

commercial building / water frontage / DDA district

400 River Street - Former Glik's

Parcel Number
51-349-701-01

Current Owner
ISO Grand Rapids
Real Estate LLC

Sale Information
7/1/1999 | \$950,000

Current Zoning
[C-3 Central Business](#)

2016 S.E.V.
\$249,900

2016 Taxable Value
\$249,245

Incentives
[Brownfield](#)
[DDA Façade Grant](#)
[DDA Loans & Incentives](#)
[MEDC – Community Development
and Assistance Programs](#)

Listing Information
DAR Development Co
Darrel Herweyer
616-813-0111

dherweyer@dardeve.com



*For additional
information
please contact*

70 Maple Street
Manistee, MI 49660

Thad Taylor
City Manager
231.398.2801
ttaylor@manisteemi.gov

Denise Blakeslee
Planning & Zoning Administrator
231.398.2805
dblakeslee@manisteemi.gov

Located in the central business district, zoned commercial with a wide range of commercial uses available with frontage on the Manistee River Channel.

LOT DIMENSIONS	
Size	.87 acres
Frontage	381 feet – River St 90 feet +/- Maple St
Depth	irregular



The building at 400 River Street is in the heart of Historic Downtown Manistee nestled between the Manistee River Channel and the main corridor in the Central Business District.



The parcel has frontage on both River and Maple Street adjacent to the Maple Street Bridge. The building has 13,094 square-foot of floor space with 1,326 square-foot of storage in the basement.



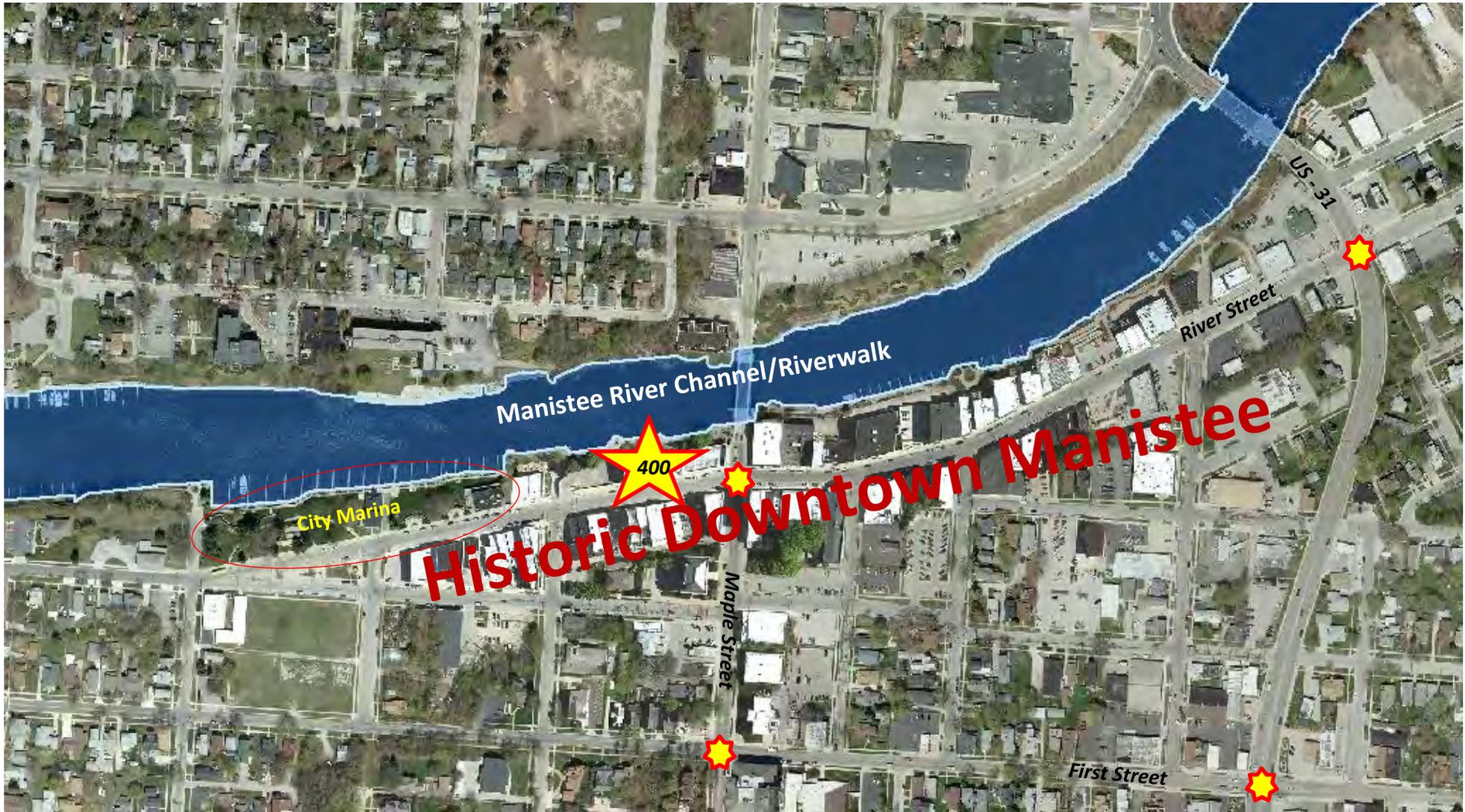
The property has its own parking lot that includes 7,280 square feet of covered space.

Tax Roll Description: FILER + TYSONS
ADD LOTS 1 THRU 7 BLOCK
1__P.ADDR: 400 RIVER ST



Aerial View 400 River Street





The building at 400 River Street is in the heart of Historic Downtown Manistee nestled between the Manistee River Channel and River Street the main corridor in the Central Business District. The property includes a large parking lot that is partially covered.



The property hosts spectacular views of the Manistee River Channel and is just steps away from the numerous stores, theaters, restaurants, the City Marina and has easy access to the riverwalk that runs along the Manistee River Channel out to Lake Michigan. In July 2015 a Redevelopment Ready Communities Development Feasibility Report was completed for the property.



constructed c. 1960

Kennedy's - Millikens · 400 River Street



While some might see the building and call it an albatross or black sheep, the fact remains that the “modern” building at 400 River Street has, since its construction, always been out of place in comparison to the other historic buildings located in Downtown Manistee.

In 1954, the Kennedys decided to purchase the lot on the northwest corner of River and Maple Street in order to construct a large and modern clothing store which they operated until 1962. The building sat vacant for a number of years and was purchased by Stan Andrie of Muskegon. In 1964, a fashion store, named Milliken's, expressed interest in occupying the relatively new building.

It was subsequently announced that Milliken's would not only be moving in at 400 River St. but would also be remodeling the inside and outside of the store to present customers with a unique shopping experience. The new store had approximately 5,500 square feet of selling space and a second floor was planned to be put into operation that would include a modern tearoom overlooking the Manistee River which runs behind the property. The second story was never added.



As the years passed, the store remained at 400 River St. with interior remodeling done in order to accommodate the changing styles of the decades. In 1986 it was announced that the store would be expanding by tripling the size from 5,200 square feet to 15,000 square feet. For this expansion to take place, two buildings located to the west of the store were demolished in November 1986. Work continued on the development of the new Milliken's store through 1987 with the expanded store opening in 1988. The building was later occupied by Stage-Milliken and Glik's.

