team

Nothing will happen without dedicated personnel to develop, coordinate, and execute strategies and plans. The City should identify, at minimum, a coordinator of the Meridian project to be loaned to the CRA until staffing can be funded. The staff will be responsible for developing the strategies for investment, infrastructure, placemaking, land acquisition and/or land swap, retail recruitment and business attraction and relocation and community engagement under the CRA.

3) Appoint a Strategic Integrator

Strategic Integrators are professionals specifically brought into projects and organizations to ensure maximum efficiency by facilitating the leadership team. The role includes leading efforts to effectively define the project, formulate the vision, create an initial budget, identify and organize the players, develop a strategy for execution, and craft a schedule. The Strategic Integrator keeps things on track by monitoring the execution of the strategy to ensure the integrity of the scope, schedule, and ultimately the budget. The right professional strategic integrator will pay for him- or herself multiple times over through their knowledge and proven records saving money and producing results. The phrase “It’s hard to read the label when you’re inside the bag” describes why MeCo’s future will be greatly enhanced with an Integrator on the team.

4) Develop a 10-Year Vision, a 5-Year Plan and a 1-Year Plan and Goals¹

The visioning process should be focused on what Meridian would look like as a vibrant corridor at the end of the Ten-Year period. By beginning with the end in mind, this aspirational vision will provide the ultimate “why” this effort is being undertaken in the first place.

The process should occur through the Authority as a collaborative community effort led by the professional integrator seeking ideas and buy-in. By convening and organizing stakeholder constituencies, community development goals can be identified and prioritized. This is also the time to educate all stakeholders about the process, create rules of engagement, and fully identify real estate and community assets for future land use planning. Opportunities for real estate public private partnerships should be identified and encouraged. This process will ultimately have interim steps, including a more detailed 5-year plan to reach the vision and a 1-year plan with specific goals and objectives to be achieved over a 12–18-month period.

5) Develop Gateway, Placemaking, and Place Branding Strategies

MeCo access points – from north and south - should be viewed as Gateways to a very special and unique part of Huntsville. In addition to marking the gateways, within the corridor, there are several distinct nodes which can be demarcated through visual transitions

¹ For more information about the Entrepreneurial Operating System, see Wickman, G. (2012) *Traction: Get a Grip on Your Business*. BenBella Books.

highlighting the character of the segment. From the south, the first section is “Downtown North.” Beginning at the crossroad of Downtown Huntsville and the underpass of the I-565 viaduct, this section extends to Oakwood. The underpass access from downtown is one key gateway, which could be enhanced through installation of art along the underpass. For instance, a contest could be held engaging local students and artists in a “Low Line Art Contest.”



San Antonio, Texas, has created an outdoor art gallery.

Next is the segment from Oakwood to Lee Highway and Lee Highway to Winchester just north of Alabama A&M. This area north of Oakwood hosts the educational offerings and should recognize and celebrate the educational institutions’ presence. Again, the transitions should be marked visually, and this section showcased as the Education Corridor. Drake State’s past strategic plan outlining an Education Corridor can help guide this.

The Meridian Corridor ends at Opal a short distance beyond the main campus of Alabama A&M. This area, North MeCo, provides residential offerings, as described above. The Meridian Corridor is ripe for transformation. Each section should be more closely studied to assess the feasibility of delineating smaller sections,

showcasing their characteristics to establish unique identities along the route.



New York City Lowline project conceptualizing an underground park to repurpose an abandoned station.

Placemaking can completely change the perception of a place or area. It is the ultimate in community engagement because it is a process that results in vigorous, vibrant, and desirable spaces through shared experiences. Arts, culture, and events drive the kind of experiences that support placemaking and ultimately unique brands. Understanding the different demographic and stakeholder groups and how each views the place is the secret to placemaking. Successful placemaking is key to successful branding of a physical space.

The team recommends Placemaking and Place Branding Strategies that recognize the role and differences in these terms. Identifying, enhancing, and promoting the uniqueness of a place is critical before branding and marketing it. As part of the strategic plan, disadvantages and weaknesses must be acknowledged, recognized, and addressed before a plan can be branded successfully. Addressing those issues so that MeCo can become a great place for current and future residents is the goal. One approach to support placemaking and branding is building

community awareness and participation. The engagement of local artists and students, charged to create ideas about how these Gateways can be reimagined, will make a statement of vibrancy and progress. As previously discussed, art can enliven the underpass marking the gateway from downtown to MeCo. Events for economic, cultural, and social networking also are important brand tools. A planned holistic and deliberate placemaking and branding approach can mobilize stakeholders, create community cohesion and pride, and increase visitation.

6) Analyze Infrastructure, Transportation, Mobility, and Public Safety Issues

A comprehensive study should be undertaken to assess and address the physical infrastructure of Meridian Street and how it is supporting or impairing quality of life on the Meridian Corridor. This study should be one of the first near term actions.

With two K-12 schools, a College, and a University in the area, along with several employers and businesses of various types, there is a clear need for infrastructure enhancements. Current concerns fall within the categories of public and private infrastructure, mobility, and public safety. Infrastructure issues such as inconsistent and inadequate public lighting for pedestrians and vehicles affect public safety. The lack of pedestrian lighting is a particular safety issue for children traveling to and from school and other places. As housing and retail development increases, lighting will be a key factor for development location.

Getting more “eyes on the street” will help increase safety and security. There are multiple fences on MeCo, which make the area feel less secure. The infrastructure plan should examine fencing and seek recommendations for securing areas without suggesting a sense of fear or indicating passers-by are unwelcome. Attractive and functional streetscape enhancements including landscaping, sidewalks and intersection planning will improve the environment, enhance aesthetics, and foster safety.

Another public safety concern relates to automobile accidents, vehicular traffic, and pedestrian safety, especially children walking to and from school. An assessment of safety vehicular and non-vehicular vulnerabilities and how to address them with the community in a proactive way is recommended. The frequency of heavy trucks and vehicular movement from current businesses should be reviewed in its current configuration and alternative patterns addressed in projection with the 5- to 10-year plan.



Whether people are driving, walking, crossing the street, or riding the bus, Meridian presents challenges. Currently bus service is limited, requiring a car to get around for most people. The transportation and infrastructure study should include an analysis of impact on the current and

future destinations along the route, the number of stops, and the effect of bus shelters in strategic locations. A denser environment, as is being proposed, will need a more robust public transportation system. Alabama A&M has electric buses and charging stations. Collaborating with their internal transportation department to determine mutual interests and cooperative uses is recommended.



Alabama A&M electric bus.

7) Utilize Opportunities Presented by the Education Corridor

This corridor is fortunate to be rich in resources due to existing institutions. Alabama A&M University and Drake State Community & Technical College have faculty and students in urban planning, education, family and consumer sciences, and business management. Drake State has created a strategic vision of the corridor as an education corridor. This study should be formally presented in a collaborative effort to brand the corridor as a place for superior access to education, family and consumer support and small business development and growth. This focus will also assist in spurring housing development.

Schools, direct services, and support services drive housing locations. Both MLK Elementary and Lee High School should receive collaborative support from stakeholders providing mentoring,

tutoring, after-school, and school- to-work programs. Collaborations with existing faith-based and non-profit organizations and the education departments at Drake State and Alabama A&M should be pursued to bolster early childhood education. Student practicums could be funded to leverage faculty and student engagement to serve local needs with a goal of moving the MLK Elementary School out of the “failing school” category. Reviewing and further exploring the Drake State Education Corridor study will also engage leaders and resources to increase educational attainment for K-12 students and build neighborhood interest in additional post-secondary education.

The Appendix surfaces models from other communities in which community institutions and partnerships have supported improved educational attainment.

8) Develop Neighborhood Business and Entrepreneurial Support

In creating the action and implementation plan for development/redevelopment, a toolbox of financial incentives for entrepreneurs, small businesses, and residents to locate on and around Meridian should be included. The incubator created on the edge of Howard University’s campus in Washington, DC, can be viewed as a model. More information is included in the Appendix. A MeCo loan and grant fund for entrepreneurs and business owners should be created and administered through a 501c3.

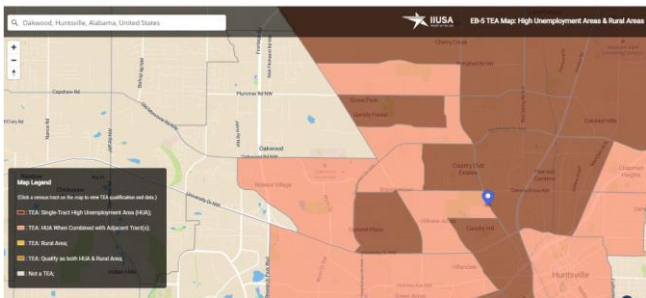
New resources for technology and energy efficiency also present an opportunity. Seek sites for upcoming uses and technologies as prime

locations for establishing electric charging stations on the corridor. Alabama A&M is already leading in implementing electric vehicles and charging stations. Innovate Alabama should be brought in as a partner as Innovate Alabama has been charged with developing innovative solutions to the state's economy through entrepreneurship, innovation, and inclusion.

Assemble all federal, state, and local designations for location incentives. Meridian is both in a designated Opportunity Zone and a HUB Zone. Time is running out on Opportunity Zone deadlines, but qualified funds should be made aware of investment opportunities. While the HUB Zone boundaries will change in July, 2023, parts of the MeCo will continue to benefit from the designation.

