

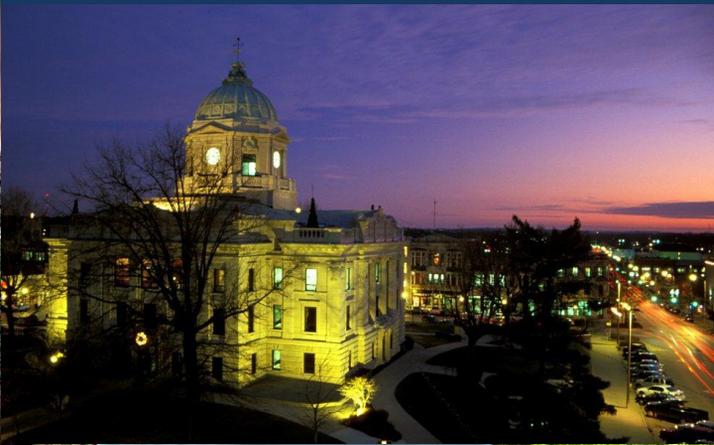


**FLAHERTY & COLLINS**  
PROPERTIES



## Request for Proposal

# Downtown Bloomington Redevelopment



**Presented to the City of Bloomington, IN**

For More Information Contact:

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December 10, 2014

Flaherty & Collins Properties is pleased to submit this Request for Proposal to the City of Bloomington for the redevelopment of the Certified Tech Park property located in downtown Bloomington. As Developer, Flaherty & Collins will develop the Project as outlined in this proposal.

For the reasons stated in this submission, Flaherty & Collins believes its extensive experience and proven track record make us the best and most uniquely qualified developer to undertake this complex and exciting development. If selected, Flaherty & Collins commits to deliver a first-class, high-quality, innovative mixed-use development in a timely and efficient manner.

We believe we are the best and most qualified developer to execute and deliver upon this development. The materials to follow provide more detail to support each of these points.

- **Corporate Experience.** Flaherty & Collins Properties, which has over 450 employees, has developed 48 projects and more than 9,000 units in the past 15 years with a value in excess of \$1 billion, currently manages over 14,600 units in 12 states and has been involved with the construction of over 15,000 units in 20 states. Flaherty & Collins Properties is fully integrated with in-house development, construction and property management professionals and has the ability to structure, procure and close complicated, multi-layered financing.
- **Team Members.** The senior management team assigned to the Project has over 200 years of combined experience in real estate development. The project team has extensive experience and a proven track record with similar mixed-use transient-oriented developments; four that are currently under development.
- **Financing Capacity.** Flaherty & Collins has proven its ability to raise debt and equity financing and structuring complicated public-private partnerships. We have the financial strength to bring transactions to a successful closing; partially attributed to our strong, long-standing relationships with numerous banks and equity providers. Creating a true public/private partnership is an integral component of achieving success in the Project, which will assist in revitalizing the downtown Bloomington area. Flaherty & Collins Properties recognizes this and has extensive experience not only working closely with municipalities, but we understand the various financing techniques and different ways of structuring the Project.

For the foregoing reasons, and the reasons stated in this proposal, Flaherty & Collins believes it is the best and most qualified developer to fulfil the City of Bloomington's goals and objectives.



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City of Bloomington - Downtown Certified Technology Park

# Downtown Redevelopment Proposal

Master Plan Proposal

# 1. Project Concept Summary

## 1.1 General Description / Vision for the Property

The design of this proposal uses the very best practices of New Urbanism and Sustainable Design to create a vibrant, dynamic and walkable “live-work-play” urban district that will embrace the site’s heritage and attract and support the growth of emerging technology-focused businesses. From the highly modern, efficiently-designed mixed use residential-commercial development on the West parcel along the B-Line, to the artfully repurposed Showers Buildings to the east, as well as the modern, sustainably-designed Tech buildings and the interactive Tech-Rec Park in the central parcel, this proposal would create a critical mass of professional housing, tech/commercial space, community green spaces and amenities rendered with innovative, sustainable design that will nurture creativity, attract entrepreneurship and help to brand this development as a leading tech sector hub within the Midwest.

First floor office space will house the new 15,000 square foot headquarters of Envisage Technologies, Bloomington’s fastest growing software company. Founded in 2004, Envisage is the leading provider of training and compliance solutions for first responders. The facility will be designed specifically to embrace Envisage’s collaborative culture and agile development process. Openness, flexibility and natural light will define the space. Ingress and egress will be designed to accommodate not only Envisage’s employees, but the high level of security their clients demand. Their 50+ employees will add to the vibrancy of the streetscape, making the area attractive to top quality retailers and quickly activating the nearby park.

“The expeditious development of Bloomington’s Certified Tech Park, and the construction of this building and surrounding environment in particular, will be a critical factor in helping Envisage to stay and grow in Bloomington.” - Envisage CEO Ari Vidali.

Nearby, along the same facade, the technological identity of this building will be boldly announced by a state of the art server room, visible to the street through storefront glass. ConsulTech, one of Bloomington’s oldest ISP’s, will occupy 2,000 square foot of office space and built-to-suit hosting facilities, including special climate control and redundant power.

### Live

Members of this community want to focus their time on following their passions and employing their skills, not commuting. Integrated housing is a critical component to our vision. Our proposal includes a variety of housing options, both for-rent and for-sale, that will allow these workers and their families to make the most of their work-life integration.

# 1. Project Concept Summary

## 1.1 General Description / Vision for the Property (cont'd)

Housing options will be designed to honor the trail, activate the nearby parks, and minimize the demand for vehicle parking. The centerpiece of our housing proposal includes 232 Phase 1 rental units located above the new Envisage Technologies and ConsultTech headquarters. These units will also be served by an enclosed parking structure and first floor commercial space and housing community amenities. Just steps away, 6 owner-occupied town homes will offer modern, 3 and 4 bedroom sustainable living units on the B-line trail.

### Work

In addition to creating high profile office space that will headquarter one of our fastest growing companies, we propose the creation of a headquarters for the community itself. An artful renovation of the Showers Dimension Mill (see “The Mill”) and adjacent historic buildings will create a community center built and operated for entrepreneurs, by entrepreneurs.

The Tech/Commercial Building zone and the “Tech-Rec Park” would be located in the heart of the redevelopment area. The Tech/Commercial Buildings would provide flexible, high-tech, professional office and incubator space in efficient, “lab module” capable structural bays with ample floor-to-floor heights and highly efficient mechanical, electrical and plumbing systems. Open, flexible floor plates with compact core spaces will efficiently accommodate a variety of tenant types and sizes. The exterior envelope of the Tech/Commercial buildings would be highly modern, boldly expressive of their sustainable design and technological advancement, incorporating exterior shading and daylight diffusion grids on their south-facing exposures. On the roof would be located north-facing daylighting scoops with south-facing photo voltaic and/or solar panel arrays.

The impact of the new density of technology companies that would be attracted to occupy these buildings would ~~will~~ be massive. There will be a direct financial benefit to both the CTP and the City of Bloomington in the form of new payroll tax revenue. Perhaps more importantly, it will accelerate the path to success for young companies by increasing their access to existing resources, and attracting new sources of talent and capital.

# 1. Project Concept Summary

## 1.1 General Description / Vision for the Property (cont'd)

### Play

Outdoor and public spaces play a critical role in the vibrancy and sustainability of neighborhoods. We propose the creation of a centrally located public lawn which would tie together all of the buildings and provide a unique, community gathering landscape for both interaction and solitude, work and play, and rest and exercise, which we refer to as the “Tech-Rec Park.”

This area will include a series of pathways connecting professional housing, tech office and supporting retail. Adult amenities designed to engage the tech community will be spread throughout, including an outdoor conference room and event lawn, permanent ping pong tables, bocce courts, and lunch tables. The lawn will also serve as a hub for transportation. A bus pull off on Rogers will prevent congestion and encourage public transportation. A bike hub and outdoor exercise equipment will promote an active lifestyle for the Bloomington tech community.

The installation of these park features, while inexpensive, will transform a vacant lot into park-front real estate in the heart of a complete tech quadrangle. The North and South ends of the lawn will be available for the development of tech office buildings as Bloomington’s tech workforce flourishes.

In addition to the Tech-Rec Park, the “Play” component is also advanced where the mixed-use professional housing building adjoins the B-Line trail. At this important urban juncture, a vibrant public space has been created and a “Bike Hub” retailer is proposed. This area would become a vibrant urban plaza where those using the Trail could pause for a break to use the facilities, make food and drink purchases, service and/or purchase bicycles and fitness gear, dine outside and interact with others.

# 1. Project Concept Summary

## 1.1 General Description / Vision for the Property (cont'd)

### The Mill

We will renovate the Showers Dimension Mill and adjacent buildings to create a unified complex that will serve as ground zero for Bloomington's technology community.

The Mill will be place where entrepreneurs go to work, to be inspired, to play, and to learn. It will house and provide access to the community's assets - talent, capital, support organizations, mentorship, and space. Community pillars, like Indiana University, BEDC, and Ivy Tech's Cook Center for Entrepreneurship will join emerging tech companies under the same roof.

It will include a full continuum of work spaces, from open co-working space, to dedicated desks, to private offices large enough to house an early startup team. Fledgling companies and entrepreneurs exploring new opportunities will be able to access affordable space that maximizes their chances of success and mitigates risk for their ventures. The density of companies and the support of established partners will make below-market rent possible in a way that is both culturally and financially sustainable without ongoing government subsidy.

Co-Work Btown will manage a large coworking space that includes dedicated, leasable desks and common work space that will accommodate up to 150 "drop-in" members. Numerous lounge areas, private meeting areas, and huddle rooms will provide ample space for open collaboration and private conversations. 5 private offices ranging in size from 800 to 2000 square feet will be headquarters for companies and organizations who are driving job creation in our tech sector. A 1000 square foot classroom/conference room at the center of the building will be available to all of the building's tenants, members, and event hosts.

The Mill will also include a welcoming 3500 square foot event space that will give a permanent home to our critical events like Verge, Ignite, and The Combine and provide an expansion opportunity for another treasured local company, Upland Brewing Company. By day, this space will provide additional open space for co-workers. By night, it will be home to community gatherings and family celebrations. In addition to managing the event space, Upland will expand its administrative offices in a portion of the newly renovated Kiln building.

The remaining portions of the Kiln will be renovated to create 4 flexible storefront office/retail units that will be home to supporting services or emerging companies and two residential 'crash pads' that will be made available to visiting entrepreneurs, venture capitalists, and event participants. Similarly, the garage will be renovated to create another "graduation space" for a technology company seeking a more private space, or whose use is less compatible with the shared space in the main Mill building.

# 1. Project Concept Summary

## 1.1 General Description / Vision for the Property (cont'd)

### Apartment Features

- 9' Ceilings
- 42" Kitchen Cabinets
- Granite Countertops (throughout)
- Recessed & Pendant Lighting in kitchen
- Roman Soaking Tubs w/ tile tub surrounds
- Brushed Nickel Hardware
- Front Load Gas Washer / Dryer
- Stainless Steel Appliances (including gas stove, microwave, oven, refrigerator)
- Balconies
- Window Blinds
- Wood Floor

### Community Amenities

- Secured Residential Lobby
- Leasing Office
- Fitness Club w/ private Yoga Spin Studio
- E-Lounge w/ Business Center & Conference Room
- Media & Gaming Lounge
- Club Room w/ kitchen, bar, and seating for groups
- Billiards
- Ribbon Fireplace
- Outdoor Kitchen w/ grilling stations, fire pit, lounge outdoor dining and TV
- Heated Saltwater Pool
- Extensive Landscaping w/ decorative lighting features
- Outdoor Meditation Garden
- Secured Parking Garage
- Bike Storage & Bike Shop (repair equipment, Spinners and pumps)

# 1. Project Concept Summary

## 1.1 General Description / Vision for the Property (cont'd)

### PROPOSED PHASING STRATEGY

A phased approach to developing the designated Certified Technology Park is proposed. Phase 1 would serve as a catalyst for future development by first establishing the workforce housing and the major tech identity elements of the Showers buildings renovations and portions of the Tech-Rec Park. It is believed that these important initial development steps will create favorable conditions for the subsequent development of the Tech/Commercial buildings and the completion of the Tech-Rec Park in Phase 2. And further additional housing, parking, tech/commercial buildings may also be constructed in additional phases as market conditions allow.

A suggested phasing strategy follows, but would be somewhat dependent upon economic conditions and further discussions with the City of Bloomington:

### PHASE 1:

- A. Rehabilitation of the three (3) Showers Buildings. The Dimensions building would serve as the hub of co-working space for entrepreneurs and tech companies. The Developers intend to seek historic tax credits to assist with costs of rehabilitation and preserving these buildings.
- B. Construction of a new mixed-use residential-commercial building on the west parcel, which would include:
  - A new corporate headquarters for Envisage Technologies and ConsulTech.
  - Workforce housing, consisting of 232 residential apartment units built and marketed towards the adult professional workforce and especially those working within the Certified Tech Park, who will have first access to the housing. The Developers will work to ensure that the residential units remain workforce housing by prohibiting co-signors on the leases and structuring the term of the leases from January-December.
  - Commercial/retail space for Bike Hub retailers.
  - Housing Amenities.
  - Internal parking for approximately 319 cars, depending on the number of levels constructed. This would serve not just the housing, but also the in-house and nearby retail establishments, tech/commercial buildings, the Tech-Rec Park and the Showers Buildings. By accounting for all these uses in the garage, we are able to have a smaller parking footprint on the site than if each use had its own parking. We are also able to avoid any additional surface parking, that while less expensive, is undesirable in an urban setting.

# 1. Project Concept Summary

## 1.1 General Description / Vision for the Property (cont'd)

C. Partial construction of the interactive “Tech-Rec-Park” as described in the “Play” section above. The first phase would include, at a minimum, adequate walks, landscaping, rainwater management and infrastructure to beautify the area and physically connect the showers buildings to the Mixed Use Building and parking. As conditions allow, other recreational elements might also be constructed in Phase 1 if possible, such as the amphitheater, bocce ball, gaming tables, and outdoor work out equipment. The city would retain ownership of this parcel.

D. Construction by the City of the 10<sup>th</sup> Street extension and the street proposed on the west side of the new mixed-use building.

### PHASE 2:

A. Construction of (1) or more of the (3) proposed Tech/Commercial buildings located in the central parcel. These buildings would provide high tech, flexible office space in inspiring, modern, sustainable architecture.

B. Completion of any remaining unbuilt portions of the Tech-Rec Park.

### FUTURE PHASE OPPORTUNITIES:

A. Construction of a second mixed-Use building with housing, commercial and parking at the SW corner of 10<sup>th</sup> & Rogers.

B. Redevelopment of the Lumber yard property to provide additional professional workforce housing along the B-Line trail.

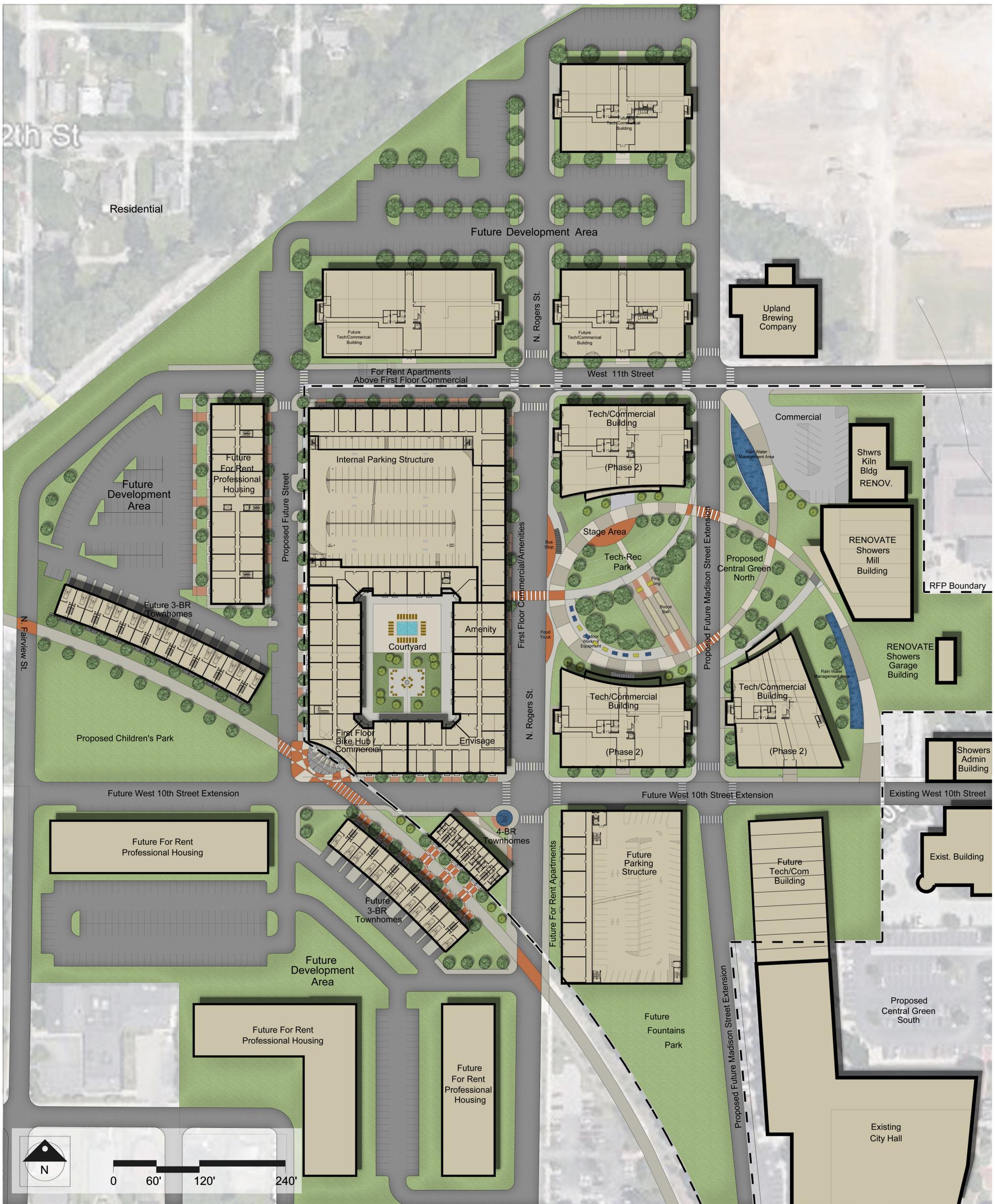
C. Construction by the City of the proposed Madison Street Extension.

D. Construction of the areas adjacent to City Hall, such as the north Tech/Commercial Building addition, the Fountains and the south portion of the Central Green.

