

Creating Affordable Housing in the City of Ann Arbor:

A Developer's Guide And Required Forms

Created by the City of Ann Arbor Planning and Development Services Unit

With assistance from the Office of Community Development

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1. Introduction

Purpose of this Document

This document is a guide for private developers, for-profit and not-for-profit, who are interested in constructing, or contributing to the construction of, affordable housing in the City of Ann Arbor. Developers may use this guide to benefit from the funding sources, zoning incentives, and experiences of other affordable housing developments in their own projects.

Affordable Housing as a City Goal

Retaining and providing affordable housing within the City of Ann Arbor is a top priority of City Council and the Planning Commission. Since 1989, significant efforts have been underway to address this priority. Two workshops were held by City Council in 1999 to narrow down the City's affordable housing goals, and an Affordable Housing Task Force was created to study the issue in depth. The City's current policy focuses on the following four goals:

- Goal 1** Convert at least 250 units of existing housing into permanent, affordable housing within three years; twenty percent of new residential construction each year shall be affordable housing.
- Goal 2** Provide at least ten families per year with first-time homebuyer opportunities.
- Goal 3** Identify and establish three new income sources for affordable housing.
- Goal 4** Review regulatory ordinances and the development review process to prioritize affordable housing.

City Council, through a resolution approved May 15, 2000 (R-240-5-00), supports these goals as presented in the Affordable Housing Task Force Report. The Planning Commission, the Housing Policy Board, the Planning and Development Services Unit, and the Office of Community Development have been working on policies and implementation.

Definition of Affordable Housing

The City utilizes information provided by the Department of Housing and Urban Development (HUD) to establish levels of affordability. HUD standards are available annually for *median income*, *low-income* (80% of median), *very low-income* (50% of median) and *extremely low-income* (30% of median) levels). Through new development proposals, the City of Ann Arbor is currently working to create housing that is affordable to *low-income* households and below, those earning 0% - 80% of the median income. See Appendix A for housing income limits for all HUD-defined income levels in the Ann Arbor area.

Sale and Resale Prices of Affordable units

The City Council will annually adopt maximum for-sale and rental rates for affordable housing units required in PUD and Planned Projects. The for-sale affordable housing prices are set based on HUD income limits, unit size, interest rates, condo fees, taxes and the Ann Arbor real estate market. For sale unit prices also take into consideration the purchasing constraints that low-income homebuyers typically experience such as higher interest rates and small down payments, which impact the affordability of the units. These factors are monitored by the Office of Community Development to ensure that low-income homebuyers will not utilize predatory lenders and will not be at risk of foreclosure. For-sale units will have deed restricted resale formulas which will require the purchaser to re-sell the units to another qualified low-income buyer at an affordable sales price. The Office of Community Development will oversee the turnover of these units to ensure compliance with the deed restriction. See Appendix D for purchaser information form, which includes income verification requirements.

Rent Rates for Affordable Units

For rental units, the monthly rent rates are tied to the Federal Fair Market Rent (FMR) rates. These rates are calculated annually by HUD through census data rents and annual phone surveys. HUD uses this data to calculate the 40th percentile rent for the distribution of two-bedroom units occupied by recent movers. Public housing units, newly constructed units and units that fail housing quality tests are excluded from the distribution. Adjustments are made for bedroom sizes. The fair market rent rates include all utilities. To simplify adjustments for utilities paid for by the renter, the City of Ann Arbor calculates an automatic 5% rent reduction if the tenant pays for their own electricity or heating (gas, electric or other source). And a 10% reduction is automatically calculated if the renter pays for both electricity and heating. The City of Ann Arbor will conduct annual rent audits to ensure that the rent rates agreed to in the Developer Agreement are in compliance. See Appendix A for maximum rental rates of affordable units. See Appendix C for the annual tenant rent and income certification form.

The Developer can request assistance or referrals from the City's Office of Community Development (OCD) for renters and buyers. The OCD maintains a list of interested households and administers several housing programs including a down payment assistance program.