In addition, businesses which locate in MeCo are eligible for the EB-5 Immigrant Investor Program. Since this program allows foreign investors to access a path to citizenship by applying for a Green Card, the benefit can increase potential financing sources for these enterprises. More information about these programs is included in the Appendix.

EB-5



The Meridian Corridor is within the federally designated zone eligible for the EB-5 program.

9) Create a One Stop Shop for Residents

Create a one stop shop for Meridian Corridor area residents. This one-stop shop could assemble resources including information about financial literacy, credit counseling, homebuyer education; financial assistance such as down payment assistance or other first-time homebuyer programs; information about educational offerings, such as classes available at Drake State and Alabama A&M; and information about small business development and loans. Assisting existing residents to access educational and financial resources will help current residents benefit from new development.

HAAR can champion this program and work with local banks to provide financial literacy and homeowner education programs. A location on Meridian should be identified for the classroom and community meetings.

10) Establish S.M.A.R.T. Goals Metrics and Measurement

Specific, Measurable, Achievable, Relevant and Time Bound (S.M.A.R.T.) goals should be established and incorporated into all plans. The measurement and monitoring of data during the planning and implementation processes will objectively determine when goals are achieved and encourage productive and efficient accountability throughout the process. The identification of three to five key matrices will be invaluable to manage, track, review, and assess, so the question of "how are we doing" can be objectively answered.

Example metrics include:

- Jobs
- Wages
- Household Income
- Educational attainment - graduation rates
- Retail sales
- Wholesale sales
- Measure other parts of Huntsville for comparison
- Visitors

**11) Encourage Public/Private Partnerships
for Real Estate Development and
Identify Incentives.**

The term “Public Private Partnership” (P3) is used to describe a broad variety of legal relationships between private parties and public entities relating to the use and development of land, usually long term. P3s are becoming increasingly attractive and often necessary as communities address affordable and diverse housing needs, infrastructure investments, transportation issues and growth oriented projects. The reality of how to create sustainable communities for economic, environmental, and social reasons to improve the quality of life, requires diverse inputs. The Meridian Corridor presents multiple opportunities for P3 strategies, collaborations and goals for a common purpose or shared vision. A shared vision for Meridian may actually be viewed as a P5, including public, private, non-profit philanthropy, and of course the people themselves in partnership.

The City of Huntsville holds a key role in creating a toolbox that not only incentivizes growth, but

also convenes the multiple stakeholders to achieve consensus action plans. Creating a master plan with P5 stakeholders will maximize value and buy-in, create a road map, and build trust for successful implementation. The public sector fiduciary role to improve the community through investment can do many things including providing shovel ready sites through acquisition, remediation, demolition and the efficient coordination of agencies. The toolbox should include a variety of options such as flexible zoning, creation of a taxing district for Tax increment Financing, (TIF), value capture structures as projects stabilize, land banking for future development, transit and infrastructure improvements and gap funding and other incentives to support for-profit and non-profit development.

Conclusion

The CRE Consulting Corps Team believes that a bright future is achievable for MeCo in terms of both economic development and community development. The City and HAAR, working with stakeholders and public and private resources can create placemaking solutions to benefit the entire community—those who live and work in the Corridor now, and those who are to come. The team envisions a new vibrancy that draws people and investment to MeCo.

Key to a successful outcome is the creation of a Community Redevelopment Authority (CRA) which represents a cross section of key

stakeholders. Effective leadership of the CRA is essential to timely decisions and optimal results.

The Consulting Corps Team appreciates the valuable support of HAAR and the City of Huntsville and thanks the many impassioned stakeholders they were privileged to meet and interview.

It has been a pleasure to carry out the assignment in Huntsville, recognized recently as the #1 Livable City in the United States by U.S. News and World Report. The CRE Consulting Corps team looks forward to the time, hopefully in the near term, when the Meridian Corridor is a full participant in the vibrancy of Huntsville.

Appendix I – Proposed Project Timeline

The first step in the revitalization of the Meridian Corridor is formation and staffing of a Community Redevelopment Authority (CRA) whose sole focus is the Corridor. The Meridian Corridor CRA should serve as a one stop shop to drive a master planning and implementation process. The proposed timeline below is admittedly ambitious and is meant to serve as a reference to jumpstart the project.

FIRST 30 DAYS. To start, organize constituencies and take steps to define the vision. Develop a timeline with a recommended 3-5 goals to be accomplished in 13-week sprints. Schedule weekly accountability meetings. The Integrator can be tasked with these responsibilities, as well as prioritizing and distilling the steps below.

- Review existing long-term city/county plans and goals and future land use plans – *Week 1.*
- Conduct a Town Hall meeting to solicit feedback from stakeholders so needs can be understood and addressed – *Advertise Week 1 and Hold meeting Week 2.*
- Loop in a civic expert to ensure adherence to civic policies – *Week 1.*
- Finalize inventory of real estate assets – *Week 1.*
- Perform SWOT analysis; identify competitive advantages, disadvantages, demographics, and key corridor assets – *Week 2.*
- Create a long-term VISION for the corridor and community and economic development goals – *Start process Week 1 and Finalize Week 4.*
- Define GOALS and metrics to measure success – *Week 1.*

- Define branding for goals and branding for the geography – *Week 3.*
- Identify inflection points and adjust goals when necessary – *Ongoing.*

NEXT 60 DAYS. During the next 60 days, the Integrator focuses on the CRA getting traction.

- Finalize stakeholder and board categories – *Week 5.*
- Craft a 10-year vision, a 5-year plan, and first year S.M.A.R.T. goals for the following areas (include education on S.M.A.R.T. goal setting) – *Week 6.*
 - Economic development
 - Transportation and accessibility
 - Aesthetics (including developing a MeCo brand standard)
 - Affordability
 - Safety
 - Health
 - Education, including early childhood
- Identify placemaking opportunities – *Week 7.*
- Find synergies, align interests, identify opportunities for leverage – *Weeks 7 and 8.*
- Create metrics, communication cadence, and accountability – *Week 7.*
- Ensure key seats are filled -- local leadership from colleges, high schools/middle schools, HAAR, City, and County – *Week 9.*
- Identify who will do the work (e.g., city, county, non-profit organizations, educational institutions) – *Weeks 10-12.*

Once the above basics are in place, it is time to throw a MeCo coming out party! After the announcement and in conjunction with the lead-up, get the entire community involved and excited through the following initiatives.

- Finalize MeCo brand standard – *Week 13*.
- Establish MeCo social media presence (Facebook, Instagram, TikTok, Twitter, LinkedIn, etc.) – *Week 13*.
- Commission a Low Line Art Contest for the 565 Underpass as well as the Highway 72 Underpass – *Week 13*.
 - Local students and artists
 - Activate 565 Viaduct
 - Roll out the MeCo Welcome Mat
- Redeploy A&M electric buses to MeCo during the summer after school is out as a “test drive” for the concept – *Planned Week 14/Seasonal execution*.
- Design boulevard plan – *Week 16*.
 - Consider partnering with a local nursery.
 - Consistent lighting – Commission a lighting study.
- Establish internet/WiFi hotspots.
- Implement adoptable Feasibility Study recommendations.
- Continue implementing strategies to involve the entire community.
- Request Alabama A&M donate a planning professor 10 hours per week.
- Request Drake State donate a business administrator 10 hours per week.
- Establish a neighborhood grocery/co-op.
- Get ahead of foreclosures, as possible.
- Promote thriving healthcare opportunities.
- Promote early childhood education opportunities.
- Address MLK issues.
- Plan Corridor housing.
 - Identify developers.
 - Address zoning issues.
 - Assist with funding for affordable middle market housing.

FOLLOWING 18 MONTHS. During the next 18 months, assess and develop action plans for the items listed below.

- Landscape security fencing (remove legacy or beautify as appropriate).
- Identify and solve problem sites.
- Identify and preserve key properties for development.
- Commission a transportation feasibility study.
- Increase bus transportation frequency.
- Investigate feasibility of a gondola and/or electric trolley.
- Implement the boulevard.
- Communicate with stakeholders to identify needs and ways to leverage existing assets.
- Identify and implement potential funding sources.

NEXT 18 MONTHS. During the next 18 months, focus on housing.

- Implement plans to develop housing.
- Rooftops create demand for retail and restaurants.
- Previous two years of analysis and benchmarking will allow increased housing in a stronger community.
- Leverage relationships created by the previous processes.
- Engage the community with designs and plans.

Appendix II – Financing and Incentive Sources and Programs

Resources to fund infrastructure, transportation, housing and other projects may come from local, state, and federal sources. Many initiatives require a mix of sources that are blended or matched to support a particular project. Following is a brief overview of some of the potential sources of funding to meet needs of the Meridian Corridor, focused on housing, site redevelopment, public works or infrastructure, and business development. The City and local stakeholders may be familiar with – or have already utilized – the below sources.

Tax Increment Financing

Tax Increment Financing is a financial tool to assist with infrastructure and development. TIF funds can be used for purposes such as streets, sidewalks, lighting, parking structures, environmental impact studies, and land assembly costs. The City of Huntsville has designated TIF districts and used TIF funding in the past.