E. Construction of the west Children’s Park.

F. Redevelopment of the scrap yard site into additional workforce housing.

G. Redevelopment of the real estate north of 11<sup>th</sup> Street for Tech/Commercial buildings.

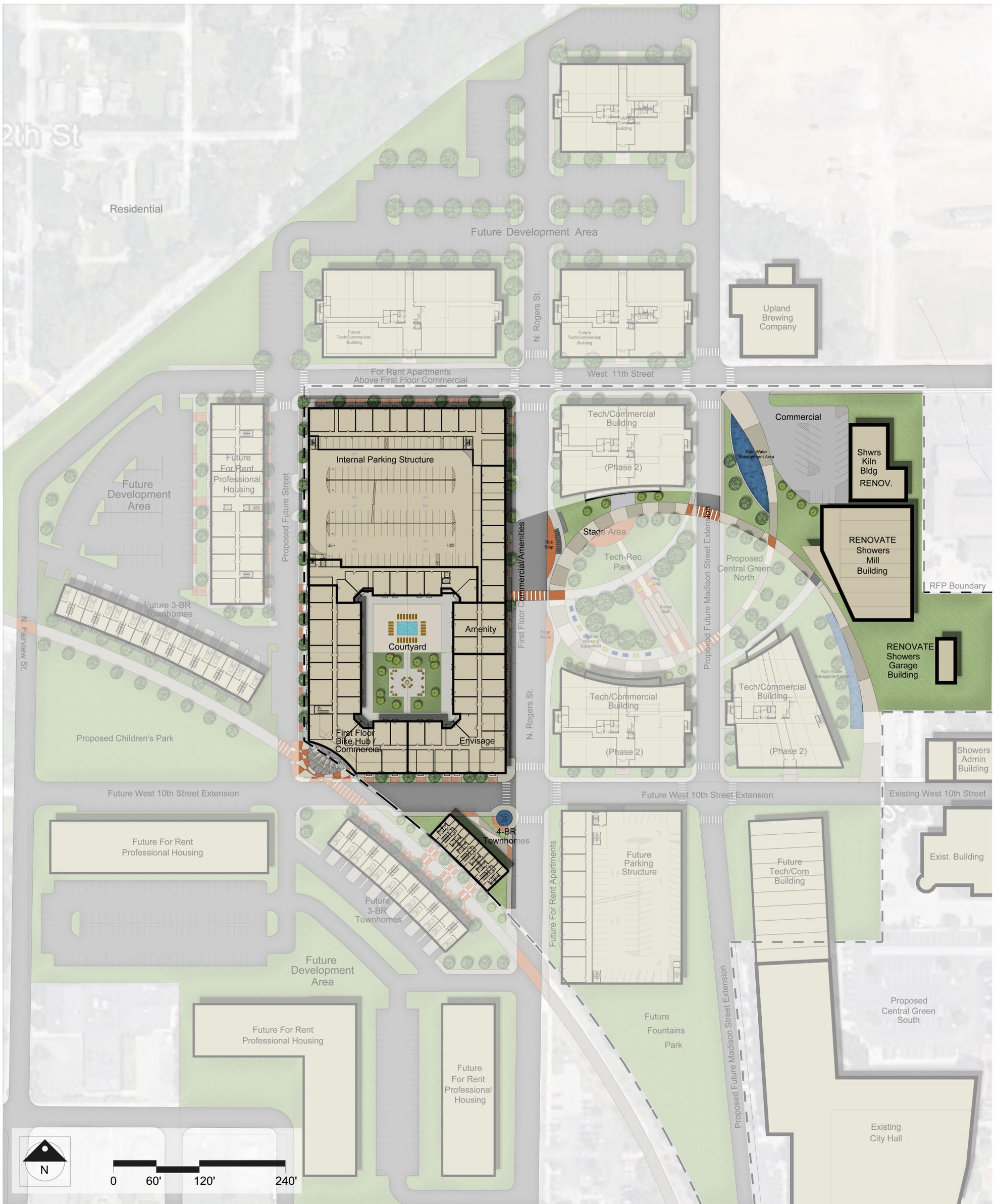


## Phase 2

City of Bloomington - Downtown Certified Technology Park

# Downtown Redevelopment Proposal

Master Plan Proposal

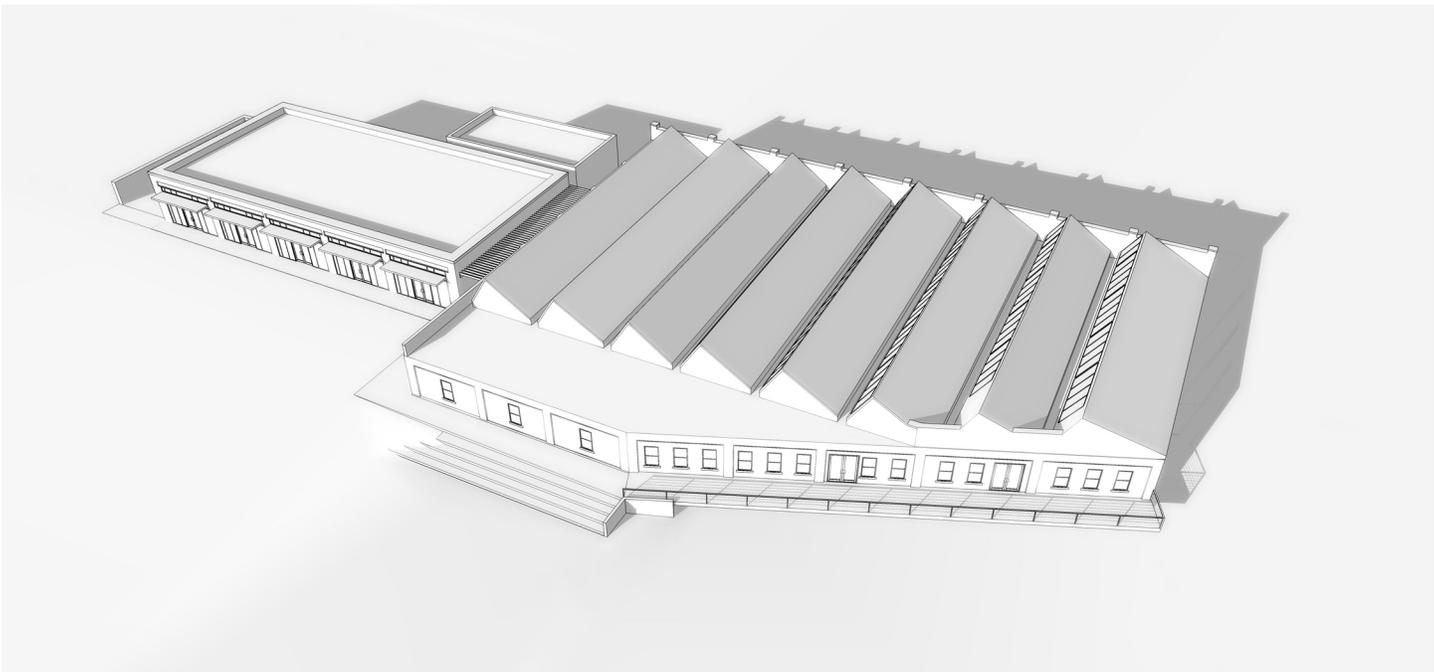


# Phase 1

City of Bloomington - Downtown Certified Technology Park

# Downtown Redevelopment Proposal

Master Plan Proposal



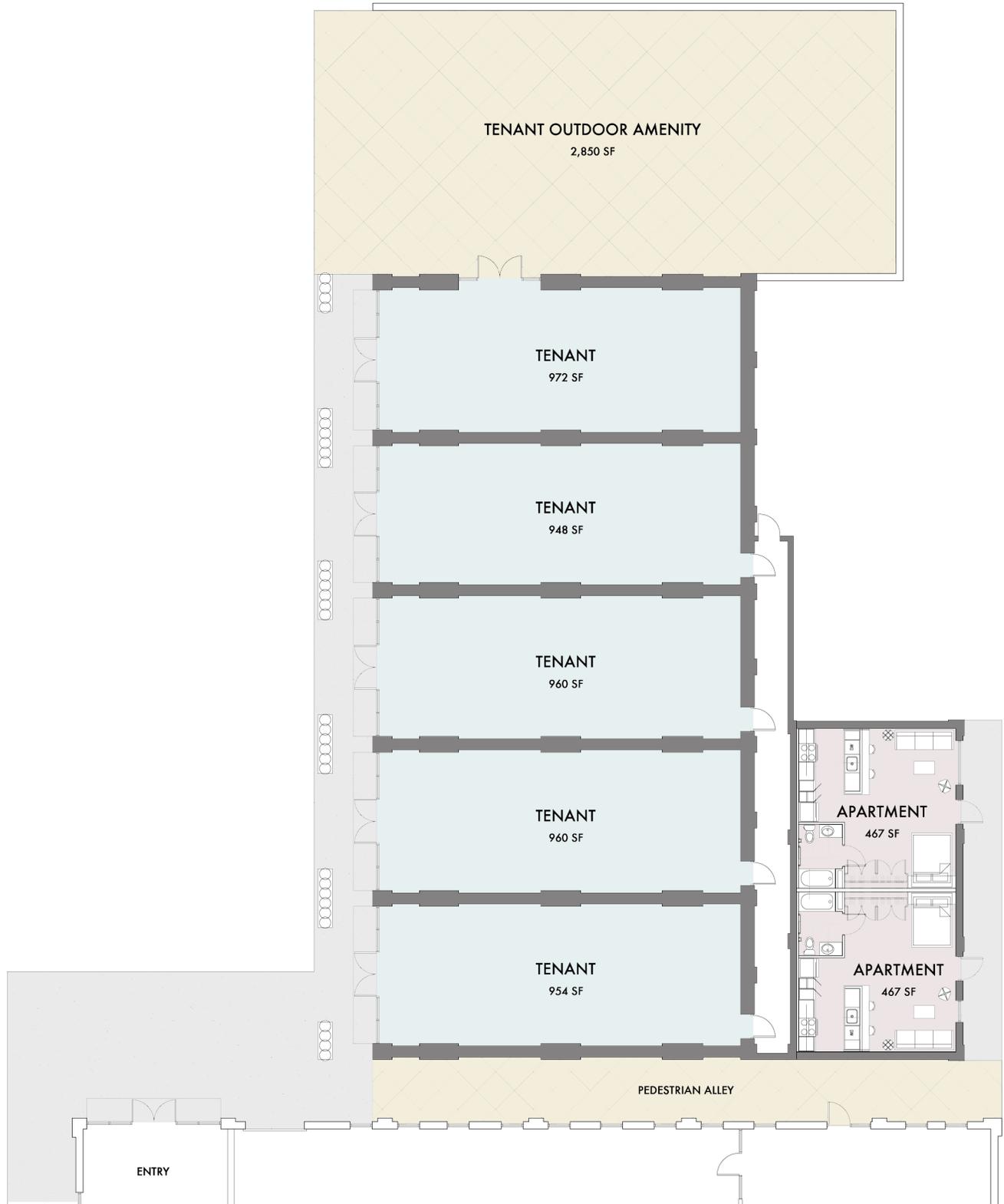




# THE MILL

## CO-WORKING AND EVENT SPACE

1" = 20' 10 DECEMBER 2014



# THE KILN

COMMERCIAL TENANT SPACE AND  
COLLABORATOR APARTMENTS

1" = 20' 10 DECEMBER 2014

W 11TH STREET (R/W VARIES)

12' ALLEY

OUTDOOR AMENITY

PARKING 8 VEHICLES

PARKING 28 VEHICLES

THE KILN

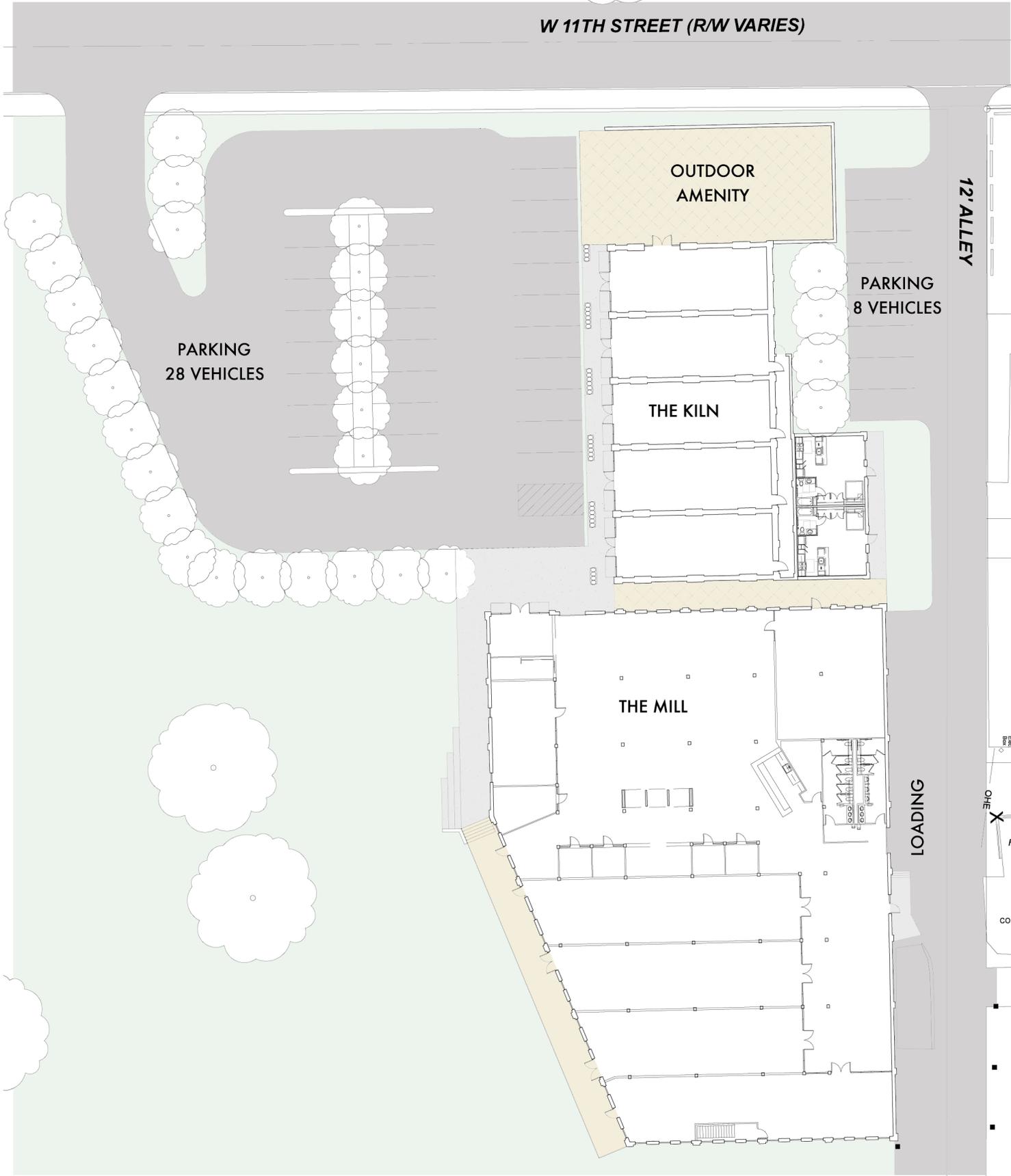
THE MILL

LOADING



# THE MILL AND KILN SITE PLAN

1" = 40' 10 DECEMBER 2014



# 1. Project Concept Summary

## 1.2 Outline of Purchase Terms

The Developers propose working with the City to determine the optimal purchase price desired by the City for the Phase I property in conjunction with the economic incentives needed to complete the project. This could include the Developers paying appraised value for the land or paying a nominal amount to minimize the economic incentives necessary. The Developers would also consider a long-term lease of the property in lieu of a purchase should the City prefer such structure.

The Developers also propose a five-year option to purchase the remainder of the RFP property (Phase II), which if not exercised in a timely manner would result in the Developers forfeiting any and all rights to the Phase II property.

## 1.3 Outline of Development Terms

The Developers propose to develop the Phase I properties immediately, with a completion date of the Showers Buildings renovations within 12 months of closing and the mixed-use building within 18 months.

The Developers would work with the City in determining the appropriate time and scope for Phase II.

# 1. Project Concept Summary

## 1.4 Outline of Economic Incentives

As shown in pro forma included in this response, the economic incentives need to complete this project are approximately \$9,800,000. The Developers believe it is important to note that the new tax revenues derived from this project (See Economic Impact) are more than sufficient to cover the cost of the incentives, while also leaving millions of dollars available to the City to use not only within the CTP, but also for other governmental purposes. In other words, this proposed project supports itself and then some.

The required incentive will be a function of total development cost and the “gap” in the capital stack may be filled by a contribution of land, tax abatement, Tax Increment Financing (TIF), EDIT or other local income tax proceeds, waiving of impact / utility connection fees or other governmental sources.

We embrace an open book process for discussion of the financial incentives needed to the fund the project gap. Flaherty & Collins has the expertise and experience with these forms of financing and understands what is required to attract capital and bring the project to fruition. Flaherty & Collins believes the return hurdle to attract debt and equity financing will be to achieve a return on cost of 8.2% (calculated as Annual Net Operating Income / Total Development Cost); which is shown in the following proforma.

Flaherty & Collins will work collaboratively with the City to determine the most efficient method of filling the financial gap.

