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<td>TEAM</td>
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BACKGROUND

COMPLETE NEIGHBORHOOD MODELS

The foundation of “Complete Neighborhoods” begins with the premise that good places to live include a mix of uses, varied housing types, environmentally sensitive and sustainable design, and access to jobs, education, services, recreation, transit, and culture. Complete Neighborhoods use a variety of metrics to measure success, including:

- A diverse population in terms of age, race, ethnicity, and social-economics.
- Inclusive leadership engagement that supports diverse faiths and cultures.
- Practical policy, designed to encourage good land use, good design and green building solutions, as well as affordable rents.
- Access to city amenities for young professionals, young families, empty-nesters and seniors.
- Stimulus, often in the form of micro-lending options, designed to help small business growth and create local jobs.
- Government involvement to support social service needs.
- Sustainability.
- Walkability.
- Green space or parks.

Our research has led to a number of examples of “Complete Neighborhoods” developed in the United States and across the globe. Specifically, Canada is starting to measure the success of cities (and neighborhoods) based on a series of metrics that include education, skills, commerce, social well-being and environmental quality. The Kresge Foundation is using a similar approach to their investments in the City of Detroit, and Carnegie Mellon University has studied neighborhood strength and success as a way to measure the results of investments in the City of Pittsburgh.

EXAMPLE GOALS

There are a number of examples of “complete neighborhood” goals, some of which are quite broad and some of which are very specific, as the examples below demonstrate:

Kresge Foundation (Troy, MI)
Mission: Creating access and opportunity in underserved communities, improving the health of low-income people, supporting artistic expression, increasing college achievement, assisting in the revitalization of Detroit, and advancing methods for addressing global climate change.
Goals: Foster sustainability, increase economic opportunity and stabilize property values and the city’s tax base by investing in neighborhoods that are magnets for new residents and that sustain existing residents.

Focus Area Overview: As citywide decisions about density and changes in land use emerge, we will help develop a framework for investing in neighborhoods. We will link those investments with strategies to create stronger neighborhood schools, preschools and other youth development systems. We will also work to ameliorate the impact of foreclosures. With city residents and other partners, we hope to help build confidence as well as safe, walkable neighborhoods with education and health services.

**FCS Urban Ministries (Atlanta, GA)**

- I will never do for others what they have (or could have) the capacity to do for themselves.
- I will limit my one-way giving to emergency situations and seek always to find ways and means for legitimate exchange.
- I will seek ways empower the poor through hiring, lending and investing and use grants sparingly as incentives that reinforce achievements.
- I will put the interests of the poor above my own (or organizational) self-interest even when it may be costly.
- I will take time to listen and carefully assess both expressed and unspoken needs so that my actions will ultimately strengthen rather than weaken the hand of those I would serve.
- Above all, to the best of my ability, I will do no harm.

**Bureau of Planning and Sustainability (Portland, OR)**

Goal: 80% of neighborhoods deemed “complete” in 25 years

Factors that contribute to “complete” neighborhoods (Must have at least 5 of 7 factors):

1. Pedestrian Streets with sidewalks on at least one side
2. Bicycle 1/4 mile to a Trail or Greenway
3. Transit 1/2 mile to MAX or 1/4 mile to Frequent Service or 1/8 mile to Regular Service
4. Parks 1/2 mile to a Neighborhood Park and 3 miles to Community Center
5. Healthy Food 1/2 mile to Store
6. Commercial Services 1/2 mile to business/service cluster
7. Elementary School 1 mile to a public elementary school
Tony Hsieh: “Downtown Project” (Las Vegas, NV)
Collisions: We look at and measure “collisionable hours”, meaning the number of hours that someone is out and about in the neighborhood in a public or semi-public way (sidewalks, parks, bars, restaurants, cafes) that creates an opportunity for serendipitous interactions to occur.

Co-Learning: We look at and measure the number of co-learning hours where people in the neighborhood are learning from each other, through mentorship, classes, talks, workshops, etc.

Connectedness: We look at and measure the number and depth of connections between people in the neighborhood.

Purpose Built Communities (National Organization)
Five Core Principles
1. A specific neighborhood with a defined geographic footprint
2. Quality mixed-income housing to replace failed low-income housing and to deconcentrate poverty
3. A strong cradle-to-college education pipeline to erase academic achievement gaps
4. A suite of community facilities and support services to support low-income/attract middle-income families.
5. A dedicated, results-oriented lead organization to drive execution of complex project.

RESOURCES
Partnership for Sustainable Communities (HUD, DOT, EPA)
www.sustainablecommunities.gov

Kresge Foundation
http://kresge.org/programs/detroit/complete-neighborhoods

Portland, OR
http://www.portlandonline.com/portlandplan/index.cfm?c=58269&
SITE VISITS

HISTORY

Purpose Built Communities is a non-profit consulting organization that provides support to local groups in revitalizing neighborhoods, providing pathways out of poverty and creating economically diverse communities. Founded in 2009, Purpose Built Communities grew out of the revitalization of East Lake Meadows in Atlanta, Georgia led by local developer and philanthropist Tom Cousins. Purpose Built Communities currently boasts 10 member communities, while working with dozens more across the United States.

THE MODEL

The Purpose Built Model for neighborhood revitalization is built on three pillars:

- Mixed-Income Housing – Create high quality mixed-income housing that offers the environment and amenities to help all residents thrive
- Cradle to College Education – Build a cradle to college education pipeline that ensures student growth, learning and achievement at every level.
- Wellness – Introduce community wellness programs and facilities that include spaces to play, learn and improve health.

The Model also relies on a strong Lead Organization that acts as a community quarterback, working closely with neighborhood residents, public and private stakeholders, and investors. The Lead Organization also creates a sustainable funding stream and serves as a single point of responsibility for revitalization efforts. In every Purpose Built Community, the Lead Organization is a new organization created specifically to address local neighborhood needs.

ONGOING SUPPORT

Purpose Built Communities, led by Greg Giornelli, has provided support to the Grand Rapids team in a number of ways:

**Strategic Planning Session** – Greg Giornelli visited Grand Rapids to review the fundamentals of the Purpose Built Model and to assist in goal-setting. While the pillars of Purpose Built are foundational for every member community, each neighborhood bring its own unique challenges, and each community must craft its own approach to solving problems.
Purpose Built Conference – Members of the Grand Rapids team attended the Purpose Built Conference in September, 2014. Other Purpose Built Members were in attendance and topics ranged from neighborhood resident engagement to early childhood brain development. Of note was the wide variety in both the physical characteristics of each neighborhood and the organizational approach to implementing strategies.

