



CREATING THE CLOCK SHADOW BUILDING

A CASE STUDY IN SUSTAINABLE DESIGN AND COMMUNITY-BASED INNOVATION

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TIMELINE

1992	Former owner of 538 South 2nd Street stops paying property taxes. Property later added to the City of Milwaukee's "Do Not Acquire" list due to environmental contamination.
2004	Redevelopment Authority of the City of Milwaukee conducts first Phase I Environmental Site Assessment on the site.
2006	Fix Development approaches the City of Milwaukee with tentative plans to acquire and develop the site.
2009	Fix Development assembles development team.
2009	Lead investor commits developmental funds.
2010	Initial 25% of investor funds raised.
2010 December	Initial building design and cost estimating completed.
2011	Initial 25% of investor funds raised.
2011 January	Milwaukee Fix LLC legally established.
2011 February	Leases executed with majority of tenants.



Site of the Clock Shadow Building before development
Source: Google Earth



The completed Clock Shadow Building
Source: Fix Development

INTRODUCTION

Standing on the site of a former junkyard, the Clock Shadow Building is an innovative real estate and community development project that pushes the envelope for sustainability, design, social equity, and local economic development in Milwaukee, Wisconsin. The Clock Shadow Building emerged from developer Juli Kaufmann's philosophy that real estate development should reach beyond financial returns to positively impact the community and the environment. Kaufmann's approach to development is based on four main tenants: economic stability, environmental stewardship, social equity, and cultural continuity. Kaufmann's development and consulting company, Fix Development, embraces transparency in an effort to share knowledge and urge other organizations to build upon the progress made with the Clock Shadow Building and other projects.

BUILDING DESCRIPTION

The Clock Shadow Building is a four-story commercial building of approximately 30,000 square feet in Milwaukee's historic Walker's Point neighborhood. The building site is a former brownfield located at the northeast corner of Bruce and 2nd Streets, one mile south of the city's central business district. Wisconsin's first urban creamery – producing cheese and ice cream – occupies the entire first floor. Members of The Healing Collective – a consortium of health care, wellness, and counseling organizations – occupy more than 70 percent of the building, filling most of the upper floors of the building. A law firm and engineering firm occupy the rest of the building. The building's accessible roof includes a shared garden that produces herbs and vegetables for local consumption. The first tenants moved into the Clock Shadow Building on March 1, 2012 and the building held its grand opening on June 21, 2012.

The Walker's Point neighborhood includes a mix of historic commercial, industrial and residential buildings, including apartments, condos, and single-family homes. The development has already begun to spark economic activity in the neighborhood's commercial corridors, especially around local food production.

DEVELOPMENT TEAM

Milwaukee entrepreneur Juli Kaufmann developed the Clock Shadow Building through her development and consulting company, Fix Development. Kaufmann founded Fix Development in 2009 with the mission of providing strategic planning, feasibility and project management support to environmentally sustainable development projects. Fix Development has been involved with various large-scale commercial and neighborhood revitalization projects for Milwaukee-area clients. Through Fix Development, Kaufmann also supports the creation and execution of innovative business models with a local focus and was a driving force behind the launch of a locally-focused small business investing group, Fund Milwaukee, in 2012.

Assembling a development team that understood Fix Development's mission and goals was critical to the Clock Shadow Building's success. Each member of the development team brought valuable expertise to the project such as strong community ties, a knowledge of energy and water-saving building practices, and familiarity with multi-layered real estate projects.

Fix Development brought the project architect, Continuum Architects + Planners, and the construction manager, CG Schmidt, to the table early in the process to improve communication and maximize flexibility. Both partners understood the project's unique goals and were willing to take a creative approach to push the envelope for sustainable design and construction in Milwaukee. The development process required flexibility in the vision for the site and a nimble response to market conditions.

DEVELOPMENT TEAM



PROJECT DEVELOPER

Founded by Juli Kaufmann, **Fix Development** was the Clock Shadow Building's project developer. After establishing the vision for a groundbreaking sustainable building, Kaufmann managed the development process, brought together investors, and worked to create a unique mix of non-profit and startup tenants.



ARCHITECT

The project architect was **Continuum Architects + Planners**, a small architecture firm with a commitment to improving communities through sustainable building practices. From the outset, Continuum was willing to stretch the boundaries of sustainable design with the Clock Shadow Building, using salvaged building materials and integrating energy and water-saving technology into the building's design.



CONSTRUCTION MANAGER

Located in Milwaukee for over 90 years, Clock Shadow Building construction manager **CG Schmidt** has extensive experience with green building techniques. Having built their own headquarters building with sustainability in mind, the company is able to help clients balance construction costs and long-term energy savings.



ENVIRONMENTAL ENGINEERING

Giles Engineering brought professional experience with environmental site assessments and a personal approach to the Clock Shadow Building.



CIVIL AND STRUCTURAL ENGINEERING

Graef Engineering brought a commitment to client satisfaction and a record of successful projects in Southeast Wisconsin.



MECHANICAL, PLUMBING, AND ELECTRICAL ENGINEERING

Headquartered in Waukesha, Wisconsin, **IBC Engineering** has a history of bringing innovative energy-saving solutions to large and small engineering projects.



OWNER'S REPRESENTATIVE

Monique Charlier of **Rivet LLC** acted as the Owner's Representative for Fix Development, overseeing the design and construction process. Charlier brought experience managing sustainable construction projects and a background of working with non-profit and community-based clients in Milwaukee.



LEGAL

Mallery & Zimmerman, a Wisconsin-based law firm that has expertise in every facet of real estate development, was Fix Development's legal representative. The firm has experience working with entrepreneurial real estate projects and provided legal counsel and drafted leases, investment memos and other documents for the Clock Shadow Building.

THE REST OF THE TEAM

Many other individuals and firms played smaller, but no less significant roles in the conception, design, construction, and operation of the Clock Shadow building. These numerous project partners include subcontractors, artists, politicians, public servants, students, neighbors, investors, friends, and family. Each of the tenants in the building also became integral members of the development team.

SITE ACQUISITION

Kaufmann first formed the concept for the Clock Shadow Building in 2006. Kaufmann lived in the Walker's Point neighborhood and identified the vacant lot at 538 South 2nd Street as an opportunity to remove a blighted brownfield and add vibrancy to the community.

Formerly a scrap yard, the 2nd street site had been tax delinquent since 1992 and had been added to the city's "Do Not Acquire" list. The "Do Not Acquire" list includes properties that are tax delinquent, but that the city has decided not to foreclose on due to environmental contamination or other complications that would create a burden for the city.

Instead of foreclosing immediately, the city provides a list of these properties to the public and waits for a private developer to inquire about the land and agree to clean it up.¹ Because properties on the "Do Not Acquire" list are still privately owned, the city must get a court-issued warrant to test for environmental contamination.

The total cost for initial environmental testing at the 2nd Street site was \$12,000. The city paid for \$6,000 of the cost with a Milwaukee Economic Development Corporation site assessment grant and Fix Development paid the other half.

If a developer agrees to clean up the site before undertaking development, the city then transfers the site to the developer through a process under Wisconsin State Statute 75.106. During this process, the property is transferred directly to the new owner – the city never appears on the chain of title. The developer pays an assignment fee – equal to market value of the property – set by the city and past liens are cleared away. Finally, the developer must enter into contract with the Wisconsin Department of Natural Resources, agreeing to clean up the site.

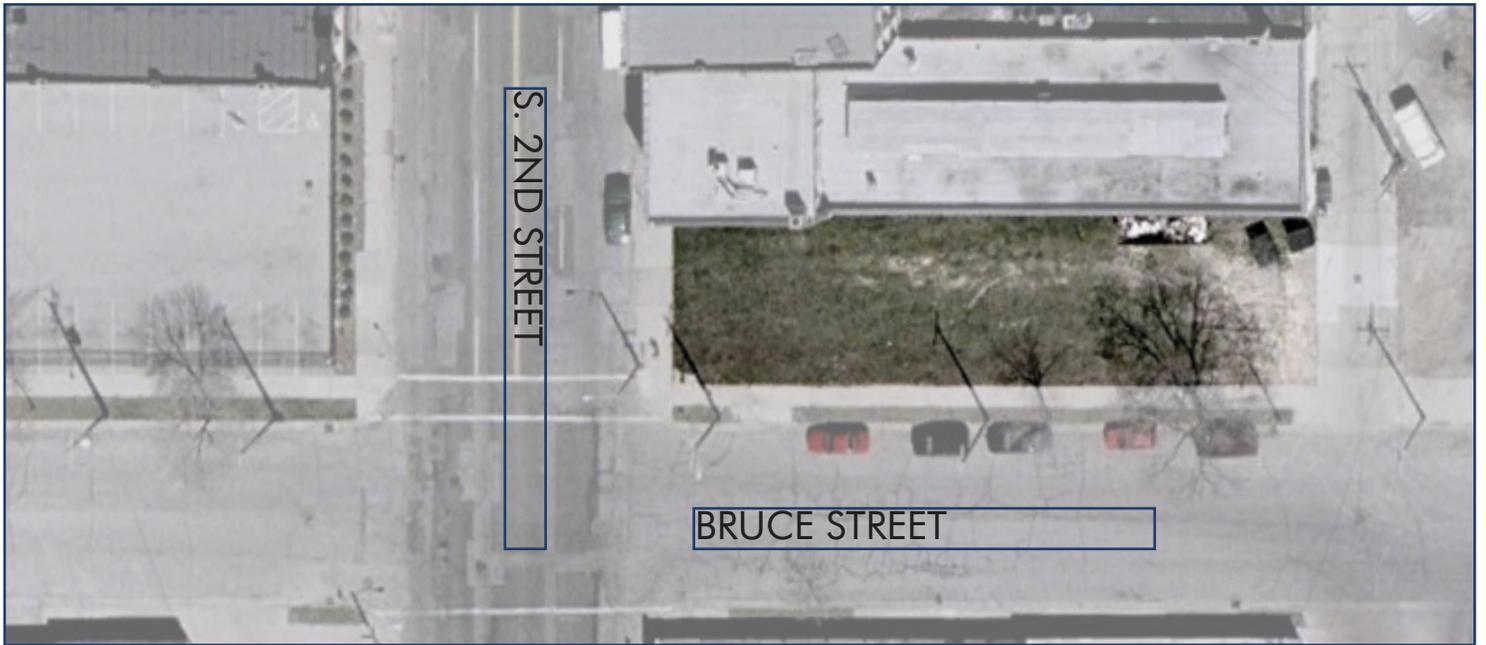
Further geotechnical and environmental studies showed that the site had high levels of environmental contamination and very poor soil bearing capacity. The Wisconsin Department of Natural Resources approved development with an agreement that the new owner, Fix Development, would remove contaminated soil and construct a new building that would serve as a cap to prevent direct contact with remaining contaminated soil. In total, more than \$200,000 was spent to acquire, test, clean up, and remediate the site and prepare it for development. See the Environmental Stewardship section of this report for more detail on soil contamination on the site.



Brick seen on site at the Clock Shadow Building.
Source: Fix Development

¹ City of Milwaukee, Brownfields Redevelopment Site Inventory, <http://city.milwaukee.gov/BrownfieldsRedevelopment/Available-sites.htm>

IMAGE: Site Location



Aerial view of the Clock Shadow Building site
Source: Google Earth, 4/29/05

ECONOMIC STABILITY

A NEIGHBORHOOD IN NEED OF ECONOMIC OPPORTUNITY

Milwaukee's Near South Side has been a strong residential community for more than 100 years. Polish and German immigrants originally settled in the neighborhood in the mid-1800s. In recent years the population has shifted to become predominantly Hispanic – as of 2010, 81.5% of the local population is Hispanic.

2nd Street is an important commercial corridor that runs through Milwaukee's Near South Side and includes a mix of high-density commercial uses. Although some industrial uses remain, the corridor's character has changed in recent years. The culturally vibrant Near South Side has seen new businesses open in recent years and is home to a public, technical high school and some of the area's best restaurants. At the same time, the area faces major economic challenges. Large portions of the neighborhood's population are low-income or out of work. 23.7% of residents have household incomes less than \$15,000 and 21.2% of residents over 16 years are not in the labor force.² 51.5% of the population older than 25 have not graduated from high school.

WORKING WITH THE CITY

Ongoing cooperation and communication with the City of Milwaukee and the State of Wisconsin were vital to the Clock Shadow Building's success. Delays in permitting and approvals can lead to additional carrying and construction costs for real estate developers. These escalating expenses can sink any project, especially one with narrow margins on financial returns like the Clock Shadow Building. Fortunately, public officials and staff from the city and the state were communicative and easy to work with throughout the development process.³

The Clock Shadow Building was developed in concert with the Near South Side Plan, part of the City of Milwaukee's set of comprehensive plans. The Plan recognizes 2nd Street as an ideal main street for the emerging district and encourages infill development that maintains the current block and lot patterns. To further 2nd Street's mixed-use character, the Plan seeks to promote pedestrian-friendly buildings with boutique retailers on the first floor and residential and professional uses on upper floors.⁴



A view of the Clock Shadow Building and Downtown Milwaukee from the South
Source: Fix Development

² Clock Shadow Building - Milwaukee Kendeda 2011 Proposal

³ Interview with Juli Kaufmann, 2/22/13

⁴ City of Milwaukee, Near Southside Plan, 5/27/09, <http://city.milwaukee.gov/Plansandstudies/NearSouth.htm>

CHANGING THE ZONING CODE TO ALLOW FOR URBAN AGRICULTURE

The Clock Shadow Building development team consulted the City of Milwaukee early on in the design process, involving city officials in discussions of building use and design. Fix Development's plans for a rooftop garden did not initially conform to the site's zoning designation, IM – Industrial Mixed. Plans for the garden, along with petitions requests from other urban agriculture organizations like Growing Power and Sweetwater Organics, prompted the city to alter the Industrial Mix designation to allow for agriculture production on industrial land.⁵

To maximize use of the small site, the upper floors of the Clock Shadow Building hang several feet over the sidewalk. This design element creates an awning that provides shade and cover to pedestrians below. The overhang also technically infringes upon the public air space that is a legal extension of the public right of way below. To compensate taxpayers for the use of this air space, Fix Development pays the city a nominal air rights fee under a 99-year contract with the City. This is a novel and infrequently exercised option that was developed with City support so that costs and bureaucracy would not be prohibitive.

