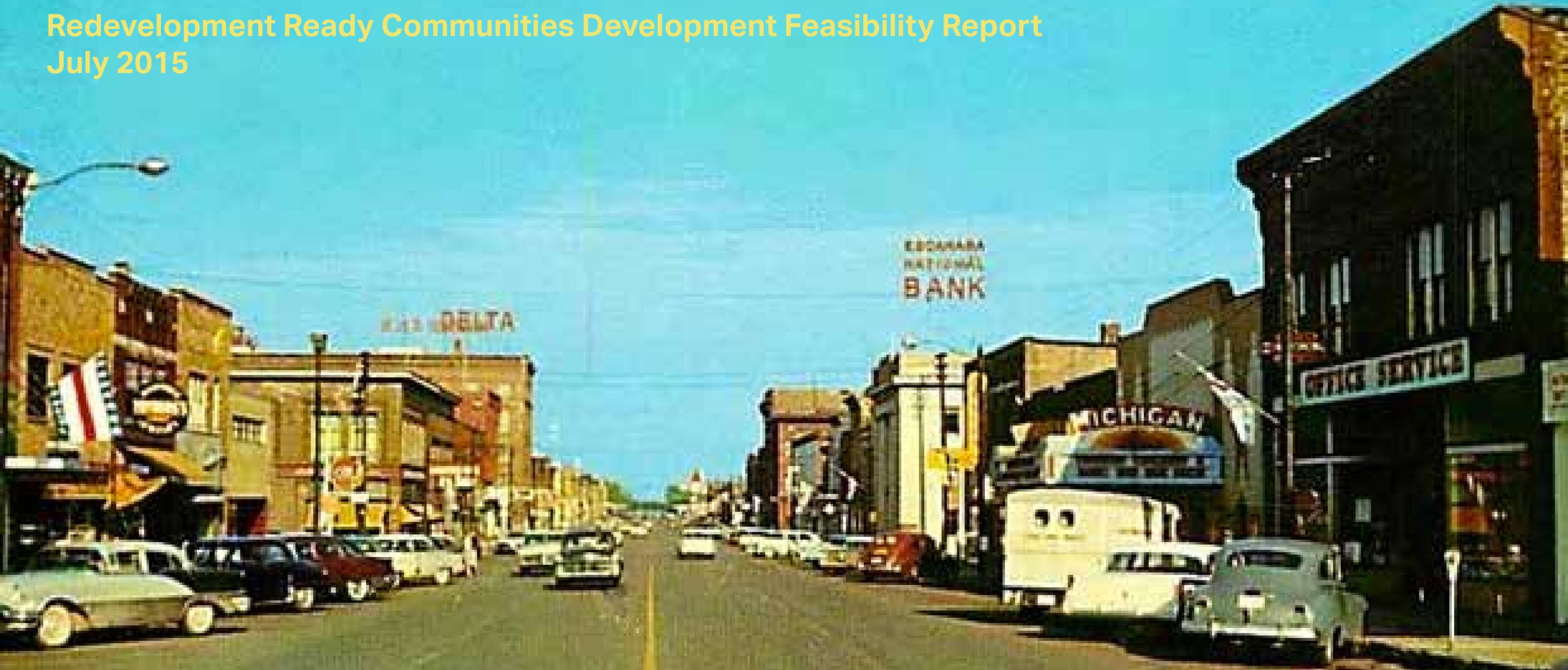


Escanaba, MI

Redevelopment Ready Communities Development Feasibility Report
July 2015



About Our Team

Peter Allen & Associates (PAA) works on behalf of the Michigan Economic Development Corporation (MEDC) to analyze and recommend development sites in communities that are candidates in MEDC's Redevelopment Ready Community Program (RRC). The PAA Team is comprised of a select group of graduate students and alumni of the University of Michigan who are trained in a variety of fields and have a diverse set of professional experiences. This dynamic team provides a multidisciplinary approach to development and employs a holistic review of the development potential.

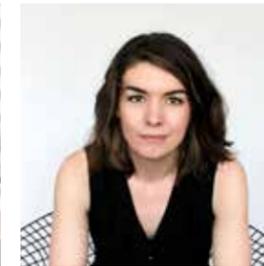
The PAA holistic analysis approach employs a variety of market data and design techniques, and engages neighborhood participation to formulate the best recommendations for the community. PAA seeks to create a vision that the local community embraces and that can be realized through further collaboration between neighbors, developers and local governments.



Peter Allen
Peter Allen & Associates



Doug Allen
Peter Allen & Associates



Lisa Sauve
Synecdoche Design Studio



James Carpenter
MUP 2014
JD 2017



Katrina Chaves
MUP 2016

OUR PROCESS:



Our Mission:

Facilitate a strategy to redevelop walkable, urban, historic downtowns to attract and retain millennials.

OUR EXPERTISE:



ACKNOWLEDGMENTS

THE CITY OF ESCANABA:

James Hellermann	Escanaba Planning Commission
Paul Caswell	Escanaba Planning Commission
Ed Legault	Downtown Development Authority
Dan Bender	Downtown Development Authority
Ron Beauchamp	Escanaba City Council
Blaine Degrave	Escanaba Community Development & Planning Office
Don Curran	Escanaba Historic District Commission
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Kate Oman	Players de Noc Secretary
Jon Johnson	Players de Noc Shop Manager
Amber Hartman	Delta County Children's Museum
Sue Parker	Owner, Nyman Jewelers
Peggy O'Connell	Sign UP
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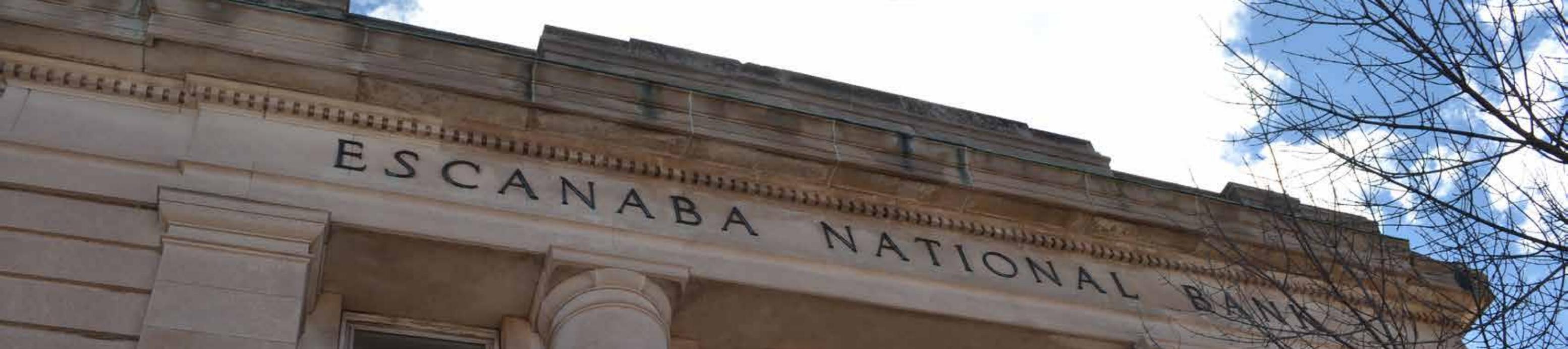
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*This report was prepared on behalf of the Michigan Economic Development Corporation. No guarantees are made for the accuracy of the information or the development feasibility contained herein. We have tried our best to present the most feasible option based on the information we gathered for the subject building or site, however, all **the assumptions in this report need to be verified with the respective authorities.***



EsCANABA Redevelopment of 723 Ludington Street Co-Work Bar

SUMMARY

Peter Allen & Associates is pleased to present EsCANABA with a mixed-use redevelopment plan for 723 Ludington Street. Inspired by the site's history as the former EsCANABA National Bank Building, the redeveloped Bank will feature approximately 6,750 SF of co-working space over the first and second floors along with 3,900 SF residential development divided into eight studio apartments on the third floor. The approximately \$1 M redevelopment provides attractive housing and collaborative work spaces that are currently lacking in downtown EsCANABA and would strongly appeal to the Millennial Generation.

The Bank is within walking distance of Little Bay de Noc and Ludington Park and the retail boutiques, dining and entertainment destinations along and adjacent to Ludington Street. The Bank's proposed uses anchor the emerging commercial district and, combined with community-based programming, should draw traffic and critical mass along Ludington Street and promote further connections between the business district to the west and the waterfront and cultural destinations to the east.

Summary Assumptions and Conclusions

- **Phase 1:** 10,650 sf redevelopment of the vacant former EsCANABA National Bank Building (723 Ludington St.). Total land area of the site is 21,500 SF.
- Create first floor 5,000 SF of co-working space together with a coffee/wine bar, 1,750 SF private meeting office space on 2nd floor for members only meetings.
- Third Floor (3,900 SF) converted to eight 375 SF studio apartments.

- Historic facade, retail and rental apartment rehabilitation.
- 9,500 SF of covered on site parking, ideal for food truck and two people at last public presentation seemed very interested in taking on this challenge.
- Nearly \$1 M in improvements, about \$100/sf, due to salvage condition of current building. (\$80/SF for the first and second floor, and \$120/SF for the residential floor. See Proforma)
- We assume construction loan assistance and incentives from MEDC together with local EsCANABA bank lending.
- The incentive program for this project is a big question mark. The MEDC, through the local CAT team specialist for this area, should work with potential developers to develop layers of gap financing assistance.
- **Phase 2:** Gut rehab of the adjacent (ca. 1901) historic Steam Laundry building (707 Ludington Street).
- Similarly aged buildings across the street including the corner building (710 Ludington Street) and Richard's Printing (718 Ludington Street) should be the first step of this phase.

Key Risks to Manage/Accomplish Prior to New Construction

Economic Cycle

- Assuming a favorable 1-3 years to acquire and redevelop.
- Conduct Developer Showcase/RFP within 6 months to identify experienced, local team of developer, contractor, architect and marketing team.
- Once team is selected, commence all public approvals.
- Start redevelopment within 6 months while interest rates are low with market values improving.

Environmental

- Assumes all/any environmental issues are reimbursed through state-supported brownfield action plan.
- Its current total vacancy may trigger OPRA.

