

ROSEVILLE

AUGUST 2013

MEDC Fellows:

James Carpenter | Master of Urban Planning Candidate

Peter McGrath | Master of Urban Planning + Real Estate Development Certificate

Pei Liu | Master of Urban Design

MEDC | Redevelopment Ready Communities

Peter Allen & Associates

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Executive Summary

Roseville, Michigan reflects typical American, post-war urban form—neighborhoods of single family homes, wide boulevard streets, and auto-dependent approach to commercial development. Recent development trends encourage a return to downtown urban form. This has limited Roseville's ability to keep its commercial properties fully occupied and competitive. Roseville shares this challenge with many surrounding suburbs along Gratiot Ave. However, Roseville has the advantage of market capability and locational infrastructure to build a true, distinctive downtown environment at the junction of Utica Rd. and Gratiot Ave. With an updated zoning code, developments in Roseville would be able to satisfy construction costs and yield a return to its investors.

Employed by Peter Allen & Associates through a grant from the Michigan Economic Development Corporation (MEDC), the MEDC Summer Fellows developed a creative, shovel-ready development proposal for Roseville. This development serves as a catalyst for vibrant urban activity. Located at the site of the former Tip Top Tavern, this proposal pushes the market envelope, while staying grounded in market reality. The proposal consists of three phases. Phase 1 entails a 1.5 story, 19,000 SF building anchored by an owner operated brew-pub, along with other destination retail and dining. This phase creates a foundation to the subsequent phases and encourages other development throughout Roseville to occur. In Phase 2, the Fellows propose the City of Roseville to conduct street beautification and facade improvements on the historic retail on the northwest corner of Gratiot Rd. and Utica Rd. This phase links Roseville's existing built environment with the new development while establishing a consistent design throughout the downtown district. Phase 3 consists of downtown loft style living above the previously constructed retail buildings of Phase 1.

Rising Urban Trends

Across the United States, young creative types and professionals are returning to cities. This demographic prefers the amenities a city offers. Vibrant cities are concentrated with various restaurants, bars, shops, and museums. This mix of programming creates an experience for pedestrians as they walk or bike to city attractions. The automobile's role changes in vibrant downtown districts. Drivers compromise parking and fast streets for a built environment that supports people and community.

Urban districts house the “third place”. The *third place* concept refers to a hierarchy of social places. The *first place* is the home and the *second place* is an individual's work place. The *third place* anchors community life and fosters social interaction. The *third place* can be formal or informal. Third places are accessible, welcoming and comfortable. They are congregating places that have regulars and invite newcomers. The best third places involve food and drinks because they encourage people to stay and spend time in these establishments. The sidewalk celebrates the sights, sounds, and smells of a busy restaurant; therefore, food oriented third places are key to downtown success.

Downtowns offer stronger support for locally owned businesses. Locally owned businesses give downtowns their identity by reflecting local tastes and preferences. According to Local First- West Michigan, 73% more money stays in the local city when consumers choose locally owned and independent businesses. Supportive governing structures encourage local entrepreneurship that pay forward economic growth and investment to the local region. City governments have the opportunity to accommodate local business startups throughout permitting and establishment processes.

Roseville Analysis

Roseville's streets reflect the auto-centric culture. Recently, many retail tenants left Roseville to pursue opportunities in newer, auto-dependent locations on M-59. Also, many restaurants and small businesses are migrating to vibrant downtowns nearby in Ferndale, Royal Oak, and downtown Detroit. In Roseville big box stores and strip malls are often obsolete. Developments are built to the retailer's specifications that have since moved to other locations or have closed. The empty car dealership lots that line Gratiot Ave. are a strong example of this. This environment of vacancy encourages more vacancy. Updated urban planning through the City's zoning code can help address Roseville's vacancy issue.



I-696 and Gratiot: Source: Google Earth



Twelve Mile Rd. and Gratiot: Source: Google Earth

Goals

The City of Roseville could realize these goals in one year with the proper funding and timing.

