

Proposal for Creating

The North Quarter Corridor Improvement District & Authority



the north
Quarter

Submitted by the North Quarter Steering Committee

Prepared by  NEIGHBORHOOD
VENTURES

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Executive Summary

The following is a proposal and request to the City of Grand Rapids from the North Quarter Steering Committee for the designation of a Corridor Improvement District (CID) for the area of Grand Rapids, MI known as “The North Quarter”.

The North Quarter is composed of the Cheshire Village Business District, Creston Business District, a portion of the Monroe North Business District, as well as the surrounding neighborhoods. Over the past 8 years, stakeholders in this neighborhood of Grand Rapids have gone through many meetings, planning sessions, and design charrette to produce a clear vision for this area. This vision includes safe neighborhoods, quality public spaces, thriving business districts with strong locally owned businesses, and a positive image that creates a sense of community pride. The North Quarter Steering Committee has determined that one of the best ways to begin to realize this vision is to create a North Quarter Corridor Improvement District (CID). The consensus priority of a safe and thriving neighborhood center can be made reality through the creation of a tax increment financing district that will provide the economic resources to improve and maintain public infrastructure, correct and prevent deterioration, and promote neighborhood aligned economic growth. The designation of a CID in the North Quarter would mandate the formation of a local Authority Board that will represent the needs of the community. Additionally, this Authority Board will be charged with writing a concrete development plan supported by financing for the district. The additional taxes generated from improvements made directly within the district would be reinvested in the district, in addition, further resources to realize improvements outlined in the redevelopment plan would be leveraged. Public-private partnerships of this type have been proven to revitalize distressed commercial areas throughout the country including other neighborhoods in our city. The North Quarter Steering Committee is encouraged by the wonderful potential that a partnership with the City and a neighborhood based Authority Board will have for the future of the North Quarter of Grand Rapids.

What is a Corridor Improvement District (CID)?

A CID is a predetermined area designated by the city to revitalize historical commercial and mixed-use business corridors that are located outside traditional downtowns. One of the main ways in which a CID helps fund qualifying public infrastructure improvements, marketing initiatives, and economic growth projects is through the use of Tax Increment Financing (TIF). Corridor Improvement Districts (CIDs) are established and operated in Michigan under Public Act 280 of 2005 and in Grand Rapids under City Policy 900-49.

The State of Michigan PA 280 is “An Act to provide for the establishment of a corridor improvement authority; to prescribe the powers and duties of the authority; to correct and prevent deterioration in business districts; to encourage historic preservation; to authorize the acquisition and disposal of interests in real and personal property; to authorize the creation and implementation of development plans and development areas in the districts;

to promote the economic growth of the districts; to create a board; to prescribe the powers and duties of the board; to authorize the levy and collection of taxes; to authorize the issuance of bonds and other evidences of indebtedness; to authorize the use of tax increment financing; to prescribe powers and duties of certain state officials; to provide for rule promulgation; and to provide for enforcement of the act.”

Tax Increment Financing (TIF)

One of the primary ways CIDs are financed is through Tax Increment Financing (TIF). Although other funds can be leveraged, TIF is a sustainable financing tool used to generate base funding in order to provide adequate funding for improvements within the district. As owners in the district make improvements to their property, the taxable value of those properties generally increase; therefore, their property taxes generally go up. This natural increase or “increment” in property taxes is “captured” by the CID and reinvested in various eligible improvements within the district. Tax Increment Financing promotes economic growth, encourages investment, and corrects and prevents deterioration in long established commercial corridors.

A Win-Win for everyone

Property taxes in the City of Grand Rapids account for only about 20% of General Fund Revenue, while income taxes account for about 34%. This is critical to note, as a future North Quarter CID would work to create a culture of investment in the area, generating not only tax increment for improvements to the district, but also creating jobs which generate income tax revenue for the City. In addition, the goal is that this culture of investment would spill into the surrounding area, inspiring surrounding property improvements, attracting new residents, drawing new businesses, and creating jobs, which generate even more tax revenue for all taxing jurisdictions.

Benefits of a CID to the North Quarter and Grand Rapids

- Utilizes TIF to complete improvement projects according to neighborhood priority while leveraging other dollars such as earned income and private, state, federal and philanthropic monies for district improvements
- Generates a clear plan to improve the district, implemented by an empowered neighborhood stakeholder-government partner framework – a proven national method for success
- Creates a district which fosters business investment from existing entrepreneurs and attracts complementary new business growth
- Encourages job creation, which produces more jobs for neighborhood residents and generates additional income tax revenue
- Encourages surrounding property improvements, increasing values of neighboring properties thus generating more property tax revenue

- Promotes greater interest in mixed-use development, broadening business location and residential housing options and increasing the tax base
- Brings more people into the district to shop for goods and services, thus generating more repeat customers for neighborhood businesses and increasing sales tax revenue
- Stimulates new commercial development in a neighborhood where additional private sector investment opportunity exists
- Improves the climate of community and economic development for residents and businesses alike
- Contributes to a healthy neighborhood which has the potential to decrease crime or the perception of crime, and increase public safety
- Creates an improved commercial core and public space that is appealing to neighborhood residents encouraging “pride in place” and visitor attraction
- Retains and empowers residents who can access jobs, goods and services in a walkable or transit oriented neighborhood
- Creates an outreach and coordination mechanism at the neighborhood level for City-financed projects
- Creates a public-private partnership with the City that enhances community neighborhood input to improve the district
- Forms collaboration with the City to expedite the process for enforcing building code violations and incenting property upgrades

Overview of Area

The map to the right shows the specific parcels included in the proposed North Quarter CID. The proposed area encompasses Monroe Avenue and Taylor Avenue from Colfax Street south to Coldbrook Street, Coldbrook Street east to Plainfield Avenue, and Plainfield Avenue north to Beechwood Street. The proposed area represented is comprised of 50.72% Commercial, 29.38% Industrial, 5.60% Residential, and 14.30% Institutional.



City Commission Goals and Requirements

This proposal is in alignment with the goals set out by city commission in their policy to establish Corridor Improvement Authorities, City Commission Policy 900-49 of November, 2007. As well, this proposal will address all of the requirements for designation of such a district including: proving that the North Quarter is a district in transition or decline, evidence of alignment with existing city and neighborhood revitalization plans, proven commitment to actively market the district, identification of additional resources to revitalize the area and plans to sustain the district.

The North Quarter is a neighborhood that has suffered due to significant decline in investment. Recently, the area has begun to experience limited spot reinvestment that is promising. However, serious challenges and disinvestment still characterize the neighborhood. A strong group of local stakeholders has been working for many years on plans to improve their neighborhood. As part of their work of neighborhood improvement, they have brought forth a proposal that ensures alignment with the requirements of the legislation, as well as City policy and plans, and neighborhood revitalization strategies. Detailed in this proposal are past, current and future community assets, additional resources, and partnerships to help ensure the success of a future North Quarter CID. The North Quarter Steering Committee recommends that the future North Quarter Corridor Improvement Authority Board utilize all possible funding mechanisms and leverage all positive partnerships for sustainability of revitalization in the North Quarter target area. By working in partnership with the City, the future Authority Board will organize work plans which are effective and impactful and will report yearly on progress to the City.

Bonding

The North Quarter Steering Committee recommends that the proposed North Quarter Corridor Improvement Authority not issue revenue bonds during the initial years.

Brownfields

The North Quarter Steering Committee is aware of the coordination needed when a property is eligible for development incentives, such as the Michigan Business Tax Credit and other tax increment financing for eligible activities related to brownfield properties, or other incentives pending State legislative approval. It is proposed that the future North Quarter Corridor Improvement Authority work with developers seeking incentives such as those aforementioned and explore all reasonable options to facilitate and expedite redevelopment in the North Quarter.

The North Quarter Steering Committee and Other Participants

The North Quarter Steering Committee is comprised of nine neighborhood business and resident stakeholders from the collaborative North Quarter area. In addition to this Steering Committee, many other interested community members have been actively involved in the visioning, planning, and consensus building process. They come from many sectors: business leaders, developers, property owners, residents, non-profit executives, religious leaders, and elected officials.

The North Quarter Active Stakeholders (Steering Committee in Bold)

Name	Affiliation
Shaun Biel	DeVries Companies
Duane Culver	Culver CPA Group
Boyd Griswold	The Griswold Group
Deborah Eid	Creston Neighborhood Association
Ruth Kelly	2nd Ward City Commissioner
Bob Kingma	Kingma's Market and Butcher Shoppe
Jenny Mikrut	ICON Sign
Laurie Williams	Star Collision CARSTAR
Larry Zeiser	Graydon's Crossing
Brett Alward	Sazerac Lounge
Deck Andrecziak	Property Owner
Lauren Baker	Resident
Joe Beckwith	My Personal Credit Union
Sandy Bloem	Economic Development Foundation
Troy Corrigan	KCCU
Omar Cuevas	Fifth Third Bank
Jessa Dutton	Neighborhood Ventures
Jim Freiburger	
Kristen Gibbons	GR Police Department
Ashley Gutierrez	My Personal Credit Union
Ruth Harper	American Opinion
Rinck Heule	Innerworkings
Patricia Hollemans	Gr8 Tastes
Pam Hudelson-Amante	Resident and Business Owner
Gord Huizen	Stonethrow
Mike Koelzer, R. Ph.	Kay Pharmacy
Megan Kruis	Resident
Patrick Kruisenga	Red Jet Café

Helen Lehman	New Development Corporation
Kathleen Lett	GR Economic Development
Mark C. Lewis	Neighborhood Ventures
Missy Lobezoo	KCCU
Kaylee Milanowski	Creston Neighborhood Association
Katey Morse	Resident
Tom Mort	Resident
Kyle Naumann	Naumann Group
Teresa Newmarch	Resident
Cathy Raidna	Greater Hopes
Breese Stam	GR Engineering
Sandy Stuckhardt	Creston Neighborhood Association
Greg Sundstrom	Grand Rapids City Manager
Roger Williams	Star Collision CARSTAR
Brandon Wilkey	Aquinas College
Greg Wyma	Edward Jones



The North Quarter Steering Committee has engaged the support services of Neighborhood Ventures in the writing of this proposal.

Launched in March 2006, Neighborhood Ventures is a non-profit community and economic development organization whose mission is to interject vitality into the heart of each neighborhood by revitalizing its business district.

Neighborhood Ventures was instrumental in the creation of two corridor improvement districts in Grand Rapids including Southtown and Uptown, and for their ongoing administrative services.

The FY 2012 Neighborhood Ventures Board of Directors:

1. President: Patrick Lonergan – Fifth Third Bank
2. Vice President:
3. Treasurer: Dan Meyering – Trillium Ventures MSV
4. Secretary:
5. Shaun Biel – DeVries Properties
6. Dante Villarreal – MI-SBTDC Region 7
7. Andrew Winkle – Locus Development
8. David Dee – Cooley Law School
9. Patrick Burds – Mercantile Bank of Michigan
10. Art Carver – Rockford Construction
11. Sarah Rainero – Michigan Economic Development Corporation

Neighborhood Ventures Staff

Executive Director: Mark C. Lewis

Programs Manager: Jessa Dutton

Introduction

History of Creston, Cheshire Village, and Monroe North

Crestonⁱ

The history of Creston largely revolves around the development of transportation routes in the area. North of the City limits, local farmers used Plainfield Avenue, a dirt road at the time, to deliver their goods to a market in downtown Grand Rapids. In 1857, Creston was annexed to the city. In 1858 was the completion of the depot for the Detroit, Grand Haven, and Milwaukee Railroad. The depot was built on the corner of Plainfield and Leonard, making Creston a bustling urban area with hotels like the Sherman, Occidental or Parnell, and Baldwin House for rail passengers. In the late 1800's, commercial activity began to develop along Plainfield Ave. There were fifteen grocers, seven meat markets, and five saloons.

Although most of its members were not from the neighborhood, the prestigious Kent Country Club established itself in Creston in 1904. By the 1920's and 30's a total shopping area was present including dime stores, drug stores, department stores, hardware, lumber, groceries, paint stores, sporting goods, a shoe repair, movie theaters, blacksmiths, stables, and plumbers. Creston High School was also built during this time. The major employers in the area were located along the river.

Further development of schools and community assets added to the growth of Creston in after 1950. Creston Christian School was built during the 1950s. Riverside Park School, constructed on the 21.3-acre park site, was the first combination of elementary and junior high schools in the city to be built in separate buildings but on the same property. The Plainfield Avenue Fire Station was constructed in 1951 and the Creston Branch Library was established in 1962. The founding of the Creston Neighborhood Association followed in 1977 and is still an active force in the neighborhood. In October 2003, Creston merged with the North End Neighborhood and the North Park neighborhood.

Cheshire Village

Cheshire Village Business District began as "North Plainfield." However, as development pushed north along Plainfield Avenue, the moniker became confusing as other commercial areas were springing up in the 1960's and 70's north of "North Plainfield." A new name and identity were needed.

A business association was created and the area was renamed "Cheshire Village" after the east-west street in the core of the area, Cheshire Drive. Since then, the association has fought to find identity and enhance the core commercial business district. With help from the city of Grand Rapids' Planning Department, the first Business Area Plan for Cheshire

Village was published in September 1986.

In 1991, the neighborhood rallied around long standing, anchor business Kay Pharmacy when a chain drug store was planning to build across the street. Plans were scrapped for the chain and Kay Pharmacy is still in business. Recently, a new mixed use development was built on the 2200 block which houses store fronts on the first floor and residential on the upper floors adding to the walkability and vibrancy of the district.

Monroe North

Monroe North Business District was once the old North Boundary of the city. It flourished in the late 1800's and early 1900's as part of the city's furniture manufacturing base. Monroe Avenue (then called Canal Street) housed many large factories such as the Berkey and Gay warehouse. However, by the 1940's Grand Rapids' furniture industry was crumbling to competition from the south. Many factories stood empty as more than a third had closed by 1945. The availability of space and of large warehouses has turned Monroe North into a very unique district with a mix of commercial and light industrial uses adjacent to downtown.

One catalyst project, north of Leonard has been the restoration of the Monroe Avenue Water Filtration Plant by DeVries Companies transforming the property into the historic yet functional Clear Water Place office facilities in 2004.

Demographic Summary

The North Quarter is comprised of two different residential neighborhoods: Belknap Lookout and Creston Neighborhood, the latter encompassing the majority of the area. The combined census data, taken from the Community Research Institute at the Johnson Center, for these two adjacent neighborhoods is as follows:

Age of Population for the North Quarter Neighborhoods

	2010	Percent	2000	Percent	Change ('00 to '10)
Total Population	28,448	100	29,751	100	-4.8%
Under 18	6,551	23.0%	7,755	26.0%	-15.5%
18+	21,897	77.0%	21,996	74.0%	-.5%

Source: http://www.cridata.org/Neighb_GR.aspx

U.S. Census Bureau, Census 2010 Summary File 1 (SF 1) and Census 2000 Summary Tape File 1 (STF 1)

Population by Race for the North Quarter Neighborhoods

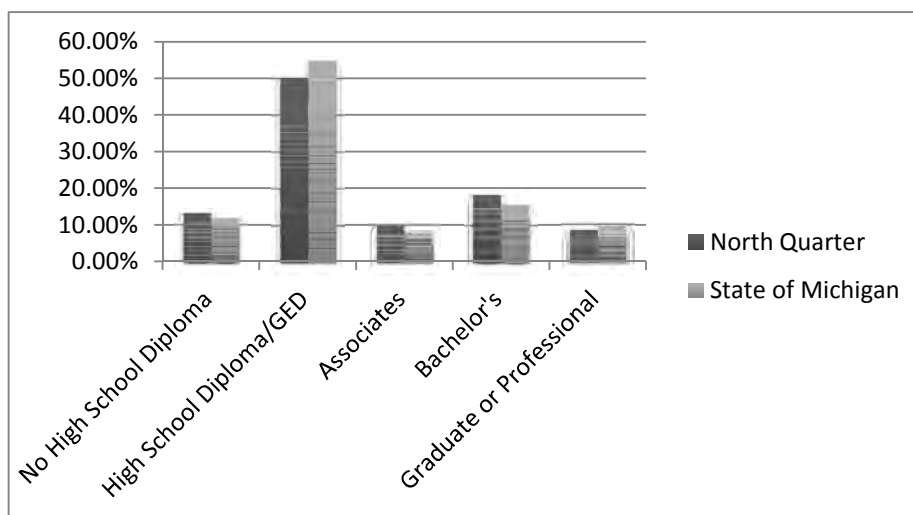
	2010	Percent	2000	Percent	Change ('00 to '10)
Total Population	28,448	100	29,751	100	-4.8%
White	21,882	76.9%	24,328	81.8%	-10.1%
Black/African American	2,999	10.5%	2,402	8.1%	24.9%
Hispanic/Latino	2,120	7.5%	1,709	5.7%	24.0%
Asian	400	1.4%	361	1.2%	10.8%
American Indian/Alaska Native	144	0.5%	216	0.7%	-33.3%
Other Races	41	0.1%	61	0.2%	-32.8%
Two or More Races	862	3.0%	674	2.3%	27.9%

Source: http://www.cridata.org/Neighb_GR.aspx

U.S. Census Bureau, Census 2010 Summary File 1 (SF 1) and Census 2000 Summary Tape File 1 (STF 1)

The total population in 2010 of the two neighborhoods surrounding the North Quarter is 28,448, which is a decline of 4.8% from 2000. The steepest decline has been in the group of persons under the age 18 with that age group experiencing a drop of 15.5% in the years from 2000 to 2010. The majority of the residents in this area are White at 76.9%, followed by Black at 10.5%, and Latino or Hispanic at 7.5%.

Educational Attainment in the North Quarter and State of Michigan



Source: http://www.cridata.org/Neighb_GR.aspx

ESRI 2010 Estimates

The target area benefits from a higher than average percentage of persons over age 25 with an Associates or Bachelor's degree in comparison to the state average as a whole. The percentage of persons over age 25 with any advanced degree in the North Quarter is 36.7% compared to the state of Michigan at 33.3%.

Recent North Quarter Initiatives:

Over the last nine years, North Quarter volunteer stakeholders have worked on a variety of initiatives. One requirement under City Commission Policy Number 900-49 is for the area to have plans in place at the time the application is made for a CID, which demonstrate the need for investment in a geographic area. This section of the North Quarter CID proposal takes a look back at the initiatives and plans of residents, property owners, business owners, nonprofit organizations, and other stakeholders.

Cheshire Village Business District Survey Results (Appendix A)

In 2003, Grand Valley State University Public Administration students surveyed business owners in the Cheshire Village Business District as part of a class project. The survey succeeded in updating a database of the existing businesses and queried the business owners in their impression of and vision for the district. Approximately 50 business owners or representative agents responded to the inquiry.

Michigan State University Commercial Revitalization Report (Appendix B)

Urban and Regional Planning Practicum students at Michigan State University (MSU) compiled this commercial revitalization report for the Creston Neighborhood in the City of Grand Rapids, Michigan. The students worked at the request of the Creston Neighborhood Association (CNA) and the Grand Rapids Extension office of MSU. The goal of the students was to assist the clients in the revitalization of the Creston Neighborhood Commercial District. This commercial district revitalization focused on particularly the stretch of Plainfield Avenue between Leonard Street and Sweet Street. The first portion analyzes the socioeconomic profile, conveying the age, income and race makeup of the Creston Neighborhood in comparison with that of the Grand Rapids Metropolitan area. The second section makes up the land use inventory, which accounts for each parcel's current location, classification, assessed value and overall building condition.

Creston Neighborhood Master Plan for Our Community (Appendix C)

In 2007, the Creston Corridor Initiative Committee, under the auspices of the Creston Neighborhood Association, commissioned the creation of a "Master Plan" for the Creston commercial corridor. This design charrette concentrated on the Plainfield commercial corridor between Leonard Street to the south and Dean Street to the north. Plan components include: existing neighborhood physical characteristics, area traffic counts, community concerns and opportunities, parking/wayfinding analysis, suggested streetscape and corridor improvements, and more.

Creston Business District Work Plan (Appendix D)

In 2007, a Steering Committee, with the supervision of the Creston Neighborhood and Business Associations, commissioned the creation of a “Work Plan” for the Creston commercial corridor in order to put a project list to the design improvements suggested in the March 2007 Master Plan. This neighborhood planning initiative focused on the Plainfield commercial corridor between Leonard Street to the south and Ann Street to the north, including some of the residential sections immediately adjacent to or paralleling the corridor. Plan components include: retail gap analysis, drive time estimates, plans for sustainability and capacity building, district identity, branding and special events, transportation and parking, streetscape improvements, and more.

North Quarter Steering Committee

The North Quarter Steering Committee was formed as a direct result of the Creston Business District Work Plan, which identified the need to implement a corridor improvement district in the area. This team, led by business owners and community stakeholders, began meeting in May 2011 and has since met on a monthly basis. Two subcommittees have met on a monthly basis as well, working to involve and educate stakeholders on the process and benefits of establishing a CID and working with the affected taxing jurisdictions. The team has been diligent in engaging educating community stakeholders, as well as working with government entities to gain support for this project.

Request for North Quarter Corridor Improvement Authority

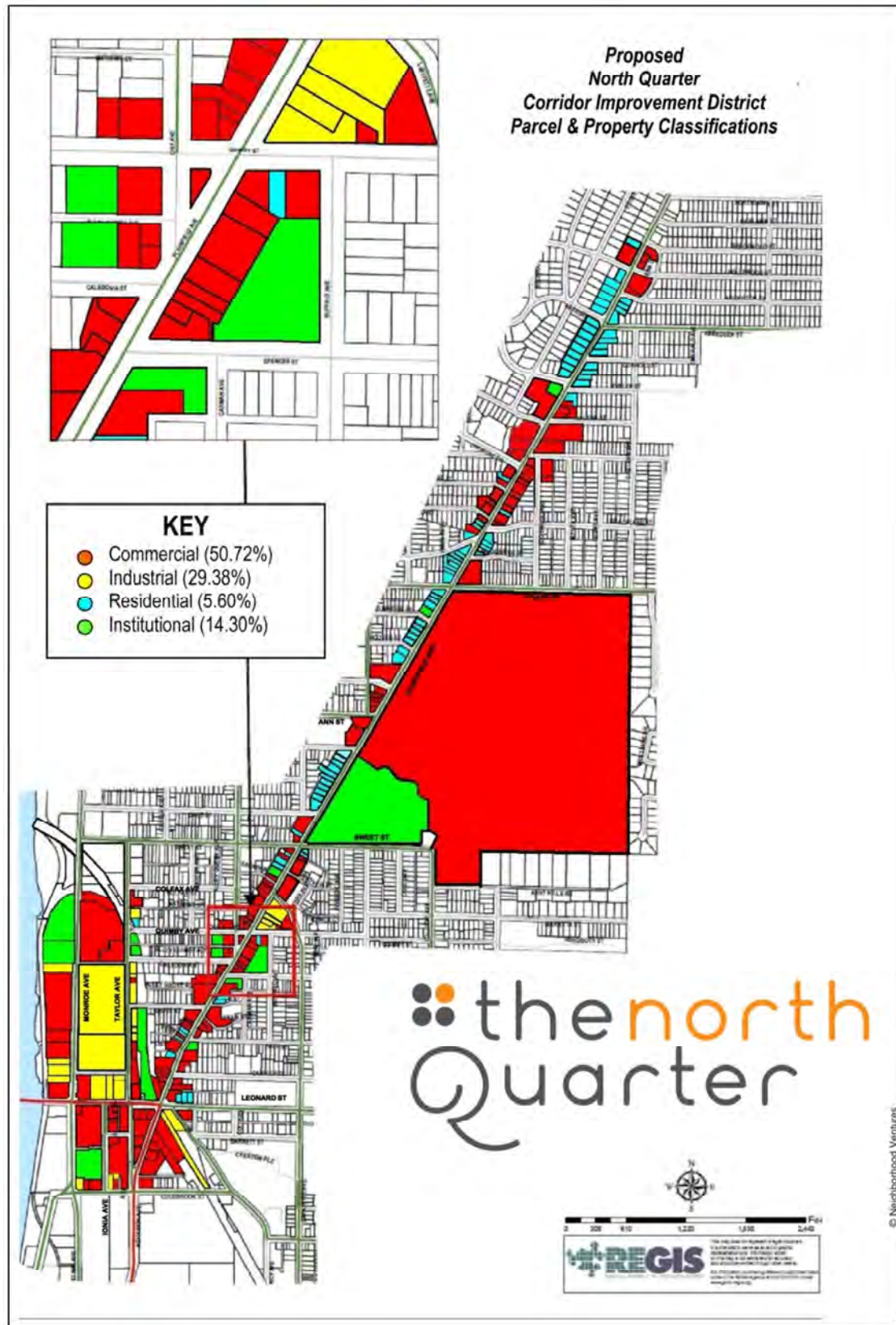
With the passage of the State of Michigan Act 280 of 2005 and City of Grand Rapids Policy 900-49 of 2007, Corridor Improvement Districts are an allowable tool to be used to strengthen and revitalize urban commercial corridors which have experienced disinvestment. The North Quarter Steering Committee requests the designation of a Corridor Improvement District and the establishment of a Corridor Improvement Authority to correct and prevent further deterioration and encourage development in the Cheshire Village Business District, the Creston Business District, and a portion of the Monroe North Business District, along the corridors of Monroe Avenue and Plainfield Avenue.

