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July 31, 2024

Tom Bissett
Urban Park Supervisor
Michigan Department of Natural Resources
99 Pleasure Drive
Detroit, MI 48207

Subject: Belle Isle Boathouse Rehabilitation

Dear Mr. Bissett:

First and foremost, sincere thanks to you and your team for being so accommodating these last 2 months. Our tours of the boathouse have been many, with planners, designers, trades and investors each wanting to be part of the Belle Isle Gateway Project. For each tour you had our back and it is appreciated.

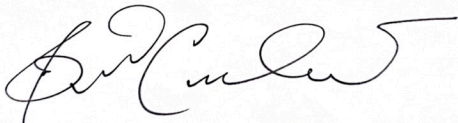
That being said, the renovated boathouse will create another exciting headline for the city of Detroit and the entire state. In the shadow of the Michigan Central Station and the Book Tower, the renovated site will be equally anticipated, create countless jobs and will offer a number of exciting new assets for the local community.

As excited as I am to restore another piece of Detroit's historic architecture, I am equally looking forward to helping provide a world-class home for the Detroit Community Sailing Center and the Friends of Detroit Rowing. They both have a great history on Belle Isle and I'm excited to be helping expand equitable waterfront access to the local community. Both non-profits call the boathouse home and welcome numerous young rowers and sailors to explore the waterways. In addition, modern restrooms, gym facilities and permanent year-round eating establishments will offer guests to the island a whole new experience.

As you'll read herein, I have put together the strongest team I can imagine working with in an effort to rehabilitate the boathouse. Insite Consulting Architects has a national reputation for the restoration of historic architecture and Detroit's own Christman Company is coming off one of the city's biggest redevelopments. The RCI Group is a nationally known marina development team with projects up and down the east coast. They are each committed to seeing this is a marquee development for the city and combined with countless other Detroit area firms will ensure this project is a success.

While there remains much to uncover in the next phase, this proposal is the correct stepping off point for lease negotiations, pre-development funding and the process of bringing the Belle Isle Boathouse back to life for all Detroiters to enjoy. I look forward to walking you through this with our team and answering any questions you might have with regards to our plans.

Respectfully submitted,



David Carleton
Stuart-Pitman
The Belle Isle Gateway at the Detroit Boathouse

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Image: Stephen Malbouef

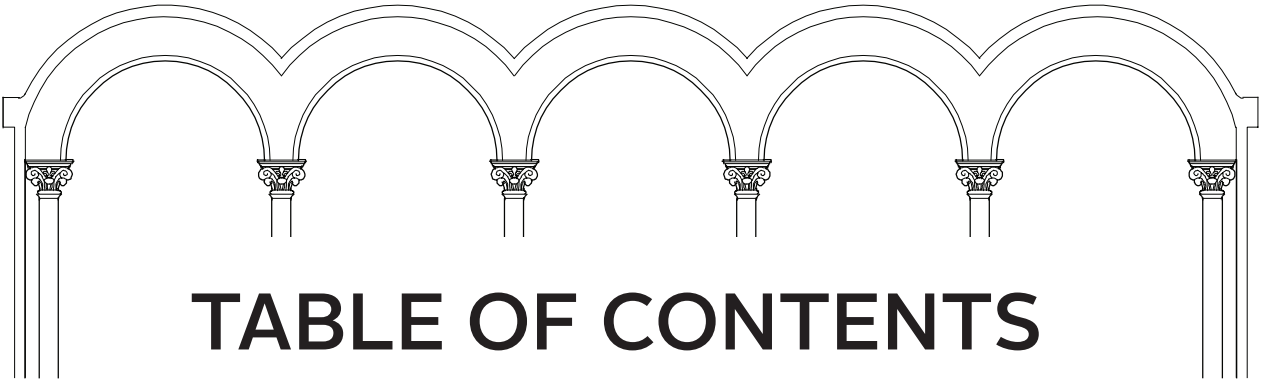


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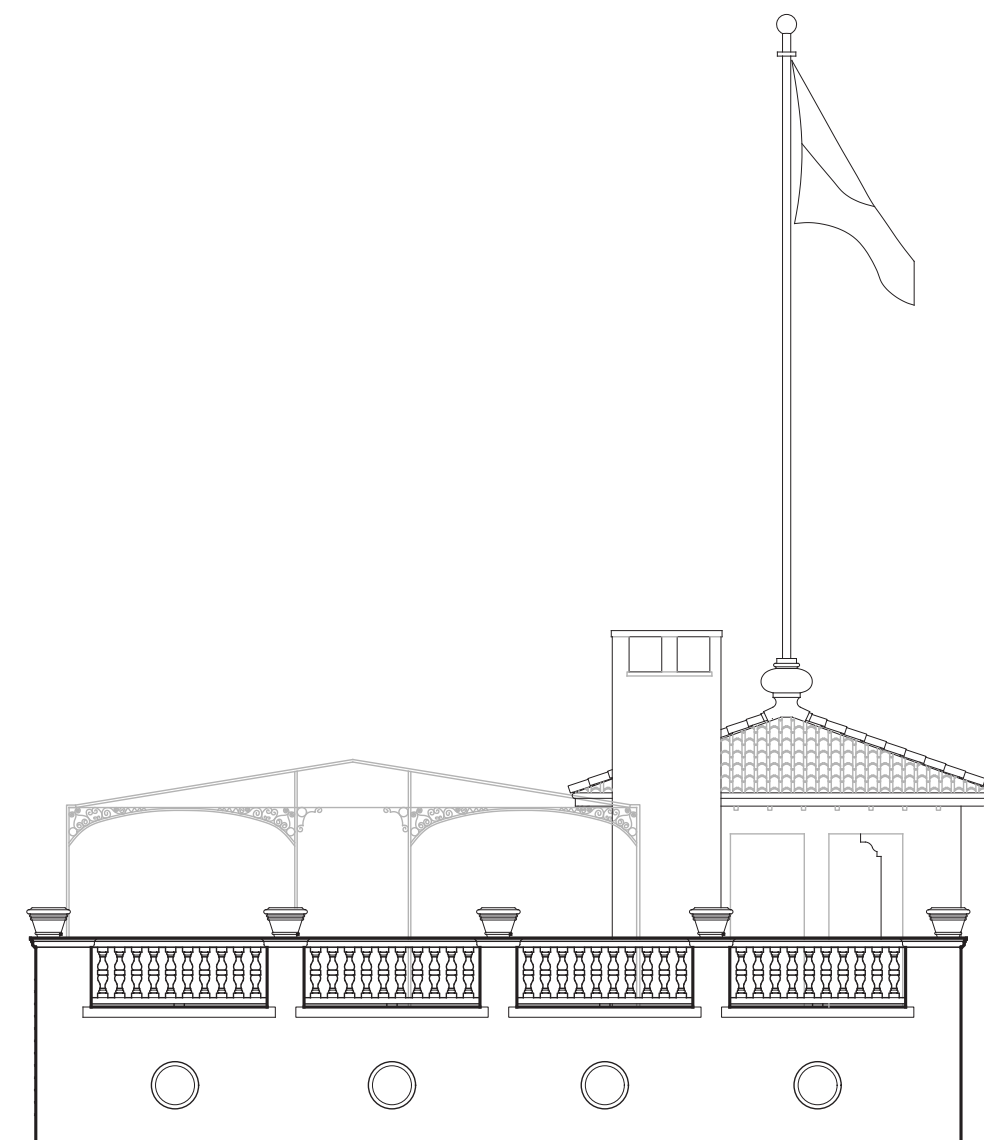


Image: Stephen Malbouef



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CONCEPT NARRATIVE



INTRODUCTION

The Belle Isle Gateway at the Detroit Boathouse represents the next chapter of one of the most iconic buildings in the city on one of the most visited parks in the country. The project will be an exciting mix of preserving the historic nature of the entire site and at the same time will bring this 1900 era structure into the 21st century.

Accounting for 1/5 of Detroit’s 5,000 acres of parkland, Belle Isle’s once private club will soon open its doors to all and provide equitable access to the river and the boathouse’s many new offerings. New concessions, recreational programming and increased public access to the site will create a “must-see” spot on the island.

For generations, Detroit residents have raced to Belle Isle to escape the heat of summer and stay active in the winter. An updated boathouse with new amenities and year round programming will accentuate the storied isle and create a starting point, a last stop or a place to spend the day.

**You can’t be
unhappy in the
middle of a big,
beautiful river.**

Jim Harrison - Poet



Image: The Detroit Free Press



Image: Olmsted Network

UNDERSTANDING & COMMITMENT

Our development team is fully committed to following the guidance contained in the Secretary of the Interior’s Standards for Rehabilitation and the Secretary of the Interior’s Standards for the Treatment of Historic Properties.

Historic properties like the Belle Isle Boathouse that are open to the public must balance their function providing recreational, hospitality, and educational experiences—with the necessary decisions and treatments to maintain their significance and integrity.

Treatment recommendations developed in the Belle Isle Boathouse need to be timely, strategic, economically feasible, and provide maintainable long-term solutions. With the phased development and continual adjacent use of the site, the work must allow for the continual operation of the house and grounds without interruption.

We have a team of professionals that exceed the Secretary of the Interior Professional Qualifications Standards as a part of **36 CFR Part 68, 1995** for historic architects, architects, historians, and architectural historians. We anticipate that there will be a range of treatment approaches as defined by The Secretary of the Interior’s Standards for the Treatment of Historic Properties (36 CFR Part 68, 1995) consisting of four treatment standards— Preservation, Rehabilitation, Restoration, and Reconstruction. We anticipate nominating this building as a landmark and a contributing structure to the historic district.

These activities have already begun in the development of the phased renovation and will provide a means for decisions to be made and funding to be prioritized for future development as the uses and legacy of the boat house and site continues to serve the greater Detroit community. The developed approach will also serve as a functional guide for day-to-day maintenance and preservation needs to enact long-term visions and goals for the future of the boat house and site. We propose the following work plan for this project. The resultant deliverable will be revitalized future-proofed landmark that maintains the legacy of the boat house and site with an historic overview, a conditions assessment, prioritized treatment recommendations with associated costs, and a strategy for a phased implementation plan.

Our team proposes to continue with the following methodology to ensure the design of the Belle Isle Boat House is in compliance with the Secretary of Interior Standards for Treatment of Historic Properties.

- 1. **Research, Documentation & Existing Site Conditions Survey**
- 2. **Evaluation of Significance & Integrity**
- 3. **Treatment Recommendations**



Detroit Boat Club rowers racing down the river in front of the boathouse, 1958.



The lobby of the Detroit Boat Club, 1902.

1. RESEARCH, DOCUMENTATION & EXISTING CONDITIONS SURVEY

Developing a comprehensive understanding of the history of the building along with the existing conditions serves as a solid foundation for the team to identify the element of historical significance and their integrity to lead to the recommended and guide the treatment approaches with in the Secretary of Interior Standards.

This phase will include several simultaneous foundational activities:

- ♦ Collection and Review of Archive Drawings and Maintenance Documents.
- ♦ Review of any maintenance contracts or agreements and interviews with those involved in maintenance within the parties involved in the contracts.
- ♦ Plan site investigations.
- ♦ Identify specialized testing and investigation, such as tracing bulk moisture drain systems, collecting mortar samples, performing cleaning mock-ups, and identifying potential destructive investigations.

To develop a full understanding of the original designs of Belle Isle Boathouse, as well as changes over time, the team has reviewed all existing documents and conducted additional research and initial site investigation. This research will supplement information on the site’s history, original construction, and later modifications.

From these materials we will gather selected information necessary to understand the evolution and integrity of the building and grounds, assess their significance, and provide justification for the selected preservation treatment. The following pages describe the activities anticipated to develop the needed documentation and investigation for the project. The exact scope of the destructive investigations and testing will be defined following our initial survey, research, and interviews.

Existing Condition Documentation

To document the current condition of the building and site the team will complete an existing conditions survey.

For the Boat House and bandshell, the survey will address exterior and interior materials, features, and finishes; structure; mechanical, electrical, and plumbing systems; fire detection and life safety code; energy conservation; and hazardous materials. Existing conditions, including deterioration and damage, will be mapped on floor plans, reflected ceiling plans, and elevations.

Landscape documentation will be limited to the immediate Belle Isle site features. All information gathered during the physical investigation will be documented in field notes, sketches, and photographs will be incorporated into the deliverables and were used in developing.

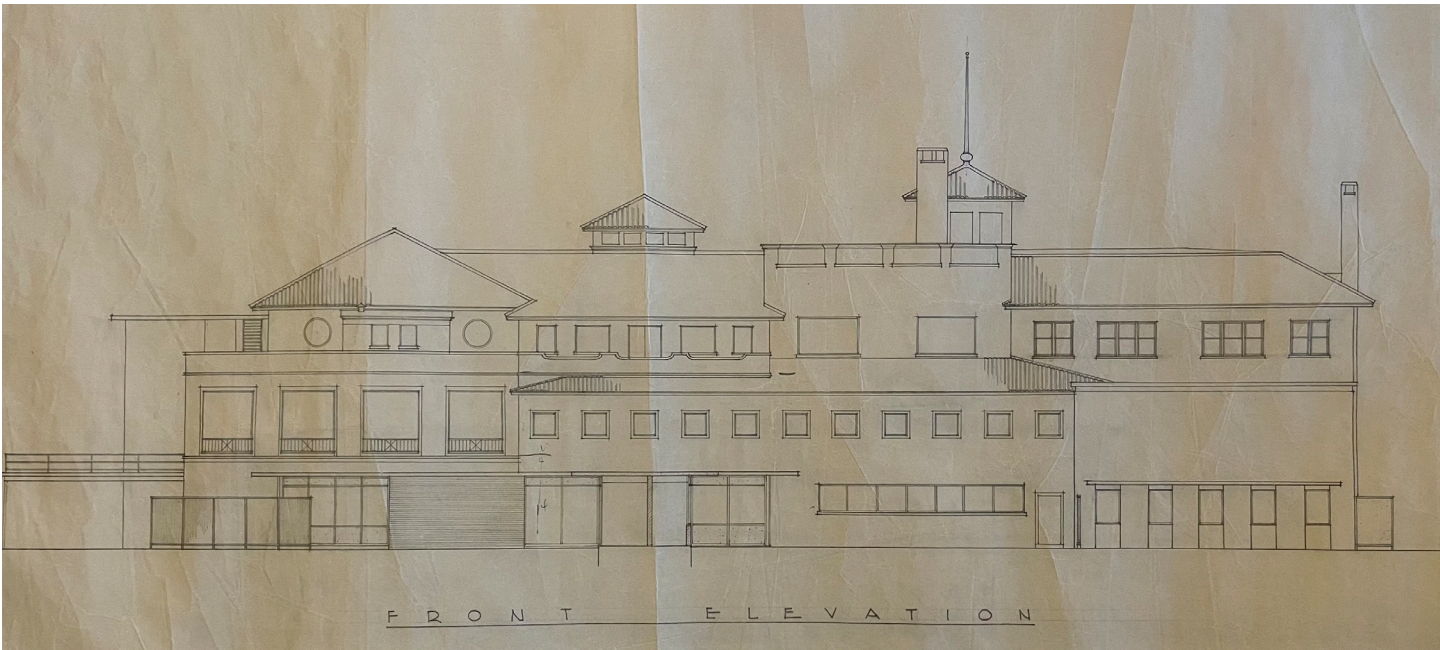
Measured drawings that document existing conditions will be produced using existing drawings, the documentation collected during the field survey, and site investigations. The team believes that laser scanning the exterior and interior of the structures may be a benefit as it can provide a cohesive digital record, 3D

model and rectified photographs for use in future projects. Laser scanning has been included as an optional expense to be added later in the project.

To fully understand existing conditions, such as water infiltration, or the deterioration of the balconies, select removals or destructive investigation is recommended in some locations. This assessment and documentation of the existing conditions will greatly mitigate exposure to unforeseen conditions and challenges.

At the conclusion of this phase we will prepare a Research & Investigations Findings Report that includes the following to inform the final design, assurance of compliance with the Secretary of Interior Standards, and provide needed documentation for the national register nomination document, funding resources and tax credit documentation.

- ◆ Summary of narratives on buildings and site history, context, and the architect.
- ◆ Morphology diagrams illustrating changes over time with initial treatment approach recommendations.
- ◆ Summary of Site Investigation Findings.



A 1954 elevation of plans that were never completed. DBC Archives.



Image: DBC Archives

Based on the pre-proposal visits and our familiarity with the property, we anticipate recommending specific evaluations and testing for boathouse, bandshell, and site, which is presented on the following pages. Some of these may change in scope or may not be required based on a more detailed review of the existing information, interviews, and our initial visual site survey.

Materials Conservation Analysis

Based on initial observations, the team will recommend that material analysis be performed during the investigative portion of the project to inform treatment recommendations. The testing will include: options for cleaning various materials, stucco replacement, and mortar analysis.

HVAC, Plumbing, Electrical, & Information Technology Evaluation

To conduct existing condition assessments of the HVAC, plumbing, and electrical systems for boathouse our engineers will gain a thorough understanding of the existing conditions of the systems, information on the energy conservation, and long-term use goals.

Comprehensive Drainage Study

The team will undertake investigations regarding bulk water management, including investigations of roof surfaces, valleys, step- and counter-flashings, leaders, downspouts, and subsurface drainage. The approach will utilize several team members as issues related to bulk moisture management are often not limited to one detail or feature of the building. A successful approach frequently requires the integration of effective architectural details combined with long-term maintenance and moisture management.

We will evaluate sections of the roof metals of valleys, flashings, etc. using an ultrasonic thickness gauge, to estimate the anticipated remaining service life. As part of our analysis we will complete a photographic and infrared drone survey of all roof surfaces, scope select rain leaders, and survey select portions of the exterior and site walls with an infrared camera to determine paths of water migration. Our proposal includes roof probes and water testing at areas of known leaks. Water testing will be accompanied by observations utilizing infrared thermography in order to minimize the duration of the tests.

Hands-On Investigation of Exterior Masonry Walls

The team will develop an access plan, in order to visually inspect and perform limited destructive investigation of known areas of damage and deterioration. In particular, the walls of the at several locations on the east elevation should be examined carefully due to the cracks observed at the stairs and interior walls.

Site Features Documentation

The team will evaluate the site features including the pools, entrance bridge, and bandshell.

Fire Protection & Life Safety Analysis

An evaluation of fire protection and life safety best practices for the Boathouse and Grounds. It is acknowledged that the building is lawfully existing and does not and cannot meet current building codes/standards without adversely affecting the historic fabric of the buildings and site. NFPA publishes two Codes, NFPA 909 and NFPA 914, that specifically address the protection of Cultural Resources and Historic Structures. These codes focus on improving and maintaining the safety of historic buildings and sites by assessing risk, creating emergency and preservation protocols, and developing fire safety plans by documenting strategies for continued testing, inspection, and continued maintenance. It is anticipated that the team will outline recommendations for fire and life safety improvements that will be categorized as:

- ♦ Risk Assessments
- ♦ Maintenance and Housekeeping
- ♦ Passive Fire/Life Safety Improvements
- ♦ Active Fire/Life safety system (if and where feasible)

The team will evaluate the effectiveness of specific changes to the building (additional exits, reduced/increased occupant loads, etc.) to determine the most effective alterations that may be made with minimal impact to the historic fabric.

2. EVALUATION OF SIGNIFICANCE & INTEGRITY

Archival research and physical evidence will be reviewed to evaluate the historical, architectural, and cultural significance of the property. The evaluation will include a review of the period(s) of primary significance and integrity according to recognized guidance established by the National Park Service. The history and significance of the building will be evaluated to clarify which spaces, elements, and finishes are character-defining and will help inform treatment recommendations. Once significance has been verified, a meeting will be held to discuss the initial findings and how such findings should influence treatment recommendations.

The team will prepare an Evaluation of Significance & Integrity document to inform the design developed, provide information for the national register nomination, and tax credit documentation as follows:

1. Description of significance and confirmation of period of significance.
2. Identification of character-defining features.
3. Development of preservation mapping for the boathouse and site based on the degree of historic significance and architectural integrity. Levels recommend the type of intervention:

- Level 1: Preservation
- Level 2: Rehabilitation
- Level 3: Restoration
- Level 4: New Construction

3. TREATMENT RECOMMENDATIONS

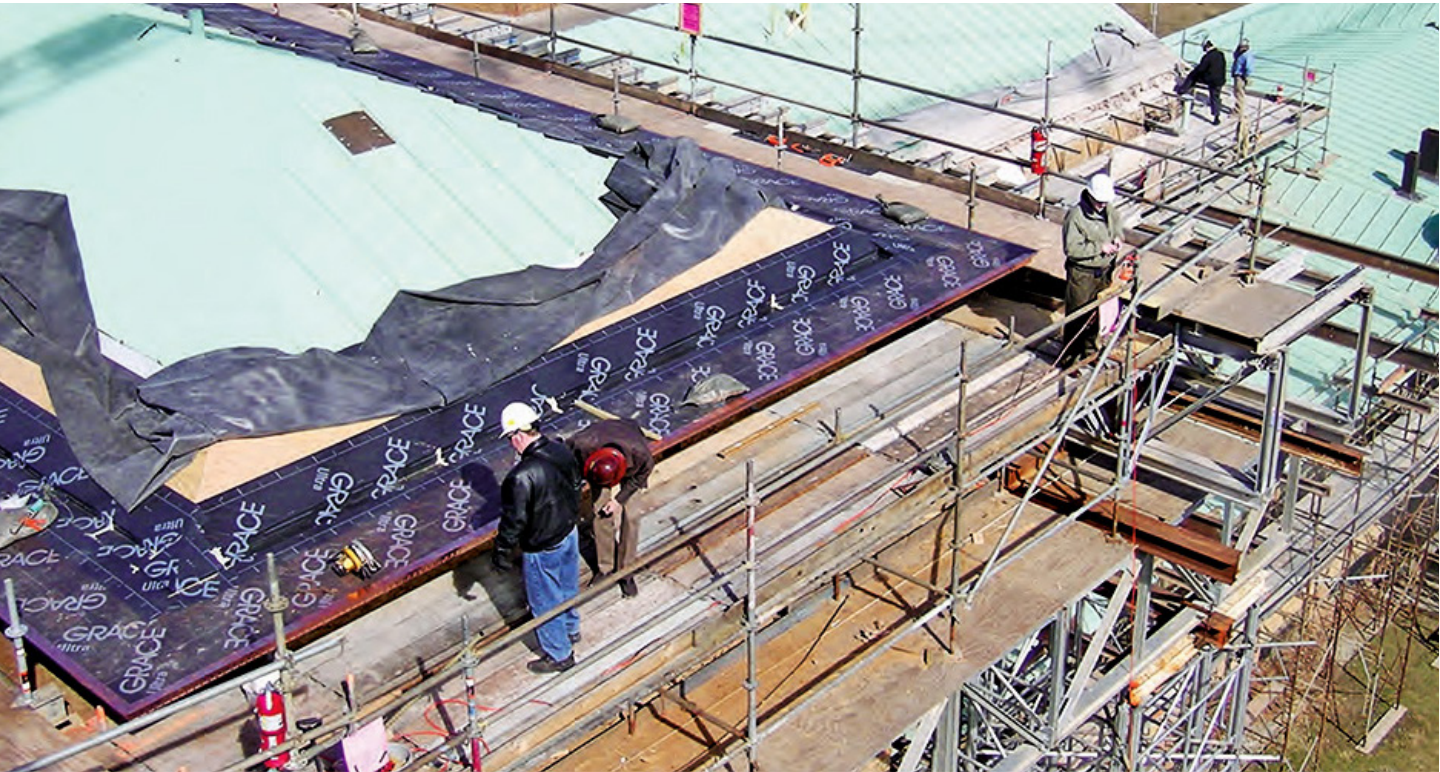
Preservation treatment recommendations are essential to the documentation. The results of the research, existing condition survey, testing, and site investigations will be applied to develop a treatment approach; comprehensive and prioritized list of short-, medium-, and long-term preservation and restoration capital needs; and a plan and budget for routine cyclical maintenance.

Repair and maintenance recommendations will be developed based on the appropriate preservation treatment approach as well as the condition, material, and type of material.

The team will utilize the Secretary of the Interior's Standards for the Treatment of Historic Properties (36 CFR 68) in choosing a treatment approach for each structure evaluated. The process of developing work recommendations will incorporate applicable laws, regulations, codes, and functional requirements, paying specific attention to life safety, fire protection, energy conservation, abatement of hazardous materials, and impact on operations.

Recommendations will be presented in a matrix with photographs and description of existing conditions and estimated cost. The matrix will reference plans and elevations that map the location, extent, and type of damage. Recommended treatments will be organized according to priority, based on condition and deficiency ratings. Recommended treatments may include corrective repairs, which may require professional preservation practitioners, or continued and recurring maintenance that may be accomplished by staff.

The prioritized recommendations, and all requirements for work, will be described and correlated to the recommended phasing for the work to take place. Phasing periods will be established at short-term (0-5 years), medium-term (5-10 years), and long-term (10-20 years) intervals, considering the urgency and nature of the repair. Treatments will also be coordinated with similar or adjacent work into proposed packages to limit affect on operations. A rough order of magnitude estimate for each recommendation will be included in a draft submission of the Treatment Recommendations.



Cranbrook Kingswood School copper roofing replacement by Cass Sheet Metal

THE MARKET

Detroit is a metaphor for America, for America's challenges and America's opportunities. It is a hothouse for new innovation, for ingenuity and risk taking. That doesn't happen in a lot of American cities. We need to be in Detroit because of that.
Darren Walker - Ford Foundation / President

WHY THE GATEWAY

Belle Isle, the “Jewel of Detroit” sits within the 26 mile stretch of the Detroit River between Lake St. Clair and Lake Erie. Located in the waterways center, it has been a source of food and recreational opportunities since the beginning of time. The “Belle Isle Gateway” focus is to not only compliment what the island currently offers but also to act in relation to existing assets which stretch the Detroit Rivers length. With more than 5 million visitors to Belle Isle each year, the renovated boathouse will offer a variety of new opportunities on the beloved inland.



From The Waters Edge

The renovated boathouse will continue to serve as home to the important sailing and rowing programs which serve the local communities. For decades, the Friends of Detroit Rowing, and more recently the Detroit Community Sailing Center, have solely acted as stewards for the site while at the same time promoting water safety and recreation for the local residents. Since a portion of one of the boathouse’s porches collapsed in 2022, their space for programming

has been restricted to the “safe zones” around the building. This has severely limited the impact of those programs. A renovated structure, with modern facilities will increase both those groups and allow for more programming and better opportunities for all involved.



In the midst of a world-class waterway and as prime location for recreational boating, Belle Isle offers no public access point to dock watercraft. The river is a popular destination for water sports, fishing and casual cruising. Within just a few miles either side of the island there are more than a dozen both public and private marinas hosting almost 2,000 boat slips. The Belle Isle Gateway with it’s new food outlets and programming has a built in audience excited for a new island destination.

While congestion on the island is a real concern, it generally surrounds the number of motor vehicles which pass over the MacArthur Bridge. Additional guests which make their way via boat will not impede the often busy roadways.



Blue Economy

Growing Detroit’s “blue economy” has long been on a “most-wanted” list with support from numerous area officials. There are many opportunities for stops from Grosse Ile to Hart Plaza to the Pointes to the east. The Belle Isle Gateway project will be the missing link and serve as a destination for all. Detroit residents and guests alike will enjoy the opportunity to board a water shuttle at any point and make their way to Belle Isle for a day at the park. Regularly scheduled island trams will transport guests from the boathouse docks to the aquarium, conservatory and beyond. A coordinated schedule between shuttle landings and trams stops will help alleviate even more of the vehicle traffic concerns.



Boaters And Non-Boaters Alike

The Belle Isle Gateway will create an engaging outlet for those who like to stay on dry land as well. In as much as there is no spot on the island to dock a boat, there are no permanent year round options for food and drink. The renovated boathouse will be home not only to 3 new eating establishments, but an updated event space. Planned additions to the island include a casual dock and dine outlet with seating along the waterfront as well and a more formal restaurant in the club’s original oak room and an ice cream parlor to cool guests after a summers stay on the island. Guests arriving by “land or sea” will enjoy the public eating opportunities year round. The grounds renovated boathouse will also offer outdoor seasonal courts for bocce in the summer and curling in the winter.

Vendors will be sought for bike, kayak and canoe rental based at the boathouse.



PHASED REACTIVATION

Rome Wasn’t Built in a Day, But They Were Laying Bricks Every Hour
John Heywood - Playwright

As cliché as it sounds, it is undeniable. The redevelopment of the Detroit boathouse is a multi year project with numerous goals to hit along the way. A reactivation plan includes the following aspects of the project with a opening date of summer of 2027.

The process of bringing a 120 year old structure up to modern standards just takes time. The original boathouse construction period spanned just 8 months from the first piling being driven into the river to the ceremonial ribbon cutting. In hindsight, this expeditious building approach is in many ways the cause of the exteriors current poor condition. Our team will carefully remove all of the existing inappropriate material covering the building and repair the brick substructure. This will be vital to protect the integrity of the boathouse interior and it’s original design elements. It’s imperative that the best restoration teams are in place and that their knowledge of proper modern building materials and restoration experience is unmatched.

At the same time, our team will be working closely with the Belle Isle Conservancy, rowers and sailors and seeing that the local community is engaged as an integral part of the programming for the boathouse and its grounds. After more than 100 years as a “private” club, the boathouse will be a stopping point for all visitors to the island. The goal of this redevelopment project is to create a “welcoming” welcome center. The plan will be most effective by making certain that all voices are heard and needs addressed.

Bringing history back to life is the fun part! As with other projects, maintaining the original sense of place in a modernized structure gives guests the best of both worlds. The island is currently lacking in year round restaurant facilities. Plans are in place for a casual dock and dine, formal dining establishment, ice cream parlor and a return to weddings and special events in the original grand ballroom. Each of these will prove to be effective revenue generators to support the maintenance growth of the site. Stuart-Pitman is currently in talks with a successful local restaurant group which is interested in operating at the gateway.

While the atheistic focus will be on the boathouse itself, creating year round activities for guests of the island is imperative. Filling in the olympic sized pool reduce operating expenses and eliminates a liability issue. In it’s place we’ll create additional surface area for bocce courts in the summer, and curling in the winter. The smaller kiddie pool will be home to the Gateway’s model sailboat pond for those too young to sail.

The marina component is vital to the success of the gateway project and teaming with the RCI Group will ensure the long overdue docking point on Belle Isle will be a top destination on the Detroit River. Allowing for seasonal and daily boaters will make the island truly multimodal. Add to this an island “port” for Detroit’s much anticipated Water Taxi and the entire Detroit river takes on a whole new personality.

“**The Olympian Riverside**” is a casual dining outlet and a nod to the rich history of the athletes which have trained and qualified on the waters alongside the banks of Belle Isle. Over the decades 19 rowers representing Detroit and the surrounding communities have qualified and gone on to compete in games across the globe. In addition, the boathouse pool hosted the 1928 Men’s Olympic Swim Trials. The Olympian will seat guests on the first floor of the boathouse with additional outdoor seating and tables along the waterfront.

“**The Oak Room on Belle Isle**” is a more upscale eating establishment which will be high on the list of diners looking for that unique night out or a place to celebrate a special occasion. Located on the second floor in the original members main dining room, the Oak Room celebrates the boathouse history as a place to congregate and enjoy the company of family and friends. Terraces off this space with be much sought after for it’s views of the Belle Isle bridge and the city skyline beyond it.

“**Belle Ice (creams and gelato)**” is that take-out stop which makes any summer outing that much better. Guests to the island can treat themselves to ice cream and other cold treats as the cap to a hot day on the island.

Seasonally, the grounds surrounding the boathouse will be programmed with a myriad of engagements for families to enjoy.

The Olympic Swimming Pool will be reinforced, infilled and mothballed for the potential of future use. In the meantime, planned activities within the outline of the pool will include bocce in the summer and curling as a winter attraction to bring guests to the boathouse on the off season.

The Kiddie Pool will be reinforced and become a model sailboat course for those too young to learn to sail quite yet.



ALTERATIONS & IMPROVEMENTS

This restoration and adaptive reuse project will take full advantage of all available incentive programs.

THE BUILDING

This will be a Historic Tax Credit Project, and therefore the project will adhere to the Secretary of the Interiors Standards for Rehabilitation for much of the existing building and for reconstruction as we bring back elements of the structure that have deteriorated to the point of failure.

The new design follows the original use and intent of the building. By revitalizing the rowing spaces and allowing for the growth of their programs, the Friends of Detroit Rowing can focus their efforts on the design and construction of the new boat storage facility. Updates to the rowing areas on the west side of the building will accommodate indoor rowing training needs (ergs), classrooms, offices, lockers and showering facilities within the existing boat bay.

Alterations to the building as it exists today will include the recreation of important architectural elements dating from the building’s completion in 1902 to the first major addition to the building in 1914. This process will require the listing of the building in the National Register of Historic Places, either by addition to the existing historic district on Belle Isle, or as a stand-alone listing.

Access to historic tax credits will require a high level of preservation and conservation of the contributing features of the building. The Exterior will be restored to the 1914 completion of the primary addition to the east.

This will include the full restoration of many of the character defining features that have been modified or destroyed in the course of 122 years.

These include but are not limited to the following:

- ◆ Stucco
- ◆ Porches
- ◆ Three steel balconies
- ◆ The tower in its original configuration
- ◆ Windows, doors, and other architectural openings
- ◆ Terra cotta details
- ◆ Stone elements

The project will also include the removal of non-conforming construction such as plywood-clad additions and spaces that do not contribute to the historic fabric of the building.

Interior spaces will be addressed through a historic preservation program that also supports our tax credit goals. The western half of the building will, in many ways retain all of its original character defining features such as the ballroom and lobby will be restored and conserved as appropriate. Additionally, several of the original character defining spaces on the east will receive similar attention such as in the Oak Room, where we will recreate the room as it first was opened in 1914. This work will include such features as restored and recreated sculptural items, light fixtures, and several areas for interpretive exhibits to educate visitors about Detroit’s rich history of recreation on the river and promote its continued use.



Existing North Elevation



GRAPHIC LEGEND

-  BRICK REPLACEMENT / RESTORATION STUCCO
-  DEMOLITION
-  RESTORATION
-  REPLACE WINDOW

NORTH ELEVATION

SCALE: 1/8" = 1'-0"

0' 2' 4' 8' 12'

KEYNOTE NUMBER WITH DEFINITION - 1ST COLUMN

1.

Restore Flagpole With
Terracotta Finial Base
2.

Remove 3 Windows (North,
East & West); Repair Opening
3.

New Double Hung Window (2)
4.

New Double Hung Window (1)
5.

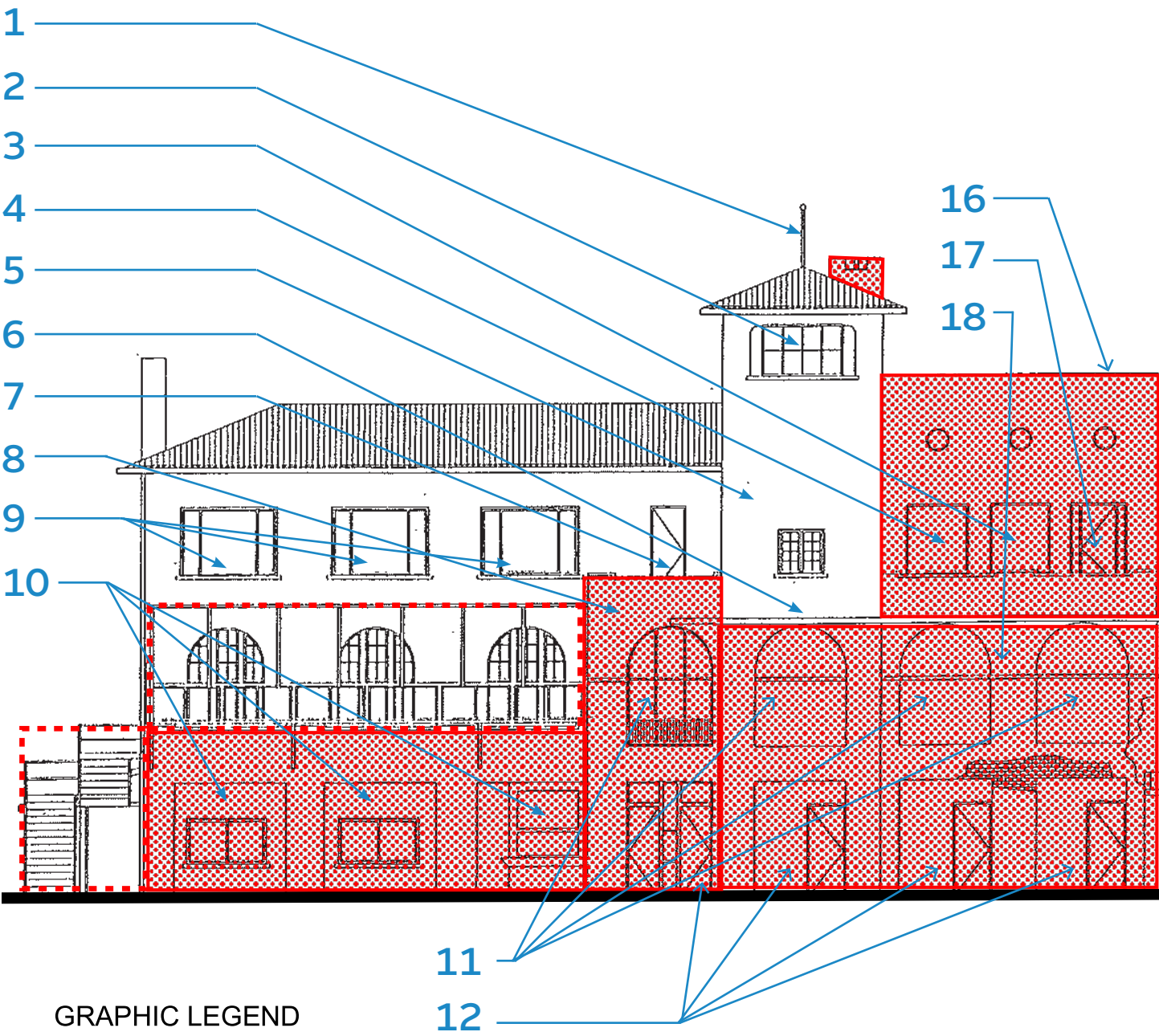
Restore Tower Floor & Install
New Pmma Membrane
6.

To Be Removed
7.

New Replica French Door
8.

Knee Wall Needs To Be
Modify With New Metal
Handrail To Meet Ada
9.

9-Install New Replica
Double Hung Windows



10.

New Full Glass Opening
With French Doors (2)
11.

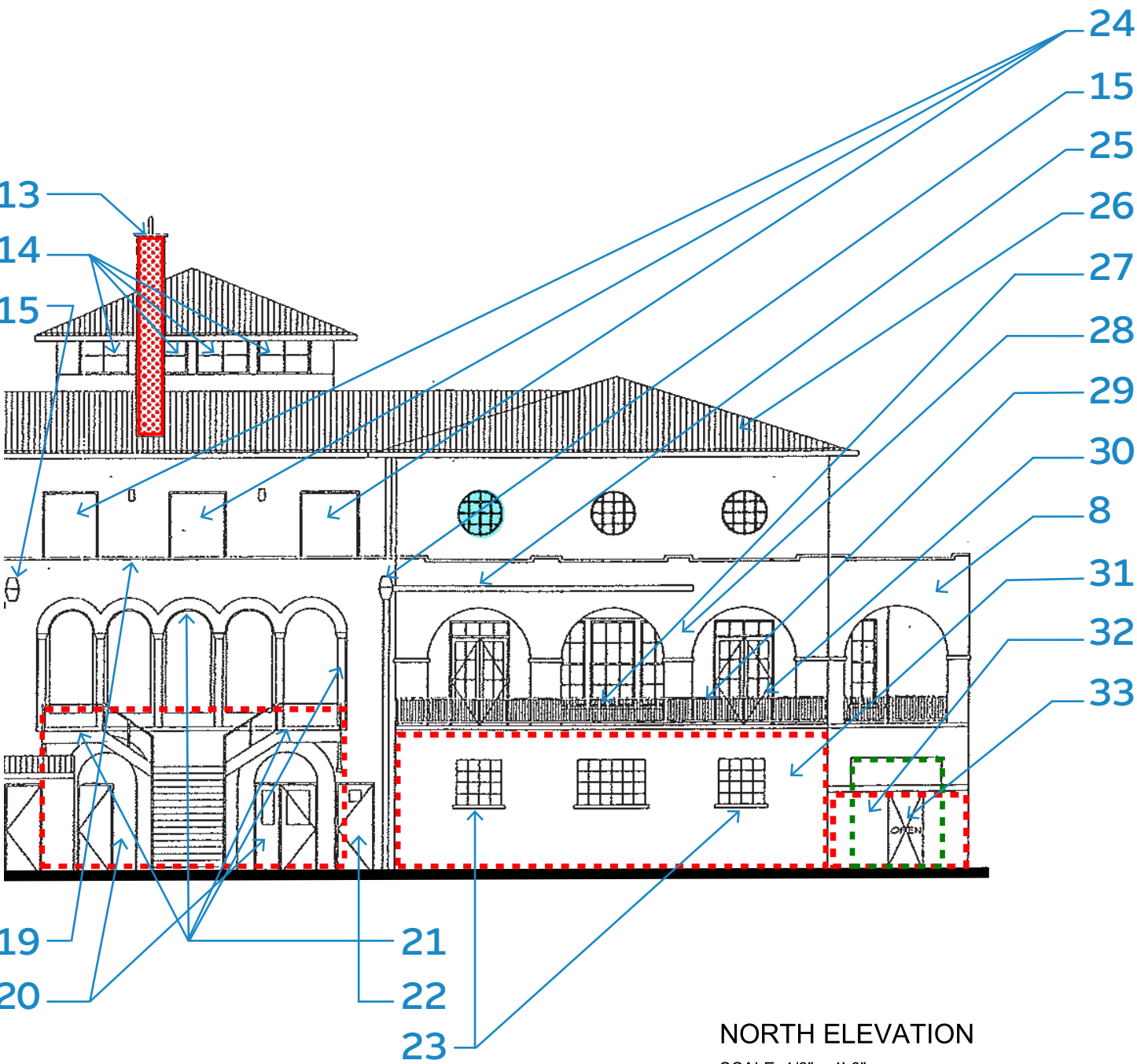
All 4 Windows (Plus 2
More East & West) To
Be Restored To Match Oak
Room Windows; 2 Will Be
Fitted With French Door
12.

New Full Glass Opening
With French Doors (2)
13.

Dismantle Mansonry To
Roof & Rebuilt And Re-
Stucco Chimney
14.

Restore Windows
15.

New Collector Box &
Downspout



NORTH ELEVATION
SCALE: 1/8" = 1'-0"
0' 2' 4' 8' 12'

ALTERATIONS & IMPROVEMENTS

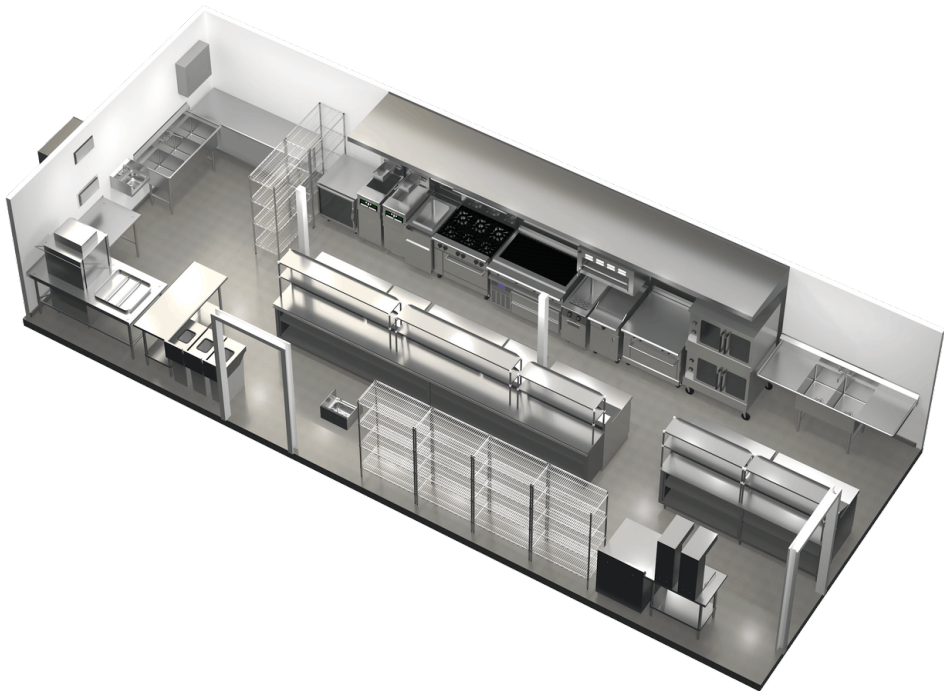
THE BUILDING

New exterior lighting will be incorporated and will also meet the SOI standards, and other regulatory requirements. The new lighting will enhance the views of the historic structure and grounds upon approach to Belle Isle.

