



ALLEGAN

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MEDC | RRG
Peter Allen & Associates + Fellows

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EXECUTIVE SUMMARY

Downtown Allegan is concentrated with beautiful historic buildings and small walkable blocks that invite active pedestrian traffic and encourage retail activity. Inspired by Michigan State University's Riverfront Place Plan, the MEDC Fellows analyzed the buildings with river frontage to create a complementary proposal that would encourage and support economic growth and positive placemaking in downtown Allegan.

The MEDC Fellows focused the analysis on the city owned 155 Brady St. property. 155 Brady St.'s location invites strong foot-traffic and pedestrian visibility on the sidewalk. The second floor presents the opportunity for unique views for historic rehab residential units. At the center of the riverfront block, 155 Brady St. can anchor retail development in two directions. The building's unique has the opportunity to excite two sidewalks—the street level and the riverfront level. With all of these attributes in mind, this building is the key for downtown Allegan, and proposals for locating City Hall in 155 Brady St. should be reconsidered.

Relationships are key to this analysis. Second floor residential units on 155 Brady St. depend on the neighboring properties to support a shared hallway and elevator. The neighboring property owners along Brady St. and Hubbard St. can benefit from this economy of scale concept by increasing resident amenities and property values. Additionally, the Fellows engaged prominent West Michigan developer Guy Bazzani, who had previous discussions with the City on the development concept of 155 Brady St.

Downtown Allegan's built environment can accommodate food oriented retail and serve as a catalyst for community activity and excitement beyond planned events and programs. The Fellows suggest the City to engage with Perrigo Company, which employs thousands of individuals within 1.5 miles of downtown Allegan. The Fellows suggest developing a nature walk or pathway that connects the Perrigo campus to downtown Allegan current and proposed amenities. This added amenity will benefit the community and strengthen Downtown's economic development.



155 Brady St.- Suggested retail programming



MSU Place Plan riverfront concept. The MEDC Fellows proposal depends on the implementation of the design proposals and programming initiatives of the MSU plan. The circled building is the riverside frontage to 155 Brady St.

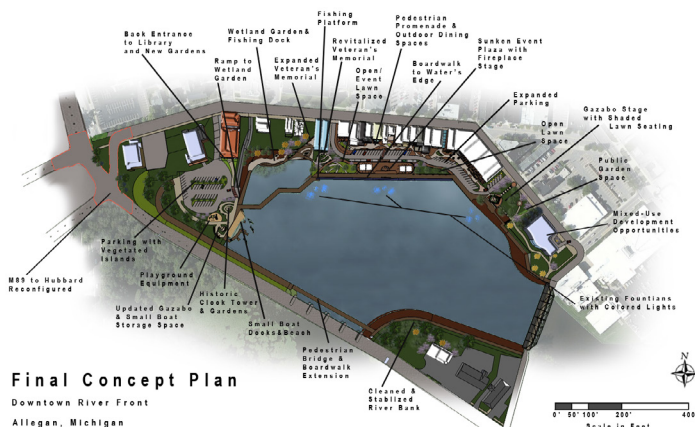
LOCATION ANALYSIS

Downtown Allegan demonstrates impressive walkability and character. Downtown Allegan has an architecturally appealing zero-lot line built environment; this gives the city a great opportunity to excite the sidewalk and street with the right mix of retail uses. The two story architectural scale gives a positive sense of place and permanence, and provides a downtown feel without overwhelming the pedestrian. While other cities are trying to recreate their historic buildings that have been torn down, Allegan's historic buildings are still intact, and many are occupied by small local businesses. Downtown Allegan's high concentration of historical character will be the key building block for the city's revitalization moving forward.

However, Allegan's strengths go beyond the character buildings. These character buildings are all located alongside a scenic bend of the Kalamazoo River. For certain buildings, this offers the potential for riverfront outdoor dining on the ground level, and riverfront views from upper floors. Allegan offers great cultural assets with the Griswald Auditorium and the Regent Theatre. Furthermore, Allegan plays a regional role as the county seat; this positions its downtown as a destination for surrounding cities nearby. Finally, Allegan has large employers nearby—a hospital and Perrigo Company, a generic drug manufacturer. This brings the opportunity for increased economic activity to Allegan.

