

1. February 19, 2015 Agenda And Packet

Documents: [02-19-15 AGENDA AND PACKET.PDF](#)

2. February 19, 2015 Presentation

Documents: [02-19-15 PRESENTATION.PDF](#)



Joint Housing Task Force

4:00 p.m.

Thursday, February 19, 2015

Governmental Center – Cafeteria - Basement Level
400 Boardman Avenue
Traverse City, MI 49684

Posted and Published: February 13, 2015

Christine Maxbauer, Grand Traverse County
Sonny Wheelock, Grand Traverse County

Michael Estes, Traverse City
Gary Howe, Traverse City

Sue Courtade, East Bay Township
Jeanne Blood, Garfield Township
Andy Smits, TC Housing Commission

If you are planning to attend the meeting and you have a disability requiring any special assistance at the meeting, please notify the Traverse City Clerk immediately.

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Agenda – Fourth Meeting

1. Meeting Notes from January 21, 2015
2. JHTF Summary Report – To Date
3. Discussion Items:
 - a. Grand Traverse County Target Market Analysis (John Sych)
 - b. Public-Private Partnerships (Jean Derenzy & Andy Smits)
 - i. Participants
 - ii. Partnerships
 - iii. Projects and Pro formas
 - iv. Process
4. Public Comment
5. Next Meeting – Adjournment

JOINT HOUSING TASK FORCE

SUBJECT: Agenda Review

FROM: John Sych, AICP, Director, Planning & Development

FOR MEETING DATE: February 19, 2015

For the February meeting, we will be covering the following items:

1. **Grand Traverse County Target Market Analysis.** See attached memorandum.
2. **Public-Private Partnerships.**
 - a. **Participants.** First we will look at who the players are in a partnership. Developers, local government, authorities, non-profits, and more play important roles in constituting a partnership.
 - b. **Partnerships.** There are different kinds of partnerships. What kind of partnership do you form? Many factors determine the partnership type that is used, such as the desired goals, the sources of funding or whether the land is privately owned or publicly owned.
 - c. **Projects and Pro formas.** Actual projects and case studies will be reviewed to breakdown the components of a project and the financial pro formas that determine the feasibility of a project.
 - d. **Process.** We will discuss what is needed to get a project approved and underway. While the focus is often on the approval of the project, it is important to understand that the full extent of any project, starting with the initial concept.

Note the attached summary sheet on Public-Private Partnerships.

As always, information about the Task Force is posted here: www.grandtraverse.org/planning
(Click on "Joint Housing Task Force" on the left)

JOINT HOUSING TASK FORCE (JHTF)

January 15, 2015

Chair Wheelock called the meeting to order at 4:02 p.m. in the Training Room located in the Governmental Center, 400 Boardman Avenue, Traverse City, Michigan.

Members Present: Sue Courtade, East Bay Charter Township
 Michael Estes, City of Traverse City
 Gary Howe, City of Traverse City
 Jeane Blood Law, Garfield Charter Township
 Christine Maxbauer, Grand Traverse County
 Andy Smits, Traverse City Housing Commission
 Sonny Wheelock, Grand Traverse County

Staff Present: Marcia Carmoney, Grand Traverse County
 Leslie Couturier, East Bay Charter Township
 Jean Derenzy, Grand Traverse County
 Penny Hill, City of Traverse City
 Jered Ottenwess, City of Traverse City
 Russ Soyring, City of Traverse City
 John Sych, Grand Traverse County

Meeting Notes from November 20, 2014

Moved by Estes, seconded by Law to approve the November 20, 2014 meeting notes as presented.
Motion carried.

Meeting Summary

New member, Christine Maxbauer was welcomed, and the working draft of the JHTF Summary Report, findings and recommendations of the JHTF, was noted.

Discussion Items:

Sych provided handouts for the following discussion items.

a. Leveraging Incentives and Tools

Members discussed the available tools, their current application and how they can be better used to meet housing needs. Frankfort was suggested as an ADU model to review since they have the most allowable units. Recent projects of the Land Bank Authority and their impact were discussed, i.e. Boardman Lake Avenue, former Nielson property in Blair Township. The TC Housing Commission anticipates filling their Executive Director position next month with hopes of breaking ground on the Orchard View project in the near future. City is discussing eliminating density limits/allow smaller units that wouldn't count towards density limit.

Discussion points: ADU's allow empty nesters to stay in their homes; concern is additional parking needs. High number of MSHDA programs effect on tax base. Set project criteria, i.e. if the project does not create affordable housing, then developer contributes to the Housing Trust Fund.

b. Use of Payment in Lieu of Taxes (PILOT)

The need for a collaborative effort to develop PILOT policy and unified criteria was discussed. A new public act (PA 456 of 2014) allows for up to a five-year property tax exemption for certain nonprofit housing.

Discussion points: Need for emergency services contract as part of the development (Brookside development in Garfield Township). Need for diversified housing.

c. Zoning Barriers to Housing

2007 COG (Networks Northwest) report identifies barriers to home ownership. Blair Township doesn't set a minimum lot size, but instead lets the well and septic be the deciding factor.

Discussion points: lot size restrictions creating "bowling alley" lots; density; setting minimum lot sizes is contrary to affordable housing; City does not have a minimum dwelling size; look at setbacks.

d. Definitions of Affordable

Sych reviewed the statistics from the Grand Traverse County 2012 Housing Inventory.

Due to time constraints, it was decided to leave agenda items 3e and 3f for the next meeting. Now that the tools have been reviewed, the next step is how to move forward: willingness to participate with for-profit developers, evaluate capacity of nonprofits, identify possible developers who are willing to partner, market out community to current developer, look at what it takes to put a partnership together, review pro forma to see how a project is put together.

Public Comment

Jill Rahrig, Project for Civic Engagement – spoke about current housing needs and the PCE Housing Video. Suggested bringing the leadership of the hospitality industry to the table.

Cori Nielson, Pathway Homes – Infrastructure suggestion for new developments.

Caroline Kennedy, Home Builders Association – noted the interest of the Home Builders Association in working with the Task Force.

Bob Atalle, AICP – suggested bringing realtors and builders into the discussion.

Next Meeting

The next meeting is to identify partnerships and what they can bring to the table, and how to better market the community for affordable housing.

Adjournment

Meeting adjourned at 5:49 p.m.

Joint Housing Task Force

Summary Report (To Date) February 19, 2015

- Elements of a successful community include jobs, **housing choices**, marketplace, a variety of ways to travel, gathering places, municipal services, public safety, and community character.

Local Housing Studies and Strategies

- Local studies and strategies focused on housing include the 1996 Grand Traverse County Housing Needs Study, the 2003 and 2009 Grand Traverse County Housing Needs Assessments, the 2008 Regulatory Framework for Workforce Housing in Traverse City, the 2012 Grand Traverse County Housing Inventory, the 2013 Grand Traverse County Housing Strategy, and the 2014 Framework For Housing Choices In Northwest Michigan.
- Key takeaways from the studies include:
 - Renters make up 23.3% of all households
 - 98% occupancy rate for rentals
 - Nearly half of all rental households live in unaffordable housing, including 80% of those earning \$20,000 or less
 - Housing appreciation is rising faster than income appreciation
 - 32% of renter households suffer from overburden
 - Shortages of accessible housing, small rental units
 - 40% of owner-occupied households are “low income”
 - Average household spends 57% of income on combined housing and transportation — over 60% in rural areas
 - 800 homes in the county are in “poor” condition
- Key strategy goals include:
 - Expand location and energy-efficient housing choices
 - Target housing activities toward existing communities
 - Develop greater financial and programmatic capacities to support and enhance housing efforts of existing nonprofits
 - Coordinate planning and zoning policies that encourage greater housing choices
 - Raise awareness and support of affordable housing among the public
- What is Affordable?
 - **Income.** A housing unit is considered affordable to a household if housing costs total 30% or less of that household’s income—with “costs” referring either to rent, or, for ownership units, mortgage interest and principal, taxes, and insurance. When households pay more than 30% of their income for housing, they are considered cost overburdened, a financial strain that creates a higher risk of foreclosure or homelessness.
 - **Income+Transportation.** A housing unit is considered affordable to a household if housing and transportation costs total 45% or less of that household’s income.

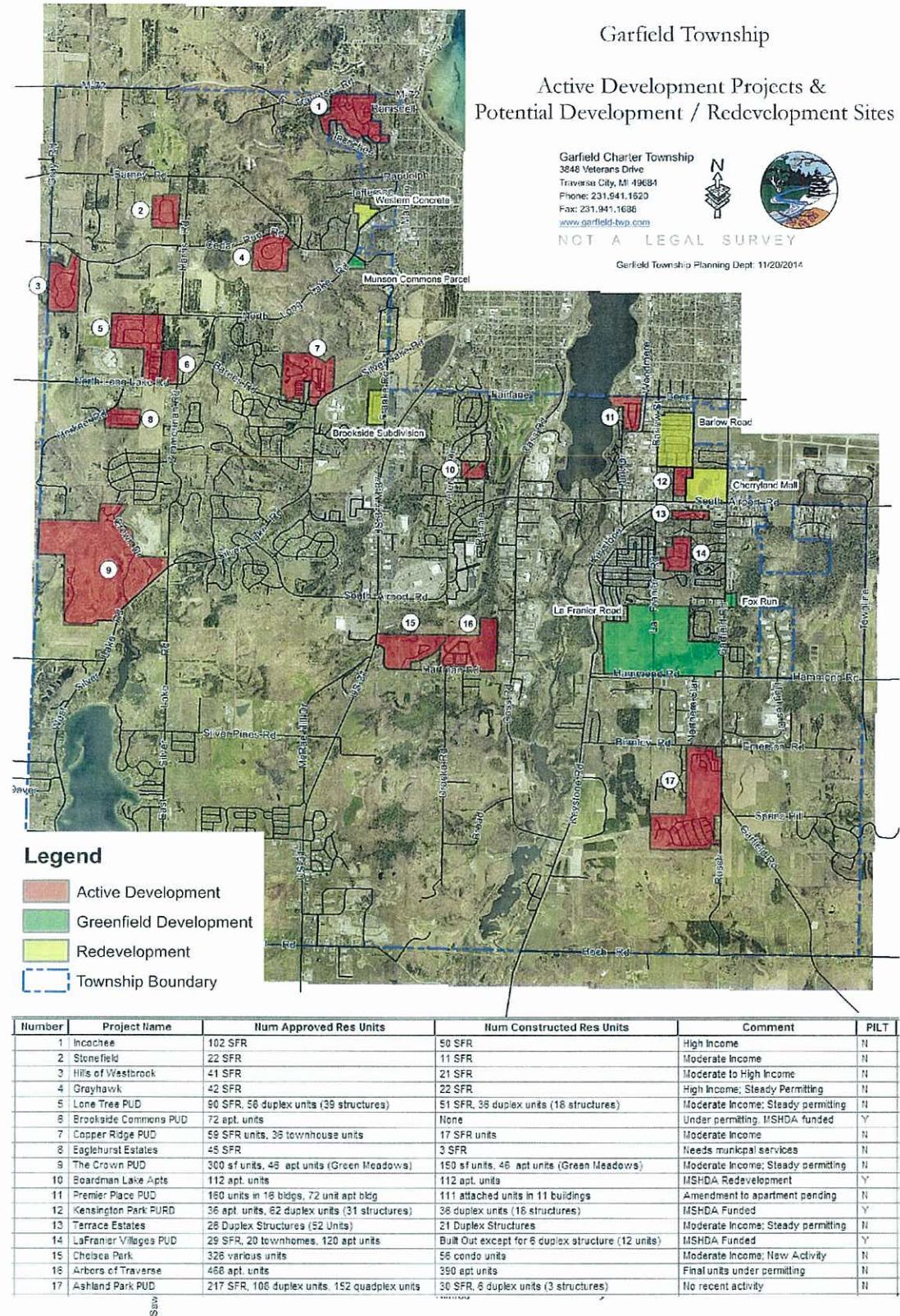
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- **Income+Transportation+Energy.** Home energy costs, including electricity and heating costs, can account for 20% or more of a household's budget. Low income households spend a greater percentage of their income on energy costs, and are more likely to experience housing instability due to energy costs.
- The typical household in Grand Traverse County spends 57% of their income on housing and transportation costs combined. In rural areas, home to the County's more "affordable" housing, combined housing and transportation costs total well over 60% of a typical household budget.

Current Housing Development Trends

- City of Traverse City has several housing units under construction, but most of them are high-end developments. Accessory dwelling units have been allowed, but no applications have been received.
- East Bay Township is working on changing its "growth boundary" area by looking to increase density within it; however, most of the development is happening outside the boundary line. There are two new apartment complexes and another one recently approved.
- Garfield Township has mapped active housing development projects. All levels of income are represented in the projects. Projects include new apartments, some MSHDA funded, single family, mixed-use commercial, duplexes and residential.

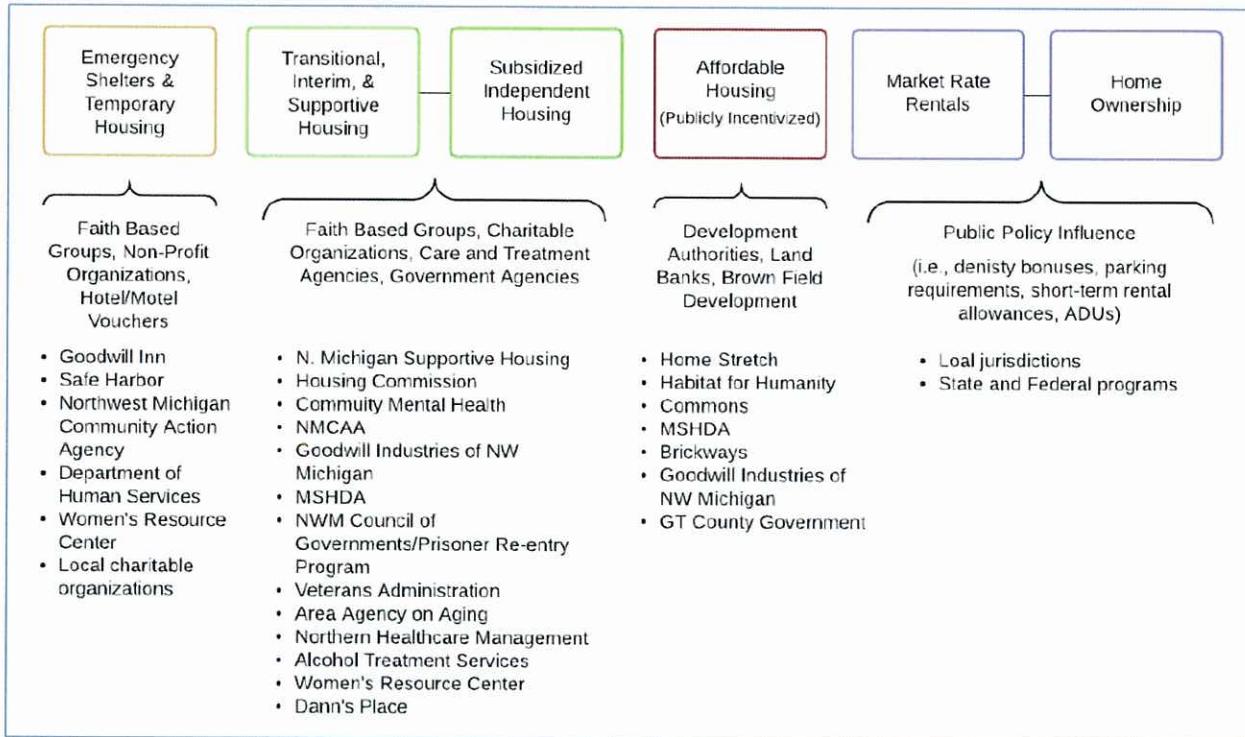
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Housing Types and Building Types

- The housing continuum illustrates the variation of **housing types** in our community:



- The variety of **building types** for housing need to expand to meet market demand. These often missing building types are called the “missing middle.”



