

Upstairs Downtown Sponsors

Springfield, IL



Downtown Springfield, Inc.
live • work • play

MOMENTUM
on main street

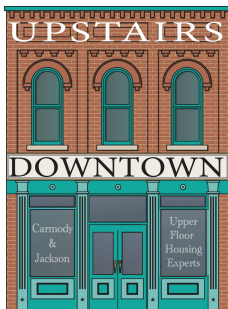


National Trust for
Historic Preservation®

Johanna Favrot Fund



BRIDGE INVESTMENT
Community Development Corporation

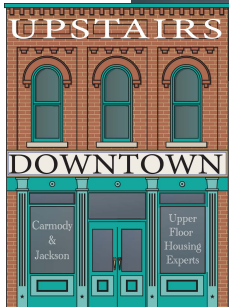


Upstairs Downtown

One Story at a Time



Dan Carmody, Carmody Consulting
Mike Jackson, FAIA

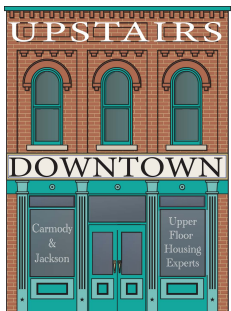


Upstairs Downtown

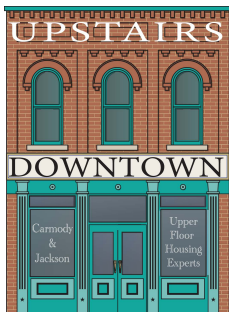
Reclaiming Vitality



Springfield, IL
Monday & Tuesday July 19 & 20, 2021



Vacancy rates of 50% or higher Common in Small to Mid-Sized Communities



First Floor Activation Programs

Stymied by COVID 19

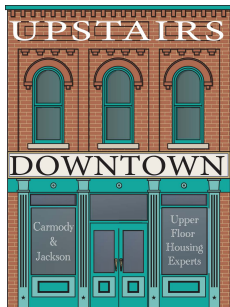
Ishi is Closing Forever!

Hopefully things will brighten up when you see the great deals on everything in the store.

Sale starts Thurs., Oct. 9th, 9am!

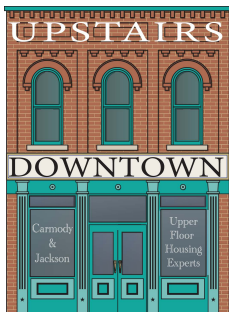
224 N. 9th Street, Boise, ID 83702 • 424-1498

ISHI



Property Investment Cycle

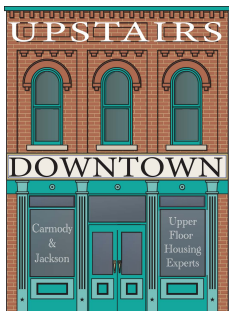
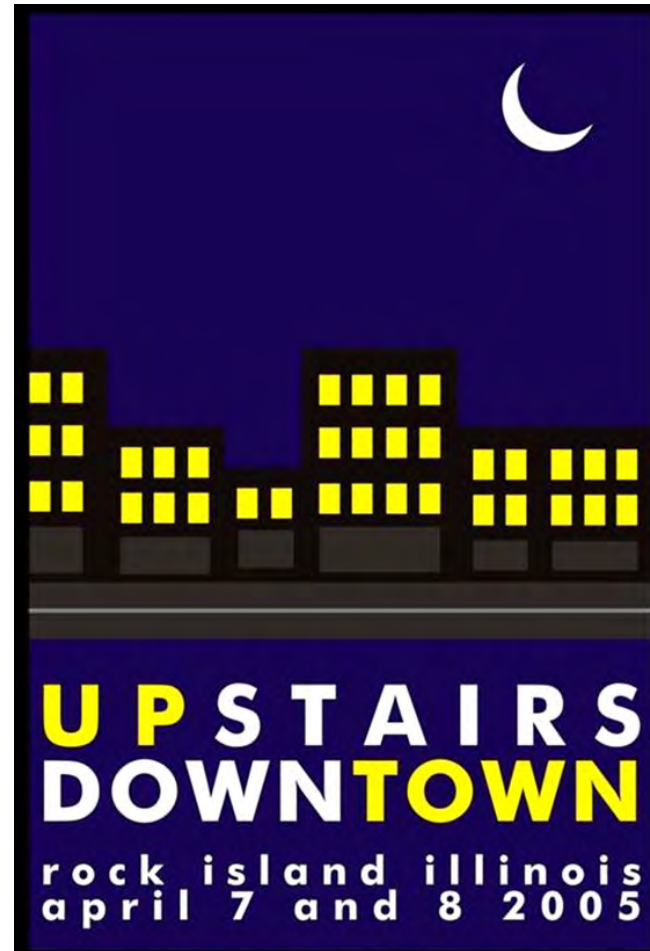
Value of downtown properties shifted to upper floors



Complete reinvestment in systems
Multiple skill sets needed for redevelopment

Renaissance Rock Island

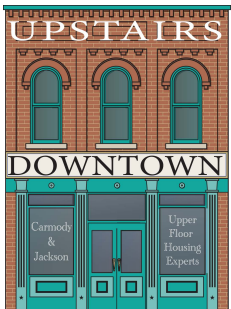
Innovative downtown housing



Four Part Training Session

For community leaders and non-developers

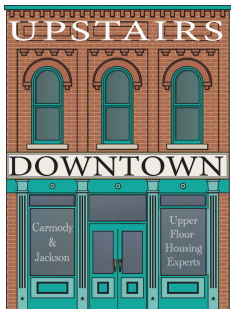
- ✓ Driving a market for upper floor space
- ✓ Assessing buildings and their capacities
- ✓ Financial assessment tools
- ✓ Case studies & incentives



Since 2005 -- 20 presentations in 16 states

Typical Building on Main Street

DIY Developers



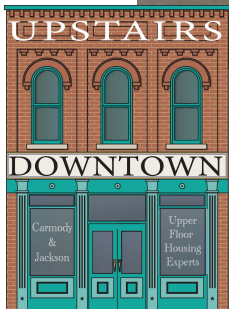
Two - three stories
Masonry bearing wall structure

Market Feasibility

Understanding market dynamics

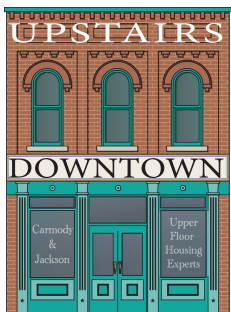


- ✓ Market absorption
- ✓ Reuse scenarios
 - Residential
 - Office
 - Hospitality
- ✓ Economic analysis
- ✓ Filling financial “gap”



Who's job is it?

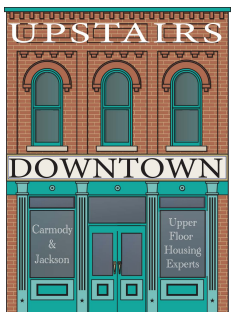
Community have to do it themselves



Professional real estate developers rarely look for buildings under 30,000 sq. ft.

