

The Michigan District Council of the Urban Land Institute

Robert C. Larson Center for Leadership Technical Assistance Panel Report



Wagner Hotel Block, West Downtown Dearborn: A Historical Rebirth



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Institute**

Michigan

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WAGNER HOTEL BLOCK, WEST DOWNTOWN DEARBORN: A Historical Rebirth

March 19 – June 11, 2015

A Robert C. Larson Center for Leadership Study

The Michigan District Council of the Urban Land Institute

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ABOUT THE URBAN LAND INSTITUTE

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to:

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs.
- Fostering collaboration within, and beyond ULI's membership, through mentoring, dialogue, and problem solving.
- Exploring issues of urbanization, conservation, regeneration, land use, capital information, and sustainable development.
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments.
- Sharing knowledge through educations, applied research, publishing, and electronic media.
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has over 36,000 members worldwide, representing the entire spectrum of land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and more.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's more respected and widely quoted sources of objective information on urban planning, growth, and development.

ABOUT THE LARSON CENTER FOR LEADERSHIP

Named for the late Robert C. Larson – a nationally recognized and respected Michigan real estate professional, trustee of the Urban Land Institute, and former chair of the ULI Foundation – the Robert C. Larson Center for Leadership (also known as the Larson Center for Leadership) is a curriculum-based program designed to train and mentor the next generation of real estate and land use leaders in Michigan. The Center operates under ULI’s Larson Leadership Initiative, which has successfully implemented leadership-based initiatives at a national level, and within other District Councils, throughout the past several years.

The mission of the Larson Center for Leadership is to cultivate leadership development by informing a select group of future leaders of the evolving dynamics currently emerging within Michigan’s real estate and land use industries, and facilitating their engagement in this transformative process. The nine-month program is comprised of eight day-long program days, each with a specific topic of focus, such as infrastructure, regionalism, or the role of government. Participants are required to complete the Center’s Technical Assistance Panel (TAP) component – modeled after the Urban Land Institute Technical Assistance Program process – an integral component of leadership development in the Larson Center for Leadership. As part of the TAP, participants are presented with a “land-use challenge” and throughout the program they research and analyze the area of focus, conduct due diligence, seek additional input from stakeholders and/or industry experts, summarize their findings and develop final recommendations to be compiled into a final report.

Participants of the program are mid-career, Michigan-based professionals, who work either directly or indirectly with the real estate or land-use sectors, and have a strong commitment to the mission of the Urban Land Institute: to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

Participants consist of professionals from both the public and private sectors, with diverse backgrounds in various fields related to real estate and land use, including but not limited to finance, law, development, planning, architecture, engineering, and economic and community development.

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Objective

Utilize the ULI Michigan Larson Center for Leadership to prepare a ULI Technical Assistance Panel (TAP) report analyzing the opportunities for redevelopment that increase economic value, improve accessibility, and leverage adjacent institutional and corporate assets.

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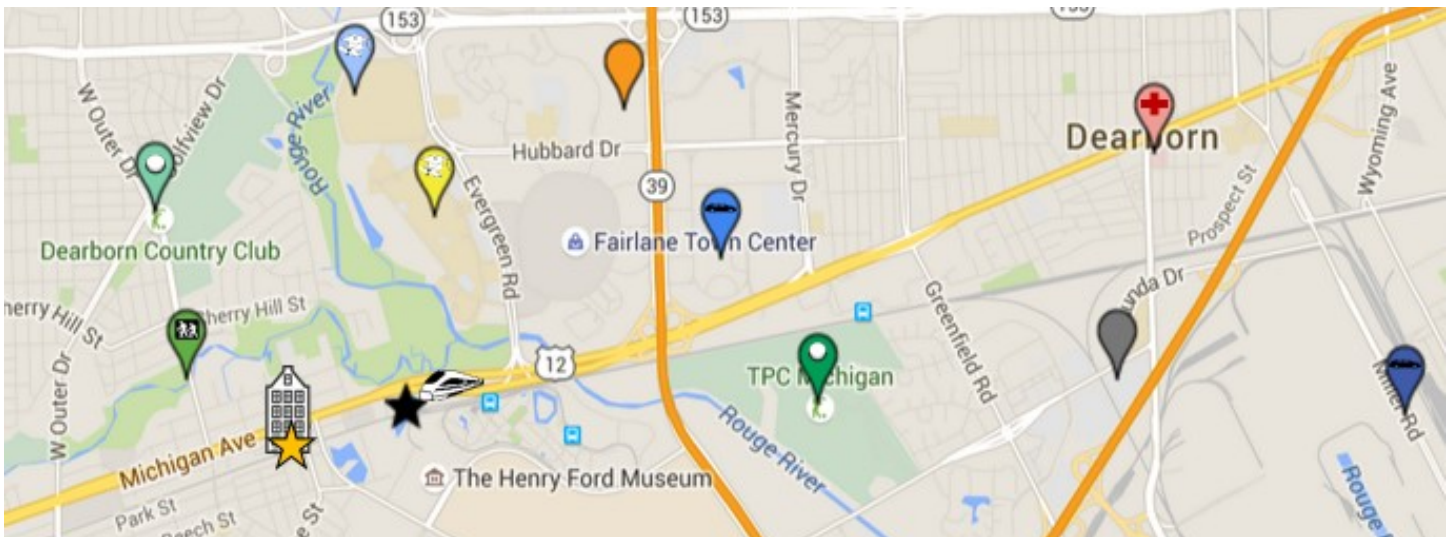
PROJECT OVERVIEW

Founded in 1786 and incorporated in 1929, Dearborn, Michigan is the eighth largest city in the state and the second largest in Wayne County.

Home to major employers, including Ford Motor Company, it includes natural resources, such as the Rouge River and park system, vibrant neighborhoods with historic homes, and educational assets including University of Michigan – Dearborn and Henry Ford College.

Adding to its unique flavor, Dearborn has two distinct downtowns. West Downtown Dearborn is adjacent to one of the oldest neighborhoods in Dearborn and is home to the historic Wagner Hotel, built in 1896. East Downtown Dearborn is a one-mile stretch of office and retail space and is home to the former Dearborn City Hall. Michigan Avenue (State Highway 12) serves as a major connector between the East and West Downtowns.

West Dearborn is made up of four quadrants, divided by east/west-bound Michigan Avenue, and north/south-bound Oakwood Avenue. The Northeast section includes University of Michigan – Dearborn as well as the trailhead for the Rouge River Gateway Trail, a 20-mile regional greenway system that runs along the Rouge River Corridor. The Southeast section includes The Henry Ford and Greenfield Village – the largest museum in the state, with 1.7 million visitors a year – and a new federally funded Amtrak rail station, which will offer high-speed rail service to Chicago as well as commuter rail between Ann Arbor and Detroit. The Northwest section includes a downtown business area, with retail and restaurants. The Southwest section is home to the Ford Motor Company Research & Engineering Center. Michigan Avenue receives a high amount of traffic, and has formed a barrier to pedestrians and bikers who might traverse from The Henry Ford to the Rouge River Gateway Trail.



Previous efforts to develop the area started in the 1990s, when density and walkability were addressed. The block directly west of the Wagner Hotel block was the first project; it was converted into a parking lot and pedestrian area. A fountain, walkways, and attached residential were also developed. At the time, townhouses were chosen and the developments had a waiting list of seniors who wanted to move out of their homes into a low-maintenance option. Due to the presence of stairs in townhouses, however, the properties appealed to a younger crowd more than seniors, and these properties sold well until the 2008 recession.



This report focuses on maximizing the section of West Downtown Dearborn known as the “Wagner Hotel” block. The Wagner Hotel was built at the corner of Michigan Avenue and Monroe Street in 1896 by Anthony Wagner and his son, Charles Wagner, who were brick manufacturers. The hotel closed in the 1920s, and the structure was used by various businesses throughout the years, including the Dearborn post office. As recently as 10 years ago, the Wagner Hotel Block was a vibrant component of entertainment and shopping for the West Downtown District. The area suffered multiple vacancies and a fire during the economic recession, leaving it a prime candidate for redevelopment, to strengthen the West Downtown District by attracting more people to the area for living, working, and entertainment. Currently, the Wagner Hotel Block is divided into 13 parcels owned by nine different entities, including the

City of Dearborn. Cambridge Properties is the largest stakeholder with ownership of three vacant properties, including the Wagner Hotel.

One challenge facing West Downtown Dearborn is that there is no unified vision for the district. Business leaders, developers, and city officials are declaring, “Tell us what it is and we can get behind it. Dearborn was once historic. What is it now?” City officials want developers to be interested in investing in Dearborn, similar to other suburban hot spots like Royal Oak or Birmingham.

OBJECTIVES

The Wagner Hotel Block has the potential to create a transformational development project that will become a destination that ties together the entire Dearborn area. Working with officials from the City of Dearborn, the following six topics were identified as objectives for the project:

1. What physical/design opportunities present themselves for this type of block where multiple properties may be assembled for a larger mixed-use development?
2. What kind of market exists in this area for this block – housing, entertainment, retail, institutional, office – and in what proportions?
3. How can this product be phased to maximize the development potential and short/longer term success stories that can result at this site?
4. How can surrounding infrastructure be modified to create more walkability, people spaces, less interference between vehicular and pedestrian traffic?
5. What is the connectivity potential between this site and several major hubs including the Intermodal Station Transit Oriented Development (TOD), The Henry Ford tourist attraction, and the Ford Motor Company Research & Engineering Center?
6. What are the suggested steps for implementation?

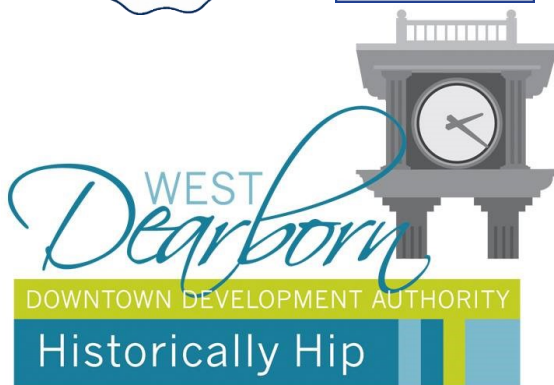
SUMMARY OF RECOMMENDATIONS

- The Wagner Hotel Block project should be improved through a phased development approach, with the first phase focusing on city-controlled properties that can catalyze activity and generate excitement. This will include the demolition of the former La Shish building to facilitate the extension of the pedestrian mews across Michigan Avenue.
- As Michigan Avenue is a major thoroughfare, it is unlikely that the speed limit or street width will change. Instead, incorporate traffic-calming measures, such as wider sidewalks, brick paver crosswalks and a pedestrian refuge island, to create a more pedestrian-friendly area.
- Unify and strengthen existing pedestrian spaces with new construction and façade improvement. In addition, leverage existing sidewalks and parking as convenient, safe access for adjacent residents and drivers.
- Partner with the existing multiple property owners at the western end of the block for façade improvements.
- Tackle demolition and construction of new leasable space in a five-story mixed use development that will include restaurants, small-scale retail, flex-office and residential properties that will complement area anchors and bring in more than \$1 million in annual rental revenue within two years. Restaurant and retail should encompass 26,000 square feet on level one; flex-office space should take 5,000 square feet on the second level; and residential, including studio, one- and two-bedroom units that would occupy levels two through five within 14,440-square-foot floor plates.
- Enhance the pedestrian experience at the rear of the Wagner Hotel Block, on West Village Drive. Eliminate visual disorder by removing the fencing and parking spaces, which are not needed due to ample parking in the adjacent lot. Restrict vehicular traffic from the pedestrian plaza, and create main entrances along West Village to the buildings due to the traffic issues on Michigan Avenue.
- Partner with area anchors, such as The Henry Ford and Ford Motor Company, to create events and transform the area into a destination. Implement anchor-funded shuttle service between the Wagner Block and area hubs, to increase connectivity between their spaces and the Wagner Hotel Block and create a no-car needed, user-friendly destination.
- Develop common branding to unify the area and promote a sense of place and connection. Use design to reinforce the asset identity and make the area easy to visit, traverse and market.

