



City of West Allis Tax Incremental Financing Report – Year End 2024



September 2025
Prepared by the Economic Development Program
In cooperation with the Department of Finance

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West Allis - Tax Increment Financing Dashboard



20 TIFS
12 – Open TIFs
8 – Closed TIFS



Over 100 acres of
land improved



\$520 million of
incremental value



Over 5,200 jobs
created



EXECUTIVE SUMMARY

The Tax Increment Financing (TIF) Report is an annual publication in collaboration between the City of West Allis Economic Development Division and the Finance Department that highlights the economic performance of the City's Tax Increment Districts (TIDs). This report includes financial profiles, audited financial statements, and strategies for utilizing tax increment financing (TIF) as a key financing mechanism through the Community Development Authority (CDA).

What is a TIF District?

TIF stands for Tax Increment Financing. The popular tool is designed to boost economic investment within a municipality that captures property tax dollars in order to grow the City. Simply, a City establishes a base tax and then property tax dollars gained through development (increment) are placed into a TIF fund.

West Allis has twenty TIDs in the City with thirteen currently open. The outcomes include adding over \$520 million in new property tax base, generating nearly \$20 million in new tax revenue, and creating over 6,000 new jobs, building on the success of the City's economic development initiatives.

Changing Brownfields

The report introduces the concept of Brownfield Redevelopment, emphasizing its importance in protecting the environment, reducing blight, and combating urban sprawl. The benefits extend to preserving rural acres, and post-redevelopment assessed values surpass pre-development values. Also, over 100 acres of land considered blighted or environmentally impacted have been improved to a sustainable condition.

West Allis Philosophy

The City's priority is to collaborate with private-sector developers, with the CDA stepping in as the "developer of last resort" when necessary. This approach involves due diligence work, environmental investigations, cleanup, and other efforts to attract private sector investment.

The goal is to grow the City's tax base, attract various housing types that will attract new residents and retain talent. The City's Comprehensive Plan outlines the goal of increasing the population of the city by 10,000 residents by 2045. Though development builds upon the strength of our City's family neighborhoods, TIF is a powerful tool to attract transformative projects and changes to the City.

A recent Wisconsin law change relative to not taxing personal property has changed the base values of the TIDS. However, the State is providing aid to supplement the impact on TIFs. The following table highlights the changes in TIF Base Value and notes a \$6.9 million change of value.

TIDS	Original Base Value	New Base Value	Difference
#6	\$ 1,330,600	\$ 1,277,600	\$ (53,000)
#7	\$ 15,914,400	\$ 13,551,100	\$ (2,363,300)
#10	\$ 3,463,600	\$ 3,300,500	\$ (163,100)
#11	\$ 4,678,000	\$ 4,628,700	\$ (49,300)
			\$ -
#13	\$ 537,400	\$ 537,400	\$ -
#14	\$ 1,354,300	\$ 1,354,300	\$ -
#15	\$ -	\$ -	\$ -
#16	\$ 3,283,200	\$ 3,080,600	\$ (202,600)
#17	\$ 15,514,500	\$ 14,285,600	\$ (1,228,900)
#18	\$ 7,112,100	\$ 4,230,100	\$ (2,882,000)
#19	\$ 1,540,800	\$ 1,506,200	\$ (34,600)
Total	\$ 54,728,900	\$ 47,752,100	\$ (6,976,800)

The Districts

West Allis has created 20 TIF districts, addressing various challenges and opportunities. These districts range from individual parcel redevelopments to larger neighborhood transformations, focusing on job creation, housing options, and overall neighborhood improvements. The report highlights the diversity and success of these districts.

State legislation limits TID property value to 12%, and as of 2025, West Allis has 5.56% within TIDs, indicating capacity for additional projects, this is down from 5.65% reported in the 2022 TIF Report. The value is less than the maximum of \$768,780,828 (12%) in equalized value that is permitted for the City. Proposals will continue to be evaluated based on financial and land use merits, aligned with the City's Comprehensive Plan and the TIF "but for" test. This report serves as a testament to the City's commitment to strategic economic development through innovative financing mechanisms and community-focused regeneration.

The Results

The City has successfully closed eight Tax Increment Financing (TIF) districts contributing over \$105 million in new incremental value and fostering the creation of approximately 1,863 jobs. The impact of these districts has been substantial, not only in economic growth but also in enhancing the overall community landscape. The proactive use of TIF has played a crucial role in preventing potential blight, bolstering property tax base expansion, and supporting job creation initiatives for the benefit of residents and local businesses.

Current Landscape

Presently, there are twelve active TIF districts, eleven to report on for this end of the year 2024 report with the potential to further augment the tax base by an estimated \$416 million. This expansion is anticipated to generate over \$8.8 million in additional tax revenue, with a noteworthy 38% (\$3.34 million) earmarked for the City. These funds play a pivotal role in sustaining municipal services, enriching the quality of life for residents, and fostering a conducive environment for local businesses to thrive.

	ALL TIDs
	Total
Base Value	\$80,202,400
Current Tax	\$349,209,200
Increment Value	
Projected Tax	\$171,500,000
Increment Value	
Total Value	\$600,911,600
Incremental Value	\$521,209,200
Base Taxes	\$1,550,637
Current Tax	\$16,104,803
Increment	
Projected Tax	\$3,277,365
Increment	
Total Taxes	\$20,932,805
New Jobs Created	5,197
Projected New jobs	886
Total New Jobs	6,083

Transformational Impact

The success of TIF implementation extends beyond the immediate financial gains. It serves as a catalyst for positive change throughout the community, creating a domino effect that attracts new residents, entrepreneurs, and visitors to the City. This ripple effect not only strengthens the economic foundation but also contributes to the overall vibrancy and appeal of the community. A great example of the impact beyond the boundary of a TID is a recent Economic Impact Study prepared for the Land by Label development by Baker Tilly. The study estimated that the \$73 million development has the suggested that over \$63.3 million of output will be generated over 10 years.

Land by Label Development,
TIF # 16 - Estimated Output Over
Ten Years - \$63.3 million, Baker Tilly
study.

Financial Projections

For clarity on the financial landscape, the closed and active TIF districts utilized the 2024 equalized values with a mill rate of \$19.11 per \$1,000. It is important to note that in the initial two years of a TID's life, no new taxes are generated. The first year is typically dedicated to construction, which becomes taxable in the second year, and the resulting revenue is received by the district in the third year.

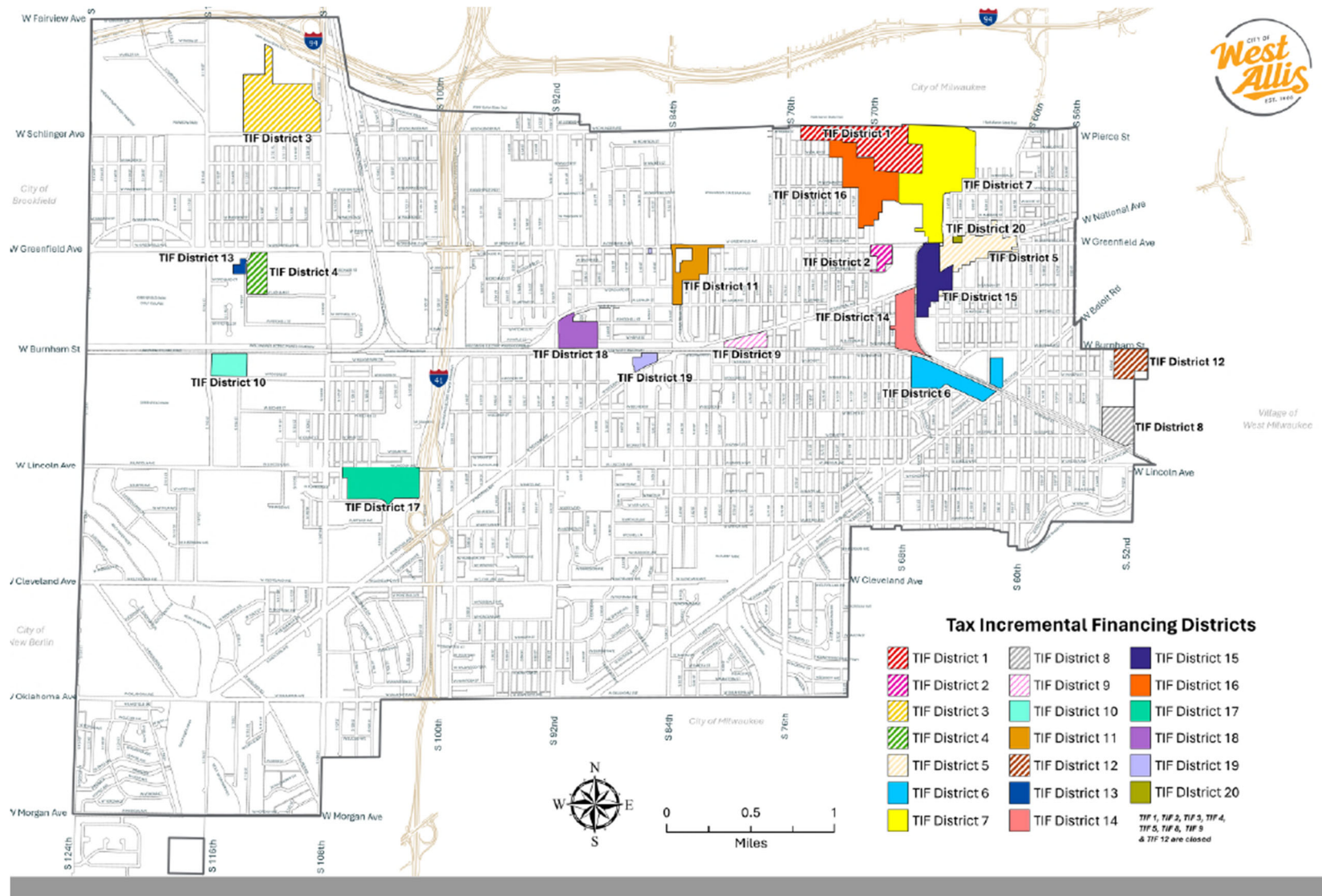
The TIF projections encompass all past costs, including 2024 expenditures, along with currently estimated future costs. This comprehensive approach is integral to determining the overall life cycle and financial viability of a TIF district.

In conclusion, the strategic use of TIF has proven instrumental in propelling economic development, fostering job creation, and transforming the City's landscape. The continued commitment to proactive TIF management is poised to yield sustained positive impacts, ensuring a prosperous future for both residents and local businesses alike.