Development is a Team Sport

Main Street Helps Put the Team on the Field

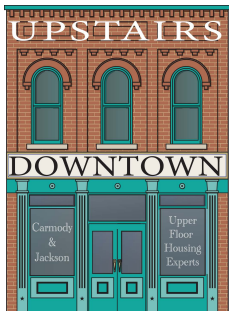


Development is a Team Sport

Scouting for Rookie Phenoms

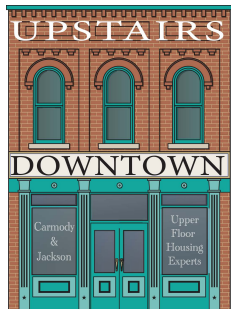
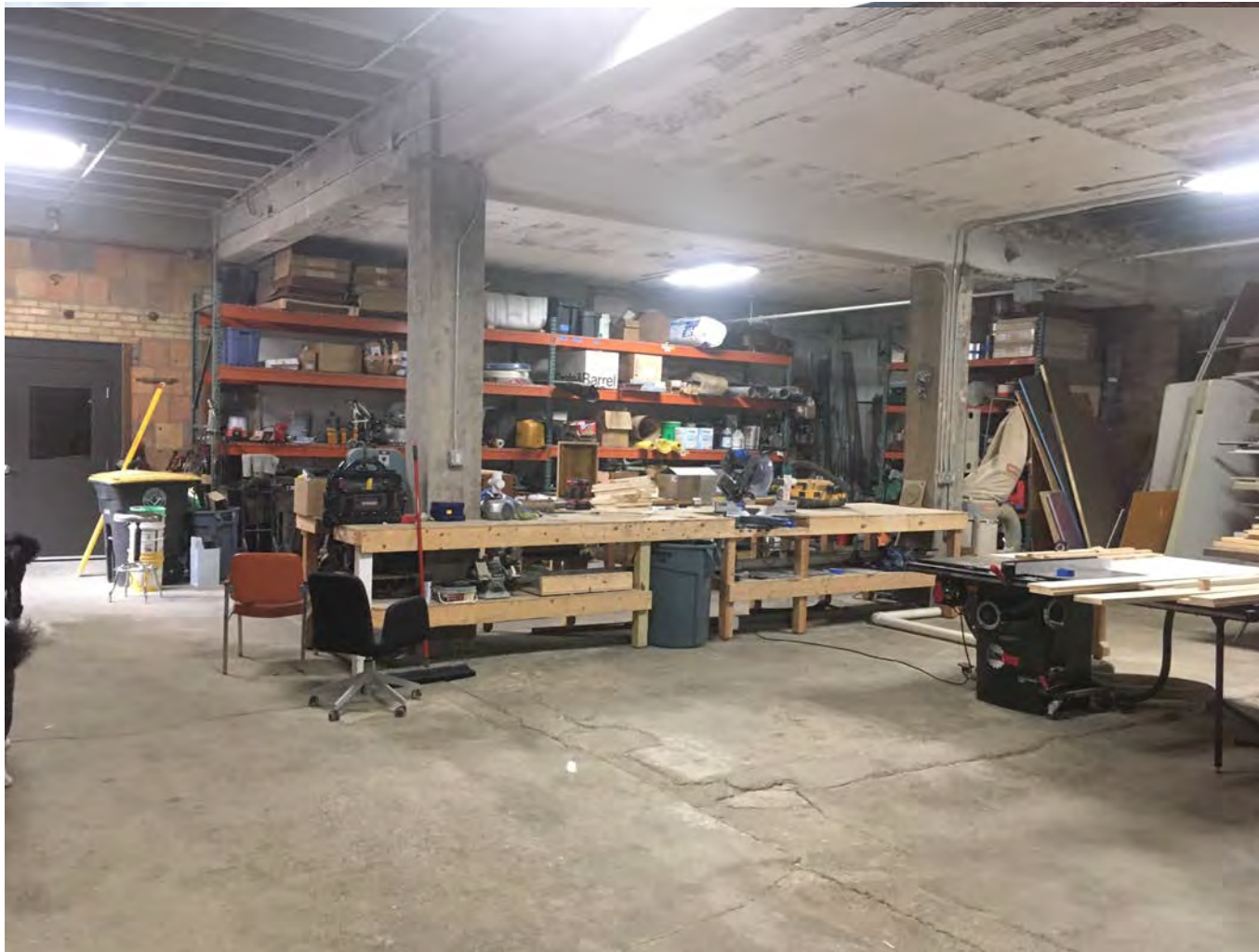
Potential Owners/Developers with capacity to overcome barriers to early projects:

- ✓ Pride
- ✓ Wealth
- ✓ Control Construction Costs
- ✓ Existing Building Owners
- ✓ Boomerangs



Development is a Team Sport

Scouting for Rookie Phenoms



Architectural Assessment

Leveraging a building's character

“Big ticket” items:

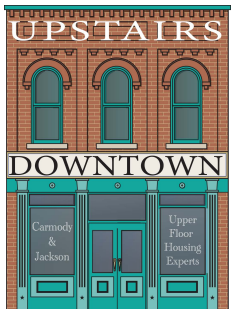
Accessibility

✓ Elevators

Fire Protection

✓ Exit capacity

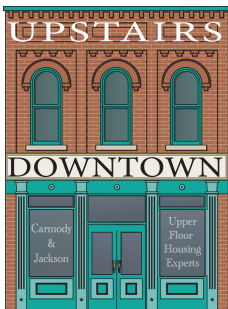
✓ Sprinklers



Residents Spend More

\$18,000 per year per downtown resident

Rent	\$9,000
Food at Home	\$2,322
Food Away from Home & Alcohol	\$997
Household Supplies	\$308
Household Furniture & Equipment	\$390
Apparel and Footwear	\$960
Auto Related	\$2,042
Healthcare	\$380
Entertainment	\$977
Personal Care Products & Services	\$319
Reading & Education	\$236
Contributions & Miscellaneous	\$689
	\$18,619



www.mhpn.org/wp-content/uploads/2014/06/

Economic-Impacts-of-Main-Street-in-Michigan_2014.6.20.pdf

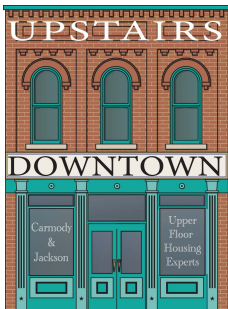
Success Stories

In towns of all sizes

Why grow out? grow UP

- The space is there.
- It has utilities.
- It has infrastructure.
- It has a central location.
- It has visibility.
- It is in your midst.

look UP STAIRS
DOWNTOWN



Upstairs Downtown Agenda

Monday 19 July

10:00 - 10:15 Welcome and Introductions

10:15 - 11:15 Creating a Market for Downtown Housing

11:15 - 12:15 Architectural Assessment

12:15 – 2:00 Lunch on Your own

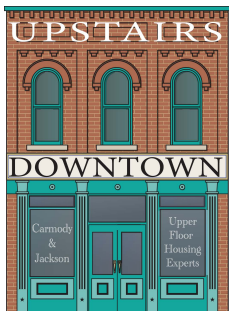
2:00 – 2:45 Financial Feasibility

2:45 – 3:00 Break

3:00- 4:00 Case Studies

4:00 - 4:30 Q&A

4:30 - 6:30 Momentum on Main Street Networking Event



Upstairs Downtown Agenda

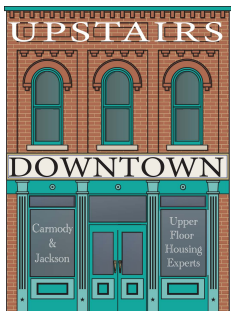
Tuesday 20 July

9:00 - 10:15 Available Financial Incentives

10:45 - 11:30 Advanced Finance Transactions

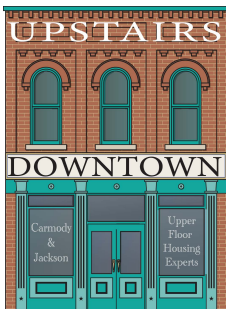
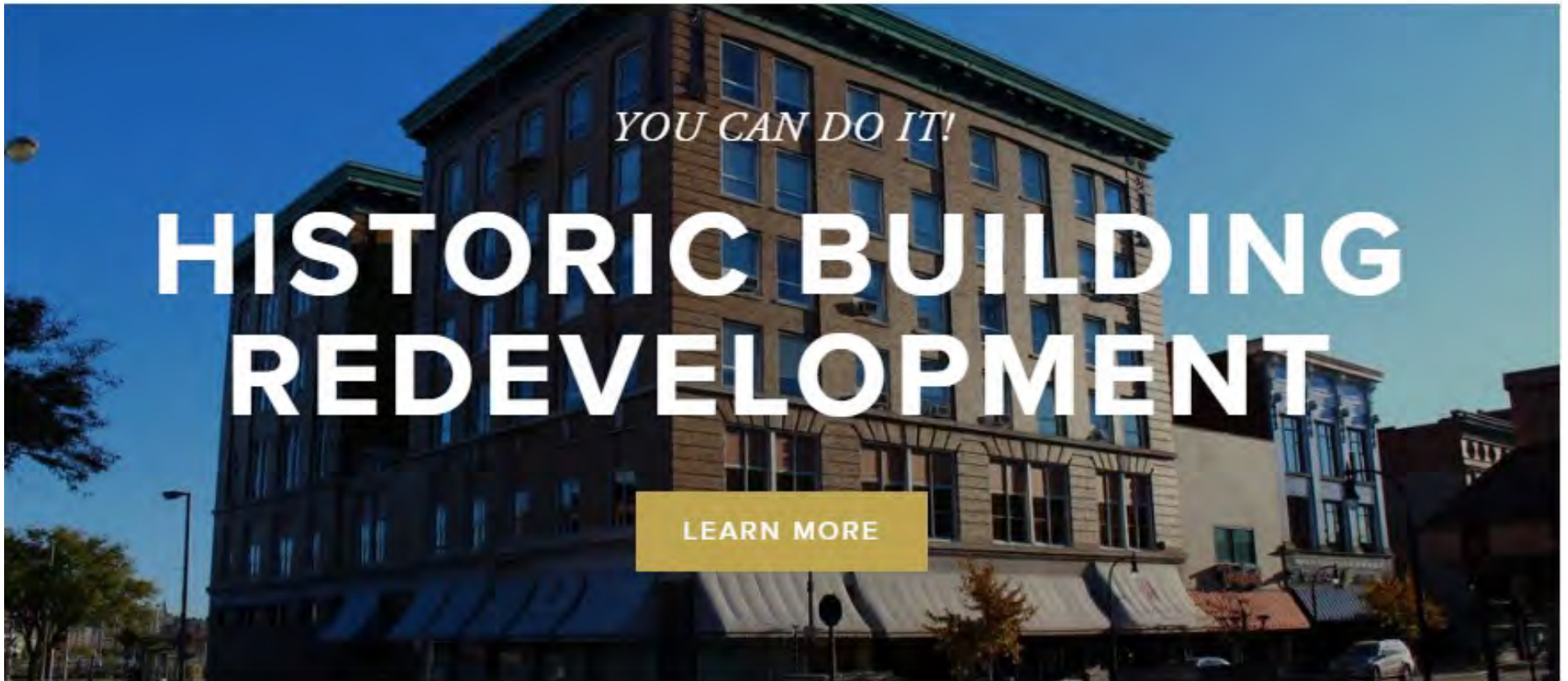
PARKING: Parking is free on the street but cars must follow the posted time limits per space during the day.