Housing Resources

Development of workforce or affordable housing often requires layering of multiple financing sources. Many of these resources are detailed in the City’s Housing Affordability Plan (Draft -20 July 2022). The plan points to a range of options that can be used to increase the supply of rental and for-sale housing options, including Community Development Block Grants, HOME Investment Partnership Program, Low Income Housing Tax Credits (LIHTC), Housing Choice

Vouchers, and Land Banking. The plan also identifies inclusionary zoning as a strategy which can provide an incentive for developers to build lower-priced homes in exchange for a density bonus, fee waiver, or other offset.

Community Land Trust

A community land trust is a tool to prevent displacement, enhance stability, and create and preserve long term affordable housing. Generally, a community land trust is created as a nonprofit or quasi-public entity to retain ownership of the land, which is separate from the structure that is built. The homes can be rented or sold. For homeownership projects, the homebuyer purchases the home, but the land is under a 99-year lease. Equity at sale is apportioned between the seller and the land trust according to a pre-agreed split; the new owner must income-qualify and would purchase under a comparable shared equity arrangement.

Local National Banks

Many nationally-chartered local banks must meet the requirements of the Community Reinvestment Act. This federal law requires banks to invest in historically under-invested neighborhoods and communities. These banks should be actively engaged in providing underwriting for housing development and small business expansion and creation in the Meridian Corridor. These banks may also have resources to assist with home purchase, such as down payment assistance. In addition, these financial institutions can support nonprofit organizations that provide credit counseling and homebuyer education.

Transportation Funding

Federal funding supports street and highway upgrades and special funding for local street safety and greenway/streetscape projects.

Funding authorized by the Bipartisan Infrastructure Law includes investments in public safety, job creation, and equity. Funding opportunities – which may assist with projects such as street improvements and public transit - are listed on the U.S. Dept. of Transportation's website:

<https://www.transportation.gov/bipartisan-infrastructure-law/key-notices-funding-opportunity>

U.S. Dept. of Transportation's Safe Routes to Schools Program might help student and general neighborhood connectivity to the schools along the Meridian Corridor.

<https://www.transportation.gov/mission/health/Safe-Routes-to-School-Programs>

Energy Efficiency Incentives

Energy STAR tax credits and other energy efficiency incentives were funded in the 2022 Inflation Reduction Act. For example, home energy audits, electric panel upgrades, and investments such as insulation and windows and doors are eligible for up to \$3200 annually through 2023. In addition, consider partnering with the local utility to leverage other resources which may be available.

https://www.energystar.gov/about/federal_tax_credits

Business Development Resources

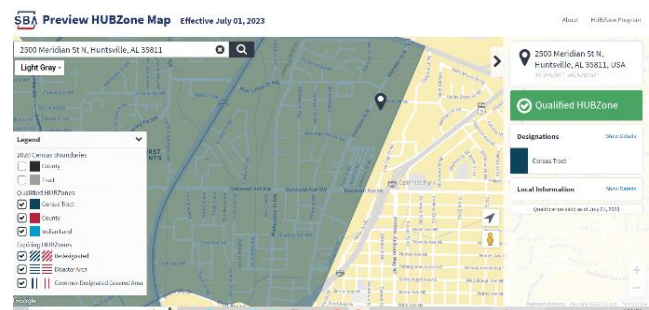
Small Business Administration - U.S. Department of Commerce

The Small Business Administration provides loans and loan guarantees through participating lender banks and financial institutions, which include 7(a) loan guarantees and 504 loans for real estate or equipment. SBA also provides Microloans under \$50,000 for small businesses.

The SBA assists small businesses in Historically Underserved Business Zones (HUBZones) by setting aside 3 percent of federal contract dollars to HUBZone certified businesses. This program can benefit companies that locate or relocate to the corridor as these businesses become eligible for the federal contractor set-aside. The Meridian Corridor is currently designated a HUBZone. Although the boundaries for the HUBZone designation will change as of July 1, 2023, parts of the Corridor remain within a HUBZone.

<https://www.sba.gov/funding-programs>

<https://www.sba.gov/federal-contracting/contracting-assistance-programs/hubzone-program>



Lee High School is marked by a pin in this map.

EB-5 Immigrant Investor Program also known as the Regional Center Program

<https://www.uscis.gov/working-in-the-united-states/permanent-workers/eb-5-immigrant-investor-program>

U.S. Citizenship and Immigration Services administers this program, which enables foreign investors to apply for a Green Card. The program requires creation or preservation of 10 full-time jobs. Investment in a targeted area, such as MeCo, reduces the capital investment requirement to \$800,000, making the incentive even more compelling to a potential investor.

USDA National Institute of Food and Agriculture

<https://www.nifa.usda.gov/grants/programs/agriculture-business-innovation-center-historically-black-college-university-hbcu>

Seeking to deepen the partnership with historically black colleges and universities, the USDA has created new funding opportunities to advance food and agricultural sciences. The technical assistance and grants may be appropriate for Alabama A&M.

Economic Development Administration

<https://eda.gov/>

U.S. Economic Development Administration funds various programs that provide resources for business development and training and economic development.

New Markets Tax Credits

<https://www.cdfifund.gov/programs-training/programs/new-markets-tax-credit>

The New Markets Tax Credit (NMTC) Program incentivizes community development and economic growth through the use of tax credits that attract private investment to distressed communities. The investment must go through a Certified Development Entity. The census tracts within the Meridian Corridor are certified eligible for New Markets Tax Credits.

NMTC Viewer

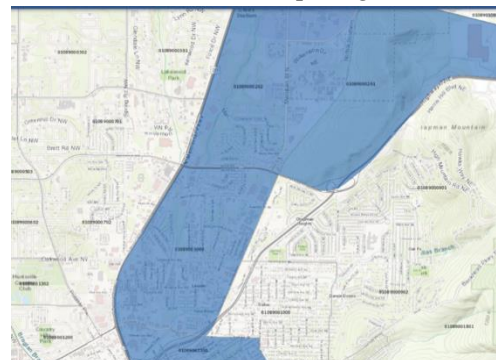
<https://cimsprodprep.cdfifund.gov/CIMS4/apps/pn-nmtc/index.aspx#?center=-86.579607,34.755706&level=16&tool=layers&visible=OPPORTUNITYZONE>

Opportunity Zones

<https://www.novoco.com/resource-centers/opportunity-zones-resource-center>

NMTC Public Viewer - InVision (cdfifund.gov)

The Meridian Corridor falls within a designated Opportunity Zones, as shown on the map below. Opportunity Zones are meant to spur investment in undercapitalized communities. Any corporation or individual with capital gains can



Shaded area indicates Opportunity Zone.

qualify. Funds can finance commercial and industrial real estate, housing, infrastructure, and existing or start-up businesses. For real estate projects to qualify for Opportunity Fund financing, the investment must result in the properties being “substantially improved.”

The program provides three tax benefits for investing unrealized capital gains in Opportunity Zones:

1. Temporary deferral of taxes on previously earned capital gains. Investors can place existing assets with accumulated capital gains into Opportunity Funds. Those existing capital gains are not taxed until the end of 2026 or upon disposition of the asset.
2. Basis step-up of previously earned capital gains invested. For capital gains placed in Opportunity Zone Funds for at least 5 years, investors’ basis on the original investment increases by 10 percent. If invested for at least 7 years, investors’ basis on the original investment increases by 15 percent.
3. Permanent exclusion of taxable income on new gains. For investments held for at least 10 years, investors pay no taxes on any capital gains produced through their investment in Opportunity Funds (the investment vehicle that invests in Opportunity Zones).

Investors can take advantage of one or more of the benefits.

Foundations and Corporations

There are numerous foundations whose missions may support capital projects or operating services for nonprofit organizations that will benefit low-income residents of the Meridian Corridor.

Corporate commitment to philanthropy may be leveraged to benefit the Meridian Corridor, such as Blue Origin, Space-X, and others. It might be possible to work with Predictive Index (www.predictiveindex.com) and/or Culture Index (www.cultureindex.com) to donate screening for the stakeholder group.

Placemaking Funding

Placemaking refers to an approach to planning and managing public spaces to create spaces where people want to be. Placemaking is about building on cultural and social identities, inviting people to (re)imagine public spaces to establish everyday spaces that contribute to people’s well-being. Grants are available from such organizations as the Project for Public Spaces and the National Association of REALTORS®. NAR funds are available to projects in which the REALTOR® requests the grant for a project in partnership with local stakeholders.

National Association of REALTORS®

The National Association of REALTORS® offers grants to support REALTOR® association projects that assist with smart growth, housing, placemaking and other local efforts to create more affordable, livable communities. NAR’s [Housing Opportunity Program](#) offers programs, grants, trainings, and resources that help REALTORS® and REALTOR® associations expand housing availability and insure an adequate supply of

rental housing and home ownership opportunities in their communities. Placemaking grants fund REALTOR® association projects that improve existing or create new, outdoor public spaces and destinations on underused sites. Smart Growth Grants support state and local REALTOR® Associations' efforts to advance programs, policies and initiatives aligned with one or more of specified smart growth principles.

[Placemaking Grant & Resources](#)

[\(realtorparty.realtor\)](http://realtorparty.realtor)

[Smart Growth Grant \(realtorparty.realtor\)](#)

Appendix III – Resources and Case Studies

Innovate Alabama <https://innovatealabama.org/>

Innovate Alabama is a public private partnership aiming to advance economic development and support entrepreneurship.