Corridor Improvement District Description:

The map below outlines the proposed boundaries for a North Quarter Corridor Improvement District. These boundaries fall within the requirements of the Act including road classification, contiguity, use and zoning. The proposed improvement ideas outlined in this request would take place within the boundaries of the proposed development area. The proposed boundaries encompass Monroe Avenue and Taylor Avenue from Colfax Street south to Coldbrook Street, Coldbrook Street east to Plainfield Avenue, and Plainfield Avenue north to Beechwood Street.

The total ground floor square footage of properties within the development area is: 1,972,165.98 square feet. Of this total, the commercial area represents 50.72% or 1,000,375.88 square feet.

Proposed CID Parcel Map



Zoning Description of the CID

1. TN-LDR (Traditional Neighborhood - Low Density Residential) describes most of the Creston neighborhood; surrounding much of the proposed CID. The TN-LDR District is intended to protect established development patterns, consisting predominantly of medium-low density residential development in the form of detached single-family houses and two-family dwellings sited on individual lots. Pockets of medium-to high-density residential development are generally found along transit route, near to business districts and along major streets. The redevelopment of sites shall remain consistent with the pattern of development; the rezoning of LDR areas to a Mixed Density Residential (MDR) designation may be appropriate in those circumstances. The conversion of single-family homes to multi-family use or a parking lot is not permitted, except as allowed in Sections 5.2.08.A, 5.2.08B, and 5.2.08C.

2. TN-MDR (Traditional Mixed Use Density Residential) describes a portion of the area in the proposed CID just east of Plainfield Avenue from Leonard Street to Sweet Street. The TN-MDR is intended to provide a variety of housing choices in a spatially diverse manner, while protecting established neighborhood patterns. Mixed-density neighborhoods are generally found along transit routes, near business districts, and along major streets. They often act as a transition between lower density residential development and non-residential uses. Redevelopment shall remain consistent with this pattern of development. The redevelopment of former commercial sites is a significant objective through context sensitive architectural designs and features common to area.

3. TN-TBA (Traditional Neighborhood - Traditional Business Area) The TN_TBA Zone District is designed to reinforce a pedestrian and transit-friendly environment in a compact area characterized by a mix of uses. Small lot sizes, storefront windows, observable building entrances, structures that abut the sidewalk and on-street or hidden off street parking all contribute towards the establishment of a pedestrian-orientated Zone District. A mix of small scale retail, service, entertainment, civic, and upper-level residential uses are encouraged to enhance the vitality of the areas. High quality architectural design and materials are important components to all structures to reinforce existing neighborhood character. New development on primary and secondary street frontages shall be compatible in use and scale with surrounding, existing uses and structures. The recommendations for Traditional Business Area in a Pre-World War II Neighborhood Context, Chapter 10, Section 10.4 of the Master Plan apply to these areas.

4. TCC (Transitional City Center) Parts of Monroe Avenue, Coldbrook Street, Leonard Street and Plainfield Avenue are zoned as a Transitional City Center district. A TCC district is the buffer district between the dense City Center Zone District and surrounding near-downtown neighborhoods. This District provides a transition in the intensity of the downtown development pattern for adjacent areas, however, it allows for more development than would ordinarily be allowed in general neighborhood commercial locations. The presence of

older, often historic, large warehouse buildings in such transition areas requires dense development for proper reuse of these structures. Sensitivity in the redevelopment of these structures and in new development is necessary to reinforce the unique physical characteristics of downtown and surrounding neighborhoods; ensure compatibility with adjacent land uses and structures; and to maintain neighborhood stability. Structures within this Zone District shall create and maintain a compact, transit-friendly, walkable mixed-use environment.

SD-OS (Special District – Open Space) The Open Space (OS) District is intended to accommodate natural or park-like settings and preserve selected open space land and uses from development pressures. This Special District is intended for public or private purposes, and may include parks, playgrounds, athletic fields, wetlands, floodplains and natural areas.

Land Use Description

The North Quarter is comprised of many different land uses. It is truly a mixed-use district along the main corridor of Plainfield Avenue. Many of the buildings on Plainfield exist with commercial purposes on the first floor with office or residential space inhabiting the upper floors. The surrounding area is mostly low density residential. Along Monroe Avenue the uses vary from light industrial to commercial to institutional.

Refer to the parcel map on page 16 or Appendix G for a classification for every parcel within the North Quarter.

Road Classification

Leonard Street – from Monroe Ave. east to Plainfield Ave.:

- Act 51 Designation – State Trunkline (Business US – 131)
- Functional Classification – Urban Principle Arterial
- Traffic Count: 29,011 (2009)

Monroe Avenue – from Leonard St. north to Sweet St.:

- Act 51 Designation - City Major
- Functional Classification: Urban Minor Arterial
- Traffic Count: 7,139 (2010)

Plainfield Avenue – from Leonard St. to Beechwood Ave.:

- Act 51 Designation - City Major
- Functional Classification: Urban Principle Arterial
- Traffic Count: 15,542 (2009)

Justification

According to the City Commission Policy 900-49, the North Quarter fits the description of a commercial corridor in transition or decline, indicated by its need for increased commercial activity, need for increased financial capacity of commercial property owners to restore, upgrade and expand their commercial buildings, and need for public and private infrastructure repair and upgrades. This area has seen years of disinvestment, although recently there has been sporadic reinvestment. There is also a strong stakeholder group that meets on a regular basis with a grassroots redevelopment plan for the area.

Area in Transition

According to the City of Grand Rapids' Master Plan, neighborhoods in transition are defined by the following:

- High/Low owner occupancy
- Low to moderate/improving construction quality and maintenance
- Some poorly managed rentals
- Stable to slightly decreasing/increasing property values
- Losing/gaining ground as a "first choice" neighborhood/shopping district

The mirroring characteristic can be applied to commercial corridors. Some key benchmarks seen in the North Quarter include:

- Low commercial occupancy rates (70%)
- Low to moderate commercial construction quality and maintenance
- Some quality new construction and building rehabilitation
- Inadequate maintenance of public space
- Lack of transparency/visibility into storefronts
- Stable to slightly decreasing commercial property values
- No ground as a "first choice" commercial neighborhood/considered inferior commercial district

Further, the North Quarter fits these characteristics of a neighborhood in transition due to these key findings:

- Public infrastructure in the North Quarter is significantly deteriorated and in dire need of enhancement and maintenance
- Street resurfacing improvements are planned for the Creston Area in 2012 that may include boulevard and bio-island enhancements
- Although these public infrastructure improvements will be an enhancement to the area, it is only for one portion of the district and other areas will still need further investment
- There has been some recent development however; many lots lie vacant, therefore providing opportunity for further development
- An estimated 30% of parcels in the North Quarter are currently vacant and/or underutilized buildings/parcels

- There is a history of, and continues to be, a high business turnover rate in commercial properties that are available for occupancy
- There are promising examples of improvements to the district, as showcased by the new investment: the opening of Red Jet Café on the crucial intersection of Coit and Plainfield and a recent infill building housing a few different store fronts in the 2200 block of Plainfield in the Cheshire Village District.
- Many of the (usable) commercial spaces are in disrepair or in a condition that are not conducive to business needs
- Most commercial properties continue to be significantly deteriorated and are in need of total building upgrades (structural, façade and interior)

As seen from the available data and research, the North Quarter is at a tipping point of transitioning into a vibrant commercial district or losing momentum and continuing decline. Much ground work has been laid to implement the community vision that was captured in 2007 at the Creston Corridor Initiative Charrette. A CID is the next necessary step to implementing this vision, shared by the community and the City, as outlined in the Master Plan, the Creston Neighborhood Work Plan, the Creston Corridor Initiative Report and other community redevelopment initiatives described above.

Demonstration for Need for Financial Assistance

The North Quarter is prime example of a business district in need of financial resources and tools for commercial property and business owners to restore and upgrade their commercial buildings and expand their businesses. As was previously outlined above, 30% of parcels still continue to be vacant lots, vacant buildings or underutilized properties. Historically, there has been a strong trend of disinvestment in most surrounding neighborhoods of Grand Rapids. A short drive or walk through this area confirms the need for assistance.

This mirrors a national trend of disinvestment in urban commercial corridors. However, neighborhoods with distinct character, inviting landscaping, walkable commercial districts, and a variety of retail, service, and public establishments can remain competitive in today's market. Public and private institutions have been seen to partner in this effort to provide a district with high value. In addition, public investment often leads to increased investment by the private sector. Improvements in commercial districts have been shown to have a positive effect on home values in the immediate vicinity which add to the city's tax base. Commercial district improvements include tree planting, median plantings, wayfinding signage, street lighting, and improved public spaces. These types of enhancements are specifically identified in the Project List from the North Quarter CID community visioning sessions.

Need for Increased Commercial Activity

As previously demonstrated, there has been positive investment in the North Quarter; however this has primarily been done by utilizing the resources and volunteer hours of the Creston Neighborhood Association. Community stakeholders recognize that while significant to improving the area, it is now the time to spur the commercial/business aspect of growth. A CID is a tool that will create a public-private partnership to specifically attract business investment for corridor improvement. The community has identified that business recruitment, public infrastructure upgrades, and private infrastructure development are critical to creating a community and business friendly climate and attracting further investment. As the business corridor becomes stronger and more of an asset to the surrounding community, both commercial as well as residential investment will occur.

Grand Rapids Market Area Profile

The Grand Rapids Market Area Profile (2009) clearly outlines the need for enhanced/additional businesses and services to the North Quarter. There are unusual leakages and surpluses in many retail subcategories, which upon close examination show an increased opportunity for specific business types. This area is comprised of Market Areas K and A. The examples below are a combination of both profiles (please see Appendix F for a detailed report).

In the North Quarter, there are leakages in the categories of:

- Building materials
- Health and personal care
- Food and Beverage
- General merchandise
- Clothing and apparel
- Electronics
- Gasoline stations
- Furniture stores

This data suggests that the North Quarter residents need to leave their neighborhood to purchase many necessary goods and services such as clothing and food. Additionally, this does not account for the spending power from those coming into the neighborhood for work or pleasure. The leakage numbers of residents in Appendix F combined with the opportunities for redevelopment in the area represent the need for more commercial activity in the North Quarter. North Quarter residents and the customer base from those traveling into the area will easily support increased commercial activity.

Public Infrastructure in Need of Repair/Upgrades

On September 28, 2011, a group of seven members from the North Quarter Steering Committee met and took a walking tour of the area, noting details of public and private infrastructure. They focused on the streetscape elements of sidewalks, streets, green space, parking, lighting, and public safety/perception of safety. As discovered on this walking audit, challenges that still face the area are: lack of street trees, too many hard surfaces especially in Creston, very few crosswalks on Plainfield and not well marked, speeding traffic, double-wide traffic, utilitarian style street lighting, and unsightly telephone poles in Cheshire Village. For a complete list of notes from the walking tour, see Appendix E, The North Quarter Walking Tour Notes.

Private Infrastructure in Need of Repair/Upgrades

On the aforementioned walking tour, the group also noted that private investment is needed to upgrade and repair properties and to create infill in vacant lots. Many key properties are in need of a façade improvement as in 1526 Plainfield Ave. NE, Optical Supply, Inc. Numerous vacant storefronts and buildings lie empty in the North Quarter and are in need of serious renovation before they are fit to be sold or leased, for example Coral Reef (2124 Plainfield Ave. NE) in Cheshire Village, the old theater at 2150 Plainfield Avenue, and the vacant building formerly the Cheshire Restaurant, at 2142 Edgewood. There is potential for new businesses in the North Quarter but key properties must be fitted first to house these potential future businesses.

Public Involvement

There is a strong commitment of human capital dedicated to improving the North Quarter, which is demonstrated by the history of planning in the area, recent partnerships, and the current North Quarter Steering Committee and area volunteers. The area has a strong record of volunteerism and grassroots community organizing, from various area non-profits, churches, and the neighborhood association. The Steering Committee is comprised of nine volunteer stakeholders from many sectors: business leaders, developers, property owners, residents, non-profit executives, religious leaders and elected officials.

Letters of Support from community stakeholders, business and property owners, and area residents are attached (Appendix K). Since 2003, strongly committed stakeholders have been working diligently to revitalize their part of the city. These results have been met with visible success, moving the North Quarter in a positive direction. However, much more needs to be done to make the North Quarter a healthy and competitive neighborhood.

In addition to the letters of support, the public involvement for this specific project began in June 2010 with an interest by the Creston Neighborhood and Business Association to prepare a CID feasibility study. Since then, scores of stakeholders representing a vast cross-

section of the community have actively participated in the process to request a CID. These stakeholders actively helped formulate this proposal through the participation in a variety of community planning which included a CID Feasibility Study, a Community Walking Tour, Community Visioning Sessions, and a Community Consensus Building Session. Through this ground swell of public interaction, the commitment to improve the area known as the North Quarter through neighborhood accountability and targeted development is clear.

Since the MSU Practicum Survey in 2004, stakeholders have clearly articulated the need for a safe neighborhood and a thriving business district with strong businesses providing valuable goods and services, quality infrastructure, and a positive image that creates a sense of pride. These priorities can be made reality through the creation of a CID. The designation of a CID in the North Quarter would mandate the creation of a local Authority Board that is in tune with the needs of the neighborhood. Additionally, this Authority Board would solidify a concrete redevelopment and action plan for the district. The tax increment generated from within the district would be used to improve the district and to leverage additional resources in order to realize the improvements outlined in the redevelopment plan. Public-private partnerships of this type have been proven to revitalize distressed commercial areas throughout the country and we are encouraged by the potential that a partnership with the City and a neighborhood based Authority Board will have for the future of the North Quarter.

Existing Plans

Grand Rapids Master Plan

A Corridor Improvement District in the North Quarter will help to achieve the vision set forth in the City of Grand Rapids 2002 Master Plan. The Master Plan operates under the 9 guiding principles of partnership, leadership, choice, economic health, balance, quality, access and sustainability. Using these principles, the plan emphasizes the need for vital business districts stating that “vital business districts are critical components of a livable city and a strong economy. Great neighborhoods and vital business districts go hand in hand; one cannot succeed without the success of the other.”

Specifically outlined in the Master Plan, the city seeks to achieve the following objectives:

Objective VBD 2 is to “encourage reinvestment in traditional business area corridors to create compact retail mixed-use centers (cores) linked by residential mixed-use development (connectors).”

Objective VBD 5 is to “improve the visual appeal and walkability of all business districts.” This includes streetscape improvements, providing appropriate transit facilities, encouragement of façade upgrades, ensuring clean and safe streets and enhancing walkability of districts.

The proposal for a CID in the North Quarter is consistent with the Master Plan as it strives to provide a mechanism that improves and maintains public infrastructure. Key goals of a CID are to encourage private investment, attract vital businesses and provide a high quality of place for residents and visitors alike.

Neighborhood Investment Plan

The current five year plan, from July 1 2011 to June 30, 2016, states that it strives to “improve the condition of existing housing, increase the supply of affordable housing, increase opportunities for housing stability, increase public safety, build neighborhood leadership and civic engagement, enhance neighborhood infrastructure, and increase economic opportunities.”

These ideals are directly in line with creating a CID for the North Quarter as they improve the commercial district and public spaces. This, in turn, will create a more livable community which will entice home ownership, mixed income housing opportunities along the corridor, and enhance neighborhood and business involvement.

Grand Rapids Sustainability Plan 2011 – 2015

In 2011, the city of Grand Rapids issued a Sustainability Plan that calls for an ideal community setting in which the economic, environmental, and social systems throughout the City benefit the quality of life for future generations. The creation of a North Quarter CID would uphold this vision by using funds to engage goals such as “ECO 1.1: A Strong Economy, specifically targets 2 (Increase the number of new businesses locating in the City of Grand Rapids by June 30, 2015), 3 (80% of jobs created or retained with incentives will be permanent, full time employment with benefits by June 30, 2015), and 6 (\$150 million in private funds will be invested in the restoration of vacant, blighted, or contaminated land by June 30, 2013)”.

The CID also will help with “ECO 6.2: Increase the vitality of neighborhood business districts, specifically targets 1 (Increase the diversity of business types in neighborhood business districts by June 30, 2015) and 2 (Increase neighborhood vehicle and bike parking options by June 30, 2015)”.

Current Neighborhood Commercial Revitalization Plans

Creston Neighborhood Master Plan for Our Community 2007

A design charrette was held in December of 2006 for the revitalization of the Creston Business District. The purpose of the charrette was to gain feedback from neighborhood residents, business owners, and stakeholders alike to what their visions for the area

were. The group collected ideas and surveys, and held breakout sessions to sketch out what the area could potentially become. These results were compiled and used to create the Neighborhood Master Plan in March 2007.

Creston Business District Work Plan 2007

This work plan was conceived and put into action in October of 2007. It includes a list of actionable items that are priorities for the business district. The action items are a way to implement goals from three previous plans: The Grand Rapids Master Plan 2002, The MSU Urban Planning Practicum 2004, and the Creston Neighborhood Master Plan 2007. One strategy for capacity building and sustainability included in the work plan is to implement a Corridor Improvement District to aid in funding some of the project work.

Benefits of Revitalizing the Target Area

There are numerous social and economic ills which result from a neighborhood business district that is distressed. Conversely, there are many economic and social benefits in a revitalized district. Utilizing the plans of local stakeholders, the future of the North Quarter will boast improved roads, sidewalks, and crosswalks, with added trees, flowers, trash and recycling containers, and street furniture. Improvements to the public realm result in greater community interaction and fiscal health of area businesses. Improved public space has also been proven to spur investment on the part of private property owners and business owners. This can result in local wealth creation as well as entrepreneurship and job opportunities for residents. Public confidence in the neighborhood often results in festivals, special events, and public space programming, which helps create increased quality of place and quality of life in the area.

The resulting enhanced public and private infrastructure in a vibrant district provide improved public perception of the area and increased “pride in place” by neighborhood stakeholders. Developments such as public space landscaping, augmented street lighting, and improved buildings with good levels of transparency (through restoring large first floor display windows and upper story windows) increase public safety and decrease crime. Neighborhood greenery has been proven to lessen violence in high crime areas. Building transparency allows for “eyes on the street” and in the business, whereby people in the first floor businesses and residents and/or business people on upper floors of commercial buildings can see out onto the street and view and report a crime if they see it happen. The opposite is also true, passers-by on the sidewalk can easily see into first floor businesses and view and report a crime if they see it in progress. Additionally, everyone feels more “seen” in this type of environment, and is therefore less likely to commit a crime.

A CID in the North Quarter would be used to attract additional investment from sources not currently available or difficult to access, such as from the state, federal and philanthropic fronts. By utilizing a long term work plan with targeted projects with oversight by an entity

charged with improving the district, leveraging additional dollars for investment will be more straightforward. Through the framework mandated by this designation with an appointed Authority Board; success is all but expected as public-private partnerships of this type have proven fruitful, in both large and small commercial districts.

Another important benefit of a CID in the North Quarter is the expedited local permitting and inspection process the area would enjoy in partnership with the City. In run down areas in transformation, stakeholders are interested in swift processes that get buildings back to code and usable condition.

Overall, correcting and preventing further deterioration, encouraging historic preservation and supporting economic improvement creates a safer, more attractive, more walkable, more environmentally sound, more fiscally healthy North Quarter for all of Grand Rapids.

Summary of Proposed Projects in a Corridor Improvement District

Information was gathered through a variety of initiatives (committee meetings, visioning sessions, walking tours, etc.) regarding what projects the North quarter CID would undertake. They have been broken into major categories that reflect the proven community organizing *National Main Street* model: Promotions, Design, Economic Restructuring, and Organization. The Main Street model is an effective, volunteer driven approach to downtown, neighborhood business district, and/or historic commercial corridor revitalization. For a comprehensive list of suggested activities, please see Appendix I: Community Visioning & Consensus Building Session Results/Project List.

Promotions

Promotions re-establish the commercial corridor as the social core of the community and strengthen the corridors' image. Currently, business owners in the North Quarter have been participating in many of the events that the North Quarter Marketing Committee has planned and promoting themselves as a district through small cooperative marketing initiatives, including partnering in 2011 with the Creston Car Show. However, the North Quarter currently lacks the funding and stability necessary for sustainable events and marketing. Marketing a district is essential to draw in a strong customer base, helping businesses thrive and creating a unique gathering place for residents and visitors. It has been stressed by neighborhood stakeholders that a comprehensive strategy should be developed and implemented to assist in creating a thriving North Quarter. Identified by community stakeholders as critical components of this strategy, would be the intentional positive promotion of the North Quarter to the West Michigan region and a variety of opportunities for cooperative marketing to support area micro-businesses.

Design

Design enhances the character of the corridor through physical change. Public and alternative transport is critical to community stakeholders. Stakeholders have identified exploring how to incorporate new, innovative, and substitute forms of transport, such as bike lanes, as important projects. Furthermore the aesthetics of the North Quarter are important to stakeholders. There is a current lack of greenery, trees, and public spaces throughout the commercial corridors. Stakeholders would like to see an inviting district that is a destination place.

Economic Restructuring

Economic restructuring re-establishes the main corridors as the commercial core of the community. Code enforcement, filling vacant buildings, façade improvement, and infill development on vacant parcels are essential to a healthy district. Strong businesses and a healthy business mix are also critical. Stakeholders would like to see business recruitment

programs and a revolving micro-loan fund in place to assist with this effort. They believe that offering business incentives is key to attracting new business and development to the district.

Organization

Organization ensures the health of the program and establishes it as the leader of the leader of commercial corridor revitalization through fundraising and volunteer development. Organizational activities can be carried out by the Corridor Improvement Authority. It is suggested by the North Quarter CID Steering Committee that the Authority Board will function in the organizing role of the Main Street model and form committees for promotions, design, and economic restructuring.

Corridor Marketing and Additional Financial Resources

The North Quarter commits to actively marketing the district as mandated by City Commission Policy 900-49. It is suggested by the North Quarter Steering Committee that the future Authority Board develop a comprehensive marketing plan, under the promotions activities, following the National Main Street model for commercial corridor revitalization. A North Quarter logo has already been created and adopted by the area and events have already been taking place under the new brand (Taste of the North Quarter, Creston Car Show).

The North Quarter Corridor Improvement Authority will seek to leverage the CID funds to obtain funding from all applicable funding streams, including but not limited to:

- Private investment (in the form of contributions from neighborhood community associations and participating business associations)
- Agencies providing technical assistance, including Neighborhood Ventures
- Community institutions, including higher education and other nonprofits
- Michigan Business Development Program, Michigan Community Revitalization Program, Michigan Economic Growth Authority
- Private corporations and foundations

Sustainability and Implementation

To comply with the City's policy for the creation of a Corridor Improvement Authority, a sustainable matching funding mechanism is required. The North Quarter Steering Committee understands this requirement and is currently working on a proposal for the formation of a Business Improvement District to provide the necessary funding for maintenance of public improvements in the development area. The following time line is proposed for creating the Business Improvement District:

- Spring of 2012: Creation of the Corridor Improvement Authority and adoption of Tax Increment Financing and Development Plan.
- Summer/Fall 2012: The Steering Committee would focus on obtaining support from property owners to vote in favor of a mandatory Business Improvement District. The Steering Committee develops the required plan and proceeds with the approval process through the City.
- July 1, 2012 - June 30, 2013: "Easy-win" projects are given priority with available funding from business association contributions and grants. "Easy-win" projects are defined as visible, affordable and equitable, as well as projects identified as occurring in the short term. BID established.

- July 1, 2013 - June 30, 2014: Begin collecting CID and BID money, continue targeting “easy-win” projects.
- July 1, 2014 - June 30, 2017: the Corridor Improvement Authority completes short-term projects and begins medium-term projects. Begin planning and fundraising for additional revenue for long-term projects. Revenue sources include tax increment, BID funds, grants and other donations.
- June 2017 (prior to FY 2018): A mandatory five-year review of the Tax Increment Financing and Development Plan by the City of Grand Rapids is conducted. Presentations are made to all taxing jurisdictions, informing them of successes to date and justifying continuance of tax increment financing for the next five-year time frame.

The North Quarter Steering Committee anticipates sufficient annual revenue from the Business Improvement District once it is operational to handle maintenance such as sweeping, shoveling, watering, decorating as well as administrative support of neighborhood revitalization efforts. A complete budget tied to approximate costs of all improvements and projects planned will be included in the Business Improvement Development Plan to be completed once the Corridor Improvement District plan is adopted.

The Authority will provide the City with an annual report assessing the District’s progress in achieving planned objectives; examining the projects undertaken in the current year, and those planned for the next fiscal year; and outlining a draft budget for initial review. The City reserves the right to review the progress of the Authority in five-year increments. Should the City determine the Authority has failed to satisfy the goals outlined in the City’s policy, the Authority may be dissolved. If the Corridor Improvement Authority completes the purposes for which it is organized, it shall be dissolved by ordinance of the City.

Conclusion

We, the North Quarter Steering Committee, believe that we have provided adequate evidence establishing the need for and the benefit of creation of a North Quarter Corridor Improvement District in the City of Grand Rapids. We trust that the City Commission will use this document to make an informed decision about the future economic growth opportunities that exist in Creston, Cheshire Village and the northern Monroe North Business Districts.

Thank you for your time and for your sincere consideration of this request.