RECOMMENDATIONS

DESIGN

The redevelopment of the Wagner Hotel Block and West Downtown Dearborn will need a strong identity, and several design elements will help facilitate this objective.



Unify Dearborn's Brand

The current lack of unified branding is confusing and creates wayfinding dysfunction. The area needs a brand that fits with the current efforts, and properly reflects the unique assets of the area.

The Design team recommends that West Downtown Dearborn hire a professional branding consultant who can offer ideas for redesign of the Dearborn logo. In addition, Dearborn's multiple districts should develop shared design standards to provide a feeling of cohesion; engaging city anchor institutions will help this process.

Use Design to Reflect the District's Rich History

One of the objectives for claiming a clear vision for the Wagner Hotel Block is to maintain the eclectic historical perspective that honors the historical relevance of the city. Currently the area has an "any town" feel.

Restoring the Wagner Hotel façade and turret as the block's highlight will help celebrate the history in this block, and establish design standard precedents. While redevelopment doesn't have to strictly adhere to historic features, details such as adding keystones above windows and using a color palette of brick and stone at alternating storefronts will help create an evolved historic look. Historic elements such as lintels and awnings can be reinterpreted.

Integrate Environments through Wayfinding and Signage

The wayfinding in the Wagner Hotel Block needs to be strengthened to add to the area's branding. Wayfinding and signage will identify the downtown area and help change its perception. Currently, minimal signage exists throughout the district, the historic aspect of the area seems like an afterthought, and storefronts are blurred by traffic.

It is recommend that a package of signage be chosen that picks up the new logo design and color. Signage and wayfinding should have a historical feel to create character. Signage is needed at the pedestrian level, with taller block signs being one design component.



Use Infrastructure, Landscaping and Design to Calm Traffic and Create a Sense of Place



The high traffic volume along Michigan Avenue creates harsh sidewalk conditions and an unwelcoming pedestrian experience. Existing outdoor seating at the rear of the Wagner Hotel Block, together with adjacent parking and nearby housing concentrations provide opportunities to create an enhanced pedestrian experience at the rear of the block.



Demolition of the vacant, city-owned La Shish building would create an opportunity to extend a pedestrian mews across Michigan Avenue, through the development, to an enhanced pedestrian space on the south side of the block. Currently, a pedestrian mews exists in the block located across Michigan Avenue, north of the Wagner Hotel Block. To add character

and a differentiated personality and to attract traffic to the storefronts along pedestrian mews, it's recommended that this area incorporate historical as well as playful elements. For example, artists could be commissioned to create vibrant public art.

On West Village Drive, it's recommended that the city work to create a plaza environment. Currently, car slots and fencing area are located along this side, creating visual chaos. There is ample parking available in the area, and the panel recommends that the city remove the fencing and repurpose the car slots to create a pedestrian plaza. In addition, walkways, bike lanes, benches, and planters can be added to create an attractive setting.



MARKET POTENTIAL

The city of Dearborn has more than 100,000 jobs and 100,000 residents. Daytime population is 145,000, which doesn't include visitors to The Henry Ford. More than 170,000 commuters come to or through Dearborn daily, and Michigan Avenue alone carries 45,000 cars a day. What's more, the John Dingell Transit Center (Amtrak station) has 79,000 annual riders a year, and this number is expected to increase when MDOT starts enhanced speed rail service in the near future. (Exhibit A)

The area also has strong anchors. (Exhibits B and C) University of Michigan – Dearborn is a top-ranked regional public university, with 7,334 undergraduate and 1,669 graduate students, 585 faculty members and 424 staff. Henry Ford College is a local two-year college with 17,542 students and 741 employees. Ford Motor Company's world headquarters is located in Dearborn and the company recently

redeveloped the Rogue industrial complex with six factories. More than 3,000 employees work at the corporate headquarters and 6,000 people are employees at Rogue industrial. Oakwood Healthcare System is a non-profit healthcare organization and major teaching and research hospital with various centers throughout Wayne County and Dearborn. More than 700 doctors and 1,000 nurses work at the Dearborn location, which also includes 6,167 employees.

Based on the traffic the area receives as well as the presence of strong anchors, the centrally located Wagner Hotel Block has the opportunity to create a place and destination that ties together the entire Dearborn area. A strong market exists for small-scale retail/restaurants, residential, and flex office/live-work space.



Retail

Small-scale retail is an important part of the Wagner Hotel Block. Residents and community members have expressed that they don't want any more big-box and national chains. Bailey's Pub is a current tenant, located at the northwest corner of the Wagner Hotel Block. This business recently signed a five-year lease, and is a quality anchor and draw to the area. The retail space available for development would seek to recruit more unique merchants.

Approximately 26,000 square feet of retail space would be available on this block, with rent at approximately \$16/square foot. We expect occupancy to be at 75% after the first year, with total retail rental revenue of \$302,521. Within two years, we expect occupancy to be at 95% with \$529,541 in retail rental revenue, with an annual rent increase of \$0.50.

Residential

The development site is prime for residential properties due to its close proximity to a number of prominent Dearborn employers, location near the new train station, and access to amenities such as the Dearborn Country Club, TPC Golf Course, and Rouge River Trail.

The median age of the Dearborn population is 33, and the median household income is \$47,990. More than half of residents work in knowledge, healthcare, or education-based services, and 37.2% are college educated. These statistics indicate a strong housing consumer exists, and part of the area should market to that. (Exhibit D)

Currently, some nice offerings exist in the area with relatively low vacancy rates, which suggests the capacity for additional residential to be delivered. (Exhibit E) A residential market analysis found that rent for the area is approximately \$1.50 a square foot/month. The average sales price for a multi-family residential property is \$101.39/square foot. This could provide a meaningful economic return to project. We expect after the first year, residential units will be at 75% occupancy, with residential rental revenue of \$608,738, and by the end of year two, this number should reach 95% occupancy, with residential rental revenue of \$804,453. (Exhibit F)

Type	Average SF/Unit	Unit/Floor	Total Units
Studio	440	6	23
1 Bedroom	650	10	40
2 Bedroom	900	2	8
Total	609	18	71

It's recommended that the Wagner Hotel site include four floors that would hold 71 residential units, ranging in size from a 440-square-foot studio apartment to a 900-square foot two-bedroom unit. Total residential space for the Wagner Hotel Block would be 43,320 square feet. Rent is estimated at \$1.57 per square foot/month, with a 95% occupancy rate within two years and an annual increase of 3%. It's important to note that the recommended units are at a smaller, more reasonable scale, which hits the price point for the target consumer demographic.

Office

Not much demand for office space would be required in the area, due to a current vacancy rate of approximately 30% in the Dearborn market. There is an opportunity to create a flex co-working environment on the upper floors of the Wagner Hotel that would bring an additional population of daytime users, increasing visits to retail and restaurants. This would add 4,845 square feet of office space, with a rent of \$16/square foot. We expect that after the first year, new office space will be at 75% occupancy, with office rental revenue of \$56,929. This number should increase to 95% occupancy during the second year, increasing office rental revenue to \$99,650.

PHASING

The Wagner Hotel Block is made up of 13 properties. The revitalization of this area would include four phases, some of which could be conducted simultaneously.



Phase One. Of the 13 properties located on the Wagner Hotel Block, the city controls two – the former La Shish properties. The City of Dearborn can move immediately to create the public mews space by demolishing these two buildings as it controls the properties required to create that amenity. This will catalyze activity and generate excitement around the project.

Phase Two. We recommend that the City of Dearborn form a partnership with the multiple property owners to work on façade improvement for tenants and pedestrian spaces with the inclusion of outdoor seating areas, for a unified, well-maintained look. This creates an immediate success story that will help promote the improvement of an existing amenity that already draws in customers and visitors. (Exhibit G)

Cambridge Properties owns three buildings, one of which is adjacent to the proposed pedestrian mews. These three buildings include the Wagner Hotel, and are all currently vacant. During the second phase, construction of the multi-use building will begin, as well as the creation of more connected public spaces and upgrades to the appearance of existing businesses. This will help generate momentum for the attraction of new tenants and customers/visitors to the space. (Exhibit H)

Phase Three. Once demolition and construction work has created new leasable spaces, we recommend that an aggressive marketing plan be put in place to attract new tenants. And we recommend that the city let the market decide the best mix of businesses to go there, based on interest and demand.

Phase Four. The final phase of the Wagner Hotel Block redevelopment project is to partner with area anchors to increase connectivity between their spaces and this block as a destination network. A high tide raises all ships, and we believe that the Wagner Hotel Block improvements will create amenities for employees and visitors of the area anchors; and supporting the development would be in their best interest.

INFRASTRUCTURE

It has been established that Michigan Avenue is not pedestrian friendly. To create a more walkable area, the five subgroups had two major recommendations.

Pedestrian Mews

The creation of the new public mews space will encourage pedestrian traffic across Michigan Avenue to the rear of the block, where the pedestrian traffic is already happening. Enhancing the pedestrian experience where they are congregating during peak business hours will reinforce the rear of the block as a pedestrian destination. The adjacent parking lot will play into the pedestrian traffic flow by drawing visitors from beyond walking range to the rear of the block.



To allow for easier pedestrian traffic between the proposed mews and the existing mews on the block north of the Wagner Hotel, a pedestrian refuge island with attractive landscaping should be constructed on Michigan Avenue with a walkway that will connect both areas. Because the two mews do not line up, a staggered design is suggested. This addition will eliminate a portion of the dedicated turn lane, helping to slow down traffic.

Because it's likely the speed limit will not be reduced, it is recommended that the city work to widen the sidewalks, add brick paver crosswalks, and attempt to narrow the lanes to 11 feet. This would open an opportunity to expand the sidewalks on Michigan Avenue to 10+ feet wide. All of these elements will serve as natural traffic calming measures.

Unification

To strengthen existing and proposed pedestrian spaces, it is recommended that construction include façade improvements that attract traffic to the pedestrian plaza, and allow safe access to adjacent residential properties.

Sufficient parking is available in the city-owned parking lot south of West Village Drive, totaling 502 spaces on site and in the adjacent blocks. It is recommended that parking slots located along the north side of West Village Drive be removed to add to the pedestrian-friendly atmosphere of the mews and plaza.



Existing utilities, including power and communications, are located on overhead lines. While historic architecture is desired, historic infrastructure is not. It is recommended that these lines be moved underground. In addition, the city should review existing underground utilities and repair and upgrade them as conditions dictate. High-speed Internet and reliable utilities are an important part of attracting the market demographics to the area.

Zoning is another issue to address. Currently the majority of Michigan Avenue frontage is zoned as general business district, including the site. For future zoning, a form-based code should be considered in the next update. One suggestion is to focus this effort on the Michigan Avenue corridor. This will provide zoning that encourages businesses to front Michigan Avenue, increasing the density of residential and commercial and softening the look of the frontage.

