



Middleville, MI

November 2015 Final Report

PURE MICHIGAN®
Michigan Economic Development Corporation

 Peter
Allen
& Associates

SYNECDOCHE
design studio



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 Communities 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

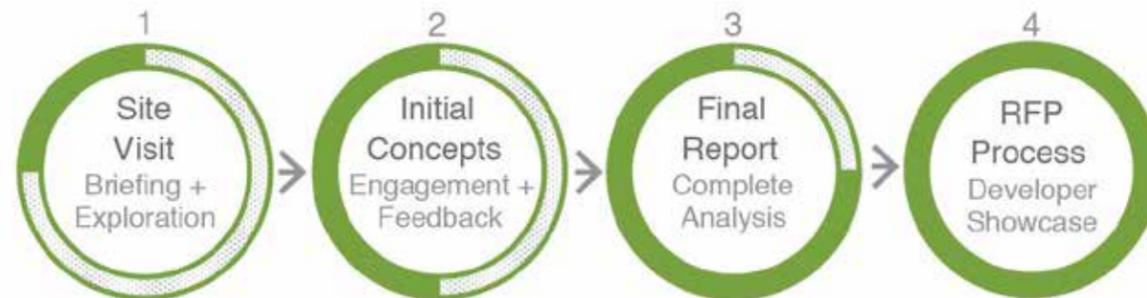


Lisa Sauve
Synecdoche Design Studio



Katrina Chaves
MUP 2016

OUR PROCESS:



Our Mission:

Facilitate a strategy to redevelop downtowns in a way that attracts and retains millennials.

OUR EXPERTISE:



ACKNOWLEDGMENTS

THE CITY OF MIDDLEVILLE:

Brian Urquhart	Planning/Zoning Administrator
Charles Pullen	Village President, City Council, DDA
Michael Lytle	City Council, DDA
Mike Cramer	City Council & PC Liaison
Ed Schellinger	City Council
Jean Lamoreaux	City Council
Phil Van Noord	City Council
Audrey Van Strien	DDA
Fran French	Planning Commission Chair
John Vertalka	Business owner of 1st Rehab & Sport
Ed Schellinger	Village Council
Jean Lamoreaux	Village Council
Al Stover	outdoor enthusiast and amateur photographer
Sim Maier	gentlemen interested in 120 W. Main

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION [MEDC]:

Jennifer Rigterink	Redevelopment Ready Communities
Ryan Kilpatrick	Redevelopment Ready Communities

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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.***



Middleville Redevelopment of West Main & Water Street The Riverwalk Building

Peter Allen & Associates recommends that the DDA or other body, in concert with a local developer, acquire this long vacant 10,000 sf building along with the 4 houses fronting Water St and the small retail Design Wear overlooking the river.

Once all these parcels are under single ownership, the development team should bulldoze all the adjacent 5 buildings and remodel the 10,000 sf former factory for restaurant/bar/

cafe overlooking the river. Next, adding a riverwalk along the west bank and dedicated pedestrian/bike bridge downriver would create an extraordinary region wide attraction.

Eventually, we recommend a Phase II: 1) take the 4 houses along Water St. (bulldozed initially for surface parking) and convert them to additional grade level retail, 2) create upper story millennial rental housing and 3) add 3rd floor condos with river views.

Key Risks to Manage/Accomplish

Economic Cycle

- Assume a favorable 1-3 years to redevelop the existing 10,000 SF for Phase 1 and acquire of adjacent houses by City of Middleville for temporary parking lot and eventual phase 2 development.
- Watch the revival of the building across the river (101 E Main) to gauge market strength, values, costs and market direction.
- We recommend to the City to negotiate and purchase all adjacent properties along Water Street and riverfront and to clear and prep the site, including any remediation and any “cut and fill” of property to adjust the location of the floodplain.
- Begin installation of the riverfront walkway.
- Target ground floor retail operators and developers with marketing signs on property.
- Conduct Developer Showcase/RFP within 6 months to identify experienced, local team of developer, contractor, architect and marketing specialist.
- Once team is selected, commence all public approvals.
- Start redevelopment within 1 year while interest rates are low and market values are improving.

Market Research

- Current high vacancy downtown due to bridge construction.
- Retailers are not marketing to Paul Henry Trail users to bring visitors into downtown.
- Attract bar, café, bakery and sporting goods retail operators before commencing construction. Retail/owner occupants better than renters!
- Commission an extremely well designed rendering of building post renovation and install on corner of building.
- High hospitality demand for hotel and restaurants from largest employer close to downtown (700 people visiting per year).
- In phase 2 the best product is for sale condos over retail overlooking the Thornapple River and dam. This will justify higher quality construction than developing for rent units.
- Explore using AirBnB for additional income to residential condo owners.

Architecture

- Utilize the many historic elements of the existing building in the rehab process.
- Important to focus development toward river and bike/pedestrian trail.
- Garage doors or operable window walls towards river let goods and seating flow out and onto the sidewalk and trail.
- Explore work/live connectivity between retail and residential uses.
- How can space also be used by community groups? Stage? Theatre uses?

Construction Costs

- Confirm salvage value of the existing steel skeleton.
- Try to enlist same contractor as the development across river for pricing.
- We did not evaluate costs for site work.

Social & Community Goals

- Demo non-conforming, poorly maintained homes.
- Rehab existing vacant structure (120 W Main).
- Expand trail connections to both sides of river.
- Conduct public meetings to generate support for uses and interaction of the site with the newly proposed trail and to attract owner occupants.
- Provide opportunities to activate sidewalk through street-front retail.

Political Approvals

- Rezone entire site to PUD.
- Commence site plan, design review and all city approvals.

Equity & Debt

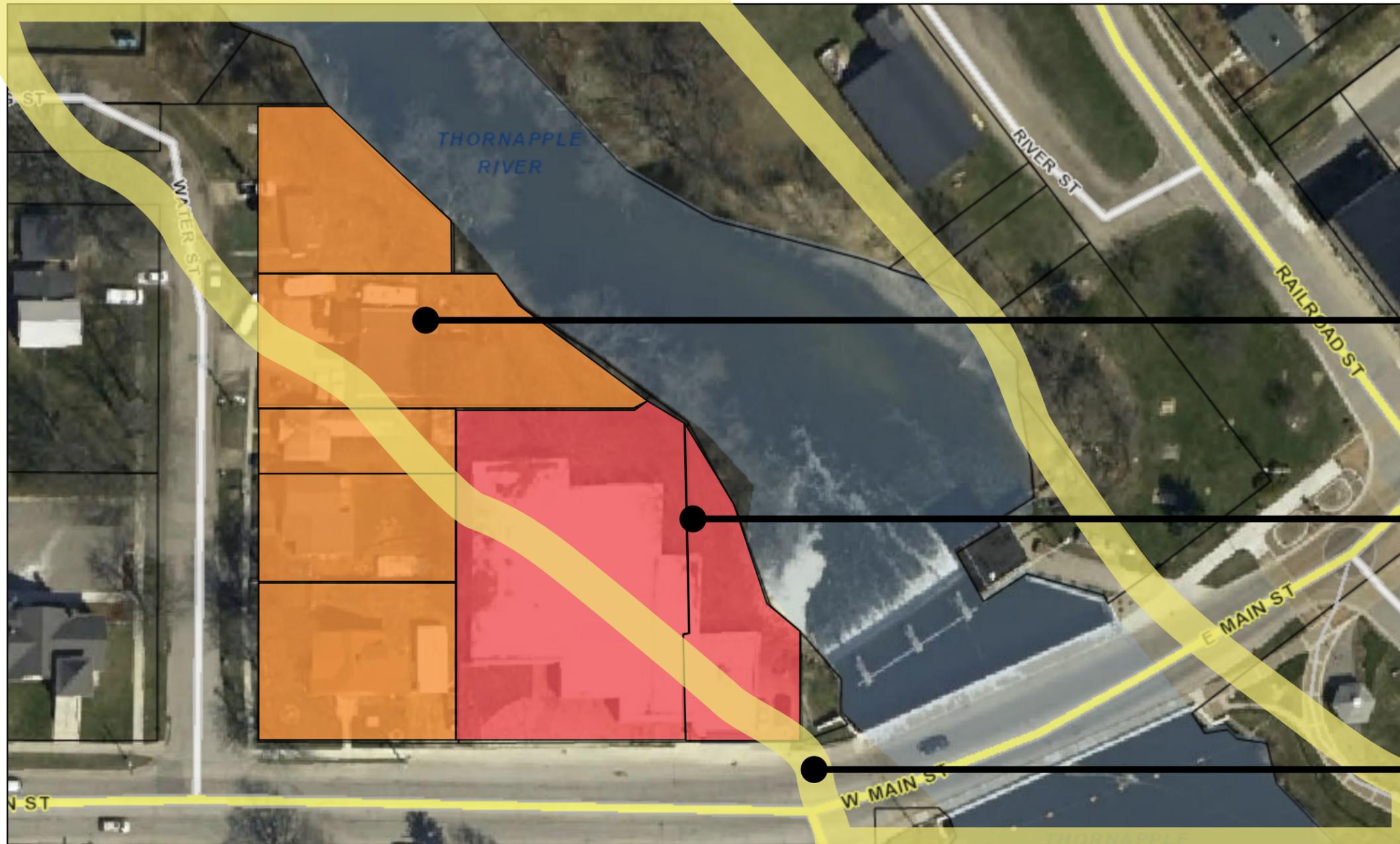
- Engage owner to facilitate reconstruction by providing existing equity in building.
- Use MSHDA’s financing for residential units.
- Use SBA 504 loans for retail owner occupied financing.
- Use MEDC’s CAT team specialist to secure incentives for new construction.