1. Create a downtown for Roseville to be proud of
2. Excite sidewalk & sense of place in the downtown
3. Destination eating 7AM-Midnight, regional draw
4. Leverage site advantages
5. Establish Utica Junction as downtown corridor
6. Generate economic development/create jobs
7. Increase tax base, increase quality of life, increase home values especially in ¼ mile

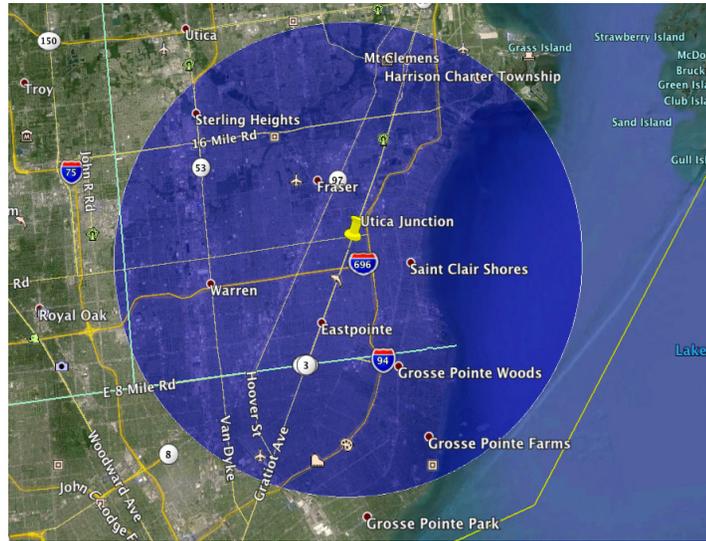


Great Example of a start of a downtown on Gratiot, we hope to expand this concept toward Utica Rd.

Why Utica Junction?

Roseville has the opportunity to reinvent itself with the potential of Utica Junction. For downtown development, the location is not only the best in Roseville, but also the best in Southern Macomb County. Utica Rd.'s lower speeds and traffic profile offer a more inviting environment for pedestrians and outdoor diners, factors that create a sense of place. The vacant lot at 28392 Utica Rd. offers a clean slate. Additionally, the site has excellent visibility from Utica Rd. and from drivers heading north on Gratiot Ave. Overall, its location at the junction of two busy streets will drive demand and keep the businesses at that location busy and vibrant. Furthermore, the Utica Junction site offers many "big picture" locational advantages. First and foremost, it is located in the center of a larger metro area. Over 400,000 potential diners and shoppers live within a twenty minute drive. The site experiences heavy traffic counts. With the site's location just off of Gratiot Ave., 28392 Utica Rd. is in an ideal location to capitalize on this automotive traffic.

The map demonstrates population within an 8 mile radius or a 20 minute travel time from Utica Junction.

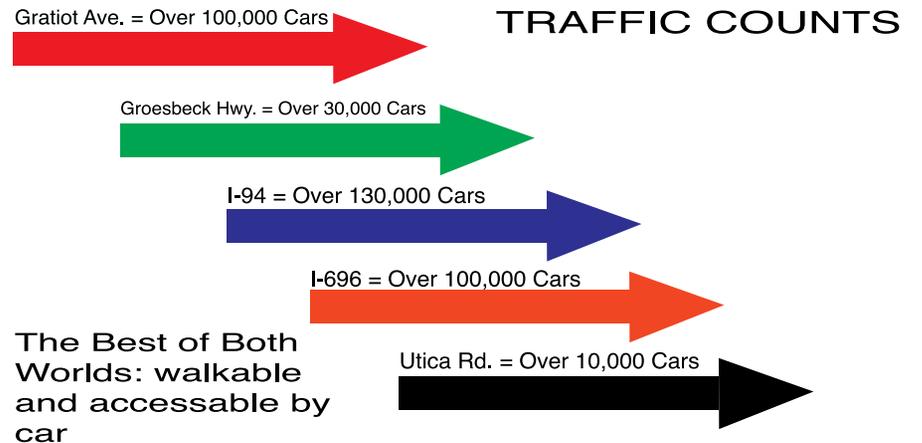


Eastpointe: 32,487
 Clinton Township: 96,796
 St. Clair Shores: 59,798
 Warren: 134,243
 Centerline: 8,269
 Fraser: 14,501
 Harper Woods: 14,092
 Grosse Pointes: 44,608
 Grand Total: 404,794
 potential diners and shoppers

Utica Junction as it appears today



Source: Google Earth



Development Proposal

Developing 19,000 SF of retail on the site of the old Tip Top Tavern is the highest priority for establishing Downtown Roseville. It is important that this new construction development demonstrates urban characteristics like zero set back buildings and sidewalk grade store frontages. Large, open windows invite street level activity and provide depth to the downtown visual experience.