Main Street Alabama

<https://www.mainstreetalabama.org/>

Main Street Alabama is a nonprofit organization that provides training and resources to assist local communities revitalize historic neighborhoods, create jobs, attract visitors, and generate economic development.

Community Capital

<https://www.liifund.org/products/community-capital/>

LIIF is a community development financial institution which provides capital to support community development activities, investing in affordable housing and community facilities for early care and education.

Denver RiNo (River North Art District)

<https://www.denver.org/neighborhoods/rino-river-north-art-district/>

Denver's River North Arts District, created in 2005 and referred to as RiNo, has transformed an industrial area into a destination with music, galleries, restaurants, breweries, and art studios.

Network for Teaching Entrepreneurship

<https://www.nfte.com/>

The Network for Teaching Entrepreneurship teaches young people to start and run businesses

and has created a network of programs in communities across the globe.

<https://www.bridgespan.org/insights/library/child-ren-youth-and-families/national-foundation-for-teaching-entrepreneurs>

The Warehouse - For teens by teens

<https://teenwarehouse.org/>

This teen space in Wilmington, Delaware, designed for teens by teens provides youth with tools and opportunities, including academic and employment experience and support. The Warehouse occupies a former charter school building. Initiated by a collaboration of 3-5 agencies, it now has more than 130 partnering organizations. Startup funding came from primarily private and philanthropic contributions, the operating budget anticipates a combination of state funding, corporate and foundation grants, and rent from occupying partners.

in3 – Inclusive Innovation Incubator

<https://www.in3dc.com/>

This small business incubator near Howard University's campus was created in partnership with the City of Washington, DC. Benefits of the partnership include student access to internships and entrepreneurs' access to professors.

St. James Fitness Center

<https://www.thestjames.com/>

A multipurpose fitness and wellness center, this facility provides community space and hosts high school athletics, as well as offering an ice rink, swimming pools, basketball courts, and other amenities. This is a potential model for the Meridian Corridor which brings together a broad

and diverse group of individuals from across the community.

Westown Green Affordable Student Housing

<https://www.matc.edu/news/2021/08/westown-green-apartments-open,-offering-below-market-rents-for-matc-students-2021.html>

A partnership including Milwaukee Area Technical College, developer J Jeffers & Co., the Wisconsin Housing and Economic Development Authority, and the City of Milwaukee created 195 affordable apartments for students in Milwaukee. The project involved adaptive repurposing of the historic Journal Sentinel building.

Real Estate Executive Council

<https://www.reec.org/>

The Real Estate Executive Council brings together commercial real estate executives of color. The organization's mentorship program may be a model for educational institutions along the Meridian Corridor, including Lee High School.

Gray's Ferry Corridor Study

<https://philadelphia.uli.org/healthy-grays-ferry-corridor/>

This 2018 Urban Land Institute Healthy Corridors study engaged stakeholders in assessing infrastructure needs to improve the community, address gentrification concerns, and shape a consensus plan. Recommendations addressed transportation, green space, housing, jobs, as well as a health impact assessment.

Detroit Gateway Park Outlet Mall

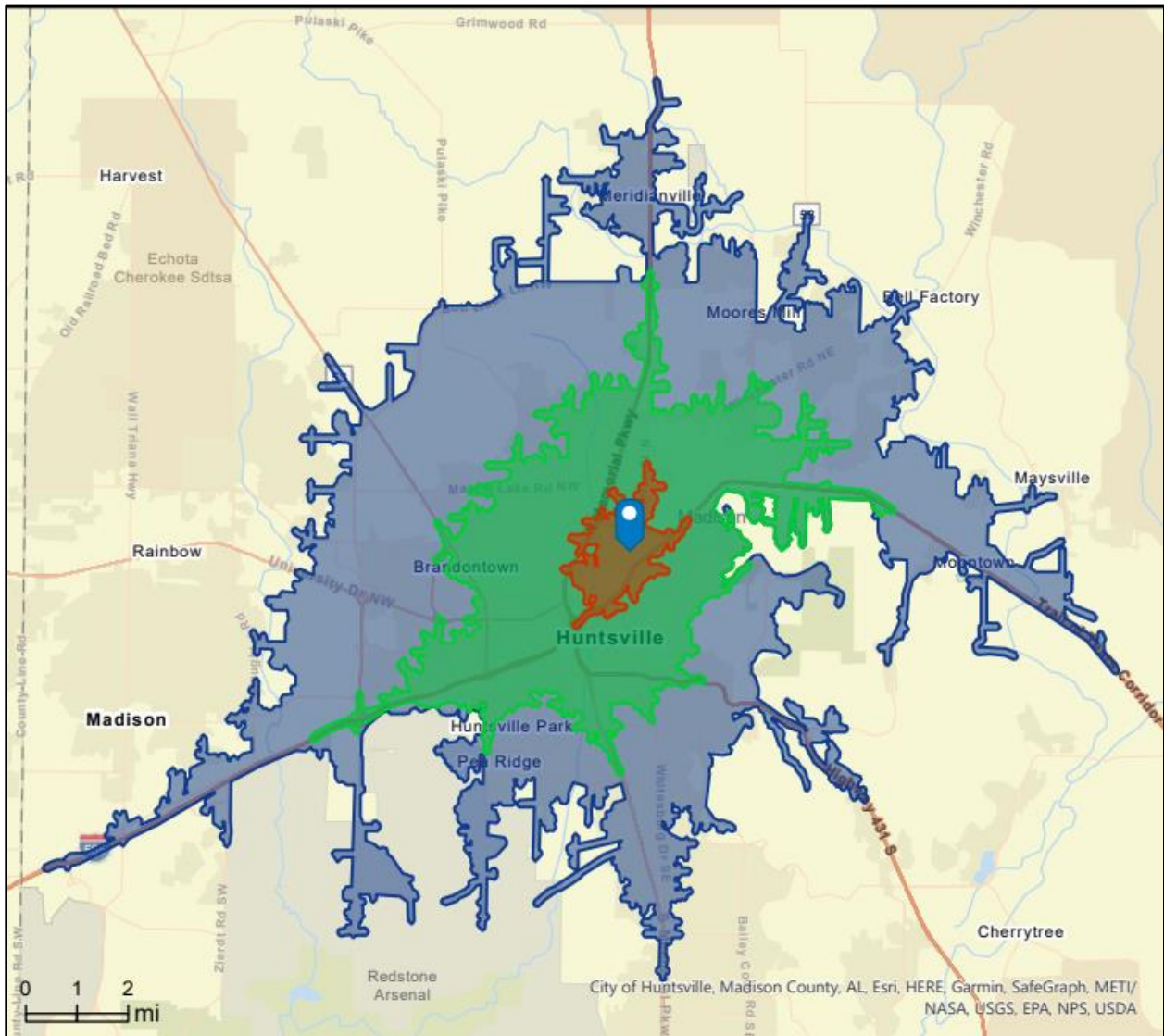
<https://www.degc.org/emwcia/>

Detroit's Eight Mile Woodward Corridor Improvement Authority is an example of a Corridor Improvement Authority, a development tool. Formed under the recoded Michigan Public Act 57 of 2018, The EMWCIA is an arm of the Detroit Economic Growth Corporation. A 501C4 and C3, the EMWCIA purpose is to "promote economic growth by assisting with the redevelopment of a commercial corridor within the City of Detroit.

For years members of the Detroit Gateway Park Outlet Mall LLC had pursued the development of an improved retail shopping center to be known as the Shoppes at Gateway. Numerous factors, including the economy, difficulty attracting national retailers, and insufficient public improvements in and around the area resulted in little progress. When EMWCIA was formed, the Authority could be assisted by providing site improvements which made it possible for the developer to enter into a development agreement with Meijer Inc, a regional full-service grocery store. The 351,344 sq. ft. Meijer store provided important amenities to the area including a major solution to the existing food desert. It serves as an attractive anchor for the surrounding neighborhood and spurs small scale local businesses to locate nearby. The project cost is \$23,600,00.00, of which \$10,750,000 is for the purpose site improvements to be reimbursed through the TIF plan.

Urban Land Institute library of completed mixed use projects <https://casestudies.uli.org/>

Appendix IV – Demographic Analysis



Source: ESRI – Retrieved December 2022

Site Address: 2500 Meridian St N, Huntsville, Alabama, 35811

Drive Time: 5, 10, 15-minute radii

The local market area will continue to grow over the next several years, according to demographic projections through 2031. The immediate area (5- Minute Drive from the center of the Meridian Corridor) will grow at a slower pace than the larger geographic region, as illustrated in the household and general population.

Household Population						
Year	5 Minute		10 Minutes		15 Minutes	
	Number	% Change	Number	% Change	Number	% Change
2010	2,424	-	25,417	-	58,101	-
2022	2,496	3.0%	26,136	2.8%	64,048	10.2%
2024	2,507	0.4%	26,484	1.3%	65,170	1.8%
2027	2,523	0.6%	27,007	2.0%	66,853	2.6%
2031	2,536	0.5%	27,704	2.6%	69,097	3.4%

Source: ESRI – Retrieved December 2022

General Population						
Year	5 Minute		10 Minutes		15 Minutes	
	Number	% Change	Number	% Change	Number	% Change
2010	5,726	-	60,837	-	136,223	-
2022	5,461	-4.6%	62,839	3.3%	145,754	7.0%
2024	5,494	0.6%	63,663	1.3%	148,996	2.2%
2027	5,543	0.9%	64,898	1.9%	153,858	3.3%
2031	5,582	0.7%	66,545	2.5%	160,341	4.2%

Source: ESRI – Retrieved December 2022

The immediate area has a median age of 41.2, which is slightly older household than the surrounding community.