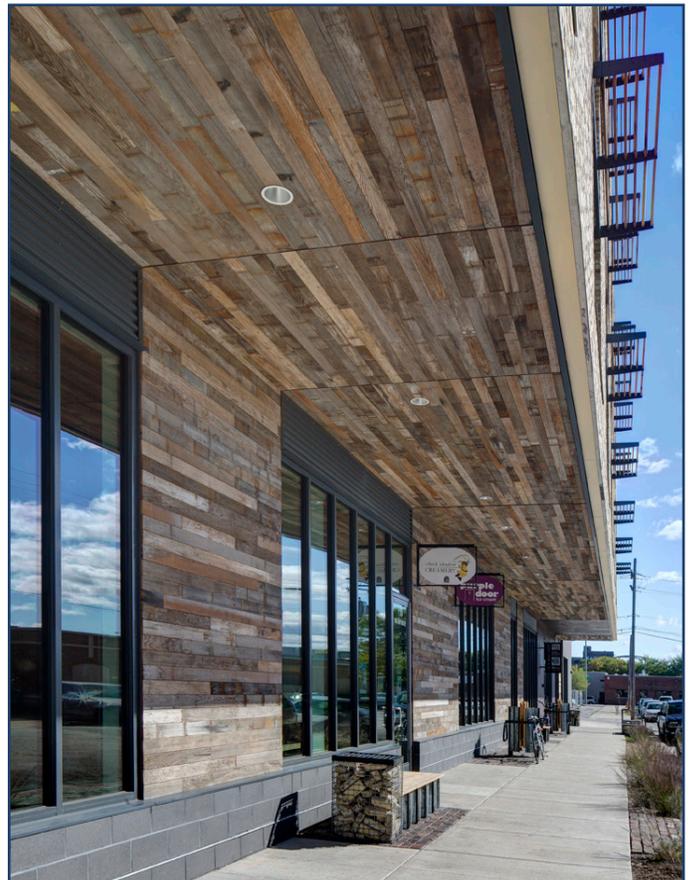
EMBRACING FLEXIBILITY AND OPPORTUNITY

The first tenants brought into the project were members of The Healing Collective, a consortium of organizations that promote health and wellness that includes The Healing Center, CORE/EL Centro, and Aurora Walker's Point Community Clinic.

The Healing Collective was established in 2003 as an effort to provide Milwaukee's uninsured and underserved populations with access to health and wellness services. The development team also attracted the Clock Shadow Creamery, an urban cheesemaker, to locate on the building's first floor.

When Kaufmann first envisioned the project she intended to construct an energy-efficient building with for-profit tenants. The initial plan included a restaurant in the first-floor space, but physical and economic constraints pushed the development team to consider alternative tenants.

At the same time, The Healing Collective was beginning to search for a new home. The three organizations were located in a nearby building at 611 W. National Ave. that was owned by Esperanza Unida, a non-profit organization focused on job training for the city's Latino population. After a leadership change at Esperanza Unida in 2005, the quality of building began to deteriorate. The facility developed problems with the elevator, the air conditioning, heating and a leaking roof – all major issues for health care and healing organizations that require a calm and welcoming environment. To address the facility problems, all three members of the Healing Collective initiated a strategic planning process and began to search for a new facility



Sidewalk along Bruce Street
Source: Fix Development

⁵ Interview with Dan Casanova and David Misky, 3/4/13

As the development team was identifying potential tenants, a Healing Collective volunteer, Bob Pietrykowski, informed Kaufmann that the three organizations were actively looking for a new location where they could continue to benefit from a shared facility. As they learned more about plans for the Clock Shadow Building, the organizations were attracted by the promise of an energy-efficient building that would allow them to retain their integrative health care model.

Due to the new mix of non-profit tenants, the development team had to alter their strategy and raise money in nontraditional ways to support the project with lower-than-market rents.

CREATING JOBS FOR NEIGHBORHOOD RESIDENTS

One of the major goals of the Clock Shadow Building has been to provide employment opportunities for local residents as well as training, career development, and support services. As of April 2013, 39 people work in eight businesses and organizations within the Clock Shadow Building.

Goals for job creation and economic impact were developed through a partnership with the Martin Luther King Economic Development Corporation (MLKEDC), based on Milwaukee's north side. MLKEDC invested in the Clock Shadow Building with a \$545,000 grant from the Office of Community Services, a division of the U.S. Department of Health and Human Services. As part of the grant application, MLKEDC and Fix Development set the goal of creating 23 sustainable jobs, including 18 positions for low-income area residents in the Near South Side neighborhood.⁶

In the Clock Shadow Building's first year of operation, tenants created fifteen jobs that had not existed before the site was developed, marking significant progress towards the goal of 23 new jobs.⁷ These fifteen new positions comprise 38% of total employment at the building. According to a October 2012 update to investors, building tenants has also retained 24 jobs at no less than \$17 per hour and as much as \$38 per hour per position.⁸

MLKEDC plans to ensure that low-income neighborhood residents are the primary beneficiaries of employment and career development opportunities at the Clock Shadow Building. MLKEDC will also see that those residents employed at the Clock Shadow Building continue to receive training, counseling, and support services.⁹ Although there is no required window for job creation associated with OCS grants, the typical timeline is five years.

The new space offered by the Clock Shadow Building has allowed tenants to create a number of new jobs. As a new business, the Clock Shadow Creamery had to add staff members quickly to start production. The company hired six employees – a cheesemaker, an apprentice cheesemaker, a plant manager, a store manager, and two retail workers. Two additional businesses that share the creamery's first floor space, Purple Door Ice Cream and Martha's Pimento Cheese, subtenants in the creamery space, each employ three people.

The Healing Center did not add staff initially after the move, but the organization was able to grow and expand the resources they have available to clients. The Healing Center did add one staff member in 2013.¹⁰

As a result of increased space, Walker's Point Community Clinic was able to add a full time nurse as well as a half time nurse practitioner and a half time medical assistant. The clinic also integrated a new payment system for patients. The clinic used to be entirely free and now patients pay \$10 per visit as well as a portion of lab costs. The clinic has received a positive reaction

⁶ MLKEDC OCS Proposal, 7/8/11

⁷ Tenant Interviews, 3/4/13 - 4/1/13

⁸ Fix Development Partner Letter, 10/31/12

⁹ MLKEDC OCS Proposal, 7/8/11

¹⁰ Interview with Maryann Clesceri, 3/4/13

from the vast majority of patients. Most patients do want to pay something for medical services, especially because those funds go to expand services that the clinic is able to offer the community.¹¹

The fourth floor of the Clock Shadow Building has brought more professional services to Walker’s Point, serving as the new home for the Law Offices of Jackie Boynton and Spire Engineering.

TABLE: Job Creation at the Clock Shadow Building

EMPLOYER	JOB TYBE	GOAL	GOAL	ACCOMPLISHED Jobs Added as of March 2013
		# Of New Jobs For Low Income People	# of Other New Jobs	
Clock Shadow Creamery	Milk and Whey Delivery	1		
Clock Shadow Creamery	Cheesemaker Apprentice	4		1
Clock Shadow Creamery	Cheesemaker	3		1
Clock Shadow Creamery	Plant Manager		1	1
Clock Shadow Creamery	Retail and Deli Manager	1		2
Clock Shadow Creamery	Store Manager		1	1
Healing Collective	Urban Gardener	2		
Healing Collective	Health Educator	4		1
Healing Collective	Medical Assistant	2		0.5
Healing Collective	Nurse		1	1
Healing Collective	Nurse Practitioner		1	0.5
Healing Collective	Advocate	1		
Healing Collective	Counselor		1	
Purple Door Ice Cream	Employee	NA	NA	3
Martha’s Pimento Cheese	Employee	NA	NA	3
TOTAL		18	5	15

The Clock Shadow Building was 95 percent pre-leased before construction began. Clock Shadow Creamery and members of the Healing Collective started their leases on April 1, 2012. These four tenants all signed 10-year leases with two five-year extension options, providing the project with stable cash flows from day one. The final tenant, Law Offices of Jacqueline Boynton, began a lease for the remainder of the building on August 1, 2012.

All three members of the Healing Collective have been able to maintain a per square foot lease rate that is only marginally higher than it was in their old facility. Overall rents have increased because each organization is now renting more space. All leases are triple net, meaning that expenses like property tax, maintenance, and insurance are passed through for payment directly by the tenants.¹²

¹¹ Interview with Steve Ohly, 3/5/13

¹² Fix Development, Private Placement Memorandum, 1/17/11

TENANT PROFILES

FIRST FLOOR

CLOCK SHADOW CREAMERY AND PURPLE DOOR ICE CREAM

The Clock Shadow Creamery, a pioneering cheese production facility operated by Master Cheesemaker Bob Wills of Cedar Grove Cheese, occupies the entire first floor of the building. Clock Shadow Creamery is one of only a handful of urban creameries across the United States. The creamery subleases first-floor space to Purple Door Ice Cream, a local company owned by Lauren and Steve Schultz and to Martha's Pimento Cheese, a specialty cheese product of Mighty Fine Foods, owned by Martha Davis Kipcak.

Both Clock Shadow Creamery and Purple Door Ice Cream sell to both wholesale and retail customers, including more than 30 local restaurants.¹³ The two companies operate a retail space and scoop shop on the first floor of the Clock Shadow Building.

SECOND FLOOR

WALKER'S POINT COMMUNITY CLINIC

Occupying the building's entire second floor, Walker's Point Community Clinic treats over 3,200 patients each year and provides social services to an additional 500 people. Moving to the Clock Shadow Building has allowed the clinic to expand from eight exam rooms to 12.¹⁴ Rent per square foot has stayed about the same for Walker's Point, but the total rent and space have both tripled in the new building.¹⁵

THIRD FLOOR

CORE/EL CENTRO

CORE/El Centro is a non-profit, natural healing center that seeks to foster self-healing and community well being. CORE opened its doors in 2002 with a mission to make healing services accessible to all income levels and a special focus on addressing health care disparities for low-income and marginalized populations.

CORE offers natural healing therapies such as massage therapy and acupuncture, as well as health and wellness programming that includes yoga, Zumba, Tai Chi, and other movement classes. CORE's primary clientele are Latino immigrants.¹⁶

FOURTH FLOOR

THE HEALING CENTER

The Healing Center is a healing and advocacy center for those affected by sexual violence. Located on the building's fourth floor, The Healing Center offers survivors of abuse and assault opportunities for healing through support, advocacy, and education. Although The Healing Center is affiliated with the Aurora Sinai Medical Center, it has been an independently funded program since it began offering services in 2002.¹⁷

Operation costs for the Healing Center are higher in the new building, but the organization now has a larger, more functional space. With this greater space, the Healing Center can now train additional graduate student interns and counselors and keep volunteers on for longer periods of time.

LAW OFFICES OF JACQUELINE BOYNTON AND SPIRE ENGINEERING

The remainder of the space on the fourth floor is occupied by the Law Offices of Jacqueline Boynton, made up of four independently practicing attorneys. Boynton was also one of the Clock Shadow Building's first investors. The law firm currently subleases space to Spire Engineering.

¹³ Fix Development Partner Letter, 10/31/12

¹⁴ Aurora Health Care, Health of Walker's Point Community in Milwaukee to Improve with New Clinic, <https://iconnect.aurora.org/viewArticle.do?id=7231>

¹⁵ Interview with Steve Ohly, 3/5/13

¹⁶ WUWM, 5/22/12, http://www.wuwm.com/news/wuwm_news.php?article=10664

¹⁷ The Healing Center, About Us, <http://www.thehealingcenter.org/11aboutus.aspx>

TABLE: Tenant Lease Terms

	FLOOR	TOTAL ANNUAL YEAR ONE BASE RENT	RENT/ SQ. FT.	TOTAL USABLE SQ. FT.	LEASE TERM
Clock Shadow Creamery	First	\$48,174	\$11.50 NNN in year one with 4% annual increase	4,189	10 Years with two five-year extension options.
Walker's Point Community Clinic	Second	\$76,199	\$11.50 NNN in year one with 4% annual increase	6,626	10 Years with two five-year extension options.
CORE/ El Centro	Third	\$38,100	\$5.75 NNN in year one with 5% annual increase	6,626	10 Years with two five-year extension options.
The Healing Center	Fourth	\$28,578	\$5.75 NNN in year one with 5% annual increase	4,970	10 Years with two five-year extension options.
Law Offices/Spire Engineering	Fourth	\$22,867	\$13.80 NNN in year one with 5% annual increase	1,657	5 Years with one five-year extension options.

The table below compares rental rates for tenants in the Clock Shadow Building with two nearby LEED-certified buildings and average lease rates in adjacent submarkets. Lease rates for Milwaukee submarkets are averages for properties in those areas and include both new and seasoned properties.

Triple net rents for all Clock Shadow Building tenants are significantly lower than average triple net rents for neighboring submarkets, especially for CORE/El Centro and The Healing Center. However, when all additional charges are added, gross rents for the Clock Shadow Building are very similar to averages for neighboring submarkets. If the development team can further maximize the building's energy efficiency, it has the potential to limit future utility charges and improve upon its goal to provide below-market rent for the majority of tenants.