## 1.5 Total Project Cost

\$ 40,993, 549

## FINANCIAL MODEL

Project: Bloomington CTP  
 Location: Bloomington, IN

Prepared By: DSK  
 Date: December 10, 2014

MULTIFAMILY INCOME	Unit SF	Number of Units	Unit Mix	Rents	Monthly	Annual	Living Area SF	Rent/SF
Studio	701	24	10%	1,195	28,680	344,160	16,824	1.70
One Bedroom / One Bath	741	156	67%	1,250	195,000	2,340,000	115,596	1.69
Two Bedroom / Two bath	1,127	52	22%	1,595	82,940	995,280	58,604	1.42
<b>TOTAL</b>	<b>823</b>	<b>232</b>	<b>100%</b>	<b>\$1,322</b>	<b>\$306,620</b>	<b>\$3,679,440</b>	<b>191,024</b>	<b>\$1.61</b>
Vacancy				7.00%	(\$21,463)	(\$257,561)		
<b>EFFECTIVE MULTIFAMILY INCOME</b>					<b>\$285,157</b>	<b>\$3,421,879</b>		

RETAIL INCOME	Area SF	Rent/SF	Monthly	Annual
Retail	8,700	\$ 15.75	11,419	137,025
Office Building Revenue	16,500	\$ 15.75	21,656	259,875
Tech Space Revenue		\$	8,500	\$ 102,000
Vacancy	10.0%		(4,158)	(49,890)
<b>TOTAL EFFECTIVE INCOME - RETAIL</b>			<b>\$37,418</b>	<b>\$449,010</b>

OTHER INCOME	# of Units	Rents	Monthly	Annual
Garages	319	232	100.00	23,200
Retail Parking		0		
Phone/Cable Income	232	0.00	-	-
Late Fees/NSF	232	0.00	-	-
Application/Administration Fees	232	0.00	-	-
Pet Registration & Monthly Fee	232	0.00	-	-
Floor & View Premiums	0	0.00	-	-
Miscellaneous	232	60.00	13,920	167,040
<b>TOTAL</b>			<b>\$37,120</b>	<b>\$445,440</b>
Vacancy		7.00%	(2,598)	(31,181)
<b>EFFECTIVE OTHER INCOME</b>			<b>\$34,522</b>	<b>\$414,259</b>

<b>TOTAL EFFECTIVE INCOME - MULTIFAMILY</b>	<b>\$319,678</b>	<b>\$3,836,138</b>
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OPERATING EXPENSES - MULTIFAMILY	Unit/Year	Annual
Operating Expenses	3,800	881,600
Property Insurance	300	69,600
Property Taxes	3,155	731,952
<b>TOTAL OPERATING EXPENSES</b>	<b>\$7,255</b>	<b>\$1,683,152</b>
Replacement Reserves	200	46,400
<b>TOTAL EXPENSES</b>	<i>Percentage of Gross Income 45.09%</i>	<b>\$7,455</b>
		<b>\$1,729,552</b>

<b>NET OPERATING INCOME - MULTIFAMILY</b>	<b>\$2,106,586</b>
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<b>TOTAL NET OPERATING INCOME</b>	<b>\$2,555,596</b>
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ECONOMIC VALUE	Value Calculation	Cap Rate on Construction
Net Operating Income	2,555,596	
Market Capitalization Rate	6.50%	
Income Based Value	39,316,868	
Total Development Cost	40,993,549	6.23%

USES OF FUNDS	Total	/Unit	/NSF
<b>To Purchase Land</b>	<b>\$0</b>	<b>\$0.00</b>	<b>\$0.00</b>
Rehab Showers/Tech Buildings	\$2,700,000		
Office Build-out	\$1,980,000	8534.48	
Parking Garage	13,000 per space	4,147,000	17875.00
Hard Construction Cost	22,040,000	95000.00	115.38
Retail Hard Costs	\$110 /sq. ft.	957,000	4125.00
<b>Total Hard Construction Cost</b>	<b>\$31,824,000</b>	<b>\$125,534</b>	<b>\$142.10</b>

Architectural & Engineering	Total	/Unit	/NSF
Architectural and Engineering Fees	4.00%	1,272,960	5,487
Architectural Services Fees		150,000	647
<b>Construction Period Costs</b>			
Real Estate Attorney		100,000	431
Construction Loan Legal		75,000	323

Title and Recording		50,000	216
Construction Interest	4.50%	100.00%	1,235,775
Financing Fee - F&C	0.25%		68,654
Financing Fee - Mezzanine	0.00%		-
Financing Fee - Construction	1.00%		274,617
Furnishings and Equipment		500,000	2,155

Other Period Costs	Total	/Unit	/NSF
Taxes	100,000	431	0.52
Lease-up Incentive	\$300	69,600	300
Retail Leasing Commissions	10	6.00%	82,215
Capitalized Lease-up Marketing			15,000
Working Capital / Travel			300,000
City Connection/Impact Fees/Permits			-
Tenant Improvements	\$0		-
Market Study			5,000
Appraisal			15,000
Insurance			100,000
Land Broker Fee	6.00%		-
Organizational (e.g. Partnership)			10,000
Construction Management	0.00%		-
Development Contingency	5.00%		1,591,200
<b>Total Development Cost</b>	<b>\$37,839,021</b>	<b>\$154,461</b>	<b>\$173.59</b>
Developer Overhead	5.00%		1,830,162
CBRE Fee	3.50%		1,324,366
<b>TOTAL USES</b>	<b>\$40,993,549</b>	<b>\$162,350</b>	<b>\$183</b>

SOURCES OF FUNDS	Total	/Unit	/SF
Historic Tax Credits	418,000		
Developer Contribution	30,747,810	132,534	160.96
Municipal Subsidy	9,827,739	42,361	51.45
<b>TOTAL SOURCES</b>	<b>\$40,993,549</b>	<b>\$174,895</b>	<b>\$212.41</b>

<b>Required Yield/Return-on-Cost</b>	<b>8.20%</b>
Maximum Development Cost	\$31,165,810
<b>GAP</b>	<b>9,827,739</b>

# 1. Project Concept Summary

## 1.6 Proposed Development Schedule

The following outlines a conceptual timeline by which we believe we could proceed and execute this transaction.

2015								
Estimated Timeline (Month)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Contract / Purchase Agreement Execution	→	★						
Initial Due Diligence Period (90 Days)	→		★					
Public Approvals / Development Agreements	→				★			
Financial Due Diligence			→		★			
Closing						★		

2015- 2016 Construction Timeline									
June '15	July '15	Aug '15	Sept. '15	Oct. '15	Nov. '15	Dec. '15	Construction should take approximately 16 months from groundbreaking to project completion.		
★	→								
Jan. '16	Feb. '16	Mar. '16	Apr. '16	May '16	June '16	July '16	Aug. '16	Sept. '16	
→								★	

# 1. Project Concept Summary

## 1.7 Economic Impact of Development

\$3,200,000 average annually in state and local taxes (direct only), including:

- \$1,140,000 in real property taxes
  - \$500,000 in local income taxes
  - \$1,430,000 in state income taxes
  - \$150,000 in sales taxes
- Over 25 years, the total state and local taxes resulting from the development would be \$45,370,000.
  - Further, because this project contains both jobs and residents, the Certified Tech Park revenues would reach the \$5,000,000 threshold within 4, thereby allowing the City to reinvest those dollars into the Certified Tech Park much quicker than a project without jobs and/or housing.
  - In addition to the direct taxes and impact above, the project would produce approximately 400 construction jobs and 650 total jobs, resulting in an additional approximately \$1,500,000 in State and Local tax revenues. Further, the employees and residents working and living in the CTP would have an indirect impact of an additional \$600,000 in annual State and Local taxes.

# 1. Project Concept Summary

## 1.8 Achieving the goals and guidelines of this RFP & Planning

We enthusiastically submit that this proposal meets - or exceeds - the goals of the RFP and the Master Plan as stated in the Executive Summary and throughout the document in many ways. First, this proposal embraces, and would make a reality of, the primary goal of “creating a vibrant live-work-play downtown.” We are proposing to design and construct a critical mass of 232 well-appointed, high quality living units and 6 townhomes in a beautiful environment with countless amenities (B-Line, swimming pool courtyard, nearby downtown amenities, mass transit, employment opportunities nearby), so we believe that the vibrancy of this urban live-work-play redevelopment is nearly assured. Second, we are proposing to develop the architecture and public open spaces, including the Tech-Rec Park, to be a model of modern, sustainable design, that will serve, inspire and beautify this important new downtown district. Our vision is to create a campus-like community of forward-thinking buildings that serve and nurture forward-thinking entrepreneurs. Lastly, the location of the various facilities, including housing uses are proposed in accordance with the Master Plan.

### Conformance with Unified Development Ordinance Section 20.03.360

This proposal is consistent with the stated intent of the Showers Technology Park Overlay (STPO) District in the following ways:

1. This proposal illustrates massing and scale that would be compatible with the Showers Technology Park Character Area. The proposed new Tech/Commercial buildings will be 3 stories tall, with greater design detail incorporated at the first floor level to maintain human scale. The Mixed Use Housing Building also incorporates multiple levels of design scale, with emphasis given at the first and fourth floors. The first floors include commercial entrance canopies and residential entrance stoops and more design detail and articulation to create a pleasant human scale that would contribute to an attractive and walkable urban streetscape. In addition, the fourth floor of the Mixed Use Building has been pulled back from the main façade and has been rendered with different materials in to reduce its apparent height and scale, particularly along the B-Line Trail. And the massing and scale of the modern townhomes along the B-Line trail have been carefully considered to offer semiprivate, elevated stoops for each owner with human scale modern canopies, attractive masonry and stone articulation and glassy projected living rooms above.
2. This proposal plans for and illustrates both of the street grid extensions that were presented in the city’s Certified Technology Park Master Plan and Redevelopment Strategy document. Both the 10th Street and Madison Street extensions are illustrated in this proposal to provide a walkable, interconnected urbanism that promotes efficient, sustainable growth ideals.

# 1. Project Concept Summary

## 1.8 Achieving the goals and guidelines of this RFP

Conformance with Unified Development Ordinance Section 20.03.360 (continued)

3. This proposal has incorporated a campus style of development that is strategically planned to provide convenient connections to the Courthouse Square and publicly accessible open space. We have incorporated a campus-like quadrangle of buildings that surround a highly developed urban green space, the “Tech-Rec Park.”
4. This proposal proposes very significant mixed use development, which includes a vibrant mix of tech/commercial office, housing for professionals, single family, empty nester and retirees, as well as commercial space along the B-Line and N. Rogers Street.
5. Regarding density standards: the STPO district allows 15 dwelling units per acre, and the GD zoning designation would allow up to 25 units per acre. In order for an urban mixed use housing project to bring vibrancy and to be economically viable, this developer’s extensive experience has shown that a minimum of about 200 units is required to achieve a “critical mass.” This proposal illustrates 232 units on approximately 4.0 acres, so a Variance would have to be obtained for the proposed unit density; however, this proposal also incorporates a 1.25 acre “Tech-Rec Park” across the street, which is a very significant public open space. If the Tech-Rec Park is factored in, this lowers the overall density calculation.
6. This proposal’s parapet height would be 45’, which complies with the height requirement.
7. This proposal provides onsite, structured parking in the quantity as required by the STPO district.
8. Building setbacks of 15 feet for the front and 5 feet for the sides and rear will be met. Detailed site surveys will be obtained so that final design will meet these setbacks.
9. The proposed conceptual design complies with all of the Architectural Standards for the STPO district, with the only exception being the Building Height Step Back. The current proposal includes this element on the south façade, along the B-Line Trail and along the future 10th Street extension; however, the other 3 sides of the conceptual design do not currently include the step back; however, this team has incorporated this particular element on numerous projects (such as the Fishers Depot). This Team is fully committed to work closely with Bloomington city officials to develop the architectural design so that the economic goals can be met while also complying with the intent of the Architectural Standards Building Height Step Back requirements.

## 2. Property & Parking Facility Details

### 2.1 Total Square Footage

#### Building

- Mixed-Use – 293,652 square feet (plus Showers Buildings)

#### Parking

- 157,596 square feet

### 2.2 Total Number of Parking Spaces

Internal parking for approximately 319 cars, depending on the number of levels constructed.

### 2.3 Proposed Types of Spaces

The parking structure would serve not just the housing, but also the in-house and nearby retail establishments, tech/commercial buildings, the Tech-Rec Park and the Showers Buildings. By accounting for all these uses in the garage, we are able to have a smaller parking footprint on the site than if each use had its own parking. We are also able to avoid any additional surface parking, that while less expensive, is undesirable in an urban setting.

### 2.4 Number & Type of Residential Units

232 Total Units

### 2.5 Square Footage & Types of Other Uses

There are 180 one-bedroom, and 52 two-bedroom apartment units. A total square footage of 191,024 (an average of 823 square feet per unit). There will be 16,500 square feet of office space and 8,700 of retail space. <sup>\*\*</sup> This is in addition to the three Showers Buildings.

### 2.6 Amount & Type of Open Spaces

See the “General Description and Project Vision – Section 1”, including specifically the Play section referencing Tech-Rec Park.

<sup>\*\*</sup>These are projections; subject to change per design progression.

## 2. Property & Parking Facility Details

### 2.7 Green Building Features

#### [Green Building Features to be employed throughout this Proposal](#)

This Design and Development Team understands that this very important downtown project is to become a model of modern, sustainable urban redevelopment. This Team has a wealth of experience in designing and constructing numerous sustainable buildings and developments which have achieved various levels LEED and Green Globes Certification. The following is a partial list of the many sustainable design strategies and features that would be inherent, or are recommended for serious consideration, in this design proposal:

- Density of urban development, efficient use of land.
- On site access to mass transit.
- Promotion of bicycle use with bicycle facilities, the “Bike Hub” and access to the B-Line Trail.
- Reduced parking facilities due to live-work-play New Urbanism design approach.
- Preservation of open space and development of exterior green spaces.
- Rainwater management areas in the Central Green.
- Native, drought resistant plantings and outdoor water use reduction.
- Buildings to be designed with water efficient plumbing and toileting systems for reduced indoor water usage.
- Commissioning of building and systems.
- Optimized energy performance of mechanical and electrical systems through design and specification of energy & resource efficient systems and products.
- Waste management and recycling programs throughout construction and building life cycles.
- Buildings to be designed with resource efficient, low emitting construction materials.
- Buildings to be designed with daylight harvesting systems and low heat gain exterior shading strategies.
- Indoor environmental quality maintained through design for thermal comfort, lighting controls, provision of exterior views and good acoustic design.

## 3. Ownership Objectives & Financial Details

### 3.1 Equity Source & Required Approvals

Flaherty & Collins has proven its ability to bring necessary capital to the table and structure complicated public-private partnerships. F&C has the financial strength to bring transactions to a successful closing; partially attributed to our strong, long-standing relationships with numerous banks and equity providers and proven track record as evidenced in our extensive resume of successfully completed projects.

Flaherty & Collins has extensive experience not only working closely with municipalities but we understand the various financing techniques and different ways of structuring the Project. The financing strategy to be employed with the development will consist of a combination of traditional bank debt financing, equity financing, and internal equity contributed by Flaherty & Collins. Financing references are available upon request.

Flaherty & Collins would procure debt financing from conventional sources (i.e. regional or national banks used by Flaherty & Collins in the past). Flaherty & Collins would guarantee all debt and personal guarantees on behalf of the partnership. Permanent debt would come from Fannie Mae, Freddie Mac, HUD or other permanent sources.

If necessary, Flaherty & Collins would procure equity from various sources; including life insurance companies, pension funds, private equity firms and internal sources among others, all of whom have substantial urban development experience.

### 3.2 Percentage of Total Project Costs to be funded with Equity

Approximately 10%, with the exact amount determined at time debt structure is finalized.

See also “Section 3 Index: Development History Financial Details” immediately following this section.

## 3. Ownership Objectives & Financial Details

### 3.3 External Partners & Urban Development Experience

If necessary, Flaherty & Collins Properties would procure equity from various sources, including life insurance companies, pension funds, private equity firms and internal sources, among others, all of whom have substantial urban development experience. Flaherty & Collins Properties is unique in comparison to many developers in that we do not have to go outside for equity and mezzanine debt.

Flaherty & Collins Properties has used several well-known and respected external partners for equity partnerships over our 21 years in business. The following are a list of our Tax Credit Equity Partners and External equity partners for historic tax credits:

- Alliant
- CREA
- National Equity Fund
- Great Lakes Capital
- PNC
- Enterprise

## **3. Ownership Objectives & Financial Details**

### **3.4 Source of Debt Funding & Details**

Please see “Equity source and required approvals.”

### **3.5 Details of Debt Structure (Term Assumptions)**

Typically, our debt has a term of 36 months with a 2-year mini-perm option. Interest only tied to LIBOR. Personal guarantee to be provided by David Flaherty.

### **3.6 Total Project Cost**

\$ 40,993,549

### **3.7 Developer’s Fees**

5%, none or only a small portion paid at closing.

### **3.8 Total Cost of Funds**

Debt: LIBOR and 250bps

		Financing Sources	
Project Name	Total Development Cost	Owner	Municipality Subsidy
Cosmopolitan on the Canal	\$38,500,000	\$38,500,000	--
Ninety7Fifty	\$65,000,000	\$40,000,000	\$25,000,000
The Residence at The COR	\$33,875,000	\$21,975,000	\$11,900,000
Axis	\$74,483,000	\$59,483,000	\$15,000,000
The Boulevard at Oakley Station	\$39,200,000	\$36,200,000	\$3,000,000
The Heights at Linden Square	\$26,333,000	\$23,000,000	\$3,333,000
The Depot at Nickel Plate	\$40,753,232	\$26,233,044	\$14,520,188
Market Square (Estimate)	\$100,000,000	\$76,600,000	\$23,400,000

		Financing Sources	
Project Name	Subsidy Type	Construction Lender	Total Funds
Cosmopolitan on the Canal	Tax Abatement	Regions	\$38,500,000
Ninety7Fifty	TIF / Land / Other / Impact Fees / Bonds	Village of Orland Park	\$65,000,000
The Residence at The COR	TIF / Land / Impact Fees / Mezz	PNC	\$33,875,000
Axis	TIF	PNC	\$74,483,000
The Boulevard at Oakley Station	Tax Abatement / TIF	BMO	\$39,200,000
The Heights at Linden Square	TIF / City Land / Sales Tax	Fifth / Third	\$26,333,000
The Depot at Nickel Plate	TIF / City Land / Impact Fees	BMO	\$40,753,232
Market Square (Estimate)	TIF / City Land	Under Review	\$100,000,000



**F&C Involvement**

Project Name	Type of Development	Owned by F&C	CM / Construction	Developed by F&C	Managed by F&C
Cosmopolitan on the Canal	Public / Private	YES	F&C	F&C	F&C
Ninety7Fifty	Public / Private TOD	YES	F&C / McHugh	F&C	F&C
The Residence at The COR	Public / Private TOD	YES	F&C	F&C	F&C
Axis	Public / Private	YES	F&C	F&C	F&C
The Boulevard at Oakley Station	Public / Private	YES	F&C	F&C	F&C
The Heights at Linden Square	Public / Private	YES	F&C	F&C	F&C
The Depot at Nickel Plate	Public / Private	YES	F&C	F&C	F&C
Market Square (Estimate)	Public / Private	YES	F&C / TBD	F&C	F&C

## 4. Development Process

### 4.1 Scope

See “Project Concept Summary.”

### 4.2 Design Involvement

The project will be designed by local architectural firms Blackline and CSO. (See Architect Resumes). The development team will seek design involvement from the City, BHPC, neighbors and other stakeholders.

### 4.3 Approach / Engagement with City

Flaherty & Collins Properties and Sprout Box are fully committed to open and meaningful interface with the City and community. We have a strong history of being open and collaborative with stakeholders during each firm’s history of developing, managing and owning thousands of multifamily units and commercial space in our community.

We recognize that these projects can be difficult. It is with this in mind that we view the City as a long-term partner and wish to structure this partnership in a manner that creates a “win-win” situation for the City and the development team.

## 4. Development Process

### 4.4 Knowledge / Involvement with Local Construction Trades, MBE & WBE

Flaherty & Collins Properties has significant knowledge and involvement with local construction trades and MBE's/WBE's. Flaherty & Collins Properties Construction Team has hired MBE and WBE firms on every project we have built covering thousands of units. For the development of nearly 1,000 units, Flaherty & Collins met or exceeded MBE/WBE requirements. As further assurance to meet this commitment, developer will make this a recordable covenant. Regarding local construction trades, we have developed thousands of units locally utilizing primarily local construction trades.

Further, the Flaherty & Collins Properties team is fully committed to maximizing economic opportunities for residents and businesses in the communities in which we develop properties; we proactively work with communities, and their citizens and business enterprises, in each of our developments. We have consistently hired locally and provided training opportunities for the local residents who are interested in participating.

Specifically, with the Market Square Arena project in Indianapolis, Flaherty & Collins made a commitment that at least 30% of the workforce on the project would come from Marion County.

Flaherty & Collins Properties will work with the City to develop a meaningful and targeted program to engage community business enterprises in contracting opportunities. This development effort presents a strong platform from which to launch concerted, targeted and practical hiring programs. Not only do we meet our hiring goals, we often exceed local expectations with engagement and community building.

Flaherty & Collins will work with the City and the community in engaging local business enterprises and creating a network of these businesses, that includes an on-going database of company information so there is transparency and ease in local hiring. Additionally, through any retail development associated with these sites, we will work with the local Small Business Development Center to ensure that retail tenants of these developments remain viable into perpetuity, and serve as community assets for Bloomington.

## 4. Development Process

### 4.5 Degree of Transparency (Open Books)

Flaherty & Collins Properties understands the importance of open communication and transparency when it comes to public partnerships. In this regard, we have worked very closely on previous development projects with city officials and municipalities to ensure the key objectives and goals of all involved are met.

With this in mind, our attached projections should be considered a starting point for further discussions. This “open book” approach to our development process is integral to our success as public-private infill developers, and we would welcome the City of Bloomington to ask any of our current or previous City partners how we are to work with as project partners.

### 4.6 Overview of Developer Resources & Approach

F&C brings significant development, construction and property management experience. Our approach is to involve each of these divisions and draw on their resources and expertise throughout the development process.