The parking garage across the street is free.



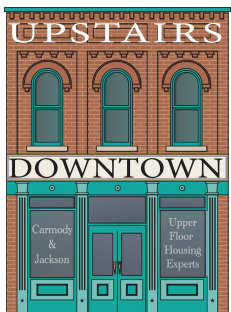
How can you learn more?

Visit www.upstairsdowntown.com



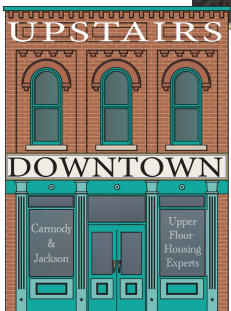
Let's get started

Market Driven Places



Market Driven Places

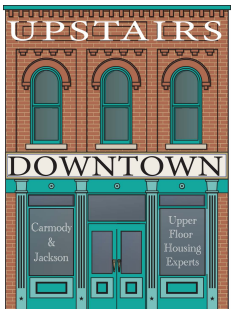
Fortifying Main Streets in cities of all sizes



Main Streets strive to recapture lost vitality

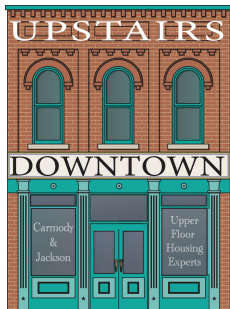
Rich History with Great Stories

Leveraging the past to build a brighter future



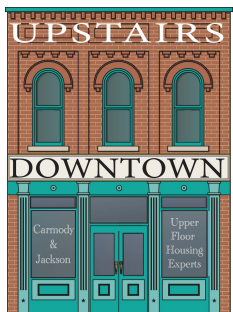
Great Bones

Irreplaceable architecture



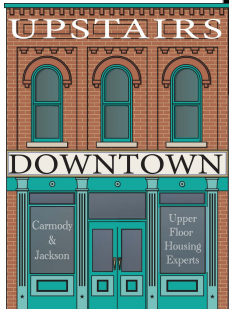
Leverages Previous Investment

Streetscapes and other infrastructure



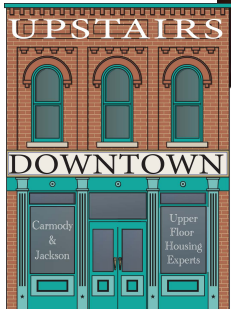
My Downtown Living History

Since 1977



Conducted Market Research

1983 model unit



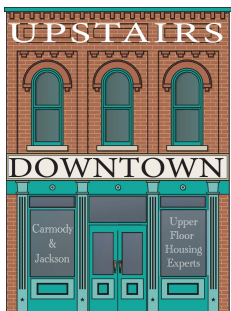
Community-Based Developer

Incremental success



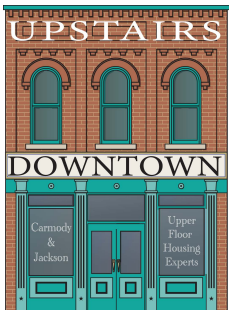
Renewing Assets

Organic regeneration



Housing is Pivotal

To re-densify cores of U.S. cities

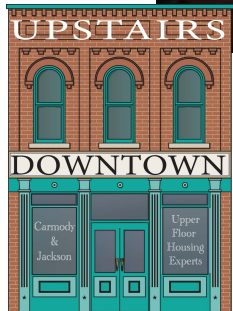


Creating a Downtown Neighborhood

One story at a time



Photo by Greg Kendall-Ball



Abilene Reporter-News

Upstairs Downtown: An introduction

Reporter catches glimpse in new series

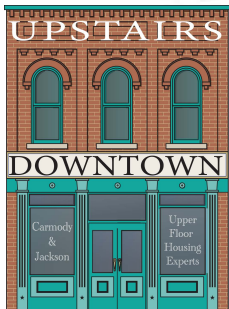
By Greg Kendall-Ball

I've lived in Abilene for nearly 10 years, and for most of that decade, the empty windows above McKay's Bakery on Cypress Street have taunted me.

There were a lot of second-story spaces, it turned out, whose siren call could no longer be ignored. And with the cooperation of a few property owners, I was granted access to those spaces and given permission to share a glimpse of what's "Upstairs Downtown."

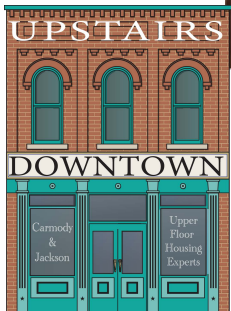
There are people living and working in these spaces, and some spaces are just waiting to be given new life. As one downtown dweller said,

There's a whole world beyond the curb."



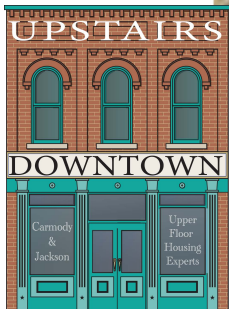
Upper Floors Are Being Activated

In cities of all sizes

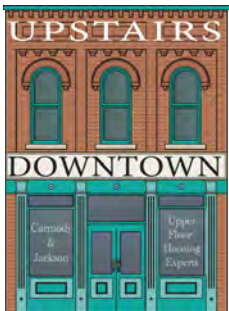


Economic Foundations Shifted

Jobs and complacency disappeared

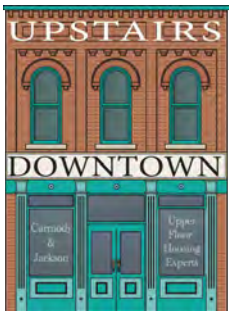


Lack of Compelling Places Regardless of Prosperity



Compelling Places

Have strong competitive advantage

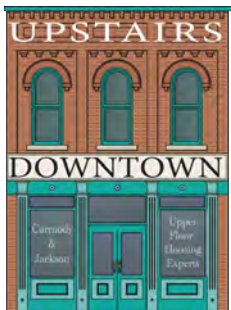


Compelling Places

Who are your peer cities?

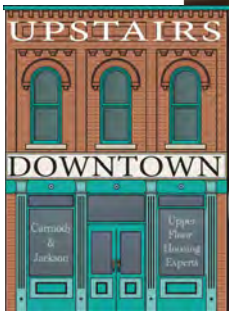
Key Characteristics:

- ✓ Population
- ✓ Interstate Location
- ✓ Community College
- ✓ Not Part of Larger Urban Area
- ✓ Midwest and Plains States
- ✓ Population 24-30,000



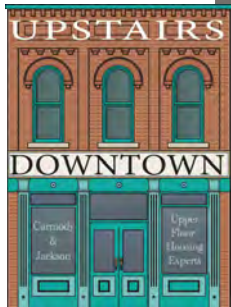
Urban Landscapes Evolve

Demographics and preferences shift



How to Become Compelling?

No simple answer



Patient Vision

Building with authenticity

Project Timeline

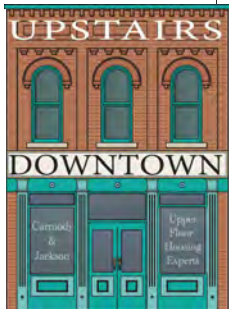
1929 Local Architect Robert Hugman proposes “The Shops of Aragon and Romula” combining flood control and commercial development.

Hugman branded a lunatic by those who wanted to pave over and put the troublesome San Antonio river in a box culvert.