Existing conditions of the proposed development property



Proposed development



Existing sidewalk conditions



Proposed development: Excite the sidewalk



Development Proposal

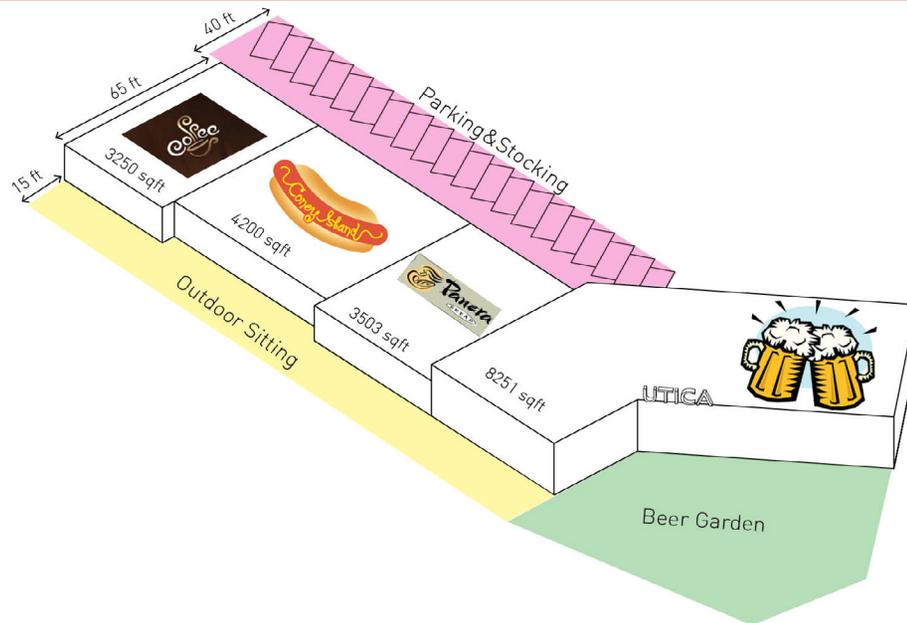
This proposal carries out over three phases. Phase 1 is site specific while Phases 2 and 3 consist of expanding the downtown scene beyond the boundaries of the initial site.

Phase 1: Create a walkable downtown environment by developing the parcel at 28392 Utica Rd.

Phase 2: Enhance the streetscape and walkability of the buildings located on Gratiot Ave., due east of the project area on Utica Rd.

Phase 3: Return to Utica Rd., provide residential living space on top of the original development

Programming



The larger portion of the building is an ideal location for a brew-pub. The owner would occupy and own the establishment. Additionally, the owner should be a restaurateur that has previous experience and success with the business. The three remaining units can be either rented or turned into individual retail condominiums and sold to retailers. A mix of national and local chains is possible on this site.

Additionally, the food services offered should be programmed so that customers are visiting the site at all possible hours, preferably 7am to midnight. Retail programming for time ensures that the venue stays active throughout most of the day.

Phase 1

The Phase 1 design aims to activate the sidewalk at different times of the day. This phase will catalyze development to reclaim Utica Junction as Roseville's downtown. For this portion of the project, investors will construct the 19,000 SF retail building preparing it for a brew-pub and various other retailers on Utica Rd. Additionally, street parking and sidewalk improvements should create an inviting downtown scene on this site.

The total construction cost is estimated at \$2.6 million, or approximately \$135 per SF. This project is feasible at this time; however, Roseville's zoning code inhibits this development and design proposal. When Roseville updates its zoning code, this development could become a reality within a year.



Existing conditions of the project site. The current parcel is a vacant lot that adds little value to the nearby residential areas and businesses and the City of Roseville.

Proposed development



Phases 2 + 3

Phase 2

Phase 2 focuses on the broad development of a downtown district. Phase 2 consists of enhancing the streetscape and walkability of the buildings located on Gratiot Ave. These improvements have the goal of mirroring the pleasant streetscape on Gratiot Ave., on the south side of Utica Rd. Additionally, Phase 2 calls for saving and rehabilitating salvageable historic buildings along Gratiot Ave. The salvageable historic buildings will add character and identity to Roseville's new downtown district. New buildings will mitigate vacancy challenges that exist today.

Establishing a downtown development authority (DDA) will help move Phase 2 forward. A formal DDA allows for different funding opportunities that support central business district improvements. Additionally, implementing a tax increment financing program through the DDA would financially sustain Roseville's central business district improvements. The long-term success of Phase 1 and 2 rely on establishing a governing and funding strategy for the overall proposed Roseville business district. Once the DDA and TIF programs are established, the streetscape improvements could take 6-12 months to complete.

