



# Economic Review Panel

PLANNING DIVISION  
DEPARTMENT *of* COMMUNITY  
*and* NEIGHBORHOODS

**To:** Historic Landmark Commissioners

**From:** Cheri Coffey, AICP – Assistant Planning Director  
801-535-6188 or [cheri.coffey@slcgov.com](mailto:cheri.coffey@slcgov.com)

**Date:** August 3, 2017

**Re:** Potential Members for Economic Review Panel for Bishop Place Economic Hardship Application

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At the July 6, 2017 meeting of the Historic Landmark Commission, the Commission passed a motion to deny the demolition of the nine (9) contributing structures associated with Bishop Place located at approximately 430 North 300 West. The applicant has filed an application for Economic Hardship review.

As part of the Economic Hardship Review process, a panel of three people review the economic hardship application and make a recommendation to the Historic Landmark Commission as to whether they believe the applicant has demonstrated that denial of the demolition requests deprives the applicant of all reasonable economic use or return on the subject property.

The makeup of the Economic Review Panel includes a member who is chosen by the Historic Landmark Commission. Staff has contacted four individuals who have stated they would be willing to serve on the panel. Those people include:

- Amy Rowland
- Lewis Francis
- Michael Ferro
- Shalae Larsen

I first contacted these people in the spring and they were all willing to serve as long as their schedules were free. At this time, I have heard from Amy Rowland and Lewis Francis that their schedules may allow for them to serve on the panel in August / September. I have attached each of their resumes. The Commission could also choose someone else.

At the August 3, 2017 Historic Landmark Commission meeting, the Commission will be asked who they would like to serve on the Economic Review Panel.

Thank You

## **Amy Rowland**

**Director - National Development Council**

**423 W 800 S, Ste. A-313**

**Salt Lake City, UT 84101**

**Tel: (801) 557-1537**

[arowland@ndconline.org](mailto:arowland@ndconline.org)

### **Professional Summary**

- *Over 28 years experience in housing and community development.*
- *Full working knowledge of financial underwriting for community real estate development.*
- *Experienced in non-profit organization management and administration.*
- *Skilled in real estate development project management from conception through project financial structuring, construction completion and lease-up, using a variety of financial resources, including equity and debt, both private and public.*

### **Sept 2013 - Present**

#### **National Development Council, New York, NY**

*Field Director*

- Provides leadership in the Greater Salt Lake Area for NDC's community development, affordable housing and small business lending, investment and technical assistance work in Utah.
- Provides technical assistance to municipal and non-profit clients along the Wasatch Front.
- Responsible for \$10MM Community Development Loan Fund, capitalized by local lenders.
- Certified NDC Housing Finance Trainer, teaching intensive affordable housing finance courses to national participants several weeks each year.

### **Sept 2011-Sept 2013**

#### **National Affordable Housing Trust, Columbus, OH**

*Vice President of Development and Originations*

- Provided development consulting services to NAHT's five non-profit member organizations on Low Income Housing Tax Credit preservation and new construction projects in a dozen states throughout the United States.

### **May 2001-July 2011**

#### **Mercy Housing, Denver, CO**

*National Development Services*

*Vice President of Real Estate Development*

- Directed Mercy Housing's multi-family real estate development projects in five western states.
- Managed consulting services team for Mercy's external clients, including affordable housing planning for non-profit health care systems throughout the United States.
- Specialized in development of affordable family, senior, and special needs rental housing using financing tools such as the Low Income Housing Tax Credit program and HUD's senior housing and special needs programs.
- Financially restructured HUD preservation projects in multiple states, using LIHTC, conventional financing and TCAP funds to cover substantial rehabilitation work.
- Formed Mercy Housing affiliate in Utah, recruited Board of Directors and led Mercy Housing's development efforts in Utah.

- Assessed real estate development and preservation opportunities in new markets across the country with Mercy Housing's healthcare partners.

**Nov 1996 – Aug 2000**

**Bank of America Community Development Banking Group, San Francisco, CA**

*Vice President*

- Launched Bank of America Community Development Bank's office in Utah, and provided construction and tax exempt bond underwriting and real estate analysis for affordable housing projects proposed to Bank of America in multiple western states.
- Monitored construction loan disbursements and construction progress on projects financed by Bank of America in Utah, Nevada, and Western Colorado.
- Guided the Bank's strategy and marketed the Bank's affordable housing loan products and Low Income Housing Tax Credit Investments in Utah, Nevada, Idaho and Western Colorado.

**June 1988 - June 1996**

**North County Housing Foundation (now Community HousingWorks), San Diego, CA**

*Founding Executive Director*

- Founded the organization and guided its growth from a start-up to the top-producing nonprofit housing development organization in San Diego County, with full-time staff of fifteen.
- Raised over \$18 million in direct operating grants from public and private sources.
- Guided organization's merger with local social service agency, resulting in a multi-faceted organization serving homeless and working poor of San Diego County
- Received numerous local and national design and planning awards, with projects published in local, national and international design and planning journals, including recognition by TIME Magazine and three American Institute of Architecture National Honor Awards.