TAX INCREMENT DISTRICT SUMMARY – ACTIVE TIF’s – YEAR END 2024

Mill Rate	Year	\$	19.11	Projected	Ratio							
	2024			Projected	100.00%							
District Name	Juneau Highlands	Summit Place	Yellow Freight	84th and Greenfield	113th -Home Juice	68th and Mitchell	The Market	Allis Yards	102nd and Lincoln	CHR. Hansen	85th and Nationa	Total
District Number	TIF #6	TIF # 7	TIF #10	TIF #11	TIF #13	TIF #14	TIF #15	TIF #16	TIF #17	TIF #18	TIF #19	
Valuation and Taxes												
Base Value	\$ 1,277,600	\$ 13,551,100	\$ 3,300,500	\$ 4,628,700	\$ 537,400	\$ 1,354,300	\$ -	\$ 3,080,600	\$ 14,285,600	\$ 4,230,100	\$ 1,506,200	\$ 47,752,100
Current Incremental Value	\$ 9,504,300	\$ 57,367,900	\$ 11,626,100	\$ 43,373,200	\$ 752,700	\$ 23,516,200	\$ 61,556,900	\$ 23,680,900	\$ 11,915,200	\$ 2,402,000	\$ (581,000)	\$ 245,114,400
Total Equalized Value	\$ 10,781,900	\$ 70,919,000	\$ 14,926,600	\$ 48,001,900	\$ 1,290,100	\$ 24,870,500	\$ 61,556,900	\$ 26,761,500	\$ 26,200,800	\$ 6,632,100	\$ 925,200	\$ 292,866,500
Projected Additional Incremental Value				\$ 7,000,000.00	\$ -	\$ 5,000,000	\$ 20,000,000	\$ 80,000,000	\$ 2,000,000	\$ 9,500,000	\$ 48,000,000	\$ 171,500,000
Projected Total Incremental Value	\$ 9,504,300	\$ 57,367,900	\$ 11,626,100	\$ 50,373,200	\$ 752,700	\$ 28,516,200	\$ 81,556,900	\$ 103,680,900	\$ 13,915,200	\$ 11,902,000	\$ 47,419,000	\$ 416,614,400
Base Taxes	\$ 24,415	\$ 258,962	\$ 63,073	\$ 88,454	\$ 10,270	\$ 25,881	\$ -	\$ 58,870	\$ 272,998	\$ 80,837	\$ 28,783	\$ 912,543
Current Incremental Taxes (2024)	\$ 181,627	\$ 1,096,301	\$ 222,175	\$ 828,862	\$ 14,384	\$ 449,395	\$ 1,176,352	\$ 452,542	\$ 227,699	\$ 45,902	\$ (11,103)	\$ 4,684,136
Projected Additional Incremental Taxes	\$ -	\$ -	\$ -	\$ 133,770	\$ -	\$ 95,550	\$ 382,200	\$ 1,528,800	\$ 38,220	\$ 181,545	\$ 917,280	\$ 3,277,365
Total Expected Taxes	\$ 206,042	\$ 1,355,262	\$ 285,247	\$ 1,051,086	\$ 24,654	\$ 570,825	\$ 1,558,552	\$ 2,040,212	\$ 538,917	\$ 308,284	\$ 934,961	\$ 8,874,044
Created Jobs	331	2,646	140	23	10	125	71	50	16	25	0	3,437
Projected Jobs	15				0	225	40	200	24	75	7	586
Total	346	2,646	140	23	10	350	111	250	40	100	7	4,023
Debt	\$ 819,478	\$ -	\$ 534,924	\$ 4,835,000		\$ 2,397,443	\$ -	\$ 12,117,661	\$ -	\$ -	\$ 52,051	\$ 20,756,556
Cash Balance		\$ 7,257,781										\$ 7,257,781
Projected TIF Closing	2031	2026	2026	2030	2031	2041	2044	2040	2046	2040		
Incremental plus projected incremental Ta	\$ 181,627	\$ 1,096,301	\$ 222,175	\$ 962,632	\$ 14,384	\$ 544,945	\$ 1,558,552	\$ 1,981,342	\$ 265,919	\$ 227,447	\$ 906,177	\$ 7,961,501
One-time change in '25 for '24 error	\$ 102,300	\$ 7,282,000.00	\$ 1,572,900.00	\$ 5,058,700.00	\$ 136,000	\$ 2,620,800	\$ 6,488,100	\$ 2,820,800	\$ 2,760,300	\$ 9,200	\$ 97,700	\$ 28,948,800
Incremental Value Change from 2023 to 2024												
2023 Incremental Value	\$ 9,409,400	\$ 100,148,800	\$ 16,379,700	\$ 55,002,700	\$ 682,500	\$ 31,122,000	\$ 70,727,900	\$ 26,434,700	\$ 22,674,600	\$ 4,120,900		\$ 336,703,200
Current Increment Dollar Change From 2023 to 2024	\$ 94,900	\$ (42,780,900)	\$ (4,753,600)	\$ (11,629,500)	\$ 70,200	\$ (7,605,800)	\$ (9,171,000)	\$ (2,753,800)	\$ (10,759,400)	\$ (1,718,900)		\$ (91,007,800)
Incremental Value Percent Change From 2023 to 2024	1%	-43%	-29%	-21%	10%	-24%	-13%	-10%	-47%	-42%	#DIV/0!	-27%
District Number	TIF #6	TIF # 7	TIF #10	TIF #11	TIF #13	TIF #14	TIF #15	TIF #16	TIF #17	TIF #18	TIF #19	TOTAL
Incremental Value Change from 2023 to 2025	2025 Assess Ratio - 85.96%											
2025 Incremental Values NonAdjusted	\$9,911,800	\$68,489,600	\$14,029,400	\$51,109,100	\$961,300	\$27,521,600	\$73,498,800	\$28,444,400	\$16,127,800	\$2,865,100	\$33,723,400	\$ 326,682,300
2023 Incremental Values	\$ 9,409,400	\$ 100,148,800	\$ 16,379,700	\$ 55,002,700	\$ 682,500	\$ 31,122,000	\$ 70,727,900	\$ 26,434,700	\$ 22,674,600	\$ 4,120,900	\$ -	\$ 336,703,200
Incremental Change from 23-25	\$ 502,400	\$ (31,659,200)	\$ (2,350,300)	\$ (3,893,600)	\$ 278,800	\$ (3,600,400)	\$ 2,770,900	\$ 2,009,700	\$ (6,546,800)	\$ (1,255,800)	\$ 33,723,400	\$ (10,020,900)
% Change	5%	-32%	-14%	-7%	41%	-12%	4%	8%	-29%	-30%	#DIV/0!	-3%
	TIF #6	TIF # 7	TIF #10	TIF #11	TIF #13	TIF #14	TIF #15	TIF #16	TIF #17	TIF #18	TIF #19	TOTAL

MAP OF TAX INCREMENT DISTRICTS



OPEN TIDS

TIF DISTRICT NO. 6 – JUNEAU HIGHLANDS BUSINESS PARK

PROJECTED CLOSURE: 2030 (27 YEARS)



(1960 S. 67 Place)

Redevelopment of Juneau Highlands Business Park

Located near S. 67th Place and W. Becher St., this 11.5-acre district was established in 2004 with the goal of proactively initiating redevelopment and preventing further accumulation of non-developable fill materials. The site's history included serving as a rock quarry, a carbide gas manufacturing plant, and more recently, a waste storage facility, oil and hazardous waste trucking terminal, and salvage yard filled with discarded vehicles.

The property had numerous building code violations and was operating as an illegal junkyard. Additionally, the owner was under a Department of Natural Resources (DNR) order to stop the leaching of lime slurry onto W. Becher St. In response, the City worked collaboratively with the owner to support cleanup efforts and partnered with the Milwaukee Metropolitan Sewerage District (MMSD), which covered trucking costs to use the lime in their wastewater treatment process. After removing the lime, the owner considered marketing the site as a rubble dump, but concerns about weak ground stability prompted the Community Development Authority (CDA) to acquire the site as a last resort.

To prepare the district for redevelopment, the site underwent extensive clearing, environmental testing, and remediation. Dumpsters and salvage were relocated, grading was completed, former lime pits were filled, and a stormwater pond was constructed. The project was primarily funded through \$2.8 million in tax incremental financing via taxable general obligation bonds, addressing both environmental remediation and geotechnical soil stability.

Additional funding sources included \$120,000 from four Department of Natural Resources (DNR) site assessment grants, a \$675,000 brownfield grant from the Wisconsin Department



of Commerce, a \$200,000 cleanup grant from the U.S. Environmental Protection Agency (EPA), \$150,000 from the Wisconsin Department of Commerce's Emergency Assistance Program, and \$350,000 from the American Recovery and Reinvestment Act in 2009 for flooding relief.

In 2006, the abandonment of the nearby Plating Engineering Company created a highly toxic site. The EPA, called in by the City and the DNR, initiated an emergency response, spending \$680,000 to remove hazardous waste. Despite these efforts, the Plating Engineering site remains undevelopable, leading to its inclusion in the TIF district in 2007 to secure funding for essential environmental cleanup. The Community Development Authority (CDA), in partnership with the DNR, oversaw the cleanup process, with the DNR covering the estimated \$1,000,000 in remediation costs. Under this agreement, neither the City nor the CDA incurred any environmental liability.

Development delays initiated by the CDA in the Six Points/Farmers Market (TID 5) district allowed for the disposal of contaminated foundry sand. Proposed projects for the Juneau Highlands Business Park, including an electric foundry and industrial facility, were canceled due to market changes and competition.

In late 2016, negotiations with Glenn Rieder, a millwork company, led to a new facility with City support. Funding included \$2.2 million from FIRE for construction and environmental costs, plus \$75,000 in CDBG funds for street and sidewalk improvements.

The facility, valued at \$6 million, opened in February 2018. The district's current value is \$10.78M. As of 2024, Glenn Rieder employed 331 people. With a negative balance of -\$819,478, and annual increment projected at \$181,627, the City is requesting that the Joint Review Board consider utilizing excess funds from TIF #7 in order to pay off and close TIF #6 in 2026.

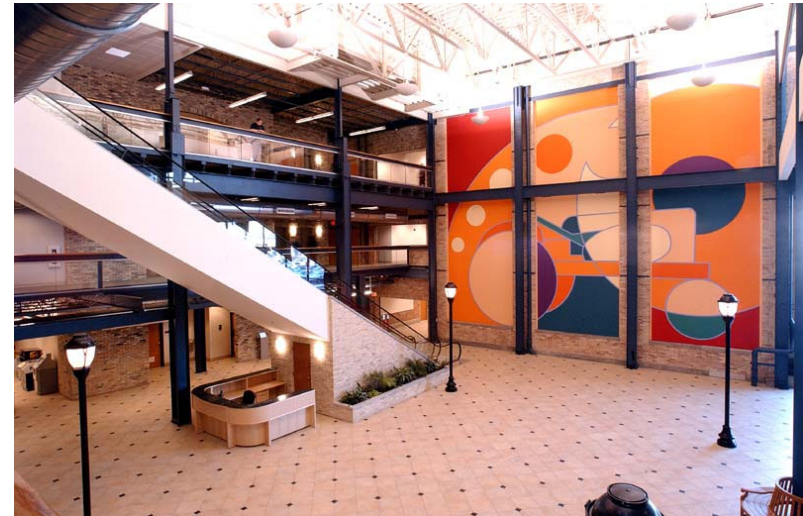
TIF No. 6 – Juneau Highlands	
Base Value	\$1,277,600
Current Incremental Value	\$9,504,300
Projected Incremental Value	\$9,504,300
Total Expected Value	\$10,781,900
Total Incremental Value	\$9,504,300
Base Taxes	\$24,415
Current Taxes	\$181,267
Projected Additional Taxes	\$0
Total Expected Taxes	\$206,042
Total Incremental Taxes	\$181,627
New Jobs Created	331
Projected Jobs	15
Total	346

TIF DISTRICT NO. 7 – SUMMIT PLACE
PROJECTED CLOSURE: 2031 (27 YEARS)

The City's strategic application of Tax Increment Financing (TIF) and supplementary grant funding has resulted in the remarkable revitalization of the properties within TIF #7 – Summit Place, marking it as one of the City's most significant redevelopment successes. Currently valued at over \$65 million, the district boasts a thriving community, providing employment to over 2,700 individuals.

Project Genesis

Initiated with a \$350,000 Wisconsin Department of Commerce Brownfield Grant, the redevelopment transformed the vacant Allis-Chalmers Mfg. Co. "Shops" buildings into a sprawling 678,000 ft.² office space. Leveraging a brownfield grant facilitated a leveraged financing model, catalyzing the revitalization of the complex, now the second-largest office building in the metro-Milwaukee area, with an impressive 97% occupancy rate. The Summit Place Office Complex, once exclusively occupied by Allis Chalmers Corporation, now hosts over 100 diversified businesses, including major tenants such as Children's Hospital, Brookdale Senior Living, and the International Association of Equipment Manufacturers. Furthermore, manufacturing space is actively utilized by Blast Cleaning Technologies and Toshiba International Corp.



Financial Leverage and Collaborations

The initial \$7.3 million TIF expenditure funded public improvements and deferred payment loans, complemented by a \$568,000 DNR Urban Non-Point Source and Stormwater Grant. A collaboration with A-C Reorganization Trust allowed for the assumption of title to 8.9 acres, enabling stormwater enhancements and the construction of a 450-stall private parking structure. The creation of a 250-stall public parking lot, in collaboration with 6600 LLC, further demonstrated the district's commitment to community development.

The property's designation as a “Local Historic Landmark” by the West Allis Historical Commission not only preserved its historical significance but also resulted in substantial cost savings through adherence to historic building codes.

Additional financing tools, such as New Market Tax Credits (NMTCs), played a pivotal role in financing the aggressive renovation, further solidifying the public-private partnership that became the cornerstone of this successful redevelopment.



Expansion and Amendments

The district's success prompted amendments and expansions, including additional TIF funding for private parking, building improvements, and a commuter bike and pedestrian trail. Off-site public infrastructure upgrades and a new ingress/egress corridor to the adjacent West Allis Towne Centre shopping center were pivotal in revitalizing the aging mall and relieving traffic congestion.

Continued Success and Strategic Initiatives

A fifth amendment in 2014 added project costs for additional parking and further improvements, retaining existing jobs and adding new ones. The Neighborhood Residential Improvement Program was expanded to address blight and strengthen the neighborhood, showcasing the district's commitment to holistic community development.

Amendment Number Six in 2016 allowed TID 7 to share net revenues with TID 5, showcasing a collaborative approach to district management. To date, over \$91 million of additional taxable value has been invested in the site, exceeding expectations.

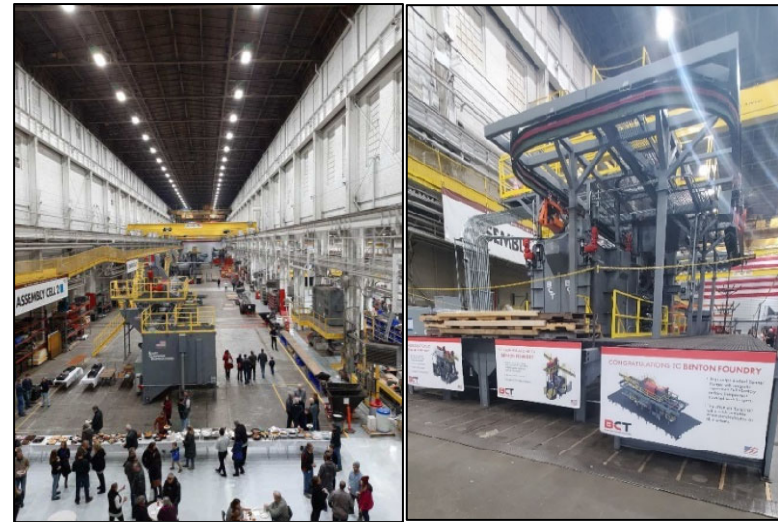
Loan Repayment and Economic Impact

The Community Development Authority (CDA) has loaned approximately \$4.5 million to Whitnall Summit, with the remaining balance of approximately \$375,000 scheduled for repayment in 2025.

Without proactive TIF utilization, the significant increase in property values and the transformation of the property into the City's largest taxpayer and employment center would have been improbable.

Economic Growth and Employment Landscape

In 2018, Blast Cleaning Technologies (BCT) leased 127,000 sq. ft., investing over \$3 million into the facility and expanding their team to nearly 300 employees (Pictured to the right). Further, the CDA sold the property at 6610 W. Greenfield Avenue to spur the \$2 million investment that created the Reunion Restaurant (Pictured to the right). The TIF 7 District currently boasts a value exceeding \$70 million, reflecting nearly a \$30 million decrease from 2022. The major influence to the reduction was the impact of COVID and rapid changes in the office space market. The TIF remains successful, overall maintaining an increase of over \$70 million from its original base of \$15.9 million. It consistently generates approximately \$1.5 million in annual tax increment, sustaining its economic impact to the area.