According to the U.S. Census, there are over 5,300 people that commute to the Allegan city limits every day, while over 600 more live and work within the city. Also, the city has an anchor company nearby that pays high salaries—this can be leveraged for downtown development. Finally, the city is a half-hour or forty five minute drive from other nearby surrounding cities, such as Kalamazoo, Grand Rapids, Holland, and Saugatuck. This creates the market for residential couples that work in two different cities and are looking to split their commute in half. This also creates the potential for destination tourism, both from permanent residents and summer vacationers along Michigan's west coast. With the redevelopment of 155 Brady St., Allegan is poised to finally capture this potential, and come alive as a downtown.

The team recognized the currently unoccupied, former National City building at 155 Brady St. as an important building for Downtown Allegan's future. Due to its location and attributes, the Team sees the building as a trophy property—ripe for redevelopment, and a catalyst for future development in downtown Allegan. The building's location on a prominent intersection offers stronger foot-traffic and pedestrian visibility on the sidewalk, and a unique view from the upper floors. 155 Brady St.'s location at the center of the riverfront block means the building can anchor retail development in two directions. Moreover, the building's unique location means that it can excite two sidewalks—the street level and the riverfront level. Moreover, locating City Hall in 155 Brady St. should be reconsidered to allow for greater economic impact.



SOURCE: MSU Place Plan overview. The river walk surrounding the water has potential to connect to the large corporation, Perrigo company.

DOWNTOWN ALLEGAN GOALS

Before developing a specific plan for the building, the team established the following big picture goals.

- Augment the new riverfront development proposal created by Michigan State University—this plan promises to activate and enhance the riverfront. Downtown’s economic success is contingent on the City of Allegan embracing this plan.
- Become the “third place” for Allegan residents—a place to relax, meet with friends, grab a coffee or a drink, or a place to take a laptop.
- Excite sidewalks, on street and river level—excited sidewalks mean people are outside eating, and are walking to and from different destinations. Excited sidewalks are a good draw for business, as they keep regulars coming back, and they make a business more inviting for new customers.
- Get local stakeholders involved—we want the 155 Brady St. development to serve all of Allegan, not just its owner. All of Allegan needs to be involved—citizens, government, and employers—to ensure a successful development
- Become community and regional draw—155 Brady St. should be a “home base” for Allegan residents, but it also should be a regional draw. With destination dining and the excellent views, 155 Brady St. can draw visitors from far beyond the Allegan city limits.
- Activate downtown Allegan at different times of the day through a variety of uses—155 Brady St. will be exciting the sidewalk at breakfast, lunch, and dinner. Additionally, the development should excite the sidewalk after dinner, and into the night.

Downtown Allegan buildings that have dual frontage along Brady St. & Hubbard St. as well as along the river.



SOURCE: MSU Place Plan

CASE STUDIES

The following case studies demonstrate the ideal activity that ground level retail generates for an urban setting. The 155 Brady St. location has the opportunity to activate excitement on multiple levels with frontage along the river and Brady St. and Hubbard St. and at different hours of the day.

ELEMENTS FOR PLACEMAKING

SEATING

- A variety of seating—both formal and informal—give people the opportunity to spend time activating a space.
- Informal seating interacts with pedestrians beyond the retail patrons. Formal seating creates a destination.



SOURCE: Philadelphia Parklet



SOURCE: Cafe Sante- Boyne City, Michigan

CONTEXT TO THE STREET

- Large, open windows invite street level activity and provide depth to the downtown visual experience.
- Diverse retail and pedestrian activity make an active sidewalk schedule.



SOURCE: Montage- Allegan, MI



SOURCE: Trillium Haven, Grand Rapids

ENTERTAINMENT + SCENERY

- 155 Brady St. has the opportunity to activate two sides of key downtown anchors—the Brady St.-Hubbard St.-Locust St. intersection and the river front.
- Entertainment with formal programmed activities draws people to a destination and encourages them to stay.