Market Research/Programming

- Escanaba needs Millennial and software/entrepreneur meeting space.
- No downtown WiFi cafe open during business and extended hours.
- Attract bar, café, bakery to share first floor.
- Seasonal food trucks/beer garden/community-led programming under canopy.
- Dovetail programming with events on the Ludington Park/Marina. Take advantage of visitor traffic.
- On site parking
- Try to obtain as much preleasing from co-working members and studio renters before commencing construction.
- Need cafe that also serves as beer/wine bar. Create experience from 7am to 2am.

Wow Architecture

- Retain existing parking canopy; convert street-front edge into attractive signage.
- Designated Historic by the Dept. of Interior.
- Work with SHPO as soon as possible to discuss plans for remodel for concept approval.

Construction Costs

- We think there is a lot of salvage value in this building; interior finishes simply need to be demolished to expose the original character of the building.
- Confirm salvage value of the existing building, especially the roof, plumbing, water pressure, electrical and HVAC systems.
- Assumed a Michigan construction cost modifier of 5% above the Michigan average.
- Will need a new elevator, perhaps \$80K+/-.
- First floor retail and office use needs to be carefully integrated.

Social & Community Goals

- Conduct additional public meetings to generate support for the uses and to attract owner occupants for the retail, office and residential.
- Major opportunity for remote office workers to socialize and share opportunities.
- Promote connections with activities and uses along Little Bay de Noc and business zone to the west; use this and adjacent historic residential building rehabs as critical mass to impact east and west along Ludington St. for several blocks.

Political Approvals

- Minimal site plan, design review and city approvals required.
- Have all permits in hand within 3-6 months.
- Obtain an OPRA property tax freeze on the property for 10 years if possible.

Equity & Debt

- Use the price paid for empty building and the desired 50% pre-lease contracts to support a construction loan.
- Use MEDC for OPRA tax freeze and MSHDA gap loan financing of \$40,000 per residential unit.
- Need seed money from developer of around \$100,000.

Leasing

- Commission extremely well designed rendering of Post Renovation and Expansion for marketing purposes. Install on corner of building.
- Low risk, small market rate rentals on top floor.
- Need to research demand for which co-working amenities should be provided on a membership/fee-basis.

Developer

- MEDC needs to orchestrate a developer showcase on a local and regional basis to attract the ideal team.
- Find a redevelopment team that includes an experienced, ideally local, architect, contractor, marketing expert and developer.
- Close on purchase simultaneously with obtaining all city approvals, including building permits. This makes it a truly redevelopment-ready process. Again, sale of bank directly to a developer generates substantially more value to the bank than a charitable deduction to a non-profit.

Proposed Development

We have been most successful with our many downtown analyses across the state bringing sidewalk, entrepreneurial small retail spaces together with residential housing above. We offer the following architectural ideas as a feasible idea: Not easy, but doable in today's market. Depending on the location and building,

we like to combine the best of the following elements into our new designs:

- waterfront sites
- historic buildings
- smaller, incubator retail and residential spaces
- property ownership instead of rental

Scope of Improvements

Zoning Conditions

In a Commercial District there shall be a rear yard of at least (25) feet in depth on every lot as measured at right angles from the rear lot line to the nearest part of the principal building. The minimum dimension of such court shall be ten feet.

When the principal use is commercial, buildings or structures hereafter erected shall not occupy more than eight-five percent (85%) of the area lot.

When the principal non-conforming use is residential, buildings or structures hereafter erected shall not occupy more than fifty percent (50%) of the area of the lot.

Zone: Commercial District

We recommend improvements focusing on the 700 block of Ludington Street to build a critical mass of new development as an additional node of interest along the 2 mile historic downtown.

Phase 1 is the redevelopment of the bank for co-working and living. The quality of the building stock, since only recently vacated, makes it advantageous to develop soon. Phase 2 includes facade improvement to the historically contributing buildings on the block.

PHASE 2

Facade Improvements

Ludington Street

8th Street

7th Street

PHASE 1

Total 10,650 SF

1st Floor 5,000 SF

2nd Floor 1,750 SF

3rd Floor 3,900 SF

Canopy 9,500 SF

Lot 7,000 SF

PHASE 2

Facade Improvements



100 ft

Programming for Coworking Space

The target market of millennials are seeking place over work and flexibility at work. As the trend moves towards working remotely, it may also expand to working not just from home, but from a completely different location.¹ The location of the company and the location of the worker may no longer be the same.

Remote working offers advantages of flexible schedules and living locations. It also has the disadvantage of either working from home where work-life boundaries blur or finding a crowded coffee shop, both with less than suitable professional amenities. As the workforce market grows for remote workers and millennials seeking out a quality of life and place, Escanaba is able to take advantage of these needs through existing building stock such as the target building for this report.

Escanaba's four-season recreation, water front access, historic downtown and the surrounding

wilderness are attractors for millennial workers looking for a lower cost of living, active lifestyle, and alternative work opportunities. The co-working program proposed for 723 Ludington Street will provide the work/life balance by providing designated working areas for remote workers. During preliminary meetings with local stakeholders, it became evident that there are residents working remotely and seeking such a space outside of the home.

While the co-working space provides space for remote workers, it is also a low risk professional environment for entrepreneurs and start-ups to meet, collaborate, and socialize with similar oriented individuals. This report includes examples of co-working spaces and business models within similar sized cities utilizing existing (and often historic) building stock.

1. <http://www.fastcompany.com/3034286/the-future-of-work/will-half-of-people-be-working-remotely-by-2020>

*"My daughter works from home for a company in Virginia; she would love a place to work instead of her bedroom."
- Patricia Baribeau, Escanaba City Council*



User Fees and Member Plans

(source: CMURC, CoWork)

Lite (\$80/month) - Access to CoWork Monday- Friday from 8-5pm

Basic (\$100/month) - 24/7 access to CoWork, use of Collaboration Room (up to 2 hrs/mo.)

First Class (\$175/month) – 24/7 access to CoWork, designated mailbox and lockable file cabinet, use of Executive Board Room and Collaboration Room (up to 8 hrs/mo.), printing and copying

Resident (\$250/month) – 24/7 access, dedicated desk and seat, access to Executive Board Room and Collaboration Room, mailbox and lockable file cabinet, printing and copying

Day Pass (\$15/day) - one day access on Monday- Friday from 8-5pm

"If they don't go to work for your competitors, many of this generation will set up their own businesses. Digital technologies offer millennials an unprecedented opportunity for creativity and entrepreneurship. Right now 35% of employed US millennials say they have started their own business on the side to supplement their income (Iconoculture 2011)."

Escanaba is Lacking Third Place Work & Entertainment Space

*"I had to move away when I was 21, there was not a job for me here. I worked across the country and my wife worked for a large company but she was able to work remotely and we moved back to Escanaba. We have to open up our minds about what the jobs are."
- Ed Legault, Executive Director, DDA*



The target market seeks a lifestyle inclusive of three places: home (first place), work (second place) and a place to socialize (third place). In conjunction with the proposed third floor efficiency housing (first place) and the co-working amenity (second place), the project recommends a highly programmed complimentary third place within the first floor open space.

During the consulting team's visit to Escanaba it became apparent the community was lacking third place options to meet, mingle and socialize.

Coffee shops and bars are critical elements to extend the operating hours of downtowns, connect people of different backgrounds and create a social and engaging lifestyle.

In the photo above, the team was unable to find a local retailer that met the characteristics of "third place" after 4pm in the downtown area. A large chain restaurant with no outlets and limited comfortable seating was the only available option.

7Hills Makerspace Rome, Georgia



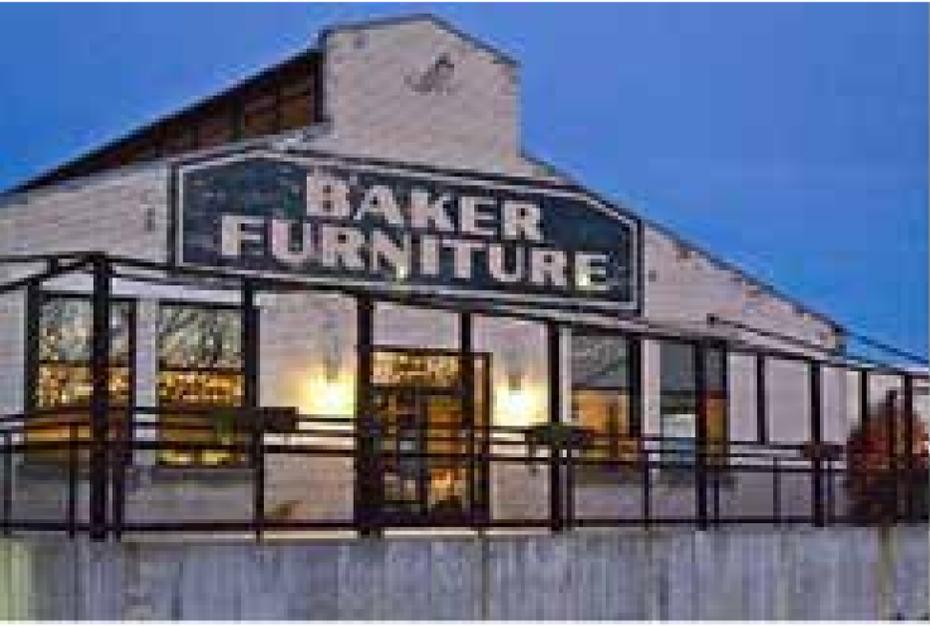
Makervillage is a member-based organization housed in five historic properties (over 9,200 SF). It supports the development of locally-based creative and tech industry in Rome, GA. Anchor tenants include SAI Digital, Brand Red Studios and Civitium. (Northwest Georgia News)

Member Plans

(source: 7Hills Makerspace)

- Keyed Member (\$80/month)**
- Non-keyed Member (\$40/month)**

Baker Lofts Holland, MI



Mixed-use, historic building with 23 lofts (studio, 1-3 bdrm), 8,000 SF coworking space (Baker Commons), event space, deli, restaurant, salon and storage facilities.

Member Plans

(source: Baker Commons)

- Single Day (\$10), Basic (\$125/month) Pro (\$500/month)**

Warehaus Holland, MI



4,000 SF co-working space that provides a collaborative, social and innovative working environment for small businesses and freelancers.