Manistee Commercial Historic District – Listed on the National and State Register of Historic Places

General Property Information

City of Manistee

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Parcel: 51-349-701-01 Unit: CITY OF MANISTEE Data Current As Of: 8/3/2015 11:46:55 PM

Property Address [collapse]

400 RIVER ST
MANISTEE, MI 49660

Owner Information [collapse]

ISO GRAND RAPIDS REAL ESTATE LLC
PO BOX 220
GOWEN, MI 49326-0220

Unit: 51

Taxpayer Information [collapse]

SEE OWNER INFORMATION

General Information for Tax Year 2015 [collapse]

Property Class:	201 - 201 COMMERCIAL	Assessed Value:	\$248,500
School District:	51070 - MANISTEE PUBLIC	Taxable Value:	\$248,500
State Equalized Value:	\$248,500	Map #	
USER NUM IDX	0	Date of Last Name Chg:	09/01/2010
		Date Filed:	08/01/1995
		Notes:	N/A
Historical District:	N/A	Census Block Group:	N/A

Principal Residence Exemption	June 1st	Final
2015	0.0000 %	-
2014	0.0000 %	0.0000 %

Previous Year Info	MBOR Assessed	Final S.E.V.	Final Taxable
2014	\$256,500	\$256,500	\$256,500
2013	\$271,400	\$271,400	\$271,400

Land Information [collapse]

	Frontage	Depth
Lot 1:	385.00 Ft.	53.00 Ft.
Lot 2:	0.00 Ft.	0.00 Ft.
Lot 3:	0.00 Ft.	0.00 Ft.
Total Frontage:	385.00 Ft.	Average Depth: 53.00 Ft.

Total Acreage: 0.47
Zoning Code: N/A
Total Estimated Land Value: \$105,490
Land Improvements: \$0
Renaissance Zone: NO
Renaissance Zone Expiration Date:

Mortgage Code:
Lot Dimensions/Comments: 385*53 M/L

ECF Neighborhood Code: RIV.W - CM-RIVER ST.-COMM. WEST

Legal Information for 51-349-701-01 [collapse]

FILER + TYSONS ADD LOTS 1 THRU 7 BLOCK 1__P.ADDR: 400 RIVER ST [[SALE (78) 3373 5234 (79) 4373 5877 (83) 3427 5165,67 (85) 3466 5617 (88) 2250 2500 6600 (98) 1550 1686 0132 (99) 9500 1707 0474

Sales Information

2 sale record(s) found.

Sale Date	Sale Price	Instrument	Grantor	Grantee	Terms Of Sale	Liber/Page
07/16/1999	\$950,000.00	WD		ISO GRAND RAPIDS REAL E	WARRANTY DEED	707/474
10/05/1998	\$155,000.00	WD		FIRST WESTON LTD	WARRANTY DEED	686/132

Building Information

2 building(s) found.

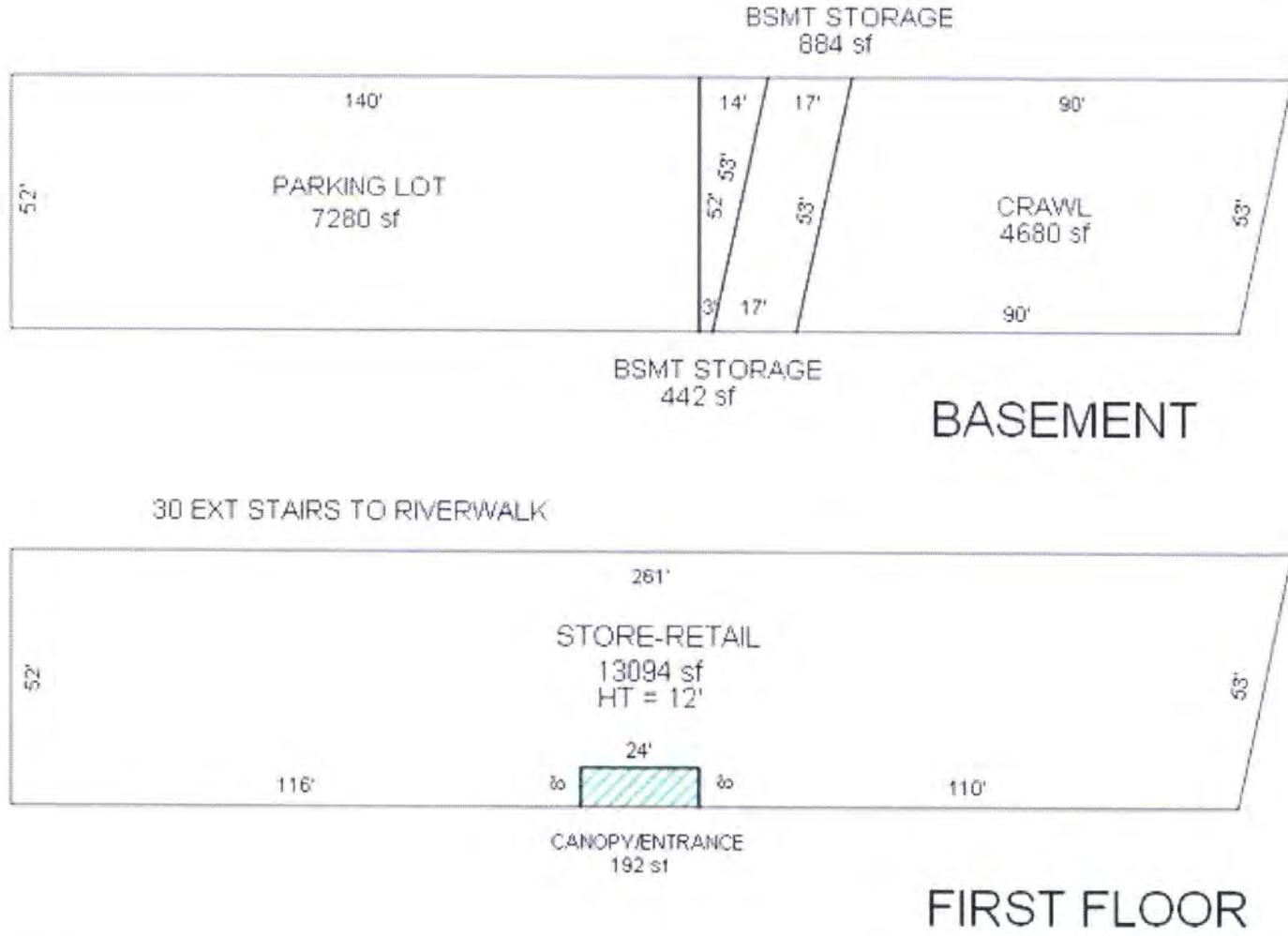
Description	Floor Area	Yr Built	Est. TCV
<input type="checkbox"/> Commercial/Industrial Building 1 - Store, Retail	13094 Sq. Ft.	0	\$380,814
<input type="checkbox"/> Commercial/Industrial Building 2 - Store, Department	0 Sq. Ft.	1956	\$10,644

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Sketch by Apex Medina™



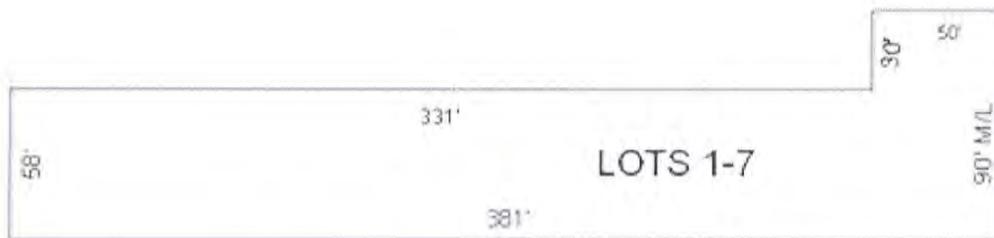
Image/Sketch for Parcel: 51-349-701-01

City of Manistee

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AS FOUND IN FILE: DOES NOT CONFORM TO PLAT
P/A 385*53 AS PLAT INDICATES



RIVER STREET

MAPLE STREET

Sketch by Apex Medina™

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Manistee, 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.

