



DOWNTOWN DEVELOPMENT AUTHORITY

Brownstown Township Hall – Board Room

21313 Telegraph Road

Brownstown, Michigan 48183

April 19, 2012 12:00 p.m.

AGENDA

PRESENT: Bielecki _____ DiMilia _____ Khan _____ Linko _____
Rybski _____ Skotanis _____ Varady _____ Vidusic _____ Willis _____

- 1.) Call to Order
- 2.) Minute Approval – March 7, 2012 and March 15, 2012
- 3.) Agenda Approval
- 4.) Public Comment
- 5.) New Business:
 - a.) Brownfield Payment Advancement Consideration – Dollar Tree
 - b.) Phase III Bike Lane - Gudith and Racho Roads
 - c.) ICSC Membership
 - d.) Business 2 Business Breakfast Seminar
 - e.) Dog Park fees
 - f.) RCL CO presentation by Melina Duggal, Senior Principal
- 6.) Payment of Professional Services
 - a.) DDA Attorney Young – March Invoice

Posted: 04/13/12 12:30pm



BROWNSTOWN TOWNSHIP DOWNTOWN DEVELOPMENT AUTHORITY

March 7, 2012

A Work Session of the Brownstown Township Downtown Development Authority was held on Wednesday, March 7, 2012, in the Township Hall, 21313 Telegraph Road, Brownstown, Michigan 48183. The meeting was called to order at 4:00 p.m. by Chairperson Rybski and began with the Pledge of Allegiance.

PRESENT: Rybski, Bielecki, DiMilia, Varady, and Vidusic. Also in attendance were Economic Development Manager DiSanto and DDA Assistant Director Gustafsson.

ABSENT AND EXCUSED: Khan, Skotanis and Willis

RECREATION CAMPUS – CARD ACCESS SYSTEM PROPOSAL: DiSanto gave an update on the progress of the proposal; it should be available by the next meeting.

DTE STREET LIGHT – TELEGRAPH BETWEEN FLAT ROCK AND WEST: DiSanto explained the review of the lighting options. The first option was for decorative light poles to match the Town Center area. The second option was for standard black light poles with LED fixtures and decorative light poles at the Telegraph/Van Horn intersection. Option 3 placed mongoose style light poles with HPS, black fixture, black head and decorative light poles at the Telegraph/Van Horn intersection. This option has a better photometric option than the other two options because the light is directed more to the roadway. The DDA preferred option 3 except using only the mongoose style poles at Telegraph/Van Horn in place of the decorative light poles. DiSanto is working on final costs from DTE, MDOT and is looking into a Special Assessment District in time for the next meeting.

PHASE II BIKE PATH UPDATE: As detailed in his letter of February 29, 2012, Gustafsson gave an update on the progress of the Phase II Bike path. He expects to have cost estimates and schematic designs for two Bike path alternatives in time for the March 15, 2012 meeting.

ELECTION OF DDA OFFICERS-UPDATE: Attorney Young's draft of the updated By Laws was discussed briefly. Any further questions should be directed to Attorney Young so that a final draft can be prepared for the next meeting.

VISIONING SESSION RESPONSES AND DRAFT VISION: Gustafsson briefly reviewed the draft tag line and vision/mission statements. The list of descriptive words compiled by the members was used to draft these statements, using as many of the words as possible.

DiSanto reviewed the Fee Proposal of Kolano and Saha Engineers, Inc. for the Noise Evaluation for the proposed Softball Park on the north side of King Road. The lighting and privacy concerns of the residents of Lloyd's Mobile Home Park were addressed in the last re-design. Although municipalities are exempt from the ordinances, the Township does not wish to be out of compliance of the noise ordinance.

The Downtown Development Authority work session adjourned at 4:45 p.m.



**BROWNSTOWN TOWNSHIP DOWNTOWN DEVELOPMENT AUTHORITY
THURSDAY, MARCH 15, 2012**

The regular meeting of the Brownstown Township Downtown Development Authority was held on Thursday, March 15, 2012 in the Township Hall, 21313 Telegraph Road, Brownstown, Michigan 48183. The meeting was called to order at 12:00 p.m. by Chairperson Rybski.

ROLL CALL:

PRESENT: Bielecki, Rybski, DiMilia, Skotanis, Varady, and Linko, Vidusic. Also in attendance were Economic Development Manager DiSanto, Downtown Development Authority Assistant Director Trussell and DDA Attorney Young.

ABSENT OR EXCUSED: Khan and Willis

MINUTE APPROVAL: Motion of Varady supported by Vidusic, to approve the Downtown Development Authority meeting of February 1, 2012, work session minutes and February 16, 2012 regular DDA Meeting as submitted. All present voting aye with the exception of Bielecki who abstained due to his absence from the February 16th meeting.

AGENDA APPROVAL: Motion of DiMilia supported by Bielecki, to approve the Downtown Development Authority agenda for March 15, 2012 with the addition of 5h.) Discussion of deadlines for agenda submissions. All present voting aye.

PUBLIC COMMENT: 12:08p.m.until 12:15p.m.

NEW BUSINESS:

RECREATION CAMPUS – Card access software proposal & Underground infrastructure of dog park/tennis courts: Motion of DiMilia, supported by Varady, to approve Rauhorn Electric's bid for the boring and underground work at a cost not to exceed \$21,150.00 and Peripheral Vision be awarded the bid of installing the Security / Card Access software at a cost not to exceed \$22,952.84. The combined project cost not to exceed \$44,102.84. All present voting aye.

RECREATION CAMPUS PHASE II – Bid recommendation: Motion of Bielecki supported by Vidusic, to award the Phase Two bid to Sole Construction in an amount not to exceed \$2,264,880.00 with payment to be made from account number 248.729.975.91. All present voting aye.

DTE STREET LIGHTING PROPOSAL - Telegraph Road; S of West Road to Twp. Border: Motion of Vidusic, supported by Linko, to approve the installation of the DTE lighting consisting of 45 lighted poles and 4 spares for future use in the amount of \$365,660.61 and to forward this proposal to the Township Board for final approval. All present voting aye.

PHASE II BIKE PATH & GRANT OPPORTUNITIES: Motion of Bielecki supported by DiMilia, to encourage Assistant Director Gustafsson to move forward in his search for potential funding sources and to apply for the Charles Stewart Mott Foundation – Environment, Special

Initiatives Grant. The DDA will make available any required matching funds. All present voting aye.

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DDA BY-LAWS: Motion of Bielecki supported by Varady, to approve the DDA By-Laws as submitted. All present voting aye.

DDA VISION & MISSION STATEMENT: Motion of Vidusic supported by Skotanis, to table this item until the next meeting when Assistant Director Gustafsson can be in attendance to make the proper presentation. All present voting aye.

DISCUSSION OF AGENDA SUBMISSION DEADLINES: Members discussed mentioning the possibility of submission deadlines to anyone submitting an item or items to be listed on the DDA agenda.

DDA ATTORNEY YOUNG – FEBRUARY INVOICE: Motion of Varady, supported by DiMilia, to approve to pay DDA Attorney Young for February 2012 invoice in the amount of \$3,960 with funds to come from account number 248.729.810. All present voting aye.

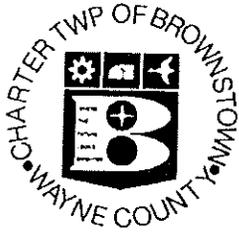
Motion of Vidusic, supported by Varady, to adjourn the Downtown Development Authority meeting at 12:40 p.m. All present voting aye.

DDA031512/tlb

CHARTER TOWNSHIP OF BROWNSTOWN

Community Services Department

21313 Telegraph Road
Brownstown, MI 48183-1399
734-675-0166



April 9, 2012

Ms. Teri Rybski, Chair
Downtown Development Authority
21313 Telegraph Road
Brownstown, Michigan 48183

Re: Phase III Bikelane – Gudith & Racho Roads

Honorable Chair and Members:

As a follow-up to our discussion at the DDA Work Session on April 4, 2012 we have attached an email from Sami Khaldi with Wayne County noting that the County had their internal meeting on April 3, 2012 to review our bikelane proposal along Gudith and Racho Roads, with a bikepath on Sibley Road. They mentioned they are further evaluating this schematic layout and will contact us once they completed their assessment. I've attached this schematic layout of the bikelanes that was sent to Wayne County for your use.

In the city of Taylor's 2008 Master Plan, the Non-Motorized Transportation Plan illustrates sections of Racho Road between Pennsylvania and Eureka Roads is planned as a Priority One Connection (see attached Taylor's Non-Motorized Transportation Plan map.) This non-motorized transportation connection is defined as a sidewalk or bikepath. The non-motorized plan states that "the city should consider adding bikelanes along routes commonly used by bicyclists. Bikelanes require some public education during the initial stages of use, but can provide desirable travel alternatives in the long-term." Also, the Downriver Linked Greenways Initiative Master Plan – Addendum dated June 2008 (see attached map) **does not** show Racho and Gudith Roads as part of a north/south connector as it did in the original 2001 Downriver Linked Greenways Plan.

We included two reports; *How Bike Paths and Lanes Make a Difference*, by the US Department of Transportation – Bureau of Transportation Statistics and *Safety Benefits of Bike Lanes* by the Department of Cambridge Community Development, Cambridge, Massachusetts. Both reports conclude that bikelanes are the current best practices for primary and secondary roads to reduce the number of crashes involving motorists and

bicyclists. Roadways with bikelanes were the safest places to ride, having a significantly lower crash rate than roadways without bicycle facilities; moreover, they are safer than trails and sidewalks as well.

The presence of bike paths and lanes does not appear to have a significant effect on whether people ride bicycles or on how frequently they ride. Infrequent bicyclists want more bikepaths for recreation and safety reasons; later, as experienced, more confident bicyclists, they want more bikelanes that they can use for shopping and commuting.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Vernon M. Gustafsson', written in a cursive style.

Vernon M. Gustafsson
DDA Assistant Director

Vernon Gustafsson

From: Michael Brock [mdbrock@hengineers.com]
Sent: Wednesday, April 04, 2012 2:04 PM
To: Vernon Gustafsson
Subject: FW: Brownstown Pathways
FYI

From: Sami Khaldi [mailto:skhaldi@co.wayne.mi.us]
Sent: Wednesday, April 04, 2012 1:52 PM
To: Michael Brock
Cc: James McGuire
Subject: RE: Brownstown Pathways

Yes we did. We have to do our home work before we get back with you. We will keep you posted.
Sami

From: Michael Brock [mailto:mdbrock@hengineers.com]
Sent: Wednesday, April 04, 2012 11:37 AM
To: Sami Khaldi
Subject: Brownstown Pathways

Hi Sami.

Just wondering how your meeting went yesterday and if you had a chance to discuss the Brownstown Pathways. Let me know or give me a call when you get a chance.

Thanks.

Michael Brock
Hennessey Engineers, Inc.
13500 Reek Road
Southgate, Michigan 48195
Phone 734-759-1600
Fax 734-282-6566
Direct 734-759-0479
mdbrock@hengineers.com