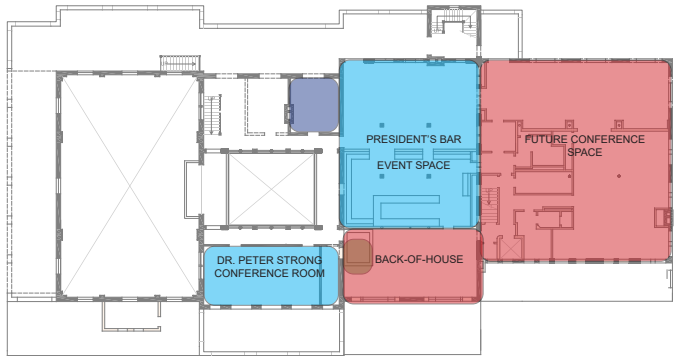
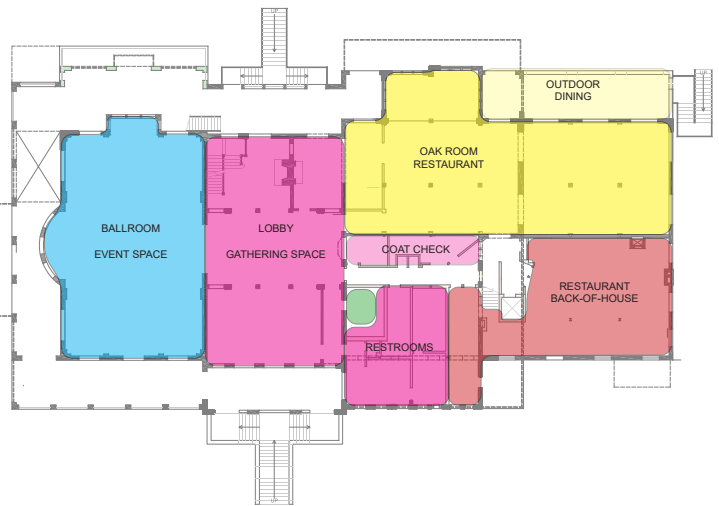
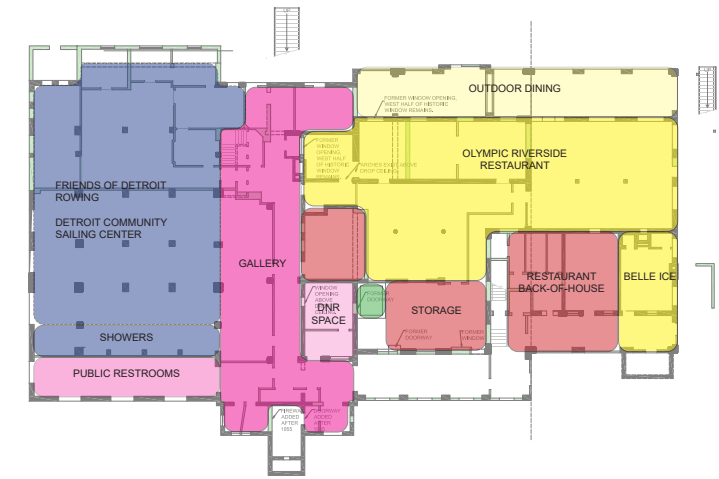
Alterations to the building will be focused on the functional spaces on each floor, kitchen and mechanical spaces will be reconfigured, dining rooms, sitting areas and porches will be reconfigured to match historic conditions wherever possible. New mechanical, electrical and fire protection equipment will be minimized and concealed to the greatest extent possible to impact character defining features to the least extent. Modifications will also be made to meet current codes, working with local and state officials to minimize impact. For example, a new elevator will be installed to promote full access to all levels of the building. This will occur in existing utility space that is adjacent to the historic lobby.



Example of outdoor lighting improvements



Example of kitchen improvements



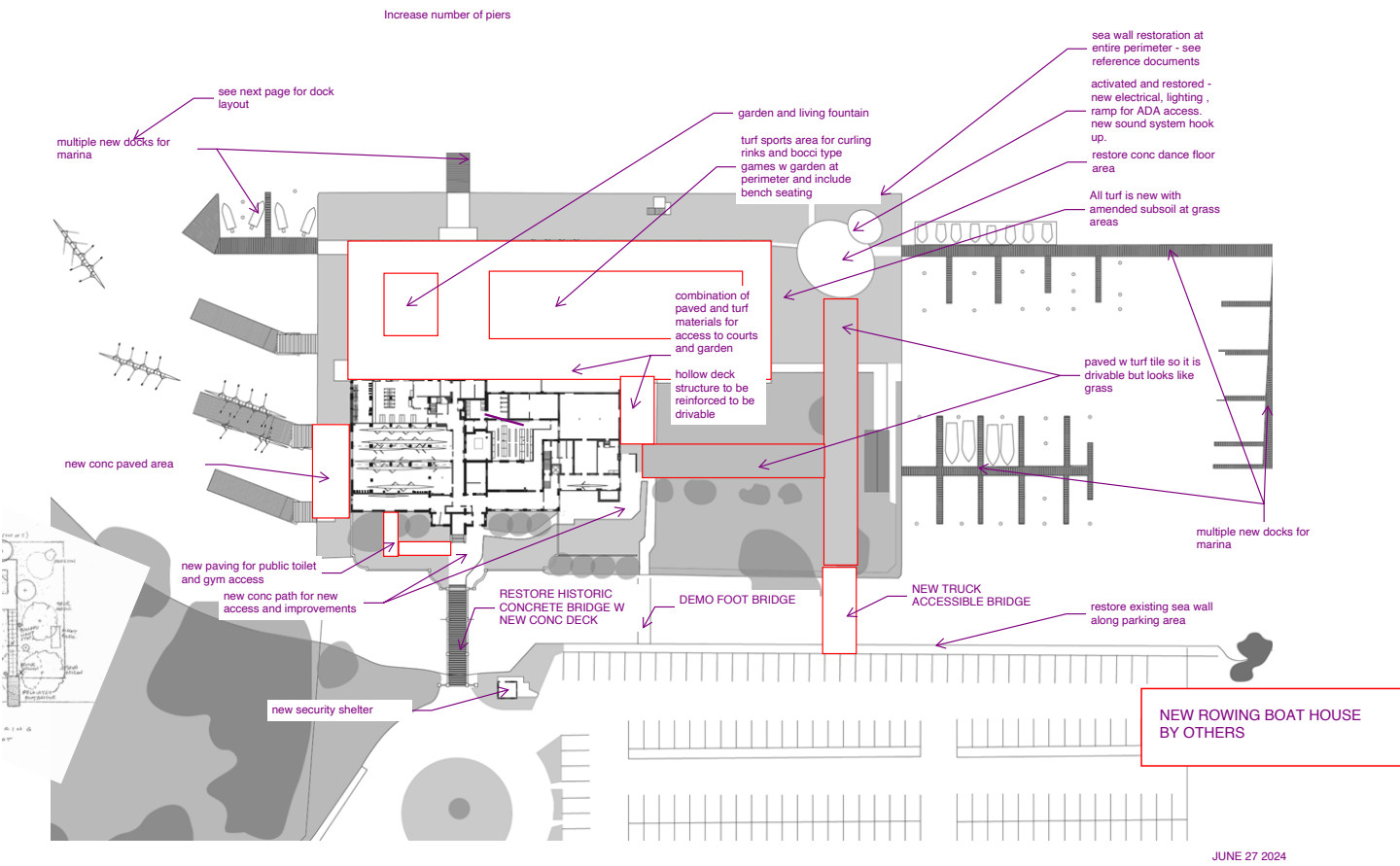
ALTERATIONS & IMPROVEMENTS

The Belle Isle site presents some of the most exciting opportunities to reinvigorate the historic structure.

THE SITE

Through developing outdoor space that connects the public to the Detroit River, the project will find the basis of the longest-term, most sustainable, future use. The pools are being envisioned as four-season attractions and act as the center of the outdoor multi-use facility that includes the existing bandshell and a large green space that will be used for overflow activities. Historic elements of the site will be restored and retained including the guardrails and bridges.

The dock areas will be restored to provide access from Belle Isle to the river (and from the river to Belle Isle) for boaters wanting to visit Belle Isle and all its beautifully restored amenities. This restored historic Boathouse will be the gateway to thousands of visitors. Non-motorized boating will continue to be a feature of the Boathouse as the Friends of Detroit Rowing and the Detroit Community Sailing Center will continue to operate programming from the building.



THE GATEWAY MARINA

The opportunity to build a world-class marina on the banks of the Detroit River is buoyed teaming with the RCI Group. Their extensive portfolio not only boasts of waterfront developments from Boston to San Diego, but also includes multiple retail and residential projects. The knowledge and experience RCI brings to Belle Isle is unmatched in the industry.

Together, we will do survey of the water depths within the platted area and test a few borings to determine anchor pile lengths which will be required. This will provide the baseline for slip/ vessel size & draft and will determine amount (cubic yards) of dredged material that will be created. Given (if clean) dredged material can be fill for the pools and raise site grade both shoreward and on site, then depending on final site plan. This will also avoid/reduce hauling and/ or need for finding additional fill.

Because the Gateway location and product offering will be unique to the market, Dockage Rates should reflect that.

- ◆ **Transient** - **\$3.75 - \$4.50** per foot + electric
- ◆ **Seasonal** - **\$200.00 - \$275.00** per foot + electric
- ◆ **Dock & Dine** - **\$1.00** per foot with a 4 hour limit

Based upon the planned marina dock layout that was attached to the schedule of costs the following is a breakdown of the intended vessel sizes for each of the piers.

- ◆ **Pier A & A1** - Staging areas for rowing club boats enabling launching and retrieving
- ◆ **Pier B** - 25 slips for vessels 35 - 40'
- ◆ **Pier C** - 250 ft. Side to dock & dine (*any length*) 6 slips for vessels 50 - 60'; 6 slips for vessels 40 - 50'. (*either seasonal or dock and dine*)
- ◆ **Pier D** - 200 ft. of side to Dock and dine (*any length*), 6 slips for 40 - 50'; 7 slips for 35 - 40' vessels (*either seasonal or dock and dine*)
- ◆ **Pier E & F** - 32 slips for vessels 20 - 30' both seasonal, sailing school and rowing patrol vessels
- ◆ **Pier G** - Sailing school staging area

Prior to the necessary surveys and detailed site plans, below are approximate estimates for the development of the 8 piers alongside the Detroit river.

Development of the marina in conjunction with the rehabilitation of the boathouse will create a world-class destination.

DOCK LOCATION	DOCK/TYPE	FLOATING DOCKS (1)					PILE		TOTAL COST	
		LENGTH	WIDTH	UTILITIES	\$/SQ.FT.	TOTAL COST	# OF PILES	COST/PILE	TOTAL	INSTALLED
PIER A	STAGING	70	10	N/A	\$100	\$70,000	6	\$5,000	\$30,000	\$100,000
	STAGING	140	10	N/A	\$100	\$140,000	10	\$5,000	\$50,000	\$190,000
PIER A1	STAGING	120	10	N/A	\$100	\$120,000	4	\$5,000	\$20,000	\$140,000
PIER B	MAIN	360	10	30/50 AMP	\$250	\$900,000	12	\$5,000	\$60,000	\$960,000
	FINGERS	560	5	N/A	\$85	\$238,000	24	\$4,000	\$96,000	\$334,000
PIER C	MAIN	460	10	50/50 AMP	\$250	\$1,150,000	12	\$5,000	\$60,000	\$1,210,000
	FINGERS	220	5	N/A	\$85	\$93,500	10	\$4,000	\$40,000	\$133,500
PIER D	MAIN	360	10	50/50 AMP	\$250	\$900,000	7	\$5,000	\$35,000	\$935,000
	FINGERS	200	5	N/A	\$85	\$85,000	11	\$4,000	\$44,000	\$129,000
PIER E	MAIN	360	10	30/50 AMP	\$250	\$900,000	6	\$5,000	\$30,000	\$930,000
	FINGERS	315	5	N/A	\$85	\$133,875	16	\$3,500	\$56,000	\$189,875
PIER F	MAIN	200	10	30/30 AMP	\$235	\$470,000	16	\$5,000	\$80,000	\$550,000
	FINGERS	180	5	N/A	\$85	\$76,500	14	\$3,500	\$49,000	\$125,500
PIER G	STAGING	160	10	N/A	\$100	\$160,000	4	\$5,000	\$20,000	\$180,000
ESTIMATED TOTAL COST OF DOCKS										\$6,106,875

NOTE 1. COST INCLUDES INSTALLED DOCKS ATTACHED TO PARCEL OF BOAT HOUSE LAND. NO PROVISION HAS BEEN INCLUDED FOR THE REQUIRED CONNECTIONS TO THE ON LAND SOURCES OF WATER AND POWER NECESSARY FOR THE OPERATION OF DOCKS.

NOTE 2. NOTHING IN THIS ESTIMATE ADDRESSES THE DETERIATED CONDITION OF THE VERTICAL SEAWALL THAT CREATES AND FORMS THE PERIMETER OF THE LAND CONTAINED IN THE PENINSULA. IF THIS SEA WALL REQUIRES REPAIR AND OR REPLACEMENT, A VERTICAL SHEETPILE SEAWALL WITH A CEMENT CAP (ASSUMING 20-30 FOOT SHEET WITH PROPER TIE BACKS) IS ESTIMATED TO RUN \$3,000-\$4,000. A RUNNING FOOT,

BUSINESS PLAN

EXECUTIVE SUMMARY

DEVELOPMENT -	The Belle Isle Gateway at the Detroit Boathouse		
LOCATION -	East Picnic Way, Detroit, MI 48207		
DEVELOPMENT ENTITY -	Belle Isle Boathouse Holding, LLC		
DEVELOPER -	Stuart Pitman, LLC		
MARINA DEVELOPER -	RCI Group		
ARCHITECTS -	InSite Consulting Architects SBE		
SPECIFICATIONS -	3 Floors located on 1 acre parcel island off Belle Isle		
	♦ Mixed Use		
	♦ Recreational / gym		
	♦ Food outlets		
	♦ Event space		
	Gross Rentable Area: 34,000 SF		
	Parking: 191 spaces		
	Zoning: State Park		
CONSTRUCTION START -	June 2025		
COMPLETION -	June 2027		
CAPITAL STRUCTURE -	Estimates as of 7/28/24	Budget	\$30 million
	Investor Equity		\$6 - 7 million
	Conventional Financing		\$16 - 18 million
	Donations / Grants		\$9 - 10 million

Project Summary Table for Gap Financing

Project Specifics	Description
Act 381, as amended Brownfield Qualifying Criteria	Functionally Obsolete and/or Facility – BEA need to be filed, as appropriate
Base Initial TV 2024	\$0
Total Capital Investment	~\$25,000,000- \$35,000,000
Incremental Increase in TV 2027 full absorption	TBD
Total Eligible Activities to be funded through TIF	~\$10,000,000
Years to payback Eligible Activities	~30 years, inclusive of capture for LBRF
EGLE Department Specific Eligible Activities (BEA Activities, Due Care Activities, Response Activities, Hazardous Materials pre-demolition survey, Hazardous Materials removal, demolition)	~\$2,500,000 plus interest at 5% fixed simple -TBD
MSF Eligible Activities (Demolition, site preparation, public and private Infrastructure Improvements)	~\$7,000,000 plus interest at 5% fixed simple - TBD
OPRA tax abatement	TBD
EGLE Grant for Due Care and Response Activities	\$1 Million
MEDC CRP and/or RAP funding	\$1 – 5 Million
MDNR Grants and Loans	TBD (currently \$2M committed)
Other gap Financing	TBD
History on Taxable Value	Publicly owned \$0 TV

OPERATING BUDGET

Association Name:	Detroit BoatHouse													
Budget Year:	2027													
Date Last Updated:	7/27/24													
Total Unit Count:	0													
Description	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL	PER
INCOME														
Formal Dining	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 229,500	\$ 229,500	\$ 229,500	\$ 229,500	\$ 229,500	\$ 229,500	\$ 136,000	\$ 1,513,000	
Marina Income	\$ -0	\$ -0	\$ -0	\$ -0	\$ 38,783	\$ 39,783	\$ 39,783	\$ 39,783	\$ 39,783	\$ 39,783	\$ 14,583	\$ -0	\$ 252,283	
Bike Rentals	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Bocce Ball	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ -0	\$ 21,000	
Paddle Board / Kayak Rentals	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ -0	\$ -0	\$ 5,000	
Winter Curling	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 400	\$ 400	
3rd Floor Bar	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 14,000	
Dock and Dine	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 16,250	\$ 16,250	\$ 16,250	\$ 16,250	\$ 16,250	\$ 11,225	\$ 11,225	\$ 103,700	
Duffy Rentals	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ -0	\$ 18,000	
NSF Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Violation Fines	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Weddings	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 133,250	\$ 133,250	\$ 133,250	\$ 133,250	\$ 133,250	\$ 133,250	\$ 133,250	\$ 932,750	
Corporate Events	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 56,000	
0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL INCOME	\$ -	\$ -	\$ -	\$ -	\$ 38,783	\$ 436,283	\$ 436,283	\$ 436,283	\$ 436,283	\$ 436,283	\$ 405,058	\$ 290,875	\$ 2,916,133	
EXPENSES														
INSURANCE														
Property Insurance	\$ -0	\$ -0	\$ -0	\$ -0	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 24,000	
Insurance - Other	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Insurance Claims	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL INSURANCE	\$ -0	\$ -0	\$ -0	\$ -0	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 24,000	
OPERATING EXPENSES														
COGS	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 174,271	\$ 174,271	\$ 174,271	\$ 174,271	\$ 174,271	\$ 174,271	\$ 68,429	\$ 1,114,056	
Gas	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Water/Sewer	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Labor	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Rent	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 35,000	
Credit Card Processing Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 13,125	\$ 13,125	\$ 13,125	\$ 13,125	\$ 13,125	\$ 3,311	\$ 3,311	\$ 72,249	
Marketing	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 35,000	
Utilities	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 28,000	
Maintenance	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 14,000	
Software Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 9,800	
Linens	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ -0	\$ -0	\$ 2,000	
Cleaning	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 4,200	
Contingency	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 7,000	
Breakage	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Team Building	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 2,917	
Trash Removal	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 2,800	
Pest Control	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 2,450	
Wages and Benefits	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 525	
0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
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0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL CAM	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 208,038	\$ 208,038	\$ 208,038	\$ 208,038	\$ 208,038	\$ 197,824	\$ 91,982	\$ 1,329,996	
ADMINISTRATION														
Management Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Onsite Office Expense	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
On-Site Wages & Benefits	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Accounting Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Professional Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Bank Charges	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Legal Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Legal Collection Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Advertising/Marketing	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Community Relations	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Other Admin Expenses	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL ADMINISTRATION	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL EXPENSES	\$ -0	\$ -0	\$ -0	\$ -0	\$ 3,000	\$ 211,038	\$ 211,038	\$ 211,038	\$ 211,038	\$ 211,038	\$ 200,824	\$ 94,982	\$ 1,353,996	
PROPERTY NOI	\$ -0	\$ -0	\$ -0	\$ -0	\$ 35,783	\$ 225,245	\$ 225,245	\$ 225,245	\$ 225,245	\$ 225,245	\$ 204,234	\$ 195,894	\$ 1,562,137	
LOAN PROCEEDS														
Loan Proceeds (NOTES PAYABLE)	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL LOAN PROCEEDS	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
DEBT SERVICE														
Principal	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Interest	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL DEBT SERVICE	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
RESERVE CONTRIBUTION														
Reserve Contribution	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL RESERVE CONTRIBUTION	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL CASH FLOW	\$ -0	\$ -0	\$ -0	\$ -0	\$ 35,783	\$ 225,245	\$ 225,245	\$ 225,245	\$ 225,245	\$ 225,245	\$ 204,234	\$ 195,894	\$ 1,562,137	
BUDGETED CAPITAL EXPENSES FROM RESERVE														
TOTAL CAPITAL EXPENSE-BLDG	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
CASH ANALYSIS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC		
EST Balance as of 12.31.26														
Cash in Checking Account (Balance plus total cash flow)	-	-	-	-	35,783	261,028	486,273	711,518	936,764	1,162,009	1,366,243	1,562,137		
EST Balance as of 12.31.26														
Cash in Reserve Account (Bal. less CapX plus Reserve Funding from Checking Acct.)	-	-	-	-	-	-	-	-	-	-	-	-		
Total Cash on Hand	-	-	-	-	35,783	261,028	486,273	711,518	936,764	1,162,009	1,366,243	1,562,137		

Association Name:		Detroit BathHouse													
Budget Year:		2027													
Date Last Updated:		7/27/24													
Total Unit Count:		0													
Description		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL	PER
INCOME															
Formal Dining		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 229,500	\$ 229,500	\$ 229,500	\$ 229,500	\$ 229,500	\$ 229,500	\$ 136,000	\$ 1,513,000	
TOTAL INCOME		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 362,750	\$ 362,750	\$ 362,750	\$ 362,750	\$ 362,750	\$ 362,750	\$ 269,250	\$ 3,112,000	
EXPENSES															
INSURANCE															
Property Insurance		\$ -0	\$ -0	\$ -0	\$ -0	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 12,000	
Insurance - Other		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Insurance Claims		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL INSURANCE		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 10,500	
OPERATING EXPENSES															
COGS		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 77,286	\$ 77,286	\$ 77,286	\$ 77,286	\$ 77,286	\$ 77,286	\$ 45,799	\$ 509,512	
Rent		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 24,500	
Credit Card Processing Fees		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 3,740	\$ 3,740	\$ 3,740	\$ 3,740	\$ 3,740	\$ 2,216	\$ 2,216	\$ 23,130	
Marketing		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 14,000	
Utilities		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 14,000	
Maintenance		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 7,000	
Software Fees		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 4,900	
Linens		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 4,200	
Cleaning		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 2,100	
Contingency		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,500	
Breakage		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 1,750	
Team Building		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 1,750	
Trash Removal		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 1,400	
Pest Control		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 1,225	
Wages and Benefits		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 59,752	\$ 59,752	\$ 59,752	\$ 59,752	\$ 59,752	\$ 59,752	\$ 59,752	\$ 418,262	
TOTAL CAM		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 152,252	\$ 152,252	\$ 152,252	\$ 152,252	\$ 152,252	\$ 150,728	\$ 119,242	\$ 1,031,229	
ADMINISTRATION															
Management Fees		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Onsite Office Expense		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
On-Site Wages & Benefits		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Accounting Fees		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Professional Fees		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Bank Charges		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Legal Fees		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Legal Collection Fees		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Advertising/Marketing		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Community Relations		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Other Admin Expenses		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL ADMINISTRATION		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL EXPENSES		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 153,752	\$ 153,752	\$ 153,752	\$ 153,752	\$ 153,752	\$ 152,228	\$ 120,742	\$ 1,041,729	
PROPERTY NOI		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 208,998	\$ 208,998	\$ 208,998	\$ 208,998	\$ 208,998	\$ 210,522	\$ 148,509	\$ 1,404,021	
LOAN PROCEEDS															
Loan Proceeds (NOTES PAYABLE)		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL LOAN PROCEEDS		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
DEBT SERVICE															
Principal		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Interest		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL DEBT SERVICE		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
RESERVE CONTRIBUTION															
Reserve Contribution		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL RESERVE CONTRIBUTION		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL CASH FLOW		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 208,998	\$ 208,998	\$ 208,998	\$ 208,998	\$ 208,998	\$ 210,522	\$ 148,509	\$ 1,404,021	
BUDGETED CAPITAL EXPENSES FROM RESERVE															
TOTAL CAPITAL EXPENSE-BLDG		\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
CASH ANALYSIS		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC		
EST Balance as of 12.31.26															
Cash in Checking Account		-	-	-	-	-	208,998	417,996	626,995	835,993	1,044,991	1,255,513	1,404,021		
(Balance plus total cash flow)															
EST Balance as of 12.31.26															
Cash in Reserve Account		-	-	-	-	-	-	-	-	-	-	-	-		
(Bal. less CapX plus Reserve Funding from Checking Acct.)															
Total Cash on Hand		-	-	-	-	-	208,998	417,996	626,995	835,993	1,044,991	1,255,513	1,404,021		

Association Name:		Detroit BoatHouse												
Budget Year:		2027												
Date Last Updated:		7/27/24												
Total Unit Count:		0												
														
Description	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL	PER
INCOME														
Dock and Dine	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 16,250	\$ 16,250	\$ 16,250	\$ 16,250	\$ 16,250	\$ 11,225	\$ 11,225	\$ 103,700	
TOTAL INCOME	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 379,000	\$ 379,000	\$ 379,000	\$ 379,000	\$ 379,000	\$ 373,975	\$ 280,475	\$ 3,989,200	
EXPENSES														
INSURANCE														
Property Insurance	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 10,500	
Insurance - Other	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Insurance Claims	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL INSURANCE	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 10,500	
OPERATING EXPENSES														
COGS	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 96,986	\$ 96,986	\$ 96,986	\$ 96,986	\$ 96,986	\$ 96,986	\$ 22,630	\$ 604,544	
Rent	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 17,500	
Credit Card Processing Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 9,386	\$ 9,386	\$ 9,386	\$ 9,386	\$ 9,386	\$ 1,095	\$ 1,095	\$ 49,118	
Marketing	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 21,000	
Utilities	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 14,000	
Maintenance	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 7,000	
Software Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 4,900	
Linens	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 4,200	
Cleaning	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 2,100	
Contingency	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,500	
Breakage	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 1,750	
Team Buijlding	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 1,167	
Trash Removal	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 1,400	
Pest Control	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 1,225	
Wages and Benefits	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 38,917	\$ 38,917	\$ 38,917	\$ 38,917	\$ 38,917	\$ 38,917	\$ 38,917	\$ 272,417	
0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL CAM	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 156,680	\$ 156,680	\$ 156,680	\$ 156,680	\$ 156,680	\$ 148,389	\$ 74,033	\$ 1,005,821	
ADMINISTRATION														
Management Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Onsite Office Expense	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
On-Site Wages & Benefits	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Accounting Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Professional Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Bank Charges	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Legal Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Legal Collection Fees	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Advertising/Marketing	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Community Relations	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Other Admin Expenses	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL ADMINISTRATION	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL EXPENSES	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 158,180	\$ 158,180	\$ 158,180	\$ 158,180	\$ 158,180	\$ 149,889	\$ 75,533	\$ 1,016,321	
PROPERTY NOI	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 220,820	\$ 220,820	\$ 220,820	\$ 220,820	\$ 220,820	\$ 224,086	\$ 204,942	\$ 1,533,129	
LOAN PROCEEDS														
Loan Proceeds (NOTES PAYABLE)	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL LOAN PROCEEDS	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
DEBT SERVICE														
Principal	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
Interest	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL DEBT SERVICE	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
RESERVE CONTRIBUTION														
Reserve Contribution	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL RESERVE CONTRIBUTION	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
TOTAL CASH FLOW	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ 220,820	\$ 220,820	\$ 220,820	\$ 220,820	\$ 220,820	\$ 224,086	\$ 204,942	\$ 1,533,129	
BUDGETED CAPITAL EXPENSES FROM RESERVE														
TOTAL CAPITAL EXPENSE-BLDG	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	\$ -0	
CASH ANALYSIS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC		
EST Balance as of 12.31.216														
Cash in Checking Account	-	-	-	-	-	220,820	441,641	662,461	883,281	1,104,102	1,328,188	1,533,129		
(Balance plus total cash flow)														
EST Balance as of 12.31.26														
Cash in Reserve Account	-	-	-	-	-	-	-	-	-	-	-	-		
(Bal. less CapX plus Reserve Funding from Checking Acct.)														
Total Cash on Hand	-	-	-	-	-	220,820	441,641	662,461	883,281	1,104,102	1,328,188	1,533,129		

[illegible]

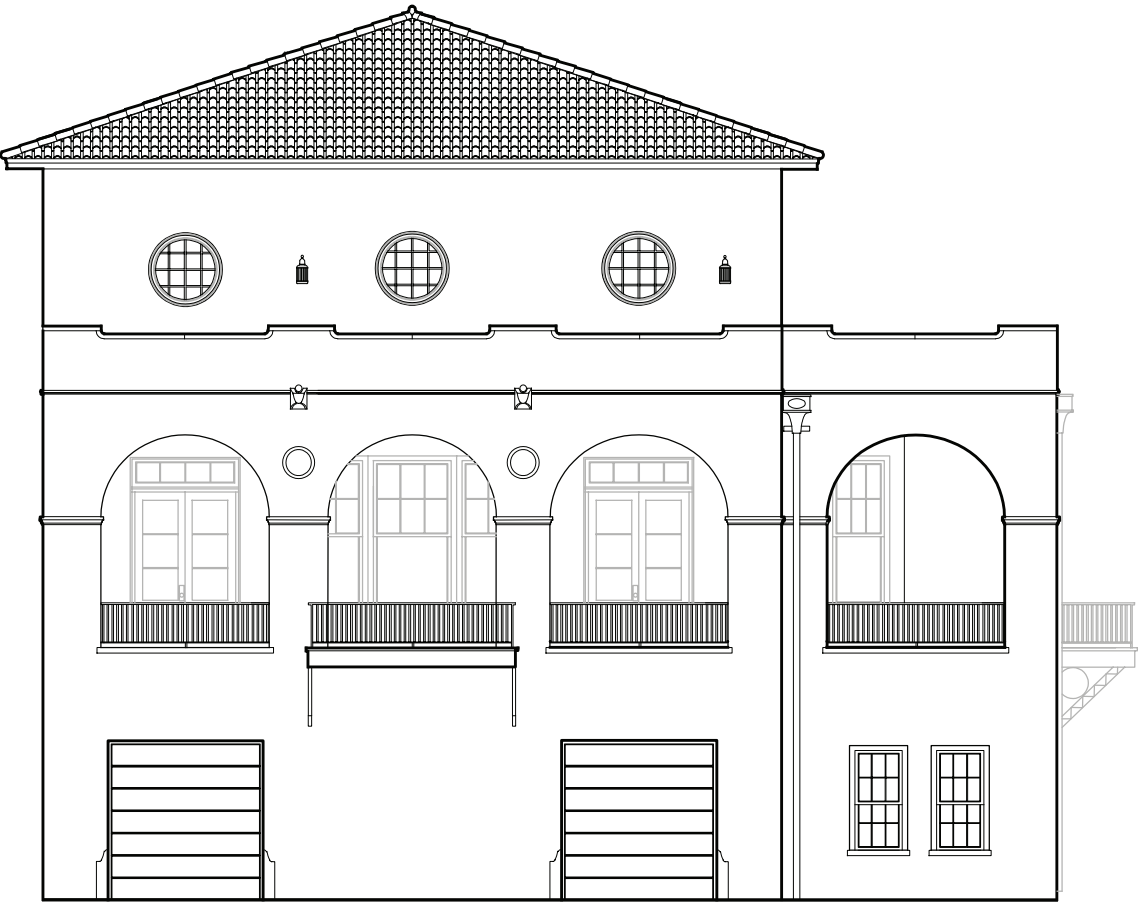


Image: Lindsey Cook

2



ORGANIZATIONAL & FINANCIAL CAPACITY



TEAM ORGANIZATION

OVERVIEW

The legal structure is designed to ensure that the Belle Isle Boathouse benefits from a mix of nonprofit, for-profit and public assistance, thus leveraging all available resources for the renovation and continued operation of this historic structure. Ultimately, we plan to create a new nonprofit organization which will be charged with managing the boathouse long-term. We believe that this operational model is consistent with ensuring public use, while also providing opportunities for the philanthropic and for-profit communities to contribute necessary capital for the renovations.

The boathouse would be managed by Belle Isle Boathouse Management, Inc., a Michigan non profit corporation (BIB Management) as described below.

FINANCING

Ultimately, our estimates indicate that approximately \$30 million will be needed to renovate the boathouse and to restore it to operational status. In order to ensure that all necessary funds are leveraged and available, we will need to pursue funding from a variety of public, philanthropic and private sources.

For a traditional renovation project, the property's owner would secure bank financing for the project, likely with a 20% down payment and regular monthly payments thereafter. However, because the City of Detroit owns the boathouse and the State of Michigan Department of Natural Resources (DNR) leases it, this option is not fully available to the project, as BIB Management will not be able to utilize the boathouse as collateral. Instead, our team anticipates that a commercial bank would require additional collateral or a larger down payment.

Given this information, the project anticipates securing the needed \$30 million in the following manner:

- ♦ **Securing approximately \$8 - 10 million in grants and donations, which will be solicited by BIB Management;**
- ♦ **Attracting \$6 - 7 million from the private sector in the form of investments in key aspects of the project; and**
- ♦ **Pursuing a \$16 - 18 million conventional bank loan, which would be sought and secured by the BIB Management board of trustees and management team**

PUBLIC TAX CREDITS

The entirety of Belle Isle is listed on the National Register of Historic Places. Accordingly, qualified investments to renovate properties on the island are eligible for federal income tax rehabilitation credits. These generous credits provide a significant incentive for private investors.¹

Typically, tax rehabilitation credits are realized over a period of five years. In order to incentivize private investors to feel confident in investing in the project, a separate for-profit limited liability company, Belle Isle Boathouse Holding, LLC (BIB Holding) will be created. BIB Holding will be the entity which will serve as the lessee for the master lease with the DNR and the City of Detroit.

The BIB Management board of trustees will retain a 51% voting interest in BIB Holding, and would also serve as the LLC manager; any private investor(s) would retain a 49% voting interest. Accordingly,

BIB Management would have control over BIB Holding, thus ensuring that the Belle Isle Boathouse is effectively managed by the nonprofit entity. Ultimately, we believe that BIB Management and the private investor(s) would both contribute to the renovation financing. However, BIB Holding is the entity which will supervise the renovations.

As long as BIB Holding complies with IRS “safe harbor” requirements, it can divide profits and the tax credit in a different proportion than voting rights, and that proportion can vary over time. To ensure that the tax credits are realized by the private investor, who can use them, and not by BIB Management, which has no use for them as a nonprofit entity that doesn’t pay property taxes, we believe that the private investor(s) will receive 99% of profits and 99% of the tax credit for the first five years, and BIB Management will receive 1% of the profits and credit.² After five years, when the credit is exhausted, the situation would essentially reverse: BIB Management will receive 95% of profits and any private investor(s) would receive 5%, unless a separate arrangement is agreed upon by both entities. Given that profits are expected to be minimal during the first years of the renovated Boat House’s operation, we believe it is likely that profit will not be the driving incentive for private investors; the incentive will likely be the tax credits. Accordingly, the private investor(s) would have the option to exit BIB Holding after five years, i.e. after exhausting the tax credit, which would leave BIB Management with full profits rather than 95%.

LEASE STRUCTURE

The City of Detroit owns the boathouse and currently leases it to the Michigan DNR as part of the general lease of Belle Isle executed in 2013. The lease between the DNR and the City has an initial 30 year term, with two 15-year renewal terms possible should both parties agree. At present, this assures that the agreement will run through 2073, unless the City or the DNR opts out at the end of a term.

Consistent with the tax credit structure, BIB Holding proposes to enter into a separate lease agreement for the Belle Isle Boathouse with both the DNR and the City of Detroit. To fulfill BIB Management’s long-term goals, and in order for BIB Holding to claim the tax credits, a 99-year lease of the boathouse is necessary. Because this period extends beyond the 19 years remaining in the DNR’s guaranteed term, both the City of Detroit and the DNR will need to be willing to modify the current lease. We ask that the DNR and the city subdivide the boathouse lease from the main Belle Isle lease and commit to terms that encompass a 99-year period, with appropriate provisions for the parties to exit the agreement at set intervals.

Currently, the nonprofit Friends of Detroit Rowing, Inc. (FODR), leases parts of the boathouse from the DNR, with a lease that runs until 2045. However, in discussions with the FODR leadership team, it is clear that the organization believes it will benefit greatly from the proposed improvement and renovation plan. FODR has indicated that it is willing to terminate its current lease and enter a sublease for the rowing facilities with BIB Holding for a similar term, essentially becoming a subtenant. To further induce FODR to become a subtenant and to ensure that it has a voice in the boathouse’s future, FODR would be guaranteed a seat on BIB Management’s board of directors for a certain period of time.

Besides leasing the rowing facilities to FDR, BIB Holding anticipates granting one additional sublease, this time with a private hospitality management company to operate a public restaurant in the existing dining room and kitchen. We anticipate that the existing ballroom will remain under BIB Holding’s control, but the hospitality company will likely serve as the preferred vendor throughout the building.

BIB Holding will retain direct control of the remainder of the facilities and operate all other programs at the boathouse, as described elsewhere in this proposal.

¹ 26 USC 38(b)(1), 46, and 47.

² These proportions are given as an example in the IRS safe harbor regulation and clearly legal.

TEAM ORGANIZATION

Our integrated Team is committed to continuing to work with all project stakeholders to create an implementable road map for the reactivation of the Belle Isle Gateway.

TEAM STRUCTURE & ROLES

Our integrated Team is committed to continuing to work with the DNR, the City of Detroit, and all project stakeholders to create an implementable road map for the reactivation of the Belle Isle Gateway and renovation of the boathouse to modernize it, bring up to code, make it fully accessible, and provide for flexible and functional beautiful spaces and site to achieve your mission and provide for increased community outreach and interaction.

The following pages include firm profiles of our team members selected for their extensive experience in historic building and site restoration and reactivation. They are among our most

experienced preservation and redevelopment staff and will remain dedicated to the assignment throughout its duration. All technical team members exceed the US Secretary of the Interior’s Professional Qualifications Standards for the treatment of historic properties.

We have assembled a strong consultant and trades team to accomplish all the disciplines required within this significant project. We are proud of the relationships we have established with these firms, and have worked with each of them on numerous projects over the years. We will bring that successful collaboration to this exciting effort for the DNR and the people of Detroit.

STUART-PITMAN



STUART-PITMAN
Development & Rehabilitation
David Carleton - Principal

2019 Governors Award for Historic Preservation
Grand Army of the Republic Building - Detroit

INSITE ARCHITECTS
Historic Preservation Architects
Steve Mar-Pohl - Founder

THE CHRISTMAN COMPANY
Preservation Specialists
Austin Giesey - Historic PM

DEAN AND FULKERSON
Legal Representation
Tom Christy

JAIMESON CONSULTING
Grant Specialist
Anne Jaimeson

SUE MOSEY
Community Developer
Midtown Detroit (Ret.)