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- Key elements that make successful “middle missing” housing areas include:
 - Medium density development but good design makes it feel like lower density
 - Small footprint and blended densities
 - Smaller, well-designed units
 - Off-street parking does not drive the site plan
 - Simple construction
 - Creating community
 - Marketability
- There are many developments that have successfully blended market rate housing with affordable housing, i.e. Midtown development in Traverse City. A strong non-profit housing developer is often needed to make such developments work. The Dwelling Place in Grand Rapids is a non-profit housing developer that has been often seen as a model (www.dwellingplacegr.org).

Housing Incentives and Tools

- Traverse City’s housing incentives and flexible regulations include:
 - Accessory Dwelling Units (ADU)
 - Neighborhood Enterprise Zone (NEZ)
 - Affordable Housing Density Bonus
 - No minimum dwelling size
 - Narrower lots (35 feet wide)
 - Smaller lots (4,000 to 5,000 square feet)
 - Height bonus (extra floor if residential is incorporated in a mixed use building)
 - Low Parking Requirements (1 per dwelling, none for dwellings over commercial or downtown)
- Garfield Charter Township’s housing incentives and flexible regulations include:
 - Permits PILOT projects throughout the Township
 - Encouraging more development closer to the urban core
 - Planned Unit Development (PUD) to allow for flexibility in development
- East Bay Charter Township
 - New master plan is underway
 - Potential redevelopment sites include: Old Ball World site; northwest corner of Vanderlip and Hammond; the Avenues area; 10-acre ridge east of ice rink; the Clous property on Three Mile Road. The township is interested in alternative approaches to housing development, including cottage housing development.
- Grand Traverse County’s housing incentive tools include:
 - The Land Bank Authority
 - The Brownfield Redevelopment Authority
 - The Affordable Housing Trust Fund. Public-private partnerships need to be improved to complete projects. Items to consider: assign a developer fee or percentage to be put towards the Housing Trust Fund; issue a request for proposal (RFP) for developments; and, market our area for housing projects with these tools as incentives.
- The Traverse City Housing Commission
 - Housing Choice Voucher Program
 - TCHC offers public housing developments: Riverview Terrace and Orchardview

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- The TCHC is in a reorganization process and is currently seeking to fill the position of Executive Director

Recommended Improvements to Housing Incentives and Tools

- Establish criteria to determine when affordable housing projects receive public incentives
 - Tie to affordable housing trust fund
- Continue to explore use of Accessory Dwelling Units
- Establish common PILOT policy, unified criteria, and ordinance
 - Including provision for emergency services
- Continue to reduce zoning barriers by providing greater flexibility for housing developments

JOINT HOUSING TASK FORCE

SUBJECT: Target Market Analysis (TMA) Overview

FROM: John Sych, AICP, Director, Planning & Development

FOR MEETING DATE: February 19, 2015

In 2014, 10 target market analyses were developed by LandUseUSA of Lansing and funded by Michigan State Housing Development Authority (MSHDA) and Networks Northwest as part of the Regional Prosperity Initiative. There is one target market analysis (TMA) for each county in Northwest Michigan.

What is the difference between a traditional housing market study and a target market analysis?

Traditional Housing Market Study

Supply and demand based on the housing choices that existing residents have already made the local market. This approach is limited because it a) relies on the behavior of residents who might not be on the move; and b) fails to consider that demographic groups would make other choices if they had the option. It can also contribute to redundancy in the housing market, and blandness in neighborhoods and communities.

Target Market Analysis (TMA)

A study of populations that are migrating or moving, and that also have a clear preference for city living and urban housing formats (rather than rural living and suburban formats). A study of their lifestyle preferences and of the types of housing formats that they are choosing in other markets throughout the Upper Midwest.

What is a lifestyle cluster?

For a TMA, consumers are defined by demographics, buying preferences, and other factors into a cluster. LandUseUSA utilized the privately developed MOSAIC Lifestyle database. The MOSAIC Lifestyle database is a geodemographic segmentation system developed by Experian and AGS consisting of 71 Lifestyle Clusters. For Northwest Michigan, 12 of the 71 clusters were targeted for the purpose of each TMA. These 12 target clusters were identified as they are the lifestyle clusters primarily interested in higher density areas and tend to be interested more in attached residential units (i.e., apartment complexes, duplexes, townhomes, etc.).

Attached summary information

For the complete TMA, visit www.networksnorthwest.org/rpi. Since the analysis is lengthy and differs from a traditional housing market study, I have developed a very high level summary of the analysis:

Exhibit S: Summary of Target Market Analysis for Grand Traverse County. This summary was prepared by the Grand Traverse County Planning & Development Department based on data provided in the TMA. Its purpose is to provide a very simple snapshot of the extensive TMA.

From the TMA, I have included with the following pages that might be of interest:

TMA cover sheets and TMA Executive Summary (including map Exhibit A.1).

Exhibit A1.1: Annual Market Potential for 12 Target Markets; 2015-2020. This table is from the TMA and was the basis for some of the data in the Exhibit S. It shows a breakdown on the potential by income range.

Exhibit A1.7: Market Potential for 12 Target Markets and 71 Lifestyle Clusters. This table is from the TMA. This breakdown is for the 12 Target Markets.

Exhibit T: Annual Market Potential by Tenure and Building Format. This table shows the variety of housing units desired by potential owners and renters.

Individual descriptions of the 12 Target Markets (starting with C12: Golfcarts and Gourmets).

Exhibit S: Summary of Target Market Analysis for Grand Traverse County*

Conservative Scenario for 12 Targeted Clusters

Annually through 2020

| | Owners | | | Renters | | |
|---------------------|-------------|---------------------|-------------|--------------|---------------|--------------|
| | Owner Units | Owner Values | Owner Sq Ft | Renter Units | Net Cash Rent | Renter Sq Ft |
| <\$15,000 Extreme | 14 | \$70,000-\$130,000 | 400-750 | 208 | \$375 - \$700 | 250-700 |
| <\$25,000 Very Low | 32 | \$90,000-\$165,000 | 550-1,100 | 423 | \$425-\$775 | 350-850 |
| <\$35,000 Low | 53 | \$105,000-\$200,000 | 750-1,650 | 570 | \$450-\$850 | 450-1,100 |
| <\$50,000 Below Avg | 87 | \$135,000-\$250,000 | 1,150-2,500 | 731 | \$525-\$975 | 550-1,500 |
| \$50,000+ Above Avg | 133 | \$165,000-\$200,000 | 1,650-3,750 | 265 | \$625-\$1,150 | 850-1,750 |
| TOTAL | 219 | | | 996 | | |

| | |
|--|--------------|
| Annual Total Renter and Owner Units | 1,215 |
| 2015-2020 Total Renter and Owner Units | 7,290 |

| <i>By Unit Type</i> | | | |
|---------------------|-------------|--------------|--------------|
| Unit Types | Owner Units | Renter Units | Total |
| Houses | 208 | 164 | 372 |
| Duplexes | 4 | 42 | 46 |
| Triplexes | 2 | 132 | 134 |
| Quads | 1 | 68 | 69 |
| Rowhouses | 2 | 255 | 257 |
| Small plexes | 2 | 82 | 84 |
| Large plexes | 0 | 87 | 87 |
| Mid-rises | 0 | 67 | 67 |
| High-rises | 0 | 98 | 98 |
| Total | 219 | 996 | 1,215 |

| | | | |
|----------------|-----|-----|-----|
| Detached Units | 208 | 164 | 372 |
| Attached Units | 11 | 832 | 843 |

| <i>By Selected Communities</i> | | | |
|--------------------------------|-------------|--------------|--------------|
| Community | Owner Units | Renter Units | Total |
| Traverse City | 116 | 524 | 640 |
| Garfield Township | 88 | 394 | 482 |
| East Bay Township | 4 | 28 | 32 |
| Acme Township | 2 | 22 | 24 |
| Grawn (Blair Twp) | 2 | 8 | 10 |
| Chums Corner (Blair Twp) | 0 | 4 | 4 |
| Kingsley | 0 | 4 | 4 |
| Interlochen (Green Lake Twp) | 0 | 2 | 2 |
| Fife Lake | 0 | 0 | 0 |
| Total for County | 219 | 996 | 1,215 |

*Note: This summary was prepared by the Grand Traverse County Planning & Development Department based on data provided in the Target Market Analysis prepared by LandUseUSA and Networks Northwest. For the complete reports, go to www.networksnorthwest.org/rpi

Target Market Analysis

Grand Traverse County

Michigan

THE MARKET STRATEGY

November 3, 2014



A-B



Prepared for:

Networks Northwest
Home | Business | Community



Prepared by:



Acknowledgements

Michigan State Housing Development Authority

Gary Heidel, Chief Placemaking Officer

James E. Tischler, AICP, PCP, Director of Community Dev.

Julie Gardner, Community Development Specialist

Diane Karkau, Community Development Specialist

Bryan Robb, Statewide Partnerships/TA Specialist

David Allen, PhD, Chief Market Analyst

Northwest Michigan Council of Governments

Larry C. Inman

Chairman of the Board

Sarah Lucas, AICP

Regional Planner

Consultant Team

Sharon M. Woods, MA, CRE

TMA Team Leader, Project Manager

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Nathan Long, PhD

TMA Consultant

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TMA Consultant



TMA Team

Prepared for:

Networks Northwest
Home / Business / Community

Investing in People.
Investing in Places.
MSHDA
MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY

Prepared by:



Executive Summary

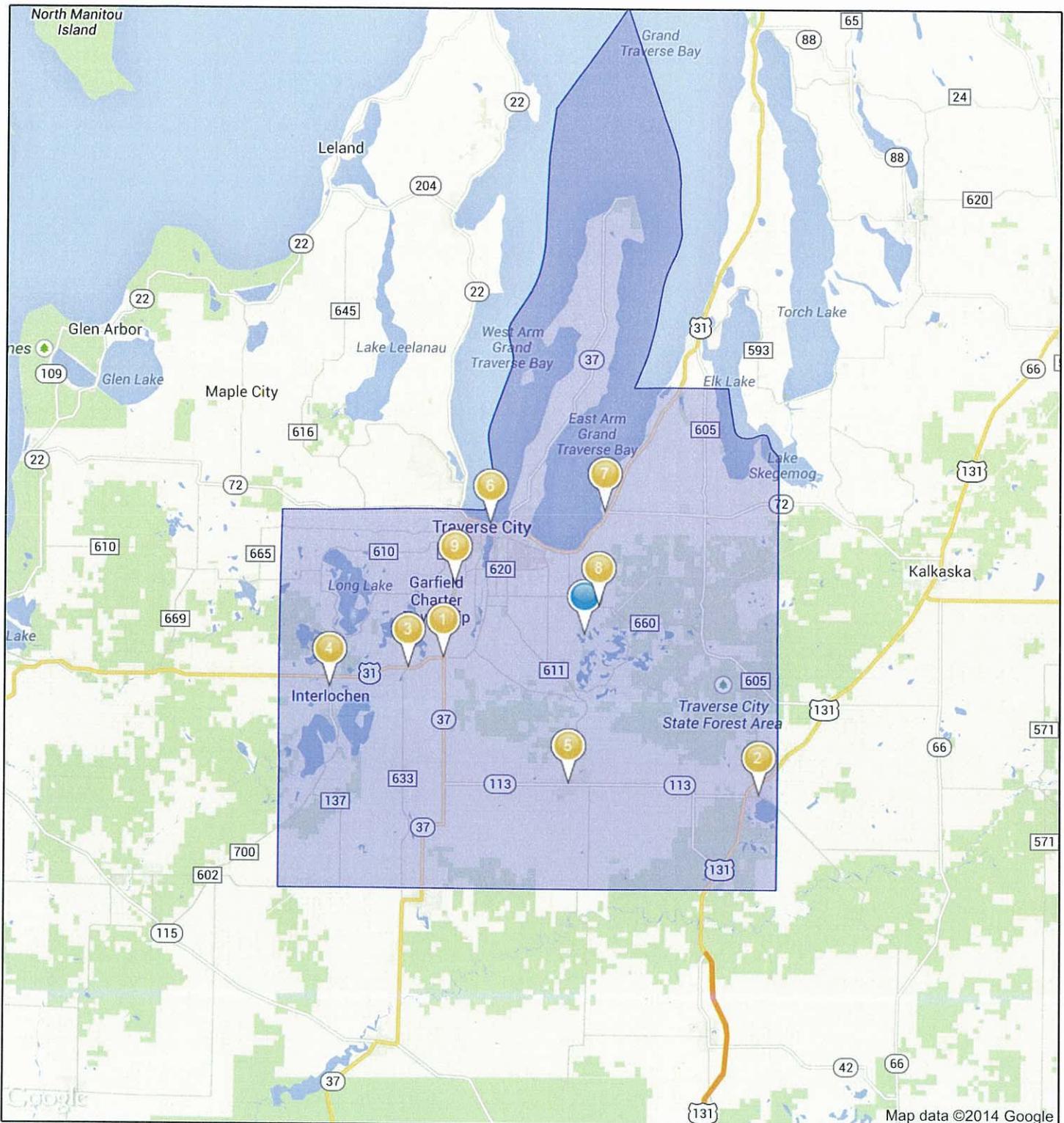
This Executive Summary of the Target Market Analysis for Benzie County has been prepared as part of a regional study completed for 10 counties comprising the Northwest Michigan Prosperity Region (Region 2). This Executive Summary has been prepared to help facilitate discussion during a series of public presentations that are scheduled for November 12 through 14. After the presentations, this summary will be expanded and used to answer some of the stakeholder's questions.

The Market Potential and Strategy

- ❖ *The Study Areas* – There are 36,533 households in Grand Traverse County as of month-end June 2014. Of these, 19.0% are located in Traverse City, 13.0% are in Garfield Township, 3.4% are in East Bay Township, and 1.4% are in the Village of Kingsley. Just over 41% of all households in the county are located in one of the 9 communities, with the balance scattered throughout the surrounding rural areas.
- ❖ *Place Scores and Walk Scores* – Among the six communities studied in Grand Traverse County, the City of Traverse City is the largest and also has the highest Place Score (22 points out of 30 possible) and the highest Walk Score (98 points out of 100 possible). For its small size, the Village of Fife Lake also has a good Place Score (10 points) and Walk Score (33 points). The Village of Kinglsey also has a good Walk Score (44 points) relative to its small size. The three townships (Garfield, East Bay, and Acme) all have low Place Scores, but Garfield Township shines with a Walk Score of 72 points.
- ❖ *Propensity to Move* – Among the 36,533 households currently residing in Grand Traverse County, 988 of the owner households and 3,014 of the renter households moved in the past year. These figures include households that moved within Grand Traverse County, plus households that moved into the county from beyond.
- ❖ *The Target Markets* – There are 11,829 existing households in Grand Traverse County that align with the 12 target markets (i.e., lifestyle clusters), and they represent over 30% of the county's total households. Among these 12 selected target markets, 452 of the owner households and 2,462 of the renter households moved in the past year.
- ❖ *Aggressive Scenario* – There is a maximum annual market potential throughout Grand Traverse County for 452 new owner-occupied units and 2,462 new renter-occupied units, for a total of 2,914 units. Assuming the market potential is fully served every year over the next five years, this implies a market potential for 2,260 owner-occupied units and 12,310 renter-occupied units over the 5-year term. Again, the aggressive scenario includes households migrating into the county, plus households moving within the same county.