We view our relationships with the cities we develop in as long-term partnerships. We develop to hold on to our projects, rather than merchant developers who build-sell, build-sell.

F&C brings significant development, construction and property management experience. Our approach is to involve each of these divisions and draw on their resources and expertise throughout the development process.

# 4. Development Process

## 4.7 Construction Management (CM) Capabilities

The Construction team at Flaherty & Collins has over 100 years of combined experience in all types of construction, including: high-rise, mid-rise, commercial, mixed-use, wood-frame, concrete and steel.

A licensed general contractor, the product offering covers the entire spectrum: multifamily-over-retail, market rate apartments, affordable housing communities, mid-rise apartments and renovations. We use a national base of subcontractors and the building process is managed to maximize efficiency while minimizing costs.

Our Construction experts also take a value engineering approach on every development, managing all construction supervision, scheduling, cost control and vendor / subcontractor selection.



**FLAHERTY & COLLINS**  
 CONSTRUCTION



### Construction Key Personnel

Gordon Benner	President
Ronn Stewart	Project Executive – High Rise Projects
Mike Stufflebeam	Project Manager
Jason Schoettle	Project Manager
Chad Smith	Project Manager
Jeff Hammersley	Project Manager
Jesse Fisher	Director of A&E Services
Alison Langebartels	Director of Construction Accounting
Marla Wilson	Construction Assistant

	Communities	Units	Contract Value
Completed New Construction:	35	5,198	\$358 million
Properties Under Construction:	5	1,049	\$108.5 million
Planned New Construction:	3	640	\$165 million
Completed Rehabilitation:	8	1,228	\$47.5 million
<b>TOTAL CONSTRUCTION:</b>	<b>51</b>	<b>8,115</b>	<b>\$679 million</b>



## 4. Development Process

### 4.8 Community Relations Plan

Project spokesperson is Deron Kintner, General Counsel, of Flaherty & Collins. The Developer will send out press releases and media advisories in relation to the project and the community impact of the project before, during and after the project is complete. In addition, a ground breaking ceremony and grand opening ceremony will be held where the surrounding community and businesses will be invited to attend.

Additional interface with the City and community can be reviewed under the Developers Approach to Interface with the City and Community section of this proposal.

Over the past four (4) years, SproutBox actively engaged in open discussions with the members of Bloomington's technology community. The vision set forth in this proposal is the result of the input we've gathered during those discussions.

*(Continued on next page...)*

## 4. Development Process

### 4.8 Community Relations Plan

We are grateful that many of Bloomington's leading technology companies and organizations have expressed their support for this project.

#### Committed Tenants

- Cook Center for Entrepreneurship
- SproutBox
- CoWork Btown
- WhimMill/Feethere
- Upland Brewing Company
- RunUp Labs
- Veer West / Form Assembly

#### Other Engaged Potential Tenants

- BEDC / Bloomington Technology Partnership
- IU Office of Engagement
- IU School of Informatics and Computing

#### Other Supporting Companies and Technology Groups

- Cornerstone Information Systems
- Envisage Technologies
- Bloomington Independent Game Night
- VERGE
- Humanetrix
- Ignite Bloomington
- IXDA
- Studio Cypher
- Startup Weekend
- ConsulTech

As stewards of such an important community asset, we will continue to seek input from the community on the programming and policies in place at the Mill after its renovation. We will publicize the programs and events hosted within and recruit new members and supporters through our events and through online community building.

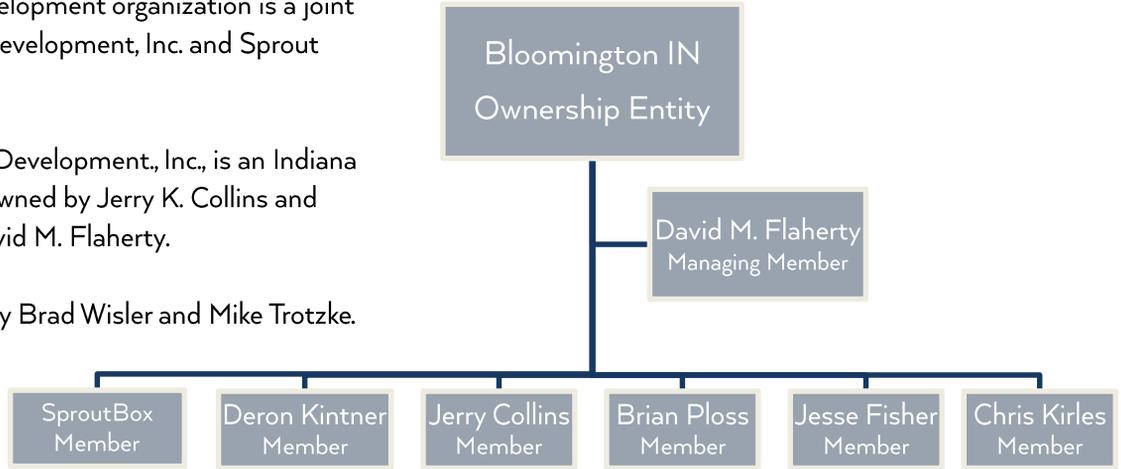
# 5. Developer Qualifications

## 5.1 Ownership Structure

The controlling development organization is a joint venture of F & C Development, Inc. and Sprout Box.

Flaherty & Collins Development, Inc., is an Indiana corporation 50% owned by Jerry K. Collins and 50% owned by David M. Flaherty.

Sprout Box is led by Brad Wisler and Mike Trotzke.



### Project Development Lead

#### Deron Kintner

##### Responsibilities

As General Counsel, Deron reports directly to the CEO and leads corporate strategic and tactical legal initiatives, as well as serving as key legal advisor on all major business transactions. Deron advises on legal aspects of the company’s financings and developments, including negotiating critical contracts. Deron oversees the selection and management of all outside counsel.

##### Accreditations/ Organizations

- American Bar Association | Indiana Bar Association | Indianapolis Bar Association
- Indianapolis Downtown Inc. – Board Member
- Indianapolis Business Journal Forty Under 40 (2014)
- Indianapolis Business Journal Who’s Who in Banking and Finance (2011)
- Penrod Art Society – Member

##### Education

Doctor of Jurisprudence,  
Indiana University School of Law – Bloomington, IN

Bachelor of Science in Finance with distinction  
Beta Gamma Sigma Honorary Business Fraternity  
Indiana University – Bloomington, IN



# 5. Developer Qualifications

## 5.2 Relationship with Project Partners

For the purposes of this project, Flaherty & Collins Properties will partner with several different entities to complete the project.

- Sprout Box as equity partner on the project.
- Blackline and CSO as architects on the project.
- Bingham Greenebaum Doll LLP as legal advisors on the project.
- Envisage will be a tenant and user of office space within the development.

**E N V I S A G E**  
T E C H N O L O G I E S

- ConsulTech will be tenant and user of office space within the development.

**CONSULTECH**  
QUALITY • VALUE • RELIABILITY

# 5. Developer Qualifications

## 5.3 Description of Capabilities

Flaherty & Collins Properties (F&C) is the most active mixed-use, multi-family developer in the Midwest, with over one-half billion dollars currently in development in Indianapolis, Cincinnati, Minneapolis/St. Paul, Chicago, and Kansas City.

A full-service, fully integrated company, Flaherty & Collins consists of three main departments: Development, Construction and Management. The talented and experienced professionals at Flaherty & Collins specialize in complex urban infill deals that have a public-private component.

Formed in 1993 by David M. Flaherty and Jerry Collins, F&C has been consistently ranked as a Top 50 developer nationally for multi-family developments based on number of units built. Currently, Flaherty & Collins manages over 14,600 units in 12 states.

Flaherty & Collins has earned Accredited Management Organization (AMO®) designation from the Institute of Real Estate Management (IREM®). This designation is given to an exclusive group of companies that meets rigorous standards.

With over 450 employees, Flaherty & Collins focuses on building trust, managing long-term partnerships and developing strong communication channels.

Cosmopolitan on the Canal – Indianapolis, IN



## Development

Flaherty & Collins Development has produced 46 properties and over 8,000 units. These developments include multiple tax-credit, market rate, affordable housing, mixed-use and public-private projects, with a wide range of financing techniques, structures and capital sources. The F&C Development team will provide leadership from feasibility studies, site selection, financing, design, and leasing to project stabilization. Our results driven experts will work together to minimize challenges and facilitate the development process. Thorough research and market analysis, combined with custom project development, result in satisfied stakeholders, profitable projects and a pleasing array of lifestyle choices for residents, customers and the community as a whole.



Ninety7Fifty on the Park - Orland Park, IL

## Construction

Flaherty & Collins Construction has vast experience in all types of construction, including high-rise, mid-rise, commercial, mixed-use and wood-frame to concrete and steel construction. If selected, F&C is in the unique position of being able to use our internal construction team on the development. This brings tremendous value to the overall project.



The Boulevard at Oakley Station - Cincinnati, OH

## Management

Flaherty & Collins Management currently oversees more than 100 properties and over 14,600 units in 12 states. We are an Accredited Management Organization (AMO), with three Certified Public Accountants (CPAs) on our staff. Our experience bridges all phases of property management, including: marketing, lease-up strategies, budgeting, forecasting, demographic studies, resident programs, relocation strategies and other facets of the property management business. F&C Management has tremendous experience marketing its own properties as well as working with owners on third-party management contracts.



# Development Team Overview



Our Development team is guided by results-driven experts, who carefully review feasibility studies, research and market analysis, site selection, financing, design and leasing to project stabilization to provide a customized project development.

From multifamily-over-retail to affordable housing, we currently have projects in Illinois, Indiana, Kentucky, Michigan, Minnesota, Missouri, North Carolina, and Ohio. Each location is carefully evaluated for design, product-type and amenities.

We have extensive experience using a variety of products, including: conventional construction loans, mezzanine debt, joint venture, private equity, tax-exempt bonds, 501 (c) 3 bonds, LIHTC tax credits, HOME, AHP, HOPE VI and other associated affordable housing

The Master Development Team is no stranger to mixed-use, urban infill developments, as this is a large component of our project portfolio. Our urban-based developments include Axis and Cosmopolitan on the Canal (Indianapolis, IN), The Residence at The COR (Ramsey, MN), Ninety7Fifty (Orland Park, IL), The Depot at Nickel Plate (Fishers, IN), The Heights Linden Square (Gladstone, MO) and The Boulevard at Oakley Station (Cincinnati, OH). Coming in the next year, we will be breaking ground on two luxury apartment tower projects in Indianapolis and Cincinnati, respectively, as well as urban infill deals in Kansas City and St. Paul.

## Development Key Personnel

David Flaherty	CEO
Deron Kintner	General Counsel
Duane Miller	Vice President, Community Development & Asset Mgmt.
Ryan Cronk	Vice President, Development
Jim Crossin	Vice President, Development
Chris Kirles	Vice President, Development
Austin Carmony	Developer
Julie Collier	Developer
Brian Moore	Marketing & Communications Director

# Property Management Team Overview

With a full-service and caring on-site staff, the Flaherty & Collins Management team provides a focused and balanced approach to all phases of property management including: marketing, lease-up strategies, budgeting, forecasting, demographic studies, resident programs and relocation strategies.

An AMO<sup>®</sup>-designated company (awarded by the IREM<sup>®</sup>), our management team exceeds expectations of owners and residents with skill, experience and customer service.

Using targeted marketing programs, skilled maintenance technicians, a talented on-site staff and comprehensive accounting and reporting has managed more than 200 properties and more than 38,000 units over the past decade.



## Property Management Key Personnel

Jerry Collins, CPM	President
Jill Meals-Herron	Vice President, Property & Asset Mgmt.
Kristin Quinn, CPM	General Manager
Rob Elsby, CPA	Controller
Flo Brengle	Commercial Real Estate Property Manager
Wendy Conner	Regional Property Manager
Teri Hedemark	Regional Property Manager
Alma Slash	Regional Property Manager
Aggie Woods	Regional Property Manager
Carrie Blastic	Regional Property Manager
Gavin Greene	Regional Property Manager
Michael Collins, CPM	Regional Property Manager
Kim Whitaker	Director of Compliance
Gene Buerosse	Human Resource Director
Lynn King	Property Management Assistant
Melissa DeLong	Digital Marketing Coordinator



# **FLAHERTY & COLLINS**

## PROPERTIES

### **5.4.1**

## **Local Experience**



Indianapolis, IN

Axis is 336 units with 60,000 square feet of retail, including a 42,000 square foot Marsh grocery. The development is a public / private partnership with the City of Indianapolis.



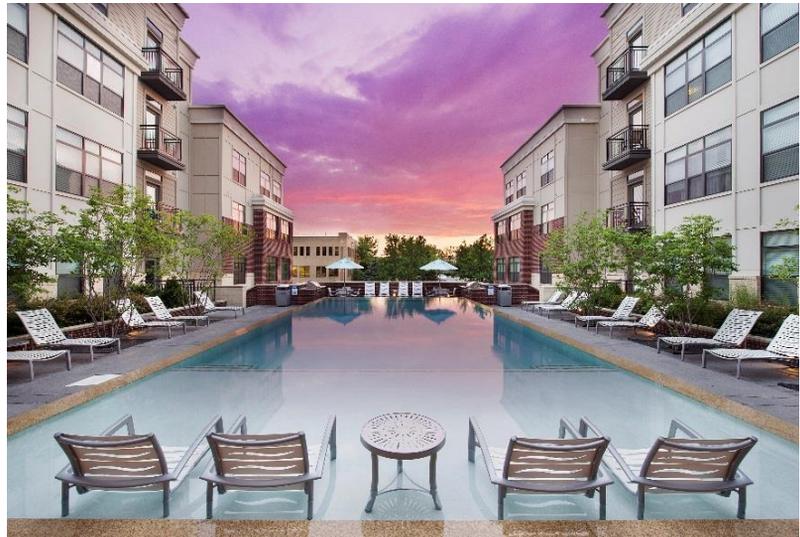


# COSMOPOLITAN

on the canal

Indianapolis, IN

This first-class, mixed-use project consists of 218 rental units, 18,000 square feet of retail and a 345 space parking garage. The project was completed in 2009 and successfully leased-up in a record-breaking six months while achieving the highest rents in the City and exceeding rent projections.

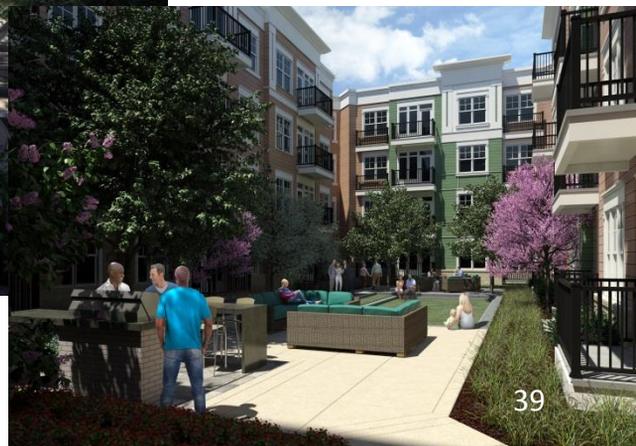




## The Depot at Nickel Plate

Fishers, IN

A premium, mixed-use development in the heart of downtown Fishers, Indiana, Flaherty & Collins were selected out of six applicants to develop Phase I. The Depot at Nickel Plate will consist of 240 luxury residential apartments, 17,000 square feet of retail space and a 434 space parking garage. Construction began in October 2013; retail and first units available in the fall of 2014, with construction completion in early 2015.



**Market Square  
Mixed-Use Tower**  
Indianapolis, IN

Selected by the City of Indianapolis to develop this iconic site, the project will be a 28 story tower, consisting of 300 luxury apartments, 43,000 square feet of retail space (first floor) and approximately 500 structured parking spaces. Construction is scheduled to begin in the late fall of 2014 and the development will be anchored by Whole Foods Market®.



**4<sup>th</sup> & Race**  
Cincinnati, OH

Selected by the City of Cincinnati out of 12 submitted proposals, F&C will develop this highly sought-after public/private project. It includes a 30 story residential tower, 15,000 square foot grocery and a 1,000 space parking garage. Ground breaking is scheduled for 2015.



**2014 AHF  
READERS'  
CHOICE  
AWARD  
WINNER**

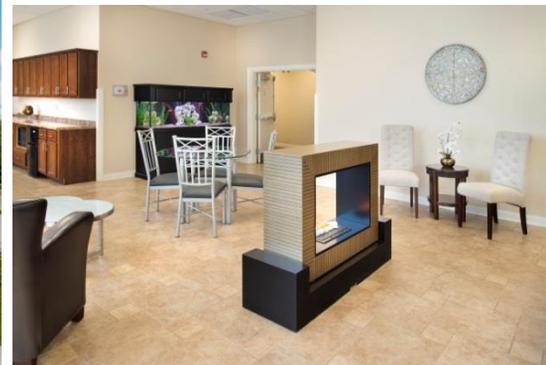
### The Landing

Mt. Vernon, IN

A unique, mixed-use development in the heart of Mount Vernon, Indiana, The Landing creates 52 apartments (46 units of affordable housing and 6 market rate units), plus 6,800 square feet of retail.

Maximizing the hub of activity near the river, The Landing is designed for maximum independence for seniors, with convenient access to shopping, recreation, trails, parks and more.

Winner of *Affordable Housing Finance* Reader's Choice Award for Best Development in the Rural Category.





### Vision 1505

Mt. Vernon, IN

This unique affordable housing development, featuring 32 units, focuses on the transition of homeless citizens make to long term housing, along with appropriate services to achieve life-long self-sufficiency. The housing is considered permanent, though families are encouraged and supported to move into other forms of permanent housing, as their progress, circumstances and goals change.

### Downtown Terrace

Petersburg, IN

Construction began in April 2014 on this collaborative affordable housing development of 40 units of senior housing and approximately 10,500 square feet of retail/office space. Good Samaritan Hospital will also be a major anchoring tenant for the newly constructed building. They will run an urgent care facility on the main floor, providing mental health service and a physician’s clinic.



### Historic Muncie

Muncie, IN

The rehabilitation of this beautiful and historic area produced 35 affordable apartments in a vibrant and exciting center of activity. Restoration of the historic single family houses continues ECRC’s intense efforts to preserve this historic neighborhood adjacent to downtown. This provides convenient access to many downtown amenities, all within walking distance: employment, entertainment, dining, library, grocery and drug stores, the YMCA and community park– allowing residents to full participate in their community and better their own economic circumstances.





**Millikan on Mass**  
Indianapolis, IN

The first phase opened in December 2013 and includes 61 apartment units that offer reduced rents for low-income residents, as well as 4,000 square feet of retail space on the first floor. Located in the heart of the Mass Ave cultural district, Millikan on Mass has easy access to shopping, dining, transportation, nightlife, art and culture.

Amenities include Energy Star appliances, energy efficient water heaters and furnaces, dishwasher, washer & dryer and ceiling fans.





## The Braxton at Lugar Tower

Indianapolis, IN

Comprised of 294 units, The Braxton at Lugar Tower is a partnership between the Indianapolis Housing Agency (IHA), HUD, the City of Indianapolis and Insight Development Corporation. The rehabilitation of a 15-story building constructed in 1974 as well as new construction surround the tower. This community serves a large number of elderly or disabled persons; the goal of the project was to provide quality public housing and supportive services to these low income populations.