BEANSTALK REAL ESTATE
Property Management
Lynette Boyle

HOPE CREW - NAT. TRUST
Historic Preservation Trades
Milan Jordan

LAFAYETTE AMERICAN
Ad Agency of Record
Toby Barlow

THE RCI GROUP
Marina Developments
The Christoph Family

RAM CONSTRUCTION
Facade Restoration
Dave Kramer - Director

PLANTE MORAN
Tax Incentive Specialist
Gordon Goldie

THE NON-PROFIT SPOT
Non-Profit Fundraising
Michelle Wooddell - CFRE

NANCY FINEGOOD
Preservationist
Advisor

MICHIGAN CLEAN MARINA
Marine Research / Education
Non-Profit Waterfront Resource

PROTOSTAR PROPERTIES
Real Estate Specialist
Sloane Ford Walsh

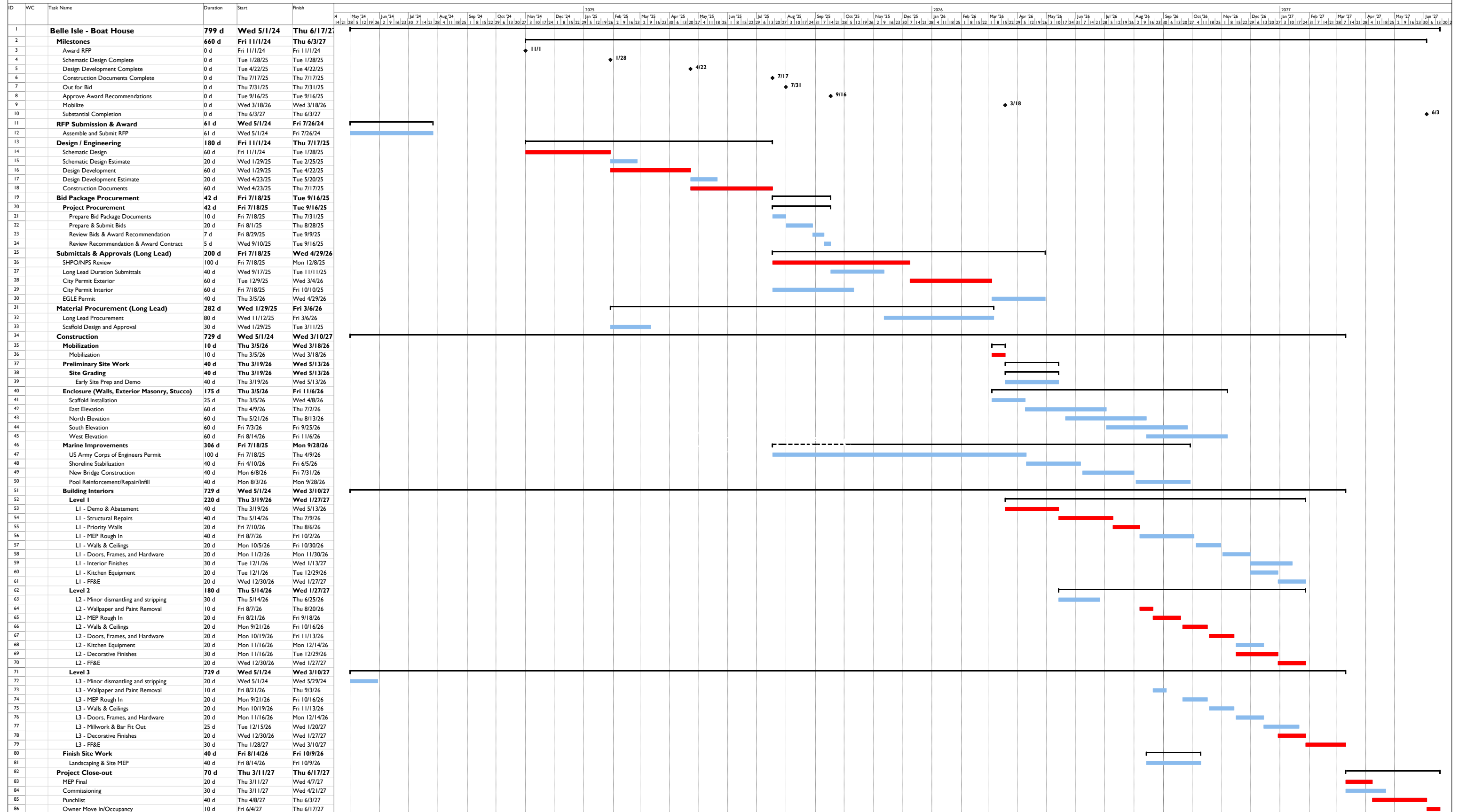
DETROIT BUS COMPANY
Shuttle Operator
Anthony Didirosi

PROPOSED TIMELINE



Historic Preservation Group

**The Christman Company
Belle Isle Boat House Rehabilitation
Proposed Milestone Schedule**



PROJECT ESTIMATE



ESTIMATE DETAIL

Michigan Department of Natural Resources
Belle Isle Boat House
Detroit, Michigan

7/23/2024
Conceptual
Revision: Owner Review Changes

Item Description	Quantity	Unit	Unit Cost	Total Cost
1 --- Base Estimate ---	33,492.00		\$705.53	\$23,629,746
2 B10 - Super Structure			\$0.00	\$1,377,580
3 B101003 - Floor Deck and Slabs			\$0.00	\$1,377,580
4 Exterior Deck Replacement	4,364.00	SF	\$150.00	\$654,600
5 New Exterior Deck - West Side Level 3	744.00	SF	\$150.00	\$111,600
6 Slab Repair & Prophylactic Treatment on 1st Floor Interior	14,297.00	SF	\$40.00	\$571,880
7 Replace Floor at Bow & Box Windows in Great Hall - 2nd Floor	175.00	SF	\$100.00	\$17,500
8 Tile on Exterior Decks - Not Included		NICL	\$75.00	\$0
9 Additive to Exterior Decks - Xypex	220.00	CY	\$100.00	\$22,000
10 B20 - Exterior Enclosure			\$0.00	\$5,515,665
11 B201001 - Exterior Closure - Skin			\$0.00	\$4,535,100
12 Masonry & Plaster Per Ram	1.00	LS	\$4,535,100.00	\$4,535,100
13 B201007 - Balcony Walls & Railings			\$0.00	\$95,250
14 Remove & Replace Exterior Rail	127.00	LF	\$750.00	\$95,250
15 B202099 - Other Exterior Windows			\$0.00	\$405,315
16 Refinish Windows	1,914.00	SF	\$200.00	\$382,800
17 New Windows	731.00	SF	\$350.00	\$255,850
18 Refinish Windows - Target Savings	1,914.00	SF	(\$120.00)	(\$229,680)
19 New Windows - Target Savings	731.00	SF	(\$5.00)	(\$3,655)
20 B203004 - Overhead and Roll-Up Doors			\$0.00	\$100,000
21 New Overhead Door	4.00	EA	\$25,000.00	\$100,000
22 B203099 - Other Exterior Doors			\$0.00	\$380,000
23 Passage Door	8.00	EA	\$10,000.00	\$80,000
24 French Doors - Double w/ Frame & Hardware	15.00	EA	\$20,000.00	\$300,000
25 B30 - Roofing			\$0.00	\$2,087,500
26 B301001 - High Slope Roof Coverings			\$0.00	\$400,000
27 Logistics, Accessibility, Equipment	1.00	EA	\$250,000.00	\$250,000
28 Tile Contingency	1.00	EA	\$110,000.00	\$110,000
29 Decking Contingency	1.00	EA	\$40,000.00	\$40,000
30 B301004 - Coping, Gravel Stop & Flashings			\$0.00	\$1,537,500
31 Tile Re-Roof (ALL B30 Roofing Items per CASS)	9,000.00	SF	\$95.00	\$855,000
32 Flat Re-Roof	4,500.00	SF	\$45.00	\$202,500
33 Lower Level Decks	16,000.00	SF	\$30.00	\$480,000
34 B301005 - Gutters & Downspouts			\$0.00	\$150,000
35 Gutters	1.00	EA	\$150,000.00	\$150,000
36 C10 - Interior Construction			\$0.00	\$1,828,407
37 C101001 - Fixed Partitions			\$0.00	\$29,990
38 8" Concrete Interior Block	714.00	SF	\$35.00	\$24,990
39 Metal Stud w/ Gyp. Bulkhead above Glass Wall	250.00	SF	\$20.00	\$5,000
40 C101006 - Glazed Partitions & Storefronts			\$0.00	\$54,600
41 Interior Alum. Framed Storefront (Wood is \$225 / SF)	420.00	SF	\$130.00	\$54,600
42 C102001 - Standard Interior Doors			\$0.00	\$123,600
43 New Frame, Door, Hardware	18.00	EA	\$3,500.00	\$63,000
44 Refinish Door, New Hardware - Single	27.00	EA	\$1,800.00	\$48,600
45 Refinish Door, New Hardware - Double	5.00	EA	\$2,400.00	\$12,000
46 C102002 - Glazed Interior Doors			\$0.00	\$24,000
47 Interior Alum. Sliding Door - Double	2.00	EA	\$12,000.00	\$24,000
48 C103005 - Lockers			\$0.00	\$2,800
49 Remove, Refinish, Reinstall Lockers	14.00	EA	\$200.00	\$2,800
50 C103009 - Cabinets - Base & Wall			\$0.00	\$1,625
51 Relocate Cabinets / Casework to 1st Floor	13.00	LF	\$125.00	\$1,625
52 C103099 - Other Interior Specialties			\$0.00	\$1,591,792

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ESTIMATE DETAIL

Michigan Department of Natural Resources
Belle Isle Boat House
Detroit, Michigan

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Item Description	Quantity	Unit	Unit Cost	Total Cost
53 Design Element - Renovate Existing Bathrooms	1,113.00	SF	\$175.00	\$194,775
54 Design Element - Gym & Workout Space (Equip by Others)	3,080.00	SF	\$50.00	\$154,000
55 Design Element - Ice Cream Stand (Equip by Others)	310.00	SF	\$50.00	\$15,500
56 Design Element - 1st Floor Kitchen (Grey Box)	734.00	SF	\$50.00	\$36,700
57 Design Element - New Dining - 1st Floor (Grey Box)	2,783.00	SF	\$50.00	\$139,150
58 Design Element - Public Access Center Hallway	1,985.00	SF	\$100.00	\$198,500
59 Design Element - Back of House Minor Renovation	2,743.00	SF	\$25.00	\$68,575
60 Design Element - DNR Space (Grey Box)		NICL	\$50.00	\$0
61 Design Element - 2nd Floor Kitchen (Grey Box)	1,572.00	SF	\$50.00	\$78,600
62 Design Element - Added Security Office	100.00	SF	\$100.00	\$10,000
63 Mothball Portion of 3 Floor	1.00	ALLOW	\$75,000.00	\$75,000
64 Design Element - New Dining - 2nd Floor (Grey Box)	2,725.00	SF	\$50.00	\$136,250
65 Design Element - Added Bathrooms	595.00	SF	\$300.00	\$178,500
66 Design Element - Added Bathrooms - Public	601.00	SF	\$250.00	\$150,250
67 Design Element - Locker Room	959.00	SF	\$100.00	\$95,900
68 Joint Sealants - Interior	33,492.00	SF	\$1.00	\$33,492
69 Make Main Stair ADA Compliant		NICL	\$0.00	\$0
70 Restore Wood Columns	108.00	LF	\$200.00	\$21,600
71 Strip & Restore Fireplace	1.00	ALLOW	\$5,000.00	\$5,000
72 C20 - Stairs			\$0.00	\$60,000
73 C201001 - Interior Stair Construction			\$0.00	\$60,000
74 Steel Egress Stair and Landing w/ Concrete Filled Pan - Exterior from Floor 2 to 3	1.00	EA	\$30,000.00	\$30,000
75 Rebuild Tower Stairs Floor 2 to Floor 3	1.00	ALLOW	\$30,000.00	\$30,000
76 C30 - Interior Finishes			\$0.00	\$461,668
77 C301002 - Plaster Wall Finishes			\$0.00	\$25,000
78 Decorative Paint Allowance	1.00	ALLOW	\$25,000.00	\$25,000
79 C301005 - Painting to Walls			\$0.00	\$62,304
80 Refinish / Paint Wall - 2nd Floor	20,768.00	SF	\$3.00	\$62,304
81 C302003 - Wood Flooring			\$0.00	\$275,400
82 Wood Floor	8,160.00	SF	\$25.00	\$204,000
83 Refinish Wood Floor	2,856.00	SF	\$25.00	\$71,400
84 C302008 - Wall Base Finishes			\$0.00	\$55,335
85 Wood Base - 6" - Stain Grade	1,785.00	LF	\$25.00	\$44,625
86 Wood Base - Shoe Molding	1,785.00	LF	\$6.00	\$10,710
87 C303002 - Plaster Ceiling Finishes			\$0.00	\$29,280
88 Refinish Plaster Ceiling 2nd Floor Lounge (207?)	732.00	SF	\$40.00	\$29,280
89 C303006 - Painting & Staining Ceilings			\$0.00	\$14,349
90 Refinish Paint in Main Hall	2,554.00	SF	\$3.00	\$7,662
91 Refinish Paint in 2nd Floor Lobby	2,229.00	SF	\$3.00	\$6,687
92 D10 - Conveying			\$0.00	\$500,000
93 D101002 - Passenger Elevators			\$0.00	\$500,000
94 New Elevator - Standard Size 3 Stop with Submerged Pit (Kone)	1.00	ALLOW	\$800,000.00	\$800,000
95 New Elevator - Target VE	1.00	ALLOW	(\$300,000.00)	(\$300,000)
96 D20 - Plumbing			\$0.00	\$1,448,548
97 D201001 - Plumbing Fixtures			\$0.00	\$92,343
98 WC-Wall Hung w/Carrier	27.00	EA	\$1,319.75	\$35,633
99 Auto Flush Valve (Battery)	27.00	EA	\$170.00	\$4,590
100 Lavatory Wall Hung w/Carrier	25.00	EA	\$1,364.25	\$34,106
101 Auto Faucet (Battery)	25.00	EA	\$125.00	\$3,125
102 Mop Sink	1.00	EA	\$978.75	\$979
103 Shower Faucet & Trim	8.00	EA	\$798.75	\$6,390
104 EWC Dual Level/Bottle Filler	1.00	EA	\$3,904.00	\$3,904

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ESTIMATE DETAIL

Michigan Department of Natural Resources
Belle Isle Boat House
Detroit, Michigan

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Item	Description	Quantity	Unit	Unit Cost	Total Cost
105	Emergency Eye Wash/Shower (w Mixing Vlv)	1.00	EA	\$3,615.60	\$3,616
106	D202001 - Pipes, Fittings, Valves, & Hydrants			\$0.00	\$279,197
107	Domestic Water Insulation - (<=2") Fiberglass (0.5 -1" Thick)	1,877.00	LF	\$11.00	\$20,647
108	Domestic Water Insulation - (2.5"- 4") Fiberglass (2" Thick)	599.00	LF	\$14.00	\$8,386
109	Domestic Plumbing Valves (<=2")	77.00	EA	\$128.00	\$9,856
110	Domestic Plumbing Valves (2.5-4")	4.00	EA	\$290.50	\$1,162
111	CW/HW/HWR Copper Piping (<=2")	1,877.00	LF	\$72.14	\$135,414
112	CW/HW/HWR Copper Piping Grooved (2.5"-4")	599.00	LF	\$170.62	\$102,202
113	Wall Hydrants	3.00	EA	\$405.50	\$1,217
114	Hose Bibs	2.00	EA	\$156.75	\$314
115	D202003 - Domestic Water Equipment			\$0.00	\$35,742
116	Domestic Water Recirc Pump Assembly	1.00	EA	\$3,654.00	\$3,654
117	Domestic Water Booster Pump Assembly (Duplex)		NICL	\$40,378.00	\$0
118	Domestic Water Meter / BFP Assembly (4" - Meter Furnished by Others)	1.00	EA	\$7,912.00	\$7,912
119	Domestic Water Heater	1.00	EA	\$24,176.00	\$24,176
120	D2030001 - Sanitary & Vent Pipe			\$0.00	\$270,653
121	Concrete Removal and Replace		NICL	\$150.00	\$0
122	Excavation and Backfill By Hand		NICL	\$542.77	\$0
123	Sanitary (AG) NHCI Piping (2.5"-4")	1,300.00	LF	\$146.20	\$190,060
124	Sanitary (AG) NHCI Piping 4"	200.00	LF	\$174.72	\$34,944
125	Sanitary (AG) NHCI Piping 6"	180.00	LF	\$224.06	\$40,330
126	Sanitary Yard Cleanouts	1.00	EA	\$329.30	\$329
127	Sanitary Cleanouts (FCO) 4"	8.00	EA	\$383.50	\$3,068
128	Sanitary Cleanouts (WCO)	6.00	EA	\$320.25	\$1,922
129	D2030003 - Floor Drains			\$0.00	\$14,520
130	Floor Drains w/Sureseal	30.00	EA	\$484.00	\$14,520
131	D2030004 - Sanitary Waste Equipment			\$0.00	\$27,488
132	Sump Pump (Duplex)	1.00	EA	\$13,744.00	\$13,744
133	Grease Interceptor	1.00	EA	\$13,744.00	\$13,744
134	D204001 - Pipes, Fittings, & Roof Drains			\$0.00	\$280,210
135	Storm Piping Insulation - (4") Fiberglass (0.5 -1" Thick)	1,233.00	LF	\$18.00	\$22,194
136	Storm Piping Insulation - (6") Fiberglass (0.5 -1" Thick)	325.00	LF	\$20.00	\$6,500
137	Concrete Removal and Replace		NICL	\$150.00	\$0
138	Excavation and Backfill		NICL	\$50.00	\$0
139	Storm (AG) NHCI Piping (4")	1,233.00	LF	\$133.80	\$164,975
140	Storm (AG) NHCI Piping (6")	325.00	LF	\$181.91	\$59,121
141	Yard Cleanouts	1.00	EA	\$382.11	\$382
142	Cleanouts (FCO)	8.00	EA	\$264.17	\$2,113
143	Cleanouts (WCO)	6.00	EA	\$261.75	\$1,571
144	Area Drains	23.00	EA	\$382.11	\$8,789
145	Roof Sumps/Overflow Drains	12.00	EA	\$926.00	\$11,112
146	Downspout Nozzle	4.00	EA	\$863.25	\$3,453
147	D204003 - Rainwater Drainage Equipment			\$0.00	\$20,966
148	Elevator Sump Pump Station	1.00	EA	\$20,966.00	\$20,966
149	D209010 - Natural Gas Distribution Piping			\$0.00	\$37,276
150	Natural Gas Piping Threaded (<=2")	124.00	LF	\$68.34	\$8,475
151	Natural Gas Piping Welded (2.5-4")	177.00	LF	\$162.72	\$28,801
152	D209011 - Natural Gas Equipment			\$0.00	\$3,898
153	Natural Gas Meter Assembly (Meter Furnished by Utility Company)	1.00	EA	\$1,173.70	\$1,174
154	Natural Gas Equipment Assembly	4.00	EA	\$681.19	\$2,725

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Michigan Department of Natural Resources
Belle Isle Boat House
Detroit, Michigan

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Item	Description	Quantity	Unit	Unit Cost	Total Cost
155	D209100 - Plumbing General Conditions			\$0.00	\$386,255
156	Plumbing Demolition	33,492.00	SF	\$0.75	\$25,119
157	Plumbing Contractor GCs	1.00	LS	\$50,000.00	\$50,000
158	Plumbing Startup & Warranty	160.00	HR	\$117.00	\$18,720
159	Field Investigation/Coordination Drawings	320.00	HR	\$117.00	\$37,440
160	Pipe Testing & Flushing	160.00	HR	\$117.00	\$18,720
161	Material Handling	200.00	HR	\$117.00	\$23,400
162	General Foremen	1,002.00	HR	\$117.00	\$117,234
163	Temp Water		NICL	\$0.50	\$0
164	Temp Storm		NICL	\$0.50	\$0
165	Commercial Kitchen	1,275.00	SF	\$50.00	\$63,750
166	Coring	83.00	EA	\$384.00	\$31,872
167	D30 - HVAC			\$0.00	\$3,701,332
168	D302002 - Hot Water Boilers			\$0.00	\$67,464
169	HHW Modular Condensing Boiler 1000 MBH		NICL	\$51,264.00	\$0
170	Hydronic Pump Package w/air Sep. & Expansion Tank	1.00	EA	\$51,720.00	\$51,720
171	Chemical Treatment	1.00	LS	\$5,372.00	\$5,372
172	Flue/Comb Air	1.00	EA	\$10,372.00	\$10,372
173	D303002 - Direct Expansion Systems			\$0.00	\$980,483
174	Refrigeration Insulation	4,478.00	LF	\$10.00	\$44,780
175	Condensate Insulation	1,290.00	LF	\$10.00	\$12,900
176	Ductless Split A/C Unit	3.00	EA	\$6,258.00	\$18,774
177	Refrigeration Piping ACR Copper	4,478.00	LF	\$84.20	\$377,048
178	Refrigeration Line Set	3.00	EA	\$3,058.00	\$9,174
179	Condensate Piping	1,290.00	LF	\$74.42	\$96,008
180	Condensate Pump	43.00	EA	\$275.50	\$11,847
181	VRF Condensing Unit	9.00	EA	\$34,808.00	\$313,272
182	VRF Ceiling Mounted FCU	43.00	EA	\$1,053.00	\$45,279
183	System Selector	6.00	EA	\$351.00	\$2,106
184	Equipment Rail	24.00	EA	\$626.00	\$15,024
185	Refrigerant Charging Labor and Material	9.00	EA	\$3,808.00	\$34,272
186	D304001 - Air Distribution Systems			\$0.00	\$799,757
187	Duct Wrap Insulation	23,444.40	SF	\$6.00	\$140,666
188	Exterior Duct Board Insulation (Aluminum Jacket)	200.00	SF	\$40.00	\$8,000
189	Kitchen Ductwork Fire Wrap	500.00	SF	\$50.00	\$25,000
190	Ductwork & Accessories	33,492.00	LBS	\$13.80	\$462,190
191	Exterior Ductwork & Accessories	1,500.00	LBS	\$18.70	\$28,050
192	Kitchen Ductwork & Accessories - Black Iron	1,200.00	LBS	\$18.00	\$21,600
193	Kitchen Ductwork & Accessories - St St	750.00	LBS	\$24.75	\$18,563
194	Fire/Smoke Damper <=24"x24"	3.00	EA	\$1,176.51	\$3,530
195	Fire/Smoke Damper <=60"x30"	6.00	EA	\$1,802.00	\$10,812
196	Fire Damper	9.00	EA	\$776.50	\$6,989
197	Grilles, Registers, Diffusers	200.00	EA	\$217.00	\$43,400
198	Linear Diffuser w/Plenum	100.00	LF	\$250.50	\$25,050
199	Ductwork Roof Curb	4.00	EA	\$851.00	\$3,404
200	Ductwork Roof Rail	4.00	EA	\$626.00	\$2,504
201	Sound Traps		NICL	\$5,202.00	\$0
202	D304003 - Hot Water Distribution Systems			\$0.00	\$496,540
203	Heating Hot Water Insulation (<=2")	2,511.00	LF	\$15.00	\$37,665
204	Heating Hot Water Insulation 2.5"-4"	1,027.00	LF	\$20.00	\$20,540
205	Heating Hot Water Insulation (6-8")	122.00	LF	\$26.00	\$3,172
206	HHW Copper Piping (<= 2")	2,511.00	LF	\$72.14	\$181,153
207	HHW Black Pipe Welded (2.5-4")	1,027.00	LF	\$167.59	\$172,119
208	HHW Black Pipe Welded (6")	122.00	LF	\$248.16	\$30,275
209	FTR HHW Connect	36.00	EA	\$788.50	\$28,386

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ESTIMATE DETAIL

Michigan Department of Natural Resources
Belle Isle Boat House
Detroit, Michigan

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Item Description	Quantity	Unit	Unit Cost	Total Cost
210 HHW Valves <=2"	72.00	EA	\$187.75	\$13,518
211 HHW Valves 2.5-4"	4.00	EA	\$851.00	\$3,404
212 HHW Valves 6"	4.00	EA	\$1,577.00	\$6,308
213 D304007 - Exhaust Systems			\$0.00	\$18,288
214 Roof Exhaust Fan	2.00	EA	\$4,072.00	\$8,144
215 Kitchen Hood Exhaust Fan	1.00	EA	\$5,572.00	\$5,572
216 Kitchen Dishwasher Exhaust Fan	1.00	EA	\$4,572.00	\$4,572
217 D304008 - Air Handling Equipment			\$0.00	\$342,152
218 DOAS Unit - DX/Gas - 12,000 cfm	1.00	EA	\$299,760.00	\$299,760
219 Vibration Isolation Curb	1.00	EA	\$14,404.00	\$14,404
220 Kitchen MAU	1.00	EA	\$27,988.00	\$27,988
221 D305002 - Unit/ Cabinet Heaters			\$0.00	\$41,794
222 HW Cabinet Heater	2.00	EA	\$3,320.00	\$6,640
223 HW Cabinet Heater - Ceiling	7.00	EA	\$5,022.00	\$35,154
224 D305004 - Perimeter Radiant Heating			\$0.00	\$80,388
225 Finned Tube Radiation w/Standard Cover	660.00	LF	\$121.80	\$80,388
226 D306001 - HVAC Controls			\$0.00	\$193,500
227 Headend	1.00	EA	\$20,000.00	\$20,000
228 Electrical Utility Meter Integration to BMS	1.00	EA	\$2,500.00	\$2,500
229 Water Utility Meter Integration to BMS	1.00	EA	\$2,500.00	\$2,500
230 Gas Utility Meter Integration to BMS	1.00	EA	\$2,500.00	\$2,500
231 Direct Digital Controls - DOAS	1.00	EA	\$30,000.00	\$30,000
232 Direct Digital Controls - MAU	1.00	EA	\$10,000.00	\$10,000
233 Direct Digital Controls - Boiler	1.00	EA	\$7,500.00	\$7,500
234 Direct Digital Controls - Pumps (VFD)	2.00	EA	\$2,500.00	\$5,000
235 Direct Digital Controls - Perimeter Heat - FTR	36.00	EA	\$2,500.00	\$90,000
236 Direct Digital Controls - CUH/UH/T-Stat	9.00	EA	\$1,500.00	\$13,500
237 Direct Digital Controls - Exhaust Fan/Damper	4.00	EA	\$2,500.00	\$10,000
238 D307099 - Other Systems Testing and Balancing			\$0.00	\$33,492
239 Test & Balance Air & Water	33,492.00	SF	\$1.00	\$33,492
240 D309001 - General Construction Items (HVAC)			\$0.00	\$647,474
241 Mechanical Demolition	33,492.00	SF	\$1.50	\$50,238
242 Mechanical Contractor GCs	1.00	LS	\$150,000.00	\$150,000
243 Mech Startup & Warranty	240.00	HR	\$117.00	\$28,080
244 Mech Field Investigation/Coordination Drawings	800.00	HR	\$117.00	\$93,600
245 Material Handling	400.00	HR	\$117.00	\$46,800
246 General Foreman	2,000.00	HR	\$127.00	\$254,000
247 Temporary Heat	33,492.00	SF	\$0.50	\$16,746
248 Coring	30.00	EA	\$267.00	\$8,010
249 D40 - Fire Protection			\$0.00	\$152,300
250 D401001 - Wet Sprinkler System			\$0.00	\$93,500
251 Fire Protection Wet System - Falcon	1.00	LS	\$93,500.00	\$93,500
252 D401003 - Fire Protection Pump			\$0.00	\$58,800
253 Fire Pump - Falcon	1.00	LS	\$58,800.00	\$58,800
254 D50 - Electrical			\$0.00	\$2,983,545
255 D501001 - Main Transformers			\$0.00	\$3,500
256 Primary Transformer (By Utility)	1.00	EA	\$3,500.00	\$3,500
257 D501003 - Main Switchboards / Main Distribution Panels			\$0.00	\$167,460
258 Transmission and Distribution Equipment	33,492.00	SF	\$3.50	\$117,222
259 Transmission and Distribution Equipment Emergency	33,492.00	SF	\$1.50	\$50,238
260 D501004 - Interior Distribution Transformers			\$0.00	\$4,686
261 Transformer Interior Dry 45 kVA Security Booth	1.00	EA	\$4,686.40	\$4,686
262 D501008 - Ductbank & Feeders			\$0.00	\$38,558

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ESTIMATE DETAIL

Michigan Department of Natural Resources
Belle Isle Boat House
Detroit, Michigan

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Item Description	Quantity	Unit	Unit Cost	Total Cost
263 New 800A Wire for Main feeder	140.00	LF	\$275.41	\$38,558
264 D501011 - Conduit and Feeders			\$0.00	\$167,460
265 Power Feeder System	33,492.00	SF	\$4.00	\$133,968
266 Power Feeder System Emergency	33,492.00	SF	\$1.00	\$33,492
267 D501016 - Mechanical Conduit & Feeders			\$0.00	\$117,222
268 Mechanical Power Feeder System	33,492.00	SF	\$3.50	\$117,222
269 D502001 - Branch Wiring			\$0.00	\$334,920
270 Branch Power System	33,492.00	SF	\$10.00	\$334,920
271 D502010 - Lighting Branch			\$0.00	\$234,444
272 Lighting Branch Wiring EMT	33,492.00	SF	\$7.00	\$234,444
273 D502040 - Lighting Equipment			\$0.00	\$401,904
274 Lighting System	33,492.00	SF	\$20.00	\$669,840
275 Lighting System - Target VE	33,492.00	SF	(\$8.00)	(\$267,936)
276 D502050 - Lighting Controls			\$0.00	\$100,476
277 Building Lighting Control System (Area)	33,492.00	SF	\$3.00	\$100,476
278 D503001 - Fire Alarm Systems			\$0.00	\$200,952
279 Fire Alarm System - in Conduit	33,492.00	SF	\$5.00	\$167,460
280 Distributed Antenna System (DAS) - Emergency Responder	33,492.00	SF	\$1.00	\$33,492
281 D503002 - Telecommunications Systems			\$0.00	\$41,865
282 Communication System Rough-In	33,492.00	SF	\$1.25	\$41,865
283 D503005 - Sound Systems			\$0.00	\$8,373
284 Sound System Rough-In	33,492.00	SF	\$0.25	\$8,373
285 D503007 - Television Systems			\$0.00	\$50,238
286 AV System Rough-In	33,492.00	SF	\$1.50	\$50,238
287 D503008 - Security Systems			\$0.00	\$66,984
288 Security System Rough-In	33,492.00	SF	\$1.00	\$33,492
289 CCTV Rough-In - Back Box & Conduit	33,492.00	SF	\$1.00	\$33,492
290 D509001 - General Construction Items (Electrical)			\$0.00	\$806,294
291 Electrical Contractors General Conditions	1.00	LS	\$100,000.00	\$100,000
292 Elect Startup, Warranty, and Commissioning Assistance	400.00	HR	\$75.40	\$30,160
293 Elect Building Information Modeling (BIM)	600.00	HR	\$75.40	\$45,240
294 Elect Supervision	4,080.00	HR	\$75.40	\$307,632
295 Temporary Power & Lights	33,492.00	SF	\$0.50	\$16,746
296 Temporary Power (Temp. Construction Service, Trailers, etc.)	1.00	LS	\$40,000.00	\$40,000
297 Parking		NICL	\$0.00	\$0
298 Material Handling	2,040.00	HR	\$75.40	\$153,816
299 Loss Time	500.00	HR	\$75.40	\$37,700
300 Electrical Testing - In-House	1.00	LS	\$10,000.00	\$10,000
301 Electrical Testing - 3rd Party NETA	1.00	LS	\$25,000.00	\$25,000
302 Arc Flash Study	1.00	LS	\$20,000.00	\$20,000
303 Short-Circuit Study	1.00	LS	\$20,000.00	\$20,000
304 D509003 - Grounding Systems			\$0.00	\$16,746
305 Grounding System	33,492.00	SF	\$0.50	\$16,746
306 D509004 - Lightning Protection			\$0.00	\$0
307 Lightning Protection System		NICL	\$1.00	\$0
308 D509007 - Emergency Generator & Equipment			\$0.00	\$191,303
309 Diesel 250KW Generator	1.00	EA	\$148,557.00	\$148,557
310 LB- (Load Bank)	1.00	EA	\$3,706.40	\$3,706
311 Fuel Fill for Generator for 48 Hours	980.00	GAL	\$6.00	\$5,880
312 ATS - 100A	1.00	EA	\$7,386.40	\$7,386
313 ATS - 200A	2.00	EA	\$12,886.40	\$25,773

Conceptual 7/23/2024

ESTIMATE DETAIL

Michigan Department of Natural Resources
Belle Isle Boat House
Detroit, Michigan

7/23/2024
Conceptual
Revision: Owner Review Changes

Item Description	Quantity	Unit	Unit Cost	Total Cost
314 D509099 - Electrical Demolition			\$0.00	\$30,160
315 Demolish Electrical System	400.00	HR	\$75.40	\$30,160
316 D55 - Low-Voltage Systems	33,492.00		\$12.00	\$401,904
317 D553002 - Telecommunications Systems			\$0.00	\$16,746
318 Low Voltage Systems - Target VE	33,492.00	SF	(\$4.00)	(\$133,968)
319 Communication System Cabling & Devices	33,492.00	SF	\$4.50	\$150,714
320 D553005 - Sound Systems			\$0.00	\$50,238
321 Sound System	33,492.00	SF	\$1.50	\$50,238
322 D553007 - Television Systems			\$0.00	\$167,460
323 AV System Cabling & Devices	33,492.00	SF	\$5.00	\$167,460
324 D553008 - Security Systems			\$0.00	\$167,460
325 Security System Cabling & Devices	33,492.00	SF	\$3.00	\$100,476
326 Device - Fixed Interior Camera	33,492.00	SF	\$2.00	\$66,984
327 E10 - Equipment			\$0.00	\$20,000
328 E103001 - Parking Control Equipment			\$0.00	\$20,000
329 Barrier Gate at Bridge	2.00	EA	\$10,000.00	\$20,000
330 F20 - Selective Building Demolition			\$0.00	\$260,347
331 F201002 - Exterior Closure			\$0.00	\$3,105
332 Demo Exterior Doors	3.00	EA	\$100.00	\$300
333 Demo Exterior Rail	92.00	LF	\$20.00	\$1,840
334 Demo Exterior Curb & Gutter	193.00	LF	\$5.00	\$965
335 F201004 - Interior Construction & Finishes			\$0.00	\$257,242
336 Demo Stairs - Structural Steel & w/ Concrete Filled Pans	1.00	EA	\$3,500.00	\$3,500
337 Interior Demolition - Moderate - 1st Floor	14,297.00	SF	\$8.00	\$114,376
338 Interior Demolition - Light - 2nd Floor	10,587.00	SF	\$4.00	\$42,348
339 Interior Demolition - Light - 3rd Floor	8,607.00	SF	\$4.00	\$34,428
340 Demo Interior Gypsum Partitions	10,400.00	SF	\$1.75	\$18,200
341 Demo Raised Floor in 2nd Floor Kitchen	147.00	SF	\$20.00	\$2,940
342 Demo Projection Booth Complete	130.00	SF	\$5.00	\$650
343 Demo Floor	8,160.00	SF	\$5.00	\$40,800
344 G10 - Site Preparation			\$0.00	\$39,440
345 G102002 - Above Ground Site Demolition			\$0.00	\$39,440
346 Remove Concrete Sidewalk - Including Hauling	34,720.00	SF	\$2.00	\$69,440
347 Remove Concrete Sidewalk - Target VE	-15,000.00	SF	\$2.00	(\$30,000)
348 G103004 - Cut & Fill			\$0.00	\$0
349 Imported Fill at Pool (1900 CY)		NICL	\$0.00	\$0
350 G20 - Site Improvement			\$0.00	\$446,566
351 G203001 - Pedestrian Paving - Bases & Paved Surfaces			\$0.00	\$310,476
352 Turf Pavers		NICL	\$50.00	\$0
353 Repair Existing Bridge & Repave	1.00	ALLOW	\$150,000.00	\$150,000
354 Sidewalk / Paving w/ 4" Concrete and 4" Sand Base	29,362.00	SF	\$8.00	\$234,896
355 Paving w/ 6" Concrete and 4" Sand Base	5,358.00	SF	\$10.00	\$53,580
356 Sidewalk / Paving - Target VE	-16,000.00	SF	\$8.00	(\$128,000)
357 G204003 - Exterior Furnishings			\$0.00	\$10,000
358 Bike Racks	1.00	ALLOW	\$10,000.00	\$10,000
359 G204007 - Playing Fields			\$0.00	\$43,500
360 Bocce Pit - Curbs	870.00	LF	\$50.00	\$43,500
361 G205004 - Seeding & Sodding			\$0.00	\$82,590
362 Seed / Sod	46,540.00	SF	\$1.50	\$69,810
363 Seed / Sod on Infilled Pool	8,520.00	SF	\$1.50	\$12,780
364 G40 - Site Electrical Utilities			\$0.00	\$119,565
365 G401099 - Other Electric Transmission & Distribution			\$0.00	\$5,755

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ESTIMATE DETAIL

Michigan Department of Natural Resources
Belle Isle Boat House
Detroit, Michigan

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Item Description	Quantity	Unit	Unit Cost	Total Cost
366 100 Amp Underground (No Concrete) Security Booth	120.00	LF	\$47.96	\$5,755
367 G402099 - Other Area Lighting			\$0.00	\$113,810
368 Exterior Lights for the Walking Bridge	8.00	EA	\$1,726.20	\$13,810
369 Exterior Lighting Allowance	1.00	EA	\$100,000.00	\$100,000
370 G90 - Other Site Construction			\$0.00	\$75,000
371 G909099 - Other Special Construction			\$0.00	\$75,000
372 Restore Sea Wall - By Others		NICL	\$0.00	\$0
373 Docks - By Others		NICL	\$0.00	\$0
374 Renovate Pool to a Fountain	1.00	ALLOW	\$75,000.00	\$75,000
375 New Structural Piers		NICL	\$125,000.00	\$0
376 Canopy - By Others		NICL	\$0.00	\$0
377 Rowing Building - By Others		NICL	\$0.00	\$0
378 L10 - Design Scope Allowances			\$0.00	\$1,800,380
379 L101001 - Design Scope Allowances			\$0.00	\$1,800,380
380 Building Shoring for Selective Elevated Slab Demolition - Allowance	1.00	ALLOW	\$200,000.00	\$200,000
381 Asbestos/ Lead/ Hazardous Material Abatement	33,492.00	EA	\$11.00	\$368,412
382 Roof / Floor Deck Repair / Replace Allowance	1.00	ALLOW	\$500,000.00	\$500,000
383 Rough Carpentry Allowance	33,492.00	EA	\$2.00	\$66,984
384 Finish Carpentry Allowance	33,492.00	EA	\$2.00	\$66,984
385 Refinish Main Stair	1.00	ALLOW	\$30,000.00	\$30,000
386 Refinish Existing Plaster Wall - 1st Floor Allowance	1.00	ALLOW	\$100,000.00	\$100,000
387 Cutting & Patching Existing for MEP Allowance	1.00	ALLOW	\$250,000.00	\$250,000
388 Roof Deck Repair / Replace Not Included		NICL	\$200.00	\$0
389 Floor Deck Repair Not Included		NICL	\$150,000.00	\$0
390 Rebuild Stair Number 4 Floor 1 to Floor 3	1.00	ALLOW	\$100,000.00	\$100,000
391 Added Insulation at Roof	29,500.00	SF	\$4.00	\$118,000
392 Lobby Wood Restoration Not Included		NICL	\$100,000.00	\$0
393 M20 - Lifting and Hoisting			\$0.00	\$300,000
394 M202001 - Material and Man Hoist			\$0.00	\$300,000
395 Access & Hoisting	6.00	Month	\$50,000.00	\$300,000
396 M30 - Scaffolding			\$0.00	\$50,000
397 M301001 - Exterior Scaffolding			\$0.00	\$50,000
398 Exterior Wall Access	1.00	LS	\$50,000.00	\$50,000
400 Alternates			\$0.00	\$3,898,028
401 B10 - Super Structure			\$0.00	\$669,000
402 B101003 - Floor Deck and Slabs			\$0.00	\$669,000
403 New Cantilevered Exterior Decks	1,784.00	SF	\$375.00	\$669,000
404 C10 - Interior Construction			\$0.00	\$57,000
405 C103099 - Other Interior Specialties			\$0.00	\$57,000
406 Design Element - DNR Space Finishes	570.00	SF	\$100.00	\$57,000
407 D10 - Conveying			\$0.00	(\$250,000)
408 D101002 - Passenger Elevators			\$0.00	(\$250,000)
409 Elevator - Credit for 3 Stop LULA (30' per Minute) (A4) ILO Conventional	1.00	ALLOW	(\$250,000.00)	(\$250,000)
410 D50 - Electrical			\$0.00	\$283,148
411 D501003 - Main Switchboards / Main Distribution Panels			\$0.00	\$283,148
412 New 1600 Amp Switchboard	1.00	EA	\$283,148.00	\$283,148
413 G20 - Site Improvement			\$0.00	\$2,068,880
414 G203001 - Pedestrian Paving - Bases & Paved Surfaces			\$0.00	\$1,848,000
415 New Bridge	1,540.00	SF	\$1,200.00	\$1,848,000
416 G204007 - Playing Fields			\$0.00	\$127,800

Conceptual 7/23/2024

Michigan Department of Natural Resources
Belle Isle Boat House
Detroit, Michigan

7/23/2024
Conceptual
Revision: Owner Review Changes

Item Description	Quantity	Unit	Unit Cost	Total Cost
417 Bocce Pit (Space for 4 courts) on Infilled Pool	8,520.00	SF	\$15.00	\$127,800
418 G205099 - Other Landscaping			\$0.00	\$93,080
419 Landscape Allowance	46,540.00	SF	\$2.00	\$93,080
420 G40 - Site Electrical Utilities			\$0.00	\$250,000
421 G409001 - Cathodic Protection			\$0.00	\$250,000
422 Site Work Allowance	1.00	LS	\$250,000.00	\$250,000
423 G90 - Other Site Construction			\$0.00	\$120,000
424 G909099 - Other Special Construction			\$0.00	\$120,000
425 Security Booth	1.00	ALLOW	\$120,000.00	\$120,000
426 L10 - Design Scope Allowances			\$0.00	\$700,000
427 L101001 - Design Scope Allowances			\$0.00	\$700,000
428 Food Service Equipment - 1st Floor	1.00	EA	\$200,000.00	\$200,000
429 Food Service Equipment - 2nd Floor	1.00	EA	\$400,000.00	\$400,000
430 Food Service Equipment - 3rd Floor - Bar	1.00	EA	\$100,000.00	\$100,000
432 Grand Total	33,492.00	SF	\$821.92	\$27,527,774

BUDGET & CAPACITY

NARRATIVE... is everything

And today, literally everyone believes the state of Michigan is intent on tearing down one of Detroit’s most important cultural resources, the Belle Isle boathouse.

Period.

For close to a year, the media claims the state believes that the current conditions at the site are an irreversible death knell. That the sections of the ballroom porch and the exterior are too far gone to make the Belle Isle Gateway project a reality. It is because of this narrative that numerous interested parties are sitting by the sidelines awaiting a more positive message from the state.

As you’ll see, resources for this project, both public and private are readily available. What needs to happen is a public commitment from the state to enter into this development agreement. This will assure lenders and benefactors they will be part of a project mutually supported by the state and the city of Detroit.

And they are waiting to join up.

As this proposal is submitted, the final version will go lenders and investors alike and each will await the positive response from the state that a dialogue will begin and a path will be made forward to redevelop the boathouse and make the the Belle Isle Gateway a reality.



July 29, 2024

Mr. Tom Bissett
Michigan Department of Natural Resources
99 Pleasure Drive
Detroit, MI 48207

Dear Mr. Bissett,

As CEO of the Detroit-based Taurean Capital, I work to develop financial plans and identify both products and investment opportunities which support real estate ventures nationwide. My pool of investors/lenders is extensive as I have built numerous sources over the years, helping to fund millions of dollars in developments.

I have known the team at Stuart Pitman and am very familiar with the successful real estate developments which they have been a part of in Detroit over the years. I have also reviewed their response to the DNR RFP for saving the Belle Isle boathouse.

Having discussed this specific project with lenders that like unique MUD’s, I am confident in stating that once a lease is negotiated, agreements between Michigan in conjunction with the city of Detroit are solidified, and planned grants and donations are awarded, that multiple funding opportunities will be available to bring this important project to reality.

As an extension of the continued development in the City of Detroit, I am excited to watch the Belle Isle Gateway project come to life over the next few years and know that it will no doubt be an asset to the island and the region.

Sincerely,

Andy Przekop
Taurean Capital, LLC
33000 Telegraph Road
Bingham Farms, MI 48025

PROPOSED VOLUNTEER LABOR

Since 1996, as a leaseholder, The Friends of Detroit Rowing has been an integral part of maintaining the boathouse and seeing that it's programs were supported by and in the historic structure. The boathouse would not be standing today if it were not for their efforts. Sadly, the damage done by the roof collapse on the western end of the building made the boathouse not currently safe to occupy. However, like before, FODR will be actively involved in the next chapter by volunteering and financially supporting aspects which involve their members. Over the years, FODR and more recently the Detroit Community Sailing Center has invested close to \$1,000,000.00 and thousands of hours of volunteer labor into the upkeep and operation of the facility, including:

- ♦ Installation of a new boiler
- ♦ Installation of steam traps and thermostatic control valves
- ♦ Emergency / exit lighting
- ♦ Kitchen roof reconstruction
- ♦ Roof repairs
- ♦ New Security gate
- ♦ Misc plumbing and flood prevention
- ♦ Plaster restoration
- ♦ Lighting restoration
- ♦ Window replacement
- ♦ Multiple rooms restored or renovated



Rowers on the Detroit River

Donated / volunteer labor:

- 2014** - Bandshell rebuilt
- 2014** - Lobby restored
- 2014** - Commodore's bar renovated
- 2014** - Women's sitting room renovated
- 2015** - Sail shed rebuilt
- 2015** - Board room restored
- 2016** - Elevator repaired to working order
- 2016** - Asbestos remediation on lower level
- 2016** - Island Room renovated
- 2016** - Lobby wood paneling restored
- 2016** - Weight room renovation
- 2018** - Parking lot repaved
- 2019** - Stain glass window restored
- 2019** - Temp pumping system / flooding prevention
- 2019** - Third floor lounge renovation



DBC Archives

IN-KIND DONATIONS | OTHER SOURCES OF SUPPORT

Per the lease agreement between the state of Michigan and the Friends of Detroit Rowing, the state bears the responsibility of filling in the pools at the Detroit boathouse. In section 11 of the lease signed on April 8, 2015:

Services by Lessor -

B. Fill in the swimming pool(s) on the premises with solid materials to eliminate the hazards

presented. Filling of the pools will be done in such a manner as to permit pedestrian use of the said pool area when completed. Lessor will strive to conduct such activity during a time and in a manner so as to minimize the interference of Lessee's use of the premises.

SIGNED BY **RON OLSON - CHIEF / DNR PARKS AND REC DIVISION** - APRIL 8, 2015

THE HOPE CREW | THE NATIONAL TRUST FOR HISTORIC PRESERVATION

Stuart Pitman is excited to expand the offerings and outreach of the Gateway project even prior to its reopening. In contact with Milan Jordan with plans to include the HOPE CREW on the restoration side and create hands-on trade learning opportunities for local youth.

Since 2014, HOPE Crew (which stands for Hands-On Preservation Experience) has completed

175 projects and trained more than 802 young people—including veterans—and engaged over 3,750 volunteers in historic preservation trades. In the years since its founding, HOPE Crew has continued to train young people, while expanding its focus on rebuilding historic trades through research, and providing avenues for the use of digital tools to document and preserve historic places.



Detroit-based Preservationist Jim Turner working with the HOPE Crew

MEMORANDUM

DATE: July 18, 2024

TO: Mr. David Carleton *Principal, Stuart-Pitman*; Mr. Thomas H. Bissett, Urban *District Supervisor, MDNR*

FROM: Ms. Anne Jamieson-Urena *Principal, Jamieson Development Consulting (JDC)*

SUBJECT: THE BELLE ISLE GATEWAY PROJECT

Stuart-Pitman is the perspective developer (“Developer”) of the Belle Isle Gateway Project (Project) and is committed to bringing the restoration of the boathouse with the prioritized mission of delivering water accessibility for educational and recreational opportunities for the local community and restoring this historic resource. The Developer anticipates commencing environmental and predevelopment construction activities on the property in the 4th Quarter of 2024, to meet the delivery date of December 31st, 2026, for any associated funding associated with ARPA.

The Eligible Property is located in the City of Detroit and will be seeking Brownfield Redevelopment Financing, tax abatements, and other associated Grants and Loans that will be supported by the City of Detroit and the State of Michigan for the reimbursement of eligible costs as defined under the Brownfield Financing Act, 381, the Obsolete Property Rehabilitation Act (OPRA), PA 146, and other associated Grants and Loans offered by the State Agencies. In order to gain support from the City of Detroit, Wayne County, the Department of Environment, Great Lakes, and Energy (EGLE), the Michigan Economic Development Corporation (MEDC), and the Michigan Department of Natural Resources (MDNR) the following assumptions have been included:

JDC’s scope of work is intended to assist the Client in exploring and pursuing available economic development funding for the Project and evaluation of potential support from the City of Detroit, Detroit Brownfield Redevelopment Authority (DBRA), Detroit Economic Growth Corporation (DEGC), and the MEDC/EGLE/MDNR. JDC’s scope of work is meant to provide the Client with a Preliminary Economic Development Summary that will include a Tax Increment Financing (TIF) table, a summary of brownfield conditions eligible for reimbursement through the Michigan Brownfield Financing Act (Act 381), and a summary of other community development, and/or other potential programs that will layer with your current financing stack.

JDC will take into consideration all the various incentives to maximize the best options for the project. The Project Summary will be provided and presented to the Client, DEGC, DBRA, MEDC and EGLE to seek their preliminary approvals on moving forward with the appropriate gap financing sources. The TIF table will also include property tax assumptions and returns on investment that can also be incorporated into the

Clients proforma and the Development and Operating Proforma required by the City, DEGC, DBRA, and the MEDC.

This TIF/Tax Abatement table is an essential tool to being able to evaluate the viability of the incentives being sought for on the Project. The purpose of the TIF plan is to allow the DBRA to capture the available increase in property taxes that result from the development. The captured local and school state taxes may be used to reimburse development costs for *eligible activities*. In addition to the TIF table, JDC will work with City/State departments, your architects, engineers, and environmental consultants to produce a comprehensive list of *eligible activities*.

The purpose of the Brownfield Plan is to qualify the redevelopment project for brownfield redevelopment financial incentives available under the Brownfield financing act. I have provided a Tax Increment Financing (TIF) plan that will allow for the Detroit Brownfield Redevelopment Authority (DBRA) to capture the available increase in property taxes that result from the development. The captured local and school state taxes may be used to reimburse development costs for *eligible activities*, which may include, to the extent they are eligible, the following:

- Preparation of environmental and non-environmental work plans and a brownfield plan
- Completion of a Phase I Environmental Site Assessment (ESA)
- Completion of a Phase II ESA
- Completion of a Baseline Environmental Assessment (BEA), Section 7a Compliance Analysis, and associated due care activities
- Completion of environmental response activities (inclusive of marina dredging of sediments)
- Demolition
- Hazardous Building Material Abatement
- Site Preparation
- Public and some Private Infrastructure Improvements (green storm water management and multistory and integrated parking, as appropriate).
- Other eligible costs identified during the planning and preparation of the brownfield plan

The intent of the Brownfield Plan is to address the most contaminated and blighted portions of the redevelopment area to remove barriers to development.