- ❖ *Market Potential by Community* – Most of the market potential is in Traverse City, including 240 owner-occupied units and 1,302 renter-occupied annually over the next five years. Garfield, East Bay, and Acme Township are also well-positioned to compete for a good share of the market. If these communities do not act to capture their full market potential in any given year, then the smaller communities (including Fife Lake) could pursue an aggressive scenario and grab a share of the market before it dissipates.
- ❖ *Conservative Scenario* – There is an annual market potential for at least 219 new owner-occupied units and 996 new renter-occupied units throughout Grand Traverse County, for a total of at least 1215 units. Assuming the market potential is fully met every year over the next five years, this implies a market potential for at least 6,075 units over the full 5-year term. Again, the conservative scenario is based on in-migration only, and does not include internal movers.
- ❖ *Owner-Occupied Units* – Under the conservative scenario there is an annual market potential for at least 219 new owner-occupied units throughout Grand Traverse County, or a cumulative of 1,095 units over the next five years. The aggressive scenario is about twice as large as these figures and includes internal migration within the county as well as in-migration from beyond.
- ❖ *Owner-Occupied Values* – Most of the target markets will seek home values of \$250,000 or less in 2012 dollars, which will be closer to \$260,000 by 2015, and will approach \$275,000 by the year 2020.
- ❖ *Renter-Occupied Units* – The conservative scenario generates a market potential for nearly 1,000 renter-occupied units throughout Grand Traverse County each year, or a cumulative total of nearly 5,000 units over the 5-year term (assuming that the potential is fully captured in each consecutive year). The aggressive scenario is 2.5 times larger and includes internal migration as well as in-migration.
- ❖ *Renter-Occupied Prices* – Most of the other target markets will seek monthly contract rents of \$900 or less in 2012 dollars, and these prices will be closer to \$985 by 2015, and \$1,140 by the year 2020. Nearly 15% will seek monthly contract rents of \$500 or less in 2012 dollars, or \$545 or less by 2015, and \$635 or less by the year 2020. Just over 7% of the new renter households will have a tolerance for monthly contract rents of higher than \$900 in 2012 dollars.
- ❖ *HUD Affordability Standards* – Based on the HUD income limits and annual market potential by contract rent bracket, 65% (646 units) of the 996 new rental units should be priced affordably or below market rates, and 45% (450 units) can be priced at market rates or higher.

- ❖ *Detached Building Formats* – Among the county's annual market potential of 1,215 owner-occupied and renter-occupied units, about 43% of the new households will seek detached houses. Among new-builds, detached houses may include cottages with small footprints and lots, perhaps arranged around a shared courtyard. Detached houses could also be re-introduced by rehabilitating some of the existing stock within the urban neighborhoods.
- ❖ *Luxury Market for Houses* – Grand Traverse's Middle Peninsula is an exception where detached houses in rural areas are likely to continue being sustainable. Second home buyers seeking vista views of Grand Traverse Bay and surrounding vineyards will continue to drive the demand for detached houses in that niche market.
- ❖ *Attached Building Formats* – About 57% of the target markets moving into Grand Traverse County will seek attached units (i.e., not detached houses) in a range of building sizes. Under the conservative scenario, there is a county-wide market potential for at least 695 attached units annually, or a cumulative of 3,475 attached units over the 5-year term (assuming the potential is met in each consecutive year).
- ❖ *A Focus on Product Types* – Strategy recommendations by product type should be refined by the developers and builders as needed for local context and place, with the urban transect as a general guide. Attached units may include a mix of duplexes, triplexes, quads, condos or row houses (no more than 6 units in a row, with private entrances), and stacked flats or lofts (no more than 6 units along the side of any given building, with shared entrances).
- ❖ *Downtown Formats* – Units above street-front retail and/or located in downtown districts will be well-received by the target markets. In transitional areas around the downtowns, low-rise buildings and row houses might be more appropriate. Detached houses, duplexes, and triplexes could be used as infill within the surrounding neighborhoods.
- ❖ *Unit Sizes and Amenities* – In the individual units, some of the floor area can be traded for unique amenities, quality construction, and modern interior treatments. However, every bedroom must have a full private bath, and 2-bedroom units must have a ½ bath near the entrance. Ideally, kitchens will be centrally located and facing outward onto an open floor plan, with bedrooms on opposite ends (i.e., not sharing common walls.) All units should have balconies or patios that can accommodate at least two chairs.
- ❖ *Construction Costs* – Detached houses built in Grand Traverse County since 2006 has involved a per-unit investment of in the general range of \$180,000 to \$205,000. In general, the average per-unit investment in Grand Traverse County has grown slower than any other county in the Prosperity Region. The assessment of construction costs reinforces the need to a) build smaller houses (such as cottages) with small footprints as part of urban infill; b) build attached units (like lofts, flats, condos, and row houses); and c) rehabilitate the existing housing stock.



Grand Traverse County, Michigan

Exhibit A.1



1. Chums Corner
2. Fife Lake
3. Grawn
4. Interlochen
5. Kingsley

6. Traverse City
7. Acme Township
8. East Bay Township
9. Garfield Township

Annual Market POTENTIAL for 12 Target Markets; 2015 - 2020
By HUD Income Limit for Grand Traverse County, MI

Exhibit A1.1

| Annual 2015 - 2020 CONSERVATIVE SCENARIO | | Owner Units (Number) | Owner Units (Share) | Low Value | Median Home Value | High Home Value | \$/SF Low- End | \$/SF Mid- Point | \$/SF High- End | \$/SF Low- End | \$/SF Mid- Point | \$/SF High- End |
|---|--|-----------------------------|----------------------------|-----------------------------|----------------------------|------------------------------|----------------------|------------------------|-----------------------|----------------------|------------------------|-----------------------|
| <\$15,000 Extreme | | 14 | 1.2% | \$70,000 | \$101,000 | \$130,000 | \$185 | \$180 | \$175 | 400 | 550 | 750 |
| <\$25,000 Very Low | | 32 | 2.6% | \$90,000 | \$127,000 | \$165,000 | \$162 | \$155 | \$148 | 550 | 800 | 1,100 |
| <\$35,000 Low | | 53 | 4.3% | \$105,000 | \$153,000 | \$200,000 | \$139 | \$130 | \$121 | 750 | 1,200 | 1,650 |
| <\$50,000 Below Avg. | | 87 | 7.1% | \$135,000 | \$191,000 | \$250,000 | \$119 | \$110 | \$101 | 1,150 | 1,750 | 2,500 |
| \$50,000+ Above Avg. | | <u>133</u> | <u>10.9%</u> | \$165,000 | \$234,000 | \$305,000 | \$99 | \$90 | \$81 | 1,650 | 2,600 | 3,750 |
| Total Households | | 219 | 18.1% | \$77,437 | \$153,775 | \$200,000 | -- | -- | -- | -- | -- | -- |
| Annual 2015 - 2020 CONSERVATIVE SCENARIO | | Renter Units (Number) | Renter Units (Share) | Low-End Contract Rent | Median Contract Rent | High-End Contract Rent | \$/SF Low- End | \$/SF Mid- Point | \$/SF High- End | \$/SF Low- End | \$/SF Mid- Point | \$/SF High- End |
| <\$15,000 Extreme | | 208 | 17.1% | \$375 | \$530 | \$700 | \$1.40 | \$1.10 | \$1.00 | 250 | 500 | 700 |
| <\$25,000 Very Low | | 423 | 34.8% | \$425 | \$590 | \$775 | \$1.20 | \$1.00 | \$0.90 | 350 | 600 | 850 |
| <\$35,000 Low | | 570 | 47.0% | \$450 | \$660 | \$850 | \$1.00 | \$0.90 | \$0.78 | 450 | 750 | 1,100 |
| <\$50,000 Below Avg. | | 731 | 60.1% | \$525 | \$750 | \$975 | \$0.95 | \$0.80 | \$0.65 | 550 | 950 | 1,500 |
| \$50,000+ Above Avg. | | <u>265</u> | <u>21.8%</u> | \$625 | \$890 | \$1,150 | \$0.75 | \$0.75 | \$0.65 | 850 | 1,200 | 1,750 |
| Total Households | | 996 | 81.9% | \$523 | \$667 | \$893 | -- | -- | -- | -- | -- | -- |
| Owner + Renter Units | | <u>1,215</u> | <u>100.0%</u> | | | | | | | | | |

Source: Underlying data provided by the Internal Revenue Services; US Decennial Census; Census | ACS American Community Survey; and Mosaic | USA by Experian Decision Analytics as licensed through Sites | USA. Analysis and exhibit prepared by LandUse | USA; ©2015 with all rights reserved.

Market POTENTIAL for 12 Target Markets and 71 Lifestyle Clusters
By HUD Income Limit for Grand Traverse County, MI

Exhibit A_{1.7}

| | | | | | | | | | | | | S68 | | | | | | | | |
|------------------------|-------|-------|--------------|--------------|----------|--------|-------------|--------------------------|---------------|----------------|--------|---------|--------|-----------|----------|---------|-----------|------------|-----------------|-------------|
| CONSERVATIVE SCENARIO | | | Sum of Total | Sum of Total | C12 | Golf | K40 | Booming, Carts, Bohemian | Rooted Flower | Infants, Power | N46 | Digital | Q55 | Q62 | Q65 | Q66 | Q67 | Small Town | Shallow Pockets | Tight Money |
| Units by Income Limit | | | 12 Targets | 71 Clusters | Gourmets | Groove | Consum- ing | Americans | Debit Cards | True Grit | Family | Reaping | Senior | Discounts | Troopers | Rewards | Discounts | Troopers | Reaping | |
| \$15,000 Extreme | 144 | 179 | 0 | 54 | 1 | 0 | 0 | 0 | 2 | 16 | 17 | 1 | 30 | 2 | 19 | 2 | 19 | 2 | 19 | |
| \$25,000 Very Low | 327 | 407 | 0 | 137 | 2 | 1 | 1 | 1 | 7 | 50 | 41 | 3 | 51 | 5 | 30 | 5 | 30 | 5 | 30 | |
| \$35,000 Low | 508 | 642 | 0 | 208 | 4 | 3 | 3 | 3 | 12 | 101 | 67 | 5 | 61 | 8 | 38 | 8 | 38 | 8 | 38 | |
| \$50,000 Below Avg. | 818 | 1,036 | 0 | 346 | 6 | 6 | 6 | 6 | 20 | 188 | 109 | 8 | 70 | 10 | 50 | 10 | 50 | 10 | 50 | |
| \$50,000+ Above Avg. | 397 | 662 | 1 | 133 | 7 | 4 | 4 | 4 | 20 | 152 | 45 | 5 | 15 | 2 | 4 | 2 | 4 | 2 | 4 | |
| Total Households | 1,215 | 1,698 | 1 | 479 | 13 | 13 | 10 | 10 | 40 | 339 | 154 | 13 | 85 | 13 | 54 | 13 | 54 | 13 | 54 | |
| | | | | | | | | | | | | S68 | | | | | | | | |
| AGGRESSIVE SCENARIO | | | Sum of Total | Sum of Total | C12 | Golf | K40 | Booming, Carts, Bohemian | Rooted Flower | Infants, Power | N46 | Digital | Q55 | Q62 | Q65 | Q66 | Q67 | Small Town | Shallow Pockets | Tight Money |
| Units by Income Limit | | | 12 Targets | 71 Clusters | Gourmets | Groove | Consum- ing | Americans | Debit Cards | True Grit | Family | Reaping | Senior | Discounts | Troopers | Rewards | Discounts | Troopers | Reaping | |
| \$15,000 Extreme | 351 | 434 | 0 | 134 | 2 | 1 | 1 | 1 | 5 | 37 | 42 | 2 | 75 | 6 | 47 | 6 | 47 | 6 | 47 | |
| \$25,000 Very Low | 793 | 979 | 0 | 336 | 4 | 3 | 3 | 3 | 15 | 115 | 101 | 7 | 124 | 12 | 73 | 12 | 73 | 12 | 73 | |
| \$35,000 Low | 1,228 | 1,540 | 0 | 512 | 8 | 6 | 6 | 6 | 26 | 233 | 165 | 11 | 150 | 18 | 93 | 18 | 93 | 18 | 93 | |
| \$50,000 Below Avg. | 1,973 | 2,477 | 0 | 850 | 14 | 12 | 13 | 13 | 44 | 434 | 270 | 16 | 172 | 24 | 123 | 24 | 123 | 24 | 123 | |
| \$50,000+ Above Avg. | 941 | 1,525 | 2 | 328 | 16 | 16 | 9 | 9 | 44 | 350 | 112 | 12 | 36 | 6 | 11 | 6 | 11 | 6 | 11 | |
| Total Households | 2,914 | 4,002 | 2 | 1,178 | 30 | 28 | 22 | 22 | 88 | 784 | 382 | 28 | 208 | 30 | 134 | 30 | 134 | 30 | 134 | |

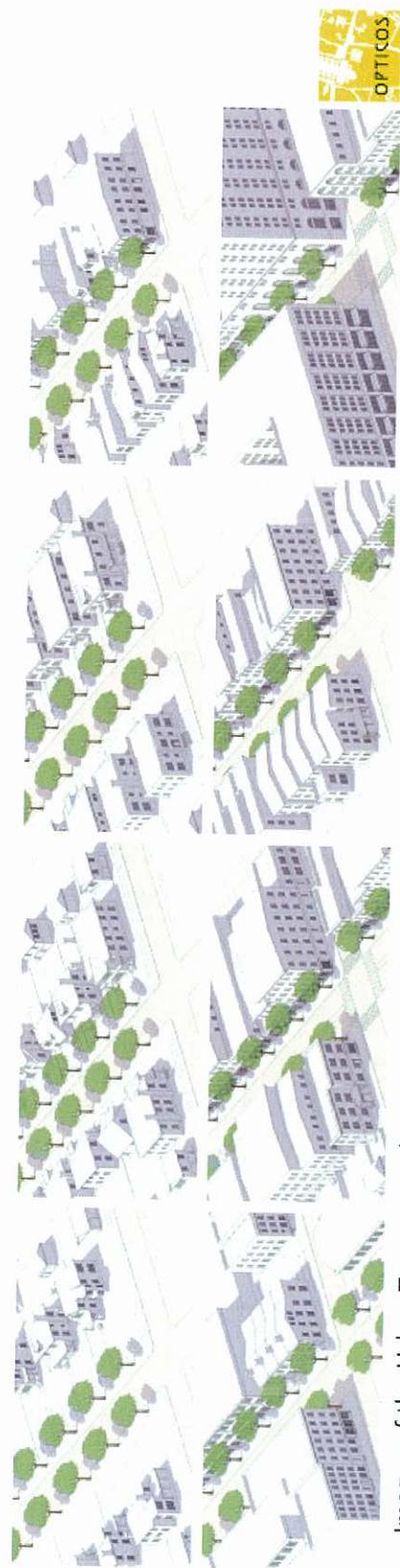
Source: Underlying data provided by the Internal Revenue Services; US Decennial Census; American Community Survey; and Experian Decision Analytics.
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Annual Market Potential by Tenure and Building Format
Grand Traverse County, Michigan - 2015 - 2020

EXHIBIT T.

| | Conservative Scenario | | | Aggressive Scenario | | |
|--------------|-----------------------|--------|---------|---------------------|--------|---------|
| | Total | Owners | Renters | Total | Owners | Renters |
| Total Units | 1,215 | 219 | 996 | 2,914 | 452 | 2,462 |
| Houses | 372 | 208 | 164 | 835 | 430 | 406 |
| Duplexes | 46 | 4 | 42 | 115 | 9 | 105 |
| Triplexes | 134 | 2 | 132 | 328 | 4 | 324 |
| Quads | 69 | 1 | 68 | 170 | 2 | 168 |
| Rowhouses | 257 | 2 | 255 | 638 | 4 | 634 |
| Small Plexes | 84 | 2 | 82 | 206 | 3 | 203 |
| Large Plexes | 87 | 0 | 87 | 215 | 0 | 215 |
| Mid-Rises | 67 | 0 | 67 | 167 | 0 | 167 |
| High-Rises | 98 | 0 | 98 | 241 | 0 | 241 |
| Total Units | 1,215 | 219 | 996 | 2,914 | 452 | 2,462 |
| Detached | 372 | 208 | 164 | 835 | 430 | 406 |
| Attached | 843 | 11 | 832 | 2,079 | 22 | 2,056 |

Source: Target Market Analysis and exhibit prepared by LandUses|USA © 2015, all rights reserved.