[www.flco.com](http://www.flco.com)



# **FLAHERTY & COLLINS**

## PROPERTIES

**5.4.2**

**National Experience**



# NINETY7FIFTY

ON THE PARK  
Orland Park, IL

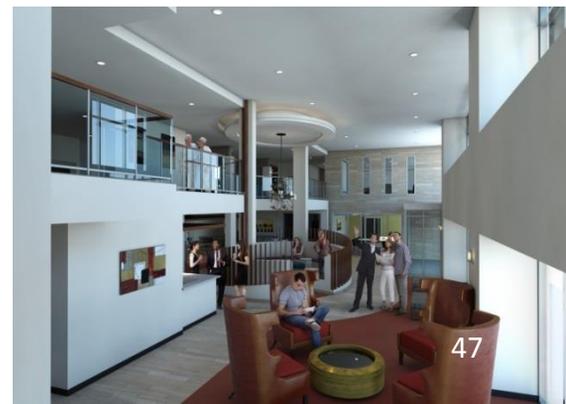
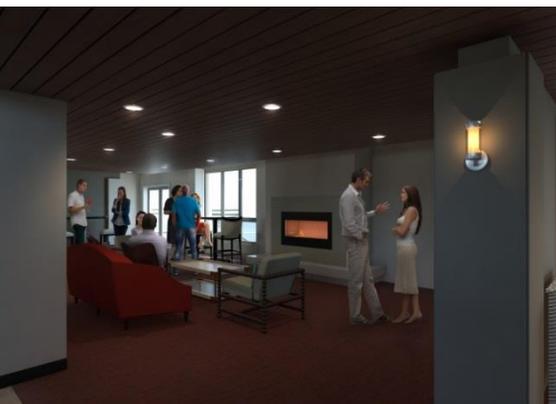
Ninety7Fifty on the Park is a premium, urban, mixed-use development adjacent to the 143rd Street Metra Station in Orland Park, Illinois. The development consists of 295 luxury units and 4,000 square feet of retail. It opened in August 2013.





**THE HEIGHTS**  
LINDEN SQUARE  
Kansas City, MO

The Heights at Linden Square is a 222 unit, mixed-use development with 10,000 square feet of retail space. Located in Kansas City, this public / private partnership will open in the fall of 2014. A design partnership with Landform Professional Services.

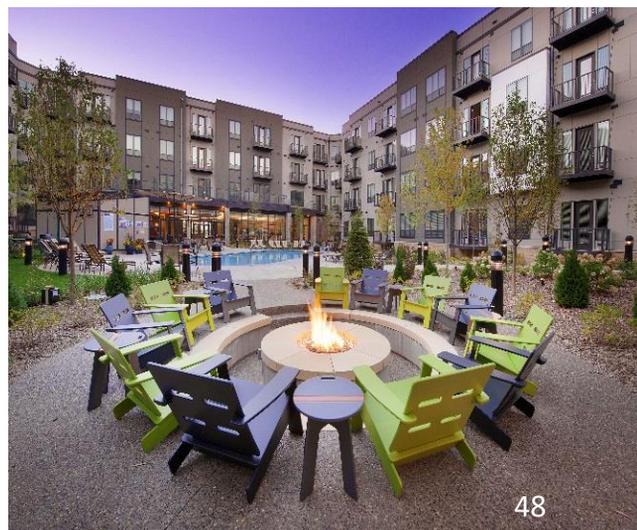




### THE residence AT THE COR

Ramsey, MN

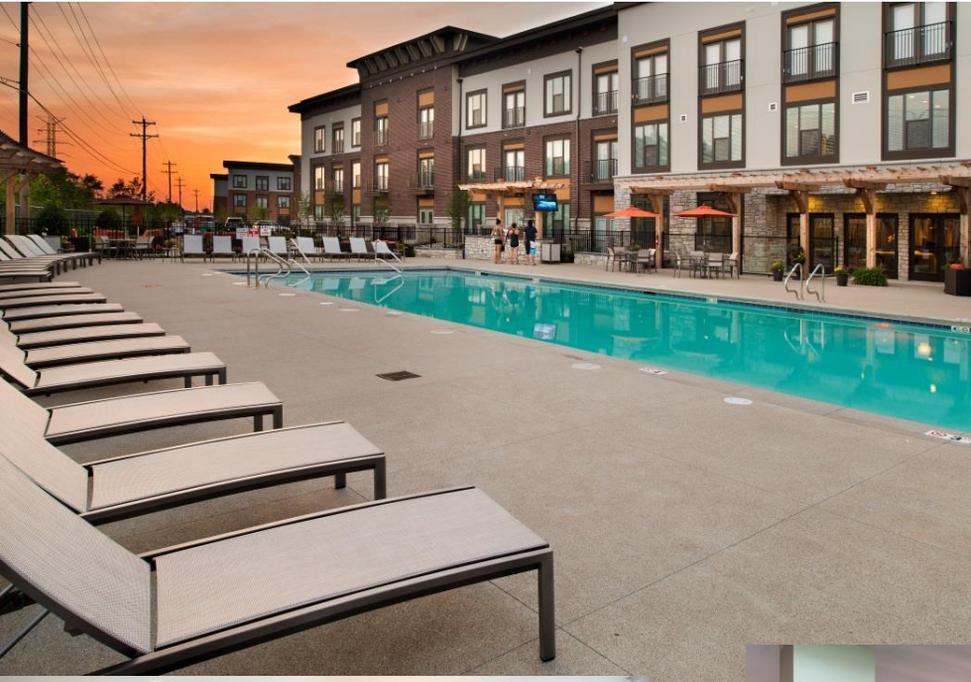
The Residence at the COR is a 230 unit, mixed-use, transit oriented development located on the Northstar Line commuter rail in Minneapolis. The project opened in June 2013 and is a public/private partnership. A design partnership with Landform Professional Services and Urbanworks Architecture.





Cincinnati, OH

Boulevard at Oakley Station includes 302 units and opened in the fall of 2013 in Cincinnati. The project is a public / private partnership involving tax abatement, TIF and Clean Ohio funds. It will be LEED certified.





## 2700 University

St. Paul, MN

A premium, mixed-use development in St. Paul, Minnesota. 2700 University will consist of 248 luxury residential apartments, 3,500 square feet of retail space and a 232 underground parking. 20% of units will be affordable; 50% AMI.

## Union | Berkley Park

Kansas City, MO

This planned mixed-use urban village development, a partnership with The Port Authority of Kansas City, will consist of 398 luxury apartment units, 400 parking spaces and 12,000 square feet of retail. Amenities will include a resort-style pool with sundeck, sky bar with views of downtown Kansas City and the river, a gaming lounge, fitness club, indoor/outdoor yoga and Pilates studio, a pet wash and a bicycle bar.



### Washington, D.C.

Flaherty & Collins Properties is also a finalist for a unique development partnership in urban Washington, D.C. This project is very similar to the parcel and development related to this RFP.

In partnership with the Anacostia Economic Development Corporation (AEDC), Flaherty & Collins Properties is a finalist in the RFP process to redevelop the St. Elizabeths East Campus in the Anacostia and East-of-the-River neighborhoods in the District of Columbia.

The scope of this project includes 300-plus units of both market rate and affordable housing, over 600,000 square feet of commercial and tech space, and approximately 75,000 square feet of retail space. The vision for this redevelopment is to make this an “Innovation Hub” for the District, where there will be a Microsoft Innovation Center, and other partners and tenants that will contribute to the revitalization of the neighborhood while addressing physical and social issues for the surrounding community, and the District.



**NINETY 7 FIFTY**  
ON THE PARK

Orland Park, IL

	Status	Development Cost	Units	Retail
Market Rate	Complete	\$65,000,000	295	4,000 sq ft

Development Type: **Market Rate** Construction: **Jan. 2012-July 2013**



Indianapolis, IN

	Status	Development Cost	Units	Retail
Market Rate	Construction	\$74,483,000	336	60,000 sq ft

Development Type: **Market Rate** Construction: **Feb. 2013 - Early 2015**



LINDEN SQUARE  
Kansas City, MO

	Status	Development Cost	Units	Retail
Market Rate	Construction	\$26,333,000	222	10,000 sq ft

Development Type: **Market Rate** Construction: **August 2013 - Early 2015**



NICKEL PLATE  
Fishers, IN

	Status	Development Cost	Units	Retail
Market Rate	Construction	40,753,232	240	17,000 sq ft

Development Type: **Market Rate** Construction: **Oct. 2013 - Early 2015**





Cincinnati, OH

	Status	Development Cost	Units	
Market Rate	Lease Up	39,200,000	302	LEED Certified

Development Type: **Market Rate** Construction: **Nov. 2012 - Nov. 2013**



Ramsey, MN

	Status	Development Cost	Units	Retail
Market Rate	Complete	33,875,000	230	3,000 sq ft

Development Type: **Market Rate** Construction: **May 2012 - Aug. 2013**



**Market Square Mixed-Use Development**  
**28 Story Tower**  
Indianapolis, IN

	Status	Development Cost	Units	Retail
Market Rate	Development	100,000,000	300	43,000 sq ft

Development Type: **Market Rate** Construction: **Jan. 2015 - Early 2017**



Kansas City, MO

	Status	Development Cost	Units	Retail
Market Rate	Development	67,887,181	398	12,000 sq ft

Development Type: **Market Rate** Construction: **2015 -2016**





**2700 University**  
St. Paul, MN

	Status	Development Cost	Units	Retail
Market Rate	Development	35,032,876	248	3,500 sq ft

Development Type: **Market Rate/Affordable**  
Construction: **2015 - 2016**



**COSMOPOLITAN**  
*on the canal*

Indianapolis, IN

	Status	Development Cost	Units	Retail
Market Rate	Complete	38,500,000	398	None

Development Type: **Market Rate** Construction: **Jan. 2007 - May 2009**



*The Landing*

Mt. Vernon, IN

	Status	Development Cost	Units	Retail
Affordable	Complete	8,758,128	52	6,800 sq ft

Development Type: **Affordable / Market Rate**  
Construction: **Completed Feb. 2013**



**The Braxton at Lugar Tower**  
Indianapolis, IN

	Status	Development Cost	Units	Retail
Affordable	Complete	10,334,488	294	None





**Downtown Terrace**  
Petersburg, IN

	Status	Development Cost	Units	Retail
Affordable	Construction	5,820,900	40	10,500 sq ft



**Vision 1505**  
Mt. Vernon, IN

	Status	Development Cost	Units	Retail
Affordable	Complete	7,950,708	32	None



**Historic Muncie**  
Muncie, IN

	Status	Development Cost	Units	Retail
Affordable	Complete	1,595,335	35	None



**Millikan on Mass**  
Indianapolis, IN

	Status	Development Cost	Units	Retail
Affordable	Complete		61	4,000 sq ft



## 5. Developer Qualifications

### 5.5 References

**Kirk David**  
City Manager  
City of Gladstone  
70140 N. Holmes  
Gladstone, MO  
Phone: 1.816.436.2200  
E-mail: [citymanager@gladstone.mo.us](mailto:citymanager@gladstone.mo.us)  
Project Reference: The Heights

**Kurt Ulrich**  
City Administrator  
City of Ramsey  
7550 Sunwood Dr. NW  
Ramsey, MN 55303  
Phone: 763.433.9845  
E-mail: [Stephen.Dronen@cincinnati-oh.gov](mailto:Stephen.Dronen@cincinnati-oh.gov)  
Project Reference: 4<sup>th</sup> & Race

**Paul G. Grimes**  
Village Manager  
Village of Orland Park  
14700 Ravinia Avenue  
Orland Park, IL 60462  
Phone: 708.403.6155  
E-mail: [pgrimes@orland-park.il.us](mailto:pgrimes@orland-park.il.us)  
Project Reference: Ninety7Fifty

**Tom Dickey**  
The Depot at Nickel Plate  
Director of Community Development  
One Municipal Drive  
Fishers, IN 46038  
Phone: 317.595.3107  
E-mail: [dickeyt@fishers.in.us](mailto:dickeyt@fishers.in.us)  
Project Reference: The Depot at Nickel Plate

**Stephen Dronen**  
Dept. of Trade & Development  
City of Cincinnati  
805 Central Avenue, #700  
Cincinnati, OH 45202  
Phone: 513.352.6126  
E-mail: [Stephen.Dronen@cincinnati-oh.gov](mailto:Stephen.Dronen@cincinnati-oh.gov)  
Project Reference: 4<sup>th</sup> & Race

\*\* Financial References also available  
upon request.



# **FLAHERTY & COLLINS**

## PROPERTIES

**5.6**

**Project Team**

Flaherty & Collins Properties works together in a “one team integrated” approach on all of its developments. Each member of the F&C team identified in this proposal has the current time and requisite experience to prosecute the development in an efficient and expeditious manner. Our organization will work fluidly with the City of Bloomington and the entire development team to make the project a long-lasting success. As developer, F&C will coordinate its work through constant communication and regular meetings with the entire development team to achieve maximum efficiencies. We will engage the community and respond to opinions in a mutually respectful, engaging and open environment. This “total team” approach is invaluable to creating a successful project with multi-generational impact.



**Brian Ploss – CFO**

A Certified Public Accountant, Brian will work with the Development Team to help create budgets, procure financing and monitor financial reporting and analysis. Brian will be a partner on the project.



**Deron Kintner – General Counsel**

As General Counsel, Deron reports directly to the CEO and leads corporate strategic and tactical legal initiatives, as well as serving as key legal advisor on all major business transactions. Deron advises on legal aspects of the company’s financings and developments, including negotiating critical contracts. Deron oversees the selection and management of all outside counsel.



**Chris Kirles – Vice President, Development**

Chris has been involved with several market rate/mixed-use projects from site acquisition through construction and management. Chris is the lead developer on Ninety7Fifty on the Park; the \$65M mixed-use transient oriented development currently under construction in Orland Park, IL and The Depot at Nickel Plate in Fishers, IN.



**Gordon Benner – President of Construction**

With nearly 40 years of construction experience, Gordon will assist the Development Team by overseeing construction of the project. As a partner on the project, Gordon will participate in scheduling, selection of building products, value-engineering, budgeting, draw procedures, design and other areas of the construction process.



*David Flaherty, CEO*

A principal in Flaherty & Collins, David will help with overall development, strategic planning and finance structuring. He will also work with lenders, equity participants and other financing partners to help procure, structure and close financing on the project.



*Jerry Collins, President*

A principal in F&C, Jerry is a designated Certified Property Manager (CPM) with over 30 years of multi-family property management experience. Jerry and his team will help design, develop leasing strategies, coordinate marketing materials, recommend rental rates and contribute in all areas of the management process.



**Kathy Desautels, Director of Development Services**

Kathy serves as a liaison between the development, management and construction teams during project development. She is directly involved with the design, the unit mix and the selection of interior and exterior finishes. She directs the project marketing strategy and works with the construction team as modifications are made. Kathy ensures all phases of the development process work together smoothly so that the end product exceeds expectations.



**Jesse Fisher- LEED, AP, Director of A&E Services**

A pre-construction, architectural and engineering expert, Jess will add valuable insight on the zoning, entitlement, product planning and development, value-engineering and pre-development activities. Jess led the entitlement process on Cosmopolitan on the Canal in downtown Indianapolis and is currently working on Axis and The Depot at Nickel Plate.



**Jill Meals- Herron - Vice President of Management**

Jill will work with Jerry Collins and the rest of the Flaherty & Collins team to provide input and help coordinate the entire marketing, lease-up and management activities at the development.



**Brian Moore - Marketing & Communications Director**

Brian oversees marketing and branding of all new developments, including websites, leasing displays, brochures, floor plan names, logo designs and fly-through animations. Additionally, Brian serves as a public relations and media liaison for new developments and for Flaherty & Collins Properties corporate office.



**Michael Collins, CPM - Regional Property Manager**

Michael is involved in numerous pieces of the project, working with the development team as the regional property manager through the initial lease-up phase of the development. He works closely with the A&E and Marketing teams on the project.





## **5.6.1**

**Partner Project Team**

**&**

**Local Partner**

**Qualifications**

## 5. Developer Qualifications

### 5.6.1 Local Partner Qualifications



#### Local Experience

Brad Wisler and Mike Trotzke have a long history of creating companies and spaces in Bloomington. They co-founded Resite Information Technology, which created more than 30 high tech jobs in Bloomington between 2001 and 2007. They co-founded SproutBox, which has employed more than 20 Bloomingtonians and helped numerous companies get their start. In all, they've helped found more than 30 operating companies, the majority of which are based in Bloomington.

While real estate is not their primary business, they've been involved in several successful Bloomington real estate ventures, including the rescue of a closely related historic property, the Buskirk-Showers Mansion on North Walnut Street. They've also coordinated the renovation of two office locations for SproutBox, each of which has served a purpose similar to that proposed for the Mill.

SproutBox local civic experience is also extensive. Brad has served on numerous boards and commissions in local government, including stints as President of the Monroe County Youth Service Bureau, and as an elected member of the Bloomington City Council. He also served on the CTP advisory committee. Mike is Vice President of the Humanetrix Foundation, and serves on the boards of the Bloomington Digital Underground and the Bloomington Technology Partnership. Mike also founded and is Chair of The Combine, which brings together hundreds of members of the Bloomington tech community each year.

#### National Experience

Mike and Brad are recognized nationally as experts in entrepreneurial finance, startup culture, and product development. They both speak regularly on these topics at conferences. They have visited more than 30 accelerators and co-working spaces across the country as mentors and investors.



Brad Wisler



Mike Trotzke

## 5. Developer Qualifications

### 5.6.1 Local Partner Qualifications



#### Executives/Roles

Mike is a cofounder and managing member of SproutBox, a new kind of venture capital firm that invests talent in technology startups. He also serves as Chair of The Combine, a conference that explores the intersection of community, culture, creativity, capital and code. Prior to founding SproutBox, Mike cofounded and served as CTO at Resite Information Technology, a saas provider for the multifamily industry which exited successfully in 2007.

He was also

cofounder and CIO of political consulting firm WorldView Multimedia. In addition to being an investor/advisor to more than 20 companies, Mike travels the country judging startup competitions and speaking on topics related to technology, venture capital and startup culture.

Brad has been an entrepreneur since childhood. He has started and run many small businesses in his lifetime. Brad first found significant success in 1998, when he cofounded WorldView Multimedia, the nation's first new media firm serving clients in politics and government.

Brad served as CEO and General Manager of Resite Information Technology from 2001 to 2008. During his tenure, he successfully grew the business from an unfunded startup to a nationally recognized leader in web based software. Brad successfully negotiated the sale of Resite to Dominion Enterprises in 2007, widely regarded as Bloomington's first multi-million dollar internet software acquisition.

Determined to create a better model for early stage software investment, Brad and two of his colleagues founded SproutBox in 2008. SproutBox offers entrepreneurs a new form of Venture Capital by investing both cash and services in startup companies in exchange for equity. SproutBox's elite crew of product developers, creatives and business experts provide programming, business development, accounting, and HR services to the companies in which they invest.

After leading SproutBox through 26 investments, Brad decided to focus his efforts on growing a single company, Periodic. Periodic is the first Platform-as-a-Service powering real-time inventory for the service sector.

In addition to his business ventures, Brad has been an active public servant. He has previously served as President of the Monroe County Youth Services Bureau and as an elected official on Bloomington's City Council. He currently serves on the Dean's Council for Indiana University's School of Informatics and Computing.