Preparation of a MEDC/EGLE Act 381 Work Plan(s) for State Tax Capture

Public Act 381 of 1996, as amended, requires preparation and approval of “Act 381 Work Plans” detailing the various eligible activities and their estimated cost to capture school dollars. The Act 381 Work Plan will be submitted to the BRA and to the EGLE for approval.

During preparation and following submittal of the documents, JDC will engage in all necessary discussions and negotiations with the City, DBRA, MEDC, and EGLE on the Client's behalf.

Please note that the following materials will have to be provided for the completion of the Act 381 Work Plans. JDC will coordinate with all contractors prior to finalization of Plans to verify they are satisfactory for the State Agency reviews as follows, so we can maximize your reimbursement for these Tasks:

1. Geotechnical Investigations
2. Environmental Supplemental Phase II ESA and Due Care Investigations
3. Civil Engineering Plans
4. Structural Engineering Plans
5. Environmental Documentation of Due Care Compliance Plans (DDCP) or Remedial Action Plans (RAP)

Obsolete Property Rehabilitation Act, PA 146 District, and associated Exemption Certificate

JDC will prepare a petition to initiate the process of designating the property in an Abatement District in accordance with PA 146, as amended for the Property, as applicable. In addition, JDC will assist the Client in preparing the appropriate Exemption Certificate (the Application) and its attachments for the Property. The Client is notified that it may take more than four months to establish the District (based on the time of year and City Council recess in December). In addition, the Exemption Certificate approval and filing will be completed later prior to the new tax assessment on the property, unless required by the municipality that a joint District and Exemption Certificate is required. The Client is strongly advised to retain legal counsel to review and advise the Client of its obligations under the OPRA Agreement with the City of Detroit. The Detroit City Council must approve the both the District and the Exemption Certificates by resolution, which are submitted in two parts. Before acting on the Application, the City Council shall hold a public hearing and give public notice in accordance with PA 146 OR PA 210. Not more than 60 days after receipt of the Application the City Council may approve the Application if the following requirements are met:

OPRA, PA 146 Requirements:

- No permits can be pulled, and the rehabilitation (the start of your project) does not begin before the District is established.
- The Application relates to a rehabilitation program that when completed constitutes a rehabilitated facility within the meaning of PA 146 of 2000.
- The applicant shows the completion of the rehabilitated building has a reasonable likelihood of increasing commercial activity, creating employment, preventing loss of employment, or increasing residence within the building's community.
- The applicant shows that the rehabilitation would not take place without a certificate, and
- The applicant is not delinquent in payment of any taxes related to the building.

The approval of an Obsolete Property Rehabilitation Exemption Certificate may provide for the abatement of the non-school ad valorem property taxes levied on improvements to obsolete buildings for up to 12 years. In addition, the Client may petition the State Tax Commission to receive exemption of 50% of the school ad valorem property taxes levied by the state for up to 6 years. Additional fees charged by the City of Detroit to establish this district will be evaluated during the first phase of the process.

DBRA Loan funding OR EGLE Grant/Loan/Other dollars

Public Act 381 of 1996, as amended, allows for the disbursement of Grant/Loan dollars collected by the DBRA OR DEGC, to be considered for projects within the City of Detroit that qualify for Eligible Activities under the Brownfield Financing Act. The Grant/Loan dollars provided by the Local Brownfield Revolving Funds (LBRF) program can assist with funding all Eligible Activities being requested, including Brownfield Plan and Act 381 Work Plan creation.

In addition, because contamination may be identified during the due diligence investigations, EGLE has been contacted to look at what options are available for funding. EGLE Grant are allocated on a fiscal year basis and offer up to \$1 Million in Grant dollars per project, per local unit of government, per year.

JDC will review all associated Grant and Loan Agreements. The Clients General Contractor and Sub-Contractors will be trained on how to invoice and bill appropriately under the Grant and Loan Sub-Agreements.

Further analysis of the specific property tax available for capture as a result of the development is described below.

Michigan Community Revitalization Program (MCRP), Placemaking Grants, and/or RAP3 Funds

Currently, this program allows for gap financing on your hard construction costs in the form of loan or equity to fill the financing gap left after all other gap financing has been sought. A separate proposal will be provided for this Task if it is determined that it makes sense to pursue this program.

At this time, we will consider applying for a Community Revitalization Program Grant or Loan. The focus of the MCRP is to transform underutilized properties into vibrant areas by encouraging and promoting capital investment and the redevelopment of brownfield and historic properties located in or in support of traditional downtowns and high-impact corridors in every region of the state. Community revitalization will attract talent through innovative and/or impactful placemaking by accelerating private investment in areas of historical disinvestment, fostering redevelopment of functionally obsolete properties, reducing blight, and supporting the rehabilitation of historic resources. The City of Detroit and MEDC may not support a MCRP application unless there is a percentage of

workforce housing incorporated into the development, unique cost gaps remaining following the support of the Tax Abatement and TIF reimbursement.

The most competitive MCRP project submissions will also address local and regional impact, place, and economic and financial considerations.

Economic and Financial Considerations: Staff will consider the following financial conditions when determining a project’s competitiveness for MCRP support:

- Senior Financing: maximize all available senior financing with preference through a federally insured and regulated senior lender Debt Service Coverage Ratio: ensure that the projected cash flow after MCRP incentive is applied is adequate to service debt.
- Financial need for the incentive(s) is demonstrated.
- All other potential funding resources have been explored and maximized.
- Demonstrated financial commitment towards the project by developer/owner equity contribution (10–20% of total development cost) and deferred developer fees. Flexibility on these contributions will be given to emerging developers.
- High ratio of private dollars compared to the total amount of public contribution (state and federal funding) to a project.
- Developer and non-third-party fees (including management, guarantee, and project coordination fees, etc.) should be deferred through available cash flow as a general rule.
- Financial sustainability of the project

FINANCIAL STRUCTURE AND AWARD LIMITATIONS The MSF may provide support for a project in the form of a grant, direct loan, or other economic assistance such as a loan participation or equity investment. All awards shall be performance-based. The Michigan Strategic Fund reserves the right to award less than the amount requested.

MSF support that is in the form of a grant shall not exceed \$750,000 for any project. A grant may include flexible terms and conditions. Grants shall also include provisions requiring grant funds to be paid back to the MSF when certain requirements are not met. Disbursement of grant funds typically follows construction completion and issuance of a "Certificate of Occupancy" and completion of other performance-based criteria.

Loan Participation A loan participation arrangement requires the presence of a Senior Lender willing to lead the lending relationship and operate within the underwriting standards of the MEDC. It is anticipated the MSF's investment may have different terms from the Senior Lender's portion but operate under the same loan agreement(s).

Direct Loans Direct loans may be considered where a loan participation arrangement is not feasible. They may include flexible terms and conditions, all of which must be acceptable to the MSF Board or its delegates, including without limitation, primarily below market interest rates, extended grace and repayment provisions, forgivable terms and no security, or some security (which also may be subordinated). These loans typically require that funds be disbursed following construction completion and issuance of a "Certificate of Occupancy", and completion of other reasonable application fees, and any other expenses incurred in administering the program.

Project Summary Table for Gap Financing

Project Specifics	Description
Act 381, as amended Brownfield Qualifying Criteria	Functionally Obsolete and/or Facility – BEA need to be filed, as appropriate
Base Initial TV 2024	\$0
Total Capital Investment	~\$25,000,000- \$35,000,000
Incremental Increase in TV 2027 full absorption	TBD
Total Eligible Activities to be funded through TIF	~\$10,000,000
Years to payback Eligible Activities	~30 years, inclusive of capture for LBRF
EGLE Department Specific Eligible Activities (BEA Activities, Due Care Activities, Response Activities, Hazardous Materials pre-demolition survey, Hazardous Materials removal, demolition)	~\$2,500,000 plus interest at 5% fixed simple -TBD
MSF Eligible Activities (Demolition, site preparation, public and private Infrastructure Improvements)	~\$7,000,000 plus interest at 5% fixed simple - TBD
OPRA tax abatement	TBD
EGLE Grant for Due Care and Response Activities	\$1 Million
MEDC CRP and/or RAP funding	\$1 – 5 Million
MDNR Grants and Loans	TBD (currently \$2M committed)
Other gap Financing	TBD
History on Taxable Value	Publicly owned \$0 TV

TIMELINE

I have provided a summary/timeline for the Project, so that we can stick to a reasonable schedule with deliverables.

To best serve you and the project, I have included in the timeline the approval of the Brownfield Plan, Act 381 Work Plans, to assure that your incentives have been approved prior to commencing work. The MEDC, EGLE and the LBRF Grant/Loan application process will be taken concurrently through with the approval of the Brownfield Plan, Act 381 Work Plans, if available. Please be aware that to gain support on these programs first a financing gap must be demonstrated and second the overall project must be supported by the local and state government. This is particularly true in the case of support for the MEDC and EGLE Grant/Loan program.

In addition, all pre-approval activities include environmental due diligence, engineering due diligence, site plan designs related to eligible activities can be completed prior to the approval of the Brownfield Plan and will still be eligible for reimbursement of said “eligible activities.”

Please note that this schedule is subject to variances in the timeline due to availability of information, local approval dates, and other incentives that may be sought and not identified in this timeline.

September 2024 – December 2024

1. JDC Evaluation of funding opportunities inclusive of negotiations with local and state government and agencies
2. JDC Start applications for gap financing

September 2024 – December 2024

1. If needed, Environmental Consulting and Technology (ECT) apply for EPA Assessment funding from Wayne County - Grant/Loan assistance with Environmental Assessments - due diligence, as necessary – (submitting request to Wayne County) end of September 2024.
2. ECT Complete Environmental Phase I ESA and Phase II ESA, and BEA as needed prior to closing (September 2024– November 2024) – may go out to February/March if additional site investigation a is needed.
3. ECT Complete Hazardous Building Material Surveys, if necessary (September 2024– November 2024) – may go out to February/March if additional site investigation a is needed.
4. JDC begin application process Incentives package for gap financing with City of Detroit.
5. Submittal of Grant/Loan Package to EGLE
6. Submittal of Grant/Loan Package to MEDC for CRP and RAP3.0.

January 2025 – March 2025

1. Finalize civil and environmental engineering studies and associated cost estimates and construction estimates
2. JDC –Eligible Activity Summary tables to incorporate civil, structural, and environmental and non-environmental costs for Brownfield

3. DBRA and City of Detroit Approval of Brownfield Plan

April 2025 – May 2025

1. Act 381 Work Plan approvals from EGLE and MEDC
2. Final Approval of Brownfield Plan and Reimbursement Agreement DBRA –
3. EGLE and MEDC Grant and Loan approvals as applicable

June 2025 – July 2027

1. Construction Period

Respectfully,



Anne Jamieson-Urena
Principal
Jamieson Development Consulting
248-762-8701
anne@jamiesondevelop.com

QUALIFICATIONS & EXPERIENCE

Since its founding, ICA has been a champion of historic preservation, renovation, and adaptive reuse, infusing new life into historic buildings. This transformation excites us the most— unlocking the hidden potential that is embodied in an existing building and site.

HISTORIC REHABILITATION & ADAPTIVE USE

Our team's **Historic Preservation Architects, InSite Consulting Architects (ICA)**, is a leader in the preservation, restoration, rehabilitation, and adaptive reuse of our nation's built treasures. We have successfully worked with SHPO, NPS, NRHP, Saving America's Treasure Grant, Secretary of the Interior's Standards, Tax Credits, and building material analysis.

Adapting older structures for new uses is perhaps the most potent expression of ICA's design philosophy. The transformation of an existing building does not have to be monumental, although it sometimes is. A small change to a building, such as an entry or circulation system, can say as much about an institution's identity as a new structure. Undistinguished interior spaces can become inspiring with the right choices of finishes and lighting.

ICA has converted existing buildings into hotels, retail stores, athletic facilities, apartments, breweries, churches, office buildings, charter schools, and clinics.

Our highly skilled staff has completed many projects involving the integration of new infrastructure, often within constricted or sensitive structures. Our experiences have taught us that new technologies and infrastructure can be as transformative as new architecture in revitalizing buildings and institutions.

Equally important to our past experience is acknowledgment that each new project has its own challenges and opportunities, and that each client has a particular mission, program, budget, and priorities. These particularities are what make each project different and exciting to us. The parameters of existing conditions do not hinder our creativity; rather, they inspire us to do more with what we are given.

Our technical architectural staff, through extensive experience in the field, have an unparalleled knowledge of traditional, historic, and contemporary construction technology, building and materials science. As part of our normal practice, we have developed inventory, evaluation, and preservation documentation methods that provide the most appropriate architectural solutions to our clients' most complicated issues. Our willingness to engage the project team during the architectural process has earned us a reputation as a strong partner that can address even the most difficult challenges of renovation and restoration work.

The following pages include project examples of our team's experience with rehabilitation and adaptive use projects of a similar type and scale, and historical interpretation or outdoor recreation components.



Grand Army of the Republic Building



Rock Island Historic Boathouse Restoration



Anderson Arts Center at Kenosha County Park



Potomac Boathouse Master Plan & Restoration



Bernard-Hoover Boathouse



Castle Ringstetten, Barge Club

GRAND ARMY OF THE REPUBLIC BUILDING

DETROIT, MI

Relevance to Belle Isle Project

- ♦ Rehabilitation of historic property in Detroit
- ♦ Visitor destination/attraction
- ♦ Creation of Civil War Veteran Memorial to honor building past
- ♦ Historical interpretation and outdoor recreation components
- ♦ Navigating a project in a remote location with outdated infrastructure
- ♦ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ♦ SHPO coordination



Constructed in the early 20th century as a meeting hall and memorial for the Union veterans of the Civil War, Detroit's Grand Army of the Republic (G.A.R.) building marks the rich history of the of the men who fought to preserve the Union. Used as a meeting place for Detroit "posts", the G.A.R. welcomed veterans of all nationalities and economic stations. The building was designed for first level retail and meeting spaces, a library and assembly hall on the upper floors. When the last of the Civil War veterans died, the building became and Parks and Rec center for a few more decades before it was mothballed in 1982.

After 30 years of demolition by neglect, the G.A.R. was purchased form the city by the Detroit media firm, Mindfield and underwent a 7 million dollar complete restoration which includes all new mechanical systems, creation of offices, and event space and two award-winning restaurants on the first floor. Per the development agreement with city officials, Mindfield created an on-site memorial celebrating not only the veterans but also Detroit's and Michigan's role in preserving the union of states during the Civil War.

The development team involved in the rehabilitation worked historic preservation groups to ensure SHPO standards and utilized state and federal historic tax credits, state grants and traditional lending to bring the project to fruition.



ROCK ISLAND HISTORIC BOATHOUSE RESTORATION

WASHINGTON, WI

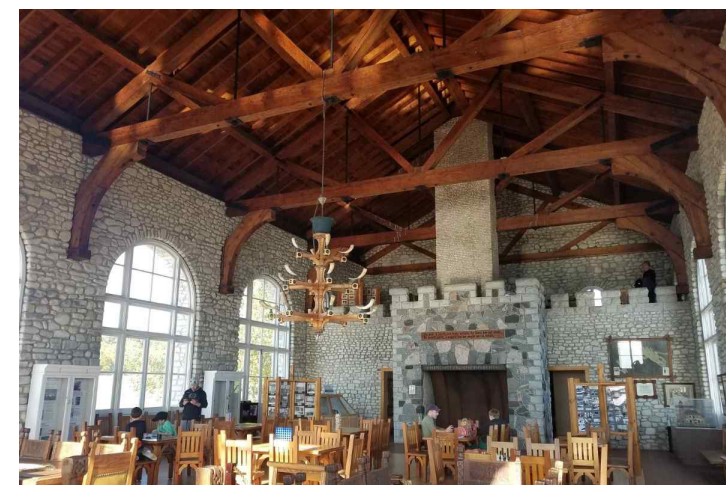
Relevance to Belle Isle Project

- ◆ Rehabilitation of historic boathouse
- ◆ Visitor destination/attraction
- ◆ Historical interpretation and outdoor recreation components
- ◆ Navigating a project in a remote location with limited accessibility and infrastructure
- ◆ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ◆ SHPO coordination



Rock Island is a wooded island off the tip of Wisconsin's Door Peninsula at the mouth of Green Bay in Door County, Wisconsin. The uninhabited island is approximately 1.6 miles long and 1.1 miles wide and is almost entirely owned by the Wisconsin Department of Natural Resources, which maintains Rock Island State Park. The ten historic buildings on this island were built by Icelandic inventor, Chester Thordarson as part of his summer estate in 1910, and are listed as part of the Thordarson Estate Historic District (NHRP # 85000641). The buildings were uniquely laid with Lake Superior limestone, many with washed, rounded field stones by Icelandic crafts people. They were in need of restoration work to manage some deferred and ongoing maintenance needs.

ICA was tasked to identify the unique character for the seven masonry buildings and develop specialized treatments for each. Treatments ranged from repointing, stone repairs and water-table, sill replacements, structural wood repairs, painting, wood window restoration, and clay tile roof repairs in order for these structures to endure this next cycle of repair. Contractor pre-qualification services were provided to maintain a high integrity of work for a historic structure.



ANDERSON ARTS CENTER

KENOSHA, WI

Relevance to Belle Isle Project

- ♦ Rehabilitation of historic cultural and recreational facility
- ♦ Visitor destination/attraction
- ♦ Historical interpretation
- ♦ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ♦ SHPO coordination



The Anderson Arts Center (NRHP #88002022) is a cultural and recreational facility along the shores of Lake Michigan. Built in 1929 in the French Renaissance Revival style and occupying over 9,000 SF, the museum is part of the Kemper Center. The building was challenged with leaking roofs, walls, windows, and a deteriorating interior, and needed functional upgrades to meet the American Alliance of Museums (AAM).

ICA restored the exterior envelope to be watertight, replaced missing components and original details, and brought back the grandeur of the historic mansion. Special coordination was provided to seamlessly integrate the mechanical, electrical, technology, plumbing, and fire protection while preserving the integrity of the historic interior and plaster restoration.

The ICA team utilized geothermal heating and cooling infrastructure to preserve the site and keep it free of equipment. The design team delivered a comprehensive project that rehabilitated this historic building while meeting modern function for a state-of-the-art museum.



POTOMAC BOATHOUSE MASTER PLAN & RESTORATION

WASHINGTON, DC

Relevance to Belle Isle Project

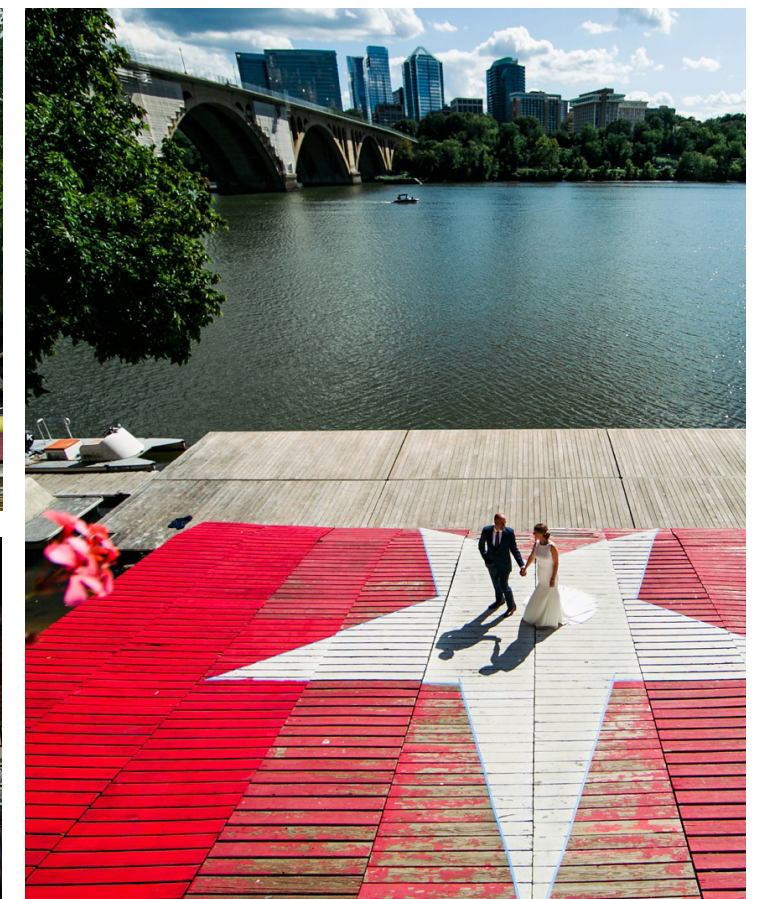
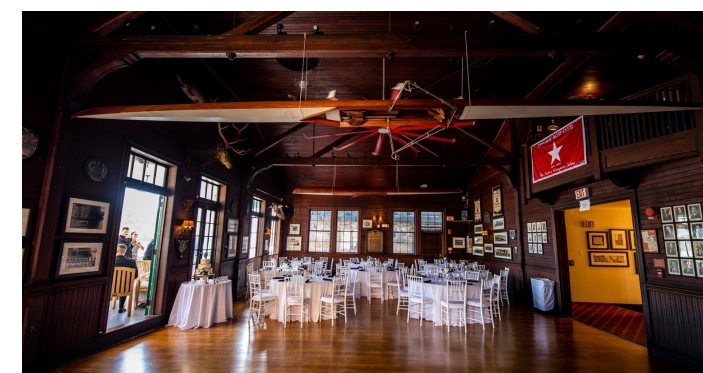
- ♦ Rehabilitation of historic boathouse
- ♦ Visitor destination/attraction
- ♦ Historical interpretation and outdoor recreation components
- ♦ Navigating a project in a remote location with limited accessibility and infrastructure
- ♦ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ♦ SHPO coordination



Erected in 1908, the Potomac Boat Club facility was admitted to the National Register of Historic Places in 1991. The original portion of the building consists of wood timber construction and consists of boat storage space on the lower level, men's and women's locker rooms and the main ballroom on the second level, and the board room, upper balcony and pantry on the upper level. The facility was expanded in 1962 to add additional boat storage to the lower level. This addition was constructed of brick and concrete with the intent that additional space could be extended over the first floor. A second addition in 1986 added a weight/fitness room, workshop for boat maintenance, and additional locker room space over the 1962 renovation.

Facing the Potomac River, the viewing porch stretched the entire length of the south elevation. A primary character-defining feature of the boathouse, it was obvious by the late 20th century that it had settled resulting in significant deflections. A 2011 report recommended that the porch be demolished and entirely replaced. In 2013, Gretchen Pfaehler led the Master Plan to reevaluate the architectural and structural condition of the facility and recommend actions required for its preservation. Gretchen determined that the existing deflection was potentially causing human discomfort but pointed to the fact that the balcony had sufficient structural capacity for loads, and recommended repairs rather than replacement. In 2016, Gretchen led the repairs to include improving the interior connections and structure within the boat bays. The award-winning rehabilitation and restoration of the primary character defining features, the wood porch and eaves advanced the long-term stewardship by the Potomac Boat Club (PBC) and serves as a valuable model for private citizens coming together investing in DC's most significant historic buildings.

In 2020, a similar Master Plan was commissioned for the mechanical, electrical, plumbing, and fire protection systems serving the facility.



BERNARD-HOOVER BOATHOUSE

MADISON, WI

Relevance to Belle Isle Project

- ♦ Rehabilitation of historic boathouse
- ♦ Rehabilitation of historic cultural and recreational facility
- ♦ Visitor destination/attraction
- ♦ Historical interpretation
- ♦ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ♦ SHPO coordination



The Bernard-Hoover Boathouse is historically significant as the last remaining building of the commercial boating business in Madison. It serves a reminder of the time when vacationing tourist and local residents were using the lakes for travel and recreational outings to resorts, which once dotted the shore.

Prior to joining ICA, Gretchen Pfaehler led the comprehensive conditions assessment of the historic 1915 boathouse located on the shore of Lake Mendota. Gretchen led the assessment to evaluate the architectural and structural condition of the facility and recommend actions required for its preservation. The boathouse includes four large garage doors facing the lake on the first floor, used for boat storage and offices, and a residential unit and storage on the second floor.

CASTLE RINGSTETTEN

PHILADELPHIA, PA

Relevance to Belle Isle Project

- ♦ Rehabilitation of historic clubhouse
- ♦ Rehabilitation of historic cultural and recreational facility
- ♦ Visitor destination/attraction
- ♦ Historical interpretation
- ♦ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ♦ SHPO coordination

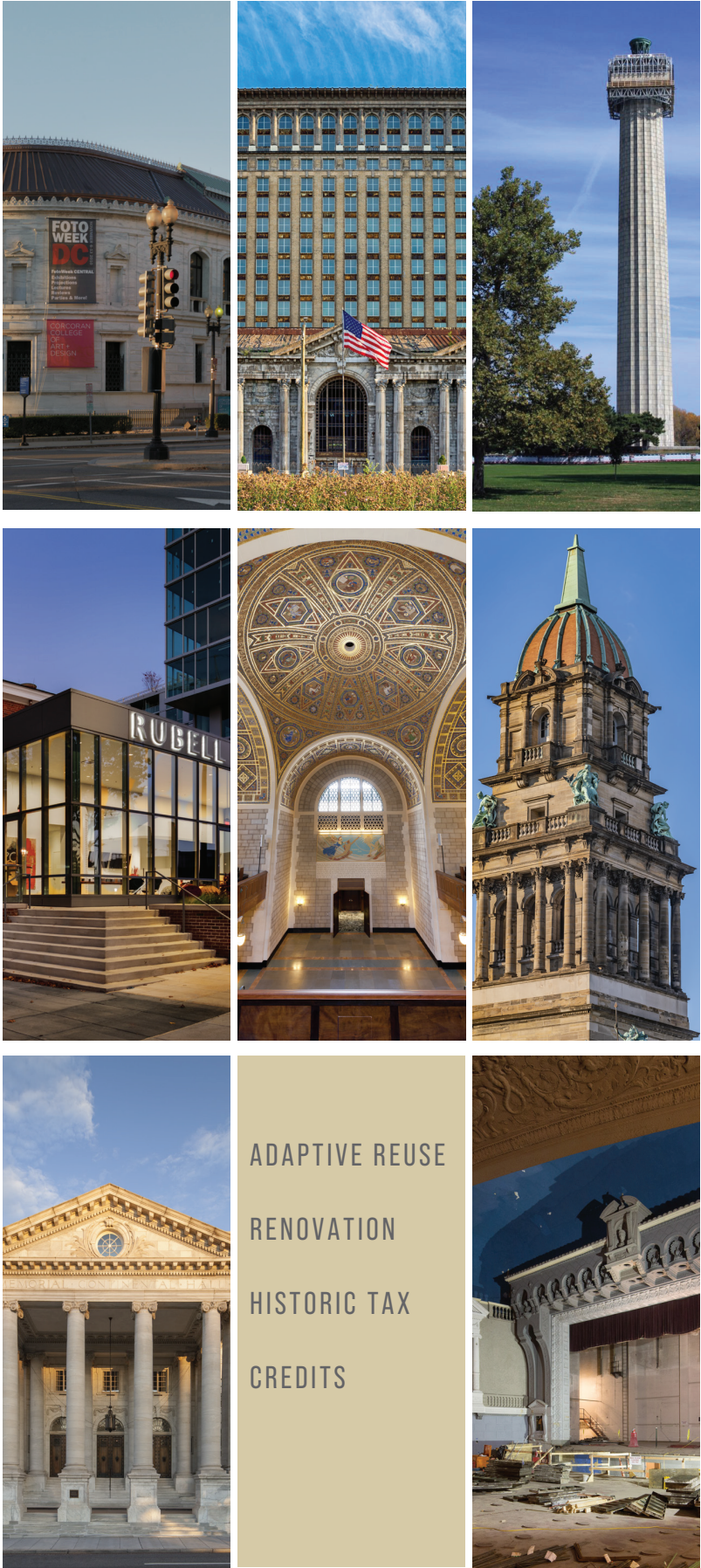


Castle Ringstetten is the picturesque upriver clubhouse of the Undine Barge Club, founded in 1856 for "healthful exercise" and "relaxation from business." The club has the ambiance of gentlemanly club-life from a bygone era. Construction began in 1875 and the dedication ceremony was held in 1876, the twentieth anniversary of the club's organization. The Undine Barge Club was the first rowing society to build an upriver house, which served as a point when the team would row and as a place for dinners and other social events. At one time the property boasted two well-graded regulation size courts for archery and tennis. Along Ridge Avenue at the back of the property, were airy and convenient driving sheds and box stalls for the convenience of the driving and riding members. Gretchen Pfaehler led the comprehensive conditions assessment of the historic boathouse prior to joining ICA.

PARTNERING WITH CHRISTMAN

- We offer full construction planning and implementation services, including construction management (both at-risk and modified), program management, cost estimating, planning, consulting and design/build
- We provide specialized risk management planning for historic preservation projects
- We offer planning and packaging of historic preservation work to budgeted funds
- We provide comprehensive pre-construction services including phasing, scheduling, cost estimating, constructability reviews
- We utilize peer reviews to ensure our work meets rigorous historic standards
- We establish a trade contractor orientation and training program
- We are adept at managing either a single component of the preservation or the entire process
- Self-perform carpentry and concrete restoration

LEFT TO RIGHT
Corcoran Gallery of Art Roof & Skylight Restoration
Michigan Central Station Rehabilitation
Cannon House Office Building Renewal
Randall School Redevelopment at Museum Place
National Academy of the Sciences Restoration and Renovation
Old Wayne County Building
National Society Daughters of the American Revolution
Flint Capitol Theater Restoration



ADAPTIVE REUSE
RENOVATION
HISTORIC TAX
CREDITS

BUDGET AND SCHEDULE

CONFIDENCE, QUALITY

CONTROL AND EXCELLENT

COLLABORATION WITH

DESIGN TEAMS ALL INFUSED

WITH OUR SPECIALTY

EXPERTISE IN HISTORIC

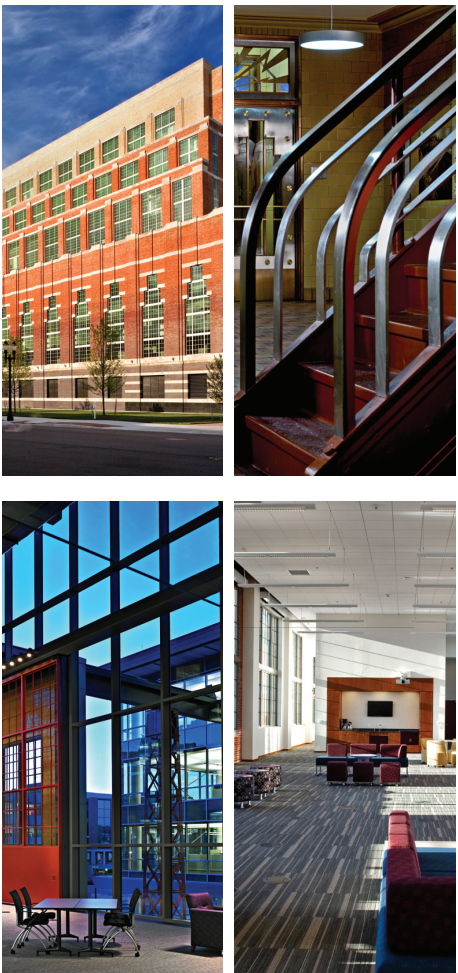
BUILDINGS.

Award winning adaptive reuse:

Listed on the National Register of historic locations, the Ottawa Street Power Station was transformed into Class A office space for Accident Fund Insurance Company of America. The project is a testament to the power of partnership. Located on a seven-acre riverfront campus, the site included the power plant and spanned two city blocks. This once-empty shell of a building, accompanied by a modern, four-story addition, is now transformed into an award-winning, state-of-the-art, nine story office complex providing more than 300,000 square feet of office space for current and future Accident Fund employees.

The location had stood vacant for more than a decade. Constructed in 1939, it is considered to be one of the finest examples of classic Art Deco architecture of its period. The finished project allows the iconic power station to stand tall over downtown Lansing and beckon others to follow Accident Fund's example to remain invested in the city's urban core.

Accident Fund Insurance





RECENT TRANSFORMATIONS:

Images in the top row are from the adaptive reuse of the Old Federal Building into the Kendall College of Art and Design. This five -story Beaux Arts building was constructed in 1909. The redevelopment met the standards of the National Park Service and State Historic Preservation Office. Kendall hosts art education and office facilities.

The second row includes photos from a late 1800s building which, after redevelopment, became a residential and retail hub on an urban site. Placed on the National Register, the Malcomson Building now provides 25 residential units and street-level shops.

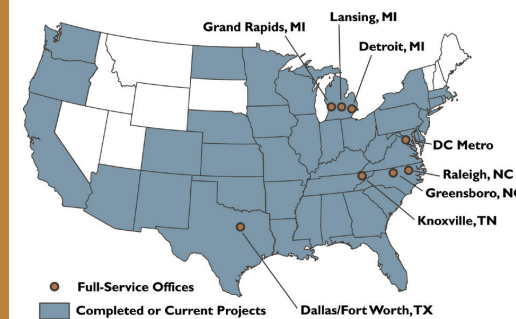
The bottom row highlights Christman's most recent adaptive reuse project. Our very own Greensboro, NC offices. Located in a historic saloon, this Class A office space is leading the charge for additional redevelopment in the city's historic district.



ABOUT CHRISTMAN

The Christman Company is a leading professional construction services firm through the strength of its employees and finances. In conjunction with its affiliates Christman Capital Development Company, Christman Mid-Atlantic Constructors, Inc., Christman Millwork, and Christman Constructors, Inc., the company's award-winning services include construction management, general contracting, design/build, real estate development, facilities analysis and planning, and self-performed skilled trades.

- Founded in 1894
- Fully employee and management owned
- Annual revenues of more than \$1 billion
- Ranked 87 in ENR 400 (list of top national contractors)
- Award winning safety program with .85. EMR



THE CHRISTMAN COMPANY www.christmanco.com

3011 W Grand Boulevard, Suite 2600 Detroit, MI 48202
Phone: 313-908-6060 Fax: 313-908-6055

ATTENTION TO DETAILS

We understand the balance that must be achieved between historic preservation, modern functionality and cost. Whether the goal of a project is a complete historic restoration or a cost-effective incorporation of modern systems into a historic structure, we provide the expertise and leadership to maximize the value of the client's historic property.

We have established strong relationships with historic preservation interest groups, including:

- National Trust for Historic Preservation
- The Association for Preservation Technology International
- Association for Preservation Technology Washington, D.C. Chapter
- D.C. Preservation League
- Michigan Historic Preservation Network
- Preservation Virginia

Ron Staley, FAPT, APT RP
Senior Vice President
Director of Historic Preservation
P. 313-908-6060
ron.staley@christmanco.com

Austin Giesey
Project Manager
Historic Preservation
P. 313-908-6060
austin.giesey@christmanco.com



RON STALEY

FAPT, APT RP

DIRECTOR OF HISTORIC
PRESERVATION

Ron joined The Christman Company in 1984 as an estimator and later gained experience as a project engineer and project manager on various types of projects. Promoted to vice president in 1990 and senior vice president in 2008, Ron brings to all of his projects a strong background in management systems, understanding of early project planning, pre-construction and design services, and successful construction delivery.

In 1992, Ron founded The Christman Company’s Historic Preservation Group and has since led it to national prominence. Ron has directed multiple highly visible preservation projects to national and statewide awards for teamwork, unique delivery methods and quality.

Ron’s preservation work includes all levels from true museum detail to adaptive reuse and tax act projects. His experience includes national landmarks and sites from state Capitols to vaudeville theaters to the world’s largest stove. In 2000, Ron was honored by AIA Michigan as an Honorary Affiliate Member. In 2005, Ron was honored as a Fellow with the Association for Preservation Technology International (APT). In 2008, he was named to the State Historic Preservation Review Board.

AUSTIN GIESEY

PROJECT MANAGER

As your project manager, Austin will lead the daily management of planning and construction services for the Belle Isle projects. Austin brings extensive exterior and interior restoration experience from his leadership position on Ford’s Michigan Central Station restoration and exterior restoration of the historically significant St. Anne’s Cathedral in Corktown. He is passionate about detailed preservation practice and a committed team member.



MARINA RESTORATION

CONCH HARBOR MARINA

KEY WEST, FL



BAY SHORE LANDING

COCONUT GROVE, FL



BOSTON YACHT CLUB

BOSTON, MA



SELECT ADDITIONAL RELEVANT TEAM EXPERIENCE

Rehabilitation or adaptive use

- ◆ Detroit Community High School
Detroit, MI
- ◆ Jerome Remick Sheet Music
Publishing Plant
Detroit, MI
- ◆ Fieldstone Properties, Detroit, MI
- ◆ Old Wayne County Building,
Detroit, MI
- ◆ Henry Ford Detroit Pistons
Performance Center, Detroit, MI
- ◆ Malcomson Building, Detroit, MI
- ◆ The Detroit Public Library Rose
and Robert Skillman Branch,
Detroit, MI
- ◆ Theodore Levin U.S. Courthouse,
Detroit, MI
- ◆ BL Unite Development, Detroit, MI
- ◆ Ottawa Street Power Station
Redevelopment Lansing, MI
- ◆ Michigan State Capitol, Lansing, MI
- ◆ The Mutual Building, Lansing, MI
- ◆ Flint Capitol Theatre Flint, MI
- ◆ Howell Carnegie Library Howell, MI
- ◆ Howell Opera House Howell, MI
- ◆ Michigan State University, Snyder
and Phillips Halls, East Lansing, MI
- ◆ University of Michigan, Henry Ford
Estate Fair Lane, Dearborn, MI
- ◆ University of Michigan, Historic Hill
Auditorium, Ann Arbor, MI
- ◆ Livingston County Courthouse
Howell, MI
- ◆ Wind Point Lighthouse, Racine WI
- ◆ Kemper Center, Kenosha, WI
- ◆ Hotel Indigo, Madison, WI
- ◆ Madison Municipal Building,
Madison, WI
- ◆ Astor Fur Trade Warehouse, Prairie
du Chien, WI
- ◆ Philip Schoen Building, Madison, WI
- ◆ Wisconsin Historical Society
Headquarters, Madison, WI
- ◆ Mary Ann MacClean Center
for Conservation Leadership,
Brookfield, IL
- ◆ Olbrich Gardens - Thai Sala,
Madison, WI
- ◆ Missouri Botanical Garden St.
Louis, MO



Jerome Remick Sheet Music Publishing Plant, Detroit, MI



Michigan State Capitol, Lansing, MI



Old Wayne County Building, Detroit, MI



Wind Point Lighthouse, Racine WI



Malcomson Building, Detroit, MI



Kemper Center, Kenosha, WI



Image: Lindsey Cook

3

HISTORIC PRESERVATION EXPERIENCE



HISTORIC PRESERVATION

Our modifications and additions to existing buildings respect the principles and concepts of the original but acknowledge the evolutionary passage of time through designs that clearly belong to the present.

PRINCIPLES & PRACTICES

ICA approaches the preservation and renovation of historic facilities as both a mode of critical inquiry and a vital endeavor. We believe that historic preservation means neither solving narrowly defined technical problems nor standing in opposition to the passage of time or tide of history. Rather, it is a combined set of activities that facilitate the thoughtful management of change in the built environment.

The transformation of an existing building does not have to be monumental, although it sometimes is. A small change to a building, such as an entry or circulation system, can say as much about an institution’s identity as a new structure. Undistinguished interior spaces can become inspiring with the right choices of finishes and lighting.

Many of our historic reuse and rehabilitation projects involve the integration of new systems within constricted or sensitive structures, and our experiences have taught us that new technologies and infrastructure can be as transformative as new architecture in revitalizing buildings and institutions. No matter the scale or method of intervention, ICA believes historic preservation is essentially a question of “what could be?” that inspires and guides our creative thinking and design.

Our team’s substantial track record in historic preservation has resulted in positive, successful working relationships with federal, state, and local public agencies such as the Advisory Council on Historic Preservation, State Historic Preservation Offices, and Landmarks Preservation Commissions. Our staff are thoroughly familiar with complying with the Secretary of Interior’s Standards for the Treatment of Historic Properties in the areas of preservation, rehabilitation, restoration, and reconstruction.

To supplement ICA’s preservation expertise, our team includes Michigan-based Christman Construction. Christman’s Historic Preservation Group is respected as one of the country’s most sought-after historic preservation and restoration teams. Christman has serviced preservation projects across the state of Michigan, including several sensitive and high profile projects in Detroit, and across the United States.

The following pages include project examples of successfully completed historic reuse/rehabilitation of similar scope and size to the Belle Isle Boathouse.



Theodore Levin U.S. Courthouse, Detroit, MI



Wisconsin Historical Society Headquarters, Madison, WI



Detroit Public Library, Detroit, MI



Mary Anne McLean Conservation Center, Brookfield, IL



Ottawa Street Power Station, Lansing, MI



Astor Fur Trade Warehouse, Prairie Du Chien, WI

JEROME REMICK SHEET MUSIC PUBLISHING PLANT

DETROIT, MI

Relevance to Belle Isle Project

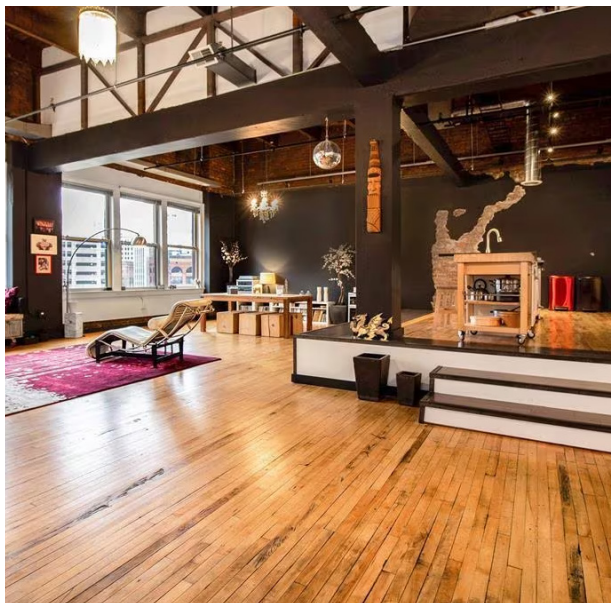
- ◆ Rehabilitation of historic property in Detroit
- ◆ Navigating a project with outdated infrastructure
- ◆ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ◆ SHPO coordination



In 1992, the Chicago Tribune ran a story regarding two Carleton brothers who had purchased a vacant department store in downtown Detroit with plans to create residential lofts. The idea at the time, that downtown Detroit was near a point where investors would take on real estate projects, was national news.

The Jerome Remick publishing plant was built as a 3 story structure in 1907. The brick clad, timber frame building held massive printing presses on the first level with sales and operations on the 2 floors above. In 1917, the building was sold to another successful Detroit businessman, JL Hudson. Hudson would add three additional floors and the taller structure would house the Hudson toy annex while a permanent store was constructed across the street on Woodward Avenue.

The Carletons took on a massive redevelopment project when few lenders were looking to support similar efforts. The personally funded project eventually created 8 luxury lofts and lead to the creation of Vicente's Cuban Cuisine, one of the first restaurants to begin to populate downtown in the early 2000's.



ROCK ISLAND HISTORIC BOATHOUSE RESTORATION

WASHINGTON, WI

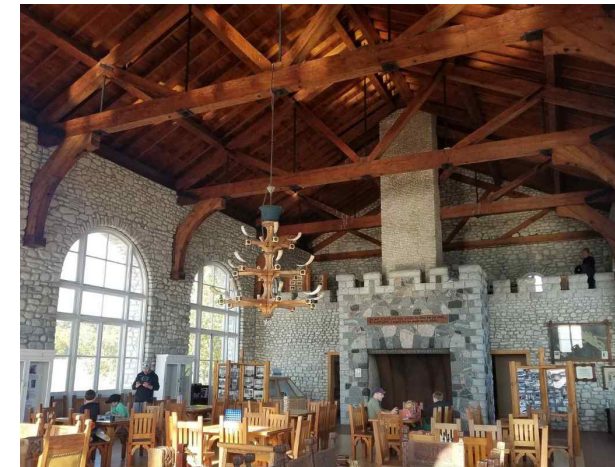
Relevance to Belle Isle Project

- ◆ Rehabilitation of historic boathouse
- ◆ Visitor destination/attraction
- ◆ Historical interpretation and outdoor recreation components
- ◆ Navigating a project in a remote location with limited accessibility and infrastructure
- ◆ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ◆ SHPO coordination



Rock Island is a wooded island off the tip of Wisconsin's Door Peninsula at the mouth of Green Bay in Door County, Wisconsin. The uninhabited island is approximately 1.6 miles long and 1.1 miles wide and is almost entirely owned by the Wisconsin Department of Natural Resources, which maintains Rock Island State Park. The ten historic buildings on this island were built by Icelandic inventor, Chester Thordarson as part of his summer estate in 1910, and are listed as part of the Thordarson Estate Historic District (NHRP # 85000641). The buildings were uniquely laid with Lake Superior limestone, many with washed, rounded field stones by Icelandic crafts people. They were in need of restoration work to manage some deferred and ongoing maintenance needs.