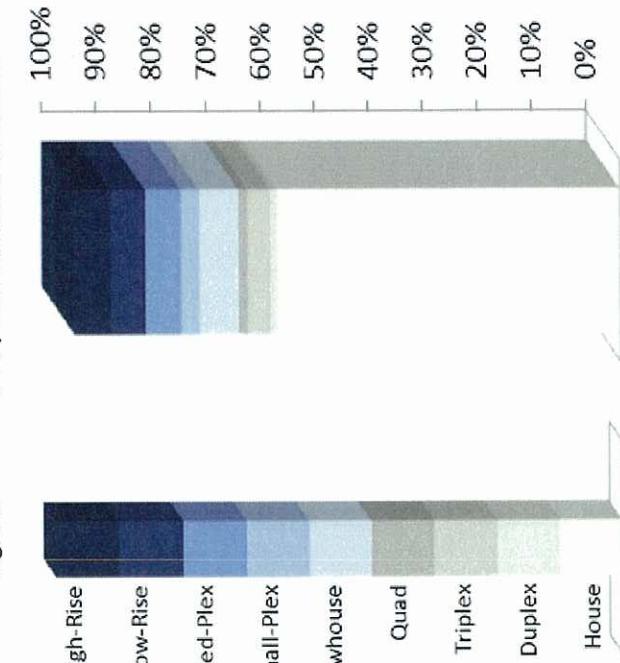


Images of the Urban Transect and Missing Middle formats with permission from Dan Parolek and Opticos Design.

C12 | Golfcarts and Gourmets Urban Targets Markets for the State of Michigan - 2015

| | United States | Averages | Target Transect Zones (bolded zones only) | Urban Transect Zone | High-Rise |
|-------------------------|-------------------|----------|---|---------------------|-----------|
| Target Formats | 8.6% | | | | |
| Renter-Occupied | 36.7% | | | | |
| Attached Units | | | | | |
| Urbanicity Index | 0.92 | | | | |
| Target Prices (Medians) | State of Michigan | | | | |
| Household Income | \$92,000 | | | | |
| Home Values | \$275,000 | | | | |
| Contract Rents | \$1,100 | | | | |
| Nbhd. Small Footprint | | | | | |
| Nbhd. Med. Footprint | | | | | |
| Neighborhood Estate | | | | | |
| T4N.2 | | | | | |
| T3N | | | | | |
| T3E | | | | | |

C12 | Golfcarts and Gourmets



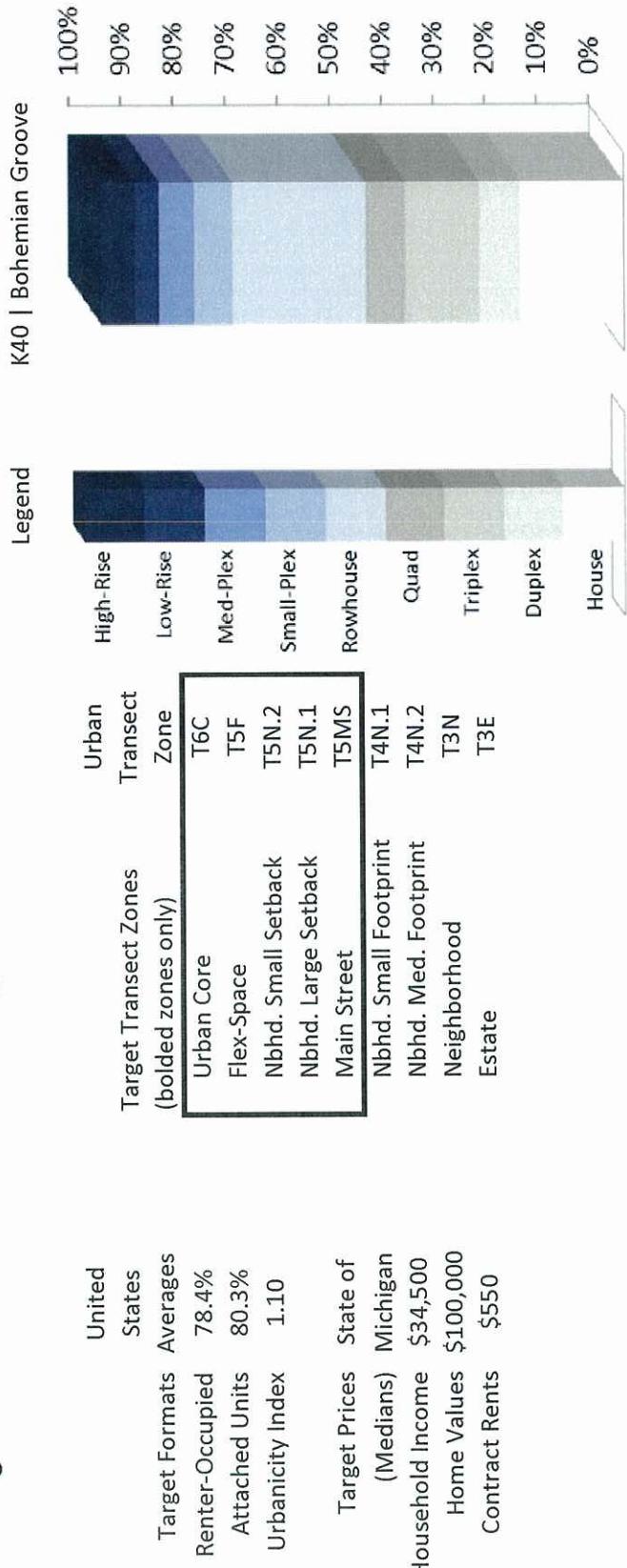
Target Building Formats (The Missing Middle)



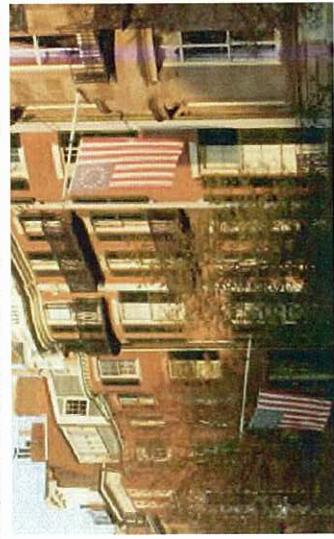
Source: Underlying Mosaic|USA data for the United States was provided by Experian Decision Analytics and licensed to LandUse|USA through Sites|USA; 2011 and 2014. Photos by LandUse|USA, or licensed through Mosaics|USA and other vendors. Michigan estimates, analysis, and exhibit prepared by LandUse|USA © 2015 with all rights reserved.



K40 | Bohemian Grove Urban Targets Markets for the State of Michigan - 2015



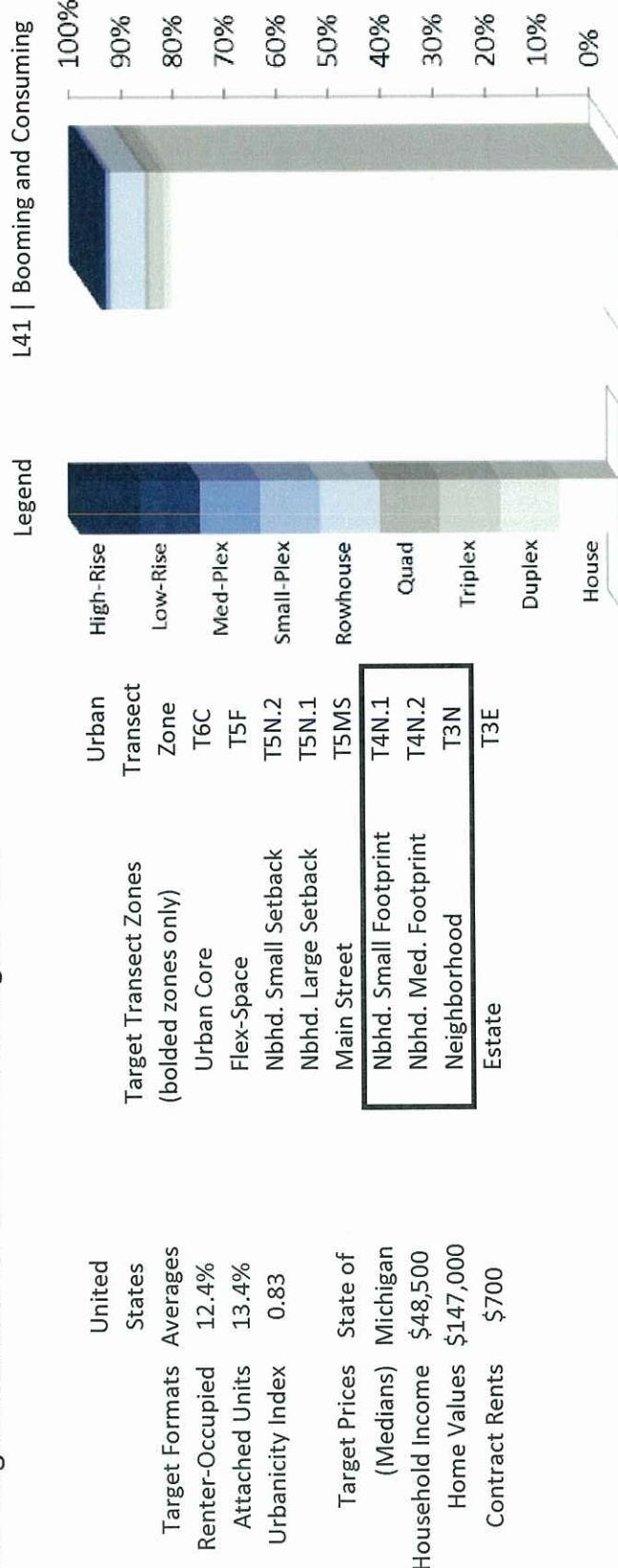
Target Building Formats (The Missing Middle)



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L41 | Booming and Consuming Urban Targets Markets for the State of Michigan - 2015



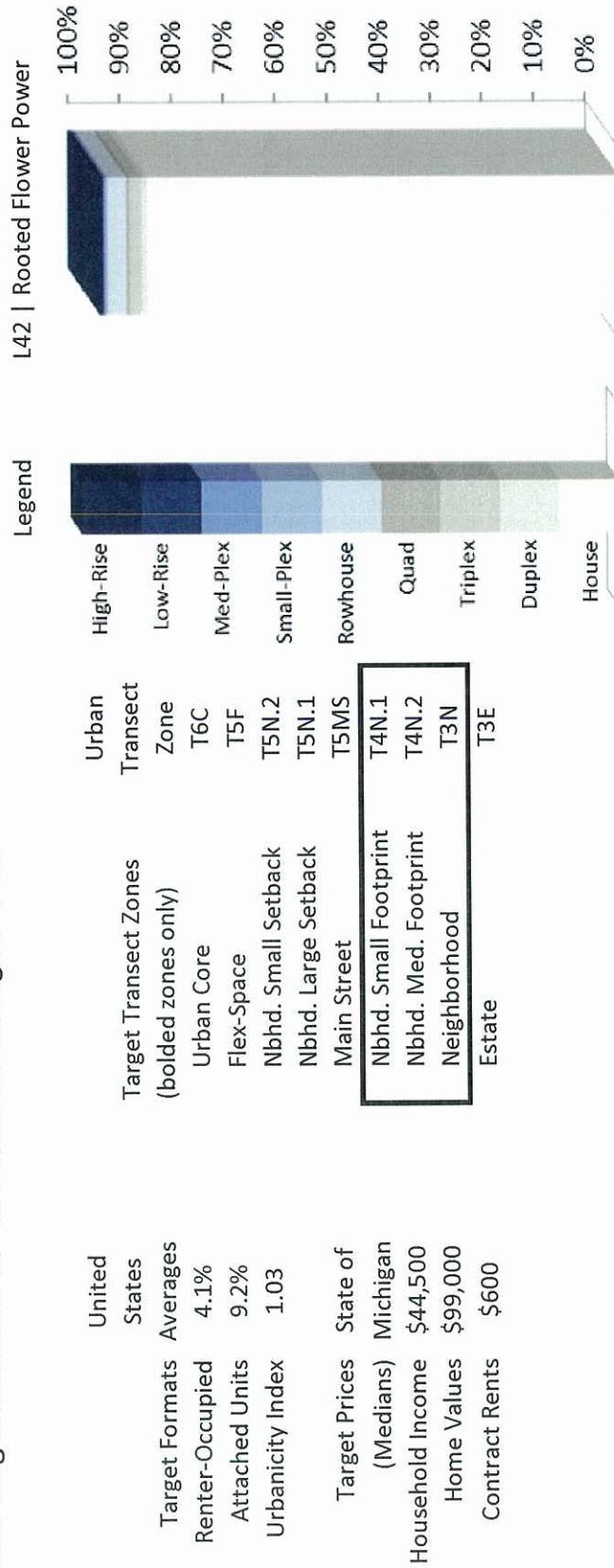
Target Building Formats (The Missing Middle)



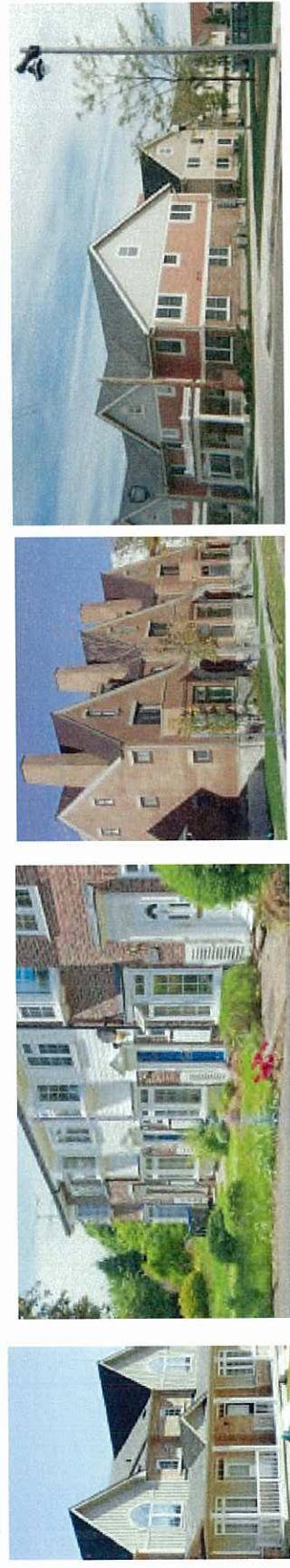
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L42 | Rooted Flower Power Urban Targets Markets for the State of Michigan - 2015