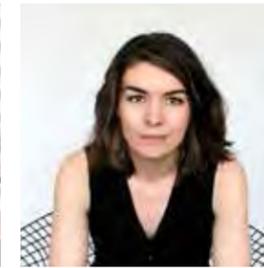
The PAA holistic analysis approach employs a variety of market data and design techniques, and engages neighborhood participation to formulate the best recommendations for the community. PAA seeks to create a vision that the local community embraces and that can be realized through further collaboration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

James W. Smith	City Council
Roger Zielinski	City Council
Mark Witlief	City Council; Planning Commission
Denise Blakeslee	Zoning & Planning Department
Judd Brown	Manistee Planning Commission
Ray Fortier	Manistee Planning Commission
Roger Yoder	Manistee Planning Commission
Marlene McBride	Manistee Planning Commission; Brownfield Redevelopment Authority
T. Eftaxiadis	Brownfield Redevelopment Authority
Bill Kracht	Manistee Zoning Board of Appeals
Patrick Kay	Downtown Development Authority
Shari Wild	Downtown Development Authority
Brandon Ball	Downtown Development Authority, Century 21 Boardwalk
John Kaser	Citizen Property Owner
Darrel Herweyer	DAR Development
Dannette Hoffman	General Manager, TJ's Pub
Mary Russell	Historic District Commission
Sean Bradley	Manistee News Advocate
Lindsey Swidorski	Owner, Ramsdell Inn & TJ's Pub
Matt Swidorski	Owner, Ramsdell Inn & TJ's Pub
Lynda Beaton	Realtor, Coldwell Banker
Eric McLintock	
Kaitlyn McLintock	
Meg Voelker	
Robert C. Hornkohl	
Sara Tucker	
Tom Voelker	

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION [MEDC]:

Jennifer Rigterink [Redevelopment Ready Communities]
Dan Leonard [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.***

Redevelopment of 400 River Street, Manistee ***MANISTEE RIVER SHOPS AND LOFTS***

SUMMARY

Peter Allen & Associates is pleased to present Manistee with a feasible, mixed-use redevelopment plan for 400 River Street. The Manistee River Shops and Lofts will feature a mix of 13 loft condominiums with views of the Manistee River along with 9,000 SF of retail and office space on the ground floor, anchored by a recreation outfitter and rooftop dining.

The approximately \$3 M redevelopment is designed to provide a mix of housing and specialty retail options that will appeal to the Millennial Generation. The site's prime riverfront location is within walking distance to many downtown amenities and destinations and will provide an exciting downtown anchor on the key corner of Maple and River Streets.

Summary Assumptions

- 25,000 gross SF redevelopment of the vacant former Glik's Building (400 River Street) on corner of Maple and River Streets.
- Remodeling south half of first floor to 6 retail suites, from 550 to 2,400 SF.
- Offering new upper level residential as well as retail since for sale rental condos would be better than traditional for rent. Allows for higher quality construction.
- Add 13 units of residential condos above the existing steel framed building.
- Purchase existing 13,000 SF building for \$350,000+/-, about \$27/SF.
- Building has high salvage value for riverfront site with substantial steel framing, on-site parking, and premier location including Lake Michigan access.
- Nearly \$3 M in improvements and expansion, about \$150/SF
- Possible gross margin of 24%, \$800,000



KEY RISKS TO MANAGE/ACCOMPLISH PRIOR TO NEW CONSTRUCTION

Economic Cycle

- Assuming a favorable 2-4 years to acquire and redevelop.
- Watch the revival of the building across the river to gauge market strength, values, costs & market direction.
- 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

- Best product is for sale condos overlooking the Manistee River with dock rights. This will justify higher quality construction than developing for rent units.
- Boat dock rental for condo owners along river is a key assumption to verify.
- Attract bar, café, bakery, sporting goods retail operators before commencing construction. Retail/owner occupants better than renters!
- Obtain 50% presales before commencing construction.
- Explore rooftop dining & retail.
- Explore using AirBnB for additional income to residential condo owners.

Wow Architecture

- Commission an extremely well designed rendering of Post Renovation and Expansion for marketing purposes. Install on corner of building.
- Remove all Drivat fiberglass cladding and replace with glass at the street wall
- Add well designed 1,070 SF, 2nd floor condos with balconies on two levels above and behind the retail, all overlooking the river.
- Create dramatic corner retail condo with 2 story display of goods, such as a kayak, and direct access to waterfront below to try out the equipment.
- Design retail condos to 20 foot width on the sidewalk with 50 foot depth, 1,000 SF total.
- Design garage doors or operable window walls to let goods and seating flow out & onto the sidewalk.
- Create potential for partial rental by locking off/partitioning lower level with access to river.
- Explore work/live connectivity between retail and residential uses.

Construction Costs

- Confirm salvage value of the existing steel skeleton and its capacity to carry an additional floor.
- Try to enlist same contractor as the development across river for pricing.
- Remove the Dryvit, at least partially, for premarketing.
- Install a sample 20' X 50' retail space immediately for credibility and to convey the new impression for marketing & presales.
- Find residential condo contractor for ability to create condo presales.

Social & Community Goals

- Conduct public meetings to generate support for the uses and to attract owner occupants for both the retail and residential units.
- Provide opportunities to activate sidewalk through street-front retail.
- Catalyze economic development along River Street and address current gap for riverfront dining destinations and recreational activity.

Political Approvals

- Commence site plan, design review and all city approvals.
- Have all permits in hand within 6-12 months.
- Obtain an OPRA property tax freeze on the property for 10 years if possible.
- Obtain approval for the dock/wharf "rights" for the corner retailer and the 13 residential units.

Equity & Debt

- Use the price paid for empty building and the 50% presale contracts to support a construction loan.
- Use OPRA and MSHDA's financing for residential units.
- Use SBA 504 loans for retail owner occupied financing.

Sales & Leasing

- For sale retail and residential condos at \$200 per SF with total acquisition and construction costs of \$150 could generate a 30% pretax gross margin.
- Key is the salvage value of the existing building, 9,000 SF for \$500,000 or \$56/SF
- Explore work live connectivity between retail and residential uses.

Developer

- Find a redevelopment team, likely the team from across the river, that includes an experienced, ideally local, architect, contractor, marketing expert and developer.

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

Zoning Conditions

Waterfront yard: For properties abutting the Manistee River Channel, the minimum setback from the ordinary high watermark shall be twenty (20) feet; provided however, that such setback shall not apply to docks, boat launching ramps, and riverwalks.

Max. Building Height 4 stories, or 50'

No dwelling unit shall exceed a maximum of two (2) bedrooms.