ICA was tasked to identify the unique character for the seven masonry buildings and develop specialized treatments for each. Treatments ranged from repointing, stone repairs and water-table, sill replacements, structural wood repairs, painting, wood window restoration, and clay tile roof repairs in order for these structures to endure this next cycle of repair. Contractor pre-qualification services were provided to maintain a high integrity of work for a historic structure.



OLD WAYNE COUNTY BUILDING

DETROIT, MI

Relevance to Belle Isle Project

- ♦ Rehabilitation of historic property in Detroit
- ♦ Construction Management
- ♦ Navigating a project with limited accessibility and infrastructure
- ♦ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ♦ SHPO coordination



When the Wayne County government left this iconic building in 2009, it remained vacant for years until an interior and exterior restoration began in 2016. The iconic 116-year-old building is home to ornate courtrooms, with a grand 10-foot-wide corridor that provides access to additional rooms. It features scagliola plaster details, wood millwork, and terrazzo floors. With a high level of detail on the interior of the building, users had taken great care to preserve it and this project continued that tradition.

As part of a comprehensive capital improvement program, this multi-phase project included extensive masonry restoration, removal of non-period systems furniture, non-original walls on select floors, removal and replacement of building boilers, and a complete restoration of the roofing systems including the copper details at the perimeter of the building, restoration and waterproofing of site walls, exterior masonry work on stairs and railings, and restoration of wood windows. Over the years, the granite and limestone of the ornate Beaux-Arts building had deteriorated and become stained. Work on the building facade restored it to its original character.

Under a competitive selection process, Christman developed a masonry restoration bid package in collaboration with a lead preservation architect that identified a series of necessary repairs from a visual inspection of the building.



MALCOMSON BUILDING

DETROIT, MI

Relevance to Belle Isle Project

- ♦ Rehabilitation of historic property in Detroit
- ♦ Historical interpretation
- ♦ Adaptive reuse
- ♦ Navigating a project in a remote location with outdated infrastructure
- ♦ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ♦ SHPO coordination



Built in the late 1800s, the Malcomson Building at 1215 Griswold is a six-story building in Detroit's Capitol Park neighborhood, originally designed by Detroit architectural firm Malcomson & Higginbotham. After it sat vacant for years, Christman and their joint venture partner transformed the building into a mix of retail and residential spaces, with retail on the ground level.

Due to the building sitting idle for years, structural components were damaged from weather cycles that had allowed freezing and thawing. The project team developed a systematic and economical approach to replace rotted wood structural members and the entire exterior wall of the west facade. Extensive tuckpointing of the interior and exterior masonry was also completed. One of the largest challenges was the replacement of the building's main elevator. The team expertly deepened the elevator pit and reconstructed the elevator shaft while keeping the main stair and landings, which wrapped around the entire elevator, completely intact.

With the project budget as a main concern, the team released early bid packages that provided the design team more opportunities to study the structure and develop design solutions. Trade contractor partners were also brought in early in order to assist in coordinating mechanical, electrical and plumbing systems, as well as major equipment selection.



ROSE AND ROBERT SKILLMAN BRANCH

DETROIT, MI

Relevance to Belle Isle Project

- ◆ Rehabilitation of historic property in Detroit
- ◆ Historical interpretation
- ◆ Visitor destination/attraction
- ◆ Navigating a project in a remote location with outdated infrastructure
- ◆ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ◆ SHPO coordination



The Detroit Public Library Rose and Robert Skillman Branch was constructed in 1932 and remained in continual use until 1998. Throughout the years, the library underwent many updates that helped to make it more functional, however they detracted from its architectural and historical features. As part of a design/build team, Christman restored the building with its original finishes and features, and updated mechanical and electrical systems hidden in existing cases.

The building is a poured concrete structure with a limestone exterior and copper roof. The lobby and main stairs feature limestone floors and walls, as well as ornate plaster cornices, ceilings and decorative painting. The interior marble, bronze and decorative plaster were all restored as part of this project.

The library boasts a cyber café (with coffee shop and internet access) and houses the National Automotive History Collection, a children's section and reference material for downtown businesses.

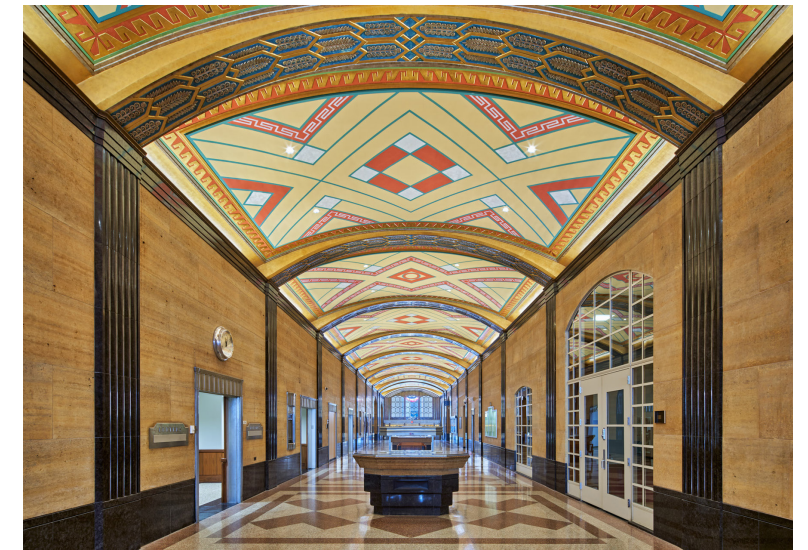


THEODORE LEVIN U.S. COURTHOUSE ALTERATION

DETROIT, MI

Relevance to Belle Isle Project

- ◆ Rehabilitation of historic property in Detroit
- ◆ Historical interpretation
- ◆ Visitor destination/attraction
- ◆ Navigating a project in a remote location with outdated infrastructure
- ◆ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ◆ SHPO coordination



Located on the southeast edge of the central business district in Detroit, the Theodore Levin U.S. Courthouse was constructed in 1934 and features a Neo-Classical Revival style with reinforced concrete and an Indiana limestone facade. With major building systems that beyond their useful lives, inefficient, and difficult to maintain, this multi-phased project is correcting serious building deficiencies to ensure the long-term occupancy of federal agencies by providing a safe and reliable work environment.

The project scope includes replacement of the building's chillers, air handling units, perimeter fan coil units, fiber-board ductwork, and upgrades to the Building Automation System. In addition, the building's electrical distribution system and emergency generator was replaced and cloth wiring was removed throughout the building. Domestic water piping was replaced and restrooms were renovated to provide compliance with the Architectural Barriers Act Accessibility Standard (ABAAS). An egress stairwell was added, the fire alarm was replaced, and the sprinkler system was extended to provide full coverage. Public and freight elevators were also replaced. The basement loading dock area was modified to better facilitate deliveries to the building.

The project team was challenged early on in construction as the first phase uncovered significant hidden conditions. Hazardous materials delayed the schedule by six months, but Christman worked hand in hand with trade contractor partners, the architect, and the owners rep, to re-sequence downstream work and maintain the original end date of the project. Throughout the next three years, multiple areas of renovation had to be completely redesigned, often on short notice, as hidden or differing conditions were discovered.



WISCONSIN HISTORICAL SOCIETY HEADQUARTERS

MADISON, WI

Relevance to Belle Isle Project

- ♦ Rehabilitation of historic property
- ♦ Visitor destination/attraction
- ♦ Historical interpretation
- ♦ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ♦ SHPO coordination



The Wisconsin Historical Society Headquarters is included in the National Register of Historic Places. Its formal, neoclassical exterior is comprised of Bedford (Indiana) Limestone with 3 deeply set loggias that feature Vermont marble floors and intricately carved ceilings and window surrounds. The structure comprises an entire city block and has been in continuous use since opening in 1900.

Designed by the Milwaukee architectural firm of Ferry and Clas, much of the original exterior character has remained intact. However, as with many historic buildings, numerous changes have occurred over time, its infrastructure has exceeded its useful life, and maintenance projects were required.

Beginning in 2020, ICA has been planning and executing a multiphase exterior restoration project, and in 2023, ICA was selected to lead the replacement of the building's HVAC systems that are nearly 60 years old. The work for this building's envelope repair provide necessary repairs to damaged areas, relieve past-due maintenance areas, and provide new more efficient MEP systems. Enhanced technology has provided a leak detection system at the roof and 4th floor archival spaces to protect the sacred archival materials within the building. The masonry restoration has restored a weather-tight condition to the historic building envelope and a fresh face to proudly stand for another 100 years.



HOTEL INDIGO

MADISON, WI

Relevance to Belle Isle Project

- ♦ Adaptive reuse of historic property
- ♦ Visitor destination/attraction
- ♦ Historical interpretation
- ♦ Navigating a project in a remote location with limited accessibility and infrastructure
- ♦ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ♦ SHPO coordination



The Kleuter wholesale grocery warehouse aka "The Mautz Paint Building" (NRHP #88002022) was designed and built in the prairie style in 1915 by Alvan Small. In 2016, ICA began the process for the historic adaptive reuse of this vacant building. The building required extensive rehabilitation of the exteriors, significant historic concrete repair, and interior renovations.

This project provided for the adaptive reuse of a warehouse building into a modern functioning hotel. Envelope evaluations determined the historic red brick mass wall could remain with an exposed interior allowing for a unique aesthetic for the hotel. The interiors of the hotel celebrated the unique concrete structural grid by engaging and disengaging with the primary corridor walls while closely collaborating with the hotel interiors group to provide unique branded solutions for this boutique hotel.



MARY ANN MACLEAN CENTER FOR CONSERVATION LEADERSHIP

BROOKFIELD, IL

Relevance to Belle Isle Project

- ♦ Adaptive reuse of historic property
- ♦ Visitor destination/attraction
- ♦ Historical interpretation
- ♦ Navigating a project in a remote location with limited accessibility and infrastructure
- ♦ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ♦ SHPO coordination



ICA was the Architect for the adaptive reuse of the Brookfield Zoo's Reptile House to house the zoo's new Center for Conservation Leadership. Through sensitive treatment of the building's original historic fabric, working closely with the IHPA, ICA designed and managed a successful project that was originally planned for LEED Silver and achieved LEED Gold Certification.

Scope & Solutions

- ♦ Full building assessment with preservation plan
- ♦ Measured baseline drawings
- ♦ Critical façade examination
- ♦ Adaptive reuse design documentation
- ♦ Interior design
- ♦ Energy modeling and sustainability planning
- ♦ Researched and reviewed archival documentation
- ♦ Developed baseline drawings for all disciplines
- ♦ Evaluated the structural systems of the walls and monitored for movement
- ♦ Designed outreach program spaces as well as offices for zoo staff in historic context of
- ♦ Prepared drawings and specifications for the exterior cast stone restoration
- ♦ Provided continuous on-site documentation and observation of the work



ASTOR FUR TRADE WAREHOUSE

PRAIRIE DU CHIEN, WI

Relevance to Belle Isle Project

- ♦ Rehabilitation of historic waterfront property
- ♦ Visitor destination/attraction
- ♦ Historical interpretation and outdoor recreation components
- ♦ Navigating a project in a remote location with limited accessibility and infrastructure
- ♦ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ♦ SHPO coordination



ICA was contracted to prepare preliminary plans and a design report to construct structural repairs and renovate the 1828 Astor Fur Trade Warehouse at the Villa Louis historic site. It is the only surviving fur trade warehouse in the upper Mississippi valley. The project involved the stabilization and prevention of further deterioration of the 2,800 GSF building, safety improvements, mechanical and electrical system improvements, and various architectural repairs.

Scope & Solutions

- ♦ Comprehensive rehabilitation of all building enclosure systems
- ♦ Preliminary condition assessment
- ♦ Failure investigation
- ♦ Measured baseline drawings
- ♦ Rehabilitation design documentation
- ♦ Bidding phase services
- ♦ Structural analysis and monitoring
- ♦ Construction phase services - comprehensive
- ♦ Researched and reviewed archival documentation
- ♦ Developed baseline drawings of the exterior
- ♦ Performed a detailed condition investigation
- ♦ Evaluated the structural systems and monitored for movement
- ♦ Performed studies including the evaluation of several areas to determine the long-term effectiveness of proposed solutions, the evaluation and field testing of cleaning techniques and field studies of new pointing mortar



OLBRICH GARDENS - THAI SALA

MADISON, WI

Relevance to Belle Isle Project

- ◆ Rehabilitation of historic structure
- ◆ Visitor destination/attraction
- ◆ Historical interpretation and outdoor recreation components
- ◆ Navigating a project in a remote location with limited accessibility and infrastructure
- ◆ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ◆ SHPO coordination



The Royal Thai Pavilion is one of only six pavilions outside of Thailand, given as a gift to the University of Wisconsin-Madison and the City by the Thai royal family.

The structure is built of traditional materials, wood, clay roof tiles, and lead flashings, and then highly ornamented with decorative painting, gold leaf gilding, and mirrored mosaic tiles. All of its original materials and construction were created in Thailand, and then reconstructed at its current site. With its continuous exterior exposure in a northern climate, the tropical based materials were beginning to fail after 20 years.

ICA provided an initial assessment to provide recommendations for restoration of the structure. Many of the Thai clay tiles were cracking and shaling, since the Thai clay itself did not meet the freeze-thaw capabilities needed for Wisconsin Climates. Many of the exposed wood components were dry rotted, ceiling panels were experiencing water damage, paint and gilding were worn, and many mosaic tiles were missing.

A complete roof replacement and decorative finish restoration was required to revive the structure. Working with the primary stakeholders, ICA subsequently developed construction documents for work. New strategies for weather barriers to prevent wind-driven snow infiltrations were also incorporated into the roofing system, to prevent continued damage to the ceiling panels below. Modern and traditional techniques were provided for wood repairs of dry-rotted conditions, decorative paint, stenciling, gold leaf gilding, and mosaic tile replacement were then implemented to bring the structure back to its original grandeur.



MISSOURI BOTANICAL GARDEN, TOWER GROVE WALL

ST. LOUIS, MO

Relevance to Belle Isle Project

- ◆ Rehabilitation of historic public structure
- ◆ Visitor destination/attraction
- ◆ Historical interpretation and outdoor recreation components
- ◆ Navigating a project in a remote location with limited accessibility
- ◆ Secretary of the Interior's Standards for the Treatment of Historic Properties
- ◆ SHPO coordination



The Missouri Botanical Garden is a National Historic Landmark (NRHP #71001065) and the oldest botanical garden in continuous operation in the nation. The Garden was founded by Henry Shaw and opened to the public in 1859, and its historic masonry perimeter wall is more than 157 years old. The 2500-foot long wall at 12-feet high was a random-laid stone wall with rusticated dressed stone columns. The wall was dry-stacked and then filled with mortar. This project addressed the 800-feet of wall experiencing severe degradation with some areas already collapsed.

ICA's document methods were comprehensive and highly detailed. Every stone was deconstructed, cleaned, catalogued, and reinstalled within its original panel. The historic techniques, patterns, and rules of the original masons were carefully studied and presented at the masonry training for every mason that worked on the project. This intensive process was coordinated through full time, on-site construction administration, so that the reconstructed wall would blend seamlessly with existing adjacent wall areas.

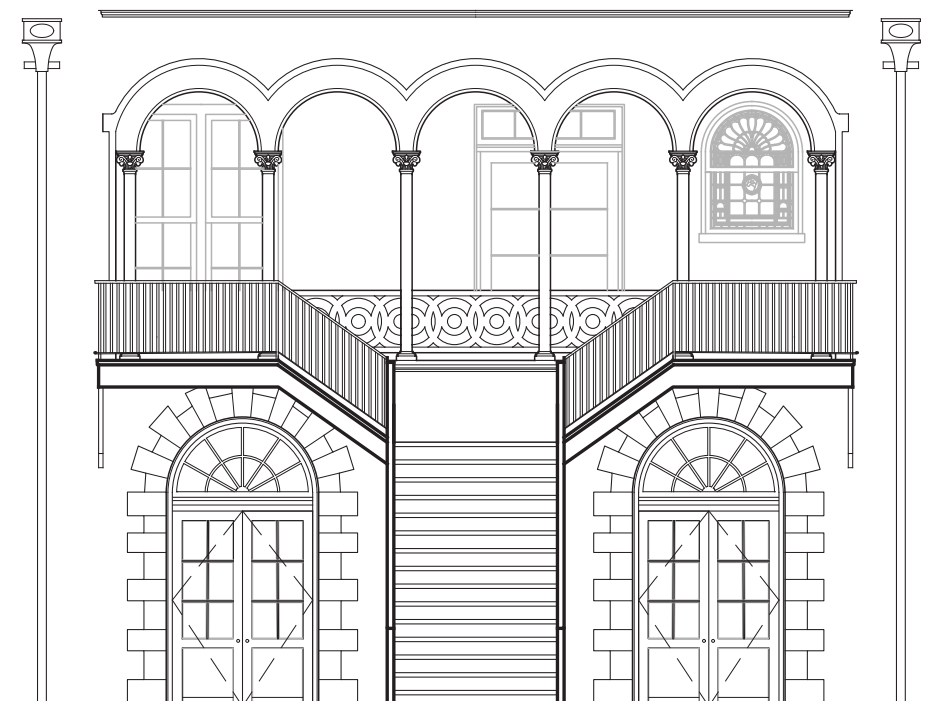




Image: Lindsey Cook

4

VALUE ADDED BENEFITS



THE PROPERTY

Rehabilitating the boathouse without respect to the island and the river would be short-sighted and would minimize the “gateway” opportunity which this project represents.

While the boathouse will be a destination on the island itself, it will also serve as a starting point and launch pad for visitors to engage in each of the island’s amenities. Value adds relating to the boathouse and entire island include:

“The Gateway Marina”

After years of disrepair, the docks and boat slips off the boathouse will be rebuilt and modernized to make the state park truly multimodal. The gateway will soon allow for the seasonal docking of boats and daily slip rentals for boaters to use the boathouse facilities or to continue to other island points-of-interest.



“The Duffy Tour Boats”

Operating as a for-pay water shuttle, the Duffy tour boats will take guests of the boathouse on a riverside view while navigating the waters surrounding Belle Isle. Tour guides on the Duffy fleet will share stories of the island’s history and many nature and recreation aspects.

Detroit is really the most perfectly laid out city one could imagine, and such an enchanting park and river, infinitely better than any town I know in Europe.

Elinor Glyn

“Seasonal Programming”

The grounds surrounding the boathouse are ripe for creating any number of activities for guests to the island. While once an important part of the club experience, the two swimming pools are today obsolete and would not be cost effective to restore. The filling of the pools would not only eliminate costly and on-going maintenance but provide up to 7,500 sf of additional ground. Seasonal activities to include bocce and cornhole courts in the summer and curling sheets to continue to attract guests in the winter months.



The completed Gateway project

THE LOCAL COMMUNITY

Access to the unique combination of rowing and other non-motorized water sports plus academic support develops confidence and cultivates a strong work ethic, regardless of race, socioeconomic status, ability, or zip-code.

“GATEWAY TO ACCESS”

The benefit to the local community is unlimited. The renovated historic boathouse will serve as the main launching point for several student athletic water sport programs. These programs, designed for students in grades 7-12, will be sponsored by Friends of Detroit Rowing along with a large collective of local, Detroit-based organizations dedicated to supporting the under-represented within non-motorized water sports. This collective is an integral part of our development team and brings a long history of successfully advocating for marginalized communities throughout the state of Michigan and specifically the City of Detroit’s at-risk youth.

The following precedents provide a small glimpse of what is possible for the local community and the City of Detroit!

Rowing provided a place to go, a community where people cared about what I did and what I achieved.

Nancy Greene

PRECEDENT: STEM TO STERN

← → ↺ 🏠 🔍 <https://www.stemtosternrowing.org/stem>

Dedicated to helping rowing teams become more diverse and competitive.

By eliminating barriers that many communities face, rowing teams can draw from a larger pool of athletes and create a diverse and inclusive environment at their clubs.

RELATIONSHIPS

The STEM to Stern program uses rowing to bring people together across racial and socioeconomic boundaries. By creating diverse rowing teams, we foster relationships that change lives and improve society. In a country as divided as it is, STEM to Stern is a program that shows what is possible when we come together.

STEM EDUCATION

STEM, (Science, Technology, Engineering, and Math) covers a wide range of fields. At STEM to Stern, we are passionate about empowering student-athletes to excel both academically and athletically. Through engaging STEM activities, we foster the growth of essential skills like critical thinking, problem-solving, and teamwork. ‘

Students from underserved communities often lack access to STEM opportunities and may not view STEM careers as achievable. STEM to Stern programs provide fun, hands-on experiences that allow them to learn in a more accessible environment.



CORPORATE PARTNERS



PRECEDENT: ROW NEW YORK

← → ↺ 🏠 🔍 <https://rownewyork.org/the-mission/>

ROW NEW YORK translate ☐ menu **DONATE**



51%

of our youth will be first generation college students.

33%

of youth come from families with a household income of \$30k or less.

81%

of our participants row for free.

One of New York City's **most effective afterschool programs** for under-served teens...

100% of our seniors graduate high school

Row New York’s year-round competitive program for high school students meets up to six days each week, providing more than 1,000 hours of athletic training and comprehensive academic support annually. This combination of rowing plus academics yields powerful returns.

90%

of our high school participants achieved a GPA of 80 or higher by the end of spring 2023

84%

of our high school participants achieved an SAT score of 1000 or higher in 2022

100%

of our graduating seniors enrolled in college in 2022 (compared to 71% enrollment citywide) and all have completed their freshman year

PRECEDENT: PHILADELPHIA CITY ROWING



OUR VISION

Together, we’re creating a diverse, equitable and transformative environment for Philadelphia’s youth to define and build their future.

OUR MISSION

PCR creates a unique, comprehensive and free after-school enrichment experience for young people in the school district of Philadelphia by offering a mix of competitive rowing, academic mentorship, and wellness education. With an emphasis on reaching underserved communities, PCR strives to create an inclusive environment that helps all young people unlock their true potential and explore the possibilities of their future.

OUR VALUES

Diverse

We believe that learning to collaborate in a diverse team environment helps young people explore their own strengths and deepens their connection to their peers and community.

Equitable

We believe all young people should have access to academic support, college and career exploration, and athletic opportunities, regardless of where they live or their socioeconomic status.

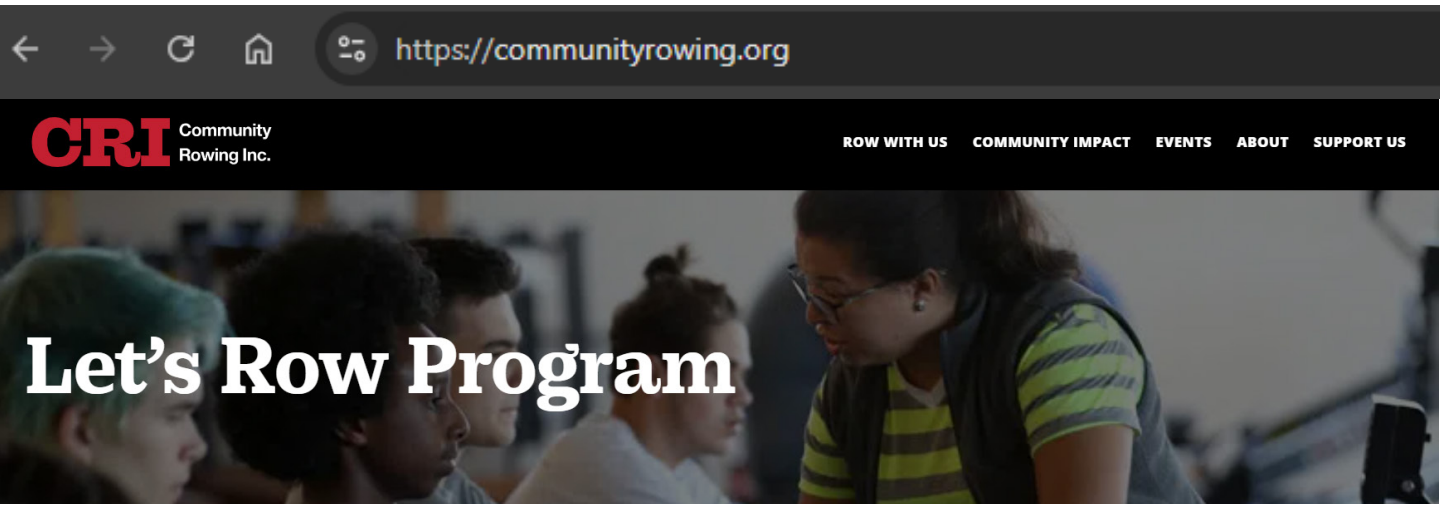
Transformative

We believe in the power of rowing to help teach the physical, mental, and social tools that each unique young person needs to thrive.

SPONSORS & PARTNERS



PRECEDENT: COMMUNITY ROWING INC.



Let's Row creates pathways to rowing for youth from under-resourced areas. The program partners with public middle schools and community organizations to cultivate accessibility and inclusion in our sport.

For 10 years, Let's Row has brought rowing to Boston's backyard. In 2023, it expanded into Cambridge Upper Schools. The program consists of five aspects, provided at no-cost to schools and students. Youth of all abilities are encouraged to participate.

MIDDLE SCHOOL VISITS

Coaches bring rowing machines directly to youth through middle school visits during PE classes. As part of a four-week curriculum, these visits incorporate games, peer support, and competition in each lesson plan.

ON-WATER FIELD TRIPS

Participating schools may come to the boathouse for on-water field trips to deepen students' rowing experience. Coaches refresh technique on rowing machines and then students jump on the water in stable, 12-person “barges” while supported in lifejackets.

Field trips look a little different for everyone. Depending on size, it could be two hours or the entire school day. Transportation, lunch, and additional activities are provided as needed.

LET'S ROW SCHOLARSHIP

Many students develop an interest in rowing through the Let's Row Program. All participants are encouraged to pursue rowing at Community Rowing.

We require all participants (including families and students from Boston and Cambridge Public Schools, exam schools, and public charter schools) to apply for scholarships once a year through our financial aid application process when registering in Regatta Central. You will not be charged when applying.

LET'S ROW IN NUMBERS

5000
Youth Participants

35+
Schools & Partners

30
Field Trips to CRI

80
Scholarships

4
Fellowships

SPONSORS



THE CITY OF DETROIT

“Water taxis would be a great way for people to experience and enjoy the award-winning Detroit Riverfront.”

Marc Pasco - Detroit Riverfront Conservancy

“National Attention”

Not unlike the restoration of Detroit’s Grand Army of the Republic Memorial Hall (The G.A.R. building or the Castle), or the development of the Library Lofts in 1992, the historic preservation of the historic Belle Isle Boathouse will be a nationally celebrated event. Fresh on the heels of the grand re-opening of the Michigan Central train station, this project will be yet another sign of Detroit’s re-emergence as a city on the move. Similar boathouses and their communities from across the country are aware of the need to save this landmark and will be integral in telling its story to a wider audience.

“Detroit Water Taxi”

The idea of water taxis on the Detroit river has been around for more than a decade. The updated marina at the Gateway project will be the final piece to make this idea into a reality. City Councilperson Angela Whitfield-Calloway requested a study done linking all 25 miles of the Detroit river by passenger ferry. Detroit Wayne County Authority Executive Director Mark Schrupp said “...the Detroit River is a wholly underutilized asset for recreational and public use”. The US Department of Transportation reports funding for states to use on ferries is at “historic levels”. The idea has also been support by the Detroit Riverfront Conservancy.



SYNERGY WITH OTHER ON-SITE PARTNERS

Fresh on the heels of the grand re-opening of the Michigan Central train station, this project will be yet another sign of Detroit’s re-emergence as a city on the move.

GATEWAY PROGRAMS WORKING IN TANDEM

Creating a plan to make Belle Isle truly multimodal involves several programs working in conjunction. With the Gateway as a new access point to the island, guests can arrive via the Detroit Water Taxi, take an Olmstead Trolley the aquarium or beaches and then dine at the boathouse before a final ride back across the river to their vehicle.



“The Olmstead Trolleys”

In conjunction with the DNR, the Olmstead Trolleys will be a complimentary shuttle service and a terrific way to experience all that Belle Isle must offer. The EV trolleys will be sponsored by a “Big 3” brand and will take riders around the island stopping at various points of interest. Trolley drivers will be versed in the history of Belle Isle and share factoids during the rides. Operating several trollies simultaneously will allow for guests to arrive and park at various points on the island and navigate the park hassle free.

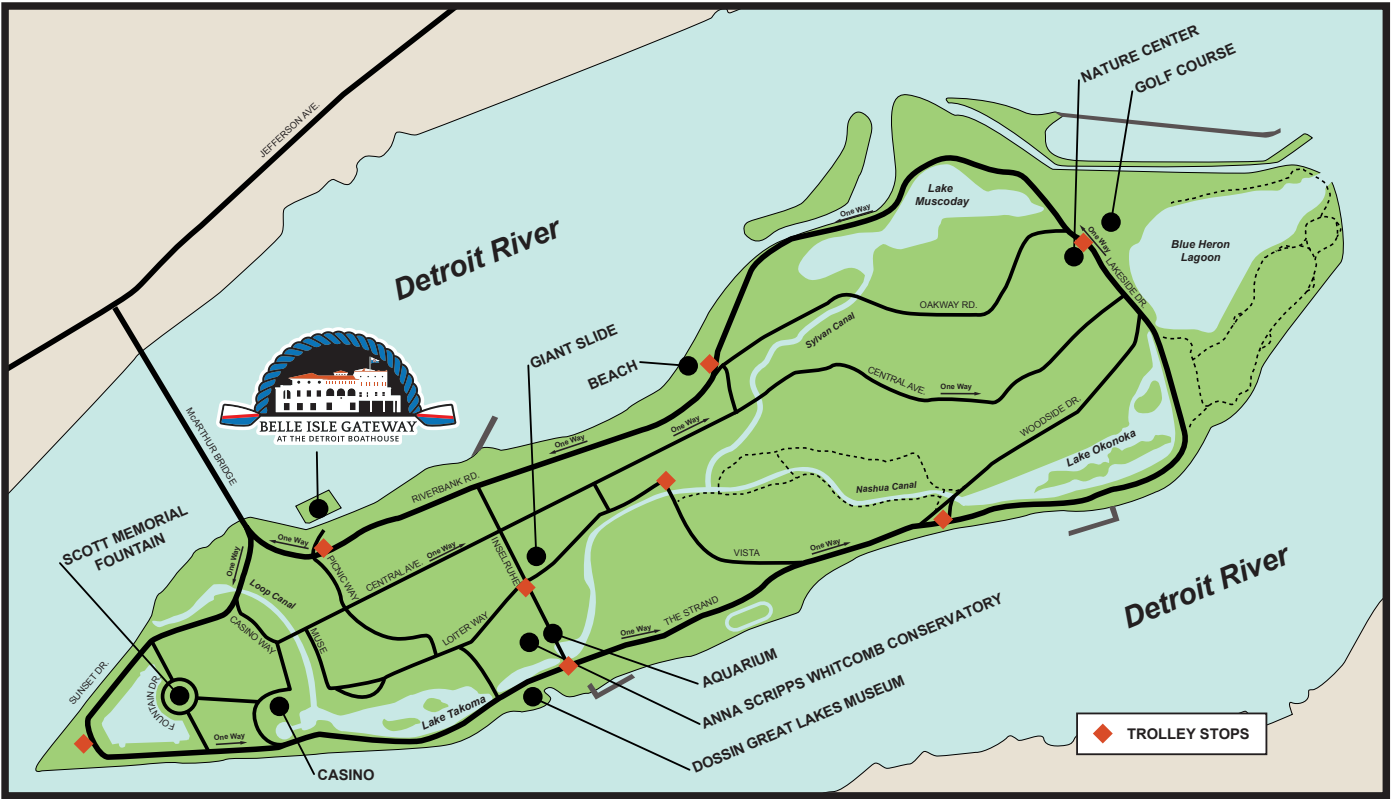


“The Duffy Tour Boats”

Operating as a for-pay water shuttle, the Duffy tour boats will take guests of the boathouse on a riverside view while navigating the waters surrounding Belle Isle. Again, tour guides on the Duffy fleet will share stories of the islands history and many nature and recreation aspects.

“Modern Public Restrooms”

The restored boathouse will include modern public restrooms accessible on the canal side for guests to the island to utilize during their stay.



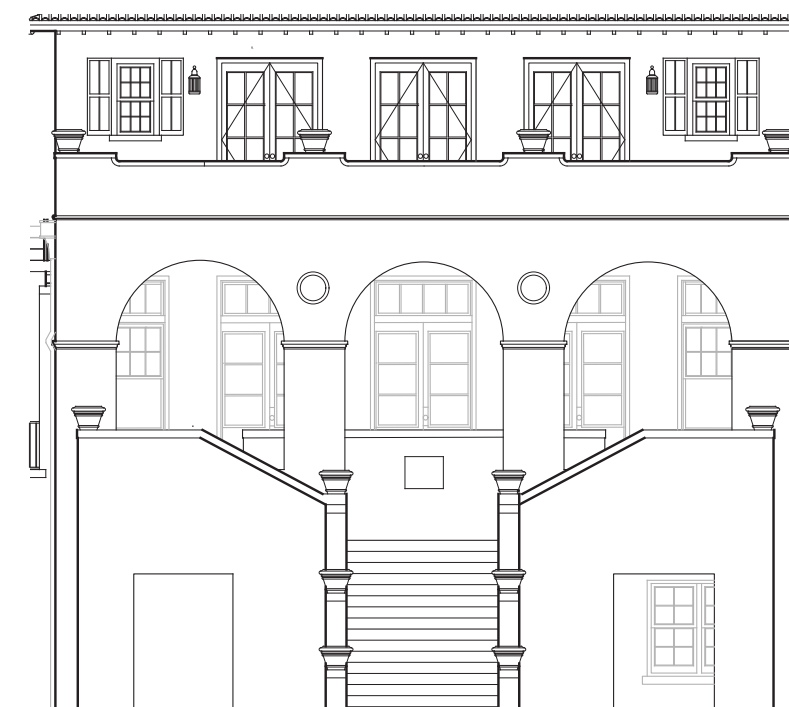
“Kayak and Bike Rentals”

In addition to the newer programs based at the the Gateway, our team will grow to included partners offering both kayak and bike rentals as an additional means to explore the island offerings.



5

ADDITIONAL INFORMATION



BELLE ISLE BOATHOUSE SUPPORT

The following people have been vocal in supporting the need to preserve this important part of Detroit’s history and in seeing that it remains an integral part of the community:

The Detroit City Council

- ♦ Scott Benson
- ♦ Fred Durham III
- ♦ Latisha Johnson
- ♦ Gabriela Santiago-Romero
- ♦ Mary Waters
- ♦ Angela Whitfield-Calloway
- ♦ Coleman Young II
- ♦ Mary Sheffield

The Rowing History Project

- ♦ Christopher Doyle
- ♦ Rick Stehlik
- ♦ Hillary Langer
- ♦ Al MacKenzie

Friends of Detroit Rowing
Detroit Community Sailing Center



- Janet Kreger - **MHPN**
Devan Anderson - **Preservation Detroit**
Renata Miller - **Historic Indian Village**
Nick Mancuso - **West Village Association**
Mac Farr - **The Villages CDC**
Donald Campbell - **Berry Subdivision**

Carol Rhodes - **Historic West Village**
Deb Summer - **Clark Park Coalition**
Brian West - **Marine Safety Institute**
Hope Shovein - **Detroit Yacht Club**
Peter Rhodes - **City of Detroit**

Dan Austin - **HistoricDetroit.org**
Bill Maher - **1968 Olympic bronze medalist**



July 23, 2021

Department of Natural Resources
Parks and Recreation Division
P.O. Box 30257
Lansing, MI 48909

Dear Tom Bissett,

I write to you on behalf of the Downtown Detroit Partnership (DDP) in support of David Carleton's proposed historic rehabilitation of Detroit's Belle Isle Boat House – as presented, the “Belle Isle Gateway”. As Chief Public Spaces Officer at DDP, I have had the privilege of witnessing Mr. Carleton's transformative impact through his successful restoration of the Grand Army of the Republic Building, neighboring Beacon Park, an endeavor that has revitalized an important piece of Detroit's heritage.

David’s track record of preserving and enhancing historic landmarks speaks volumes about his dedication and ability to realize ambitious restoration projects. The restoration of the Grand Army of the Republic Building stands as a testament to his vision and commitment to preserving the architectural legacy of our city and one that brought activity to a once underutilized part of Downtown Detroit.

The Downtown Detroit Partnership has had the opportunity to collaborate closely with Mr. Carleton on past placemaking and programming initiatives, and we are confident that his vision for the Belle Isle Gateway will similarly enrich our community. His authentic approach and attention to detail ensure that each project not only preserves historical integrity but also integrates seamlessly into the fabric of our urban environment.

We believe that the rehabilitation of the Belle Isle Boat House under David Carleton's stewardship will not only restore a significant historical landmark but also create a vibrant space that fosters community engagement and cultural enrichment. The DDP wholeheartedly supports this endeavor and looks forward to witnessing the positive impact it will undoubtedly have on Detroit's cultural and recreational offerings.

Thank you for considering our endorsement of the Belle Isle Gateway. Please feel free to contact me at 313.314.2707 or at david.cowan@downtowndetroit.org should you have any questions or require further information.

Sincerely,

David Cowan
Director of Programming and Public Spaces

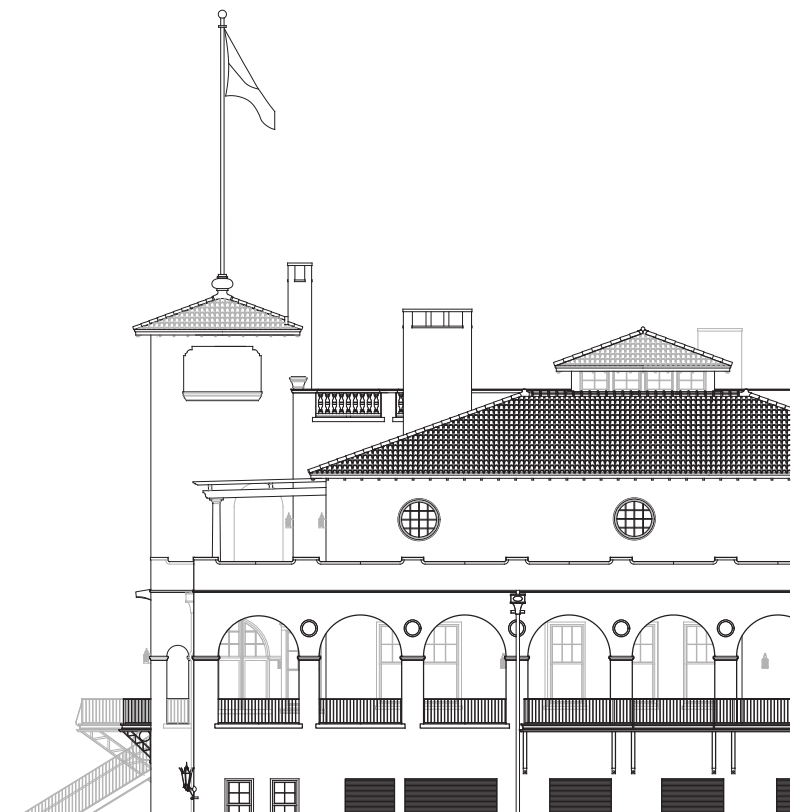
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DowntownDetroit.org • 313 566-8250

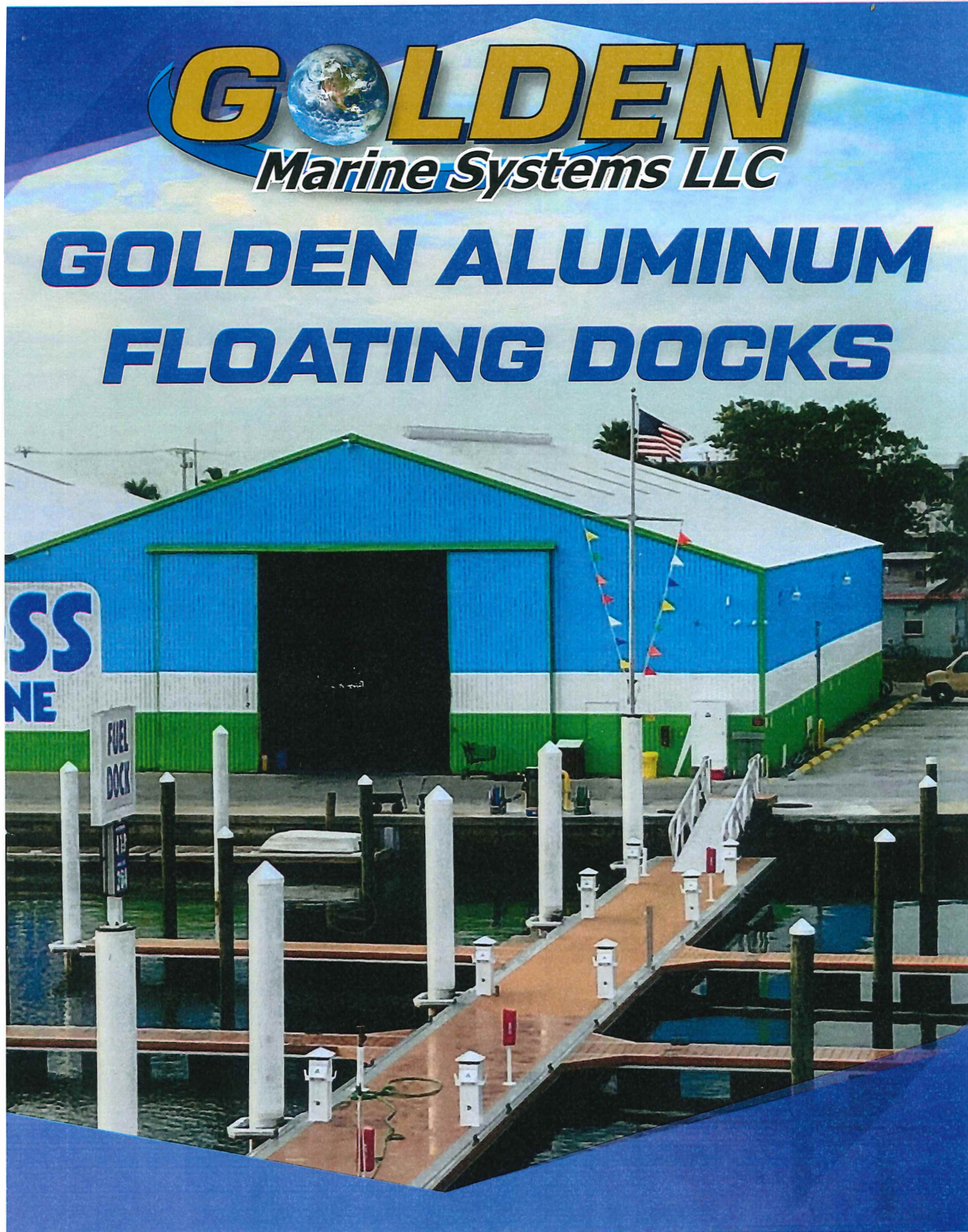


Image: Lindsey Cook

6

ADDENDUM





Golden Aluminum Floating Docks

Golden Marine Systems, LLC has over 35 years of experience in the design, engineering, and manufacturing of aluminum docks and gangways.

Our in-house expertise of industry professionals will assure that your project is correctly designed and manufactured to accommodate site-specific design criteria necessary to deliver a first in class durable product.

Golden docks and gangways are custom designed and manufactured utilizing only the highest quality marine grade material and components.

Our products are made to withstand the elements of nature and time with a life expectancy of 35+ years. Golden also offers an industry leading 10-year limited warranty. Our docks and gangways are virtually maintenance free.