SOURCE: Allegan, MI



SOURCE: Bearle Street Grill- Memphis, TN

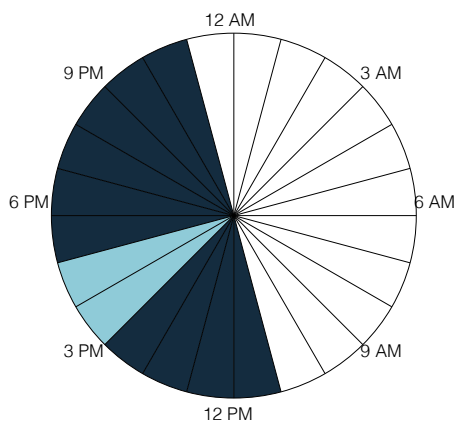
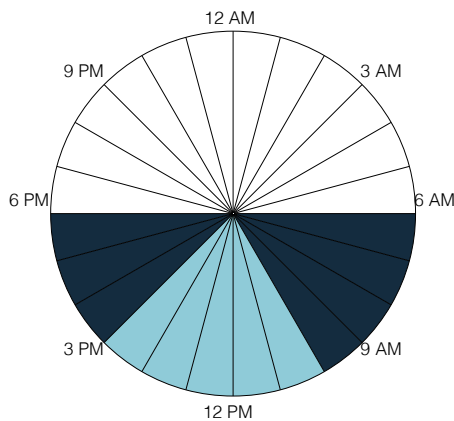
155 BRADY ST.

The scope of this development expanded greatly after consulting west Michigan developer Guy Bazzani. In addition to food oriented retail on the street level and river level of the National City bank building at 155 Brady St., this proposal includes redeveloping the upper levels of six additional buildings that are adjacent to the original bank site owned by the city. In total, there is 9,680 SF of retail redevelopment in the bank building, which could accommodate as many as five 1,500 SF retail spaces, and 24,990 SF of residential space on the upper floors of all seven buildings.

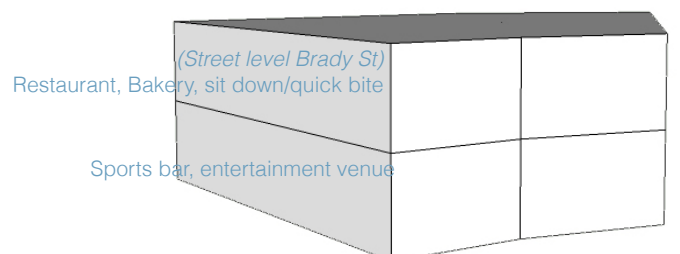
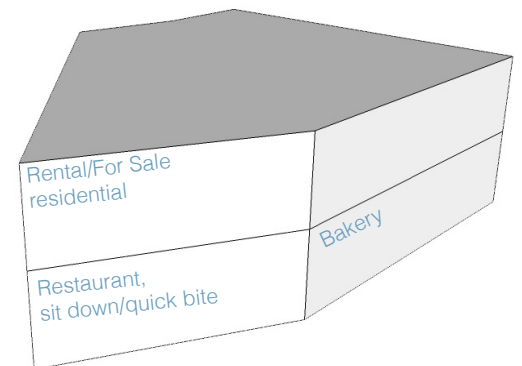


SCHEDULE OF ACTIVITY CLOCKS:

Demonstrate potential density of activity based on the type of retail occupying ground level spaces.



155 Brady St. Front + Back Retail Programming



PROGRAMMING-Brady St. + Hubbard St.

MSU Placemaking Considerations
*"Walkway, Outdoor Eating, Shops Along The
Buildings At The River Level" #*



SOURCE: Marie Catrib's Grand Rapids, MI



SOURCE: Austin, TX

River side view



SOURCE: Jack Astor's - New York



SOURCE: Pandelino- A Coruña

Residential



River views



Locust St. views

PROPOSAL

The advantage of renovating the residential units on the upper floors is that newly renovated apartments overlooking the Kalamazoo River could attract substantially higher rents than the current rents in Allegan. The upper levels of the seven building development would be organized as a condominium association and redeveloped as a group to achieve greater economies of scale at an estimated cost of \$3.4 million. The development would contain approximately ten 2 bedroom units and four 1 bedroom units at 1,100 and 700 SF, respectively. These units could be built to condominium speculations, used for lease, and eventually sold as condominiums. A central elevator in the bank building provides accessibility to the upper floor residential units. The owners of the adjacent buildings attended the presentation and were eager to explore this proposal in greater depth. The Fellows have been in contact with Robert Hillard, Allegan's City Manager, as well as Guy Bazzani, who agreed in principle to be the developer of the site. Moving forward, the Fellows intend to get the parties to form a condominium association before development begins. It is possible to complete the residential renovations in 24 months.