TITLE
CONCEPT ALIGNMENT
BROWNSTOWN PATHWAYS
BROWNSTOWN TOWNSHIP
WAYNE COUNTY, MICHIGAN

SHEET
CE03

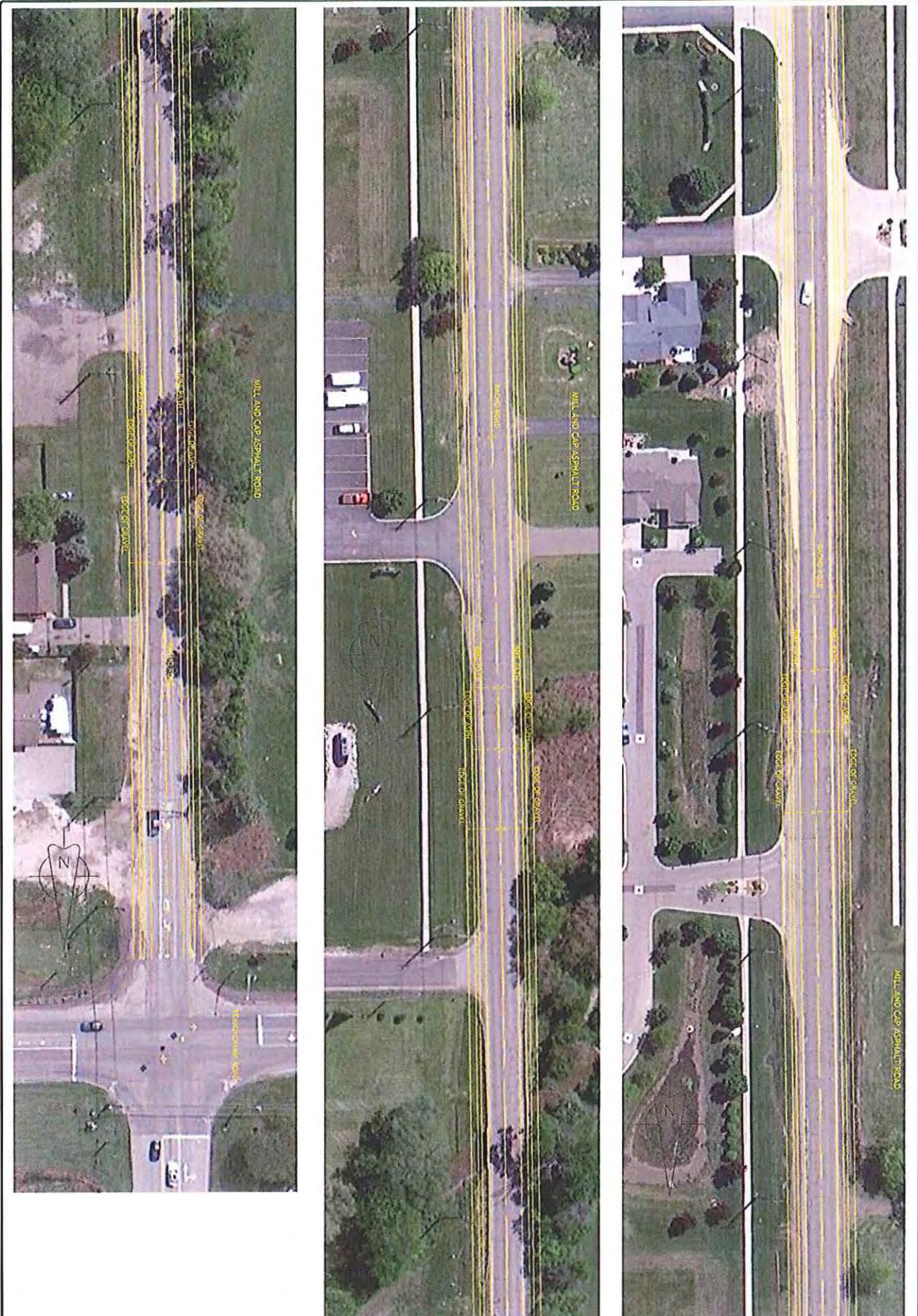


ENGINEERING THE FUTURE.
 13500 REECK ROAD
 SOUTHGATE, MI 48195
 (734) 759-1600
 FAX (734) 282-6566
 WWW.HENGINEERS.COM

PROJECT NUMBER	53367
DATE	04/02/12
SCALE	1"=30'
DRAWN BY	JAB
CHECKED BY	
APPROVED BY	
REVISIONS	



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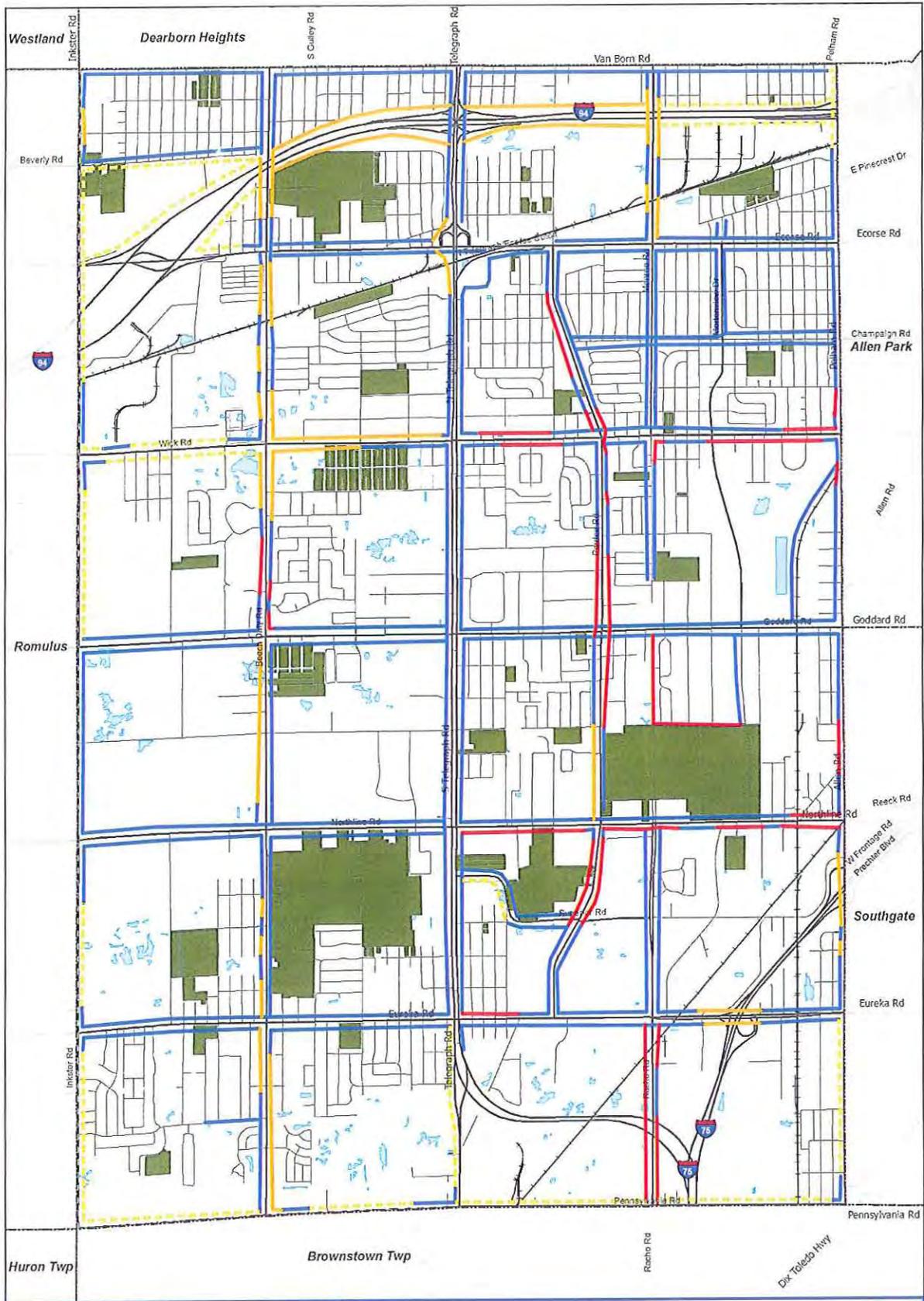


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 BROWNSTOWN PATHWAYS
 BROWNSTOWN TOWNSHIP
 WAYNE COUNTY, MICHIGAN

HENNESSEY
 ENGINEERS, P.C.

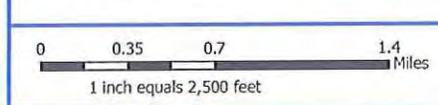
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 13500 REECK ROAD
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APPROVED BY	
REVISIONS	
PROJECT NUMBER	53367

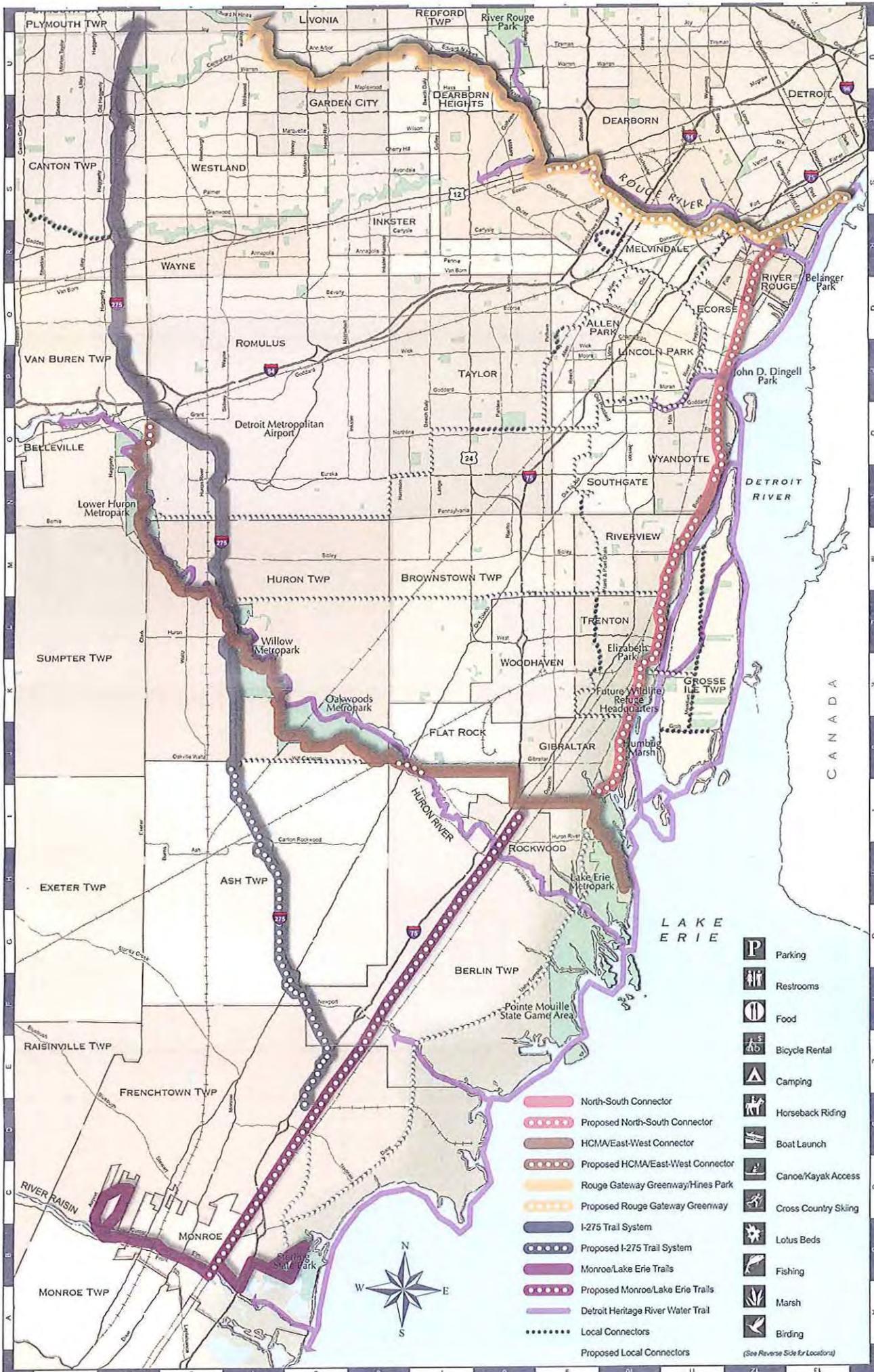


Non-Motorized Transportation Taylor Master Plan

- Existing Pathways
- Priority 1 Connections
- Priority 2 Connections
- Long Range
- Park/School/Golf Course

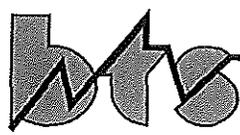


March 19, 2008
 Data Sources: City of Taylor
 MCGI, LSL Planning, Wade Trim



- North-South Connector
- Proposed North-South Connector
- HCMA/East-West Connector
- Proposed HCMA/East-West Connector
- Rouge Gateway Greenway/Hines Park
- Proposed Rouge Gateway Greenway
- I-275 Trail System
- Proposed I-275 Trail System
- Monroe/Lake Erie Trails
- Proposed Monroe/Lake Erie Trails
- Detroit Heritage River Water Trail
- Local Connectors
- Proposed Local Connectors

- Parking
 - Restrooms
 - Food
 - Bicycle Rental
 - Camping
 - Horseback Riding
 - Boat Launch
 - Canoe/Kayak Access
 - Cross Country Skiing
 - Lotus Beds
 - Fishing
 - Marsh
 - Birding
- (See Reverse Side for Locations)



Issue Brief

Number 11

June 2004

Bureau of Transportation Statistics



U.S. Department of Transportation

Prepared by the Bureau of Transportation Statistics with assistance from the National Highway Traffic Safety Administration

How Bike Paths and Lanes Make a Difference

- Nearly half (46%) of the driving-age adults (16 years or older) have access to a bicycle, and 54% with access used it the month immediately preceding the survey.
- Bicyclists riding in areas without bike paths or lanes are nearly twice as likely to feel endangered (mostly by motorists) as bicyclists with paths or lanes, and more than four times as likely to be dissatisfied with how their community is designed for making biking safe.
- Frequent bicyclists tend to have a strong preference for more bike lanes over more bike paths, while infrequent bicyclists display no marked preference for either.

Those Who Have Access to a Bicycle are Likely to Ride It

Nearly half (46%) of the adult population¹ have access to a bicycle, and more than half with access (about 52 million) rode their bikes in the 30 days prior to answering the survey.² Another five million people rode a bike during that time period even though they didn't have direct access to one (presumably by renting or borrowing a bike) for a total of 57 million bicyclists each summer month. Of these, 58% (33 million) were infrequent bicyclists, riding one to five times per month, while 42% (24 mil-

lion) were frequent bicyclists, riding more than five times per month. Thus, 12% of the adult population, or one in eight adults, rides a bicycle more than five days per month during the summer period (see Figure 1).

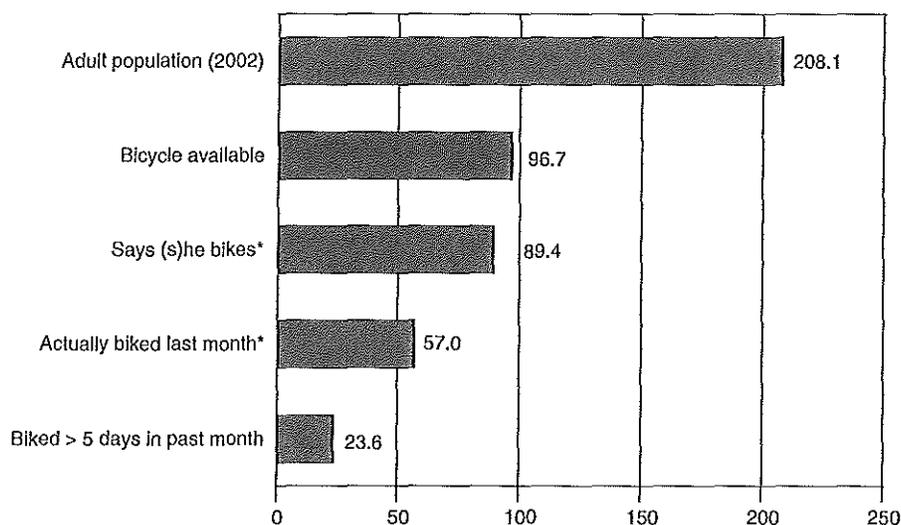
Availability of Bike Paths and Lanes

Bike paths and lanes are the chief infrastructure features that might be expected to affect bicycling. The availability of bike paths and lanes are shown in Table 1. About a quarter of the population have both bike paths and lanes available in the areas where they live or ride,

¹ For purposes of this research, an adult is defined as 16 years of age or older.

² The survey was conducted during the summer of 2002. For survey description, see end of this issue brief.

Figure 1. Bicycling in the United States During the Summer (in millions)



* Includes those who biked but did not have regular access to a bicycle.

SOURCE: *National Survey of Pedestrian and Bicyclist Attitudes & Behaviors*, Bureau of Transportation Statistics and National Highway Traffic Safety Administration, U.S. Department of Transportation, Washington, DC, 2002.

Table 1. Distribution of Bike Paths and Lanes

Bicycle Infrastructure available	Population (percent)	Population size
Both bike paths and lanes	26.3	52.4 million
Bike paths but not lanes	24.1	48.0 million
Bike lanes but not paths	6.5	12.9 million
Neither bike paths nor lanes	43.0	85.7 million

SOURCE: *National Survey of Pedestrian and Bicyclist Attitudes & Behaviors*, Bureau of Transportation Statistics and National Highway Traffic Safety Administration, U.S. Department of Transportation, Washington, DC, 2002.

and approximately 3 out of 10 adult Americans have access to one or the other. Forty-three percent of adult Americans live in communities that don't have bike paths or bike lanes. As a rule, bike *paths* are specially created pathways away from the main roads, typically in recreational areas. Bike *lanes* provide the bicyclist his or her own lane on a road shared with motorists and typically provide direct routes for travelers wanting to get to work or school. The presence of bike paths and lanes does not appear to have a significant effect on whether

people ride bicycles or on how frequently they ride. Instead, the significance of biking facilities—paths and lanes—lies in the increased sense of personal safety.

Presence of Bike Paths and Lanes and the Perception of Biking Safety

Nearly one out of eight (13%) people surveyed who rode one or more times during the previous month said they felt threatened for their personal safety at least once. In areas where both bike paths and lanes were available, the percent of bicyclists feeling threatened for their personal safety dropped to 10%.³ When neither bike paths nor lanes were available, the percentage increases to 17%. When only one is available, either bike paths or bike lanes, the percentage fearful lies in between at about 12% (see Table 2). Not surprisingly, the most often

³ All percent differences are statistically significant at the $p < 0.05$ level. This means there is less than a 5% probability that the difference could have occurred by chance.

Table 2. Sense of Endangerment and Dissatisfaction with Community Design for Making Biking Safe, by Infrastructure

Bicycle infrastructure available	Percent feeling endangered	Percent dissatisfied with community design
OVERALL	13	32
1. Both bike paths and lanes	10	11
2. Bike paths but not lanes OR Bike lanes but not bike paths	12	29
3. Neither bike paths nor lanes	17	48

SOURCE: *National Survey of Pedestrian and Bicyclist Attitudes & Behaviors*, Bureau of Transportation Statistics and National Highway Traffic Safety Administration, U.S. Department of Transportation, Washington, DC, 2002.

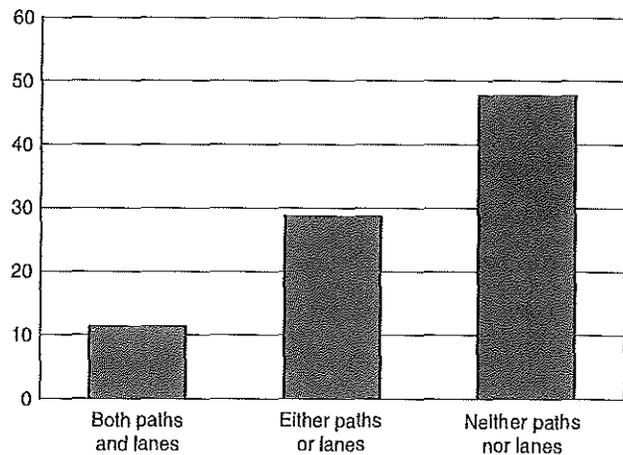
mentioned source of their unease is from motorists. Of the bicyclists who felt endangered, 87% referred to feeling threatened by motorists. Thus, where lanes and paths are absent, bicyclists become more concerned for their personal safety (see Table 2).

