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Have all students bring their assignments already printed

Additions: All: I have read your exam essay question on "stakeholders needs," and I was impressed with your thinking! I have therefore decided to scrap the remaining presentations using the case studies in the ULI text--these cases are all too new "un-authentic" anyway--and to replace them with work on your term project.

I want you now to move right on to your term project analysis.

So here is the assignment for those of you teams that still need to present to the class. Same 2 person 5 minute format, but I want you to use 3 different sources to put together your presentation. Using your term project sites, present to the class your preliminary site concept and key risks as you now perceive them. Your first resource is to study "Development Principles" in the ULI text for context starting on page 34.

(I think we have covered the first chapter on Development Trends already with our bus tours and speakers, so I don't intend to take class time to explain these. Read them on your own and these will sound ever so familiar. The book is already a little dated.)

The other two resources are the two templates under "Current Term Project Resources," which are called "10 Strategic Rules..." and "Development Risks..." These 2 charts will also help frame the organizational framework for your term project.

Even if you have already presented to class, you should study these 3 resources.

I have a couple great speakers for next Monday night as how to structure financing and how to use Sketch Up to master plan the design envelope for your new building mass.

Attachments:

[10 Strategic Rules Required for a Lively Downtown and Livable Neighborhood Nov 2007.ppt](#)

Real Estate Essentials

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**Cities with Vitality: How to Create Lively,
Transit Oriented Downtowns and Livable Neighborhoods...
And How to Own a Piece of the Action**

**Urban Planning 517 &
Business Administration 517**

Course Outline Fall Term 2008 Nov, 2008

An interdisciplinary course of about 40 MBA, MUP, MUD, Architect, Public Policy, Law, Landscape Architecture, Construction Engineering and SNRE graduate students working in teams to understand the art and science of creating walkable, transit oriented downtowns and livable neighborhoods. Key term elements include eleven lectures, an interdisciplinary team project, discussions, visiting experts, a new ULI text on creating town centers, plus a text to teach you how to buy and invest wisely in downtown real estate. We also use Ann Arbor, Detroit and national case studies as teaching tools. Moderately difficult load. Passionate teacher for 26 years, who is also a downtown developer. Entry level course for Real Estate Certificate Program.

Link to the Certificate Program:

<http://www.tcaup.umich.edu/realestate/nextamericandream.html>

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Class Time: 7-10 PM, Monday night, starting Sept 8, 2008, but see team selection below for sending in resume by Sept 5

C Tools: <https://ctools.umich.edu/portal>. Note class site: BA 517 / UP 517 F08

Classroom location: Ross School of Business, Wyly Hall, room 2760, 2nd floor

Instructor: Peter Allen, Adj. Faculty & local real estate developer/consultant

Ass't: Jim Govert, attorney at Miller Canfield. Google him for background

E-mail: ptallen@umich.edu Website: www.ptallen.com

Phone: 996-8821 Primary office: 944 North Main St, just north of Depot St;

Office Hours: Anytime by appointment or after class at Pizza House

Required Texts:

- 1) Creating Great Town Centers and Urban Villages; Urban Land Inst.; 2008; About \$100 but join ULI as student member and get for \$80. Search here for the highlights of the book:
<http://www.uli.org/AM/Template.cfm?Section=Bookstore&Template=Ecommerce/ProductDisplay.cfm&Productid=1696>
- 2) Investing in Real Estate, 5th Ed., McLean & Elford, Wiley. About \$20 at Borders bookstore, but cheaper on Amazon

Excellent optional text: Inside Track to Careers in Real Estate, Stan Ross, published by Urban Land Institute, available at Amazon for about \$16;

Grading: Class participation-10%; 2 Mandatory Bus/Walking Tours & Observations, Individual 5 minute Presentation-20%; Midterm & Final-30%;

Term Project: 40%

Accessibility: If you think you need an accommodation for a disability, please let me know at your earliest convenience. Some aspects of the course, the assignments, the in-class activities, the bus and walking tours, and the way I teach may be modified to facilitate your participation and progress. As soon as you make me aware of your needs, we can work with the Office of Services for Students with Disabilities to help us determine appropriate accommodations. I will treat information you provide as private and confidential.

English as second language students: International students not fluent in English should consider taking UP517 during their second year. This will give them time to improve their English, in preparation for this language-intensive course.