The Office of Community Development should be contacted early in the site plan review process at (734) 622-9025 if it is likely that affordable units will be included in the development in order to understand the financial impact on the development. Developers of PUD and Planned Projects that are including affordable units in their developments will work with the Office of Community Development to administer those units. Requests for a cash contribution in lieu of including affordable units should be submitted with the site plan application. The Office of Community Development will need at least 2 weeks before the Planning Commission's first review of the PUD site plan to ensure adequate time for review. The Office of Community Development will make a recommendation to the Planning Commission and City Council regarding the request for a cash-in-lieu contribution. See Appendix E for a Request form.

Recent Affordable Housing Developments

Several for-profit developers have recently received approval for projects containing new affordable housing units in the City of Ann Arbor. Developments that included affordable units for purchase are Ashley Mews, Northside Commons, Stone School Townhomes and Kingsley Lane. Developments with affordable rental units include Corner House Lofts, North Quad and Broadway Village. The following developments were approved for a cash contribution in lieu of including affordable units: Glen Ann Place, Plymouth Green Crossing, 1310 South Main and the Gallery on Main Street. Two developments, Berkshire Creek and North Sky have made voluntary contributions to the City's Affordable Housing Trust Fund.

2. Design and Density Incentives for Affordable Housing

The City Code provides incentives for creating new affordable housing units under two provisions: Planned Project developments (Chapter 55, §5:68-76) and Planned Unit Developments (PUDs) (Chapter 55, §5:80). In addition, City departments have agreed to give priority review of site plans for projects with affordable housing components, and City Council may partially refund site plan review fees for qualifying affordable housing developments.

Developers must work out a development agreement with the City in order to benefit from the incentives for affordable housing. This document is a legal contract with the City that spells out the details of the affordable housing to be created, how its affordability will be ensured, and how long the units will remain affordable. Primary elements of recent development agreements are provided in Section 4, below.

Contact the Planning and development Services Unit with project-specific questions, (734) 994-2800.

Planned Projects (Chapter 55, §5:68-76)

To enjoy the design flexibility allowed by a Planned Project, developers must show that they will contribute to one or more of seven City objectives (for a full list, see Chapter 55, §5:70 (b)). One of the objectives is “affordable housing for low-income households.” The requirements for number and size of affordable housing units, which will qualify under this provision are up to the discretion of the City Planning Commission and City Council.

Developments that qualify as Planned Projects are eligible for modifications of the area, height, and placement requirements of the zone in which they are developed. For example, a Planned Project may include a smaller setback or a taller building than would otherwise be permitted by right in the zone. However, no change in density (units per acre) or permitted use is allowed under a Planned Project (for changes in density, see PUDs below). A Planned Project acts as an overlay and does not change the underlying zoning.

Planned Unit Developments (PUDs) (Chapter 55, §5:80)

In 2004, City Council amended the PUD ordinance to allow developers to make a cash contribution in lieu of including affordable units on site. Previously, a developer could build to a higher residential density than what is recommended in the master plan by making 20% of the housing units in the PUD affordable. The 2004 amendment included the following change:

Proposed PUD projects exceeding the residential density recommendation of the master plan, or the underlying zoning when the master plan does not contain a residential density recommendation, by up to 25 percent shall provide 10 percent of the total dwelling units as dwelling units affordable to lower income households. Proposed PUD projects exceeding the residential density recommendation of the master plan, or the underlying zoning when the master plan does not contain a residential density recommendation, by over 25 percent shall provide 15 percent of the total dwelling units as dwelling units affordable to lower income households.

Council will adopt a resolution determining the per unit and partial unit cash in lieu rate. See Appendix B for the Council resolution adopting the cash-in-lieu amount. Generally, no residential density increase will be approved without this affordable housing quotient. It is Council's sole discretion to accept a cash-in-lieu contribution. In addition to allowing for higher residential density, PUDs offer many areas of flexibility to developers because they are “customized” zones with their own supplemental regulations. PUDs allow developers to expand the list of allowable uses, and modify area, height, parking, and placement regulations. Historically, they have tended to be more complex projects, allowing for combinations of several

uses on one site. By combining commercial at higher floor area ratios (FARs) with higher density residential areas, developers have been able to create developments that support their own affordable units.