Average SF of Units	
Residential 1br SF	700
Residential 2br SF	1100
Retail SF	1500
% 1br	20%
% 2br	80%
Building Efficiency	80%

Possible Number of Units	
Retail (max)	5
1br (if all units 1br)	21
2br (if all units 2br)	13
1br (if 20% of res units)	4
2br (if 80% of res units)	10



SF Of Development Proposal		
Ground Level	4840	155 Brady St Only
Street Level	4840	155 Brady St Only
Second Level	18840	All buildings w/ second levels
Third Level	3750	139 Brady St Only
Total	32270	

Construction Cost Estimate for Proposal		
Use	SF	Cost @ \$150/SF
Ground Level	4840	\$726,000
Street Level	4840	\$726,000
Second Level	18840	\$2,826,000
Third Level	3750	\$562,500
Total	32270	\$4,840,500

HOW TO MAKE THIS WORK

Downtown Allegan has intangible assets that will drive its redevelopment. Most notably, Perrigo Company employs over 3,500 people in Allegan who hardly interact with downtown at all despite Perrigo's campus being located less than 1.5 miles away. If just 1,500 employees spent \$10 on lunch in downtown Allegan each week and \$10 on breakfast or dinner once every two weeks, over \$1 million dollars would be pumped into downtown Allegan. This is not an unrealistic expectation, as these employees are already leaving campus for lunch. There are not enough quality food options in downtown Allegan with seating to accommodate Perrigo employees.

WHERE SHOULD CITY HALL GO

We convinced the city's stakeholders to put food oriented retail on the street level and river level of the bank building instead of a new City Hall. Allegan conducted a study of several sites that would be suitable for the new location of their City Hall which goes into much greater depth than the sites suggested. This document should be referenced for acceptable sites.

HOW TO GET COMMERCIAL TENANTS

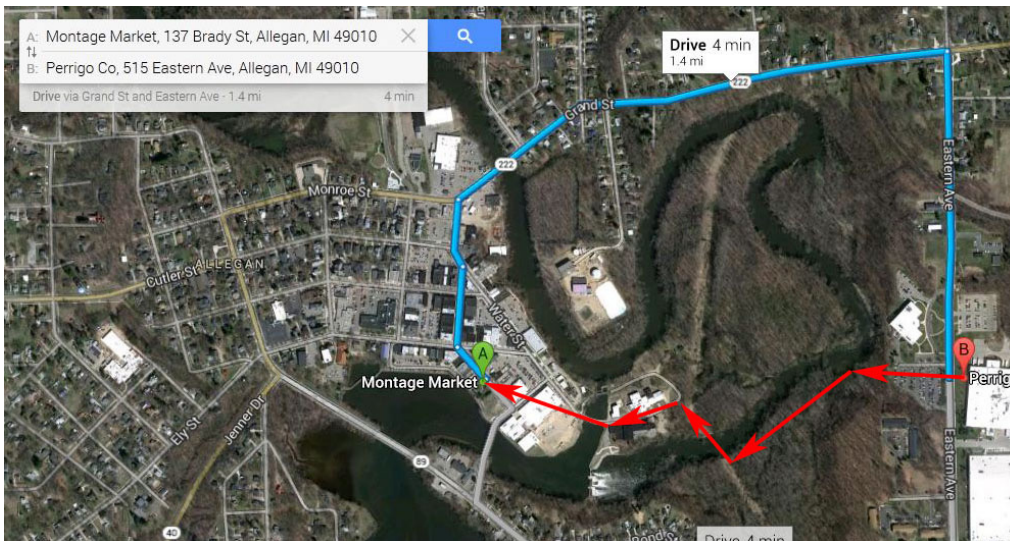
Allegan should target commercial tenants by predetermining specific uses for the retail spaces and marketing these availabilities heavily. In the Programming section of the report we suggested several food oriented retail businesses. Allegan should advertise these uses around west Michigan. Local retailers and entrepreneurs are ideal because they understand the market and have much more vested in the success of their venture. Some demographics that Allegan should approach for these retail spaces are recent college graduates, empty-nesters, and local residents who are looking for a career change. More specifically, graduates from the Culinary Institute of Michigan in Muskegon would make excellent candidates for food oriented retail.