Member Plans

(source: GRBJ)

- Basic membership (\$125/month)**
- Office (\$400 - \$750/month)**

Cross Section of Building Uses

Studio Apartments 375 sf

3,900 SF

Coworking Mezzanine

1,750 SF

**Coworking Space with
Coffee/Wine Bar**

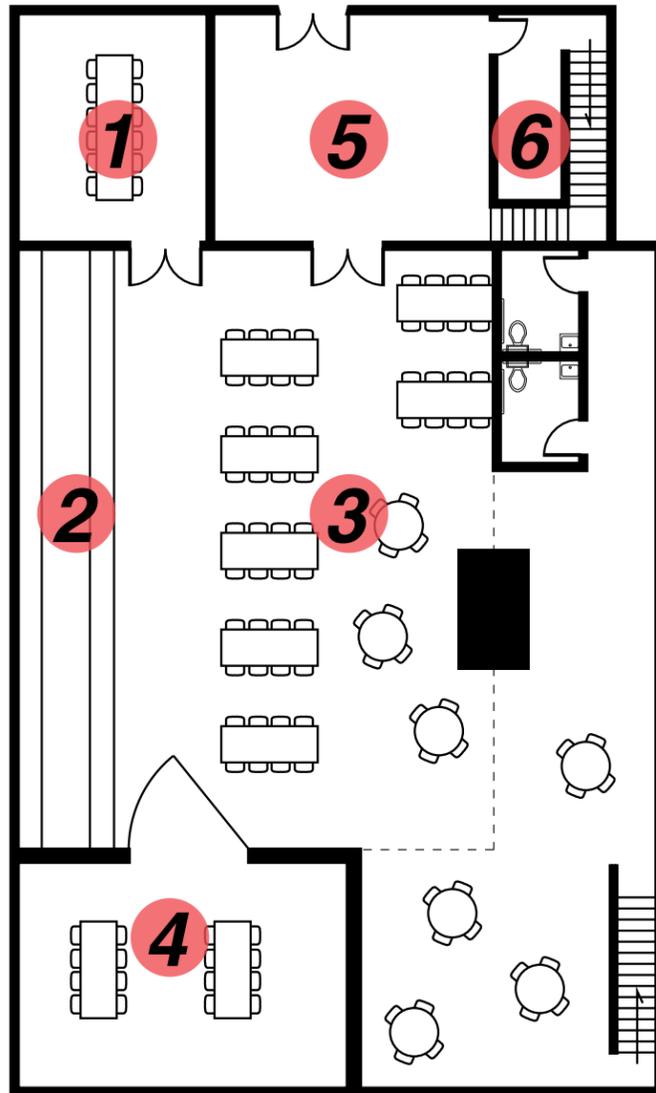
5,000 SF

**Covered Parking
w/ Outdoor Programs**

Ludington St

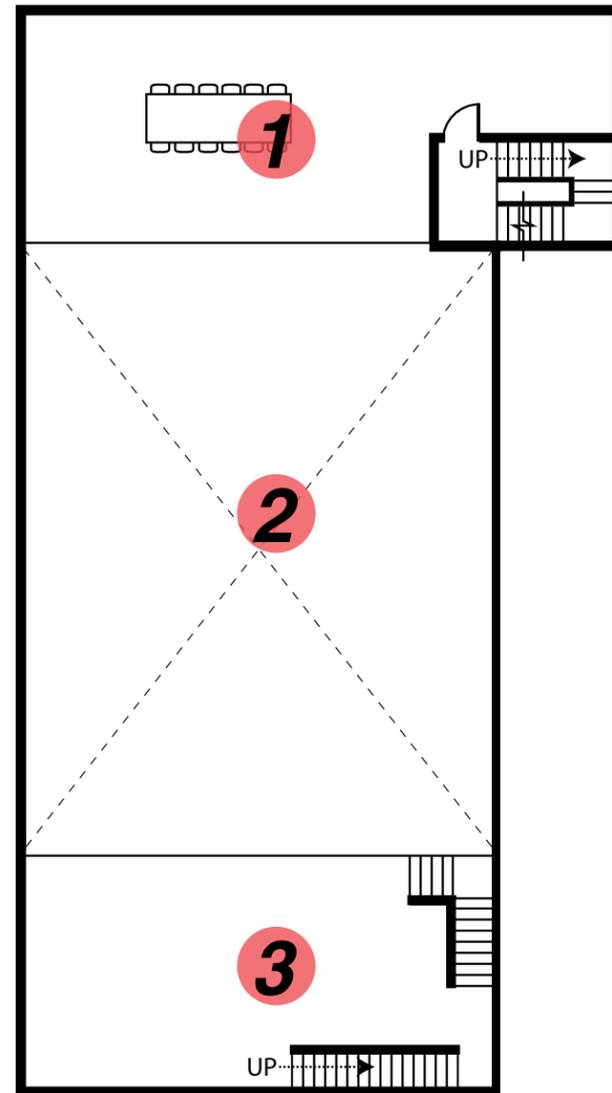
8th St

Building Floor Plans



1st Floor Incubator

1. Front Meeting Room
2. Coffee, Beer, Wine Bar
3. Open Work Area
4. Bank Safe Meeting Room
5. Entry/Retail Lobby
6. Residential Lobby



2nd Floor Incubator

1. Large Private Conference Room
2. Open to Work Area below
3. Membership Office Amenities



3rd Floor Residential

(8) 375 sf Efficiency Rental Units



As a historic building, the design aims to maintain many of the original architectural details. The large double height bank space with mezzanine windows from the 2nd floor create a dynamic section of spatial interaction. Opening up several of the filled in windows with improve daylighting and enhance the original features.

The third floor currently exists as a double loaded corridor an elevator, egress stairs at the south end of the corridor, new plumbing, and updated mechanical will be the largest budget requirements for the project improvements.

Phase 1: Exterior Bank Improvements

Co-Work BAR

The car canopy is a valuable asset to the extension of the building. As a four season city, the covered parking becomes a marketing tool for the apartment rentals for snowy seasons and a place for programming additional attractions for the retail during warmer seasons.

It is important to maintain the historic nature of the bank facade while updating the canopy and window panel elements to align with the image of the new demographic the programming is seeking to attract through contemporary materials and dynamic colors.

Phase 2: Simple Downtown Facade Improvements

Intermediary Steps Until Market Supports Gut Rehab



Facade improvements are a visible way to improve the vitality of downtown through enhancing the character architecture, promoting a sense of safety through maintained buildings while also activating the street through visual interest. Escanaba has a well established and successful record in supporting facade improvements through the Downtown Development Authority.

The image above highlights the 2 additional historically contributing buildings along the south 700 block of Ludington Street. The array of signage types, weathered paint, structurally unstable corner entry and variety of window types and paint colors distracts from the character.

It is recommended to take simple improvement tactics represented in the case study below of a downtown historic 2-story retail building in Manistee, Michigan. A single awning simplifies signage at street level. The continuous paint color allows the

architectural details to become the focus rather than the color combinations awhile also making maintenance easier with less trim work detail. The upgraded windows make the building energy efficient while also creating visual continuity.

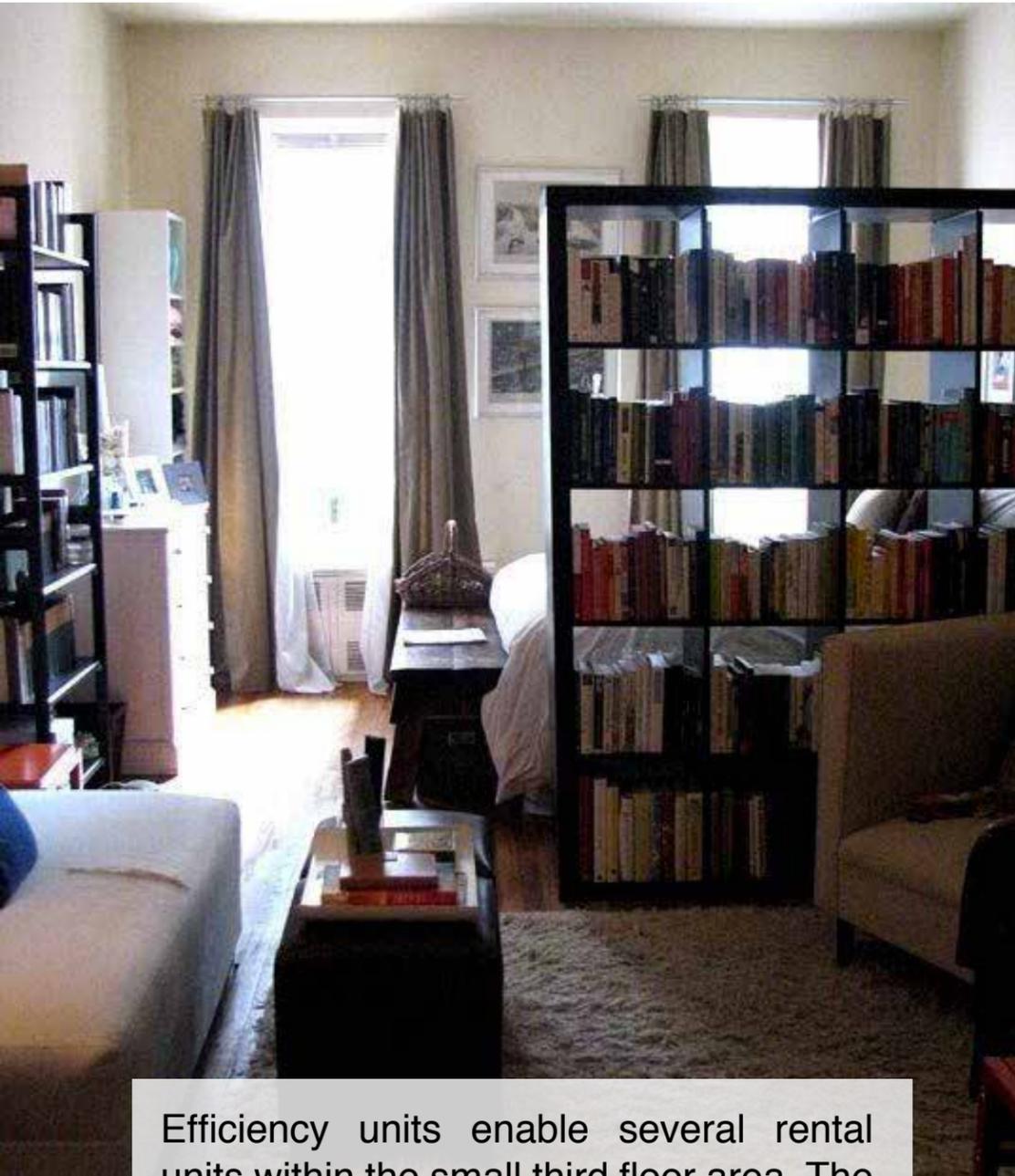


BEFORE



AFTER

Efficiency Units



Efficiency units enable several rental units within the small third floor area. The amenities of the first floor coffee shop and bar, as well as basement storage, allow residents to expand their living footprint beyond the small area of their private rental, adding value and activity.