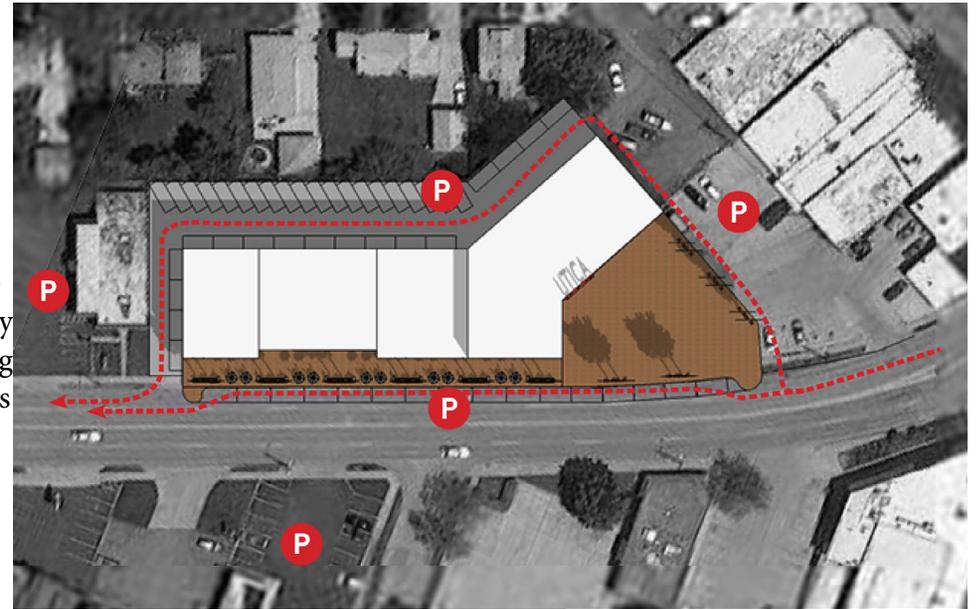
Phase 3

Phase 3 proposes loft style apartments placed above the building in Phase 1. Phase 3 relies on future economic cycles and Roseville's market demand. The market demand for residential in the development will occur when Utica Junction is established as the downtown district.

Parking

Roseville's city code calls for one parking space for every two seats in a restaurant and ample parking for employees during peak hours of operation. Given the dimensions and proposed uses for this site, the Fellows estimate the total number of parking spaces needed at 160. The proposal allows for 40 spaces total including the newly added street parking. Adjacent lot owners and businesses would need to arrange an agreement that would lease and share parking spaces. The diagram shows some possibilities for additional parking, although many more exist. There are approximately 200 additional spaces available on neighboring or nearby lots. There are enough parking spots to satisfy the current city code parking requirements. This is beneficial when reinstating a downtown as it provides foot traffic that activates an area and creates an experience.

The Fellows designed the development to conceal necessary parking behind the storefront. Additionally, there is a driveway in the parking lot that accommodates a pick-up window and a line of cars.



Number of parking spots:	
40-	development site
70-	Church
38-	American Legion
32-	Roseville Theatre
40-	Surrounding businesses

Implementation

Each phase of this proposal depends on strong collaboration and mutual support from stakeholders and community members. Roseville's current zoning code is a limiting factor in developing the Utica Junction downtown district. There are ways to structure the zoning code to support this development and future new construction developments. Floating zoning codes and form based codes both allow for governance and control over land uses while accommodating change in trends. The Roseville planning commission echoed these recommendations at the MEDC Fellows' presentation. A zoning code that supports this development will positively influence the economy and improve the quality of life for Roseville residents.

Financial Analysis

Phase 1 is a \$2.6 million dollar project based on RS Means construction cost estimates. Fortunately, Roseville’s current retail rents justify this cost estimate. However, this development depends on an updated zoning code that supports its design.

Rent Justified Costs

	Retail Per SF/year	Total /yr
Current Market Rents (annual unless otherwise noted)	\$14.00	\$153,342.00
Retail Modified Gross Rent, not incl. utilities		
Less Operating Expenses	40%	
Incl. taxes, insurance, maint. (=30-40% of gross rents)	\$5.60	\$61,336.80
Rents		
Triple Net Rent Equivalent	\$14.00	
Return on Cost (= to Triple Net Rents/Total Cost)		
%	8%	
Per SF	\$175.00	
Therefore Justifiable 100% Construction Budget		
Per SF	\$175.00	

Financial Analysis

Cost Justified Rents

	Retail Per SF	Total
Land Cost	\$7.81	\$150,000.00
Base Construction (including Contractor and Architect)	\$110.00	\$2,112,440.00
Site/Zoning/Planning Costs	\$2.20	\$42,248.80
Engineer Fees	\$2.20	\$42,248.80
General Conditions (general cleaning, final cleaning, temporary construction, trailers, winter weather, etc)	\$2.20	\$42,248.80
Soft Costs (marketing, finance, legal, develop) (estimate)	\$11.00	\$211,244.00
Total Costs	\$135.41	\$2,600,430.40
Triple Net Rents Required to Justify Above Costs		
7% Yield	\$9.48	
9% Yield	\$12.19	