Median Age						
Year	5 Minute		10 Minutes		15 Minutes	
	Number	% Change	Number	% Change	Number	% Change
2010	39.2	-	35.5	-	35.0	-
2022	40.7	3.8%	37.6	5.9%	37.7	7.7%
2024	41.2	1.3%	38.1	1.4%	38.1	1.2%
2027	42.0	1.9%	38.9	2.0%	38.8	1.7%
2031	42.6	1.5%	39.9	2.7%	39.7	2.3%

Source: ESRI – Retrieved December 2022

A typical dwelling unit is occupied by 2 persons, as shown in the following table.

Household Size						
Year	5 Minute		10 Minutes		15 Minutes	
	Number	% Change	Number	% Change	Number	% Change
2010	2.18		2.22	-	2.23	-
2022	2.13	-2.3%	2.19	-1.4%	2.19	0.0%
2024	2.13	-0.2%	2.19	-0.2%	2.18	-0.4%
2027	2.12	-0.3%	2.18	-0.3%	2.17	-0.5%
2031	2.12	-0.2%	2.17	-0.4%	2.15	-0.7%

Source: ESRI – Retrieved December 2022

As more housing units come online, the number of vacant units in the PMA is expected to increase. This signals there could be additional blight created as the immediate area evolves.

Housing Unit Summary						
Year	5 Minute		10 Minutes		15 Minutes	
	Number	% Change	Number	% Change	Number	% Change
2010	2,897	-	28,230	-	59,790	-
2022	3,024	4.4%	29,484	4.4%	71,193	19.1%
2024	3,043	0.6%	29,923	1.5%	72,550	1.9%
2027	3,072	0.9%	30,581	2.2%	74,586	2.8%
2031	3,095	0.7%	31,459	2.9%	77,300	3.6%

Vacant Housing Units						
Year	5 Minute		10 Minutes		15 Minutes	
	Number	% Change	Number	% Change	Number	% Change
2010	16.3%	-	10.1%	-	10.2%	-
2022	17.5%	7.4%	11.4%	12.9%	10.0%	-2.0%
2024	17.7%	0.9%	11.5%	1.1%	10.2%	1.6%
2027	17.9%	1.4%	11.7%	1.6%	10.4%	2.4%
2031	18.1%	1.1%	11.8%	1.2%	10.6%	1.8%

Source: ESRI – Retrieved December 2022

Household Income – 5 Minute Drive Time

Over the next five years, the household income within the PMA will increase by 26 percent; however, statistics show the number of households earning between \$15,000-\$49,999 will shrink during this time period.

5 MINUTE DRIVE TIME								
Households by Income	2022		2024		2027		27 v. '22 % Change	
	Number	Percent	Number	Percent	Number	Percent	Difference	Percent
<\$15,000	642	25.7%	632	25.2%	667	26.4%	25	3.9%
\$15,000 - \$24,999	465	18.6%	496	19.8%	387	15.3%	-78	-16.8%
\$25,000 - \$34,999	291	11.7%	357	14.2%	126	5.0%	-165	-56.7%
\$35,000 - \$49,999	326	13.1%	372	14.8%	211	8.4%	-115	-35.3%
\$50,000 - \$74,999	328	13.1%	289	11.5%	425	16.8%	97	29.6%
\$75,000 - \$99,999	183	7.3%	161	6.4%	239	9.5%	56	30.6%
\$100,000 - \$149,999	180	7.2%	110	4.4%	356	14.1%	176	97.8%
\$150,000 - \$199,999	38	1.5%	27	1.1%	66	2.6%	28	73.7%
\$200,000+	43	1.7%	41	1.7%	47	1.9%	4	9.3%
Total	2,496	100%	2,507	100%	2,524	100%	28	1.1%

Source: ESRI – Retrieved December 2022

Household Income – 10 Minute Drive Time

The average household income within a 10-minute drive of the PMA is expected to increase by 20 percent over the next five years. Similar to the PMA, the demographics within a 10-minute drive of the Meridian Corridor will experience a reduction in population as it relates to lower-income households. The area is expected to lose 1,557 households in the next five years according to ESRI estimates.

10 MINUTE DRIVE TIME								
Households by Income	2022		2024		2027		27 v. '22 % Change	
	Number	Percent	Number	Percent	Number	Percent	Difference	Percent
<\$15,000	4,704	18.0%	4875	18.4%	4,276	15.8%	-428	-9.1%
\$15,000 - \$24,999	3,681	14.1%	3801	14.4%	3,380	12.5%	-301	-8.2%
\$25,000 - \$34,999	3,094	11.8%	3184	12.0%	2,868	10.6%	-226	-7.3%
\$35,000 - \$49,999	3,487	13.3%	3664	13.8%	3,045	11.3%	-442	-12.7%
\$50,000 - \$74,999	4,047	15.5%	4111	15.5%	3,887	14.4%	-160	-4.0%
\$75,000 - \$99,999	2,398	9.2%	2269	8.6%	2,721	10.1%	323	13.5%
\$100,000 - \$149,999	2,839	10.9%	2311	8.7%	4,160	15.4%	1,321	46.5%
\$150,000 - \$199,999	953	3.6%	761	2.9%	1,434	5.3%	481	50.5%
\$200,000+	934	3.6%	813	3.1%	1,236	4.6%	302	32.3%
Total	26,137	100%	26,485	100%	27,007	100%	870	3.3%

Household Income – 15 Minute Drive Time

The average household income within a 15-minute drive of the Meridian Corridor is expected to increase by 18 percent over the next five years. The household demographics within a 15-minute drive of the Meridian Corridor will experience a reduction in population, as well, for households earning between \$0-\$74,999. The area is expected to lose 3,285 households in the next five years, according to estimates.

15 MINUTE DRIVE TIME								
Households by Income	2022		2024		2027		27 v. '22 % Change	
	Number	Percent	Number	Percent	Number	Percent	Difference	Percent
<\$15,000	9,066	14.2%	9436	14.5%	8,140	12.2%	-926	-10.2%
\$15,000 - \$24,999	8,117	12.7%	8529	13.1%	7,087	10.6%	-1,030	-12.7%
\$25,000 - \$34,999	6,961	10.9%	7207	11.1%	6,346	9.5%	-615	-8.8%
\$35,000 - \$49,999	8,032	12.5%	8284	12.7%	7,403	11.1%	-629	-7.8%
\$50,000 - \$74,999	9,598	15.0%	9632	14.8%	9,513	14.2%	-85	-0.9%
\$75,000 - \$99,999	6,771	10.6%	6581	10.1%	7,246	10.8%	475	7.0%
\$100,000 - \$149,999	8,661	13.5%	7406	11.4%	11,798	17.6%	3,137	36.2%
\$150,000 - \$199,999	3668	5.7%	2988	4.6%	5,368	8.0%	1,700	46.3%
\$200,000+	3,176	5.0%	2866	4.4%	3,952	5.9%	776	24.4%
Total	64,050	100%	65,171	100%	66,853	100%	2,803	4.4%

Source: ESRI – Retrieved December 2022

Average Household Income

Average Household Income			
Year	5 Mins	10 Mins	15 Mins
2022	\$48,787	\$65,625	\$77,183
2024	\$53,711	\$70,944	\$82,739
2027	\$61,097	\$78,922	\$91,073

Source: ESRI – Retrieved December 2022

Median Household Income

Median Household Income			
Year	5 Mins	10 Mins	15 Mins
2022	\$29,139	\$40,693	\$49,626
2024	\$33,451	\$44,247	\$53,606
2027	\$39,918	\$49,577	\$59,576