Interdisciplinary Team Selection. Since you all are such an extraordinary mix of talented and experienced students, I want you to learn about each other in order that you might select your own team members for your term project. Therefore, one week before class, by 7 pm, Tues.,

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Sept 2, please be sure that you have submitted your resume to me and to C tools in the resume folder, together with a 1 page summary of the answers to the following questions:

- 1) Where have you lived in an urban setting that offered a walkable downtown and adjacent neighborhoods?
- 2) Critique the experience.
- 3) What jobs/internships/life experiences have you encountered that related to a lively downtown?
- 4) Where do you hope to work after school, and doing what?
- 3) Have you visited any of the case studies in the ULI text on Creating Great Town Centers, (<http://www.uli.org/AM/Template.cfm?Section=Bookstore&Template=Ecommerce/ProductDisplay.cfm&Productid=1696>)

If you have a website of your work, please include a link on your resume.

Student 5 minute PPT presentations: Starting the 3rd week, on Sept 15th, each 2 of you will be making a 5 minute presentation to the class on updating one of the 10 case studies in the ULI text on Creating Great Town Centers.

Making a short, enthusiastic, well prepared speech is valuable practice for speaking to a neighborhood group, planning commission or city council. I also want you to help teach the principles of the class with your valuable experiences in visiting great cities, or livable neighborhoods, of the world. Pick your partner from your self selected team.

Sign up for your presentation night at the first class, Sept 8th. Please obtain Peter Allen's advance approval of which Town Center Case that you chose for your 5 minute PPT presentation subject. About 6 presentations per night.

Student Honor Code: "Personal integrity and professionalism are fundamental values of the Ross School community. To help ensure that these values are upheld and to maintain equitability in the evaluation of your work, this course will be conducted in strict conformity with the new Academic Honor Code. (The code and related procedures can be found at <http://www.bus.umich.edu/Academics/Resources/communityvalues.htm> and will not be repeated here. Claimed ignorance of this information is irrelevant should a violation take place.) Please note that the code requires that you report any violation by one of your classmates. Also, recall that the code requires proper citations of work that is not your own. There are some course assignments where studying for the assignment and/or preparation of the materials to be turned in are to be done strictly on your own without any discussion or consultation with anyone else. This includes, but is not limited to, your classmates taking this course. With this clear understanding, I am highly confident that none of you will betray our mutual trust throughout the course."

Semester Schedule

Week/Date

Subject

Sept 2, Tuesday, 5 pm

Submit resume and 1 page of answered questions to C Tools. See above.

Week 1/Sunday September 7; 6-7:30 pm

- Class mixer, social hour at Blue Nile Restaurant, 221 E. Washington. Bring your environmental footprint and WalkScore based upon your summer residence and job. See these sites to calculate: www.earthday.net/footprint/index.asp; www.walkscore.com Let's all meet each other! Valuable to help you select your fellow team members. Cash bar. Hors d'oeuvres on me.

Week 1/Mon Sept 8

- Assignment due to hand in at class: Write a thoughtful 2 page, double spaced paper (max), on the importance of "Third Place," or what you think makes a city an attractive place to live, work, play, raise a family, retire, etc. Research cities for exemplary examples. You will find your new ULI text & this website helpful: www.pps.org Class discussion to follow.
- Ask the class, what do you like about downtowns, preference for urban over suburban, opportunities in greenfields versus Brownfields, or grayfields?
- Preview the texts
- Preview the 10 strategic rules for a lively downtown.
- Why this class is important to you? Your goals & my goals: Why is real estate fun, profitable & important?
- Student introductions. Bring desk nametags! Be sure to search C Tools and each others resumes. Select and hand in your 2 person class PPT presentation on one of the ULI case studies from Creating Great Town Centers and your 4 person term project team by tonight.
- Sign up for the 5 minute PPT presentations, starting next week. Three teams, 6 speakers per night.
- Class organization; class fine print and disclaimers, esp. unique grading; term project case study sites, mandatory bus tours on 2 Sunday's; site visit, course materials, notes & cost.
- Intro. to "Real Estate Development Feasibility Template," in C Tools Resources
- Review key web sites & other C Tools docs
- Discuss downtown walking tour for team experience

- Preview special alumni gathering of current and former students at Homecoming Friday afternoon Oct. 3.
- Preview Real Estate Forum, (www.umuliforum.com) Oct 15 & 16 in Grand Rapids with \$10,000 in scholarship prizes

Week 2/Sept. 15-29

Downtown Walking Tour Assignment

Part 1: In the next two weeks, meet with your team to complete the 4 +/- hour downtown walking/biking tour.

- Due by class, Sept 29th, this team effort must answer the following:
 - 1) Compare and contrast any 2 of the 5 best retail neighborhoods in downtown Ann Arbor
 - 2) Identify and explain the merits of the 5 best downtown anchor buildings that also represent great downtown architecture. Ignore University buildings, which are some of the best.
 - 3) Identify and explain the merits of the 5 best "places for people" in downtown. See www.PPS.Org and new text for examples. Clue: go see the best example-- the Farmers Market/Kerrytown area Saturday or Wednesday morning near Zingerman's. One of the nation's best and oldest Farmers Markets.
 - 4) Explain the implications of free bus transit on your housing location options.
 - 5) Compare and contrast the "sense of place" of the corners of State and Liberty with South U and Forest.