Development Feasibility Snapshot

	Retail
Total SF	19204
Excess Gross Leasable Area	10953,251 SF used for Brew Pub
Rent Justified Total Construction Costs	\$3,360,700
Estimated Total Construction Cost (from Cost Justified Rents)	\$2,600,430
Construction Costs in Excess of Rent Justified Costs	
Market Rents in Excess of Estimated Construction Costs	Does not include potential of Owner \$760,270 Operated Restarant

Conclusion

Roseville is primed for this development project and has both the financial feasibility and supportive eagerness to make the project happen. This development relies on Roseville updating the zoning code to support the development proposal. Developing Utica Junction as a downtown district will be the first of its kind for miles. Cooperation and coordination between citizens and City and State authorities are key to reinvent Utica Junction and spur future development within Roseville's new downtown.



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TO: Michael Connors, Administrator, Dept. of Community & Economic Development,
City of Roseville

FROM: Peter Allen, President, Peter Allen & Associates

DATE: August 1st, 2013

RE: Redevelopment Ready Opportunity Site in City of Roseville (the "Project")

This memo describes deliverables that will be prepared by Peter Allen & Associates on behalf of the Michigan Economic Development Corporation (MEDC) for the City of Roseville. Four team members affiliated with the University of Michigan selected as MEDC summer fellows are the "Team". Resumes for each Team member are attached. Each Team member will dedicate 40 hours to the project. Because we have been contracted by MEDC, our services will be at no cost to the City of Roseville.

The goal of the project is to identify a reuse for the vacant parcel consisting of 32,102 sqf at 28392 Utica Roseville. The Deliverables will consist of a PowerPoint Presentation and a final document outlining development possibilities for the site.

The presentation and document will consist of the following:

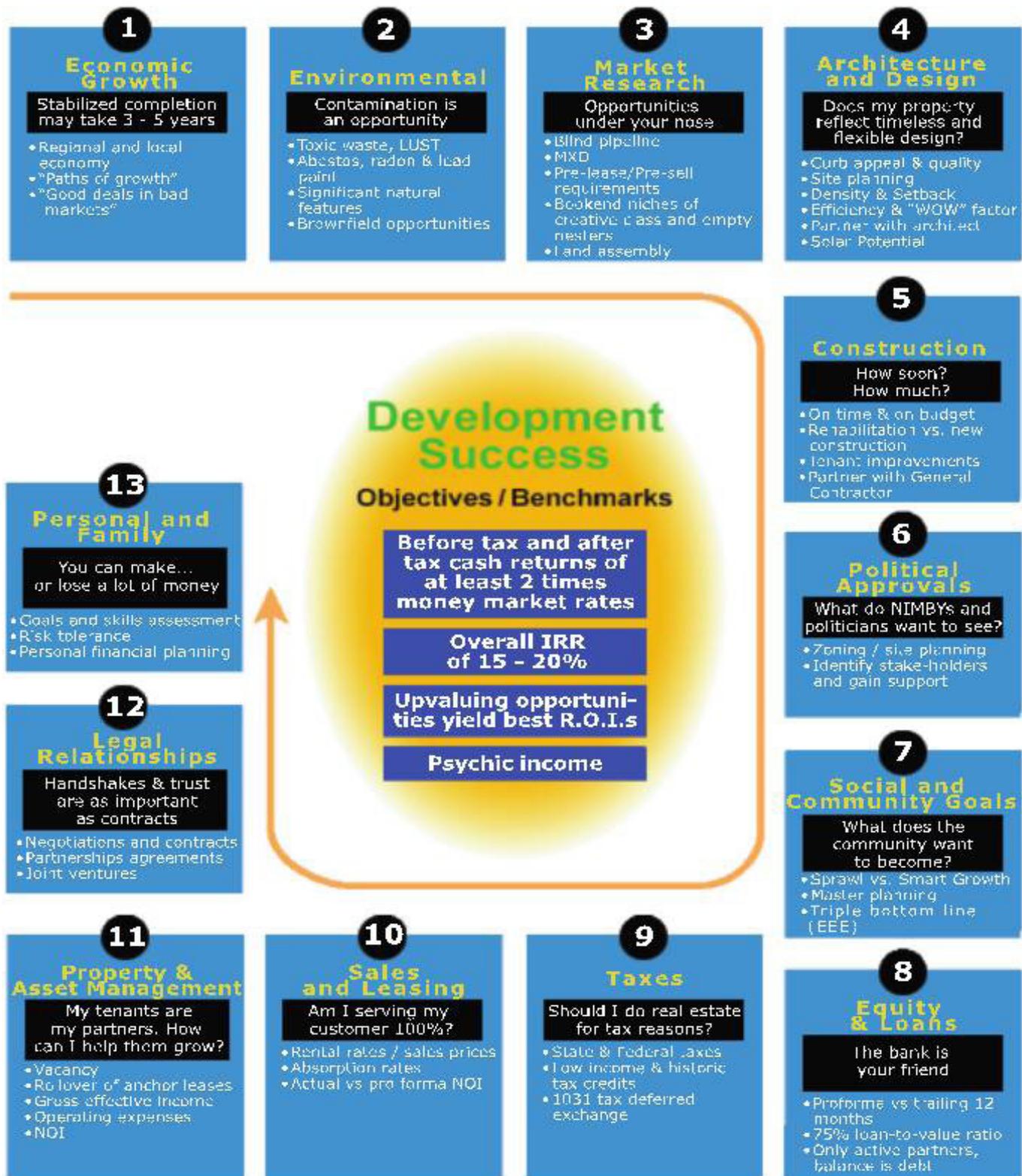
- Summary of the basic opportunities presented by the Sites, including a portrait of the potential users, and an analysis of the local traffic conditions and an analysis of local real estate market.
- Conceptual designs and site plans, including a proposed layout, GFA, GLA, conceptual architectural design, proposal for the street improvement and sidewalk excitement, and tenant space allocations inside and outside the building. All illustrations will be limited to the Site only.
- Basic financial feasibility analysis that illustrates development costs and operational revenues, and estimated returns on costs.
- Implementation plan that outlines an approach for the City of Roseville.