Site Visits – Purpose Built organized and arranged site visits to East Lake (Atlanta, GA), Northside (Spartanburg, SC) and Woodlawn (Birmingham, AL). Major observations were as follows:

East Lake – 20 years into its development. Features strong Charter School, now Early Childhood through High School, which served as a magnet to attract residents to on-site mixed income housing. They successfully transformed Drew Academy from the worst performing school in Atlanta to the best. Education was touted as the lynchpin for the project, and a strong and controlled “pipeline” credited for its success.

Northside – An example of urban redevelopment, Northside is similar in scale to the Grand Rapids effort. Still in its infancy, one of the highlights of this community is its “Voyagers” program. Residents were recruited to be leaders in the revitalization effort, receiving leadership training to support their work.

Woodlawn – A similar urban redevelopment, Woodlawn followed parallel paths of property acquisition and community engagement for 18 months before publicly launching the initiative. At the time, Alabama did not allow charter schools, so a Memorandum of Understanding was created with the Public School System, focusing on the neighborhood high school, as well as the feeder middle school and 3 out of 4 feeder elementary schools. Similar to East Lake, control of the pipeline was deemed crucial in achieving outcomes.

KEY TAKEAWAYS

- Educational approach, whether charter or public, focuses on pipeline control
- Community engagement approach varied greatly, and seemed more closely tied to the strengths of leadership than to a specific strategy.
- All communities differentiated between a “target” area, which was the focus of property development efforts, and “impact” area, which included residents, business and non-profits to be partners in the initiative.
- A separate and distinct lead organization was deemed crucial. It would be too difficult for an existing non-profit to focus energies without diluting its core mission.
- “Early wins” were credited for gaining resident trust – items like broken street lamps and cracking sidewalks were easy to fix and gave the Lead Organization credibility.
LOCAL MARKET CONDITIONS

INDUSTRIAL

Industrial and manufacturing are on the rise in the United States, and the forecast for construction in these industries is strong for 2015. AIA’s Consensus Forecast, which is based on other construction related forecasts including McGraw Hill, Moody’s, Reed’s and ABC, predicts continued growth in the market. The Urban Land Institutes “Emerging Trends in Real Estate 2015” shows prospects in industrial and manufacturing continuing to trend upward from a rebound in 2010.

Locally, there is evidence that manufacturing and light industrial facilities are in short supply. Colliers International’s 2015 West Michigan Commercial Real Estate Forecast Report also forecasts a strong industrial market. “As the region continues to attract national and international manufacturers, industrial inventory has been stretched near its limits.”

“Executives with Colliers International, which hosted its annual economic forecast breakfast on Friday, Jan. 16, said they see no slowdown in the recovery that began four years ago...West Michigan’s appetite for industrial real estate is starting to generate new construction after most of the existing usable space has been filled, (Duke) Suwyn said. Several new buildings are under construction and more new construction is likely as the region’s manufacturing sector continues to expand and attract new companies, he said.”

–Jim Harger, MLIVE January 16, 2015

“The industrial market in the region saw positive absorption in three of 2014’s four quarters, and Colliers predicts a “net year-end total of 472,600 square feet absorbed — pushing the overall occupancy rate past 94 percent,” according to its report...Overall, 2014 saw an increase in both sales and leasing activity, with the market executing about 101 sales and 123 leases, which were 25.8 percent and 12.2 percent increases from the 75 sales and 108 leases of 2013. The problem now is that space is running out.”

RESIDENTIAL

The market for all forms of housing continues to improve. The Urban Land Institute provided the following rankings, on a scale of 1 to 9, for Residential Development Prospects for 2015 as follows:

- Infill and intown housing: 4.10
- Senior / Elderly Housing: 3.88
- Single Family: High Income: 3.63
- Single Family: Moderate Income: 3.57
- Multifamily Condominiums: 3.29
- Affordable Housing: 3.23
- Second and Leisure Homes: 2.70
- Manufactured Home Communities: 2.36
- Golf Course Communities: 1.87

The Brookings Institute reviewed data from the Census Bureau and found that metro areas grew by about 2.3 million. Seventy-five percent of the nation’s metro areas gained in population and in all but 5 of the 50 fastest-growing metro areas, the largest contributor to growth was net migration, not higher birth rates. Shifting demographics are a contributing factor:

“Population growth has been shifting to the core counties of the USA’s 381 metro areas, especially since the economic recovery began gaining steam in 2010. Driven by young professionals and retiring Baby Boomers who like living in cities, the trend is ‘180 degrees’ from the last decade’s rush to the exurbs, says William Frey, a demographer at Washington’s Brookings Institution, a research and policy group.”

- Greg Toppo and Paul Overberg, USA TODAY March 27, 2014

Grand Rapids is no exception to the new demand for urban housing:

“The Grand Rapids-Wyoming housing market is poised to be the 11th best place in the U.S. to buy a house in 2014, according to a Forbes.com article on ‘Best Buy Cities’...The article forecast a 3-year growth forecast of 27 percent...The Grand Rapids-Wyoming market was the top Midwestern market on the list.”

- Jim Harger, MLIVE Dec 31, 2013
For landlords, Grand Rapids is the nation’s best market for doing business, according to a survey by All Property Management, a Seattle-based online network of property management services. It’s the second year in a row where Grand Rapids has scored the highest among 75 metropolitan areas surveyed by APM. “Grand Rapids remained the top score in the country due to its strong jobs growth, strong rental prices and continued escalation in home prices,” according to the survey, which ranked the markets by six factors.

- Jim Harger, MLIVE Feb. 21, 2014

NEIGHBORHOOD IMPACT

An article published on May 4, 2015 in the New York Times entitled “An Atlas of Upward Mobility Shows Paths Out of Poverty” explores neighborhood quality factors that affect children’s success found through a recent study:

“…geography does not merely separate rich from poor but also plays a large role in determining which poor children achieve the so-called American dream.

How neighborhoods affect children ‘has been a quandary with which social science has been grappling for decades,’ said David B. Grusky, director of the Center on Poverty and Inequality at Stanford University, who was not involved in the research. ‘This delivers the most compelling evidence yet that neighborhoods matter in a really big way.’

Raj Chetty, one of the study’s authors, has presented the findings to members of the Obama administration, as well as to Hillary Rodham Clinton and Jeb Bush, both of whom have signaled that mobility will be central themes of their 2016 presidential campaigns. After more than 15 years of mostly mediocre economic growth and rising income inequality, many families say they are frustrated and anxious about trying to get ahead.

‘The data shows we can do something about upward mobility,’ said Mr. Chetty, a Harvard professor, who conducted the main study along with Nathaniel Hendren, also a Harvard economist. ‘Every extra year of childhood spent in a better neighborhood seems to matter’…[these neighborhoods] have elementary schools with higher test scores, a higher share of two-parent families, greater levels of involvement in civic and religious groups and more residential integration of affluent, middle-class and poor families.