Sales & Leasing

- For sale retail and residential condos at \$200 per SF with total acquisition and construction costs of \$150 per SF could generate a 30% pretax gross margin.
- Key is the salvage value of the existing building, 10,000 SF for \$500,000 or \$50/SF
- Explore work live connectivity between retail and residential uses.

Developer

- Work with owner to gauge interest in owner being developer.
- Find a redevelopment team, likely the team from across the river, that includes an experienced, ideally local, architect, contractor, marketing expert and developer.



Expanded Assembly
*210 W Main, 108, 110, 112,
114 Water St. Properties*

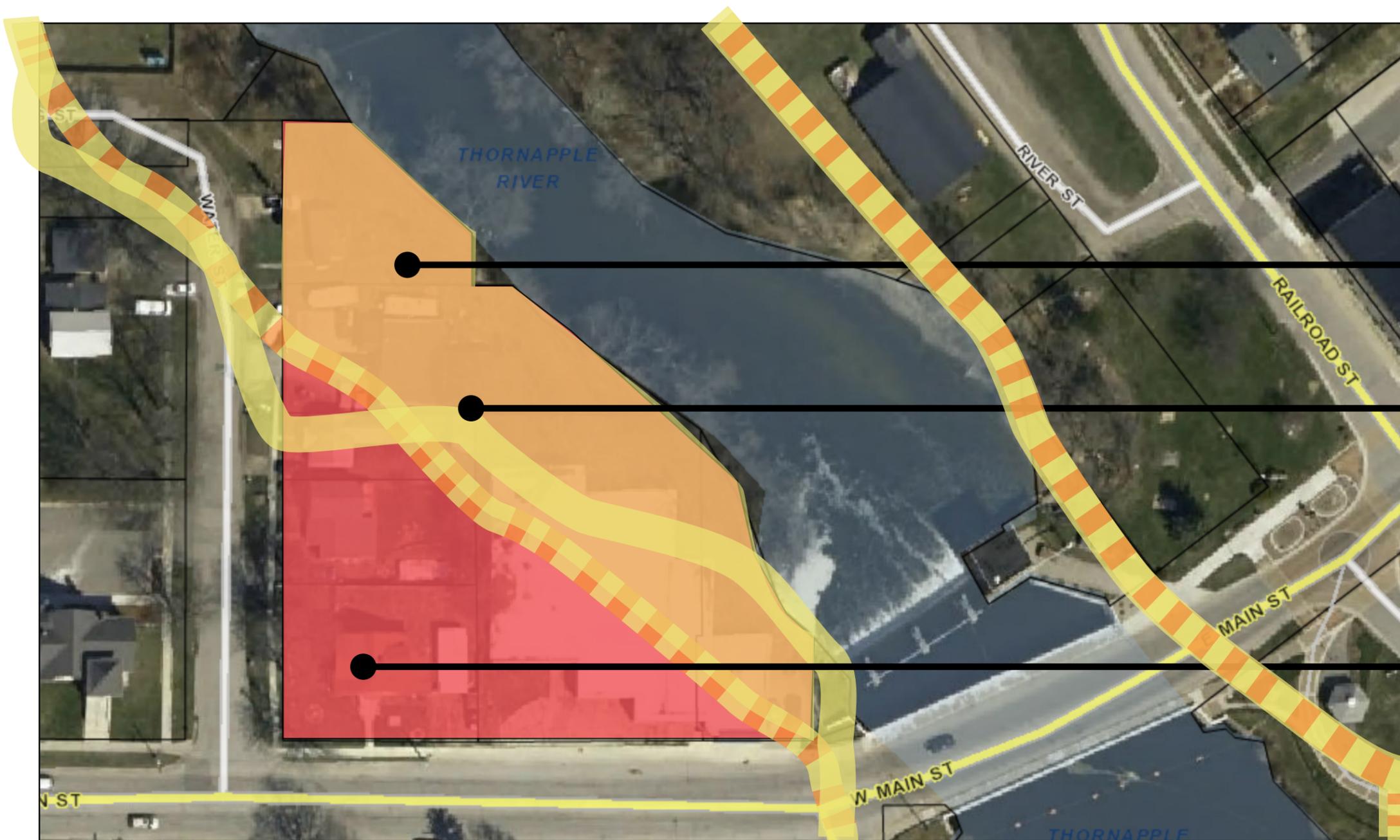
Subject Sites
*120 & 118 W Main
Properties*

100 year floodplain
*Covers approximately 63%
of the project footprint*

Proposed Parcel Assembly

Middleville, MI

The initial scope of 120 & 118 W Main St. expands to incorporate the remaining parcels within the downtown block on Main St., Water St. and the riverfront. Challenges in floodplain construction makes this large assembly a feasible land area for a critical mass of new development.



.85 acres (existing)
63% within floodplain

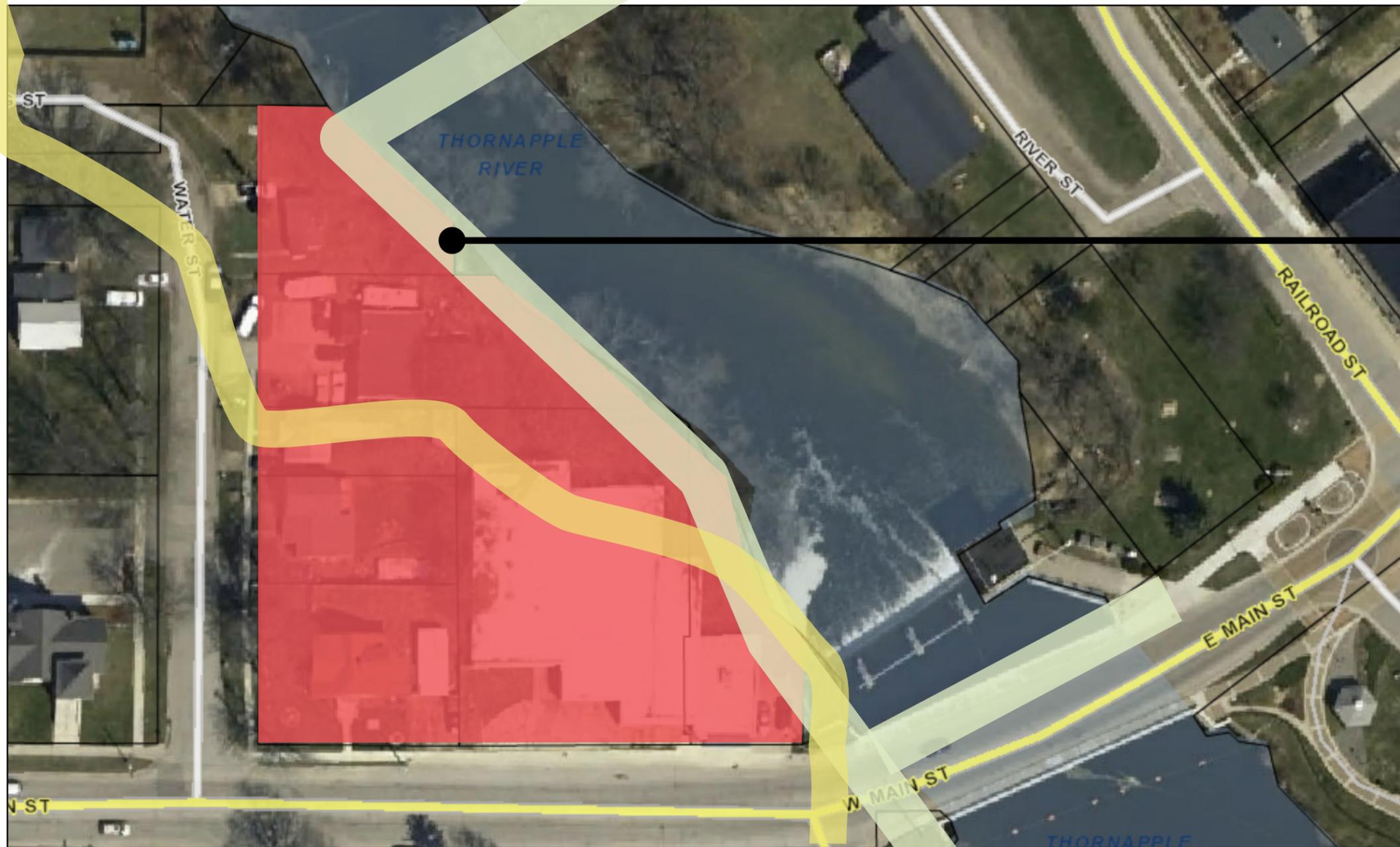
Relocated Floodplain
*cut/fill for on site parking
 and additional Main St. retail
 adjusted to 50% within
 floodplain.*