The North Quarter Steering Committee

ⁱ Excerpts from Creston Neighborhood Master Plan for Our Community

Appendix A

Cheshire Village Business District Survey Results

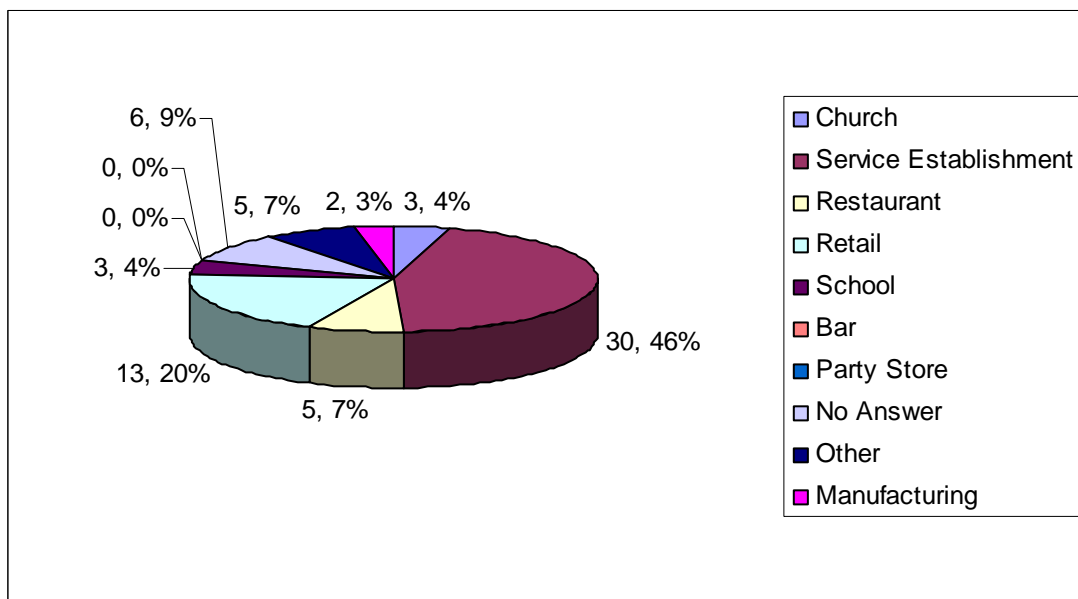
Cheshire Village
Business District Survey Results
April 2003

In 2003, Grand Valley State University public administration students surveyed business owners in the Cheshire Village Business District as part of a class project. The survey succeeded in updating a database of the existing businesses and queried the business owners in their impression of and vision for the district. Approximately 50 business owners or representative agents responded to the inquiry.

The following pages are a condensed version of that neighborhood study.

Business Characteristics and Owner Input

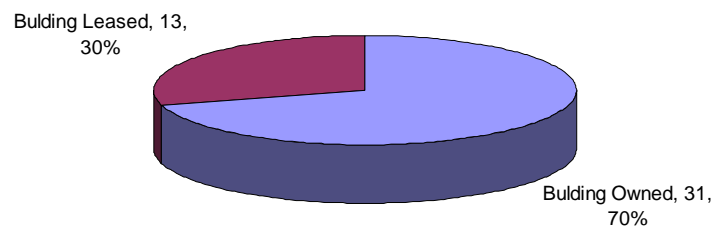
Types of Businesses



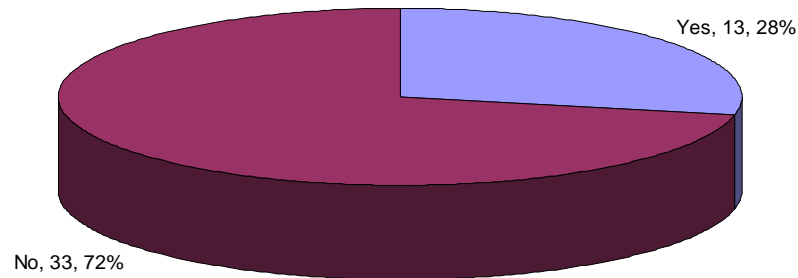
Year Business was Established at its Current Location (broken down by decades)

Year	No. of Businesses Established
Prior	
1930s	3
1930s	2
1940s	3
1950s	5
1960s	5
1970s	4
1980s	11
1990s	10
2000+	6

Number of Owners Own vs. Rent Their Building



Owners That Live Within a Two Mile Radius of Their Business



Factors that Have Attracted Business Owners and Kept Them Operating in the Cheshire Village Area Business District:

- A lot of traffic
- Access to freeway
- Advertisement
- Advertisement for preschool, exposure at a cheaper rate
- Being on main street
- Belong to GR business association
- Bus route
- Business nearby
- Centrally close to 90% of customers professional photographers
- Centrally located
- Centrally located
- Clean, nice area
- Clientele diversity
- Close enough to convenience
- Close expressway
- Close knit
- Close location
- Close to downtown
- Close to freeway
- Close to highway
- Close to major roads
- Close to the city
- Close to what they need (i.e. office supplies)
- Community atmosphere
- Construction
- Decent neighbors
- Development on Beltline
- Diversity in close proximity
- Easy access for neighborhood
- Easy freeway access
- Expressway access
- Family atmosphere
- Friendly, tough hesitant
- Good business mix
- Good for families
- Good grocery options
- Good location- lots of traffic
- Good neighborhood
- Good neighbors

- Good traffic
- Great location, considered a landmark
- Historical district
- In area you serve
- Local customers
- Location
- Location easy to get to
- Lots of business customers with in this area
- Loyal customer base
- Loyalty of neighbors
- Middle class
- Mixed neighborhood
- More affordable lease
- Near highway- easy to find- centrally located
- Neighborhood
- Neighborhood Business
- Neighborhood business/store
- Neighborhood clientele
- Neighborhood recognition
- Neighborhood shopping
- Neighborhood very friendly
- Networking for emergencies
- New families enter area
- Next to I-96
- Nice neighbors
- No real competition
- No strip joints- proud of
- North end is accessible
- Not a busy street- easy for customers
- Not much work done within
- Not strip mall
- Owner & sales people live close
- owner & sales people live close
- Owner & sales people live close
- Positive work ethic
- Really close community, everyone is very established
- Relatively safe
- Reliable clientele
- Residential area
- Residential community
- Rural setting
- Sense of neighborhood and community
- Small communities
- Small communities
- Stable
- Strong business with people
- Visibility/exposure
- We have been here too long
- Where the company was founded
- Wonderful neighborhood- nice and tight

Chief Disadvantages or Weaknesses of Operating Business in the Cheshire Village Area Business District:

- 1/2 mile east would be in Forest Hills School district
- A lot of druggies
- Better area than other stores
- Change light timing
- Conservative base
- Disinvestment in the neighborhood is a problem
- Don't like meetings
- Fast driving on Plainfield
- Lack of jobs, layoffs cut into business
- Location confusing
- Loitering
- Longer police response time
- Management
- More businesses involved in association
- More diversity
- More Parking
- More Parking

- Mostly only elderly patrons
- Need to cleanup- hold area accountable
- No light on the businesses
- No other business to draw from
- None/slow not commercial enough
- Not a solid business district- too quiet
- Not enough drive-by traffic
- Not enough parking
- Not in commercial area
- Older neighborhood, lower-middle class, inner city
- Parking
- Parking
- Parking
- Parking
- Parking
- Parking
- Parking- growing business has put a strain on parking
- Parking- more flexibility
- People drive out at high speeds
- Slightly out of the way compared to Alpine & 28th Street
- Some ugly looking businesses
- Some what rundown
- Such a wanted area, older folks stay in homes until they die- keep influx of kids low, schools are suffering, population of youth decreasing.
- Too many gas stations close together
- Traffic slowed down
- What Needs to be Done to Increase Business Activity or Improve Current

What needs to be done to increase Business Activity/Improve Current Conditions?

- Add police sub-station
- Appeal to new generation
- Better weeding in summer-appearance
- Build new shopping center
- Build up reputation
- Businesses get involved
- Center turn lane
- Create more jobs
- Decorations seasonally
- Development of lot
- Diversity of businesses
- Empty lot have new businesses
- Establish more retail
- Fill empty lots
- Fix street
- Fix up abandoned homes
- Getting restaurants that are open to dinner
- Good mix of businesses
- Good traffic
- Group advertising
- Have done a lot over the past 3-4 years, not sure what else to do
- Improvement of property itself
- Interplaying between businesses
- Keep commercial businesses full
- Keep encouraging new businesses to look here.
- Maintaining single family owning of homes
- More advertising
- More advertising
- More space
- More unity to tie everyone together

- New development
- New look- i.e. paintjob
- Newer businesses
- No more taxes
- Not much can be done
- Office supply company
- Parking
- Parking
- Parking issue
- Seasonal decorations
- Stay united as a neighborhood
- Street parking
- Street scaping
- Strip mall would be nice as a retail/shopping center
- Traffic flow
- Update businesses
- Update Leonard/Fuller Plaza
- Updating current businesses

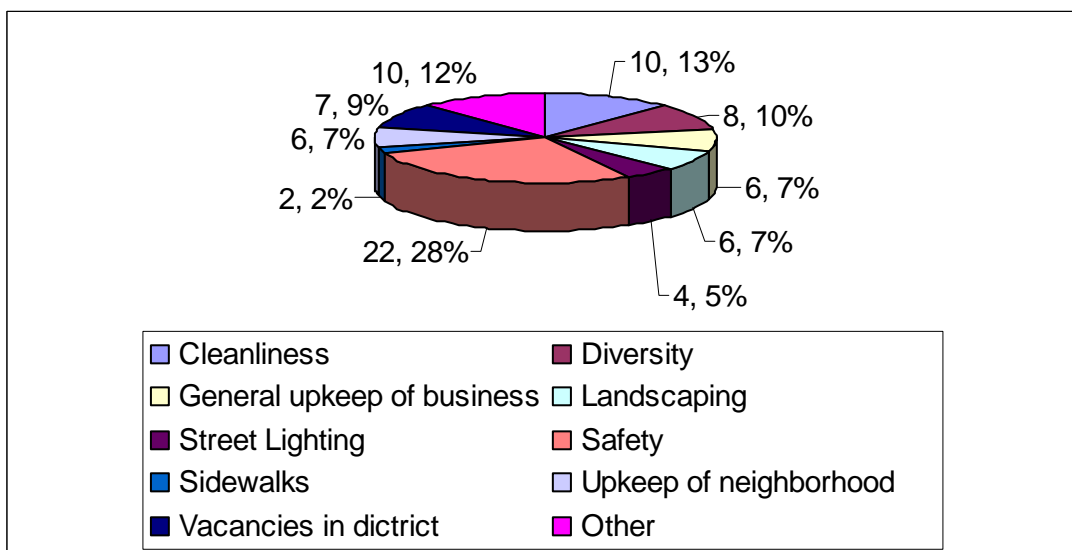
What Type of Businesses Should be Attracted to the District:

- Bakery
- Bakery
- Bakery/coffee shop
- Bars
- Better mass transit
- Bigger grocery store
- Car wash
- Card shop
- Card shop
- Clothing
- Coffee /ice cream shop
- Coffee shop
- Coffee shop & donut shop
- Cool place for kids to hang
- Decent mix- more retail
- Delis or good restaurants
- Don't need fast food
- Duplex housing options to draw more people in.
- Family style restaurant
- Floral
- Gas station open 24 hours
- Getting restaurants that are open until dinner
- Good mix
- Home run café/deli
- Ice cream/smoothie place
- Loews/ Home Depot
- More restaurants
- More retail
- More retail
- More variety of healthy fast food choices
- Neighborhood would enjoy a video store
- New shopping center with grocery
- Prefer family owned businesses
- Printing Place
- Retail that does not already exist- craft store, office supply store, video store, grocery store
- Small independent businesses
- Small own feel that has everything you need
- The mix that it is right now, small retail
- Upscale
- Used to be smaller shops with ties to the community
- Walgreen's open 24 hours
- Wanted to see McDonalds located here

Owner Perceptions

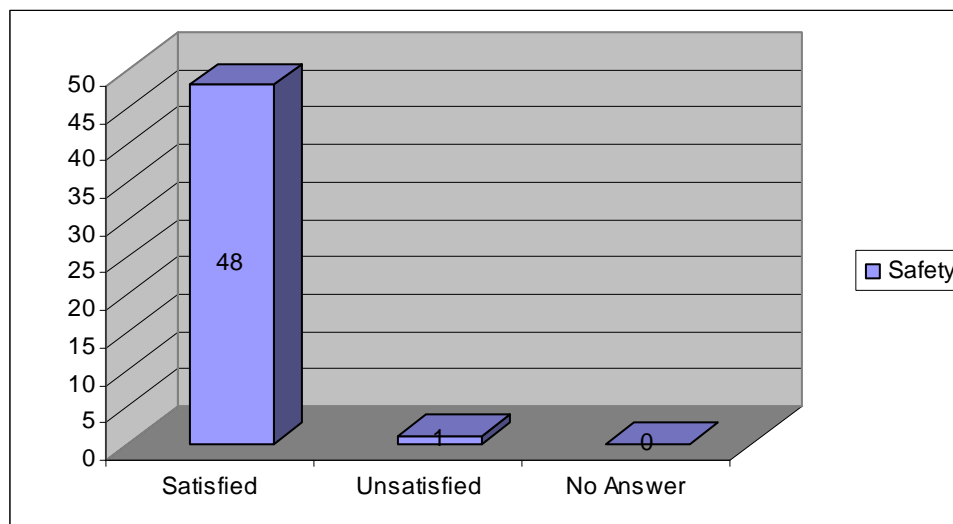
Business Owner's Perception of Characteristics of the District.

Most Important Appearance Items

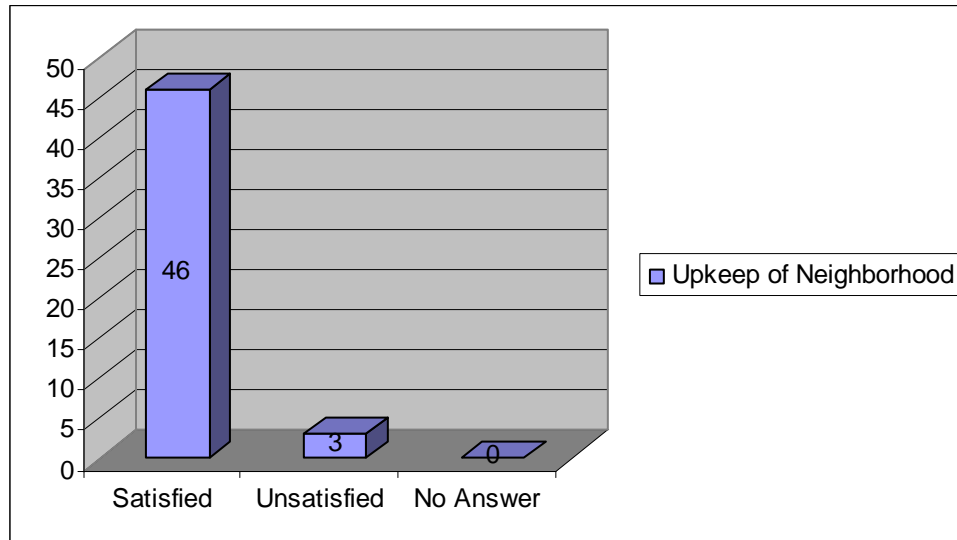


Breakdown of the Individual Characteristics

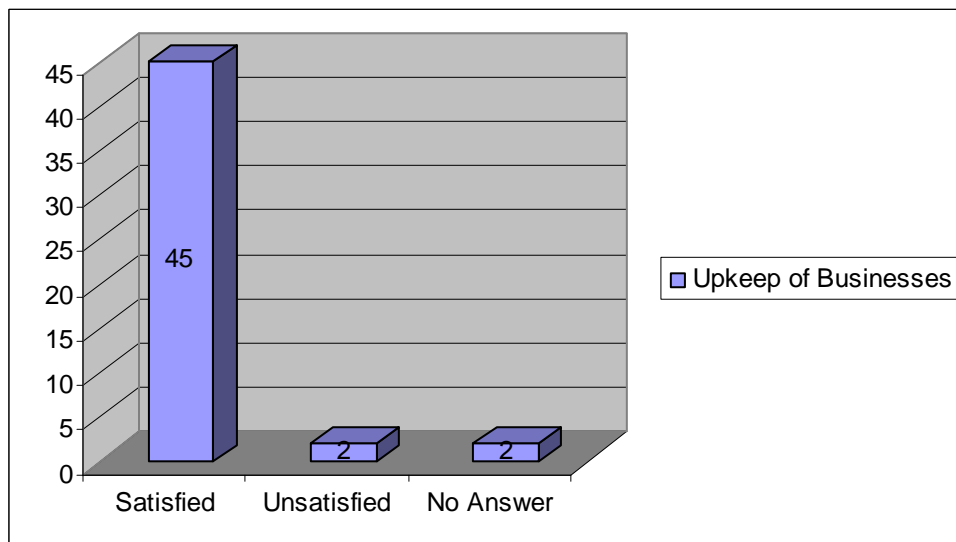
Safety



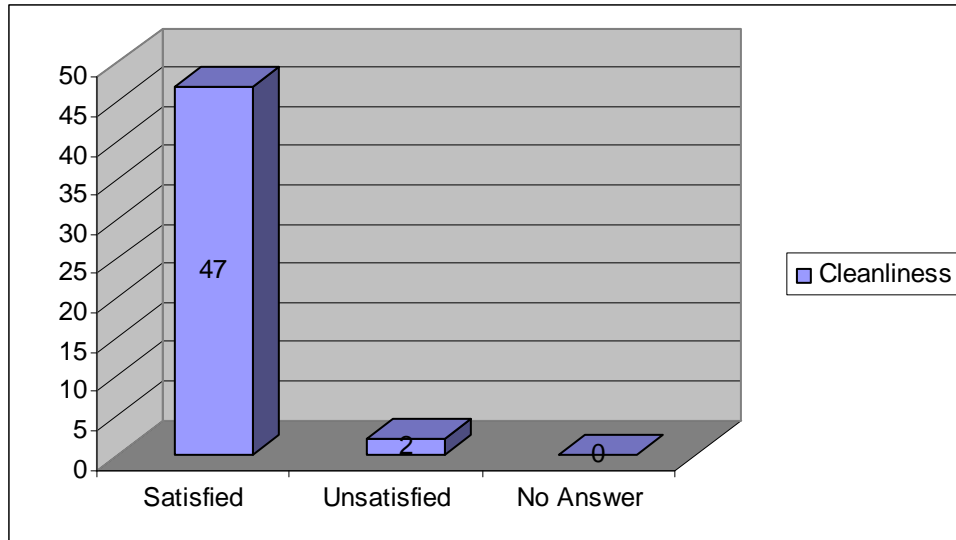
Upkeep of Neighborhood



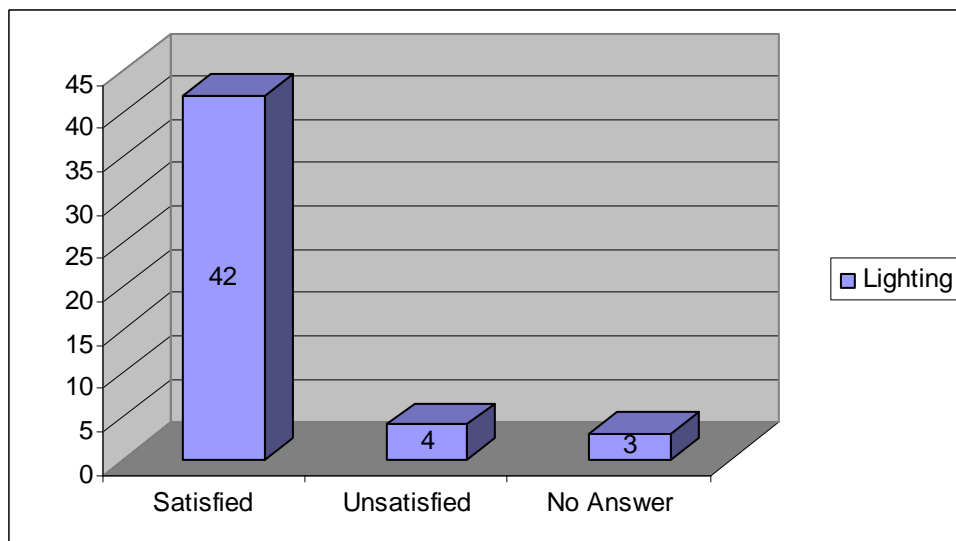
General Upkeep of Businesses



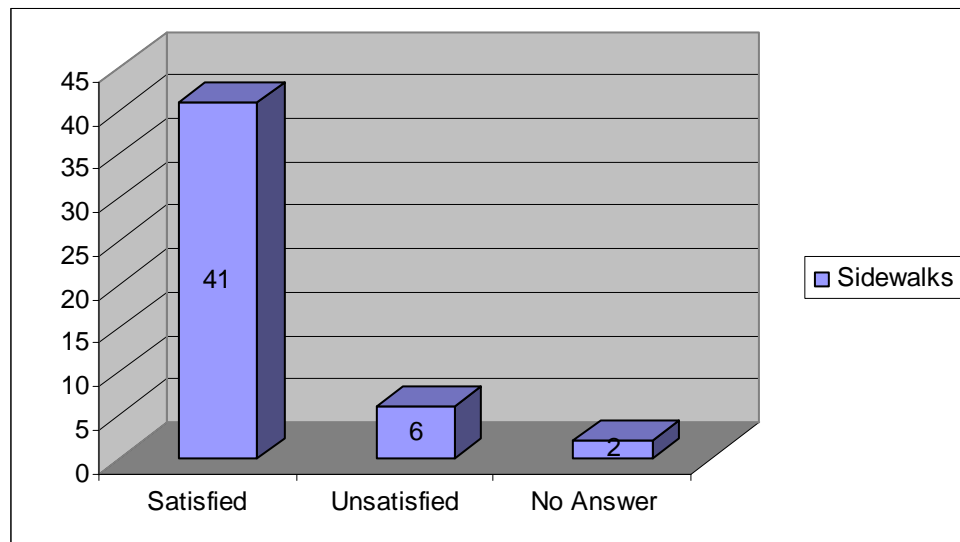
Cleanliness



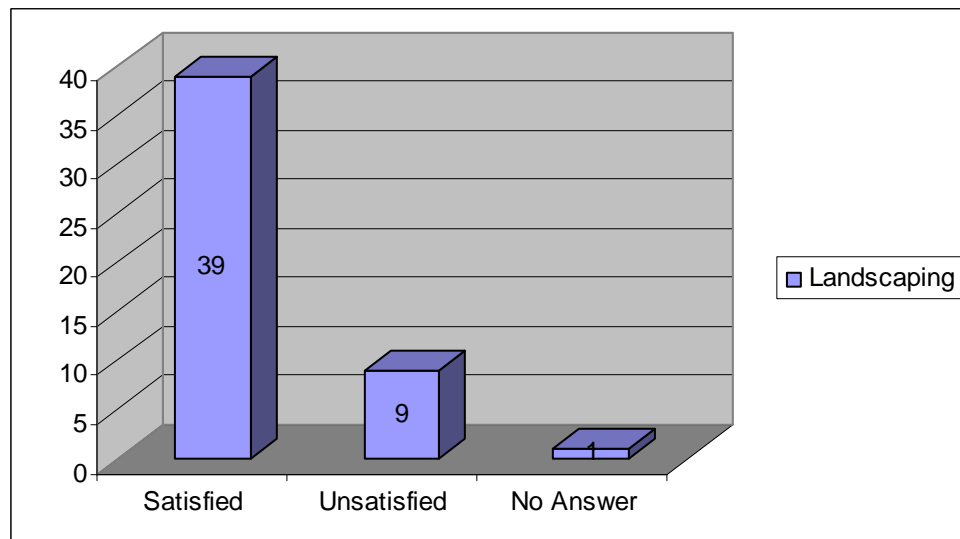
Street Lighting



Condition of Sidewalks



Landscaping



Appendix B

Michigan State University
Commercial Corridor Revitalization Report

Michigan State University
Commercial Revitalization Report
2004

EXECUTIVE SUMMARY

Urban and Regional Planning Practicum students at Michigan State University (MSU) compiled this commercial revitalization report for the Creston Neighborhood in the City of Grand Rapids, Michigan. The group of six students worked at the request of the client groups, the Creston Neighborhood Association (CNA) and the Michigan State University, Grand Rapids Extension office. The goal of the students was to assist the clients in the revitalization of the Creston Neighborhood Commercial District located north of the Grand Rapids' downtown.

This commercial district revitalization focuses on the Creston Neighborhood, in particular the stretch of Plainfield Avenue in between the crossroads of Leonard Street to the South and Sweet Street to the North. The first portion analyzes the socio-economic profile, conveying the age, income and race makeup of the Creston Neighborhood in comparison with that of the Grand Rapids Metropolitan area. The second section makes up the land use inventory, which accounts for each parcel's current location, classification, assessed value and overall building condition. This is expressed in numerous corridor classification maps that run consistent with the individual parcel's photo and data. Thirdly, the practicum team analyzed a twenty-two-question survey completed by 25% of the business owners in the study area. The survey results were compared with the results of a similar survey distributed five years earlier. Developed by the Creston Neighborhood Association, this survey asked business owners questions ranging anywhere from, *where employees reside*, to *what types of business improvements would the owners like to see*. Fourthly, the MSU Students analyzed a MarketPlace Profile for the Creston area compiled by ESRI Business Information Solutions. The students totaled the number of specific business types relating these numbers to the current supply and demand and made recommendations based on the Market-Place Profile in accordance with rational feasibility and business owner's input. Lastly, the Practicum team combined the results of the prior sections to formulate feasible recommendations. Included in this portion is an alleyway design recommendation depicted in rendered sketches complimented with written guidelines.