Priority Review and Preliminary Meeting

All new construction, other than a single-family or two-family dwelling, must receive site plan approval before permits will be issued. The typical process is outlined in Appendix F.

Projects that include affordable housing will be given priority in the City's site plan review process. In practice, this means that such projects will be flagged for priority before distribution to the various departments for review. Being prioritized will allow planning staff to receive comments from other departments earlier. Further, the petitioner will be invited to a preliminary meeting with reviewing staff to help address concerns up front.

Site Plan Review Fee Reduction (Chapter 55, §5:108(4))

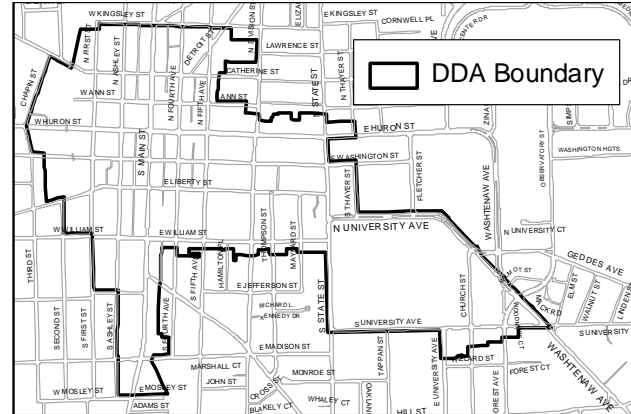
City Council may refund up to 50% of site plan review and rezoning fees (specified in Chapters 55, 57, and 58) if a development provides affordable housing for low-income households.

3. Funding Sources for Affordable Housing

There are several sources of funds that may be available to subsidize the cost of constructing affordable housing units. Unless otherwise indicated, contact the Office of Community Development at (734) 622-9025 for more information about these funding sources or http://www.ewashtenaw.org/government/departments/community_development/index.html.

Downtown Development Authority Housing Fund

The Downtown Development Authority (DDA) has established a Housing Fund to increase the supply of downtown housing while encouraging mixed-use projects. DDA funding is available within the boundaries of the DDA and consideration will be given outside the DDA boundary, shown at right. Contact the DDA at (734) 994-6697 for a Housing Fund application.



Affordable Housing Trust Fund

The City Council created the Ann Arbor Housing Trust Fund for the promotion, retention, and creation of long term affordable housing, primarily for *very low-income* families (50% of median income), as defined by HUD (see Appendix A). This differs from most other City measures described in this document, which target *low-income* families (80% of median income).

Financial assistance can be provided for acquisition, development, and rehabilitation of affordable rental housing and homeownership developments. Applications are available from the Office of Community Development 734 622-9025.

Other Public Funding Sources

Federal Community Development Block Grant and HOME funds are also available for projects where units are targeted for *low-income*, *very low-* and *extremely low-income* families. The Michigan State Housing Development Authority (MSHDA) provides funds for the same type of projects. Rent and income eligibility restrictions would be defined in an affordability agreement for each project. MSHDA 517 373-8370 www.michigan.gov/mshda

Property Tax Abatements

The City provides property tax exemption for rental projects financed with a federally aided or MSHDA aided mortgage (Chapter 19, §1:591). Qualifying units are those which house tenants with incomes below 50% of median (*very low income*). Owners pay a municipal service charge, equal to \$1 per unit, in lieu of property taxes (PILOT). Projects for senior citizens pay a municipal service charge equal to 4% of shelter rents in lieu of property taxes. For more information see Public Act 346 of 1966 (MCL 125.1415).

Partners

There are several non-profit housing providers that may consider partnering in or managing affordable housing projects for private for-profit developers. Contact the Office of Community Development at (734) 622-9006 for a list of providers and contact information.