1.35 acres
Total land assembly

Considerations

Floodplain restrictions and Main Street frontage

Balancing building envelope, open space and site infrastructure components while connecting to river-front views and building within floodplain restrictions.



Riverwalk

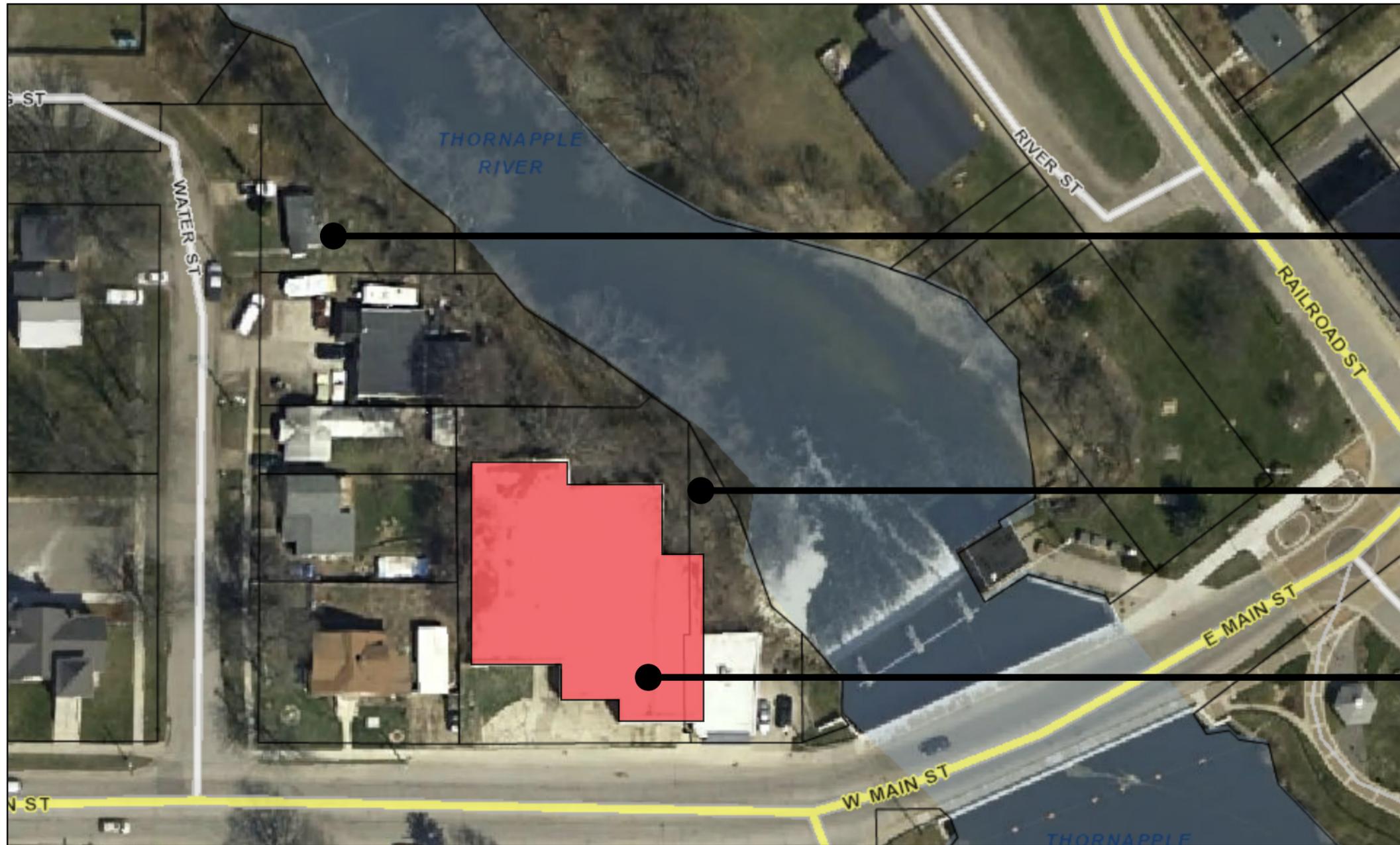
A pedestrian bridge connects the Paul Henry Trail to the new development and reconnects over the newly renovated bridge.

Parking lot and city park property host recreation users of Paul Henry Trail for gathering and recreation preparation.

Connections

Tying the development into an activated downtown

Opportunity for new front door to downtown. Abuts established residential neighborhood. Close proximity to existing parking infrastructure. Direct access to new river walk including north river master-plan development, riverfront views and newly renovated bridge walk.



Riverwalk

What types of connections are currently existing or slated for the future? What missing amenities are needed?

Patio

Outdoor public or private space?

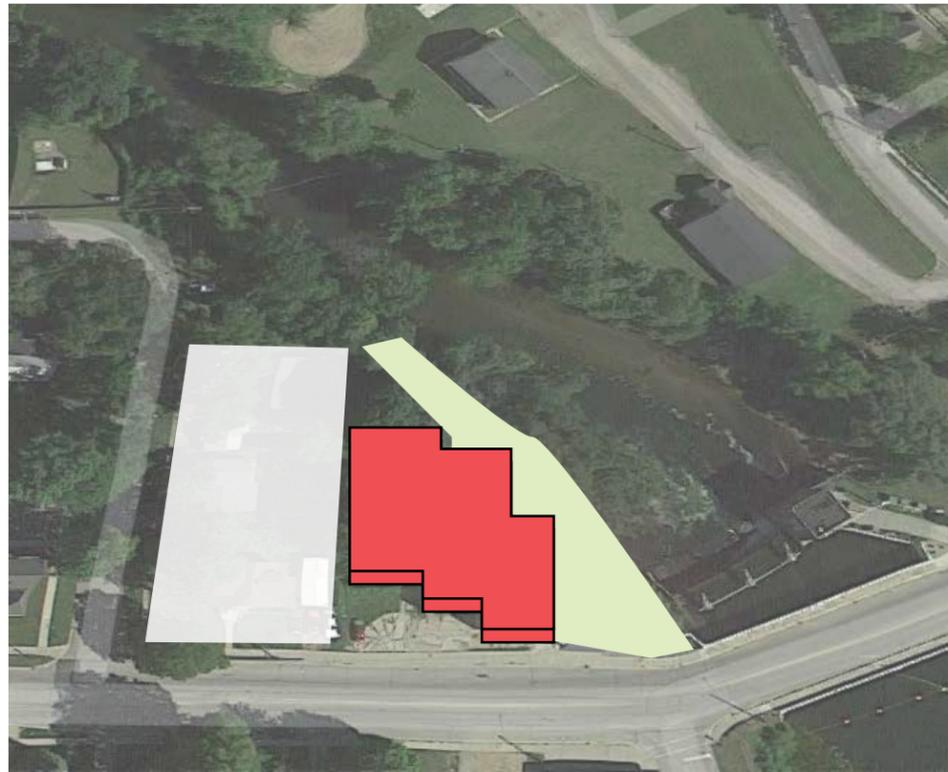
Massing

Existing historic structure with open plan for several retail options.