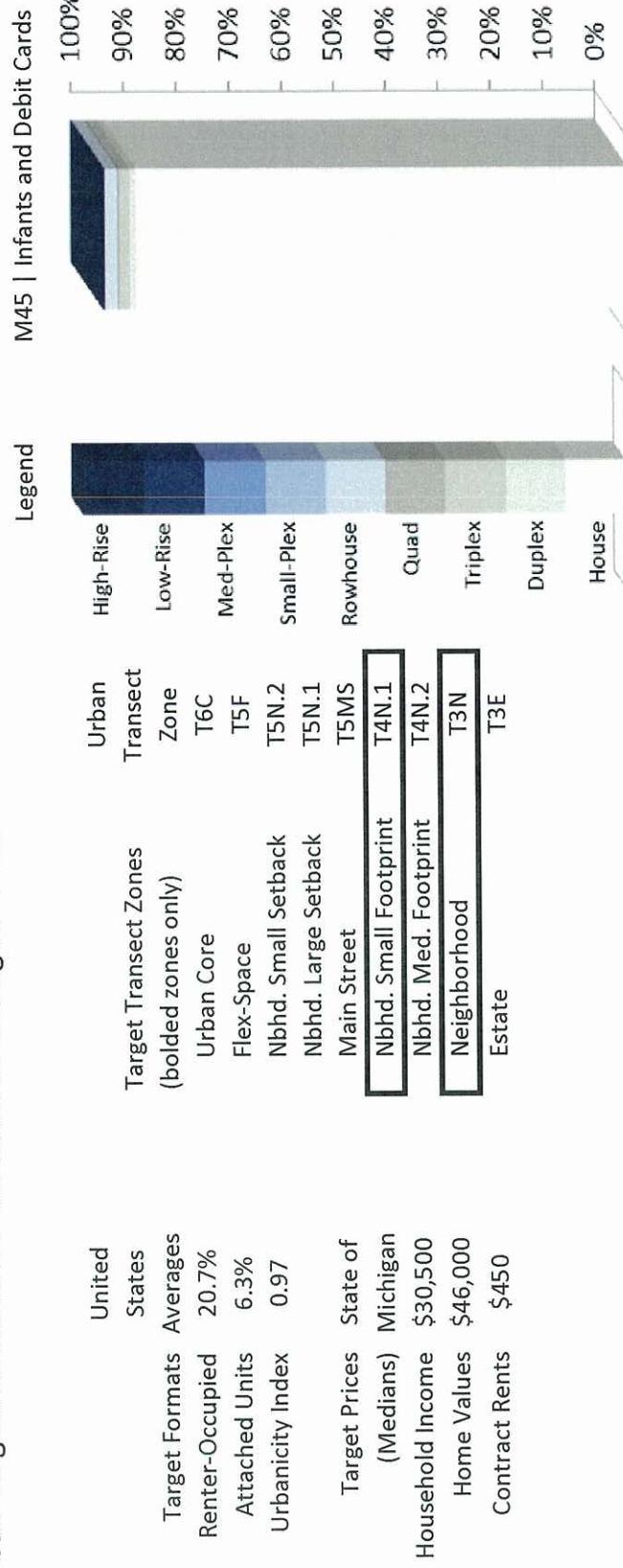
Target Building Formats (The Missing Middle)



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M45 | Infants and Debit Cards Urban Targets Markets for the State of Michigan - 2015



Target Building Formats (The Missing Middle)



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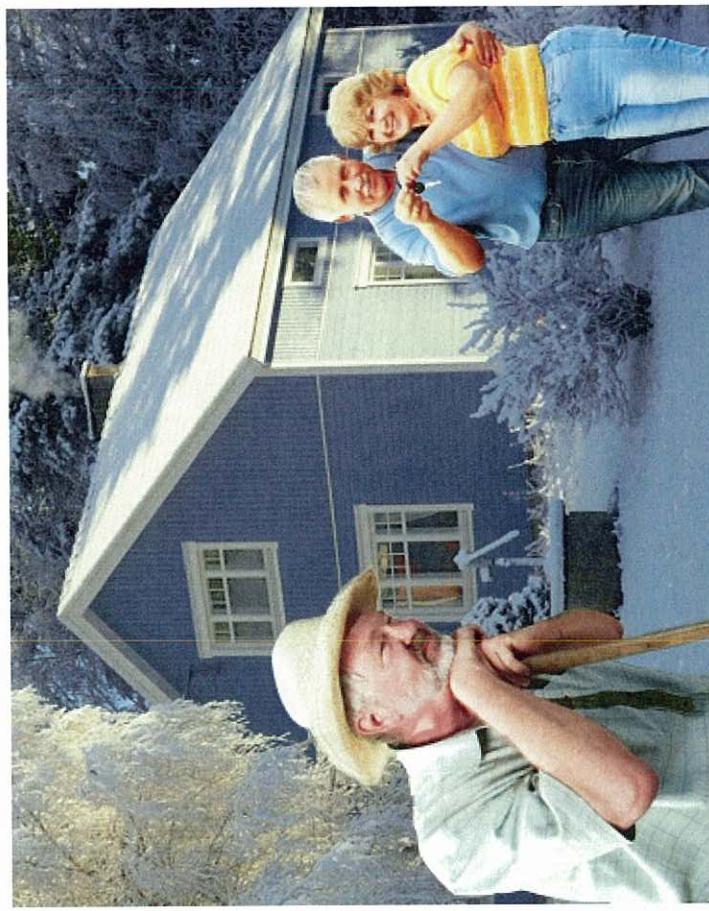
Group N: Pastoral Pride Type N46: True Grit Americans

Older, middle-class households in town and country communities located in the nation's midsection

Overview

Rick & Tracy

1.68% | 1.73%



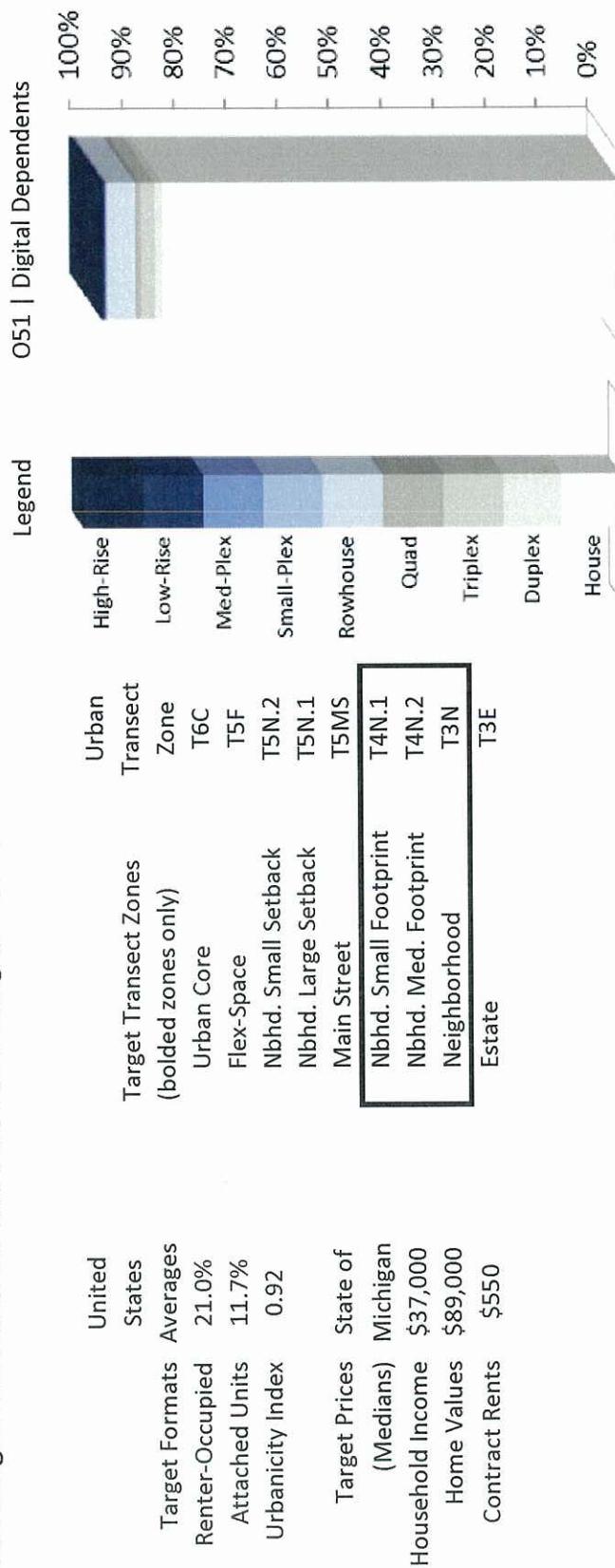
Key Traits

- Practical
- Outdoor activities
- Risk-averse
- Unpretentious lifestyles
- Home cooked meals
- Sports fans
- Politically conservative
- Stable rural residences
- Solid financial investments
- Live within their means

Rankings

| | |
|--|-------|
| Metropolitan City: Top 10 CBSA Markets | 68/71 |
| Internet: Changed the Way I Shop for Products/Services | 20/71 |
| GreenAware SM : Behavioral Greens | 30/71 |
| Exercise: Regularly | 53/71 |
| Income: Estimated Household Age: Head of Household | 46/71 |
| Children: Presence | 37/71 |
| | 36/71 |

051 | Digital Dependents Urban Targets Markets for the State of Michigan - 2015



Target Building Formats (The Missing Middle)

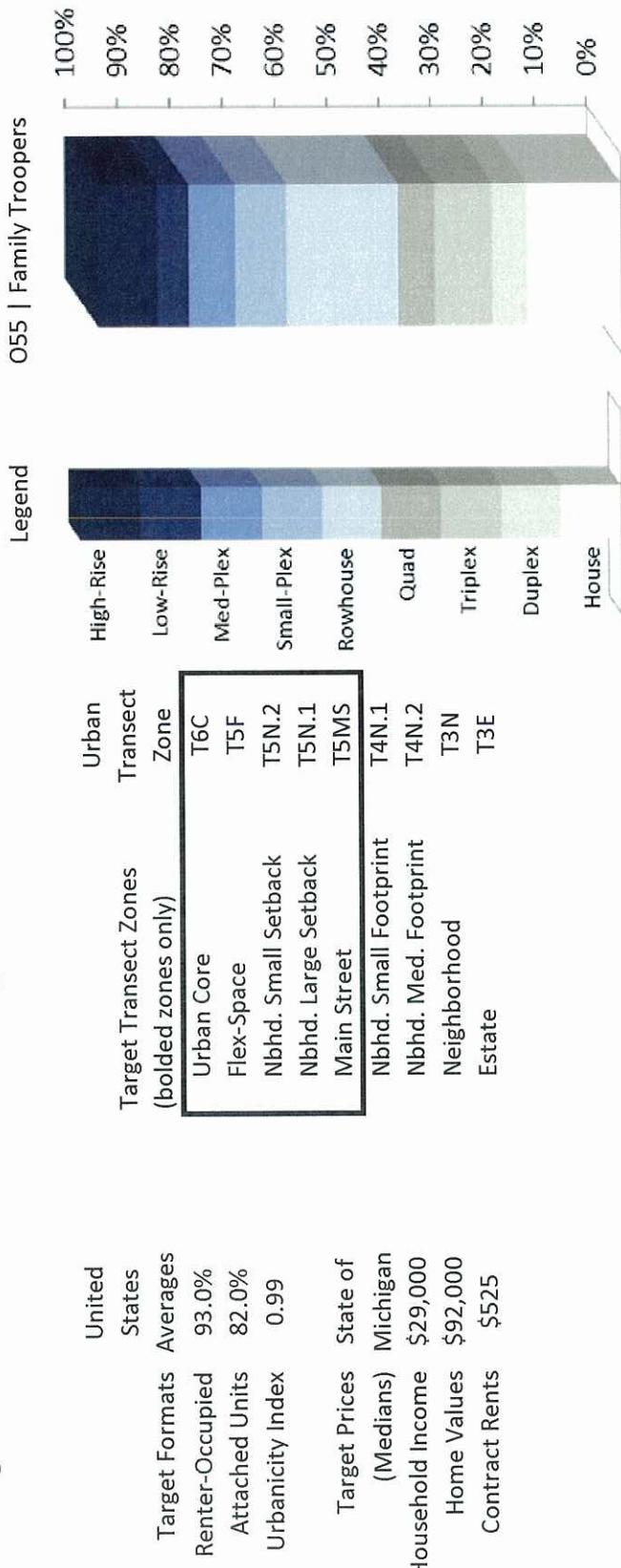


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055 | Family Troopers

Urban Targets Markets for the State of Michigan - 2015



Target Building Formats (The Missing Middle)



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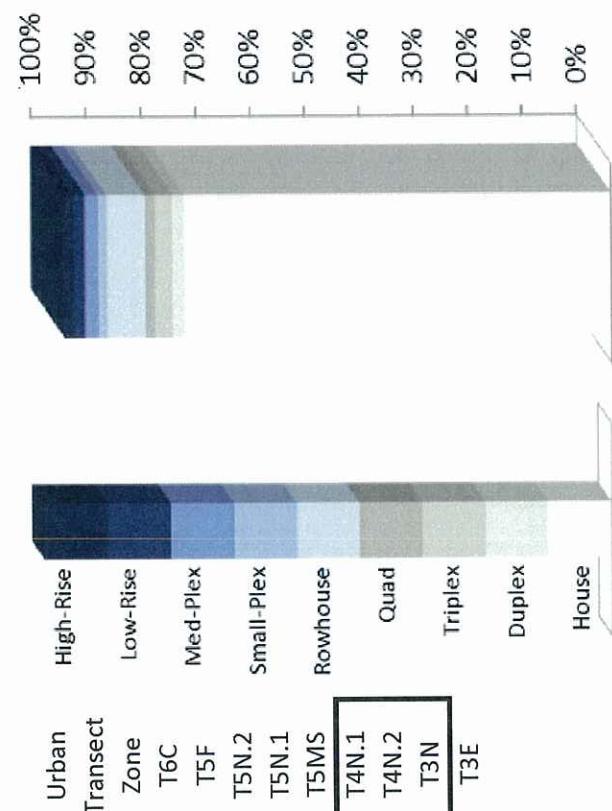


Q62 | Reaping Rewards

Urban Targets Markets for the State of Michigan - 2015

| Target | Format | Value |
|------------------|--------------------|---|
| United States | Averages | Target Transect Zones (bolded zones only) |
| Target-Occupied | 6.0% | Urban Core |
| Attached Units | 21.8% | Flex-Space |
| Urbanicity Index | 0.92 | Nbhd. Small Setback |
| | | Nbhd. Large Setback |
| | | Main Street |
| | | Nbhd. Small Footprint |
| | | Nbhd. Med. Footprint |
| | | Neighborhood |
| Target Prices | State of (Medians) | Estate |
| | Michigan | T4N.1 |
| Household Income | \$38,500 | T4N.2 |
| Home Values | \$187,500 | T3N |
| Contract Rents | \$875 | T3E |