Strategic Initiatives and Future Development

City staff is actively exploring potential projects within and surrounding the TIF 7 District. Noteworthy initiatives include the Motor Casting Property, creating a pad-ready site, offering incentives for Summit Place tenants, Rails to Trails conversion, parking consolidation, supporting Blast Cleaning Technologies, and exploring the development of the powerhouse area.

The TIF has a positive fund balance of about \$7.257,781 at the end of 2024. With the prospects of an abutting development to the TID #16, the Joint Review Board approved up to a \$3.5 million to support a \$73 million, 278-unit development called the Apiary by Land by Label Development within the Allis Yards TIF. In the end, the developer only needed \$2.6 million of those funds and they have been distributed to the developer as of this report.



Staff is recommending utilizing a portion of the TIF Fund Balance to expedite the closing of the TID #6 and TIF #` 3. Also, Staff is working with property owners within the TID to consider ideas to maximize the land masses and to attract future redevelopment as well as ways to improve new connections to the neighborhood when W. Allis Chalmers Way is constructed to S. 60th Street.

Conclusion

In conclusion, the TIF 7 District stands as a testament to successful economic development. The proposed projects underscore the City's commitment to continued growth and innovation, contributing to the district's economic footprint and community impact. With a positive funds balance of \$7 million, City recommends the consideration of the closure of the TIF in the following year, with the recommendation to utilize one year of TIF cash flow towards affordable housing in West Allis, as is allowed by Statute with the approval of the Common Council and JRB.

Tax Increment District #7 – Summit Place	
Base Value	\$13,551,100
Current Incremental Value	\$57,367,900
Total Equalized Value	\$70,919,000
Base Taxes	\$258,962
Current Incremental Taxes	\$1,096,301
Projected Additional Incremental Taxes	\$0
Total Expected Taxes	\$1,1,355,262
New Jobs Created	2,646
Projected Jobs	0
Total Jobs	2,646

TIF DISTRICT NO. 10 – YELLOW FREIGHT
PROJECTED CLOSURE: 2026 (21 YEARS)

(S. 116 St. & W. Rogers St.)

West Allis' prime central location, combined with the strategic use of Tax Increment Financing (TIF) and other financial resources by the Community Development Authority (CDA), enabled the successful redevelopment of the vacant Yellow Freight terminal at 116th and Rogers. The TIF was instrumental in covering costs related to land assembly, demolition, and environmental remediation, paving the way for a \$11.3 million development by Wangard Partners and its affiliate, Mister Rogers Neighborhood LLC, on the 9.6-acre site (11528 and 11406 W. Rogers St.) on the city's westside. Once home to two truck terminals and a divisive railroad spur, the site now supports over 130 jobs.



To address brownfield challenges, the City of West Allis issued a \$400,000 loan from its Brownfield Revolving Loan Fund, which was capitalized by a U.S. EPA grant. Notably, this project was one of the first in the nation to combine U.S. EPA Brownfield Revolving Loan funds with New Market New Market Tax Credit financing.



Two Wisconsin Economic Development Corporation Site Assessment Grants (SAG), totaling \$127,000, were successfully secured for demolition and environmental testing, contributing to the Department of Natural Resources (DNR) case closure. A city-wide EPA-funded Brownfield Assessment Grant facilitated the environmental investigation, enhancing optimal development prospects.

Established in 2008, this district aimed to voluntarily acquire and redevelop the first of two vacant truck terminals. The proactive approach sought to encourage redevelopment, offering increased employment opportunities with reduced impacts on local

infrastructure and the environment. A \$30,000 DNR Site Assessment Grant supported preliminary environmental investigation pre-acquisition.

Cumulative project costs, including acquisition, demolition, and environmental remediation, reached \$2,664,706 by 2016. The unused railroad spur was removed, and utilities were relocated to accommodate proposed building footprints. Milwaukee County's foreclosure on the abandoned railroad spur facilitated its purchase by the CDA, addressing redevelopment needs.

In the fall of 2013, Wangard Partners finalized project financing, acquiring the site for \$845,000 from the CDA, which had covered the demolition and environmental costs. The \$14 million redevelopment secured \$8 million in financing from PyraMax Bank, including a \$2.0 million loan from the Wisconsin Housing and Economic Development Authority.

The City's First-Ring Industrial Redevelopment Enterprise (FIRE) allocated New Market Tax Credit \$3 million subordinate equity loan with seven-year, interest-only payments.

In 2015, a 72,000 sq. ft. industrial building was completed, now home to Ferguson Plumbing with 60 employees. A 50,000 sq. ft. spec industrial space, expanded by 10,000 sq. ft. in 2016, houses Ferguson, Concentric, and Revere Electric. In fall 2022, the developer fully repaid the U.S. EPA loan, addressing environmental issues to support further development

The district is currently valued at \$18.3 million, reflecting a \$15 million increase from its base value of \$3.46 million. With incremental tax revenues of \$300,000, the district is on track to cover the remaining \$2.2 million of debt service from project costs and is expected to close in 2026



Tax Increment District #10 – 116 th and Rogers	
Base Value	\$3,300,500
Current Incremental Value	\$11,626,100
Projected Additional Incremental Value	\$0
Total Equalized Value	\$14,926,600
Projected Incremental Value	\$0
Base Taxes	\$63,073
Current Incremental Taxes	\$222,175
Projected Additional Incremental Taxes	\$0
Total Expected Taxes	\$285,247
New Jobs Created	140
Projected Jobs	0
Total Jobs	140

TIF DISTRICT NO. 11 – S. 84th ST. and W. GREENFIELD AVE.
PROJECTED CLOSURE: 2025 (12 YEARS)



The redevelopment of the 84th and Greenfield area highlights the use of creative financial strategies to attract a hotel development, a key goal in the City's long-term plan.

Tax Increment Financing (TIF) District #11, established in 2010, played a key role in the redevelopment of 11.4 acres impacted by 2008 flooding that damaged residential properties, a vacant commercial building (Mykonos restaurant), and irreversibly damaged the Milwaukee Gray Iron foundry, forcing its permanent closure.

To supplement TIF, the project leveraged \$9.5 EB-5 investor program equity that came from foreign investors.

To supplement the TIF and EB-5 program, Tri-City Bank provided a \$2.5 million loan secured through a first mortgage, while the City-affiliated First-Ring Industrial Redevelopment Enterprise, Inc. (FIRE) extended a \$1,500,000 leveraged loan. The TID contributed a \$350,000 loan, personally guaranteed by property owners, to construct a 100-year underground stormwater facility.

The redevelopment featured a strategic mix of TIF, grants, and creative financing, culminating in the development of a \$13 million Hampton Inn and Suites along with a 9,000 sq. ft. banquet center.

Project costs for this TIF district reached approximately \$2.3 million, covering acquisition, relocation of non-grant eligible properties, environmental cleanup, and administrative expenses, including legal fees. Acquisition of single-family homes and the vacant industrial facility occurred through voluntary means, with eminent domain employed only for a long-vacant and dilapidated restaurant.

A \$29,000 Site Assessment Grant (SAG) and a \$40,000 Citywide EPA Grant facilitated initial site investigations. Apart from TIF, a \$3.8 million grant from the Community Development Block Grant – Emergency Assistance Program (CDBG-EAP) was secured to offset redevelopment costs.



In October 2014, a groundbreaking ceremony marked the start of the \$13.9 million hotel and banquet facility, which opened in fall 2015. The hotel, covering 3.2 acres, now has an assessed value exceeding \$13 million and employs 23 full-time staff as of 2019.

In 2016, TID 11 Amendment One was approved, allocating \$7.3 million in tax incremental financing for project costs, including improvements, environmental cleanup, developer financing, interest, and economic initiatives. The amendment anticipated an additional \$31 million in redevelopment.



In 2017, the Community Development Authority (CDA) signed a Purchase & Sale and Development Agreement with Element 84, LLC, for two four-story buildings with 203 market-rate apartments. The \$43.6 million project, featuring 226 underground parking stalls and 3,000 sq. ft. of commercial space, is projected to be assessed at over \$22 million, with an incremental property tax of \$600,000. Financed through the HUD 221d4 program, the project is on track, with units expected to be available in January 2021

In 2017 the Community Development Authority of the City of West Allis (the “CDA”) entered into a Purchase & Sale and Development Agreement with Element 84, LLC (a subsidiary of Ogden & Company) for the development of two, four-story buildings consisting of 203 high-end market-rate apartments with 226 underground parking stalls, to be constructed on the remaining land within the district. The development will include about 3,000 sq. ft. of

commercial space as a café with outdoor seating. The total project cost of \$43.6 million is assessed at over \$22 million with an incremental

property tax over \$600,000. The project obtained conventional financing through the HUD 221d4 program allowing for a longer amortization and ability to lock in rate and term from construction. The development is complete and was fully leased on schedule.

In 2023, the City of West Allis provided financial assistance to help a start-up business Fire Cycle Fitness to occupy about 1,750 sq. ft. within Element 84. The business added five new jobs to the district. Also, the CDA approved a TIF loan financing to the Developer to complete the commercial space for occupancy.

The TIF has about \$4.8M million of remaining debt service and positive fund balance based on the cash flow of the TIF. The project closing date is 2030.

Tax Increment District No. 11 – 84th and Greenfield Redevelopment Area.	
Base Value	\$4,628,700
Current Incremental Value	\$43,373,200
Projected Additional Incremental Value	\$7,000,000
Total Equalized Value	\$48,001,900
Projected Incremental Value	\$50,373,200
Base Taxes	\$88,454
Current Incremental Taxes	\$828.862
Projected Additional Incremental Taxes	133,770
Total Expected Taxes	\$1,051,086
New Jobs Created	23

TIF DISTRICT NO. 13 – FORMER HOME JUICE PROPERTY
PROJECTED CLOSURE: 2031 (20 YEARS)

(1433 – 1501 S. 113 St.)

Tax Incremental District (TID) 13, covering 1.7 acres on the west side of S. 113th St., just south of W. Greenfield Ave., was created in 2011 due to illegal contamination dumping along the property line of two underutilized parcels: a former residential property and a commercial site. The dumping severely hindered redevelopment due to high environmental cleanup costs. The CDA intervened to apply the "but for" test, as private sector development would not have occurred without government involvement. Key issues included:

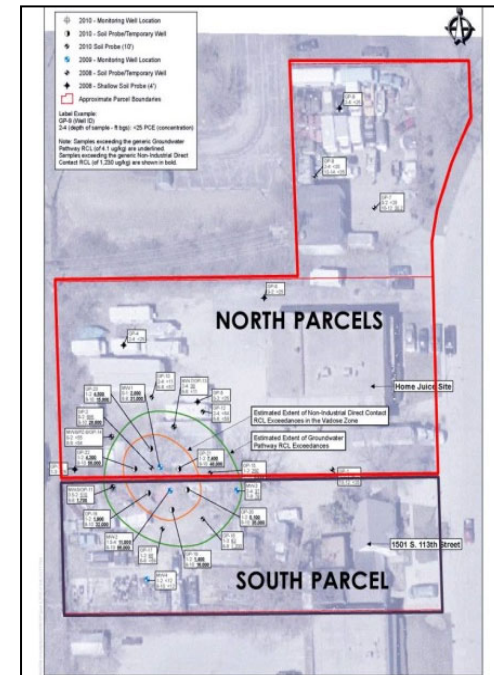
1. The South Property: A vacant, contaminated residential lot in an industrial area, foreclosed by a bank after the owner abandoned it. A first-time, financially strained homebuyer later purchased the property.
2. The North Property: The former Home Juice site, composed of three parcels, was bought by Supreme Builders, Inc. but the discovery of contamination led them to abandon plans for an office complex.

In 2009, with a \$42,000 DNR Site Assessment Grant, Phase I and II Environmental Assessments were completed on the contaminated site. The CDA was granted access to assess the horizontal and vertical extent of contamination and evaluate cleanup options and costs.

The reports revealed tetrachloroethene (PCE) contamination, along with low-level polycyclic aromatic hydrocarbons (PAHs) and arsenic in shallow soils above safe levels. The contamination, centered on the shared property line, required simultaneous cleanup on both properties. Total project costs, including remediation, demolition, acquisition, and legal fees, were estimated at \$707,000.

After lengthy negotiations, the CDA approved an agreement with the former Home Juice owner and Supreme Builders, Inc., which involved placing \$250,000 in escrow for environmental remediation. The CDA agreed to handle the cleanup, contingent on DNR's Case Closure approval. Supreme Builders, Inc. was eager to start construction but needed DNR's approval to secure financing. The CDA provided environmental indemnification to the developer, funded by the escrow, grants, and TIF financing. This creative financing,

Contamination "plume" on the property



coupled with a strong public-private partnership, turned redevelopment from "impossible" to "possible," enabling the \$1.2-million project to move forward.



If it wasn't "but for" the CDA's involvement in the environmental clean-up (which required ownership by the CDA, per the grant), no development would have taken place on these contaminated properties.

As a result of the above, construction of the office is completed and occupied by Supreme Builders, Inc. PCE impacts were addressed through a combination of vapor extraction to address the contaminated soil and in-situ chemical oxidation to remediate the groundwater. Post active-remediation groundwater monitoring took place and a surface barrier was constructed to reduce exposure to shallow surface soil and help protect the groundwater. Case closure request to the WDNR is in progress and expected to be received in fall 2017. At that point, the ownership will change from CDA to Supreme Builders, Inc.