CONNECTIVITY

To take advantage of the high level of traffic the Dearborn area receives each day and the abundance of valuable anchors, connectivity will play an important role of the success of the Wagner Hotel Block.

The new transportation hub and The Henry Ford are located within one half mile of the site. In addition, the Ford Research and Engineering Center, Fairlane Mall, and university campuses are located within a mile. (Exhibit I)

One idea to draw traffic and stitch together a cohesive network is to create a shuttle service between area anchors and the Wagner Block. Anchor institutions could partner on cost to allow for all-weather, no-car-required connectivity for movement between the hubs and the Wagner Hotel Block. This will create a more accessible, convenient and attractive destination between Dearborn's two downtowns.



Linking the Wagner Block with the rest of the West Dearborn District and rail station via bike lanes and walkways will also help create a sense of place. One suggestion is to take advantage of Newman Street, which runs parallel to Michigan Avenue and turns into West Village Drive. This street is a potential access point for bike and pedestrian traffic, opening up the west district. Incorporating a non-motorized path extending from the Transit Center to West Village Drive would provide easier access to the Wagner Hotel Block. (Exhibit J)



Future improvements of the Oakwood Underpass, located to the east of the site, could afford an opportunity to improve the entire route to the Wagner Hotel Block once the higher speed rail service begins at the Transit Center. Widening the walkways and providing a non-motorized path would increase connectivity to the south.



In addition, it is suggested that Mason and Monroe Streets become closed end streets with pedestrian access only across the rail lines. Street closure would provide additional opportunities for pedestrians, non-motorized vehicles and park development.

Common branding can unite the area as a network of interactive hubs, creating sense of place and connection. Currently, minimal signage exists throughout district. It is recommended that a family of signage – from macro and micro – be chosen that includes the area's new logo. It is recommended that city officials engage the area's anchors in developing a unified vision and complementary branding.



IMPLEMENTATION

The aforementioned recommendations can be implemented through a series of six steps.

1. Create the pedestrian mews. This step consists of demolishing the La Shish properties, and involves constructing a center median on Michigan Avenue that will connect the new mews to the existing mews on the adjacent block.
2. Partner with area anchors to create common branding, shuttle service, event programming, etc.
3. Conduct façade improvement of existing spaces and pedestrian seating areas. Using design standards that honor the historic value of the area, this step will create a strong sense of place.
4. Formalize and finalize a development agreement between City of Dearborn and Cambridge Properties, specifying the desired outcome, strategy, and timeline. Announce the agreement publically to create interest and momentum.
5. Identify potential tenants based on the recommended mixed-use proportion listed in the market section. We recommend an aggressive marketing campaign be implemented to create the best mix of potential businesses.
6. Conduct demolition and construction work on new leasable space per the development program recommendation.

FUNDING

Due to tight economic margins on this project, public incentives and grants will be a key component to the financing structure. Private development funds as well as incentive programs from the state, county, and city should be accessed to maximize the opportunity.

Wagner Hotel Block Development

Available programs to fund the development of the Wagner Hotel Block combine grants up to \$1 million and loans up to \$10 million to incentivize developers. These programs often look for downtown, mixed use, and multi-story development; the Wagner Hotel Block project hits all of these items.

Michigan's Brownfield Tax Increment Financing Program allows Brownfield Redevelopment Authorities (BRA) to capture state and local property taxes to pay for eligible costs related to Brownfield sites. Eligible activities in this program include site preparation, infrastructure improvements, and plan development.

The Michigan Community Revitalization Program (CRP) offers grants up to \$1MM and loans up to \$10MM for demolition, site improvements and new construction. The property must be CRP Eligible, have a downtown location, and include mixed-use/multi-story properties.

Dearborn is currently a Consortia member for HOME funding through the U.S. Department of Housing and Urban Development, which allocates \$300,000.00 each year for development.

Public Mews/Plaza Development

Programs to improve public spaces are available through the State of Michigan and through partnerships. One innovative initiative is Public

Spaces, Community Places, a crowdfunding option where organizations present a campaign to the crowd to solicit donations. If the program hits its goal, it receives a matching grant from the Michigan Economic Development Corporation. A pilot program in Midtown Detroit raised \$50k.

Another option is to solicit funding partners, including private individuals, corporations such as Ford Motor Company UAW Ford, U of M-Dearborn, foundations such as Kresge and Community Foundation for Southeast Michigan, nonprofit organizations such as Henry Ford Estates, Dearborn Community Fund.

Traffic Calming

Programs available through the Michigan Department of Transportation (MDOT) can help fund traffic calming projects that promote pedestrians, connectivity, and community access. Since improvement to Michigan Avenue is an important part of this project, MDOT is a key element in its success.

MDOT Transportation Alternatives Program (TAP) offers competitive grants to fund projects statewide. SEMCOG has additional funds for regional projects, with applications accepted year round. Eligible activities include facilities for pedestrians & bicyclists, including traffic calming and other safety improvements. And eligible applicants include city governments.

Façade Improvements

Programs are available to developers to help improve facades, including the Community Development Block Grant Funding (CDBG). This program targets areas neighborhood revitalization.

CONCLUSION

The Wagner Hotel Block Project provides an excellent opportunity to revitalize West Downtown Dearborn. We believe this can be achieved through a phased approach, starting with city-controlled properties, such as the demolition of the former La Shish building, to catalyze activity and generate excitement.

Develop common branding to unify the area and promote a sense of place and connection. Use design to reinforce the asset identity and make the area easy to visit, traverse and market.

Unify and strengthen new and existing spaces with façade improvements. It is the panel's recommendation that the City of Dearborn partner with the multiple existing property owners on the west end of the block on the improvements, announcing the agreement publicly to begin soliciting tenants.

Construction of new leasable spaces will bring renewed energy and financial investment to the area. Plan for restaurants, small-scale retail, flex-office and residential properties that complement area anchors. Restaurant and retail should encompass 26,000 square feet on level one; flex-office space should take 5,000 square feet on the second level; and residential, including studio, one- and two-bedroom units that would occupy levels two through five within 14,440-square-foot floor plates. (Note: pedestrian mews and other public spaces on the ground level account for 16,374 square feet.) At the end of year one, the panel projects that total rental revenue of all spaces by \$968,188, and that number is expected to increase to \$1,433,644 by the end of the second year.

Traffic-calming measures should be initiated, as Michigan Avenue is a major thoroughfare and it is unlikely that the speed limit will change. Wider sidewalks, brick paver crosswalks and a pedestrian refuge island will naturally slow traffic, creating a more pedestrian-friendly destination.

Due to the traffic issues on Michigan Avenue, enhance the pedestrian experience at the rear of the Wagner Hotel Block, on West Village Drive. Eliminate visual disorder by removing the fencing and parking spaces, which are not needed due to ample parking in the adjacent lot, and create main entrances to businesses to be pedestrian friendly.

To promote connectivity, anchor/hub-funded shuttle service between Wagner Block and area hubs should be explored. Hubs are currently disconnected due to the auto-oriented layout and physical distance between them. Shuttle service can stitch hubs together seamlessly, creating a no-car needed, user-friendly connection. Anchors can also participate in and sponsor events that will transform the area into a destination.

Once these objectives are addressed and a clear identity for the Wagner Hotel Block is conveyed, we believe a strong market for the area will quickly develop and West Downtown Dearborn can be restored to its original importance and vibrancy.

ABOUT THE PANEL

MIKE CARL



In his role as senior associate, transaction management, Mike Carl brings to the table six years of real estate experience, with a focus on office and retail tenant representation. Mike has advised a wide range of clients including The Better Health Store, Barton Marlow Company, Vibe Credit Union, Dale Prentice Co., and ROSSETTI, amongst others.

Prior to joining Plante Moran Cresa, Mike was a vice president at Jones Lang LaSalle. During his time with Jones Lang LaSalle, he was responsible for advising a variety of significant corporate clients and assisting on projects involving institutional landlords, including Bank of America, PNC Bank, Ally Financial, Visteon Corporation, SmithGroupJJR, and Physiotherapy Associates. In 2011, Mike was involved in more than 1.25 million square feet of completed transactions, which earned him the recognition as one of the Jones Lang LaSalle's "Top Achievers."

Mike received his bachelor's degree in sports management and communications as well as a master's degree in kinesiology from the University of Michigan in Ann Arbor. During his five years as a member of the Michigan Football Team, he was named the team's 2006 Ben Huff Champion of the year for his demonstration of leadership, focus, and spirit to the squad. Mike is a licensed real estate salesperson in the state of Michigan. He is an active member of the University of Michigan's Letterwinners "M" club and the Detroit Athletic Club.

BRINDA DEVINE



Brinda Devine is the Senior Real Estate Officer for Wayne State University and has over twenty years experience in commercial real estate. Since joining the University in 2005, Devine's job responsibilities have included representing the University in the acquisition and disposition of real estate, negotiating and administering a portfolio of University leases totaling approximately 600,000 square feet and providing asset management to several existing developments.

Devine was formerly employed with Acquest Realty Advisors, Inc., where as Vice President of Asset Management she managed a portfolio of commercial properties valued in excess of \$80 million. Devine holds a Real Estate Broker license from the State of Michigan and is a member of the National Association of Realtors (NAR), Greater Metropolitan Association of Realtors (GMAR), the Institute of Real Estate Management (IREM) where she holds the designation of Certified Property Manager (CPM), the Urban Land Institute (ULI) and the Women's Leadership Initiative of Urban Land Institute (ULI).

She graduated from Wayne State University with a Bachelor of Science degree in Business Administration, majoring in Finance, and is currently taking graduate level courses at Wayne State towards a MBA.

DENISE DRACH



Denise Drach has a 360 degree perspective on marketing based on more than twenty years of marketing everything from auto racing events to baby bottles. She currently relishes the challenge of marketing architectural design services at ROSSETTI, a global design and planning firm specializing in sports, entertainment and commercial projects. At ROSSETTI, Denise brings this full spectrum of knowledge to her role leading the marketing and business development efforts for the firm. As a member of the leadership team, Denise participates in strategic business decisions for the firm, and leads the effort to build our brand and communicate our story. She fuses together marketing metrics with boots-on-the-ground sales techniques to fuel the firm's business development efforts.

Her early work in advertising and PR firms gave her in-the-trenches experience with B2B and B2C marketing for national brands. Gravitating toward the issues and events that impact our region, Denise applied her marketing know-how toward large special events, such as the Detroit Grand Prix. She also partnered with smaller municipalities and schools on grass roots and green space initiatives. She was especially effective in asking the "What If?" questions that brought together business with government and community groups to maximize programs. Denise has a Bachelor of Arts in Communication from Michigan State University.

MATTHEW EARLEY



Matthew Earley currently serves the Detroit Future City (DFC) Implementation Office as a Program Manager, working on city systems and transportation initiatives.

Prior to joining the DFC Implementation Office, he worked for Wayne County Economic Development Growth Engine (EDGE), managing residential demolition projects for the Wayne County Land Bank and supporting other efforts related to business attraction and retention within the county. Earley also gained experience in urban planning and development through positions with M1 Rail, General Motors Corporation and the Detroit Economic Growth Corporation. He holds a bachelor's degree in Urban and Regional Planning from Miami University and is current-

ly the President of Miami's Young Alumni Council, as well as a member of the Belle Isle Conservancy's Emerging Patrons Council.