Rehab and Assemble

Making use of floodplain with river walk amenity and Main Street frontage

The development assembly faces single family residential and flood plain conditions. The tiered constructions blends the development scale into the neighboring uses.



PHASE 1: 1 Story

10,000 SF

- + Land assembly, cut/fill for flood plain relocation.*
- + Rehab existing Bliss Building with small retail.*
- + Parking at corner.*
- + Riverwalk site improvements.*



Pending Neighbor

~5,000 SF

- + Watch stabilization of 101 Main Building across river with 4 apartment units and retail.*



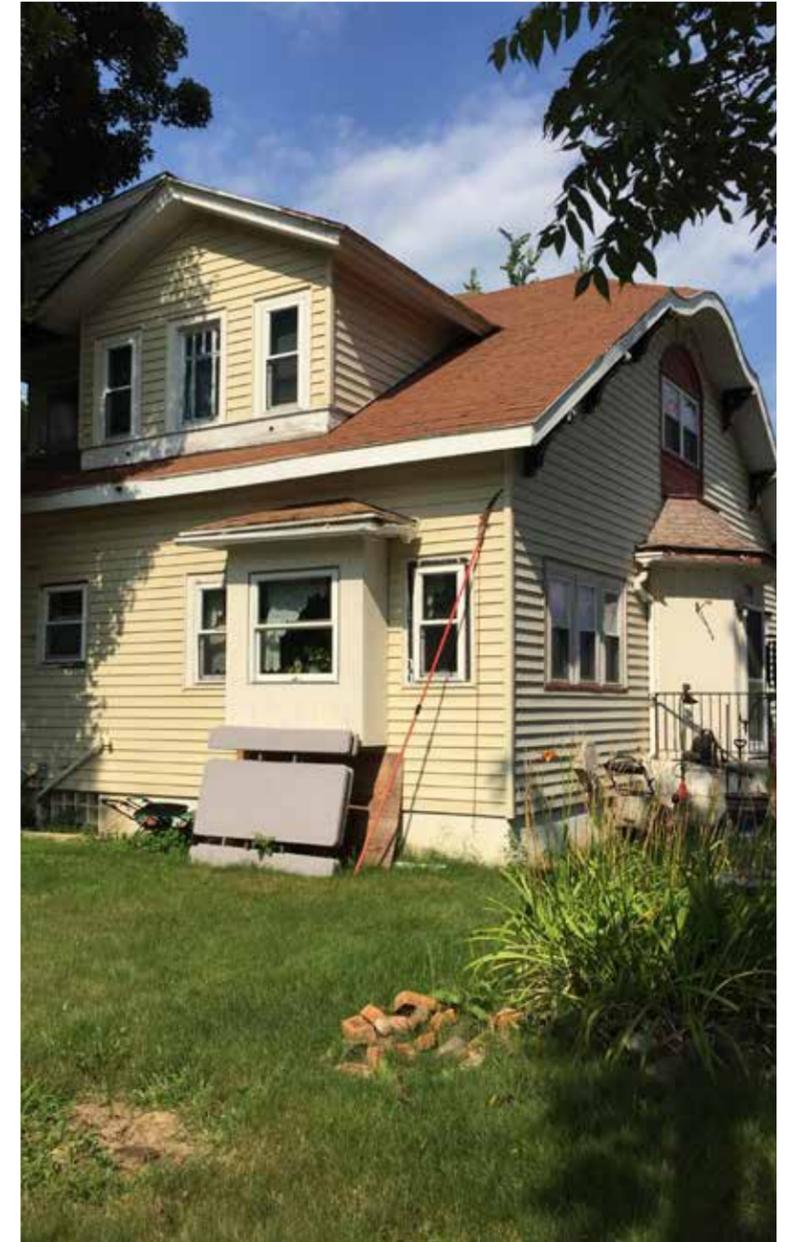
PHASE 2: 2-3 Story

30-45,000 SF

- + Move temporary parking on corner to city lot north of Water St.*
- + Hotel and/or for sale condos on corner lot.*
- + Connect riverfront through pedestrian bridge.*

The Riverwalk Building

Proposed Phased Development



Potential Acquisition Properties

Existing homes on Water Street for land assembly

The development assembly faces single family residential and flood plain conditions. The phased construction makes appropriate use of site based on market need initially as parking lot and then phase 2 development.



Existing Conditions

The 10,000 SF space of the existing project site is ideal for first phase development. Brick facades, exposed structure and riverfront property are all attractive conditions for downtown development. Rehabilitation requirements include dividing space for smaller retail and site improvements to meet flood plain guidelines.





1,500 SF

*Beer Garden w/
garden patio*

2,500 SF

*Cafe with large garage doors to
sidewalk seating*

6,000 SF

*Brewery/Bar with deck connected to riverwalk
and views of dam/river*

Phase 1: The Riverwalk Building

Infill with 3-4 small business activators: Bar, Restaurant, Cafe, Beer Garden

The existing 10,000 SF building has large open span floor plans with historic character structure and a newly updated roof and electrical improvements. The stepped back building naturally divides the facade for several smaller storefronts with large sidewalk space to expand in the warmer seasons.



<https://downtownsouthbend.com/business-resources/riverfront-development-district>



<http://onmilwaukee.com/bars/articles/outdoordrinking.html>



<http://www.upnorthtrails.org/trails/alpena-bi-path.html>

Activated Riverwalk

Connected uses through shared riverwalk

Multi-level riverwalk and dining spaces activate the Thornapple river below the dam into a placemaking connector through retail and recreation uses. More development added to the site increases TIF for funding riverwalk.