**Education and Training**

**University of California, Los Angeles, CA**

Master of Architecture and Urban Planning

**University of Utah, Salt Lake City, UT**

Bachelor of Arts, Urban Design (magna cum laude) Phi Beta Kappa Honor Society

**Development Training Institute, Baltimore, MD**

National Internship in Community Economic Development

**Neighborhood Reinvestment Institute Certificates**

Development of Mutual and Cooperative Housing, Community Housing Land Trusts, Neighborhood Revitalization Methods

**Other Professional Trainings and Experience**

Certified Housing Development Finance Professional, Strategic Planning for Nonprofit Organizations, Tax Exempt Bond Financing, FHLB Affordable Housing Compliance, HUD Advanced Preservation Training

## JONES WALDO



### LEWIS M. FRANCIS

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Phone: 801-521-3200  
VCard

#### FIRM:

Shareholder

Member, Board of Directors

Leader, [Franchise Law Practice Group](#)

Leader, [Immigration Law Practice Group](#)

#### PRACTICE FOCUS:

Litigation

[Franchise Law](#)

#### EXPERTISE:

- Litigating, arbitrating and mediating disputes involving [franchise](#) agreements, arbitration clauses, trademarks, copyrights, unfair competition and land use decisions in various state and federal jurisdictions across the United States.
- Has successfully pursued and opposed both preliminary injunctions and permanent relief.
- Well-versed in obtaining the necessary [immigration](#) visas for specialized temporary employees, such as those qualifying for H-1B, TN, O or L visas, as well as securing U.S. permanent residency ("green card") for immigrant workers.

#### CAREER:

Clerkship, Honorable Gregory K. Orme, Utah Court of Appeals, 1994-1995

#### EDUCATION:

S.J. Quinney College of Law, University of Utah, Salt Lake City, Utah, J.D., *Order of the Coif*, 1993

- *Utah Law Review*

University of Utah, Salt Lake City, Utah, B.S., *magna cum laude*, Economics & Spanish, 1986

Instituto de Estudios Europeos, Madrid, Spain

#### REPRESENTATIVE CASEWORK:

[Jones Waldo Litigation Team Wins \\$30 Million Verdict](#)

[Michigan Court Orders Out-of-state Arbitration](#)

[Rib City Franchising, LLC v. Bowen](#)

#### LANGUAGE:

Spanish

#### PERSONAL:

In addition to living and working in Madrid, Spain, Lewis has traveled extensively through Mexico and Central America.

#### DEPARTMENTS

Business

Litigation

#### AREAS OF PRACTICE

Franchise Law

Immigration

Intellectual Property Litigation

#### INDUSTRY AWARDS



Chambers USA, General Commercial Litigation, 2011

*Utah Business Magazine*, Legal Elite, 2015

#### BAR ADMITTANCE

1993, Utah  
U.S. Court of Appeals, Ninth, Tenth,  
and Eleventh Circuits and U.S.  
Supreme Court

2012, California

# Michael Ferro

Michael's extensive knowledge in general contracting, real estate development and real estate brokerage is drawn from years of experience since his career began, in 1985.

Ferro is a native of Southern California where he learned the construction trade from the ground up working for the family business, Ferro & Sons Construction. In order to gain a greater depth of experience, he joined Irvine based general contractor, Breton Construction in 1985 and in 1988 became a Vice President for Birtcher Construction Limited (MBK) in Southern California.

Ferro attended the University of Utah from 1980 to 1982 and went on to earn a Bachelor of Arts degree in Real Estate Finance with a minor in Economics from California State University at Fullerton. In 1992, Ferro again relocated to Salt Lake City to join Union Pointe Construction Corporation as Vice President. In 1999 he joined InterNet Properties, Inc. and started the Development Services Division in order to service the construction needs of real estate clients, developers, and corporate users.

During his career, he has been involved with numerous construction and development projects encompassing commercial, industrial, office and multi-family housing projects as well as the development of build-to suit, sale-lease back and speculative development projects.

Michael's experience working with local and national development firms, general contractors, investment groups, real estate firms, architects, engineers, and in the sub-contractor industry, have proven substantially beneficial for his clients. His knowledge covers cost savings, value engineering, in-depth understanding of costing and scheduling while also providing a greater overall value for their construction dollar. Michael is currently affiliated with NAIOP, Utah Investment Council, and ICSC.

# Shalae A. Larsen

## **Biography**

### **Education**

- BLA, Landscape Architecture & Environmental Planning, Utah State University
- MA, Architecture, University of Utah

### **Honors & Awards**

- Merit Award for the Browning-Hall Historic Landscape, Awarded by the American Society of Landscape Architects, Utah Chapter. American Society of Landscape Architects, 06/2006
- Honor Award for Excellence in the Study of Landscape Architecture. Awarded by the American Society of Landscape Architects, Utah Chapter. American Society of Landscape Architects, 06/2002

## **Biography**

Shalae A. Larsen is an award winning Licensed Landscape Architect, and emerging urban designer who is working toward interdisciplinary design integration with a focus on the ecology, sustainability, and vibrancy of the urban landscape. Shalae has a Masters degree in Architecture from the University of Utah. Shalae's project experience and strengths focus on a strong understanding of regional ecosystems and the integration of that understanding into built systems that utilize the dynamics of nature as a fundamental design element.

### **Affiliations**

- The Junior League of Ogden , President, 04/2012 - 04/2013
- American Society of Landscape Architects (ASLA), Member, 06/2011 - present
- Weber County Heritage Foundation (WCHF), Board Member, 03/2008 - 03/2012
- IO Design Collaborative , Principal Landscape Architect, 08/2006 - present
- Ogden City Planning Commission , Planning Commissioner, 06/2004 - 06/2006