Zone: Central Business District



~5-15 Docks



13 units - 1,050 SF

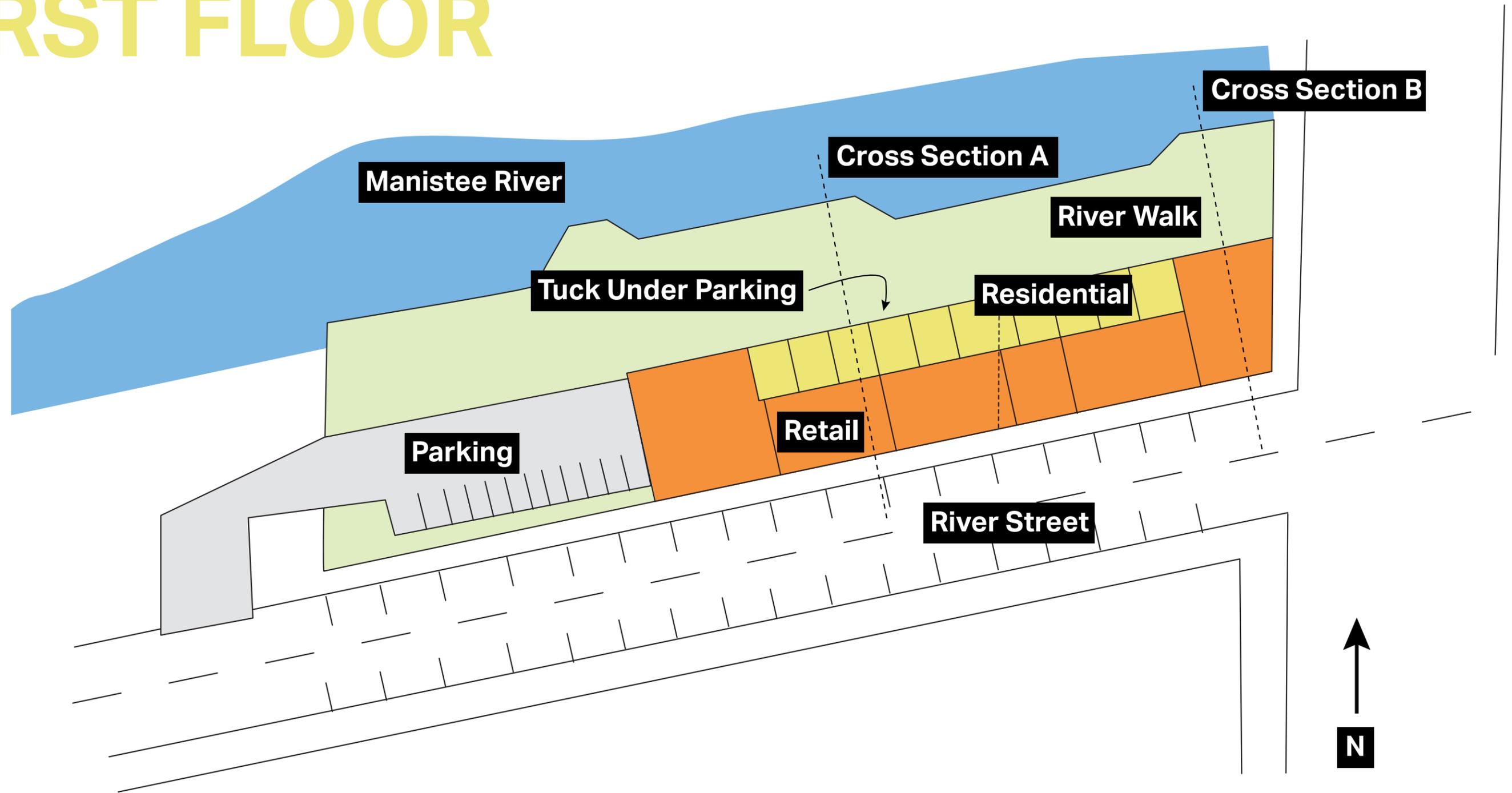
- 6 RETAIL 9,000 SF**
- 3 - 1,050 SF**
- 1 - 550 SF**
- 1 - 2,500 SF**
- 1 - 1,500 SF**

The existing building's foundation and site work as well as the structural framing add substantial salvage value to the project.

Utilizing the existing footprint and adding a second floor allows mixed use development to activate the sidewalk. Wrapping the sidewalk with several small retailers gives small businesses an opportunity for a brick & mortar space. Townhouse style dwelling units reduces the common space corridors and gives double height views of the riverfront.

Plan View of Proposed Development

FIRST FLOOR



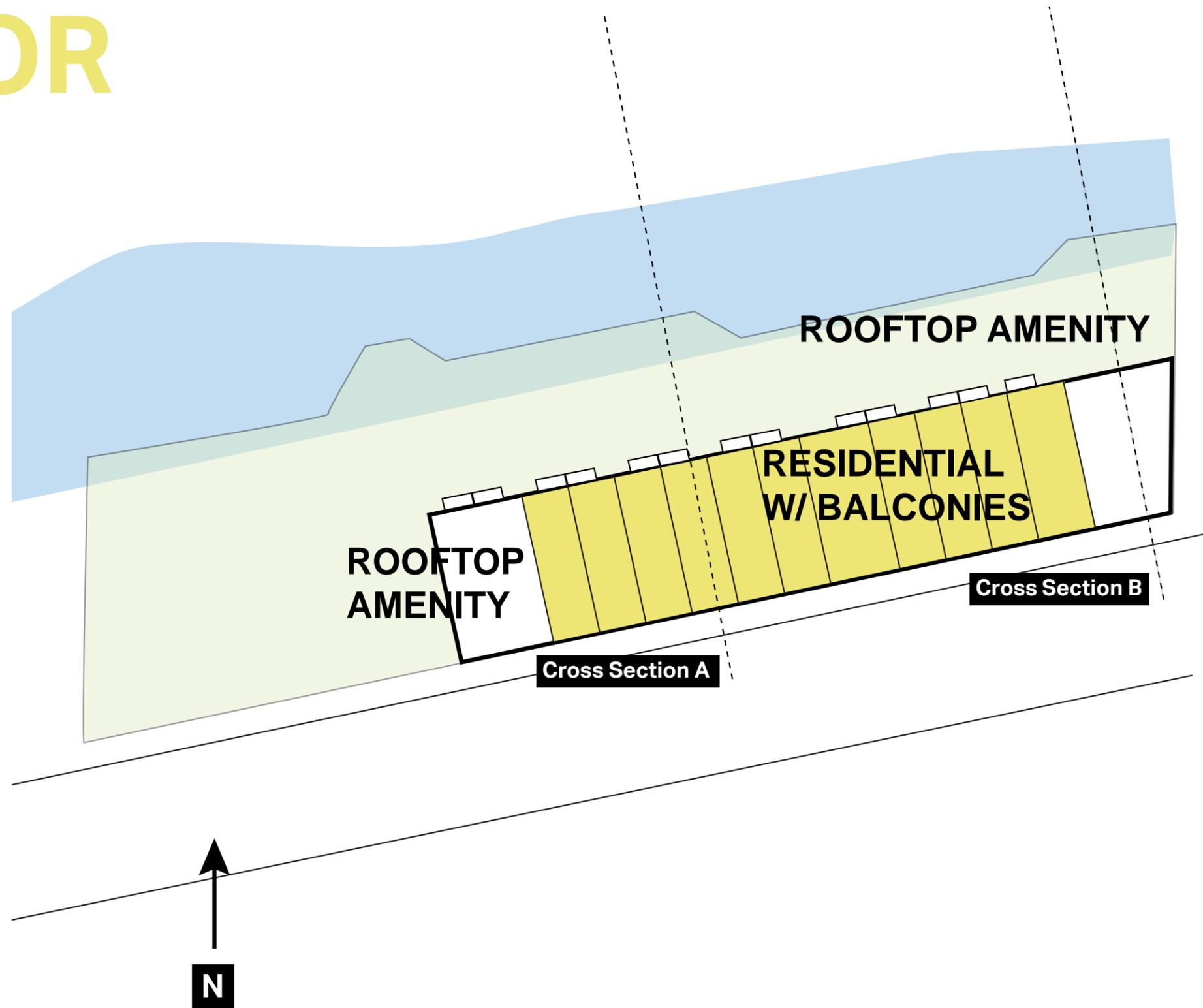
Plan View of Proposed Development

SECOND FLOOR

Second floor residential units allow for views of both the beautiful historic downtown as well as the Manistee River. This site is unmatched for its proximity to downtown amenities, character buildings and riverfront access. The river walk passes through the site between the building and river. The building is thus surrounded on 3 sides by pedestrian traffic, an ideal situation for retail.

The roof at both ends of the building remain as flat patios on the second floor rather than continuing residential units the entire length. This enables larger (~2,500 SF) corner retails with rooftop access for dining or recreation purposes. Likewise, the lower level of the building provides covered parking, residential and retail storage as well as a large lower level walk-out retail with mezzanine at street level. This retail is imagined as a recreational outfitter where high ceilings may be required to display large equipment and direct river access for boat docking and rental would be desirable.

The amount of docking available needs to still be determined. If the river right of way allows docks perpendicular to the river walk, there is space to offer 1 slip per residential unit.