Source: ESRI – Retrieved December 2022

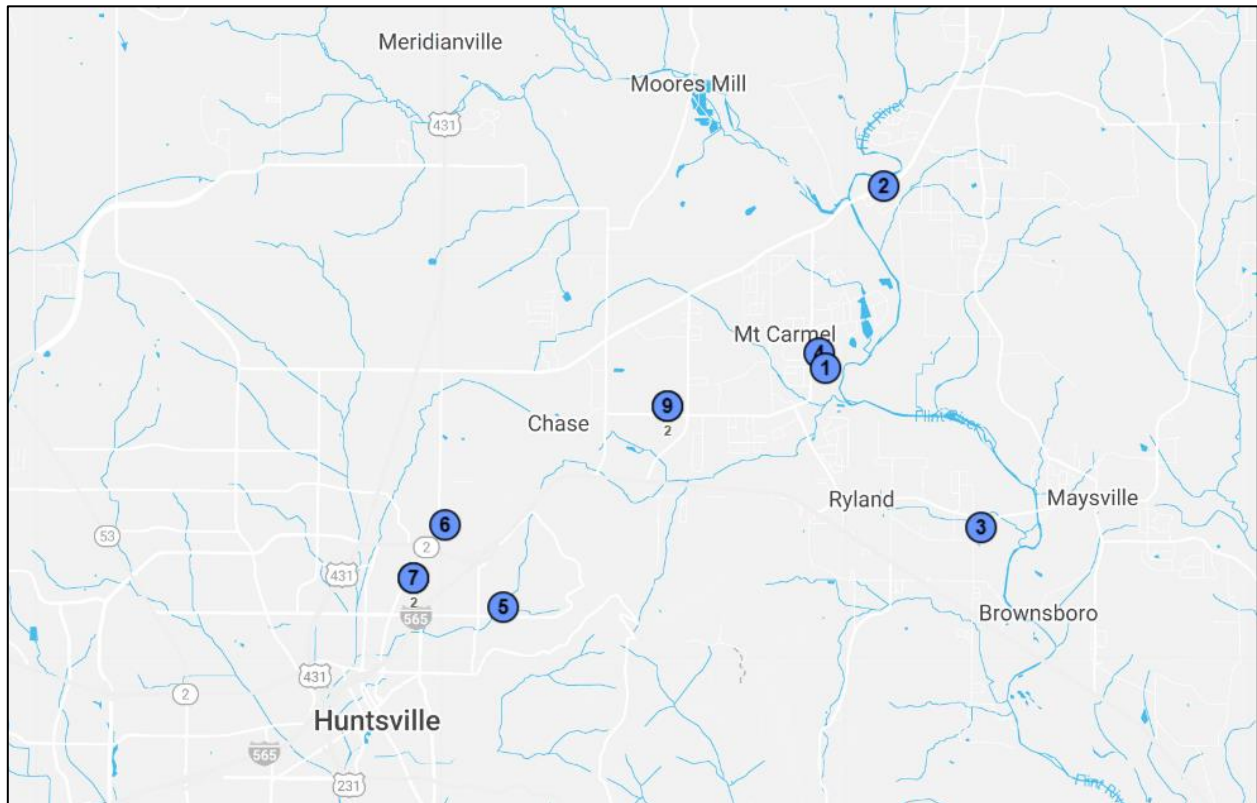
Education Attainment

The education attainment chart below illustrates the disparity between the immediate Meridian Corridor area and the surrounding community.

Education Attainment			
	5 Minutes	10 Minutes	15 Minutes
Less than 9th Grade	6.4%	4.1%	3.0%
9th - 12th Grade, No Diploma	11.9%	9.5%	7.0%
High School Graduate	20.5%	20.7%	18.1%
GED/Alternative Credential	12.9%	6.0%	5.1%
Some College, No Degree	21.9%	19.5%	19.7%
Associate Degree	6.2%	9.5%	9.2%
Bachelor's Degree	14.4%	19.2%	23.8%
Graduate/Professional Degree	5.9%	11.6%	14.0%
Total w/Bachelor or Adv Degree	20.3%	30.8%	37.8%

Source: ESRI – Retrieved December 2022

Map of Local Schools



Source: GoogleMaps, BatchGeo

Performance of Local Schools

The schools within proximity to the Meridian Corridor perform poorly academically.

PUBLIC SCHOOLS NEAR MERIDIAN							
Map Order	School Name	Address	City	State	Students	Faculty	Rating
1	Mount Carmel Elementary	335 Homer Nance Road	Huntsville	AL	548	-	10/10
2	Riverton Elementary	2615 Winchester Road NE	Huntsville	AL	472	-	9/10
3	Central School	990 Ryland Pike	Huntsville	AL	764	-	8/10
4	Riverton Intermediate School	399 Homer Nance Road	Huntsville	AL	792	-	7/10
5	Chapman Elementary School	2006 Reuben Drive Northeast	Huntsville	AL	563	-	4/10
6	Martin Luther King Junior Elementary	3112 Meridian St N	Huntsville	AL	481	70	3/10
7	Lee High School	2500 Meridian Street North	Huntsville	AL	469	80	3/10
8	New Century Technology High School	2500 Meridian Street North	Huntsville	AL	473	40	-
9	Madison Co Alt School	1275 Jordan Road	Huntsville	AL	-	-	-
10	Madison Co Career Tech Center	1275 Jordan Road	Huntsville	AL	-	-	-

Source: Greatschools.org

Household Spending and Potential for Retail

There is a void in the marketplace based on the assets currently positioned along the Meridian Corridor. Considering local employees and pass-through commuters (such as those headed downtown), there could be demand for a grab-and-go eatery similar to Jimmy Johns, Subway, Dunkin Donuts or Jersey Mike’s. We recommend a retail demand analysis to validate this concept.

Below are some statistics that highlight the average household spend at restaurants.

Annual Household Spend Within 5-Miles of the Meridian Corridor



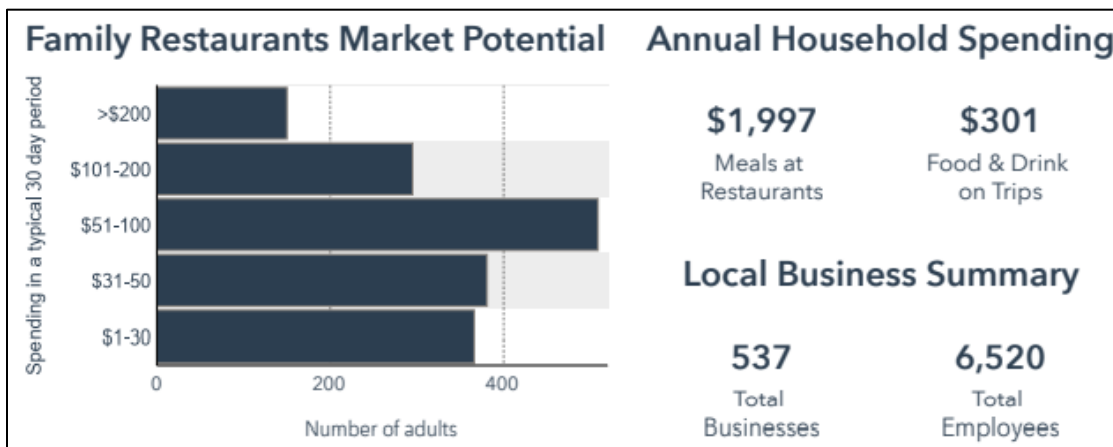
Source: ESRI

Existing Options Within 5-Miles of the Meridian Corridor

This infographic further depicts the limited number of options for households and employees that work in/near the meridian corridor.