BRITTANY FOLEY



Brittany Foley currently works for Rock Ventures, supporting the Rock Detroit team and focusing on development tax credits. She has been with Rock since September 2014 and joined the team having worked as a special projects coordinator for sister-company, dPOP!. While new to the Rock team, she is quickly gaining an appreciation of the challenges and opportunities in development and planning projects, specifically in Detroit. At dPOP!, Brittany handled projects ranging from grant applications, legal documents, and business planning for the start-up interior design firm.

Brittany is a licensed attorney, having earned her law degree at William & Mary School of Law, and holds a masters degree in Urban Planning and graduate certificate in Real Estate Development from the University of Michigan. Her focus at U of M was primarily on economic and real estate development. She is an active member of ULI and a Deacon at Fort Street Presbyterian Church in Downtown Detroit. Brittany lives with her husband, Ray, and two dogs, Virginia and Tank, in a home they are rehabbing in the North End of Detroit.

GEOFFREY GALLINGER



Geoffrey S. Gallinger is a shareholder practicing in Butzel Long's Bloomfield Hills office. He graduated from Michigan State University (DCL) College of Law (J.D., cum laude, 1987) and Michigan State University (B.A., Business Administration/Pre-Law, 1984). Mr. Gallinger's practice includes counseling clients regarding general business and corporate planning needs, including all forms of real estate transactions and developments, acquisitions, leasing, financing and condominiums. He also has extensive experience in mergers and acquisitions, partnerships and joint ventures, shareholder matters and general business transactions. His practice also includes labor and employment law (management) in both union and non-union settings, human resource administration training and counseling.

Mr. Gallinger is a member of the Real Property, Probate and Trust Law, Business Law and Labor and Employment Sections of the American Bar Association and the Real Property Law, Business Law Sections of the State Bar of Michigan. He is a lecturer and author of articles for corporate and trade groups, bar association sections and business and professional seminars regarding real estate, and contract law and employment matters.

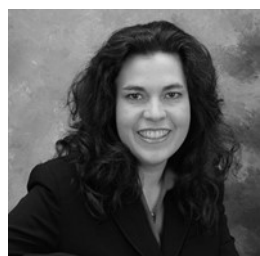
AARON GOODMAN



Aaron Goodman is the Community Engagement Manager at Community Development Advocates of Detroit (CDAD), a citywide association of community development organizations, blocks clubs, and neighborhood improvement associations. In this role, Aaron works to strengthen the network of Detroit's place-based community organizations; connecting them to information and resources about planning, development, and policy matters that impact the vitality of Detroit's neighborhoods.

Prior to joining CDAD, Aaron worked with numerous community development and environment non-profits in Detroit, and earned a Master's Degree in Urban Planning from the University of Michigan specializing in participatory community engagement and land-use planning. He additionally served 3 years as a Peace Corps volunteer in the West African nations of Mauritania and Senegal. For over 15 years, Aaron has dedicated his professional, volunteer, and academic activities to a broad range of social, economic, and environmental justice issues in Southeast Michigan. Aaron is a proud Detroiter and excited about the potential to build a more vibrant, equitable and connected city and region.

JESSICA HALLMARK



Jessica Hallmark earned her bachelor's degree from the University of Michigan in 2001. From 2001 to 2008, she worked as an aide to U.S. Congressman Joe Knollenberg. During that time, she attended Wayne State University Law School's evening program, graduating with her J.D. and earning admission to the State Bar of Michigan in 2008. From 2009 to 2010, she served as a law clerk to Oakland County Circuit Court Judge Wendy Potts.

In 2010 Jessica joined the law firm of Banas and Associates PLLC, where she focuses her practice in the areas of commercial real estate and business law. She counsels clients regarding a wide variety of commercial and multifamily real estate transactions, including acquisitions, sales, leases and HUD-insured and Fannie Mae mortgage loans. She also forms business entities, documents business ownership and financing arrangements and assists clients in consummating business entity mergers, splits and dissolutions. Jessica has been married to her husband, Tony Albensi, for four years. They have a son, Jack, who will turn 3 in January, and a daughter, Kate, who will turn 1 in December.

BRYAN HOGLE



Bryan Hogle is a program officer with The Kresge Foundation's Detroit and Community Development programs. He joined Kresge in September 2013, serving as a fellow in the Executive Office, and transitioned to the program staff in June 2014. Before that, he worked with the consulting firm McKinsey & Company in Detroit for two years.

He earned master of business administration and master of science degrees in 2011 from the University of Michigan as a graduate of the Erb Institute, which is focused on creating a socially and environmentally sustainable society through the power of business. Bryan holds an undergraduate degree in chemical engineering from Michigan State University and served five years as an officer in the U.S. Navy, as the Communication Officer on the USS Mahan and in the Reactor Electrical division on the USS Ronald Reagan.

KERRY JACKSON



Kerry Leon Jackson is a Former Trial Lawyer, District Court Magistrate, and Realtor in Oakland County. A Member of The Commercial Board of Realtors, Kerry currently works in Commercial Brokerage at KW Commercial in Ann Arbor, with a focus on Redevelopment in Urban Areas.

Kerry has been an active volunteer and Leader in Community organizations, Non Profits, and State and Local Government boards. Recently, Kerry completed The Real Estate Associate Program in Chicago. REAP Focuses on connecting minorities with Developers, Owners, and Finance Executives in Commercial Real Estate.

CINDY LANOUE



Cindy Lanoue has been with NORR, LLC for over five years and has worked on projects throughout southwestern Ontario, Phoenix, Arizona and Detroit.

Born and raised in Windsor Ontario, Lanoue began studying architecture at a local community college before going on to complete both her undergraduate and Master's degree at Lawrence Technological University.

ANN LEEN



Ann Leen is the Community Development Director for Wayne County and responsible for the management and oversight of all Community Planning and Development Funding administered by the Housing and Urban Development Department (HUD). Ann and her team have focus their programming on priority needs, including; blight elimination, housing rehabilitation for high risk populations and senior and homeless services.

Ann recently completed the Neighborhood Stabilization Programming for Wayne County and is most proud of the award winning Deconstruction program. Ann received a Masters in Community Development from the University of Detroit-Mercy and is a proud mother to her 18 month old son, Daniel.

WILLIAM LONG



William Long graduated from Bowling Green State University (Go Falcons!), and began his working life in the landscape industry, becoming the general manager of a large commercial landscape firm. This connected him to Hines as their vendor and, ultimately, Hines became his employer in 2011. Long is currently the General Property Manager of the Owens Corning World Headquarters in Toledo, Ohio.

He resides in rural Ohio in a small town, where he serves the community as a Councilman, Chairman of the Planning Commission, and representative to the Board of Public Affairs. Through Owens Corning, Long also assists with the Downtown Toledo Improvement District and the local chapter of Building Owners & Managers Association (BOMA).

RACHEL LOUGHRIN



Rachel is Oakland County's Real Estate Project Advisor who assists companies, developers and land owners with the identification and prioritization of vacant and available properties for development or redevelopment. Rachel also assists with entitlement approval processes as well as incentive applications at the municipal, county and state levels, and is an accomplished project and land acquisition manager with considerable experience directing complex projects. Previously she was the lead manager for the land acquisition and entitlement of multiple Tutor Time and Children's Learning Adventure facilities. Prior to her involvement with the development of daycare facilities, her role as a Planning Consultant with the land use law firm

Beus Gilbert PLLC exposed her to a comprehensive understanding of land use and entitlement related matters. Rachel is proficient with land acquisition pro forma and feasibility analysis and is a proven real estate professional.

KARLA MARSHAL, JD



Karla Marshall, JD is a Legislative Analyst for Detroit City Council Member Scott Benson. She earned her B.A. from Indiana University and went on to pursue her J.D. from Brooklyn Law School. After earning her law degree, Karla launched her career in Arizona, specializing in bankruptcy and real property law. Upon moving back to Michigan, she began specializing in asset management and worked for a prominent real estate investment firm. Soon thereafter, she began to expand upon her expertise in real property and asset management, which led her to obtain her Real Estate License, Public Adjusters License, and Residential Builders License. With these credentials, Karla founded a Public Adjustment firm to help insured property owners maximize their insurance settlements.

MEREDITH MCLELLAN



Meredith McLellan is an architect and project manager at SmithGroupJJR. Her background is in “building technology,” which involves technical aspects of architecture and solving problems in existing buildings.

Recently, she has been involved in various renovations, as well as new construction which has translated into seemingly endless projects on her house in Royal Oak. When she is not working, she loves to run and be active outdoors.

WILLIAM SALLOITTE



Bill is a Development Manager at the Taubman Company, and focus primarily on the company's renovation, redevelopment and expansion projects. Prior to joining Taubman as a Development Specialist in 2012, he gained experience as a Development Analyst for CIM Group, a full service urban real estate and infrastructure fund manager. He was also an architect for an award-winning architecture firm based in New York City, with a body of work varying across multiple disciplines including commercial, residential and public space. He earned a Bachelor of Architecture from the Pennsylvania State University in 2006, and graduated from Columbia University in 2012 with a Master of Science in Real Estate Development. Bill is a native Michigander and currently lives in Royal Oak with his wife and 2.5 year old daughter.

NATE SCRAMLIN



As a current member of the Community Assistance Team at the Michigan Economic Development Corporation, Nate and his team traverse the beautiful State of (Pure) Michigan helping communities, businesses, and developers to create great local places and spur new job creation and private investment. He is a Planner by trade so this offers some of the most rewarding work he could have hoped for, as he gets to scout the best community plans across the State and bring the financial resources to make them happen. Prior to joining the MEDC, Nate worked at the Genesee County Metropolitan Planning Commission for 6 years wearing many hats surrounding Environmental, Energy Efficiency & Transportation Planning. He is a graduate of Michigan State University with a degree in Urban and Regional Planning.

JAMIE SIMCHIK



Jamie Simchik is the Founding Principal of Simchik Planning & Development, an urban/transportation planning and real estate development consulting firm that prides itself on helping clients recognize and implement practical solutions throughout all phases of a project. He is also developing a royalty-free stock photo website, BuiltPhorm, geared towards enabling design firms concerned about improving the built form surrounding us, in obtaining photos of precedents more efficiently for the master planning process.

Jamie previously worked for Regina Villa Associates in Boston, MA as a Public Engagement Assistant undertaking public outreach for Massachusetts Department of Transportation, Boston Water and Sewer Commission and Framingham Department of Public Works capital improvement projects. Prior to this, Jamie was a Research Planner for Connor Holmes, an urban planning consultancy in Adelaide, Australia, collaborating on a variety of projects for government and private clients.

Jamie will be graduating from the University of Michigan in May 2015 with a Master of Urban Planning, Master of Business Administration and Graduate Certificate in Real Estate Development where he is a Co-President of the Michigan Real Estate Club and the incoming Student Board Member to the Michigan Association of Planning. During the summer of 2010, Jamie attend the Career Discovery Program at the Harvard University Graduate School of Design. He graduated from Colgate University in 2007 with a Bachelor of Arts in economics and a minor in geography. Jamie attended Phillips Exeter Academy for high school.

WILLIAM SMITH



William A. Smith serves as the Chief Financial Officer for the non-profit Detroit RiverFront Conservancy.