This entire project is an extremely successful "poster child" case for the need of governmental intervention along with a creative private-public partnership to redevelop "upside down" properties. "But for" the CDA stepping in to take the leadership in structuring an environmental financing package the blighted and contaminated properties that would have continued to sit vacant with no end in sight, the environmental contamination would have remained in place continuing to be a health threat to the neighborhood, and no development would have been environmentally allowed on this site, let alone the new construction of a \$1.2 million office building.

To make the project financially feasible, the CDA secured \$186,000 in EPA grants, \$35,000 from the WDNR’s “Ready for Reuse” loan (converted to a grant), a \$42,000 DNR Site Assessment Grant, \$250,000 from the Home Juice property sale, and \$194,000 in TIF funding. These sources are expected to cover the \$707,000 project cost.

The primary challenge in paying off the TIF quickly is the high existing property tax value of the contaminated properties. CDA could have waited for the tax value to drop to \$100, increasing the tax increment, but this would have diverted current taxes from taxing jurisdictions to fund the TIF debt.

Tax Increment District No. 13 113th – Home Juice	
Base Value	\$537,400
Current Incremental Value	\$752,700
Projected Additional Incremental Value	\$0
Total Equalized Value	\$1,290,100
Base Taxes	\$10,270
Current Incremental Taxes	\$14,384
Projected Additional Incremental Taxes	\$0
Total Expected Taxes	\$24,654
New Jobs Created	10

The district’s base value is \$537,400, with a current value of \$1,827,500 and an incremental value of \$1,290,100. This incremental revenue will help pay off the debt, with the district projected to expire in 2031. As a result, even though the new redevelopment is extremely attractive, the relative increase in value is only moderate, generating a tax increment of about \$36,733 per year.

The property was sold in April of 2022 to Cobalt Partners as part of a portfolio sale for \$1,336, 511. The property is currently listed for sale for \$1,495,000.

Based on projections, the TID is generating increment but an insufficient amount to meet the 27-year limit. Staff are recommending utilizing a Donor TID, TID #7 to resolve the outstanding balance of approximately \$254,236 and close the TIF in 2026.

TIF DISTRICT NO. 14 – S. 68th ST. AND W. MITCHELL ST.
PROJECTED CLOSURE: 2041 (27 YEARS)

This tax incremental district was approved in 2015 as TID 14 – 68th and Mitchell. The district encompasses approximately 14.7-acres of land in the City’s historically industrial corridor. The district was primarily occupied by buildings and land that were formerly owned and operated as the Milwaukee Ductile Iron Foundry, which closed in 2009.

Because the property was historically used as a foundry and had documented environmental releases on the property, the City applied for a Wisconsin Plant Recovery Initiative grant from Wisconsin Department of Natural Resources. Over \$46,000 in grant funds were deployed to identify environmental impacts, conduct general environmental testing, and identify any barriers of redevelopment.

Since the plant closure, much of the district became underutilized and was purchased for its scrap value. Unlike TID 11, where the City acquired the property and bid out the demolition, it was hoped that the private sector would lead the charge for redeveloping these properties. However, once the valuable material was extracted, the new owners stopped all work on the site.

The purpose of creating this district was to assure that the industrial blight was demolished and environmentally remediated, and that the site would be adequately prepared for future redevelopment. Based on the failings of the previous private-sector owner, the CDA has since stepped in as the “developer of last resort.”

To enhance the surrounding neighborhood within ½ mile of the project the CDA has also budgeted \$500,000 within the TIF plan to capitalize a Neighborhood Housing Rehabilitation Loan program and to finance demolition of dilapidated buildings in the neighborhood.



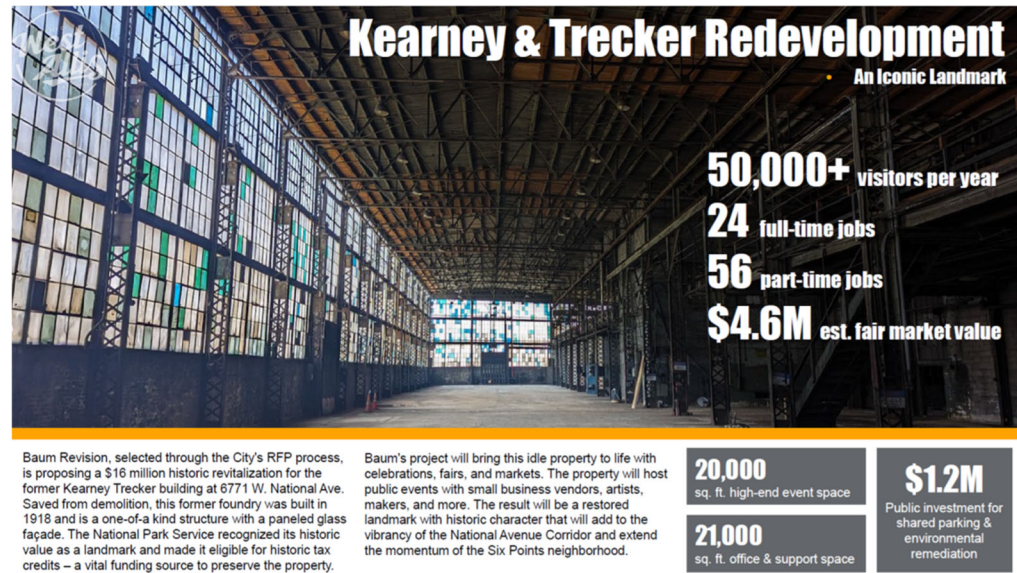
The City purchased the former Milwaukee Ductile properties for \$1,750,000 from the failed private owner, based on expected market value. These funds were placed in an escrow account and used to cover demolition and remediation expenses. Additional costs for planning, demolition, environmental work, and administration have brought total project expenses to over \$2.7 million, with an additional \$4.5 million anticipated.

Redeveloping the 7-acre former foundry for light industrial use could generate \$4-5 million in new value. However, in 2019, the City was approached by United Health Services (UHS) to develop a \$30 million behavioral health hospital with 120 beds. The project received all necessary approvals in 2019 and opened in fall 2021. Construction was supported by New Market Tax Credits from First-Ring Industrial Redevelopment Enterprise, Inc. Based on the UHS development, the district is projected to pay off all costs by 2041.

6771 W. National Avenue.

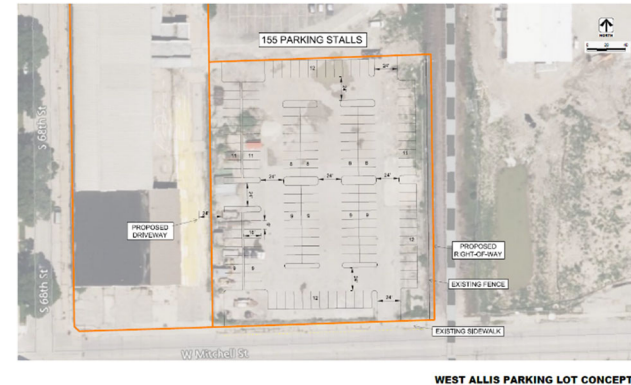
The graphic displays the potential for the historic restoration of the former Kearney Trecker building. The developer, Baum Revision is working with a potential tenant that would utilize the space for a regional destination as an event space.

In April of 2019, the City's CDA published a Request for Proposals for the 6771 W. National Ave. property and selected Baum Revision LLC., as the preferred developer of choice. Baum's vision for the building is to work with the Wisconsin State Preservation Office and the National Park Service to restore the building utilizing historic tax credits and ultimately resulting in the building being listed in the National Register of Historic Places. The building presents a complex set of design, preservation and adaptive use challenges. The restoration will create an architectural jewel that will pay homage to the industrial history of West Allis with the added representation of the City's future vision.



Primary Project Goals for the project:

1. Restore the building in a form and function reflective of its historical legacy. Introduce modern building infrastructure while preserving the historical architectural details. Introduce historical materials from the building as various forms of art (i.e. reuse discarded metal components as components for light fixtures, art pieces, planters, etc.).
2. Activate the building with current uses that involve a modern interpretation of its industrial past: activate the building with a large food production tenant and an event space.
3. Build a strong project identity that results in the project being a destination, attracting visitors and businesses to West Allis and serving as an additional catalyst for the immediate area.



Redevelopment/Historic Preservation

The project will contribute to West Allis' rich history of preservation by celebrating its historic roots. The repurposing of the building in part as a manufacturing facility is an acknowledgement of its importance to the economic contributions of the community.

Local Identity

The area already boasts a distinctive concentration of food-based businesses, creating significant opportunities for synergistic economic growth. This project aligns with and enhances several local initiatives, including the region's top farmers market, the development of The Market at Six Points food cluster, and an expanding array of food-centric events and organizations.

The potential redevelopment of the former Kearney and Trecker building could attract up to \$20 million in investment, transforming the space into commercial and office facilities, a unique event venue, and up to 100 new jobs. The project will leverage federal and state historic tax credits, local grants, and seek a new market tax credit allocation.

Tax Increment District #14 - 68th and Mitchell	
Base Value	\$1,354,300
Current Incremental Value	\$24,870,500
Projected Additional Incremental Value	\$5,000,000
Total Assessed Value	\$31,224,800
Base Taxes	\$27,221
Current Incremental Taxes	\$499,897
Projected Additional Incremental Taxes	\$100,500
Total Expected Taxes	\$627,618
New Jobs Created	132
Project Jobs	225
Total	257

To support this development, the City or Community Development Authority plans to add a parking lot at 6771 W. National Ave., further enhancing the area's infrastructure

The area already encompasses a unique concentration of food-based business activity that has already created an opportunity for synergistic economic development. The project would complement the following area initiatives/developments/projects: the best farmers market in the metro Milwaukee area, the development of The Market at Six Points food-cluster focus, a growing number of food-focused events, and organizations.

Potential redevelopment of the former Kearney and Trecker building could also result in an investment of up to \$20 million to create commercial and office space with unique event space and up to 100 jobs. The project would utilize federal and state historical tax credits, other local or state grants, and will seek a new market tax credit allocation.

Based on the redevelopment, the City or the Community Development Authority will need to utilize TIF in order to make the redevelopment of the property a reality, this would include a contribution of up to \$3M directly towards the redevelopment as well as approximately \$1M to repave and improve the parking lot to support the overall development of 6771 W. National Ave.

TIF DISTRICT NO. 15 – THE MARKET
PROJECTED CLOSURE: 2042 (27 YEARS)

Tax Incremental District # 15 was approved in 2016 as an overlay district to TID 5 – Six Points/Farmers Market. The district encompasses approximately 16 acres of land in the City’s Farmers Market neighborhood. The district consists of vacant land, owned by the Community Development Authority of the City of West Allis (the “CDA”).

The vacant land surrounding the Farmers Market had been slated for redevelopment in the mid- 2000's, but the housing market crash of 2008 and the withdrawal of the initial developer left the City with an abundance of vacant land, no added incremental value, and an urgent need to issue a new RFP for redevelopment. In 2016 the City and CDA selected Mandel Group, Inc. to pursue redevelopment of the land within TID 15 for the construction of a 30,000 sq. ft. medical office building, approximately 177 high-end market-rate apartment units, and approximately 46,000 sq. ft. of commercial space. The City and CDA selected the Mandel Group based on their vision of transforming the entire neighborhood and east end of the City with high-end apartments and destination commercial uses such as restaurants, a smaller/specialized grocery store user, and high-end commercial tenants.



The \$70 million development by Mandel Group successfully completed construction of the new Aurora Clinic in 2018 and broke ground on the construction of 177 apartments named The West. The first units became available in November of 2019 and are leasing between \$909 for a studio apartment to \$2,094 for a three bedroom, 2 bath apartment. The assessed value is about \$25 million. The project added 4 new jobs to the district. The West reached stabilized leasing by May 2020 many months ahead of schedule and was able to secure permanent financing earlier than expected resulting in project savings. Today, rents at The West are at \$2.00 per sq. ft.

The estimated public financial participation is \$16,680,000, in the form of a developer funded TIF, where the developer takes out a loan in that amount, and the tax increment goes back to the developer to pay down the debt. This eliminates the City's risk, as the City is not responsible for taking out a General Obligation Bond (debt), as is typically done when a city provides financial assistance in a TIF district.



The commercial component to be constructed south of National Avenue and referred to as “SONA” started construction in 2021. The development includes a 110-unit apartment building with two commercial space endcaps that will be available for lease. The construction cost is estimated at over \$22 million with units becoming available in January of 2023. The TIF is providing \$15 million of developer funded financial assistance and the City provided \$500,000 loan funded through a revolving loan program funded through a grant from the U.S. EPA.



The Makers Row Development, which completed construction on the shell of the buildings in 2024, has letters of intents to fill out the space with tenants which meet the food related mission of the space, with building plans coming in for permit in the Fall of 2025, with plans for spring/summer occupancy in 2026, this area is located west of the West Allis Farmers Market. With an estimated construction value of approximately \$6 million, it is expected to create 60 jobs. The City will potentially assist with \$1.6 million in developer-funded TIF and a \$500,000 loan through a U.S. EPA grant. The development aims to attract unique food businesses by offering lower rents, with TIF making the project financially viable.

In fall of 2025, Mandel proposed the final stage of the building out for the Sona area consisting of 2 multi-family buildings totaling 110 units Estimated at \$25 million, the project is projected to have an assessed value of approximately \$20 million.