A related piece in The New York Times explores Kent County specifically, noting:

“Kent County is very bad for income mobility for children in poor families...

Location matters – enormously. If you’re poor and live in the Grand Rapids area, it’s better to be in Ottawa County than in Kent County or Muskegon County. Not only that, the younger you are when you move to Ottawa, the better you will do on average. Children who move at earlier ages are less likely to become single parents, more likely to go to college and more likely to earn more...

Kent County... [is]among the worst counties in the U.S. in helping poor children up the income ladder. It ranks 488th out of 2,478 counties, better than about 20 percent of counties. It is relatively worse for poor boys than it is for poor girls. Although bad for poor children, it is above average for higher-income children...

Across the country, the researchers found five factors associated with strong upward mobility: less segregation by income and race, lower levels of income inequality, better schools, lower rates of violent crime, and a larger share of two-parent households. In general, the effects of place are sharper for boys than for girls, and for lower-income children than for rich.”


The Center for Housing Policy’s report, “The Role of Affordable Housing in Creating Jobs and Stimulating Local Economic Development”, studied the economic impact of quality, affordable housing on a local community. In the report, the term “affordable” was used broadly to encompass all housing developed at levels affordable to low- and moderate-income households, including subsidized housing as well as sound, unsubsidized mortgage products available to low- and moderate-income households.

In the report, a study from the National Association of Home Builders was cited, which demonstrated the job impact the construction of 100 units of low income housing created during construction and over the long term. An estimated 80 jobs are directly supported in the construction and supply of materials and services. An additional 42 jobs are “induced” by the spending generated by these construction wages. Finally, 30 jobs are created by the long term economic activity of the housing residents.

The report cited a variety of case studies across the nation, from Minnesota to Pennsylvania to Kansas and
Seattle. The net “multiplier” effect of housing construction, in both indirect and induced effects, ranged between $.91 and 1.28 for every construction dollar spent. A 2009 Minnesota Housing Finance Agency study also demonstrated the tax revenue benefits of housing construction:

“Over two years (2006-08), an investment of $260.1 million in affordable housing leveraged roughly $470 million in additional public and private funds and resulted in nearly $1.4 billion in direct, indirect, and induced economic activity. This level of activity generated roughly $62.5 million in state and local tax revenue.”

Locally, Downtown Grand Rapids, Inc. demonstrated in a January 2014 presentation the effects of housing on retail. Market rate housing was estimated to generate $15,559 annually in retail spending, with affordable housing generating $7901 annually. Housing and retail success go hand in hand.

Together, both studies demonstrate the impact housing has both on the retail market and on local economic conditions. Housing supports strong businesses, and strong businesses support job creation, which provides the income to support housing. Strategies to revitalize Cottage Grove and Eastern Avenue must support both business and residential use to maximize the economic impact and create sustainable neighborhoods.
OUR MISSION STATEMENT

To improve the quality of life and economic sustainability of neighborhoods of high unemployment through strategic investment and development that supports job creation, fosters socioeconomic diversity, provides a return on investment, and actively promotes collaboration among community businesses, organizations, and residents.
DEMOGRAPHIC STATISTICS

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<thead>
<tr>
<th>Year</th>
<th>Eastern Ave.</th>
<th>Grand Rapids</th>
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<tr>
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<td>Total in Labor Force 16 and Older(^7)</td>
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<td>2010</td>
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<td>2012</td>
<td>Number of Food Service/Retail Businesses(^8)</td>
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<td>41.97%</td>
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<td>2012</td>
<td>Number of Government or Legal Industries(^9)</td>
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<tr>
<td>2012</td>
<td>Number of Manufacturing Businesses(^9)</td>
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<td>4,626</td>
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<td>% Manufacturing Businesses(^9)</td>
<td>1.27%</td>
<td>19.88%</td>
</tr>
<tr>
<td>2012</td>
<td>Number of Industrial Businesses(^9)</td>
<td>3</td>
<td>1,591</td>
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<tr>
<td>2012</td>
<td>% Industrial Businesses(^9)</td>
<td>3.80%</td>
<td>6.84%</td>
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<td>2012</td>
<td>Number of Healthcare Businesses(^9)</td>
<td>3</td>
<td>1,132</td>
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<td>2012</td>
<td>% Healthcare/ Social Service Businesses(^9)</td>
<td>3.80%</td>
<td>4.87%</td>
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Demographic information from: Community Research Institute http://www.cridata.org

\(^7\)ESRI 2010 Estimates, \(^8\)U.S. Census Bureau-Census 2000 SF3 P87, \(^9\)Infogroup Business Data Set
NARRATIVE DESCRIPTION

Eastern Avenue is a classic example of a major thoroughfare that was designed to support retail use for the surrounding neighborhoods. As the neighborhood has evolved, spaces have become vacant and underutilized, and the avenue no longer feels safe. There is decent housing stock surrounding Eastern Avenue, but there is no anchor to create a sense of place or a source of pride for the residents.

Restoring Eastern Avenue to its original intended use is a matter of cleaning up some of the worst of the properties and beginning to fill in vacant lots with active retail and restaurants. Through mixed use developments, housing above and behind small retail spaces can bring in revenue that supports lower lease rates for retail tenants. Efforts focused on a few blocks along Eastern could create enough momentum to spur future growth to the north and south.

COMPLETE NEIGHBORHOOD GRAND RAPIDS GOALS

Based on our team’s dialogue with both Bob Lupton, FCS and Greg Giornelli, Purpose Built Communities, we propose a three-tiered goal structure that will help us define success, track appropriate metrics, and identify key partners to be engaged in the development process:

**Needs**  – Goals we believe we must achieve in order to achieve our mission for the neighborhood.

**Wants**  – Supporting goals that will better ensure the outcomes we desire.

**Hopes**  – Impact we hope we can make indirectly, and through the work of others in building on the foundation we’ve laid in the neighborhood.

Because the history, current condition, and sound development planning for each neighborhood is different, we are proposing a different goal structure for each neighborhood.

**Goal**

To create a healthy inner city neighborhood through economic diversity.

The history of this neighborhood has been retail and mixed use development in support of the surrounding neighborhood. We believe that combining these uses with a more varied mix of rental housing will create greater diversity within the neighborhood that will create a stabilizing impact.
NEED
- Create and support greater housing diversity by adding 100 new units to the neighborhood in the next five years, either directly or through partnerships, with 50% being designated for low income residents.
- Create 25 local jobs through retail projects
- Return a profit on investment of XX% over XXX years

WANT
- Support neighborhood businesses through incubator opportunities. Increase “local” business by 25% in 5 years.
- Retail tenants to pay market rate leases in 7 years.