Co-working Space



Co-working space with amenities (wifi, coffee bar, meeting room, etc) enable freelancers and satellite employees to work and meet in a professional setting. This environment helps their business grow and possibly expand to more permanent space within the downtown.

Lifestyle



The numerous outdoor recreation amenities will attract an active generation to live in close proximity to the marina, park and water. Multi-modal transportation options such as bikes reduces car dependency downtown and activates the sidewalk.

Downtown Trends and Market Research

Our team, staffed with bright millennial's who understand "excite the sidewalk" downtown dynamics, is also well versed in real estate development.

Our assignment is to bring the best and brightest millennial's to your city, create a lively downtown, and stimulate the city

with young people, many of whom grew up here.

To do this well, we have researched two key trends, millennial job growth and real estate markets essential for downtown health.

Walkscore & Power of 10

Walkscore: One of the key features that can make a downtown attractive is a patron's ability to walk to necessary amenities. Originally all errands could be accomplished within what is by today's standards a very confined space of 2-3 square miles. A grocer, post office, hardware store, dry goods, dentist and various other venues would line a town's main corridor and were all within walking distance of each other. These necessary sites were often intermingled with specialty shops like bakeries, hobby stores, sweet shops and assorted boutiques. This diverse streetscape provide an interesting walk and a wide assortment of choices nestled within a limited space. Since the inception of American downtowns, the cheap price of fossil fuels along with American's preference for larger lot sizes, has rendered obsolete many of the aspects that made a downtown so attractive and useful*. The shops that were once compact and close to the sidewalk on a small main street have been blown up in size and put out on high speed corridors surrounded by seas of parking lots. While this shift in layout is not all bad and

many people find this sprawl culture convenient, a new trend is emerging in America that embraces the original downtown model. In fact, areas across the United States with the highest home values and rental rates are those that have easily accessible and vibrant downtowns.* Escanaba, like many historic downtowns across Michigan, can use this rekindled appreciation for downtowns to its advantage.

Walkscore.com* was used to determine the walkability of downtown Escanaba. The map shows the subject property as the center of a walking map. The inner dashed line represents a five minute walk while the outer dashed line represents a ten minute walk. A premium walkscore is high 80s and above, indicating that most major errands and amenities can be accomplished or purchased within a short distance and are walkable. Escanaba has a fairly good walkscore of 72. There are many shops geared toward both necessity and recreation that create a strong basis for a vibrant downtown.

Inset on the map is a Power of Ten analysis as created by the RRC Team. A Power of Ten is a very individual list and may be different for each person in town, but the core principle of it remains the same regardless who creates it. The main concept is that given a location in a downtown, one can think of ten locations or activities that he would like to visit, all within walking distance. Escanaba has much to offer for a Power of Ten, however, there are still many vacant storefronts that could be utilized as well as perhaps an untapped market of evening patrons that are not serviced due to early closing times for most downtown shops. Leveraging these market strategies, as well as making full use of the connectivity between downtown and the waterfront, could increase Escanaba's Walkscore and Power of Ten significantly while undoubtedly making the town more inviting to locals and tourists alike.



Leinberger, Christopher B. "Requires a High Turning Around Downtown: Twelve Steps to Revitalization." METROPOLITAN POLICY PROGRAM (March 2005): n. pag. Web. 15 May 2015. <http://www.brookings.edu/~media/research/files/reports/2005/3/downtownredevelopment-leinberger/20050307_12steps.pdf>.

Cortright, Joe. "Walking the Walk." Science 307.5712 (2005): 1009d. Web. 25 May 2015. <<http://www.reconnectingamerica.org/assets/Uploads/2009WalkingTheWalk-CEOsforCities.pdf>>.

"Get Your Walk Score." Walk Score. N.p., n.d. Web. 30 May 2015. <<https://www.walkscore.com/>>.

10 Min Walk

5 Min Walk



- 1. Hereford and Hops
- 2. Mugshots Bar
- 3. Infinity Coffee House
- 4. Swedish Pantry
- 5. Ludington Grill
- 6. Baron's Bar
- 7. Escanaba Farmers Market
- 8. House of Ludington

- 1. Little Bay de Noc
- 2. Salvaged ships as visual interest.

- 1. William Bonifas Fine Arts Center
- 2. Escanaba Public Library
- 3. Historical Society

- 1. Ludington Park
- 2. Little Bay de Noc



PROJECT SITE



72



12 Critical Elements for Neighborhood & Downtown Vitality

1. SAFETY

Most people are only willing to visit environments where they feel safe and secure. Regardless of the actual nature of criminal activity within an area, the mere perception of an unsafe or declining neighborhood can be enough to detract visitors. Well-kept facades and windows, clean sidewalks and streets promote the perception of a safe environment. People are attracted to spaces that are filled with other people. Well-lit and walkable sidewalks are an essential component of downtowns with consistent flows of pedestrian traffic.

2. MULTI-MODAL TRANSIT

Transit accessibility through multi-modal options is a deeply held value for many in the millennial generation who prefer to bike, walk, and ride the bus or rail to destinations, rather than drive. Safe and reliable public transit, bike lanes and sidewalks designed for pedestrians give people a range of options to accommodate their lifestyles. Aligning development with transit nodes and routes can catalyze economic development within an area and also encourage ridership for public transit.

3. CHARACTER ARCHITECTURE

A downtown's architecture and building façades provides the first impression to a visitor or resident. Historic, distinct and memorable architecture that is human scale creates a unique sense of place for the downtown and promotes a pedestrian-oriented experience that is at the heart of a vibrant downtown or neighborhood.

4. ACTIVE STREETSCAPES

A walkable environment geared to the pedestrian experience is paramount to a vibrant downtown. Elements that promote walkability include wayfinding, lighting, engaging storefronts and urban landscaping. During the winter season, vibrant downtowns and neighborhoods embrace the cold weather and find creative ways to encourage people to walk the streets.



downtownbellevue.com



citylab.com

Vibrant, livable and healthy downtowns and neighborhoods are a magnet for millennials seeking quality of life in an urban setting. Our team has observed 12 common elements that are critical for neighborhood and downtown vitality based on having lived, worked and visited many successful downtowns in Michigan and throughout the country. We believe a combination of these elements will create an attractive central destination that provides memorable, unique and authentic pedestrian-oriented experiences. We seek to apply these principles in our proposals for Escanaba.



chelseamich.com; Burill Strong Photography

Enliven Vacant Storefronts

There is natural vacancy in all downtown communities, however the overwhelming presence of vacant and underused storefronts discourage visitors and signals decline. The following three strategies are low-cost, temporary and quick alternatives to mitigate blight during a period of high vacancy.



- quick and easy to install
- simple way to provide visual interest
- screens store interior
- attracts new business
- includes leasing details

Window wrappings are a quick and easy alternative to vacant storefront windows. Images can include potential retailers, historic uses or simply leasing information. Wrappings also screen the interior space and have the potential to attract new business. Funding is typically provided by the Downtown Development Authority or the City Economic Development department. The City of Portsmouth, VA provides a Windows of Opportunity Grant (up to \$2,000) for each property owner in the downtown business district to install window wraps in compliance with downtown design standards.

2. City of Portsmouth, Economic Development Authority. 2015. http://www.portsmouthvaed.com/downloads/windows_of_opportunity_grant_application_and_information_06-2015_form.pdf



- fosters partnerships between city, DDA, chambers of commerce, property owners, students and local artists
- low cost venue for emerging and local artists and designers

A temporary arts exhibit in a vacant storefront can activate the sidewalk while promoting partnerships with the local art community, downtown agencies, and property and business owners. The Looking Lab in Jacksonville, FL features regional artists in “pop-up art” installations throughout downtown Jacksonville through a partnership between city leaders, the Cultural Council of Greater Jacksonville, business owners and the art community.³

3. Cultural Council of Greater Jacksonville. 2013. <http://www.culturalcouncil.org/the-looking-lab/>



- low cost and low-risk way for entrepreneurs to test products
- showcase local businesses and culture
- constantly changing storefronts draw public interest

Storefronts can also be used to house pop-up retailers, new businesses and community events. The temporary arrangement provides a low-risk method for emerging entrepreneurs to test out their goods and also showcases local businesses and culture. The startup miLES has facilitated more than 90 pop-up shops and events in New York’s Lower East Side neighborhood since 2013, by providing a versatile kit of tools and furnishings to program a variety of underutilized storefronts in the community. ⁴

4. Made in Lower East Side. 2015. <http://www.madeinles.org/>

5. PUBLIC, MULTI-USE DESTINATIONS

A walkable environment geared to the pedestrian experience is paramount to a vibrant downtown. Elements that promote walkability include wayfinding, lighting, engaging storefronts and urban landscaping. During the winter season, vibrant downtowns and neighborhoods embrace the cold weather and find creative ways to encourage people to walk the streets.