Tax Increment District #15 – The Market	
Base Value	\$0
Current Incremental Value	\$61,556,900
Projected Additional Incremental Value	\$20,000,000
Total Incremental Value	\$81,556,900
Base Taxes	\$0
Current Incremental Taxes	\$1,176,352
Projected Additional Incremental Taxes	\$382,200
Total Expected Taxes	\$1,558,552
New Jobs Created	71
Project Jobs	40
Total Jobs	111



CONCEPTUAL RENDERING - LOT 4



CONCEPTUAL RENDERING - LOT 3

TIF DISTRICT NO. 16 – S.70th Street and Washington
Office Development - Cobalt
PROJECTED CLOSURE: 2040 (27 YEARS)

TIF district No. 16 was established to support the major revitalization of the former heavy industrial former Allis-Charmers office & industrial complex and to evolve the corridor into a pedestrian friendly, free parking, and high-end office complex within the S. 70th Street Corridor. The developer, Cobalt Partners, plans to include the acquisition of the West side of S. 70th Street, to acquire two office buildings consisting of 155,600 SF and make substantial interior and exterior improvements to the buildings. The property was owned by the West Allis-West Milwaukee School District. The purchase included two buildings located at 1135 and 1205 S. 70th St. and related parking

The project will also involve less than one acre of McKinley Park (South of the Field House) to be considered for surface parking. The project will also work with Milwaukee Area Technical College (MATC) to assemble some property that may be positioned for future redevelopment.

On the East side of S. 70th Street, also as part of Phase 1, the developer acquired another former Allis Chalmers office building (currently owned by BGK Properties Inc.) located at 1126 S. 70th St. with a plan to relocate about 60,000 ft.² of the existing tenants to the 1205 S. 70th St. building. The developer commenced demolition of a 469,300 ft.² building and started the construction a 105-room Home 2 Suites expected to open by June of 2023.



The City plans to invest approximately \$20 million in initial capital contributions for the projects within the TIF Plan. In Phase 1, the City issued a \$5.3 million GO Bond, netting \$4.685 million for the developer's project, which will be both corporately and personally guaranteed by the developer. In Phase 2, the City may approve up to \$15 million in Municipal Revenue Obligations (MRO), allowing the developer to borrow funds directly from a lender and repay using new property tax increment generated by the project, with no financial liability for the City. The projects will be completed in two phases, with a 22-year expenditure period from the adoption of the Creation Resolution. Financing may include General Obligation Bonds and MROs, though alternative methods may be considered to reduce costs, preserve debt capacity, or mitigate risks, as determined by the Common.

The city successfully applied to Wisconsin Economic Development Corporation and received a \$150,000 Site Assessment Grant to assist with site investigation and site clearance work that will ultimately advance the demolition of 1126 S. 70 St. building.

The original plan for Phase 2 was to develop more than 400,000 ft.² of office and taxable educational facilities, but following COVID, the office market industry has greatly evolved.



Land by Label, a residential developer has secured City approvals for the construction of a \$75 million signature building consisting at the corner of W. Washington and S. 70th Street – a gateway into West Allis. The building will have up to six floors and 248 market rate units. The building will offer amenities such as swimming pool, community room, golf simulator, etc. The base value of the area was \$3,142,700, and the incremental value, due to the improvements to the office buildings and the completion of the Home 2 Suites Hotel is \$26,434,700. The first phase of which would include a near 248-unit multi-family building, at a cost of nearly \$75 million, is currently under construction and scheduled to open in Fall of 2026.

Tax Increment District No. 16 – Allis Yards	
Base Value	\$3,080,600
Current Incremental Value	\$23,680,900
Projected Additional Incremental Value	\$80,000,000
Total Equallized Value	\$103,680,900
Base Taxes	\$58,870
Current Incremental Taxes	\$452,542
Projected Additional Incremental Taxes	\$1,528,800
Total Expected Taxes	\$2,040,212
New Jobs Created	40
Projected New Jobs	60
Total New Jobs	100

TIF District No. 17 – 102nd and Lincoln
PROJECTED CLOSURE: 2046 (27 YEARS)

The 102nd and Lincoln TIF was newly created in 2019 to assist with the redevelopment of the property commonly referred to as the Wehr Office building located at 102 and Lincoln. The 21-acre district was created to pay the costs of incentives needed to facilitate development of a 107-room Holiday Inn Express hotel, future medical office or office space development and other potential redevelopment activities. The developer, Catalyst Partners and JNK are expected to invest \$16.3 million in the development of the hotel and potential office building. The hotel will offer a fitness center, pool, business center, small conference room, outdoor patio, and continental breakfast. Phase II of the project is up to a 16,000 sq. ft. office, retail commercial space. The Holiday Inn Express opened in July of 2020 in time for the scheduled Democratic Convention, however national COVID pandemic impacted the travel industry, and the convention was cancelled.

The TIF is expected to generate about \$17 million in new tax increment over the entire district and increment satisfying project costs by 2029. The City anticipates making total expenditures of \$2.8 million to undertake the project. Project costs include an estimated \$2.45 million in incentive payments including \$1.45 million for the hotel development, \$750,000 for other incentives relate to future redevelopment projects, and \$250,000 for residential rehabilitation assistance. The incentives are structured in the form of a developer funded of “pay-go” TIF. The TIF Plan also includes \$250,000 for potential public infrastructure rehabilitation and \$100,000 for district administrative expense to include cost to create the district.



Tax Increment District No.17 - 102 nd and Lincoln	
Base Value	\$14,285,600
Current Incremental Value	\$11,915,200
Projected Additional Incremental Value	\$2,000,000
Total Incremental Value	\$13,915,200
Base Taxes	\$272,998
Current Incremental Taxes	\$227,699
Projected Additional Incremental Taxes	\$38,220
Total Expected Taxes	\$538,917
New Jobs Created	16
Projected New jobs	24
Total New Jobs	40

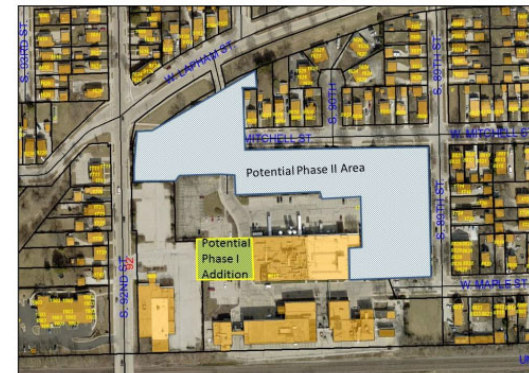
TIF District No. 18 – Chr. Hansen Expansion
PROJECTED CLOSURE: 2040 (21 YEARS)



In 2019, Chr. Hansen, located at 9015 W. Maple Street approached the City of West Allis regarding a broader vision for their U.S. headquarters in West Allis. Located in West Allis since 1929, the company today has over 200 professionals in West Allis. Chr. Hansen is a global bioscience company that develops and produces cultures, enzymes, probiotics, and natural colors for a variety of food, confectionery, beverages, dietary supplements, animal feed and plant protection.

When Chr. Hansen started the planning process for the \$25 million expansion West Allis, local representatives of the company suggested to the City and state representatives there might be possible challenges from the Board of Directors perspective. Since Chr. Hansen is based in Denmark and operates under a global footprint, there are many factors and priorities that a company uses to direct company investment and growth. Therefore, economic assistance was proposed to help the project be considered against other global company requests and locations.

In 2019, Chr. Hansen commenced construction on The Phase I of the project that included a 20,000 sq. ft. expansion to provide a larger footprint for its Food Cultures and Enzymes facility. The addition represents an estimated \$9-\$20 million capital investment. To date, the company has added about 25-30 new jobs and contributes about \$55,000 in new increment annually. The addition came online in 2021.





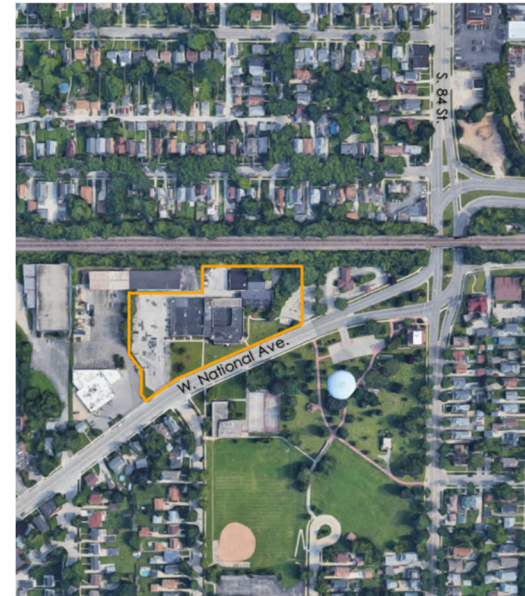
To assist with a proposed expansion, the City created a new industrial district comprising of approximately 7 acres of land including the existing Chr. Hansen facility. As the incentive structure, a developer funded TIF or, “pay as you go” TIF was adopted to provide up to 12 years of increment gained for each phase of expansion. Further, the TIF is structured that the economic benefit is only attained if each future phase starts construction prior to July 1, 2025. The potential incentive placeholder in the TIF plan is up to \$11.9 of increment. The proposed TIF plan also includes \$200,000 for housing and economic development improvements with a ½ mile of the district and \$155,000 for administrative expenses for operating and creating the district. The TIF is expected to close in 2040.

Tax Increment District No. 18- Chr. Hansen	
Base Value	\$4,230,100
Current Incremental Value	\$2,402,000
Projected Additional Incremental Value	\$9,500,000
Total Equalized Value	\$11,902,000
Base Taxes	\$80,837
Current Incremental Taxes	\$45,902
Projected Taxes	\$181,545
Total Expected Taxes	\$308,284
New Jobs Created	25
Projected New jobs	75
Total New Jobs	100

TIF District No. 19 – 86th and National Avenue
PROJECTED CLOSURE: 2051 (27 YEARS)

In 2022, Three Leaf Partners, a metro-Milwaukee developer, approached the City of West Allis with a development proposal for the property at 8530-8556 W. National Avenue, the site of the former Clark Oil Headquarters. The existing office building was under occupied for a few years, exhibited signs of blight and disinvestment, and had limited reuse opportunities.

The Developer received approval from the City to demolish the existing building that was on the 3.22-acre site. Also, the city supported the \$68 million construction of a project consisting of 247 market-rate apartment homes. The development aligned with the National Avenue Commercial Corridor Plan that called for additional housing, public improvements, and coordinated investment within this key corridor that runs through the heart of West Allis.





The Development will be 6-stories with two underground parking floors with 295 parking spaces and 24 outdoor vehicle parking spaces. The amenities will be club room, pool, dog run, grill stations, outdoor games, and a fire pit.

Following the COVID-19 pandemic, the construction industry remains unsettled with materials in limited supply and in general, increasing construction costs.

Tax Increment District No. 19 - 86 th and National Avenue	
Base Value	\$1,506,200
Current Incremental Value	\$(581,000)
Projected Additional Incremental Value	\$48,000,000
Total Equalized Value	\$47,419,000
Base Taxes	\$28,783
Current Incremental Taxes	\$(11,103)
Projected Taxes	\$917,280
Total Expected Taxes	\$934,961
New Jobs Created	0
Projected New jobs	7
Total New Jobs	7

These issues were compounded with uncertainty in the lending market as well as increasing interest rates. The City approved a TIF District to provide economic assistance to the project in form a Developer Funded TIF or “pay as you go” TIF. The amount of development incentive payments has a present value of \$13.1 million using a 6% discount factor and is expected to be fully realized over 27 years. The overall development must perform to obtain the economic benefit. The TIF will include \$745,000 for administration and professional services. Further, if the project is successful and Developer Funded TIF obligations are satisfied, the City has identified Contingent Projects that total \$335,000 including infrastructure improvements to Honey Creek Park, pedestrian street improvements along National Avenue, and housing and economic development incentives or other projects within ½ mile radius of the TIF boundaries. The City assisted the development with a \$500,000 loan funded through a revolving loan program funded through a grant from the U.S. EPA. The TIF is expected to close in 2051.

The project started leasing the first floors in August of 2025 with balance coming online during the fall of 2026.

TIF District No. 20 – 6400 Block of W. Greenfield Avenue (Northside)
PROJECTED CLOSURE: 2052 (27 YEARS)



In 2024, the City of West Allis approved the creation of TID #20 to support the redevelopment of 0.86 acres of land, including both City-owned and CDA-owned parcels. The proposed development by JJH3 Group LLC includes eight townhomes and a mixed-use apartment building with 11 units and 2,500 sq. ft. of commercial space. This development will replace a public space at 65th and W. Greenfield Avenue with a new, improved space.

Tax Increment District No. 20 – 6400 Block W. Greenfield Avenue	
Base Value	\$0
Current Incremental Value	\$0
Projected Additional Incremental Value	\$7,400,000
Total Assessed Value	\$7,400,000
Base Taxes	\$0
Current Incremental Taxes	\$0
Projected Taxes	\$148,700
Total Expected Taxes	\$148,700
New Jobs Created	0
Projected New jobs	10
Total New Jobs	10

The addition of townhomes provides a low-density housing option currently lacking in the City. The developer is investing \$5.73 million in private funds, with an estimated net present value of \$1.6 million in TIF assistance.

Construction is expected to begin in early 2025, with leasing set to begin in spring 2026



Potential New TIF's

92 and Greenfield Avenue Redevelopment

The City of West Allis is considering the creation of Tax Increment Finance District in 2025 to address the 3-acre, former St. Aloysius Church, School and Rectory. The existing structures, built between 1926-1964, were vacant since 2021 and sold the property to private a developer. The property became a public nuisance and blight following a number of years where the property owner could not organize a development a vision for the property. The Community Development Authority negotiated the acquisition of the property owner's note from a lender on the property.

Being located on a prominent corner and a convenient location, the site attracted the attention of a number of developers. F-Street negotiated the purchase of the property from the existing property owner.