The potential result of our redevelopment efforts could be the creation of retail jobs that would support local residents. While this is not our primary focus, support of local businesses would create a greater sense of ownership within the neighborhood.

HOPE
- Support neighborhood businesses through incubator opportunities. Increase “local” business by 25% in 5 years.
- Increase employment – Meet or exceed Grand Rapids employment % in 10 years
- Increase median income – Meet or exceed Grand Rapids median income in 10 years
- Reduce crime – Meet or fall below Grand Rapids crime rate in 10 years
- Improve property values – Close the property value gap between the neighborhood and Grand Rapids by 50% in 10 years
- Improve vacancy rate – Close the property vacancy rate between the neighborhood and Grand Rapids by 50% in 10 years
- Improve Education- Close the high school graduation rate gap between neighborhood and Grand Rapids by 50% in 10 years
COMMUNITY PROFILE: COTTAGE GROVE
## Demographic Statistics

### Population / Employment

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<th>Grand Rapids</th>
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<td>2010</td>
<td>Total in Labor Force 16 and Older(^7)</td>
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<tr>
<td>2010</td>
<td>Employed(^7)</td>
<td>77.10%</td>
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<td>2010</td>
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<td>22.90%</td>
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### Businesses

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<th>Year</th>
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<th>Grand Rapids</th>
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<tbody>
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<td>Number of Distinct Businesses(^83)</td>
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<td>23,264</td>
</tr>
<tr>
<td>2012</td>
<td>Number of Food Service/Retail Businesses(^83)</td>
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<td>9,765</td>
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<td>20.59%</td>
<td>41.97%</td>
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<td>6.30%</td>
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Demographic information from: Community Research Institute [http://www.cridata.org](http://www.cridata.org)

\(^7\)ESRI 2010 Estimates, \(^83\)U.S. Census Bureau-Census 2000 SF3 P87, \(^83\)Infogroup Business Data Set
NARRATIVE DESCRIPTION

Cottage Grove’s history as an industrial district surrounded by worker housing is a model that can work again. High demand for industrial and manufacturing space across Michigan offers the potential to create jobs that can provide a living wage. The neighborhood’s proximity to downtown, highway access and appropriately sized parcels make the neighborhood attractive to businesses looking to create a presence in Grand Rapids.

Residents would have access to jobs that are walkable from old, but solid, housing stock to the north and south. Renovated or new factories can be designed with a better sense of scale and aesthetic that would be more complimentary to the neighborhood. The creation of a connection corridor along Madison would create a sense of place, and link neighbors from the north to the south. This corridor could provide restaurants, retail or housing that would support workers during the day and residents at night.

COMPLETE NEIGHBORHOOD GRAND RAPIDS GOALS

Based on our team’s dialogue with both Bob Lupton, FCS and Greg Giornelli, Purpose Built Communities, we propose a three-tiered goal structure that will help us define success and, track appropriate metrics:

**Needs** – Goals we believe we must achieve in order to achieve our mission for the neighborhood.

**Wants** – Supporting goals that will better ensure the outcomes we desire.

**Hopes** – Impact we hope we can make indirectly, and through the work of others in building on the foundation we’ve laid in the neighborhood.

Because the history, current condition, and sound development planning for each neighborhood is different, we are proposing a different goal structure for each neighborhood.

Goal

To create a healthy inner city neighborhood through local job creation.

The history of this neighborhood is clearly one of manufacturing surrounded by worker housing. Given the current demand for manufacturing in Grand Rapids, with a 97% occupancy rate, combined with newer, clean manufacturing technologies that are more compatible with housing, we believe that returning the neighborhood to its former intended use will bring jobs and disposable income to the neighborhood. This will be the focus of our redevelopment efforts.
NEED

- Create 800 new jobs over the next 10 years
- Return a profit on investment of XX% over XXX years

WANT

- Secure 300 of the new jobs for neighborhood residents.

There will be little benefit to the neighborhood if the created manufacturing jobs go to non-residents. This will require some alignment of manufacturing businesses with the skillset of the residents during the development process, as well as partnerships with local job training programs.

HOPE

- Increase employment – Meet or exceed Grand Rapids employment % in 10 years
- Increase median income – Meet or exceed Grand Rapids median income in 10 years
- Reduce crime – Meet or fall below Grand Rapids crime rate in 10 years
- Improve property values – Close the property value gap between the neighborhood and Grand Rapids by 50% in 10 years
- Improve vacancy rate – Close the property vacancy rate between the neighborhood and Grand Rapids by 50% in 10 years
- Improve Education - Close the high school graduation rate gap between the neighborhood and Grand Rapids by 50% in 10 years

While our efforts will not directly focus on these outcomes, our hope is that through job creation, the community will create a more economically stable neighborhood that begins to rise out of poverty. We recognize that education is a key component of a pathway out of poverty. At the same time, safety is essential to the quality of life of the residents of the neighborhood.
VISION: EASTERN AVENUE CORRIDOR

CURRENT VIEW LOOKING SOUTH ON EASTERN
VISION: COTTAGE GROVE

CURRENT VIEW LOOKING NORTH ON MADISON
CONCEPTUAL VIEW LOOKING NORTH ON MADISON
CONCEPTUAL BIRDS EYE VIEW OF COTTAGE GROVE
COMMUNITY ENGAGEMENT

Community partners are an extremely valuable component to this project. Research and site visits show that the three key areas partners are needed are housing, education, and community wellness.

Conversations may be one-on-one or in a group with the intention to glean information or participation from some, and others may take place to inform. This should not be understood as an open community charrette.

Names in italics signify that an initial conversation has been had at this time. Moving forward, the appointed engagement team will identify the future meeting timeline and priority list, with an initial focus on meeting with partners who will be directive and financially imperative to the success of the project while identifying needs for low visibility and discretion.

As this is a neighborhood-focused project, we want to make sure that organizations currently playing important roles in community development feel involved and informed – not excluded – so they might partner in the continued success in the complete neighborhood.

Partners will also directly impact the programming and activation of the project: business leaders, educational institutions, and more, will be engaged as the project moves forward.

EDUCATION

0 - 12

KSSN

STUDENT ADVANCEMENT FOUNDATION

GRAND RAPIDS PUBLIC SCHOOLS

CONTINUING ED / JOB TRAINING

AQUINAS COLLEGE

CALVIN COLLEGE

GRCC

GRCC

GVSU

MICHIGAN WORKS!

MSU

THE SOURCE

WMCAT

HOUSING

NEW

HABITAT FOR HUMANITY

ICCF

KENT COUNTY LAND BANK

LINC

MIKE JACOBSEN

EXISTING

FAIR HOUSING CENTER

GRAND RAPIDS HOUSING COMMISSION

GENESIS NON-PROFIT HOUSING CORP.