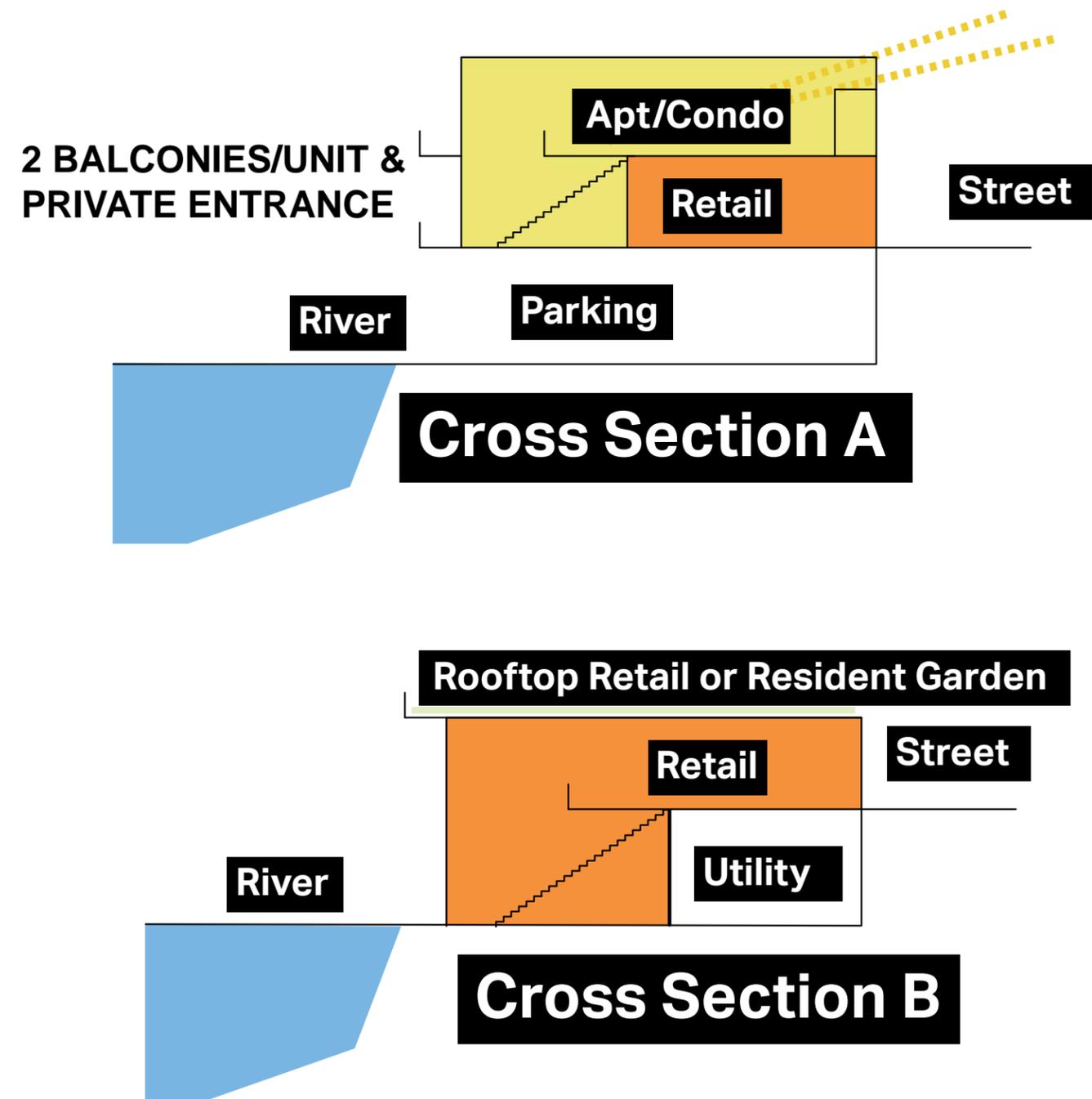


Advantage of Manistee River & Street

Along the length of the building the arrangement of unit types varies relative to existing conditions and market opportunities. The covered parking is an asset for the four seasons weather of Manistee. As land values go up along the river front and main streets, parking will yield higher and better use as retail below residential.

The residential units along the center of the building have double height windows to take advantage of the view. Entry to residential units is a private elevated boardwalk above the public river-walk. The wall between retail and residential units can be connected to also enable live/work style condo units. The flexibility in the plan enables connections between adjacent units in a variety of configurations.

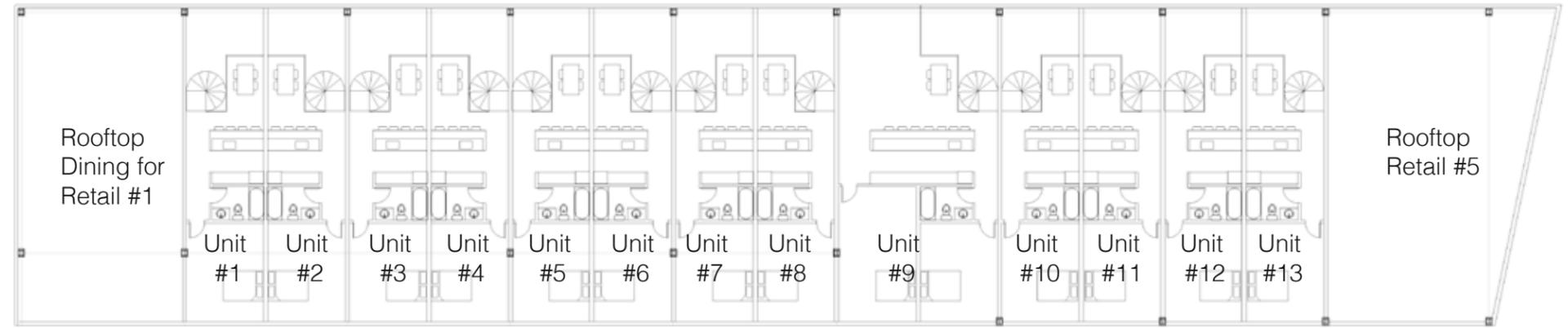
Storage in the lower level allows retailers to stock additional merchandise and residents a space for bike storage to encourage multi-modal transportation in the downtown.



Floor Plans

This base floor plan shows the typical size of a residential and retail unit. Interior partitions are not structural, enabling a large variety of unit configurations.

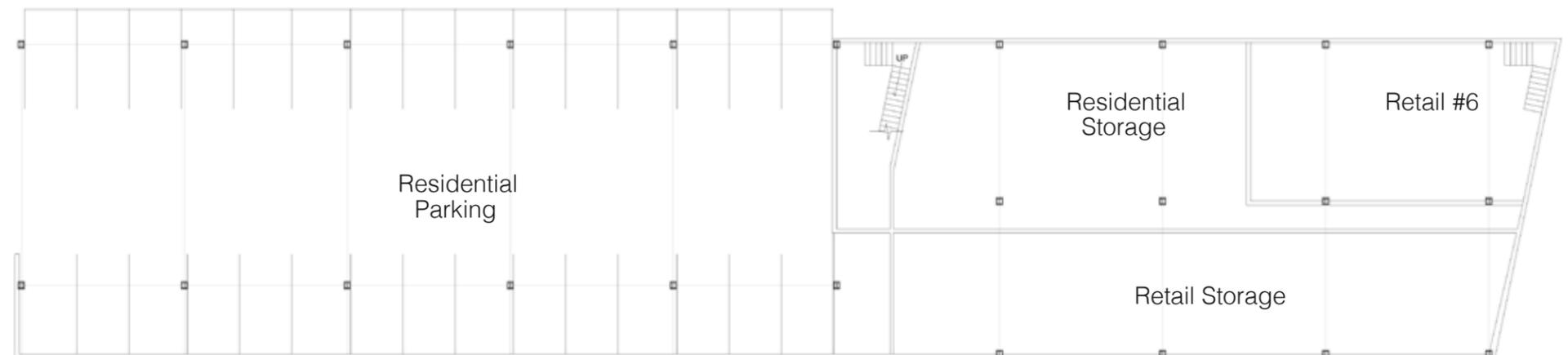
Designated street level parking spots allow barrier free entry to retail and residential units through raised deck entrances connected to the sidewalk. Covered parking does not facilitate barrier free entry without the addition of an elevator at an estimated cost of \$70,000.