TABLE: Lease Rates for the Clock Shadow Building and Neighboring Submarkets¹⁸

	RENT/ SQ. FT. (TRIPLE NET)	RENT/ SQ. FT. (GROSS)	DATE	SOURCE
Clock Shadow Creamery	\$11.50	\$19.50	Q1 2013	Colliers International
Walker's Point Community Clinic	\$11.50	\$19.50	Q1 2013	Colliers International
CORE/ El Centro	\$5.75	\$13.75	Q1 2013	Colliers International
The Healing Center	\$13.80	\$13.75	Q1 2013	Colliers International
Law Offices/Spire Engineering	Not Available	\$21.80	Q1 2013	Colliers International
Downtown East (Office)	Not Available	\$18.62	Q4 2012	Cassidy Turley
735 N. Water Street (LEED Certified)	Not Available	\$15-18	Q2 2013	LoopNet
234 W. Florida Street (LEED Certified)	Not Available	\$18.50 - \$19.50 (office) \$22 (retail)	Q2 2013	Siegel-Gallagher
Downtown West (Office)	Not Available	\$17.87	Q4 2012	Cassidy Turley
3rd Ward/ Walker's Point (Office)	Not Available	\$16.92	Q4 2012	Cassidy Turley
3rd Ward/ Walker's Point/ Bay View (Office + Retail)	\$14.56	Not Available	Q2 2013	NAI MLG Commercial
Downtown East (Office)	Not Available	\$22.20	Q1 2013	Cushman + Wakefield
Downtown West (Office)	Not Available	\$19.36	Q1 2013	Cushman + Wakefield
3rd Ward/ Walker's Point (Office)	Not Available	\$18.55	Q1 2013	Cushman + Wakefield

¹⁸When available, rates are included for both gross rent (meaning that the landlord pays for all basic expenses such as taxes, insurance, and utilities) and triple net (meaning that the tenant pays for taxes, insurance, and utilities in addition to the base rent). Gross rents for the Clock Shadow Building are estimated using averages for common area maintenance and utility charges. Lease averages from Cassidy Turley are based on 49 buildings in Downtown East, 23 buildings in Downtown West, and 25 buildings in 3rd Ward/Walker's Point. Lease averages from NAI MLG are based on retail and office space in 427 buildings.

TENANT IMPROVEMENTS

TABLE: Tenant Improvement Contributions

TENANT	CONTRIBUTION TO TENANT IMPROVEMENTS
AURORA CLINIC	\$350,000
CORE	\$395,000
HEALING CENTER	\$305,000
TOTAL TENANT CONTRIBUTION	\$1,050,000

Unlike tenants of most speculative commercial developments, the future tenants of the Clock Shadow Building were very involved in the design and build out of each unit. In exchange for reduced lease rates, the members of The Healing Collective agreed to raise funds for their own tenant improvements.

The Aurora Walker's Point Clinic receives most of its operational funding from The Aurora Health Care Foundation. As a result, the clinic only needs to raise money to go beyond the bottom line while The Healing Center has to raise money for basic operational expenses.

Aurora knew that the clinic needed a new facility to meet the needs of patients, so to assist Walker's Point Clinic with build out and operation in the Clock Shadow Building the president of the foundation found a single donor to make a \$750,000 donation. The clinic also received support from several other major donors and used other Aurora Foundation funds.¹⁹ Together, Walker's Point Clinic and The Healing Center raised \$1.25 million. This included each organization's contributions to build out the office space as well additional funding for future capital and operating costs.

In contrast, CORE/El Centro relied on hundreds of contributions for the \$450,000 they required for the build out and other expenses associated with the move to the Clock Shadow Building. The CORE staff wrote grants and met with individual donors. In the end, CORE had to take a loan for the remainder of the build out costs they were not able to raise as part of the capital campaign – about \$200,000.

Kaufmann negotiated with Aurora Health Care to incorporate salvaged and donated doorframes, doors, and cabinetry from a clinic that was closing. She also arranged for storage of the materials in the time between when they were removed from the Aurora facility and installed in the Clock Shadow Building. In addition to providing the new building with a unique character, the salvaged materials contributed to the environmental aims of the project. On balance, the added costs of modified design, storage, and additional labor needed to accommodate untraditional materials were offset by the reduced material costs, making salvage a cost-neutral element of the project.

INVOLVING TENANTS IN DESIGN AND CONSTRUCTION

Each non-profit was very involved in the design and construction of their space. The members of the Healing Collective originally sat down with students from the Milwaukee Institute of Art and Design to develop plans for the configuration of their units. Because of time and cost considerations, the tenants went back to work with the building's lead architect, Continuum Architects. For the Healing Center, it was important to have a relaxing, calming, and welcoming central space. The Healing Center's Executive Director, MaryAnn Clesceri, worked with Continuum to make the space circular, reinforcing the organization's holistic approach to healing.²⁰

Steve Ohly, manager of the Walker's Point Clinic, sat down with Continuum to design a flexible space that changed with the clinic's needs throughout the day. The clinic sees a lot of traffic early in the morning, from 7:30 am to 8:30 am, during the

¹⁹ Interview with Steve Ohly, 3/5/13

²⁰ Interview with Maryann Clesceri, 3/4/13



Front desk and waiting area at the Walker's Point Clinic
Source: Fix Development

Center's clients are low-income and also use the free clinic. Staff at Walker's Point Clinic are able to help clients find a health care home and staff from the Healing Center have been able to help train staff at the Aurora Clinic how to treat survivors of sexual abuse. There are many referrals between the organizations – they often walk clients to the other facilities to set them up with supplemental services and provide more personal attention. It is more likely that clients will use support services if they are easily accessible in the building. This type of collaboration allows The Healing Collective to provide a "one stop shop" approach to treatment that is much more effective than providing vouchers across town.²²

As a result of being on separate floors, the organizations have lost some integration between programs, becoming more side-by-side than integrative. They are also missing some of the creativity and open communication they had in the old location. The Healing Collective has not given up on regaining integration, but the connections are more difficult than they were in their previous space. To restore the feeling of a single location that offers many services, the organizations are now consciously meeting to analyze how they can be more visibly connected.²³



View of the Healing Center's central space
Source: Fix Development

lottery they use to assign patients appointments later in the day. During this one hour each day, the clinic needs a large space to accommodate the crowd. Dan Beyer of Continuum had a large barn door sitting in his garage that ended up being the perfect solution. After the rush of the lottery, clinic staff can slide the barn door closed and divide the additional space from the waiting area, creating a smaller room for education programs. Beyond its basic function, the barn door provides some visual stimulation for patients in the waiting area.²¹

COLLABORATION BETWEEN TENANTS

As the three member organizations of the Healing Collective planned their departure from Esperanza Unida building, they sought to preserve their collaborative relationship and strengthen their holistic approaches to healing. The Clock Shadow Building provided a unique opportunity to keep that partnership intact while taking advantage of a new facility and keeping costs manageable.

For example, The Healing Center has a small grant to purchase services from CORE/El Centro for their clients. Their central mission is to provide traditional and non-traditional support services to sexual abuse survivors. By collaborating with CORE, they are able to treat the whole person. Many of The Healing

²¹ Interview with Steve Ohly, 3/5/13

²² Interview with Maryann Clesceri, 3/4/13

²³ Interviews with Steve Ohly, 3/5/13, and Madeline Gianforte, 3/28/13

A GREAT PLACE TO COME TO WORK

With energy-saving features and large windows that provide attractive views and abundant sunlight, the Clock Shadow Building provides a positive work environment for those that work there. Clesceri said that working at the new facility has helped her own health as well as the health of the rest of the Healing Center staff and that they enjoy better sunlight and improved air quality. She reports her staff taking fewer sick days in the new facility. Attention from the building's energy-efficient profile has also provided the building's tenants with valuable visibility.

"It's a fantastic place to work... The incentive to come to work is a lot higher." – Jackie Boynton

PARKING

Built on a small site, the Clock Shadow Building does not provide off-street parking for tenants or customers. The neighborhood has curbside parking on both sides of the street, but many spots are metered with two-hour limits.

The City of Milwaukee does have parking requirements for new developments in many neighborhoods, including the Near South Side. The Clock Shadow building was able to meet the neighborhood parking requirement by using bonuses that provide alternatives to on-site parking. The bonuses that the development team used included available on-street parking, on-site bicycle parking, and a location on a main bus route.²⁴ These alternatives have alleviated some demand for parking from building users, but parking has been a common problem for staff, volunteers, and clients.

The building experiences competing parking needs with staff looking for full-day parking, Healing Collective clients needing two-hour parking and Clock Shadow Creamery customers requiring shorter-term parking in front of the store.

Building employees have dealt with the lack of parking in various ways. Some ride the bus or bike to work. Others take advantage of free on-street parking elsewhere in the neighborhood and then walk several blocks to the building. Some employees roll the dice and park in the two-hour on street parking near the building, shuttling outside to move their cars or plug the meter several times a day.²⁵ This strategy sometimes leads to parking tickets.

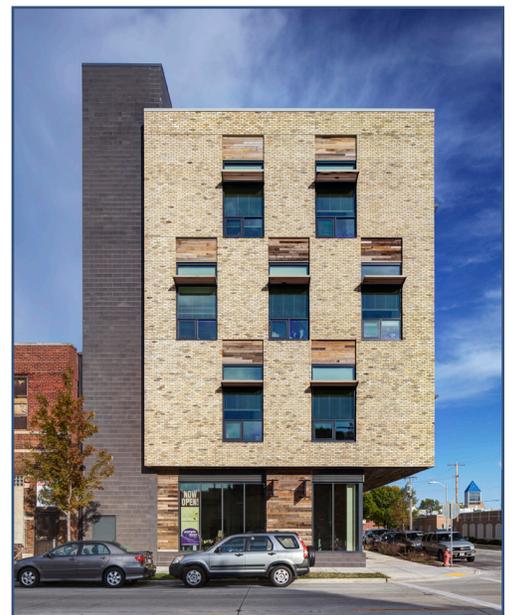
The problem does not result from a lack of surface parking in the neighborhood. In fact, there are several surface lots that often sit vacant. Fix Development has made an effort to negotiate for access to vacant parking lots in the neighborhood, but the owners of those lots have not been cooperative. The Walker's Point Clinic has indicated that they would be willing to pay for volunteer spots if they were available nearby.

One other solution to the parking problem may be to start a dialogue with teachers and staff at Bradley Tech High School, located one block west of the building. High school employees often park on the street because they arrive early in the morning when spaces are available and the street spaces are closer to the school. By opening lines of communication with the high school, staff at the Clock Shadow Building could share the Healing Collective's mission and inquire whether school employees would be willing to utilize their existing school lot in order to open up additional street parking.²⁶

²⁴ Interview with Dan Casanova and David Misky, 3/4/13

²⁵ Tenant Interviews, 3/4/13 - 4/1/13

²⁶ Interview with Steve Ohly, 3/5/13



View of the Clock Shadow Building from S. 2nd Street
Source: Fix Development

FINANCIAL RESPONSIBILITY

Without positive cash flows and financial stability, even the most visionary development project will ultimately fail. To secure the project's commitment to environmental stewardship and community development, Fix Development built the financial strategy for the Clock Shadow Building around stability for tenants and positive returns for investors.

Because the Clock Shadow Building offers below-market rents to the building's non-profit and start-up tenants, annual cash flows are lower than in most market rate projects. To address reduced cash flows and preserve positive returns, Fix Development used a broad approach to raise project equity and minimize debt. Instead of relying on traditional financing, the bulk of the funding for the project came from non-debt sources including investor equity, grants, and tenant contributions for unit build-out.

In the original financial prospectus, Fix Development projected that investors would receive between 3 and 5 percent annual return on their initial investment as well as tax benefits from property depreciation. The total project cost was projected at \$7.25 million and was completed in June 2012 on time and on budget.

As of March 2013, 15 investors have provided equity for the project.²⁷ The Clock Shadow Building originally offered membership shares at \$250,000 each. Several investors purchased partial shares in the project for \$125,000 and a final round of funding brought in some investors at the \$50,000 level. The Clock Shadow Building is not actively seeking additional investors, but additional investors would be considered in the first few years to pay down debt more quickly.

The Clock Shadow Building was able to attract investors largely through personal relationships. Investors had to be willing to offer patient capital – providing an illiquid investment in exchange for returns over a period of several years. Investors also had to be willing to take a smaller return when compared to other investments in exchange for lower risk and a commitment to positive impacts on the surrounding community.

Fix Development secured a short-term loan from several investors to allow the project to begin construction while raising the remainder of the equity funds required. The only debt the project still has is the remainder of a \$565,000 low-interest loan from the Milwaukee Economic Development Corporation (MEDC), acting as the fund manager for the Redevelopment Authority of the City of Milwaukee (RACM). Fix Development has an aggressive plan to pay off all remaining debt by 2016.

Investors had to be comfortable with limited cash flows when compared to traditional real estate investment. Fix Development currently projects a 2 percent return for investors in 2013-2015 (after debt paydown), with returns rising to 5 percent by 2016.²⁸ The project return in 2012 was 4.3% before debt service. As a result, the development proved financially successful enough to make a first year payment to investors in addition to scheduled loan payments.

Because most tenants are non-profit organizations that have robust fundraising networks and benefit from discounted rental rates, it is hoped that the Clock Shadow Building will not need to deal with vacancies. If a vacancy were to occur, there are small reserves set aside to fill the budget gap. In such a case, Fix Development would market the space, likely at higher rates. Even if new tenants received below-market rents, Fix Development could increase cash flows by increasing leases above current rates.