HOME REPAIR SERVICES

LEE NELSON WEBER

KENT COUNTY DRAIN COMMISSION
Community partners are an extremely valuable component to this project. Research and site visits show that the three key areas partners are needed are housing, education, and community wellness. Conversations may be one-on-one or in a group with the intention to glean information or participation from some, and others may take place to inform. This should not be understood as an open community charrette.

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**COMMUNITY WELLNESS**

<table>
<thead>
<tr>
<th>JOBS / ENTREPRENEURSHIP</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AXIOS</strong></td>
<td></td>
</tr>
<tr>
<td>FRED KELLER</td>
<td>BAXTER COMMUNITY CENTER</td>
</tr>
<tr>
<td>GOODWILL</td>
<td>BOYS &amp; GIRLS CLUB</td>
</tr>
<tr>
<td><strong>GR URBAN LEAGUE</strong></td>
<td>FIRST AVENUE</td>
</tr>
<tr>
<td>GRAND RAPIDS BLACK BUSINESSES</td>
<td>GVSU JOHNSON CENTER</td>
</tr>
<tr>
<td>JC HUIZENGA</td>
<td>HOPE NETWORK</td>
</tr>
<tr>
<td>JOHN KENNEDY</td>
<td>LIVING WORD CHRISTIAN CHURCH</td>
</tr>
<tr>
<td>MARK PETERS (BUTTERBALL)</td>
<td>MADISON SQUARE CRC</td>
</tr>
<tr>
<td><strong>NOTIONS MARKETING (HERB LANTINGA)</strong></td>
<td>OAKDALE NEIGHBORS</td>
</tr>
<tr>
<td><strong>PARTNERS WORLDWIDE</strong></td>
<td>SALVATION ARMY</td>
</tr>
<tr>
<td>PRIDEGON AND CLAY</td>
<td></td>
</tr>
<tr>
<td><strong>RESTORERS</strong></td>
<td></td>
</tr>
<tr>
<td>SEEDS OF PROMISE</td>
<td></td>
</tr>
<tr>
<td>STANDARD LUMBER</td>
<td></td>
</tr>
<tr>
<td><strong>TALENT 2025</strong></td>
<td></td>
</tr>
<tr>
<td>WHAT’S NEXT</td>
<td></td>
</tr>
</tbody>
</table>

**OTHER INFLUENCERS**

The individuals and organizations listed below may encompass several of our key areas, or serve as a key influencer within our community.

*Italicized* names denote an initial meeting has been held:

<table>
<thead>
<tr>
<th>THE RIGHT PLACE</th>
<th>MEDC</th>
</tr>
</thead>
<tbody>
<tr>
<td>CITY COMMISSIONERS</td>
<td>CHAMBER OF COMMERCE</td>
</tr>
<tr>
<td>DIANA SIEGER (COMMUNITY FOUNDATION)</td>
<td>SEYFERTH PR</td>
</tr>
<tr>
<td>DOWNTOWN GR INC.</td>
<td>STEVE FABER</td>
</tr>
<tr>
<td>GRAND RAPIDS MAYOR</td>
<td>SUZANNE SCHULZ</td>
</tr>
<tr>
<td><strong>HUNTINGTON BANK</strong></td>
<td></td>
</tr>
</tbody>
</table>
IMPLEMENTATION

ACQUISITION

2014

• Conduct research, develop background information
• Research property in identified areas and begin initial planning

Q1 2015

• Receive permission and funding allowing Rockford to reach out to Priority 1 & 2 Parcels.
• Make contact with Pre-Acquisition partners as it relates to incentives and planning purposes
• Begin to secure additional funding via equity partners and debt

Q2 - Q4 2015

• Assess current land control and outside funding. Receive pre-construction funding allowing Rockford to perform due diligence.
• Begin to design site plans for specific block projects
• Initiate contact with prospective building users.

Q1 2016

• Total Project Evaluation – Test the viability of projects based upon land control, costs, partners, prospective tenants and financing.
• Continue to gain land control on Priority 1, 2 & 3 properties.

Q2 2016

• Make Go, No Go decision on properties under contract/option; begin planning construction schedules and entitlement capture.

Q3 - Q4 2016

• Begin to break ground on strategic projects within the neighborhoods.
PROPOSED DEVELOPMENT: EASTERN AVENUE CORRIDOR

Acquisition Strategy
The following guidelines will allow the acquisition team to acquire property in the most effective manner, bringing less attention to the neighborhood transactions; subsequently, accomplishing lower purchase prices, a greater success rate and a higher rate of return to investors.

- The acquisition team should be prepared to purchase parcels under various entity names.
- Attempt to place property under contract utilizing 9-12 month due diligence, resorting to compensating owners with an option payment if needed.
- Confidentiality Agreements should be considered when warranted.
- Most properties identified as Priority 1 & 2 shall be acquired prior to major construction taking place. Acquiring these properties prior to the beginning of construction will prevent property holdouts and raised pricing.

Below are the property characteristics which define the level of priority within the Key Development Area.

Priority 1
- Property controlled by friendly organizations with good intentions.
- Streetscape along Eastern Ave will be critical in changing the perception of the entire neighborhood.
- Property on the northernmost portion of the neighborhood will be key in carrying excitement and activity from the Wealthy St corridor.
- Large blighted parcels with major upside potential.
- Parcels currently occupied by detrimental businesses (liquor store)
**Priority 2**
- Property supportive, but not critical to Priority 1 construction.
- Parcels believed not to be available for sale.
- Space to be used as potential future expansion

**Priority 3**
- Key property believed to already be under contract with another developer
- Property supportive, but not critical to Priority 1 or 2 construction

**Project Matrix**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Number of Properties</th>
<th>Estimated Acquisition Cost</th>
<th>Estimated Acreage</th>
<th>*Estimated New Units</th>
<th>Estimated New / Renovated SF</th>
<th>**Estimated Construction Costs</th>
<th>Estimated Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority 1</td>
<td>13</td>
<td>$2,028,314</td>
<td>3.93</td>
<td>59</td>
<td>349,003</td>
<td>$7,074,000</td>
<td>$9,102,134</td>
</tr>
<tr>
<td>Priority 2</td>
<td>31</td>
<td>$3,347,741</td>
<td>5.44</td>
<td>82</td>
<td>270,993</td>
<td>$9,784,876</td>
<td>$13,132,617</td>
</tr>
<tr>
<td>Priority 3</td>
<td>12</td>
<td>$1,126,255</td>
<td>1.26</td>
<td>19</td>
<td>344,154</td>
<td>$2,284,174</td>
<td>$3,410,429</td>
</tr>
</tbody>
</table>

*15 units per acre

**Construction cost per unit = $120,000
Estimated Total Construction Cost assumes no specific financing, government incentives or partnerships.