## **5.6.1**

# **Additional Information on Project Team**

# Partnering Together

Since our inception in 1961, CSO Architects has been committed to truly partnering with our valued clients. We continue to do so with an intense commitment to our Core Purpose:

“To provide world class quality, service and innovation with total design to enhance and contribute to our clients’ success.”

A value-based company focused on providing service with integrity and honesty, CSO Architects has grown to become one of Indiana’s largest and most reputable design firms for civic, public safety and transportation; corporate commercial; interiors; health and wellness; hospitality and housing; K-12 education; higher education and research; and religious institutions. Our core values include:

**Integrity and trust**, with a passionate commitment to our core purpose

**People**, who share our values and represent a diverse collection of the finest innovative minds

**A positive, exciting, collaborative and liberated workplace** that fosters trust and open-honest communication, provides a constant learning environment and enables a true sense of accomplishment and empowerment

**Quality**, of life, of work and of service

**Service**, to our clients, to our community, to each other, and to our environment through sustainable design

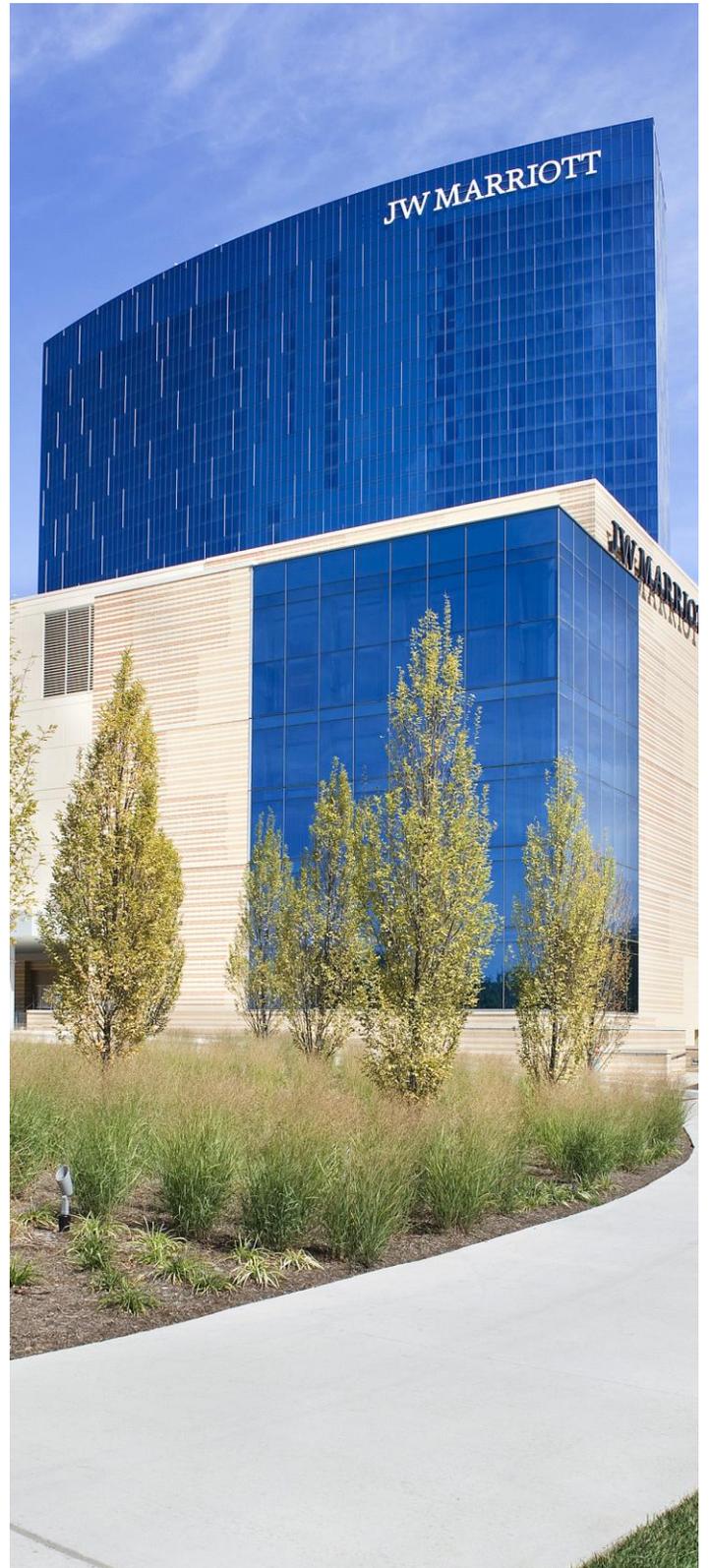
**Innovative ideas**, regardless of their source, but more importantly swift and thorough implementation of same

**Total design**, all disciplines, all team members, at all times

**“Stretching” goals** as we seek excellence toward achieving greatness

**Change** more than stability. Change and constant innovation are status quo and offer opportunities for growth

**Privilege, honor and responsibility** that comes with the opportunity to alter the face of the Earth while making lasting positive impact on people’s lives



JW MARRIOTT COMPLEX

# Partnering Together



CSO is organized in a studio concept that enables our employees to provide in-depth professional expertise and personal service to our clients. We believe that our studio organization provides a broad, in-house knowledge base with large firm capabilities delivered through project teams who operate on a small, workable scale focused on client needs.

CSO Architects is proud of our track record for delivering quality facilities by carefully balancing the Quality, Scope, Cost and Schedule of projects.

Our approach is straightforward and is based on the belief that the following concepts are key components of our commitment to contribute to our clients' success. The CSO team will approach all projects with a focus on:

## TEAM LEADERSHIP

Establishing project team roles and responsibilities, defining a clear decision-making process, and assigning accountability are key ingredients to successful project team leadership. The owner/design team leadership must have the ability to:

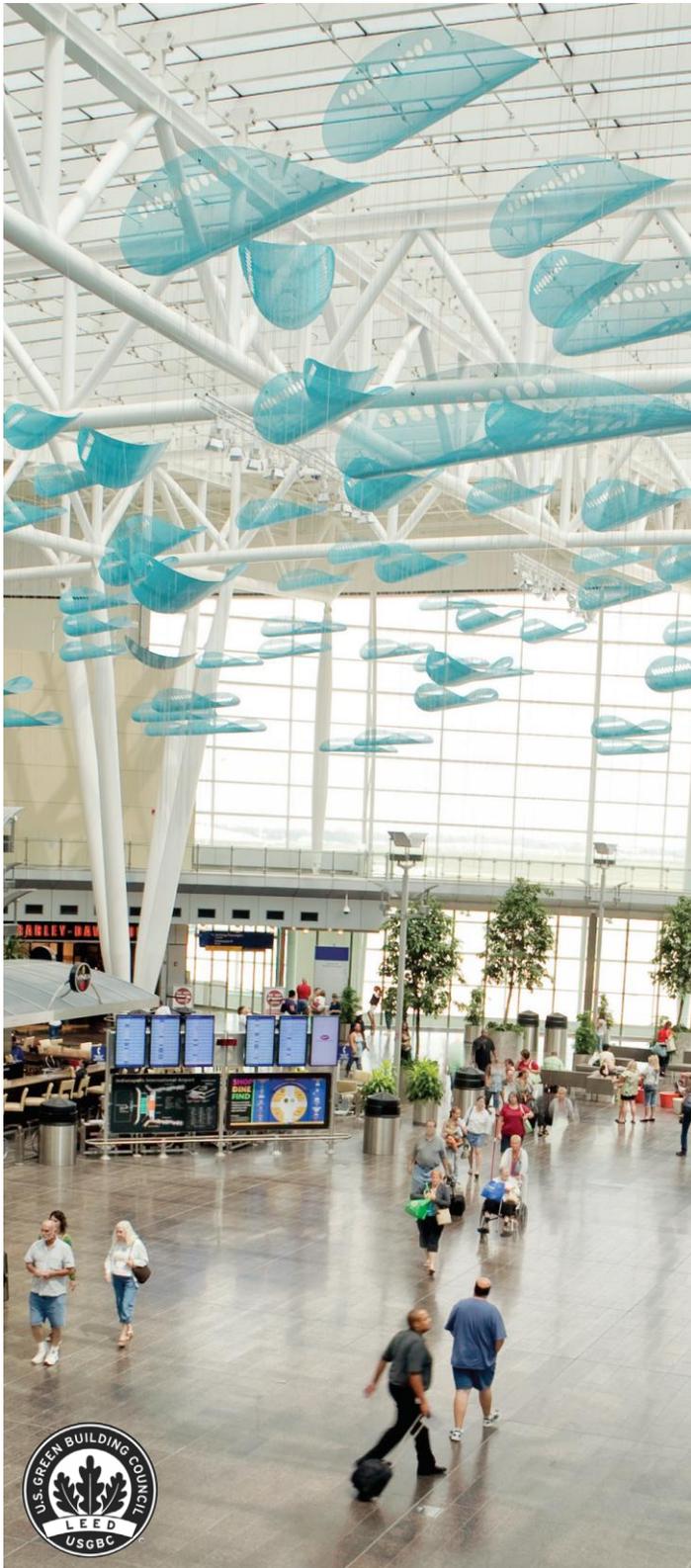
- Balance the project's vision and goals in relation to its functional needs
- Provide overall leadership and decision making
- Establish overall priorities on Scope, Quality, Cost and Schedule
- Implement proper planning and design guidelines and standards

## CONTINUITY

A project's success is directly tied to the continuity of the project team members. Projects extend over long periods of time. Decisions made in the early stages of the project may be re-evaluated in later phases. Understanding why a decision was made contributes to the timely resolution of an issue. The importance of maintaining the same design team members on a project from start to finish cannot be overstated.

## COLLABORATION

Collaboration begins with team building. Before any ideas are generated we engage in a project visioning or success criteria session with our client. This allows the key team members to interact with the consultant team and commit to a common set of goals and objectives. The outcome of this session is a prioritized listing of functional, operational, aesthetic, environmental and cultural criteria that will guide and influence the development of the project.



INDIANAPOLIS INTERNATIONAL AIRPORT

## CONSENSUS

Building consensus is yet another key component of a successful building project. The team leaders of CSO Architects are highly experienced in the role of catalyst and facilitator toward consensus. We believe it is critical for us to provide leadership in balancing client wants against needs. We further recognize the importance of gaining buy in to the process and the goals in order to ensure smooth project implementation.

## COMMUNICATION

Our Team believes successful projects are the product of effective communication. Good communication includes good listening. We listen to our clients' goals, aspirations, expectations and needs. We want to truly understand what a client needs to be successful. Then and only then will we be able to utilize our total design skills to enhance and contribute to our clients' success.

CSO Architects offers a diverse range of programming, planning, architectural and interior design services. Each studio is led by a Principal of the firm who provides a hands on approach. We believe this is important to ensure that project leadership, experience and expertise are in keeping with what is required to ensure each project's success. The credentials of the principals of CSO Architects are included in this statement of qualifications under the section entitled "Leading with Integrity & Trust".

The members of CSO Architects know that in order to enhance and contribute to our clients' success, we must be lifelong learners with a continuous and ongoing focus on the critical issues clients deal with day in and day out. The dynamic and ever-changing list of these critical issues includes, but is not necessarily limited to:

- Balancing the project's scope, quality, cost and schedule;
- Gaining key stakeholder input and consensus;
- Developing a responsible design that addresses sustainability opportunities while balancing initial project costs with life cycle and operating costs;
- Maintaining schedule and cost control; and,
- Analyzing and selecting the appropriate method of construction delivery.

# Partnering Together

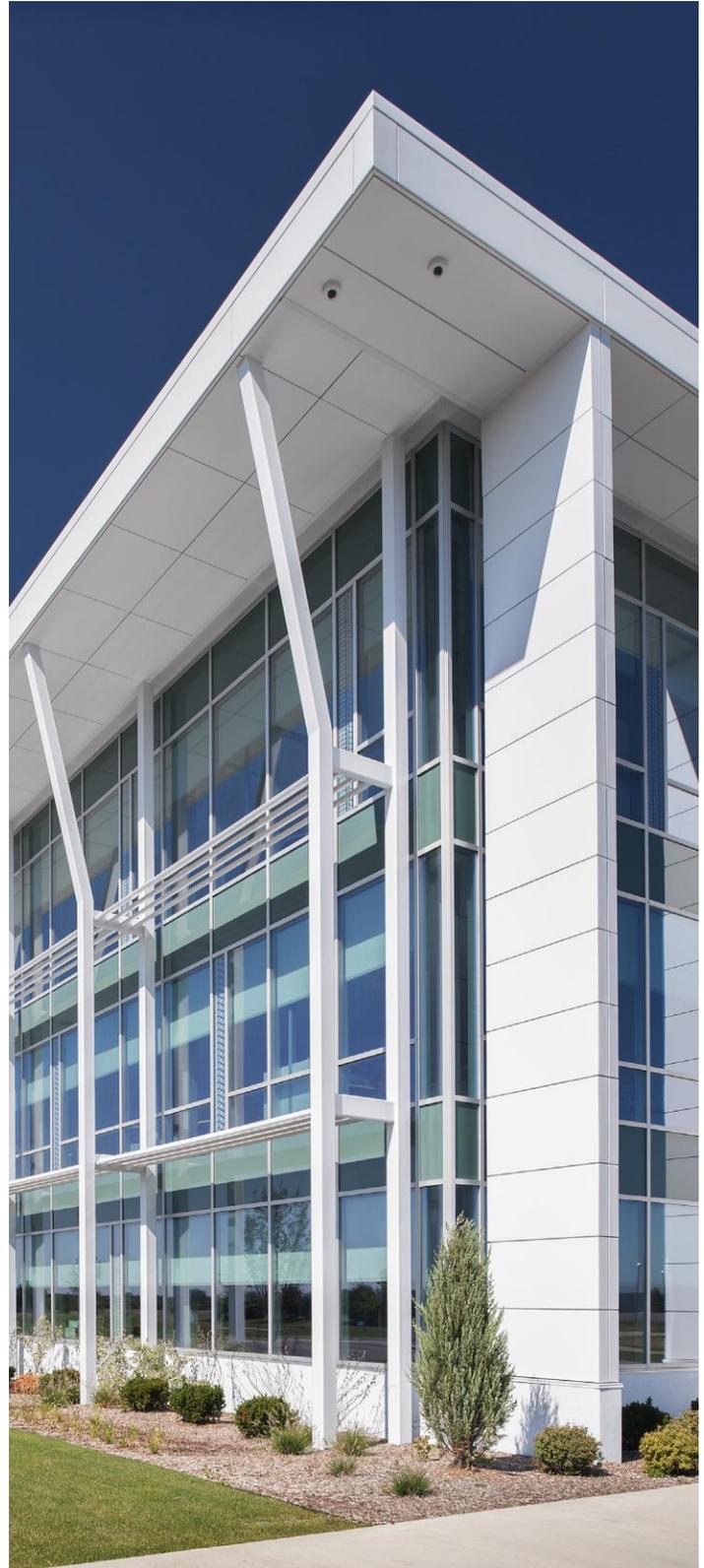


CSO Architects  
ARCHITECTURE • INTERIOR DESIGN

CSO Architects believes that each project is unique, requiring its own design process and solutions. Through our commitment to a “Total Design” approach, we involve all project stakeholders throughout each critical phase of the project. Only through working together as an entire team of stakeholders can the full potential of each project be truly realized.

To achieve success, it is essential to create a truly functional partnership with all key players. CSO Architects works with a variety of consultants to provide the highest quality and most suitable professional design services. We have been extremely proactive in partnering with Minority Business Enterprise (MBE), Women’s Business Enterprise (WBE) and Disadvantaged Business Enterprise (DBE) organizations. CSO Architects has been, and remains, committed to exceeding any and all MBE, WBE and DBE requirements on every project on which we serve. Partnering with our consultants not only enhances our total design approach but also enables us to contribute to the greater diversity of our project team.

CSO Architects respects the relationships that many clients have developed with other consultants. CSO Architects has, on many past occasions, successfully teamed with other consultants at the request of the client. Solid partnerships among all stakeholders and team members are critical to CSO Architects ability to ensure each project’s success.



TIRE RACK



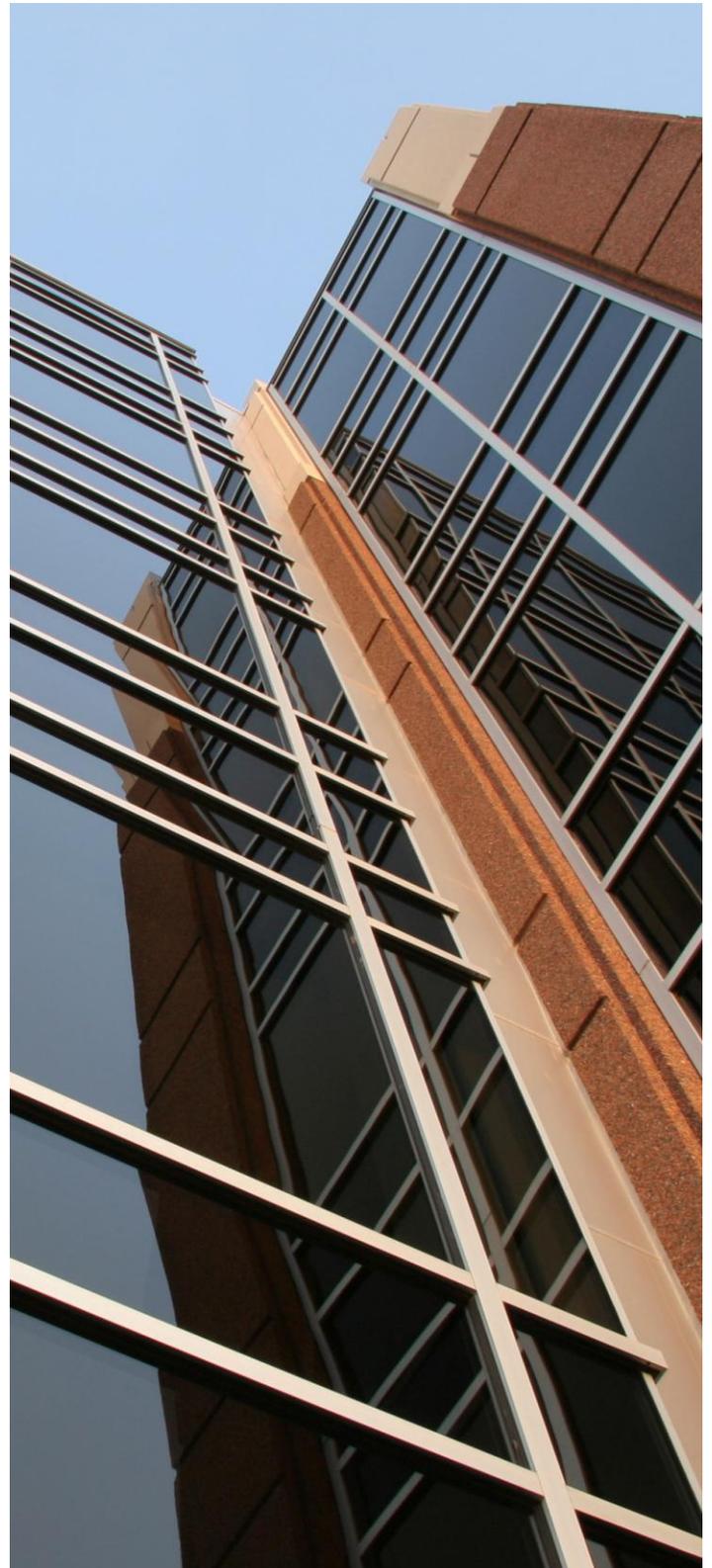
# Providing World Class Quality & Service