Smith attended Detroit Public Schools through middle school. He graduated high school from Detroit Benedictine High. Smith is a graduate of Colorado State University with a Bachelor's of Science in Accounting and a graduate of Wayne State University with a Master's of Business Administration. He has over twenty years of accounting and finance experience. After spending over ten years in the healthcare industry, Smith joined the Conservancy in January 2006 as the Senior Director of Finance and Administration. After four years of exemplary service,

Smith was promoted to Chief Financial Officer. Smith additionally has over 15 years of entrepreneurial experience in real estate, construction and retail.

A native Detroiter, he is the Board President for Why Not Sports, Inc., a non-profit organization whose mission is to educate student athletes on the academic requirements needed to successfully transition from high school to college and to explore a myriad of career opportunities within the professional sports industry, off the field and off the court. Smith coaches the Michigan Hurricanes basketball team through the A.A.U. program for boys ages 15-17. A number of college student athletes have developed through this program. Smith was recognized by Crain's Detroit Business as a 2013 CFO of the Year Finalist. Also Smith was a recipient of the Michigan Chronicle's 2009 "Men of Excellence" Award. Smith has also been a member of the Detroit Athletic Club for over 15 years. Other memberships include American Planning Association and Urban Land Institute.

JIM SUTHERLAND



Jim Sutherland is Vice President of Operations & Market Management at Eastern Market Corporation, a position he has held since the formation of EMC in 2006.

Sutherland served as a project manager at the Downtown Detroit Partnership, from 2002-2007 before departing to serve at EMC full-time. During his tenure at DDP, he was largely responsible for the Eastern market District and was at the forefront of the 2004 ULI Advisory Services Panel and subsequent report focused on the market. He holds a Bachelor's in Business Administration, Finance and Legal Research from Saginaw Valley State University.

ANTHONY THOMAS, PE



Tony is a licensed Professional Engineer (PE) with over 21 years of experience, including extensive experience in civil engineering, condition assessments, maintenance management programming, and infrastructure evaluation/rehabilitation.

Tony received his Bachelor of Science and Master of Science degrees in Civil Engineering from Michigan State University in 1992 and 1994, respectively. He has worked for over 7 years at SME and an additional 14.5 years at a previous engineering firm. During his time at the previous firm, he worked in downtown Detroit out of Harmony Park and then Ford Field providing civil engineering, design services and infrastructure rehabilitation to large and small clients.

Tony has provided asset valuation and planning services for many REIT organizations across the country, but primarily in the mid-west.

JORDAN TWARDY



Jordan was born in Detroit and raised in Warren, Michigan. He has always been interested and engaged in the worlds of politics, planning and policy craft. He got a Bachelor's Degree in International Relations and History from Oakland University and a Master's Degree in Urban Planning, along with a Real Estate Development Certificate, from the University of Michigan.

While he was hammering out those degrees, Jordan held as many as four part-time jobs at one time, working as a tutor, grocery stock clerk, department store receiving associate and administrative assistant at Warren City Hall. He also ran for Warren City Council at 21, and spent his college years highly active in student government, helping lay the groundwork for the Bear Bus

shuttle service at Oakland and helping found the Student Association of Michigan, a statewide advocacy body with delegates from Michigan's fifteen public universities. Currently serving as Executive Director of the Eight Mile Boulevard Association – an organization almost as old as he is – Jordan's spends his days working with the region's stakeholders toward positive change along the corridor that unites them all. Jordan enjoys reading, tennis and taking his dog for walks.

ELIZABETH VOGEL



Elizabeth Vogel currently serves as assistant to Clinton Township Supervisor Robert Canon. She is active in many local community organizations, serving on the city Communications and Beautification Committees in Grosse Pointe, and as trustee for the Grosse Pointe Public Library. She is a native of Grosse Pointe Farms.

Vogel holds a Master's of Arts Degree from Loyola University Chicago(2009) and a Bachelor's Degree from Albion College (2004).

RJ WOLNEY



RJ Wolney has more than 10 years of experience working with public and privately-held businesses in various areas of finance including mergers and acquisitions advisory, equity capital raising and debt financing. He currently serves as Director of Business Development for Rock Ventures focusing on strategic analysis, investment opportunity evaluation and the execution of acquisitions and financings.

Prior to Rock Ventures, RJ worked in the Corporate Finance department of William Blair & Company, a global investment banking and asset management firm based in Chicago, working with Consumer & Retail businesses primarily offering mergers and acquisitions as well as

capital raising advisory services. RJ moved back to the Detroit area with his wife and son in 2012 to join the exciting efforts underway at Rock Ventures and to help revitalize his hometown. RJ is a member of the Board of Directors for Hatch Detroit and Jefferson East Inc. and actively involved with United Way for Southeast Michigan, Bayview Yacht Club and the National Sailing Hall of Fame.

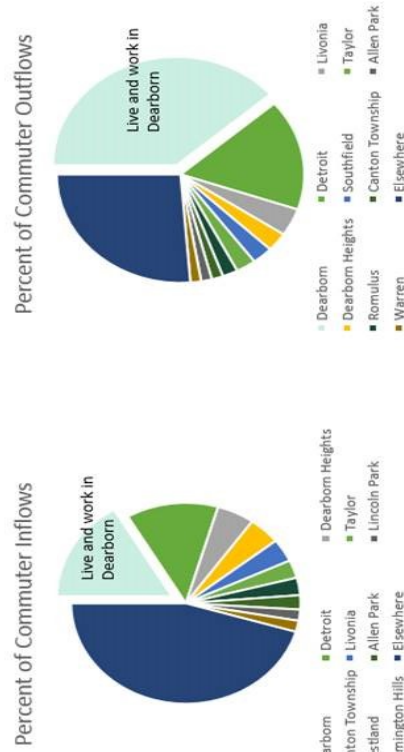
Transportation

John Dingell Transit Center (Amtrak)

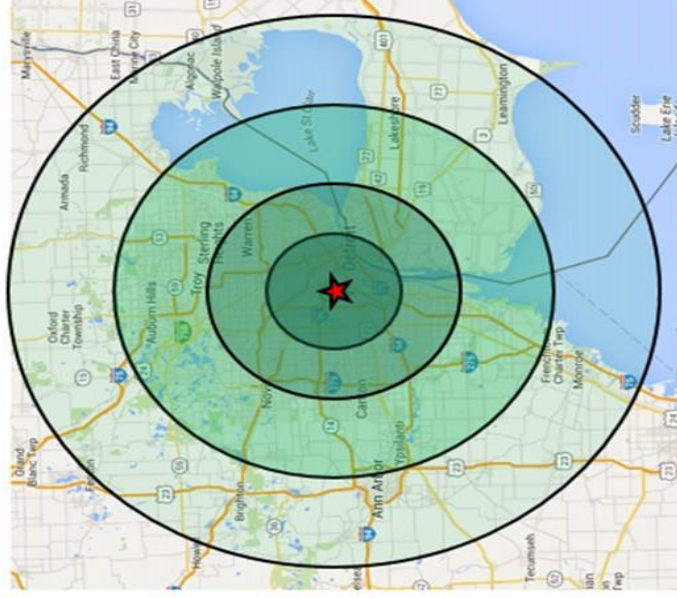
- Current annual ridership – 79,000
- (Expected to increase due to MDOT high speed rail)
- Train lines currently available:
 1. Pere Marquette – connects Chicago and Grand Rapids, MI
 2. Blue Water – passes through Kalamazoo, Battle Creek, East Lansing, and ends in Port Huron
 3. Wolverine – connects Chicago and Detroit
- MDOT high speed rail will increase to 10 daily trips

Commuting Patterns

- 83,005 workers commute to Dearborn
- 35,645 workers commute from Dearborn
- 13,770 people live and work in Dearborn



Sources: Amtrak.com, SEMCOG.org



- Within approx. 20 min
- Approx. 30-40 min
- Approx. 40-55 min
- Approx. 55 min – 1 hr 20 min

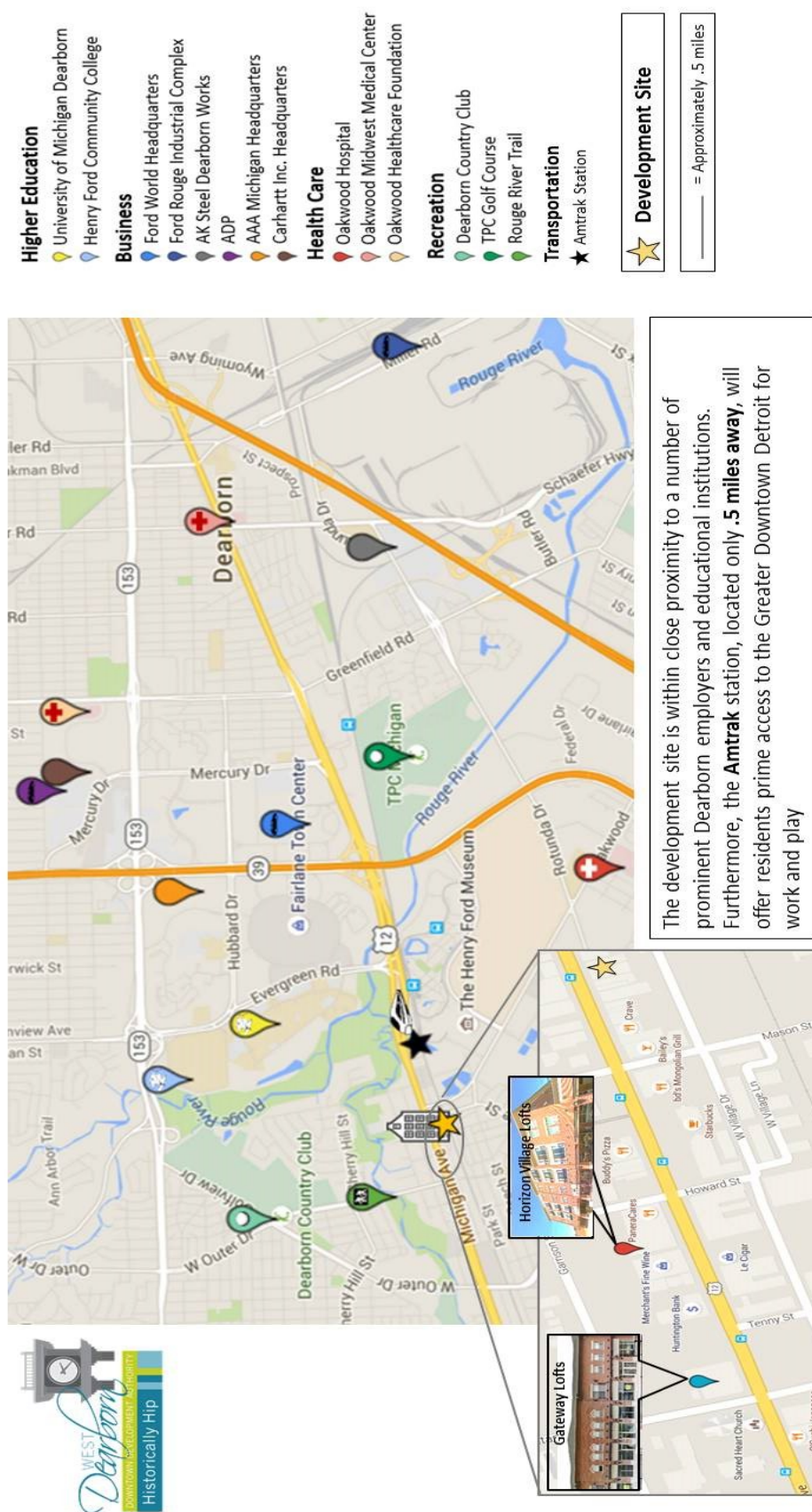


ULI MICHIGAN 6/11/15

WEST DEARBORN WAGNER HOTEL DISTRICT TAP

Location of Anchor Institutions

- What nearby institutions will drive demand for multi-family housing units?