4. **Affordable Housing Agreements**

For-profit developers have committed themselves to affordable housing in the City of Ann Arbor in a variety of ways. Affordable housing is generally written into development agreements and, for Planned Unit Developments (PUDs), into supplemental PUD regulations. Many PUDs obligate affordable housing both in the development agreement and the supplemental regulations. *For all projects, these terms are formalized in a recorded covenant which runs with the land.*

Primary Elements of Development Agreements Committing to Affordable Housing

All affordable housing developments

- How many units will be affordable
- Household income target
- Appearance/design stipulations for the affordable units

For sale units only

- Method of income certification for homebuyers
- Stipulation that units earmarked for long-term affordability be placed under a covenant or other agreement to limit future price increases, i.e. resale formula

Rental units only

- Method for income certification of tenants
- Rent limits, based on City's formula but can be less than the formula
- Agreement to sell to homebuyers in the appropriate income range if the rental units are converted to condominiums
- Frequency of reports showing that affordable units are rented to the appropriate population, and that the costs for those units are within the City-defined housing costs limits

Please contact the Office of Community Development at (734) 622-9025 for examples of development agreements containing affordable housing language, and for more information on how to guarantee future affordability of units for sale.

5. Glossary

80% of Median Income: See *Low-income*

Affordable Housing: For owner units, the monthly housing costs, including mortgage payment, insurance, taxes, condo fees and utilities, should total no more than 30% of the monthly gross income for the targeted income level. For rental, the monthly housing costs, including rent and utilities, should total no more than the Fair Market Rent rate.

Covenant: An agreement which binds future owners of a property to maintain the affordability provisions of the original development.

Department of Housing and Urban Development (HUD): This federal agency oversees several national housing programs and provides national benchmarks, which include annual income levels and corresponding fair market rates for housing in each PMSA. For the latest data sets for the Ann Arbor area, see <http://www.huduser.org>.

HUD see Department of Housing and Urban Development

In Perpetuity: For sale units have permanent deed restrictions so that the units will be perpetually affordable.

Low-income Households: HUD defines *low-income* households as those making 80% or less of the area median income for their household size. In Ann Arbor and other high income areas, the *low-income* level (80%) set by HUD cannot exceed the U.S. median income level. In 2007, the low-income level in City of Ann Arbor is actually 76% of Area Median Income because of this gap. These levels are determined annually by HUD.

Permanent Affordability: The Affordability requirements run with the land and are permanent, enforced through a covenant.

Planned Unit Development (PUD): Planned Unit Developments are defined under Chapter 55, §5:80 of the Ann Arbor City Code. Generally, a PUD zone has its own supplemental regulations which become part of the City Code, and which create different use, size, parking, density and placement restrictions than are provided in other city zones.

Primary Metropolitan Statistical Area (PMSA): The Ann Arbor PMSA encompasses Washtenaw and Lenawee Counties. Generally, PMSAs are defined by the U.S. Census based on population pattern. For more information, see <http://www.census.gov/population/www/estimates/mastand.html>

PUD see Planned Unit Development

Resale Formula: A formula that determines the sales price that an owner of an affordable unit can resell that unit for.

Appendices

Appendix A: Ann Arbor PMSA Income Limits (as published by HUD)

Table 1. Ann Arbor PMSA Income Limits, 2007

	Number in Household							
	1	2	3	4	5	6	7	8
Low-income (80% / 76% of median)*	\$41,700	\$47,700	\$53,650	\$59,600	\$64,350	\$69,150	\$73,900	\$78,650
Very low-income (50% of median)	\$28,850	\$32,950	\$37,100	\$41,200	\$44,500	\$47,800	\$51,100	\$54,400
Extremely low-income (30% of median)	\$17,300	\$19,750	\$22,250	\$24,700	\$26,700	\$28,650	\$30,650	\$32,600

* The *low-income* (80% of median) classification of HUD is capped at the U.S. median income, consequently it is actually 76% of median.
Ann Arbor PMSA includes Washtenaw and Lenawee Counties.