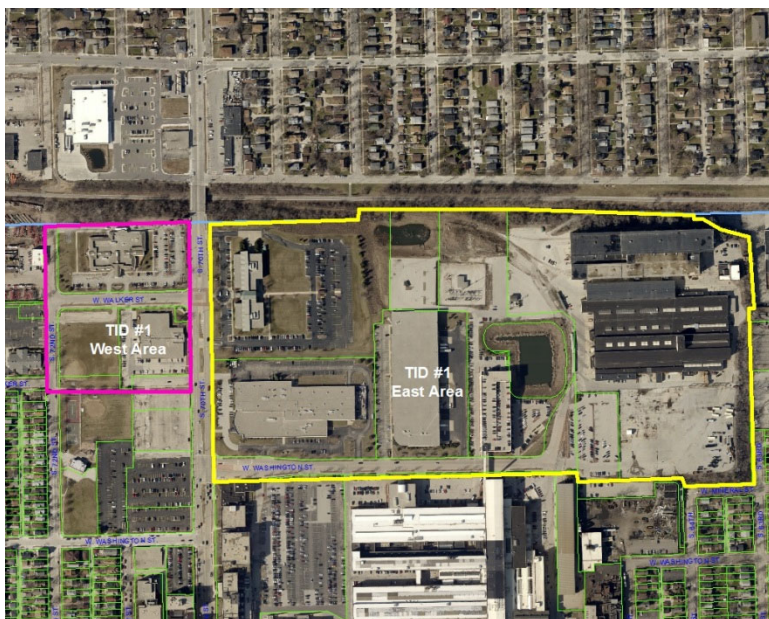
In 2025, the City of West Allis obtained a court order on the properties following years of vacancy, vandalism, and disinvestment. To accommodate redevelopment and to partner on efforts to address the property, the City of West Allis entered into a Letter of Intetent with F-Street that established a path to redevelopment. F-Street quicily established a proposal for a \$40 million development that consists of 42-garden style town homes and 105 multifammily apartments. F-Street's offer on the real estate was assigned to the CDA. When the CDA closed on the property, the CDA entered into a Land Contract with F-Street as well as a Raze and Demolish Building Agreement to address the nuisance order on the property.

The CDA will be considering a new TIF in 2025 to attract development to the property.

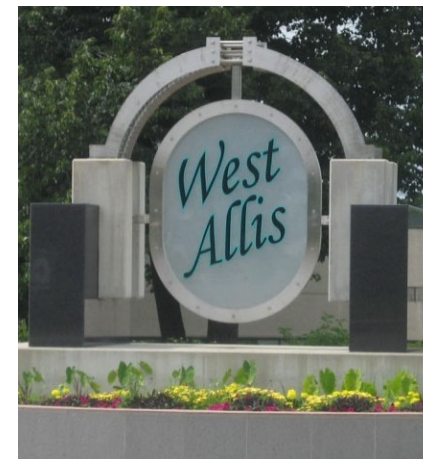
CLOSED TIDs

TIF DISTRICT NO. 1 – S. 70TH ST. AND W. WALKER ST. – CLOSED





The district was composed of two general areas east and west of S. 70th St. and both generally north of Washington Street. On the east were the vacant and dilapidated former Allis-Chalmers Tractor Plant buildings. On the west, the buildings, just as dilapidated, included a vacant 4-story industrial dinosaur (former Milwaukee Stamping Building) and another 150,000 sq. ft. condemned industrial building. These buildings exceeded their economic development life or usefulness resulting in vacancy and low-end uses (i.e. cold storage, etc.). These sites were further impacted by a wide range of soil and groundwater environmental issues. The project also financed the reconstruction of one of the city's most important gateways, S. 70 St.



The City's 70th St. gateway witnessed over \$20 million in new development

following the implementation of the City's first TIF in 1993. When the TIF was discussed for adoption, the 43.4-acre district contained properties that were arguably the most blighted areas of the City. Today, the area is a welcoming, vibrant business corridor greeting over 14,000 vehicles per day. The district added over 520 jobs and attracted business icons like Poblocki Sign Co., C&H Distributors, Columbia/St. Mary's Gateway Medical Clinic, an office complex owned by Tri-City Bank, plus over 100,000 sq. ft. of additional manufacturing facilities.

The original project involved \$6,215,000 of project costs, including acquisition, demolition of dilapidated former industrial buildings and substantial environmental clean-up. In many cases the soil was also substantially impaired by poor fill that did not meet modern compaction requirements necessary to support a modern industrial building.

The Project Plan was amended in 1996 to include \$1.8 million for public infrastructure improvements for the reconstruction of S. 70 St. from the north city limits, south to W. Greenfield Ave., including replacement of all storm and sanitary sewer lines and the addition of arguably one of Milwaukee Metropolitan area's most iconic gateway signs.

One of the more unique hurdles in the development of the National Business Furniture (formerly C & H Distributors) site was residual environmental contamination after virtually all of the environmental remediation was completed. The site was cleared of all environmental issues except one monitoring well that continued to report the presence of volatile organic compounds (VOCs). The site could not become bankable/developable until this environmental issue was resolved and DNR approved case closure for the site.



To expedite the redevelopment of the site, the CDA provided environmental indemnification to allow the company to immediately begin the construction of a 67,479 sq. ft. office building. It would ultimately take 13 years to extract nearly 50 gallons of heavy petroleum at a cost of about \$60,000 to obtain DNR case closure.

Because of the environmental indemnification provided by the CDA, the City did not have to wait for 13 years for the development of C&H's corporate headquarters building. It immediately began realizing the benefit of 250 jobs and during that time collected more than \$2,300,000 in property taxes.

Tax Increment District No. 1 – 70 th and Walker	
Base Value	\$ 5,782,000
Current Incremental Value	\$17,096,500
Total Value	\$22,878,500
Base Taxes	\$116,218
Current Incremental Taxes	\$343,640
Total Taxes	\$459,858
New Jobs Created	519
Total New Jobs	519



The 114,000 sq. ft. multi-tenant industrial facility located at 6736 W. Washington St. offered what was to become a typical soils impediment issue, the need for geotechnical soil compaction. In addition to the typical Brownfield redevelopment issues, the soils were too loose to hold a modern structure even though Allis Chalmers built tractors on that landmass for over one hundred years. To build the property, nearly 6 feet of soil compaction (as shown on the picture on the preceding page) was required in order to achieve the necessary soils suitability on which to build a modern manufacturing building.

The district was successfully terminated in March 2008. When created, the district base valued at \$5,782,000 and produced about \$116,000 in taxes. Currently, the district has a value of \$22 million which provides \$459,858 in taxes. This relates to a current tax incremental value of over \$17 million.

The TIF also donated surplus revenues in the amount of \$1.1 million to the Veterans Park district (TID 2).

TIF DISTRICT NO. 2 – VETERANS PARK - CLOSED (S.E. Corner of S. 70 St. & W. Greenfield Ave.)

This TID was dissolved in 2014, two years ahead of schedule. The project added over \$7 million in incremental value and \$204,897 of tax incremental revenue. The TIF successfully transformed the southeast corner of S. 70 St. and W. Greenfield Ave. out of a sharply declining neighborhood. The neighborhood's buildings were severely dilapidated and were a major blighting influence on the surrounding area. The properties were primarily commercial uses such as mixed-use buildings, bars, flophouses and adult entertainment. The project dramatically reversed the declining image and successfully improved the area by adding new housing choices.





The City created this 4.7-acre district after it began witnessing declining property values, deteriorating and dilapidated buildings. These conditions were further leading to a decline in the City's overall tax base and reduced revenues for the City. The City utilized project funding of \$4,160,164 to underwrite land assembly, building acquisition, demolition, relocation benefits, environmental remediation and reconstruction of W. Orchard St. and S. 68 St.

Today, the area consists of The Landmark, a 127-unit contemporary senior community with both market-rate

and Low-Income Housing Tax Credit assisted rental units. The facility features a well-maintained landscape and initiates an architectural statement that it became a model for high-density, quality construction in the community. The project, along with about a \$200,000 special assessment to the developer, also financed the reconstruction of W. Orchard St. and S. 68 St., including sanitary, storm and water facilities.

Tax Increment District No. 2 -Vets Park	
Base Value	\$1,681,600
Current Increment al Value	\$11,911,300
Total Value	\$13,592,900
Base Taxes	\$33,800
Current Incremental Taxes	\$239,417
Total Taxes	\$273,217
New Jobs Created	3
Total New Jobs	3

TIF DISTRICT NO. 3 – QUAD/GRAPHICS - CLOSED

In 1994, the northwest corner of the crossing of Hwy. 100 and Theodore Trecker Way was growing in demand as the real estate market looked for retail destination locations with visibility to the Interstate. However, the 48-acre site was occupied by a large, idle, industrial building once owned by Giddings and Lewis.

The City's first option regarding involvement in an idle private-sector site is always to do nothing. However, doing nothing in this case would mean getting a big retail box development employing a modest amount of retail-related low-wage jobs.



The City made a significant economic development policy decision that it was in the public interest to attract a state-of-the-art manufacturing facility with quality family supporting jobs.

As part of the economic development policy decision-making process, the Mayor and Common Council and representatives of the other taxing jurisdictions unanimously decided to form a TIF district that allowed the City to address the vacant idle industrial building's redevelopment impediments. The result of this policy was the attraction of Quad/Graphics Inc., a Fortune 500 company. This successful attraction allowed for the creation of over 800 family-supporting jobs.

The deal ultimately opened the door to well over a quarter-of-a-billion dollars in private equipment investment and transformed a 550,000 sq. ft. obsolete industrial facility to an impressive 905,000 sq. ft. state-of-the-art global printing operation including Quad Med, a rapidly expanding corporately owned health care system.

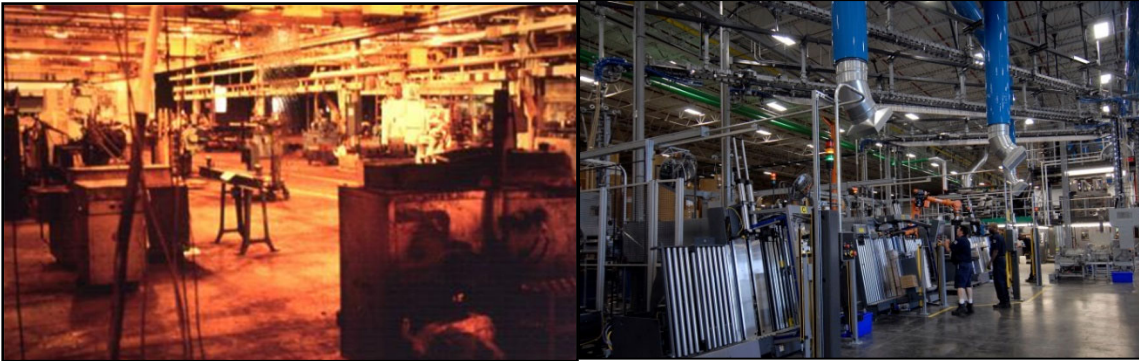
Today, the facility has a value to over \$11,975,600, which represents an increase of \$7,671,100 from its base value of \$4,300,000. In addition, the district now generates \$336,000 in taxes.

Often, the perception of environmental risk deters investment and finding an acceptable method of allocating the risk between the various parties often kills many transactions. In the case of this district, the risk associated with the environmental personality of the property was the principal impediment barring the successful conclusion of a transaction between the prospective buyer (Quad/Graphics) and seller (Giddings & Lewis).

To bring Quad/Graphics back to the negotiating table and to overcome the "Clash of Corporate Cultures," the City purchased the property from Giddings & Lewis and subsequently sold it to Quad/Graphics. The City of West Allis was the first city in the state to use newly enacted legislation (Act 453), which is now the Voluntary Party Liability Exemption (VPLE) program, to offer environmental comfort to buyers & sellers of formerly contaminated properties.



In addition, the seller was very concerned that the buyer would litigate over third-party environmental claims, so the City of West Allis in partnership with the Wisconsin Department of Commerce created a \$1.5 million “Indemnification Fund.” Milwaukee County also provided a contingent Standby Liability pledge of \$2.5 million. Through good stewardship by the City, the Indemnification Fund was never drawn upon and the monies were returned to the City and the State, and Milwaukee County was released from its pledge.



The buyer was also concerned about owning contaminated property. To resolve this, the City bought the property from the seller and sold the property to Quad/Graphics on a Land Sale Contract. The sale had a seven-year term and ended in a balloon payment which coincided with the time that was expected to complete the environmental clean-up.

Instead of borrowing the funds for acquisition the City funded the project with internal borrowing from the City’s operating reserves yielding an 8.5% return to the general fund on the investment by the City. Over the seven-year term of the land sale contract the City’s general fund earns nearly \$2,400,000 in immediate property tax relief.

This district was amended in 2008 to include \$500,000 for street resurfacing improvement on Theodore Trecker Way, which extended the district’s projected closing date by about 1.5 years. The street resurfacing was an important project in maintaining an active commercial corridor that connects to an industrial segment of the city. This action allowed the city to expend the \$500,000 that was budgeted for this project from General Obligation Bonds on other City street projects.

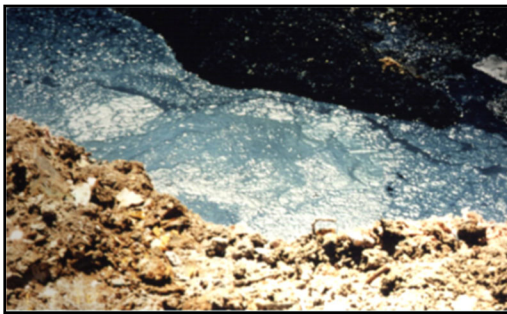
The district has successfully satisfied the investment of \$4.7 million in capital costs (not including interest and fiscal charges). The TIF also donated surplus revenues in the amount of \$2.5 million to the Juneau Highlands (TID 6) and Six Points/Farmers Market (TID 5) districts.