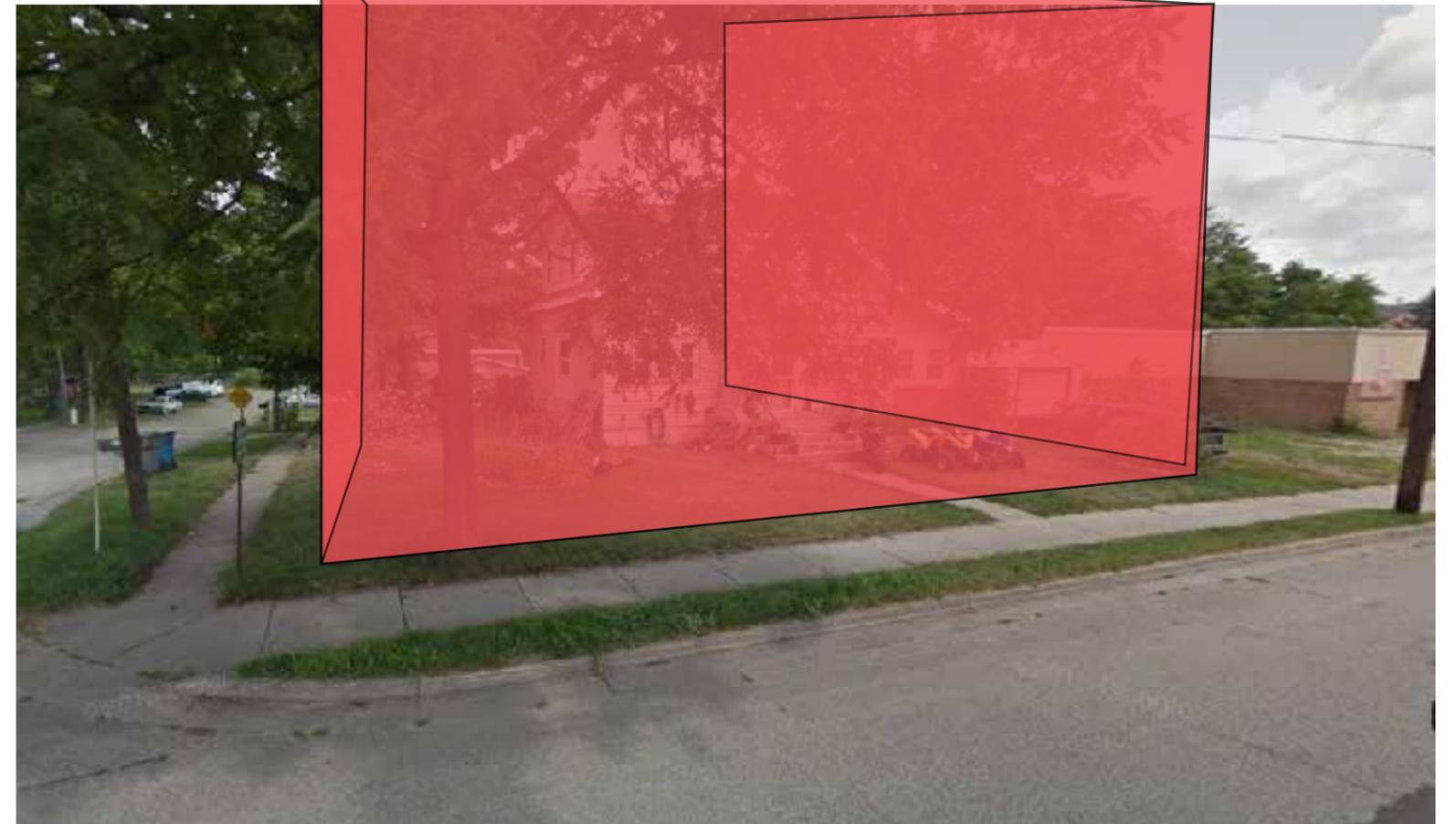


Cornerstone Building
Fenton, MI: 40,000 SF, 4 story

3 Story
45,000 SF
Hotel, retail and
for sale condos on
corner lot. Connect
riverfront through
pedestrian bridge.



Old Pasadena
Pasadena, CA: 45,000 SF, 3 story



Phase 2: New 3 Story Mixed Use

Expanded retail, millennial apartments and for-sale condos with riverfront views.

[More Filters](#)

Quiet Farmhouse Minutes from I...
Private room · 5.0 ★ · 6 reviews

Only 5 listings left for these dates.
We recommend booking a place soon.

Gorgeous Lake Home-Red Room
Private room · 5.0 ★ · 13 reviews

\$69

\$260

AirBNB: Alternative Accommodations

For-sale condos can subsidize income

The demand for hospitality in Middleville because of local corporation events and the area as a recreation destination opens up the opportunity for downtown condo owners to make supplemental income through short term rental.

Downtown Trends and Market Research

Our team, staffed with bright millennials who understand “excite the sidewalk” downtown dynamics, is also well versed in real estate development.

Our assignment is to bring the best and brightest millennials 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 provided 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 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.* Middleville, 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 Middleville. 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. Middleville has a struggling car-dependent walkscore of 44. Shops are not open enough hours and there is not enough variety of shops to 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. Middleville 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 who 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 Middleville'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/>>.



- 1. Faro Italian Pizza
- 2. Cherry Valley Hot Dawg
- 3. Big Easy Deli & Bakery
- 4. Village Restaurant & Coffee
- 5. Champs Bar & Grill
- 6. Middleville Farmers Market



- 1. Paul Henry Thornapple Trail



- 1. City Park
- 2. Spring Park



5 Min Walk

10 Min Walk

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 Middleville, Michigan.



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.

1. 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.²

2. 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.³

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

5. PUBLIC, MULTI-USE DESTINATIONS

Publicly accessible and well-designed gathering spaces provide a “common ground” that draws a diversity of people. Open air public squares and plazas can incorporate water features, landscaping and seating, while libraries and neighborhood schools and colleges promote education & life long learning. Soccer fields, basketball courts and playgrounds also provide child and family-friendly recreational programming. All of these options are lighter, quicker and cheaper alternatives to mega-projects and welcome both daily and occasional use.

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.

Karras, John. 2015. Ideas for Vibrant Cities. <http://urbanscale.com/blog/12-strategies-will-transform-citys-downtown>



quartierdesspectacles.com



detroit.che.local.com



www.radlab.com



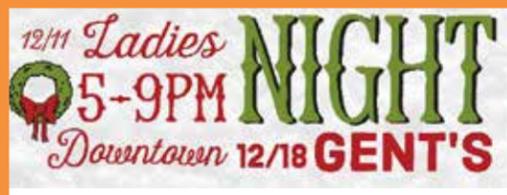
ozaukee.com



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. A diverse mix of local 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.

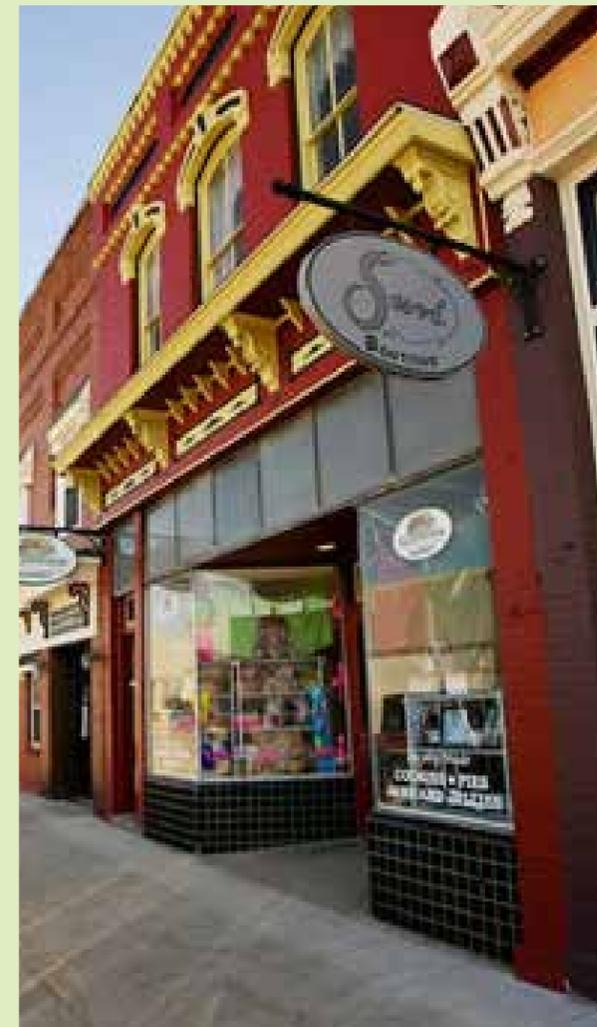
Oldenburg, Ray. 1989. *The Great Good Place: Cafes, Coffee Shops, Bookstores, Bars, Hair Salons, and Other Hangouts at the Heart of a Community*. New York: Paragon House.



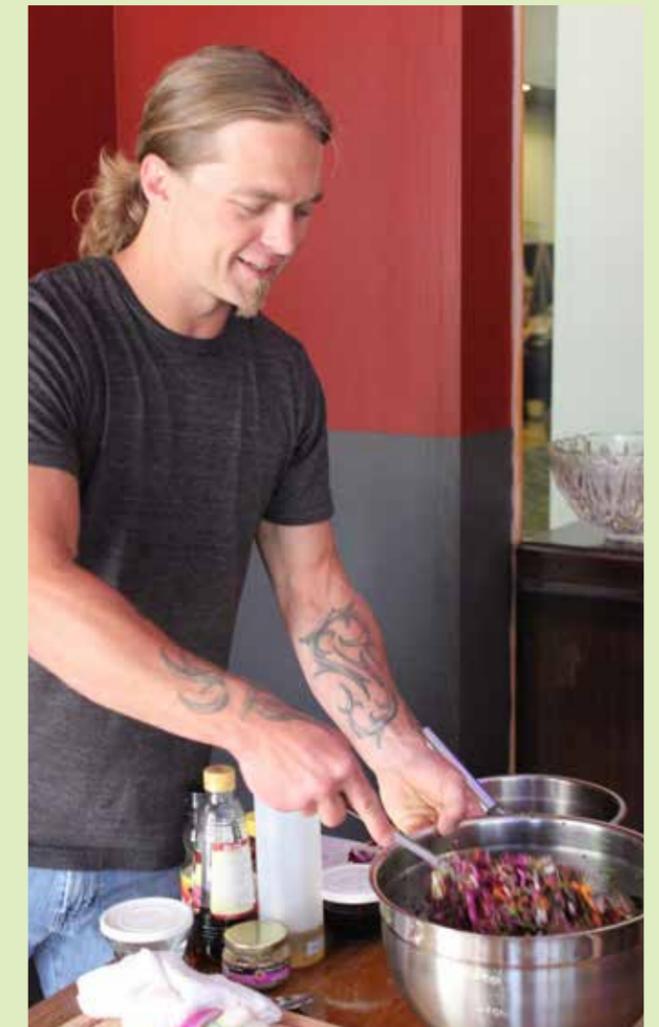
michigansweetspot.com



quartierdesspectacles.com



theglenwoodmarket.com/market/index.htm



<https://travelwithcastle.wordpress.com>



www.traversecity.com/



daybreakgallery.com

7-8-7 Rule

Roger Brooks International

<http://www.rogerbrooksinternational.com/2012/04/30/the-three-downtown-statistics/>

1. **70%** of first-time sales at restaurants, retail shops, lodging facilities, and attractions can come from curb appeal.