Part 2: Students should select one building downtown, such as 101 N Main, Zingerman's, or Downtown Home and Garden. Uses could include retail, office, residential (stand alone or mixed use). Students need to conduct Physical Analysis:

- 1) Pace off the lot and the building. (Try to make your pace about 3 feet long. Remember this.)
- 2) Convert the existing building mass to total square feet
- 3) Calculate the Floor Area Ratio, the building square foot (sf) relative to the entire site sf.
- 4) Estimate the possible building mass at 4.0 FAR and 6.0 FAR) Calculate the sq footage of use for each type of use

Part 3: Market Dynamics and Atmospheric of the Site.

- 1) Explain the key market dynamics and demographics driving each of the existing or potential uses.

- 2) Describe how the "atmospherics" (i.e., lighting, signage, building, materials, design, window display, etc.) impact the "feel" of the place.
- 3) Explain how this building excites the street?

Max length 5 pages for all 3 parts to the assignment, including illustrations, double spaced. Use bullet point or outline format. Each team must submit to me by Wed after the 2nd Sunday bus tour, 5 pm, via email.

2/ Sept 15

- Read *Creating Great Town Centers* Text: Introduction
- Read *Investing* Text: Chapter 1: Why Real Estate Offers Your Best Route to a Prosperous Future
- Review 2 case studies, Limestone and 115 W. Liberty in C Tools
- Review possible term projects sites to be viewed on bus tours
- Start with the first 6 speakers doing the 5 minute student presentations. Did you sign up for a date? Did you get Peter Allen's approval of your chosen case study.

3/Sept 21 Sunday

- Tour 2-4:30 PM Mandatory Suburban, Dexter and Scio Township Bus Tour.
- Meet at 936-944 N Main, parking lot overlooking Argo Dam, basis for the Limestone Case Study, used all semester.

Issues to illustrate:

- Revitalization of Industrial corridors such as North Main
- Open space preservation and TDR (Bloomer farm)
- Revitalization of smaller, historic downtowns like Dexter
- DDA's along the urban fringe
- Emerging MXD opportunities
- Assignment: Each of you write up 4-5 bullet points of lessons learned from tour & share with team. Email to Peter, (ptallen@umich.edu) by Wed.

3/Sept. 22

- Read *Creating Town Centers* text: Development Trends
- Read *Investing* Text Chapter 2: Financing: Borrow Smart, Build Wealth
- Discuss Limestone case study
- Discuss term projects sites.

- Discuss Team Charter.
- Discuss Stakeholders for term project
- Continue student 5 minute presentations

4/Sept 28 Sunday

- Mandatory Urban Tour of Downtown. 2-4:30.
- All meet Peter at 1:55 sharp at Downtown Home & Garden, Liberty at Ashley, for walking & bus tour
- Email 1 page of observations of tour by Wed, 5 pm

4/Sept 29

- Assignment due on walking tour
- Read Creating Town Centers text: Development Principles
- Investing Text Ch. 3: Appraisal: How to Discover Great Properties
- Teams select sites for term project by Wed, 5pm along with Team Charter
- Continue to link texts to Limestone and 115 W. Liberty case studies
- Hand out or link class to former term projects relevant to these sites.
- Role playing stakeholders for term projects
- Continue the 5 minute student presentations

4/Oct 3

Reunion Weekend with real estate alums

5/Oct. 6

- Read Creating Town Centers Text: Development Principles completed
- Investing Text Ch. 4: Maximize Cash Flow and Appreciation
- Continue to relate to Limestone and 115 W. Liberty case studies
- Continue with 5 minute case update presentations
- Start visiting term project sites and surroundings with team.
- Hand in SWOT analysis for your term project
- Stakeholder role playing continued
- Preview Midterm exam next week.

Oct 12, Sunday 4 pm Exam Prep

6/Oct 13 Midterm Exam

- Questions from Creating Great Town Centers thru page 74 and Ch. 1 thru 4 in Real Estate Investing text.
- Also questions based upon case studies and lectures.
- Speakers TBA

7/ Oct15th & 16th Real Estate Forum in Grd Rpds Extra credit. \$10,000 in scholarship prizes, job networking & great insights into regional and national real estate trends.