A listing of funding opportunities available through MEDC will be included.

Appendix B- Real Estate Development Resources

The Real Estate Development Feasibility Chart

The steps below represent the risks for the development of new or rehabilitated real estate. The order follows the steps required to properly conduct the feasibility process.





11 Rules Required for a Lively Downtown Connected to Walkable Neighborhoods

- **Rule 1, Deep bench of nonprofit organizations with enlightened leadership**
For example, Josie Parker & the **Ann Arbor Public Library**
Cheryl Elliott & the Ann Arbor Community Foundation
Old West Side Historic Assn
4 downtown Merchant Associations, esp **Kerrytown & Zingerman's, Kingsley Lane, St Nick**
- **Rule 2, Committed Civic Entrepreneurs & Risk Taking Real Estate Developers**
Cathi DuChon & the Ann Arbor Y, Elizabeth Dean Foundation for the Dean Promenade along Main St
Michigan Theater: Russ Collins, Wieser, Berriz
Hands On Museum: Yao and Mel Drumm (**New Science addition**)
Neutral Zone & McKinley Towne Center; Berriz et al
Real estate developers who best implement the community blueprint: Ed Shaffran for historic rehab & DDA, and McKinley Towne Center (**New U of M Credit U**)
- **Rule 3, Visionary City Government Creating pushing far-sighted master plans**
DDA, City council (Calthorpe), Planning Commission
Historic District Commission, Greenfield Advisory
Density bonuses, Design Review, **South U devel (Pizza House, Sotirop)**
- **Rule 4, Expansive Multi Model Connectivity**
4 new transit systems coming to A2: 1) faster Amtrak, 2) A2 to Detroit commuter, 3) A2/Campus trolley/connector, 4) new LINK
Carbon Footprint, healthy bike and pedestrian alternatives,
Walkscore and pedestrian priority; **Impact on Lowertown**
- **Rule 5, Connected Parks, Greenways and Natural Resources**
Reconnect to the river with Allen Creek Greenway & B2B.
Bringing back the creeksheds for function and aesthetics, **Greenbelt, No Main**
- **Rule 6, Affordable Life Long Learning Opportunities**
Building upon the local college campus
Community college, university, libraries, public schools
Adding magnet schools, rec and ed
- **Rule 7, Belief in local diversity as a core community value**
In age, income, ethnicity, educational level
Housing types: rental & for sale options for all
- **Rule 8, Form Based Code for downtown with high density mandated**
Key elements: excite the sidewalk, retail at grade with big windows, MXD, TOD
Parking behind and underground parking
More Zipcar, mass transit, and walking
Green architecture, LEED or Energy Star rated
- **Rule 9, Financial support for the Cultural Arts**
1% for Art
Ann Arbor Symphony with Mary Blaske,
Ann Arbor Art Assn with Marsha Chamberlain
Kerrytown Concert House under Deanna Relyea
Michigan Theater with Russ Collins Ark with David Siglin successors,
- **Rule 10, Appreciation for a mix of unique local and national retailers**
Necessary to excite the sidewalk: Best downtown streets?
Mark's Carts!!
Locals set authenticity, nationals set standards and hours
- **Rule 11, Role of public schools (Pres. Bollinger comment)**