Nearly one-third of the population (32%) is dissatisfied with their community designs for making biking safe. When this dissatisfaction was analyzed by the bicycle infrastructure available (i.e., bike paths and lanes), a very strong relationship between infrastructure and satisfaction is found. When both bike paths and lanes are available, the percent dissatisfied with the community design for making biking safe is only about 11%. When only one is available—either bike paths or bike lanes, but not both—the percent dissatisfied rises to 29%. In communities where neither bike paths nor bike lanes are available, the percent dissatisfied is almost half the adult population at 48% (see Figure 2 and Table 2).

Community Needs and Bicycle Activity

In general, bicyclists expressed a stronger preference for more bike lanes over more bike paths, but this difference is due solely to a preference on the part of frequent bicyclists. Frequent bicyclists expressed a preference for more bike lanes

Figure 2. Dissatisfaction with Community Design for Making Biking Safe, by Availability of Bike Paths and Lanes



SOURCE: *National Survey of Pedestrian and Bicyclist Attitudes & Behaviors*, Bureau of Transportation Statistics and National Highway Traffic Safety Administration, U.S. Department of Transportation, Washington, DC, 2002.

over more bike paths by a 36% to 22% margin, but there is virtually no difference in preference for the infrequent bicyclists. More of the frequent bicyclists mention wanting bike lanes than do the infrequent bicyclists (36% vs 30%), while more of the infrequent bicyclists want more bike paths than do the frequent bicyclists (29% vs 22%) (see Figures 3 and 4). These findings are consistent with the commonly held belief in the bicycle community that as bicyclists ride more frequently they “graduate” from bike paths to bike lanes. According to this view, infrequent bicyclists want more bike paths for recreational reasons and perhaps for safety as well; later, as experienced, more confident bicyclists, they want more bike lanes that they can use for shopping and commuting.

Background information for the data presented in this paper. A national survey of adults was conducted in the summer of 2002 for the Bureau of Transportation Statistics and the National Highway Traffic Safety Administration. The sample size was 9,616. The objective of this survey was

Figure 3. Bicyclist's Activity and Desire for more Bike Paths

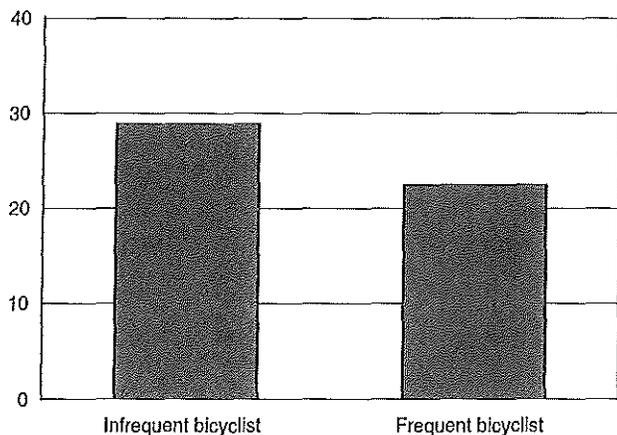
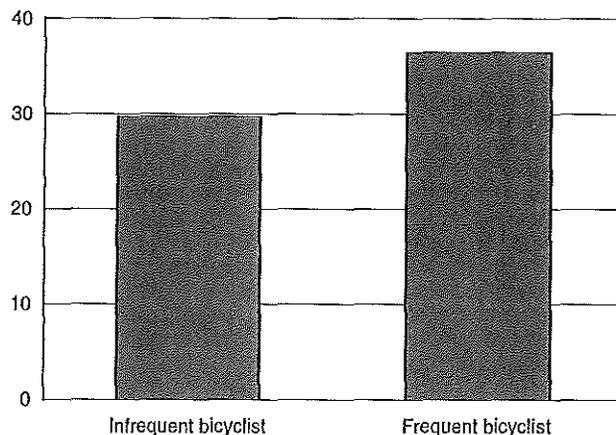


Figure 4. Bicyclist's Activity and Desire for more Bike Lanes



SOURCE for Figures 3 and 4: *National Survey of Pedestrian and Bicyclist Attitudes & Behaviors*, Bureau of Transportation Statistics and National Highway Traffic Safety Administration, U.S. Department of Transportation, Washington, DC, 2002.

to determine the magnitude of bicycle and pedestrian activity in the nation and the public's behavior and attitudes regarding biking and walking. This survey—the first national survey of its kind—sheds light on the effect of bike paths, bike lanes, and sidewalks on attitudes and behavior towards biking and walking.

We're on the WEB!
www.bts.gov

answers@bts.gov
Info line: 1-800-853-1351

For More Information:
Gary Feuerberg
Transportation Specialist
U.S. Department of Transportation
Bureau of Transportation Statistics
400 7th Street SW, Room 3430
Washington, DC 20590
Phone: 202-349-0320 Fax: 202-366-3383
Gary.Feuerberg@bts.gov



Safety Benefits of Bike Lanes

Bike lanes help define road space, decrease the stress level of bicyclists riding in traffic, encourage bicyclists to ride in the correct direction of travel, and signal motorists that cyclists have a right to the road. Bike lanes help to better organize the flow of traffic and reduce the chance that motorists will stray into cyclists' path of travel.^{1,2} Bicyclists have stated their preference for marked on-street bicycle lanes in numerous surveys.³ In addition, several real-time studies (where cyclists of varying abilities and backgrounds ride and assess actual routes and street conditions) have found that cyclists are more comfortable and assess a street as having a better level of service for them where there are marked bike lanes present.⁴

In summary, bike lanes do the following:

- support and encourage bicycling as a means of transportation;
- help define road space;
- promote a more orderly flow of traffic;
- encourage bicyclists to ride in the correct direction, with the flow of traffic;
- give bicyclists a clear place to be so they are not tempted to ride on the sidewalk;
- remind motorists to look for cyclists when turning or opening car doors;
- signal motorists that cyclists have a right to the road;
- reduce the chance that motorists will stray into cyclists' path of travel;
- make it less likely that passing motorists swerve toward opposing traffic;
- decrease the stress level of bicyclists riding in traffic.

Well-designed facilities encourage proper behavior and decrease the likelihood of crashes. Numerous studies have shown that bicycle lanes improve safety and promote proper riding behavior.⁵

- In 1996, over 2000 League of American Bicyclist members were surveyed about the crashes (accidents) they were involved in over the course of the previous year. From the information, a relative danger index was calculated which shows that streets with bike lanes were the safest places to ride, having a significantly lower crash rate than either major or minor streets without any bicycle facilities; moreover, they are safer than trails and sidewalks as well.⁶
- The addition of bicycle lanes in Davis, California reduced crashes by 31 percent.⁷
- Bicycle lanes on a major avenue in Eugene, Oregon resulted in an increase in bicycle use and a substantial reduction in the bicycle crash rate. The crash rate per 100,000 bike miles fell by almost half and the motor vehicle crash rate also fell significantly.⁸
- When the city of Corvallis, OR installed 13 miles of bicycle lanes in one year, the number of bicycle crashes fell from 40 in the year prior to the installation to just 16 in the year afterwards, and of the 5 crashes that occurred on streets with bike lanes, all involved bicyclists riding at night with no lights.⁹
- In Chicago, Illinois, crash severity was reduced in one study of marking bike lanes in a narrow cross section where 5 foot bike lanes were marked next to 7 foot parking lanes.¹⁰

13. Peter Newman, Lecture presented at the Conservation Law Foundation, Boston, MA, January 9, 1997.
14. Federal Highway Administration, Bicycle Lanes versus Wide Curb Lanes: Operational and Safety Findings, May 1998.
15. City of Cambridge data, unpublished.

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For More Information

For more information about bicycling in Cambridge, please contact Cara Seiderman, cseiderman@cambridgema.gov, at 617/349-4629. The Community Development Department TTY line is 617/349-4621.

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CHARTER TOWNSHIP OF BROWNSTOWN

Community Services Department

21313 Telegraph Road
Brownstown, MI 48183-1399
734-675-0166



April 12, 2012

Ms. Teri Rybski, Chair
Downtown Development Authority
21313 Telegraph Road
Brownstown, Michigan 48183

Re: ICSC Membership

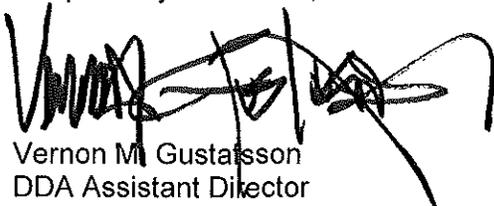
Honorable Chair and Members:

Our annual membership to the International Council of Shopping Centers, Inc. expires on April 30, 2012. Cost for a one year membership is Fifty (\$50.00) Dollars or a three year membership is One Hundred Thirty Five (\$135.00) Dollars, a 10% savings.

The International Council of Shopping Centers, Inc continues to be the premier voice of the global retail real estate community. Their goal is to help members develop their plans and businesses through education, research, information, deal-making, networking, and action on legislation and regulation.

I suggest that the Downtown Development Authority consider a three year membership of **One Hundred Thirty Five (\$135.00) Dollars**, so we can benefit from the 10% savings in membership costs.

Respectfully Submitted,



Vernon M. Gustafsson
DDA Assistant Director
Brownstown Township

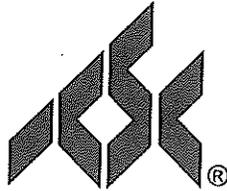
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- Vice President, Eastern Division**
• ADAM W. IFSHIN, DLC Management Corporation
- Vice President, Central Division**
• DANIEL B. HURWITZ, Developers Diversified Realty Corp.
- Vice President, Western Division**
• LEE T. HANLEY, Vestar Development Company
- Vice President, Southern Division**
• GAR HERRING, CDP, The MG Herring Group, Inc.
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 - ♦ MARY LOU FIALA, LOFT Unlimited
 - KAREN FLAVELLE, R. C. Purdy Chocolates Ltd.
 - SETH D. GELDZAHLER, Bed Bath & Beyond, Inc.
 - CARL L. GOERTMOELLER, Macy's, Inc.
 - MICHAEL J. GRAZIANO, Goldman Sachs & Co.
 - GORDON T. GREEBY, JR., P.E., SCDP, The Greeby Companies, Inc.
 - TONY GROSSI, Grossi Northbound Real Estate Advisory
 - DAVID J. LaRUE, Forest City Commercial Group, Inc.
 - DAVID P. LINDSEY, Nordstrom
 - SANDEEP L. MATHRANI, General Growth Properties, Inc.
 - MARTIN A. MAYER, Stirling Properties
 - ♦ SCOTT NELSON, Target Corporation
 - BRUCE D. POMEROY, Evergreen Devco, Inc.
 - DONALD PROVOST, Alberta Development Partners, LLC
 - PUA SECK GUAN, Perennial (SEA) Real Estate Pte. Ltd.
 - ALEJANDRO RAMIREZ, Cinépolis
 - MICHAEL V. ROBERTS, SR., The Roberts Companies
 - MICHAEL RODEL, Rebois Property Fund
 - MATTHEW E. RUBEK, Collective Brands, Inc.
 - MARK A. SCHURGIN, The Festival Companies
 - ♦ PETER SCHWARTZ, Westfield, LLC
 - SHAHRAM SHAMSAAE, MAF Properties, LLC
 - ♦ PETER SHARPE, Toronto, ON
 - SUK SINGH, Darden Restaurants
 - YAROMIR STEINER, Steiner + Associates, Inc.
 - STEVEN B. TANGER, Tanger Factory Outlet Centers, Inc.
 - ♦ WILLIAM S. TAUBMAN, Taubman Centers, Inc.
 - ♦ RENÉ TREMBLAY, Taubman Asia
 - STEVEN G. VITTORIO, Prudential Real Estate Investors
 - MARCUS WILD, SES Spar European Shopping Centers
 - DONALD C. WOOD, Federal Realty Investment Trust
 - C. DAVID ZOBA, Gap, Inc.
- Executive Committee
♦ Past Chairman



International Council of Shopping Centers, Inc.
1221 Avenue of the Americas, New York, NY 10020-1099
+1 646 728 3800 • Fax: +1 732 694 1755 • www.icsc.org

February 17, 2012

Dear Member:

It is time to renew your ICSC membership and we hope you will do it today!

For your convenience, you can renew online at www.icsc.org or complete the attached form and return it to our office. We encourage you to take advantage of the opportunity to renew or extend your ICSC membership for a three-year period, at the 10% discount noted on your invoice.

ICSC continues its commitment to you, providing outstanding programs and services to help you succeed. Whatever your field of interest, we are sure to have research, meetings, and unparalleled deal making and networking opportunities to advance your career.

We look forward to your continued participation!

Best regards,

Randi Glass, CMP
Director, Membership and Volunteer Development

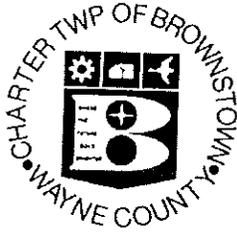
EX-OFFICIO PAST CHAIRMAN

- DREW ALEXANDER, Houston, TX
- RALPH BIERNBAUM, Palm Beach, FL
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- JAMES E. MAURIN, SCSM, Covington, LA
- JAMES C. McCLUNE, CSM, Novi, MI
- KATHLEEN M. NELSON, Cedarhurst, NY
- ♦ GARY D. RAPPAPORT, SCMD, SCSM, SCLS, SCDP, McLean, VA
- JOHN H. REININGA, JR., SCSM, San Francisco, CA
- MALCOLM R. RILEY, Los Angeles, CA
- JOHN T. RIORDAN, Cotuit, MA
- MEL SEMBLER, St. Petersburg, FL
- RICHARD S. SOKOLOV, Youngstown, OH
- KENNETH L. TUCKER, Highland Park, IL
- ROBERT L. WARD, Phoenix, AZ
- NEIL R. WOOD, Toronto, ON

CHARTER TOWNSHIP OF BROWNSTOWN

Community Services Department

21313 Telegraph Road
Brownstown, MI 48183-1399
734-675-0166



April 11, 2012

Ms. Teri Rybski, Chair
Downtown Development Authority
21313 Telegraph Road
Brownstown, Michigan 48183

Re: Business2Business Seminar Breakfast

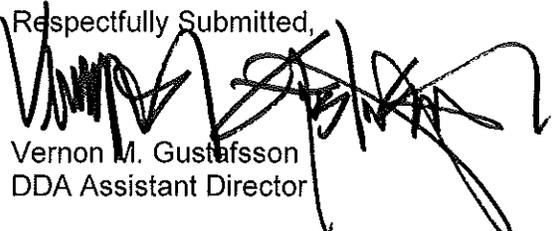
Honorable Chair and Members:

Attached is a draft Business2Business Seminar Breakfast flyer for your review. Once finalized, the flyer will be mailed to over 400 Brownstown businesses. To kick-off this DDA event we were able to schedule acclaimed speaker Emily Hay founder of Hay There Social Media. Ms. Hay will excite and engage the audience on making social media manageable to help business owners and their representatives move their businesses through social media.

This first B2B Seminar is planned for Wednesday, May 23, 2012 at the Henry Ford Health Center – Brownstown. The seminar will be from 7:30am to 9:00am and a continental breakfast will be served. Attendee cost is \$20.00 charitable donation to the Henry Ford Wyandotte Hospital's Yes Ma'am program. The Yes Ma'am program provides free mammograms to working uninsured women in the Downriver region on an annual basis. We expect to mail the flyer the week of April 29th. DDA costs for the speaker and breakfast will be approximately \$600.00 Dollars.

We are planning to host a series of similar B2B seminars throughout the year on select business topics. Topics would include; marketing/public relations, legal, preparing a business plan, business management, financial management, human capital, or any other topics that you believe would be suited to inform and educate Brownstown businesses.