**POTENTIAL JOB CREATION**

Job Creation resulting directly from new business (does not include construction related jobs or jobs induced from increased wages and disposable income).

**Target Goal = 25 neighborhood jobs (Retail jobs - 15,000 s.f. x 1 job per 400 s.f. = 37)**

**Eastern Ave. Neighborhood**
- 3,533 Labor Force x 29.1% unemployed = 1028 unemployed*
- 1 Mile radius 15,652 Labor Force x 23.4% unemployed = 3663 unemployed*
- 2 Mile radius 39,837 Labor Force x 20.6% unemployed = 8206 unemployed*

Goal = 800 Total, 300 from neighborhood

(Manufacturing jobs - 600,000 s.f. x 1 job per 750 s.f. = 800)

Assuming 10% of the unemployed labor force is qualified to fill new jobs created, neighborhood job creation goal can be met within roughly a one mile radius, and total job creation goal can be met within a two mile radius.
**PROPOSED DEVELOPMENT: COTTAGE GROVE**

**Acquisition Strategy**

The following guidelines will allow the acquisition team to acquire property in the most effective manner, bringing less attention to the neighborhood transactions; subsequently, accomplishing lower purchase prices, a greater success rate and a higher rate of return to investors.

- The acquisition team should be prepared to purchase parcels under various entity names.
- Attempt to place property under contract utilizing 9-12 month due diligence, resorting to compensating owners with an option payment if needed.
- Confidentiality Agreements should be considered when warranted.
- Most properties identified as Priority 1 & 2 shall be acquired prior to major construction taking place. Acquiring these properties prior to the beginning of construction will prevent property holdouts and raised pricing.
Below are the property characteristics which define the level of priority within the Key Development Area.

**Priority 1**
- Large, blighted parcels controlled by only a few ownership entities.
- Streetscape along Madison Ave will be critical in changing the perception of the neighborhood.
- Property on the northernmost and southernmost portion of the Key Development Area will bring the separated neighborhoods together.
- Parcels which allow for the construction of large, job producing Industrial buildings.

**Priority 2**
- Property supportive, but not critical to Priority 1 construction.
- Parcels which require intensive assemblage prior to construction.
- Space to be used as potential future expansion.

**Priority 3**
- Property currently occupied by a profitable business supporting the neighborhood.
- Property supportive, but not critical to Priority 1 or 2 construction

### Project Matrix

<table>
<thead>
<tr>
<th>Priority 1 Expectations</th>
<th>Number of Properties</th>
<th>Estimated Acquisition Cost</th>
<th>Actual Purchase Price</th>
<th>Estimated Acreage</th>
<th>*Estimated New / Renovated SF</th>
<th>***Estimated Construction Costs</th>
<th>Estimated Total Cost</th>
<th>***Estimated Job Potential</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>22</td>
<td>$10,436,302</td>
<td>25.13</td>
<td>437,941</td>
<td>$26,276,448</td>
<td>$36,712,750</td>
<td>584</td>
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<tr>
<td>Currently under contract</td>
<td>6</td>
<td>$5,424,000</td>
<td>$4,630,000</td>
<td>15.55</td>
<td>$16,259,592</td>
<td>$20,889,592</td>
<td>361</td>
<td></td>
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<tr>
<td>90 Day Outlook</td>
<td>20</td>
<td>$5,966,445</td>
<td>19.75</td>
<td>344,154</td>
<td>$20,649,240</td>
<td>$26,615,685</td>
<td>459</td>
<td></td>
</tr>
</tbody>
</table>

*Buildable Ratio 40%  
** Construction Cost PSF: $60  
*** Building Square Foot Per Job: 750

Estimated Total Construction Cost assumes no specific financing, government incentives or partnerships.
POTENTIAL JOB CREATION

Job Creation resulting directly from new business (does not include construction related jobs or jobs induced from increased wages and disposable income).

Cottage Grove Neighborhood 4,130 Labor Force x 22.9% unemployed = 946 unemployed*
1 Mile radius 12,606 Labor Force x 22.7% unemployed = 2862 unemployed*
2 Mile radius 39,783 Labor Force x 21.1% unemployed = 8394 unemployed* 

Assuming 10% of the unemployed labor force is qualified to fill new jobs created, neighborhood job creation goal can be met within the neighborhood boundaries.

*based on ESRI 2010 Estimates
MIKE VAN GESSEL
CHIEF EXECUTIVE OFFICER

PROFESSIONAL PROFILE
As a founding partner, Michael has brought the company to one of the Top 200 Contractors in the nation and the #1 contractor in West Michigan. In the company’s 28 year history, Rockford Construction has completed more than 4,200 projects totaling more than $3.8 billion. Michael oversees the vision and strategy of Rockford Construction, along with its Development and Trades teams.

Now, as CEO, Mike ensures client satisfaction, takes an active role in the community, strategizes Rockford’s long-term vision, and focuses on success with Rockford’s new ventures. Michael’s innovation and entrepreneurial spirit have served the company and the community well, as he works with civic leaders, non-profit organizations, and other visionaries to create a better future.

PROFESSIONAL ASSOCIATIONS
• Alumni of the Year, Catholic Central/West Catholic Schools, 2007
• Alumni Excellence Award, West Catholic High School, 2014
• Alumni Service Award, Michigan State University, 2009
• Steering Committee, Grand Rapids Chamber Regional Policy Conference, 2012
• Chairperson, West Michigan Environmental Leadership Network, 2011-Present
• Board Member, Economic Club of Grand Rapids, 2010-Present
• Campaign Cabinet Member, Boys and Girls Club of Grand Rapids Youth Commonwealth, 2012-Present
• Member, Talent 2025
• President’s Advisory Council, Davenport University, 2006-Present
• National Advisory Council, Rehoboth Christian School, 2005-Present
• Board Member, Calvin College Business Alliance, 2003-Present
• Board of Directors, Keystone Community Church, 2004-2012
• Member, BCBS Grand Rapids Business Advisory Board, 2009-Present
• Board Trustee, Davenport University Foundation, 2009-Present
• Member, Athletic Advisory Team, GRCS Centers of Excellence, 2009-Present
• Board Member, Legacy Trust, 2009-Present
• Member, GVSU Foundation, 2009-Present
• Member, CEOs for Cities, 2009-Present
• Board of Directors, The Right Place, 2009-Present
• Board Member, Catholic Secondary Schools Council
• Board Member, Christian Business Mens Committee
• Member, Greater Grand Rapids Home Builders Association, 1987-Present
• Board of Trustees Member, Aquinas College, 2010-2012
• Trustee, Grand Rapids Public Museum, 2010-2015
• Member, College of Agriculture and Natural Resources’ Advisory Council, Michigan State University, 2007-2011
• Campaign Cabinet Member, Mel Trotter Ministries, 2010-2012
• Board Member, West Michigan Minority Contractors Association, 2007-2011
• Member, GRPS’ Centers for Innovation Advisory Committee, 2008-2011
JENNIFER BOEZWINKLE
VICE PRESIDENT OF BUSINESS DEVELOPMENT - LEED-AP, R.A., AIA

PROJECT ROLE
Jen Boezwinkle is Vice President of Business Development and leads our sales efforts, with specific emphasis on Education and Healthcare opportunities. She brings extensive experience in sales, business development, and marketing throughout Michigan to our team.