Although there are no current plans to do so, Fix Development may sell the project to an institutional buyer that shares the project's economic, community, and environmental values at some point in the future.²⁹ Most current investors are keen to hold onto the project for the time being – in large part to demonstrate that it works. According to Fix Development the market for such a unique project is not obvious. The right buyer likely exists, but it will take time and effort to identify the party and liquidate the investment.³⁰

²⁷ Interview with Juli Kaufmann, 2/22/13

²⁸ Fix Development Partner Letter, 10/31/12

²⁹ Fix Development, Private Placement Memorandum, 1/17/11

³⁰ Interview with Juli Kaufmann, 2/22/13

INVESTING WITH A SOCIAL MISSION

Most investors in the Clock Shadow Building were “accredited investors,” a designation given to individuals with net worth of over \$1 million or annual income over \$200,000.³¹ Shares in the building were open to both accredited and unaccredited investors, but the Securities and Exchange Commission places a cap on the number of unaccredited investors that can participate.

One of the project’s first investors was Lynde Uihlein. She is also the largest investor in the project. Uihlein became interested in the project early because she shared Kaufmann’s goals and values – they both wanted to see change around sustainable development.

In an interview, Uihlein described the development process as flexible – some ideas fell away and others took their place. She said, “We started with a restaurant, but the timing was wrong. As we started on another dairy project, Juli was able to interest those we were working with in an urban creamery. The thing about Juli is she’s always busy, but she doesn’t shut down. Finding people who can juggle all those balls is really hard.” Early in the process, Uihlein brought in her financial manager, Karl Dickson, to help with the accounting and financial side of the project. Among the things that attracted Uihlein to the project: it had a female developer, it was cleaning up a vacant brownfield, it planned for minimal debt, and it secured long-term lease agreements.



The Clock Shadow Building at dusk.
Source: Fix Development

***“Success came from a combination of a vision and openness to possibility with disciple to a business plan.”
– Lynde Uihlein***

Sandra Priebe joined the project after Lynde Uihlein’s initial investment. Priebe said, “It was the opportunity I had been looking for; to be part of the most environmentally sound building possible in the Midwest, a woman run and inspired real estate project with tenants that were entrepreneurs and healers. The project combined all the interests of my past into one project. It would anchor and add life to the community.”

The core group of investors began to seek out additional investors who were looking for alternative investment opportunities to supplement funding from grants and tenants. The group originally sought out all female investors. This was not necessarily an intentional strategy, but women tended to more naturally understand the project mission and gravitate toward the development aims. They contacted Jackie Boynton – a Milwaukee lawyer who sought out socially responsible investments, but had not ventured far beyond the stock market. Upon balancing the project’s financial and social benefits with its unique risks, Boynton was enthusiastic about the concept and eventually ended up leasing space for her law practice on the building’s top floor in addition to investing.³²

According to Priebe, the Clock Shadow Building provided a new and rare opportunity for a certain sector of investors that are

³¹ US Securities and Exchange Commission, 7/16/12, <http://www.sec.gov/answers/accred.htm>

³² Interviews with Juli Kaufmann, 2/22/13, and Sandra Priebe, 2/25/13

looking for a home for their money outside of the traditional stock market investments. Although the project inspired enthusiasm, there were significant challenges in finding investors for such a project. In an interview, Boynton noted that the \$250,000 minimum investment was a large sum for investors used to doing most of their investing in stocks and other traditional sources. People are not as used to doing local investing, in large part because there are few outlets.

The development team had to overcome a great amount of skepticism to get additional investors on board, but that skepticism could be overcome by providing potential investors with detailed information about the project's unique risks. Boynton noted that it was helpful for investors to see that the majority of space was pre-leased to established, credit-worthy tenants. It was also helpful to have a major medical institution, Aurora Health Care, involved with the project. Aurora's involvement added a sense of financial stability.

Although some investors initially had concerns that the building may not hit financial projections, none viewed the Clock Shadow Building as particularly high-risk. The investment has low returns when compared to an investment in a technology start-up company, but pre-leasing and developer involvement and experience mitigated much of the risk. In interviews, most investors said they would invest in a similar project again if they had available capital.

“The surprise was that there were no big surprises. With a project this big and complex I expected more unexpected problems.”

– Sandra Priebe

A NEW PARTNERSHIP

The second largest investor in the Clock Shadow Building is the Martin Luther King Economic Development Corporation (MLKEDC), based on Milwaukee's North Side. MLKEDC has a nine percent ownership in the Clock Shadow Building through its \$500,000 equity contribution.

The equity contribution was made possible by a Healthy Food Financing Initiative (HFFI) grant from the Office of Community Services (OCS) within the U.S. Department of Health and Human Services. To qualify for an HFFI grant, a project must be in a food desert, defined by the U.S. Department of Agriculture as a census tract with a substantial share of residents who live in low-income areas that have low levels of access to a grocery store or healthy food retail outlet.³³ The HFFI grants are limited to non-profit organizations to help finance projects that will expand healthy foods options and generate jobs for low-income families. The recipient organization can use the grant either as a loan or equity investment in a project. OCS grants are often used for business expansion and startups.

MLKEDC submitted the HFFI grant proposal in July 2011. The Office of Community Services awarded MLKEDC a \$545,800 grant on September 30, 2011, shortly after construction had begun. Of the full grant, \$500,000 became equity investment in the Clock Shadow Building. Of the remaining funds, Fix Development used \$16,243 for construction related expenses while MLKEDC designated \$24,242 as a co-development fee and used \$5,315 for travel expenses to required OCS meetings.³⁴

In the OCS grant proposal, MLKEDC set the goal of creating 23 jobs and leveraging \$6,448,000 in outside funding.³⁵ In the end, the project attracted \$6,185,000 in equity through investors, additional grants, and tenant build-out contributions. The project has made significant job creation progress, creating nine jobs in the building's first year of operation.

³³ Office of Community Services, Healthy Food Financing Initiative, <http://www.acf.hhs.gov/programs/ocs/programs/community-economic-development/healthy-food-financing>

³⁴ Fix Development, OCS Grant Notes

³⁵ Office of Community Services, 2011 CED HFFI Grantees, 8/21/11, <http://www.acf.hhs.gov/programs/ocs/resource/2011-ced-hffi-grantees>

Going into the process, MLKEDC believed they had a good chance to win this grant, since MLKEDC had gained experience in the process and established a track record by applying for and receiving an OCS grant in the previous round of funding. To further improve their chances, MLKEDC hired an outside consultant and lawyer with experience in writing OCS grants to assist in assembling the grant application. The consultant was able to draft the necessary attachments, memorandums of understanding, and letters of intent to supplement the research done by Fix Development.³⁶

The partnership with the Clock Shadow Building is unique for MLKEDC – the economic development non-profit has traditionally worked with communities on Milwaukee’s North Side. Having made significant progress in the economic development of the Dr. Martin Luther King Drive corridor, MLKEDC has broadened its mission in recent years and is now looking at more partnerships with outside organizations.

The Clock Shadow Building was MLKEDC’s first project on Milwaukee’s South Side. The project was attractive because it reflects MLKEDC’s mission and is a collaboration of North Side and South Side organizations. MLKEDC’s executive director, Welford Sanders, was familiar with the neighborhoods of the South Side from past work in the area with other organizations.

MLKEDC connected with the Clock Shadow Building through a referral from Leo Ries, executive director at IISC Milwaukee. MLKEDC was impressed by Fix Development’s ability to attract a number of individual investors. That effort sent a strong message to public entities that the project did not require a lot of subsidy and allowed the city to embrace the project. The strategy also limited the amount of debt required and placed the project on sound financial footing from the start. Because the development team had already taken on significant risk to get the project started, MLKEDC felt confident about the involvement of multiple investors and the prospect of receiving the OCS grant.

MLKEDC has developed an interest in health food projects in the Milwaukee area. Most recently, the organization provided support to the Growing Power Café on Martin Luther King Drive, which opened in 2012. MLKEDC used the connection to Growing Power - a Milwaukee-based urban agriculture organization - to bolster local food production at the Clock Shadow Building. Growing Power will soon begin providing the goat milk for cheese that will be produced at the Clock Shadow Creamery.

INNOVATIVE FINANCING

Traditional real estate developers make money by leveraging debt to construct buildings that produce enough cash flow to cover loan payments, with enough left over to provide returns for investors. Debt-to-equity ratios for traditional projects can range from 50% all the way down to 20%, meaning that up to 80% of the project’s construction costs are paid for with loans. Because of the unique mix of tenants in the Clock Shadow Building, Fix Development took a different approach to project financing.

Because the Clock Shadow Building provides below-market rents to most of its tenants, the building produces a lower cash flow than it would otherwise. If Fix Development were to take out a large loan to cover construction costs, it is unlikely the cash flows would be able to cover the mortgage payments, even if the loan had a relatively low interest rate.

In addition to the Clock Shadow Building’s unique tenant mix, many of the building’s resource-efficient features create problems for financing and appraisal. Most banks are not used to financing projects that rely on geothermal energy and gray water systems nor are they comfortable with brownfield-related risk. Even if a bank were interested, it would be difficult to get an appraisal value that would support the required level of investment. The loan principal and interest would cut into already-low returns, especially in early years as the project pays back a \$565,000 low-interest brownfield redevelopment loan from the

³⁶ Interview with Welford Sanders, 3/5/13

Redevelopment Authority of the City of Milwaukee’s revolving loan fund, through their fund manager, the Milwaukee Economic Development Corporation’s.³⁷ The loan amounts to less than 8 percent of total project costs.

TABLE: RACM Loan Terms

INTEREST RATE	3.25%
AMORTIZATION RATE	20 YEARS
TERM	7 YEARS

The RACM revolving loan fund was created with grant money from the Environmental Protection Agency to assist communities with the development of brownfield sites. The loan is meant to be a gap financing mechanism – providing developers with low-interest access to funds for projects that would not be possible without additional financial assistance. Once the loan is approved, there are no specific requirements for developers beyond making payments. Job creation and other economic development goals contribute to the city’s evaluation of the loan application, but benchmarks are not required to keep the loan. To help provide flexibility for the developer, the first few years of the loan are interest only.

Two investors also provided a short-term \$675,000 loan to allow the project to begin construction while Fix Development sought out additional capital investment. \$500,000 of that loan was paid back in 2012 and the remainder was converted into additional project equity.

Fix Development’s financing strategy benefited from Kaufmann’s background in grant writing and non-profit management. Grants were a major part of gap financing for the project, allowing some of the more innovative building features like the rooftop garden to be completed. Winning these grants required Fix Development to prepare targeted applications and establish a building narrative, something that most commercial developers reserve for a pamphlet to attract prospective tenants. The other piece of Fix Development’s strategy that borrowed from the non-profit sector was investor recruitment. Recruiting investors for a unique project like the Clock Shadow Building requires elements of donor cultivation that are common in the non-profit sector. The pitch to investors was not only about explaining financial returns and mitigating risk, but also about demonstrating how the project promotes social equity, cultural continuity, and environmental stewardship.

³⁷ Interview with Juli Kaufmann, 2/22/13

TABLE: Sources + Uses

TOTAL PROJECT PROJECTED BUDGET	\$7,250,000
---------------------------------------	--------------------

SOURCES

Tenant Build-out	
Aurora Walker's Point Clinic	\$450,000
CORE/ El Centro	\$380,000
Healing Center	\$300,000
Clock Shadow Creamery	\$50,000
TOTAL	\$1,180,000
Grants	
Dept. of Commerce - Brownfield Grant	\$200,000
Milwaukee Metropolitan Sewage District - Green Roof	\$308,000
Focus Energy - State of Wisconsin	\$30,000
Additional OCS Grant Funds	\$11,000
Kendeda Fund + LISC Milwaukee - Rooftop Urban Farm	\$43,000
TOTAL	\$592,000
Equity	
Equity Investors	\$4,925,000
TOTAL	\$4,925,000
Debt	
RACM Brownfield Loan	\$565,000
TOTAL SOURCES	\$7,262,000

USES

Land Acquisition	\$250,000
Architecture + Engineering	\$431,801
Construction	\$6,254,051
Marketing	\$24,315
Title Insurance	\$730
Grant Writing Consultants	\$35,125
Legal Fees	\$74,424
Development Fees	\$175,000
TOTAL PROJECT COST	\$7,245,446

ENVIRONMENTAL STEWARDSHIP

BROWNFIELD REMEDIATION

During the 20th century, the site on the corner of 2nd St. and W. Bruce St. was home to Jacob Brothers White Metal, a smelter that left significant lead contamination in the soil. The site's later uses included a scrap metal shop and junkyard that produced further contamination by "burning off of impurities in a stove."³⁸

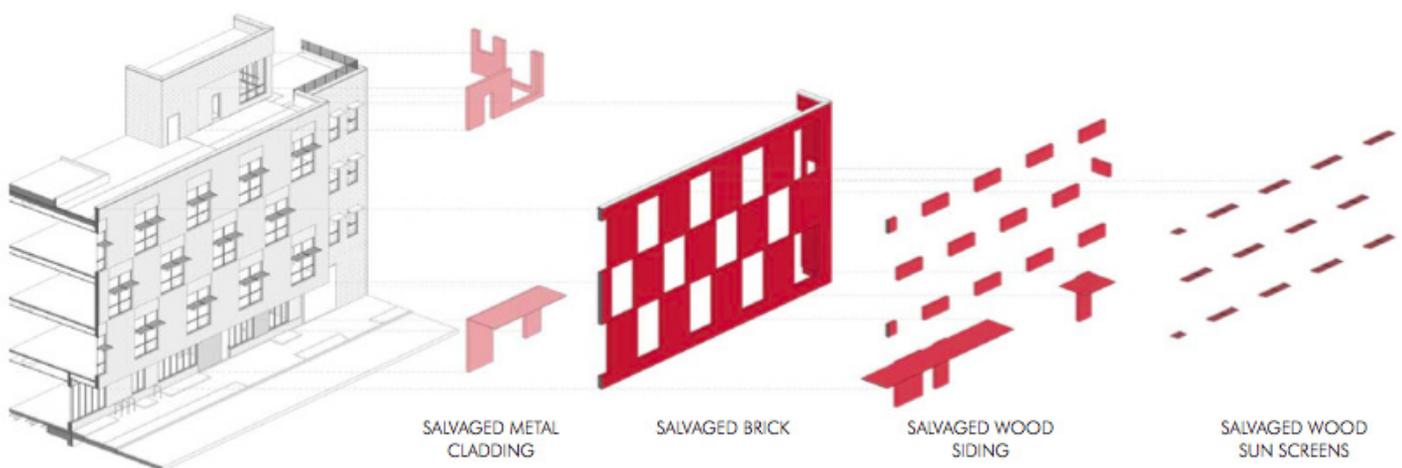
The Wisconsin Department of Natural Resources conducted a Phase I Environmental Site Assessment (ESA) in 2004.³⁹ This analysis identified the property's historical uses as an environmental liability and recommended further soil sampling. Additional investigation of environmental concerns was conducted through the Phase II ESA.⁴⁰

The Phase II ESA included a magnetometer survey and methane monitoring to detect surface metal debris and evaluate the level of contamination. This survey revealed buried metal debris but no underground storage tanks. During the Phase II ESA soil borings test, volatile organic vapors, volatile organic compounds, and Resource Conservation and Recovery Act metals – lead, arsenic, and cadmium – were all detected at concentrations that exceeded residual contaminant levels. The volatile organic compounds were at levels small enough where specific remediation was unnecessary because natural decay would eliminate the contamination. The major remediation problems were caused by hazardous concentrations of lead and arsenic. The remaining contaminants were below laboratory reporting levels. Methane was not detected consistently in soil gas monitoring tests.