Respectfully Submitted,


Vernon M. Gustafsson
DDA Assistant Director

Business2Business Seminar Breakfast

Wednesday, May 23, 2012

7:30am to 9:00am

Sponsored by the:

***Brownstown
Downtown
Development
Authority...moving
towards a better
tomorrow!***

The Social Media Navigation Guide

To celebrate National Small Business Week, the Brownstown DDA is excited to sponsor this seminar to help business owners and their representatives move their businesses forward through social media. Guest speaker: Emily A. Hay, founder of Hay There Social Media

Location

Henry Ford Health Center – Brownstown
2nd Floor – Conference Room
23050 West Road
Brownstown, MI 48183

Cost

\$20.00 charitable donation per person to the Henry Ford Wyandotte Hospital's Yes Ma'am program. Cash or check payable to: Henry Ford Wyandotte Hospital, the memo line should read "Yes Ma'am." The Yes Ma'am program provides free mammograms to working uninsured women in the Downriver region on an annual basis. Over the past 10 years the program has provided free screening for over 1,000 women at two free screening days in observation of Breast Cancer Awareness.

Bring donations to the Seminar. Donations are optional.

Space is Limited— RSVP by May 16, 2012

Provide business name and attendee names to:

Vern Gustafsson

DDA Assistant Director

T: 734.675.5913 or E: vgustafsson@brownstown-mi.org

Continental Breakfast will be served — provided by TBD

Guest Speaker: Emily A. Hay

“The Social Media Navigation Guide”



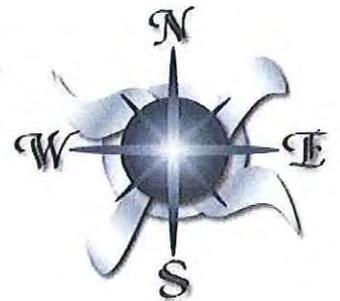
Sponsored by the:

**Brownstown
Downtown
Development
Authority...moving
towards a better
tomorrow!**

Are you walking down the social media path but feel like you are a bit...off track? You have a sense of direction in the digital era by keeping up with a Facebook and Twitter profile; however, you can't help but wonder if you're taking the best route to leverage social media for yourself or for your small business.

NOW is the time to get your bearings straight and make sure your efficient social media route is ready for navigation!

Whether you want to utilize social media to grow your personal brand or your small business, you need to be sure you are navigating down the correct path to get to your desired destination. Get ready to see the big picture of social media and learn how steps such as blogging, social bookmarking, Facebook, Twitter, YouTube, as well as niche profiles can get you to your final destination of social media success!



In this session, Emily A. Hay will help you re-evaluate your online route to be sure you fully and correctly leverage the power of social media. She will share social media insight and best practices to make sure you are not wandering aimlessly!

About Emily A. Hay

As the Founder of Hay There Social Media, Emily specializes in simplifying social media to help small businesses grow. With a background in sales & marketing, she understands how social media, backed by a clear strategy, can be an effective means to market, network, and build a brand. Emily is the social media contributor to the Internet Advisor show on WJR 760AM and speaks across the country on the topic.

www.haytheresocialmedia.com



CHARTER TOWNSHIP OF BROWNSTOWN

Community Services Department

21313 Telegraph Road
Brownstown, MI 48183-1399
734-675-0166



April 13, 2012

Ms. Teri Rybski, Chair
Downtown Development Authority
21313 Telegraph Road
Brownstown, Michigan 48183

Re: Dog Park Fees

Honorable Chair and Members:

As follow-up to our discussion at the DDA Work Session on April 4, 2012, a fee for use of the Dog Park for resident and non-residents was discussed and needs to be approved by the DDA Board.

At this time, the undersigned recommends that the Dog Park annual fees should be set as follows:

\$25 for residents and
\$35 for non-residents.

Respectfully Submitted,

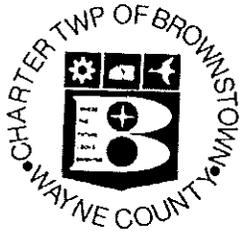
A handwritten signature in blue ink that reads "Sue Trussell". The signature is fluid and cursive.

Sue Trussell
DDA Assistant Director

CHARTER TOWNSHIP OF BROWNSTOWN

Community Services Department

21313 Telegraph Road
Brownstown, MI 48183-1399
734-675-0166



April 12, 2012

Ms. Teri Rybski, Chair
Downtown Development Authority
21313 Telegraph Road
Brownstown, Michigan 48183

Re: Phase I: Market Study & Financial Analysis for the Brownstown Town Center
RCL CO

Honorable Chair and Members:

As follow-up to our discussion at our DDA Work Session on April 4, 2012, attached for your consideration is a proposal-agreement for the above referenced project, along with RCL CO qualifications, project related experience, and references. The Phase I: Market Study and Financial Analysis will fully outline the market potential for the Town Center that will make it attractive to local/national tenants and potential developers. The key objectives of this engagement are to:

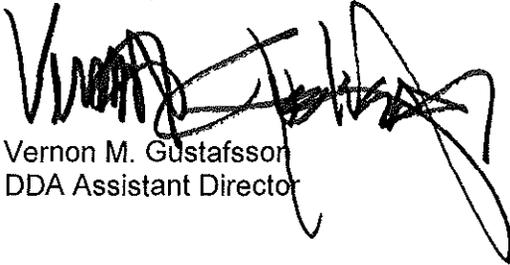
- Update the market study looking at the future potential of each of the land uses
- Determine the timing of the different land uses within the Town Center
- Recommend the appropriate mix of land uses and total units/square footage
- Understand the future buyers, renters, tenant types, shoppers, and businesses that would likely locate and visit the Town Center
- Create a market study that would be appropriate in the inclusion of the offering package to potential development partners
- Prepare a financial analysis to use with potential developers to clearly demonstrate the potential of the Town Center
- Provide the DDA with the information and support to select the partner(s) and the project concept which presents the highest likelihood of achieving success

As part of the Phase I Study/Analysis, RCL CO will prepare for and conduct three visits to Brownstown Township, once to kick-off the project, at the end of the Market Study, and at the end of the Financial Analysis. Work products will include five hard copies and one electronic copy of all exhibits, power point presentations, executive summaries of the Market Study and Financial Analysis. The Phase I project will be completed within 8 to 12 weeks.

The fee proposal to complete the Phase I Scope of Work outline in the proposal-agreement dated March 2, 2012 is **Sixty Five Thousand (\$65,000) Dollars**, plus estimated expenses of **Eight Thousand Two Hundred (\$8,200) Dollars**.

We suggest the DDA consider waiving the bid process, since RCL CO and their proposal is the most qualified to provide a detailed assessment/analysis and actionable implementation steps to help the DAA find local/national tenants and development partner(s). At this time, the undersigned recommends that RCL CO be awarded the Phase I: Market Study and Financial Analysis for the Brownstown Town Center in an amount not to exceed **Seventy Three Thousand Two Hundred (\$73,200) Dollars** said payment to come from account number (248.729.976.700) Town Center Master Plan.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Vernon M. Gustafsson', written over a printed name and title.

Vernon M. Gustafsson
DDA Assistant Director



Sent via e-mail

March 2, 2012

Mr. Vernon Gustafsson
DDA Assistant Director
BROWNSTOWN DOWNTOWN DEVELOPMENT AUTHORITY
21313 Telegraph Road
Brownstown, MI 48183

E6-12962.00

SUBJECT: Market Study and Implementation Strategy for the Brownstown Township Town Center in Brownstown Township, Michigan.

Dear Mr. Gustafsson:

Based upon our recent conversation, we are pleased to present this proposal-agreement for professional services relative to the above subject.

ASSIGNMENT BACKGROUND AND OBJECTIVES

In 1993, Brownstown Township created a Downtown Development Authority (DDA). In 2004, the concept of a mixed-use "Town Center" in Brownstown Township was outlined in order to create a unique place that offered a quality of life and established an image or landmark for the Township. In 2005, the DDA purchased 77 acres at the intersection of Telegraph and West Roads for the location of the town center. Since that time, a master plan has been adopted, zoning put into place, and a potential site plan has been put forth. While there was a significant amount of interest amongst potential tenants, until 2009, Telegraph Road was under construction making it a north/south road (as opposed to north bound only), hampering the ability to move forward on the project during the top of the last real estate cycle.

In 2010 the DDA commissioned a market study to understand the market potential of the town center within the context of the current economic climate. While RCLCO has not studied the 2010 market study in great detail, we note the following which could impact the outcome of the study:

- The US Census has come out since the time of the study (which utilized 2009 data based upon the 2000 census). The 2009 data estimated 7,491 households in the Primary Market Area (PMA). The 2010 Census has 7,765 households.
- The PMA was relatively small (approximately a one to one and one-half mile radius). Depending on the type of retail, neighborhood centers (e.g. grocery, daily living) typically utilize a three mile radius trade area.
- We have not studied the opportunity for a town center at the site, however, if that is an appropriate type of land use (retail more focused on creating a destination), the trade area would be larger.

- The study only completed a statistical demand for retail, but for none of the other land uses. While Esri projects that households are projected to decrease in the Township and the County, households are still likely to turn over. We would need to examine how likely they would be to choose Brownstown Township.
- There are signs that the economy and real estate is beginning to recover. Therefore, residential uses may be appropriate at the site. If not today, the recommendations would focus on when and what.

It is our understanding that you require a market study and an implementation strategy that will fully outline the market potential for the town center that will make it attractive to national tenants (if that is, in fact, a market for the town center) and potential developers. In addition, the study will provide actionable implementation steps to help the DDA find a development partner.

With the above in mind, the key objectives of this engagement are to:

- Update the market study looking at the future potential of each of the land uses;
- Determine the timing of the different land uses within the town center;
- Recommend the appropriate mix of land uses and total units/square feet;
- Understand the future buyers, renters, tenant types, shoppers, and businesses that would likely locate and visit the town center;
- Create a market study that would be appropriate in the inclusion of an offering package to potential development partners;
- Prepare a financial analysis to use with potential developers to clearly demonstrate the potential of the town center;
- Prepare an implementation strategy to help ensure the town center is more than just a vision;
- Identify the most qualified and appropriate potential development partners for this project who are capable of executing a project of this scale;
- Provide the DDA with the information and support to select the partner(s) and the project concept which presents the highest likelihood of achieving success.

COMPANY BACKGROUND AND QUALIFICATIONS

RCLCO (Robert Charles Lesser & Co.) is the nation's leading independent real estate advisory firm, providing market and financial analysis and strategic planning for a broad spectrum of clients.

We are recognized in the industry as having the ability to address specific project situations as well as our clients' overall long-term strategic needs. Our services are customized to address our clients' particular needs, supported by both quantitative analysis and creative problem solving.

RCLCO has unsurpassed experience in market and feasibility analysis and strategic programming, much of it for town center developments. Our client base includes developers, major investors, lenders, and government agencies.

In each engagement, we strive to add value to our clients' real estate activities and to provide ways for them to gain a competitive advantage in the marketplace. Our advice is market-driven, analytically based, practical, actionable, and financially sound.

Enclosed with this letter are various materials regarding RCLCO, including our brochure and lists of representative relevant engagements.

RCLCO's Orlando office will be responsible for completion of this engagement. Melina Duggal, Senior Principal, will be the firm's Project Director on this engagement and the key representative.

SCOPE OF WORK

The analytical tasks leading to the fulfillment of the above objectives are outlined below.

Phase I

Market Study and Financial Analysis

1. Conduct a kick-off meeting with the client and relevant project team members to visit the subject property, to review and refine the assignment objectives and our approach, and to obtain a complete debriefing from the client about the project and any relevant information from prior work completed relative to the assignment. Review the previous market study in greater detail.
2. Visit the subject property and evaluate its development potential based on an investigation of its location, access, visibility, zoning and planning status, current and/or proposed neighboring uses, topography, views, vegetation, other natural and/or man-made features, on-site improvements (if any), and other pertinent factors.
3. Collect data and descriptive statistics to provide a baseline of information to drive the product program analysis including economy, demography, property, and purchasing power. This should include but not be limited to:
 - a. Employment trends;
 - b. Population and household growth trends;
 - c. Household distribution by age, income, education, and type;
 - d. Retail expenditures;
 - e. Tenure; and
 - f. Geographic distribution of the above within the competitive market area, Brownstown Township, and surrounding areas.
4. Have an interim phone call/session with you to discuss the above three scope items. We will make a judgment call based upon our experience with this type of development, our knowledge of the area, the data pulled above, and the previous report if the outcome of this report is likely to be different than the previous report. Determine with you whether we should conclude the study. If we end the market study at this point, we will write a brief summary memo explaining our conclusions.
5. Investigate the existing, planned and proposed demand and supply characteristics (size of project, class, rental rates, pricing vacancy, etc.) for competitive properties within the office, retail, for-sale housing, for-rent housing, and senior housing markets. As part of this task, RCLCO will complete the following:
 - a. Collect and analyze data on comparable competitive real estate assets that may compete with the town center for market share sourced from potential demand.
 - b. For each land use studied, define and delineate the Primary Market Area (PMA), or geography from which 80% to 90% of demand is likely to emanate, Secondary Market Area (SMA), or geography from which 10% to 20% of demand is likely to emanate, and Competitive Market Area (CMA) the geography which will contain real estate assets that will likely compete for demand with assets planned/proposed for the subject site. The PMA, SMA, and CMA for each land use will be determined by real estate market characteristics (10-mile radii, driving distance, jurisdictional boundaries, census boundaries, natural demarcations, etc.) and will vary in shape and form between land uses.

- c. We will supplement the above information by conducting interviews with key members of the development community and key business segments, planners, and other relevant sources to determine the strength of the local market, trends occurring in a number of uses, attitudes toward the subject area, and other pertinent information.
 - d. Synthesis of this information and analyses will inform RCLCO's recommendations regarding the depth of support for the proposed land uses within the market and the subject site, provide information regarding that informs the physical planning and architecture (size, layout, features, amenities, configurations, etc.), and guide assumptions regarding the economics of these land uses at the subject site.
6. Identify up to three case studies of areas that have been developed, with similar characteristics as the study area. These case studies will have a strong focus on mix of land uses, critical success factors, implementation strategies utilized, and market audiences attracted.
 7. Calculate the demand potential and absorption rates for these product types over the next five to ten years, both within the PMA and SMA and potential capture at the subject site. The demand potential estimates will be grounded in our understanding of the regional and local economic drivers as well as RCLCO's real estate development experience.
 8. Prepare recommendations as to the target market audiences, the appropriate types and mix of development products, price and size ranges, and other critical factors.
 9. Construct a viable development program that has market support over a ten-year period. The development program will include, at a minimum, total amount of development in square feet, optimal phasing strategies, projected prices/rents and absorption over a ten-year period, and specific recommendations (Critical Success Factors) for each land use type and for the project as a whole.
 10. Construct a Development Strategy Matrix, designed to clearly outline the series of development and development-oriented activity both feasible and probable as inputs into the Implementation Strategy process.
 11. Conduct a working session in Brownstown Township, at which time we will present our findings, conclusions, and recommendations. Supporting documentation in the form of exhibits, tables, and charts will be made available at the working session.
 12. Prepare an Executive Report summarizing our key findings, conclusions, and recommendations under this engagement.

RCLCO will construct a dynamic financial model that estimates the project's financial performance taking into account development costs, source and uses of capital, risk assessments, and timing/phasing of development. This financial model would be utilized to attract developers to the project. The financial model will consider up to three development scenarios, which will be informed by the market analysis. Financial modeling will reflect RCLCO's real-time intelligence regarding the national and global capital markets, investor attitudes towards town center projects, as well as revenue inputs from the market analysis.