Golden Aluminum Floating Docks Benefits:

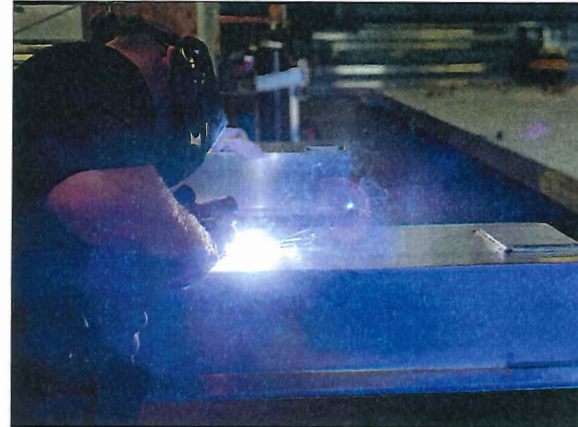
- ⚡ 6061 T6 Marine Grade Aluminum and Stainless Components
- ⚡ Noise Free Urethane Flexi-Block Connections
- ⚡ Golden's E-Track Extrusions allow for a multitude of accessories to easily attach and adjust
- ⚡ Adjustable Cleats, Piling Guides and Finger Piers
- ⚡ A Variety of Decking Options Including, Composite, IPE, and Pavers
- ⚡ Service Troughs for Easy Installation and Maintenance
- ⚡ Built by a Solid Company with a Golden Reputation



IDEAL SOLUTION FOR YOUR MARINA!

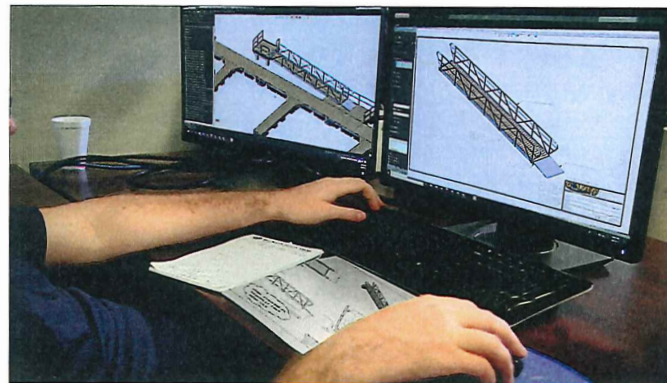
Manufacturing

Our dedicated workforce is professionally trained and performs under strict guidelines set forth by ISO 9001:2015 and the American Welding Society. Processes and procedures are in place to assure that our structures are manufactured correctly to the highest quality. Attention to detail is taken to both ensure product dependability and finished aesthetics.



Design & Engineering

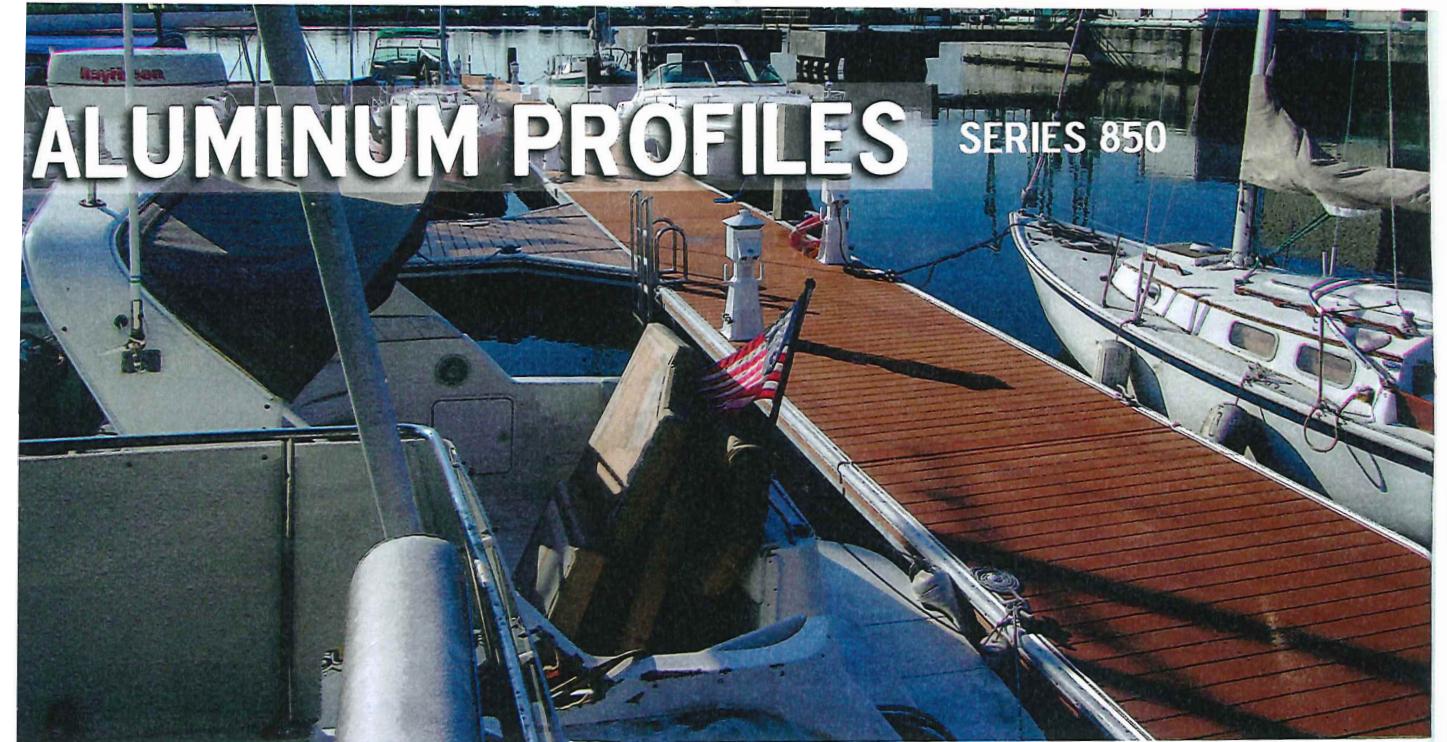
Our highly trained certified Design and Engineering professionals combine an emphasis on creativity, technology, and design methodology to develop detailed plans and innovations. We work closely with clients and engineering firms to ensure proper specifications practicality and system functionality. Our team of professionals continually strive to set newer and higher standards industry-wide.



GOLDEN
Marine Systems LLC

ALUMINUM PROFILES

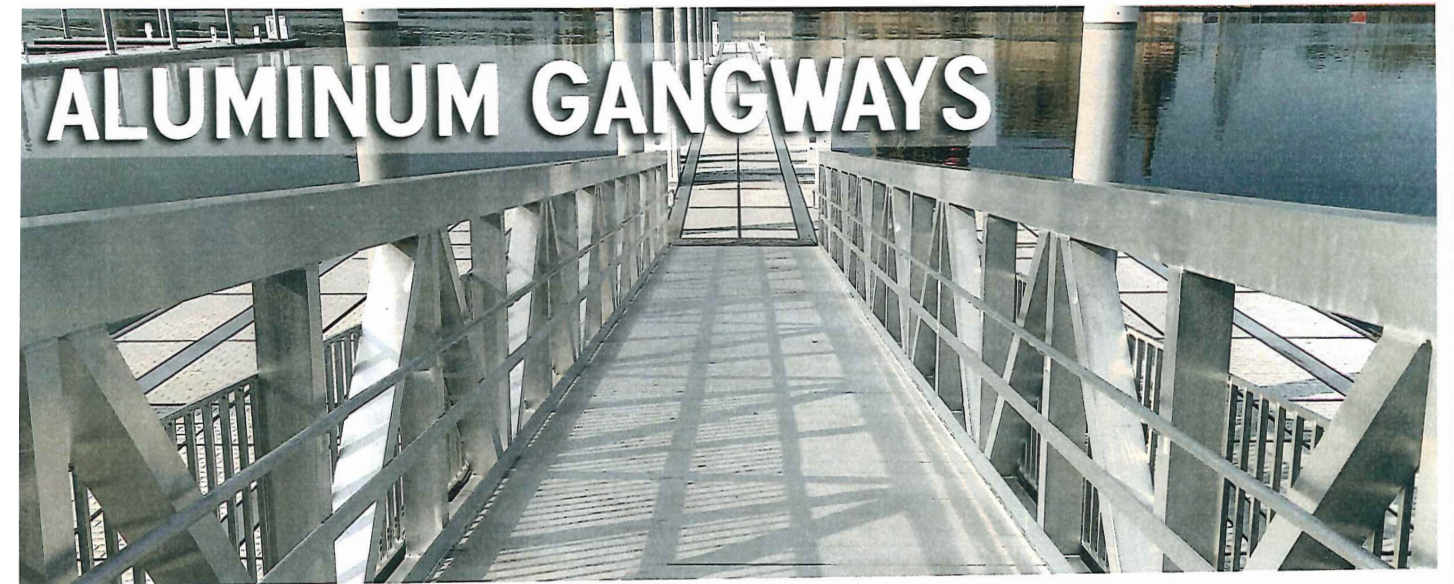
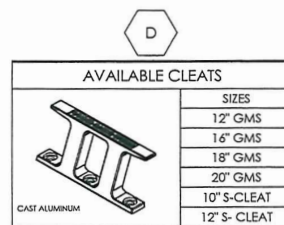
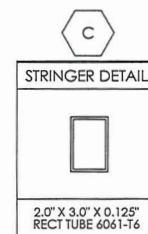
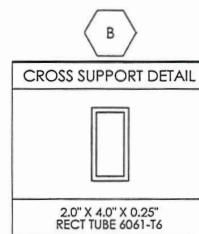
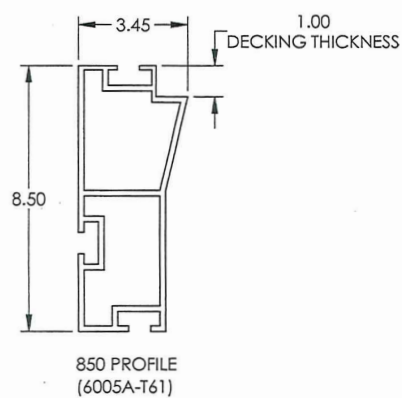
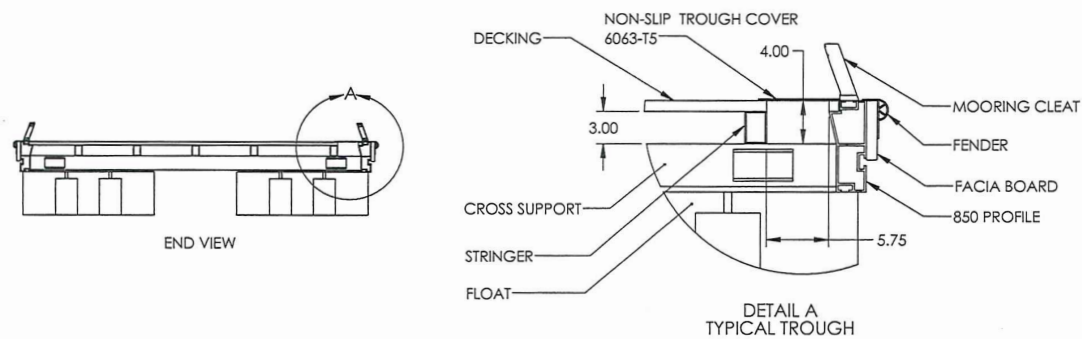
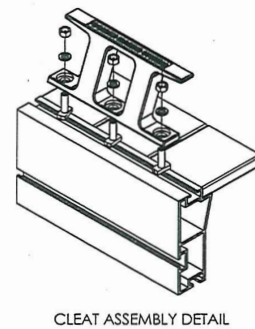
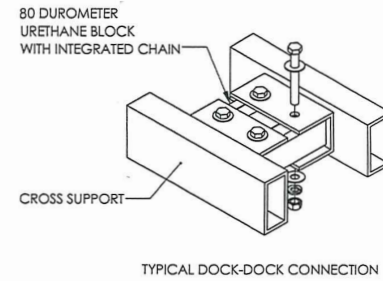
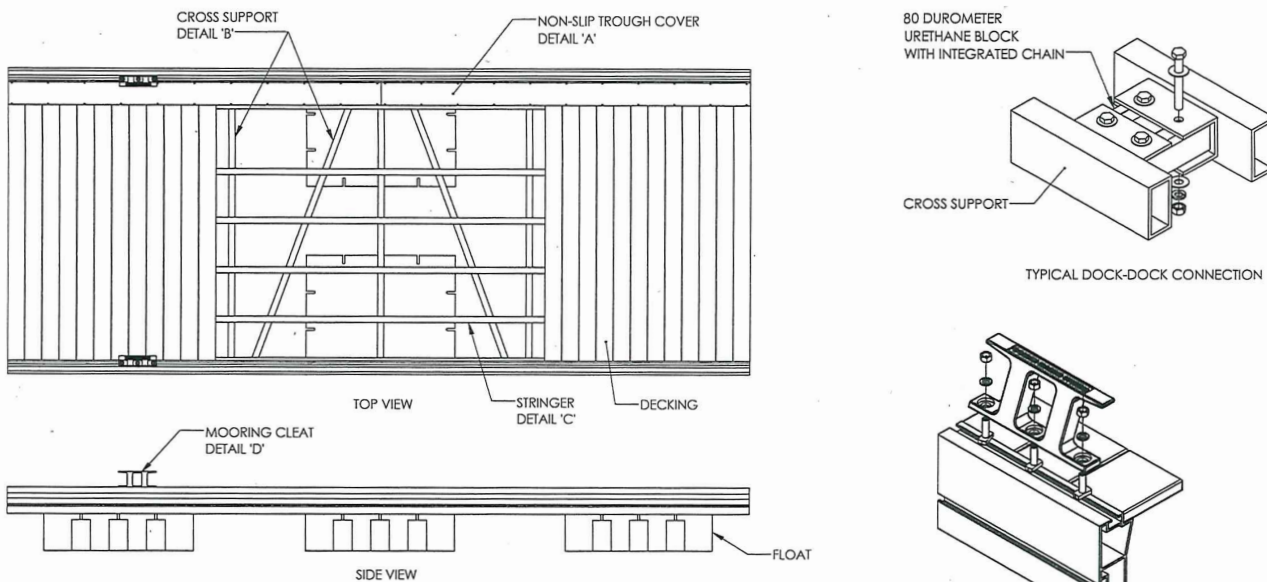
SERIES 850



Golden Marine Systems Series 850 single track profile is utilized for light to medium size marinas and is recommended for vessel sizes up to 60'. The single-track system is durable and allows for adjustable cleats, pile guides and finger piers. The system can be manufactured to offer utility troughs that measures up to 4" high by 10" wide. The system decking is typically 5/4" x 6" board. A variety of decking options are available. The dock sections are connected with 80 durometer urethane blocks. The blocks are a noise free connection that allows the system to articulate in wind and wave conditions.



GOLDEN
Marine Systems LLC



ALUMINUM GANGWAYS

Golden Marine Systems gangways are manufactured utilizing 6061 T-6 aluminum and 300 Series Stainless. We offer various types of decking from aluminum, composite, natural hardwood and polypro grated decking to mention a few. Our gangways are designed to be maintenance free, strong, versatile and safe. We offer both residential and commercial rated gangways that are ADA compliant and can be manufactured for golf cart accessibility.

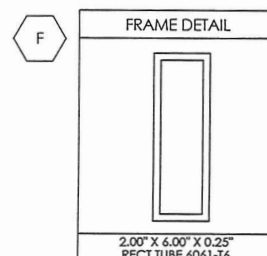
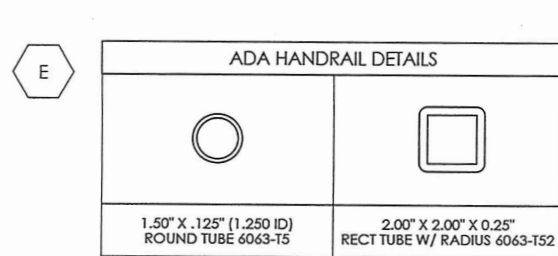
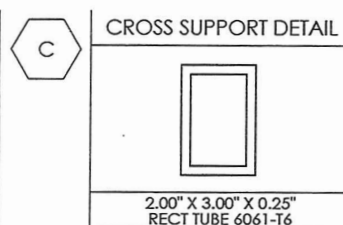
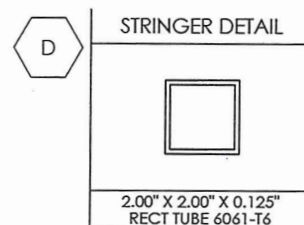
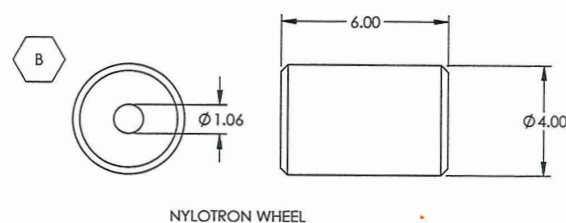
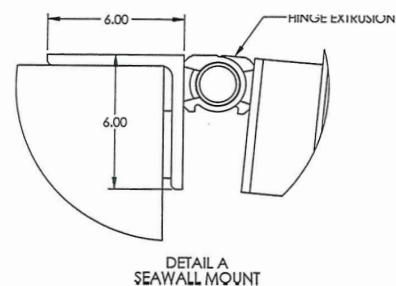
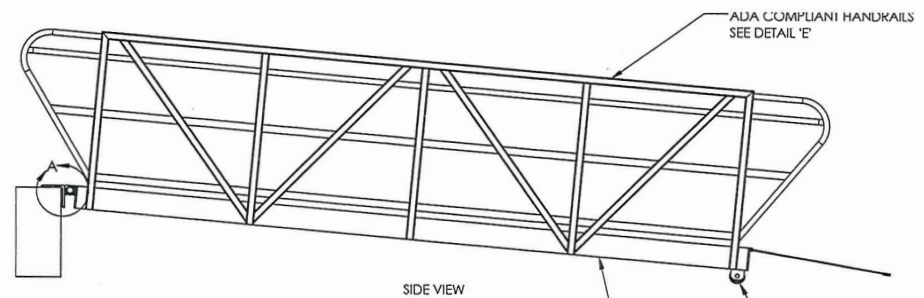
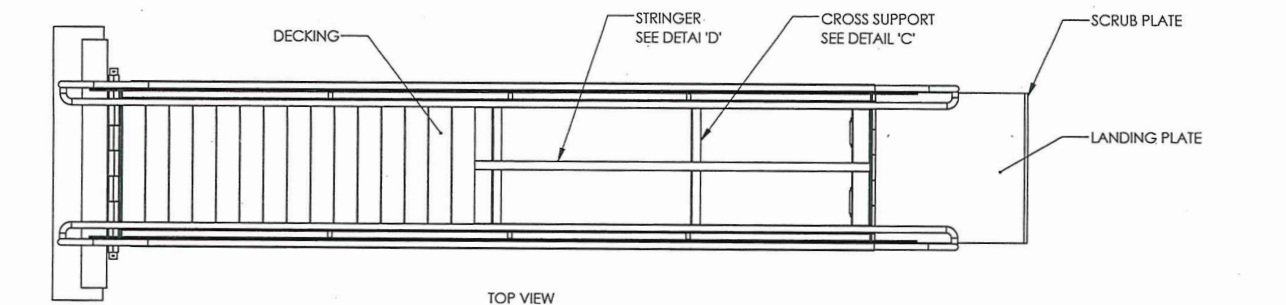
Gangway Highlights:

- ✦ 6061 T6 Marine Grade Aluminum & 300 Series Stainless Steel
- ✦ Various types of decking
- ✦ Diamond plate transition plates
- ✦ Heavy duty mounting plate
- ✦ Nylatron Roller assembly
- ✦ ADA compliant



GOLDEN
Marine Systems LLC

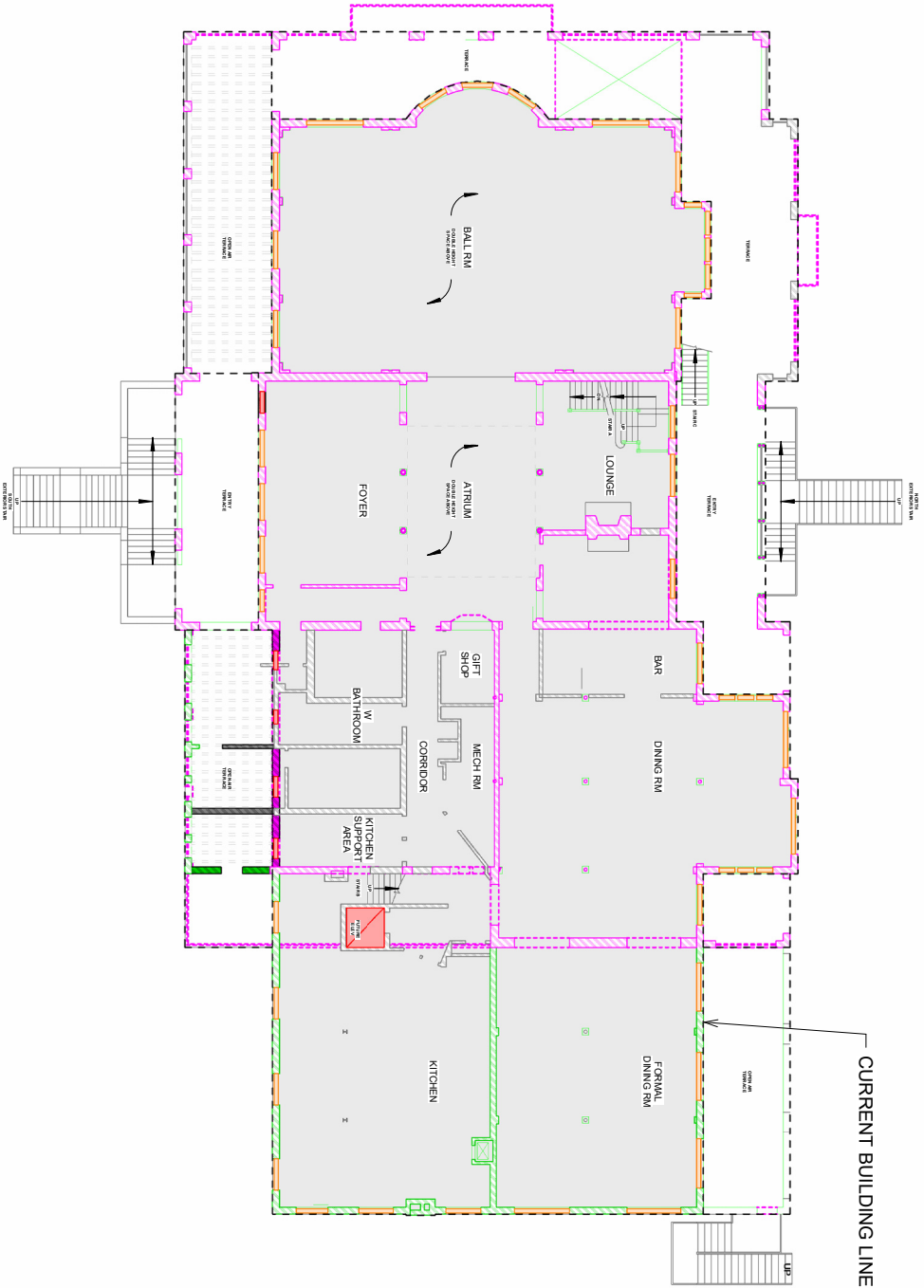
GOLDEN
Marine Systems LLC



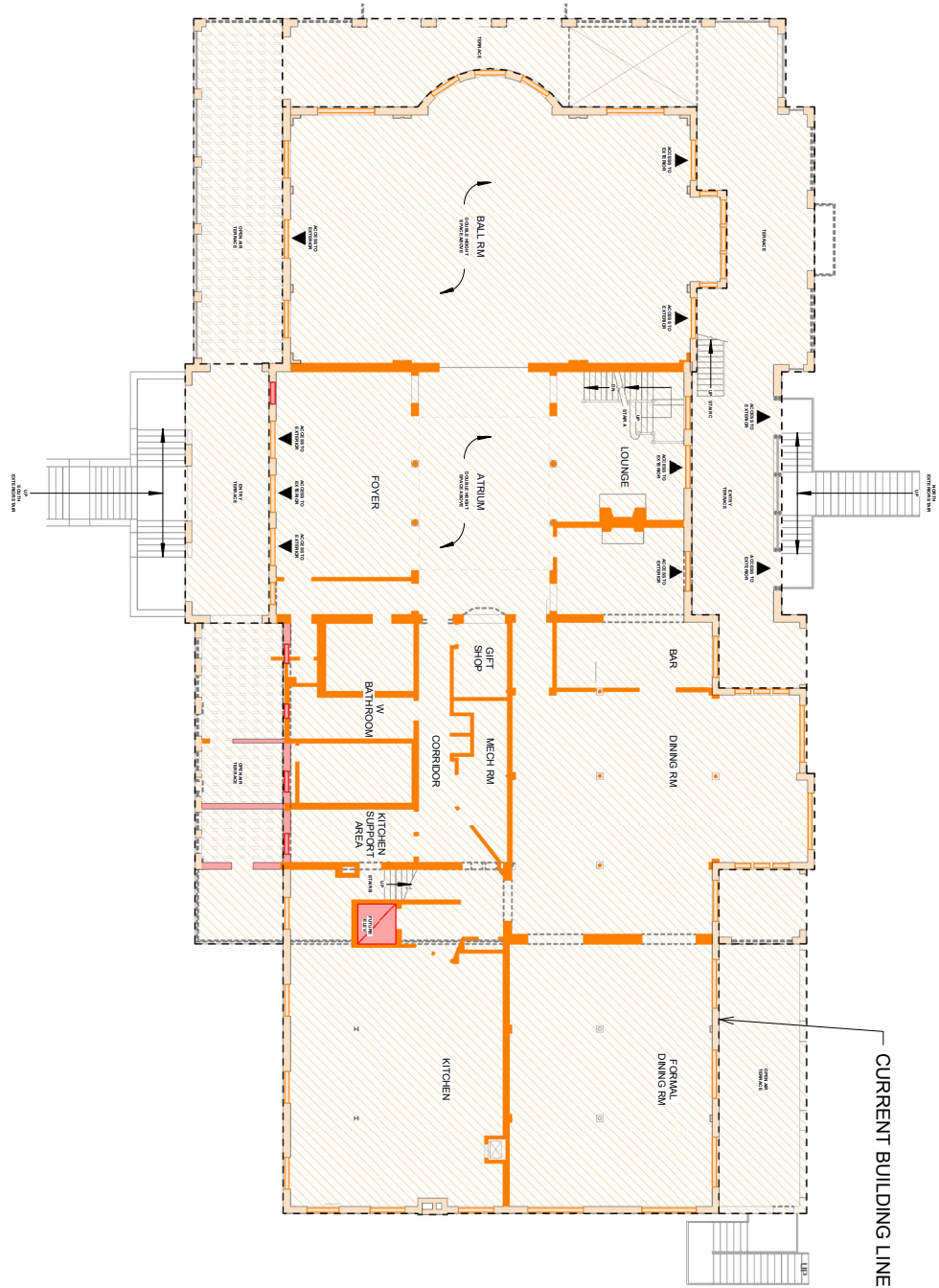
WHEN IT'S DONE RIGHT...IT'S GOLDEN



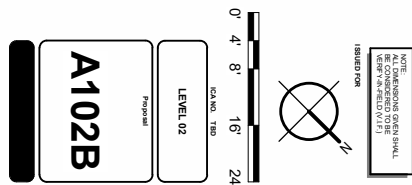
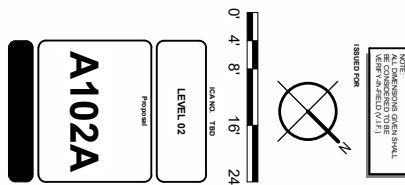
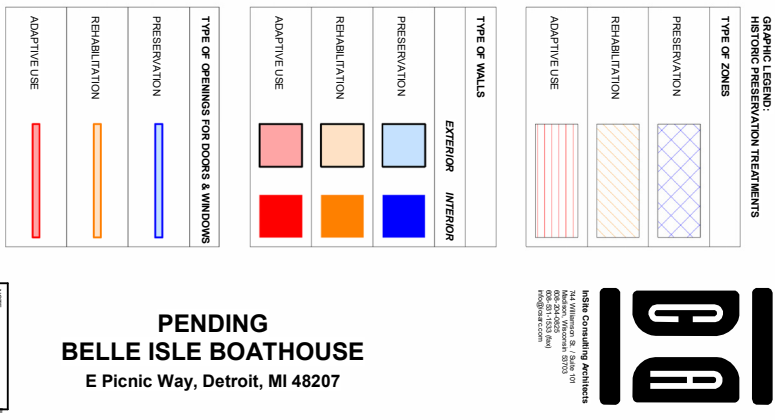
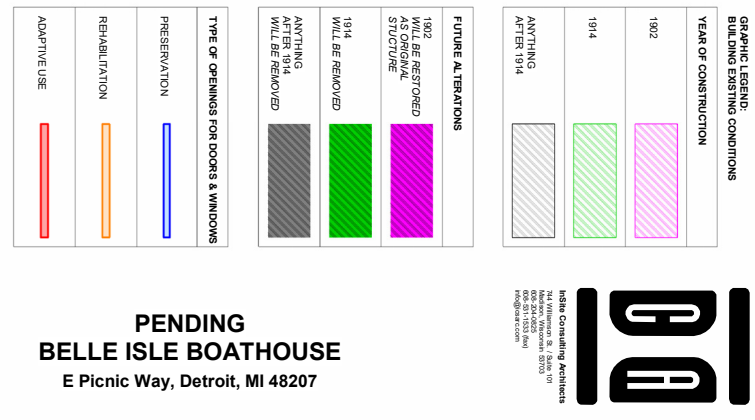
17611 East Street
North Fort Myers, FL 33917
Ph: 239-337-4141
www.goldenmarinesystems.com

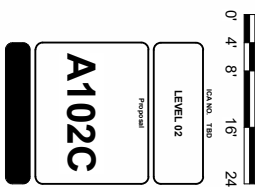
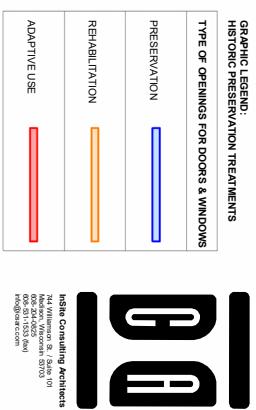
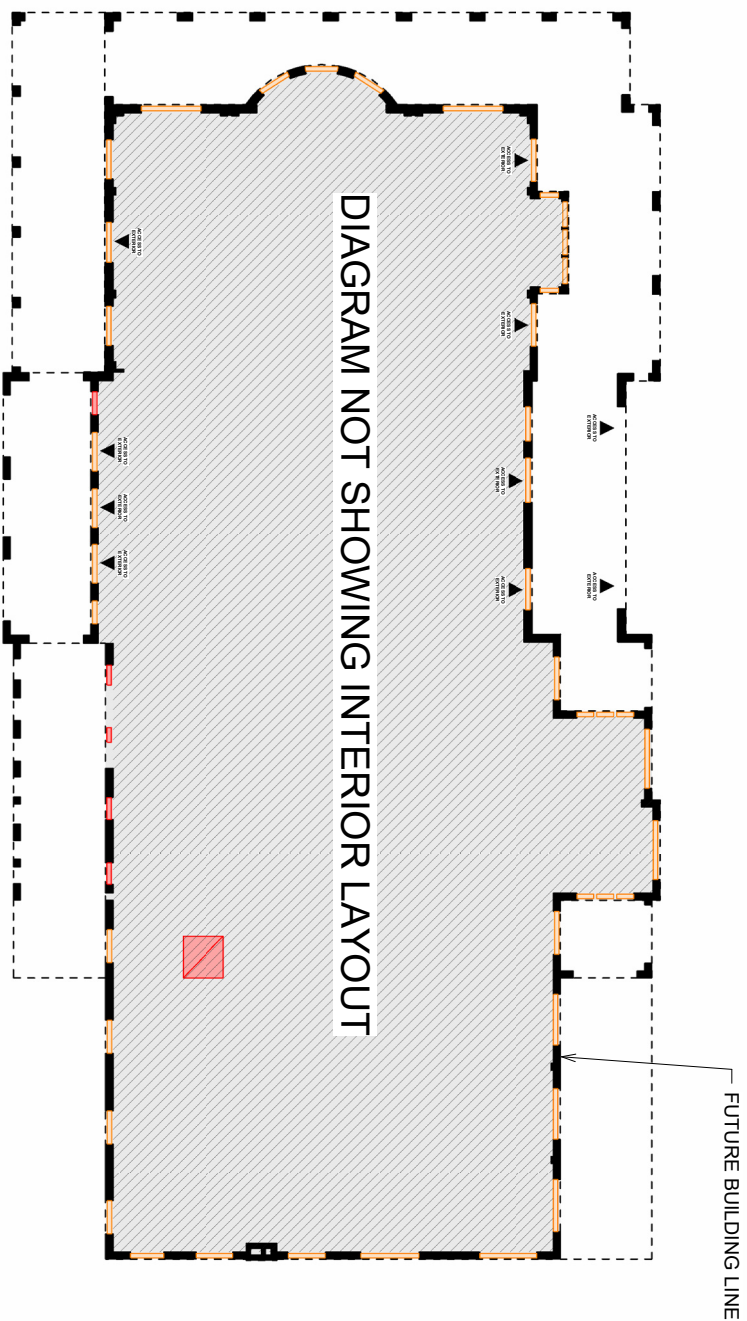
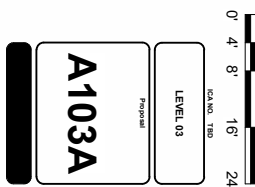
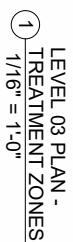
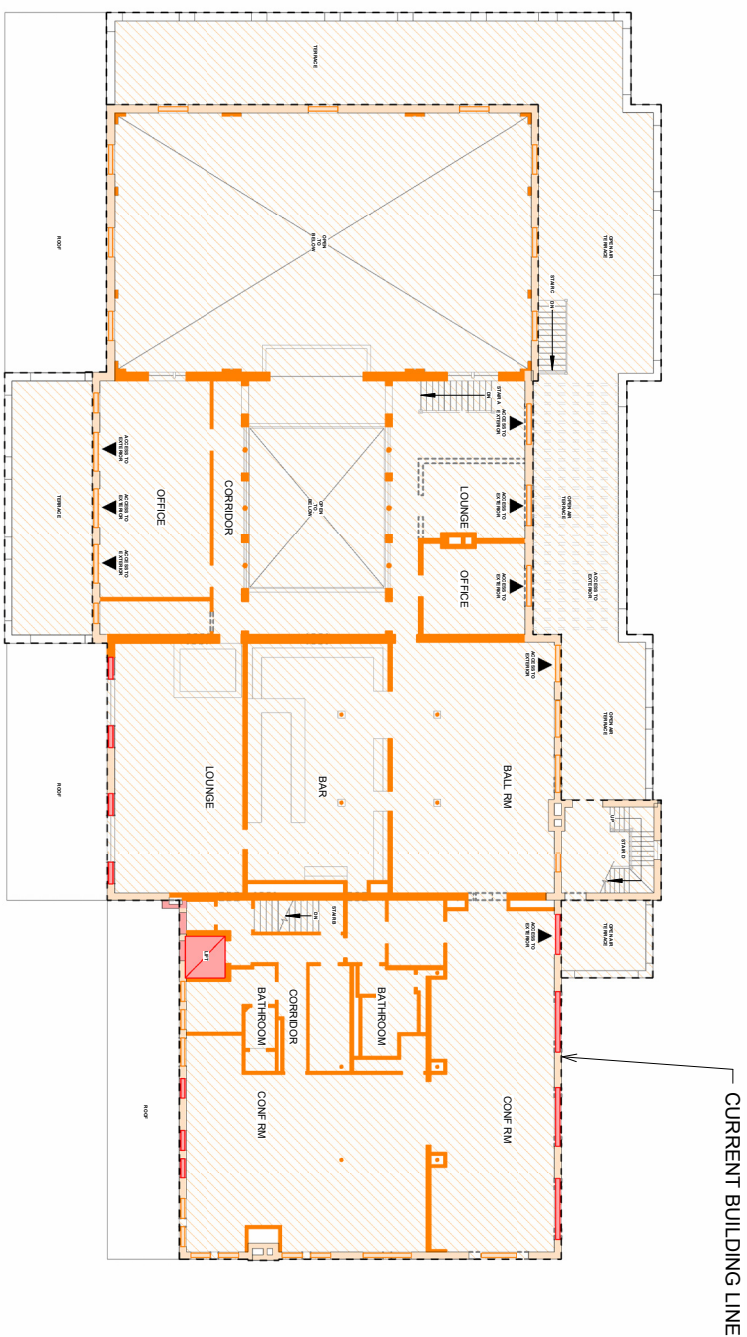


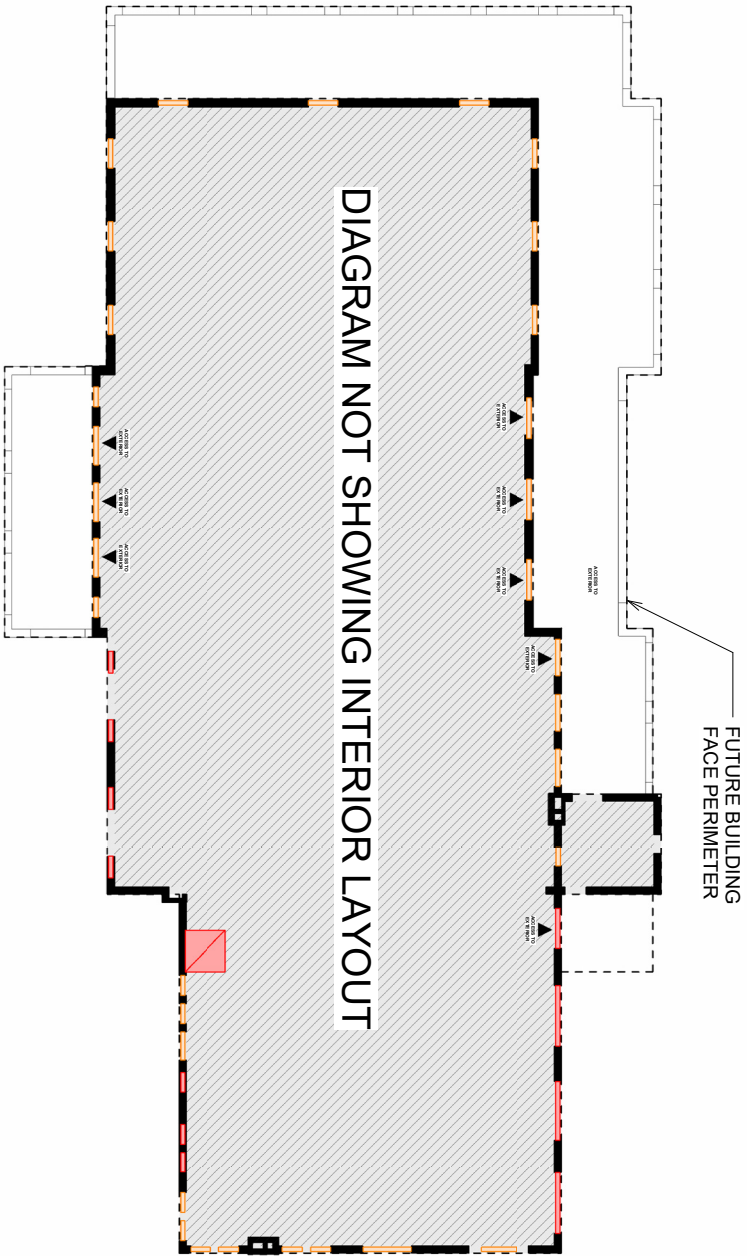
LEVEL 02 PLAN -
YEAR OF CONSTRUCTION AND
LOCATION OF OPENINGS
① 1/16" = 1'-0"



LEVEL 02 PLAN -
TREATMENT ZONES
① 1/16" = 1'-0"







GRAPHIC LEGEND
HISTORIC PRESERVATION TREATMENTS

PRESERVATION	Blue line
REHABILITATION	Orange line
ADAPTIVE USE	Red line

USDA Consulting Architects
204 Milwaukee St., Suite 101
Detroit, MI 48207
(313) 466-1000
www.usdaarchitects.com

PENDING
Historic Preservation Treatment Plans
E Picnic Way, Detroit, MI 48207

NOTE:
ALL CONSTRUCTION SHALL
BE IN ACCORDANCE WITH THE
HISTORIC PRESERVATION ACT (16
U.S.C. 470) AND THE
ANTIQUE REPAIR ACT (16 U.S.C. 470a)

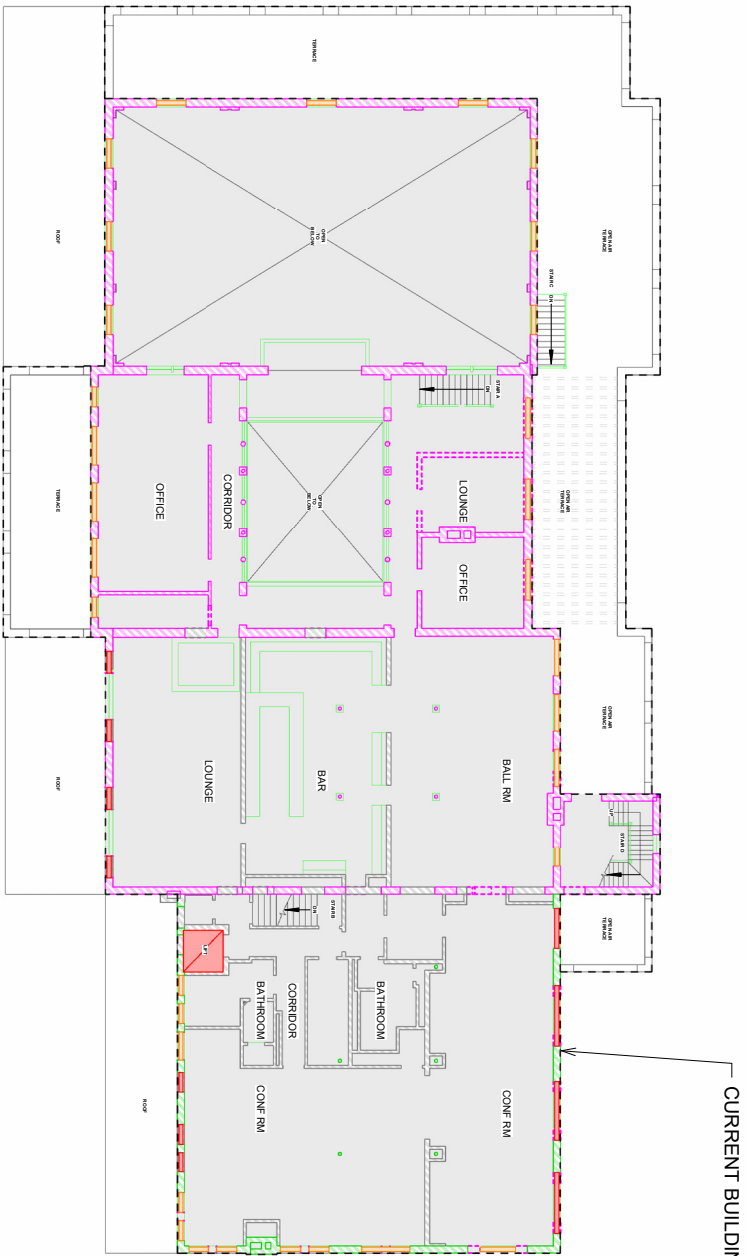
ISSUED FOR

0' 4' 8' 16' 24'

LEVEL 03

A103C

LEVEL 03 DIAGRAM - OVERLAYED OF
EXISTING & FUTURE BUILDING LINE
1/16" = 1'-0"



GRAPHIC LEGEND
BUILDING EXISTING CONDITIONS

1902	Pink hatched
1914	Green hatched
ANYTHING AFTER 1914	Grey hatched

FUTURE ALTERATIONS

1902 WILL BE RESTORED AS ORIGINAL STRUCTURE	Pink solid
1914 WILL BE REMOVED	Green solid
ANYTHING AFTER 1914 WILL BE REMOVED	Grey solid

TYPE OF OPENINGS FOR DOORS & WINDOWS

PRESERVATION	Blue line
REHABILITATION	Orange line
ADAPTIVE USE	Red line

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ISSUED FOR

0' 4' 8' 16' 24'

LEVEL 03

A103B

LEVEL 03 PLAN -
YEAR OF CONSTRUCTION AND
LOCATION OF OPENINGS
1/16" = 1'-0"

AREAS OF SPECIALIZATION

Economic Development & Incentives, Brownfield
Redevelopment, Community Revitalization

Grand Traverse County Brownfield Redevelopment Authority (GTCBRA)- Executive Director – The Grand Traverse County Brownfield Redevelopment Authority (BRA) was established in 1997 under the Brownfield Redevelopment Financing Act, PA 381 of 1996, as amended. ECT currently manages this economic development program for Grand Traverse County that includes over 25 active brownfield projects along the Boardman Lake, River, and Grand Traverse West Bay waterfronts.

Brownfield Consultant; Multiple Municipalities—Directly managed more than \$25 million in various Michigan Department of Environmental Quality (EGLE) grants and loans, as well as Environmental Protection Agency (EPA) assessment, cleanup, and revolving loan fund grants for a number of various communities throughout Michigan. Assisted the communities in establishing their brownfield redevelopment authorities (BRAs), review and creation of brownfield plans and Act 381 work plans, reimbursement agreements, inter-local agreements, development agreements, tax abatement districts, brownfield tax credits, tax increment financing tracking and reporting, EPA and EGLE reporting, presentations to various government authorities and councils, and overall environmental project management.