The range of services that can be provided by CSO Architects include:

- Architectural Design
- Interior Design
- Project Management/Administration
- Programming and Planning
- Site and Facility Master Planning
- Feasibility Studies
- Site/Landscape Architecture Design
- Historic Architecture
- Cost Estimating
- Construction Administration
- Custom Furniture Design
- Furniture, Fixtures and Equipment Procurement
- Life Cycle Cost Analysis
- Graphic Design

CSO Architects is proud of our collection of the finest minds within our multiple disciplines which include:

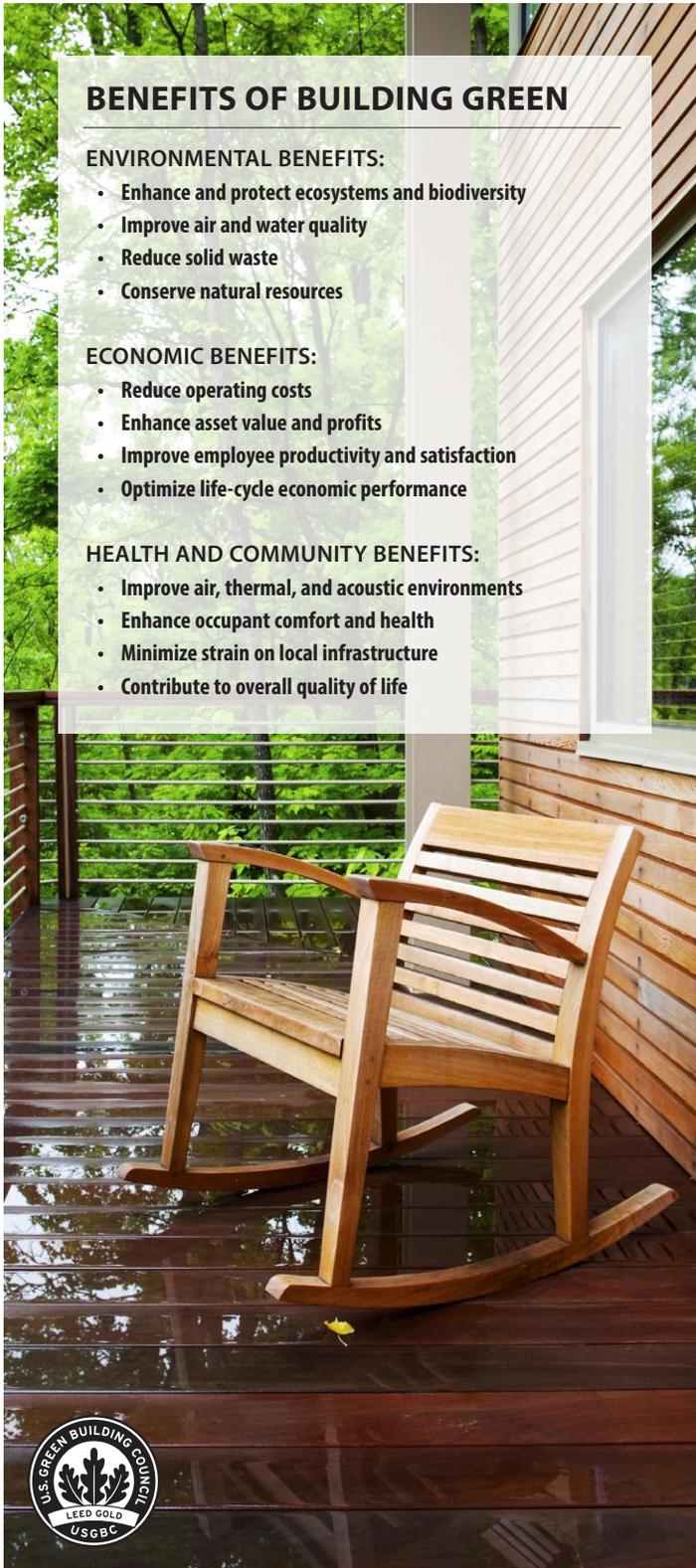
Registered Architects	23
Graduate Architects	20
Architectural Technicians	4
Educational Facility Planner	1
Interior Designers/Space Planners	9
Specifications Writer	1
Construction Administration Staff	3
Business Development Staff	4
Finance and Administration Staff	9
Information Technology Staff	1



# Sustainable Design



CSO Architects  
ARCHITECTURE • INTERIOR DESIGN



## BENEFITS OF BUILDING GREEN

### ENVIRONMENTAL BENEFITS:

- Enhance and protect ecosystems and biodiversity
- Improve air and water quality
- Reduce solid waste
- Conserve natural resources

### ECONOMIC BENEFITS:

- Reduce operating costs
- Enhance asset value and profits
- Improve employee productivity and satisfaction
- Optimize life-cycle economic performance

### HEALTH AND COMMUNITY BENEFITS:

- Improve air, thermal, and acoustic environments
- Enhance occupant comfort and health
- Minimize strain on local infrastructure
- Contribute to overall quality of life



CSO Architects considers sustainability a vital part of our design philosophy to ensure that programmatic needs and design intent are met.

- \* Our sustainability design philosophy is defined as:
- \* Creating durable buildings that enhance the health, productivity and spirit of the occupants
- \* Creating architecture that respects the use of materials and energy
- \* Embedding the principles of sustainable design in each step of the design process from initial programming to occupancy
- \* Understanding how our buildings affect the community as a whole and seeking opportunities to improve the richness of communal relationships and quality of life

LEED® U.S. Green Building Council

Buildings in the United States consume more than 30% of our total energy and 60% of our electricity and appropriate land that could otherwise be natural habitat or used for agriculture. A typical commercial construction project generates 2.5 pounds of solid waste per square foot of building area. Sustainable design practices can substantially reduce these negative environmental impacts, as well as decrease operating costs and improve occupant health and productivity.

Sustainable building design is quantified in the Leadership in Energy and Environmental Design (LEED®) Rating System. LEED® is a tool for designing buildings that reflect the principles of environmental stewardship, incorporating strategies that target site selection, water efficiency, energy efficiency, materials and indoor environmental quality. Four certification levels are offered to correspond with the degree to which a building incorporates these sustainable principles.

Because the LEED® Rating System evaluates environmental performance from a whole building perspective, the design process is a synergistic team effort, involving input from the architect, engineers, contractor, owner and building officials. CSO Architects has embraced this approach, and recognizes its role in facilitating these relationships and providing leadership in reaching the team's mutual goal of LEED® Certification.

# LEED Certification

CSO Architects considers sustainability a vital part of our design philosophy and employs 37 LEED® accredited professionals.

We have received certification on the following projects:

## CERTIFIED LEED GOLD

- Amazon.com - Indianapolis, Indiana
- August Mack - Indianapolis, Indiana
- New August Mack 2009 - Indianapolis, Indiana
- CapTrust Tower - Raleigh, North Carolina
- Celebration - Orlando, Florida
- CSO Architects Corporate Headquarters - Indianapolis, Indiana
- DePauw University - Janet Prindle Institute for Ethics Greencastle, Indiana
- DePauw University - The Bartlett Reflection Center Greencastle, Indiana
- Indiana University - 3rd & Union Student Apartments - Bloomington, Indiana
- Keefe Hall - Bachelor Enlisted Quarters - Albany, Georgia
- Pricewaterhouse Coopers - Morrisville, North Carolina
- Purdue University - West Lafayette, Indiana
- Research Triangle Institute - Durham, North Carolina
- Research Triangle Institute Building O9 Durham, North Carolina
- St. Joseph Regional Medical Center Mishawaka, Indiana
- University of Notre Dame - Carole Sandner Hall South Bend, Indiana
- University of Notre Dame - Geddes Hall - South Bend, Indiana

## CERTIFIED LEED SILVER

- BASF - Morrisville, North Carolina
- Ball State University - Park Hall - Muncie, Indiana
- Ball State University - Kinghorn Hall - Muncie, Indiana
- Commons Office Building for Cummins, Inc. Columbus, Indiana
- HealthNow New York - Buffalo, New York
- Illinois Wesleyan University - Minor Myers Jr.
- Welcome Center - Bloomington, Illinois
- Innovation Park at Notre Dame - South Bend, Indiana

## CERTIFIED LEED

- The Indianapolis International Airport - Indianapolis, Indiana
- St. Thomas Medical Center - Jasper, Indiana



# Affiliations / Organizations

CSO Architects values our strong commitment to the following professional affiliations/organizations:

## NATIONAL

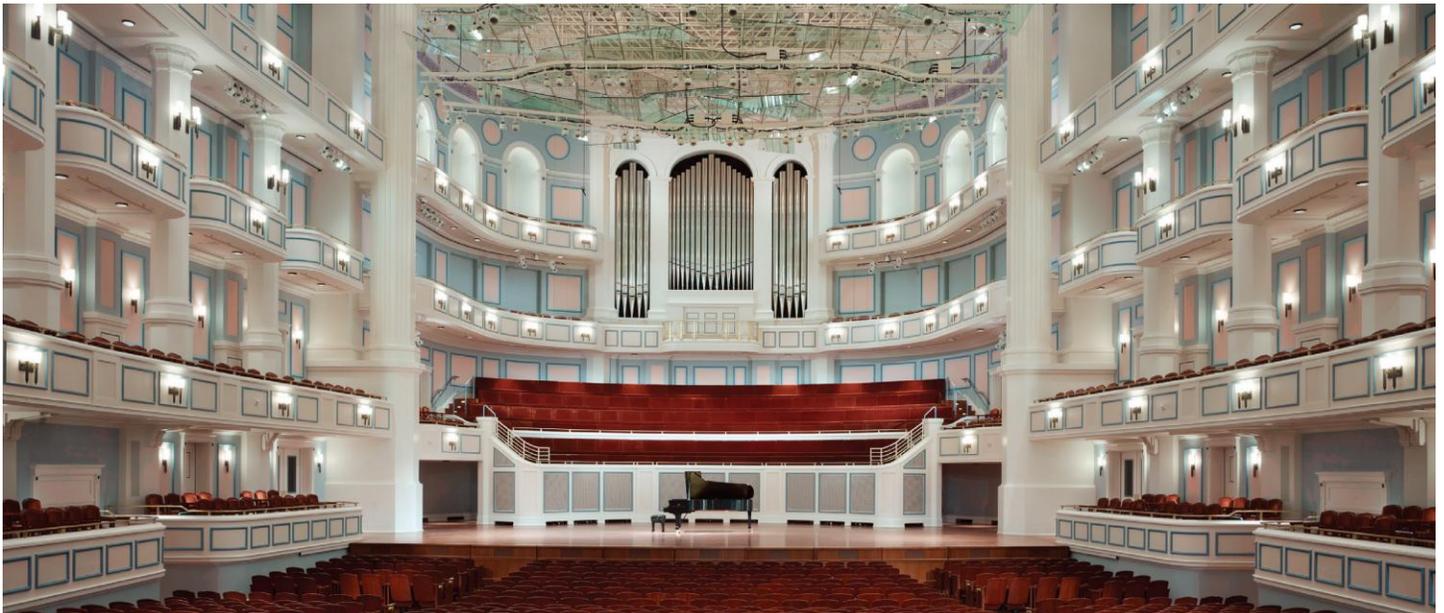
- American Institute of Architects
- American Society of Landscape Architects
- Association of College and University Housing Officials International
- Building Trades Association
- Construction Specifications Institute
- Council of Educational Facility Planners International (CEFPI)
- Design-Build Institute of America
- Design-Build Institute of America, Great Lakes Region
- International Facility Management Association
- International Interior Design Association
- National Council for Interior Design Qualifications
- National Council of Architects Registration Board
- National Association of Independent Schools
- National Fire Protection Association
- National Society of Black Engineers
- New Tech Network
- Society for College and University Planning
- Society of American Military Engineers
- U.S. Army War College
- U.S. Green Building Council
- Indiana Architectural Foundation
- Indiana Chamber of Commerce
- Indiana Construction Roundtable
- Indiana Democratic Party
- Indiana Republican Party
- Indiana Landmarks
- Indiana School Boards Association
- Indiana Subcontractors Association
- Indiana Association of School Business Officials
- Indiana Association of School Board Officials
- Indiana Association of Public School Superintendents
- Indiana Urban Schools Association
- Indiana Sports Corporation
- Visit Indy

## STATE

- Airport Facilities Council
- Center for Excellence in Leadership of Learning
- Independent Colleges of Indiana

## LOCAL

- Arts Council of Indianapolis
- Carmel Chamber of Commerce
- Columbus Chamber of Commerce
- Develop Indy
- Indianapolis Chamber of Commerce
- Indianapolis Downtown, Inc.
- Johnson County Development Corporation
- Kiwanis
- Marion County Democratic Party
- Marion County Republican Party
- Fishers Rotary Club



THE PALLADIUM - THE CENTER FOR THE PERFORMING ARTS

CSO Architects values our strong corporate citizenship commitment to the following organizations:

- ACE (Architecture, Construction and Engineers) Mentor Program
- American Heart Association
- An Evening With Heroes
- Archdiocese of Indianapolis
- Ball State University Foundation
- Bartholomew Consolidated School Foundation
- Big Brothers Big Sisters
- Bishop Chatard High School
- Booth Tarkington Civic Theatre
- Boy Scouts of America - Crossroads of America Council
- Brownsburg Education Foundation
- Butler University
- Carmel Arts Council
- Carmel Symphony Orchestra
- Cathedral High School
- Catholic Youth Organization
- Educational CHOICE Charitable Trust
- Family Service Association
- Girl Scouts of Central Indiana
- Gleaners Food Bank
- Hamilton Southeastern Schools Foundation
- Heroes Foundation Inc.
- Heroes of Public Safety
- Indiana Architectural Foundation
- Junior Achievement of Central Indiana
- Lawrence Township School Foundation
- Leukemia & Lymphoma Society
- Marian University
- Meals on Wheels
- Mother Theodore Catholic Academies
- National Desert Storm Veterans Memorial
- National Guard Relief Fund
- Perry Township Schools Foundation
- Progress House
- Purdue Research Park Entrepreneurship Academy
- Riley Children's Foundation
- Saint Joseph High School
- Samantha's House Foundation
- Sorin Society
- Spirit of Service Awards Dinner
- Stacey Toran Foundation
- St. Mary's Child Center
- St. Vincent Foundation
- The Center for the Performing Arts
- Top Ten Scholar Clark-Pleasant Community School Corporation
- United Way of Central Indiana
- Washington Township Schools Foundation
- Warren Arts and Education Foundation
- Westfield-Washington Schools Foundation
- Wheeler Mission
- Wings of Grace
- Wounded Warrior Project - Indianapolis



# Registrations

CSO Architects has a wide cross section of experience having worked in the various states throughout the country. This experience, where applicable, may be beneficial to your project. CSO Architects is professionally registered in:

- Alabama
- Arizona
- Arkansas
- California
- Colorado
- Connecticut
- Delaware
- District of Columbia
- Florida
- Georgia
- Idaho
- Illinois
- Indiana
- Iowa
- Kansas
- Kentucky
- Louisiana
- Maryland
- Massachusetts
- Michigan
- Minnesota
- Mississippi
- Missouri
- Nebraska
- New Hampshire
- New Jersey
- New York
- North Carolina
- Ohio
- Oregon
- Pennsylvania
- Puerto Rico
- South Carolina
- Tennessee
- Texas
- Vermont
- Virginia
- Wisconsin





# References

CSO Architects is proud to boast many outstanding references.

**Mike Dilts**

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Shiel Sexton Company  
902 N. Capitol Avenue  
Indianapolis, Indiana 46204  
(317) 432-6300

**Bruce White**

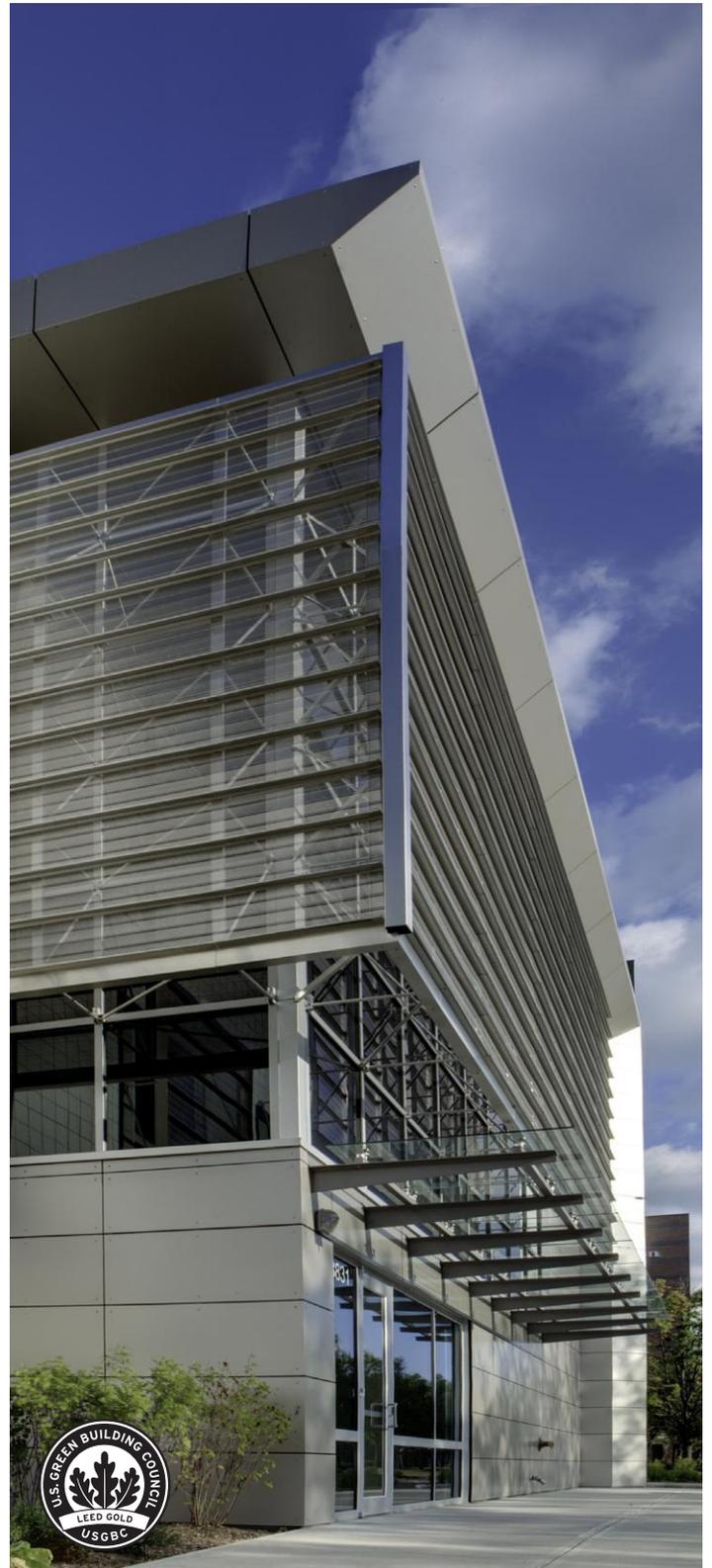
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White Lodging  
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**Jim Sourwine**

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(317) 257-8871

**Mike Wells**

President  
REI Investments  
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Carmel, Indiana 46032  
(317) 573-6098



CSO ARCHITECTS HEADQUARTERS



# Leading with Integrity & Trust

The team members at CSO Architects live the core purpose and core values of the company and focus their professional energy on the delivery of world class quality and service throughout every phase of each project. Their leadership provided by the Principals provides the important check and balance that is required for the project design, scope, quality, cost and schedule. Their hands on approach ensures the success of each project and complete client satisfaction.