1939 Initial phase of Paseo Del Rio built with WPA funding

1968 Hemisphere expansion most significant in continuing evolution of River Walk.

1970's San Antonio emerges as a major convent

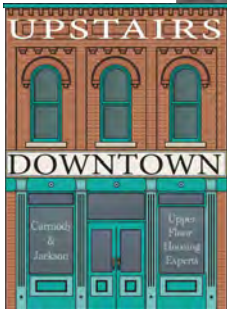


Main Street Programs

New math for austerity

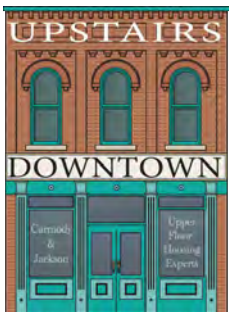


$$1 + 1 = 6$$



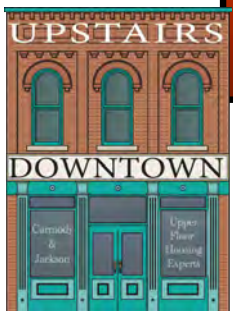
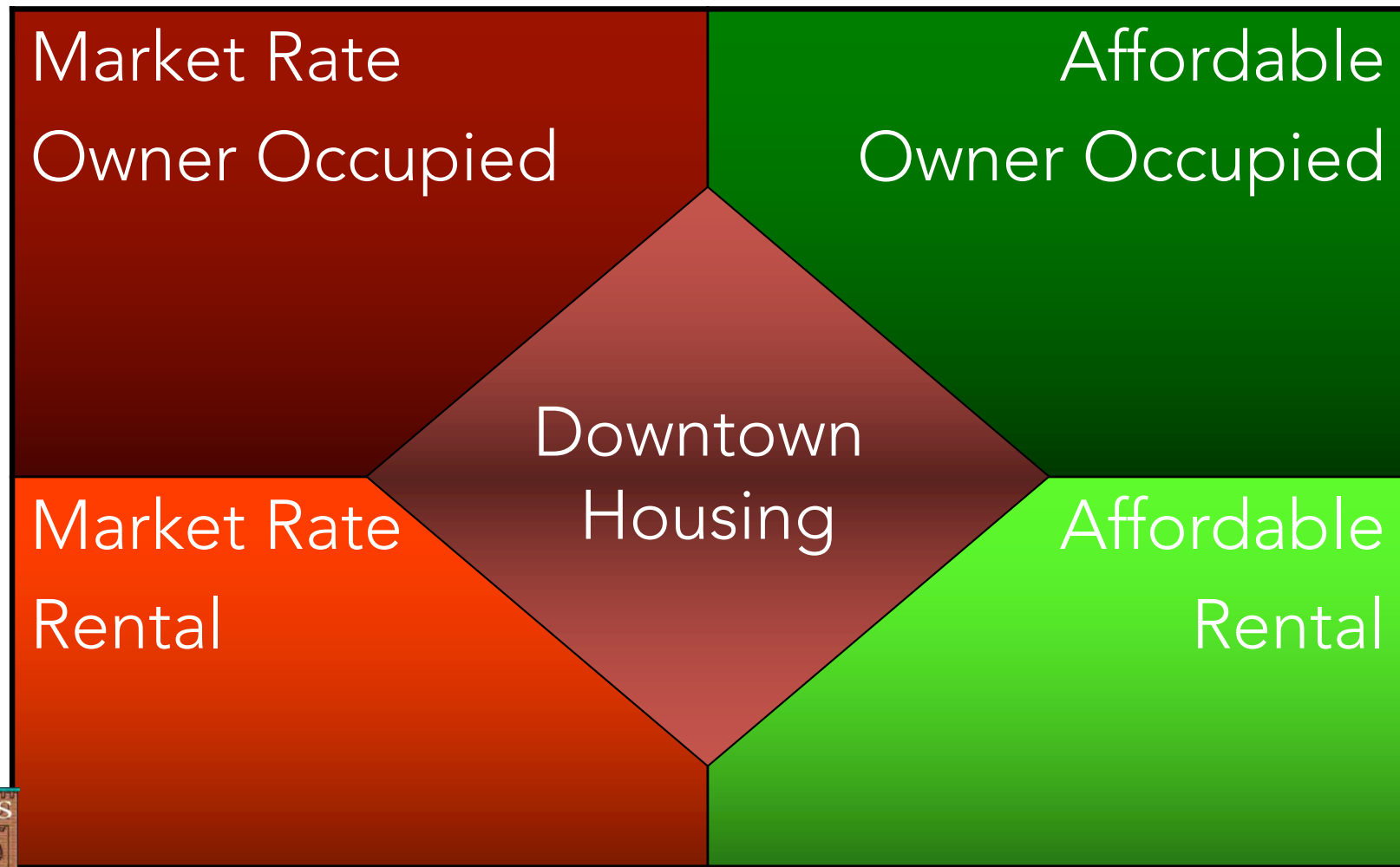
Main Street Programs

Providing the entrepreneurial spark



Successful Downtown's Are Inclusive

It's everyone's neighborhood



Demographics

Driving demand of urban housing forms

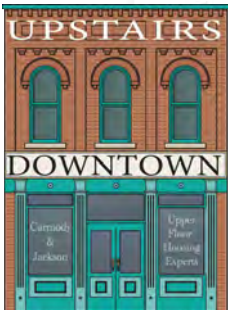
The most common household type found in 2010 US Census?

Couples with no kids

Second Place?

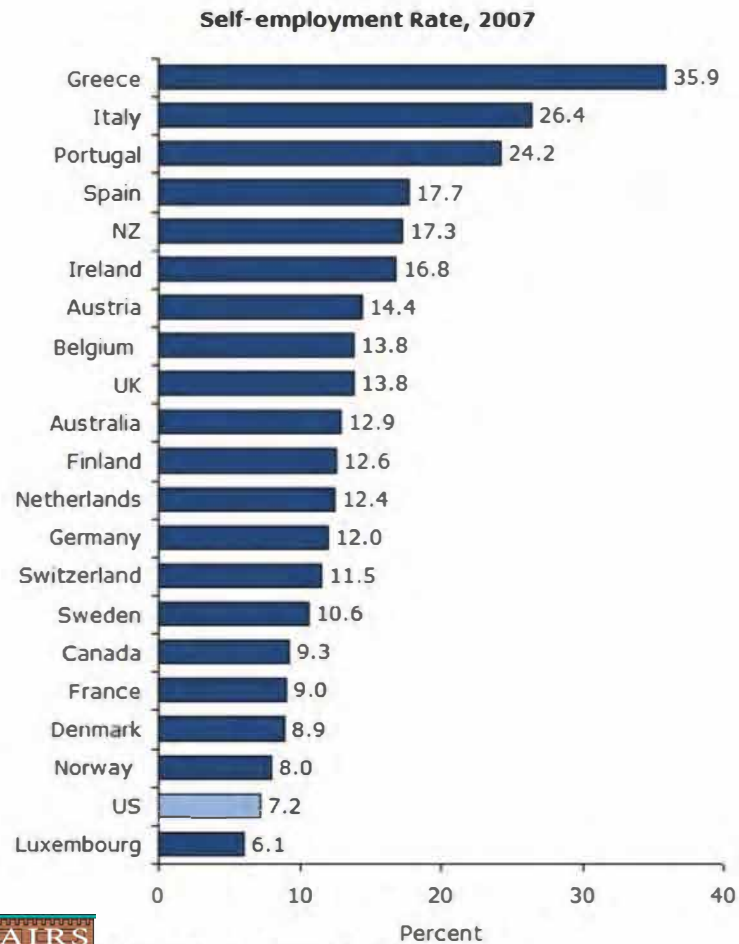
The Single Person

Only 21% of US households have school-age children

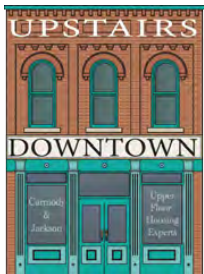


The Future of Work

50% of the workforce will be consultants by 2025



CEPR Analysis of OECD Data



Consumer Preferences Changes



What's a "household" ?



What We Desire Changes

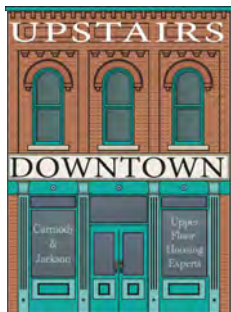
Variety of urban amenities as we age



Oh my. . .

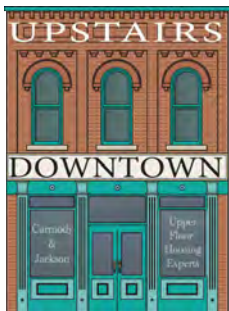
LIVE FREE ON THE WARD

Gaslight Lofts
New Construction
Luxury Loft Apartments
425 East Menomonee
Historic Third Ward
414-276-LOFT
One Address Brings You Home™ www.mandelgroup.com



City amenities

Strong competitive advantage over suburbs



Influence of Automobiles Waning

Mobility isn't what it was

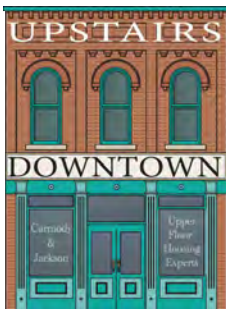
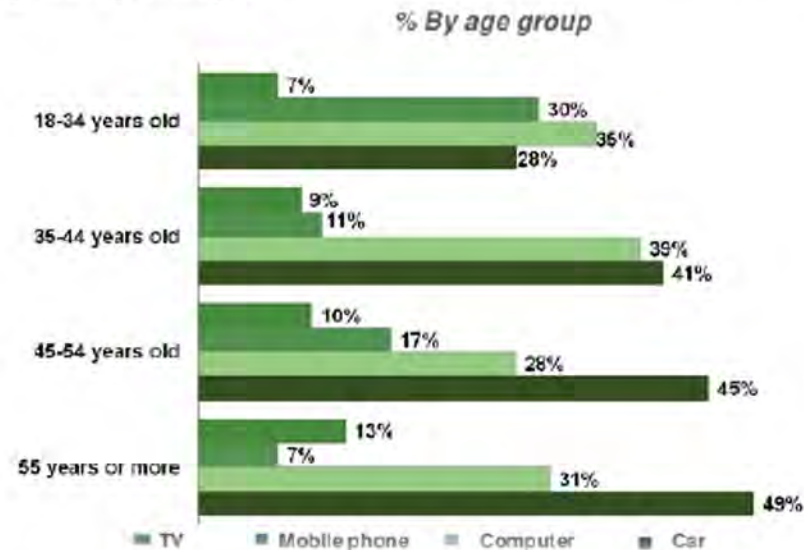
Millennials Say They'd Give Up Their Cars Before Their Computers or Cell Phones

EMILY BADGER FEB 28, 2013 COMMENTS

Once a week or so we come across yet another sign that Millennials care much less about car ownership than previous generations. They're **less likely to drive** than their parents. They've got **less debt** tied up in cars. They'd rather hang out with their friends on Twitter than **get in a car to go see them**.