The Practicum Team used a variety of methods to complete this report. However, a majority of the land use maps and suggestions were compiled based on the students visiting the corridor and assessing the conditions on foot during the six visits. The students, after multiple visits, which included discussion with business owners and select Neighborhood Association members, transferred the visual and oral findings into graphical and written documents. After the main report was constructed, the students looked to the Grand Rapid's Master Plan for guidelines in formulating the final recommendations. The MSU Students found the Creston Commercial Corridor in greater decline in comparison with five years earlier. The number of necessary façade improvements had increased, while the number of current residents had decreased. Compared with surrounding neighborhoods, the Creston Neighborhood lagged behind in renewal as new model areas such as the Monroe Neighborhood exemplified new 10ft and retail infill. However, in certain business sectors, Creston proved to remain strong and consistent. In the area of Home Furnishing Stores for example, Creston not only provided to its local consumers, but also drew persons from outside of the district by providing retail sales that exceeded demand by 700%. Another noteworthy feature about Creston was its vast amount of unique businesses ranging from home furnishings stores to eateries.

When providing recommendations for the business district, the Practicum Team continually referred to the Grand Rapid's Master Plan recently completed in 2003. Noted in the Master Plan, the team focused its recommendations around two key points:

1. The Creston Commercial Corridor is noted in the Master Plan as a Sub-Regional Center, meaning it supports a surrounding population of up to 115,000, acting as the main commercial provider for those surrounding areas.
2. *In accordance with the Master Plan, a successful Commercial Corridor must have identified stabilizing cores (ex: focal retail or restaurant) with supporting connectors located in between each core.*

Incorporating these two main components, the Practicum Team highlighted the Leonard - Plainfield Avenue and the Quimby - Plainfield Avenue Intersections as the stabilizing cores, therefore the areas needing greatest attention. Surrounding these intersections the students noticed in their land use inventory a number of vacant buildings available at these two crucial locations. Coordinating the two key components, the Team suggested a handful of recommendations for commercial infill in the selected vacant buildings, offering services extending to neighboring communities to fulfill Creston's role as a Sub-Regional Center while making sure the selected businesses are able to perform as corridor pillars, establishing a stabilizing flow between the two intersections.

Appendix C

Creston Neighborhood Master Plan for Our Community

Creston Neighborhood
Master Plan for Our Community
March 2007

In 2007, the Creston Corridor Initiative Committee, under the auspices of the Creston Neighborhood Association, commissioned the creation of a “Master Plan” for the Creston commercial corridor. Design + was engaged as a professional resource in the creation of this plan.

This design charrette concentrated on the Plainfield commercial corridor between Leonard Street to the south and Dean Street to the north. Plan components include:

- Existing neighborhood physical characteristics
- Area traffic counts
- Community concerns and opportunities
- A site inventory analysis
- Parking/Wayfinding analysis
- Analysis of transit opportunities
- Suggested streetscape and corridor improvements
- Business revitalization strategies

The following pages are a condensed version of that study.

Limits of Creston Business District

This aerial photo demonstrates the boundaries of the study area with Leonard Street to the south and Dean Street the project's northern boundary. Plainfield Avenue is clearly visible as the main "Spine". The high visibility of Plainfield due to the extent of paved surface and lack of street trees will be further addressed in this report.

The project's core is identified as the area where Spencer, Caledonia, Quimby, and Coit merge. Coit avenue's central axis into Plainfield is identified as a significantly unique design opportunity for the Core.

The series of interconnected neighborhood roadways intersect into Plainfield like nerve endings into that life-giving spinal cord. The study endeavors to suggest that the very residents that comprise the neighborhood, with their uniqueness and diversity are the very essence through which an identity for the Creston Neighborhood and Business district will be formed.

The rows of the traditional neighborhood grid feed into the core with an interwoven network of sidewalks that create the pedestrian accessible circulation routes into the core. The master plan addresses this pedestrian network

as a major asset that should be enhanced and improved.

Also evident from this vantage point is the lush urban forest of the adjacent neighborhood residential areas. This lushness of a mature greenscape serves as an inspiration for the master planned corridor as a way of providing pedestrian scale, shade and cooling, and unification.

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NEIGHBORHOOD

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Creston Corridor Existing Conditions

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Captions:

- 1 South gateway at Leonard
- 2 Gateway is lost in information overload
- 3 Pedestrian accessibility is poor
- 4 Infill/Gateway opportunity
- 5 Renovations retain historic character
- 6 Original architecture
- 7 Wide open expanse encourages high speeds
- 8 Visual clutter and overscaled lighting
- 9 Multiple curbcuts lead to accidents/vehicular confusion
- 10 Resembles a landing strip
- 11 Absence of street trees and pedestrian scale elements



Creston Corridor Existing Conditions (cont'd)

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Captions:

- 12 Ill defined intersection
- 13 Pedestrian scale lost
- 14 Central axis opportunity
- 15 Nice example of simple landscape treatment, axis opportunity
- 16 Seasonal market opportunity
- 17 Screening opportunity
- 18 Relocate monument on axis of Coit
- 19 Renovation success
- 20 Blighted conditions
- 21 District's "center of activity"
- 22 Signage takes away from architecture
- 23 Existing streetscale lacks vitality/cohesiveness
- 24 Lighting overscaled and without character
- 25 Public library is a great asset to business district; opportunity to make better use of outdoor space
- 26 Unique architectural feature
- 27 Library park opportunity



Creston Corridor Existing Conditions (cont'd)



CRESTON
NEIGHBORHOOD

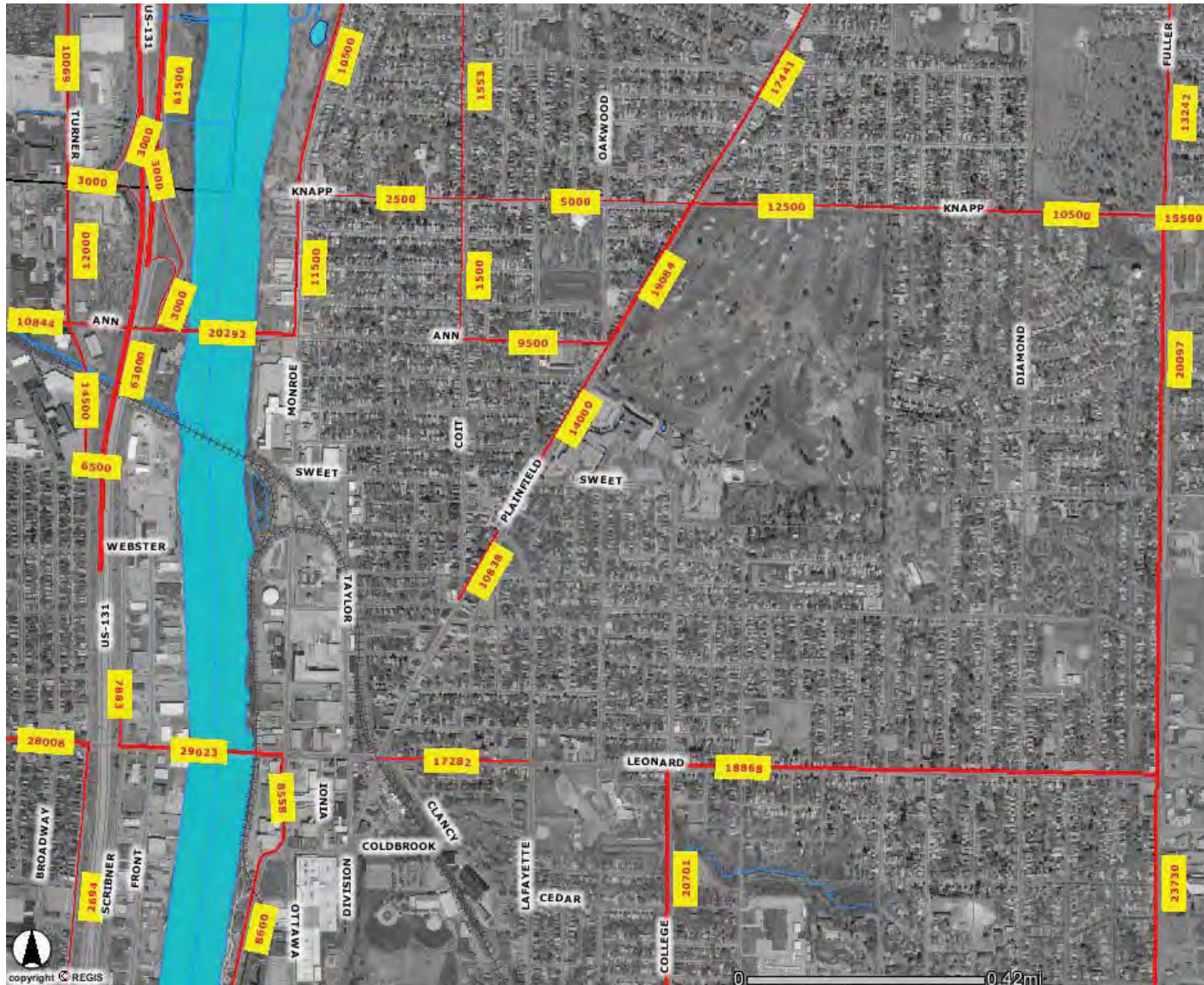
Page 8

Captions:

- 28 Pedestrian access/gathering concerns
- 29 Transit stop poorly sited
- 30 High School is neighborhood asset
- 31 "West" gateway receives high volume traffic from highway
- 32 Example of unnecessary left turn lane
- 33 Consolidated parking/enclosure



Area Traffic Counts



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NEIGHBORHOOD

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Daily Traffic Counts

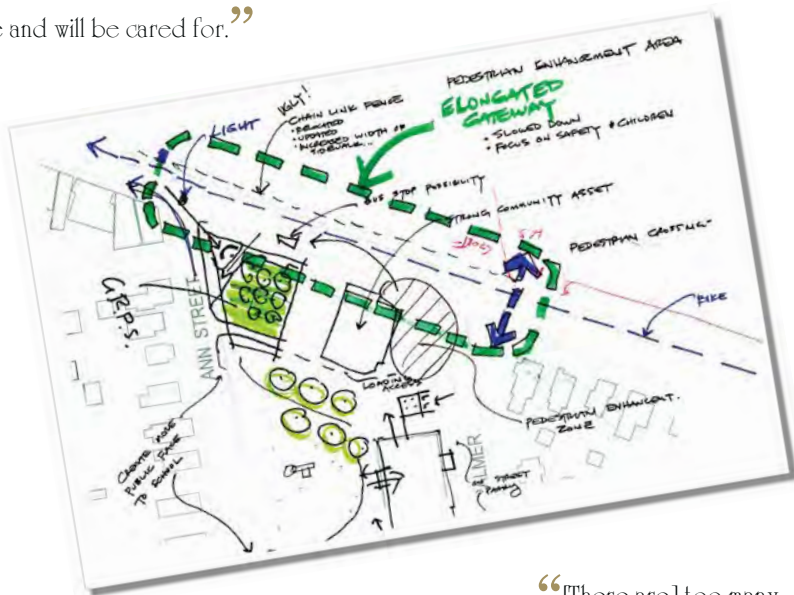
Community Design Charette (cont'd)

Issues/Concerns & Opportunities/Strengths Identified:

Issues

- ◆ Perceived crime
- ◆ Building neglect (residential/business)
- ◆ Economic competition
- ◆ Speed of traffic
- ◆ Perceived lack of parking
- ◆ Perceived lack of identity/community
- ◆ Perceives lack of amenities
- ◆ Need for specialty shops:
 - Bookstore
 - Bakery
 - Hardware
 - Coffee Shop
 - Salon
 - Flower Shop
 - Dry Cleaners
 - Ethnic Restaurants/Grocery
 - Video Store
 - Entertainment Destinations
 - Youth Center
 - Daycare Center
 - Galleries

“Strengths: Historical architecture, pedestrian-friendly potential (not being fully realized). Beautification opportunities—if it looks like it’s cared for, it will be a source of pride and will be cared for.”



Opportunities/Strengths to Build Upon:

- ◆ Location
- ◆ Connectivity
- ◆ Historic architectural/civic/public assets
- ◆ Diversity
- ◆ Parking
- ◆ Strong commitment from residents (CBA, CNA, and CCI)
- ◆ Reasonable investment opportunities
- ◆ Enthusiasm/Momentum/Increased awareness

“[There are] too many breaks between points of interest; lacks centralization so it’s hard to park and then stroll the area.”



Where does the Creston Neighborhood fit in the Grand Rapids Plan?

Vital Business Districts

"Vital business districts are critical components of a livable city and a strong economy.

Great neighborhoods and vital business districts go hand-in-hand; one cannot succeed

without the success of the other. The choices that are made in locating and designing

business districts are also important factors in creating a walkable city and supporting transit,"

~ City of Grand Rapids Master Plan 2002

- ♦ Business variety
- ♦ High volumes of low speed traffic
- ♦ Available parking is essential
- ♦ Good pedestrian environments
- ♦ Good network of streets
- ♦ City needs to keep older business areas vital
- ♦ Character of buildings contributes to the success of businesses
- ♦ Makes sense to build new buildings and to modernize old buildings
- ♦ Older businesses are often neighborhood landmarks with loyal customer base
- ♦ Destination businesses attract customers who will also shop in surrounding stores
- ♦ Businesses have to be seen
- ♦ It is good to do business with people you know

~ Citizens of GR input to GR Master Plan 2002

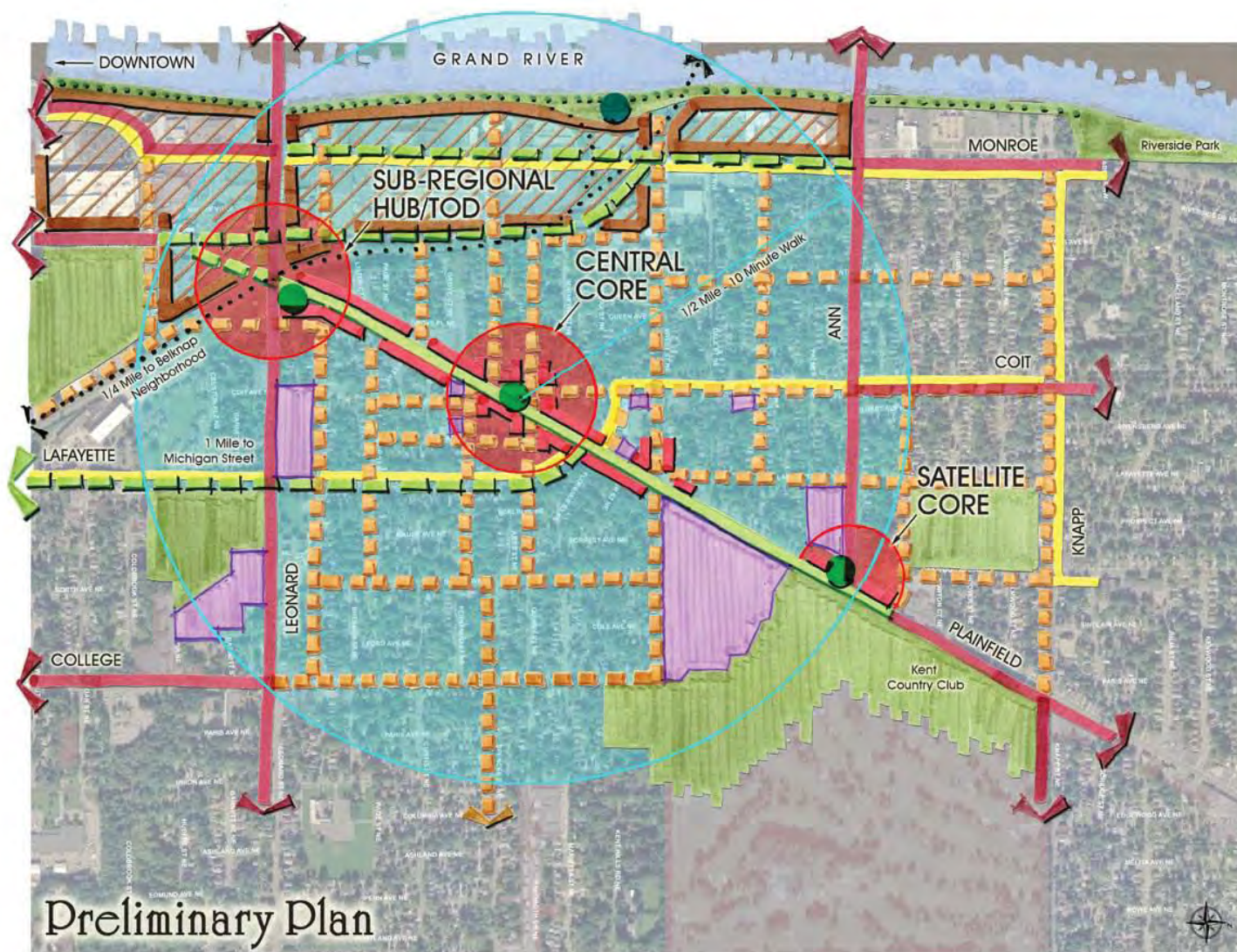
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Site Inventory/Analysis (cont'd)



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- Major Streets
- Proposed Streetscape Enhancement
- Potential Future Streetscape Enhancement
- Pedestrian-Friendly Neighborhood Collector Streets
- Proposed Bike Path Route
- Existing Railroad Lines
- Proposed Downtown Riverwalk
- Core Activity Zone
- Existing/Proposed Commercial Infill
- Future Mixed-Use Zone
- Existing Civic/Church/School
- Greenspace
- Proposed Landscape Enhancement Area
- Potential Stormwater Treatment Demonstration Area

Parking/Wayfinding Analysis

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Parking/Wayfinding Analysis (cont'd)



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Analysis of Transit Opportunities



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Streetscape Cross-Sections



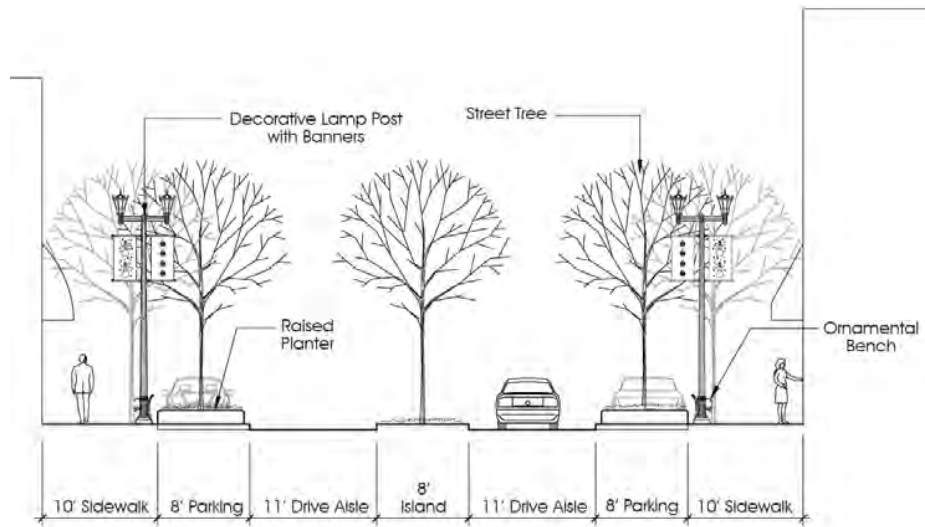
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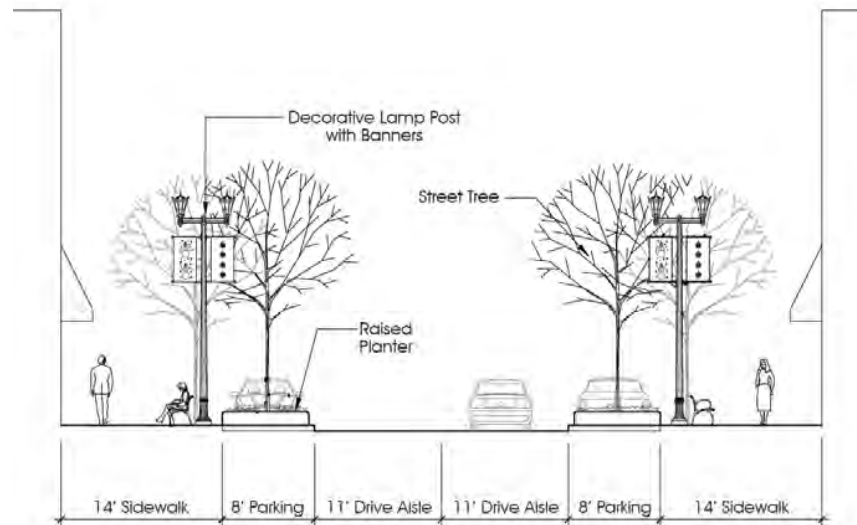
Streetscape Cross-Sections (cont'd)

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Section A



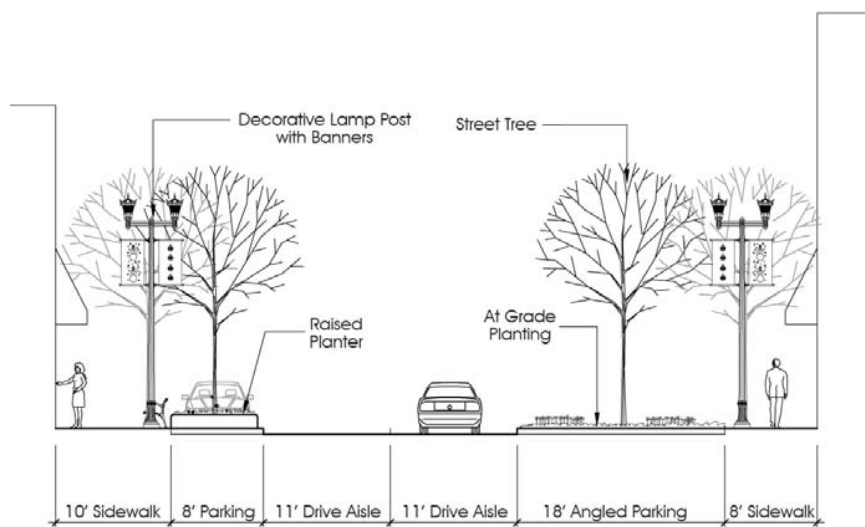
Section B

Streetscape Cross-Sections (cont'd)

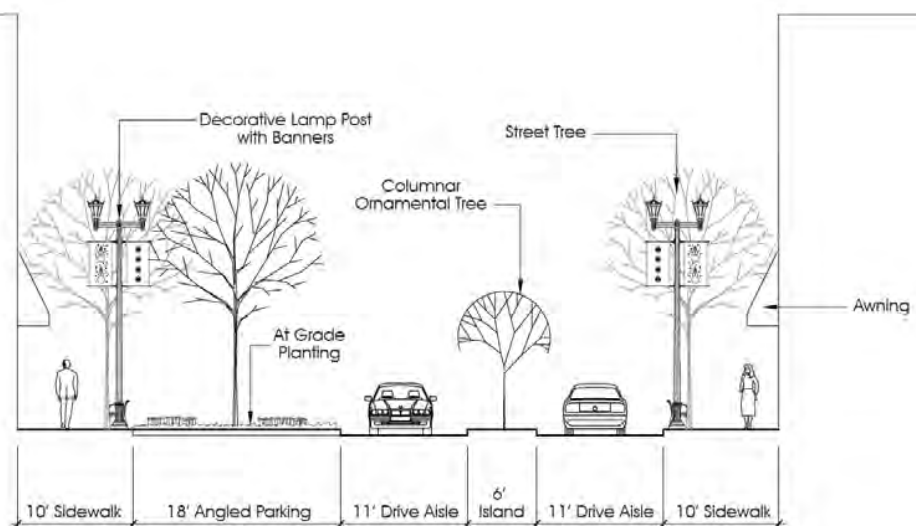
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Section C



Section D

Site Master Plan



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NEIGHBORHOOD

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Proposed Improvements:

- Creation of major southern gateway
- Traffic calming islands
- Enhanced pedestrian circulation
- Proposed urban infill opportunities



Site Master Plan (cont'd)



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NEIGHBORHOOD

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Proposed Improvements:

- Central core plaza on axis with Coit
- Angled parking for increased frontage
- Seasonal Farmer's Market
- Pocket parks
- Library reading/event courtyard



Site Master Plan (cont'd)



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NEIGHBORHOOD

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Proposed Improvements:

- Pedestrian circulation enhancements
- Public art locations
- Central pedestrian axis and gateway for Creston High School
- Mascot sculpture for school identity



Site Master Plan (cont'd)



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NEIGHBORHOOD

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Proposed Improvements:

- Grocery store seating courtyard
- Bikeway route
- Gateway park
- Gateway signage



Business Revitalization Strategies

Principles for Revitalization:

- ♦ A Comprehensive Approach:
 - Problem parking (don't just look at parking without looking at road connections)
 - Crime (what causes it?)
- ♦ Incremental changes - small changes are important to keep the ball rolling
- ♦ Interdependence - What goes well with that?
- ♦ Understanding public/private partnerships
- ♦ Understand the need to identify and capitalize on current assets
- ♦ Encourage and appreciate quality
- ♦ Change perceptions - create a positive image and attitude toward main street
- ♦ Revitalization strategies should be action oriented

Factors Affecting Revitalization Effort:

- ♦ Shoppers demand security – Real crime or perceived crime
- ♦ Shoppers desire to have a pleasing experience – discourage incompatible uses
- ♦ Shoppers need to feel good – impulse buying
- ♦ Uniqueness and specialty have decided advantage building
- ♦ District Needs edges – Define the Central Business District
- ♦ Requires "Retail Rhythm" – Compatible/Complimentary retail
- ♦ Mobility/Connectivity dictates buying
 - Retailers must understand hours of operation and sales events
- ♦ Merchants, owners, and users all have different needs
- ♦ Vehicular movement should never take precedence over pedestrian traffic
 - 25 to 30 mph – Spine not Border
- ♦ Main street should reflect the multiple uses over a 16 hour day
- ♦ Shop and entertain
- ♦ Landscaping is essential to good perception
- ♦ Cleanliness
- ♦ Good architecture
- ♦ Cultural features should be celebrated
- ♦ Takes time and patience – Build

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~ Notes from lecture on "Mainstreet Revitalization"

Zenia Kotval, Michigan State University Urban and Regional Planning

What's Next?