ULI MICHIGAN 6/11/15

WEST DEARBORN WAGNER HOTEL DISTRICT TAP

Major Anchor Institutions

University of Michigan Dearborn

- Top-ranked, regional public university
- 7,334 undergraduate and 1,669 graduate students
- 585 faculty and 424 staff
- Stated commitment to impact southeast Michigan
- 80% of alumni remain in Michigan



Ford Motor Company

- Company world headquarters in Dearborn
- Recently redeveloped Rouge industrial complex with 6 factories
- 43,977 employees throughout Wayne County suburbs
- 3,000 corporate headquarters employees
- 6,000 Rouge industrial employees



Oakwood Healthcare System

- Non-profit healthcare organization with various centers throughout Wayne County and Dearborn
- Major teaching and research hospital with 3 Wayne State Medical School residency programs located in Dearborn
- 738 doctors and 1,025 nurses at Dearborn location
- 6,167 Dearborn employees



Other Notable Institutions

- Henry Ford Community College- local 2 year college with 17,542 students and 741 employees
- AK Steel Works- Steel manufacturer that works alongside Ford with 5,933 employees throughout Wayne County
- ADP- Human Capital consulting firm with Dearborn office and 10,000 employees throughout Wayne County
- AAA Michigan Headquarters- 3,339 employees throughout Wayne County



Sources: City of Dearborn Comprehensive Financial Report 2014, oakwood.org, umdearborn.edu, petersons.com

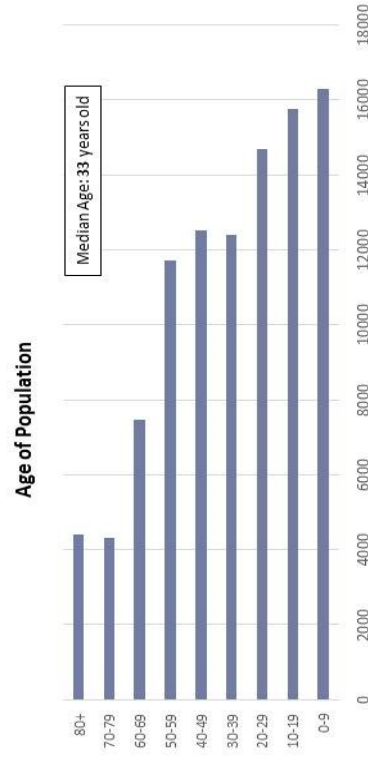
ULI MICHIGAN 6/11/15

WEST DEARBORN WAGNER HOTEL DISTRICT TAP

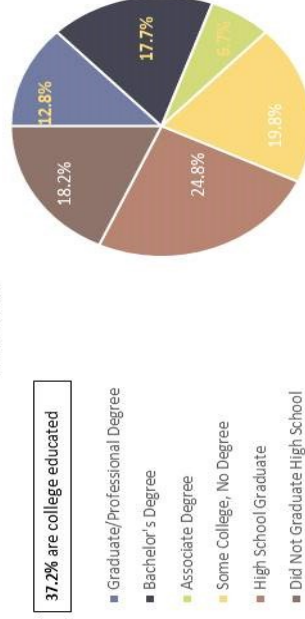
Market Demographics



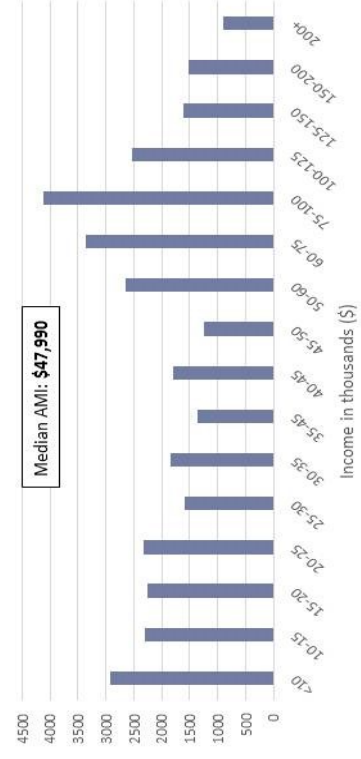
- Who are the potential renters or purchasers of multi-family housing units in Dearborn?



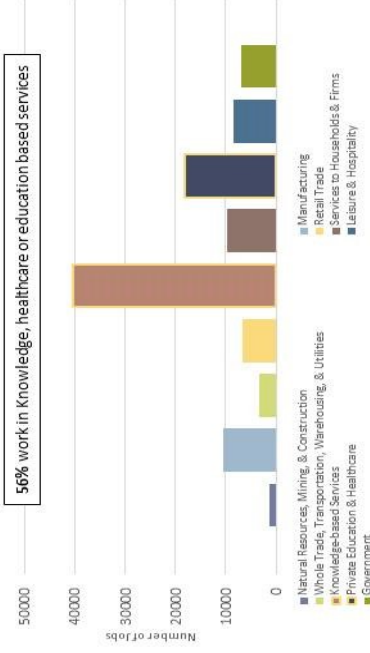
Education



Household Income



Job Types



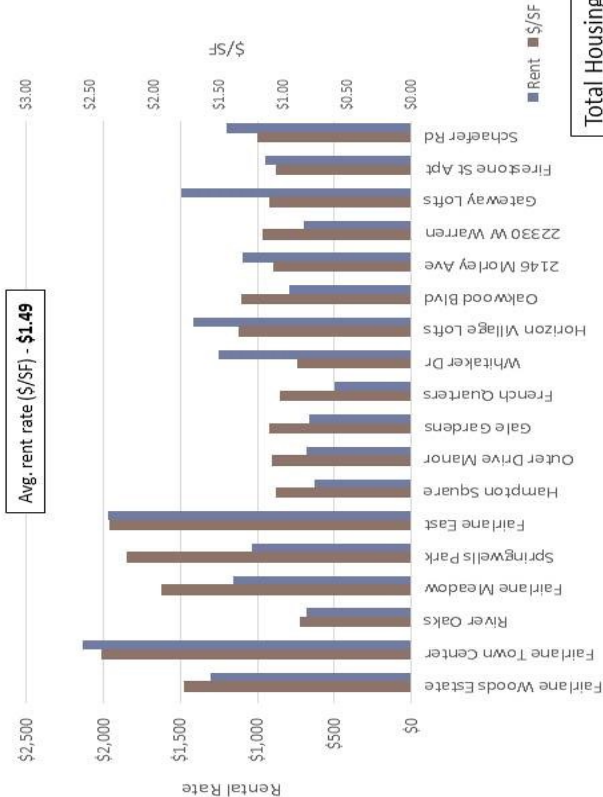
Sources: U.S. 2010 Census Data and 2012 SEMCOG 2040 Forecast

ULI MICHIGAN 6/11/15

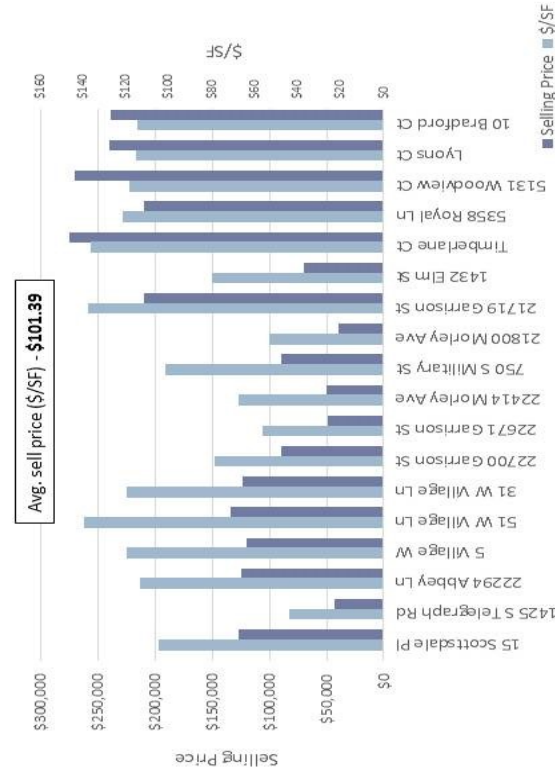
WEST DEARBORN WAGNER HOTEL DISTRICT TAP

Current Multi-Family Residential Market

Multi Family Residential Unit Rents



Multi Family Residential Selling Prices



Total Housing Units Supplied: 37,712
Residential Vacancy Rate: 8.9%

Properties Nearby:

- Horizon Village Lofts
\$1,275-\$1,550
(1,045-1,350 SF)
- Gateway Lofts
\$1,495 (1350 SF)
- Morley Ave*
\$1,100 (1022 SF)

High/Low Price Points:

- Fairlane Town Center
\$2860 (1,605 SF)
- Hampton Square
\$585 (600 SF)



Gateway Lofts



Horizon Village Lofts

Neighborhood Amenities:

- Bd's Mongolian Grill
- Bailey's
- Starbucks
- Crave
- Buddy's Pizza
- Panera
- Buffalo Wild Wings

Sources: Apartments.com, Trulia, Google Maps, Apartmentguide.com, 2012 SEMCOG 2040 Forecast