Jennifer is a licensed architect and received bachelors’ degrees in English and architecture, as well as a Master of Architecture degree, from the University of Michigan. She most recently was a principal at the firm of TowerPinkster Architects/Engineers and led their higher education and commercial market sectors.

Prior to TowerPinkster, Jennifer served two years as Director of Marketing at Integrated Architecture and ten years with her own firm in Livonia and Grand Rapids.

Jennifer has a long history of serving Grand Rapids through various boards and non-profit organizations. Her dedication to our neighborhoods, our built environment, and our community will continue to grow through her work at Rockford Construction.

ADDITIONAL PROJECTS
- 2 East Fulton
- Central Michigan University
  - Press Box/Stadium Expansion
- Concord Community Schools
- East Lansing Public Schools
- Eastern Michigan University
  - Boathouse
- Northern Michigan University
  - Jamrich Hall Renovation
- South Lyon Public Schools
- Western Michigan University
  - Extended University Programs Master Plan
KURT HASSBERGER
CHIEF OPERATING OFFICER, PRESIDENT OF DEVELOPMENT

PROFESSIONAL PROFILE
Kurt Hassberger began practicing law in 1978 in the private sector before joining Rockford Construction in 1995 as general counsel. He has represented Rockford Construction on legal matters since 1988 with particular emphasis on zoning, municipal, and real estate issues until becoming Chief Operating Officer in 1997. He has represented private clients in general corporate, business, oil/gas, and municipal matters with particular emphasis on zoning and development issues, as well as, private developers on projects ranging from single family site condominiums to shopping centers.

PROFESSIONAL EXPERIENCE
• Chief Operating Officer, Rockford Companies (1997 to Present)
• President, Rockford Development Group (2011 to Present)
  Responsible for general company operational and legal issues, including land acquisition, leasing, formation of legal entities, zoning and municipal approvals, and financing issues pertaining to single family, multi-family, commercial, office and industrial developments.
• General Counsel, Rockford Construction Company, Inc. (1995 to 1997)
• Partner/Shareholder, Rhoades, McKee (1978 to 1995)
  Practiced law with this prominent Grand Rapids firm with emphasis on zoning, municipal, and real estate issues.

EDUCATION & TRAINING
• B.S. Degree, Psychology, Michigan State University, 1975
• Juris Doctor, University of Michigan, 1978

PROFESSIONAL ASSOCIATIONS
• Board of Directors, Rockford Companies
• Board of Directors and Past Chairman, Grand Rapids Downtown Alliance, 2003-Present
• Downtown Development Authority, Economy Action Group, 2011-Present
• Board of Directors, Grand Rapids Chamber of Commerce, 2003-2008
• Board of Directors and Past Chairman, Grand Rapids Better Business Bureau, 2001-2007
• Member, Grand Rapids Bar Association, 1978-Present
• Member, Michigan Bar Association, 1978-Present
• Board Member, Grand Rapids Art Museum
JIM REMINGA JR.
SENIOR VICE PRESIDENT - LAND & MASTER PLANNING

PROFESSIONAL PROFILE
Jim Reminga has served the design needs of the development community for four decades. That experience, combined with insights gained from risking personal dollars in real estate, make him a very unique source of professional development advice.

In 2012, Jim joined the Rockford Construction team after many years working as a consultant with the company. The long-term relationship and mutual respect between Jim and Rockford have led to an ideal partnership. Now, Jim stands ready to serve Rockford’s clients and partners with their land and master planning needs.

Jim is available to contribute to select clients and projects at many levels and in many ways, with a special skill in creative and efficient site planning. In addition, Jim has unique abilities (and a history of success) in the area of public approvals (rezoning, site plan approval, variances, etc.).

In 1979, Jim was one of the founding partners of Design Plus, Inc., a commercial architecture firm specializing in higher education, historic renovation, senior housing, and commercial developments. In 18 years with the firm, Jim was instrumental in building the brand to be one of quality design, community-wide planning, extensive relationships with civil and structural engineers and officials, and 10-state licensing.

Jim then went on to form Development Advisors Equity Corporation and Crossroads Ventures. Both companies are focused on real estate development and consulting for master planning needs.
PROJECT ROLE

Dan Bailey is an accomplished construction management professional with extensive experience working in a high performing organizational structure. Key experiences in capital planning/execution, project management, start-up management, operational engineering, cost optimization/reduction, lean manufacturing, continuous improvement, in-plant services, quality assurance and safety management.

Dan serves as a Project Executive and is responsible for Food & Beverage and Healthcare clients. He is known for the energetic leadership he brings to the projects that he directs. With more than 13 years’ experience in the construction industry, he is responsible for developing growth and generating program development, particularly for large, complex projects. His expertise lies in management of multifaceted project delivery systems to ensure not only continuity of plan to execution, but in the delivery of the best possible value for each client. Teammates and clients alike rely on his strong ability to access and manage construction challenges and opportunities. Under his guidance, project team members collaborate to create highly successful outcomes for all project stakeholders.

ADDITIONAL PROJECTS

• ADAC Automotive
• Ambulatory Surgery Center
  - Burnsville, Minnesota
  - Clovis, New Mexico
• Ferris Coffee & Nut
• Kellogg Company
  - Chicago, IL
  - Atlanta, GA
  - Augusta, GA
  - Battle Creek, MI
  - Cary, NC
  - Charlotte, NC
  - Salt Lake City, UT
  - Florence, KY
  - Gardner, IL
  - Grand Rapids, MI
  - Louisville, KY
  - Memphis, TN
  - Omaha, NE
  - Rome, GA
  - Rossville, TN.
  - San Jose, CA.
• Lakeland Health System
• Life EMS
• Macatawa Bank
• Metro Health
  - 34,000 SF MOB (LEED)
  - 66,000 SF MOB (LEED)
• Roskam Baking Company
• Spectrum Health
• Stiles Machinery
• Twin City Foods
  - 40,000 SF
TERRY BURT
DIRECTOR OF PROPERTY MANAGEMENT

PROJECT ROLE
Terry has more than 24 years of property management experience. Since joining Rockford, Terry has proven himself to be indispensable in numerous areas including strategic planning and scheduling, material and requirement planning, creative contract negotiation and administration, budgeting and cost control, purchasing, inventory management and control, database administration, public relations, and customer service.