Based on the findings of the Phase II ESA, it was concluded that the top four feet of fill material at the site were significantly contaminated with arsenic, cadmium, and lead, while groundwater was not significantly impacted.

The primary mitigation strategy for lead contamination was simply to construct a new building to serve as an engineered cap. Additional remediation included removing contaminated soil handling with backhoe excavation and soil placement, as well as special waste disposal.⁴¹ See the Site Acquisition section of this report for more detail on Fix Development's agreement to acquire and remediate the site.

REUSING MATERIALS AND REDUCING WASTE



Source: Continuum Architects + Planners

³⁸ USA Today, Ghost Factories, 4/25/12, <http://usatoday30.usatoday.com/news/nation/smeltng-lead-contamination/index#sites/418>

³⁹ Wisconsin Department of Natural Resources, Amy Walden, Pre Cerclis Screening Report, 2004

⁴⁰ Fix Development, Wisconsin Department of Commerce Blight Elimination and Brownfield Redevelopment Proposal

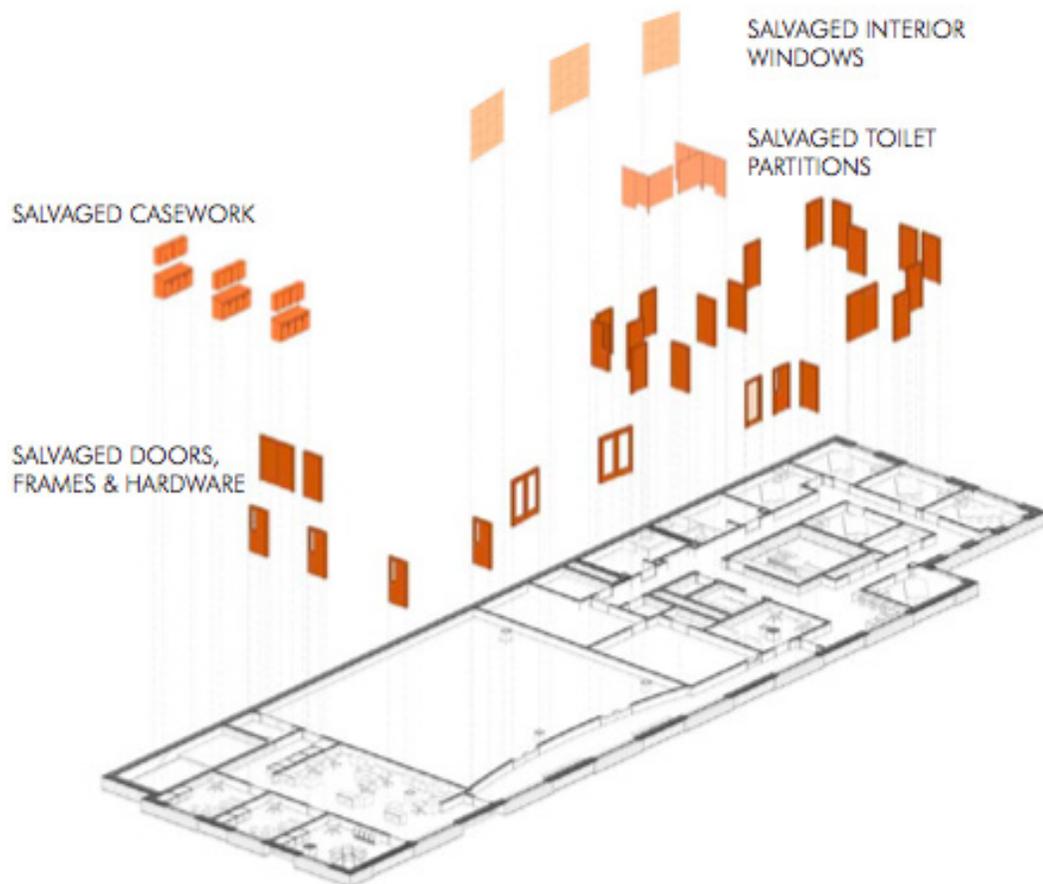
⁴¹ Fix Development, Environmental Narrative

MINIMIZING CONSTRUCTION WASTE

From the beginning of the project, the development team was committed to minimizing waste produced by the construction process and reusing materials whenever possible. To accomplish this goal, all members of the development team, including Fix Development, CG Schmidt, Continuum, and the building tenants, worked together to preplan the waste stream. Continuum took care to minimize the waste of building materials as they went through the design process and all development partners worked together to identify what waste products would be generated during the construction process and create a strategy to eliminate or capture that waste. To capture construction waste, all scraps were saved, stockpiled, and sorted. This process required the construction team to catalogue the items, strip them to their lowest common denominator, and use their creativity to fit them together like a jigsaw puzzle. The process for reusing construction materials takes additional planning, communication, and effort.

Another strategy for reducing waste was for CG Schmidt to go through architectural details with Continuum and plan for using common length materials. For example, by using standard 10-foot lengths of drywall, the construction team was able to eliminate the need to cut down larger lengths that would have produced waste. Materials that went unused during the construction process, including spare masonry brick, were donated to outside organizations such as the Urban Ecology Center.

The development team worked with Waste Cap, a local organization that specializes in recycling construction waste, as well as Waste Management, to divert 99% of construction waste from landfills. Everything from spare wood to plastic packaging material to the remains of contractors' lunches was reused, recycled, or composted. Waste Cap sorted and recycled plastics leftover from the construction process – a critical step in achieving 99% waste diversion.

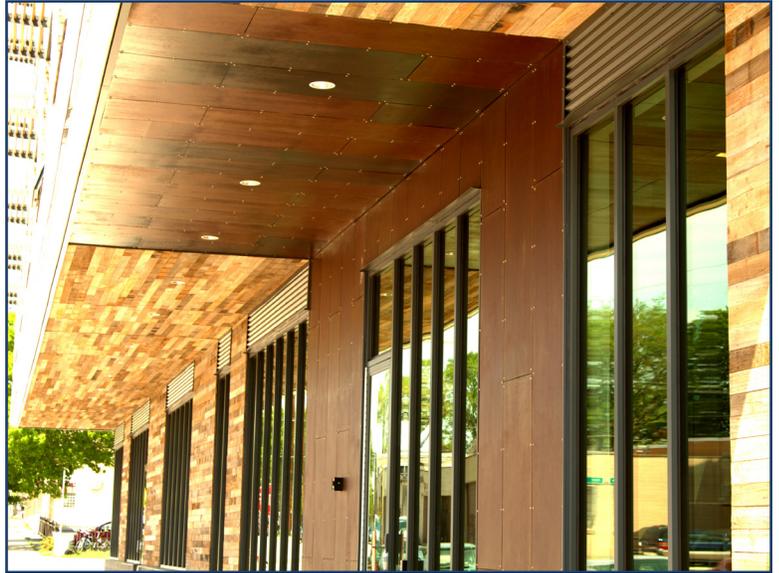


Source: Continuum Architects + Planners

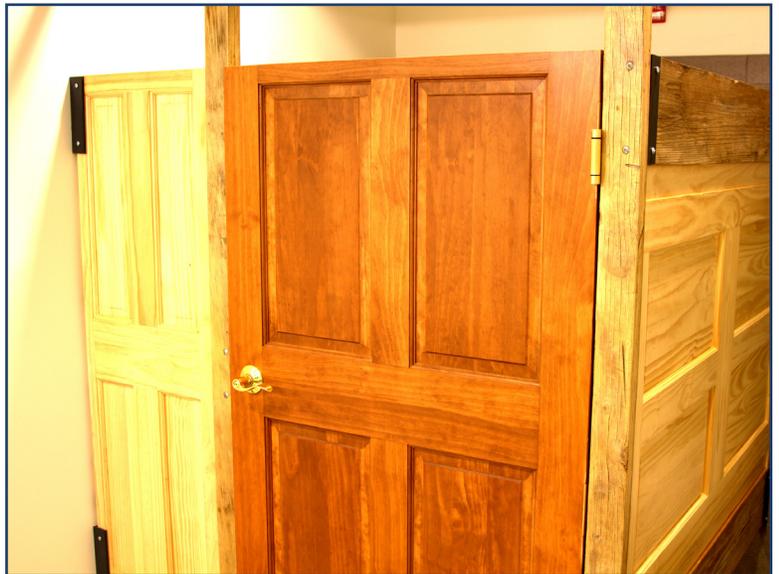
REUSING MATERIALS

If all construction materials and design elements had been set in stone, the construction team would have missed opportunities to reuse materials. For example, Continuum had originally specified fabricated metal panels for the building façade with the hopes of discovering salvaged materials during construction. After numerous trips to the salvage yard, Continuum found some scrap sheets of steel from Miller Compressing, located just a few blocks from the building site. Continuum designed a system that would allow these panels to be used and worked with CG Schmidt to make sure that using these salvaged materials would not add costs to the project.

Reusing materials takes careful craftsmanship. For example, the CG Schmidt carpenters were also able to mesh both new and used cabinets together, making banks of cabinets appear as a single unit from the outside. The development team also worked together to find alternate materials for constructing bathroom partitions, knowing that custom solution would fit the Clock Shadow Building much better than standard PVC partitions that are in most new buildings. After several trips to the salvage yard, Continuum was unable to find suitable materials for the partitions. Instead of continuing the search through outside sources, CG Schmidt was able to identify some masonry planks that had been used for construction scaffolding and were going to be thrown away. After the design and construction teams settled on the best use for the leftover planks, the CG Schmidt carpenters assembled the bathroom partitions, creating a unique product that fit the building's ethos and aesthetic. The structure that holds the barn door in the lobby of the Walker's Point Clinic is also made out of the discarded masonry planks and extra wood from the building façade. CG Schmidt had a storage facility fairly close to the construction site, allowing them to store extra materials for use later in the building process.



Metal sheets form part of the building façade.
Source: Fix Development



Masonry planks and old doors were used to create new bathroom partitions.
Source: Fix Development

Reused materials are a major part of the Clock Shadow Building's ethos and its visual character. One of the reasons the project blends well into the surrounding neighborhood is the use of Cream City brick in the Bruce Street façade. The development team was able to use regional salvage for 30 percent of building materials. Exterior brickwork was sourced from a salvage yard, wood siding came from old pickle vats, and interior doors were rescued from an old medical facility.⁴² Other unique uses of salvaged materials include interior windows pieced together from reclaimed house windows and stair treads built from ash wood taken from trees that were destroyed by emerald ash borers.

Sourcing salvaged materials requires many steps that a typical developer may not have the experience or patience for. According to Kaufmann, integrating salvage into the building's design and constructability is fairly simple, but it requires

⁴² ENR Midwest, Best Projects Green Facility: Clock Shadow Building, 11/26/12, http://midwest.construction.com/midwest_construction_projects/2012/1126-best-projects-green-facility-clock-shadow-building.asp

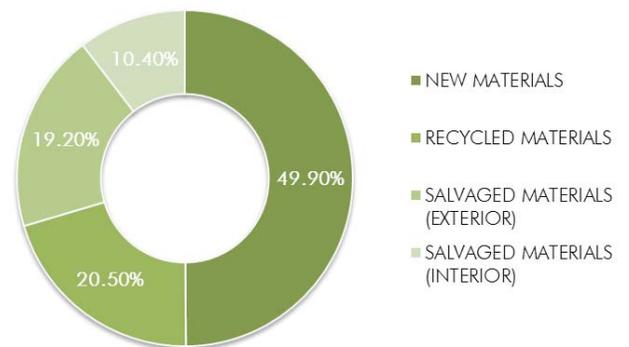
flexibility depending on whether materials are available. The real problems arise in procuring salvaged materials. The demand for these types of construction materials is not to a point where there is a dedicated pipeline. The solution for procuring materials is sole sourcing, but it takes experience, flexibility, and compromise. Architects can go online and search for wood and other basic construction materials. Items like cabinets and other woodwork are much more difficult to find at a commercial scale.⁴³

The process requires a flexible construction team – adapting design and construction plans to accommodate available materials takes time and skill. Storage of materials can also be a problem. If materials arrive early, there can be additional costs. Ultimately, not all materials will be available on the construction timetable.