RCLCO will also identify any gaps that may require closing with public assistance or otherwise that may be present in the project program, and advise the DDA regarding the cost/benefit of filling those gaps and their overall impact on the project's success. RCLCO methodology takes into account a variety of development costs in its financial modeling, and we will pay particular attention to these line items, especially when they may involve some component of public funding

as well. We will conduct sensitivity analyses on these models and will identify the individual components that have the greatest impact upon project returns on investment.

The steps to accomplish the above shall include, but is not limited to, the following:

1. Develop a dynamic financial model designed to evaluate the financial performance of up to three alternative development programs and to refine the positioning assumptions made above. The model will be designed to:
 - a. Measure profit above cost for the above development hypotheses;
 - b. Solve for a residual land value of the property, or the price that a vertical developer would pay for entitled development parcels under this program;
 - c. Model the overall project return vis-à-vis development costs through a 10-year life cycle;
 - d. Reflect current trends in lending and capital markets activities;
 - e. Reflect RCLCO investigation into development and construction costs for the project types envisioned; and
 - f. Analyze potential gaps that may require filling in order for the project to receive financing, as well as provide insight into the ways that a future developer and the DDA might close those gaps internally or externally.
2. Based on the result of the financial model, RCLCO will complete an optimization analysis, to refine the programs and identify a land use strategy that results in a land use program that best meets the criteria of the DDA. We will work with the DDA to arrive at this land use strategy collaboratively, and will conduct a financial strategy session with you to review and analyze the recommendations that come out of the financial modeling.
3. Conduct a working session in Brownstown Township, at which time we will present our findings, conclusions, and recommendations. Supporting documentation in the form of exhibits, tables, and charts will be made available at the working session.
4. Prepare an Executive Report summarizing our key findings, conclusions, and recommendations for the financial analysis portion of the engagement.

Meetings and Deliverables Included Above

1. To complete the above scope of work, we plan to visit Brownstown Township three times. Once to kick-off the project, at the end of the market study, and at the end of the financial analysis.
2. Work products:
 - a. Set of exhibits that includes all the data from market study
 - b. Short, summary power point for market study appropriate to present to Township
 - c. Executive summary of market study
 - d. Set of exhibits for the financial analysis
 - e. Executive summary of financial analysis
 - f. We will provide five (5) hard copies of each of the above documents as well as a pdf version.

Phase II

Implementation Strategy

1. Based on the results from above and our knowledge of the local, regional, and national market, begin to form a list of potential development partners that should be considered. This will include a detailed assessment of the experience and cultural, organizational, and financial qualities of the prospective partner.
2. Prepare a Briefing Book which will cover the following:
 - a. Demographic and employment trends and characteristics;
 - b. Target consumer characteristics;
 - c. Overall levels and timing of development opportunity;
 - d. Development and community concepts;
 - e. Timing and phasing of development;
 - f. Relationships to other public and private investments in the area;
 - g. Land allocation strategies, e.g. mixes of land uses;
 - h. Positioning of land uses in the market;
 - i. Key project amenities;
 - j. Achievable levels of absorption by land use type; and
 - k. Overview of the market driven development program
3. In consultation with the DDA, review the list of prospects to be considered, with a focus on those who have the resources and organizational capacity to execute a project of this scale.
4. Contact senior representatives of each company to begin their exposure to the project.
5. Provide a briefing book and financial model to those developers that have expressed an interest in receiving additional details. Subsequently advance discussions and answer questions about the project.
6. Coordinate site visits for the prospective developers to tour the site. Introduce potential partners to the DDA team, as well as senior leadership in the Township.
7. Evaluate each potential partner based on ongoing discussions, experience with this size of project, organizational capacity, financial resources and reaction to the proposed product program and financial projections. A short-list of preferred partners will evolve from this process.

NEXT STEPS

Assuming the successful execution of the processes outlined above, we would welcome the opportunity to remain involved to help the DDA structure the deal and finalize the joint venture partnership/development management deal.

TIME AND PROFESSIONAL FEE SCHEDULE

The time to complete the scope of work outlined above for Phase I through the working session is 8 to 12 working weeks, as detailed below. The written report will be issued once all follow-up items resulting from the working session are completed. The above time frame may vary depending on when we receive your written authorization and our commitments at that time, as well as on turnaround and response time from client, client consultants and employees and other

team members regarding necessary information requests; review of progress reports and/or drafts; scheduling conflicts; and so on.

The professional fee to complete the scope of work outlined above for Phase I is \$65,000, plus expenses, as detailed below. Please refer to the enclosed appendix for information regarding our reimbursable expense schedule, billing arrangements, additional services, and limiting conditions.

Phase I

Market and Financial Analysis	8 – 12 Weeks	\$65,000
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Estimated Expenses	N/A	\$8,200
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Contractual

On-site Reference Material	\$500
Report Production	\$3,500
Telecommunication	\$1,250
<u>Subtotal</u>	<u>\$5,250</u>

Estimated Travel Expenses

3 Airfare to Detroit (1 person)	\$1,485
6 Days of Meals	\$330
6 Days of Rental Cars	\$330
8 Days of Parking at Airport	\$150
Gas for Rental Cars	\$132
Hotel (if not Melina Duggal)	\$495
<u>Subtotal</u>	<u>\$2,922</u>

Phase II

Implementation Strategy	3 – 4 Months	TBD
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If the above meets with your approval, we are prepared to commence work on this assignment as soon as practical after receipt of an executed proposal-agreement.

In an ongoing effort to improve our services to our clients, we will be sending you a web-based Client Satisfaction Survey at the completion of this engagement. We hope you will take the time (5 minutes) to respond to this survey so we may incorporate your feedback and implement changes as necessary. Thank you in advance for participating.

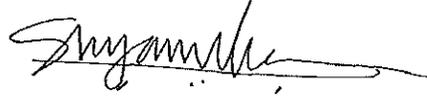
* * * * *

We are excited about working with you on this interesting project and sincerely appreciate your consideration of our firm. We look forward to hearing from you in the very near future.

Very truly yours,



Melina Duggal
Senior Principal



Shyam Kannan
Principal

AGREED AND ACCEPTED:

BROWNSTOWN DOWNTOWN
DEVELOPMENT AUTHORITY

By: _____
Title: _____
Signature: _____
Date: _____

Unless informed to the contrary in the space provided below, the monthly invoices and reports will be sent via email to the attention of the individual who executed this agreement:

Name: _____
Title: _____
Invoicing Address: _____
Telephone Number: _____
Fax Number: _____
Mail Address: _____
E-mail Address: _____

STANDARD APPENDIX TO PROPOSAL-AGREEMENT

Section 1: Payment Terms

An initial payment of 0% of the authorized fee shall be sent upon execution of this Agreement, which amount will be credited to the outstanding balance on the final invoice(s) submitted to Client. Payment of the retainer should be sent, along with one executed copy of this proposal-agreement, to:

RCLCO
7200 Wisconsin Avenue, Suite 1110
Bethesda, MD 20814

For each monthly billing period ("Billing Period"), RCLCO (Robert Charles Lesser & Co.) will submit invoices to Client for professional services and expenses. Amounts invoiced will be in proportion to the services performed during the preceding billing period. Amounts invoiced for reimbursable expenses, consultants' fees, and additional services will be based on amounts incurred and services performed through the invoice date.

Invoices will be sent via email to the individual that executed this agreement, or otherwise as specified on the signature page.

All payments will be made in the U.S. and in U.S. currency. All taxes and tariffs associated with paying for our services will be paid by Client or, if levied on RCLCO, will be charged back to Client over and above the professional fees and expenses billed in accordance with this Agreement.

Invoices are due and payable upon receipt. Interest, at the highest rate permitted under the applicable law, will accrue on all accounts not paid within thirty (30) days of the invoice receipt date, at which point the account will be deemed overdue. RCLCO retains the right to halt work pending receipt of any overdue payments, and the right to withhold delivery of the final report until payment in full has been received if payment history does not meet the above terms. Client shall pay all costs and expenses, including without limitation, reasonable attorney's fees and expenses incurred by RCLCO in connection with the collection of the overdue accounts of Client.

Section 2: Estimated Expenses

Travel expenses (mileage, airfare, car rental, hotel, meals, etc.); delivery charges (air freight, messenger service, postage, etc.); color printing and copies of special graphics, photos, etc.; and outside secondary data required for the completion of this engagement¹ will be billed at cost plus a 10% handling charge as incurred. We estimate expenses outlined in this paragraph to be \$2,922.

In addition, Client will be billed \$5,250 for report preparation, on-site reference materials, presentation materials,² and telecommunication.³

¹ Such as on-line database charges, other publications, reports, maps and other miscellaneous out-of-pocket charges related to procurement of necessary information and data for this assignment.

² These expenses include all labor and expenses related to word and data processing, preparation and production of reports. Color and special graphics, photos, etc., will be charged separately over and above this fee, at cost plus a 10% handling charge. When applicable, up to five (5) printed copies of the report are included. Additional copies or revised copies once a final report has been issued will be billed at the highest of \$25 per copy or actual cost plus a 10% handling charge.

³ These charges will be billed in proportion to work completed over the life of the project.

Section 3: Acceptance and Expiration

Acceptance of this proposal-agreement is completed upon receipt of one executed copy of the proposal-agreement and the retainer fee specified. If we are not in receipt of a fully executed copy within thirty (30) days from the date thereof, this proposal-agreement shall be of no further force and effect and shall be deemed withdrawn.

Section 4: Additional Services

In addition to the scope of work covered in this Agreement, we will be available for additional work, including team meetings; planning and design review work; litigation support work; presentations to investors, lenders and/or public agencies; periodic updating of reports; financial analysis; marketing plan; consumer opinion research work; and other activities related to this engagement.

Additional team meetings and planning and design review sessions will be billed for professional time and expense based on our normal hourly or per diem rates. Proposals for other services, indicating scope of work and time and fee schedule, will be submitted upon request.

Professional time for court appearances, depositions, and public hearings will be billed at 150% of our normal hourly rates.

Section 5: Client's Responsibilities

Client agrees to provide full and reliable information about its requirements for the engagement and, at its expense, shall furnish the information, surveys and reports, if any. In addition, Client agrees to provide, at its expense and in a timely manner, the cooperation of its personnel and such additional information with respect to the engagement as may be required from time to time, to be provided by Client for the performance of RCLCO's work. Client shall designate a Project Representative authorized to act on behalf of Client with respect to this Agreement and agrees to render any decisions promptly to avoid unreasonable delay to the engagement and the performance of RCLCO's work.

Section 6: Termination

Either Client or RCLCO may terminate this Agreement by giving written notice at least three (3) days prior to the date of termination. In the event of such termination, Client shall pay RCLCO for services and reimbursable expenses performed or incurred to the termination date.

Section 7: Use of Documents

It is understood by RCLCO that the findings from this engagement ("Report") are the proprietary property of the Client and that for a period of one year, unless otherwise instructed by the Client in writing, they will not be made available to any other organization or individual without consent of the Client. It is agreed by the Client that the Report, unless specifically designated by RCLCO as an internal document, will be presented to third parties only in its entirety and that no abstracting of the Report will be made without first obtaining the permission of RCLCO.

Client agrees to indemnify RCLCO against any losses or claims for damage and liabilities under Federal and State laws that may arise as a result of statements or omissions in public or private offering of securities.

Section 8: Confidential Information and Limitation of Liability

Non-Disclosure. Each party agrees not to use, disclose, sell, license, publish, reproduce, or otherwise make available the Confidential Information of the other party except and only to the extent necessary to perform under this Agreement. Each party agrees to secure and protect the other party's Confidential Information in a manner consistent with the maintenance of the other party's confidential and proprietary rights in the information and to take appropriate action by instruction or agreement with its employees, consultants, or other agents who are permitted access to the other party's Confidential Information to satisfy its obligations under this Section. The provisions of this paragraph shall survive the term of the contract.

RCLCO and Client expressly limit their liability to each other for direct damages caused by negligence of one to the other, and for direct damages caused by the breach of any term of this Agreement. RCLCO's total liability to the Client shall not exceed the total fee and expenses actually paid by the Client to RCLCO for the scope of work covered in this Agreement. In no event shall either party be liable to the other for any indirect or consequential damages, including but not limited to lost business profits.

Section 9: General Limiting Conditions

It is understood by the Client that RCLCO can make no guarantees about the recommendations resulting from the proposed engagement because these recommendations must be based upon facts discovered by RCLCO during the course of the study and those conditions existing as of the date of the Report.

To protect the Client, and to assure that RCLCO's research results will continue to be accepted as objective and impartial by the business community, it is understood that RCLCO's fee for the undertaking of this engagement is in no way dependent upon the specific conclusions reached or the nature of the advice given by RCLCO in its Report to the Client.

The final Report furnished by RCLCO will contain a statement of General Limiting Conditions, as follows:

"Reasonable efforts have been made to ensure that the data contained in this study reflect accurate and timely information and are believed to be reliable. This study is based on estimates, assumptions, and other information developed by RCLCO from its independent research effort, general knowledge of the industry, and consultations with the client and its representatives. No responsibility is assumed for inaccuracies in reporting by the client, its agents and representatives, or in any other data source used in preparing or presenting this study. This report is based on information that to our knowledge was current as of the date of this report, and RCLCO has not undertaken any update of its research effort since such date.

Our report may contain prospective financial information, estimates, or opinions that represent our view of reasonable expectations at a particular time, but such information, estimates, or opinions are not offered as predictions or assurances that a particular level of income or profit will be achieved, that particular events will occur, or that a particular price will be offered or accepted. Actual results achieved during the period covered by our prospective financial analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or representation is made by RCLCO that any of the projected values or results contained in this study will be achieved.

Possession of this report does not carry with it the right of publication thereof or to use the name of "Robert Charles Lesser & Co." or "RCLCO" in any manner without first obtaining the prior written consent of RCLCO. No abstracting, excerpting, or summarization of this study may be made without first obtaining the prior written consent of RCLCO. This report is not to be used in conjunction with any public or private offering of securities or other similar purpose where it may be relied upon to any degree by any person other than the client without first obtaining the prior written consent of RCLCO. This study may not be used for any purpose other than that for which it is prepared or for which prior written consent has first been obtained from RCLCO."

Section 10: Arbitration

Any disputes, claims or other matters arising out of or relating to this Agreement or the breach hereof shall be settled by arbitration in Maryland in accordance with the Rules of the American Arbitration Association. Judgment upon the award rendered by the arbitrators may be entered into any court having jurisdiction hereof. In the event of any arbitration or other legal proceedings pertaining to this Agreement, including the enforcement of any arbitration award, the prevailing party shall be entitled to recover all legal expenses, including reasonable attorney's fees.

Section 11: Miscellaneous

By executing the proposal-agreement for this engagement, Client and RCLCO each bind themselves and their successors and assigns to this Agreement. Neither Client nor RCLCO shall assign or transfer their interest in this Agreement without the written consent of the other.

This Agreement represents the entire Agreement between Client and RCLCO. No agreements or representations, oral or otherwise, express or implied, with respect to the subject matter hereof have been made by either party that are not set forth expressly in the agreement. This Agreement may be amended only in writing, signed by both Client and RCLCO.

Maryland law shall govern this Agreement.

RCLCO

ROBERT CHARLES LESSER & CO.

PUBLIC STRATEGIES



Affordable & Workforce Housing

Corridor Planning

Design Economics

Downtown Revitalization

Economic Development

Economic & Fiscal Impact

Industrial City Turnaround

Metropolitan Growth Strategies

Neighborhood Planning

Public-Private Partnerships

Transit-Oriented Development

AUSTIN | LOS ANGELES | ORLANDO | WASHINGTON, DC

WWW.RCLCO.COM

OVERVIEW

For over 45 years, RCLCO (Robert Charles Lesser & Co., LLC) has been the “first call” for public sector entities, real estate developers, financial institutions, institutional and individual investors, private investors, and Fortune 500 companies seeking strategic and tactical advice on property investment, planning, and development.