6. YEAR-ROUND EVENTS & PROGRAMMING

Regular programming brings foot traffic and promotes awareness of downtown's unique amenities – its landscapes, music, culture and food. The programming of a space also engages local merchants, artists, and entrepreneurs in the revitalization process. Recurring events such as a weekly farmer's market can attract hundreds of people on a regular basis, and seasonal programming such as winter festivals and holiday-themed events also draw people to the streets during the cold weather months.



quartierdesspectacles.com



detroit.che.local.com



www.radlab.com



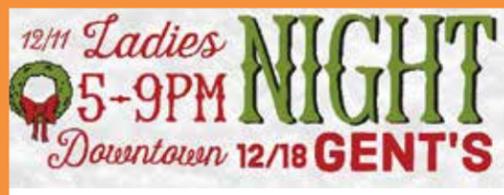
ozaukee.com



alpenadown.com/travel-guides/unit-ed-states/michigan/alpena/guide



downtownreading.com



alpenadown.com



lafoundation.org



artlightnow.wordpress.com/2013/12/14/winter-festival-2013-ithaca/

EXCITE THE WATERFRONT¹

An excellent synergy of a public multi-use destination and programming can be realized on the waterfront. Development along this edge can be uniquely tailored to enrich the community's quality of life and spur economic activity.



CREATE A COMMUNITY FRONT YARD

- unique character and sense of place
- engaging, lively and memorable experiences
- programming / public art / landscaping / lighting



ENGAGE THE WATERFRONT

- publicly accessible focal points / nodes of activity
- spaces for daily and occasional use
- special events and regular gathering places



PROMOTE CONNECTIONS

- physical access TO the water and ALONG the water
- tailored to the pedestrian experience
- wayfinding / seating / bike parking / landscaping
- sidewalks / pathways / riverfront promenades / bike lanes
- maximize views of the water from streets and buildings



MAINTAIN NATURAL SYSTEMS

- riparian buffer zone
- pervious and locally sourced materials
- green infrastructure / native plants



Holland
boatwerksrestaurant.com



Henry C. Chambers Park, Beaufort
zippitygoglobal.com



Lowell
riverwalkfestival.org



The Boardwalk, Grand Haven
downtowngh.com



Dexter Mill Creek Park
dextermi.gov



Holland
boatwerksrestaurant.com

7. ARTS, SPORTS & ENTERTAINMENT

These elements are catalysts that unite people and draw those who otherwise may not visit downtown. When combined with programming, art and culture can be strong economic drivers for revitalization. There is opportunity to leverage the increase in activity from a downtown show or event with dinner and drinks at a nearby restaurant or shopping.

8. UNIQUE SHOPPING, DINING & SERVICES

Third Places are social gathering spaces in addition to homes and workplaces that are important for community vitality. Venues such as bars and pubs, cafes, barbershops, bakeries and bookstores provide informal gathering places for people to socialize and interact. Merchants that are open throughout the day and night promote an 18 hour downtown that is filled with activity well after business hours and a diverse mix of local and community-oriented businesses also create a rich vibrancy that is infused with local culture and tastes.

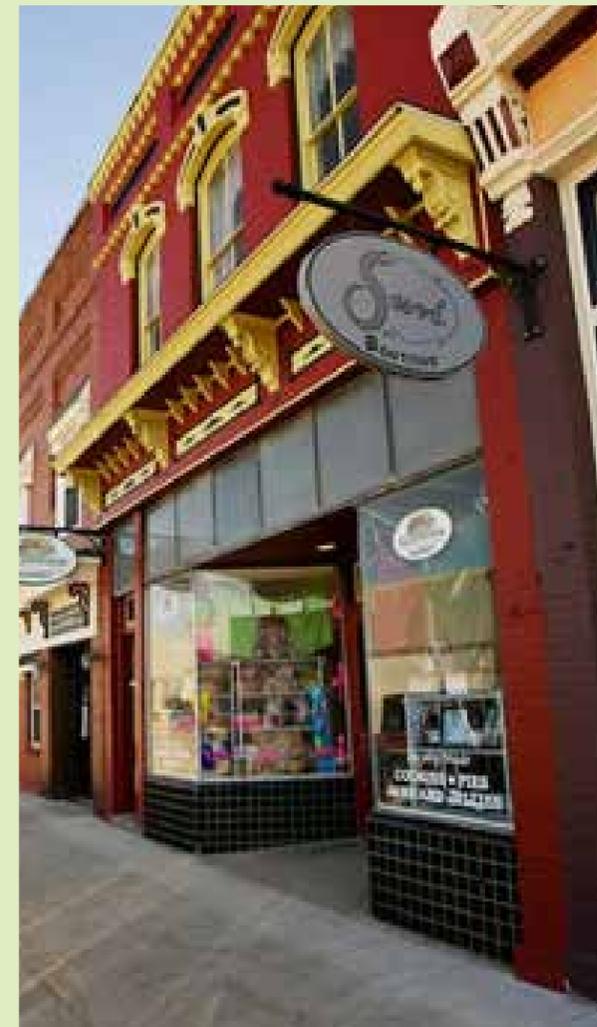
Operators with the energy and commitment to seeing the downtown thrive and succeed are a necessary component to a strong commercial district. They can provide consistent business hours and engaging store displays during peak and off-season that also reinforce the vibrancy of a downtown district. As more people flock to online shopping, retailers should strongly consider expanding their operations and conducting their marketing and promotional activities both online and in-store.



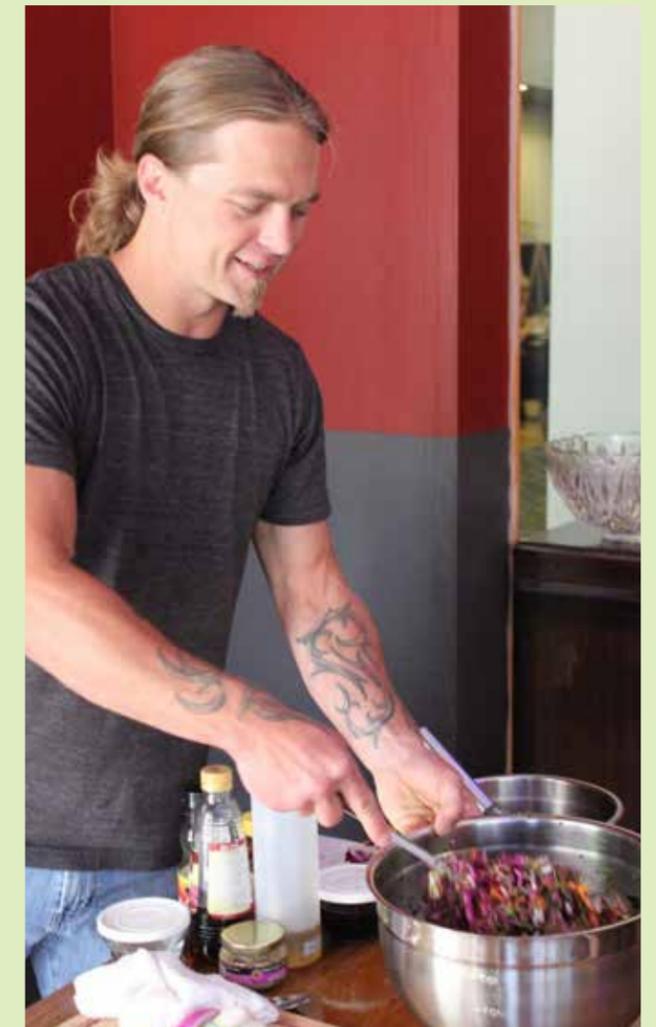
michigansweetspot.com



quartierdesspectacles.com



daybreakgallery.com



<https://travelwithcastle.wordpress.com>



www.traversecity.com/

theglenwoodmarket.com/market/index.htm

9. DIVERSITY OF PEOPLE AND LIFESTYLES

A truly vibrant downtown will draw a diversity of people of all ages, backgrounds and lifestyles. It will be accessible and welcoming for long-time residents and visitors, families, young single millennials, children and seniors. This diversity of downtown patrons will be reflected in the programming, design and use of space, merchants and services.

10. HOUSING OPTIONS

There is a strong market for historic buildings that offer modern amenities and a convenient, central location. Vibrant downtowns need to provide affordable housing for millennials and other groups who may be getting priced out of the downtown core. Housing for families who want to stay downtown and raise their children in the neighborhood is also important, as are accessible units for those with mobility challenges and seniors and empty nesters to promote aging in place. Although these options do not necessarily have to exist in one building, considering how downtown can provide a greater mix of housing options will facilitate a more diverse tax base and readily-available market within the area, ensuring there is activity on the street after regular business hours.

11. COMMUNITY AND SOCIAL ORGANIZATIONS

It is absolutely critical to have a mix of stakeholders and interests that are engaged and committed to seeing the community succeed. In addition to the groups that are typically involved in downtown development such as the downtown development authority and local chamber of commerce, partner organizations can also include neighborhood block clubs, merchants associations, the local theatre or arts collaborative or a bicycling club. How can the downtown community find ways to collaborate and cooperate with stakeholders who may be excluded from the process, but offer a fresh perspective on common issues?

12. CULTURAL, HISTORICAL & RELIGIOUS LANDMARKS

These are elements that are often in abundance and convey the heritage of your downtown. Preserving these invaluable assets and developing the connection with downtown through branding and promotion, or aligning with seasonal programming are all strategies for showcasing these qualities that are unique to your community.



Iron Works Cafe
manisteeKitchen.org



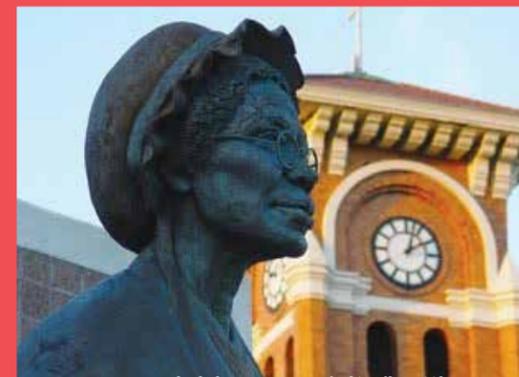
kgi.org/jesses-garden



time.com



trinityofmarshall.org



michigan.org/city/battle-creek/



upperpeninsula.biz/

Average Employment Growth & Corresponding Potential Income for Rent in Escanaba, Ages 22-34

In order to justify new construction there has to be a demand and willingness by consumers to absorb the housing stock created. In Escanaba this type of downtown apartment or condominium product has not been built for decades. Similar projects currently in the pipeline suggest that a demand exists and construction of such units is feasible. To gauge whether the proposed rent can be afforded, the team has extracted the statistics from new hires in the top five industries within Delta County for the millenni-

al target market of young professionals age 22-34.* Using the rule of thumb commonly used by developers when determining market rate pricing it can be determined how much each of these new hires would be able to afford for housing purposes.* With average income for rent of \$525, the chart indicates that most sectors cannot afford an apartment on their own, however, when two incomes are combined as roommates or as couples, new market construction is justified. Highest ranking on this chart are the

Accommodation & Food Services, Health Care & Social Assistance, and Construction sectors; each earning enough for a dual disposable income available toward housing between \$1,000 and \$1,300 per month.