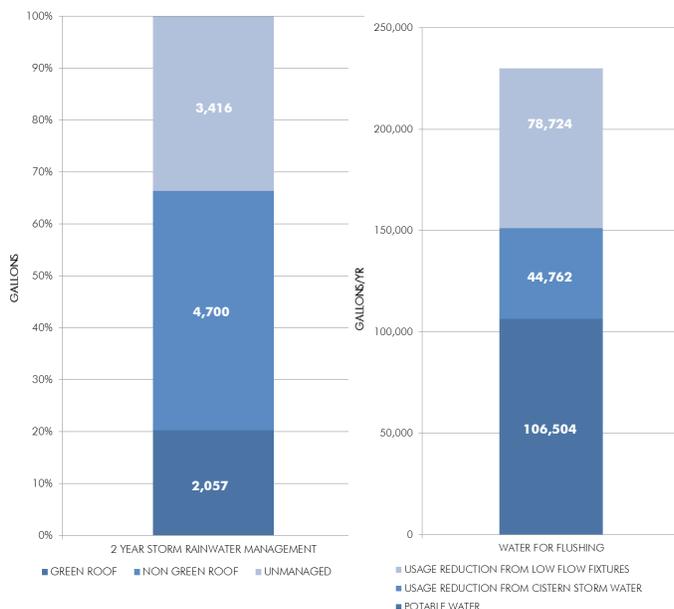
In the case of the Clock Shadow Building, tenant affiliations with Aurora Health Care produced cabinetry, furniture, and other materials that saved tenants money in the build out of individual units. However, not all reclaimed materials provide similar benefits. Items that have moving parts and mechanical systems can be more trouble than they are worth. For example, the Clock Shadow Building has had some maintenance issues with reusing toilets salvaged from other buildings.

Maybe I wouldn't have used reused toilets again. We did a cost-benefit-analysis – lowest flow possible vs. reusing toilets, which suggested reuse had the least environmental impact. We've had some maintenance issues that were not anticipated in that original analysis.
 – Juli Kaufmann, Developer

Material Use



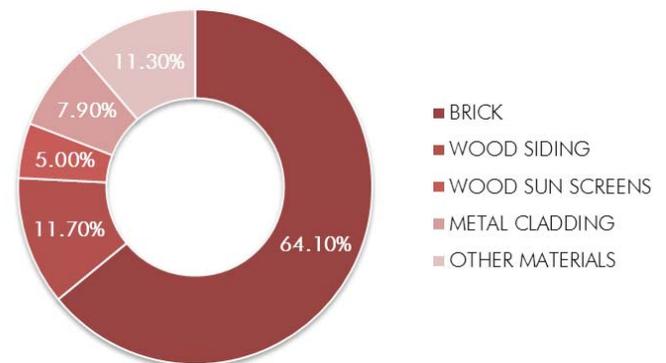
Rainwater Management



MANAGED RAINWATER STORAGE
 66% OF ALL STORM WATER IS MANAGED ON SITE

WATER FOR FLUSHING
 46.3% REDUCTION (123,486 GAL/YR) IN WATER FOR FLUSHING FROM BASELINE STANDARD

TOTAL RECYCLED + SALVAGED MATERIALS (BY COST)



SALVAGED EXTERIOR MATERIALS (BY COST)

Source: Continuum Architects + Planners

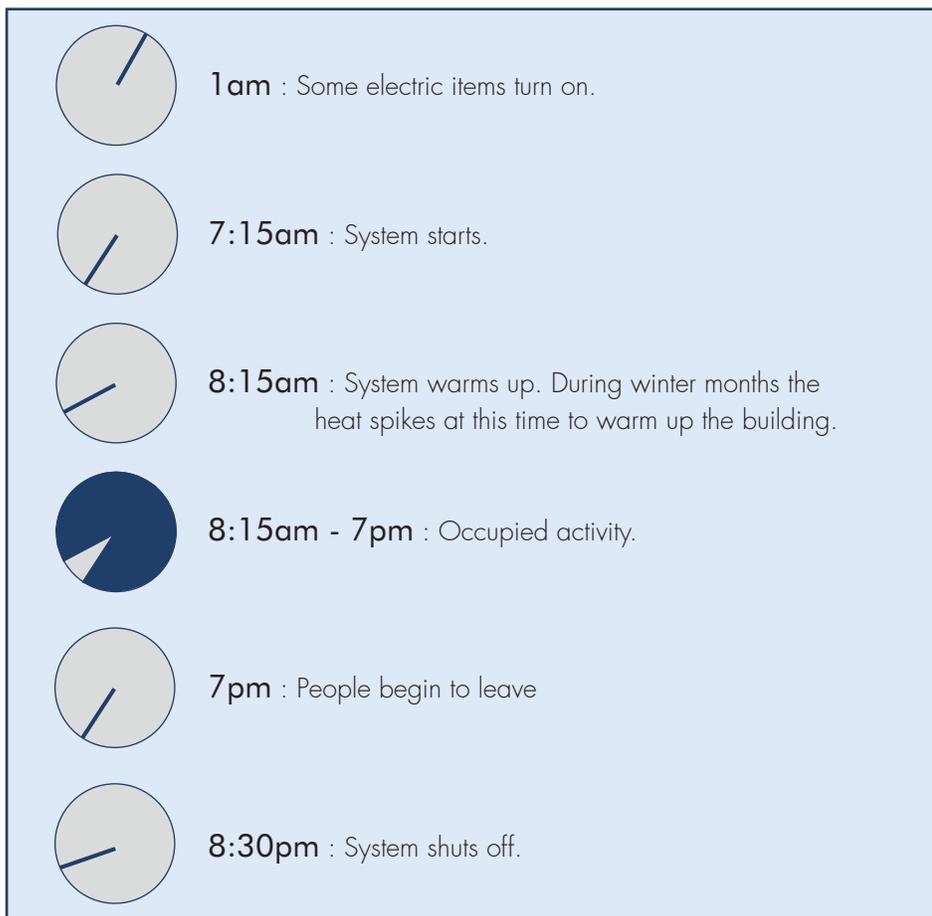
⁴³ Interview with Juli Kaufmann, 2/22/13

MAXIMIZING ENERGY EFFICIENCY

The Clock Shadow Building sets a new standard for building efficiency in Milwaukee. The development team worked to incorporate energy saving features through building design, construction, and operation. The building was designed to consume about 50% less than a conventional building its size and saves on energy costs through a diverse renewable energy portfolio.⁴⁴

CG Schmidt collected energy consumption information from July 2012 - January 2013 and estimated consumption for February - June 2013 to analyze the Clock Shadow Buildings energy consumption. Analysis of this data demonstrates how the building's energy efficiency mechanisms help keep energy costs low. CG Schmidt used this data to identify additional opportunities for calibrating the HVAC system and maximizing energy efficiency within the building.

A Day in the Life of the Clock Shadow Building HVAC System ⁴⁵



⁴⁴ CG Schmidt, Clock Shadow Building Fact Sheet, <http://www.cgschmidt.com/cms-admin/images/upload/Clock%20Shadow%20Fact%20Sheet.pdf>

⁴⁵ CG Schmidt, Energy Consumption Comparison, 3/13/12

⁴⁶ CG Schmidt, Energy Consumption Comparison, 3/13/12

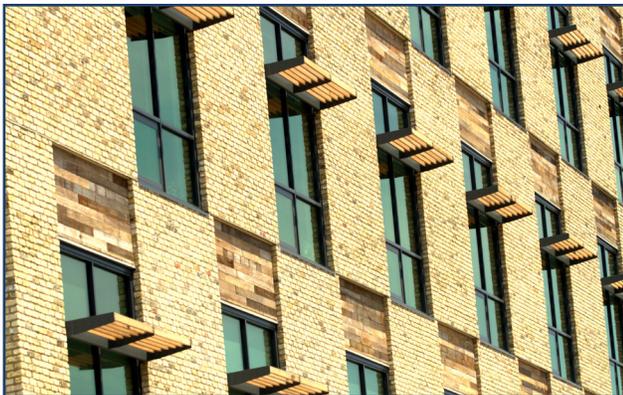
CHART: Annual Energy Costs Per Square Foot ⁴⁶

TRADITIONAL OFFICE BUILDING	\$3.72/SF
CLOCK SHADOW BUILDING (PREDICTED)	\$1.92/SF
CLOCK SHADOW BUILDING (ACTUAL)	\$1.84/SF

NOTE: Actual Clock Shadow Building energy use measures are based on 8 months of data collection and 4 months of projections

USING DESIGN TO REGULATE BUILDING TEMPERATURE

The building reduces energy consumption by 50% with sustainably engineered architectural features. The building's southern orientation allows sunlight to pass through windows and light interior spaces, reducing the amount of energy required with artificial lighting.



Operable windows and awnings allow assist in temperature control and allow fresh air to enter the building.

Source: Fix Development

Shadow Building. As vertical wells, they minimize the disturbance to existing landscape around the building. Each of the wells is connected to a horizontal pipe that hooks up to the heat pump in the building. During the summer, the pumps remove heat exhaust and store the heat into the ground. To heat the building in the winter, the pumps use the heat energy stored in the ground. Because the building incorporates a number of passive heating and cooling applications in its design, different parts of the building have their own climate control needs. The climate control system automatically adjusts itself to regulate interior temperatures.⁴⁸

Exterior building features take advantage of the sun to help make the building more energy efficient. The awnings above the exterior windows help to control the heat of the sun's rays. During the summer, the sun shines from a higher angle onto the building and the awnings block the sun from directly shining in through the windows and overheating the building. During the winter, when the sun's position is lower, the light shines directly through the windows and helps heat the building's interior. The operable windows below the awnings allow tenants fresh air enter into the building and minimize seasonal HVAC usage.

The salvaged Cream City bricks that make up the building's façade do more than add character. These materials create high thermal resistance by controlling heat gain from the sun and insulating the building. The green roof provides additional insulation by absorbing sunlight and removing heat from the air. This reduces the roof's surface temperature during warm weather and prevents the sun from influencing the interior temperatures.⁴⁷

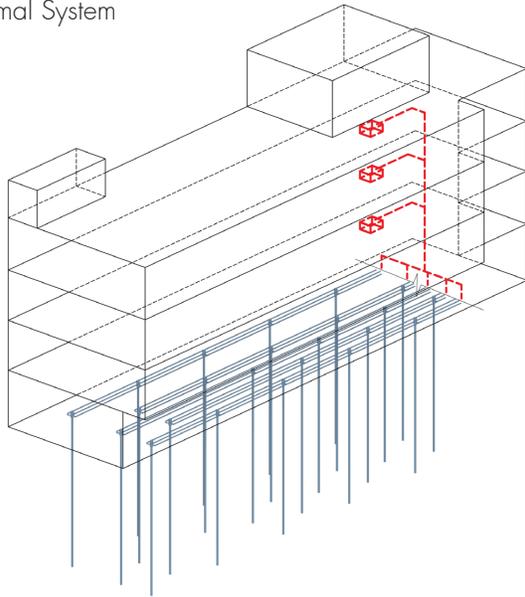
IMPROVING EFFICIENCY WITH GEOTHERMAL HEAT

The Clock Shadow Building utilizes a geothermal heat pump system to supplement the building's HVAC system and improve energy efficiency, using the ground to store and source energy for heating or cooling the building. Twenty-seven geothermal vertical wells are rooted 300 feet into the ground under the Clock

⁴⁷ Continuum Architects + Planners, Sustainability Diagram

⁴⁸ Interview with Mike Hoadley

Geothermal System



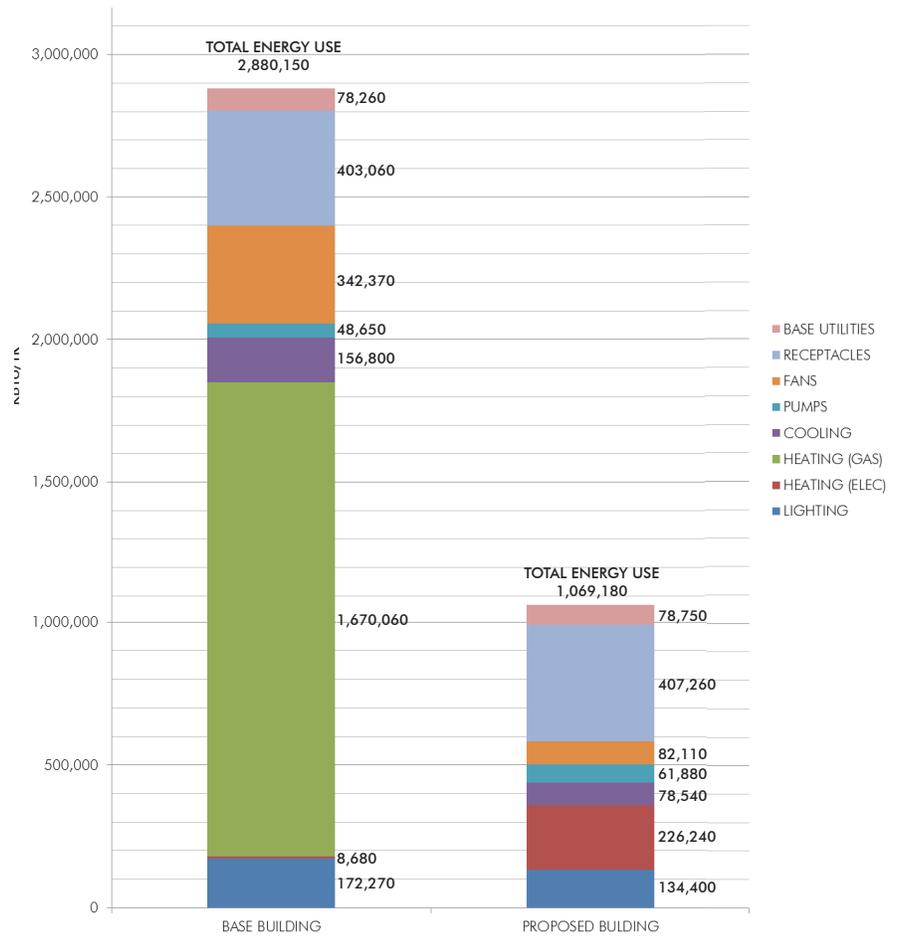
Energy Usage

ENERGY USAGE BREAKDOWN

BUILDING CONSERVES 62% OF ENERGY FROM BASELINE BUILDING

BUILDING CONSERVES 37% OF ENERGY FROM MEDIAN BUILDING ACCORDING TO ENERGY STAR TARGET FINDER

*ENERGY DATA EXCLUDES FIRST FLOOR PROCESSING PLANT



Source: Continuum Architects + Planners

THE NATION'S FIRST REGENERATIVE ELEVATOR

The staircase in the Clock Shadow Building is an architectural and artistic feature that invites tenants and clients to get a bit of exercise as they explore the building. However, to serve the needs of all clients and visitors, it was important to install an elevator into the four-story building. Fix Development used the elevator as an opportunity to introduce a new standard for energy efficient building technology.