As the largest independent real estate advisory firm in the nation – with experience in international markets – we provide end-to-end advisory and implementation solutions for an entity, project, area, or regional scale.

Our success lies in our unique ability to apply the insights and experience gained over 45 years and thousands of projects to all real estate product types, across a variety of geographies.

Our public sector clients appreciate the private sector perspective and experience we apply to all of our economic planning engagements. Furthermore, our extensive network of clients, colleagues, professionals, and public officials, in the United States and abroad, provide us with a unique and comprehensive outlook on the industry – not to mention unmatched access to the best minds in real estate.

Our analysis and recommendations have helped inform the development/redevelopment of millions of square feet of urban infill, mixed-use, transit-oriented, master-planned, conservation, second-home, and resort projects throughout the US and abroad.

Year Opened

1967

Office Locations

Washington, D.C. (HQ)
Los Angeles, CA
Orlando, FL
Austin, TX

Affiliations

Urban Land Institute
International Economic Development
Council

Core Values

Adding Value to Our Clients
Achieving Excellence and Innovation
Enjoying Our Work

Practice Groups

Community and Resort Advisory
Public Strategies
Management Consulting and Litigation
Urban Real Estate Advisory

PUBLIC SECTOR SERVICES

RCLCO can assist public sector entities by providing market reality to citywide visioning processes, redevelopment projects, publically-owned land opportunities, Comprehensive and Master Plan updates, and other projects. We are often brought into multi-disciplinary teams to ensure any vision and plan is implementable and achievable. We often perform a benchmark market analysis for both residential and commercial uses to understand the overall market opportunity in the municipality given its position in the larger region. In addition, we can drill down into specific subareas, and even projects, to understand future market opportunities. Finally, we help with implementation strategies at the project level in order to help create a viable, long-term, and sustainable community.

With over 600 assignments completed since 2008, many of them for cities, counties, EDAs, and CRAs around the nation, RCLCO brings a unique perspective to analyzing the market potential for development. Through a combination of primary and secondary research, RCLCO is uniquely capable of assessing the market potential for various uses including for-sale, for-rent, and affordable housing options, as well as commercial land uses such as retail, office, industrial, mixed-use, and hospitality. This includes analysis of regional economic and demographic trends, that will influence demand for housing and commercial and an assessment of current and future competition at the local and regional level. RCLCO has completed multiple Economic Centers Analysis throughout the Country and utilizes the studies to understand the opportunity for employment centers.

RCLCO also utilizes case studies of other successful projects, in similar areas, in order to understand successful strategies and lessons learned. RCLCO focuses on providing a forward looking analysis that helps to take advantage of not only the opportunities identified today, but the opportunities of tomorrow.

For every engagement, RCLCO creates a customized scope and approach aimed at identifying and taking advantage of the unique attributes of the individual site(s) in order to provide a set of development recommendations that best takes advantage of the site(s) potential, and is market supportable, sustainable, and will be supported by the public.

RCLCO has years of experience in the creation of economic and land use strategies to create or restore thriving corridors, neighborhoods, and communities through the attraction of jobs, housing, retail, transit, and public amenities. This includes strategies that enhance traditional commercial center through developing a variety of uses to truly make the historic center of the city a vibrant, sustainable environment that can be enjoyed for generations to come.

Our approach also takes into account any potential barriers or issues that could impact future development with a focus on indentifying the current and future land uses that are likely to be market-supported in the future. This includes analyses to determine the likely affect on surrounding areas with a focus on the competitive positioning within the region overall in terms of its relative advantages and disadvantages for sustained economic development.

RCLCO METROLOGIC™

More than ever, public officials need to have clear optics on how metropolitan regions grow, shrink, thrive, and evolve. Meanwhile, the United States is experiencing continuous waves of preference shifts – from householders, office tenants, developers, retailers, and manufacturers – which affect the market and development economics for locations, land, and properties. Finally, efforts to plan for and manage growth – through planning, zoning, catalytic projects, or infrastructure investment – now often require quantitative analyses to verify impacts on land use, development activity, and economic/fiscal/financial performance.

To assist public officials navigate these challenges, RCLCO created MetroLogic™, a proprietary land use and real estate development forecasting technology that allows users to explore the following questions:

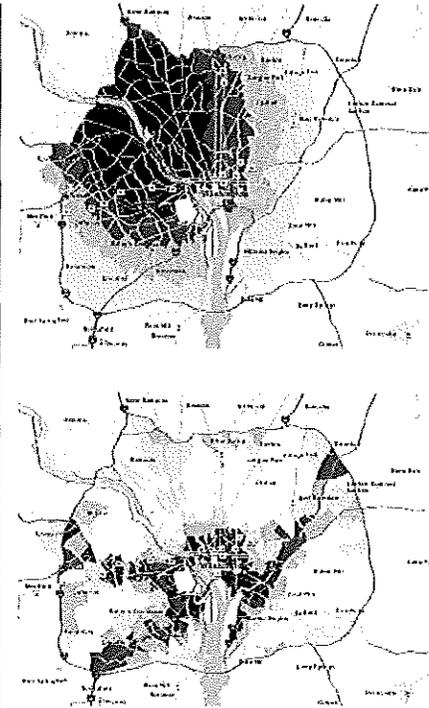
- How will my region or jurisdiction grow?
- How will changing consumer preferences impact land use?
- Can a major investment alter regional growth patterns?
- How can I evaluate the public return on investment?

The MetroLogic™ technology allows for full compatibility with existing GIS platforms and combines RCLCO's best-in-class consumer research and trendspotting knowledge base with sophisticated market analytics and real estate economics.

Ideal applications of MetroLogic™ include:

- Modeling the impact of a new transit system on regional growth patterns
- Calculating the public return on investment (ROI) from a planning initiative
- Identifying the likely places to plan for vibrant activity centers
- Making the case for private sector participation in public placemaking efforts

To evaluate the outcome of a public investment or planning effort, RCLCO's Dynamic Real Estate Scenario Impact Modeling (DR. SIM) allows users to simulate the impact of catalytic investments on their jurisdictions as well as upon metropolitan development patterns.



Washington, D.C.'s Department of Transportation used RCLCO MetroLogic™ to model the impact that a proposed streetcar network would have on development patterns in the District. The modeling and forecasts allowed stakeholders to measure the cost of the investment vis-à-vis the potential impact on development quantity, velocity, and pricing, as well as estimate the appropriate level of public and private investment justified by the streetcar initiative.

TRANSIT-ORIENTED DEVELOPMENT

More than fifteen years ago, RCLCO crafted premium analyses for emerging transit cores for private developers, estimating potential future values that took into account demographic shifts, lifestyles, and real estate trends. Today, RCLCO's thought leadership and applied consulting has helped give public and private stakeholders the land use and economic forecasts needed to accurately program land use, zoning, and real estate decisions around newly-developed and yet-to-be developed transit nodes, creating value for private sector developers and allowing public-sector actors to appropriately harness market forces with good policy decisions.

We have programmed countless TOD planning areas and under-written TOD-projects from New York to California, and authored some of the nation's leading research on the economic, financial, and fiscal ROI of transit investments.

In Washington, D.C., we innovated private financing models that are being used to offset the capital expense of a 37-mile streetcar system.

In Charlotte, NC, our work gave public and private stakeholders the land use and economic forecasts needed to accurately program land use, zoning, and real estate decisions around a new light rail system.

In Cincinnati, OH, we placed fixed-rail transit as a key element of the city's Economic Development Strategy, resulting in a successful TIGER grant for downtown streetcar development.

Currently, RCLCO is developing innovative methodologies to structure capital financing via structured partnerships and value capture, in effect finding ways for private sector land owners to pay for the capital and operating expense of transit while continuing to reap significant returns on their investment – both transit and otherwise.

SELECT PROJECT EXPERIENCE

Washington, D.C. Streetcar System

Produced capital financing plan and public-private partnership funding structure for the Washington, D.C. Streetcar System.

Houston Intermodal Station

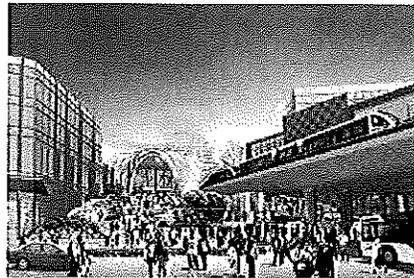
Created development forecast and implementation strategy for the Houston Metro Intermodal Station in Downtown Houston.

Charlotte, NC Transit System

Constructed system-wide development forecast and implementation strategy for Charlotte LRT, BRT, and commuter rail station areas.

Loudoun County MetroRail Extension

Conducted development potential modeling and fiscal impact analyses to evaluate potential public funding for the proposed Metro extension from Dulles Airport through Loudoun County.



Houston Intermodal Station, Houston TX

METROPOLITAN GROWTH STRATEGIES

Since the early 1980s, RCLCO has been working with metropolitan planning organizations, large landowners and investors, state land trusts, and others to forecast and model urban and regional growth trajectories by providing a deep understanding of the key factors that drive the distribution of economic activity in a region. Today, RCLCO is working with metropolitan areas across the country to guide growth in a more strategic, sustainable, and fiscally responsible fashion.

Our work often begins with a socio-economic base analysis and assessment of regional growth fundamentals, followed by the identification of key economic drivers and land use policies shaping regional investment activity. To understand the opportunities, gaps, and distribution of potential residential and commercial investment activity, we analyze infrastructure investment and community facilities planning and unveil key economic sectors and industry clusters that can be the basis for a targeted economic development strategy. We overlay this research with a strong real estate demand analysis and growth scenario planning to deliver growth strategies and economic investment plans that obtain stakeholder input and buy-in along the way.

SELECT PROJECT EXPERIENCE

Superstition Vistas, AZ

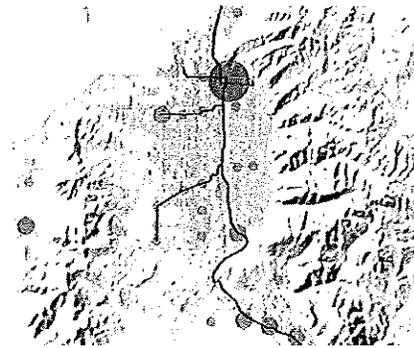
Developed a range of growth scenarios for the Phoenix area to 2060, including projections for how much growth Superstition Vistas would be likely to attract given the desirability of the site and its proximity to Phoenix. Produced an economic development strategy to help direct sound economic activity and sustainable land use practices to the Superstition Vistas area.

San Diego, CA

Evaluated the economic and demographic trends facing San Diego, and “mapped” and characterized the region in terms of its job centers as part of a two-year regional visioning process. Mobilized thousands of stakeholders to express their values and goals for the region, and participated in making decisions regarding critical issues – transportation, employment, the environment, education, etc. – that will shape the region’s future.

Envision Utah, Wasatch Valley, UT

Metropolitan trends analysis, economic and fiscal impact analysis, and demographic and market research in support of Envision Utah, a public-private partnership spearheading a 40-year quality growth strategy for the Salt Lake City region.



Envision Utah

ECONOMIC DEVELOPMENT

As a real estate strategy firm with deep roots in corporate strategy, we understand that economic development is about enhancing the climate for investment in places, increasing the number of and quality of jobs, and having an impact on the fiscal and competitive health of cities and regions.

Therefore, our approach to economic development is rooted in three core beliefs:

1. Economies happen in places, not in cyber space, and that any strategy must be place-based and “fit” into land uses and buildings
2. The best strategies begin with a thorough understanding of municipal budgets and modeling that compares outcomes from different market-driven or catalytic scenarios
3. Innovation must lead to implementation, and that means embedding ourselves with our clients to ensure success.

Our professionals embrace a process-driven approach to Economic Development. We begin by engaging public leaders and budget standards and construct sophisticated dynamic fiscal models that simulate a variety of scenarios. We engage the public and the business community to cultivate support for the plan. Finally, we work with clients to ensure that plans achieve passage through legislative bodies with appropriate levels of funding.

SELECT PROJECT EXPERIENCE

Cincinnati, OH

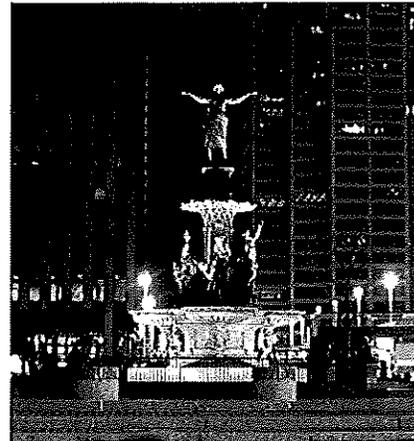
Authored the city's comprehensive economic development strategy - GO Cincinnati - that was constructed with private-sector support and approved unanimously by City Council.

Chattanooga, TN

Conducted an economic development strategy and implementation plan that transformed downtown Chattanooga from one of the most polluted downtowns in America to one of the most attractive downtowns and economically-strong cities in the nation.

Washington, D.C.

Provide continuous competitiveness assessments and strategy recommendations to the city's Business Improvement Districts. Our recommendations have led to changes in tax codes and business recruitment strategies at the City level.



Fountain Square, Cincinnati

CORRIDOR PLANNING

Transportation corridor planning and development is a particular specialty of RCLCO. Our professionals have participated in corridor planning engagements across the nation, ranging from urban corridor enhancement and redevelopment initiatives to regional arterial restricted access studies. The central theme of most of these engagements is usually quantifying and unlocking the economic potential of the infrastructure investments, and developing strategies for value capture by public agencies and the broader community. Our economic planning role typically complements part of a multi-disciplinary planning effort, and we often team with planners, architects, engineers and environmental consultants. Our services include regional growth and shift-share analysis, market feasibility analysis, program development and financial testing, economic and fiscal impact analysis and targeted implementation strategies.

SELECT PROJECT EXPERIENCE

City of Oceanside, Coast Highway Area, CA
Constructed market analysis and development recommendations for the Coast Highway as well as two commuter rail stations.

Great Streets Initiative, Washington, DC
Provided design support, market forecasts, and economic analyses for the Washington, D.C. Great Streets Initiative, which affects over 40 miles of urban corridors. Recommendations helped shape city-wide zoning as well as over \$100 million in infrastructure investments in existing and emerging urban neighborhoods.

Great Streets Initiative, St. Louis, MO
Conducted sophisticated economic modeling and market analysis for seven-miles of Manchester Road, an aging arterial in suburban St. Louis, resulting in a new development framework and an intergovernmental agreement between five municipalities and the Missouri Department of Transportation to recast the dilapidated corridor as a sequence of five connected villages.

Memorial Drive, DeKalb County, GA
Conducted an economic analysis and created an implementation plan to revitalize an aging eight-mile stretch of Memorial Drive.

Richmond Highway, Fairfax County, VA
Led a major commercial revitalization study for the Richmond Highway corridor resulting in development and redevelopment scenarios and implementation techniques that were practical, actionable, and community-based.



Great Streets Initiative, Washington, D.C.

DOWNTOWN REVITALIZATION

RCLCO professionals have played leading roles in some of the nation's most remarkable downtown turnarounds. We are passionate about cities and their downtowns, and have proven methods for infusing downtowns with new life, catalyzing employment growth, and energizing downtown entertainment and retail environs. All within a framework designed to maximize the economic and fiscal impact to the city and to the metropolitan region.

Of course, RCLCO professionals go beyond simply delivering great analytics. We work hand-in-hand with stakeholders and elected officials to turn analyses into strategies, and strategies into action.

In Yonkers, NY, RCLCO constructed a re-branding strategy for the entire Downtown to kick-start its creative industry economy and enhance its overall market climate for retail and entertainment investment.

In Baltimore, MD, we worked with the Baltimore Orioles to provide market-feasible programming for neighborhoods adjacent to Camden Yards.

In Los Angeles, CA, we worked to help launch the Watts Cinema and Education Center, an anchor for the development of the Watts/Willowbrook communities in Los Angeles.