Table 2. Maximum rental rates Affordable units, as of October 1, 2006

	2007 Fair Market Rent	10% Utility Allowance Rent	5% Utility Allowance Rent
Efficiency	\$685	\$617	\$651
1 bedroom	\$768	\$691	\$730
2 bedroom	\$934	\$841	\$887
3 bedroom	\$1,175	\$1,056	\$1,162
4 bedroom	\$1,210	\$1,089	\$1150

If all utilities are included in the rent, then the maximum rent is the “2007 Fair Market Rent” column. If electric and heating is paid by the tenant, then the maximum rent is the “10% Utility Allowance Rent” column. If the tenant pays electricity or heating (electric, gas, or other), then the maximum rent is the “5% Utility Allowance Rent” column.

Table 3: Home Ownership Base Affordable Sales Price 2007

Unit Type	Base Sale Price
Efficiency	\$72,000
1 Bedroom	\$84,000
2 Bedroom	\$102,000
3 Bedroom	\$125,000
4 Bedroom	\$142,000
5 Bedroom	\$160,000

Please note that the City is reviewing the sales formula and the above prices are not final. There will likely be increases in prices based on location and unit size.

APPENDIX B: Cash in lieu contribution amount as of April 2007:

Excerpt from August 16, 2004 & January 23, 2006 Council Resolution

RESOLVED, That City Council will use the following formula to determine the per-unit affordable housing contribution for each fiscal year for PUD Zoning Districts where there are 10 or more units:

- 1) A moderately priced housing unit will be determined by calculating the 20th percentile of all residential property sales (excluding vacant land and commercial property) in the City of Ann Arbor from February, March and April of the previous fiscal year, using public information provided by the City of Ann Arbor Assessor.
- 2) A sales price that is affordable to a lower income household will be determined by multiplying two (2) times the income of a family of four at 80% Area Median Income (AMI), as published by HUD.
- 3) The difference between the moderately priced housing unit and a housing unit affordable to a lower income household shall determine the affordable housing contribution for each affordable housing unit that is required in the PUD.

RESOLVED, That for FY2005/2006 the affordable housing contribution for each unit required in the PUD is \$89,000;

RESOLVED, That for PUD Zoning Districts with 1-9 total dwelling units, the affordable housing contribution shall be prorated by multiplying the amount of the affordable housing contribution for one dwelling unit by the following:

9 units	0.9 of the per-unit amount;
8 units	0.8 of the per-unit amount;
7 units	0.7 of the per-unit amount;
6 units	0.6 of the per-unit amount;
5 units	0.5 of the per-unit amount;
4 units	0.4 of the per-unit amount;
3 units	0.3 of the per-unit amount;
2 units	0.2 of the per-unit amount;
1 unit	0.1 of the per-unit amount;

RESOLVED, That PUD affordable housing contributions received by the City shall be deposited in the Affordable Housing Trust fund, to be used to develop affordable housing units in the City;

CITY OF ANN ARBOR
HOUSING PROGRAM
TENANT INFORMATION

A. GENERAL INFORMATION:

All information provided in this form is confidential. This information is requested to determine income eligibility for the applicant and/or co-applicant listed below. All demographic information is requested for statistical purposes only. All information should be provided to the best of your knowledge and/or belief. Submission of fraudulent information will be grounds for rejection of this request for approval. Please attach copies of verifications.

Name _____ Social Security # _____ / _____ / _____
Address _____ Apt # _____ Zip Code _____
Telephone No. _____ Sex _____ Race _____ Marital Status _____
Age _____; Handicapped? ___ Yes ___ No; Employed? ___ Yes ___ No; Where? _____
Apartment Size: ___ Efficiency ___ 1 Bedrm ___ 2 Bedrm ___ 3 Bedrm ___ 4 Bedrm ___ 5+ Bedrm
How Long Is Your Lease Period? _____ What Month Does Your Lease Expire? _____
Do You Plan To Renew Your Lease? ___ Yes ___ No ___ Uncertain

B. FAMILY INFORMATION

How many individuals live in this unit? _____
Please list all persons living with you and their ages:

Table with 3 columns: Name, Relationship, Age. Multiple rows for listing family members.