Tax Increment District No. 3 -Quad/Graphics	
Base Value	\$4,307,500
Current Incremental Value	\$8,419,000
Total Value	\$12,726,500
Base Taxes	\$86,851
Current Incremental Taxes	\$169,222
Total Taxes	\$255,803
New Jobs Created	934
Projected New jobs	0
Total New Jobs	934

The improvements and land were sold in September of 2021 for \$33 million and Quad Graphics provided a ten-year lease back with another 10-year option.

TIF DISTRICT NO. 4 – S. 113th ST. and W. GREENFIELD AVE. - CLOSED

The vibrant blue architectural glass of the 127,000 sq. ft. building located at S. 113 St. and W. Greenfield Ave. is a staunch contrast to the barren land that once was a 9.9 acre public works storage yard. Following the creation of a TID and the investment of \$2.7 million of public funds to address geotechnical costs and environmental concerns, the property attracted 230 jobs and business tenants such as Milwaukee Plate Glass, ABRA Auto Body and Glass, Wisconsin Medical – Cyclotron LLC, Office Copying Equipment, LTD., and Kneuppel Healthcare Services.



Today, the district is valued at \$9.5 million and generates over \$191,000 in property taxes. This district was closed in 2006, nine years ahead of the anticipated 2014 closing date.

Tax Increment District No. 4 – 113 th and W. Greenfield Avenue	
Base Value	\$0
Current Incremental Value	\$9,482,800
Total Value	\$9,482,800
Base Taxes	\$0
Current Incremental Taxes	\$190,604
Total Taxes	\$190,604

Challenged by historic land uses such as a quarry and landfill for non-organic demolition materials, the City formed a TID to prepare the property for development. In addition, the site had serious geotechnical (poor soil bearing capacity) concerns, in that as a former quarry, filled with non-compacted soils, the soil was so poor that it was essentially unbuildable.

New Jobs Created	243
Total New Jobs	243



Of note, the site was also contaminated with 26,000 tons of woodchips that were laced with iron cyanide (generated as a byproduct of the manufactured gas process), which the City successfully litigated against Wisconsin Electric Power Co. to pay for clean-up.

The TIF supported \$1.1 million in geotechnical specialized site work to compact the soils so that the land could meet the engineering standards for new buildings.

The remaining \$1.6 million was utilized for environmental cleanup not related to the \$1.8 million of remediation costs paid by Wisconsin Electric Power Co. (WEPCO), now We Energies.

The company was also required by the court to pay the City about \$7 million in punitive damages which the City utilized to renovate the City's three (3) fire stations.

TIF DISTRICT NO. 5 – SIX POINTS / FARMERS MARKET **PROJECTED CLOSURE: 2028 (27 YEARS)**

(In the corridor of W. Greenfield Ave. & W. National Ave., and roughly S. 60 St. to S. 67 St.)



The 44-acre Six Points/Farmers Market Redevelopment Area was a major initiative by West Allis to transform an aging industrial corridor into a vibrant mix of housing and commercial spaces. Despite challenges like brownfield issues and assembling underutilized parcels, the City successfully acquired and cleared land for multi-phase development. Although the recession slowed progress, the recent completion and \$19-million sale of Phase I have boosted the area's reputation as a prime real estate opportunity, significantly enhancing West Allis' image.



Tax Incremental District Number Five was adopted in 2001 and is situated along a six-block-long corridor in the Six Points/Farmers Market area. The creation of the district was necessary to eliminate dilapidated industrial buildings, flophouses, junkyards and prevent the spread of blight, which was being experienced through years of disinvestment, incompatible land uses, and declining property values.

In order to turn around the trajectory of the neighborhood, tax incremental financing was used to help pay for acquisition, relocation, demolition, legal environmental cleanup, and geotechnical costs that far exceeded the market value of the property. As the private sector could only afford to pay market value for land, the City, by using TIF, absorbed above market costs so the parcels could compete favorably for private redevelopment.

To date, this district is approximately three-quarters complete and witnessed success with the new Aurora Clinic and Mandel's "The West" development. A 5-acre parcel remains as an opportunity as plans are being developed for a food industry cluster of development.



The Six Points/Farmers Market District is about 75% complete, with notable successes including the Aurora Clinic and Mandel's "The West" development. A 5-acre parcel remains, with plans for a food industry cluster.

The Berkshire, one of the first major redevelopments, opened in 2004 on 1.3 acres along W. Greenfield Ave., offering 80 senior living units and three street-level commercial spaces. Valued at \$4.3 million, it served as a catalyst for further redevelopment.

Across the street, the City funded the \$1 million acquisition and demolition of properties for the Six Points East Condos, leading to a \$12 million, 42-unit mixed-use development in 2008. The condos are valued between \$109,400 and \$244,900, with 20,000 sq. ft. of retail space, including Lula Mae Aesthetic Boutique since 2017.



Additional commercial projects include the redevelopment of Taco Bell on S. 60 St., the 2008 renovation of the Historic West Allis Bank Building, and a new Walgreens pharmacy at the district's eastern edge, completed in 2009.

In addition to utilizing funding to directly spur private redevelopment, in 2006, \$2 million in TIF was utilized to pay for the preservation and renovation of West Allis' historic Farmers Market. This work, which was completed in July 2007 brought new life to one of the City's most recognized icons visited by thousands each year as well as notable chefs from the metro-Milwaukee area. In terms of enhancing the City's image, there probably could not have been a more successful project to accomplish this goal.

Although the eastern half of the district has already undergone extensive redevelopment, large opportunities on the western half saw construction of a new Aurora Clinic and 177 contemporary apartments. These developments were incorporated into the overlay district that was created to facilitate development and to address the time needed to capture incremental growth.

The CDA secured nearly \$435,000 in grant funding, including \$300,000 in Site Assessment Grants (SAG) from the DNR and \$135,000 from the Wisconsin Department of Commerce for environmental remediation in the early 2000s.

In late 2003, the CDA issued a request for proposals to develop three parcels, primarily consisting of two former Pressed Steel Tank sites and another parcel west of the Farmers Market, in three phases. Toldt Development was selected, proposing over \$60 million in redevelopment, including 600 new housing units and 100,000 sq. ft. of retail space.

Phase 1, a 3.1-acre parcel north of the Farmers Market, broke ground in 2006 with two buildings completed by 2008. This development, now valued at \$15.3 million and recently sold for over \$19 million, includes 182 market-rate apartments and 5,000 sq. ft. of commercial space.

Phase II, located west of the Farmers Market, involved the acquisition and remediation of several businesses, including two junkyards and taverns, on a 5.8-acre site. Despite clearing and preparing the site for development, Toldt Development backed out after the 2008 housing market crash, and Phase II never progressed. In December 2013, through claw back provisions in the original purchase and sale agreement, the site was re-acquired by the CDA at a substantially discounted value because of the developer's lack of performance.

Phase III, of the redevelopment, located northwest of the Historic Farmers Market on nearly 8 acres, involves the former Pressed Steel Tank facility. The site was cleared and remediated with approximately \$2.5 million in grant funding, including \$200,000 in SAG funds from the DNR, Wisconsin Department of Commerce, and the US EPA.

After Toldt Development backed out of Phases II and III, the CDA issued a new RFP in 2016, selecting Mandel Group, Inc. to redevelop the remaining vacant land. In the same year, the City and CDA adopted



TID 15, an overlay district within TID 5, to freeze the valuation of properties in both districts. Any tax increment generated from redevelopment in these overlapping parcels benefits TID 15. The projected future value of development within TID 15 is \$73 million.

Given the current debt of TID 5 and the projected values from the Mandel Group redevelopment going to TID 15, the district will require cash injections from the Whitnall Summit TID 7 (and potentially other sources) to maintain expiration in 2027 after 27 years. In 2016, the City and CDA adopted Amendment #6 to TID 7, designating TID 7 as a “donor TID” to TID 5, designating approximately \$12,000,000 of increment from TID 7 to TID 5 between the years 2017 and 2026. Without sharing from TID 7, TID 5 would end up with a net negative balance of over \$14,000,000.

Since being created, TID 5 has experienced significant changes and challenges. In 2022, the current value of the TID is \$56,514,400 and is expected to have gained \$38,389,800 of incremental value. The estimated taxes of \$914,000 incremental taxes will annually reduce the accumulated costs that were required to acquire, clear, and prepare the district for development.

In 2022, Bars and Recreation purchased the vacant industrial building at 6325 W. National Avenue with plans to renovate the property into an entertainment tavern. The new established would add about \$400,000 of incremental value and another 10 jobs to the area. Plans are being reviewed at the December 2023 Common Council meeting with plans to open in 2024.

Tax Increment District No. 5 – Six Points/Farmers Market	
Base Value	\$18,524,600
Current Incremental Value	\$45,077,400
Projected Additional Incremental Value	\$500,000
Total Value	\$64,105,000
Base Taxes	\$372,344
Current Incremental Taxes	\$916,106
Projected Additional Incremental Taxes	\$10,050
Total Taxes	\$1,288,450
New Jobs Created	25
Projected Jobs	10
Total	35



The TIF was dissolved in 2023.

TIF DISTRICT NO. 8 – WEHR STEEL - CLOSED

Private development is key to the City's neighborhood revitalization efforts. The 13.5-acre site at 2154 S. 54th St., once home to the Wehr Steel plant, had been abandoned for over a decade, with remnants of building slabs and overgrown weeds. As the largest steel mill in Wisconsin, the site became a classic brownfield, with fears of contamination hindering redevelopment.

The creation of Tax Incremental District (TID) #8 in 2005 alleviated concerns about costly environmental mitigation. With \$60,000 in SAG funding from the DNR and a \$200,000 EPA Brownfield Assessment Grant, the CDA conducted environmental assessments that identified only minor contamination, including low-level metals and polycyclic aromatic hydrocarbons (PAHs).

With the contamination manageable through institutional controls (capping with the building footprint and soil cover), the property owner regained interest in redevelopment. The CDA also helped the owner navigate issues related to a stormwater line, ultimately allowing for a revised building design without additional public funding.

As a result, the owner completed a \$9 million redevelopment, creating 194,000 square feet of industrial space now occupied by Columbia Pipe & Supply Co., the Marek Group, and Raphael Industries Inc. No TIF capital expenditures were required, and the district closed in 2007.

The decision to create the Wehr Steel TID was driven by the concept of "Opportunity Cost"—the cost of inaction. The site had the potential to generate \$200,000 annually in new property tax revenue, which was lost each year by doing nothing. After 10 years of failed attempts to encourage private action, the City decided it could no longer wait to realize the \$200,000 in tax revenue and the creation of 124 manufacturing jobs.

Today, the district is valued at \$6.14 million, an increase of \$6.1 million from its original base value of \$1.1 million. It generates \$145,128 in property taxes, up \$123,444 from the base tax revenue of \$21,684. The site now hosts Columbia Pipe and Raphael Industries, which employs 57 full-time workers.



Tax Increment District No. 8 – Wehr Steel	
Base Value	\$1,078,800
Current Incremental Value	\$6,141,500
Total Value	\$6,141,500
Base Taxes	\$21,684
Current Taxes	\$145,128
Total Taxes	\$123,444
New Jobs Created	57
Total New Jobs	57

TIF DISTRICT NO. 9 – PIONEER NEIGHBORHOOD
CLOSED: 2020 (15 YEARS)

(W. National Ave. from S. 78 St. to S. 81 St.)

The creation of Tax Incremental District No. 9, known as the Pioneer Neighborhood, along W. National Ave. between S. 78th and S. 81st Streets, spurred over \$11.5 million in development. Established in 2006, the 7.8-acre district included several blighted parcels, such as a former school bus parking lot, a former lumber yard, and the vacant Neis Hardware store, all of which were negatively impacting the National Avenue corridor.

Initially considered by the West Allis Police Department for a new station, the site was rejected due to environmental concerns. In spring 2006, the CDA acquired the site through voluntary purchase, adding it to the Neis Hardware site, acquired through foreclosure in 2005, to form the district.

The district has seen two major redevelopments: the construction of PyraMax Bank and a senior living complex, completed in 2009, with 120 independent living units, 80 assisted living units, and 64 memory care units.

A total of \$3.5 million was spent on acquisition, environmental remediation, and site preparation. The CDA received two DNR SAG grants totaling about \$60,000 for the initial environmental assessments. Following full contamination characterization, the CDA used a \$475,000 Wisconsin Department of Commerce Brownfield Grant and TIF financing to help cover remediation costs

The district is currently valued at \$22.3 million, which is a \$21.2 million increase in value from its \$1,075,800 base. The current taxes of about \$447,372 represent an incremental increase of \$425,748 property taxes up from about \$21,623. The district closed in 2020 after 15 years. The developments added 77 new jobs to the district.



Tax Increment District No. 9 – Pioneer Neighborhood	
Base Value	\$1,075,8000
Current Incremental Value	\$21,181,500
Total Value	\$22,257,300
Base Taxes	\$21,684
Current Incremental Taxes	\$425,748
Total Taxes	\$447,372
New Jobs Created	57
Total New Jobs	57

TIF DISTRICT NO. 12 – TELEDYNE
PROJECTED CLOSED: 2024

The former Teledyne site, located at S. 52nd St. and W. Burnham St., spans 8.96 acres and was once home to a 100-year-old industrial building used for manufacturing automotive engines. The site, previously owned by 5209 Burnham LLC, was transferred to Milwaukee County in April 2017 following foreclosure.

In 2010, the City of West Allis, in partnership with the CDA, conducted Phase I and II Environmental Site Assessments (ESAs) under a US EPA Petroleum Brownfield Assessment Grant to evaluate redevelopment challenges. The district was established to fund environmental remediation and other redevelopment costs. The assessments identified significant contamination, including volatile organic compounds (VOCs), chlorinated and petroleum VOCs in the soil and groundwater, and other contaminants like vinyl chloride, naphthalene, heavy metals (arsenic and lead), foundry sand, and PCBs. The City also removed seven underground storage tanks (USTs) during demolition, with further USTs possibly present.