SELECT PROJECT EXPERIENCE

Washington, D.C.

Provided the market and economic analysis for the redevelopment of the Anacostia Waterfront, including a new baseball stadium and surrounding mixed-use neighborhoods.

Gwinnett County, GA

Created a commercial district revitalization strategy for a variety of urban districts, based on real estate market and fiscal impact analyses.

Yonkers, NY

Conducted a regional economic analysis and downtown development program in conjunction with re-writing of downtown zoning ordinances and the creation of a downtown revitalization plan.

Albuquerque, NM

Conducted the vision planning, consumer research, market analysis, and stakeholder engagement. Resulted in the "fastest downtown turnaround in the country's history" with \$300 million in new development activity to-date.

Houston, TX

Helped develop a livable centers plan for the 4th Ward neighborhood in central Houston, Texas. Provided the market and economic context for the long-term implementation plan, to ensure that the final plan was grounded in market realities while fulfilling the needs of the local community.



Capitol Riverfront, Washington, D.C.

NEW DIRECTIONS FOR INDUSTRIAL CITIES

RCLCO is passionate about industrial cities in a post-industrial economy. We understand the forces and nuances built into the economic restructuring that industrial cities are experiencing, as well as the ideas, policies, market forces, and development tools that can be leveraged to help them prosper again. In our work with industrial city economic development, we merge our deep expertise in public finance, catalytic land use underwriting, regional economic analysis, and implementation strategy planning to put in place clear roadmaps for stewards of transitioning industrial cities. Most importantly, we set the stage for these cities to pursue next-generation sources of economic growth and prosperity.

SELECT PROJECT EXPERIENCE

Yonkers, NY

Produced repositioning strategy for the City of Yonkers based on target industries to attract, place-based opportunities to support new economic growth, and branding and service amenities to increase corporate relocations.

Indianapolis, IN

Market analysis and development recommendations for the SpeedZone, a major mixed-use development initiative adjacent to the Indianapolis motor speedway.

Buffalo, NY

Evaluated future development opportunities for 1,800 acres of vacant and underutilized industrial sites south of the Buffalo River and Downtown Buffalo, along Route 5 and the Lake Erie waterfront. Analysis led to a plan for the city to attract new commercial development, create jobs, leverage the impressive recreational amenities, and reconnect the surrounding neighborhood to a revitalized waterfront.



Buffalo Brownfields Opportunity Areas

AFFORDABLE AND WORKFORCE HOUSING

RCLCO's consulting team offers a wealth of experience in the affordable and workforce housing space. We have assisted a wide variety of organizations, municipalities, and developers throughout the US in understanding how to address gaps in provision of high-quality yet affordable housing.

RCLCO has particular experience working in highly desirable and supply-constrained markets to examine the availability of for-sale and rental housing near major employment cores. For this type of engagement RCLCO employs its market research expertise to quantify any existing workforce housing gaps, projects future demand, analyzes the cost of producing rental housing in a variety of different formats, and finally provides strategies for alleviating the shortage. In recent years, RCLCO has determined that despite the recession, workforce housing proximate to jobs remains unattainable for a large portion of the population in desirable metro areas and select resort-driven markets.

Additionally, RCLCO has intimate knowledge of the types of creative partnerships and financing structures that are required to address the affordable housing gap. From long term land leases, to inclusionary zoning, to innovative public/private partnerships RCLCO works with each individual client to identify and implement a range of tools aimed at strategically addressing the shortage of affordable housing.

SELECT PROJECT EXPERIENCE

ULI Terwilliger Center For Workforce Housing

Study of regional workforce housing needs & housing supply and demand dynamics in Washington DC, Boston, and San Francisco.

Yampa Valley Housing Authority

Demand for workforce housing in the City of Steamboat Springs.

Boulevard Group, Inc.

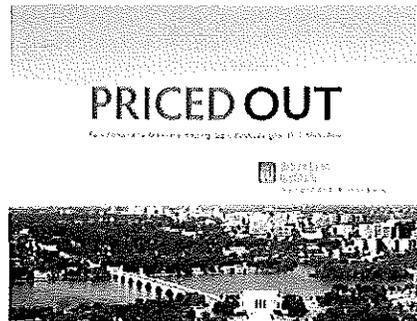
Market analysis for the redevelopment of Love-man Village as a mixed-income community in Birmingham, Alabama.

Unidev Hawaii, LLC

Residential market analysis for workforce housing in Waikoloa, Hawaii.

Unidev, LLC

Residential market analysis of proposed workforce housing in Henderson, Nevada.



PUBLIC/PRIVATE PARTNERSHIPS

Public-Private Partnerships are now more important than ever in order to accomplish planning and economic development objectives, and RCLCO has been at the forefront of this field for over two decades.

RCLCO's core customers are private sector investors, developers, and builders, and our professionals are intimate with how the private sector goes about financing development. We bring this knowledge to the table in our public-private partnership and implementation strategies. We find development strategies for public projects that are attractive to private sector partners and are well-versed in communicating upside potential, as well as acting as intermediary between public and private players.

We have worked with public and private actors across the nation to structure partnerships and transform visions into reality.

SELECT PROJECT EXPERIENCE

Big Darby Town Center, Columbus, OH

Structured public-private partnership to create town center development; required land owners to contribute land as equity into deal that involved creation of catalytic development entity (New Community Authority) and sought private developer involvement.

Great Streets, St. Louis, MO

Structured PPP to transform eight miles of suburban arterial into four village nodes. Authored intergovernmental agreement between five cities to plan towards joint development entity to manage PPP cash flows and bonding capacity as well as private land owner compensation from individual deals.

Mt. Vernon Square, Washington, D.C.

Strategy for PPP to manage and develop Mt Vernon Square District, including use of New Market Tax Credits and Renewable Energy Tax Credits as well as structure of a management entity and participation strategy for private land owners.

ECONOMIC AND FISCAL IMPACT ANALYSES

RCLCO has unsurpassed experience with fiscal and economic impact analysis. We have completed studies for municipalities, school districts, and private developers so we are able to understand the process and issues from every perspective.

At a macro level, we understand that municipalities are often interested in both the potential future fiscal impact of the growth coming to their area and/or region and the economic impacts generated. We often assist in defining a strategic plan for economic development and land use that includes fiscal and/or economic impact analyses. The process we employ relies upon the experience we have learned from numerous metropolitan strategic plan and implementation processes throughout the country, local market knowledge and experience, numerous fiscal impact studies, and economic strategy work.

We utilize market analysis data and recommendations for individual land use categories and prepare economic impact analyses that determine the impact from the future development and operation of each land use. Specifically, our analyses determine economic impact in terms of direct, indirect and induced effects on the economy. We also determine the fiscal impact of future development of each land use. From the analysis, we determine revenues generated by future development and operating and capital expenditures required to support future development. The projected net fiscal impact is calculated to determine cost-benefit to the jurisdiction.

We also do fiscal and economic impact work at the project level, where a private developer proposes zoning modifications for their development. As part of the effort to achieve these modifications, municipalities need to understand the fiscal impact of the project. Such studies evaluate the impacts on the jurisdiction in terms of revenues and expenditures as currently zoned and with the modifications.

CODE REVIEW CONSULTING

Form based codes are becoming more and more popular as municipalities around the country attempt to find a new way to regulate the environment that responds more to the form of buildings rather than the specific use of buildings in order to create more sustainable, smart growth manner of development. Many of these codes are designed to create beautiful communities, but are often not based in market reality. RCLCO reviews codes based upon market realities that ensure the codes help promote a strong economic base, retain businesses, and are financially feasible.

Specifically, we look at such items as: is the amount of retail required in line with the amount supportable from a market perspective? Do the design requirements add an unreasonable burden to the development community that is not recoverable therefore almost ensuring it won't be built? Is the mix of units required in the plan market driven? If these questions are answered and the code is respectful of the market as well as planning and design elements, it helps ensure that areas/buildings will be designed in a way that is both sustainable and market-driven.

SELECT PROJECT EXPERIENCE

Aina Nui Corporation / Estate Of James Campbell

Reviewed the EWA Smart Growth Design Code in EWA, Hawaii and evaluated the degree to which the proposed guidelines were unrealistic and/or impractical; evaluated the guidelines' impact on projects' potential financial feasibility and provided preliminary input and suggestions regarding changes to the policy that may improve the guidelines' implementation ability and actionability, particularly if the guidelines were to become the foundation for future smart growth policy.

Buckhead Community Improvement District

Market and financial analysis for the Buckhead SPI-9 expansion and update in Atlanta, Georgia. Assessed the viability of the proposed development incentives within the special public interest zoning district (SPI-9), including developer incentives for LEED building, inclusion of green space, inclusion of affordable housing, etc.

Osceola County

Reviewing the Osceola County, Florida potential smart code from a market-based perspective. Analysis showing implications of code on retail and housing with the outcome being a market-based document that will help create a more sustainable place.

Meadwestvaco

Review of the East Edisto Form District Master Plan in Dorchester County, South Carolina for MeadWestVaco in order to detect "red flags" and potential areas of concern for their project as it related to the form based code.

STRATEGY PLANNING FOR PUBLIC SECTOR AGENCIES

RCLCO literally wrote the book on Strategy Planning for Real Estate Companies. This discipline flows through all of our work – which is strategic in nature – but we found that our public sector clients needed to engage in the same process that our private sector strategy clients enjoyed. We help public agencies – planning agencies, economic development authorities, and even City governments – align their mission, vision, and core values with financial, human capital, organizational, economic cycle, and efficiency strategies so that they can meet their goals and objectives. Our industry-proven process for guiding executive leadership from the public sector through a strategy planning process has been one of the great success stories of RCLCO's Economic Development Group.

SELECT PROJECT EXPERIENCE

Urban Land Institute

Worked with ULI Leadership and Staff to develop the Institute's 10-Year International Growth Strategy.

St. Louis, MO

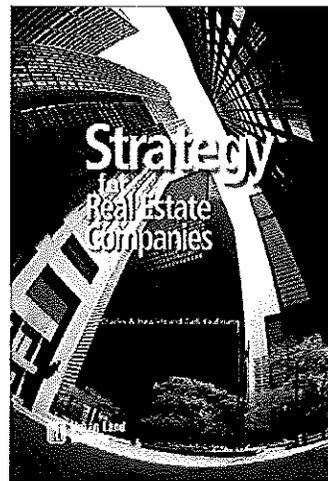
Created a management strategy and business plan to help the South Grand CID navigate its evolution from a clean and safe district to one focused on marketing, branding, and regional economic competition.

Fort Monroe, VA

Restructured the board and helped achieve legislative changes to allow the Fort Monroe Authority, as it is now called, transform itself into a development organization.

US Green Building Council

As the strategy advisors for the LEED-ND program, we helped USGBC evaluate the market response to different methods and standards of certification. RCLCO recommended specific strategies that USGBC is using to deploy LEED-ND internationally.



PRACTICE LEADERSHIP

RCLCO is consistently able to deliver leading edge solutions by bringing together highly-talented practitioners in a creative and collaborative environment. Our professionals serve clients around the world from our primary offices located in Washington DC, Los Angeles, Austin, and Orlando. The diverse experiences and knowledge of our team allow us to partner with our clients to answer key questions and solve complex issues, which begin with understanding the underlying value of the real estate and building up to how to unlock this value through a sound strategic plan and a fiscally responsible financial structure. Our seasoned team of strategists consists of highly experienced professionals in development, capital markets, portfolio and asset management, and real estate markets and financial analysis of all product types, working for both private and public sector clients. Following is the firm's practice leadership team.



SHYAM KANNAN, LEED® AP
Principal
Director of Public Strategies
Practice Group

Shyam joined RCLCO in 2003 and learned the science and craft of real estate consulting within the firm. With a strong background in urban issues and sustainable development, Shyam focuses on real estate strategies for urban revitalization, mixed-use and transit-oriented development, and green or sustainable development.

Shyam's experience in both the public and private sectors of urban real estate development give him insights not often found in the real estate consulting profession. He has worked on community plans, large-scale urban investments, and individual buildings in both capacities, and knows the challenges and paths to success in both realms. Shyam believes that thoughtful and creative analytics grounded in the economics of placemaking should go hand-in-hand with rigorous attention to process, so that public stakeholders and private-sector clients alike are jointly involved in creating lasting legacies. A member of the Urban Land Institute (ULI) and the Transit-Oriented Development Council.

Shyam received his Bachelor of Government, with a concentration in Urban and Environmental Planning from the University of Virginia and Masters of Public Policy and Urban Planning from Harvard University.



MELINA DUGGAL, AICP
Senior Principal

Since joining RCLCO in 1998, Melina has worked on a wide range of market and financial analysis, economic development, regional growth patterns, and consumer research projects concerning real estate and urban development issues throughout the United States. Prior to joining RCLCO, Ms. Duggal worked as a community planner for a consulting firm based in Detroit, Michigan.

Ms. Duggal's specialties include metropolitan development trends, transit-oriented development, reviewing development codes from a market perspective, revitalization projects, and regional growth patterns. The majority of her work has been in the Midwest, Mid-Atlantic, and the Southeastern portions of the United States. Projects of interest include studying regional growth patterns and the impact on Salt Lake City for Envision Utah, the redevelopment of Governor's Island in New York Harbor, and reviewing multiple SmartCodes and determining their potential impact on development.

Melina received her Master of Urban Planning from the University of Michigan, where she specialized in real estate, housing, and community development. She is a member of the American Institute of Certified Planners (AICP), the American Planning Association (APA), and the Urban Land Institute (ULI). She is on the Executive Committee of the Central Florida Chapter of the ULI, and runs the Urban-Plan program.



BOB GARDNER
Managing Director

Mr. Gardner's 35 years of professional experience provides an outstanding match with respect to TOD corridor analysis where the results of these efforts underpin strategic planning (acquisition and disposition) and/or project planning goals (development recommendations, market positioning, etc.) for public and private clients. In Downtown Los Angeles, he has conducted market research for most of the new and adaptive reuse condominium developments, either active or planned. In Los Angeles and Orange Counties, Mr. Gardner has headed up market analyses on virtually all the significant mid- and high-rise luxury condominiums for the region's most prominent developers industry Forest City, Lennar, Intracorp, Gerding-Edlen, Related Companies, Field Realty, Kor Group, and SunCal.

Mr. Gardner manages all public sector engagements in the Los Angeles region, covering market analysis, financial feasibility, consumer research and fiscal impact. Clients include: Los Angeles Community Redevelopment Agency; Cities of Anaheim, Rialto, Carson, Fullerton, Moreno Valley, and Santa Ana; County of Orange (reuse of El Toro MCAS); and Cities of Phoenix, Prescott Valley and Goodyear.

He currently is a member of ULI's Urban Development/Mixed-Use Council and serves as a member of panel advisory sessions held at ULI's national meeting. Previously, he served on the Board of Directors of the Los Angeles Headquarters Association, NAIOP (National Association of Industrial and Office Parks)/Los Angeles Chapter and Westside Urban Forum (Los Angeles). He is active locally with ULI's Los Angeles District Council specifically with local Panel Advisory Sessions and Programming Committee.

Mr. Gardner holds a Master Degree in City and Regional Planning from U.C. Berkeley and a Bachelors Degree in Economics from UCLA.



GREGG LOGAN
Managing Director
Director of Community Development
Practice Group

Gregg Logan is an RCLCO Managing Director with over 25 years development and consulting experience, working with real estate developers, land owners, investors, builders and public-sector entities. Gregg's development consulting work has included market evaluations and strategies for large-scale master planned communities and mixed-use developments; town centers and suburban business districts; and economic development studies for cities, counties, and community improvement districts.

Gregg has conducted and supervised real estate consulting assignments throughout the U.S. and abroad, including recent market research work in Hawai'i (Oa'ahu). His international work includes projects for clients in Argentina, Mexico, Bermuda, Cayman Islands, Dominican Republic, Antigua, Saudi Arabia, and Turkey.