And here's yet another: Ask Millennials which piece of technology they could least live without, and it turns out they'd more happily part with their cars than their computers or cell phones. That question, graphed below, comes from the **third installment** of Zipcar's annual Millennial survey.

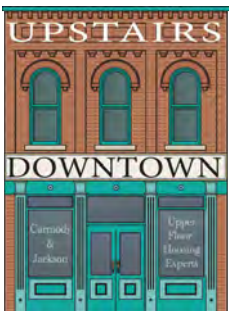
In your daily routine, losing which piece of technology would have the greatest negative impact on you?



Urban Housing Needs Less Subsidy

No need to extend infrastructure

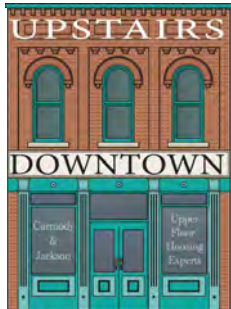
- Green field sites long benefited from communities' desire to grow. Cities invested in costly extension of public infrastructure and services.
- Downtown housing takes advantage of existing infrastructure and services that require far less public investment



Developers Often Risk Adverse

Many burnt by the real estate market cycle

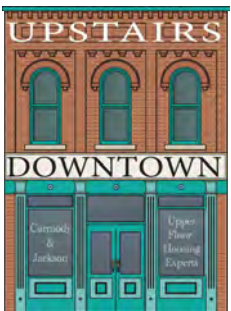
- The average length of the real estate market cycle is 18 years.
- Many long-time developers went through the financial wringer as demand contracted sharply when real estate markets moved quickly from boom to bust.



Great Recession / Pandemic Impacts

Regarding household formation

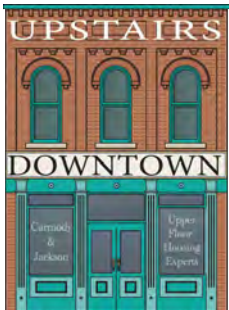
- ✓ Average household size continues to decline
- ✓ The rate of household formation plunged after the Great Recession but has recovered some.
- ✓ More kids moving in with parents
- ✓ More parents moving in with kids
- ✓ Childcare issues



Great Recession / Pandemic Impacts

Regarding household mobility

- ✓ Mobility dropped 50 percent in the Great Recession and is slowly recovering
- ✓ Where to do you work?



Long Term Pandemic Impacts TBD

Regarding space demand

Hospitality

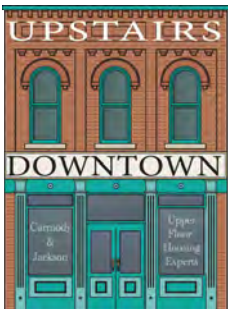
- ✓ On site consumption

Retail

- ✓ Online dominance

Office

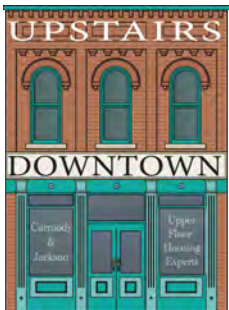
- ✓ Gig economy



Secondary Markets More Savvy

Mixed-use projects are the new “normal”

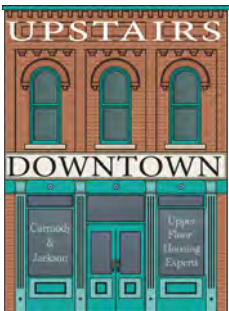
- Initially the growth of secondary finance markets encouraged product standardization.
- Since the Great Recession, secondary markets have been forced to become more familiar with mixed-use product as urban housing markets recovered faster than suburban markets.



Main Street Are Strong Competitors

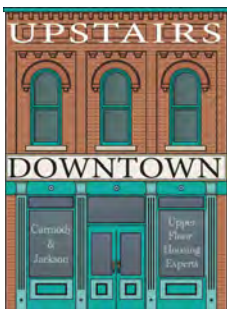
In markets that value urban amenities & sustainability

- ✓ Greater emphasis on aesthetics
- ✓ Access to cultural amenities
- ✓ Proximity to adult learning
- ✓ Reduced auto dependency
- ✓ Energy efficiency



Proving Demand

When there is no supply

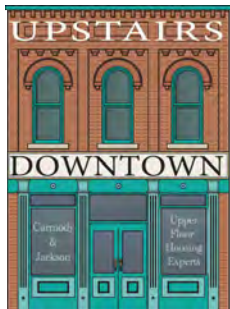


Traditional Market Studies

Market absorption of currently available product



- ✓ The focus on comparative sales analysis feeds an insulated spiral that reduces choice and variety of housing product.



Traditional Market Studies

Market absorption of currently available product

Centre @ 501

NOW LEASING

www.Centre501.com

Equal Housing Opportunity

Beds/ Bath	Size	Rent Range
1 Bed/1 Bath	780-1,134	\$700-\$1,000
2 Bed/1 Bath	1,250-1,480	\$1,200-\$1,250



Pet Policy

Service and Assistance animals only.



Parking

Several parking garages are located one block to three blocks away from Centre @ 501. A designated Loading Zone is on site for residents to access when moving in and for deliveries.



Lease Length

12 months



Features

Open, Spacious Floor Plan
 In-Unit Washer/ Dryer
 Dishwasher, Microwave, Stove & Refrigerator
 Smoke & Vape Free
 Cable & Internet Ready
 Wheelchair Enabled
 Secured Building
 Elevator
 Community Room



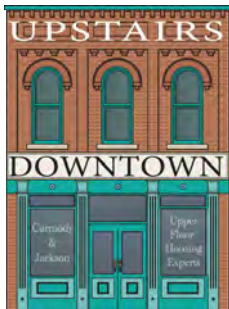
Kitchen

Island or Breakfast Bar



Transit (walkscore.com)

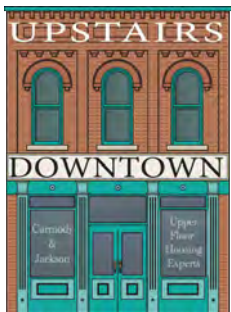
Bus Lines: 0.0-0.1 mi
 Car Shares: 0.1-0.7 mi
 Walk Score: 86
 Bike Score: 62



Housing Market Potential Studies

New data to estimate demand for urban housing

- ✓ Study Migration patterns of households that moved in recent years now (30-50% of the total)
- ✓ IRS data much more current to determine where people move from in order to better understand draw areas.
- ✓ Market segmentation data helps assess which new residents will have an interest in urban housing.

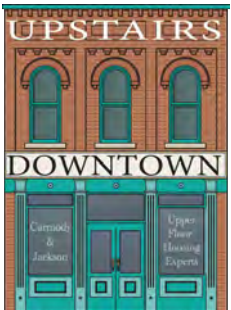


Proprietary Housing Potential analysis developed by:
Zimmerman / Volk Associates, Inc. / Clinton, New Jersey

Segmentation Analysis

You are known by your expenditure pattern

- ✓ Systems classify of all US neighborhoods into segments. (i.e. 65 for Tapestry* or 66 for PRIZM**)
- ✓ Household buying patterns from credit card data helps identify segments likely to be interested in urban housing product.



*ESRI, Business Information Systems

**Claritas

Segmentation Analysis

You are known by your expenditure pattern

“Urban chic residents attend to lifestyle more than ambience. Residents travel extensively, maintain luxury cars, and embrace city living by visiting museums, attending dance performances, participating in civic activities, such as working for political parties, and shopping at upscale establishments.

09 Urban Chic



Segment Code..... 09
Segment Name..... Urban Chic
LifeMode Group..... L2 Upscale Avenues
Urbanization Group..... U3 Metro Cities I

Demographic
Urban Chic residents are professional couples who live an urban, exclusive lifestyle. More than half of the households are married couples, similar to the United States proportions. Less than half of them have children. Unlike the United States, there are few single-parent families and more single person households. The population is also slightly older, with a median age of 41 years. Diversity is slightly below average compared to the United States diversity.

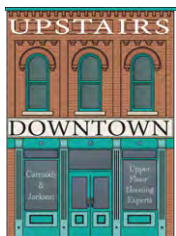
Socioeconomic
A median household income of more than \$82,000 and a median net worth of \$234,000 enable a stylish lifestyle for the Urban Chic segment. From a well-educated base, more than half hold a bachelor's or graduate degree; they are pursuing a variety of occupations, from self-employment through professional and technical jobs. More than half of the households also receive additional income from investments.

Residential
Urban Chic neighborhoods also parallel U.S. housing type and ownership: the setting is urban, and homes range from prewar to post-2000, high-rise to single-family. Approximately 60 percent live in single-family homes, 30 percent live in multiunit structures, two-thirds own their homes, and 33 percent rent. But the preference for uptown living is also evident. Median home value is \$472,000, more than three times the U.S. median home value. Urban Chic residents clearly prefer expensive townhouses or high-rises in the city. Major concentrations of Urban Chic households are found on the coasts of Northern and Southern California and along the East Coast.