Otis Elevator Company installed the United States' first true gearless machine-roomless (MRL) elevator in the Clock Shadow Building. Because they do not require a machine or control room, MRL elevators provide more space for storage or other uses of building space. Gearless elevators use magnets to boost motor power, consuming significantly less power than conventional elevators.

The Clock Shadow Building's MRL elevator incorporates energy-efficient regenerative drive technology. In conventional non-regenerative elevator systems, the energy generated by elevator movement dissipates as heat. Regenerative technology instead converts that wasted energy to provide supplemental power to the elevator.

The elevator motor will generate electricity when a heavily loaded car descends. It outweighs the counterweight and works with gravity to generate electrical power. Similarly, when a lightly loaded car ascends, the counterweight outweighs the car and works with gravity to generate electrical power. The Clock Shadow Building's elevator generates energy every time the elevator descends and utilizes the stored energy to ascend the elevator.⁴⁹

DIVERTING STORM WATER TO FLUSH TOILETS

The Clock Shadow Building features Milwaukee's first commercial application rainwater harvesting system combined with a green roof. The water harvesting system was designed by Watertronics in Hartland, WI. The green roof and rooftop garden were designed by New Eden Landscape Architecture.

The building harvests water from a combination of green roof and hard roof surfaces to flush all the toilets in the four-story building. The system incorporates various storage tanks and filtration mechanisms that enable the building to utilize the harvested water and divert 53,340 gallons of annual storm water that falls on the property from the combined sewer system.⁵⁰ The Clock Shadow Creamery also diverts water used in the process of making cheese to the water harvesting system.⁵¹

⁴⁹ Architectural Record, Next Generation Machine-Roomless Elevators, <http://continuingeducation.construction.com/crs.php?L=294&C=891>

⁵⁰ The Healing Center, 2011 Annual Report

⁵¹ Watertronics, Mike Warren, Clock Shadow Building - Water Harvesting System

HARVESTING RAINWATER – THE WATER FILTRATION PROCESS⁵²

Water collects from all roof surfaces and flows through a plumbing system into a single filter upstream of the storage tank. Here, a filter catches solids larger than one-hundredth of an inch before the water enters the storage tank. The tank pre-filter includes a stainless steel screen that prevents additional debris from entering the storage tank. Water is filtered at the source to mitigate debris buildup in the pump and self-containing filtration tank.

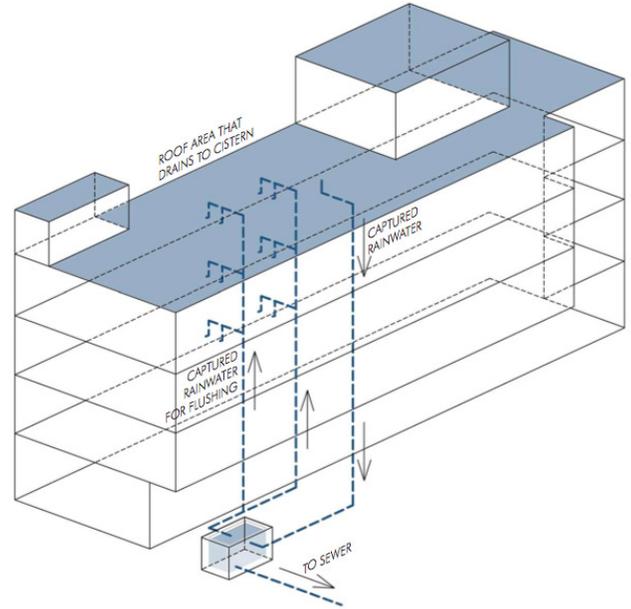
The system uses a submersible pump to push the water from the storage tank into the adjacent mechanical room. In the mechanical room, the water is filtered again, leaving only particles that are small enough to be exposed by the ultra violet (UV) light units downstream of this filtration tank. The size of these particles needs to be very small, about the size of a red blood cell, so that the UV cleaning system can treat all bacteria or pathogens. If larger debris gets through the filter, bacteria can evade the UV light.

The control panel maintains a constant pressure at a variable flow rate. This means that if only one fixture is running, the pump only produces enough water to run that fixture. This practice helps to minimize electrical consumption during periods of low demand. The electrical consumption matches the building's water consumption.

The storage tank contains a sensor that measures the amount of available water. When the tank is empty, the sensor signals a valve to allow city water to serve the toilets directly. The sensor also signals for city water support in the event of system alarms or power failure. The sensor system assures there are no interruptions in water service.

All mechanical data including tank level, alarms, filtration set points, level set points, and pump status are available via the touch screen interface on the control panel. The system settings can be adjusted as needed.

Rainwater Flushing System



Rainwater is collected and filtered before being used to flush the building's toilets.

Source: Continuum Architects + Planners

SEEKING SUSTAINABILITY CERTIFICATION AND MONITORING RESULTS

At the outset, the development team worked to achieve “Living Building” status as designated by the International Living Future Institute (ILFI). As of April 2013, the ILFI has only certified four buildings in the world as Living Buildings.

Although the Clock Shadow Building met the vast majority of official criteria to become a Living Building, the project fell short in a couple areas. One hurdle was the treatment of wastewater – formal certification would have required additional equipment to treat and reuse sewage produced in the building. Because the Clock Shadow Building uses water that is treated by the Milwaukee Metropolitan Sewerage District, the ILFI did not grant Living Building status.⁵³ The use of off-site generated renewable energy rather than 100% on-site generation was also considered a disqualifier.

The ultimate goal was not to receive a specific designation, but to set ambitious construction and design standards to raise the bar for sustainable building practices in Milwaukee.

⁵² Watertronics, Mike Warren, Clock Shadow Building – Water Harvesting System

⁵³ Sarah Christopherson, A Living Building – Almost, <http://snchristopherson.wordpress.com/a-living-building/>

Although the Clock Shadow Building meets and exceeds criteria for LEED certification, the US. Green Building Council's label for energy-efficient buildings, it does not have official LEED certification status. Because of the significant administrative costs associated with formal LEED certification, the development team chose to use financial resources to further improve sustainable practices in the building rather than pay additional certification fees.

As part of the project's long-term commitment to sustainability, Fix Development initially planned to monitor all energy and water use and make the data available to the public over the lifetime of the project. A large data "dashboard" would be permanently displayed in the lobby of the Clock Shadow Building for real-time monitoring of energy and water use. The results would be benchmarked against pre-established baselines to show how the results compare to traditional buildings. The dashboard would also be shared on the Fix Development website to demonstrate the long-term benefits of sustainable building design and engineering. These metrics are not currently being displayed, but Fix Development plans to begin sharing public data when resources are available.⁵⁴

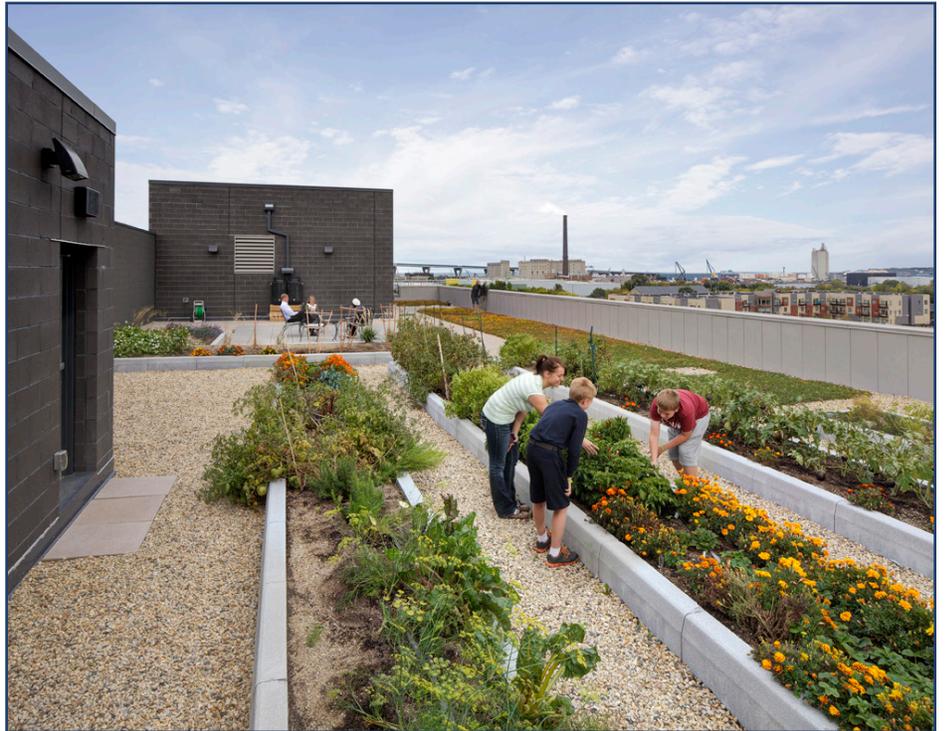
⁵⁴ Fix Development, 2010 Regional Green Roof Initiative Program Application

COMMUNITY ENGAGEMENT

A ROOFTOP GARDEN AND ACTIVITY SPACE

To provide local fresh food and create attractive open space in a dense urban neighborhood, the development team included an urban farm with about 1,000 square feet of beds on the roof of the building with a \$43,333 grant from LIISC's Green Development Center and The Kendeda Fund.⁵⁵

CORE/El Centro manages the rooftop garden, growing produce and fresh herbs in accordance with USDA organic standards. The organization has a master gardener on staff to oversee planting and harvesting in the garden. CORE hosts hands-on workshops on backyard and container gardening and rents the activity space to outside groups for meetings. CORE also introduced a beehive on one side of the building to promote pollination in the garden. By selling some of the produce in Clock Shadow Creamery's first floor retail space, the buildings tenants are able to provide staff, clients, and neighborhood residents with a local source of fresh produce.⁵⁶ In addition to gardening, CORE uses the rooftop activity space for yoga, dance classes, and other programming. In summer 2013, CORE will be running a camp to introduce children to planting, harvesting, and organic foods.