ULI MICHIGAN 6/11/15

WEST DEARBORN WAGNER HOTEL DISTRICT TAP

Summary Development Proforma

KEY ASSUMPTIONS														
Residential														
1	Residential SF	43,320												
2	Number of Units	71												
3	Average SF / Unit	609												
4	Rent \$ / SF / Month	\$1.57												
5	Annual Increase	3.0%												
6	Year 2 Occupancy	95%												
Retail & Office														
7	Retail SF													
8	Office SF													
9	Rent \$ / SF													
10	Annual Rent Increase													
11	Year 2 Occupancy													
12	Tenant Allowance \$ / SF													
Maintenance														
13	Maintenance SF													
14	Property Tax \$ / SF													
15	Other \$ / SF													
16	Management Fee													
17	Annual Increase													
Building SF Summary														
18	Rentable Residential SF													
19	Resident Units													
20	Rentable Retail SF													
21	Net Rentable SF													
22	Amenity SF													
23	Additional SF													
24	Gross SF													
CASH FLOW SUMMARY														
25	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 year total			
26	Total Residential Rental Revenue	\$608,738	\$804,453	\$828,587	\$853,445	\$879,048	\$905,419	\$932,582	\$960,599	\$989,376	\$1,019,057	\$0,781,265		
27	Total Retail													
28	Total SF	25,747	25,747	25,747	25,747	25,747	25,747	25,747	25,747	25,747	25,747			
29	Occupancy	75%	95%	95%	95%	95%	95%	95%	95%	95%	95%			
30	Base Rent \$ / SF (NIN)	\$16.00	\$16.50	\$17.00	\$17.50	\$18.00	\$18.50	\$19.00	\$19.50	\$20.00	\$20.50			
31	Base Rent	\$308,958	\$403,576	\$415,806	\$428,036	\$440,265	\$452,495	\$464,724	\$476,954	\$489,184	\$501,413			
32	Additional Rent, net of abatements	(6,437)	125,965	129,744	133,636	137,645	141,672	145,724	149,800	153,901	158,028			
33	Total Retail Rental Revenue	\$302,521	\$529,541	\$545,550	\$561,672	\$577,910	\$594,192	\$610,528	\$627,362	\$644,104	\$660,981	\$5,335,586		
34	Office													
35	Total SF	4,845	4,845	4,845	4,845	4,845	4,845	4,845	4,845	4,845	4,845			
36	Occupancy	75%	95%	95%	95%	95%	95%	95%	95%	95%	95%			
37	Base Rent \$ / SF (NIN)	\$16.00	\$16.50	\$17.00	\$17.50	\$18.00	\$18.50	\$19.00	\$19.50	\$20.00	\$20.50			
38	Base Rent	\$58,140	\$75,945	\$78,247	\$80,348	\$82,350	\$84,351	\$86,352	\$88,353	\$90,354	\$92,355			
39	Additional Rent, net of abatements	(1,211)	23,704	24,415	25,126	25,837	26,548	27,259	27,970	28,681	29,392			
40	Total Office Rental Revenue	\$56,929	\$99,650	\$102,662	\$105,674	\$108,686	\$111,698	\$114,710	\$117,722	\$120,734	\$123,746	\$1,041,692		
41	Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
42	Total Rental Revenue	\$968,188	\$1,433,644	\$1,476,799	\$1,520,812	\$1,565,710	\$1,610,612	\$1,655,266	\$1,700,579	\$1,754,889	\$1,804,423	\$15,358,543		
43	Total Expenses	\$91,321	\$30,066	\$68,974	\$68,432	\$68,456	\$703,404	\$730,271	\$752,098	\$774,562	\$797,682	6,985,266		
44	Total Expense \$ / SF	\$6.31	\$6.72	\$6.52	\$7.13	\$7.34	\$7.50	\$7.75	\$8.02	\$8.26	\$8.51			
45	Net Operating Income	\$376,867	\$803,578	\$827,824	\$852,380	\$877,254	\$766,629	\$927,995	\$953,882	\$980,127	\$1,006,741	\$8,373,276		
46	Debt Service	\$552,635	\$552,635	\$552,635	\$552,635	\$552,635	\$552,635	\$552,635	\$552,635	\$552,635	\$552,635	\$5,526,355		
47	Debt Service Coverage	0.7x	1.5x	1.5x	1.5x	1.5x	1.4x	1.7x	1.7x	1.8x	1.8x			
48	Cash Flow After Debt Service	(\$175,768)	\$250,942	\$275,189	\$293,745	\$324,619	\$213,994	\$375,359	\$401,246	\$427,491	\$454,105	\$2,846,922		
49	Capital Costs, net of reserves		23,809	24,524	25,159	26,017	213,994	27,601	28,430	29,282	30,161	235,309		
50	Net Cash Flow	\$0	\$227,133	\$250,665	\$274,485	\$298,602	\$0	\$347,758	\$372,817	\$398,209	\$423,944	\$2,693,613		
INVESTMENT RETURNS														
51	Avg. Annual Cash on Cash Return (Levered)											5.3%		
52	Avg. Annual Cash on Cash Return (Unlevered)											5.3%		
53	Multiple of Investment (MOI)											1.4x		
54	Internal Rate of Return (IRR)											4.0%		
Notes and Assumptions: - Debt: Assumed at 1.25x debt service coverage ratio, 4.35% interest rate, 40 Year Amortization - Terminal Value Cap Rate: 7.50%														

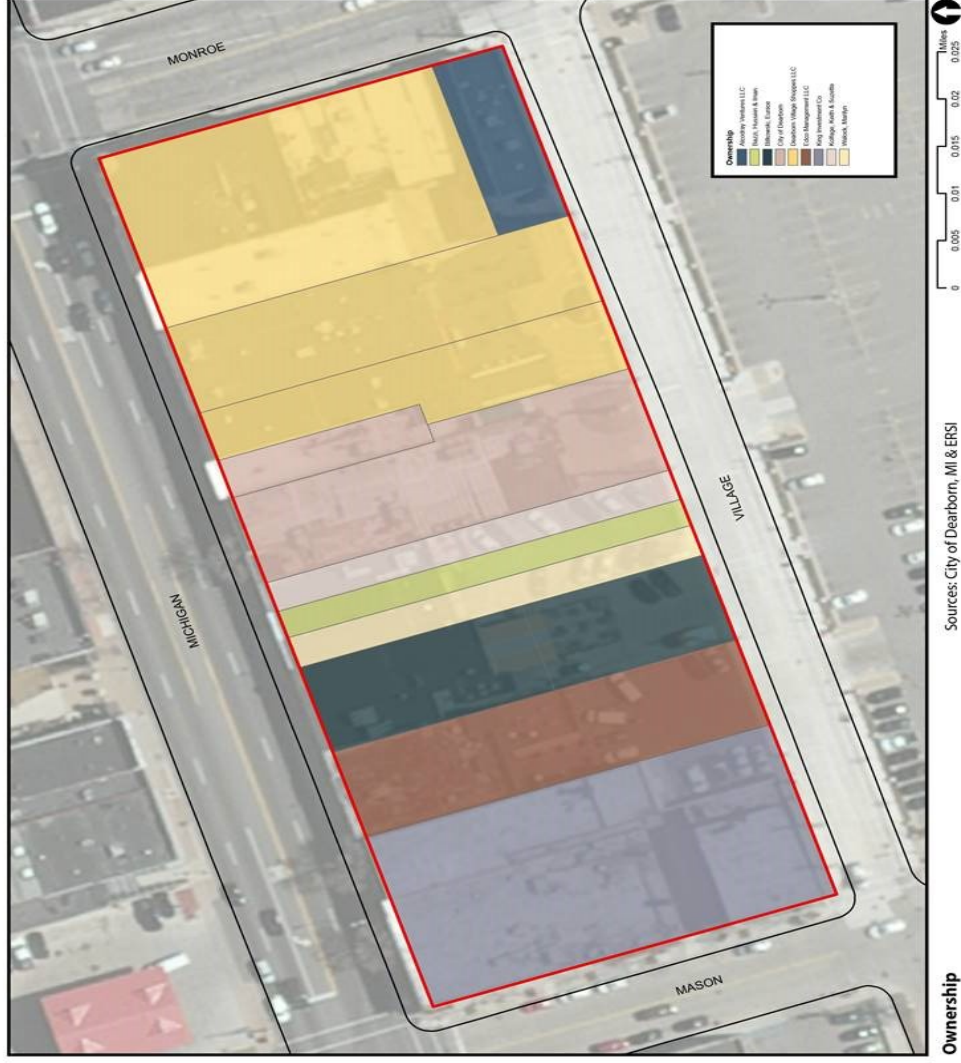
Notes and Assumptions:
- Debt: Assumed at 1.45x debt service coverage ratio, 4.35% Interest Rate, 40 Year Amortization
- Terminal Value Cap Rate: 7.50%

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WEST DEARBORN WAGNER HOTEL DISTRICT TAP

Site Ownership

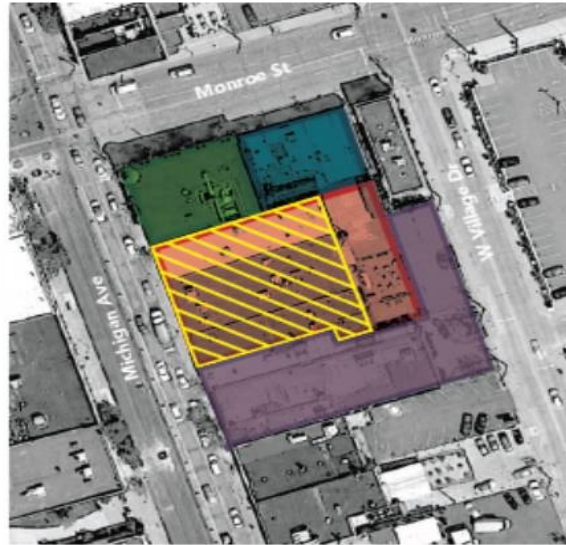
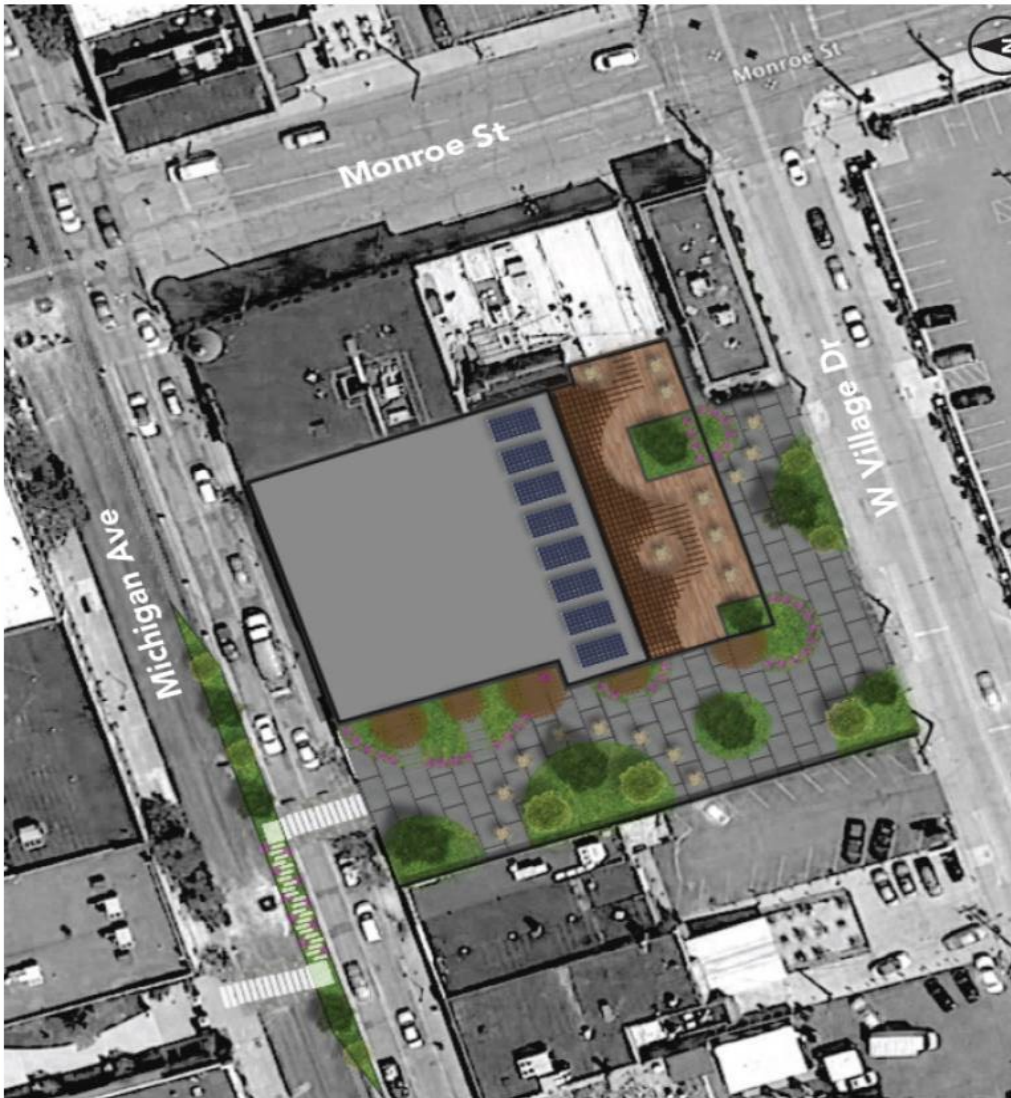
- 9 Different Owners, Including the City of Dearborn
- Above Grade Walls to not Match Below Grade Walls
- Varying Degree of Building Construction Quality