Next Steps:

Communication

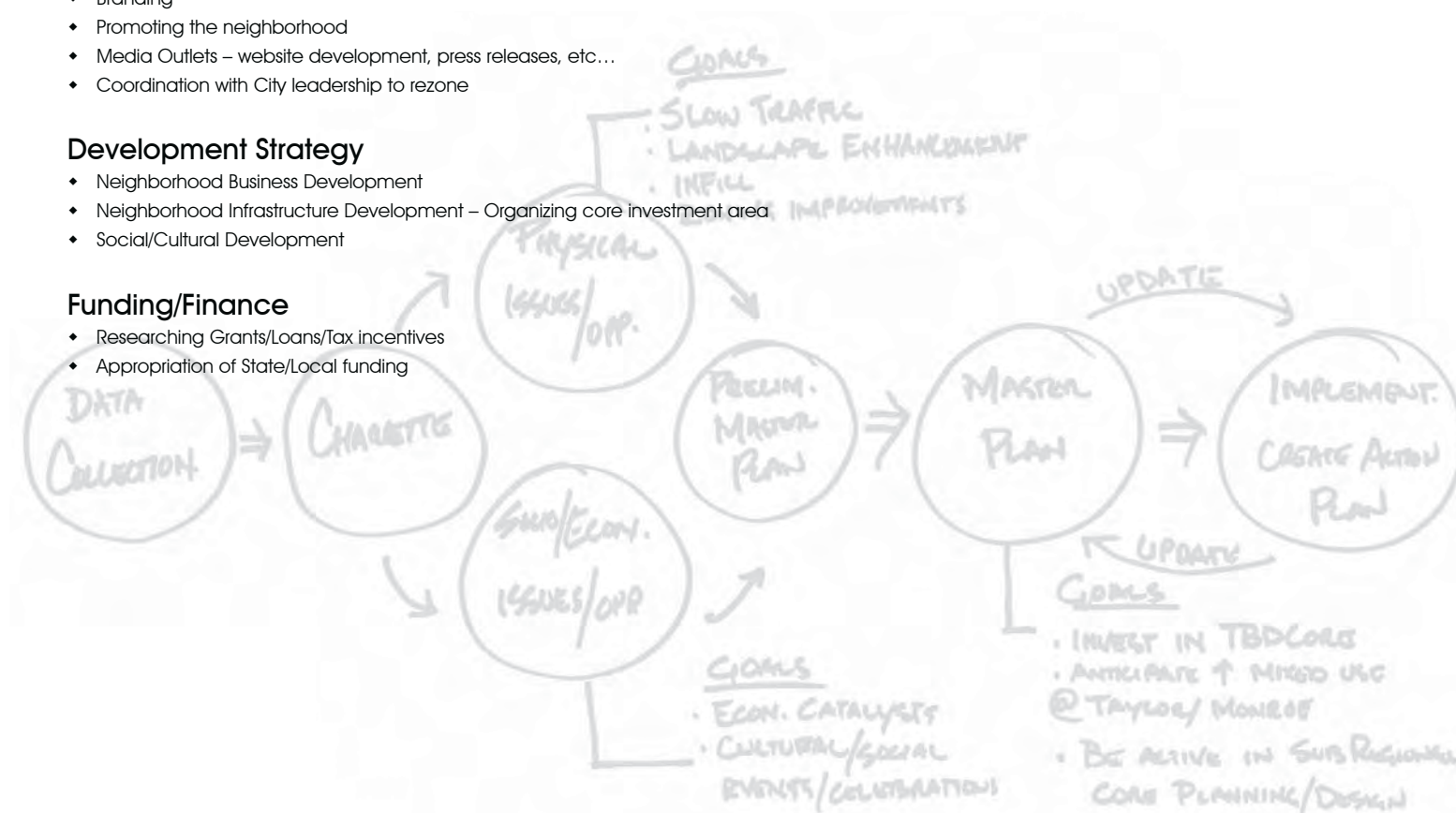
- Branding
- Promoting the neighborhood
- Media Outlets – website development, press releases, etc...
- Coordination with City leadership to rezone

Development Strategy

- Neighborhood Business Development
- Neighborhood Infrastructure Development – Organizing core investment area
- Social/Cultural Development

Funding/Finance

- Researching Grants/Loans/Tax incentives
- Appropriation of State/Local funding



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Positive Actions Lead to Positive Reactions!

Resources & Credits

Resources:

- ♦ City of Grand Rapids Master Plan, 2002
- ♦ Grand Valley Metro Council/REGIS
- ♦ Johnson Center at Grand Valley State University
- ♦ Demographical Information, Community Research Institute
 - www.cridata.com
- ♦ Historical Pictures
 - Pictorial History of Grand Rapids, Mapes & Travis 1976
- ♦ Creston Corridor Revitalization Study
Michigan State University, Urban and Regional Planning Program, 2004
- ♦ Cool Cities Initiative
 - www.mshda.info/cci/tools
- ♦ City of Grand Rapids
 - www.grand-rapids.mi.us

Thank You to the Following Individuals/Companies for Their Contribution:

- ♦ Creston Corridor Initiative Committee
- ♦ Creston Neighborhood Association
- ♦ Creston Business Association
 - Participating Creston Neighborhood Residents and Business Owners
- ♦ Neighborhood Ventures
- ♦ City of Grand Rapids Planning Department
- ♦ City of Grand Rapids Economic Development Department
- ♦ City of Grand Rapids Traffic Safety Department
- ♦ Johnson Center at Grand Valley State University—Aerial Photography
 - Gustavo Rotondaro, Associate Director/GIS Manager, Community Research Institute
- ♦ Design Plus, Inc. Project Team
 - James F. Horman, AIA, LEED AP, NCARB
 - John B. Haadsma, RLA
 - Terry Naranjo, RLA
 - Keith Carey
 - Tanya D. Stickler
- ♦ Charette Participants
- ♦ McGraw Construction
- ♦ The Bank of Holland

Appendix D

Creston Business District Work Plan

Creston Business District Work Plan



Creston Neighborhood Association



October 2007

Creston Business District
Work Plan
October 2007

In 2007, a Steering Committee, with the supervision of the Creston Neighborhood and Business Associations, commissioned the creation of a “Work Plan” for the Creston commercial corridor in order to put a project list to the design improvements suggested in the March 2007 Master Plan. LSL Planning Inc. was engaged as a professional resource in the creation of this plan.

This neighborhood planning initiative focused on the Plainfield commercial corridor between Leonard Street to the south and Ann Street to the north, including some of the residential sections immediately adjacent to or paralleling the corridor. Plan components include:

- Retail gap analysis
- Drive time estimates
- Plans for sustainability and capacity building
- Neighborhood connections
- Plans for business recruitment and retention
- District identity, branding and special events
- Transportation and parking
- Infill development and rehabilitation strategies
- Streetscape improvements

The following pages are a condensed version of that study.

Table 2 - Retail Gap Analysis		0.5 Mile Radius		
Snapshot	Demand	Supply		
Marketplace Profile 2007	Retail Potential	Retail Sales	Retail Gap*	
Food & Beverage Stores	\$ 5,557,028	\$ 3,637,232	\$ 1,919,796	
Grocery Stores	\$ 5,111,740	\$ 1,656,604	\$ 3,455,136	
Specialty Food Stores	\$ 168,340	\$ 556,814	\$ (388,474)	
Beer, Wine, and Liquor Stores	\$ 276,948	\$ 1,423,814	\$ (1,146,866)	
Food Services & Drinking Places	\$ 4,964,434	\$ 2,606,105	\$ 2,358,329	
Full-Service Restaurants	\$ 2,099,787	\$ -	\$ 2,099,787	
Limited-Service Eating Places	\$ 2,223,997	\$ 1,136,795	\$ 1,087,202	
Special Food Services	\$ 291,359	\$ 752,598	\$ (461,239)	
Drinking Places - Alcoholic Beverages	\$ 349,291	\$ 716,712	\$ (367,421)	
Clothing and Clothing Accessories Stores	\$ 1,773,148	\$ 549,253	\$ 1,223,895	
Clothing Stores	\$ 1,430,465	\$ 487,543	\$ 942,922	
Shoe Stores	\$ 215,550	\$ -	\$ 215,550	
Jewelry, Luggage, and Leather Goods	\$ 127,133	\$ 61,710	\$ 65,423	
Health and Personal Care Stores	\$ 719,451	\$ 140,587	\$ 578,864	
Nonstore Retailers	\$ 2,714,856	\$ 354,856	\$ 2,360,000	
Electronic Shopping and Mail-Order Houses	\$ 1,872,472	\$ -	\$ 1,872,472	
Vending Machine Operators	\$ 663,402	\$ 354,856	\$ 308,546	
Direct Selling Establishments	\$ 178,982	\$ -	\$ 178,982	
	1 Mile Radius			
Snapshot	Demand	Supply		
Marketplace Profile 2007	Retail Potential	Retail Sales	Retail Gap*	
Food & Beverage Stores	\$ 18,933,418	\$ 7,343,780	\$ 11,589,638	
Grocery Stores	\$ 17,418,948	\$ 3,040,331	\$ 14,378,617	
Specialty Food Stores	\$ 573,774	\$ 887,491	\$ (313,717)	
Beer, Wine, and Liquor Stores	\$ 940,696	\$ 3,415,958	\$ (2,475,262)	
Food Services & Drinking Places	\$ 16,965,611	\$ 18,787,224	\$ (1,821,613)	
Full-Service Restaurants	\$ 7,176,702	\$ 9,756,359	\$ (2,579,657)	
Limited-Service Eating Places	\$ 7,592,686	\$ 3,922,121	\$ 3,670,565	
Special Food Services	\$ 994,726	\$ 1,464,558	\$ (469,832)	
Drinking Places - Alcoholic Beverages	\$ 1,201,497	\$ 3,644,186	\$ (2,442,689)	
Clothing and Clothing Accessories Stores	\$ 6,059,995	\$ 5,102,813	\$ 957,182	
Clothing Stores	\$ 4,888,613	\$ 2,854,256	\$ 2,034,357	
Shoe Stores	\$ 732,554	\$ -	\$ 732,554	
Jewelry, Luggage, and Leather Goods	\$ 438,828	\$ 2,248,557	\$ (1,809,729)	
Health and Personal Care Stores	\$ 2,459,127	\$ 17,894,809	\$ (15,435,682)	
Nonstore Retailers	\$ 9,299,703	\$ 741,972	\$ 8,557,731	
Electronic Shopping and Mail-Order Houses	\$ 6,412,570	\$ -	\$ 6,412,570	
Vending Machine Operators	\$ 2,261,833	\$ 741,972	\$ 1,519,861	
Direct Selling Establishments	\$ 625,300	\$ -	\$ 625,300	
* Positive number equals leakage. Negative number equals surplus.				

While the concept of leakage is important, it can also be misleading when applied at a neighborhood scale. While leakage is a component to consider when evaluating market potential and devising strategies for business recruitment, no neighborhood captures all of the local residents' spending. For example, the industry grouping named "Health and Personal Care Stores," indicates that within a half-mile radius of the district \$578,864 worth of retail potential is "leaking" and is being spent outside the district. This may lead some to conclude there is a viable market opportunity for such goods in the district. However, a one-mile radius shows that there is surplus of \$15,435,682, indicating that perhaps the local market is saturated. These are the delicate balances to consider when forming a business recruitment strategy.

Five Minute Drive Time



Map 3

The drive time for an area is calculated "as if" persons could drive at a constant speed without stopping. Therefore, when looking at the "five minute" drive time for the Creston

area (see **Map 3**), please know it might take drivers more like 10-15 minutes to get to the Creston business district depending on traffic and stoplights.

In the Work Plan under the category Business Recruitment and Retention, a project is listed as “Prepare commercial market assessments for the district.” Such assessments can push deeper into rigorous quantitative analysis. Also, consider jointly undertaking a study with adjacent neighborhoods, where inter-related opportunities for development potential exist, such as the area undergoing redevelopment in the vicinity of Division and Monroe Avenues and Coldbrook and Leonard Streets. One resource to consider contracting with is LISC MetroEdge (LME). LME relies on national and local sources of data to develop powerful new metrics of retail market potential customized to specific neighborhoods. Working in tandem with community groups, local governments and other stakeholders, results are used to describe the marketplace, educate stakeholders, highlight development potential and pre-requisites, and identify scarce resources.

Early Action Projects

Momentum is critical for implementing plans and a good way to provide that momentum is to begin the early action projects listed in the plan. While the Actionable Task List for the projects helps show the way, coordination among small action teams with varying responsibilities can actually get projects started. Surely projects may need fine-tuning, but the task list helps outline what can be expected and involved. A review of the calendar matrix shows that the early action projects include:

- Designing and constructing a park at the corner of Plainfield Avenue and Ann Street;
- Linking the West Michigan Small Business Resource Guide to the neighborhood website and;
- Dedicating staff to the continued revitalization of the Creston Business District.

ACTIONABLE TASK LIST FOR THE PROJECTS

Sustainability and Capacity Building

The implementation of specific projects and strategies depends on a neighborhood’s or an organization’s capacity to actually accomplish those tasks. In this case, sustainability and capacity building is defined as a process of equipping individuals with knowledge and skills by providing them access to information, training and funding to enable them to perform and implement projects effectively.

Write job description, recruit, and hire a Corridor coordinator. (CNA, CCI)

To help guarantee success a Corridor coordinator, who would act as a project manager to implement and administer projects and tasks, should be hired on a permanent basis. It is important to note that the Creston Neighborhood Association will continue to support their program known as the Creston Corridor Initiative.

- During the interim, before a position is filled, the Creston Neighborhood Association can choose to have other staff or Board member(s) coordinate applicable projects.
- Using this Work Plan as a guide, prepare a job description and define position responsibilities and measures of success.
- Explore and secure short and long term funding for the position.
- Advertise the position, recruit and hire.
- Track performance and accomplishments on a short and long term basis using this Work Plan as a guide.
- Adjust the job goals and performance criteria over time based on accomplishments and changes in responsibilities.

Other options that may be considered by the Creston Neighborhood Association for continued revitalization of the Creston Business District, as well as revitalization of other mixed-use areas within the Creston boundaries, would be to contract for services and/or consider the advantages of sharing staff with other willing entities.

Organize the Creston Corridor Initiative fund development activities, assess and secure additional funding and support from local businesses and the City. (CNA, CCI)

- The Creston Neighborhood Association Board of Directors and the Creston Corridor Initiative Advisory Committee will forecast and define annual activities and initiatives to determine financial needs and budgets.
- Identify and implement events and grant writing, to generate and secure greater funding.
- Evaluate the effectiveness of activities and if necessary modify efforts to seek alternative funding sources.

Strengthen Creston Corridor Initiative by recruiting and sustaining CCI committee members. (CCI)

- Review the terms of service for committee members to determine when rotation occurs.
- Solicit feedback from outgoing committee members to help determine who can effectively replace them. Think strategically about future committee members and help them become better acquainted with the CCI program.
- Evaluate the effectiveness and strengths of committee members, where they match up well with CCI activities and if necessary modify efforts or provide training.

Explore designations of Corridor Improvement District and Business Improvement District to fund position. (CCI)

- Research these potential designations to be able to fund projects in this Work Plan including the corridor coordinator position. The research will be of Corridor Improvement Authority Act 280 of 2005, and Principal Shopping Districts and Business Improvement Districts Act 120 of 1961.

- If City of Grand Rapids adopts local ordinance for the creation of Corridor Improvement District Authority, determine criteria to secure designation, the timing of the process, the potential flow of tax increment financing capture, and decide whether to pursue.
- Organize the community and start a public education campaign to build support for a CID or a BID.
- If support achieved, pursue discussion with City staff for process of designation.
- If approved, implement program(s) and evaluate effectiveness.

Explore designation of Neighborhood Revitalization Strategy Area to encompass an area and fund the position. (CCI)

The U.S. Department of Housing and Urban Development (HUD) has encouraged CDBG entitlement communities to develop comprehensive neighborhood revitalization strategies. The idea is to create partnerships among the Federal and local governments, the private sector, community organizations and neighborhood residents to improve the economic well-being of residents and commercial enterprises. The City's Community Development Department monitors the fiscal and programmatic performance of NRSA's and the Community Based Development Organization within the NRSA.

- Identify project leadership and potential participants.
- Project leadership to review the Neighborhood Revitalization Strategy Area (NRSA) concept with City of Grand Rapids Community Development Department to gather a better idea of the designation, whether it would be beneficial for Plainfield Avenue in the context of an NRSA area for Creston, and whether the neighborhood association or another partner, such as NEW Development Corporation, would be a fit for the Community Based Development Organization (CBDO).
- Based on discussion and research, and what census tracts and block groups would need to be excluded for eligibility of an NRSA, determine if there is applicability, and whether there is local community desire to pursue an NRSA.

Neighborhood Connections

Neighborhood Connections are defined as projects and/or strategies that help enhance physical connections within and to areas surrounding the Creston Business District. Included are also those efforts that help bring residents, business owners and other interested stakeholders together to help deal with inter-related opportunities for positive change. Providing forums for the community's input is an ongoing important element in healthy, sustainable neighborhoods. Collecting the input in a structured way and communicating it in an easy-to-understand manner to public officials, elected and otherwise, is another critical element to achieving the connections so desired. The Creston Business District Work Plan provides a framework of the visions expressed by the community. The community's time is valuable, and with a framework in place, the organizing of their input is that much more manageable.

Continue to Support the Public's Involvement (CCI)

Continued interest and public and private support for improvement activities in the Creston Business District can only occur if individuals are encouraged to actively participate in efforts to support positive change. Community organizing can build inclusiveness, respect, compassion and knowledge.

- Actively encourage residents, property owners and business operators to participate in planning efforts related to Transit Oriented Development and a Sub-Regional Center, as defined in the City of Grand Rapids Master Plan, and located near Plainfield Avenue and Leonard Street. A high degree of coordination between stakeholders in the Creston neighborhood, the Belknap neighborhood, and the North Monroe neighborhood is essential. Consider the creation of a goal statement. Understand and provide input into a timeline with transit leaders and economic development stakeholders. Stay in regular communication with the Michigan Department of Transportation, The Rapid, the owners of the rail right-of-way, and the Planning Department of the City of Grand Rapids.
- In conjunction with Neighbors of Belknap Lookout, explore potential inter-related, cross-neighborhood marketing opportunities with regard to the area undergoing redevelopment in the vicinity of Division and Monroe Avenues and Coldbrook and Leonard Streets, as there is a geographic linkage to and from downtown and the Creston Business District.
- Establish and maintain regular contact with the City of Grand Rapids Planning Department and other City agencies to track planning and infrastructure improvement projects that may affect the neighborhood.
- Establish and/or update a process to regularly notify and educate the neighborhood residents and business association about upcoming planning projects and efforts, and to encourage their participation and input.

Promote outreach and coordination with the schools on projects. (CCI)

- Identify contact(s) in public and private schools and establish a regular meeting schedule.
- Meet and discuss items of mutual interest or concern and identify any that should be discussed in a larger group.
- Items of concern may include safe-routes-to-school, pocket park at Ann and Plainfield, bikeability of the district, a youth activity center and the programming thereof, among other issues that come up on an ongoing basis.

Coordinate with City leadership to analyze proposed zone changes for the area and determine if any properties require rezoning. (CNA)

- Meet with City Planning Department to get an update on revised zoning code and process to implement.
- Review new code and present findings and approval schedule to Neighborhood and Business Associations.

- If issues are raised during meetings discuss those with City Planning Department to clarify and/or resolve.
- Attend Public Hearing to voice concerns or support.

Establish Safe Walking Routes in the district and surrounding neighborhoods and promote Safe-Routes-To-School. (CCI)

- Establish a Safe Routes to School team that includes a school administrator, teacher(s), student leader(s), parent(s), a local law enforcement official/officer and a representative from the local road authority (i.e., city engineer, road commission employee, or a representative from the local MDOT Transportation Service Center).
- Designate a Safe Routes to School team leader.
- Obtain principal's signature(s).
- Assess attitudes and behaviors related to walking and biking to school.
- Assess safety of walking and biking routes, including school grounds.
- Develop an action plan. The SR2S Team will review findings from the walking audit and information collected through student and parent surveys to develop recommendations for improvements to routes and other supportive efforts.
- Apply for Michigan Safe Routes to School grant.

Provide wayfinding signs that direct visitors to the Creston Business District, parking lots and other destinations. (CCI, CBA)

- Identify project leadership and potential participants.
- Establish budget for professional assistance.
- Write and solicit proposals from firms specializing in wayfinding design.
- Interview/hire firm.
- Refine design and planning process.
- Prepare concept level drawings based on potential implementation budget.
- Seek cost estimates.
- Secure funding and final approvals from City.
- Prepare construction drawings.
- Bid project.
- Implement wayfinding system.
- Monitor effectiveness.

Develop a specific strategy, process, and plan to locate public art in the district per the locations identified in the charrette. (CCI)

- Identify project leadership and potential participants.
- Establish budget for any required professional assistance that the project may need.
- Discuss ways to bring art and artists into the Creston Business District in new ways that have not been done previously.
- Seek input from neighborhood residents and business operators as to what ideas and what expressions of public art would be desirable for the Creston Business District.
- Research public funding possibilities from State agencies and local arts councils.

- Write and solicit proposals from existing and emerging artists, or from schools and arts leagues and commissions specializing in public art.
- Interview and understand the project production costs of the artists, including permits from the City.
- Contract for and refine the design and planning process.
- Prepare concept level drawings based on potential implementation budget.
- Seek cost estimates.
- Secure funding for implementation and maintenance and seek final approvals from City.
- Prepare construction drawings, if necessary.
- Bid project, if required.
- Install public art.
- Showcase the new public art in newsletters and websites.
- Consider fundraising event when unveiling the art.
- Monitor any issues and implement a maintenance schedule.

Develop a specific strategy, process, and program to encourage performance art in the district. (CCI)

- Identify project leadership and potential participants.
- Establish overall objectives, budget, and performance standards as the district continues to revitalize and that more investment has occurred, and there is a critical mass of destination businesses that attract neighborhood residents and non-residents from around the city and region.,
- Review any necessary requirements and/or approvals with City of Grand Rapids.
- Establish performance schedule.
- Establish selection committee.
- Interview/audition performers and select.
- Monitor performance quality and any issues.

Business Recruitment and Retention

Projects in this category help promote the district as a desirable business address and provide support for existing and future retailers, food and beverage establishments, and other commercial interests. A study or market assessment can help determine, for instance, the probability of the types of retailers and other enterprises that would be supported on Plainfield Avenue, how much they might pay for rents, and help define the customer base for goods and services, and the base's buying power. It will also be important to estimate the amount of supportable retail/commercial space and residential demand, determining what types of businesses would complement existing ones when recruiting businesses, and which existing businesses are interested in expansion.

Link the West Michigan Small Business Resource Guide to the Creston Neighborhood Association website. (CCI)

- Contact City of Grand Rapids Economic Development Department for permission and access to the guide.

- Link the guide to neighborhood association's website and/or post the PDF online.
- Market the guide's availability via the Creston Neighborhood Association newsletter and with a communication to the Creston Business Association.

Promote and facilitate CDBG-funded microenterprise training; assess program prior to expiration of contract in June 2008. (CCI)

- Obtain information from City of Grand Rapids Community Development Department about the importance and applicability to CDBG funding of the Data Universal Numbering System (DUNS) number.
- Meet with existing businesses in the district to assess training needs.
- Recruit facilitators for trainings.
- Promote trainings to public and trade associations.
- Document attendance.
- Do follow-up surveys.
- Report quarterly to the City of Grand Rapids Community Development Department.
- Prior to expiration of contract, assess program outcome, determine if desire remains to apply for another round.

Maintain the GPS Business District Mapping. (CCI)

- Keep track of businesses retained on the district.
- Update global positioning system directory files by inputting new businesses on the appropriate area of map.
- Add new locations via new construction or rehabilitation to map using PhotoShop; attain graphic assistance if needed.
- Print and distribute the directory map.

Prepare and distribute a directory of restaurants. (CCI)

Capitalizing on the restaurant offerings would be good marketing for the district. Restaurants often contribute to early and continued stages of revitalization because they draw patrons to the district, providing a destination and comfort to residents and non-residents. Restaurants are important for the business mix of the district because of the increased purchase frequency and the size of the average purchase that comes with the restaurant sector.