The Clock Shadow Building's rooftop garden
Source: Fix Development

The Walker's Point Clinic and the Healing Center also utilize the rooftop space, conducting patient education and counseling programs. During nice weather, the clinic brings people from the waiting room to the roof to enjoy some fresh air and the skyline view before their appointments. The Healing Center has a plot in the rooftop garden that it has plans to use. The clinic and the Healing Center are looking for additional ways to incorporate the rooftop into their programming.⁵⁷

⁵⁵ Local Initiatives Support Corporation, Green Grants, http://www.lisc.org/section/ourwork/national/green_dev/funding/green_grants

⁵⁶ Interview with Madeline Gianforte, 3/28/13

⁵⁷ Interview with Steve Ohly, 3/5/13

⁵⁸ Milwaukee Journal Sentinel, Walker's Point attracts local food, beverage makers, 11/17/12, <http://www.jsonline.com/business/walkers-point-attracts-local-food-beverage-makers-hu71994-179800951.html>

⁵⁹ City of Milwaukee Press Release, 12/5/12 <http://city.milwaukee.gov/ImageLibrary/Groups/cityMilShines/Documents/2012/PressReleaseMkeBrewingCoSolarP.pdf>

⁶⁰ OnMilwaukee.com, Joe's Tiki Room brings exotic island vibe to Walker's Point, 11/16/12, <http://onmilwaukee.com/bars/articles/luckyjoestikiroomopen.html>

ENCOURAGING ECONOMIC OPPORTUNITY AND STABILITY

A primary aim for the Clock Shadow Building has been to serve as a catalyst for additional development in the neighborhood. Neighborhood revitalization efforts took a leap forward when the City of Milwaukee completed a \$1.85 million reconstruction of South 2nd Street between St. Paul and National Avenues in 2011. The streetscape update includes harp lighting, a narrower roadway, bike lanes, wider sidewalks, and new tree species.⁵⁸

In recent years, Walker's Point has established itself as a destination for local food production and dining in the city. The Milwaukee Brewing Company first opened its Walker's Point brewery in 2006 and has been a staple of the neighborhood since, hosting popular weekend brewery tours. Brewery owner Jim McCabe also installed a solar hot water system at the 2nd Street brewery to reduce energy costs. The solar project includes 28 solar panels to pre-heat water used in the brewing process.⁵⁹

The Clock Shadow Building added another layer of food production to the area by introducing the Clock Shadow Creamery, Purple Door Ice Cream, and Martha's Pimento Cheese. Building upon the momentum generated by the Clock Shadow Building, Walker's Point continues foster new restaurants and food-based businesses. Several bars and restaurants joined the neighborhood in 2012, including Braise at 1101 S. 2nd Street, c. 1880 at 1100 S. 1st Street, and Lucky Joe's Tiki Room at 196 S. 2nd Street.⁶⁰

Other organizations that have recently made investments in the neighborhood:

- **Crazy Water**, a restaurant located at 839 S. 2nd Street, completed a \$50,000 renovation.⁶¹
- **La Merenda**, a restaurant located at 125 E. National Avenue, recently added an exterior patio and bar with 40 additional seats for patrons.
- **Independence First**, a non-profit that provides services to people with disabilities, purchased its headquarters building at 540 S. 1st Street.⁶²
- **HKS Holdings**, Milwaukee a real estate firm, began a \$7 million conversion of a former clothing factor into 50-units of loft apartments.⁶³
- **Radio Milwaukee** plans to move its studios to a former foundry building the public music state just purchased for \$1.175 million. The new studio will include Radio Milwaukee's administrative offices and 1,500 of ground floor retail to be leased to Milwaukee-based Stone Creek Coffee.⁶⁴
- **Indulgence Chocolatiers** will move its production facility from Waukesha to Walker's Point in summer 2013, leasing 2,400 square feet at 211 S. 2nd Street. The new location will include the company's kitchen, offices, and a retail shop.⁶⁵
- **Coast in Bikes**, a new community bike shop will offer bike sale, rental and repair at 706 S. 5th Street beginning in April 2013.⁶⁶
- **Anodyne Coffee Roasting Company** is planning to open a new \$900,000 roasting facility and café at 224 W. Bruce Street.⁶⁷

⁶¹ Milwaukee Business Journal, Crazy Water Renovates Every Nook and Cranny, 12/7/12, <http://www.bizjournals.com/milwaukee/print-edition/2012/12/07/table-talk-crazy-water-renovates.html>

⁶² Milwaukee Business Journal, IndependenceFirst buys its Walker's Point building, 1/4/13, <http://www.bizjournals.com/milwaukee/print-edition/2013/01/04/independencefirst-buys-its-walkers.html>

⁶³ Milwaukee Journal Sentinel, Walker's Point attracts local food, beverage makers, 11/17/12, <http://www.jsonline.com/business/walkers-point-attracts-local-food-beverage-makers-hu71994-179800951.html>

⁶⁴ Milwaukee Journal Sentinel, Radio Milwaukee Moving Studios to Walker's Point, 3/18/13, <http://www.jsonline.com/blogs/business/198792521.html>

⁶⁵ Milwaukee Journal Sentinel, Chocolate maker moving operation to Walker's Point, 3/20/13, <http://www.jsonline.com/blogs/business/199163021.html>

⁶⁶ Coast in Bikes, <http://www.coastinbikes.com/>

⁶⁷ Milwaukee Business Journal, Anodyne Coffee plans new roastery, café in Walker's Point, <http://www.bizjournals.com/milwaukee/blog/table-talk/2012/11/anodyne-coffee-plans-new-roastery-cafe.html>

SPARKING MORE LOCAL INVESTMENT

The Clock Shadow Building project also led to the creation of Fund Milwaukee, an outlet for Milwaukeeans to invest in their communities with individual investments as low as \$1,000. The organization helps to connect small, primarily non-accredited investors with local entrepreneurs.

One of Fund Milwaukee's first projects was Purple Door Ice Cream, the wholesale ice cream company that shares production and retail facilities with the Clock Shadow Creamery.

Several Clock Shadow Building investors, as well as members of the development team, are also investors in Fund Milwaukee. Fund Milwaukee continues to build community development momentum in the neighborhood by investing in other local businesses.

In 2012, Fund Milwaukee members provided \$234,500 in support to six businesses including Central Greens, Bolzano Artisan Meats, and Martha's Pimento Cheese. Martha's, like Purple Door Ice Cream, currently shares production space with Clock Shadow Creamery in the Clock Shadow Building.⁶⁸

In March 2013, Fund Milwaukee members invested \$13,000 in Coast In Bikes, helping the new Walker's Point bike shop provide rental and repair services in addition to bike sales and tours. Also in 2013, Fund Milwaukee members invested \$80,000 toward the launch of Brenner Brewing Company, a new start-up also looking to locate in Walker's Point.

⁶⁸ Fund Milwaukee – 2012 in Review, <http://fundmilwaukee.com/wp-content/uploads/2013/02/FM-2012-Review.pdf>



Clock Shadow Building's rooftop space.
Source: Fix Development

CULTURAL CONTINUITY

ELEVATING SUSTAINABLE DESIGN

From the outset, Fix Development sought for the architecture of the Clock Shadow Building to enhance the surrounding neighborhood fabric. As Continuum Architects + Planners began the design process, they looked to the history and culture of Walker's Point for guidance. Salvaged materials such as scrap metal from Miller Compressing, reclaimed Cream City bricks, and pickle barrel planks on the exterior harken back to the community's industrial roots.

With the Clock Shadow Building, Continuum had an opportunity to demonstrate an elevated design standard with sustainability. Before they began the design process, Continuum analyzed standard conventional metrics for energy, waste, and water management. From there, they set goals for efficiency standards and came up with sustainable design solutions

"Great design comes from great clients." –Dan Beyer, Continuum Architects

EMBRACING LOCAL ART

Fix Development's effort to embrace local art and culture runs beyond the Clock Shadow Building's architectural design. Local artist Jennifer Espenscheid created art for the lobby and stairwell of the building. A five-story tall banner hangs in the middle of the stairwell, beckoning visitors to walk up and explore the artwork on the way to their destination. The banner represents the building's relationship to the environment, telling the story of the earth from its core all the way out to the edge of space. The banner's bright colors enliven the building's interior and provide a welcoming and comforting atmosphere for clients of the Healing Collective. The banner was created from Espenscheid's original paintings, which hang together in the lobby. The building's interior signage on each floor includes portions of Espenscheid's work.



Local Artist Jennifer Espenscheid's work appears throughout the building.
Source: Fix Development

The building also features the sculptural work of Ryan Foat of Oxbow Studios, a Milwaukee-based design-build firm. Foat's work adds to the building's modern, industrial character. For the building's lobby, Foat crafted a chandelier from old 1,000-watt light bulbs. Efficient LED bulbs are used to illuminate the piece and light the lobby. Foat also built the bike racks that line the exterior of the building with salvaged pieces of old racks and sprinkler pipe that was leftover from building construction. Other pieces from Oxbow Studios include sidewalk benches, the entryway door handle, and Gabion planters filled with remaining Cream City brick.



A chandelier made from recycled light bulbs hangs in the building's lobby.
Source: Fix Development



Ryan Foat designed and built the building's front door handle.
Source: Fix Development

AWARDS AND ACCOLADES

Since the Clock Shadow Building was completed in 2012, the development team has won a number of awards recognizing their innovative approach to entrepreneurship, design, and green building practices. These awards recognize both the project's contributions to the local community as well and a reach that extends beyond the immediate neighborhood.

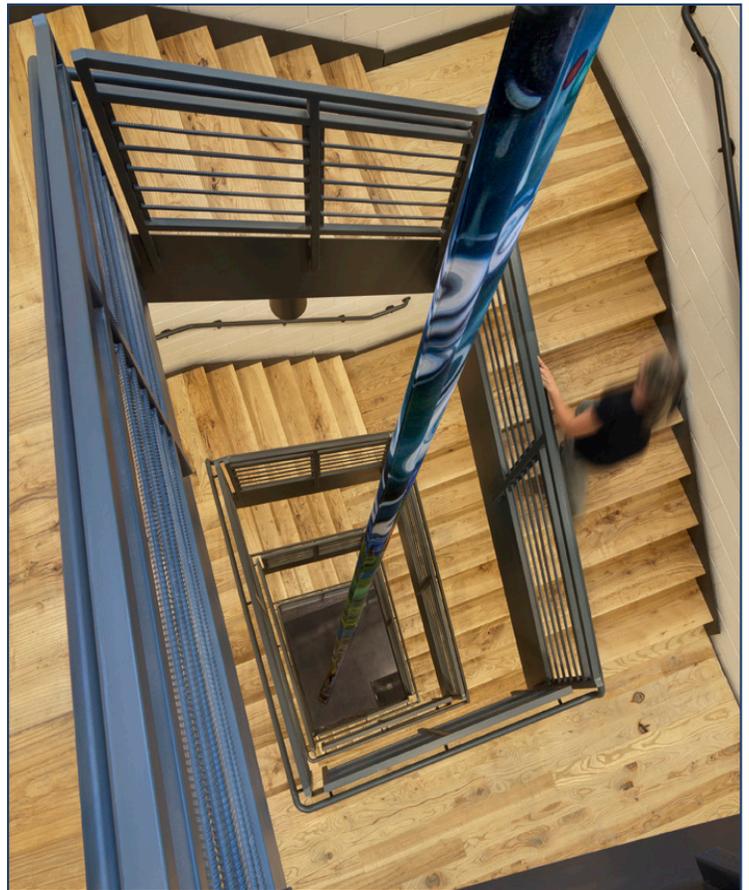
TABLE: List of Awards and Accolades as of May 2013

AWARD	HONOREE	AWARDING ORGANIZATION	DATE
Merit Award	Clock Shadow Building	AIA Wisconsin	April 2013
Women of Influence	Juli Kaufmann	Business Journal of Greater Milwaukee	June 2013
Top Ten Green Project	Clock Shadow Building	American Institute of Architects	April 2013
Mayor's Design Award	Clock Shadow Building	Office of Mayor Tom Barrett	May 2013
Top Projects Nominee	Clock Shadow Building	Daily Reporter	May 2013
Best Environmentally Friendly Project	Clock Shadow Building	Business Journal of Greater Milwaukee	April 2013
State Farm Building Blocks Award	Clock Shadow Building	IISC Wisconsin	March 2013
Project of Distinction GOLD Award	Green Roof - Clock Shadow Building	Associated Builders + Contractors of Wisconsin	January 2013
Best Green Project in the Midwest	Clock Shadow Building	Engineering News - Record	October 2012
Innovator of the Year	Juli Kaufmann	Daily Reporter	October 2012
Vision Award of Ingenuity	Clock Shadow Building	Wisconsin Commercial Real Estate Women Association	October 2012
Lifelong Commitment Justice Award - Environmental Category	Juli Kaufmann	Community Shares of Greater Milwaukee	August 2012
Outstanding Commercial Real Estate Woman of the Year	Juli Kaufmann	Daily Reporter	October 2012

CONCLUSION

The Clock Shadow Building is more than a new development project – it is an ambitious endeavor at community development that has changed the face of Walker’s Point and contributed to positive neighborhood growth. The building is already exceeding goals for job creation in its first year and a number of new businesses are starting to move into the area. The development team does yet not have a full year of data on energy and water conservation, but early measures show a significant energy savings – beyond both conventional buildings and the Clock Shadow Building’s original projections. To maintain these goals, Fix Development will continue monitoring of the building’s energy and water systems and regularly communicate with tenants.

The product of an experienced and committed development team, the Clock Shadow Building’s aggressive environmental goals and design provide a roadmap for future developers to follow. Brownfield redevelopment, gray water collection, and energy efficiency HVAC systems all have known factors and can be replicated by following clear steps. Most importantly, sustainable design requires the developer to set clear expectations with the architect and builder and bring all members of the development team to the table early in the process. Sustainable design goals are easier to achieve if a project involves patient capital partners who are willing to invest in resource-saving technology up front in order to save money through efficiency over time.



A winding staircase brings staff and clients to each of the building’s four floors and the roof.

Source: Fix Development

Improvements to building aesthetics do not have to add major project costs, but they do require vision and effort on part of the development team. For the design team to craft a building with a community-appropriate design, they must take the time to collaborate with tenants, neighbors, and local officials. In addition, salvaged materials can improve the character of a building’s façade and interior, while contributions from local artists can add life to a building’s interior and create a direct connection to the surrounding community.

Other aspects of the Clock Shadow Building will be more difficult for others to emulate. Co-raising money with non-profits is a challenging process, especially for a building that includes a creamery, three non-profits, and two private sector tenants. Participating in the launch of new businesses also adds a layer of challenge and risk to development. The small corner site created economic constraints – the building design had to maximize each square foot of space in order to make the building economics work. Even small changes like breaking up the floors and adding extra common area hallways could have caused the project’s finances to turn upside down. Any changes to the building layout would have required a higher rent structure and may have disrupted the building’s unique tenant mix.

The story of the Clock Shadow Building began with a broad vision for sustainable development, was realized through creative design and innovative financing, and continues with a commitment to serve the community. The building has already made a visible impact on the neighborhood – replacing a contaminated vacant lot, attracting new businesses to the area, and

providing social institutions with a new, long-term home.

Both the building and the development process provide much to learn from. While future projects are unlikely to replicate every facet of the project, the Clock Shadow Building stands as a model for community leaders, entrepreneurs, and developers around the country. Continued outreach and education will ensure that the Clock Shadow Building's pioneering practices will be used to improve communities in Milwaukee and elsewhere.



The Clock Shadow Building at dusk.
Source: Fix Development