C. ACTUAL RENTAL EXPENSES:

Do you receive a rent subsidy? ___ Yes ___ No If yes, from whom? _____
Monthly Rent Payment from tenant \$ _____ Total Rent Paid for Unit _____
Are any utilities included in your rent? ___ Yes ___ No Which ones? _____
List utilities that you pay separately and average monthly amount _____

D. INCOME INFORMATION: IT IS IMPERATIVE THAT YOU COMPLETE THIS SECTION

Please list all sources of income for all household members 18 years of age or older:

Table with 3 columns: Household member, Source, Annual Income. Includes a Total Annual Income row at the bottom.

I certify that the above information provided by me is true and complete.

Signature _____ Date _____

Appendix D

CITY OF ANN ARBOR

PURCHASER INFORMATION REQUEST FORM

GENERAL INFORMATION

All information provided in this form is confidential. This information is requested to determine income eligibility for the applicant and/or co-applicant listed below. All demographic information is requested for statistical purposes only. All information should be provided to the best of your knowledge and/or belief. Submission of fraudulent information will be grounds for rejection of this request for approval. Please attach copies of verifications.

Name of Project/Seller _____
 Applicant's Name _____ Previous Homeowner ____ Yes ____ No
 Current Address _____ City _____ State ____ Zip Code _____
 Telephone No. (____) _____ Sex ____ Marital Status _____ Race _____
 Co-Applicant's Name _____ Previous Homeowner ____ Yes ____ No
 Current Address _____ City _____ State ____ Zip Code _____
 Purchase Address _____ Unit No. ____ Zip Code _____
 Telephone No. (____) _____ Sex ____ Marital Status _____ Race _____
 Unit Size: ____ 1 bedroom ____ 2 bedrooms ____ 3 bedrooms ____ 4 bedrooms ____ 5 bedrooms ____ Other

FAMILY INFORMATION

Please list the names, ages of all persons who will occupy this unit as their primary residence. For those 18 years of age or older please indicate the source and annual gross income amount, and amount and source of all assets.

<i>Full Name</i>	<i>Age</i>	<i>Source of Income</i>	<i>Annual Gross Income Amount</i>
			\$
			\$
			\$
			\$

NOTE: Income guidelines are based on the annual Department of Housing and Urban Development calculations for the City of Ann Arbor. Income includes wages, social security benefits, unemployment benefits, financial independence program (FIP), retirement, veteran's benefits, worker's compensation, child support, supplemental security income (SSI), military allotments, alimony, state disability assistance, medical reimbursement, Indian trust, or dividend or interest income. Verification of income information shall accompany this form and include copies of: most recent Federal Income Tax Return and State Tax Return (last 2 if self-employed), and paycheck stubs for most recent month for all household members over 18 years old.

TOTAL Household Income \$ _____

ACTUAL HOUSING EXPENSES

Purchase Price of Home \$ _____ Mortgage Amount \$ _____
 Name/Address of Lender Providing Financing _____
 Amount and Source of Down Payment \$ _____ Source: _____
 Amount and Source of other Payment type if applicable \$ _____ Source: _____
 Monthly Mortgage Payment \$ _____ Are property taxes included in your payment? ____ Yes ____ No
 Amount of Monthly: Property taxes \$ _____ Insurance \$ _____ Association Fee \$ _____

I CERTIFY THAT THE ABOVE INFORMATION I HAVE PROVIDED IS TRUE AND COMPLETE.

Purchaser's Name **Date**

PLEASE RETURN ALONG WITH ACCOMPANYING DOCUMENTATION OF INCOME AT LEAST 14 DAYS PRIOR TO SALE OF THE UNIT TO:

**The City of Ann Arbor
 Office of Community Development
 P.O. Box 8645, Ann Arbor, MI 48107**

**Or deliver to 110 N 4th Ave, Suite 300, Ann Arbor
 Or fax to (734) 622-9022**

Appendix E: Request for Cash contributions in lieu of including affordable units in PUD

The City of Ann Arbor's goal is to include affordable units in market rate developments whenever feasible. The following required information will help Council make a determination as to whether including affordable units serves a public purpose and is financially feasible. For questions, contact the Office of Community Development at (734) 622-9025. Send to PO Box 8645, Ann Arbor MI 48104 or fax to (734) 622-9022.