FROM IDEA TO VIABLE BUSINESS

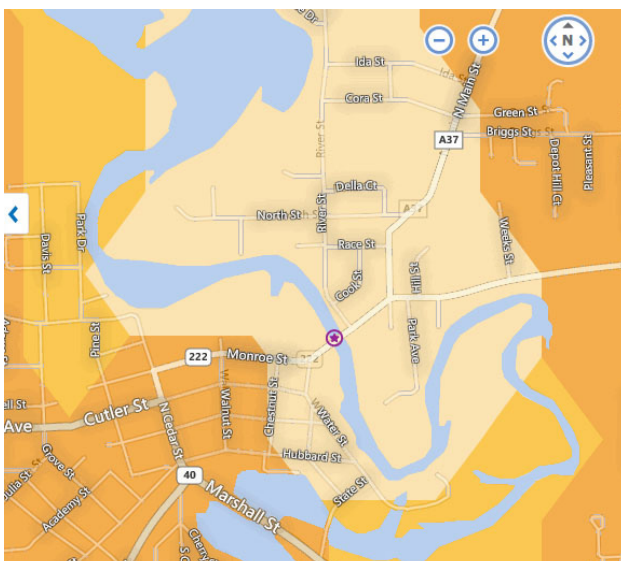
Despite all of the present opportunities described, the reality is that Allegan does not have a bustling retail-oriented downtown. The missing ingredient in attracting retail is quality commercial space in character buildings. Allegan has vacancies in newer buildings downtown that lack a "wow" factor and they have vacancies in older buildings that possess great character but need substantial work before being fit for use. In fact, the recent commercial developments in Allegan have occurred in historic buildings on Brady St. and Hubbard St. and have required substantial renovation. Allegan can support the revitalization of its downtown by connecting the successful property and business owners to prospective entrepreneurs. The current property owners and business operators will attract more quality tenants by providing assistance and guidance in the rehabilitation of these older buildings for said tenants. Further, if these existing successful individuals in Allegan make the tax incentives and financing strategies more transparent, future investors and tenants will have these major obstacles eliminated, increasing their chances of engaging in Allegan.

FURTHER KEYS TO SUCCESS

First and foremost, the riverfront plan developed by Michigan State University is integral to Allegan's revitalization. The city should engage with its citizens and stress the importance of this plan between now and the election in November. Everything suggested in this plan is contingent on the riverfront becoming a thriving, exciting place. The City should create large signs with the renderings of the proposed riverfront, and that they place them in Mahan Park and in other areas around the riverfront in order to raise awareness for the initiative. Next, Allegan and Perrigo should work together to create a walkway between the Perrigo campus and downtown Allegan. This would be about a mile long and would run next to the Kalamazoo River for most of the distance between the two locations. Employees could bike or walk downtown for their lunch break, greatly reducing the barriers between the two locations. Lastly, Allegan should work with cellular providers to enhance their wireless coverage in Allegan. Verizon is the only provider that services the latest cellular coverage in downtown Allegan. This is a major issue that visitors to Allegan will notice as they try in vain to Tweet, Instagram and Facebook about their experiences downtown. Successful downtowns are connected and Allegan needs to enhance their wireless coverage.



This map demonstrates the driving path from Perrigo's campus to downtown Allegan. The interior park and natural landscape would make an enjoyable walkway that connects Perrigo to Downtown.



The dark orange area shows AT&T's most advanced wireless coverage called LTE which enables smartphones to connect to the internet at very fast speeds. The lightest shade of orange, which encompasses much of downtown Allegan, depicts AT&T's oldest operating network coverage called EDGE. It is time consuming to browse email over EDGE, let alone social services like Facebook, Instagram or Twitter.

APPENDIX A - Letter of Engagement



TO: Robert Hillard, City Manager, City of Allegan

FROM: MEDC Fellows and Peter Allen, President of Peter Allen & Associates,

DATE: August 2, 2013

RE: Redevelopment Ready Opportunity Site in Allegan (the "Project")

This memo describes deliverables that will be prepared by the MEDC Fellows on behalf of the Redevelopment Ready Communities program of the Michigan Economic Development Corporation (MEDC) for the City of Allegan. Peter Allen and Doug Allen of Peter Allen & Associates, and three past and current students affiliated with the University of Michigan selected as MEDC Fellows are the "Team". Resumes for each Team member are attached. Each Team member will dedicate 40 hours to the project. Peter Allen will oversee their work and assist in the formal presentation to Allegan and its Stakeholders August 6th. Because we have been contracted by MEDC, our services will be at no initial cost to the City of Allegan.