1 Year Estimates between 2013 Q2 to 2014 Q1

* Based on county data from US Census Bureau County Business Patterns (CBP) program and the 2010 Census.

CBP data for 2012 were released in May, 2014

"QWI Explorer." QWI Explorer. N.p., n.d. Web. 10 May 2015. <<http://qwiexplorer.ces.census.gov/#x=0&g=0>>.

Eldred, Gary W. Investing in Real Estate. Hoboken, NJ: John Wiley & Sons, 2012. Print.

Leading Industries	Avg. New Jobs	Avg. New Hires	Potential Income Towards Rent/Mo.	
			Single Income	Double Income
Retail Trade (16.9%)	38	83	\$450	\$900
Other Services (except Public Admin.) (11.9%)	22	54	\$474	\$947
Construction (10.5%)	39	63	\$694	\$1388
Health Care & Social Assistance (9.5%)	24	62	\$511	\$1022
Accommodation & Food Services (9.1%)	45	90	\$500	\$1000
Total	167	351	\$526	\$1052

Escanaba Salary Value: Compared to National Cities Based on Cost of Living

A key advantage that Michigan towns like Escanaba have to other parts of the country is the low cost of living. This cost of living advantage could be marketed as a huge selling point for millennials who have spent a few years in larger cities starting their careers and who would now like a change of pace or who have perhaps acquired a bit of savings and

are looking to settle down. This is an even stronger selling point if those young professionals are able to retain their current job and work remotely from home or at a satellite office nearby, thereby earning the same big city pay while living with 30-40% less expenses. The chart shows how much more one would have to earn in large cities across America in order

to enjoy the same quality of life at a certain salary paid in Escanaba. This additional income saved with lower expenses in Escanaba would ostensibly be introduced into the local economy.

source: marketwatch.com

Escanaba	Detroit	Grand Rapids	Chicago	Dallas	New York	San Francisco
<i>Current</i>	<i>22.5%</i>	<i>16.2%</i>	<i>33.7%</i>	<i>26.2%</i>	<i>50.6%</i>	<i>49.6%</i>
\$30,000	\$36,750	\$34,860	\$40,110	\$37,860	\$45,180	\$44,880
\$40,000	\$49,000	\$46,480	\$53,480	\$50,480	\$60,240	\$59,840
\$50,000	\$61,250	\$58,100	\$66,850	\$63,100	\$75,300	\$74,800
\$60,000	\$73,500	\$69,720	\$80,220	\$75,720	\$90,360	\$89,760
\$70,000	\$85,750	\$81,340	\$93,590	\$88,340	\$105,420	\$104,720
\$80,000	\$98,000	\$92,960	\$106,960	\$100,960	\$120,480	\$119,680

Escanaba Housing Market (Zip code 49829): No Appreciation Since 2007

Millennials could be the future buyers to prop up housing demand and values.



Financial Analysis

THE BANK: UNIT TYPES / RENTS / SIZES

Development Name:	The Bank				Number of Members	Monthly Fees	Total Potential Member Fees Peer Month		
City/Township/Village:	ESCANABA				30	\$150	\$4,500		
County:	DELTA								
Construction Type:	Historic Rehabilitation								
Property Type:	Housing/Retail								
		Increase Rent Test	0.00%	Efficiency rate:	85%	Total Rent		MODIFIED GROSS Rent/SF	
UNIT TYPE	Units	Gross SF/Unit (Ave.)	Total SF	Unit Rent/Mo	ADJUSTED RENT	Per Year	Per Mont	Per Year/SF*	Per Month/SF
Studios	8	410	3,280	\$600	\$600	\$57,600	\$4,800	\$14.93	\$1.24
WEB BREW	1	5,092	5,092	\$4,500	\$4,500	\$54,000	\$4,500	\$9.01	\$0.75
Aux. Coworking Amenities (Conf. Room, private meeting rms.)***	1	1,723	1,723	\$1,700	\$1,700	\$20,400	\$1,700	\$10.06	\$0.84
Subtotal office/retail	2	6,815	6,815	\$ 6,200		\$ 74,400	\$ 6,200	\$ 9.54	\$ 0.79
Totals	10	7,225	10,095	\$6,800		\$ 132,000	\$ 11,000	\$10.89	\$ 0.91

*** membership fees cover this rent

*\$/SF Based on Rent * Efficiency R

THE BANK: CONSTRUCTION COSTS

Development Data (User Input)	Total SF	Development Description
Market Residential	3,280 SF	Total Buildable
Market Retail	6,815 SF	Total Buildable
Total Development Area	10,095 SF	
Floor Area Ratio	47%	

Development Name:	The Bank
City/Township/Village:	ESCANABA
County:	DELTA
Construction Type:	Historic Rehabilitation
Property Type:	Housing/Retail

Approximate Parcel Size: 21,500
Michigan City Cost Modifier: 105

Base Cost of Construction Estimate	Base Cost / SF	Base Cost	Upgrade % Applied	Total Base Cost	Cost / SF Dev. Type	Cost / SF Total
Market Residential	\$120.00	\$ 413,280	1.00	\$ 413,280	\$ 126.00	\$ 40.94
Market Retail/Office	\$80.00	\$ 572,460	1.00	\$ 572,460	\$ 84.00	\$ 56.71
Base Construction Cost Estimate		\$ 985,740		\$ 985,740		\$ 97.65

Final Cost of Construction Estimate	Total	Per SF
Total Base Cost of Construction Estimate	\$ 985,740	\$ 97.65
Subtotal - Hard Construction Costs	\$ 985,740	\$ 97.65
Construction Project Management Fees (4% of Total Construction Costs)	\$ 39,430	\$ 3.91
Initial Site Survey	\$ 5,000	\$ 0.50
Finance Fee	\$ 5,000	\$ 0.50
Interest Carry (12 mo)	\$ 24,620	\$ 2.44
Leasing / Sales Fee 4% X first 3 years rent	\$ 15,840	\$ 1.57
Architectural / Engineering Fees (6% of Total Construction Costs)	\$ 59,144	\$ 5.86
Plan Review and Permit Fees (?)	\$ 15,000	\$ 1.49
Predevelopment Fees	\$ 50,000	\$ 4.95
Subtotal - Soft Construction Costs	\$ 214,034	\$ 21.20
INCENTIVES		
MSCRP (FEDS)(Brownfield or Historic)	0	\$ -
Public Spaces and Community Places (Patrinicity matching grant)	0	\$ -
Facade Improvement Grant	\$20,000	\$ 1.98
Brownfield TIF	0	\$ -
CBDG Funds	\$300,000	\$ 29.72
MSHDA Housing (\$40K per Resi. Unit)	\$ 320,000	\$ 31.70
Subtotal - Incentives	\$ 640,000	\$ 63.40
Total Project Hard and Soft Construction Costs (- Incentives)	\$ 879,774	\$ 87.15
Contingency	\$ 87,977	\$ 8.71
Total Project Hard and Soft Construction Costs w/ Contingency	\$ 967,751	\$ 95.86

THE BANK: PROFORMA

Cost and Revenue Assumptions		\$/ Sq Ft	Financing Assumptions			Key Ratios			
Land/Existing Building	\$ 200,000 *	\$15.38	Equity	20.00%	\$ 169,550	Gross Sq Ft incl parking	10,095		
Base Construction Costs	\$ 985,740	\$114.88	Debt	80.00%	\$ 678,20 [1]	Efficiency Factor	85%		
Incentives	\$ (640,000)	-\$74.59	Total	100.00%	\$ 847,751	Net Leasable Total Square Feet	8,581		
Soft Costs	\$ 214,034	\$24.94				Avg Sq Ft/Unit	\$ 1,009.50		
Contingency	\$ 87,977	\$10.25				Avg Monthly Rent/Sq Ft	\$ 1.09		
Total	\$ 847,751	\$90.87				Cost/Ft	\$ 98.80		
		**includes land price \$/SF as is				Cost/Unit	\$ 84,775		
Gross Residential Revenue	\$ 57,600		Interest Rate	Annual 6.000%	Monthly 0.500%	Expense/Unit	\$ 3,019		
Gross Retail Revenues	\$ 74,400		Amort Period	25	300	Expense/Foot	\$ 3.52		
Gross Other Revenues			Payment	52,436	4,370				
Rental Increase Projection				3.00% [2]	3.00%	3.00%	3.00%	3.00%	
Operating Expense Projections				2.00% [3]	2.00%	2.00%	2.00%	2.00%	
Operating Revenues		\$/ Sq Ft	Monthly	Projected					
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Gross Income		\$15.38	\$ 11,000	\$ 132,000	\$ 135,960	\$ 140,039	\$ 144,240	\$ 148,567	\$ 153,024
Vacancy Rate	7.0% [4]		\$ 770	\$ 9,240	\$ 9,517	\$ 9,803	\$ 10,097	\$ 10,400	\$ 10,712
Rental Income		\$14.31	\$ 10,230	\$ 122,760	\$ 126,443	\$ 130,236	\$ 134,143	\$ 138,167	\$ 142,312
Utility Reimbursement	2.0%		\$ 209	\$ 2,504	\$ 2,554	\$ 2,605	\$ 2,658	\$ 2,711	\$ 2,765
Net Rental Income			\$ 10,439	\$ 125,264	\$ 128,997	\$ 132,842	\$ 136,801	\$ 140,878	\$ 145,077
Operating Expenses		% of Gross In							
Repairs and Maintenance	5.0%	\$0.73	\$ 522	\$ 6,263	\$ 6,388	\$ 6,516	\$ 6,647	\$ 6,780	\$ 6,915
Property Management Fee	5.0%	\$0.73	\$ 522	\$ 6,263	\$ 6,388	\$ 6,516	\$ 6,647	\$ 6,780	\$ 6,915
Insurance	1.1%	\$0.16	\$ 115	\$ 1,378	\$ 1,405	\$ 1,434	\$ 1,462	\$ 1,491	\$ 1,521
Property Taxes***	5.0%	\$0.73	\$ 522	\$ 6,263	\$ 6,450	\$ 6,642	\$ 6,840	\$ 7,044	\$ 7,254
Common Utilities	4.0%	\$0.58	\$ 417	\$ 5,009	\$ 5,109	\$ 5,211	\$ 5,315	\$ 5,421	\$ 5,530
Total Op. Exp.	24.1%	\$3.52	\$ 2,465	\$ 30,187	\$ 30,852	\$ 31,532	\$ 32,228	\$ 32,939	\$ 33,667
Net Operating Income	75.9%	\$10.79	\$ 7,765	\$ 92,573	\$ 95,591	\$ 98,704	\$ 101,915	\$ 105,228	\$ 108,645
Note: NOI/ft			\$0.90	\$10.79	\$11.14	\$11.50	\$11.88	\$12.26	\$12.66
UNLEVERAGED RETURN ON TOTAL COST*				10.92%					