Ms. Jamieson has more than 25 years' experience specializing in economic development and incentives and has procured millions in grant and loan dollars for communities and millions of dollars for private development teams to offset the costly redevelopment hurdles associated with brownfield, rural, and urban development projects. Ms. Jamieson has completed hundreds of brownfield projects over the last two decades within Michigan. Trained as an environmental consultant, she brings together both the technical aspects of the science with the expertise needed to bring incentives to a project. Her projects have leveraged various tax increment financing of both environmental and non- environmental eligible activities, EGLE Grants and Loans, EPA Grants and Loans, Local Brownfield Revolving Fund (LBRF) dollars, Brownfield tax credits, and Community Revitalization Program (CRP) grants and loans. Ms. Jamieson also works on Obsolete Property Rehabilitation Tax Abatements, Commercial Rehabilitation Tax Abatements, and Neighborhood Enterprise Zone projects.

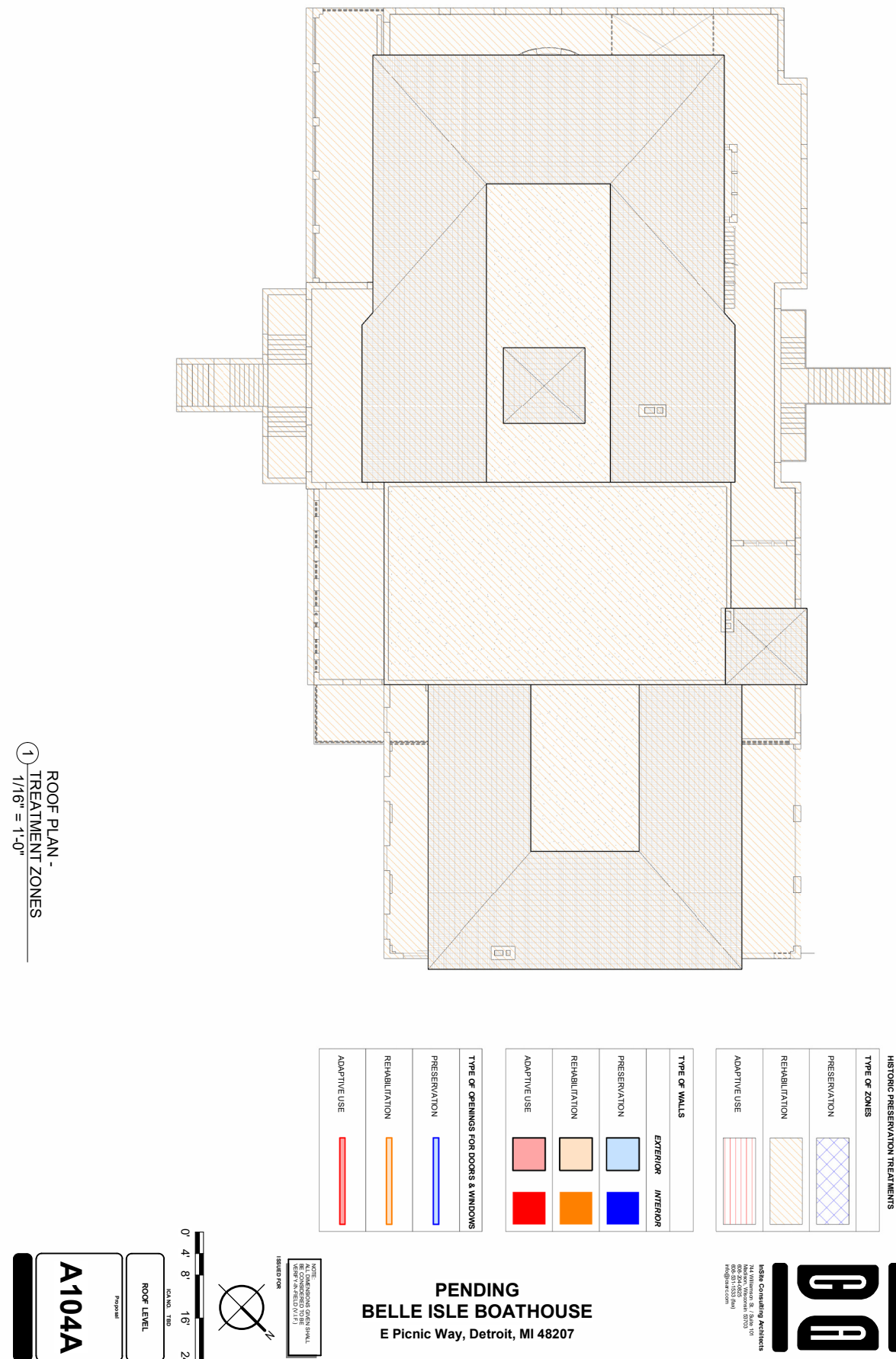
Specialties: Facilitating all the various municipal and development hurdles encountered during procurement of economic development incentives to create the best financial solutions for the developer, community and the project.

CERTIFICATIONS

CDFA Development Finance Certified Professional (DFCP) Program courses

PROFESSIONAL AFFILIATIONS

Michigan Brownfield Association (MBA) Board member
2008-present
Grand Traverses County Brownfield Redevelopment
Authority (GTCBRA) Executive Director – 2018-Present
EGLE/MEDC –Brownfield Redevelopment Continuous
Program Improvement (CPI) Workgroup Appointed
Committee Member – 2012 - present
Oakland County Brownfield Redevelopment Authority
(OCBRA) Vice Chairperson - 2015-present
Council of Development and Finance Agencies (CDFA)
Economic Development (Speaker and Attendee) – 2006 to
present
Urban Land Institute (Speaker and Attendee)



Detroit Experience Highlights

Former Free Press Building – 321 W. Lafayette Blvd. – the \$75 million Former Free Press Building Redevelopment located in the City of Detroit was home to the Detroit Free Press from 1924 until 1998. The project is in the Central Business District in Detroit and is located within the Downtown Development Authority. JDC is in the process of amending a \$10 million dollar MBT Tax Credit, procuring \$7.3 million in Tax Increment Reimbursement to reimburse the developer for Hazardous Materials removal (ACM, LBP, etc.), and selective demolition of the building, and a seeking a ~\$11 million dollar NEZ Tax Abatement on this historic renovation. Key roles include: coordination of project team (engineers, architects, environmental consultants, etc.), and facilitating the coordination between the Detroit Economic Development Corporation, DBRA, City of Detroit, and the MEDC.

Orleans Landing Redevelopment, Detroit, MI— the \$60 million Orleans Landing Redevelopment located in the City of Detroit is comprised of 7.7 acres of former industrial property located at 1520-1574 Franklin St. and 240 Orleans St. on Detroit’s Riverfront. The new buildings will range from one to four stories and will include 278 units and about 10,500 square feet of new retail/commercial space. Facilitated the coordination between the City of Detroit EDC, Detroit Economic Development Corporation, City of Detroit Brownfield Redevelopment Authority (DBRA), Wayne County and the Wayne County Brownfield Redevelopment Authority (WCBRA), EGLE (ANA MDEQ), MEDC and the Development Team to secure over \$27 million in economic development incentives. These included \$250,000 in assessment dollars from Wayne County and the City of Detroit from EPA and local site remediation

revolving fund dollars; \$6.7 million in former Michigan Business Tax Brownfield Credits, \$7.6 Million in MEDC CRP equity investment, over \$11 million in Act 381 Brownfield Tax Increment Financing dollars for environmental and non-environmental eligible activities, \$1 million dollars from MDEQ CMI Grant for the EDC, and a 10 year property tax abatement of local property taxes. In addition to securing these incentives overall project management included coordination of the environmental engineering teams, architects and engineers to properly manage the cleanup and redevelopment of the site and project management for the City of Detroit’s EDC MDEQ Grant.

Urban Campus Communities Redevelopment, Phase I and Phase II, Detroit, MI – 4808 – 4830 Cass Avenue – Acquired over \$5 million in EPA Assessment Grant dollars, EGLE Cleanup dollars, Michigan Business Tax Brownfield Credits and Act 381 Brownfield Tax Increment Financing (TIF) in one of midtowns first major private student housing development. The Phase II Redevelopment incentive package includes a \$1.9 million-dollar TIF reimbursement, \$500,000 MDEQ Grant, and a Commercial Rehabilitation Act Tax Exemption worth over \$1.8 million dollars. Facilitated the coordination between the Detroit Economic Development Corporation, DBRA, Detroit Wayne County Port Authority, MDEQ, MEDC and the Development Team. Developed work plans for the non-environmental and environmental costs to maximize the funding on the project. Completed all necessary documentation to secure the refund on the MBT Brownfield Tax Credit and Tax Increment Financing funding.

Other tax incentive projects in Detroit

Charlotte and Woodward “The Landy” approved by Detroit City Council May 2024 – ongoing

16131 E Warren Redevelopment approved by Detroit City Council July 2024 - ongoing

Billingshurst Building – on going

Century Building – on going

Bell Building – Neighborhood Services Organization and Focus Hope – Brownfield Plan, Tax Credits and associated Tax abatement

Cardinal Health - EPA and EGLE Grant and Loans

Globe Trading Building – Brownfield Plan and associated Brownfield Tax Credits

The Elevator Building - Brownfield Plan and associated Brownfield Tax Credits

Piquette Square- Brownfield Plan and associated Brownfield Tax Credits and EPA, EGLE Grant and Loan

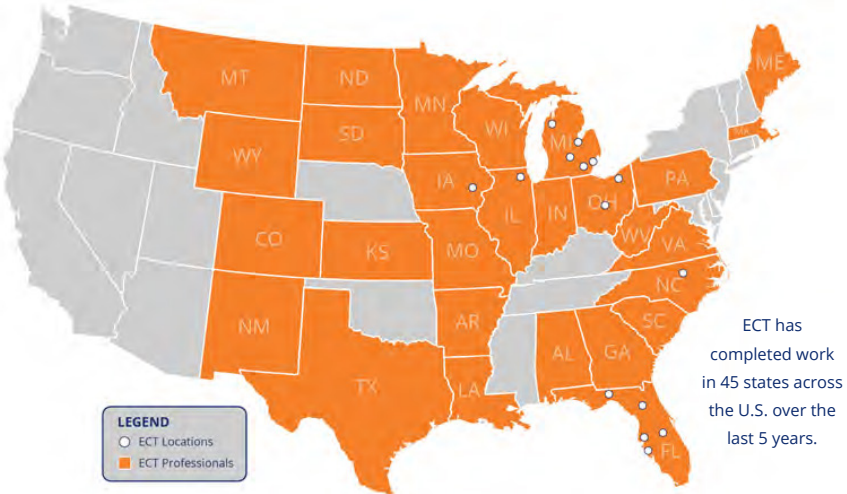
SW Housing Solutions – various assistance

Brush Park - Brownfield Plana and associated tax credits circa 2006



Environmental Consulting & Technology, Inc. (ECT) is a multi-disciplinary environmental and sustainability consulting firm delivering strategy, permitting, design, and management solutions to public and private sector clients.

We boldly face the environmental opportunities and challenges that matter most to you.



Expertise

- Transactional Due Diligence
- Economic Development
- Ecological Services
- Cultural Resources Management
- Sustainable Planning & Design
- Water Resources
- Ecosystem Restoration
- Remediation & Redevelopment
- Compliance & Sustainability
- Engineering & Project Delivery

info@ectinc.com // ectinc.com

Experts on subjects that
matter

> Due Diligence Services



- ECT offers a full suite of environmental due diligence and development support services, including:
- Desktop Environmental Records Review
 - Transaction Screens
 - Phase I ESAs
 - Phase II Subsurface Investigations
 - Due Care Analysis
 - Soil Management Plans
 - Remediation & Site Closure
 - Zoning Summary Reports
 - Critical Issues Analysis & Feasibility Studies

PROGRAMMATIC APPROACH FOR PROPERTY TRANSACTIONS

- Project Management: Organized, dedicated team with experience managing diverse portfolios offering timely communication.
- Tone and Opinions: One voice for all reports producing consistent REC logic, methodology, and supporting narrative.
- Standardized Template: Unique template built for our clients reporting requirements and satisfying all appropriate inquiries.
- QA/QC Protocol: Internal routine discussions of project findings, REC logic, and reporting style to maintain high quality, defensible deliverables.

DEDICATED DUE DILIGENCE TEAM AND FIELD STAFF

- Field staff stationed in Rocky Mountain, Central, Midwest, Northeast, and Southeast regions to quickly mobilize.
- Two on-call traveling Environmental Professionals.
- Established relationships with vendors and subcontractors to assist with timely investigations.

- REPORT PREPARATION USING QUIRE REPORTING SOFTWARE
- Default language, such as ASTM definitions, scope, and user and owner interview prompts, are automatically inserted and locked to streamline the reporting and review process.
 - Report tags detailing salient data, such as site address, agency information, and key viability and reference dates are entered once. These tags are populated throughout appropriate sections to drastically increase accuracy and consistency.
 - Data integration from top database vendors provides seamless importation of standard ASTM- required search radius hits.

- CONSISTENT COMMUNICATION, GUIDANCE, AND DELIVERABLES
- ECT will conduct a desktop environmental records review and communicate preliminary findings upon discovery.
 - Site visits are scheduled promptly, and field findings are relayed within 24 hours of inspection.
 - Potential environmental concerns are communicated early, and a plan is drafted for mitigation and/or corrective action.



ectinc.com > 855.737.0444



> Due Diligence Services

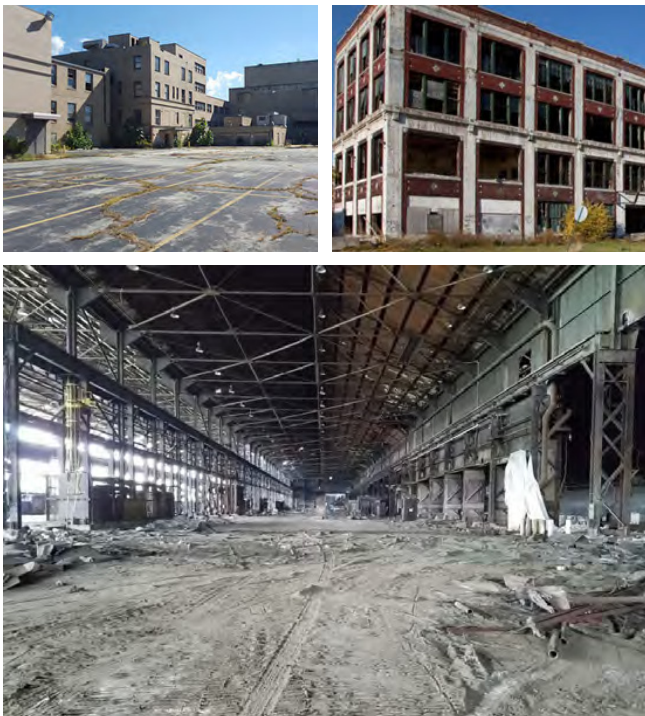
OPTIONAL ACCELERATED REPORTING PHASED APPROACH

- Using the results of the desktop review, ECT will scope a sampling plan that meets the project development needs.
- Following approval by the client, sample containers and equipment are coordinated concurrent with site visit scheduling.
- An experienced field geologist will mobilize to the site and conduct the site visit, providing detailed, field-verified findings to the project manager.
- During the site visit, the sampling plan will be customized based on site conditions, the client will be notified, and soil/ groundwater samples will be collected prior to departure by the field geologist.
- Results of the sampling will be incorporated into the Phase I ESA report for confirmation of REC status.

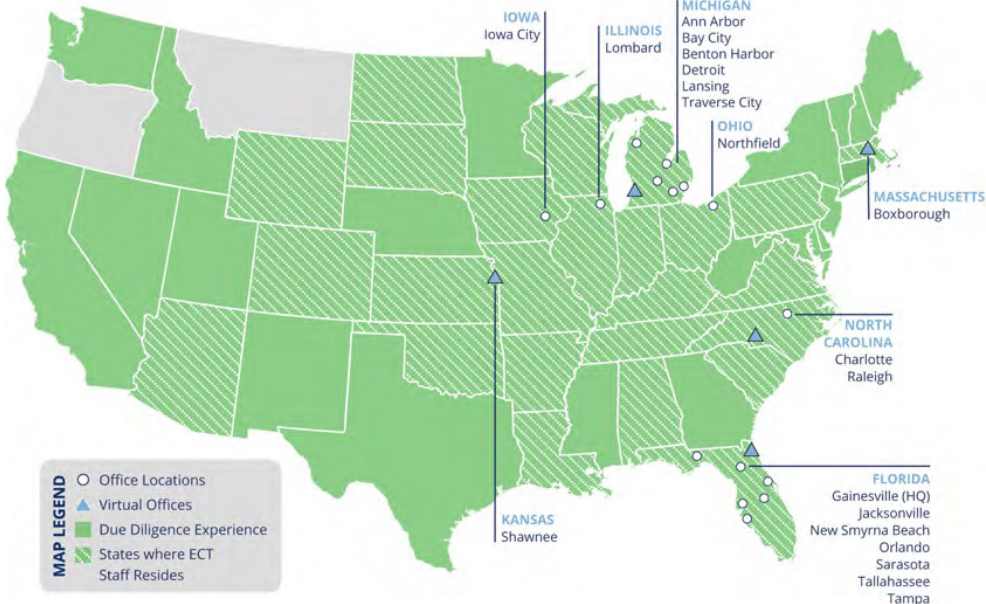
FOR ADDITIONAL INFORMATION CONTACT

National Due Diligence Practice Leader
Rebecca Powell
E: rmpowell@ectinc.com
C: 989.802.4913

Associate Vice President
Dirk Mammen
E: dmammen@ectinc.com
C: 248.563.2410



ECT LOCATIONS & DUE DILIGENCE EXPERIENCE



2M+
ACRES OF PROPERTY ASSESSED
FOR DUE DILIGENCE PROJECTS

1
NUMBER OF BUSINESS DAYS
FOR ESA TURNAROUND

47
NUMBER OF STATES WHERE
ECT HAS PERFORMED
DUE DILIGENCE

ectinc.com > 855.737.0444



> Reclamation Management



Founded in 1988, ECT is an expert in the development and implementation of safe, efficient and environmentally sound approaches to demolition and deconstruction projects. ECT’s experience ranges from small subsidiary facilities to complete manufacturing and power generation plants.

DEMOLITION & RECLAMATION MANAGEMENT SERVICES

- Preparation/evaluation of engineering design specifications
- Project & bid cost preparation/evaluation
- Review of trade contractor submittals
- Overall management of construction, demolition & remedial actions
- Physical/environmental hazard assessments & human health risk evaluations
- Asbestos assessment surveys/lead-based paint inspections
- Electrical components & miscellaneous items of concern inventories
- Abandoned container & waste inventories
- Reclamation & management of inert/non-inert materials
- Site grading/erosion control/restoration
- Placement of permeable barriers
- Materials separation & transportation for disposal or recycling

EXPERIENCE

Today, buzz words like green demolition and deconstruction describe cost reduction strategies that ECT has been implementing on behalf of clients for more than two decades. Ranked among the top environmental engineering companies in the country, ECT works with clients to determine cost-effective, green, and sustainable solutions for demolition, decommissioning and site restoration that maximize cost-recovery and return on investment.

TECHNICAL APPROACH

The progress of facility demolition and site restoration can evolve in many different ways. For example, each project begins with an expert hazards assessment to quantify the nature and volume of materials requiring special handling or management, and maximize the volume of recoverable assets. However, repurposing a facility also requires regulatory expertise to manage the obligations of the existing permits, as well as to leverage those same permits to the maximum advantage of the repurposed facility. On the other hand, a facility that will be removed from the site requires expertise in ecological restoration, and sites with subsurface contamination require assessment and remediation skills. With a staff of nearly 200, ECT uses experienced project management teams to scope and coordinate contractors, and ensure a safe, efficient and environmentally-responsible outcome no matter the objective.



> Green Stormwater Infrastructure
Related Services for the Private Sector



Environmental Consulting & Technology, Inc. (ECT), is actively engaged with businesses to incorporate green infrastructure and wildlife habitat in rights-of-way and corporate parks. ECT’s professionals implement green stormwater infrastructure (GSI) to maximize environmental benefits, minimize costs and design effective and efficient GSI solutions.

Corporate campuses can incorporate nature in their designs, realizing the cost savings of native landscaping, the human benefits of a more natural setting, and the opportunity to restore productive habitat and reconnect a fragmented suburban landscape. Business leaders of today understand compliance with endangered species regulations and implementation of wildlife conservation programs also generate a return on investment that can include reduced costs, a secured social license to operate, and an increase in public support.

We are a national leader in GSI, designing cost-effective stormwater projects with countless sustainable, quality-of-life improvements for people. Our projects have earned our clients national recognition for community involvement, improving natural habitats, restoring the water cycle, and much more. Regardless of the size or complexity of your project, we work as trusted advisors and advocates so you receive practical and achievable GSI strategies that meet your specific stormwater management goals at every level.

This customized plan works, as evidenced by the countless businesses, municipalities, and agencies who rely on us as their technical advocate, community relations liaison and financial advisor to meet their stormwater objectives in a timely and cost-effective manner.

ASSESS ENVIRONMENTAL CHALLENGES & OPPORTUNITIES ON CORPORATE LANDS

Mounting research demonstrates that nature-based design has the potential to reduce workplace stress, increase productivity and decrease absenteeism in office environments. Do you have areas with flooding or heavy stormwater runoff? Are your cooling and heating costs high? Are there frequent collisions between animals and vehicles? Are there areas for enjoying nature during breaks or from windows?

EVALUATE THE GREEN INFRASTRUCTURE BEST SUITED FOR YOUR COMPANY

In the United States, 80 percent of the habitat species listed under the Endangered Species Act depend on exists on private lands. Therefore, leadership by business, across all scales of land holdings, is essential to species protection and recovery. Determine if wildlife-friendly green infrastructure can reduce municipal stormwater fees or rain taxes, increase your property value and possibly exceed stormwater management regulations. Restoring health, vitality and stability to the site and surrounding natural systems with the integration of native and adaptive plants, and building soil health throughout the landscape can reduce use of fertilizers, irrigation and carbon emissions resulting in lower maintenance costs.

> Green Stormwater Infrastructure Related Services for the Private Sector

SUSTAINABLE GSI DESIGN & IMPLEMENTATION

ECT designs GSI projects that provide pollinator habitats in rights-of-way and other underutilized corporate spaces, restore the broken water cycle and reduce long-term costs. Our work also leads to enhanced property values and aesthetics, which benefits your employees. Attractive green and open spaces where employees gather, are actually water resource assets.

ECT provides a multidisciplinary team of specialists in their respective fields, including landscape architecture, ecological restoration, environmental engineering, and conservation planning. ECT also relies on communities and stakeholders for the local knowledge, the day-to-day rhythms of the place and unique perspectives necessary to accomplish a well-conceived and well-accepted design. We also work with clients to engage local artisans to incorporate living art to connect people to the important message of clean water.

LONG-TERM PERFORMANCE OF GSI

Beyond innovative design, successful GSI requires careful installation, a commitment to maintenance and an ongoing evaluation of success. ECT works closely with our clients and the contractor to confirm proper installation. We recommend monitoring the water quality over a sufficient period to quantify the GSI's success for the client and any regulatory agency.



A well-designed rain garden can provide a habitat for birds & insects where such elements are scarce.

ECT provides pragmatic alternatives for materials, technologies, and products with a focus on durability and life-cycle costs for long-term economic benefits. To support the decision-making process, ECT provides detailed costs and operational information throughout the process to provide clients with budgets for implementation, long-term maintenance, stewardship and capital replacements.

LEVERAGE THE SUCCESS OF YOUR GREEN INFRASTRUCTURE PROJECTS TO WIN AWARDS

ECT takes great satisfaction in helping our clients win Wildlife Habitat Council (WHC), professional association, municipal, and regulatory agency awards for their successful GSI projects. We offer a range of services to assist clients seeking prestigious WHC Conservation Certification. This certification, a rigorous third-party standard, recognizes and incentivizes a variety of green infrastructure projects.



Permeable pavement parking lot infiltrates rainwater where it falls.

> Ecological Restoration



ECT's team of restoration experts offers unique solutions to clientele ranging from large corporations, federal agencies, state and local governments, regional organizations, and non-profits of all sizes.

We perform water resources policy analysis, planning, assessments, design/permitting and construction oversight for clients seeking effective solutions that are economically viable and environmentally sustainable. ECT has provided ecosystems restoration expertise on projects in coastal zones in Florida, the coastal Great Lakes, Great Lakes Areas of Concern, and inland areas. Our comprehensive site development and engineering plans fit client needs and meet regulatory requirements while balancing environmental and budgetary constraints.

OUR EXPERTISE

- Ecological Restoration
- Aquatic Restoration
- Upland Restoration
- Stream & River Restoration
- Wetland Restoration
- Lake Restoration
- Fishery Management

ECOLOGICAL RESTORATION SERVICES

- Study, design, permitting and construction oversight of the restoration of streams & river, lakes, wetlands, uplands & coastal areas
- Clean Water Act compliance (316)
- Vegetation mapping, sampling & monitoring
- Climate adaption support
- Coastal, hydraulic & hydrologic modeling
- Dam assessment, removal & fish passage modifications
- Environmental assessments (EAs) & impact statements (EISs)
- Green infrastructure/low-impact development
- Invasive species management
- Landscape ecology
- Natural features assessment & monitoring
- NPDES permitting
- Program management support
- Securing grant funding
- Threatened & endangered plant & animal species surveys/management plans
- TMDL preparation & avoidance
- Water quality monitoring
- Watershed management planning
- Watershed studies & stormwater master planning
- Wetland delineation & assessment
- Wetland jurisdictional determinations & environmental resources permitting
- Wetland mitigation plans & implementation



>Celeron Island Habitat Restoration

Detroit River, Michigan



DESCRIPTION

The Detroit River has seen dramatic changes in its coastal wetlands and habitat over the years. Due to these changes, the Detroit River has been identified as an Area of Concern. Celeron Island is a 68-acre island located in the lower Detroit River, at the mouth of Lake Erie. Situated in the Township of Grosse Ile, it is owned entirely by the State of Michigan and is managed by the Michigan Department of Natural Resources through the Pointe Mouillee Game Area. This project is a major step in completing a habitat re-construction among the islands in the lower part of the Detroit River. This area of the Detroit River serves as one of the most vital spawning areas for western Lake Erie. ECT anticipates significant positive recreational and economic impacts that will enhance the quality of life for southeast Michigan and northwest Ohio. One such impact will be to further strengthen the Great Lakes fishery, worth an estimated \$4-7 billion annually. Once complete, this project will provide more acres of habitat restoration in the Detroit River than any previous restoration effort.

Heavy wave action has caused damage to the protective shoreline and has led to loss of the complex wetland associations that line the outer shoreline and the inner bay at the center of the island. This caused a reduction in once abundant beds of emergent and submergent aquatic plants such as vallisneria, elodea, and various potamogeton species. These areas are important spawning, nursery, and refuge areas for sport, commercial, and forage fish species. The Friends of Detroit River received more than \$8 million in funding through Great Lakes Restoration Initiative-National Oceanic and Atmospheric Administration for design and implementation of the restoration of Celeron Island. The restoration created habitat shoals that are structurally sound, yet incorporate vegetation and aquatic habitat, while protecting and promoting development of vegetated backwater habitat. The restoration team constructed habitat structures for fish, turtles, snakes, amphibians and other herpetofauna. The restoration will protect existing habitat, revive areas that have experienced habitat losses, and expand high-quality habitat.

CLIENT

Friends of the Detroit River

PROJECT TIMELINE

2013—2020

PROJECT HIGHLIGHTS

Great Lakes Restoration Initiative

Quality Assurance Project Plan development

Investigation, monitoring, design & permitting

Construction oversight

Over 4,000 linear feet of shoal creation

3,000 linear feet of shoreline protected

55 acres of backwater habitat protected

ectinc.com > 855.737.0444



>Stony Island Habitat Restoration

Detroit River, Michigan



DESCRIPTION

The Detroit River has been listed as an Area of Concern due to the identification of Beneficial Use Impairments (BUIs). Notable BUIs include loss of fish and wildlife habitat, degradation of fish and wildlife populations, and degradation of benthos.

Stony Island is a large, uninhabited, 52-acre island in the lower Detroit River near the Township of Grosse Ile. The area provides tremendous fisheries, including important spawning and nursery grounds for muskellunge, northern pike, pumpkinseed sunfish, largemouth bass, yellow perch, channel catfish, and bullhead. Historically, lake sturgeon, lake whitefish, white bass, smallmouth bass, walleye, and rainbow smelt populations have spawned on or upstream of the island. These areas are also crucial for rare and migratory waterfowl, providing nesting and feeding areas for many species of ducks and wading birds, amphibians and reptiles.

Friends of the Detroit River received more than \$7million in Great Lakes Restoration Initiative (GLRI) funding through NOAA to design and implement the Stony Island Habitat Restoration project. The purpose of this project was to prevent erosion of the island, to enclose the previously lost wetland areas, and to create habitat by constructing emergent and submergent shoals offshore. The goal of this project was to restore coastal wetland habitat within a Great Lakes ecosystem that has seen a dramatic loss to these sensitive areas over time. The habitat structures placed along the shoals, on the island, and in the lower bay provide niche habitats in support of existing fish and wildlife species. The Stony Island Restoration project constructed 3,487 linear feet of habitat shoals, 550 linear feet of shoal island, completed over 11 acres of vegetation management on the island, and established 105 habitat structures. The project created and will protect 50 acres of backwater habitat behind the shoals. The project also increased tern abundance, herpetofauna abundance and diversity, and fish abundance. The project team received APWA's 2019 Public Works Project of the Year Award in the Environment category (\$5-25 million division).

CLIENT

Friends of the Detroit River

PROJECT TIMELINE

2013—2019

PROJECT HIGHLIGHTS

GLRI

Quality Assurance Project Plan development

Investigation, monitoring, design & permitting

Construction oversight

Over 4,000 linear feet of shoal restoration/creation

50 acres of backwater habitat protected

Established more than 100 habitat structures

APWA 2019 Environmental Project of Year

ectinc.com > 855.737.0444



>Hennepin Marsh Habitat Restoration

Detroit River, Michigan



DESCRIPTION

Hennepin Marsh, located in the Trenton Channel, runs to the north and south of the Grosse Ile Toll Bridge, along the Grosse Ile shoreline. The marshes and submergent areas contain a productive wetland composed of several types of rushes and submergent macrophyte plants. These areas contain valuable fish habitat, providing forage for shore birds, waterfowl, turtles and amphibians. In addition, the shallow marsh areas provide great warm water fish nesting areas.

The area was identified as a Detroit River Area of Concern project, due to the need for enhancement and protection of the island shoals, wetlands, and emergent coastal shoreline. This area has experienced erosion and degradation as the result of forces from the river current, wave action, winter ice flow and boat traffic.

For the North Hennepin Marsh area, the project will develop a collection of rock shoals to provide habitat and protect/enhance the existing submergent macrophyte beds and emergent coastal shoreline. Habitat structures are integrated to further enhance the habitat offerings for a variety of fish and wildlife species.

At the South Hennepin Marsh, the project will provide enhancements and stabilization for the existing natural barrier shoal islands to remediate from past erosion and protect from future erosion. In addition to restoring the existing shoals, habitat structures incorporated in the South Hennepin Marsh will further enrich fish and wildlife habitat.

This project will be completed using over \$6,000,000 in National Oceanic and Atmospheric Administration Great Lakes Restoration Initiative grant funds. ECT is providing the investigation, design, permitting, monitoring, and construction oversight for the work.

CLIENT

Friends of the Detroit River

PROJECT TIMELINE

2016—Ongoing

PROJECT HIGHLIGHTS

Great Lakes Restoration Initiative
Quality Assurance Project Plan
development

Investigation, monitoring, design &
permitting

Construction oversight

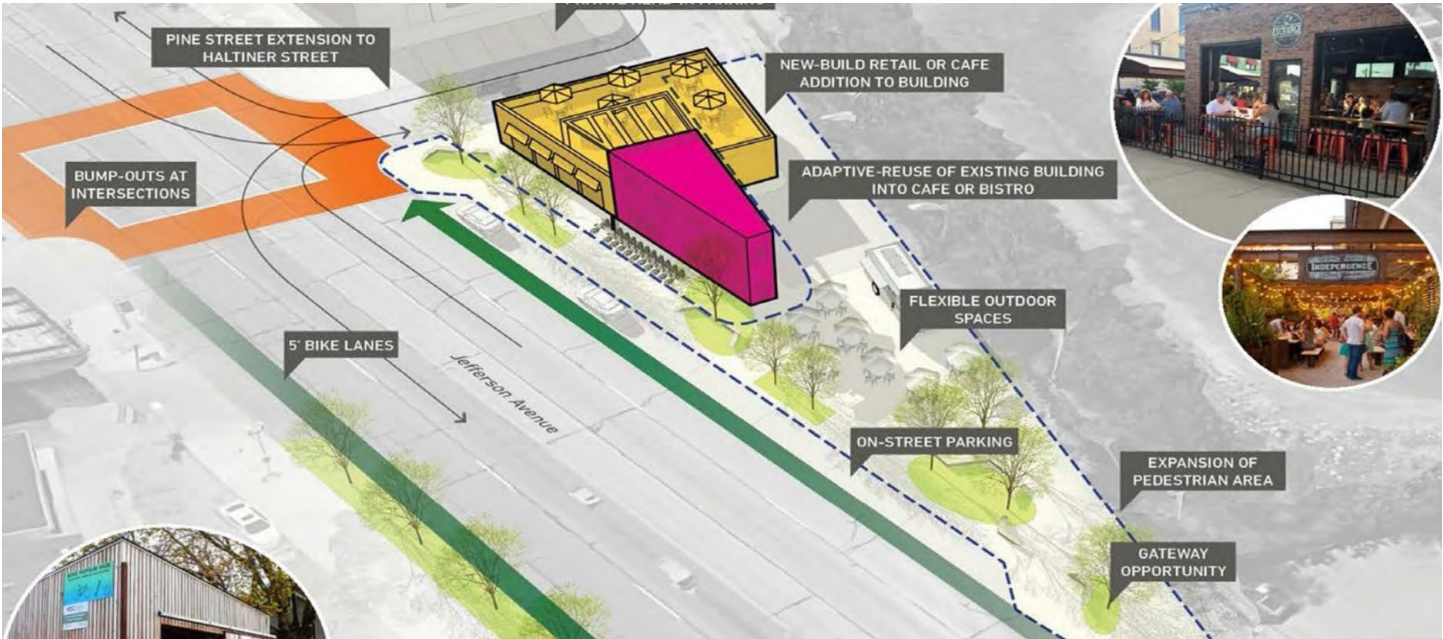
1,800 linear feet of habitat shoal
creation

1,200 linear feet of natural habitat
shoal restoration

Over 50 acres of marsh protection

>Southwest Detroit & City of River Rouge Area Brownfield Plan

River Rouge, Michigan



DESCRIPTION

In late 2017, amidst the closure of an obsolete coal-fired power plant and the planned construction of the Gordie Howe International Bridge, the City of River Rouge and southwest Detroit recognized an opportunity to accelerate the region's economic growth through brownfield redevelopment projects. The Wayne County Brownfield Redevelopment Authority saw a way to seize the moment while also meeting the forecasted demand for clean energy in the manufacturing and logistics sectors. The group applied for and was awarded a US Environmental Protection Agency grant that allowed for the preparation of a brownfield area-wide plan (AWP) – the framework for how the region could best utilize the resulting brownfield sites for redevelopment.

Environmental Consulting & Technologies, Inc. (ECT) was hired to develop that December and leveraged staff to tackle the many different facets involved in creating a comprehensive plan that will evolve along with the region's needs.

These tasks included researching existing conditions, land uses, infrastructure, and market trends before engaging local stakeholders throughout the community to better understand their wants and needs for redevelopment. ECT then developed reuse scenarios for several area brownfields, maximizing available amenities including the region's deep-water port, existing infrastructures and their proximity to adjacent manufacturing and steel production facilities. The plan also proposes new opportunities for development projects that foster better connectivity throughout the region, such as non-motorized greenways and bike paths.

ECT is still working with the authority to develop an actionable implementation strategy that capitalizes on all available funding sources and collaboration opportunities. The AWP is integrated into other concurrent planning initiatives being carried out on both the local and regional levels. Once complete, the AWP will be a dynamic strategy for creating sustainable economic growth while also balancing the community's priorities, market forces, and environmental concerns. Furthermore, it will give Wayne County a competitive edge to target future assessment and cleanup efforts to effectively market brownfield properties to prospective developers.

CLIENT

Wayne County Brownfield
Redevelopment Authority

PROJECT TIMELINE

December 2017 – Ongoing

PROJECT HIGHLIGHTS

EPA grant funding
Planning implementation
Community outreach
Brownfield reuse
Grant administration



>Restoration/Reconnection of an Oxbow to the
Rouge River

Wayne County, Michigan



DESCRIPTION

In the 1970s, in an effort to address flooding problems in the area, the U.S. Army Corps of Engineers straightened approximately six miles of the Rouge River that resulted in a four-mile concrete channel. The subsequent destruction of much of the aquatic habitat precluded the passage of most fish from the Detroit River to the upper reaches of the Rouge River. In an effort to provide habitat, resting locations for migratory fish, recreational opportunities and restored wetland areas, ECT was retained to restore the oxbow at The Henry Ford, a national historic landmark.

The main objective of the project was to restore valuable fish and wildlife habitat within the Rouge River and to restore functioning riverine wetlands that were lost due to channelization of the river. Secondary objectives included improvement of water quality, increased floodplain storage, enhanced educational/interpretative opportunities, and improved aesthetics. The overall project was completed in three phases; Phase 1 – Oxbow Wetland Restoration; Phase 2 – Combined Sewer Overflow (CSO) Modifications; Phase 3 – Open Connection to the Rouge.

An existing 60-inch storm sewer has been modified to provide river water to the oxbow during Phase 1 and a siphon provides the hydraulic connection of the wetlands on both sides of the existing CSO.

ECT designed and provided construction oversight for the restored oxbow which included:

- A 2,200-foot channel riverine wetland system
- 3 acres of submergent & emergent wetland systems with species reflecting historic riverine wetland & that were utilized by the indigenous people
- Ten acres of restored upland woodlands and meadow.
- Native fish species were introduced, including bass and channel catfish.
- An island that became an interpretive area for educational & public programs,
- A passenger railroad station.
- Trails/paths.

CLIENT

Wayne County Department of Environment

PROJECT TIMELINE

June 2001—January 2005

PROJECT HIGHLIGHTS

Restore fish and wildlife habitat

Wetland restoration

Construction documents

Water quality

ectinc.com > 855.737.0444



>Saginaw Bay Reef Restoration

Saginaw Bay, Michigan



DESCRIPTION

Land use changes, including logging and agriculture, caused sedimentation buildup and contributed to the loss of reef habitat in the inner Saginaw Bay, Michigan. The loss of reef habitat contributed to the collapse of Saginaw Bay's walleye fishery and negatively impacted local populations of lake whitefish, lake trout, burbot, and other species.

ECT, in partnership with SmithGroup (SG) is working on behalf of the Michigan Department of Environment, Great Lakes, and Energy (EGLE) – Remediation and Redevelopment Division (RRD) to develop a 2-acre reef restoration design for the construction of the Coreyon Reef in Saginaw Bay. The reef is designed based on lessons learned from natural and restored reefs within the Great Lakes, including the recent Detroit River reef project (Vaccaro et al. 2016), Thunder Bay reef restoration project, and the Elk Rapids (Grand Traverse Bay) reef restoration project. ECT will also complete all necessary permitting and construction oversight for the project.

Constructing new fish spawning reefs will lead to greater stability of fish species native to Saginaw Bay. This project will also help to diversify spawning habitat and facilitate a more resilient and diverse fish population. Currently, Saginaw Bay's Walleye fishery is mainly sustained by river-based spawning within one or two rivers. Leaving the fishery vulnerable to events that might harm spawning success within these rivers. Restoring the bay's reefs will help to address this vulnerability by diversifying the type and location of spawning habitat. Construction of the reefs will begin in summer of 2019 and be completed by fall 2019.

CLIENT

Michigan Department of Environment, Great Lakes, and Energy (EGLE) – Remediation and Redevelopment Division (RRD)

PROJECT TIMELINE

September 2019–Ongoing

PROJECT HIGHLIGHTS

- Create 2-acres of lost rock reef spawning habitat
- Help facilitate a resilient and diverse fish population
- Serve as a demonstration project for future reef restoration in the Great Lakes.

ectinc.com > 855.737.0444



>Huron to Erie Raw Water Monitoring Network

Southeast Michigan



DESCRIPTION

An estimated three million residents of southeast Michigan rely on the Huron to Erie corridor as their source of drinking water. A large number of chemical refining and manufacturing facilities located along the waterway also use this fresh water for transportation and industry. The Huron to Erie Drinking Water Protection Network is a water quality monitoring system that was established in 2006 to provide early detection of source water contamination from spills.

In 2019, under SEMCOG’s leadership, ECT installed and maintained water quality monitoring equipment at 14 drinking water treatment plant intakes along the Huron to Erie corridor for the purpose of guarding against spills or other unauthorized discharges in the St. Clair River, Lake St. Clair and Detroit River.

ECT has led the monitoring effort since 2006 which involves in situ readings using fluorometers and multiparameter probes. Every 15 minutes, the instruments measure total hydrocarbons, and numerous physical properties (pH, turbidity, chlorophyll, temperature, conductivity, and oxidation reduction potential) to detect anomalies in the source water.

The data are uploaded to a common project server every 15 minutes and are displayed in an easy-to-read format on a password-protected website. When predetermined concentrations are exceeded, WTP staff are notified of the incident via email or text message. The network aids WTPs in treatment processes on a day-to-day basis and in operational decision-making during times of reported spills.

- Since 2019, ECT has been responsible for:
- Replacement of water quality sondes and data loggers to restart the network
 - Recommendations for network improvements
 - Preventative maintenance and calibration of the sondes and fluorometers

CLIENT

Southeast Michigan Council of Governments (SEMCOG)

PROJECT TIMELINE

2019—2020

PROJECT HIGHLIGHTS

- Real-time water quality monitoring
- Time-series data management
- Automated alarm notification
- Internet-based data visualization
- Source water protection
- Instrument/sensor maintenance



>Chevy in the Hole Restoration of Former Industrial Properties

Flint, Michigan



DESCRIPTION

ECT has served as a key environmental consultant for the remediation and renovation of the 66-acre Chevy Commons site, formerly known as Chevy in the Hole, since 2009. The former General Motors manufacturing property is situated along the Flint River in Flint, Michigan. An abandoned brownfield after the last buildings were demolished in 2004, the site suffered from soil and groundwater contamination from volatile organic compounds (VOCs), various metals, and light non-aqueous phase liquid (LNAPL).

ECT provided brownfield and assessment services on the blighted property, including the coordination of millions of dollars of state and federal grant funds, community outreach, planning services and additional assessment activities. The conceptual site environmental model depicted the relationship of the known soil and groundwater conditions with proposed future recreational land uses. With the luxury of time and physical space, the near-term remediation plan incorporated the demonstration of innovative green technologies, including **phytoremediation** which relies on vegetation to help clean up contaminated soil, air, and water. In total, more than 1,500 trees were planted for the purpose of phytohydraulics—uptaking shallow groundwater contaminated with VOCs and metals prior to its discharge to the Flint River.

CLIENT

City of Flint & AKT Peerless

PROJECT TIMELINE

March 2009-2017

PROJECT HIGHLIGHTS

- Brownfield and assessment services on the blighted property
- Coordination of millions of dollars of state and federal grants
- Community outreach and planning
- Demonstration of green technologies, including phytoremediation
- 1,500 trees planted for the purpose of phytohydraulics



>Brownfield Assessments of the Former LaSalle Winery

Farmington, MI



DESCRIPTION

This historical site in the City of Farmington operated as a powerhouse for the Detroit Northwestern Railway and Detroit United Railway (DUR) from 1899 through the 1930s, connecting cities across southeast Michigan. After the shift towards automobiles, the site was converted by LaSalle Winery & Champagne Co. to a winery distribution facility, which operated from 1933 to 1970. Its most recent land uses included a multi-tenant commercial and light-industrial complex.

Using cost share funding from an Environmental Protection Agency (EPA) Brownfield Assessment Grant through Oakland County, ECT conducted Phase I and II Environmental Site Assessments (ESAs) to evaluate potential environmental impact related to historical coal burning and other industrial operations, fill material, and off-site sources. Additionally, ECT conducted an Asbestos and Hazardous Materials Survey including a Pre-Design Demolition/Renovation Cost Estimate for the approximate 50,646-square foot industrial building to understand anticipated costs of the abatement and handling of hazardous materials prior to renovation activities.