Preferences
Urban Chic residents attend to lifestyle more than ambience. Residents travel extensively, maintain luxury cars, and embrace city life by visiting museums, attending dance performances, participating in civic activities such as working for political parties, and shopping at upscale establishments. They are more inclined to buy dress clothes than casual wear, but they purchase apparel for every person—running, hiking, golf, skiing, and yoga.

The busy, computer savvy Urban Chic residents are connected. They not only use PCs extensively, but they also read the manuals. To keep in touch and track their busy schedules, they frequently use handheld PDAs and cell phones. They access the Internet to arrange travel plans, buy books or tickets for concerts and sporting events, check their investment portfolios, and trade stocks. Urban Chic residents own \$75,000 or more in stocks, use stock rating services, and keep money market accounts.

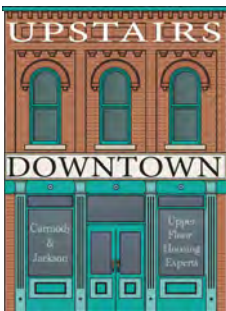
To connect with Urban Chic residents, consider their favorite media. This is one of the top markets for all news/talk/public radio. They also read multiple newspapers and magazines, especially travel, fashion, advice, and sports magazines. TV viewing is not as predominant in this market, but they have their favorites including channels such as Bravo, ABC, CNN, and MSNBC plus popular series such as The West Wing.



Segmentation Analysis

You are known by your expenditure pattern

“Laptop and Lattes lives in multistory apartment buildings with more than 20 units, the neighborhoods are older, and virtually untouched by urban renewal.”



08 Laptops and Lattes



Segment Code: 08
Segment Name: Laptops and Lattes
LifeMode Group: L4 Solo Acts
Urbanization Group: UT Principal Urban Centers I

Demographic

Laptop and Lattes residents enjoy the single life. Single persons living alone or with a roommate represent the majority of all households in this segment. Average household size remains constant at 1.8. Although the market is increasing in size very slowly, it is maturing and diversifying more quickly. The median age of the population is 38 years, two years older than the U.S. median age. The Diversity Index, which measures the likelihood that any two people from this segment represent different racial or ethnic origins, has increased by six points since 2000—twice as fast as the U.S. index. Most of the population is white, but the faster growth of the black, Asian, Hispanic, and multiracial populations is increasing diversity in the Laptop and Lattes segment.

Socioeconomic

With a median income of more than \$87,000, these singles are affluent. Their median net worth is \$262,000, despite the minority of homeowners here. The labor force of Laptops and Lattes is elite. They are extremely well educated: 77 percent hold bachelor's degrees, and 32 percent have earned graduate degrees. Two-thirds holds professional or management positions, especially in the information, finance and insurance, or scientific and technology industries. More than half of the households also earn income from their investments.

Residential

Laptop and Lattes residents love city life and prefer to live in the major metropolitan areas of New York, Boston, Washington, D.C., Chicago, Los Angeles, or San Francisco. By virtue of their lifestyle or locale, these households are more likely to rent than own their homes. Less than 40 percent are homeowners. Most of the population in Laptop and Lattes lives in multistory apartment buildings with more than 20 units. The neighborhoods are older and virtually untouched by urban renewal. Forty percent of the housing were built before 1940; only 5 percent of the housing inventory were added in the past 10 years. However, these are not inexpensive districts. Average rent is more than \$1,200 monthly, and median home value is \$639,000. Being typical city dwellers, many residents in Laptop and Lattes do not own a car.

Preferences

Laptops and Lattes residents are both cosmopolitan and connected. This is the top market for notebook PCs and PDAs. They use the Internet daily to trade stocks, purchase everything from apparel to peripherals, or arrange travel plans. While residents are not overly concerned with local transportation, they are well traveled, especially abroad.

In the city, they shop at upscale establishments and spend their leisure time at concerts, sporting events, shows, and museums. They dine out frequently and take adult education courses. In other words, they enjoy metropolitan amenities. They are health conscious and physically fit. They ski, sail, and participate regularly in an exercise program at the gym. Regular diners, Laptop and Lattes residents represent the top market for organic or natural foods and select vitamin supplements. They frequently participate in environmental groups and consider themselves liberal. They listen to classical, old-news, and public radio and read anime, travel, and women's fashion magazines.

Market Assessment

Using segmentation analysis

Each market is a different collection of segments.

ERA

Table 7. Educational Attainment, 2005 (Population 25+)

Segment	United States	Michigan	Grand Traverse County	Micropliten Area
No HS Diploma	15.8%	12.9%	8.6%	10.5%
HS Diploma	29.6%	31.4%	27.2%	30.5%
Some College	20.1%	22.3%	23.9%	22.0%
Bachelor's	7.2%	8.00%	8.5%	7.9%
Post-Graduate	17.2%	15.1%	20.2%	14.5%
	9.9%	9.9%	11.4%	9.9%

Source: ERA, U.S. Census

Tapestry Analysis

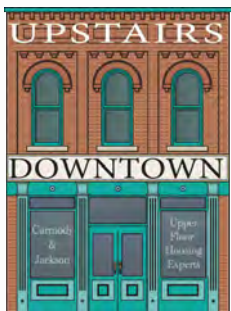
To further understand the demographic, economic, and cultural characteristics of Traverse City and the region, ERA utilized an analysis tool called Community Tapestry, developed by Environmental Systems Research Institute (ESRI). Tapestry is a tool that divides households into 65 categories or segments based on several key factors, including a variety of demographic characteristics of households and geographic characteristics of their neighborhoods. These segments correspond to certain age groups, income brackets, and education levels, as well as lifestyle choices, neighborhood housing preferences, and consumer spending habits. The following table highlights relevant concentrations of defined segments in the five-county area and Grand Traverse County.

Table 8. Tapestry Segments in the 5-County Area and Grand Traverse County

Segment	Households	% in 5-County Area	% in Grand Traverse	% in Michigan	% in U.S.
Rural Resort Dwellers	16,444	23.75%	5.39%	2.51%	1.60%
Mixedwood Grands	10,336	14.93%	10.27%	3.12%	3.63%
Green Acres	7,958	11.49%	16.46%	6.82%	4.11%
Rooted Rural	4,095	5.91%	-	1.80%	2.45%
Up and Coming Families	3,929	5.67%	8.73%	1.77%	3.21%
Mobile Affection	3,676	5.31%	8.15%	2.25%	2.50%
Senior Sun Seekers	2,691	3.89%	4.38%	1.16%	1.18%
Old and Newcomers	2,499	3.61%	7.28%	7.32%	1.97%
Live and Let Live	2,273	3.41%	1.33%	0.23%	0.58%
in Style	2,099	3.07%	6.11%	2.46%	2.48%
Metropolitan	1,961	2.81%	5.66%	1.49%	1.19%
Suburban Settlers	1,691	2.44%	-	1.57%	2.76%
Crossroads	1,366	1.97%	3.96%	2.67%	1.48%
Mix and Match	1,167	1.69%	3.40%	1.06%	1.90%
Earthlings	1,086	1.57%	1.50%	2.33%	2.45%
Set of the Earth	985	1.42%	-	5.57%	2.77%
Rustic Tradition	855	1.24%	1.19%	9.01%	2.87%
Simple Living	890	1.27%	2.56%	1.28%	1.45%
Woods Town	871	1.26%	-	1.78%	1.50%
Leisure Seekers	777	1.12%	2.26%	0.98%	1.40%
Perpetual Empty Nesters	754	1.09%	2.20%	1.67%	1.84%
Cozy and Comfortable	366	0.53%	1.07%	7.54%	2.84%
Retirement Communities	313	0.45%	0.81%	1.94%	1.49%
Total	69,290	100%	100%	62.14%	49.00%

Source: ERA, ESRI Business Analyst

Of the 65 tapestry segments, 23 are represented in the five-county area and identified in the above table. Slightly fewer, 19 segments, are represented in Grand Traverse County. The above table lists the number of households in each segment in the region. As the table shows, the "Rural Resort Dwellers" segment is



Urban Marketing Collaborative
 MJB Consulting, NY, NY
 Economic Research Associates (ERA)

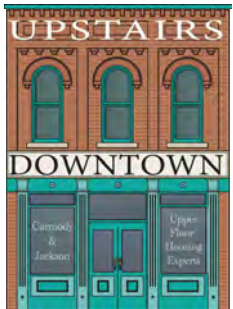
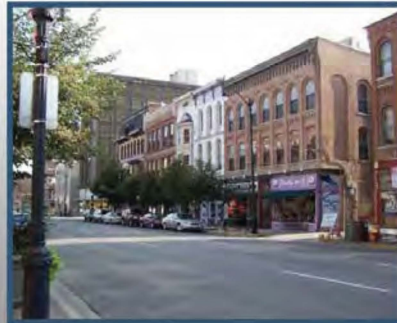
Springfield Market Research

2013 Comprehensive Market Study



Comprehensive Housing Market Study
2013

Springfield, Illinois



More Recent Market Research

To identify current housing demand



The Brookings Institution

CITIES AND SUBURBS

Brookings > Cities and Suburbs > Housing > Downtown housing

June 27, 2007

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DOWNTOWN HOUSING

Charting a Course for Downtown Living: Denver
by Alan Berube
(Speech) *Downtown Denver Partnership*
5/18/2006