2. Women account for **80%** of all consumer spending.

3. **70%** of all consumer retail spending takes place after 6:00 pm.



newyorkupstate.com

“The decision to stay open late on Thursday night turned out to be a financial windfall.”
-DDA, Walterboro, South Carolina - population 5,300.

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.



manisteeironworks.org



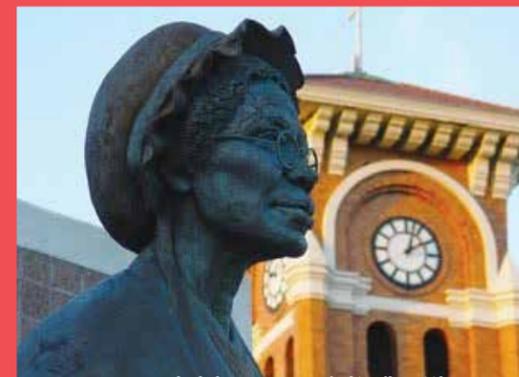
kgi.org/jesses-garden



time.com



trinityofmarshall.org



michigan.org/city/battle-creek/



upperpeninsula.biz/

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

Leading Industries	Avg. New Jobs	Avg. New Hires	Avg. Single Monthly Income	Potential 30% Income Rent/Mo. Single	Double
Other services (except public admin) (15.2%)	12	5	\$1667	\$500	\$1000
Retail trade (14.4%)	31	30	\$1230	\$369	\$738
Construction (13.6%)	50	16	\$3025	\$908	\$1815
Health care and social assistance (9.5%)	21	27	\$2072	\$622	\$1243
Accommodation and food services (8.5)	35	23	\$922	\$277	\$553
<i>Total</i>	<i>148</i>	<i>101</i>	<i>\$1783</i>	<i>\$535</i>	<i>\$1070</i>

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

Middleville Housing Market: Little Appreciation Since 2009

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

Sale price: \$79,000 (Feb 2014)

Sale price/SF: \$60

3 beds, 1 bath - 1,320 SF



211 W MAIN ST

Sale price: \$183,000 (October 2014)

Sale Price/SF: \$82

3 beds 4 baths - 2,233 SF



116 MILL POND DR

Sale Price: \$136,500 (June 2015)

Sale Price/SF: \$98

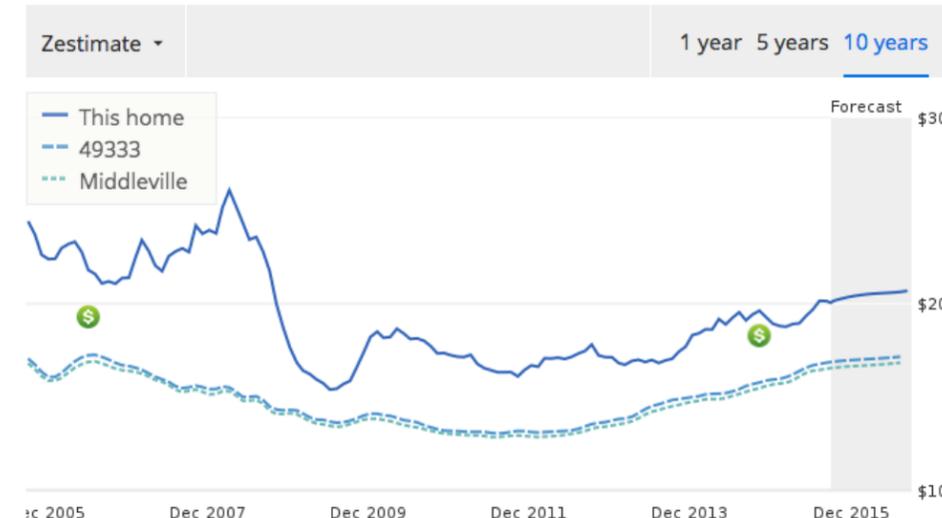
3 beds 2 baths - 1,400 SF



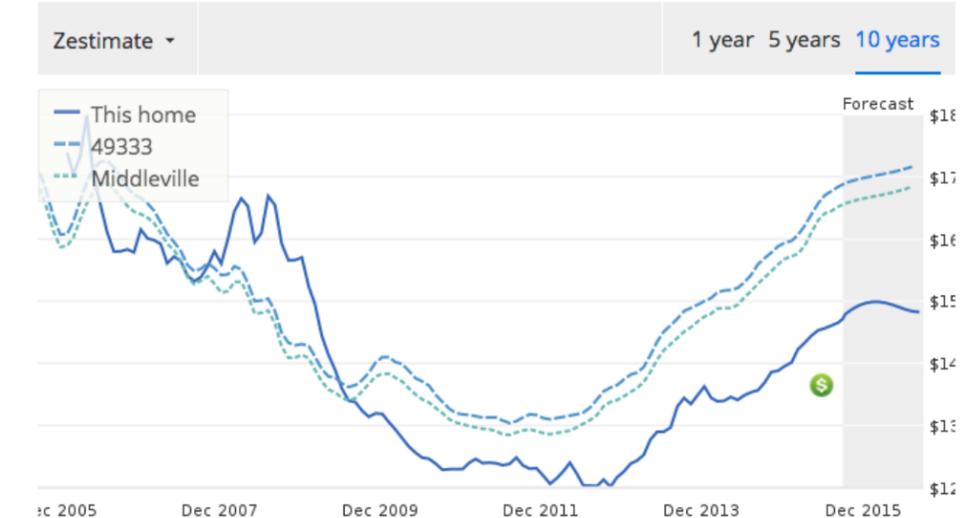
931 BRYANWOOD CT.



Source: http://www.zillow.com/homes/for_sale/74639038_zpid/42.712986,-85.461976,42.708744,-85.471182_rect/16_zm/0_mmm/1_rs/?view=map



Source: http://www.zillow.com/homedetails/116-Mill-Pond-Dr-Middleville-MI-49333/74638876_zpid/



Source: http://www.zillow.com/homedetails/931-Bryanwood-Ct-Middleville-MI-49333/74638376_zpid/

Middleville, MI Salary Value: Compared to National Cities Based on Cost of Living

A key advantage that Michigan towns like Middleville have over 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 Middleville. This additional income saved with lower expenses in Middleville would ostensibly be introduced into the local economy.

source: marketwatch.com

Middleville	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

Financial Analysis

ESTIMATED ACQUISITION COSTS FOR THE RIVERFRONT BUILDING DEVELOPMENT

<i>Address</i>	<i>Assessed Value</i>	<i>Estimated Fair Market Value*</i>
114 Water	\$12,400	\$27,280
112 Water	\$27,500	\$60,500
110 Water	\$17,299	\$38,058
108 Water	\$23,000	\$50,600
210 W. Main	\$36,000	\$79,200
120 W. Main St. - Subject site	current asking price	\$99,000
118 W. Main (Design Wear)	\$34,700	\$76,340
*Assessed value x 2 x 10%	TOTAL ACQUISITION COST	\$430,978

Development Name:	The Riverfront Building								
City/Township/Village:	Middleville								
County:	Barry								
Construction Type:	Historic Rehabilitation								
Property Type:	Retail								

UNIT TYPE	Units	Gross SF/Unit (Ave.)	Total SF	Unit Rent/Mo	ADJUSTED RENT	Total Rent		MODIFIED GROSS Rent/SF	
						Per Year	Per Mont	Per Year/SF*	Per Month/SF
BREWERY/RESTAURANT	1	6,000	6,000	\$6,000	\$6,000	\$72,000	\$6,000	\$10.80	\$0.90
Cafe	1	2,500	2,500	\$3,000	\$3,000	\$36,000	\$3,000	\$12.96	\$1.08
Beer Garden/Bike Shop/Etc.	1	1,500	1,500	\$2,000	\$2,000	\$24,000	\$2,000	\$14.40	\$1.20
		0	0	\$0	\$0	\$0	\$0	\$0.00	\$0.00
	1	1,500	1,500	\$ 2,000	\$ 2,000	\$ 24,000	\$ 2,000	\$ 7.20	\$ 0.60
Totals	3	10,000	10,000	\$11,000	\$11,000	\$ 132,000	\$ 11,000	\$9.07	\$ 0.76