During the development planning stage, ECT participated in a community engagement meeting with local officials, contractors, and the developers to discuss a path to development and evaluate potential funding sources.

CLIENT

Oakland County

PROJECT TIMELINE

April-September 2023

PROJECT HIGHLIGHTS

- Asbestos and Hazardous Materials Survey
- Community Engagement
- EPA Brownfield Assessment Grant
- Phase I and II ESAs
- Pre-Design Demolition/Renovation Cost Estimate

>Green Infrastructure for Water Resilient Greenways on Detroit’s Eastside

Detroit, Michigan



DESCRIPTION

The Alliance of Great Lakes (AGL) is a champion for the protection of the Great Lakes through advocacy, education and research. ECT worked with AGL to identify green stormwater infrastructure (GSI) strategies most appropriate along the Conner Creek Greenway on Detroit’s east side. The locations were strategically selected to activate neighborhood parks and address vacant land along the greenway.

ECT performed a feasibility study by utilizing existing research and strategic plans for the area to incorporate community goals, objectives and metrics related to GSI in the project. ECT and AGL worked with the University of Michigan School for Environment and Sustainability (SEAS) to integrate community feedback in the design process through neighborhood forums and surveys. Thirty-two potential GSI sites were evaluated and five were developed into innovative conceptual GSI designs.

The designs utilized rain gardens, bioswales, and pervious pavement. The concept designs were approved by the project steering committee and a comprehensive report was prepared by ECT that identifies feasible and optimal GSI opportunities along the greenway, technical criteria, and how community feedback was integrated in the design.

CLIENT

Alliance for the Great Lakes

PROJECT TIMELINE

2017-2018

PROJECT HIGHLIGHTS

- Identifying green infrastructure strategies to activate neighborhoods and vacant land
- Green Stormwater Infrastructure
- Data Gathering
- Site Assessment
- Stormwater Calculations
- Project Stakeholder Engagement
- Conceptual Design



>Hazardous Materials Survey of the Former Hyatt Regency Hotel

Dearborn, MI



DESCRIPTION

Between 1976 and 2018, this site operated as an upscale hotel and conference center. Currently vacant, this site is proposed for redevelopment into a mixed-use, residential and commercial complex that will serve as a community connector of the west and east sides of the City of Dearborn, creating a “Midtown Dearborn” surrounding the University of Michigan college campus and the Farlain Mall.

Using cost share funding from an Environmental Protection Agency (EPA) Brownfield Assessment Grant through the Downriver Community Conference, ECT conducted a Hazardous Materials Survey prior to redevelopment and renovation activities. The survey included the inventory of asbestos, lead-based paint, and universal waste materials of the vacant hotel, which encompasses 18 stories and approximately 810,000 square feet of former retail shops, restaurants, ball rooms, conference rooms, suites, and a roof-top lounge.

The next phase of the project will include abating the identified asbestos. The developer is working to secure funding to move forward.

CLIENT

Downriver Community Conference

PROJECT TIMELINE

Fall 2022

PROJECT HIGHLIGHTS

Asbestos and Hazardous Materials Survey

EPA Brownfield Assessment Grant

Proposed redevelopment of a vacant hotel to a mixed-use, residential and commercial complex

>Anne Jamieson

Senior Scientist II

Ms. Jamieson has more than 20 years’ experience specializing in economic development and incentives and has procured millions in grant and loan dollars for communities and millions of dollars for private development teams to offset the costly redevelopment hurdles associated with brownfield and urban development projects. Ms. Jamieson has completed hundreds of brownfield projects over the last two decades. Trained as an environmental consultant, she brings together both the technical aspects of the science with the expertise needed to bring incentives to a project.



EXPERIENCE

Brownfield Consultant | Multiple Municipalities | Michigan

Directly managed more than \$25 million in various Michigan Department of Environmental Quality (MDEQ) grants and loans, as well as Environmental Protection Agency (EPA) assessment, cleanup, and revolving loan fund grants for a number of various communities throughout Michigan. Assisted the communities in establishing their brownfield redevelopment authorities (BRAs), review and creation of brownfield plans and Act 381 work plans, reimbursement agreements, inter-local agreements, development agreements, tax abatement districts, brownfield tax credits, tax increment financing tracking and reporting, EPA and MDEQ reporting, presentations to various government authorities and councils, and overall environmental project management.

EDUCATION

B.S., Biology
Central Michigan University

AREAS OF EXPERTISE

Economic Development & Incentives
Brownfield Redevelopment
Community Revitalization



> Anne Jamieson

Senior Scientist II

Page 2

Orleans Landing Redevelopment | McCormack Baron Salazar (MBS) | Detroit, MI
The \$60 million Orleans Landing Redevelopment in Detroit is comprised of 7.7 acres of former industrial property on Detroit's riverfront. The new buildings will range from one to four stories and will include 278 units and about 10,500 square feet of new retail/commercial space. Facilitated the coordination between the Detroit Economic Development Corporation, Detroit Brownfield Redevelopment Authority (DBRA), Wayne County and the Wayne County Brownfield Redevelopment Authority (WCBRA), MDEQ, Michigan Economic Development Corporation (MEDC), and the development team to secure more than \$27 million in economic development incentives. These included \$250,000 in assessment dollars from Wayne County and the City of Detroit from EPA and local site remediation revolving fund dollars, \$6.7 million in former Michigan Business Tax (MBT) Brownfield Credits, \$7.6 million in MEDC Community Revitalization Program (CRP) equity investment, more than \$11 million in Act 381 Brownfield Tax Increment Financing dollars for environmental and non-environmental eligible activities, \$1 million from MDEQ Clean Michigan Initiative (CMI) Grant for MEDC, and a 10-year property tax abatement of local property taxes. In addition to securing all these incentives, overall project management included coordination of the environmental engineering teams, architects, and engineers to properly manage the cleanup and redevelopment of the site and project management for the City of Detroit's EDC MDEQ grant.

The Union at Midtown Redevelopment | UrbCamCom, LLC | Wayne County, MI
Acquired more than \$3 million in EPA Assessment Grant funds, Michigan Business Tax Brownfield Credits and Act 381 Brownfield Tax Increment Financing in one of midtown's first major private student housing development. Facilitated the coordination between the Detroit Economic Development Corporation, DBRA, Detroit Wayne County Port Authority, MDEQ, MEDC, and the development team. Developed work plans for the non-environmental and environmental costs to maximize the funding on the project. Completed all necessary documentation to secure the refund on the MBT Brownfield Credit and Tax Increment Financing funding.

Edge Lofts Redevelopment | City of Auburn Hills | Auburn Hills, MI
Acquired more than \$1.2 million in cleanup dollars from the MDEQ CMI loan program and the City of Auburn Hills BRA local site remediation revolving fund grant for the redevelopment of a mixed-use housing project on the Clinton River in downtown Auburn Hills. Brownfield plans

and associated MDEQ Act 381 Work Plans were also created to reimburse the MDEQ loan and offset any additional developers' costs related to the brownfield conditions. The applications were made on behalf of the City of Auburn Hills to promote revitalization of their downtown.

Four Corners CVS Redevelopment | Velmeir | Grand Traverse County, MI
Acquired more than \$1.5 million in MDEQ loan dollars and Act 381 Brownfield Tax Increment Finance dollars. Historically an intersection of four former and existing gasoline stations within the City of Traverse City. Free product was identified within the right-of-way and adjacent to the retail redevelopment. Solutions included working with the city, Grand Traverse County, MDEQ, MEDC, and the development team to develop an equitable approach to address the concerns of the local unit of governments and the state to achieve the cleanup and remediation of the plume. MDEQ installed extraction wells, and the treatment system was installed on the CVS property. In addition, a vapor mitigation system was installed under the new CVS development, and a future groundwater treatment system was installed under the parking lot.

Arbor Hills Crossing Redevelopment | Confidential Client | Ann Arbor, MI
Acquired more than \$5.4 million in Act 381 Brownfield Tax Increment Financing for environmental and non-environmental eligible activities for a 7.4-acre site in Ann Arbor, Michigan. The redevelopment was comprised of a high-end retail center on a site that had been vacant for more than 10 years because of the brownfield conditions. Major hurdles to address in addition to the contaminated soil included stormwater management, wetland issues, and the integration of green practices on a contaminated site. Completed overall project management during the cleanup and construction in addition to tracking the eligible activities for the developer to be reimbursed for the brownfield costs expended on the project site.

> Maura Gibbons

Due Diligence Project Manager

Ms. Gibbons has a bachelor's degree in Environmental Geoscience from the Lyman Briggs College at Michigan State University. Professionally, she has conducted hundreds of due diligence assessments for various land types, including Phase I and II Environmental Site Assessments, Baseline Environmental Assessments, Desktop Environmental Records Reviews, Due Care Compliance Evaluations, Sampling and Analysis Plans, and Response Activity Plans and has extensive field services experience, such as asbestos and hazardous material surveys, chemical inventories, environmental media sampling, and site reconnaissances. Lastly, Ms. Gibbons has a strong emphasis in project management in niches such as affordable housing, brownfield, and renewable energy development.

EXPERIENCE

Affordable Housing
Conducted various environmental services for the renovation and development of affordable housing properties, which followed Michigan State Housing Development Authority (MSHDA) and United States Department of Housing and Urban Development (HUD) reporting requirements. Environmental services included traditional due diligence assessments, remedial investigations and planning, and National Environmental Protection Act (NEPA) assessments including but not limited to noise, explosion hazards, and wetland protections.

Brownfield Redevelopment
Consultant incumbent for Brownfield Environmental Protection Agency (EPA) Assessment Grants through the Downriver Community Conference, Oakland County, Wayne County, and Genesee County Land Bank Authority. In addition to environmental services, grant administrative tasks included Quality Assurance Project Plans (QAPP), Eligibility Determinations, and ACRES tracking and reporting. Other brownfield economic incentive experience includes the preparation of Local Brownfield Revolving Loan Fund (LBRF) and state brownfield grant applications.

Renewable Energy
Managed and conducted hundreds of environmental due diligence assessments for utility-scale solar and wind projects in the Midwest, Mid-Atlantic, and Central US. Project sites ranged between one and 200,000 acres of land and addressed environmental concerns including but not limited to oil/gas exploration, surface and subsurface mining, power generating stations, and landfills.

PREVIOUS CAREER EXPERIENCE

Field Chemist | U.S. Ecology
Provided services for lab packing, drum sampling, and chemical inventory for industrial and household hazardous waste streams. Knowledgeable and compliant with Department of Transportation, EPA, and Occupational Safety and Health Administration regulations pertaining with waste management and handling.

Field Technician | Midwest Analytical Services, Inc.
Operated a Geoprobe drilling rig and performed low-flow groundwater monitoring sampling. Generated and maintained documentation including well logs, chain of custodies, and standard operating procedures for customer specific sites. Coordinated with environmental consultants for remediation, monitoring, and due diligence projects.



- EDUCATION**
B.S. Environmental Geoscience
Michigan State University: Lyman Briggs College
- CREDENTIALS**
American Institute of Professional Geologists
Asbestos Building Inspector #A51771
Certified First Aid Training
Environmental Professional (EP)
Michigan Association of Environmental Professionals
OSHA HAZWOPER 40-hour and 8-hour Refresher
PSMJ Project Management Training

- AREAS OF EXPERTISE**
All Appropriate Inquiries
Affordable Housing Development
Asbestos and Hazardous Materials Surveys
ASTM E2247 & E1527
Brownfield EPA Assessment Grants
CERCLA Liability Protection
Due Care Compliance and Continuing Obligations
Economic Incentives
Environmental Sampling
Project Management
Risk Assessment and Mitigation
Vapor Intrusion

GEOGRAPHY OF WORK
IA, IL, IN, KS, KY, LA, MN, MI, NC, OH, OK, OR, PA, SC, TX, VA, WA, WI



> Nicole Rockentine, RG

Geologist

Ms. Rockentine is a masters-level educated registered geologist with eight years of professional experience in the environmental consulting industry, specializing in assessment, site characterization, and remediation. As an Environmental Professional (EP), Ms. Rockentine has overseen the completion of multiple facets of due diligence assessments (i.e., desktop environmental review, Phase I ESAs, and Phase II subsurface investigations) for hundreds of rural, commercial, and industrial properties. She has conducted soil, groundwater, and soil gas investigations for variety of contaminants including petroleum, chlorinated solvents, nitrates, and PCBs. Ms. Rockentine has implemented remediation systems and remedial designs across more than five states.

PROJECT HIGHLIGHTS

Catherine Street Affordable Housing | Ann Arbor, Michigan

Performed a Michigan State Housing Development Authority (MSHDA) compliant Phase I ESA for the purpose of Low-Income Housing Tax Credit (LIHTC) application. Conducted an Additional Investigation for the purpose of characterizing the urban fill prior to proposed excavation. Assisted with state and local Brownfield grant applications and supported National Environmental Protection Act (NEPA) reporting. Prepared Remedial Action Plan for state submission. Managed all project aspects include proposal submissions, field activities, reporting, and regulatory and client communication.

Proposed Renewable Energy Sites| Various States

Managed due diligence environmental assessments as the EP for proposed renewable energy sites (i.e., solar farm, wind farms, energy storage) across various states. Addressed environmental concerns including oil/gas exploration, surface and subsurface mining, power generating stations, and long-term agricultural impacts. Implemented due care documentation and prepared continuing obligation plans.

Nitrate Remediation | Private Client| Kansas

Evaluated nitrate impacts to soil and groundwater at several sites across Kansas. Conducted groundwater sampling for the purpose of designing groundwater remedial plan. Supervised the installation of injection trenches and groundwater injection events. Performed quarterly and bi-annual groundwater sampling events to monitor post-injection conditions. Prepared post-injection groundwater report.

PREVIOUS CAREER EXPERIENCE

Kennedy Jenks Consultants | Mission, KS

Performed various field activities including: installation of monitoring wells, collection of soil and groundwater samples, delineated groundwater contaminants, remedial groundwater injections and soil excavation oversight. Assisted preparing monitoring reports, conceptual site models, data gap reports, site characterizations, risk assessments, excavation reports, site closure reports. Conducted data management of long-term monitoring and remediation projects as well as prepared graphical and geographic representation of data for field work, work plans, and reports.

AEI Consultants | Overland Park, KS

Performed Phase I/II environmental assessments and investigations on residential, commercial, and industrial properties inclusive of wind farms, dry cleaners, gas stations, and manufacturing facilities, among others. Designed, proposed, and implemented more than 70 Phase II soil, groundwater, and soil gas investigations for a variety of suspected contaminants for due diligence and liability purposes across 18 states.



EDUCATION

M.A., Geology
Miami University
B.A., Geology
Albion College

CREDENTIALS

Registered Geologist-MO License No. 2020040770
40-Hour / 8-Hour HAZWOPER Certified
PSMJ Project Management Training

AREAS OF EXPERTISE

Due Diligence Environmental Assessments
Soil & Groundwater Investigations
Groundwater Monitoring
Vapor Intrusion Investigation
Risk Assessment and Mitigation
Remedial Design and Implementation
Due Care Compliance and Continuing Obligations
Brownfield EPA Assessment Grants
ArcGIS and ESRI applications

> Michael T. Hebert, CPG, CHMM, P.G., CUSTP

Senior Scientist II

Mr. Hebert has 35 years of experience providing technical and administrative experience on a variety of environmental disciplines for the U.S. EPA, multiple state regulatory agencies, cities-counties/brownfield redevelopment groups, and private industries. Disciplines include facility inspections, demolition, asbestos, non-hazardous, and hazardous waste(s) abatement, groundwater and vapor abatement associated with AST, UST, TSCA, RCRA, & CERCLA release sites, and site investigations to obtain state/federally regulated closures. Furthermore Mr. Hebert has experience with conducting large scale site remediation activities, treatment system design, engineering specification preparation, statutory compliance, real estate transfer services, environmental risk issues, and site redevelopment.

EXPERIENCE

Building Demolition Assessment | Detroit Airport/Wayne County Aviation Authority (WCAA) | Detroit, MI

Conducted initial building inspections, and developed trade contractor cost to demolish nine sites at the Detroit Metro Airport/WCAA. Detailed inspections were conducted, and specification packages were developed. After the bidding was completed management of the demolition of the structures and removal of USTs. Conducted building inspections and developed trade contractor cost to demolish the Barry Terminal, Buildings 715 and 703 at the Detroit Metro Airport/WCAA.

Multiple Dam Removal Project | Berrien County Brownfield Authority | Watervliet, MI

Prepared engineering specifications for the removal of the two dam structures. After a 45-day delay in permit allocation the project was initiated and completed in 120 days. The project was completed under the established budget. The streambank stabilization and establishment of riffle structures restored the river to its per-1930s flow patterns. The riverbanks were also seeded (wildflower/grass) and vegetation (trees/wetland plants) was used to restore the area. The area was then turned over to the parks department for future use.

Multiple Hospitals | Berrien County Brownfield Authority Berrien County, MI

Conducted hazardous waste investigations, prepared engineering specifications for the removal of multiple hospitals in Berrien County. These hospitals were abated, demolished, and returned to usable properties ready for development.

Demolition Specifications | MDEQ | Niles, MI

Prepared design demolition specifications of a former meat processing plant and secondary power plant in Detroit, Michigan, and a metal processing plant and metal etching facility in Niles, Michigan. Prepared specifications for the management of universal waste, building demolition, soil abatement, AST and UST removal, asbestos abatement, low temperature incinerator, utility disconnects, and site restoration. Documentation requirement consisted of preparing and submitting a demolition summary report.



EDUCATION

B.S., Geology
University of Akron

CREDENTIALS

Certified Professional Geologist, CPG No. 09415
Professional Geologist, Indiana, No. IN1674
Certified Underground Storage Tank Professional, Michigan, No. 588
Asbestos Inspector, Michigan, No. A 40056
OSHA HAZWOPER 40-hour and 8-hour refresher training
OSHA supervisor & confined space training
Incident Manager Training
OSHA hazardous material specialist training
OSHA hydrogen sulfide training

AREAS OF EXPERTISE

Demolition
UST/AST Project Management
Risk & Hazardous Waste Management
TSCA/RCRA/CERCLA Compliance
Remediation
Vapor Inhalation Management
In Situ Chemical Treatment
Treatment System Design
Engineering Specification Design
Management

>Michael T. Hebert, CPG, CHMM, P.G., CUSTP

Senior Scientist II

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Dam Removal and Abatement Project, |MDEQ RRD Kalamazoo, MI

Managed the contractors to remove a major dam system and abatement sediments associated with a superfund project in Kalamazoo, Michigan. The outcome of the project restored more than a third of a mile of channel, removed the dam structure at a superfund site, removed 80,000 tons of contaminated sediment, removed multiple wells, and increased the flood plan by 60 percent. The project was MDEQ-RRD largest funded project between 2017 and 2018. Cost were held to within 10 percent of the allocated budget.

Building Demolition Assessment | Depart of Correction (SRBO)

Conducted building inspections and developed trade contractor costs, specifications and removed 29 buildings to remove over 250,000 ft² of building. Furthermore, supervised the demolition, restoration and managed the accounts (0.02% under budget (\$1,601,949 budget).

Former Crown, Cork & Seal | Sooners, LLC | St. Joseph, MI

Conducted subsurface investigation (vapor), evaluated the data, and defined the due care obligations for the new property owner, in St. Joseph, Michigan.

Building Demolition Assessment | Depart of Natural Resources / Department of Transportation (DNR/DOT)

Conducted building inspections and developed trade contractor costs, specifications and removed 19 buildings. airport hangar, and radio tower (+200 ft). Furthermore, supervised the demolition, restoration and managed the accounts (4% under budget).

Pre-Demolition Hazardous Waste Survey | Berrien County Benton Harbor, MI

Conducted a hazardous material survey at an abandoned hospital to prepare the hospital for abatement/demolition. Engineering costs and specifications were prepared for abatement and demolition of the hospital, which were used to appropriate funding for the project, in Benton Harbor, Michigan. Supervised the deconstruction of the former Mercy Hospital, and managed restoration activities to return the property to a condition to support redevelopment of the area.

Multiple Asbestos and Hazardous Waste Inspections Numerous Clients | Wayne County, MI

Conducted asbestos hazardous material surveys of multiple buildings (three schools, two manufacturing plants, former warehouse, and multiple commercial structures) in Wayne County, Michigan.

Pre-Demolition Hazardous Waste Survey | Lakeland Health Care | Berrien County, MI

Conducted hazardous material surveys at two hospitals to prepare the hospitals for abatement/demolition. Engineering cost(s) and specification(s) were prepared for abatement and demolition of the hospital(s), which were used to appropriate funding for the projects in Berrien County, Michigan.

Pre-Demolition Hazardous Waste Survey | Western, MI

Conducted hazardous material surveys at an abandoned 43,000 ft² jail structure. The resulting summary report was used to guild the abatement efforts.

631 Perryman ACM | Argent Management Group Saugatuck, MI

Conducted hazardous material surveys at 19 building structures to allow a developer to demolish the buildings and proceed with redevelopment of an estimated 55 acres in Saugatuck, Michigan.

Building Demolition Assessment | U.S. EPA/Allegan County Brownfield Authority | Michigan

Conducted an asbestos, universal waste inspection of a power plant and paper mill in southwest Michigan. At the completion of the assessment efforts, developed cost estimates to define the abatement and restoration cost that would be involved with the demolition of the structure.

Building Demolition Assessment | U.S. Federal Courts/Brownfield Authority | Sinclair County, MI

Conducted an asbestos, universal waste inspection for a courthouse in Sinclair County, Michigan, that was scheduled for demolition.

Vapor Intrusion Investigation | MDEQ/Private Industrial Owner/University of Michigan | Michigan

Supervised subsurface vapor intrusion studies at multiple sites in Michigan. Studies have included soil gas and sub-slab vapor sampling. At the completion of the sampling activities documents were prepared defining the risks resulting from vapor intrusions to indoor air.

Structural Evaluation | MDEQ | Springfield, MI

Prepared work plans and schedules for a detailed structural evaluation of the former school building which had been abandoned for 21 years. Prepared specifications for management of universal waste; nonhazardous waste; building debris (9,200 tons); removal, waste characterization of a low temperature incinerator unit, and asbestos abatement. At the completion of the demolition activities, the site was graded and turned over to the City of Springfield for redevelopment.

>John F. Kennedy, P.E., CUSTP

Engineer

Mr. Kennedy has over 25 years of experience in the environmental field. He has bachelor’s degrees in chemical and environmental engineering, and is a professional engineer in Michigan. Mr. Kennedy specializes in the underground storage tank (UST) program, is a certified underground storage tank professional (CUSTP) in Michigan, and has the requirements to act as a qualified underground tank consultant. He has experience in tank removal oversight, site assessment, soil removal, feasibility, design, remedial system installation, remediation management, and site closure. Mr. Kennedy has also worked on wastewater treatment and industrial wastewater pretreatment by helping municipal and industrial clients to solve problems with their wastewater systems. With his environmental background, he assists on various lake projects, as well as illicit discharge elimination programs.

EXPERIENCE

Dredging Survey | Michigan Marine Services | Dearborn, MI

Worked as project manager. Managed the field and provided technical support for dredge work at a manufacturing facility’s pond which was used as a settling basin for the wastewater treatment plant in Dearborn, Michigan. Pre-dredge and post-dredge sediment depths were collected to calculate the volume of sediment removal.

Due Diligence Site Assessments & Phase II investigations | Numerous Clients

Contributed to more than 500 environmental site assessments (ESAs), particularly Phase II investigations, throughout Michigan. Projects included affordable housing, brownfield redevelopment, and renewable energy projects. Tasks included soil and groundwater investigations, vapor intrusion investigations, risk assessments, and mitigations. The geography of the subject properties included FL, IA, IL, IN, KS, KY, LA, MN, MI, NC, OH, OK, OR, PA, SC, TX, VA, WA, and WI.

Belle Isle Parjana Energy-Passive Groundwater Recharge Demonstration | Parjana Distribution, LLC | Detroit, MI

This project used stormwater flow and groundwater elevation data to demonstrate the effectiveness of a site management technology. Installed and maintained equipment, downloaded flow data. Collected groundwater samples at the site in Detroit, Michigan.

Stony Island Habitat Restoration Project | Friends of the Detroit River | Detroit, MI

The project included the construction of shoals, which provided habitat on and around the shoals as well as created many acres of backwater habitat. Provided construction oversight on behalf of the owner. Provided boating operator services for the ECT vessel and crew.

Phase II ESA / Brownfield Services | Troy Landmark Properties | Troy, Michigan

Provided Phase II ESA services for 11.36-acre property with several connected buildings totaling 190,956 square feet of floor space. The Phase II investigation included soil, groundwater, sediment, and soil gas samples. The work was completed in accordance to the Quality Assurance Project Plan (QAPP) which was approved by Oakland County Brownfield Consortium (OCBC). Additional work included an asbestos and hazardous materials survey (HMS).



EDUCATION

B.S., Chemical Engineering
Michigan Technological University
B.S., Environmental Engineering
Michigan Technological University

CREDENTIALS

Professional Engineer, Michigan, No. 201049089
Certified Underground Storage Tank Professional (CUSTP), Michigan, No. 1069
OSHA HAZWOPER 40-hour and 8-hour refresher training
MSHA Part 46 Training
Confined Space Entry Training - Entrant/Attendant/Entry Supervisor
ASTM Risk-based Corrective Action Training
DOT Hazardous Materials Transportation
Basic/Advanced Investigation Training of the Wayne County Illicit Discharge Elimination Program (IDEP)
Certified in Boating Safety by the United States Power Squadron, 2005

AREAS OF EXPERTISE

Underground Storage Tank Services
Soil & Groundwater Investigations
Vapor Intrusion Investigation & Mitigation
Field Services, Phase II Assessments
Wastewater Treatment
Industrial Wastewater Pretreatment
Lake Investigations
Illicit Discharge Elimination Programs



>John F. Kennedy, P.E., CUSTP
Engineer

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Phase II, UST Removal, and Soil Remediation Services / Brownfield Services | City of Trenton | Trenton, MI
Provided Phase II ESA services, UST removal, and soil remediation services for the 0.8-acre former Clocktower property. Responsibilities included proposals, authoring HASP and sampling and analysis plan, collecting soil samples, supervising the ground penetrating radar and electromagnetic site activities, and authoring Phase II ESA report. Supervised removal of five USTs and 4,100 tons of contaminated soil. Collected verification samples during soil removal activities. Supervised placement of a clay barrier to prevent impacted soils from underneath the right-of-way from entering the property. Authored Corrective Action Summary Report.

Rose Harbor Marina | MDEQ | Rose Harbor, MI
Coordinated and supervised field activities to remove impacted soils surrounding a residential/commercial building. Provided updates to project manager and during meetings. Collected soil gas samples and supervised installation of a sub-slab depressurization system (SSDS) within the crawl space underneath the residential portion of the building.

Phase II ESAs | Detroit Land Bank Authority | Detroit, MI
Task manager for Phase II ESAs for 19 vacant school properties throughout Detroit. Developed work plans and cost estimates. Coordinated and scheduled subsurface investigation activities. Supervised various subcontractors for drilling, ground penetrating radar, and excavations. Field activities included soil borings, temporary monitoring wells, soil and groundwater sampling, UST test pits, UST removal, and soil removal/disposal. Prepared Phase II ESA reports and appropriate MDEQ forms for UST-related activities. Assisted with Phase I ESA, due care, and baseline environmental assessment (BEA) reports. Communicated each site's progress with the ECT project manager in his preparation of weekly meetings between ECT and City of Detroit.

Bay Harbor | National Pollutant Discharge Elimination System (NPDES) Permit
Provided groundwater statistical modeling services for the purpose of proposing a substantial financial reduction to the existing groundwater monitoring scope. The statistical modeling utilized Visual Sample Plan (VSP) and included spatial and temporal redundancy as well as evaluated seasonal fluctuations.

Demolition Assessment and Environmental Services Wayne County Airport Authority (WCAA) | Detroit, MI
Coordinated and supervised environmental assessment and hazardous materials management processes associated with abatement and demolition of select buildings. Activities included preparation of abatement and demolition specifications, assistance with demolition contractor bidding

and selection process, and performance of demolition monitoring and dust control activities. CUSTP services were also required. Provided initial cost estimates and scope of works for UST removal projects. Coordinated and supervised the removal of USTs and contaminated soil from two large UST basins holding 10,000-gallon fuel tanks. Releases were discovered, resulting in the remediation by removal of contaminated soil and incidental groundwater at the airport in Romulus. The closure report required institutional controls and was approved by the MDEQ.

Environmental Services | WCAA | Detroit, MI
Performed, coordinated, and supervised numerous environmental assessment or environmental compliance projects at both Detroit Metropolitan Wayne County Airport and Willow Run Airport, including UST removal, initial spill response, assessment or compliance evaluations and miscellaneous drum identification and removal actions. Performed remediation activity associated with surface fuel spills and subsurface releases. Authored multiple Closure Reports for leaking USTs (LUSTs) throughout the Detroit Metropolitan Wayne County Airport and Willow Run Airport.

Industrial Pretreatment Wastewater Improvements Gutter Suppliers | Detroit, MI
Managed a wastewater improvement project to correct occasional non-compliances at Detroit facility. A flow meter was installed to better document the amount of wastewater discharge. Occasional noncompliance in the process discharge water resulted in a finding that employees washed their hands in or near the process water upstream of the sampling point.

Waterfront Redevelopment and Casino Project City of Detroit | Detroit, MI
Performed a Phase II investigation of 13 parcels located on the Detroit River at a location proposed for casino construction. Because of the waterfront location, evaluation of groundwater-surface water interface issues was of particularly high priority.

Remediation and Due Care | City of Detroit | Detroit, MI
Assisted the City of Detroit with detailed cost estimates for remediation and due care compliance for a large abandoned industrial site near the Detroit River previously used by Revere Copper and Brass. Completed extensive investigation and demolition activities revealing extensive contamination consisting of metals, cyanide, volatile organic compounds (VOCs) and semi-volatile organic compounds (SVOCs), and PCBs. Performed statistical data analysis for determining the 95 percent upper confidence limit averaging. The most critical target for remediation was the groundwater venting to the river which exceeded acute toxicity limits for several constituents.

>Jason Cooper, PLA, LEED AP
Operations Director

Mr. Cooper's work as a landscape architect has expanded the integration of green infrastructure systems and restorative design principles around the Great Lakes region and beyond. His design portfolio is comprised of headquarters for Fortune 500 companies, more than 50 park and recreation facilities, numerous downtown streetscapes, and many natural area restoration projects. Mr. Cooper is versed in a broad range of green technologies, with significant practice in applications such as bioretention, rainwater harvesting systems, permeable paving, LED lighting, and clean energy delivery systems. Mr. Cooper is a recognized authority on the design of green and complete streets, green roofs, green infrastructure, and green schoolyards and is a frequent presenter at conferences and workshops. His work has been recognized with awards of excellence from the American Society of Landscape Architects (ASLA) – Illinois, Indiana, Iowa, and Wisconsin Chapters, Wisconsin Landscape Contractors Association (WLCA), 1000 Friends of Iowa, and the U.S. Green Building Council (USGBC).

EXPERIENCE
Blossom Heath Activity Pier Expansion | St. Clair Shores, MI
ECT developed the preliminary design and construction documents to reconstruct and extend the pier at Blossom Heath Park in St. Clair Shores, Michigan. The design includes a renovated fishing pier which will extend an additional 400 feet into Lake St. Clair, an elevated boardwalk which will hover over the Lake, a converted boathouse which will be transformed into a flex-use recreation facility, seawall replacement, road rehabilitation, bicycle/scooter lanes, new pedestrian lighting, and several site amenities. The site amenities include shade structures, benches, bicycle/Scooter parking, picnic tables, and floating treatment islands.

Westhaven Park | Chicago Park District | Chicago, IL
Served as principal landscape architect on this project for the Chicago Park District in Chicago, Illinois. One of Chicago's newest parks was built over a site with contaminated soil. The design for the park elevates the grade in order to minimize costly excavation and haul off. New paving and imported soil serve as a permanent cap to the site. Rolling hills cleverly mask the alteration of the terrain and invite children to explore isolated play pods which feature a variety of fun play components.

Waukegan Beachfront Master Plan | City of Waukegan, IL
Served as landscape architect and project manager on this project for the City of Waukegan. The Master Plan for the beachfront incorporates 3,800 lineal feet of bike and pedestrian trails, boardwalks, and elevated walkways which take advantage of Waukegan's unique dune ecosystem coastline. The plan preserves the remnant dune landscape and restores plant and animal habitats while offering access and educational opportunities for visitors.

Marquette Park Fieldhouse | Chicago Park District | Chicago, IL
Served as project manager on this project for the Chicago Park District in Chicago, Illinois. Redeveloped Marquette Park with a focus on the healing and celebratory power of water. The design for the fieldhouse's plaza incorporated various water systems, including cisterns, hand-pumps, runnels, interactive weirs, water follies, and other garden-scale systems. This sustainable water-focused approach to the plaza was the first of its type in the City of Chicago.



EDUCATION
Master of Landscape Architecture
University of Michigan
B.A., Anthropology
University of Illinois
CREDENTIALS
Landscape Architect: FL, IL, IA, IN, NY, OH, VA
LEED Accredited Professional
Certified Nature-based Shoreline Designer by the Ohio DNR
AREAS OF EXPERTISE
Landscape Architecture
Green Infrastructure Systems & Restorative Design
Parks and Recreation Facilities
Green Technologies
Bioretention
Rainwater Harvesting Systems
Permeable Paving
LED Lighting
Clean Energy Delivery Systems



> Jason Cooper, PLA, LEED AP

Operations Director

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Parsons Park | Chicago Park District | Chicago, IL
Served as landscape architect and project manager on this project for the Chicago Park District in Chicago, Illinois. Parsons Park blends structured play environments with naturalized ones. The park has two distinct areas – one for youth and the other for seniors. Features include a splash pad, swings, and several climbing structures. The senior area contains game tables and a bocce ball court. A centrally located rain garden collects water runoff and reuses it for irrigation.

Hawk Prairie and Park West Redevelopment | Oregon Park District | Oregon, IL
Served as principal landscape architect and project manager. Improvements at Hawk Prairie include the restoration of an intermittent stream with native plantings and cross-vane weirs. The restored stream serves as a habitat corridor between two adjacent prairies. A new multi-use trail and boardwalk immerse visitors in the landscape and limit impacts to the sensitive ecosystem. The plan for Park West balances both active and passive uses. By reorganizing some of the athletic fields and centralizing pedestrian access, several new facilities were able to be introduced into this already heavily programmed park. These included a new street-style skatepark and splash pad.

Fountainview Recreation Center | Carol Stream Park District | Carol Stream, IL
Served as principal landscape architect and project manager on this project for the Carol Stream Park District in Carol Stream, Illinois. Carol Stream's newest recreation center is one of the biggest developments for the Carol Stream Park District. To improve the quality of rainwater leaving the site, ECT installed permeable pavers in the parking lot and vegetated bioswales filter and treat runoff from the building's roof. The landscape plan includes a hearty combination of flowering perennials, shrubs and shade trees.

Davis Park Master Plan | City of Rockford, IL
Served as principal landscape architect and project manager on this 2015 project for the City of Rockford, Illinois. Davis Park sits at the heart of downtown Rockford on the Rock River. ECT designed a master plan that capitalizes on the park's central location and integrates a number of recreational and civic based improvements. These include three presentation stages, a sculpture garden, a combination splash pad and skating rink, a pedestrian promenade, a skatepark, fishing piers, and playgrounds.

The Cardinal Campus, Green Offices | Highland, IN
Led the site design for a Green Office Campus in Highland, Indiana. The first of three buildings were constructed in 2018 for the campus which is seeking LEED for Neighborhood

Development accreditation. The site chosen for the campus has remained undeveloped for a while due to the presence of a high-water table. ECT developed an innovative stormwater approach that relied on a distributed network of bioretention planters and permeable pavements.

Goodyear Global Headquarters | Akron, OH
The renovation of Goodyear's historic Akron global headquarters in Akron, Ohio, coincided with a re-branding of the company's image. Integrated sustainable approaches to storm water management into a new courtyard and main entrance. Transformed an underutilized lawn into a colorful meadow with walking trails as an amenity for employees.

Johnson Controls Headquarters | Glendale, WI
In 2010, ECT transformed a sterile, suburban office park into a living, healthy landscape at this Johnson Controls Headquarters campus in Glendale, Wisconsin. Used numerous green technologies to meet the project's ambitious sustainability goals. These included rainwater harvesting, green roofs, bioretention, geothermal, permeable paving, bioretention, and natural area restorations. The campus now hosts the most LEED Platinum rated buildings on one site (5).

North Town Retail Development | Amherst, NY
In 2016, the North Town Retail Development replaced an aging strip mall in Amherst, New York, with a vibrant and fun shopping experience that is sensitive to the environment. Included permeable paving and green roof canopies as part of an overall stormwater strategy that collects and redistributes rainwater.

Neckel Street Green Infrastructure | East Dearborn Downtown Development Authority | Dearborn, MI
Served as landscape architect and project manager on this 2016 project for the East Dearborn Downtown Development Authority in Dearborn, Michigan. The Neckel Street redevelopment is the first phase of a Green Infrastructure Master Plan commissioned by the East Dearborn Downtown Development Authority to guide investment in City-owned properties. The goals are to address immediate issues of basic street maintenance and achieve long term benefits of lower operating costs. Strategies such as permeable pavement and bioretention will be integrated into this complete street.

Vetter Pharma | Des Plaines, IL
Constructed Vetter Pharma's newest laboratory and production facility near an existing residential neighborhood in Des Plaines, Illinois. The 2016 project included a vegetated perimeter and an elevated green wall attached to the building to help conceal it from the adjacent homeowners.

> Pearl May, PLA, PE

Water Resources Associate Project Manager

Sustainable Planning & Design

Pearl May is a licensed Landscape Architect (PLA) and a licensed Professional Engineer (PE) with a unique set of skills due to her varied background. She has engineering experience in Green Stormwater Infrastructure and regulated stormwater management design for projects in the Midwest and the Mid-Atlantic. Pearl has developed hydrologic design models for projects ranging from site scale to watershed scale, and assisted managing large water data sets at the state level. She previously collaborated with local municipalities and state regulators to permit stormwater management systems and regulated development in wetlands and riparian areas. Pearl has worked with and within the construction industry, including engineering documentation and administration at the site and subdivision level, as well as the residential and commercial design/build landscaping industry. Pearl has horticultural knowledge of ornamental and native plants in the Midwest and the Mid-Atlantic, and has installed and maintained ornamental and native landscapes at Midwestern botanic gardens and at private residences.

EXPERIENCE

Joe Louis Greenway Green Stormwater Infrastructure and Landscape Architecture | Detroit, MI
Project manager for ECT's multi-disciplinary team of engineers, landscape architects, and cultural resource and environmental specialists. ECT is working with project lead Toole Design to develop plans for the most spatially and environmentally challenging segments of the Joe Lewis Greenway in Detroit, MI. The project will enhance the landscape and reduce stormwater runoff along these on-street segments through use of green infrastructure approaches. ECT's multi-disciplinary team is working closely with Toole's team of transportation and traffic planners and engineers to provide safe and pleasurable non-vehicular transportation for this high-profile greenway project while improving the environmental performance of the corridor.

Grandmont Rosedale Grand River Green Lot | Detroit, MI
Project manager for Green Stormwater Design Team at ECT. ECT is designing, engineering, and permitting green infrastructure and associated improvements for an urban redevelopment project in the North Rosedale Neighborhood of Detroit.

River Rouge Green Infrastructure Design and Construction | Belanger Park River Rouge, MI
Project engineer for Green Stormwater Design Team at ECT. Green infrastructure practices are being implemented at multiple sites through SEMCOG's Green Infrastructure for Coastal Assessments Projects to reduce stormwater runoff into Lake Erie. Runoff from existing parking lots at Belanger Park will be intercepted and treated by engineered green infrastructure before draining into the Detroit River.

Protecting Lake Erie Marsh and Waters with Green Infrastructure Practices Lake Erie Metropark | Detroit, MI
Project engineer for Green Stormwater Design Team at ECT. The Protecting Lake Erie Marsh and waters with Green Infrastructure Practices project consists of installing green infrastructure and restoration planting at the Lake Erie Metropark. Fifteen naturalized swales, ten naturalized swales with stone check dam stormwater management, and one rain garden with engineered berm were designed, engineered, and modeled to capture 1.64 million gallons of stormwater runoff and reduce pollutants by 59% in a model year.



EDUCATION

M.S., Civil & Environmental Engineering
University of Wisconsin-Madison
B.S., Landscape Architecture
University of Wisconsin-Madison
B.S., Horticulture
University of Wisconsin-Madison

CREDENTIALS

Professional Engineer (PE)
Michigan (6201313414)
Pennsylvania (PE093474)
Wisconsin (101018-6)
Professional Landscape Architect (PLA)
Michigan (3901047078)
Pennsylvania (LA003254)
Wisconsin (676-14)
Illinois (157.001408)

AREAS OF EXPERTISE

Green Stormwater Infrastructure and Site-Scale Stormwater Management Design
Native and Ornamental Planting Design and Maintenance
Collaboration with outside professionals, firms, and agencies for detailed document production and permitting



PREVIOUS DESIGN AND ENGINEERING EXPERIENCE

**Meadow Restoration and Streambank Stabilization
Frelinghuysen Arboretum | Morris Township, NJ**
Worked as part of a multi-firm design team that produced the conceptual and complete design for a meadow restoration and streambank stabilization project for a public arboretum in suburban New Jersey. Gathered documentation to support State of New Jersey permit approval for conducting disturbance in regulated wetland and riparian areas. Helped produce, revise, and compile specifications and legal documents for the public construction bidding process and conducted site visits for construction observation documentation.

**Site Development with Stormwater Management
Design and Permitting | Vehicle Dealership
Denville, NJ**
Served as the primary project engineer on a land development engineering team that expanded the surface vehicle storage for a dealership in Denville, NJ. Worked on the project from conceptual design through construction management, including site, grading, utility, stormwater, vehicle circulation, soil erosion & sediment control, and construction detail plans. Served as the primary designer for the pervious pavement and subsurface stormwater management system. Worked with state and local reviewers to revise stormwater plans, reports, and maintenance documents to ensure compliance with state and local regulations. Collaborated with a natural resources firm to produce plans and survey documents for permit approval from the State of New Jersey for disturbance in regulated wetland and riparian areas.

**Residential Subdivision Site Plans and Permits
Washington Township, NJ**
Worked as part of a multi-firm design team that produced the conceptual and complete site design plans for a residential subdivision in rural New Jersey. Project contributions included conceptual plan design, lighting and landscape design, revisions to the grading, drainage, and stormwater management system, and ADA parking and pedestrian access design. Worked extensively with partner engineering and architectural firms to resolve conflicts between independent sets of design plans including: revisions to roadway grading to maintain roadway and sidewalk connections, revisions to stormwater and sanitary sewer design to maintain connections to existing and proposed utilities, revisions to adjoining soil erosion and sediment control plans, and updates to overall parking layouts to comply with changes to housing design. Also

worked with a team of engineers to produce documents for the subdivision sanitary sewer Treatment Works Approval Application to the State of New Jersey.

**Mixed-Use Development Site Plans and Permits –
Accelerated Timeline | Washington Township, NJ**
Worked as part of an engineering team that produced the conceptual and complete site design plans for a multi-use development, including an international coffee café chain client on an accelerated timeline in rural New Jersey. Project contributions included a series of conceptual plan design revisions for both the developer and the coffee café chain client, grading design, drainage and stormwater design, utility design, drive-thru vehicle circulation design and ADA parking and pedestrian access design. Assisted with obtaining signage permitting approval from the local municipality and produced documentation to ensure water and sanitary sewer compliance with the regional private water and sewer utility regulations. Produced an extensive set of construction details for the site plans and for the specific café chain client requirements, and revised the details as needed by the developer, the contractor, and the café chain client to ensure compliance and manage construction costs. The project proceeded from conceptual site design through construction in less than three years.

**Green Stormwater Infrastructure Design
Green City, Clean Waters | Philadelphia, PA**
Worked as a member of a Green Stormwater Infrastructure (GSI) design team in Philadelphia to implement a multi-year contract with the Philadelphia Water Department (PWD) to develop solutions for the Green City, Clean Waters program. Specifically, assisted with creation of design plans, design development, calculation of stormwater storage volumes, release rates and infiltration capabilities for GSI systems, bumpout and roadway grading, general landform grading, ADA ramp design, determination of construction specifications and cost estimates. Specialized in resilient planting design for GSI systems, including street tree selection, rain garden design, bumpouts, and stormwater planters. Contributor on multiple GSI projects for PWD including: Carmella and Moss Playgrounds, Erie-Francis-Mariana , Wharton Square Greening Improvements , Awbury Streets , Wayne & Manheim Green Streets and Street Greening of Germantown Avenue South , Mantua Greenway Neighborhood Connections , and Arch Street West Streets Improvements .