- Identify interested restaurants.
- Explore selling advertising space to cover cost of the directory.
- Acquire graphic design assistance.
- Accumulate menus and the restaurant logos.
- Design and publish the directory.
- Distribute to local businesses around the local community and west Michigan region.
- Determine a calendar of when to update the directory so as to maintain the distribution and marketing of the restaurants.

Create and distribute a business recruitment packet. (CCI)

- Gather census information and demographics of Creston and surrounding areas.
- Review the assets of the district that the committees of CCI have noticed over the years: the elementary and high schools, the close proximity to the river, the ease of access to highways, the library, mass transit services and stops and the average number of riders daily, pedestrian counts, traffic counts, percentage composition of all the businesses on the district by sector, recent investment highlights, other points of interest.
- Familiarize with the West Michigan Small Business Resource Guide, one of the projects mentioned above.
- Meet with existing business owners, commercial property owners, and neighborhood residents to identify the types of complementary businesses that are desired for the district.
- Compile all the Creston Corridor Initiative programs and services that would appeal to new businesses, including the Creston Business District Work Plan.
- Develop budget for the creation and distribution of a packet that showcases the assets the district and neighborhood have in place.
- Acquire graphic design assistance.
- Design and publish packet.
- Distribute to Chamber of Commerce, banks, real estate sector, entrepreneurs, and trade associations.
- Gauge effectiveness with feedback from public.

Establish entrepreneurial relationships with existing businesses and start-ups from around the city and region. (CCI)

- Outreach to Grand Rapids Opportunities for Women (GROW), the Michigan Small Business & Technology Development Center (MI-SBTDC), SCORE-Counselors to America's Small Business, and other like organizations, to alert them of the neighborhood's desire to find appropriate businesses to locate to the Creston Business District.
- With feedback and referrals, identify business owners and start-ups.
- Inform them of Creston Corridor Initiative programs and services.
- Maintain regular contact with them and invite them to special events within the district.
- Invite them to Business Association's events.
- Welcome and celebrate with businesses when they open in the district, including articles and photographs in the newsletter and websites.
- Explore fundraiser potential for CCI if an opening celebration is planned.

Prepare commercial market assessments for the district. (CCI, CBA)

- Identify project leadership and potential participants.
- Determine which type(s) of assessments are desired and which would provide the most useful information for an action team to follow through on. Some studies could be as simple as consumer and merchant surveys produced by the lead organization. Or they

could be more complex studies such as retail and office market analysis and competitive supply analysis.

- Establish budget for any required professional assistance.
- Write and solicit proposals from firms specializing in market assessment and business recruitment programs.
- Interview/hire firm.
- Refine study process.
- Undertake study.
- Review findings.
- Implement recommendations
- Monitor progress.

Establish relationships with property owners. (CCI)

- Identify property owners.
- Inform them of Creston Corridor Initiative programs and services.
- Learn about their development intentions and motivations for the property, if any.
- Discover their needs, including maintenance and tenancy.
- Recognize them for what they do well already.
- Assess willingness to meet to discuss goals for revitalization of the district, in the context of the Creston Business District Work Plan.

Locate sources to finance business loans, tenant improvements, Individual Development Account (IDA) programs, and other capital supply chains. (CCI)

Increasingly, community leaders have to look to private capital markets to support their community's revitalization efforts. Working relationships with commercial bankers and retail lending professionals can open doors to capital that may not be widely known. Connecting business owners and property owners to loan professionals will enable relationships to flourish leading to product education and loan origination. The federal Small Business Administration (SBA) loan program is one available avenue through selected lenders. SBA programs include technical and management assistance designed to increase the loan applicant's chances of success.

- Outreach to local bank partners for capital geo-targeted to the business district.
- Facilitate the introduction of bank partners to commercial property owners and potential commercial tenants.
- Outreach to local bank partners for capital to geo-target to the business district for commercial property owners and/or business owners, who need business loans and tenant improvements to commercial space.
- Research IDA programs for starting small businesses with the City of Grand Rapids economic development and community development departments.
- Determine if local organizational capacity exists to administer an IDA program for small businesses.

District Identity, Branding and Events

This category includes broad efforts to develop a unified theme and image for the Creston Business District as per the community's wishes during the charrette process. This could include a logo identity for the business district, promotional materials, public relations campaign, event planning, and gateway signage.

Focus on special events programming. (CCI, CBA)

- Establish a project leadership group, from CCI committee members, plus CBA.
- Refer to the promotion campaign project below, too, to understand the larger sentiment for a campaign, and keep in mind when focusing on programming for special events.
- Focus on instituting special events such as a seasonal Farmers Market, and select appropriate event locations. Promote and continue CCI Community Building Activities like the Creston Car Show and the Texas Hold 'Em Tournament.
- Establish budgets.
- Once branding is developed, utilize the branding that is a component of the promotional campaign project listed below.
- Coordinate event ideas and times with businesses.
- Market the events.
- Implement recommendations.
- Evaluate the outcomes of the events.

Prepare a promotion campaign for the neighborhood and district. (CCI)

- Identify project leadership and potential participants.
- Review the Creston Business District Work Plan and the charrette for a context of what is possible.
- Read through grant contracts and other goals and objectives of various committees to see what has been accomplished and what "open items" remain.
- Establish budget for professional assistance and for the campaign.
- Write and solicit proposals from firms specializing in advertising/branding.
- Interview/hire firm.
- Refine study process.
- Undertake study.
- Develop a "brand" for the area.
- Factor into the campaign special events like a seasonal Farmer's Market, and the continued promotion of CCI Community Building Activities like the car show and Texas Hold 'Em Tournament.
- Develop and implement a branding campaign for the district that includes website development and a focus on media outlets, and press releases.
- Implement recommendations.
- Monitor progress.

Design and install uniform gateway signage at Plainfield and Leonard, and at Ann and Plainfield. (CCI, CBA, NEW Development Corp.)

- Establish a project leadership group.
- Meet with public agencies, such as the City of Grand Rapids Engineering, Traffic Safety and Planning Departments, GRETS and MDOT to determine processes for such factors ROW encroachments, sign design criteria and approvals.
- Meet with property owners of lots.
- Establish budgets for professional design assistance and seek funding.
- Write and solicit proposals from designers.
- Interview/hire individual or firm.
- Begin and complete installation.

Design and install uniform banners along Plainfield. (CCI, CBA)

- Establish a project leadership group.
- Meet with City for such factors ROW encroachments, sign design criteria and approvals.
- Establish budgets for professional design assistance and seek funding.
- Write and solicit proposals from designers.
- Interview/hire individual or firm.
- Begin and complete installation.

Develop website for the business district. (CCI, CBA)

- Establish a project leadership group.
- Determine desirability for a business-related website.
- Establish whether site should have its own domain or be linked to neighborhood association's website.
- Explore selling advertising space to cover cost of the website.
- Establish budgets for professional design assistance and/or web hosting, and seek funding.
- Write and solicit proposals from designers and/or hosts.
- Interview/hire individual(s) or firm(s).
- Begin and complete launch.
- Post digital versions of printed directories as discussed under Business Recruitment and Retention.
- Update site regularly.

Transportation and Parking

This category includes an assessment and improvements to the public transportation system, as well as non-motorized transportation, and parking lots.

Improve bicycle connections by designing and implementing bikeway routes. (CCI)

- Establish a process to undertake the effort; invite parties such as neighborhood residents, business owners, bicycling advocacy groups, and the City Planning and Traffic Safety Departments to participate.
- Consider using a checklist to evaluate the district's bikeability and connectivity to the neighborhood, major cross streets, and community trails that exist and that are planned. For assistance, refer to the Bikeability Checklist available from the Pedestrian and Bicycle Information Center, the National Highway Traffic Safety Administration, and the U.S. Department of Transportation.
- Use the checklist to describe problem areas to improve.
- Define applicable problems and/or opportunities, such as pavement safety, road striping, and availability of bike racks on the district.
- Identify potential solutions and strategies for their implementation.
- Be sure to communicate with action teams working on wayfinding issues in the Neighborhood Connections category.
- Implement plans, monitor progress and advertise the availability and connectivity of bikeway routes to neighborhood residents, business owners, and the broader community.

Implement efficient transit route, stops, and shelters to and from downtown, coordinating with The Rapid. (CCI)

- Identify current challenges that relate to bus stop locations and bus service.
- Solicit feedback from business owners and residents about route, stops, and shelters.
- Review their feedback, identify potential changes and develop an implementation strategy to work with The Rapid about routes and stops.
- For shelters, determine list of stops (existing and potential) where bus shelter(s) is desired by the community.
- Provide written request to The Rapid to review the location(s) of potential shelter placements.
- The Rapid will review the request, and investigate locations to determine if reasonable ridership activity exists at said locations.
- If a "go" is determined by The Rapid, maintenance division will review the locations for construction and installation specifications.
- Secure necessary funding by The Rapid.
- Implement recommendations.

Prepare a parking inventory, assessment and management plan. (CCI, CBA)

- Identify project leadership and potential participants.
- Establish budget for professional assistance.
- Write and solicit proposals from firms specializing in transportation and parking issues.
- Interview/hire firm.
- Refine study process.
- Undertake study.

- Review proposed improvements, including well-lit parking lots and assess a parking management plan.
- Distinguish between public and private improvements.
- Prioritize and establish budgets for public improvements.
- Provide support for private improvements.
- Implement recommendations.
- Monitor progress.

Develop and implement traffic calming campaign. (CCI)

- Identify project leadership and potential participants.
- Identify current problems that relate to speeding traffic.
- Solicit feedback from business owners and residents.
- Identify potential solutions and develop an implementation strategy and budget requirements for improvements.
- Secure necessary funding and support from the City.
- Implement recommendations.
- Monitor progress.

Explore appropriate locations and implement angled parking on Plainfield Avenue. (CCI)

- Identify project leadership and potential participants.
- Identify areas for potential angled parking on Plainfield Avenue.
- Work with appropriate City of Grand Rapids departments and leadership to develop an angled parking implementation plan.
- Secure necessary funding.
- Implement recommendations.
- Monitor progress.

Infill Development and Rehabilitation

New construction and the rehabilitation of existing buildings and facades will be critical to the continued success of the Creston Business District and the surrounding neighborhood. Some programs and support are already in place; however, new opportunities must be explored and considered.

Promote the CCI façade grant program (CCI)

- Update façade improvement design guidelines.
- Prepare an education program and materials describing the façade grant program.
- Plan and advertise training and education sessions to promote the program.
- Provide technical and design assistance to applicants seeking funds.
- Monitor program impacts and make adjustments as necessary,

Design and construct the proposed pocket park at Ann and Plainfield. (CCI, NEW Development Corp., Nonprofit/Public Partners)

- Define a process to undertake the design development and construction document phase, including public participation.
- Establish a project leadership group.
- Meet with property owner(s) and the GRPS to discuss and secure project support and necessary real estate transactions.
- Meet with public agencies, such as the City of Grand Rapids Engineering, Traffic Safety and Planning Departments to determine processes for such factors as funding, ROW encroachments, project design criteria and approvals.
- Refine project priorities and direction based on outcomes.
- Establish budgets for professional assistance including project management during the construction phase and seek project funding.
- Write and solicit proposals from consultants.
- Interview/hire individual or firm.
- Begin design development based on direction and concepts from the previous Plainfield Avenue Charrette.
- Prepare initial cost estimates and secure necessary community, agency and City support and approvals and funding.
- Complete construction drawings and seek bids.
- Select contractor.
- Begin and complete construction.

Develop Youth Activity Center. (CNA)

- Identify project leadership and potential participants, including service provider.
- Locate a potential site or building.
- Identify current need for Youth Activity Center, and its program elements through community input. Consider multipurpose providers if additional tenancy is needed for project success.
- Work with potential service provider to determine its operational needs and budget.
- Seek professional assistance for conceptual site and architectural design, and public input.
- Prepare initial cost estimates for acquisition, construction and/or rehabilitation, and secure necessary community support and funding.
- Prepare final architectural plans and gain City/State approvals.
- Implement construction and occupancy.

Explore the feasibility of historic preservation programs to preserve historic resources. (CCI)

Historic preservation is an economic development tool and a growth management strategy that helps protect and save a community's character. There are two primary types of historic districts in Grand Rapids: National Register districts and local districts. For historic buildings listed in the National Register, the available benefits include: honorary recognition

for importance to the community, the state or the nation; consideration and mitigation when planning for Federal, federally-licensed, and federally-assisted projects under Section 106 of the National Historic Preservation Act of 1966; and prior to rehabilitation the properties may be eligible for a 20% investment tax credit on Federal income tax liability for certified rehabilitation of income-producing historic structures such as commercial, industrial, or rental-residential buildings. In a locally designated historic district, contributing historic buildings are presently eligible for the State Historic Preservation Tax Credit Program, which is a 25% state income tax credit for the cost of certified rehabilitation for income and non-income producing properties. Also in locally designated districts, building exteriors are protected since proposed exterior rehabilitation requires a Certificate of Appropriateness approved by staff or the Grand Rapids Historic Preservation Commission.

For National Register:

- Research the nomination process to secure a National Register of Historic Places listing.
- If property owners along Plainfield Avenue desire listing in the National Register, contact the State Historic Preservation Office in Lansing for an application and advice on working with consultants who research and prepare nomination documents.
- Organize the community and start a public education campaign to build support for designation.
- If support achieved, proceed with nomination and/or budget and contract with consultant to do same.

For local designation:

- Research the Historic Preservation Commission Ordinance No. 93-21, § 2, 5-18-93 in Chapter 68 of the City of Grand Rapids Code to become familiar with the local Historic District Study Committee process for designating local districts and landmarks.
- If property owners along Plainfield Avenue desire local historic district ordinance protection of historically significant resources, form an action team to work with Grand Rapids Historic Preservation Commission staff to set up a study committee appointed by the City Commission.
- Organize the community and start a public education campaign to build support.
- If support achieved, proceed with local designation with the City.

Promote the development of second floor residential on Plainfield Avenue. (CCI)

- Establish relationships with property owners who have existing or potential second story residential space.
- Inventory available second story residential units and their quality.
- Work with property owners to identify leasing targets and strategies.
- Develop and promote a landlord education campaign to secure appropriate tenants.

Prepare for and encourage infill opportunities in core areas or on vacant sites along Plainfield Avenue. (CCI)

- Working with district representatives and property owners, identify and prioritize potential sites for acquisition and/or development

- Identify development objectives.
- Determine development feasibility.
- Solicit property owner and/or developer interest, and select developer.
- Identify/secure potential funding sources to acquire and/or develop properties, including assistance from consultants.
- Proceed with design, review, and City/State approvals.
- Implement construction, pre-leasing, leasing, occupancy, and tenant improvements.

Analyze and plan for a strategy and process to redevelop the corner of Plainfield and Leonard with infill housing. (CCI)

- Working with district representatives, property owners and City officials, identify level of interest to undertake redevelopment.
- Identify development objectives.
- Determine development feasibility.
- Solicit property owner and/or developer interest, and select developer.
- Identify/secure potential funding sources to acquire properties, including assistance from consultants.
- Integrate into the site plan the neighborhood's desire for gateway signage, landscaping, and connectivity to a potential transit-oriented development hub.
- Proceed with design, review, and City/State approvals.
- Implement construction and occupancy.

Design and develop a courtyard adjacent to the Van Belkum Branch Public Library. (CCI, Nonprofit/Public Partners)

- Define a process to undertake the design development and construction document phase, including public participation.
- Establish a project leadership group.
- Meet with library representatives to discuss and secure project support.
- Meet with public agencies, such as the City of Grand Rapids Engineering, Traffic Safety and Planning Departments to determine processes for such factors as funding, encroachments, project design criteria, zoning implications associated with changes to parking, and approvals.
- Refine project priorities and direction based on outcomes.
- Establish budgets for professional assistance including project management during the construction phase and seek project funding.
- Write and solicit proposals from consultants.
- Interview/hire individual or firm.
- Begin design development based on direction and concepts from the charrette.

Streetscape Improvements

The various ideas and potential projects in this category were derived from the charrette results for the Creston Business District. In any design process there are increasing levels of detail applied to any potential solution. The initial stage, called schematic design, indicates

an overall concept and shows general relationships of uses and design elements. The next stage is design development, which is a further refinement of schematic drawings and typically shows options for more refined design ideas, specific dimensions and materials. The completion stage includes construction or fabrication documents which are refined drawings that show very specific details, materials and dimensions. Construction drawings are used in the field by those who will actually build a project.

While the charrette for Plainfield Avenue resulted in overall design direction at a schematic level for the district and neighborhood, significant work remains before projects can actually be realized. First, a process to complete design development must be defined and the level of public involvement determined, funds to design and implement projects must be secured, a consultant hired, base drawings and studies prepared, plans for individual projects developed, approvals secured, and then projects must be bid for construction. Based on such a process the following steps should be taken:

Design and undertake a detailed streetscape study for the district that is based on the charrette, see Decision Tree. (CCI, CBA)

- Establish project leadership group and public participation and design process.
- Define priority projects based on a primary objective, which is to: ***Prioritize and focus investments to the Traditional Business District Core located near the intersection of Quimby/Coit and Plainfield Avenue; avoid spreading immediate efforts along the entire district.***
- Meet with public agencies, such as the City of Grand Rapids Engineering, Traffic Safety and Planning Departments, GRETS and MDOT to determine processes for such factors as funding, street vacation, project design criteria and approvals.
- Refine project priorities and direction based on outcomes.
- Establish budgets for professional assistance including project management during the construction phase and seek project funding.
- Review the recent publication prepared for the The Grand Rapids Downtown Alliance, titled the *Downtown Streetscape Design Guidelines* as a reference manual when considering appropriate streetscape treatments.
- Write and solicit proposals from consultants.
- Interview/hire individual or firm.
- Begin the design development phase of priority project(s) based on direction and design elements from the previous Plainfield Avenue Charrette. For reference these include:
 - Streetscape cross-sections by type and location on the district
 - Boulevard islands on Plainfield
 - Enhanced paving for crosswalks
 - Banners and signs
 - Ornamental lights
 - Raised planters
 - Enhanced paving in key locations on the district
 - Street trees
 - Bump-outs at intersections
- Establish implementation priorities, a schedule and budgets.

- Secure funding and begin approval process.
- Complete construction drawings, gain final approvals and seek bids.
- Select contractor.
- Implement a public information campaign that addresses disruptions during construction.
- Begin and complete construction.
- Review remaining projects, reprioritize and restart process for those.

Explore options to either vacate Coit Avenue or seek encroachments and construct a plaza in the triangle between Coit, Quimby and Plainfield based on concept in charrette. (CCI, CBA)

Two optional processes may be used to develop a plaza and related improvements within the Coit Avenue right-of-way (ROW). One is a process to vacate the ROW that involves legal action. The result would be that the land within the ROW would revert to adjacent property owners. Therefore, any future development within that property for public benefit (such as a plaza) would require an easement agreement between the new property owner and the entity wishing to make the improvement.

The other option would be for the City to retain ownership of the ROW and the entity (responsible for the plaza) would seek an encroachment over the public's ROW to allow the construction of improvements. In this case the City would allow improvements to be made but, per an encroachment agreement, they could be removed or modified at the owner's cost should changes or repairs to utilities occur in the future. This process was used for the plaza within the Bostwick Avenue ROW in front of the Grand Rapids Community College.

Implement a new and major pedestrian crossing to Creston High School to the south of Palmer on Plainfield Avenue. (CCI, Nonprofit/Public Partners)






- Define a process to undertake the design development and construction document phase, including public participation.
- Establish a project leadership group.
- Meet with GRPS representatives to discuss and secure project support.
- Meet with public agencies, such as the City of Grand Rapids Engineering, Traffic Safety and Planning Departments to determine processes for such factors as funding, ROW encroachments, project design criteria, and approvals.
- Refine project priorities and direction based on outcomes.
- Establish budgets for professional assistance including project management during the construction phase and seek project funding.
- Write and solicit proposals from consultants.
- Interview/hire individual or firm.

Develop a process to design and fabricate the Creston High Polar Bear mascot and locate and design its setting per Charrette recommendations. (Nonprofit/Public Partners)

- Identify project leadership and potential participants including the GRPS.

- Define a process to undertake mascot design and fabrication.
- Secure necessary community, agency and City support and approvals and funding.
- Implement mascot design and fabrication and coordinate with Plainfield Avenue pedestrian crossing project.





Schedule of Activity

Categories	Projects and Strategies	The Next Three Years				The Future		
		4th Qtr 2007	2008	2009	2010	2011	2012	2013
Sustainability and Capacity Building	Write job description, recruit, and hire a Corridor coordinator.							
	Organize Creston Corridor Initiative fund development activities, assess and secure additional funding and support from local businesses and the City.							
	Strengthen Creston Corridor Initiative by recruiting and sustaining CCI committee members.							
	Explore designations of Corridor Improvement District and Business Improvement District to fund position.							
	Explore designation of Neighborhood Revitalization Strategy Area to encompass an area and fund the position.							

Schedule of Activity

Categories	Projects and Strategies	The Next Three Years				The Future		
		4th Qtr 2007	2008	2009	2010	2011	2012	2013
Neighborhood Connections	Continue to support the public's involvement.							
	Promote outreach and coordination with the schools on projects.							
	Coordinate with City leadership to analyze proposed zone changes for the area and determine if any properties require rezoning.							
	Establish Safe Walking Routes in the district and surrounding neighborhoods and promote Safe-Routes-To-School.							
	Provide wayfinding signs that direct visitors to the Creston Business District, parking lots, and other destinations.							
	Develop a specific strategy, process, and plan to locate public art in the district per the locations identified in the charrette.							
	Develop a specific strategy, process, and program to encourage performance art in the district.							






Schedule of Activity

Categories	Projects and Strategies	The Next Three Years				The Future		
		4th Qtr 2007	2008	2009	2010	2011	2012	2013
Business Recruitment and Retention	Link the West Michigan Small Business Resource Guide to the Creston Neighborhood Association website.							
	Promote and facilitate CDBG microenterprise training; assess program prior to contract expiration in 2008.							
	Maintain GPS business district mapping.							
	Prepare and distribute a directory of restaurants and update periodically.							
	Create and distribute a business recruitment packet.							
	Establish entrepreneurial relationships with existing businesses and start-ups from around the city and region.							
	Prepare commercial market assessments for the district.							
	Establish relationships with property owners.							
	Locate sources to finance business loans, to finance tenant improvements for commercial space, IDA programs, and other capital supply chains.							

Schedule of Activity

Categories	Projects and Strategies	The Next Three Years				The Future		
		4th Qtr 2007	2008	2009	2010	2011	2012	2013
District Identity, Branding and Events	Focus on special events programming.							
	Prepare a promotion campaign for the neighborhood and district.							
	Design and install uniform gateway signage at Plainfield and Leonard, and at Ann and Plainfield.							
	Design and install uniform banners along Plainfield.							
	Develop website for business district.							



Schedule of Activity

Categories	Projects and Strategies	The Next Three Years				The Future		
		4th Qtr 2007	2008	2009	2010	2011	2012	2013
Transportation and Parking	Improve bicycle connections by designing and implementing bikeway routes.							
	Implement efficient transit route, stops, and shelters to and from downtown coordinating with The Rapid.							
	Prepare a parking inventory, assessment and management plan.							
	Develop and Implement traffic calming campaign.							
	Explore appropriate locations and implement angled parking on Plainfield Avenue.							

Schedule of Activity

Categories	Projects and Strategies	The Next Three Years				The Future		
		4th Qtr 2007	2008	2009	2010	2011	2012	2013
Infill Development and Rehabilitation	Promote the CCI façade grant program.							
	Design and construct the proposed pocket park at Ann and Plainfield.							
	Develop Youth Activity Center.							
	Explore the feasibility of historic preservation programs to preserve historic resources.							
	Promote the development of second floor residential on Plainfield Avenue.							
	Prepare for and encourage infill opportunities in core areas or on vacant sites along Plainfield Avenue.							
	Analyze and plan for a strategy and process to redevelop the corner of Plainfield and Leonard with infill housing.							
	Design and develop a courtyard adjacent to the Van Belkum Branch Public Library.							

Schedule of Activity

Categories	Projects and Strategies	The Next Three Years				The Future		
		4th Qtr 2007	2008	2009	2010	2011	2012	2013
Streetscape Improvements	Design and undertake a detailed streetscape study for the corridor that is based on the charrette. (See Decision Tree)							
	Explore options to either vacate Coit Avenue or seek encroachments and construct a plaza in the triangle between Coit, Quimby and Plainfield based on concept in charrette.							
	Implement a new and major pedestrian crossing to Creston High School to the south of Palmer on Plainfield Avenue.							
	Develop a process to design and fabricate the Creston High Polar Bear mascot and locate and design its setting per charrette recommendations.							

Appendix E

North Quarter Community Walking Tour Notes



Walking Tour
28 September 2011

Positive Observations on the Corridor –

- Ample city-owned/free parking lots.
- Compact design. District(s) have solid blocks of concentrated businesses.
- Traditional business district design. Zero setback normal with rear parking.
- Street parking is inexpensive meters (Creston) or free (Cheshire).
- Planters (Creston only)
- Good mix of business types (Cheshire) like grocer, bowling alley, pharmacy.
- Many professional services organizations.