*\$/SF Based on Rent * Efficiency R

Development Name:	The Riverfront Building
City/Township/Village:	Middleville
County:	Barry
Construction Type:	Historic Rehabilitation
Property Type:	Retail

Approximate Parcel Size: 10,500
Michigan City Cost Modifier: 102

Development Data (User Input)	Total SF	Development Description
Market Retail	8,500 SF	Total Buildable
Market Retail	1,500 SF	Total Buildable
Total Development Area	10,000 SF	
Floor Area Ratio	95%	

Base Cost of Construction Estimate	Base Cost / SF	Base Cost	Upgrade % Applied	Total Base Cost	Cost / SF Dev. Type	Cost / SF Total
Market Retail	\$50.00	\$ 433,500	1.00	\$ 433,500	\$ 51.00	\$ 43.35
Market/Dining	\$100.00	\$ 153,000	1.00	\$ 153,000	\$ 102.00	\$ 15.30
Base Construction Cost Estimate		\$ 586,500		\$ 586,500		\$ 58.65

Final Cost of Construction Estimate	Total	Per SF
Total Base Cost of Construction Estimate	\$ 586,500	\$ 58.65
Subtotal - Hard Construction Costs	\$ 586,500	\$ 58.65
Construction Project Management Fees (4% of Total Construction Costs)	\$ 23,460	\$ 2.35
Initial Site Survey	\$ 5,000	\$ 0.50
Finance Fee	\$ 25,000	\$ 2.50
Interest Carry (12 mo)	\$ 54,620	\$ 5.46
Leasing / Sales Fee 4% X first 3 years rent	\$ 15,840	\$ 1.58
Architectural / Engineering Fees (6% of Total Construction Costs)	\$ 35,190	\$ 3.52
Plan Review and Permit Fees (?)	\$ 15,000	\$ 1.50
Predevelopment Fees	\$ 50,000	\$ 5.00
Subtotal - Soft Construction Costs	\$ 224,110	\$ 22.41
POSSIBLE INCENTIVES		
Historic Tax Credits Illegible?	0	\$ -
USDA Rural Development Grant (?)		\$ -
Facade Improvement Grant	\$20,000	\$ 2.00
Brownfield TIF	0	\$ -
CBDG Funds <i>Developer Can get \$15K per job created</i>	\$300,000	\$ 30.00
MSHDA Housing (\$40K per Resi. Unit)		\$ -
Subtotal - Incentives	\$ 320,000	\$ 32.00
Total Project Hard and Soft Construction Costs (- Incentives)	\$ 810,610	\$ 81.06
Contingency	10.00%	\$ 81,061
Total Project Hard and Soft Construction Costs w/ Contingency	\$ 891,671	\$ 89.17

INPUT CELLS

THE RIVERFRONT BUILDING PROFORMA

Cost and Revenue Assumptions			Financing Assumptions			Key Ratios				
Land/Existing Building	\$ 99,000	\$/ Sq Ft \$7.62	Equity	20.00%	\$ 134,134	Gross Sq Ft	10,000			
Base Construction Costs	\$ 586,500	\$65.17	Debt	80.00%	\$ 536,53 [1]	Efficiency Factor	90%			
Incentives**	\$ (320,000)	-\$35.56	Total	100.00%	\$ 670,671	Net Leasable Total Square Feet	9,000			
Soft Costs	\$ 224,110	\$24.90				Avg Sq Ft/Unit	\$ 3,333.33			
Contingency	\$ 81,061	\$9.01				Avg Monthly Rent/Sq Ft	\$ 1.10			
Total	\$ 670,671	\$71.13				Cost/Ft	\$ 74.52			
		**includes land price \$/SF as is				Cost/Unit	\$ 223,557			
Gross Residential Revenue	\$ 72,000		Interest Rate	Annual 6.000%	Monthly 0.500%	Expense/Unit	\$ 12,609			
Gross Retail Revenues	\$ 24,000		Amort Period	25	300	Expense/Foot	\$ 4.20			
Gross Other Revenues			Payment	41,483	3,457					
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		\$14.67		\$ 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		\$13.64		\$ 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 Inco	\$/ Sq Ft						
Repairs and Maintenance	6.0%	\$0.84		\$ 626	\$ 7,516	\$ 7,666	\$ 7,819	\$ 7,976	\$ 8,135	\$ 8,298
Property Management Fee	5.0%	\$0.70		\$ 522	\$ 6,263	\$ 6,388	\$ 6,516	\$ 6,647	\$ 6,780	\$ 6,915
Insurance	3.2%	\$0.45		\$ 334	\$ 4,008	\$ 4,089	\$ 4,170	\$ 4,254	\$ 4,339	\$ 4,426
Property Taxes***	8.0%	\$1.11		\$ 835	\$ 10,021	\$ 10,320	\$ 10,627	\$ 10,944	\$ 11,270	\$ 11,606
Common Utilities	4.0%	\$0.56		\$ 417	\$ 5,009	\$ 5,109	\$ 5,211	\$ 5,315	\$ 5,421	\$ 5,530
Total Op. Exp.	30.2%	\$4.20		\$ 3,089	\$ 37,828	\$ 38,683	\$ 39,557	\$ 40,453	\$ 41,369	\$ 42,307
Net Operating Income	69.8%	\$9.44		\$ 7,141	\$ 84,932	\$ 87,760	\$ 90,679	\$ 93,690	\$ 96,798	\$ 100,005
Note: NOI/ft				\$0.79	\$9.44	\$9.75	\$10.08	\$10.41	\$10.76	\$11.11
UNLEVERAGED RETURN ON TOTAL COST*					12.66%					

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

** Talk to local CAT person about total applicable incentive

***Cannot do OPRA here because its not a core community

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.

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-model 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 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.

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

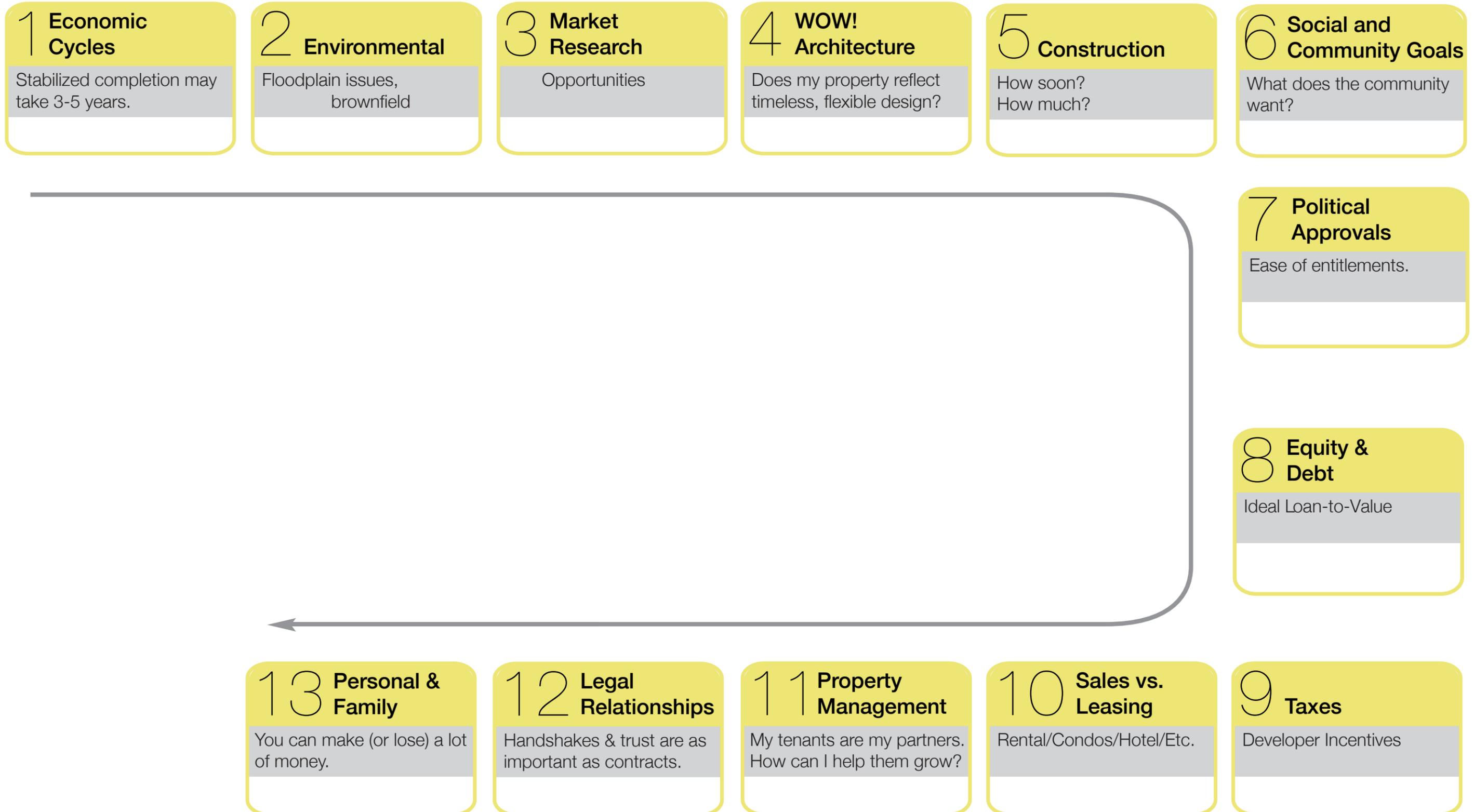
Urban Planning Students' Association Executive Board Ann Arbor, MI
PROFESSIONAL DEVELOPMENT CHAIR December 2014 – Present