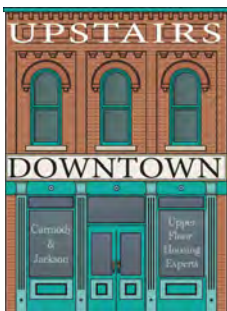
Who Lives Downtown?
by Eugenie L. Birch
(Report)
November 2005

Keep HOPE (VI) Alive
by Henry Cisneros, Bruce Katz
(Op-Ed) *Atlanta Journal-Constitution**
5/17/2004

Vacant Land in Cities: An Urban Resource
by Michael A. Pagano, Ann O'M. Bowman
(Report)
January 2001

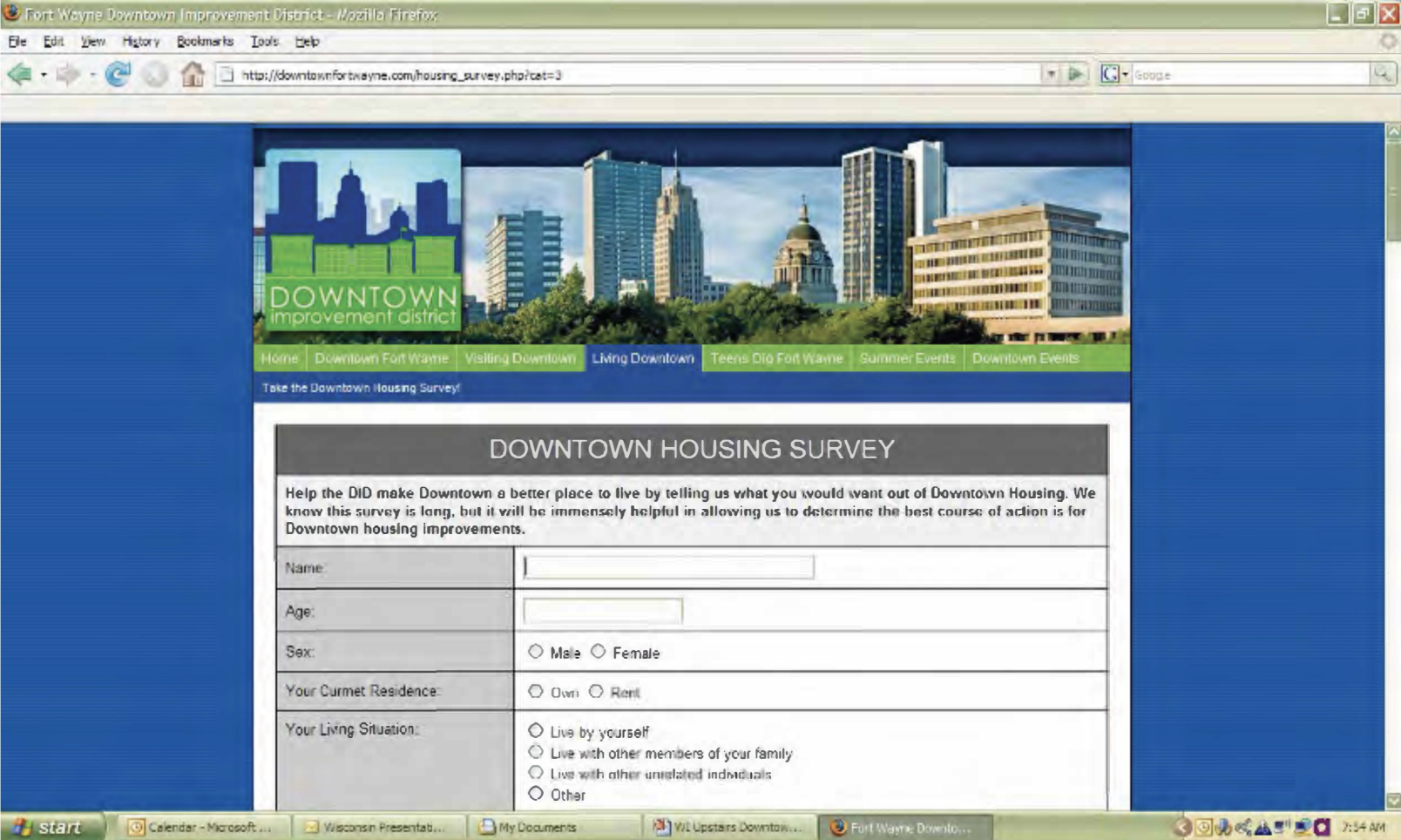
Ten Steps to a Living Downtown
by Jennifer Moulton
(Report)
October 1999

A Rise In Downtown Living
by Center on Urban and Metropolitan Policy, the Fannie Mae Foundation
(Report)
November 1998



DIY Market Research

To provide empirical evidence for demand



Fort Wayne Downtown Improvement District - Mozilla Firefox

http://downtownforwayne.com/housing_survey.php?cat=3

Home | Downtown Fort Wayne | Visiting Downtown | Living Downtown | Teens Dig Fort Wayne | Summer Events | Downtown Events

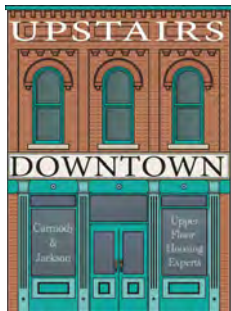
Take the Downtown Housing Survey!

DOWNTOWN HOUSING SURVEY

Help the DID make Downtown a better place to live by telling us what you would want out of Downtown Housing. We know this survey is long, but it will be immensely helpful in allowing us to determine the best course of action is for Downtown housing improvements.

Name:	<input type="text"/>
Age:	<input type="text"/>
Sex:	<input type="radio"/> Male <input type="radio"/> Female
Your Current Residence:	<input type="radio"/> Own <input type="radio"/> Rent
Your Living Situation:	<input type="radio"/> Live by yourself <input type="radio"/> Live with other members of your family <input type="radio"/> Live with other unrelated individuals <input type="radio"/> Other

start | Calendar - Microsoft... | Wisconsin Presentati... | My Documents | WL Upstairs Downtow... | Fort Wayne Downtow... | 7:54 AM