Opportunities on the Corridor –

- Street trees are few and far between.
- Vast areas of concrete in the heart of Creston, especially the central district.
- Some facades are covered over and uninviting.
- Streetscape features like planters and gardens.
- Crossing Plainfield is a challenge. Few crosswalks. Not well marked.
- Cars speed down the corridor, double-wide at times. Traffic calming needed.
- “Cobra Head” street lights do not compliment the neighborhood feel.
- Alleys can be dark hindering night access to the free public parking lots.
- Trash containers are pretty much none existent.
- Vacant storefronts. Vacant lots. Vacant second and third story spaces.
- Infill opportunities. Perhaps mixed use including residential.
- Unsightly telephone poles (Cheshire).

Appendix F

LISC MetroEDGE

Grand Rapids Area Market Profile

Market -Area K

Demographic Profile and Trends			
Family Households	1,902	Population 2008	9,074
One Person Households	1,017	Population 2000	9,540
Total Households	3,333	Population 1990	9,695
African American:	593	Median Income 2008	\$30,375
Caucasian:	2,176	Median Income 2000	\$31,025
Hispanic:	391	Median Income 1990	\$21,702
Asian:	37	Average Household Size 2008	2.69
Other	136	Average Household Size 2000	2.71
Pop Density 2008	5,970	Square Mileage of Market Area	1.52

Housing 2008 and Trends		
Total Single Family Units 2008	3,018	
Total Multi-Family Units 2008	750	
Occupied Housing Units 2008	3,336	
Owner 2008	1,660	
Renter 2008	1,676	
Occupied Housing Units 2000	3,482	
Owner 2000	1,738	
Renter 2000	1,744	

Age Trends and Age 2008					
2008		Change 1990-2008		Change 2000-2008	
0-17 yrs	2,864	0-17 yrs	-6.89%	0-17 yrs	-9.39%
18-24 yrs	954	18-24 yrs	-31.99%	18-24 yrs	-23.88%
25-44 yrs	3,038	25-44 yrs	-15.22%	25-44 yrs	-9.24%
45-64 yrs	1,774	45-64 yrs	84.98%	45-64 yrs	37.96%
65 Plus yrs	454	65 Plus yrs	-33.60%	65 Plus yrs	-8.77%

Loan Activity 2007 and Trends		
Loans	# of Loans	5 Yr Total
New Purchase Loans 2007	322	1,183
Rehab Loans 2007	18	137
Median Income of Households Purchasing a Home		
Median Income 2007	\$39,152	
Median Income 2006	\$38,817	
Median Income 2005	\$38,440	
Median Income 2004	\$35,302	
Median Income 2003	\$35,967	

Educational Attainment 2008	
Some High School or less	25%
High School	30%
Some College	24%
Associate Degree	8%
Bachelor's Degree	10%
Master's Degree or higher	3%

Workplace Population 2008	
Number of Employees, All Industries	10,994
Number of Businesses w/ 1-19 Employees	535
Number of Businesses w/ 20 or More Employees	91
Ratio of Workplace to Residential Population	121%

Income and Buying Power 2008	
Concentrated Buying Power (\$/sq mile)	\$47,453,232
Households that Earn Between \$50k to \$75k Annually, per square mile	362
Households that Earn More than \$50K Annually, per square mile	463

Income Diversity 2008	
Household Income \$24,999 or less	40%
Household Income between \$25,000 to \$49,999	39%
Household Income between \$50,000 to \$74,999	16%
Household Income \$75,000 Plus	5%



Source for the Demographic, Housing, Age, Education, Income and Buying Power, Workplace Pop, Income Diversity, Concentrated Income and Leakage Data: Claritas 2008; Source for the Loan Activity Data: Home Mortgage Disclosure Act 2007; Source for the Building Permit Data and Home Sales Data: Grand Valley State University; Source for Parks, Schools, Business Association and Bike Trails: City of Grand Rapids; Source for the Traffic Counts: Grand Valley Metropolitan Council; Source of the Square Footage: ICSC US Mall Report.

Market -Area K

Income Diversity Trend					
		Change 1990-2000	Change 2000-2008	Total Change 1990-2008	
Household Income \$24,999 or less		-30.76%	1%	-30%	
Household Income between \$25,000 to \$49,999		15%	1%	15%	
Household Income between \$50,000 to \$74,999		112%	-2%	108%	
Household Income \$75,000 Plus		476%	-2%	465%	
Concentrated Income Trend					
		Change 1990-2000	Change 2000-2008	Total Change 1990-2008	
Concentrated Middle Income Households (\$50K to \$75K)		111%	-6%	98%	
Conc Middle and Upper Income Households (\$50K Plus)		150%	-9%	126%	
Retail Leakage 2008					
General Retail Categories					
Furniture Stores	\$746,834	Clothing and Apparel	\$5,221,421	Electronics	(\$2,962,042)
Building Material etc	\$7,930,762	Hobby and Sporting Goods	\$945,933	Gasoline Stations	\$12,363,101
Health and Personal Care	\$5,014,208	General Merchandise	\$14,133,433	Auto Dealers	\$24,400,693
Food and Drinking Places	\$3,968,603	Miscellaneous	\$1,117,311	Food and Beverage	\$14,015,681
Food and Drinking Places			Food and Beverage Stores		
Full Service Restaurant		\$3,136,483	Super Markets and Other Grocery Stores		\$13,604,447
Limited Service Eating Restaurant		\$1,195,292	Convenience Stores		\$885,001
Special Food Services		\$56,400	Specialty Food Stores		\$202,370
Drinking Places - Alcoholic Beverages		(\$419,572)	Beer, Wine and Liquor Stores		(\$676,137)
Estimated Square Footage Potential 2008					
General Retail Categories					
Furniture Stores	2,128	Clothing and Apparel	16,735	Electronics	N/A
Building Material etc	36,214	Hobby and Sporting Goods	2,557	Gasoline Stations	N/A
Health and Personal Care	10,578	General Merchandise	41,447	Auto Dealers	141,864
Food and Drinking Places	8,590	Miscellaneous	4,816	Food and Beverage	57,207
Building Permits 2008					
Commercial Building Permit			Residential Building Permit		
Total Commercial Building Permits		26	Total Residential Building Permits		79
Total Commercial Permits Value		\$8,261,356	Total Residential Building Permits Value		\$1,054,392



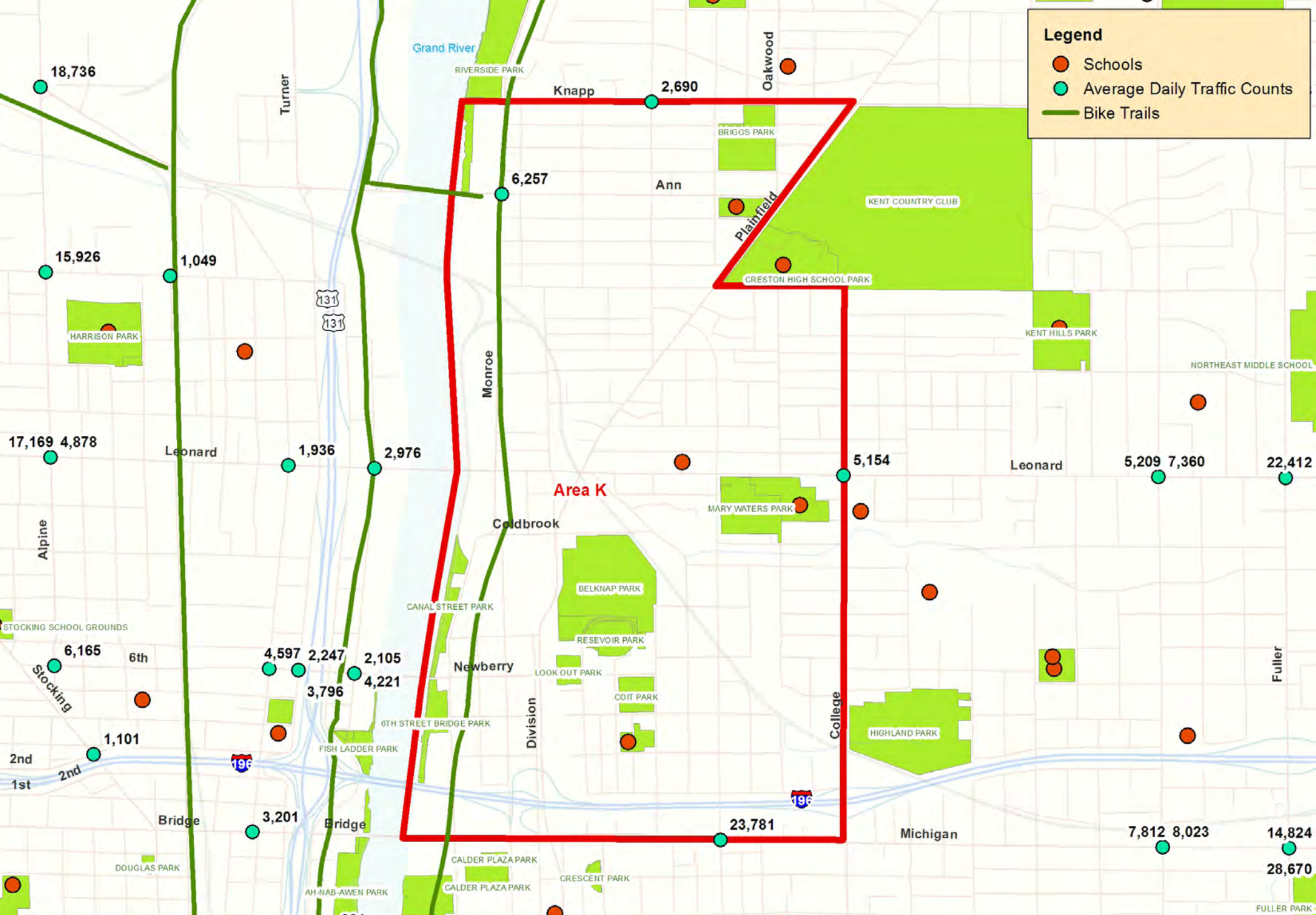
Source for the Demographic, Housing, Age, Education, Income and Buying Power, Workplace Pop, Income Diversity, Concentrated Income and Leakage Data: Claritas 2008; Source for the Loan Activity Data: Home Mortgage Disclosure Act 2007; Source for the Building Permit Data and Home Sales Data: Grand Valley State University; Source for Parks, Schools, Business Association and Bike Trails: City of Grand Rapids; Source for the Traffic Counts: Grand Valley Metropolitan Council; Source of the Square Footage: ICSC US Mall Report.

Market -Area K

Total Number of Home Sales and Average Sales Price 1999-2008			
Total Home Sales		Average Sales Price	
Home Sales 1999	185	Total Average Sales Price 1999	\$60,395
Home Sales 2000	180	Total Average Sales Price 2000	\$67,230
Home Sales 2001	180	Total Average Sales Price 2001	\$73,058
Home Sales 2002	199	Total Average Sales Price 2002	\$81,014
Home Sales 2003	206	Total Average Sales Price 2003	\$83,201
Home Sales 2004	229	Total Average Sales Price 2004	\$91,692
Home Sales 2005	178	Total Average Sales Price 2005	\$98,039
Home Sales 2006	110	Total Average Sales Price 2006	\$96,160
Home Sales 2007	82	Total Average Sales Price 2007	\$95,973
Home Sales 2008	31	Total Average Sales Price 2008	\$105,446



Source for the Demographic, Housing, Age, Education, Income and Buying Power, Workplace Pop, Income Diversity, Concentrated Income and Leakage Data: Claritas 2008; Source for the Loan Activity Data: Home Mortgage Disclosure Act 2007; Source for the Building Permit Data and Home Sales Data: Grand Valley State University; Source for Parks, Schools, Business Association and Bike Trails: City of Grand Rapids; Source for the Traffic Counts: Grand Valley Metropolitan Council; Source of the Square Footage: ICSC US Mall Report.



Market -Area A

Demographic Profile and Trends				Housing 2008 and Trends	
Family Households	2,612	Population 2008	9,320	Total Single Family Units 2008	3,909
One Person Households	1,256	Population 2000	9,666	Total Multi-Family Units 2008	295
Total Households	4,060	Population 1990	9,708	Occupied Housing Units 2008	4,086
African American:	68	Median Income 2008	\$51,591	Owner 2008	3,484
Caucasian:	3,862	Median Income 2000	\$47,442	Renter 2008	602
Hispanic:	70	Median Income 1990	\$32,895	Occupied Housing Units 2000	4,094
Asian:	21	Average Household Size 2008	2.29	Owner 2000	3,516
Other	39	Average Household Size 2000	2.36	Renter 2000	578
Pop Density 2008	3,932	Square Mileage of Market Area	2.37		

Age Trends and Age 2008				Loan Activity 2007 and Trends		
2008		Change 1990-2008	Change 2000-2008	Loans	# of Loans	5 Yr Total
0-17 yrs	2,358	0-17 yrs 7.90%	0-17 yrs 3.11%	New Purchase Loans 2007	196	1,409
18-24 yrs	596	18-24 yrs -20.46%	18-24 yrs -7.42%	Rehab Loans 2007	52	270
25-44 yrs	2,780	25-44 yrs -12.99%	25-44 yrs -14.06%	Median Income of Households Purchasing a Home		
45-64 yrs	2,246	45-64 yrs 34.21%	45-64 yrs 16.67%	Median Income 2007		\$49,794
65 Plus yrs	1,296	65 Plus yrs -22.96%	65 Plus yrs 12.26%	Median Income 2006		\$46,710
				Median Income 2005		\$50,728
				Median Income 2004		\$48,533
				Median Income 2003		\$44,015

Educational Attainment 2008	
Some High School or less	9%
High School	28%
Some College	21%
Associate Degree	9%
Bachelor's Degree	22%
Master's Degree or higher	10%

Income and Buying Power 2008	
Concentrated Buying Power (\$/sq mile)	\$30,754,984
Households that Earn Between \$50k to \$75k Annually, per square mile	441
Households that Earn More than \$50K Annually, per square mile	774

Workplace Population 2008	
Number of Employees, All Industries	1,813
Number of Businesses w/ 1-19 Employees	193
Number of Businesses w/ 20 or More Employees	23
Ratio of Workplace to Residential Population	19%

Income Diversity 2008	
Household Income \$24,999 or less	17%
Household Income between \$25,000 to \$49,999	32%
Household Income between \$50,000 to \$74,999	26%
Household Income \$75,000 Plus	26%



Source for the Demographic, Housing, Age, Education, Income and Buying Power, Workplace Pop, Income Diversity, Concentrated Income and Leakage Data: Claritas 2008; Source for the Loan Activity Data: Home Mortgage Disclosure Act 2007; Source for the Building Permit Data and Home Sales Data: Grand Valley State University; Source for Parks, Schools, Business Association and Bike Trails: City of Grand Rapids; Source for the Traffic Counts: Grand Valley Metropolitan Council; Source of the Square Footage: ICSC US Mall Report.

Market -Area A

Income Diversity Trend					
		Change 1990-2000	Change 2000-2008	Total Change 1990-2008	
Household Income \$24,999 or less		-44.92%	-13%	-52%	
Household Income between \$25,000 to \$49,999		-25%	-13%	-28%	
Household Income between \$50,000 to \$74,999		59%	0%	59%	
Household Income \$75,000 Plus		246%	20%	317%	
Concentrated Income Trend					
		Change 1990-2000	Change 2000-2008	Total Change 1990-2008	
Concentrated Middle Income Households (\$50K to \$75K)		63%	-1%	61%	
Conc Middle and Upper Income Households (\$50K Plus)		120%	-4%	110%	
Retail Leakage 2008					
General Retail Categories					
Furniture Stores	\$5,272,491	Clothing and Apparel	\$8,356,274	Electronics	\$4,526,837
Building Material etc	\$24,887,168	Hobby and Sporting Goods	\$2,675,386	Gasoline Stations	\$8,848,699
Health and Personal Care	\$1,610,069	General Merchandise	\$18,813,022	Auto Dealers	\$39,961,871
Food and Drinking Places	\$17,419,805	Miscellaneous	\$5,242,066	Food and Beverage	\$23,762,102
Food and Drinking Places			Food and Beverage Stores		
Full Service Restaurant	\$6,816,243		Super Markets and Other Grocery Stores	\$20,942,118	
Limited Service Eating Restaurant	\$7,927,597		Convenience Stores	\$1,192,186	
Special Food Services	\$1,634,647		Specialty Food Stores	(\$49,709)	
Drinking Places - Alcoholic Beverages	\$1,041,318		Beer, Wine and Liquor Stores	\$1,677,507	
Estimated Square Footage Potential 2008					
General Retail Categories					
Furniture Stores	15,021	Clothing and Apparel	26,783	Electronics	10,015
Building Material etc	113,640	Hobby and Sporting Goods	7,231	Gasoline Stations	N/A
Health and Personal Care	3,397	General Merchandise	55,170	Auto Dealers	232,336
Food and Drinking Places	37,705	Miscellaneous	22,595	Food and Beverage	96,988
Building Permits 2008					
Commercial Building Permit			Residential Building Permit		
Total Commercial Building Permits	1		Total Residential Building Permits	99	
Total Commercial Permits Value	\$68,450		Total Residential Building Permits Value	\$1,864,553	



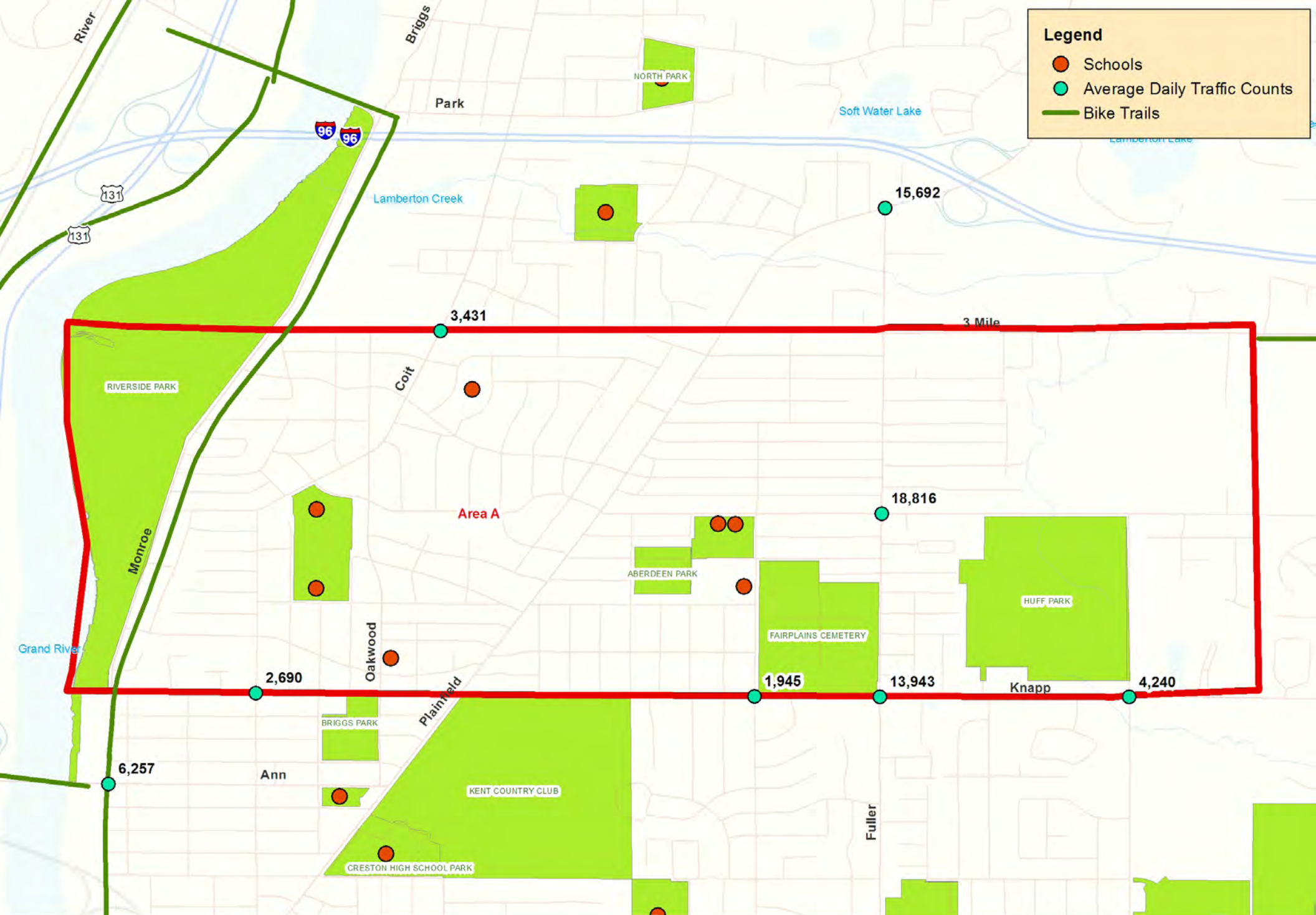
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Market -Area A

Total Number of Home Sales and Average Sales Price 1999-2008			
Total Home Sales		Average Sales Price	
Home Sales 1999	293	Total Average Sales Price 1999	\$97,477
Home Sales 2000	234	Total Average Sales Price 2000	\$103,454
Home Sales 2001	259	Total Average Sales Price 2001	\$108,648
Home Sales 2002	235	Total Average Sales Price 2002	\$116,291
Home Sales 2003	266	Total Average Sales Price 2003	\$120,643
Home Sales 2004	291	Total Average Sales Price 2004	\$125,177
Home Sales 2005	218	Total Average Sales Price 2005	\$129,537
Home Sales 2006	191	Total Average Sales Price 2006	\$127,180
Home Sales 2007	144	Total Average Sales Price 2007	\$127,541
Home Sales 2008	86	Total Average Sales Price 2008	\$126,008



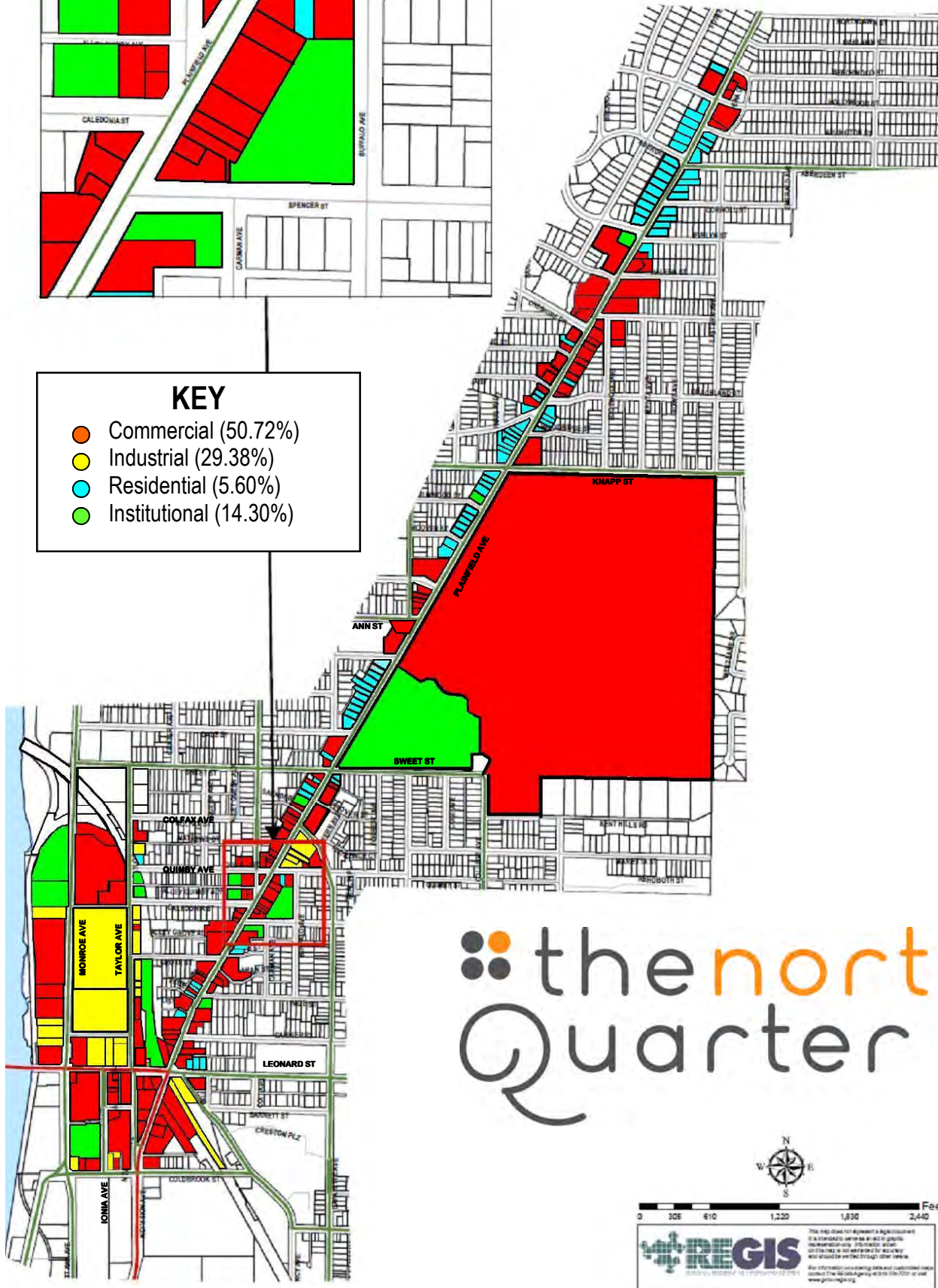
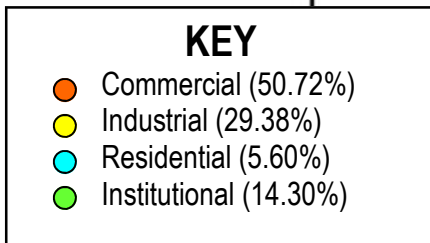
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Appendix G