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

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

The Real Estate Development Feasibility Chart

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



Articles and Resources

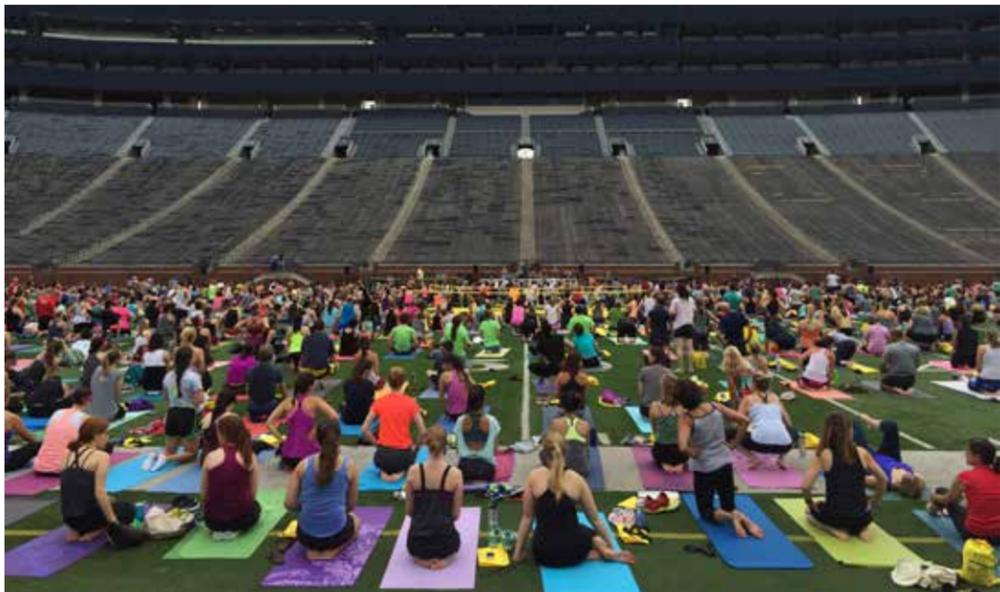


"There's so much that sets New York apart from other American cities: its density, its walkability, its spread of urban versus suburban development, among others. What about smaller towns? What are the design traits that most encourage pedestrian activity on these streets?"

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

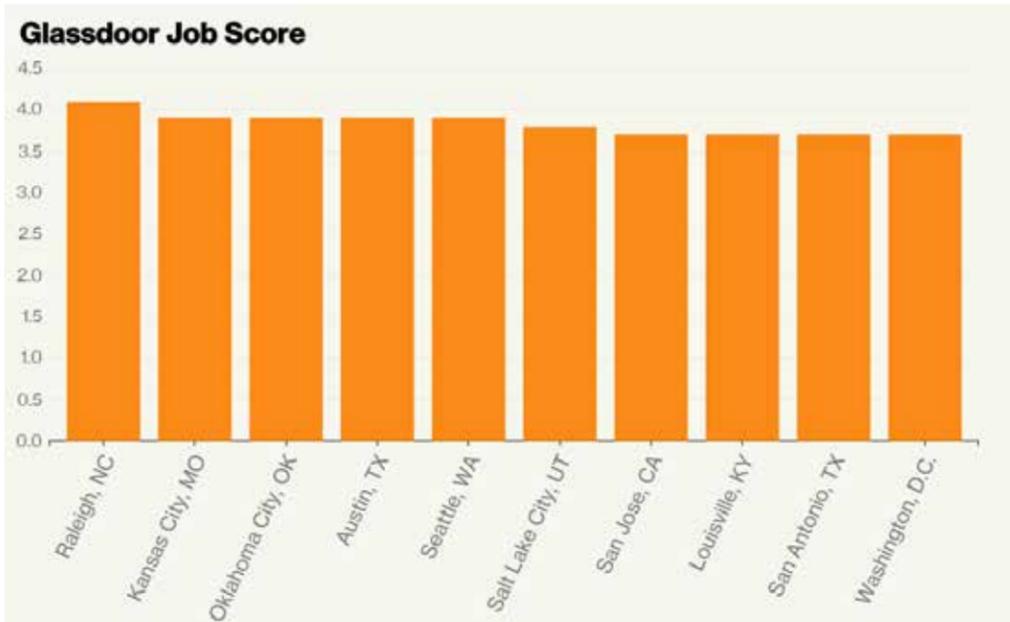
<http://www.freep.com/story/money/business/2015/05/12/ann-arbor-millennials-live-work-choose/27168659/>

Articles and Resources



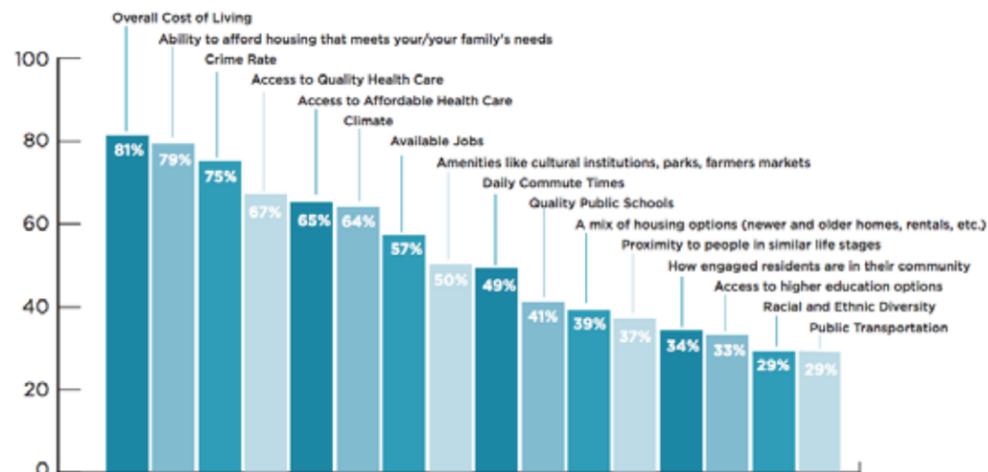
“ If you want to slow the “leakage” of locally earned money being spent elsewhere, you MUST be open during hours when people are not at work or school. This means evening hours. Think about your visitors: We hunt, fish, hike, bike, photograph, visit museums and historic sites, boat, climb, ski, snowmobile, run, and play during the day. When we get done are you open? People spend the night where there are things to do after 6:00 pm.”

By: Roger Brooks in:
“Are You Open After 6pm? The Step by Step Guide to Making It Happen”
http://www.rogerbrooksinternational.com/After_6pm_Handout.pdf



“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
Young people want to be able to afford the trappings of adulthood” 11 June, 2015
<http://www.bloomberg.com/news/articles/2015-06-11/why-millennials-don-t-live-where-you-d-expect-them-to>