Prior to joining Rockford, Terry worked for the Granger Group as the Director of Property and Asset Management. During this time he oversaw 11 properties that comprised of 18 buildings and 8 properties as assets with a total of 1 million sq. ft. of commercial, retail, and industrial property. Terry also worked as the Grounds Manager for Ford Motor and Land Development. He effectively managed an $11-million annual budget and developed grounds budgets for more than 60 commercial, corporate properties. In addition, he was personally responsible for the exterior maintenance for the Dearborn Fairlane Development, Ford World Headquarters, and Ford Research and Engineering Center.

As Director of Property Management for Rockford, Terry is responsible for the management of 1.5 million sq. ft. of commercial, retail, and industrial property. The management of these properties includes all budget preparation and execution, building operations, facility maintenance and repairs, tenant relations, and project management.

ADDITIONAL PROJECTS
- Dearborn Inn
- Fairlane Town Center Mall
- Grand Valley Homes
  - 180 Rental Properties
- Hyatt Regency Hotel
- Ritz Carlton
- Tournament Player Club of Michigan

EDUCATION & TRAINING
- B.S. Degree, Landscape, Horticulture, & Botany, Michigan State University
- A.S. Degree, Parks & Recreation Management, Northwestern Michigan University
- Hazard Communication Certified
JEFF EDWARDS
DEVELOPMENT PROJECT MANAGER

PROJECT ROLE
As a Project Manager for Rockford Development, Jeff is involved in pre-development planning, taking projects through the conceptual phase and entitlement process to site plan approval and construction. Jeff has spent nearly two decades focusing on urban redevelopment in the Midwest, working closely with municipalities, community organizations, and businesses to revitalize underutilized areas.

Jeff specializes in evaluating construction and renovation challenges, and accessing incentives programs (grants, loans, tax credits) to offset costs associated with site redevelopment. In the past 7 years, he has secured over $15 million in state and federal brownfield funds for projects throughout West Michigan.

Jeff is engaged in the community as an advocate for public-private partnerships through his work with the Urban Land Institute, serving as their West Michigan Programs Committee Chair. He also serves as President of West Michigan Trout Unlimited, focusing on restoration of our local coldwater resources through community partnerships.

ADDITIONAL PROJECTS
- Consumers Energy
  - JH Campbell Plant
- Fulton Street Farmers Market
- Grand Rapids Downtown Market
- Harmony Brewing Company
- ICCF
- Interurban Transit Partnership
- Kendall Building
- Mary Free Bed

- The Morton
- Plante Moran
- Rockford Construction Corporate Office
- Rylee’s Westside Ace Hardware
- Spectrum Health
- Trinity Health
- VanEerden Foods
- Wyoming GM Stamping Plant (Site 36)

EDUCATION & TRAINING
- B.S. Degree, Land Use Planning and Environmental Science, Central Michigan University
- ASFE Fundamentals of Professional Practice
- ACEC Project Manager Bootcamp
- National Brownfield Association Community Building

PROFESSIONAL ASSOCIATIONS
- West Michigan Programs Committee Chair, Urban Land Institute
- Member, National Brownfield Association
- Member, Grand Rapids Economic Club
- Member, Association for Corporate Growth – West Michigan
- Chapter President, West Michigan Trout Unlimited
BEN SIETSEMA
DEVELOPMENT ASSOCIATE

PROJECT ROLE
Ben Sietsema joined Rockford Construction as a Development Associate with experience in Commercial Real Estate Brokerage, Management, and Development. Ben brings innovation, creativity and knowledge to the team with participation in projects ranging from $100,000 to $20,000,000.

Ben spent the nearly three years preceding his time at Rockford Construction with a West Michigan Commercial Real Estate Brokerage firm. It was during these years he handled the acquisition, disposition and leasing of various property types, but more specifically he cultured the disciplines of tenant prospecting, due diligence management, market research and property valuation. Additionally, Ben has assisted in the management and administration of 132-unit apartment complex, been a partner in a start-up business, and contributed to the Operations Team at the 2010 PGA Championship.

RELEVANT PROJECTS
- 89 Ionia
- 560 5th Street
- Blue35
- Corium International
- Downs Custom Performance Automotive
- Trane HVAC Parts and Supplies
- Precision Aerospace
- The Morton
- Walker View

EDUCATION & TRAINING
- B.A., Business, Calvin College
- Real Estate Salespersons license, State of Michigan
- Certified Commercial Investment Member (CCIM), Candidate
- Third Level Selling, Bob Potter

PROFESSIONAL ASSOCIATIONS
- Committee Member, Mel Trotter Golf Outing, 2013 & 2015
- Scholarship Recipient, CCIM Start to the Pin Scholarship
- Selected Participant, Calvin College Athletic Leadership Retreat
- Member, CAR
- Member, MAR
- Member, NAR
- Advisory Board Member, Kent County Land Bank
SARAH ABEL
DEVELOPMENT COMMUNICATIONS MANAGER

PROJECT ROLE
Sarah Abel joined the development team at Rockford Construction to manage the launch of Blue35, a joint venture with Haworth that offers flexible coworking and event space in downtown Grand Rapids.

Following Blue35’s successful first year, Sarah returned to Rockford’s home office to serve in the newly created role of Development Communications Manager. In her new position, Sarah assists the development team in creating strategic communications plans to support new and existing projects, engages with neighborhood and community organizations, and participates in a number of internal programming committees.

Sarah brings extensive experience in communications, marketing, public relations, programming, and community engagement to Rockford. Her previous roles include working in support of the Grand Rapids Area Chamber of Commerce’s Center for Community Leadership and the Grand Rapids Public Museum. While at the GRACC, Sarah oversaw the communications support for the launch of Hello West Michigan, an employer-driven regional talent attraction and retention initiative, in addition to her role as the marketing and programming coordinator for the Chamber’s leadership and community orientation programs.

EDUCATION & TRAINING
- B.S. Degree, Public Relations, Northern Michigan University

PROFESSIONAL ASSOCIATIONS
- Graduate, Huntington Bank’s Rising Woman Leaders Program
- Graduate, Institute for Healing Racism
- Volunteer, Center for Community Leadership
- Member, Inforum

RELEVANT PROJECTS
- Blue35
- Fulton Place
- New Holland Brewing
- The Morton