Q62 | Reaping Rewards

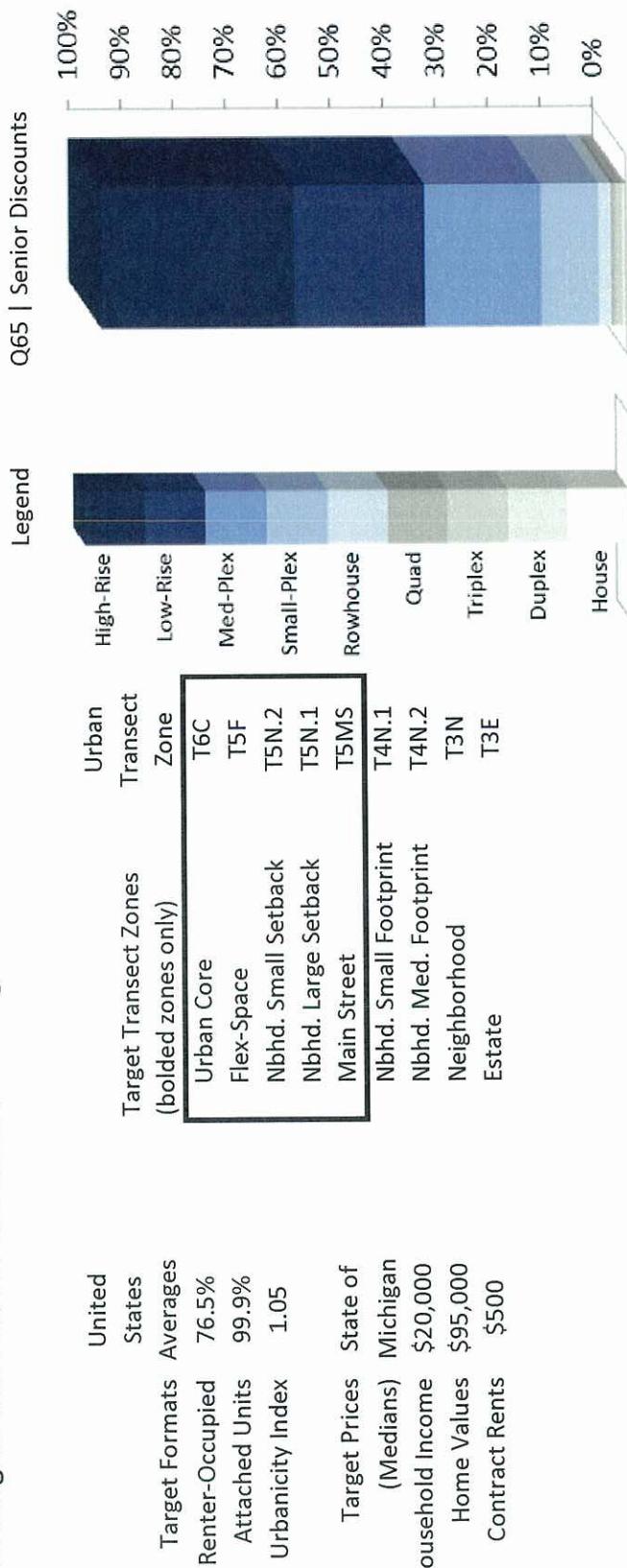


Target Building Formats (The Missing Middle)

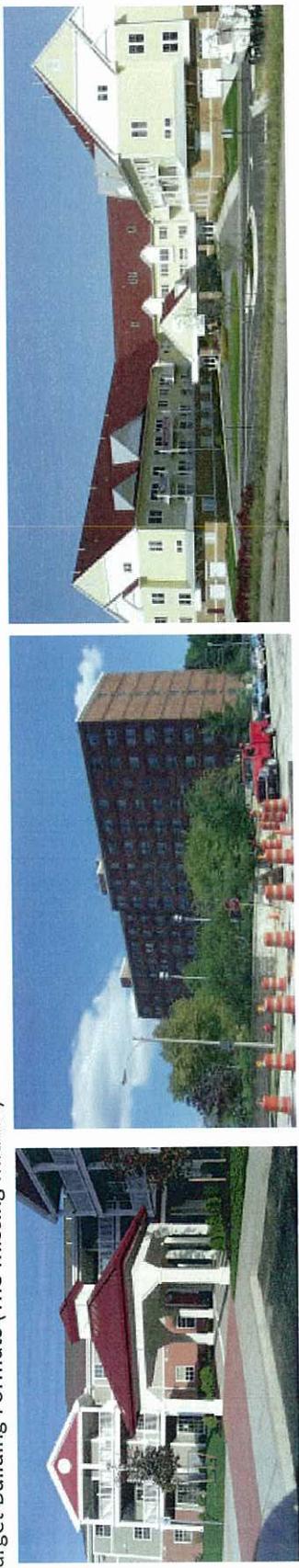


Source: Underlying Mosaic|USA data for the United States was provided by Experian Decision Analytics and licensed to LandUse|USA through Sites|USA; 2011 and 2014. Photos by LandUse|USA, or licensed through Mosaics|USA and other vendors. Michigan estimates, analysis, and exhibit prepared by LandUse|USA © 2015 with all rights reserved.

Q65 | Senior Discounts Urban Targets Markets for the State of Michigan - 2015



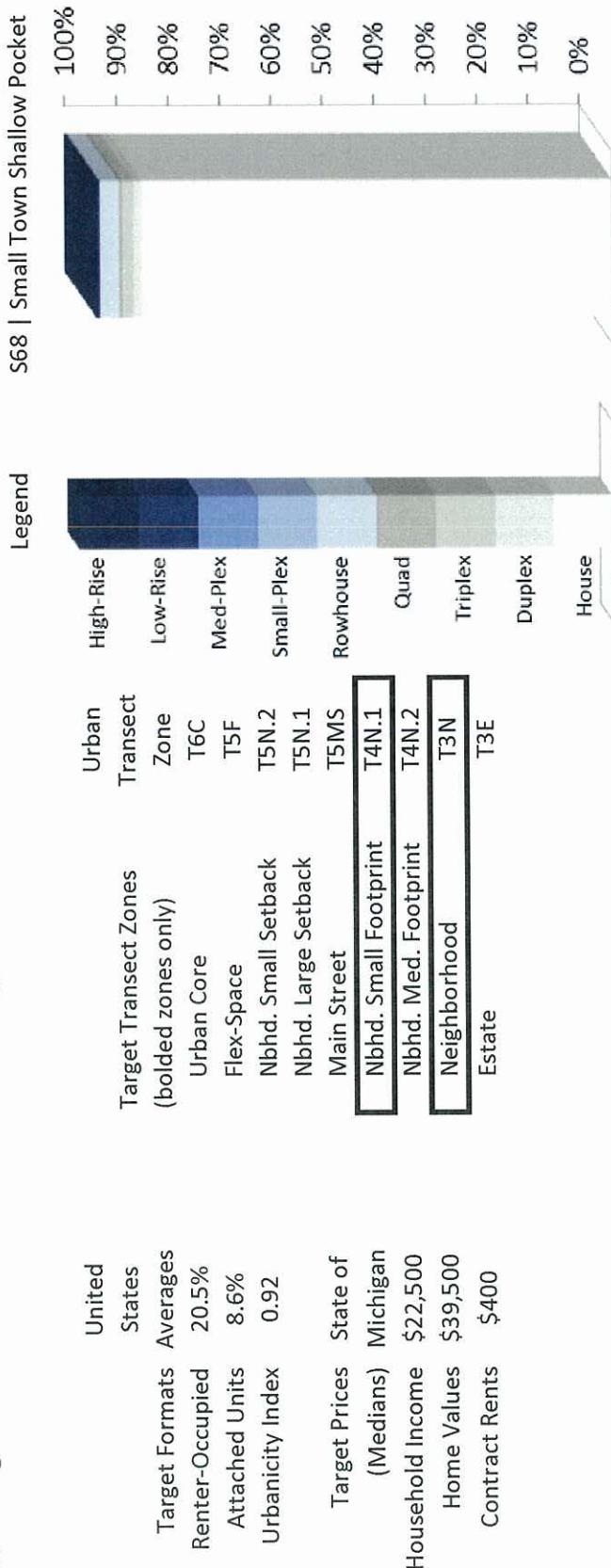
Target Building Formats (The Missing Middle)



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S68 | Small Town Shallow Pocket Urban Targets Markets for the State of Michigan - 2015



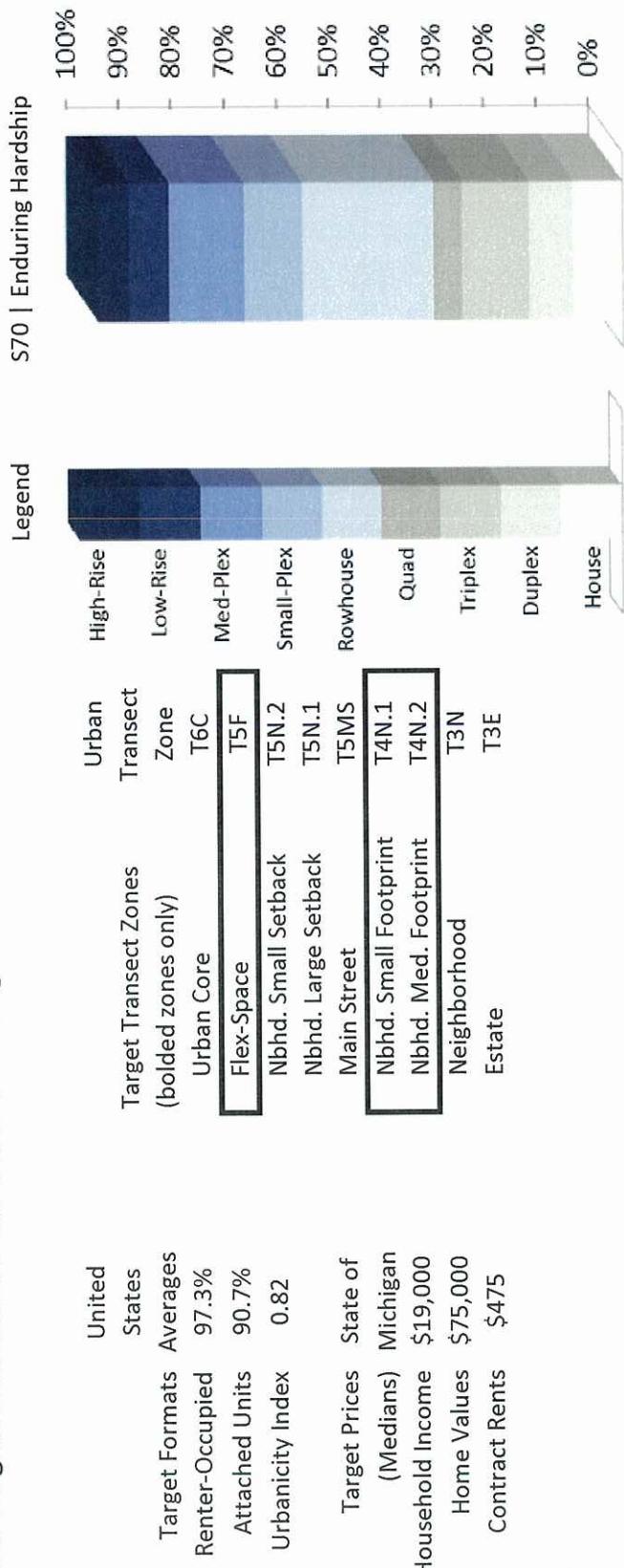
Target Building Formats (The Missing Middle)



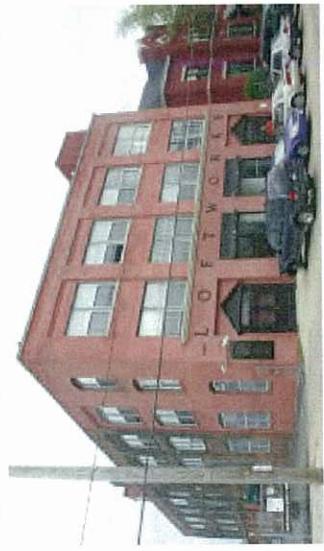
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S70 | Enduring Hardship Urban Targets Markets for the State of Michigan - 2015



Target Building Formats (The Missing Middle)



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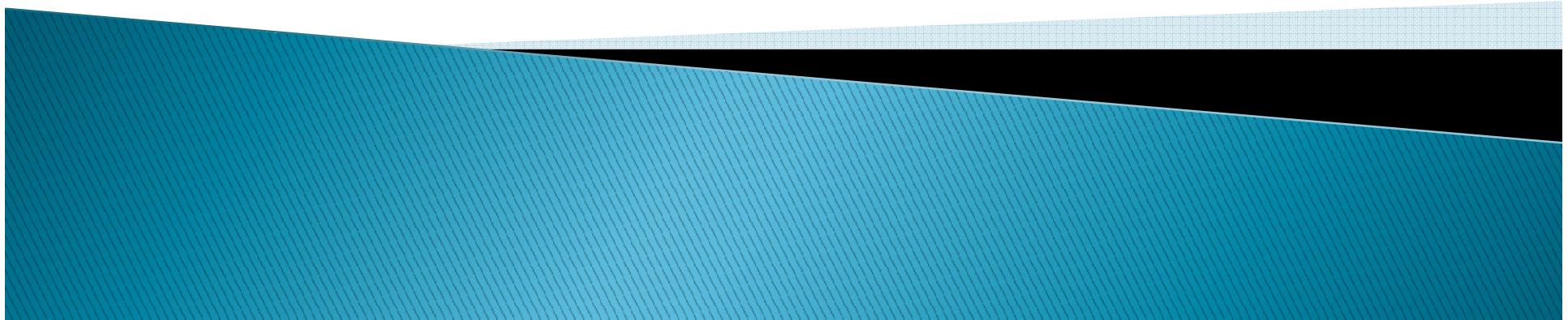
Public/Private Partnerships

- May include non-profit, philanthropic organizations, and others.
- A partnership is a process - not a product. Successful navigation through the process results in net benefits for all parties.
 - *Public sector entities* can leverage and maximize public assets, increase their control over the development process, and create a vibrant built environment.
 - *Private sector entities* are given greater access to land and infill sites and receive more support throughout the development process. Many developers earn a market niche as a reliable partner with the public sector and are presented with an opportunity to create public goods.
- Ten Principles of a Public/Private Partnership:
 - 1. Prepare Properly for Public/Private Partnerships**
 - a. *First and foremost, the private partner needs to be prepared for a transparent process.*
 - b. *The public partner must be prepared and structured to properly manage and engage in the partnership.*
 - 2. Create a Shared Vision**
 - 3. Understand Your Partners and Key Players**
 - a. *Identify the actors in the process along with their needs and perspectives to ensure effective collaboration*
 - 4. Be Clear on the Risks and Rewards**
 - 5. Establish a Clear and Rational Decision-Making Process**
 - 6. Make Sure All Parties Do Their Homework**
 - a. *Partners need to understand that they will have to invest time, energy, and resources at all phases of the project*
 - 7. Secure Consistent and Coordinated Leadership**
 - 8. Communicate Early and Often**
 - 9. Negotiate a Fair Deal**
 - 10. Build Trust as a Core**



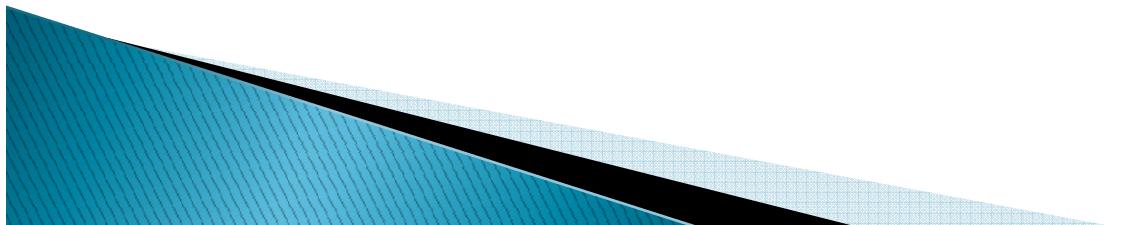
PUBLIC / PRIVATE PARTNERSHIPS

How to Create “Housing”



Partnership – Why?