Peter C. McGrath

632 W. Forest Apt. #2, Detroit, MI, 48201 | pcmcg@umich.edu | (313) 920-8186

EDUCATION	UNIVERSITY OF MICHIGAN <i>Masters of Urban Planning, Graduate Certificate in Real Estate Development, May 2013</i> <ul style="list-style-type: none">• Coursework: Real Estate Finance, Real Estate Essentials, Public Finance, Planning Law, Methods and Practices of Economic Development, Chicago Urban Design Studio, History of American Planning• Partnered with Action Sports Detroit and Detroit Sports Commission: researched and composed sections of Detroit's bid to host ESPN's Summer X Games• Case Competitions: 2013 ULI Hines Competition, Department of Energy Better Buildings Competition• Awarded: Vandongen Scholarship, UM-ULI Jeff Blau Scholarship, and BA 517 People's Choice Award• Appointed: Graduate Student Research Assistant and Graduate Student Instructor• Elected: Rackham Student Government Representative and Volunteer Corps Committee Chair	ANN ARBOR, MI
	WAYNE STATE UNIVERSITY <i>Masters of Arts: American History, 2012</i> <ul style="list-style-type: none">• Masters Essay: Eminent Domain: Taking and Remaking Detroit• Awarded: 2010 Kelley Research Grant and 2011 Graduate Professional Scholarship	DETROIT, MI
	JOHN CARROLL UNIVERSITY <i>Bachelor of Arts: Major—History, Minor—Business, 2007</i>	UNIVERSITY HEIGHTS, OH
SKILLS	Financial modeling, public and real estate finance; Econometric, demographic, and market analysis; Computer Programs: Microsoft Office Suite—Excel, Word, PowerPoint, and Access, Adobe In Design and Illustrator, Google Earth and Sketch-Up, STATA and R; Communication: experienced writer and editor, confident public speaker.	
EXPERIENCE	GRAHAM SUSTAINABILITY INSTITUTE <i>Graduate Intern with Focus: HOPE, Detroit, MI, Summer 2012</i> <ul style="list-style-type: none">• Developed a thorough inventory of the community's commercial properties using data from CoStar, Sanborn Fire Maps, tax and title records, interviews, and windshield surveys• Performed a feasibility study regarding a rails-to-trails project in Northwest Detroit—analyzing costs, entitlements, community engagement, and design possibilities• Developed a corridor improvement plan with the Linwood Business Owners Association• Facilitated visioning sessions and analyzed development strategies for the Paul Robeson Academy site• Implemented a HUD financed façade improvement program in partnership with Focus: HOPE, the City of Detroit, local contractors, and neighborhood business owners	ANN ARBOR, MI
	UNIVERSITY OF MICHIGAN—URBAN PLANNING DEPARTMENT <i>Graduate Student Research Assistant, September 2011 to May 2012</i> <ul style="list-style-type: none">• Assisted Professor June Manning Thomas, Ph.D., with research for her forthcoming book, <i>Mapping Detroit</i>• Researched historic and current political, demographic, and economic trends in Southeastern Michigan, synthesized this data to examine the impact of local governance on housing values and quality of life issues• Worked closely with contributing authors to ensure editorial continuity and factual accuracy	ANN ARBOR, MI
	ROMAN CATHOLIC ARCHDIOCESE OF DETROIT <i>Administrative Support Staff: Chancellor's Office, HR Office, Properties Office, June 2009 to August 2011</i> <ul style="list-style-type: none">• Research assistant to the Chancellor and Vicar General, investigated best practices procedures for Archdiocesan operations and topics related to the organization's real estate holdings• Coordinated hundreds of marriage dispensations cases—an assignment that required a high-level of organization, an eye for detail, and excellent interpersonal skills• Initiated, designed, and completed the computerization of HR records from a paper-based system to a Microsoft Access database—saving hundreds of man-hours during an organizational restructuring• Point person for the Archdiocese's film location agreements: liaison between major film production companies, the Archdiocese, contractors, and government organizations	DETROIT, MI
	DETROIT HISTORICAL SOCIETY <i>Volunteer Research and Archives Assistant, January 2008 to February 2009</i> <ul style="list-style-type: none">• Tracked down the histories of various Detroit area companies, buildings, and people• Designed tours for student groups and composed complimentary informational materials	DETROIT, MI
ADDITIONAL	Member: Ross School of Business Real Estate Club, Urban Land Institute, and Detroit Irish-American Club; Community Outreach: organized hundreds of volunteer hours on behalf of the Rackham Graduate School, member and fundraiser for the Crohn's and Colitis Foundation.	