*1st year NOI divided by 100% costs (Should be 2% over the local cap rate)

***Assumes OPRA and Property Tax Abatement

Appendix

PETER ALLEN

944 North Main Street, Ann Arbor, Michigan, 48104 | (734) 358-0060 | peter@ptallen.com

SUMMARY

With over 35 years of experience as an Ann Arbor area real estate developer and consultant, founder of Peter Allen & Associates in 1975 (website: www.ptallen.com) and University of Michigan educator, Peter Allen is known for his passion to make Ann Arbor one of the best cities in the world. His zeal for Ann Arbor is fueled partly by his direct involvement with his teaching thousands of students the basic tenets of lively downtowns since 1981. His students, who come from around the world, give him a sneak peek into market forces shaping our buildings, downtowns, and "sense of place", essential to quality, people-oriented, "third place" development.

Appointments & Board Memberships: As an adjunct faculty member since 1981 at the University of Michigan and a working real estate professional, Peter has a unique perspective on the complexities of walkable urbanity. Additionally, Peter has chaired or founded numerous local and regional conferences highlighting public policy issues relating to development, multi-modal transit options, and the local quality of life.

EXPERIENCE

- 1975-Present President and Founder of *Peter Allen & Associates* (www.ptallen.com) – over 35 years of experience as an Ann Arbor area real estate developer, commercial broker, and consultant.
- 2013-Present MEDC Redevelopment Ready Consultant – conducted feasibility studies on 14 place-based downtown mixed-use developments throughout Michigan.
- 1981-Present Lecturer, *University of Michigan – Taubman College of Architecture & Urban Planning* and *Stephen M. Ross School of Business*.
- 100% appointment with focus on teaching the elements of developing lively, walkable downtowns to over 3,500 students yearly since 1981.
 - Faculty Adviser to University of Michigan's Real Estate Certificate Program.
 - University of Michigan Real Estate Forum: Founder and Executive Director for its first 10 years. Founded in 1986, this forum has become a preeminent Midwest gathering of real estate professionals meeting yearly to discuss emerging trends and regional opportunities.
- 1967-1971 U.S. Navy – Destroyer officer, LT, USNR.

EDUCATION

- 1973 MBA with Distinction, *University of Michigan*
- 1967 Bachelor of Arts, History, *DePauw University*

INVOLVEMENT

- Ann Arbor's Greenbelt Advisory Commission
- Ann Arbor Hands-On Museum, Founding Trustee
- Kerrytown Concert House, Founding Trustee
- Neutral Zone, Founding Trustee
- Ann Arbor CEO Council, Founding Member
- Member: Urban Land Institute, Congress for New Urbanism, and Rotary International Education

Lisa Sauvé
1866 Virnankay Circle, Ann Arbor, MI 48103
lisa@synecdochedesign.com | 1.810.599.8050

Contributes design and critical thinking ideas to projects with an influence and interest in cultural and building conservation, landscape preservation and architectural design through a small design practice, teaching, and research.

EDUCATION

- 2013-14 Master of Science in Conservation | University of Michigan - Ann Arbor, MI
Taubman College of Architecture and Urban Planning
- 2009-11 Master of Architecture - with high distinction | University of Michigan - Ann Arbor, MI
Taubman College of Architecture and Urban Planning
- 2004-09 Bachelor of Science in Architecture | Lawrence Technological University - Southfield, MI
College of Architecture and Design

PROFESSIONAL EXPERIENCE

- 2009 - Principal + Co-Founder | Synecdoche Design Studio, LLC - Ann Arbor, MI
- 2011-13 Design and Research Assistant | RVTR - Ann Arbor, MI / Toronto, ON
- 2009-11 Design and Research Assistant | Alibi Studio - Detroit, MI
- 2009-10 Photographer + Co-Founder | Synecdoche Photography - Ann Arbor, MI
- 2008 Intern | The Think Shop Architects - Brighton, MI

ACADEMIC EXPERIENCE

- 2014-15 Adjunct Faculty | School of Architecture, University of Detroit Mercy
- 2011-14 Adjunct Faculty | College of Architecture and Design, Lawrence Technological University
- 2011&14 Graduate Student Instructor | Taubman College, University of Michigan
- 2010-14 Research Assistant | Taubman College, University of Michigan
- 2009 Teaching Assistant | College of Architecture and Design, Lawrence Tech University

PROFESSIONAL HONORS AND AWARDS *with Synecdoche unless otherwise noted*

- 2013 "Controlled Burn" - 1 of 20 finalists @ 15th International Garden Festival : Grand Metis, Quebec, Canada
- 2013 "The Big Top" - semi-finalist @ Flint Public Art Project : Flat Lot Competition
- 2013 "Second Sight" - 1 of 15 funded projects @ Flint Public Art Project : Free City Art Festival
- 2013 "Resonant Chamber" *with RVTR* - Jury + People's Choice Winner @ Architizer A+ Awards
- 2011 "Edge Condition" - First Place @ Young Architects Forum Atlanta; 10up Competition
- 2010 "WYLD" - 1 of 10 Featured Projects @ Inc.com + Architizer; Coolest Converted Office Spaces
- 2010 "Soft Space" - 1 of 10 finalists @ Young Architects Forum Atlanta; 10up Competition
- 2010 "Leveling the Playing Field" - Design Fellow - independent @ HKS Detroit Fellowship
- 2009 "SC-PE" - Second Place @ 2A Magazine; Du(b)alities Competition
- 2009 "Kinetic Clinic" - Notable Entry @ AIA Seattle; Design for the Children Competition

EXHIBITIONS *with Synecdoche unless otherwise noted*

- 2015 "Dark Skies / Lightscares" @ Cranbrook Art Museum, curated show "Designing Summer" - Bloomfield Hills, MI
- 2014 "Lightscares" @ Detroit Design Festival, curated - Detroit, MI
- 2013 "Second Sight" @ Free City Art Festival, juried invite group show - Flint, MI
- 2013 "Flat Lot Competition Exhibit" @ Flint Art Walk, juried invite group show - Flint, MI
- 2013 "Infra Eco Logi Urbanism" - *with RVTR* @ UQAM; Center for Design, solo show - Montreal, Quebec
- 2012 "Edge Condition" @ Museum of Design Atlanta; Emerging Voices II, invited group show - Atlanta, GA

SKILLS

Adobe Creative Suite: Photoshop, Illustrator, Indesign, Premiere Pro and Lightroom. Rhino 3d Modeling, ArcGIS, and Autocad. CNC routing, basic woodshop skills, digital photography, dark sky exploring, and hiking.

James Carpenter II

1931 Duffield Rd. Ann Arbor, MI. 48109
(313)215-6212 james.carpenter@wayne.edu

Experience

Real Estate Development Consultant- *Peter Allen & Associates Development Co.* **May 2013-Present**
Under contract from the Michigan Economic Development Corporation our team traveled to various cities and towns across Michigan to revitalize downtown corridors with State sponsored initiatives. Acted as a third party consultant between The State of Michigan and public or private landowners. This job has sharpened real estate financing, state/federal incentives, economic development, and public presentation skills. Some projects are becoming reality. Copies of reports from any of the 9 cities completed are available upon request.

Licensed Real Estate Salesperson **January 2015**
I have completed all requirements and tests to be a licensed broker in Michigan. These learned skills will transfer and provide insight to the real-estate market processes in other States.

Resident Advisor- *University Of Michigan Housing* **2013-2014**
As an RA at one of the largest residence halls in the country I have had my fair share of interactions in conflict resolution, mentoring, and leading of ~1200+ incoming freshman at Bursley Hall. I was specifically responsible for the well-being and growth of 44 young men in my hall. The experience was a joy and has taught me very much of how to be a positive role model and productive leader.

Programming Assistant/ Coder- *Under Professor David Bieri* **Summer 2013**
I gained coding skills in both R and LaTeX by transferring volumes of hand written notes on economics into a shared digital document that became the master copy for Prof. Bieri's economics courses. Charts and data were recreated in R and all text and graphics were input to LaTeX to create the final document.

Associate Member- *Urban Land Institute (ULI)* **2013-Present**
I Attended the Fall 2013 National Conference in Chicago. It great insight into the real estate field and emerging trends as well as networking with professionals across the country. I am a member of the young leaders board for ULI/Michigan.

Active Member- *Ross School of Business and UM Law Real Estate Clubs* **2012-2014**
Presentations from professionals in varying types of real estate have provided a well-rounded perspective on the intricacies of the field.

Treasurer/Cofounder- *TRUMICH Alternative Transportation Advocacy Group* **2011**
Managed finances for a group that formed to push a bike share initiative on campus. Our petition and movement gained attention of administration. The President of UM and The City of Ann Arbor are now working toward a sustainable and fully integrated bike share program; the first of its kind in the State.

Office Aid- *Prosecuting Attorney's Office Livingston County, MI* **Summer 2011**
I gained experience dealing with various personalities in a fast paced, relatively high stakes environment while shadowing and assisting prosecuting attorneys.

Publicity Director/VP/President- *Michigan Ballroom Dance Club* **2009-2013**
One of my proudest and longstanding positions; I combined my passion for ballroom dance with many roles on the club, eventually president. During my time serving the 600+ members I took the ~\$3,500 budget and increased it to ~\$10,000+ while keeping dues constant.