The goal of our work is to determine the restoration uses and economics of the 155 Brady St., the former National Bank building. We will emphasize specific uses that complement the riverfront amenities proposed by Michigan State University's study. The Team's recommendations for first floor building usage—on Brady and Hubbard St. and the riverfront—will reflect the highest and best uses that promote and support downtown Allegan's local economy and social dynamic.

We will also be working closely with the best historic rehabilitation developer in West Michigan, Bazzani & Associates. Peter Allen has known Mr. Guy Bazzani for ten years due to Bazzani's success in the Grand Rapids region. Bazzani will focus on the residential upper level of 155 Brady and the adjacent building to the west, as well as incorporating the five adjacent buildings along Brady St. to the east. The goals will be to create an economic and marketing critical mass of retail, restaurant and residential uses with shared common elements wherever possible. Bazzani will be presenting with the Team on August 6th; his construction, financing and historic rehab skills will be at no cost to the City of Allegan.

The Team will deliver a presentation to the City of Allegan and key stakeholders on Tuesday, August 6, 2013 at 1:00pm. The presentation will consist of a PowerPoint that articulates the Team's findings for the highest and best uses for 155 Brady St., Guy Bazzani's insights and vision for incorporating additional Brady St. buildings, and a Peter Allen facilitated discussion amongst the present stakeholders. The Team will take notes of stakeholder comments and questions. Additionally, the

Team will develop a final written document that includes all relevant research, project findings, and a summary of the stakeholder's reactions.



Additional consulting services and analysis beyond the scope of this agreement are available upon request through Peter Allen & Associates.

We are grateful for this opportunity to contribute to the growth and development of a dynamic riverfront city.

Sincerely,

Paige Shesterkin, Master of Urban Planning and Real Estate Development Candidate

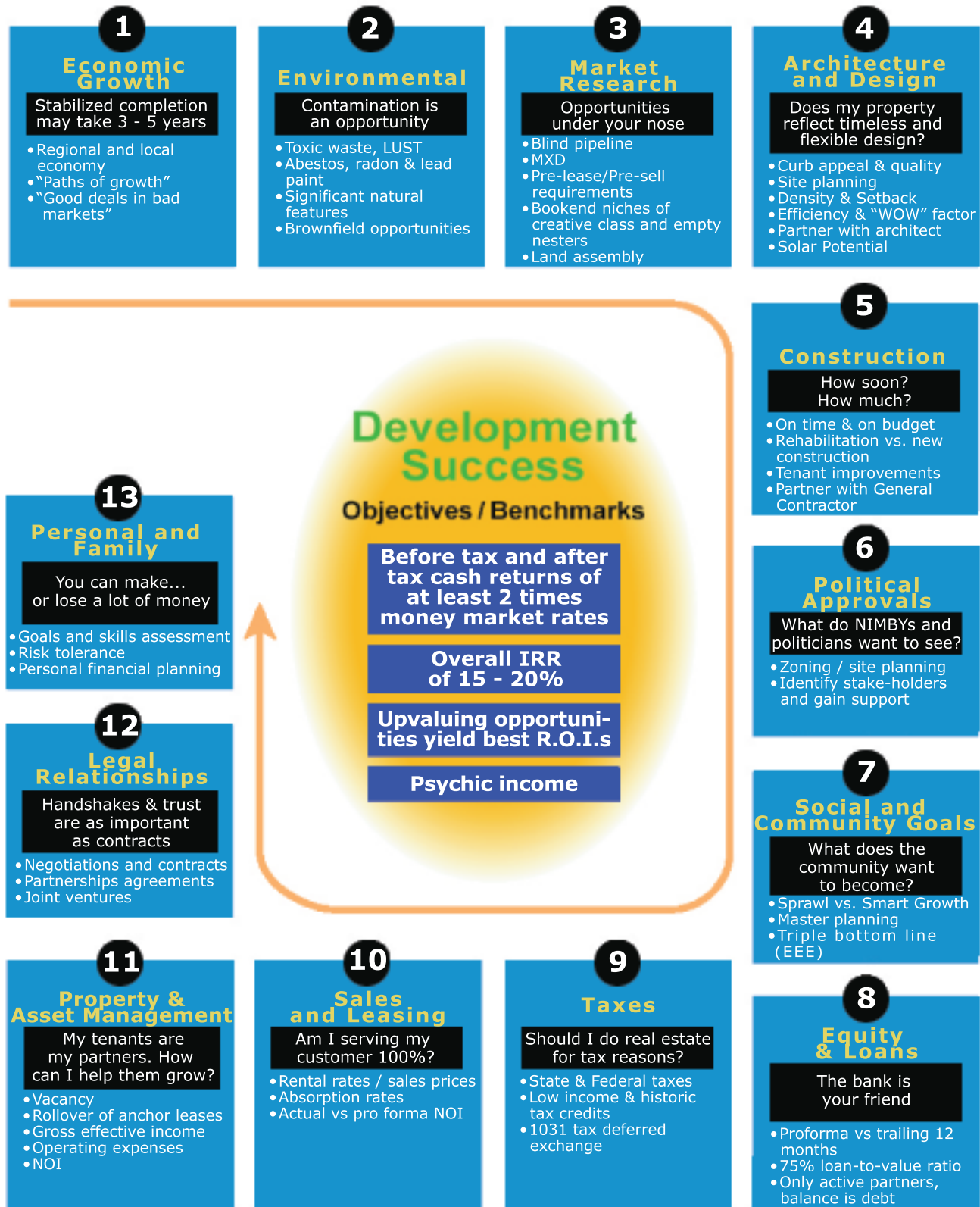
Frank Koziara, Bachelor of Business Administration Candidate