Upstairs Downtown

Demonstrates the E*I*E*I*O principles

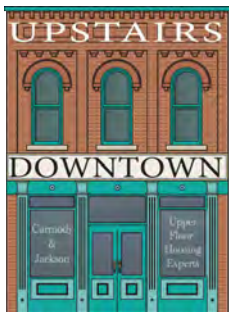
E Empirical

I Incremental

E Entrepreneurial

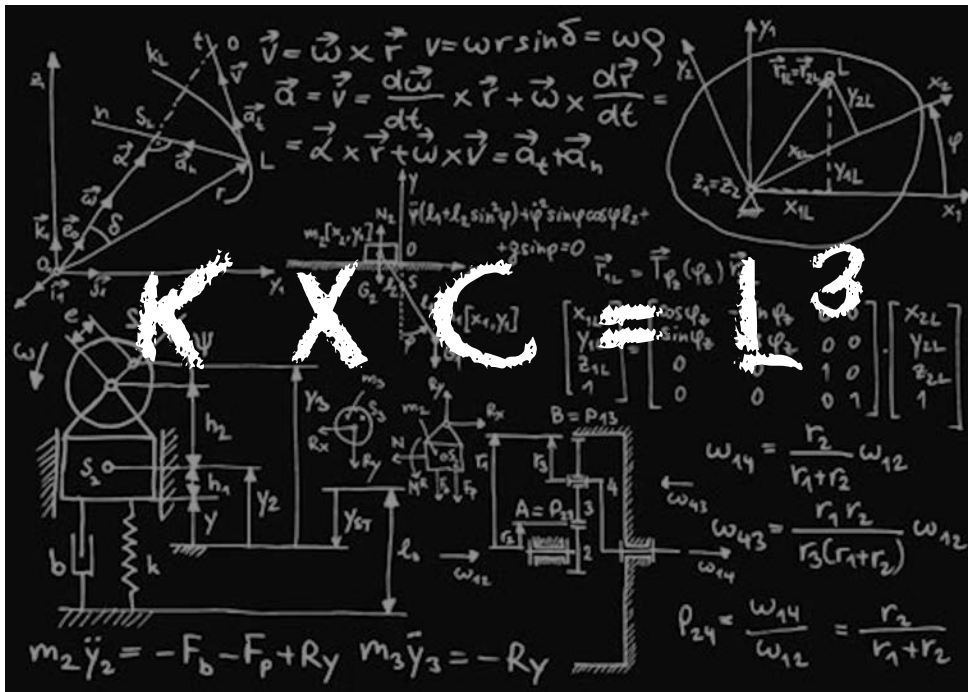
I Inclusive

O Organic

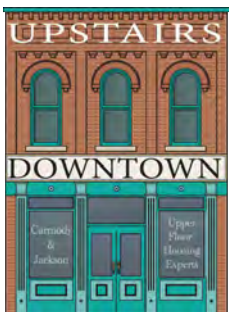


Upstairs Downtown Happens

In towns with exceptional leadership

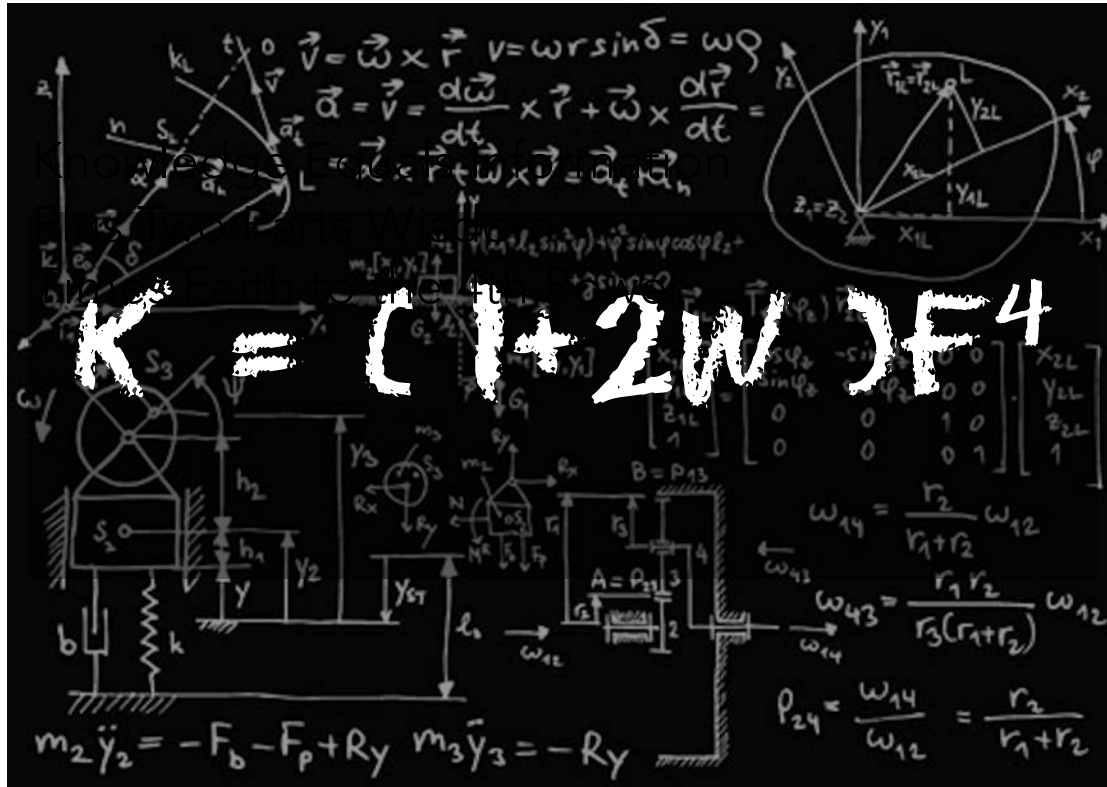


Outstanding Leadership
 Equals Knowledge
 Times Capacity

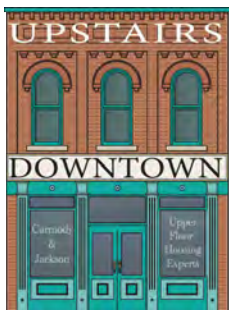


Exceptional Leadership

When knowledge meets capacity

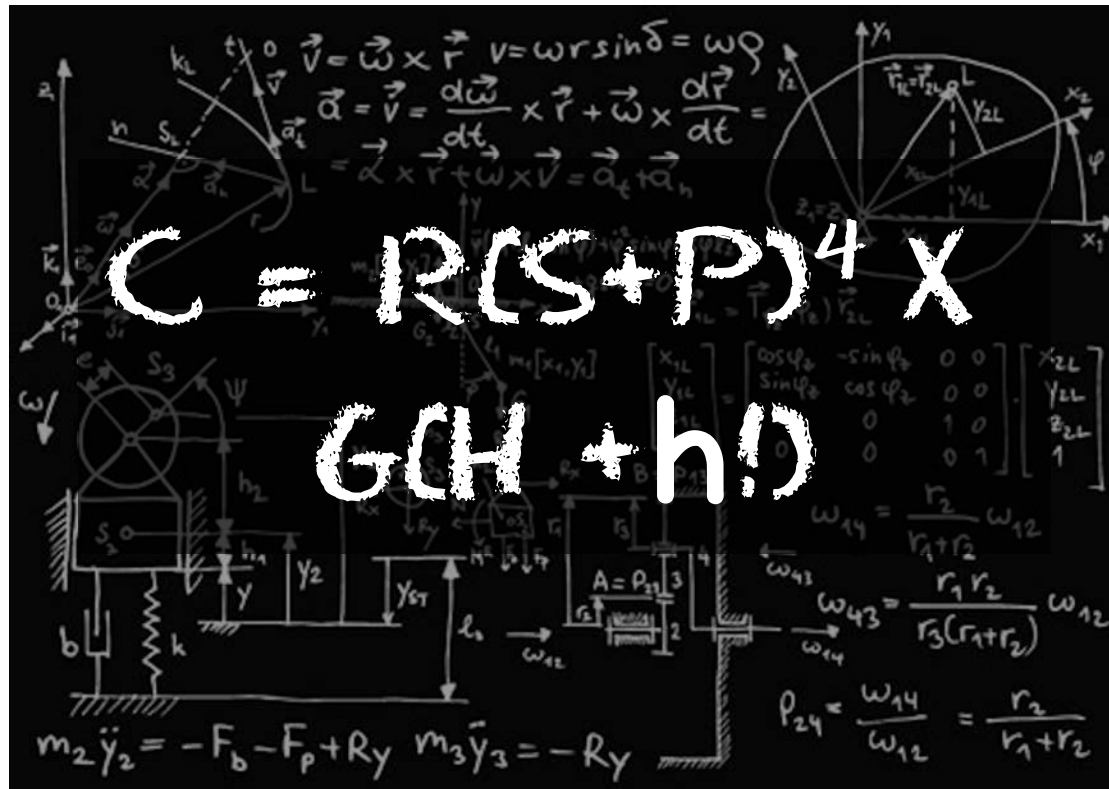


Knowledge Equals
Information
Plus Two Parts Wisdom
Times Faith to the 4th
Power

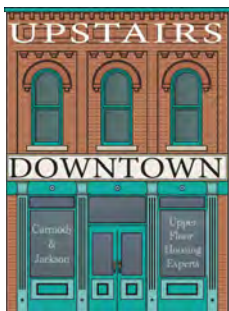


Exceptional Leadership

When knowledge meets capacity

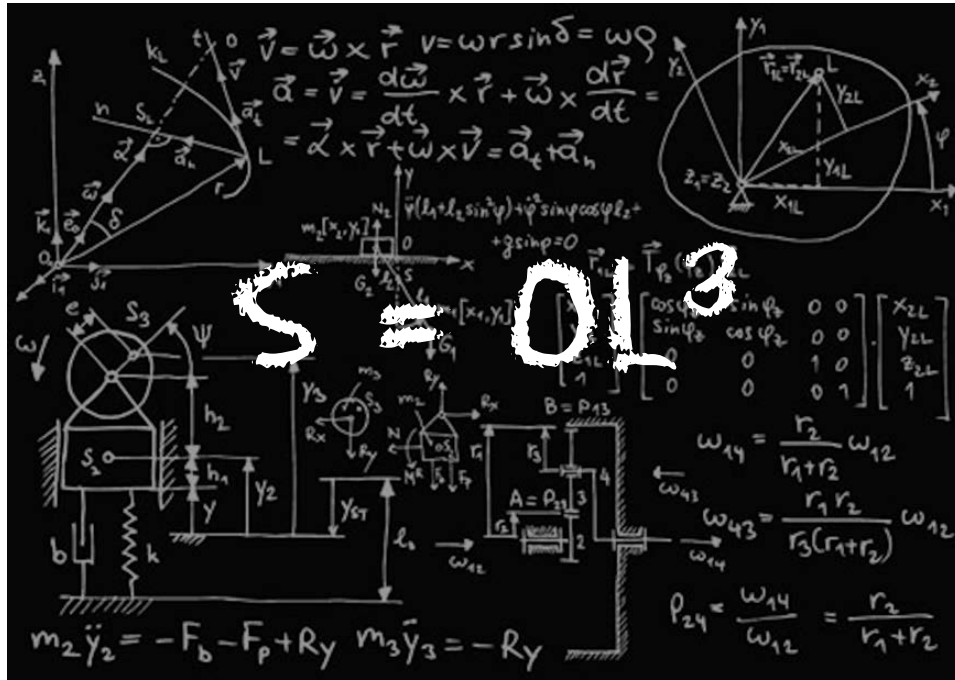


Capacity Equals
Responsibility
Times Sum of Sweat and
Passion
To the Fourth Power
Times Gumption Times
The Sum of (Humility and
humor)

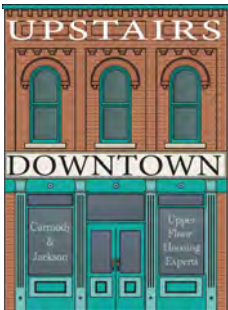


Implementing Upstairs Downtown

Helps build exceptional leadership



Success Equals
Opportunity
Times Outstanding
Leadership



It Starts By Knowing Your Building Stock

Careful assessment reduces barriers