Gregg is a member of the Washington, D.C.-based Urban Land Institute (ULI) and has chaired several ULI district and product councils. He is a contributing author of several ULI books, including *Transforming Suburban Business Districts*, *Active Adult Retirement Communities*, and *Housing for Niche Markets*. He recently published a white paper for the U.S. EPA titled *The Market for Smart Growth*.

Gregg participated as a market specialist to help create ULI's *Ten Principles for Developing Successful Town Centers*, and has also served as a member or chair for several ULI Advisory Services Panels. Gregg has published articles and/or been quoted as an industry expert in *The New York Times*, *San Francisco Examiner*, *The Washington Post*, *The Wall Street Journal*, *Real Estate Today*, *Urban Land*, *The Atlanta Constitution*, *Atlanta Business Chronicle*, and *Builder*, with regard to a variety of land use and development-related issues. He is a 1980 graduate of UCLA.



TAMMY SHOHAM
Senior Associate

Tammy Shoham is a Senior Associate based in RCLCO's Washington, D.C. office. She recently joined RCLCO and brings to the firm over four years of experience as a real estate and economic development consultant. Tammy has worked directly with a variety of clients in both the public and private sectors. Her experience includes regional market analyses, highest and best use studies, economic and fiscal impact analyses, and regional economic development strategies.

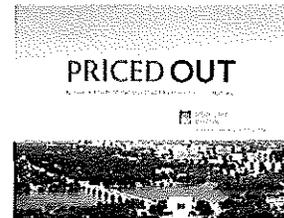
Tammy's areas of specialization include regional economic development strategies, district revitalization strategies, and market and financial analysis for public sector and institutional projects. She has worked extensively throughout the northeast corridor, including the New York and Washington DC metro areas. Recent projects of interest include a citywide-strategy to promote Activity Center development in Louisville, Kentucky and a long-term development and public financing strategy for a 1,500-acre master-planned community in West Virginia.

Tammy received her Master in City Planning from the Massachusetts Institute of Technology, where she specialized in Real Estate and City Design and Development. She holds a Bachelor of Business Administration and Finance from The University of Texas at Austin. She is a member of the American Planning Association (APA) and the Urban Land Institute (ULI).

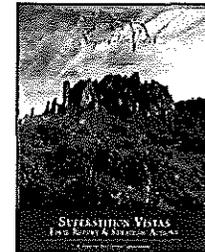
APPLIED RESEARCH

At RCLCO, we know that the world of land use decision-making moves too quickly for a rear-view mirror approach to analysis and solutions. That's why we dedicate time and resources each year to answering the most pressing questions in real estate – so our clients have the best optics possible on what the future might bring.

The ULI Terwilliger Center engaged RCLCO to examine the availability of for-sale and rental housing near major employment hubs in Washington, DC, Boston, and San Francisco, focusing on housing affordable to workforce households, defined as those with incomes ranging from 60 percent to 120 percent of the area median income. In all three markets, RCLCO quantified the workforce housing gap that exists, projected future demand, and looked at the cost of producing rental housing to alleviate shortage. RCLCO confirmed The Terwilliger Center's hypothesis that despite the downturn, workforce housing proximate to jobs remains unattainable for a large portion of populations in major metro areas.



Working with a consortium of consultants including Bob Grow (Envision Utah) and Fregonese, RCLCO produced cutting edge work around the environmental and economic impacts of sustainable development for Superstition Vistas (near Phoenix), an area that is projected to add 1 million new residents over the next 50 years. By applying values, market, economic, and environmental research to a range of scenarios or plausible virtual futures, they were able to come up with a cost-benefit prioritization of many of the key variables for environmental performance and a balancing of the economic, community and environmental objectives of sustainability for this new city.



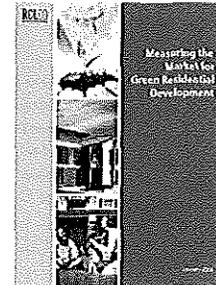
RCLCO examined the relationship between home sale prices and home appraisal values in some of Atlanta's most foreclosure-ridden neighborhoods for the Atlanta Neighborhood Development Partnership which was interested in learning if homeowners were being taxed on a fair appraised value, reflecting true market conditions. Through that analysis in 2008, and a subsequent update in 2009, RCLCO found a significant projected overpayment of taxes in neighborhoods with the highest rates of foreclosure due to large gaps in recent sales prices compared to the appraised values of those homes. The research also showed that many of the hardest hit areas were also home to large concentrations of minorities and lower income households



America is rediscovering the streetcar as an urban amenity and factor in economic development. Funding streetcar investments – and any fixed-rail transit investment, for that matter – is an expensive endeavor. On behalf of Washington, D.C. advocates for a streetcar line, RCLCO outlined ways that the private sector can and does invest its own resources to pay for streetcar infrastructure. We constructed financial and fiscal models to demonstrate that private and public actors could anticipate strong ROIs from streetcar investments. Our research and analysis was used to justify D.C. Council’s vote to approve 37 miles of streetcar alignment. We are now working with the District Department of Transportation to construct the public-private partnership necessary to finance the infrastructure investment.



As green became a mainstream discussion in the real estate world, RCLCO recognized that most residential builders and developers understood very little about how consumers viewed “green” homes. RCLCO conducted original consumer research into consumer attitudes towards “green” homes and higher-density living. We constructed a survey instrument and polling strategy to gauge the sentiments of over 1,000 potential homebuyers from across the nation. This research was featured prominently in industry organizations and mainstream media alike, and was met with great interest from the development and academic world. Our findings – the first of their kind in the nation – created the first working model of consumer behavior towards green homes and have been used to help bring green homes to the mass market. RCLCO is now working with the National Association of Realtors to update our research in 2011.



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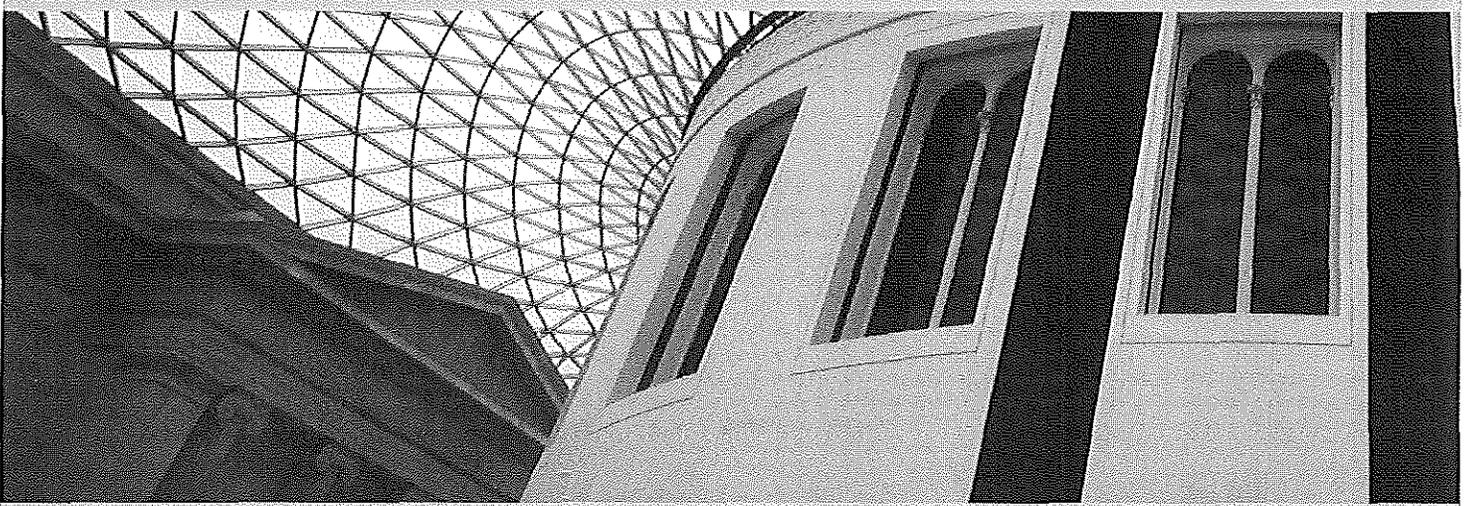
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WWW.RCLCO.COM



RCLCO SELECT MICHIGAN AND TOWN CENTER EXPERIENCE LIST

BIG DARBY ACORD TOWN CENTER

Market Analysis, Fiscal Impact Analysis, and Development Strategy for the Big Darby Accord Town Center; Columbus, Ohio.

COOPER CARRY

Updated Market Analysis for the Proposed Town Center Adjacent to George Mason University - Prince William Campus at Innovation Park; Prince William Business Park, Virginia.

GREYSTAR

Highest and Best Use Market Analyses and Fiscal Impact Analysis of a Proposed Multi-Use Development; Mt. Pleasant, South Carolina.

IVANHOE HUNTLEY COMPANIES

Market Analysis for Cherry Hill Village, a TND project; Novi, Michigan.

Residential Market Analysis for Four Sites; White Lake Township and Waterford, Michigan.

JOSEPH FREED & ASSOCIATES, LLC

Retail Market Opportunity Overview and Residential Market Analysis for Three Condominium Developments; Ann Arbor, Michigan.

Residential Market Analysis and Strategic Development Recommendations for the High-Density Infill Water Street Community; Ypsilanti, Michigan.

THE KLEIN COMPANY

Market Analysis and Fiscal Impact Analysis for Whipoorwill Landings Proposed Mixed Use Development; Narcoossee Road, Orange County, Florida.

LEWISTON-SMITH

Market Analysis in Support of Active Adult Communities (AAC); Canton, Michigan.

THE LUPTON COMPANY, LLC

Market Analysis Update for the Cambridge Square Town Center; Ooltewah, Tennessee.

POTLATCH CORPORATION

Market and Financial Analysis for the Mississippi Northwoods Town Center Parcel; Crow Wing County, Minnesota.

RUCKEL PROPERTIES, INC.

Market Analysis for a 1,100 Acre Property including a Town Center; Niceville, Florida.



STEINER & ASSOCIATES

Consumer Research for For-Sale Residential Development Adjacent to Easton Town Center; Columbus, Ohio.

Residential Market Analysis for a New Town Center Style Development North Cincinnati; Butler County, Ohio.

VICTOR INTERNATIONAL CORPORATION

Residential Market Study; Canton, Michigan.

RCLCO SELECT REFERENCES

BIG DARBY ACCORD TOWN CENTER

Market Analysis, Fiscal Impact Analysis, and Development Strategy for the Big Darby Accord in Columbus and Franklin County, Ohio

Joe Nickol
Urban Design Associates
412-263-5200

STEINER

Consumer Research for For-Sale Residential Development near Easton Town Center in Columbus, Ohio and a Residential Market Analysis for a new Town Center in north Cincinnati, Butler County, Ohio

Ralph Ireland
Steiner
614-416-8250
rireland@steiner.com

CITY OF CLEARWATER, FLORIDA

Market Analysis for the U.S. 19 Corridor Redevelopment in Clearwater, Florida.

Lauren Matzke, AICP
Planning & Development Department, City of Clearwater
727-562-4547
lauren.matzke@myclearwater.com

CITY OF NEW SMYRNA BEACH, FLORIDA

Market Analysis for Community Redevelopment Agency (CRA) Including Multiple Sites in New Smyrna Beach, Florida

Tony Otte, Director
New Smyrna Beach CRA
(386) 424-2160
aotte@cityofnsb.com

POTLATCH CORPORATION

Market and Financial Analysis for the Mississippi Northwoods Parcel in Crow Wing County, Minnesota.

Wade Pannell
Director of Real Estate Development
Potlatch Corporation
509-835-1530
Wade.pannell@potlatchcorp.com

RUCKEL PROPERTIES, INC.

Market Analysis for a 1,100 Acre Property Including a Large Town Center in Niceville, Florida.

Patrick Hodges
The Patrick Hodges Land Studio
850-528-1925
Patrick@Phlandstudio.com

THE LAW OFFICES OF
 ROBERT P. YOUNG, P.C.
 400 MONROE, SUITE 480
 DETROIT, MI 48226
 (313) 963-8357

DOWNTOWN DEVELOPMENT AUTHORITY
 C/O JOE DISANTO
 21313 TELEGRAPH ROAD
 BROWNSTOWN, MI 48183

PAGE 1 OF 2
 BILLING DATE: 03/31/12
 ACCT NO: RPY-DDA

PREVIOUS BALANCE: \$7,947.00

DATE	PROFESSIONAL SERVICES RENDERED	TIME	AMOUNT
03/01/12	Review of legislation and preparation for mtg.	1.40	
03/01/12	Review of By-laws and conference calls	0.50	
03/02/12	Review of documents, meeting with P. Berardo Supervisor Linko and J. DiSanto, conference calls and research	2.50	
03/06/12	Drafted By-laws, conference calls and research	1.70	
03/06/12	Conference calls on County status, review of documents and research	1.00	
03/07/12	Review of Lloyds Mobile Home Park documents and Campus project documents	1.20	
03/07/12	Conference calls on workshop issues	0.70	
03/08/12	Review of P. Berardo documents and conference calls	0.70	
03/08/12	Review of legislation of DDA Act and conference calls	0.80	
03/08/12	Conference calls on status of By-laws	0.30	
03/08/12	Review of prior minutes re: County audit	0.30	
03/09/12	Work on County issues and research, conference calls with County	2.00	
03/12/12	Review of recreation Campus project documents and research	1.50	
03/12/12	Review of bike path documents and easement	0.60	
03/13/12	Work on Lloyds development issues and conference calls, research on liability	1.00	
03/13/12	Conference calls and review of documents on County issues	1.20	
03/14/12	Review of agenda items and conference calls re: DDA meeting	0.70	
03/14/12	Review of By-laws and final print	0.60	
03/14/12	Work on Lloyds Mobile Home Park issues	0.50	
03/15/12	Attended DDA meeting and follow-up meeting re: numerous items	2.20	

DATE	PROFESSIONAL SERVICES RENDERED	TIME	AMOUNT
03/16/12	Review of DTE documents on West Road improvement and drafted documents	1.20	
03/16/12	Review of grant options and conference calls	0.60	
03/19/12	Review of Brownfield Development options and requirement research and conference calls	1.50	
03/19/12	Review of By-laws and conference calls	0.30	
03/20/12	Review of Campus documents and Lloyd's development and conference calls	0.70	
03/20/12	Review of Border Patrol documents and reporting requirements	0.80	
03/21/12	Work on Wayne County issues, re-draft of legislation and research, conference calls	2.00	
03/22/12	Work on Wayne County issues	2.00	
03/23/12	Conference calls on County issues	0.80	
03/23/12	Review of Town Center documents	0.60	
03/23/12	Review of Campus project documents	0.50	
03/26/12	Conference calls with P. Berardo and work on County issues, review of documents	1.50	
03/27/12	Conference calls with P. Berardo and review of County documents	1.20	
03/27/12	Review of By-laws in terms of special meetings	0.40	
03/27/12	Review of Brownsfield documents and conference calls	0.50	
03/28/12	Meeting with J. DiSanto and review of documents, conference calls and research	2.00	
03/28/12	Review of Campus project documents, review of bond documents and conference calls, meeting with J. DiSanto	2.20	
03/30/12	Review sole Campus project Phase I contract, review of performance documents, research, review of bidding ordinance and conference calls	1.70	
03/31/12	Drafted contract extension documents for Phase II Campus project and review of documents	2.00	
Total of New Services		43.90	\$3,951.00

ACCOUNT SUMMARY

PREVIOUS BALANCE: \$7,947.00
 PAYMENTS RECEIVED: \$7,947.00
 REMAINING BALANCE: 0
 NEW SERVICES: \$3,951.00
CURRENT BALANCE: \$3,951.00