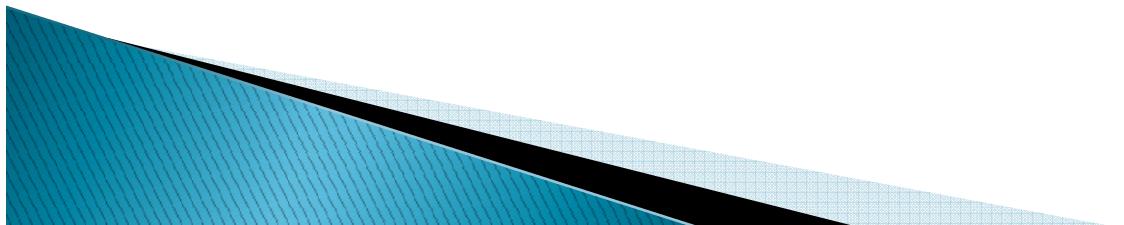
- ▶ Reduces Risk
- ▶ Draws on each other's strengths
- ▶ Additional Financial resources
- ▶ Access to market based information
- ▶ Encourages private developer's to build affordable housing



Partnership -- Formation

- ▶ Local Government:

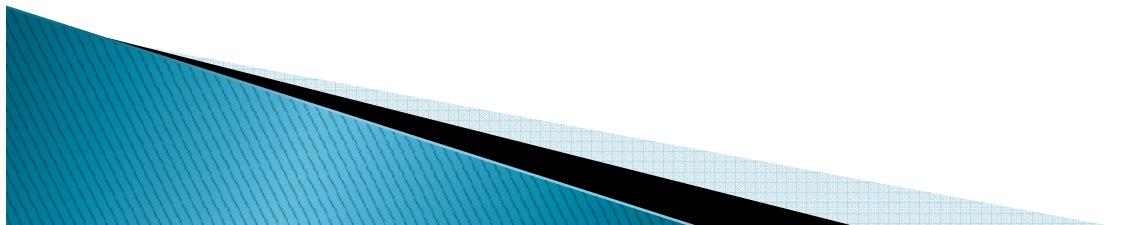
- Identify expectations (i.e. duration of participation)
- Identify incentives available (i.e. Housing Trust Fund, TIF, Brownfield, Land Bank, PILOT)
- Identify process (Who does the Developer work with, what committee(s), what approvals are needed meaning duration)



Partnership -- Formation

Private Developer Perspective:

- ▶ Alternative Investments
- ▶ Risk
- ▶ Reward
- ▶ Opportunity Costs
- ▶ Personal Gratification

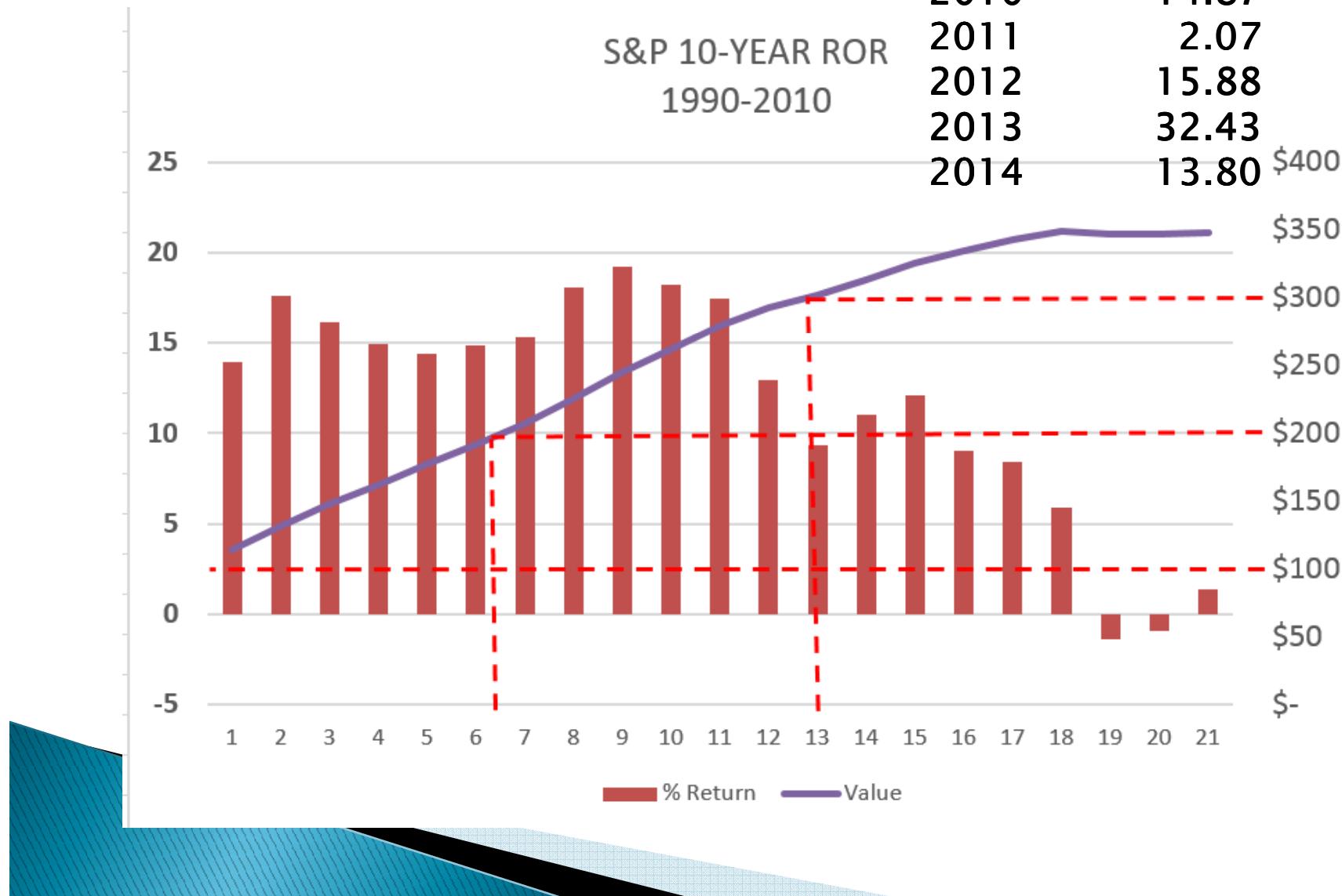


PROFIT DEVELOPER PERSPECTIVE

► Alternative Investments

S&P 10-YEAR ROR
1990-2010

| <u>ANNUAL ROR</u> | |
|-------------------|-------|
| 2010 | 14.87 |
| 2011 | 2.07 |
| 2012 | 15.88 |
| 2013 | 32.43 |
| 2014 | 13.80 |

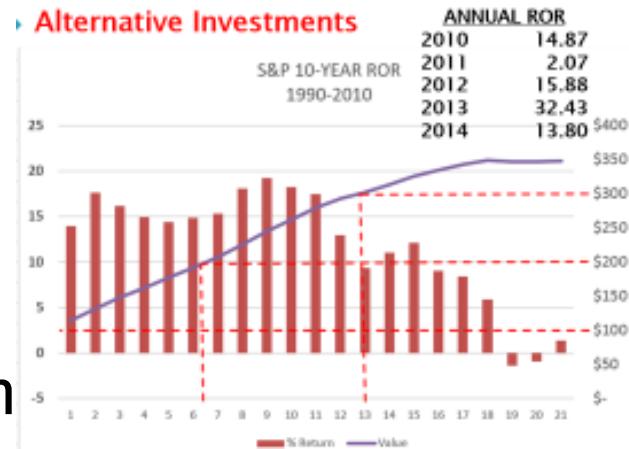


FOR PROFIT DEVELOPER PERSPECTIVE

- ▶ Alternative Investments

Risk

Low Risk = Low Yield Expectation
High Risk = High Yield Expectation



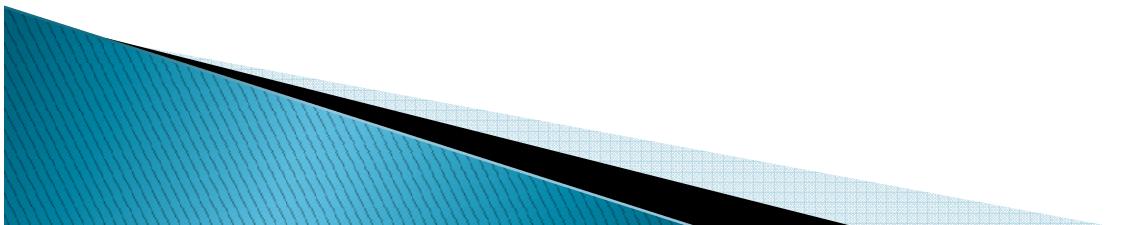
Duration of Investment Increases Uncertainty

Market Capacity / Rental Rates

Federal Monetary Policy

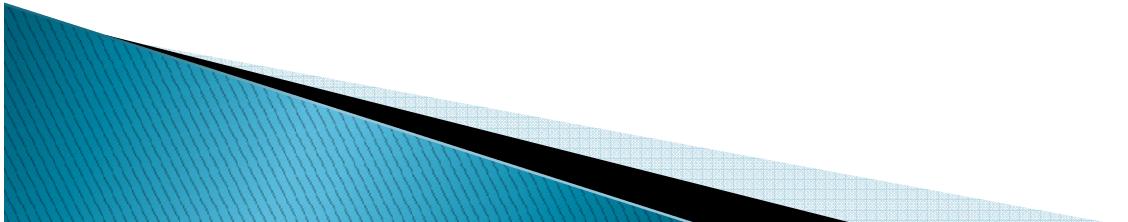
Global / Local Events

Other-



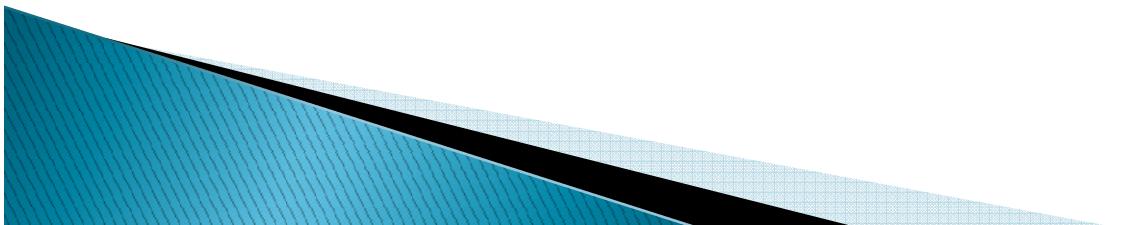
Development Proforma - Mixed - Use Rental

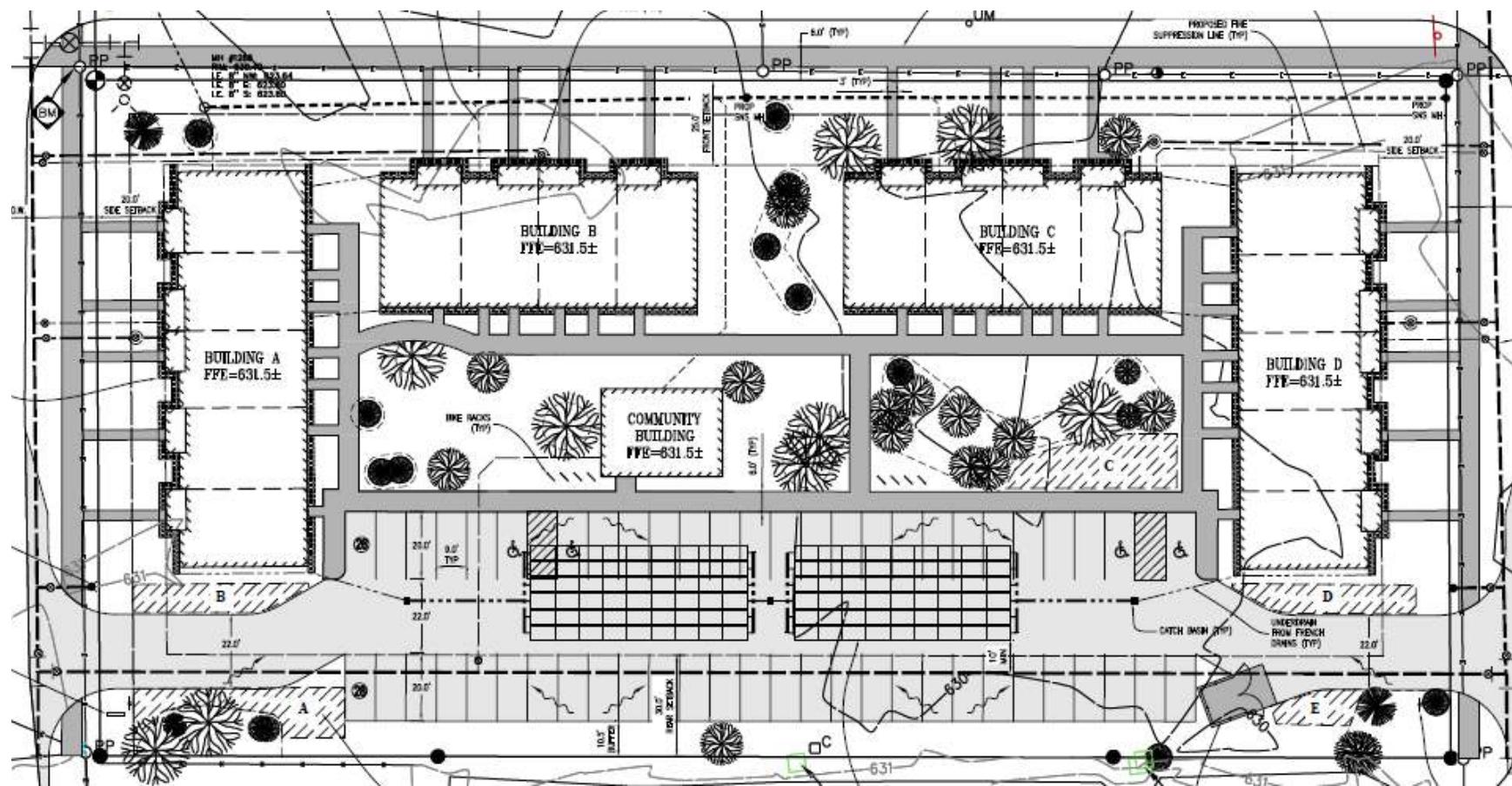
- ▶ Identified Opportunities
 - Sources and Uses
 - Housing Trust Fund (gap)
 - No PILOT
 - BRA (utilized to pay back the HTF)
 - Need additional
- Return on Investment
 - Negative first 9 years w/o increasing rents