Second Floor



First Floor



Lower Level

Original Facades



The existing building has a long history as an anchor retailer within downtown Manistee. Unlike the previous tenant, we recommend dividing the space into smaller retail units for manageable start-up businesses. Once the development is filled, the loss of one tenant will not impact the economic vitality as dramatically as a single large scale corner tenant.



It is currently unknown if the original brick facade of the original Kennedy's department store is intact under the current dryvit cladding. The west building addition does not have facade salvage value and will have to be designed to coordinate or compliment in style the original facade rehab.

Examples of Typical Residential Interiors



Lofts of Ludington, Escanaba, MI. Residential loft historic rehab.

Small Specialty Retail



Shallow retail units provide valuable storefront visibility. The smaller size retail creates lower rents and lower risk for new business ventures seeking brick and mortar retail space. Storage on the lower level makes highest and best use of street level space while providing auxiliary space for business operations.

Open to Sidewalk Dining



A walkable of downtown and high pedestrian traffic during warmer months provides an ideal situation for extending the retail uses onto the sidewalk. Operable window fronts through garage or bi-fold style doors extends retail area onto the sidewalk, making exciting new uses and activities in the downtown.

Home and Garden Retail



With the addition of several residential units in the downtown, the addition of a retail operator with home and garden services and supplies will make residential units more attractive while also providing local charm, fresh produce, and quality crafted items for local and visiting patrons.

Recreation Rental + Outfitter



The four-season recreational activity engagement can be inserted into the downtown through a recreational retail outfitter with equipment rental. The river access of the lower level paired with the riverwalk amenity creates an ideal location for services that utilize the favorable natural resources flowing through downtown.

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 provides 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.* Manistee, 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 the downtown Manistee. The map shows the subject property as the center of a walking map. The innermost 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. Manistee has a fairly good walkscore of 79. Many 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. Manistee has much to offer for a Power of Ten, however, there 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 Manistee'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. Oleson's Food Market
- 2. Manistee Farmers Market
- 3. Blue Fish Kitchen & Bar
- 4. House of Flavors
- 5. Boathouse Grill
- 6. Glenwood Market
- 7. TJ's Pub
- 8. Riverstreet Station
- 9. Goody's Juice & Java



- 1. Riverwalk
- 2. Several Fishing Charter's Docked
- 3. Michigan Sport Fishing



- 1. Vogue Theater
- 2. Manistee Historical Museum
- 3. Daybreak Gallery & Studio



- 1. Manistee Municipal Marina
- 2. North Riverwalk & Memorial Park
- 3. Community Art Park



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 Manistee.



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.radlabsd.com



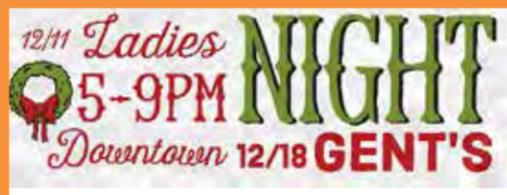
ozaukeemag.com



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



downtownreading.com



alpenadowntown.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



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.



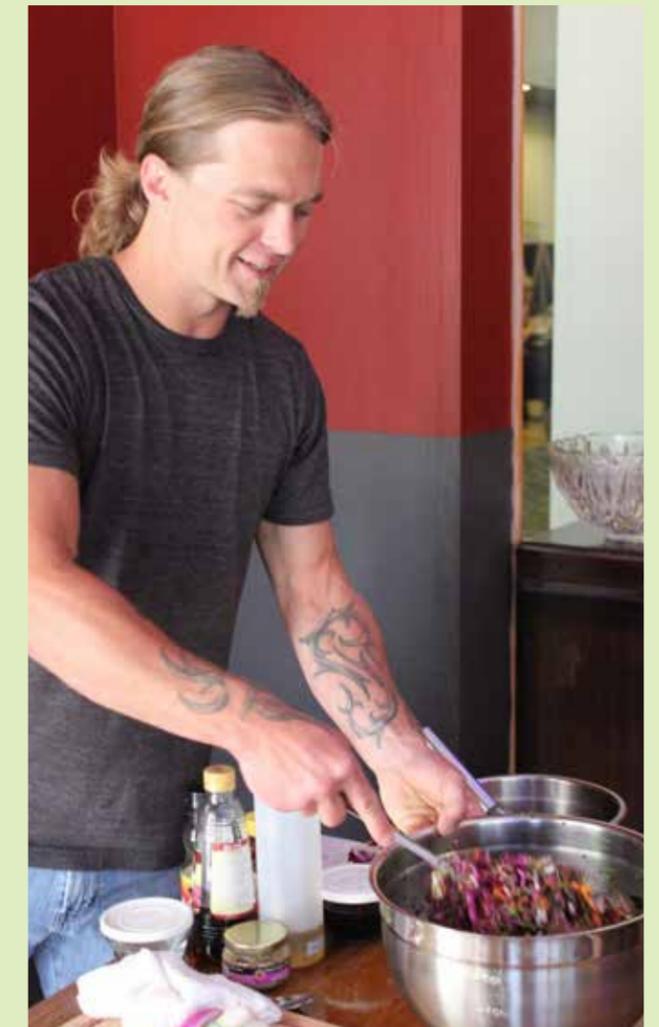
michigansweetspot.com



quartierdesspectacles.com



theglenwoodmarket.com/market/index.htm



<https://travelwithcastle.wordpress.com>



www.traversecity.com/



daybreakgallery.com

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.



manisteeKitchen.org



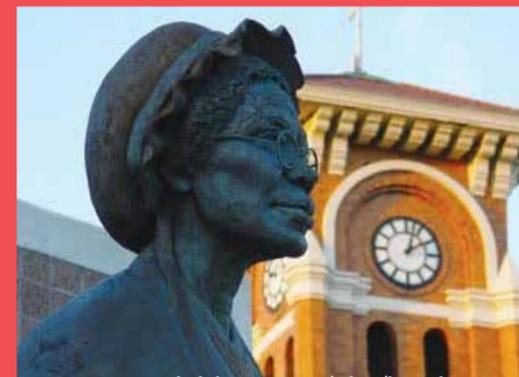
kgi.org/jesses-garden



time.com



trinityofmarshall.org



michigan.org/city/battle-creek/



upperpeninsula.biz/

Average Employment Growth & Corresponding Potential Income for Rent in Manistee, 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 Manistee this type of downtown apartment or condominium product has not been introduced, however similar projects currently in the works suggest that a demand exists and construction of such units is feasible. To gauge whether such rents proposed can be afforded, the team has extracted the statistics from new hires in the top five industries within Manistee County for the

millennial 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 an average combined income of \$880, 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. The current number of new

Millennial jobs and potential income clearly support the number of retail and residential units suggested.

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 (19.9%)	15	45	\$357	\$715
Construction (12.4%)	9	14	\$459	\$917
Other Services (except Public Admin.) (11.4%)	6	5	\$495	\$990
Health Care & Social Assistance (10.5%)	22	29	\$557	\$1114
Accomodation & Food Services (10.3%)	31	73	\$342	\$683
Total	83	166	\$442	\$884