Sales Associate- *Southwestern Co.* **Summers 2010/2012**
One of the most difficult jobs I have ever held; door-to-door sales in Virginia Beach and Minneapolis areas. Although stressful at times due to cold-calling and frequent rejection this position taught me true determination and drive to get a task accomplished despite the circumstances. Each summer yielded \$23,000 in profit.

Education

Wayne State University:
J.D. **3.4 GPA** **May 2017 (expected)**

The University of Michigan:
M.A. Urban Planning/ Real Estate Development **3.5 GPA** **May 2014**
B.A.: Political Science **3.3 GPA** **December 2011**

Other Skills & Courses Relevant

- UP614-Negotiation & Dispute Resolution
- UP610-Fiscal Planning & Management
- UP566-Finance Real Estate Development
- CEE532-Construction Project Engineering

➤ *In my free time I enjoy ballroom dancing, learning celestial navigation, and designing time saving apps for smartphones.*

KATRINA CHAVES

2339 Leslie Circle, Ann Arbor, MI 48105 | (734) 864-2487 | kchaves@umich.edu

EDUCATION

University of Michigan, Taubman College of Architecture and Urban Planning **Ann Arbor, MI**
MASTER OF URBAN PLANNING **Expected 2016**

University of Alberta **Edmonton, AB**
BACHELOR OF ARTS, POLITICAL SCIENCE AND HUMAN GEOGRAPHY **2010**
Open Studies **2011 – 2013**

PROFESSIONAL EXPERIENCE

University of Alberta, School of Business **Edmonton, AB**
RESEARCH CONSULTANT **November 2013 – December 2014**

- Conducted field research and literature review of condominium consumer/buyer education programs
- Evaluated programs and developed recommendations for best practices regarding education of condominium consumers and prepared report of findings and recommendations

Government of Alberta, Ministry of Health **Edmonton, AB**
HR STRATEGIES CONSULTANT/PROGRAM COORDINATOR/ASSISTANT **2011 - 2014**

- Researched and analyzed best practices and metrics for development of key Strategies initiatives
- Assisted with development and delivery of presentations to management teams and employee groups
- Coordinated delivery of the Corporate Employee Survey (CES) and liaised with stakeholders
- Analyzed survey results and presented key findings to Executive Team and management
- Conducted preliminary gap analysis and developed current state map of leadership development; completed literature review and best practices research for presentation to Executive Directors' Council
- Administered internal database for training events and courses for over 1,000 ministry employees
- Supported delivery of training sessions, department orientation and staff events
- Tracked and prepared monthly training and development budget and forecasting
- Administered Employee Long Service and Retirement Awards Programs
- Scheduled job interviews, posted job ads, prepared meeting agendas and minutes
- Drafted and distributed offer letters and decision documents for staffing and classification

Action for Healthy Communities **Edmonton, AB**
SITE COORDINATOR **November 2010 – April 2011**

- Planned, organized and evaluated program activities for ten high schools to develop refugee and new immigrant students' English language skills and promote integration within community
- Supervised eight camp assistants to facilitate weekly in-class activities and workshops
- Scheduled facilitators, guest speakers and fieldtrips, prepared meeting agendas and minutes, conducted regular site visits and liaised with teaching staff to establish class objectives and priorities

Association of Universities and Colleges of Canada **Atwima Apemanim, Ghana**
RESEARCH INTERN, STUDENTS FOR DEVELOPMENT **May 2008 – August 2008**

- Developed and conducted needs-assessment (village census and detailed interviews) to gather data on income and employment, health and nutrition, education, housing and sanitation conditions on 62 households in rural community
- Recorded high volume of qualitative and quantitative data, compiled descriptive statistics, consulted with local and external stakeholders to create report and recommendations on community challenges, strengths and opportunities

AFFILIATIONS & EXTRACURRICULAR ACTIVITIES

Urban Planning Students' Association Executive Board **Ann Arbor, MI**
PROFESSIONAL DEVELOPMENT CHAIR **December 2014 – Present**

Michigan Real Estate Club **Ann Arbor, MI**
MEMBER **September 2014 – Present**

American Planning Association **Ann Arbor, MI**
MEMBER **September 2014 – Present**

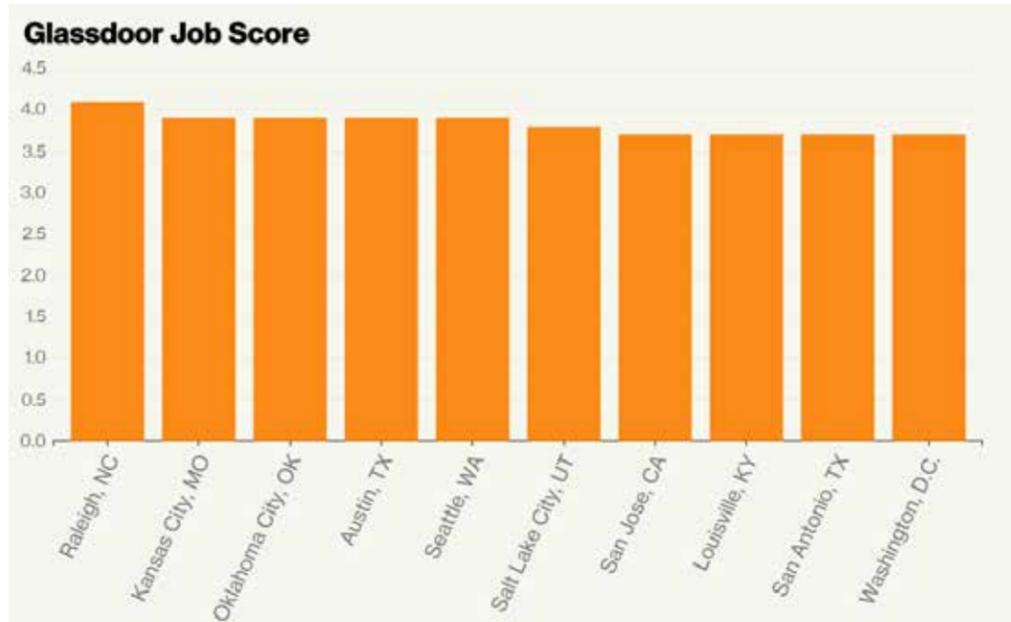
Articles and Resources



“For commercial building owners, the opportunity to retrofit existing real estate into co-working spaces can open up an untapped revenue stream. Rather than having unleased office space sit vacant, these facilities can be modified into co-working sites and rented out to individuals or businesses with short-term space needs with more flexible leasing options.”

By: Robert Nieminen in:

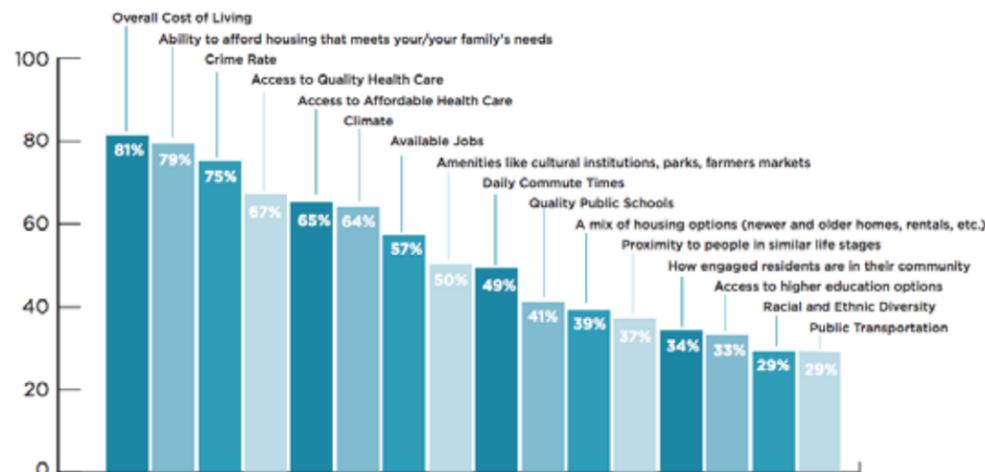
“As Nearly Half of the Workforce Becomes Independent, Co-working Spaces Will Lead the Way into the Future of the Workplace” 13 Jul, 2015
<http://retrofitmagazine.com/as-nearly-half-of-the-workforce-becomes-independent-co-working-spaces-will-lead-the-way-into-the-future-of-the-workplace/3/>



“Online career community Glassdoor just released a report naming the top 25 cities for jobs based on what it believes are the three key factors in a city’s appeal for job seekers: how easy it is to get a job, cost of living, and job satisfaction.”

By: Julie Verhage in:

“These Are the Best U.S. Cities for Jobs. (They May Surprise You) - Don’t overlook smaller cities in your job search” 19 May, 2015
<http://www.bloomberg.com/news/articles/2015-05-19/these-are-the-best-u-s-cities-for-jobs-and-they-may-surprise-you->



“When asked about which features of a place make it easiest to live in, most people brought up the bottom line first. About 80 percent of all respondents said the cost of living and affordability of housing mattered most when choosing a place to nest.”

By: Natalie Kitroeff in:

“Why Millennials Don’t Live Where You’d Expect Them To” 11 June, 2015
<http://www.bloomberg.com/news/articles/2015-06-11/why-millennials-don-t-live-where-you-d-expect-them-to>

Articles and Resources



“There’s so much that sets New York apart from other American cities: its density, its walkability, its spread of urban versus suburban development, among others. What about smaller towns? What are the design traits that most encourage pedestrian activity on these streets?”

By: Laura Bliss in:

“How Urban Designers Can Get Smaller Cities Walking: A new study identifies two important street features that draw pedestrians—outside of New York City.” 29 July, 2015

http://www.citylab.com/design/2015/07/how-urban-designers-can-get-smaller-cities-walking/399545/?utm_source=nl__link1_073015



“After making the economic decision to move, the young and educated are looking for places where they can have a meaningful work/life balance,” said Rosalind Greenstein, director of research and education at AIER.”

By: Brent Snavelly in:

“Study ranks Ann Arbor No. 1 for millennials” 12 May, 2015

<http://www.freep.com/story/money/business/2015/05/12/ann-arbor-millennials-live-work-choose/27168659/>