Peter McGrath, Master of Urban Planning and Real Estate Development Certificate, 2013

APPENDIX B - Real Estate Development Resources

The Real Estate Development Feasibility Chart

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





11 Rules Required for a Lively Downtown Connected to Walkable Neighborhoods

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

APPENDIX C - Business Startup Tools

Guide to Starting and Operating a Small Business:

<http://misbtdc.org/wp-content/uploads/2010/08/Guide-to-Starting-and-Operating-a-Small-Business-20131.pdf>

Financing Options Comparison¹:

<http://misbtdc.org/wp-content/uploads/2010/08/Finacing-Options-Compared.pdf>

Checklist for Financing:

<http://misbtdc.org/small-business-team/small-business-financing/checklist-for-financing/>

Sample Business Plan:

<http://misbtdc.org/wp-content/uploads/2010/08/Chuck-Wagon-Barbecue.pdf>

¹ Please disregard the typo in the URL ("financing" is spelled incorrectly). The link works as of 08/16/2013

APPENDIX D - Resumes

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

PAIGE SHESTERKIN ;b

38257 Donald • Livonia, MI 48K54 K
pshest@umich.edu; paigeshest@gmail.com • 734.612.4292 K

EDUCATION K

University of Michigan, Ann Arbor, MI b b b b b b September 2012 b

- Masters of Urban Planning and Graduate Certificate in Real Estate Development Candidate K
- Concentration of Study: Physical Planning and Design K
- Projected graduation: Spring 2K 4 K
- Urban Planning Student Association Executive Board Member K
- Jeff Blau Scholarship Winner, University of Michigan/Urban Land Institute Real Estate Forum (UM/ULI) (2K 2) K
- Member of First Place Team for UM/ULI Real Estate Forum Student Case Competition (2K 2) K
- Participant in Urban Land Institute/Gerald D. Hines Student Urban Design Competition (2K 3) K

Aquinas College, Grand Rapids, MI b b b b b b August 2008-2012 b

- Bachelor of Science, majors in Sustainable Business and Spanish 1K
- International perspectives of sustainability fieldwork experience, Costa Rica (May 2K 2) 1K
- Nominee for Aquinas College Most Outstanding Woman Student (2K 2) 1K
- Study abroad experience, University of Salamanca International Courses, Salamanca, Spain (Fall 2010) 1K

b

EXPERIENCE K

MEDC ConsultantbPeter Allen & Associates, Ann Arbor, MI b b b b May 2012-Present b

- Conducting real estate feasibility studies in coordination with the MEDC Redevelopment Ready Communities® K
- Working with a multi-disciplinary team of University of Michigan students to provide an analysis and proposal for K
- potential real estate development opportunities in specific Michigan cities K
- Contribute to concept and development vision; coordinate final document and presentation deliverables K

K

Business AnalystbRockford-Construction, Grand Rapids, MI b b b b January 2012-May 2012 b