GENERAL INFORMATION

Name of Developer _____

Address _____

Primary Contact Person _____ Title _____

Contact phone number _____ e-mail _____

Name of Lender _____

Primary Contact Person _____ Title _____

Contact phone number _____ e-mail _____

RESIDENTIAL INFORMATION

Existing zoning? _____ Number of residential units allowed under existing zoning? _____

Percent increase in units? _____ Number of Affordable units required? _____

Cash in lieu amount requested? _____

Please indicate below the residential component according to current architectural drawings ***dated?*** _____

Number of Units this type	# Bedrooms	# Bath	Square feet	Rent or sales price	Condo Fee Amount
TOTAL:					

Rental Only: Indicate which utilities included in rent? _____

Indicate if garages/parking included or indicate additional cost? _____

PROJECT INFORMATION

- 1) Attach a narrative description of commercial component if applicable. Include square footage and type of use.
- 2) Attach a narrative description of unusual or unique issues that impact the total development costs such as site constraints, construction costs, financing, and/or design.
- 3) Attach a letter from lender and/or investors indicating underwriting criteria.
- 4) Attach a development pro forma. For line items over \$50,000 indicate the source of the estimate. Please include detailed itemizations and provide a separate line item for the base developer fee & city fees.
- 5) Provide 3 revenue scenarios: Include all units (except partial units), include all cash-in-lieu, and include a best case mixture of units and cash-in-lieu.
- 6) Provide a minimum of 5-years projected operating pro forma for rental and leased space, both residential and commercial, including best and worst case scenarios.
- 7) Include marketing study if one has been commissioned.

APPENDIX G: ANN ARBOR CITY PLANNING COMMISSION MEETING SCHEDULE

JULY 2007 - JUNE 2008

<u>1st Tuesday</u> Planning Commission Business Meeting	<u>2nd Tuesday</u> Planning Commission Working Session	<u>3rd Tuesday</u> Planning Commission Regular Meeting	<u>4th Tuesday</u> Planning Commission Committee Meetings
July 5, 2007 ⁽¹⁾	July 10, 2007	July 17, 2007	July 24, 2007
August 7, 2007	August 14, 2007	August 21, 2007	August 28, 2007
September 6, 2007 ⁽²⁾	September 11, 2007	September 18, 2007	September 25, 2007
October 2, 2007	October 9, 2007	October 16, 2007	October 23, 2007
November 1, 2007 ⁽³⁾	November 13, 2007	November 20, 2007	November 27, 2007
December 4, 2007	December 11, 2007	December 18, 2007	N/A ⁽⁴⁾
January 3, 2008 ⁽⁵⁾	January 8, 2008	January 15, 2008	January 22, 2008
February 5, 2008	February 12, 2008	February 21, 2008 ⁽⁶⁾	February 26, 2008
March 4, 2008	March 11, 2008	March 18, 2008	March 25, 2008
April 1, 2008	April 8, 2008	April 15, 2008	April 22, 2008
May 6, 2008	May 13, 2008	May 20, 2008	May 27, 2008
June 3, 2008	June 10, 2008	June 17, 2008	June 24, 2008

⁽¹⁾ Rescheduled to Thursday, July 5, 2007, due to Independence Day.

⁽²⁾ Rescheduled to Thursday, September 6, 2007, due to Council meeting September 4 (Labor Day).

⁽³⁾ Rescheduled to Thursday, November 1, 2007, due to Election Day (November 6).

⁽⁴⁾ No committee meetings due to holidays.

⁽⁵⁾ Rescheduled to Thursday, January 3, 2008, due to New Year's Day.

⁽⁶⁾ Rescheduled to Thursday, February 21, 2008, due to Council meeting February 19 (President's Day).

APPENDIX F: SITE PLAN REVIEW PROCESS DIAGRAM