- **James A. Schellinger, AIA**  
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(317) 848-7800  
jschellinger@csoinc.net
- **R. Randall Schumacher, AIA, LEED® AP**  
Principal  
(317) 706-2511  
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- **Brandon D. Bogan, AIA, LEED® AP**  
Principal  
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INDIANA UNIVERSITY - 3RD & UNION APARTMENTS



Since joining CSO Architects in 1987, Jim's greatest strength has become the broad range of skills he

brings to each and every project. He excels in all of the traditional aspects of architecture but, additionally, Jim brings the valuable skills of community outreach, consensus-building, and conflict resolution skills to the team. Jim's portfolio includes projects in a full range of type and scope, but he is especially proud of the reputation CSO has built as a top-notch planning and design firm that is focused on the success of its clients. In 1996, Jim became President of CSO Architects and led the effort to define the Core Purpose and Values that are the guiding principles of the company. Currently, in addition to serving as Principal-in-Charge or Project Executive on projects, Jim serves as the Chairman and CEO of the company.

**PROFESSIONAL AFFILIATIONS**

American Institute of Architects

National Council of Architectural Registration Boards

Indiana University School of Public and Environmental Affairs (SPEA) Dean's Council

Chairman, Super Bowl Host Committee's Weather Preparedness and Response Team

Archdiocese of Indianapolis - Catholic Community Foundation Former Board of Directors, Past President, Chairman of the Development Committee

Capital Improvement Board (CIB), Past Member

Indiana Construction Roundtable Board of Directors (ICR), Past Board Member

Heroes of Public Safety Memorial, Crown Hill Cemetery 2002, Chairman

**PROJECT EXPERIENCE**

**The Indianapolis Airport**

Indianapolis Airport Authority Board, Indianapolis, Indiana  
1,178,000 s.f. new airport terminal, Certified LEED New Construction

**JW Marriott Complex**

White Lodging Services, Indianapolis, Indiana  
1,548,311 s.f. hotel complex

**Saint Joseph High School**

The Diocese of Fort Wayne-South Bend, South Bend, Indiana  
170,636 s.f. new high school for 900 students

**3rd & Union Apartments**

Indiana University, Bloomington, Indiana  
72,000 s.f. apartments, 102 beds, 84,000 s.f. student apartments, LEED New Construction Gold

**Bishop Roberts Hall**

DePauw University  
132 beds, 42,000 renovation

**Longden Hall**

DePauw University  
134 beds, 43,142 s.f. renovation

**University Hall**

Marian University  
193 beds, 53,177 s.f.

**York Seminary Housing**

Anderson University  
54 beds, 28,920 s.f.

**Assembly Hall Renovation/Addition**

Indiana University

**EDUCATION**

University of Notre Dame - Bachelor of Architecture

**REGISTRATIONS**

NCARB, Indiana, Illinois, Kentucky, Louisiana, Michigan, Ohio, South Carolina, Texas, Virginia



**R. RANDALL SCHUMACHER, AIA, LEED AP**  
**PRINCIPAL**



Randy Schumacher joined CSO Architects in 1989. He is a registered architect with 20 years of

experience in programming, planning, design, project management and construction. As Lead Designer and Project Manager, he coordinates the entire design process from conceptual and schematic design through construction documents and administration. Randy has applied his skills to higher education instructional and residential facilities, corporate headquarters, child care centers, health care facilities, religious buildings, correctional facilities, office buildings, laboratories, town centers, warehouse/distribution centers, banks, retail outlets, and conference/training centers. His work has received numerous design awards and has been published in local and national publications.

**EDUCATION**

Ball State University - Bachelor of Architecture and B.S., Environmental Design

**REGISTRATIONS**

Indiana

**PROFESSIONAL AFFILIATIONS**

American Institute of Architects  
National Council of Architectural Registration Boards  
LEED Accredited Professional

**PROJECT EXPERIENCE**

**Cummins High Horsepower Tech Center**  
Seymour, Indiana  
Office and food service addition

**Office and Lab Consolidation**  
Confidential Diagnostics Company  
Indianapolis, Indiana  
State-of-the-art 55,569 s.f. office and lab building

**Fishers Town Center**  
Fishers, Indiana  
Mixed use building with 240 apartments, 16,000 s.f. retail and 430 car parking

**3rd & Union Apartments**  
Indiana University  
102 beds, 84,000 s.f. student apartments, LEED New Construction Gold

**Reeve Residence Hall**  
Indiana State University  
352 beds, 135,000 s.f.

**University Hall**  
Marian University  
193 beds, 53,177 s.f.

**The Lux at Central Park**  
University of North Carolina  
Chapel Hill, North Carolina  
699 bed, 338,000 s.f. student apartments

**The Alpha**  
University of Oregon  
700 beds, 395,000 s.f. incl parking garage

**The Langston**  
Cleveland State University  
290 Beds

**The Collegiate on Patterson**  
Indiana University  
685 beds, 287,200 s.f.

**Rector Village**  
DePauw University  
132 Beds, 62,000 s.f.



**BRANDON D. BOGAN, AIA, LEED AP**  
**PRINCIPAL**



Brandon has been with CSO Architects since 2002. Along with excellent design skills, he has a unique ability to listen

and understand the needs of our clients. Brandon is very talented at managing his team while maintaining an intense focus on the client's needs. He is experienced at overseeing all aspects of complex projects from start to finish and has an outstanding record of projects completed on time and within budget. Brandon's portfolio includes collegiate residence halls and academic buildings, performing arts centers, museums and research laboratories. CSO Architects is proud of the number of repeat clients that we have worked with over the years and Brandon has contributed greatly to those relationships.

**EDUCATION**

Ball State University - Bachelor of Architecture and B.S., Environmental Design

**PROFESSIONAL AFFILIATIONS**

American Institute of Architects

LEED Accredited Professional

**COMMUNITY INVOLVEMENT**

Alpha Tau Omega, Delta Rho Chapter Board of Trustees

**PROJECT EXPERIENCE**

**Honors College and Residences**

Purdue University  
750 beds, 300,000 s.f. with 40,000 s.f. academic space

**3rd & Union Student Apartments**

Indiana University, Bloomington, Indiana  
84,000 s.f. apartments, 102 beds  
LEED Gold Certification

**The Lux at Central Park, Chapel Hill**

University of North Carolina, Chapel Hill, North Carolina  
293,816 s.f. new apartment complex, 194 units, 608 beds

**The Collegiate on Angliana**

University of Kentucky, Lexington, Kentucky  
348,851 s.f. four building apartment complex 700 beds

**The Collegiate on Patterson**

Indiana University, Bloomington, Indiana  
685 beds, 287,200 s.f.

**Reeve Hall**

Indiana State University, Terre Haute, Indiana  
135,000 s.f. new student housing, 352 beds

**Park Hall**

Ball State University, Muncie, Indiana  
162,000 s.f. residence hall, 512 beds  
LEED New Construction Silver

**Thomas J. Kinghorn Hall**

Ball State University, Muncie, Indiana  
205,000 s.f. new residence hall  
LEED New Construction Silver

**PROJECT EXPERIENCE**

**The Depot at Nickel Plate**

Flaherty & Collins  
Mixed-use development with residential and retail along with amenities and a parking garage.

**Sophia Square Apartments & Shoppes**

Carmel Redevelopment Commission, Carmel, Indiana  
28,980 s.f. new lofts  
Designed to LEED standards

**Innovation Park at Notre Dame**

University of Notre Dame  
South Bend, Indiana  
50,000 s.f. new health and research building, Certified LEED New Construction Silver

**Louise E. Addicott and Yatish J. Joshi Performance Hall**

Indiana University, South Bend  
Renovation of a lecture hall to a recital hall

**The Palladium at the Center for Performing Arts**

City of Carmel, Indiana  
160,000 s.f. new concert hall

**Joyce Ames School of Art**

Illinois Wesleyan University, Bloomington, Illinois  
47,320 s.f. total with 19,750 expansion and 27,570 s.f. of renovation





# Enhancing Our Clients' Success

Our Corporate & Development Studio is proud of our efforts to enhance our clients' success. The following projects demonstrate

- Axis
- Artistry
- The Depot at Nickel Plate
- Sheraton Residences
- Sophia Square Apartments & Shoppes
- Indianapolis Diagnostics Company
- Innovation Park
- Cummins Seymour Engine Plant



CAPTRUST TOWER



Axis is a mixed-use residential/retail project occupying an entire City Block on the north end of downtown Indianapolis, Indiana. When complete, it will consist of 325 luxury residential units wrapped around a 435 space poured in place parking structure.

The one- and two-bedroom units feature granite countertops, roman soaking tubs, and stainless steel appliances. Below the residences, at street level, will be a new 47,000 square foot Marsh grocery store.

Residents will have access to amenities such as a fitness center, heated saltwater pool, and sundeck.

#### PROJECT INFO

**CLIENT**  
Flaherty & Collins Properties

**SQUARE FOOTAGE**  
47,000 Marsh grocery store

**RESIDENTIAL UNITS**  
325

**PARKING STRUCTURE**  
435 spaces

**COMPLETION DATE**  
Under construction



Artistry is a mixed-use project designed on a brownfield site. This involved gutting and rehabilitating an existing 1960's cast-in-place banking operations center to accommodate a new 5-Story, 362,000 square foot Residential, Office, and Retail structure that occupies a half city block in downtown Indianapolis. The project is one of the catalysts for the Market East Cultural District, established to recognize the area for its architectural design, urban planning, and cultural significance.

The owner's intent was to build up from the existing structure, which required negotiating a number of potentially awkward column locations. Ultimately, this became a feature of the building design as the column placement dictated a wide array of residential unit variations and influenced the façade. By addressing these challenges with unique design solutions, the owner is able to offer tenants more layout options and the building boasts a more dynamic façade that brings new life to the streetscape.

An open third floor pool and recreation deck will provide dramatic views of the downtown area for all residents along with two interior courtyards with a fountain, vegetable garden, bocce court and putting green. The project is seeking LEED certification for its many environmentally sensitive features.

#### PROJECT INFO

##### CLIENT

Milhaus Development, LLC

##### SQUARE FOOTAGE

68,000

##### NUMBER OF FLOORS

5

##### RESIDENTIAL UNITS

258 Studio, 1-bedroom, and 2-bedroom

##### AWARDS

Indy Chamber Monumental Award for Real Estate Development

# The Depot at Nickel Plate



Located at the corner of 116th Street and Municipal Drive in the emerging community of Fishers, The Depot at Nickel Plate will provide an upscale blend of residential and retail uses in a pedestrian friendly mixed-use development. Plans call for residential units, retail, dining, and entertainment amenities. Construction is currently underway for a parking garage with approximately 400 spaces, a 20,000 square foot retail space for Marsh Supermarkets and approximately 211 residential units.

## PROJECT INFO

### CLIENT

Flaherty & Collins Properties

### SQUARE FOOTAGE

20,000 - retail space

### RESIDENTIAL UNITS

211

### PARKING STRUCTURE

400 spaces

### COMPLETION DATE

Under construction



# The Residences at Keystone Crossing



The Residences at Keystone Crossing involved the conversion of the 12-story, south tower of the existing Sheraton Hotel at Keystone at the Crossing into approximately 130 apartment units. Apartment units range in size from 487 square feet to 1,290 square feet.

The first floor lobby renovation will be completed in two phases, the first of which included the design of 1,500 sf leasing office. Phase two will include the first and second floor public areas in the south tower.

## PROJECT INFO

### CLIENT

Flaherty & Collins

### SQUARE FOOTAGE

118,569

### NUMBER OF FLOORS

9

### RESIDENTIAL UNITS

129

### AWARDS

# Sophia Square Apartments & Shoppes



CSO Architects was commissioned to design a 217,160 s.f. apartment building with 201 units consisting of a mix of 1, 2 and 3 bedroom units, apartment amenity spaces, and 59,200 s.f. of white box retail space. The building is a four-story wood structure over a precast concrete base over a two level 400 space underground garage. The apartments include full kitchens with private sleeping areas featuring walk-in closets and personal storage space. The project is registered to receive LEED Silver Certification and utilizes a number of energy saving details including above standard insulation, green roof areas, water saving fixtures, and regionally produced materials. A central, public courtyard was designed to be utilized for local art and music fairs, as well as to provide pool and amenity space for the apartments.

## PROJECT INFO

### SQUARE FOOTAGE

438,800

### NUMBER OF FLOORS

4

### PARKING STRUCTURE

2 level, 400 space underground

### COMPLETION DATE

2011

# Confidential Healthcare Company Office and Lab Consolidation



CSO was retained for programming, planning and design to consolidate five labs into one combined space that incorporates the latest features in open, flexible and collaborative laboratory and office design.

The building is located on the Indianapolis campus of an international pharmaceutical and diagnostics company. In order to complete this 55,569 s.f. building, an outdated production facility in the central hub of the warehousing, production, testing and office space of the complex was razed to make room for the new project.

This two story building with lab and testing space on the first floor and flexible office space on the second incorporates design that is focused on context, function, form, elements, space, light and color. A light, open and vibrant environment has been created that recognizes the importance of good environmental stewardship to enhance both employee success and comfort, as well as the long term effect on the natural environment.

## PROJECT INFO

### CLIENT

Confidential

### LOCATION

Indianapolis, Indiana

### SQUARE FOOTAGE

55,569

### NUMBER OF FLOORS

2

# City of South Bend/University of Notre Dame Innovation Park



CSO Architects was commissioned by The University of Notre Dame, the City of South Bend and the regional economic development organization to design a multi-phase technology incubator park. The buildings are intended to be leased primarily to companies interested in developing new technologies and to University researchers. The first phase included a 50,000 gross square foot new building and associated site work including underground utilities, parking, drives, and landscaping.

High-technology collaborative areas, fully-equipped conference rooms, build-to-suit office suites and dry and wet laboratory space give researchers the resources they need to focus on accelerating their business. The building is designed to be expanded by at least 30,000 gross square feet in the future.

## PROJECT INFO

### CLIENT

City of South Bend/University of Notre Dame

### LOCATION

South Bend, Indiana

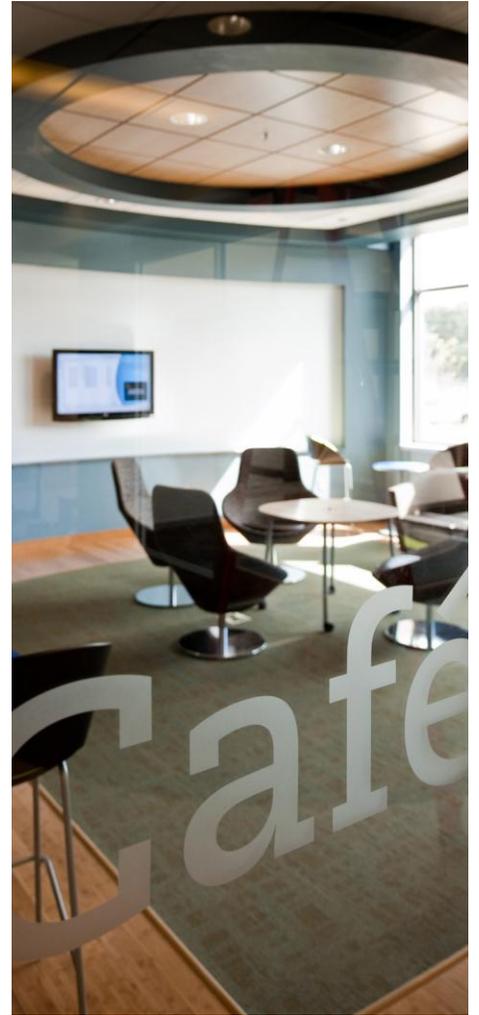
### SQUARE FOOTAGE

50,000

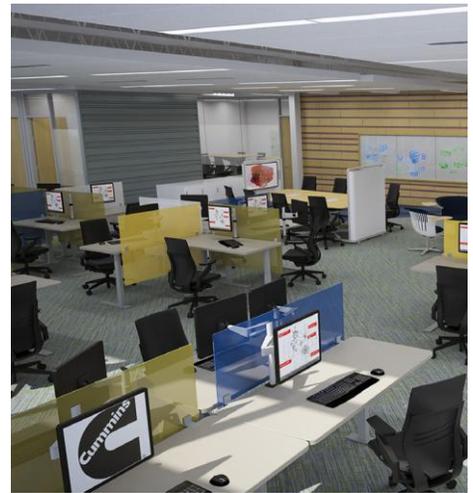
### AWARDS/FEATURES

Certified LEED New Construction, Silver

IIDA Indiana, Good Idea Award



# Cummins Seymour Engine Plant



The project is an 89,354 SF addition to the existing Seymour Engine Plant, and it includes a 67,200 SF new 2-story office building, a 4,000 SF kitchen & Dining facility and a new 5,700 SF entrance to the Engine Plant.

The office addition is designed to uplift and inspire Cummins finest engineering minds, providing naturally lighted and highly flexible office environments with many types of interactive, technology-rich collaboration spaces. The modern dining facility is designed with the flexibility to also function as a large meeting space, with carefully designed acoustics and appropriate lighting. Throughout the interior, highly durable, “machine aesthetic” materials have been used to bring the “shop environment” into the office facility, with polished concrete, metal panels and exposed structural, mechanical and electrical systems.

The exterior of the project has also been designed to express “Cummins engineering prowess.” The main entrances incorporate dramatically cantilevered steel canopies, which are reminiscent of Columbus, Indiana’s iconic red suspension bridge. The office building’s exterior has been designed with an advanced “Engineered Skin,” incorporating an exterior daylighting and shading system. Each of the primary exterior facades (west, north and east) has been “purpose designed” to respond to their specific and unique solar orientations, like a “bespoke suit.”

## PROJECT INFO

### CLIENT

Cummins, Inc.

### LOCATION

Seymour, Indiana

### SQUARE FOOTAGE

101,000

### NUMBER OF FLOORS

3



## 5. Developer Qualifications

### 5.7 Experience with Energy Efficient Innovations

Flaherty & Collins Properties is experienced and familiar with various innovations and strategies regarding energy efficiency.

#### Green Initiatives

Flaherty & Collins is familiar with the National Green Building Standards of the National Association of Home Builders, as well as with LEED standards associated with the U.S. Green Building Council.

Flaherty & Collins Properties' Construction Team employs a full-time project manager who specializes in green building, and works closely with the development and construction team to ensure successful third-party certification upon project completion.

Our most recent projects have all achieved either a LEED or NGBS rating, including The Boulevard at Oakley Station in Cincinnati, Ohio, which was awarded Silver LEED status this past summer after opening in late 2013. The Depot at Nickel Plate in Fishers, Indiana, which is scheduled to complete construction in early 2015, features a number of upgrades intended to produce energy efficiency, including NEST® programmable thermostats and stainless steel, energy efficient appliances.

Nearly all of our affordable housing developments feature energy efficiencies, including Energy Star rated appliances, low-flow water fixtures, low VOC sealants, energy efficient windows, renewable doors and cabinets, HVAC system upgrades, indoor air quality,

See also Section 2.7 – Green Building Features.



**FLAHERTY & COLLINS**  
PROPERTIES

[www.flco.com](http://www.flco.com)

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