OBJECTIVE:

Seeking eventual employment in real-estate or land use/law related fields.

EDUCATION:

University of Michigan

- Master of Urban Planning '14.....6.1 GPA (9.0 Scale)
- Political Science major '11.....3.3 GPA

Wayne State University

- Mandarin Chinese.....4.0 GPA

Howell High School '07.....3.3 GPA

PROFESSIONAL EXPERIENCE:

Summer 2012

- **Michigan Economic Development Corporation (MEDC) Fellowship/Peter Allen**.....Michigan
 - Toured many cities in Michigan as a team consultant regarding distribution of state funds for redevelopment projects.

Summer 2011

- **Shadowed prosecuting attorneys of Livingston County**.....Livingston Co. MI
 - Introduction to the various aspects of criminal law.

Spring/Summer 2011

- **Intern Michigan House of Representatives**Lansing MI
 - Under Rep. Mark Ouimet of 52nd District.

Summer 2010/2012

- **Southwestern Co.**.....Nashville, TN
 - Door-to-door sales in educational products.

Summer 2008/2009

- **Dealer Auto Parts**.....Redford, MI
 - Improvement in customer relations and clerical work.

Autumn 2006-Summer 2007

- **Old Navy**.....Howell, MI
 - Improvement upon skills in sales, customer service and financial responsibility.

SKILLS:

- Proficient in all of Microsoft Office
- Basic knowledge of programming, data manipulation and GIS
- Good understanding on many aspects of real estate finance
 - ARGUS

AWARDS AND SCHOLARSHIPS:

- Michigan promise
- Graduated high school cum laude
- Norman Jameson local scholarship
- Deans List: multiple semesters 2009-2013
- UM Sustainability Award: for accomplishments in TruMich

EXTRACURRICULAR:

- Publicity Director/ VP/President: The University of Michigan Ballroom Dance Club Board (2009-2013)
- Treasurer: TruMich Alternative Transit Group (2011)
- New inductee: Real Estate Club at Ross School of Business (2012/13)
- New member: Real Estate Law Club at The University of Michigan Law (2012/13)
- Residence Hall Staff at The University of Michigan: Resident Advisor (2013-2014)

Pei Liu
2472 Stone Rd.
Ann Arbor, MI 48105
+1 734 358 0489
liupe@umich.edu

Education

Expect April 2013 **University of Michigan, Ann Arbor, MI, USA**
Taubman College of Architecture + Urban Planning
Master of Urban Design

July 2012 **Tsinghua University, Beijing, China**
School of Architecture
Bachelor of Architecture

Work Experience

Sept. 2011-May 2012 **Urban Planning & Design Institute of Tsinghua University, Beijing, China**
Intern
Collaborated in researching and planning of Feicheng, Shandong, China
Assisted with entire design process of suburban development of Wuwei, Gansu, China

May-Aug. 2011 **Tianhua Architecture Planning & Engineering Limited, Shanghai, China**
Intern
Assisted with concept and detail design of a Vanke residential project in Shanghai, China
Collaborated with senior designers for Meixihu Hotel Design Competition in Hunan, China

July-Nov. 2010 **S.M.A.L.L. Architects, Beijing, China**
Project Assistant
Assisted with design and construction of Tsinghua Dormitory Public Space Renovation
Managed the budget and organized student volunteers

June-Aug. 2010 **Institute of Architectural History, Tsinghua University**
Research Assistant
Surveyed and archived ancient buildings in Wutaishan, Shanxi Province, China
Helped with the publication of *Ten Years Mapping of Chinese Ancient Buildings*

Sept. 2008-June 2010 **Students' Union, School of Architecture, Tsinghua University**
Vice President
Organized daily students activities
Led a team of 17 students to hold the annual New Year Party for 800 people

Awards

2012-2013 **Merit Based Scholarship**
University of Michigan

2008-2011 **Annual Excellent Student Scholarship (10%)**
Tsinghua University

2008-2010 **Outstanding Student Leader (2%)**
Tsinghua University

Skills

Language: *English, Mandarin(native)*

Digital: *AutoCAD, SketchUp, Rhino, ArcGIS*
Adobe Photoshop, Illustrator, InDesign, Microsoft Office Suite etc.

Art: *Sketch, Watercolor painting, Calligraphy, Photography*