Development Proformas – Homeownership Affordable

- ▶ Affordable Home Ownership – Stand Alone
- ▶ Identified Opportunities
 - Return on Investment – Little, Break Even or Negative
 - No Share of Risk
 - PILOT is Utilized
 - Housing Trust Fund Utilized (grant and reimbursement with selling of house)

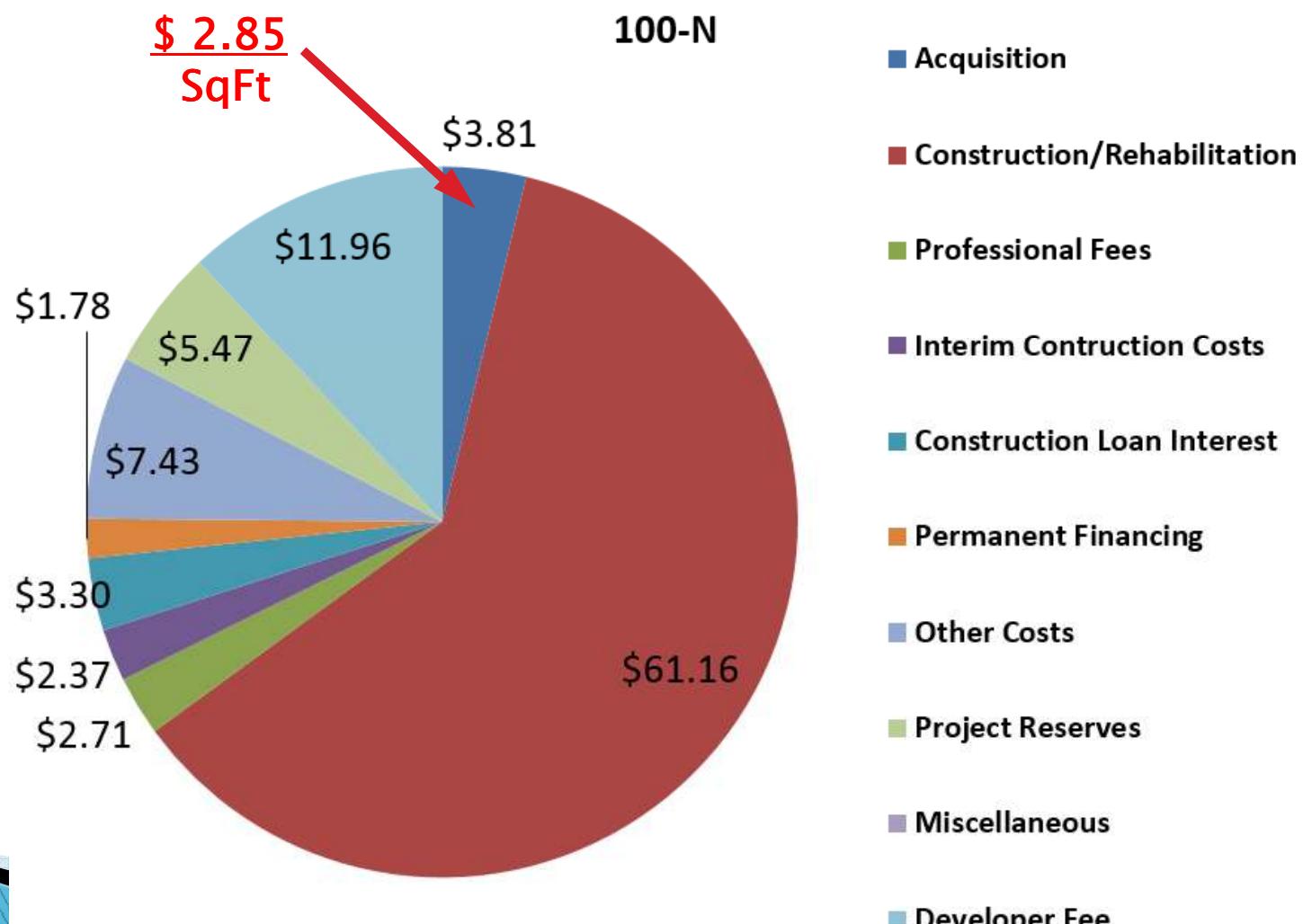




PROFIT DEVELOPER PERSPECTIVE

► Risk

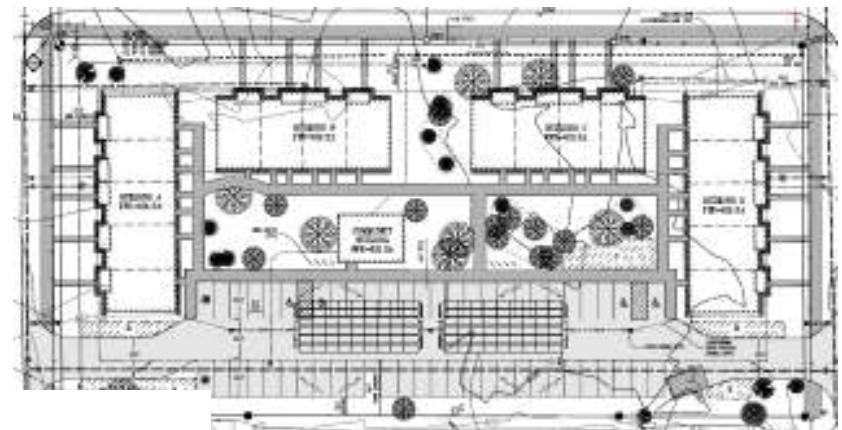
Example Development Costs



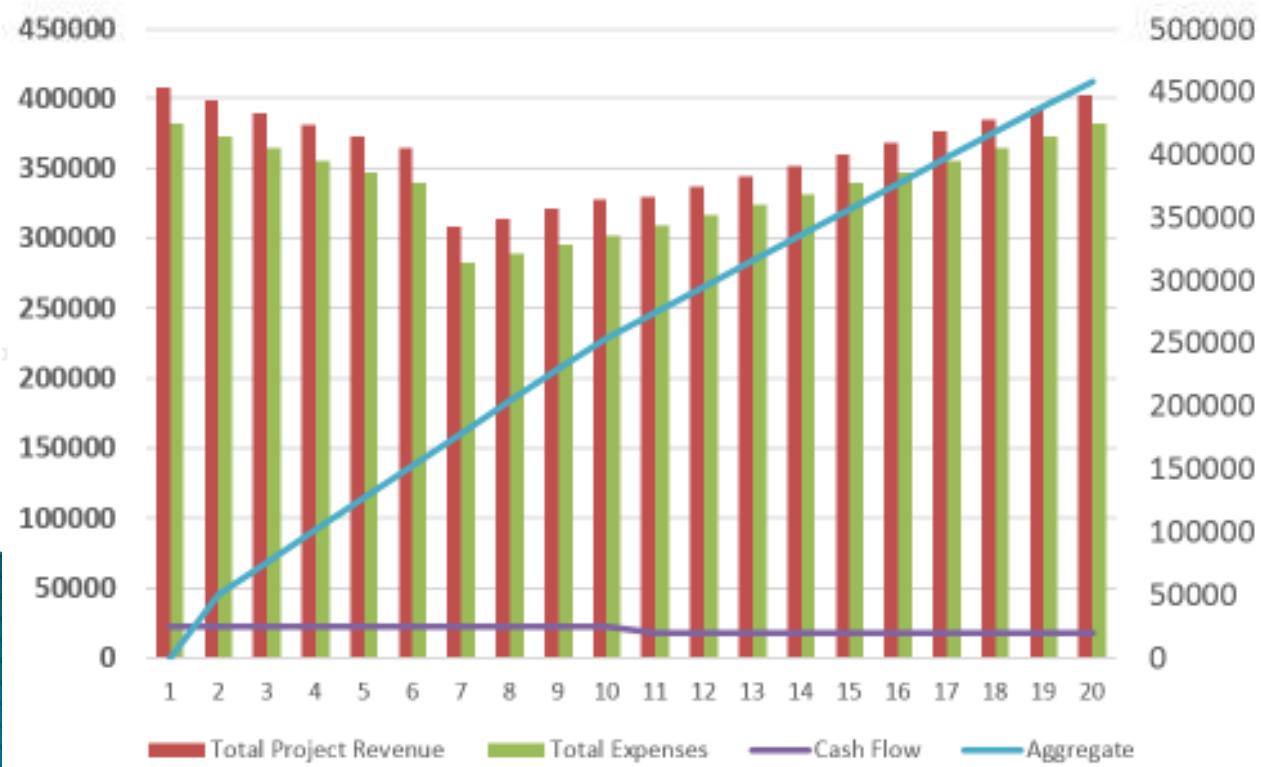
PROFIT DEVELOPER PERSPECTIVE

► Risk

- 2 Years Planning / Permitting
- 1 Year Construction Cycle



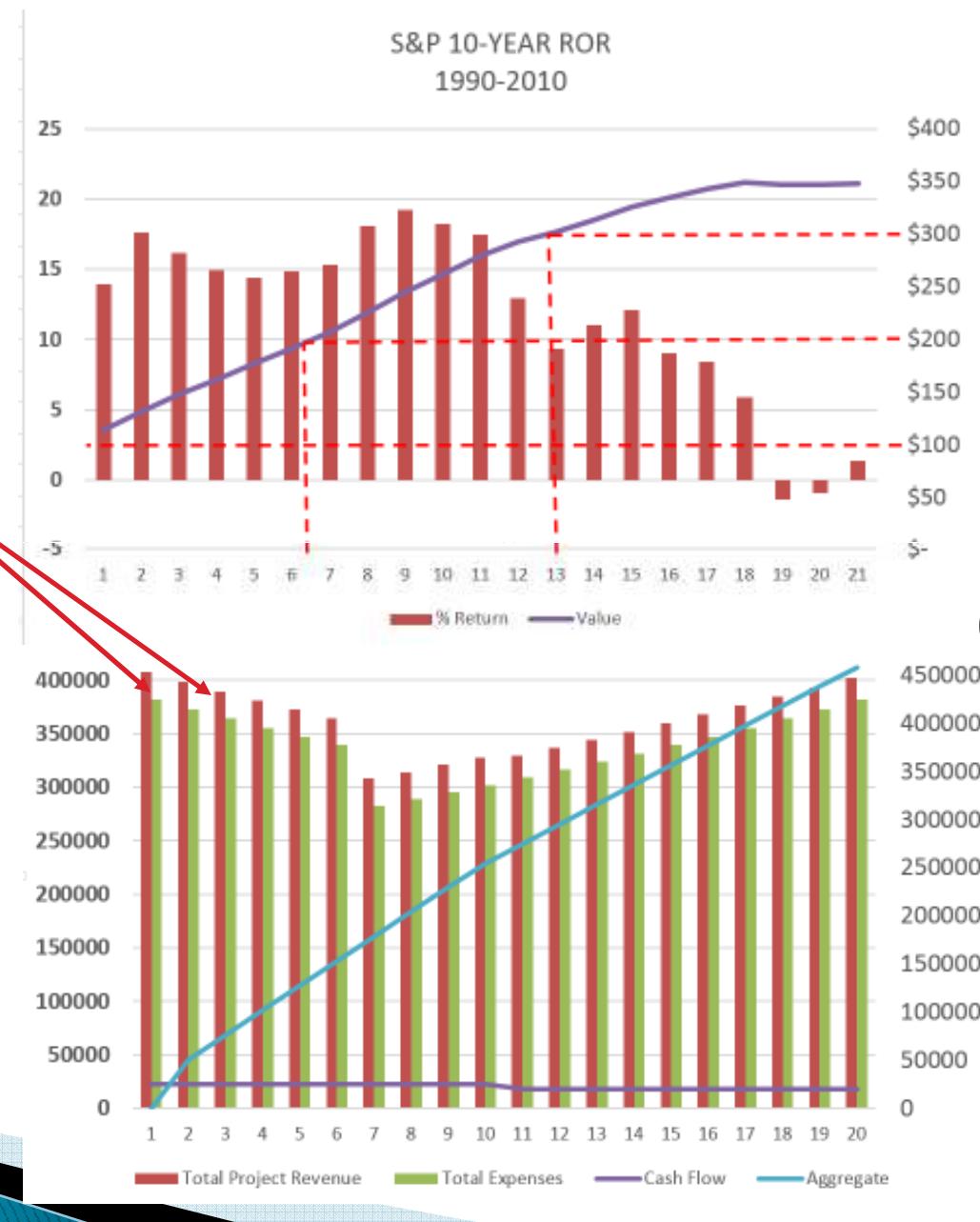
CASH FLOW & RETURN EXAMPLE



PROFIT DEVELOPER PERSPECTIVE

► REWARD

14 % Fee
\$250,000
1ST 3 years



FOR PROFIT DEVELOPER PERSPECTIVE

- ▶ Alternative Investments
- ▶ Risk
- ▶ Reward
- ▶ **Opportunity Costs**

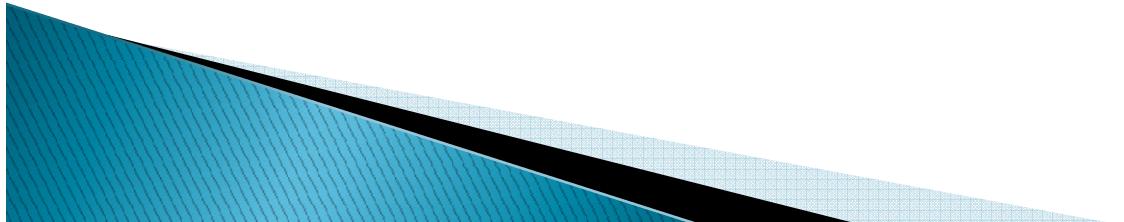
2 Years of Speculation

Zoning, Finance, Tenants, Contracting, Regulation

1 Year of Construction

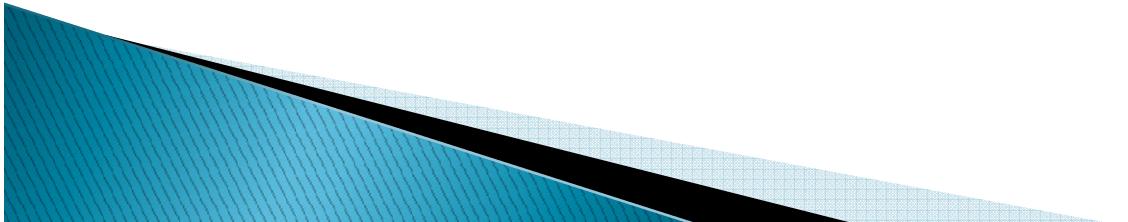
Labor, Fuel Costs, Materials

10 Years Investment Duration



Essential Pieces

Every partner and every funding source in this community effort — public, private, and nonprofit— is an essential piece of the puzzle.



Next Steps

How do you encourage Partnership
Steps Involved:

- ✓ Identify gap funding sources
- ✓ Identify process
- ✓ Work with what Committee – If you meet % of units approval
- ✓ Identify obstacles
- ✓ Start Identifying potential private partners
- ✓ Is there agreement/understanding on Boards that public is not going to solve housing crisis – partnerships with private can assist