- Researched and analyzed trade patterns of West Michigan to support the creation of an advanced energy center and K
- intermodal logistics hub K
- Created and introduced sustainability plan for the proposed advanced energy center and intermodal logistics hub K

K

Energy AnalystbBazzani Associates Inc., Grand Rapids, MI b b b b January 2012-May 2012 b

- Conducted energy audit for real estate developer's portfolio of LEED certified buildings K
- Completed USGBC Building Performance Partnership energy report K

K

Director of Sustainability Student Senate, Aquinas College, Grand Rapids, MI b b August 2011-May 2012 b

- Directed and maintained standing sustainability committee of nine student senators K
- Supported committee members in the review of recommendations to incorporate long-term sustainability on campus K
- Organized and sponsored campus events to promote sustainability education and awareness K

K

InternbAKT Peerless Environmental and Energy Services, Detroit, MI b b b 2009/2010/2011 b

- Worked directly with the Detroit/Wayne County Port Authority K
- Evaluated sustainable projects for potential recipients of US EPA Brownfield Assessment funds K
- Researched grant opportunities, transportation logistics and market opportunities for sustainable technologies and K
- economic development K

K

ADDITIONAL b

- Skilled proficiency in Microsoft Suite, Adobe Create Suite, Geographical Information Systems 1K
- Competent in AutoCAD, SketchUp, STATA, RStudio, LaTeX 1K
- Youth mentor at Community Action Network-Hikone, Ann Arbor, MI 1K

FRANK JOSEPH KOZIARA III &

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EDUCATION &	UNIVERSITY OF MICHIGAN Stephen M. Ross School of Business Bachelor of Business Administration, April 2014 <ul style="list-style-type: none">• Emphases in Entrepreneurial Studies and Management & Organizations• BBA Preferred Admit to Ross (26% Admission Rate) College of Literature, Science, and the Arts <ul style="list-style-type: none">• Honors Program (2010-11)	Ann Arbor, MI
EXPERIENCE 2013-Present Summer	PETER ALLEN & ASSOCIATES, INC. MEDC FELLOWS PROGRAM MEDC Fellows Secretary & Treasurer <ul style="list-style-type: none">• Conducted real estate development feasibility studies in coordination with the MEDC Redevelopment Ready Communities program in specific cities throughout Michigan• Assembled feasibility study deliverables with an interdisciplinary team of University of Michigan students with backgrounds in Urban Planning, Architecture, Economics and Business	Ann Arbor, MI
Summer 2012 &	CLOTHES HORSE Product Management Intern <ul style="list-style-type: none">• Created fit comparison visualizations from database garment data that were sent to e-commerce retailers to show how their apparel fit relative to their competitors• Queried Microsoft SQL Server databases to generate product performance reports in Excel• Analyzed the performance of web product features via A/B testing and made data-driven product improvement recommendations• Implemented a web scraping solution for identifying potential customers, utilizing the XML and XPATH languages	New York, NY
2011-2012 &	MUSIC MATTERS, STUDENT ORGANIZATION PUBLICITY & ADVERTISEMENT Chairman and Founding Member <ul style="list-style-type: none">• Managed over 40 individuals, creating several subcommittees responsible for the different aspects of the committee, displaying the ability to delegate and to maximize the productivity of a group• Planned and implemented social media strategy, created the club banner, flyers, and leaflets for recruiting events, and designed merchandise for club members, highlighting skills in multi-tasking and handling diverse responsibilities	Ann Arbor, MI
2011-Present &	MICHIGAN INTERACTIVE INVESTMENTS, LTD. Member <ul style="list-style-type: none">• One of approximately 60 members responsible for managing the \$16,000 diversified portfolio of the undergraduate investment club• Pitched a stock to the entire club after extensive research and preparation, demonstrating the ability to synthesize quantitative and qualitative data into an fundamentally sound argument, in addition to the communication and presentation skills acquired during the process• Active participant in market discussions that impact investment decisions	Ann Arbor, MI
ADDITIONAL &	<ul style="list-style-type: none">• Central Student Government representative for the Stephen M. Ross School of Business• Program in Entrepreneurship Certificate candidate• Involved in politics, worked on successful state representative campaign in 2010• Blues and jazz music aficionado. Favorite artists include Miles Davis, Wes Montgomery, B.B. King, and Stevie Ray Vaughan	