Apart from environmental challenges, a substantial impediment to redevelopment stems from the property's considerable tax liability. Following a raze order issued by the Milwaukee County Circuit Court due to severe disrepair and non-compliance with building codes, the City, under state law, incurred \$1,900,000 in demolition costs, subsequently assessed as a special charge on the tax bill. Although Milwaukee County reimbursed the City for the entire demolition expense, unpaid taxes, interest, and penalties now aggregate to approximately \$3.5 million, posing a formidable obstacle to redevelopment.



Tax Increment District No. 12 – Teledyne	
Base Value	\$232,900
Current Incremental Value	\$-232,900
Total Value	\$0
Base Taxes	\$0
Current Incremental Taxes	\$0
Total Taxes	\$0
New Jobs Created	0
Total New Jobs	0

The City acquired the property in 2023 with plans to construct a state-of-the-art Public Works Facility on the land, marking a significant step toward redeveloping the property. Since the site was planned for municipal use, the TIF was closed in March of 2024.

CONCLUSION

Over the span of the past two decades, the narrative of employing tax increment financing unfolds as a series of contrasting and distinctive chapters, depicting a city in the process of reinvention. TIF has proven instrumental in steering the City away from decline, revitalizing challenged areas, and reshaping the City's image and tax base through substantial investments from both private and public sectors. Whether focusing on business expansion and job creation or providing housing opportunities, each TIF district in West Allis has directly addressed blight elimination and contributed to neighborhood stabilization using diverse methodologies.

The new or incremental property taxes generated from these initiatives have played a crucial role in financing the City's neighborhood revitalization. The measure of success is evident in the City's Largest Taxpayers list, where seven of the top ten entities were fostered through tax increment financing (see Exhibit 2). Furthermore, TID 7 stands out for producing one of the largest office buildings in the Milwaukee Metropolitan area and the City's largest taxable location.

Over the years, bond rating firms have consistently expressed favorable opinions on the City's redevelopment efforts, contributing to a stable and highly favorable bond rating even during economically challenging times.

In summary, this comprehensive report underscores the positive and transformative impact of TIF districts on the community, showcasing how this economic tool has reshaped West Allis' landscape and elevated its standing in the metro-Milwaukee area. If the recent years serve as a glimpse into the future, West Allis, driven by effective leadership and progressive visioning, will continue to leverage tax incremental financing as the catalyst and financial instrument propelling ongoing modernization and growth.

Exhibit 1

Background

Tax Increment Financing (TIF) legislation, first adopted in 1975 under Wisconsin State Statutes (66.1105), empowers municipalities to create TIF districts aimed at addressing urban blight through targeted redevelopment efforts. Central to TIF's purpose is the "but for" principle: the municipality must demonstrate that the proposed redevelopment would not occur without TIF funding. In other words, redevelopment is not feasible without TIF, which serves as a catalyst for the revitalization of underdeveloped or deteriorated areas.

What is Tax Increment Financing?

When a TIF District is proposed, the project and its financial feasibility are carefully reviewed and underwritten by City leaders, taxing jurisdictions, staff, and a team of consultants working together to ensure significant community benefit and proper investment of TIF revenue.

As part of the consideration, the City also looks at "opportunity cost." This term refers to leaving conditions as the status quo and deciding to wait for the private sector to inject investment capital and foster change. The time spent waiting over what could be conceptually developed, is an "opportunity cost." As increased tax revenues are not received, property values continue to diminish, and the appearance of aged blighted industrial sites restrict the ability to attract capital and new vibrant development. In addition, a community's image suffers greatly because of lack of reinvestment.

The Creation of a Tax Increment Financing District

A tax incremental financing (TIF) district is a contiguous geographical area within a city that is assessed for general tax purposes. The taxing jurisdictions (City, School District, Milwaukee County and Milwaukee Area Technical College) representing the area jointly decide to utilize the "value increment" or "new tax revenue" gained by the newly redeveloped property to pay for project costs.

The Tax Increment law allows a community to recapture the costs of public expenditures made to stimulate new development from the property taxes generated by the new development. Fundamental to the TIF law is the concept that new development will benefit all local taxing jurisdictions, but state law requires the municipality to take the lead in funding redevelopment initiatives. However, an inequity occurs because the community is left to finance the entire cost of public expenditures needed to facilitate the development. The TIF law recognizes that without the TIF expenditures, the desired development could not or would not have occurred.

Thus, the TIF law provides that all property taxes levied on increased property value within a TIF district are retained by the community to finance the public expenditures made within the TIF district, rather than normally being distributed among all the taxing jurisdictions. The base value (the value that existed at the time the TIF district is created), however, continues to provide same level of revenues to the other taxing jurisdictions. Once all the public expenditures have been repaid, all taxing jurisdictions can collect taxes levied on the new property value.

State statutes are very specific as to how a TIF district is created. First, a TIF project plan is developed and presented to the Community Development Authority (CDA) for a formal public hearing. The CDA makes a recommendation on the TIF project plan to the City Council. The Council then must pass a resolution adopting the TIF project plan and establishing the TIF boundaries. Finally, a Joint Review Board is created with members from the City, School District, County, Milwaukee Area Technical College, and one member at large. The Joint Review Board reviews the TIF plan and public hearing comments and approves the creation of the TIF district.

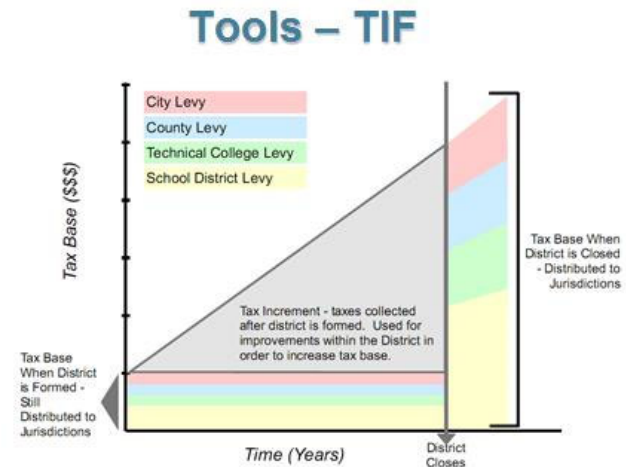
How TID Funds Are Spent

TIF funds are typically used to cover costs associated with redevelopment, including:

- **Demolition and Environmental Remediation:** Addressing contamination or aging infrastructure.
- **Public Infrastructure Improvements:** Such as roads, stormwater management, and utilities.
- **Site Access and Assembly:** Purchasing or preparing land for new development.
- **Geotechnical Issues:** Soil remediation and compaction to prepare the site for new construction.

Additionally, job creation incentives and neighborhood improvements are increasingly incorporated into TIF projects to ensure that redevelopment benefits the broader community. Public-private partnerships also play a crucial role in funding TIF projects, often leveraging private investment and external resources like New Market Tax Credits, and state or federal grants from agencies such as the Wisconsin Economic Development Corporation (WEDC), the Department of Natural Resources (DNR), and the Environmental Protection Agency (EPA).

State or federal grants, particularly Site Assessment Grants (SAG), are instrumental in covering initial environmental investigation costs, which are often the first barrier to redevelopment. In West Allis, for example, nearly \$1 million in SAG funding has been used to initiate redevelopment projects in its TIF districts.



The Decision to Create a TID Involves a Complex Matrix of Options

If a piece of property is stagnating or declining in value, it is prudent public policy to begin the process of evaluating what is holding this property back and what, if any measures, are necessary to facilitate revitalization. The first option is always to do nothing. If the aftermath of that decision leads to continual blighting conditions, some type of public intervention may be necessary.



With the creation of a TIF district, a community borrows money to pay for expenses tied to a specific development project. Only the property taxes generated from the increased value of the project pay off the borrowed debt over time. Once that debt is repaid, the tax base grows and the increased revenue generated by property taxes flow to the municipality, the school district, county and technical college, providing much needed property tax relief.

The second step would be to determine what impediments are holding the property back from being privately redeveloped. Once identified, what is the most cost-effective approach to proactively intervene and induce major private sector investment?

The next logical progression would be to define the cost of removing impediments, whether it is environmental remediation, demolition of dilapidated buildings, soil compaction, or amelioration of poor soils insufficient to support a modern building. Sometimes an economic incentive is necessary to attract a high-quality, job generating business to the neighborhood.

Once these impediment costs are identified, the next step is to determine how much of this cost the public sector must “eat” to return the site so that it can compete in the marketplace for private sector investment. The typical quandary is, if the market value of a piece of property is \$100,000/acre and the environmental remediation cost is \$200,000/acre, that parcel is utterly upside down with no prospects for redevelopment. Examples of these issues are the Wehr Steel site, the 113th & Greenfield site, and the Pressed Steel Tank site.

If it is too costly to remove the development impediments, a less challenged suburban site will be developed and the challenged site will just sit there negatively impacting the surrounding neighborhood. From an urban sprawl perspective, for every one acre of urban land that is redeveloped, 3 to 3.5 acres of suburban sprawl is avoided.

In many cases public improvements are also needed, such as streets, storm & sanitary sewers, and water lines to accommodate the new development. Examples of these issues are the S. 70th St. corridor, Theodore Trecker Way, 69th & Orchard St., etc.

In another local economic development decision scenario, you could have a site where a big box retailer could afford to purchase the property and remove the impediments but only provide few full-time minimum wage jobs. Under this scenario if this type of development

was all that the community aspired to, no TIF/public financing will be required. However, if it is a local decision that the community wants to promote family-supporting jobs on the site, TIF funding would be required to underwrite the site cost to a point where a manufacturer could afford the land.

Quad/Graphics is an excellent example of a local decision made by all the taxing jurisdictions to utilize TIF to lower the land development cost so that it was affordable to a manufacturing enterprise. Quad Graphics ultimately provided 800 manufacturing family-supporting jobs and in addition more than tripled the tax base.

These are the types of decisions that local taxing jurisdictions must jointly weigh in determining the costs and benefits of each TIF decision.

In built-out, urban communities with changing economic needs and historical environmental issues, redevelopment comes at a higher cost. For West Allis, a landlocked first-ring suburban community can only grow from within its existing boundaries. West Allis has no cornfields to expand on to. As an economic development tool, TIF provides local leadership an opportunity to level the playing field with appealing, “greenfield development” and more competitive urban sites. It ultimately keeps the image of communities viable, stabilizes property values, maximizes previous investments in public infrastructure and provides an environment where family-supporting jobs can be created.



Exhibit 2

WEST ALLIS LARGEST TAXPAYERS - 2024 ASSESSMENT ROLL NON-INDUSTRIAL

EQ Rate 0.876

	Owner (as of 01/01/2024)	Property Use	2024 Assessed Value	2024 Equalized Assessed Value
1	Whitnall Summit Co LLC	Office Bldg	\$ 56,256,400.00	\$ 64,219,635
2	Morgan Grove LLC	Apartments	\$ 39,774,700.00	\$ 28,337,443
3	Element 84, LLC	Apartments	\$ 34,433,700.00	\$ 39,307,877
4	Six Points West Allis Apts II LLC	Apartments	\$ 33,483,000.00	\$ 38,222,603
5	Spaf IV, LLC	Apartments	\$ 31,608,500.00	\$ 36,082,763
6	2625 West Allis WI LLC	Shopping Center	\$ 23,744,300.00	\$ 27,105,365
7	Milwaukee Behavioral Health, LLC	Hospital	\$ 22,874,500.00	\$ 26,112,443
8	Lincoln Crest Apts LLP	Apartments	\$ 22,589,300.00	\$ 25,786,872
9	Ramco Properties Assoc (West Allis MZL, LLC)	Shopping Center	\$ 22,479,000.00	\$ 25,660,959
10	SoNa Lofts, LLC	Apartments	\$ 19,297,400.00	\$ 22,028,995
11	Mister Roger's Neighborhood LLC	Office Warehouse	\$ 14,896,800.00	\$ 17,005,479
12	70th Street Hotel Associates, LLC	Hotel	\$ 14,250,000.00	\$ 16,267,123
13	Landmark Harmony Housing, LLC	Apartments	\$ 13,592,900.00	\$ 15,517,009
14	Lithia Real Estate, Inc	Car Dealership	\$ 13,278,100.00	\$ 15,157,648
15	West Allis Business Park LLC	Manufacturing	\$ 12,726,500.00	\$ 14,527,968
16	West Allis Senior Apts, LLC	Apartments	\$ 12,650,200.00	\$ 14,440,868
17	ACPF-EXR JV SUB BURNHAM STREET WEST ALLIS	Storage Warehouse	\$ 12,510,700.00	\$ 14,281,621
18	Lincoln Park MHC WI LLC	Mobile Home Community	\$ 12,361,900.00	\$ 14,111,758
19	West Allis Hotel Ventures	Hotel	\$ 12,152,200.00	\$ 13,872,374
20	Autumn Glen LLC	Apartments	\$ 11,945,800.00	\$ 13,636,758
21	Riverwood Associates I LLC	Apartments	\$ 11,931,800.00	\$ 13,620,776
22	Lincoln Hospitality Group, LLC	Hotel	\$ 11,697,300.00	\$ 13,353,082
23	French Quarter Apartments	Apartments	\$ 11,501,600.00	\$ 13,129,680
24	STAG West Allis LLC	Warehouse	\$ 11,341,500.00	\$ 12,946,918
25	MKB West Allis	Shopping Center	\$ 10,738,300.00	\$ 12,258,333
			\$ 494,116,400	\$ 546,992,352