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WEST DEARBORN WAGNER HOTEL DISTRICT TAP

Proposed Development



Site Footprint Summary

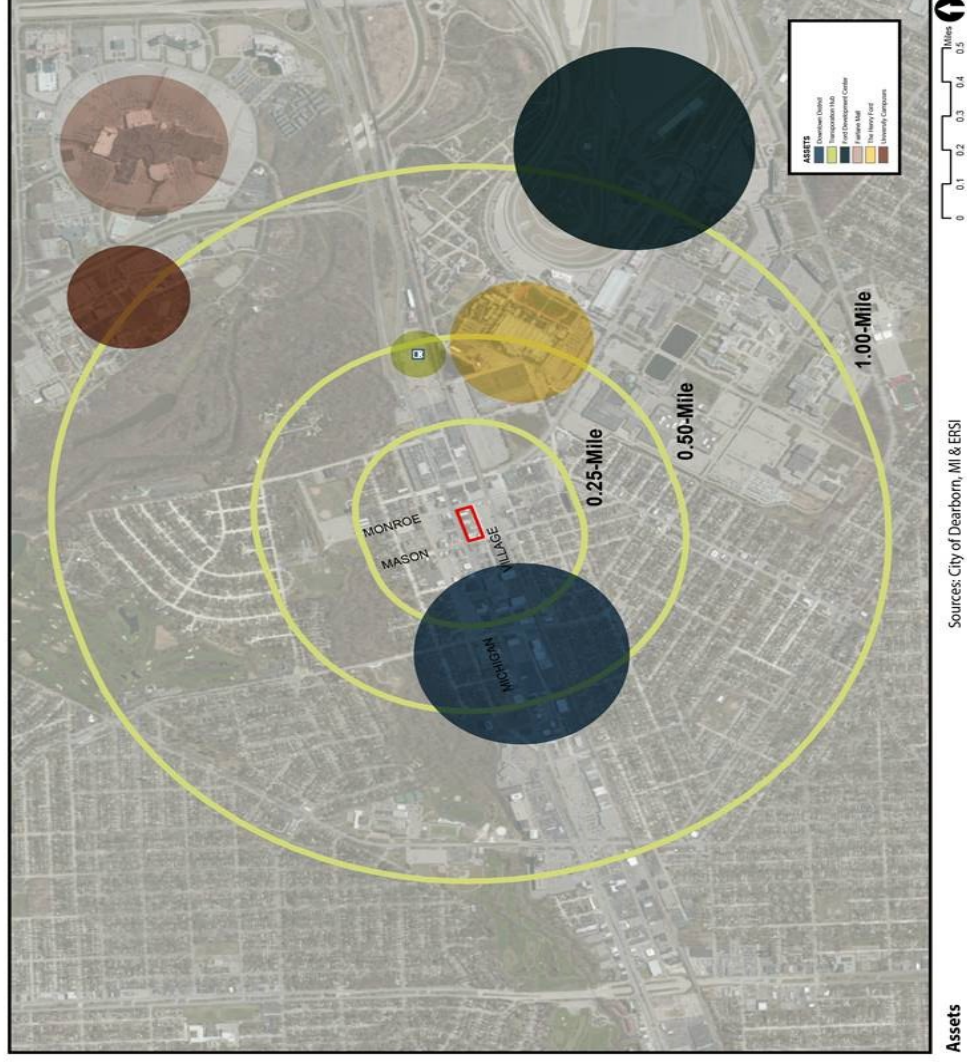
14,440 SF	2nd Floor Residential
19,290 SF	Retail Ground Floor
5,700 SF	Rehab Existing
5,300 SF	Existing Untouched
16,374 SF	Site Redevelopment

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WEST DEARBORN WAGNER HOTEL DISTRICT TAP

Site Assets

- 0.50-Mile Walk
 - Downtown
 - Transportation Hub
 - The Henry Ford
- 1.00-Mile Walk
 - Ford Development Center
 - Fairlane Mall
 - University Campuses



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WEST DEARBORN WAGNER HOTEL DISTRICT TAP

Connectivity

- Michigan Avenue
 - Major Roadway
- Transportation Hub & Rail
 - Connections to Detroit & Points West
- Pedestrian Circulation
 - Via Streets on Either Side of Michigan



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WEST DEARBORN WAGNER HOTEL DISTRICT TAP

APPENDIX

WAGNER HOTEL BLOCK DEVELOPMENT INCENTIVES

Michigan's Brownfield Redevelopment Authority (Act 381)

PA 381 allows Brownfield Redevelopment Authorities (BRA) to capture state and local property taxes to pay for eligible costs related to Brownfield sites. Any city, village, township or county may create a BRA, and eligible properties include those that are blighted, functionally obsolete or historic. Once created, a BRA reviews proposals for the redevelopment of eligible property and determines what financial incentives are necessary to assist the redevelopment.

The creation of a BRA allows local decision-making in the various aspects of Brownfield redevelopment. Through redevelopment, a municipality can focus development in existing service areas; enhance tax base through private development; receive multiple taxing jurisdiction participation in redevelopment financing; and provide reimbursement for eligible Brownfield activities, including demolition, lead and asbestos abatement, site preparation, infrastructure improvements and plan development.

Contact information:
Michelle Bakun, Grant Coordinator
Phone: (586) 233-3408
Email: bakunm@michigan.gov

<http://www.michiganbusiness.org/cm/files/fact-sheets/brownfieldredevelopmentauthoritypa381.pdf>

Michigan Community Revitalization Program (MCRP)

The MCRP is an incentive program available from the Michigan Strategic Fund (MSF), in cooperation with the Michigan Economic Development Corporation (MEDC). It is designed to promote community revitalization that will accelerate private investment in areas of historical disinvestment; contribute to Michigan's reinvention as a vital, job generating state; foster redevelopment of functionally obsolete or historic properties; reduce blight; and protect the natural resources of this state. The program is designed to provide grants, loans, or other economic assistance for eligible investment projects in Michigan. Eligible investments include alteration, construction, improvement, demolition or rehabilitation of buildings; site improvement; addition of machinery, equipment or fixtures; and architectural, engineering, surveying and similar professional fees for a project but not certain soft costs of the eligible investment.

The program offers flexible term loans and grants, and the MSF's support will not exceed 25% of the total eligible investment for a single project, and in no event exceed a total of \$10,000,000 for loan agreements or \$1,000,000 for grant agreements, or \$10,000,000 for a combination of support.

Contact information:
MEDC Cadillac Place
3022 West Grand Blvd.
Suite 14-450
Detroit, MI 48202
MEDC Customer Contact Center: (517) 373-9808
<http://www.michiganbusiness.org/cm/files/fact-sheets/communityrevitalizationprogram.pdf>

THE HOME Investment Partnerships Program

The HOME Investment Partnerships Program provides grants to states and localities through the U.S. Department of Housing and Urban Development (HUD) to fund a wide projects that create affordable housing for low-income households.

HOME funds are awarded annually as formula grants to participating jurisdictions, and Dearborn is a consortia member for HOME funding. This program offers an annual allocation of \$300,000.00, with a lien placed on the property for the period of affordability (15 years).

Eligible activities include site acquisition or improvement; demolition of dilapidated housing; and building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.

Some special conditions apply to the use of HOME funds. Participating jurisdictions must match every dollar of HOME funds used (except for administrative costs and CHDO predevelopment loans for projects that do not move forward) with 25 cents from nonfederal sources, which may include donated materials or labor, the value of donated property, proceeds from bond financing, and other resources. The match requirement may be reduced under certain situations. In addition, participating jurisdictions must reserve at least 15 percent of their allocations to fund housing to be owned, developed, or sponsored by experienced, community-driven nonprofit groups designated as Community Housing Development Organizations (CHDOs).

Contact information:
Detroit Field Office
477 Michigan Avenue
Detroit, MI 48226-2592
Phone: 313-226-7900
http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/programs/home/

PUBLIC MEWS/PLAZA DEVELOPMENT FUNDING OPPORTUNITIES

Public Spaces, Community Places
www.patronicity.com/puremichigan

The MEDC is rolling out a creative funding mechanism for its Public Spaces Community Places initiative in partnership with the Michigan Municipal League and the Michigan-based crowdfunding platform Patronicity. This opportunity mobilizes community members, residents and general supporters to make individual contributions while promoting their efforts to others. Communities, non-profits and other business entities can submit projects by applying for a Patronicity crowdfunding online donation campaign. Projects meeting fundraising goals can receive a matching grant from MEDC of up to \$50,000.

Eligible projects include public plaza and green space development; access to public amenities, farmer's markets, community kitchens, pop-up retail/incubator space; alley rehabilitation; or any other place-based, public-space improvement.

Contact information:
Phone: (248) 854-5130
Email: info@patronicity.com

FUNDING PROPOSED FOR MICHIGAN AVENUE MEDIAN AND TRAFFIC CALMING

MDOT Transportation Alternatives Program (TAP)

The Transportation Alternatives Program (TAP) is a competitive grant program that uses federal transportation funds for activities that enhance the intermodal transportation system and provide safe alternative transportation options. Eligible applicants include county road commissions, cities, villages, regional transportation authorities, transit agencies, state and federal natural resource or public land agencies, and tribal governments. MDOT may partner with a local agency to apply for funding and implement the project. Approximately \$23 million is available annually, with approximately \$16.5 million is available through a competitive grant process administered by the Michigan Department of Transportation (MDOT) Office of Economic Development (OED).

Eligible activities include facilities for pedestrians and bicyclists, including traffic calming and other safety improvements; safe routes for non-drivers; conversion and use of abandoned railroad corridors for trails; turnouts, overlooks and viewing areas; and historic preservation and rehabilitation of historic transportation facilities. Applications are accepted year-round.

Contact information:
Vince Ranger
Phone: (248) 483-5130
Email: rangerv@michigan.gov
http://www.michigan.gov/documents/mdot/MDOT_TEA_Overview_175763_7.pdf

FAÇADE IMPROVEMENT FUNDING OPTIONS

Community Development Block Grant Funding (CDBG)

The CDBG helps local governments tackle challenges facing their communities. Annual CDBG appropriation is allocated between states and local jurisdictions called "non-entitlement" and "entitlement" communities, respectively. Entitlement communities are comprised of central cities of Metropolitan Statistical Areas (MSAs); metropolitan cities with populations of at least 50,000; and qualified urban counties with a population of 200,000 or more (excluding the populations of entitlement cities). States distribute CDBG funds to non-entitlement localities not qualified as entitlement communities.

Eligible activities for CDBG funds include those that benefit low- and moderate-income persons, prevent or eliminate blight, or address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available.

Contact information:
Regina Sistrunk, Economic and Community Development Coordinator
Economic and Community Development
16901 Michigan Avenue, Suite 15
Dearborn, MI 48126
Phone: (313) 943-4150
Email: rsistrunk@ci.dearborn.mi.us

FUNDING PARTNERS

1. Partnership with City of Dearborn
2. Adoption from private individuals and corporations, such as Ford Motor Company, UAW Ford, U of M-Dearborn
3. Partnership with foundations such as Kresge, Community Foundation for Southeast Michigan
4. Partnership with nonprofit organizations such as Henry Ford Estates, Dearborn Community Fund
5. Create small business district for adjacent property owners