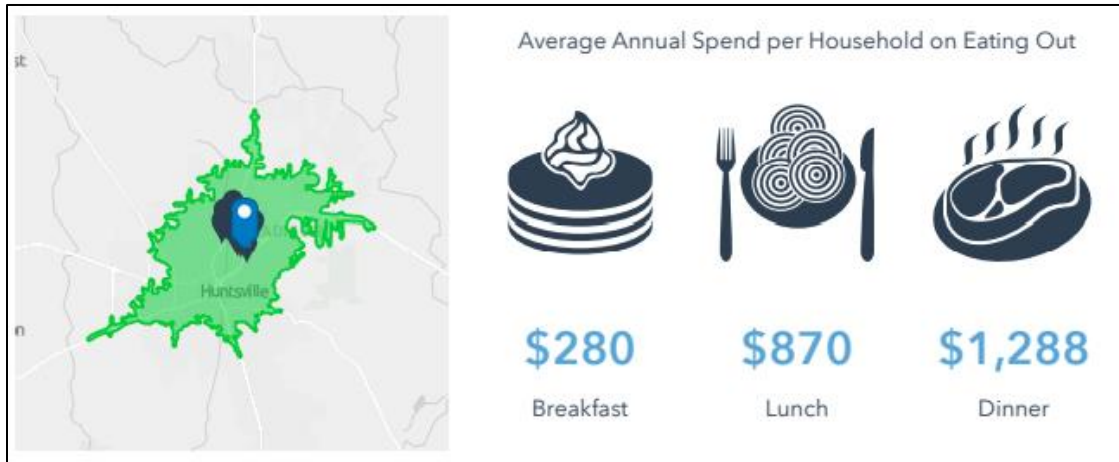


Source: ESRI

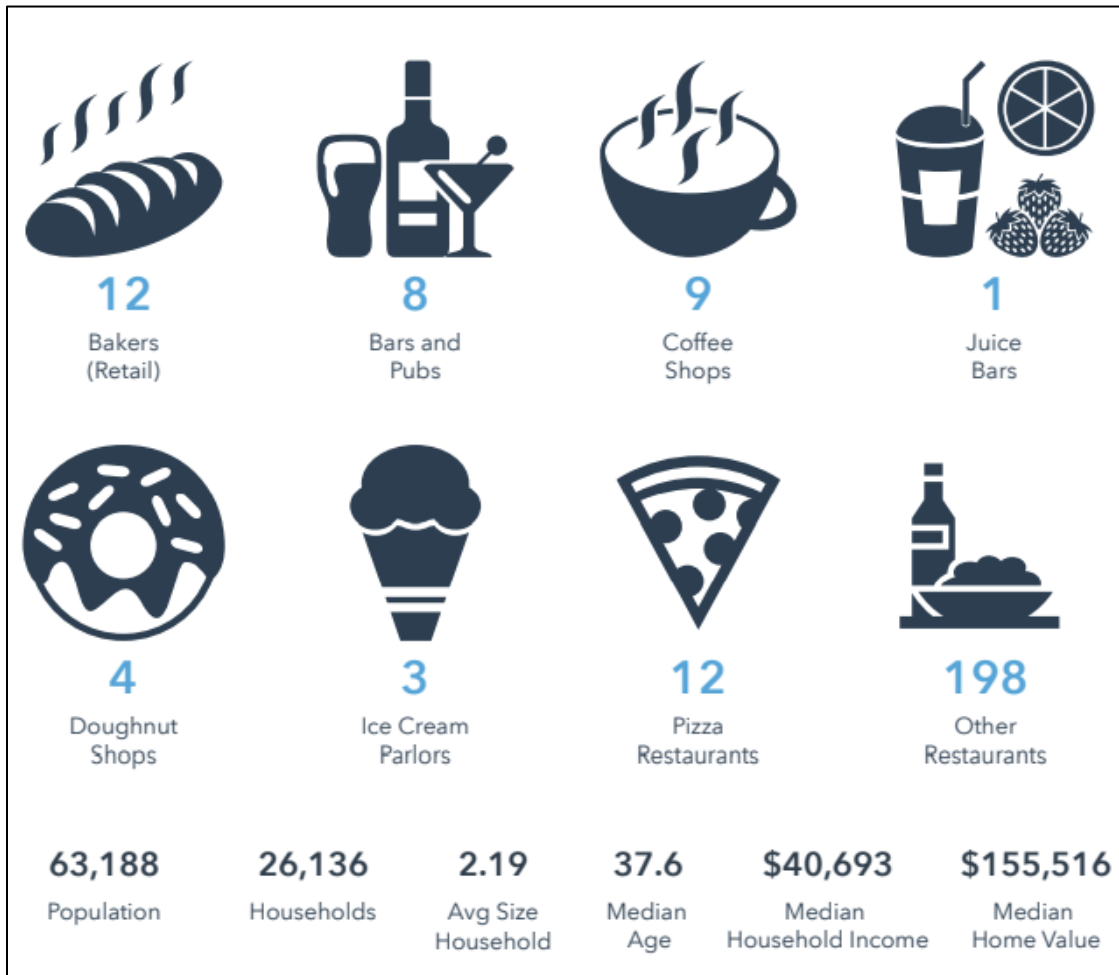


Source: ESRI

Annual Household Spend Within 10-Miles of the Meridian Corridor

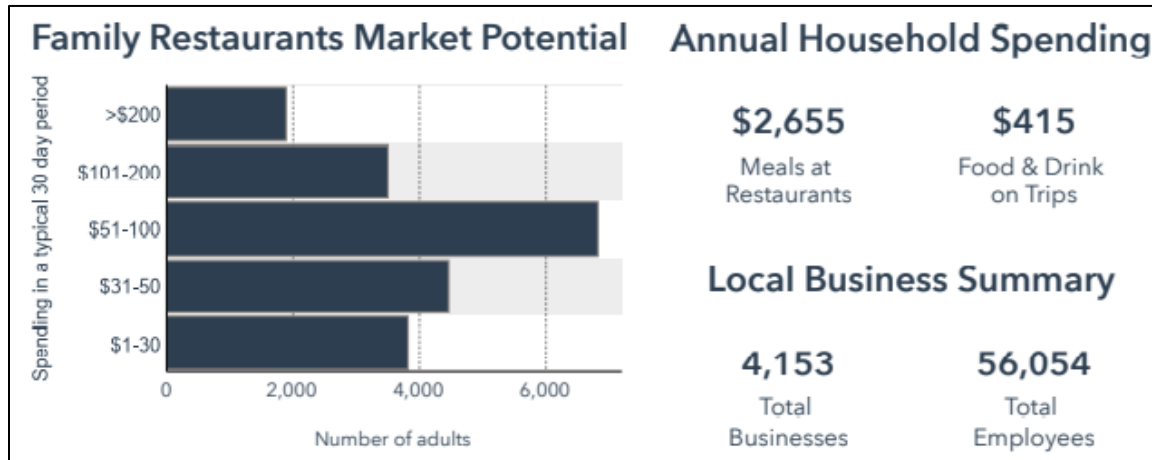


Source: ESRI



Source: ESRI

Annual Household Spend Within 10-Miles of the Meridian Corridor



Source: ESRI

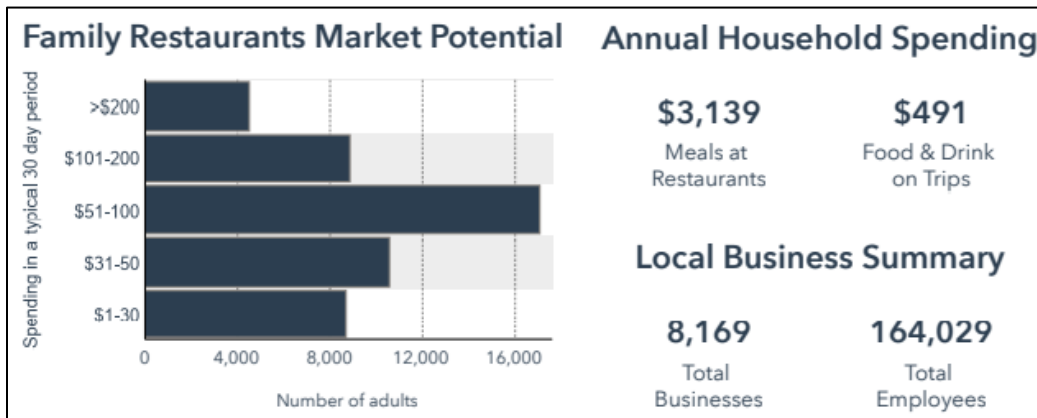
Annual Household Spend Within 15-Miles of the Meridian Corridor



Source: ESRI



Source: ESRI

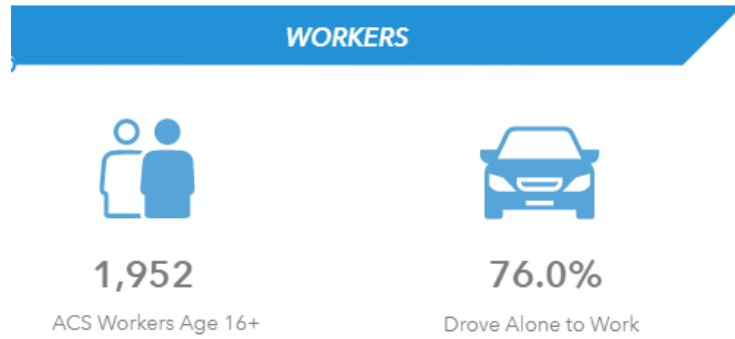


Source: ESRI

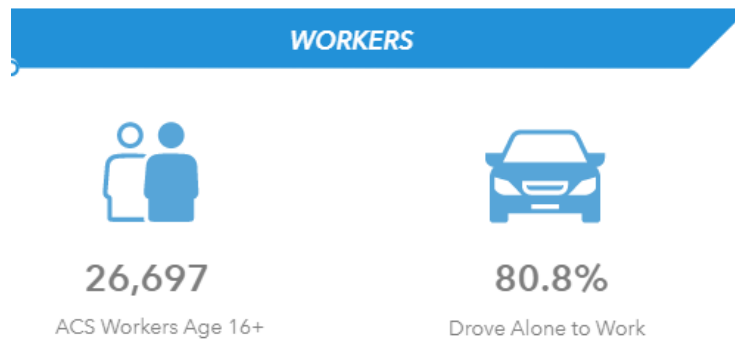
Commuter Patterns for Workers

More households in the immediate area take public transportation to work than households in the surrounding area; however, the differences are nominal.

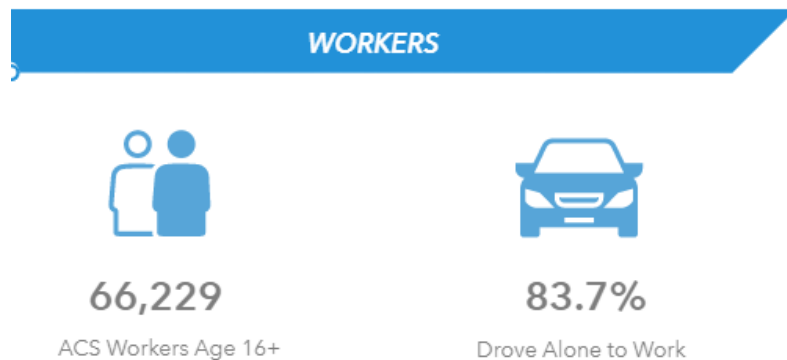
5 Minutes from Subject



10 Minutes from Subject



15 Minutes from Subject



Appendix V – Acknowledgements

We thank the National Association of REALTORS® for their support of the CRE Consulting Corps through the Transforming Neighborhoods program. Our sincere appreciation to the staff and leadership of the Huntsville Area Association of REALTORS® for the warm welcome and their hospitality during our stay in Huntsville. Thanks to Scott McLain, CRE, for his time providing background information to help orient the team to Huntsville.

We gratefully acknowledge the following individuals who graciously gave us their time and enlightened us with their candor and knowledge. Their commitment to the City of Huntsville was obvious.

Frances Akridge, Council Member, City of Huntsville

Jamal Ali, Vice President of Marketing, Communications & Advancement, Alabama A&M University

Rev. Gregory Bentley, Pastor, Fellowship Presbyterian Church

Jason Butler, Preservation Co.