7/Oct 20 No class. Fall break

8/Oct. 27

- Start Case Study review from Creating Great Town Centers
- Investing Text Ch. 5: How to Find Bargains and Ch. 6: Profit from Foreclosures
- Hand in 1 page bullet pt of Physical Analysis done earlier in the term but this time of potential build out of term project and its site
- Hand in team roles
- Continue 5 minute student presentations
- Explain "Smart Napkin" using 318 W. Liberty (existing car wash)

9/Nov. 3

- Continue Case Study review from ULI text.
- Ch. 8: Quick Profits thru Fix and Flip (Ch 7 on your own, optional.)
- Continue using downtown and case studies to illustrate emerging trends
- Term Project Concept due.
- Each student team present "Smart Napkin" on term project.
- Include potential economics and refined massing concept.
- Continue with 5 minute student presentations
- Speaker TBA

10/Nov. 10

- Continue Case Study review from ULI text
- Ch. 9: More Techniques for High Yields and Fast Profits
- Review case studies for property and asset management issues
- Discuss term project progress
- Finish with 5 minute student presentations
- Speaker TBA

11/Nov 17

- Finish case study review from ULI text
- Discuss Development Feasibility Template
- Ch. 10: Negotiate Win-Win Agreements & Ch. 12: Developing the Best Lease (Jim Govert)
- Review case studies for legal issues.

- Teams meet with Peter to discuss progress to date.
- Executive Summary due on Monday, Dec 6. See Executive Summaries of prior case studies.
- All: Your term projects are due, according to the course outline, on Friday Dec 5, two weeks from Friday. Let me further expand on my grading criteria. I am looking for creativity and excellence in the following areas, not in any prioritized order:
 - 1) Concept and uses
 - 2) Design, mass, and appropriate scale to both the existing and proposed streetscape over the next economic cycle or two.
 - 3) Exciting the sidewalk and street with first floor design, uses, public art, and sense of place
 - 4) Economic analysis and likely attraction of equity and debt, when the economy normalizes. **I am currently investigating a real estate venture fund for actual investments by students and alumni. The best overall proposals from this semester will be circulated among real estate alumni for actual development in partnership with the city...with a student led Real Estate Venture Fund playing a very active feasibility role and co-partnering role.**
 - 5) Market Research. Make your proposals as realistic as possible. Implement your demographic's quality of life requirements in your project.
 - 6) Stakeholder Analysis of all the key parties to find a win win for all legitimate points of view.
- Speaker TBA

12/Nov 24

- Executive Summary due
- 10 Strategic Rules for a Lively Downtown
- Ch. 11: Managing Your Properties To Increase Their Value & Ch.
- Ch. 13: Sell for Top Dollar
- Term project modeling and incremental scenario analysis
- New Oct 1st: Two issues. I need teams to volunteer to present their term projects to the class and jury 2 weeks from tonight. I need two teams to volunteer for each of the 2 sites.

13/Dec 1

- Ch. 14: Pay Less Tax & Ch. 15: New Trends and Developments
- Meet with your teams.

13/Dec. 5 (Friday) 6 PM!

Turn in Term Projects to my office.

- Late penalties explained.
- 15 pts ea. for Sat & Sun; 25 points per day thereafter
- Remember: Individualized student grading on term projects, plus you will evaluate each other.

Tips for "Best Report:"

- Use spiral binders with plastic covers; No hard bound or stapled!
- If necessary include confidential team member critiques of who was great and whom you would replace.
- Sign each section and make clear your individual responsibility and the areas of the report for which you were responsible.
- Add your individual credentials or resumes to report.
- Place names, schools and date on cover.
- Have a good story to tell.
- Create a fantastic color cover. No fuzzy renderings!!
- Quote authorities and references liberally.
- Very importantly, intelligently integrate your illustrations and exhibits in with supporting text. Do not just put them in appendix!
- 30 pages max length, plus resumes.
- Size: 8.5 X 11 inches.
- No slick paper.
- Do not address them to Peter Allen at 944 N Main!!! Use, Peter Allen, University of Michigan.

14/Dec. 7 Sunday 6-7:30 Class party: Dinner at Blue Nile

- 221 East Washington at Fifth.

14/Dec 8 Best Group Presentations to jury and class. Two issues. I need teams to volunteer to present their term projects to the class and jury 2 weeks from tonight. I need two teams to volunteer for each of the 2 sites. Faculty evaluations due: take time in class.

<http://www.bus.umich.edu/CourseEvaluations/submit/>

The overall best presenter as judged by the class and jury will be awarded the "Best Developer Prize" of \$1000 by me and Jim Carlsen, the former MBA student who donated the prize money.

Dec 13, Saturday, Exam prep at 4-5 pm

Dec 14, Sunday, optional exam time 4 pm

15/Dec. 15 Final exam on all text chapters, student presentations and case study material.