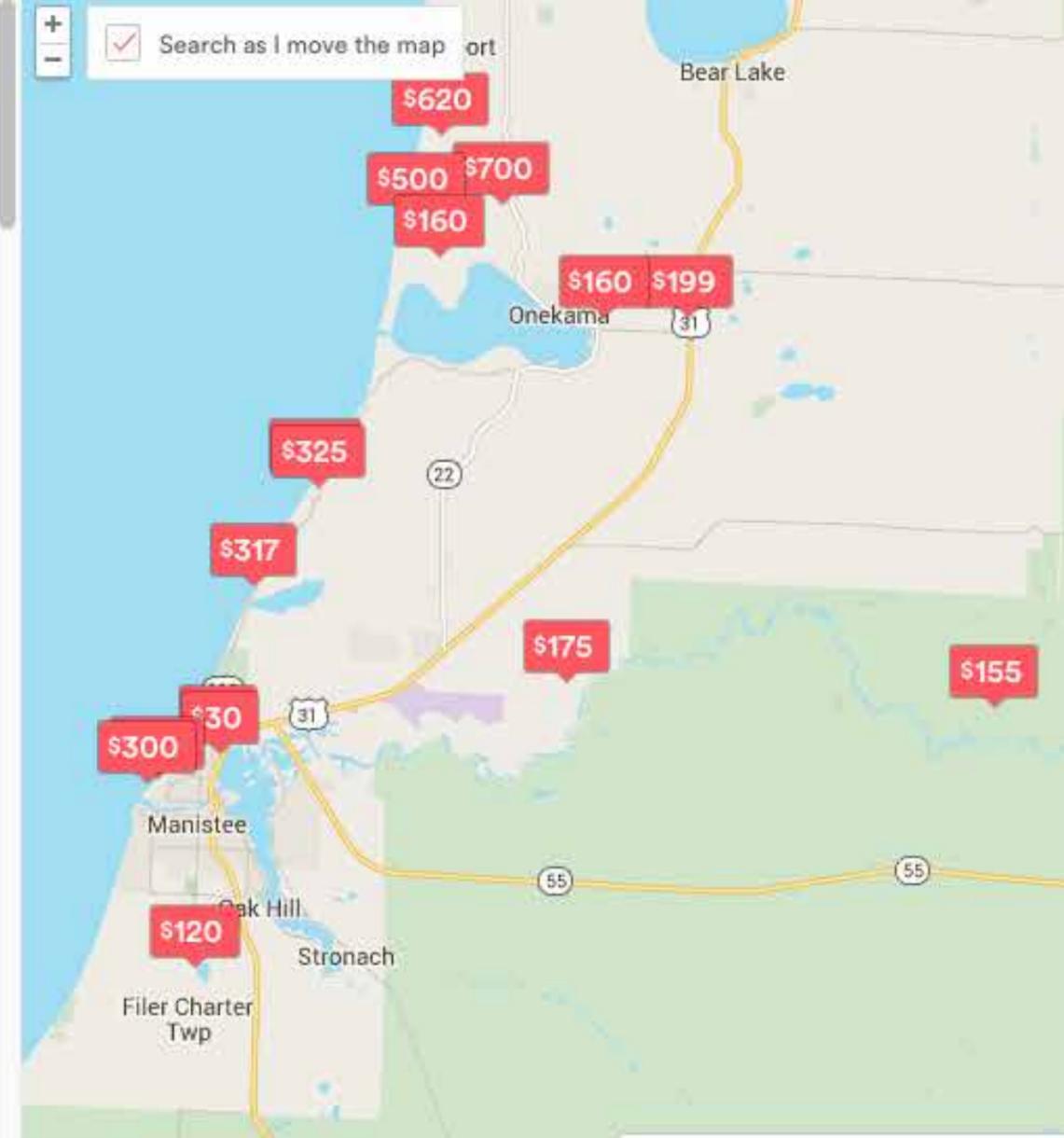
AirBNB: Alternative Accommodations

The limited hotel stock within the downtown is an advantage to dwelling unit renters and owners. Alternative business models to the hotel such as AirBNB provide a digital platform to connect travelers with accommodations. Tenants and/or condo owners can take advantage of the busy tourism seasons by renting out their units on a nightly, weekly or monthly

basis to subsidize their rent or mortgage in the off season. The two-story units are designed for the owner/tenant to stay on one floor while the guest may stay on the other, maintaining privacy while allowing the other floor to generate income. The search query below shows prices that can subsidize rent or mortgage costs during peak season rental.

The screenshot shows the Airbnb search interface with the following details:

- Dates:** Check In, Check Out, 1 Guest
- Room Type:** Entire Place (checked), Private Room (checked), Shared Room (checked)
- Price Range:** Slider from \$10 to \$1000+, with a \$246 Average marker.
- Results:** 16 Rentals - Manistee
- Filters:** More Filters button
- Thumbnail 1:** A large boat on a lake, priced at \$30.
- Thumbnail 2:** A two-story house with a porch, priced at \$120.



Available rooms available on AirBnB similar in scale and amenities to the proposed development in the area around Manistee, MI.

Manistee Salary Value:

Compared to National Cities Based on Cost of Living

A key advantage that Michigan towns like Manistee have to other parts of the country is its cost of living. This discrepancy in relative value of a dollar 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 Manistee. This additional income saved with lower expenses in Manistee would ostensibly be introduced into the local economy.

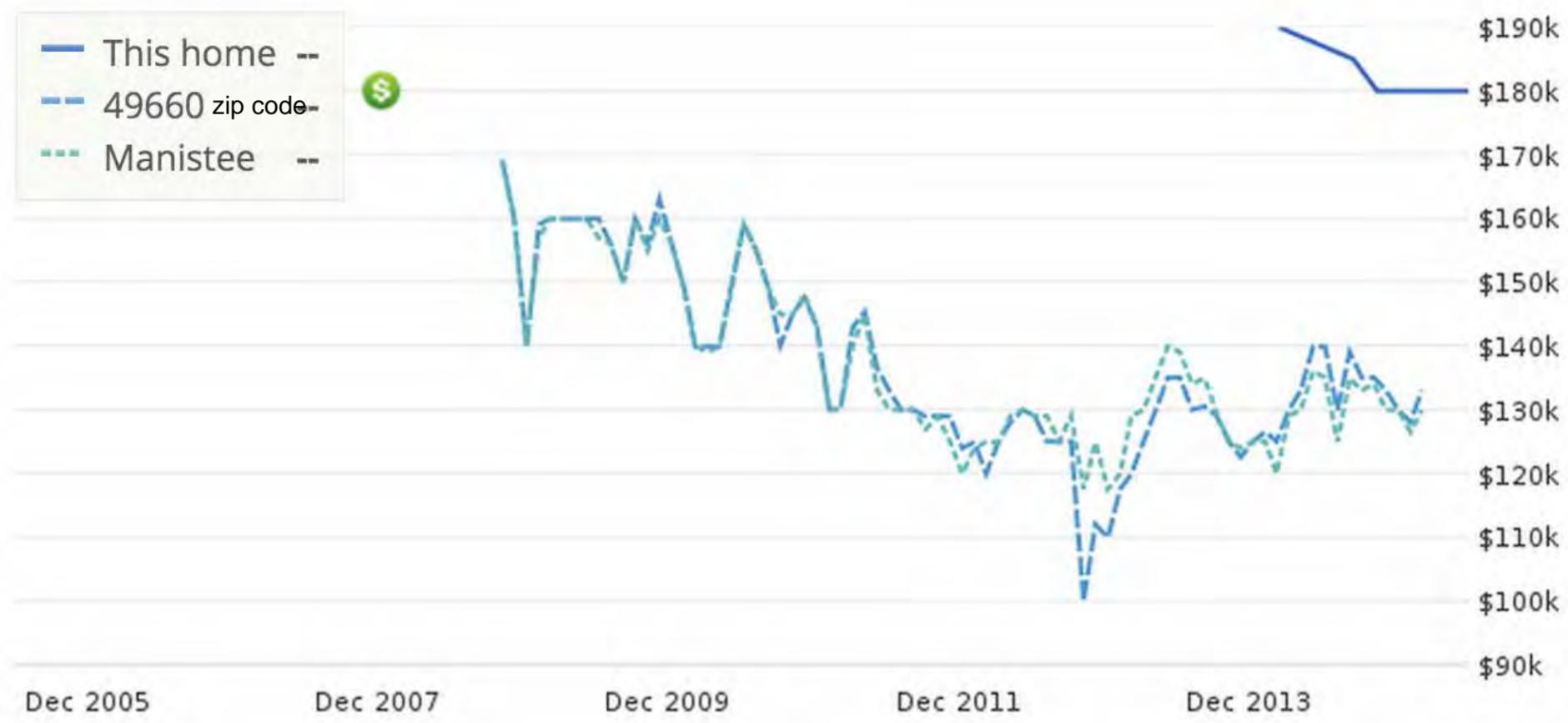
source: marketwatch.com

Manistee	Detroit	Grand Rapids	Chicago	Dallas	New York	San Francisco
Current	22.5%	16.2%	33.7%	26.2%	50.6%	49.6%
\$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

Housing Market Trends

The housing market trends over the past 10 years have been in a steady decline or plateau within the City of Manistee for detached single family homes. The proposed development of downtown condos is an attractive alternative with the more stable downtown vitality and maintenance provided through building owner or condo

association. With the retiring generation looking to downsize and the millennial generation searching for affordable housing, the large scale homes of the detached single family market is not the ideal development opportunity. As the Millennials age, they are the ideal buyers of these single family homes.