Wes Crunkleton, Principal, Crunkleton & Associates

Anthony Daniels, House Minority Leader, State of Alabama

Shane Davis, Director of Urban and Economic Development, City of Huntsville

Scott Erwin, Manager, Huntsville Community Development

Lyndsay Ferguson, Vice President, Workforce, Huntsville Madison County Chamber of Commerce

Tamara Fox, Treasurer, Huntsville Area Association of Realtors®

Zelda Friedman, MLS Chair, Huntsville Area Association of Realtors®

Bonita Gill, Church Council Chair, Lakeside Methodist Church

Chris Hanback, Partner, The Ventis Group

Diane Hasley, President, Capstone Realty

Carolyn Henderson, Dean, Drake State Community & Technical College

Lore Hislop, Vice President, Huntsville Area Association of Realtors®

Chris Hulser, President-Elect Huntsville Area Association of Realtors®

Michelle Jordan, Executive Director, Top of Alabama Regional Council of Governments

Devyn Keith, Council Member, City of Huntsville

Fredrick Lanier

Dennis Madsen, Manager, Urban & Long-Range Planning, City of Huntsville

Sean Magers, Director of Association Outreach, Huntsville Area Association of Realtors®

Josh McFall, CEO, Huntsville Area Association of Realtors®

Dr. Lakshmi Nallamala, Executive Director, Lincoln Ministries

Ken Newberry, Planner, City of Huntsville

Thomas Nunez, Manager of Planning Services, City of Huntsville

Katie Patterson, Executive Director, South
Huntsville Business Association

Shannon Reeves, Associate Vice President,
Government Affairs, Alabama A&M University

Mike Sandoval, Capstone Team

Jim Sentell, Coca-Cola Bottling

Brian Shipp, Director of Facilities Management,
Alabama A&M University

Dr. Patricia Sims, College President, Drake State
Community & Technical College

A.J. Smith, Director of Real Estate, Huntsville
Housing Authority

James Vandiver, Planner, City of Huntsville

Michelle Watkins, Huntsville School Board

Isaac Winkles, President, Huntsville Area
Association of Realtors®

Tony Woods, Principal, Lee High School

Appendix VI – The Counselors of Real Estate® and CRE® Consulting Corps

The Counselors of Real Estate® is an international organization of commercial property professionals from leading real estate, financial, law, valuation, and business advisory firms, as well as real property experts in academia and government. Membership is selective and extended by invitation; commercial real estate practitioners with 10 years of proven experience may apply.

Counselors have created and endowed the MIT Center for Real Estate, resolved the dispute between the developer of the World Trade Center and its insurers post Sept. 11, 2001; led the privatization of U.S. Army Housing; developed a multi-billion-dollar, 10-year master plan for Philadelphia Public Schools, and valued both the Grand Canyon and Yale University. Counselors reside in 20 countries and U.S. territories, with only 1,000 professionals holding the CRE credential worldwide.

CRE Members:

- Recognized records of accomplishment
- Commitment to excellence
- Uncompromising adherence to high standards of professional conduct
- Visionary, yet practical approaches, to real estate issues

The CRE Consulting Corps, a public service program created and managed by The Counselors of Real Estate, provides real estate analysis and

action plans for municipalities, not-for-profit organizations, educational institutions, and government agencies that address their clients' real estate dilemmas and often enhance the performance of a property or a portfolio. Each Consulting Corps project is conducted by a small group of volunteer members selected for experience and skillsets to address the specific needs of the client. The extensive talent base available within the CRE community ensures that teams can provide expertise on virtually any real estate issue.

CRE Consulting Corps

- Reliable solutions from experienced professionals
- Non-partisan, objective advice
- Exceptional service for fees that are a fraction of current market value
- Advice and recommendations provided quickly on site

Finding the Right CRE

Credentialed members of The Counselors of Real Estate are available to assist with your real estate challenge. Visit the CRE website to find the right CRE at <https://cre.org/find-a-cre-search/> or contact CRE staff members for assistance in identifying Counselors with the right skill sets to address your needs.

Appendix VII – The Team

The Counselors of Real Estate Consulting Corps team assisting Huntsville:



Casey Kemper, CRE
Partner
K4 Real Estate Group
Brewster, MA

kemperadvisors@gmail.com

Casey Kemper, CRE, is an established professional and leader in real estate portfolio management and consulting. His experience has been shaped by a history of providing a broad range of services to real estate institutions, owners, and non-profit organizations. He has served as a senior executive at a major real estate institution, an international bank, a large real estate development company, and a well-known endowed not-for-profit. Casey has deep institutional experience and an entrepreneurial spirit. He is a thoughtful and creative problem solver who is committed to his client's success. Approaching each challenge and assignment with dedication, he prioritizes understanding of the client's needs as an initial focus. This needs assessment then guides his work in developing recommendations and solutions in collaboration with the client. Casey has led teams in portfolio analyses, asset management, and pre-development and development projects. He has experience in evaluating complex real estate issues and providing leadership in challenging markets and difficult organizational problems. Casey has depth of experience in successfully dealing with distressed real estate portfolios and organizations.



Julia Hoagland, CRE
Founder/Principal
JH Advisors LLC |
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New York, NY

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Julia Hoagland, CRE, applies analytical and problem-solving skills honed from her previous careers in engineering and finance to create competitive advantages for clients. Maximizing value for real estate transactions requires creative and inspired marketing, maximum and comprehensive exposure, and strategic pricing. As principal of the Julia Hoagland Team, Julia counsels the JHT sales team on industry best practices as well as formulating and implementing transaction and service strategy. In addition to guiding and advising her team, Julia serves as a mentor on various counsel-providing committees including the Compass Strategy Committee and the NYRS Executive Committee. Julia is a member of the Women Presidents Organization (a non-profit membership organization facilitating professional peer groups to accelerate the growth of their businesses), as well as Board Chair for Brick By Brick (a nonprofit project changing the lives of babies and mothers in Uganda). Julia is passionate about world travel, loves backpacking and snowboarding, and plays classical piano.



Curvin Leatham, CRE
Founder and CEO
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As the Managing Member of AreaProbe, a tech-enabled real estate advisory firm that helps determine demand for housing, retail, and healthcare as neighborhoods evolve, Curvin Leatham, CRE, is responsible for the management of staff, budget, and critical paths for each of his team's projects. He has established project management divisions for feasibility studies and property needs assessments for multi-million-dollar development projects across the United States. Curvin has conducted local and regional feasibility studies for foundations, private entities, and local government agencies seeking to examine housing, retail, and healthcare demand. In addition, AreaProbe has developed proprietary software and hardware solutions to evaluate pedestrian counts, and the impact new construction and neighborhood amenities will have on the quality of life of existing residents. Based in Washington, DC, Curvin is a proud alumnus of an HBCU.



Sharon Madison, CRE
CEO
Madison Madison
International
Detroit, MI

sharonmadison1971@gmail.com

Sharon Madison, CRE, is an urban planner known for strategic real estate planning and development, program and construction management, and creative design solutions. She has been a leader in green technology and adaptive reuse in historic buildings. As the third-generation leader in her family's architecture, engineering, planning, and construction business, Sharon has continuously been a trailblazer for women and minorities. The conglomerate has managed more than \$5 billion in design and construction projects, including 20,000 units of residential housing. Sharon serves as Chair of Detroit CARES, an affiliate of the National CARES Mentoring Movement. She has also served on the Boards of the Detroit Downtown Development Authority, the Detroit Economic Growth Corporation, the National Women's Business Council, the Detroit Institute of the Arts, Kettering University, the Detroit Black Chamber of Commerce, and the Detroit Police Foundation. Sharon has an AB and MUP from the University of Michigan, is certificated in Marketing Communications from Harvard University, and is a recipient of the Goldie B. Wolfe Fellowship in Real Estate at Roosevelt University.



Eric D. Swanson, CRE
Principal
Avison Young - Florida
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Eric Swanson, CRE, has more than 35 years of experience in the development of real estate assets in Florida as well as projects in California, Colorado, Ohio, and New Jersey. Eric has had the privilege of holding executive positions with several real estate organizations, including his current position as Principal with Avison Young leading a team of professionals in the project management and development services within the state of Florida. These real estate development services include site selection, feasibility analysis, entitlements, design coordination, construction management, and financing. Eric is dedicated to adding value to his clients by utilizing effective, efficient, and best in class methods, and most importantly, understanding and meeting client objectives. Graduating from University of Illinois with a BA in Economics & Finance, Eric's career has included the development of millions of square feet of a variety of asset classes, leading an oil and gas exploration company, managing environmental projects, creating a rock mining joint venture, and developing ranching and hunting programs in New Mexico.



Christina H. Thoreson, CRE
Real Counsel, LLC
Fort Payne, AL

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Christina Thoreson, CRE, has more than 35 years of experience as a consultant in real estate valuation, review, analysis, eminent domain, investing, purchases and sales, and litigation support. Her clients include individuals, corporations, local, state, and federal government agencies, limited liability companies, lenders, attorneys, and investors. Christina has ten years of experience in real estate brokerage with five years of broker and office management and five years of service on a Georgia county board of tax assessors. Christina has completed almost 3,000 hours of continuing education directly related to real estate valuation, brokerage, and right of way, and has more than 900 hours of service as an instructor. She was a full-time review appraiser for the Tennessee Department of Transportation between 2013 and 2016 and completed her BBA in Real Estate at Georgia State University.