Listing price of single family home (to right) in Manistee with waterfront amenities over a ten year period.



Common waterfront housing stock for sale in Manistee.

Financial Analysis

MANISTEE RIVER SHOPS AND LOFTS: CONSTRUCTION COSTS & INCENTIVES

Development Data (User Input)	Total SF	Development Description
Market Residential	13,910 SF	Total Buildable
Market Retail	7,300 SF	Total Buildable
Total Development Area	24,953 SF	
Floor Area Ratio	83%	

Development Name:	MANISTEE RIVER SHOPS AND LOFTS
City/Township/Village:	Manistee
County:	Manistee
Construction Type:	Historic Rehabilitation
Property Type:	Housing/Retail

Approximate Parcel Size: 30000 SF
Michigan City Cost Modifier: 104

Base Cost of Construction Estimate	Base Cost / SF	Base Cost	Upgrade % Applied	Total Base Cost	Cost / SF Dev. Type	Cost / SF Total
Market Residential	\$140.00	\$ 2,025,296	1.00	\$ 2,025,296	\$ 145.60	\$ 81.16
Market Retail	\$100.00	\$ 759,200	1.00	\$ 759,200	\$ 104.00	\$ 30.43
Base Construction Cost Estimate		\$ 2,784,496		\$ 2,784,496		\$ 111.59

Final Cost of Construction Estimate	Total	per SF
Total Base Cost of Construction Estimate	\$ 2,784,496	\$ 111.59
Subtotal - Hard Construction Costs	\$ 2,784,496	\$ 111.59
Construction Project Management Fees (4% of Total Construction Costs)	\$ 111,380	\$ 4.46
Initial Site Survey	\$ 5,000	\$ 0.20
Finance Fee (2% X mortgage)	\$ 5,000	\$ 0.20
Interest Carry (12 mo)	\$ 6,958	\$ 0.28
Leasing / Sales Fee 4% X first 3 years rent	\$ 33,912	\$ 1.36
Architectural / Engineering Fees (6% of Total Construction Costs)	\$ 167,070	\$ 6.70
Permit Fees (?)	\$ 27,895	\$ 1.12
Plan Review Fees (?)	\$ 5,000	\$ 0.20
Subtotal - Soft Construction Costs	\$ 362,215	\$ 14.52
INCENTIVES		
MSCRP (FEDS)(Brownfield or Historic)	0	\$ -
Public Spaces and Community Places (Patricinity matching grant)	0	\$ -
Facade Improvement Grant	0	\$ -
Brownfield TIF	0	\$ -
CBDG Funds	0	\$ -
MSHDA Housing (\$40K per Resi. Unit)	\$ 520,000	\$ 20.84
Subtotal - Incentives	\$ 520,000	\$ 20.84
Total Project Hard and Soft Construction Costs (- Incentives)	\$ 2,626,711	\$ 105.27
Contingency	\$ 262,671	\$ 10.53
Total Project Hard and Soft Construction Costs w/ Contingency	\$ 2,889,382	\$ 115.79

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 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

<u>Wayne State University:</u>		
J.D.	3.4 GPA	May 2017 (expected)
<u>The University of Michigan:</u>		
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**

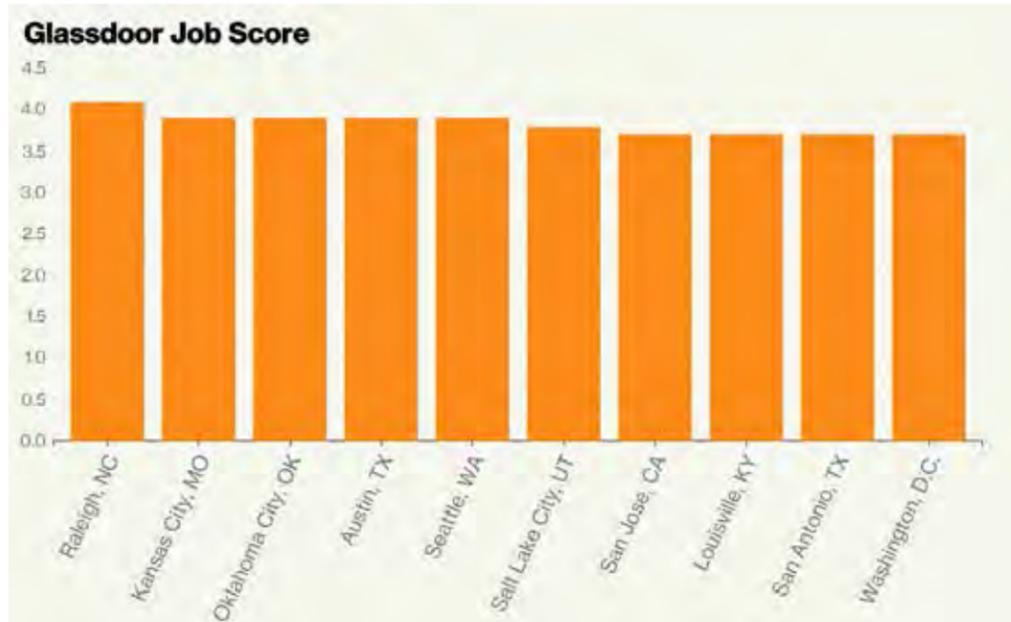
Articles and Resources



“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:

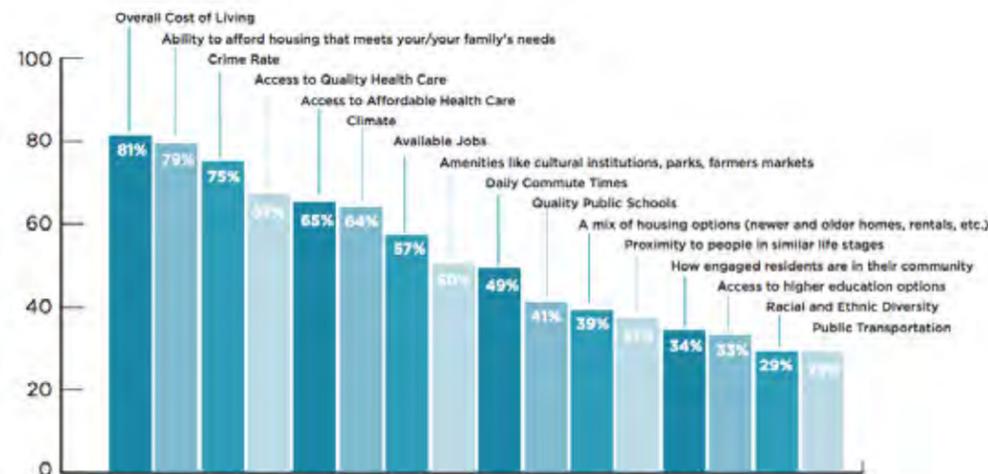
“As Nearly Half of the Workforce Becomes Independent, Co-working Spaces Will Lead the Way into the Future of the Workplace” 13 Jul, 2015
<http://retrofitmagazine.com/as-nearly-half-of-the-workforce-becomes-independent-co-working-spaces-will-lead-the-way-into-the-future-of-the-workplace/3/>



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Articles and Resources



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“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.”

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