Proposed North Quarter Corridor Map & Parcel Information

**Proposed
North Quarter
Corridor Improvement District
Parcel & Property Classifications**



the north
Quarter



Parcel_ID	Parcel_Address_Street_Nu	Parcel_Address_Street_Name	Landuse_Prog	Parcel_BuildingArea	Parcel_Ward	Parcel_Precinct	SEV_2007	SEV_2008	SEV_2009	SEV_2010	City_Millage_Rate	Total_Millage_Rate	Assess_Total	2007_Taxable_Value	2008_Taxable_Value	2009_Taxable_Value	Assess_GrossTax	Owner_Combined_Name_Organization	Owner_Address_Combined_Number_Street_Directional	Owner_Address_City	Owner_Address_State	Owner_Address_Zip	Overlay
411324228011	2	Leonard_Street_NW	201	18,051.00	Monroe_Indu	Belknap_Lookout	175,500	175,500	303,200	296,600	8.37	16.6705	296,600	145,873	149,228	155,794	155,326	Cam_Properties_LLC	1181_Taylor_Ave_N	Grand_Rapids	MI	49503	
411418352031	3	Leonard_Street_NE	201	4,819.00	Monroe_Indu	Monroe	0	0	100,200	97,900	8.37	16.6705	97,900	0	0	0	97,900	Icon_3_LLC	3_Leonard_Street_NE	Grand_Rapids	MI	49505	
411419101001	4	Leonard_Street_NE	201	-	Monroe_Indu	Belknap_Lookout	20,000	20,000	24,400	24,400	8.37	16.6705	24,400	10,911	11,161	11,652	11,617	DHL_96_LLC	2600_Holtman_Drive_NE	Grand_Rapids	MI	49525	
411419101002	8	Leonard_Street_NE	201	-	Monroe_Indu	Belknap_Lookout	26,700	26,700	35,500	35,500	8.37	16.6705	35,500	14,423	14,754	15,403	15,356	DHL_96_LLC	2600_Holtman_Drive_NE	Grand_Rapids	MI	49525	
411313430004	11	Caledonia_Street_NE	201	-	Monroe_Indu	Monroe	54,100	54,100	62,600	62,800	8.37	16.6705	62,800	4,391	4,688	4,673	4,673	Deviex_Property_Ventures_LLC	1345_Monroe_Avenue_NW	Grand_Rapids	MI	49505	Renaissance Zone
411324228002	12	Leonard_Street_NW	201	3,776.00	Monroe_Indu	Belknap_Lookout	27,300	27,300	51,300	49,500	8.37	16.6705	49,500	14,656	14,993	15,652	15,605	Jack_Quartell	2800_Plainfield_Avenue_NE	Grand_Rapids	MI	49505	
411324229014	15	Coldbrook_Street_NW	201	2,880.00	Monroe_Indu	Belknap_Lookout	92,300	92,300	84,900	82,900	8.37	16.6705	82,900	59,832	92,300	84,900	82,900	Meadowlands_Holding_Co_LLC	8025_52nd_Street_SE	Alto	MI	49302	
411324228006	19	Barnett_Street_NW	201	-	Monroe_Indu	Belknap_Lookout	16,100	16,100	45,100	45,100	8.37	16.6705	45,100	10,409	10,648	11,116	1,082	KCCC_LLC	18_Goodrich_SW	Grand_Rapids	MI	49503	
411324228012	20	Leonard_Street_NW	201	2,692.00	Monroe_Indu	Belknap_Lookout	153,900	153,900	103,500	101,300	8.37	16.6705	101,300	83,086	84,996	88,735	88,468	20_Leonard_NW_LLC	20_Leonard_Street_NW	Grand_Rapids	MI	49503	
411324227011	41	Coldbrook_Street_NW	201	4,800.00	Monroe_Indu	Belknap_Lookout	108,500	108,500	110,300	107,600	8.37	16.6705	107,600	50,676	51,841	54,122	53,959	Vamawa_LLC	1430_Monroe_Avenue_NW_Suite_1	Grand_Rapids	MI	49505	
411419103001	50	Leonard_Street_NE	201	2,322.00	Plainfield	Creston	126,500	126,500	108,600	107,100	8.37	16.6705	107,100	69,001	70,588	73,693	73,471	Wiffy_Car_Wash_Inc	222_Coit_St	Rockford	MI	49341	
411418307041	133	Caledonia_Street_NE	201	7,944.00	Plainfield	Creston	175,500	175,500	185,300	179,700	8.37	16.6705	179,700	101,874	104,217	108,802	108,475	IUE_Local_415	133_Caledonia_Street_NE	Grand_Rapids	MI	49505	
411418344003	226	Quimby_Street_NE	201	5,400.00	Plainfield	Creston	158,900	158,900	160,700	156,100	8.37	16.6705	156,100	85,522	158,900	160,700	156,100	TKD_Properties_LLC	338_Glencir	Rockford	MI	49341	
411418332009	243	Quimby_Street_NE	201	-	Plainfield	Creston	10,000	3,800	3,800	3,800	8.37	16.6705	3,800	5,293	3,800	3,800	3,788	ISO_Grand_Rapids_Real_Estate_IV_LLC	3609_Smith_Barry_Road	Arlington	TX	76013	
411418332011	245	Quimby_Street_NE	201	-	Plainfield	Creston	37,000	23,300	23,300	23,300	8.37	16.6705	23,300	20,093	20,555	21,459	21,394	ISO_Grand_Rapids_Real_Estate_IV_LLC	3609_Smith_Barry_Road	Arlington	TX	76013	
411407447001	708	Elenor_Street_NE	201	0	Plainfield	Cheshire	58,600	58,600	60,400	60,400	8.37	16.6705	60,400	31,766	32,496	33,925	33,823	Northtown_Plainfield_Improvement_Associa	2178_Plainfield_Avenue_NE	Grand_Rapids	MI	49505	
411407431030	723	Halena_Street_NE	201	1,024	Plainfield	Cheshire	32,300	32,300	36,200	35,800	8.37	16.6705	35,800	17,372	17,771	18,552	18,496	Carl_J_&Carol_J_Bos	3712_Balsam_Avenue_NE	Grand_Rapids	MI	49525	
411419102013	1100	Plainfield_Avenue_NE	201	2,464.00	Monroe_Indu	Belknap_Lookout	147,700	147,700	125,100	123,600	8.37	16.6705	123,600	95,624	97,823	102,127	101,820	DON-NY_Properties_LLC	1116_Plainfield_Avenue_NE	Grand_Rapids	MI	49503	
411324227008	1101	Ionia_Avenue_NW	201	7,777.00	Monroe_Indu	Belknap_Lookout	220,700	220,700	252,100	246,100	8.37	16.6705	246,100	189,107	193,456	201,968	201,362	Vamawa_LLC	1430_Monroe_Avenue_NW_Suite_1	Grand_Rapids	MI	49505	
411324227012	1110	Monroe_Avenue_NW	201	1,536.00	Monroe_Indu	Belknap_Lookout	47,900	47,900	56,700	55,700	8.37	16.6705	55,700	28,012	28,656	29,916	29,826	City_of_Grand_Rapids	300_Monroe_Avenue_NW	Grand_Rapids	MI	49503	
411324229008	1115	Taylor_Avenue_NE	201	14,414.00	Monroe_Indu	Belknap_Lookout	102,000	102,000	346,800	346,800	8.37	16.6705	346,800	102,000	102,000	120,088	119,727	Taylor_Coldbrook_LLC	2618_East_Paris_Avenue_SE	Grand_Rapids	MI	49546	
411419102034	1116	Plainfield_Avenue_NE	201	16,951.00	Monroe_Indu	Belknap_Lookout	225,600	225,600	286,400	280,800	8.37	16.6705	280,800	179,268	183,391	191,460	190,885	Don-NY_Properties_LLC	1116_Plainfield_Avenue_NE	Grand_Rapids	MI	49503	
411324227004	1132	Monroe_Avenue_NW	201	4,800.00	Monroe_Indu	Belknap_Lookout	50,200	50,200	56,000	56,000	8.37	16.6705	56,000	27,346	29,204	29,204	29,116	City_of_Grand_Rapids	300_Monroe_Avenue_NW	Grand_Rapids	MI	49503	
411419101006	1135	Plainfield_Avenue_NE	201	3,895.00	Monroe_Indu	Belknap_Lookout	145,500	145,500	110,000	107,800	8.37	16.6705	107,800	94,243	96,410	100,350	100,350	Haeptli_Hee_&Kyeong_Min	1135_Plainfield_Avenue_NE	Grand_Rapids	MI	49503	
411419102026	1136	Plainfield_Avenue_NE	201	3,829.00	Monroe_Indu	Belknap_Lookout	94,600	94,600	92,000	90,500	8.37	16.6705	90,500	51,055	52,229	54,527	54,363	Thomas_L_Vanportfliet	236_4_Mile_Road_NW	Comstock_Park	MI	49321	
411324229012	1140	Ionia_Avenue_NW	201	-	Monroe_Indu	Belknap_Lookout	58,600	58,600	35,700	35,700	8.37	16.6705	35,700	58,600	58,600	35,700	35,592	Taylor_Coldbrook_LLC	2618_East_Paris_Avenue_SE	Grand_Rapids	MI	49546	
411324227009	1140	Monroe_Avenue_NW	201	49,747.00	Monroe_Indu	Belknap_Lookout	1,735,700	1,735,700	1,849,900	1,788,200	8.37	16.6705	1,788,200	1,517,941	1,552,853	1,621,178	1,616,314	Leonard_&Monroe_LLC	2618_East_Paris_Avenue_SE	Grand_Rapids	MI	49546	
411419102023	1142	Plainfield_Avenue_NE	201	1,168.00	Monroe_Indu	Belknap_Lookout	53,500	53,500	48,000	47,200	8.37	16.6705	47,200	28,797	29,459	30,755	30,662	Thomas_L_Vanportfliet	236_4_Mile_Road_NW	Comstock_Park	MI	49321	
411419101005	1151	Plainfield_Avenue_NE	201	7,530.00	Monroe_Indu	Belknap_Lookout	214,800	214,800	197,400	192,200	8.37	16.6705	192,200	204,592	209,297	197,400	192,200	Leifcore_Properties_LLC	1151_Plainfield_Avenue_NE	Grand_Rapids	MI	49503	
411419101004	1157	Plainfield_Avenue_NE	201	36,303.00	Monroe_Indu	Belknap_Lookout	182,800	182,800	193,300	189,800	8.37	16.6705	189,800	128,136	123,106	128,522	128,136	DHL_96_LLC	2600_Holtman_Drive_NE	Grand_Rapids	MI	49525	
411419102033	1160	Plainfield_Avenue_NE	201	6,246.00	Monroe_Indu	Belknap_Lookout	175,500	175,500	95,500	94,000	8.37	16.6705	94,000	97,605	99,849	95,500	94,000	Diversified_Management_LLC	628_Spaulding_Avenue_SE	Grand_Rapids	MI	49546	
411324228005	1168	Ionia_Avenue_NW	201	3,318.00	Monroe_Indu	Belknap_Lookout	163,600	163,600	106,400	101,900	8.37	16.6705	101,900	74,764	76,483	79,848	79,608	KCCC_LLC	18_Goodrich_SW	Grand_Rapids	MI	49503	
411419102028	1170	Plainfield_Avenue_NE	201	7,003.00	Monroe_Indu	Belknap_Lookout	175,500	175,500	180,200	177,100	8.37	16.6705	177,100	142,364	145,638	152,046	151,589	Grand_Rapids_Natural_Stone_LLC	1170_Plainfield_Avenue_NE	Grand_Rapids	MI	49503	
411419101007	1171	Plainfield_Avenue_NE	201	2,779.00	Monroe_Indu	Belknap_Lookout	26,700	26,700	85,400	83,900	8.37	16.6705	83,900	15,024	15,369	16,045	15,996	Flying_Bridge	1171_Plainfield_Avenue_NE	Grand_Rapids	MI	49503	
411324227001	1180	Monroe_Avenue_NW	201	1,245.00	Monroe_Indu	Belknap_Lookout	79,700	79,700	80,800	79,700	8.37	16.6705	79,700	47,907	49,008	51,164	51,010	G&H_Co_LLC	3000_Breton_Road_SE	Grand_Rapids	MI	49512	
411313479022	1200	Monroe_Avenue_NW	201	14,760.00	Monroe_Indu	Monroe	444,600	444,600	476,000	476,000	8.37	16.6705	476,000	444,600	342,898	357,985	356,911	SF_Electronic_Supply_INC	1200_Monroe_Ave_NW	Grand_Rapids	MI	49505	
411418382029	1201	Plainfield_Avenue_NE	201	1,470.00	Plainfield	Creston	175,500	175,500	134,400	132,400	8.37	16.6705	132,400	104,339	106,738	111,434	111,099	Coopersville_Enterprise_INC	539_S_Main_Street	Findlay	OH	45840	
411313476013	1200	Monroe_Avenue_NW	201	9,375.00	Monroe_Indu	Monroe	465,500	465,500	464,000	455,100	8.37	16.6705	455,100	408,767	418,168	436,567	435,257	Pitsch_Children's_Trust	635_Richmond_Street_NW	Grand_Rapids	MI	49504	
411418356011	1209	Plainfield_Avenue_NE	201	1,293.00	Plainfield	Creston	58,200	58,200	58,200	58,200	8.37	16.6705	58,200	27,192	27,812	29,040	29,952	Richard_J_&Darcy_L_Mark	2205_118th_Avenue	Allegan	MI	49010	
411418356009	1219	Plainfield_Avenue_NE	201	2,153.00	Plainfield	Creston	48,900	48,900	43,500	41,800	8.37	16.6705	41,800	29,923	30,611	31,957	33,950	Richard_J_&Darcy_L_Mark	2205_118th_Avenue	Allegan	MI	49010	
411418356008	1223	Plainfield_Avenue_NE	201	3,410.00	Plainfield	Creston	204,700	154,200	161,100	130,800	8.37	16.6705	130,800	189,946	154,200	160,984	130,800	JP_Laurence_LLC	916_Michigan_NE	Grand_Rapids	MI	49503	
411418382031	1224	Plainfield_Avenue_NE	201	2,476.00	Plainfield	Creston	73,400	73,400	66,300	64,400	8.37	16.6705	64,400	39,892	40,809	42,604	42,476	Constantin_Calin	1224_Plainfield_Avenue_NE	Grand_Rapids	MI	49505	
411418356007	1227	Plainfield_Avenue_NE	201	-	Plainfield	Creston	16,700	16,700	17,000	17,000	8.37	16.6705	17,000	12,858	13,153	13,731	13,689	JP_Laurence_LLC	916_Michigan_NE	Grand_Rapids	MI	49503	
411418352030	1228	Taylor_Avenue_NE	201	5,130.00	Monroe_Indu	Monroe	0	0	55,800	54,200	8.37	16.6705	54,200	0	0	18,568	18,512	Vansteinvorn_Trucking	11301_Rugby_Drive_NW	Grand_Rapids	MI	49544	
411418356006	1231	Plainfield_Avenue_NE	201	-	Plainfield	Creston	34,600	30,600	30,600	30,700	8.37	16.6705	30,700	26,547	27,157	28,351	28,265	JP_Laurence_LLC	916_Michigan_NE	Grand_Rapids	MI	49503	
411418380600	1234	Plainfield_Avenue_NE	201	2,185.00	Plainfield	Creston	105,400	105,400	98,500	95,600	8.37	16.6705	95,600	80,989	82,851	86,496	86,236	Donald_J_Freiburger	2031_Chelsea_NE	Grand_Rapids	MI	49505	
411418356012	1235	Plainfield_Avenue_NE	201	6,191.00	Plainfield	Creston	160,100	160,100	183,200	183,200	8.37	16.6705	179,200	105,357	101,222	105,675	105,357	Walker_Nahal_Karamjit_Singh	15877_Lake_Michigan_Drive	Grand_Haven	MI	49417	
411418352028	1																						

411418205002	1823	Plainfield_Avenue_NE	201	2,126.17	Plainfield	Creston	120,800	120,800	108,100	104,000	8.37	16.6705	104,000	92,811	94,945	99,122	98,824	United Bank of Michigan	900_East_Paris_Avenue_SE	Grand_Rapids	MI	49546
411418204001	1833	Plainfield_Avenue_NE	201	17,492.00	Plainfield	Creston	382,000	382,000	545,200	532,600	8.37	16.6705	532,600	334,212	341,898	356,941	355,870	Heritage_Associates	851_Leonard_Street_NW	Grand_Rapids	MI	49504
411407481001	2000	Plainfield_Avenue_NE	201	-	Plainfield	Cheshire	413,200	413,200	399,900	386,600	8.37	16.6705	386,600	409,065	413,200	399,900	386,600	Sigma_Property_LLC	PO_Box_30	Comstock_Park	MI	49321
411407455017	2053	Plainfield_Avenue_NE	201	1,673.00	Plainfield	Cheshire	71,000	47,018	49,086	53,100	8.37	16.6705	53,100	45,961	47,018	49,086	48,938	Patrick_W_Joyce	2053_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407455014	2065	Plainfield_Avenue_NE	201	2,008.00	Plainfield	Cheshire	77,100	77,100	72,500	70,500	8.37	16.6705	70,500	42,756	43,739	45,663	45,526	Illaine_M_Alley	851_Purchase_Drive_NE	Grand_Rapids	MI	49525
411407476029	2100	Plainfield_Avenue_NE	201	3,924.00	Plainfield	Cheshire	103,700	103,700	105,600	103,100	8.37	16.6705	103,100	56,455	57,753	60,294	60,113	Dale_L_Gould_Trust	921_Kendalwood_Street_NE	Grand_Rapids	MI	49505
411407476031	2106	Plainfield_Avenue_NE	201	2,506.00	Plainfield	Cheshire	172,500	172,500	118,100	114,800	8.37	16.6705	114,800	101,704	104,043	108,620	108,294	Andrew_E_&_Cathleen_A_Weatherhead	2106_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407453034	2111	Plainfield_Avenue_NE	201	442.00	Plainfield	Cheshire	109,100	109,100	87,300	86,000	8.37	16.6705	86,000	76,764	Admiral_Petroleum_Company	76,764	Admiral_Petroleum_Company	13_E_Randall_Street	Coopersville	MI	49404	
411407453036	2115	Plainfield_Avenue_NE	201	2,960.00	Plainfield	Cheshire	175,500	175,500	147,200	143,700	8.37	16.6705	143,700	112,216	114,796	119,847	119,487	Linda_Gene_Wudkewych	2115_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407476009	2124	Plainfield_Avenue_NE	201	4,644.00	Plainfield	Cheshire	84,400	84,400	75,000	73,400	8.37	16.6705	73,400	64,812	66,302	69,219	69,011	TC_Ventures_LLC	8900_Alpine_Avenue	Sparta	MI	49345
411407476026	2130	Plainfield_Avenue_NE	201	3,300.00	Plainfield	Cheshire	73,200	73,200	98,300	96,700	8.37	16.6705	96,700	41,201	42,148	44,002	43,869	Greg_Lee_Vandyke	2130_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407453038	2135	Plainfield_Avenue_NE	201	1,756.00	Plainfield	Cheshire	165,400	165,400	133,400	75,500	8.37	16.6705	75,500	165,400	94,364	133,400	75,500	DMH_Land_LLC	2930_Woodsboro_Drive	Grand_Rapids	MI	49525
411407476006	2136	Plainfield_Avenue_NE	201	4,528.00	Plainfield	Cheshire	138,400	138,400	122,000	117,600	8.37	16.6705	117,600	45,842	46,896	48,959	48,812	Theatrics_Land_Company	6195_Woodmark_Avenue_NE	Rockford	MI	49341
411407451050	2141	Plainfield_Avenue_NE	201	2,101.00	Plainfield	Cheshire	67,900	67,900	60,600	59,000	8.37	16.6705	59,000	36,518	37,357	39,000	38,883	Jim_A_Morse	8935_Je-NE-BE_Drive_NE	Rockford	MI	49341
411407477002	2142	Edgewood_Avenue_NE	201	4,140	Plainfield	Cheshire	175,500	175,500	148,300	141,000	8.37	16.6705	141,000	103,146	105,518	110,160	109,829	Danny_&_Susan_Watts	7792_Thornapple_Bayou_Dr_SE	Grand_Rapids	MI	49512
411407476033	2146	Plainfield_Avenue_NE	201	5,625.00	Plainfield	Cheshire	179,500	179,500	166,300	126,400	8.37	16.6705	126,400	138,169	141,346	147,565	126,400	Indira_Super_Thrift	5183_Kaufman_Greens_Lane	Wyoming	MI	49509
411407476032	2150	Plainfield_Avenue_NE	201	5,378.00	Plainfield	Cheshire	114,800	114,800	144,000	140,200	8.37	16.6705	140,200	114,800	114,800	119,851	119,491	DMH_Land_LLC	2930_Woodsboro_Drive	Grand_Rapids	MI	49525
411407476003	2156	Plainfield_Avenue_NE	201	2,210.00	Plainfield	Cheshire	175,500	165,100	123,100	119,900	8.37	16.6705	119,900	119,000	131,005	91,461	95,198	2156_Plainfield_Association	2156_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407451052	2157	Plainfield_Avenue_NE	201	2,640.00	Plainfield	Cheshire	175,500	175,500	140,700	137,900	8.37	16.6705	137,900	89,405	134,048	139,946	137,900	Janice_L_Fischer_Trust	6232_Patagonia_Drive_SE	Grand_Rapids	MI	49546
411407476002	2162	Plainfield_Avenue_NE	201	6,977.00	Plainfield	Cheshire	175,500	175,500	218,400	212,900	8.37	16.6705	212,900	125,032	175,500	183,222	182,672	DXM_Property_Management_LLC	5500_Northland_Drive	Grand_Rapids	MI	49525
411407404018	2171	Plainfield_Avenue_NE	201	1,943.00	Plainfield	Cheshire	175,500	175,500	132,200	130,200	8.37	16.6705	130,200	130,200	125,201	130,709	130,200	Hop_Family_LLC	2696_Chicago_Drive_SW	Wyoming	MI	49509
411407476030	2178	Plainfield_Avenue_NE	201	5,233.00	Plainfield	Cheshire	245,400	245,400	209,600	203,700	8.37	16.6705	203,700	234,184	239,570	209,600	203,700	Koelzer_Property_LLC	2178_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407432031	2204	Plainfield_Avenue_NE	201	3,912.00	Plainfield	Cheshire	478,900	478,900	418,100	406,300	8.37	16.6705	406,300	383,531	392,352	409,615	406,300	CNL_Net_Lease_Funding_2003_LLC	450_South_Orange_Avenue	Orlando	FL	32801
411407404017	2209	Plainfield_Avenue_NE	201	3,860.00	Plainfield	Cheshire	248,100	248,100	319,500	312,700	8.37	16.6705	312,700	205,849	210,583	219,848	219,188	Fifth_Third_Bank	38_Fountain_Square_Plaza	Cincinnati	OH	45263
411407432001	2220	Plainfield_Avenue_NE	201	16,535.00	Plainfield	Cheshire	254,900	254,900	404,600	396,900	8.37	16.6705	396,900	223,720	228,865	238,935	238,218	Frey_Property_LLC	2222_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407404020	2221	Plainfield_Avenue_NE	201	19,848.00	Plainfield	Cheshire	942,700	942,700	636,700	616,000	8.37	16.6705	616,000	942,700	942,700	636,700	616,000	Cheshire_Lads_LLC	1971_E_Beltline_NE_Suite_240	Grand_Rapids	MI	49525
411407428001	2225	Plainfield_Avenue_NE	201	17,087.00	Plainfield	Cheshire	519,700	519,700	535,500	543,900	8.37	16.6705	543,900	446,019	456,277	476,353	474,923	Kingma_Property_LLC	222_Plainfield_Ave_NE	Grand_Rapids	MI	49505
411407431031	2232	Plainfield_Avenue_NE	201	2,250.00	Plainfield	Cheshire	167,800	167,800	142,800	139,800	8.37	16.6705	139,800	94,522	96,696	100,950	100,647	Q-3_LLC	2800_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407281003	2436	Plainfield_Avenue_NE	201	3,400.00	Plainfield	Cheshire	233,900	233,900	303,100	294,500	8.37	16.6705	294,500	227,740	232,978	243,229	242,499	Replink_LLC	2440_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411408156003	2446	Plainfield_Avenue_NE	201	10,075.00	Plainfield	Cheshire	328,700	328,700	323,500	318,400	8.37	16.6705	318,400	299,934	306,832	320,332	318,400	Straight_Partnership	PO_Box_493	Ada	MI	49301
411408154003	2450	Plainfield_Avenue_NE	201	1,728.00	Plainfield	Cheshire	78,000	78,000	94,700	92,600	8.37	16.6705	92,600	51,632	52,819	55,143	92,600	Fat_Boy_Property_LLC	3546_Briggs_Boulevard_NE	Grand_Rapids	MI	49525
411408154002	2456	Plainfield_Avenue_NE	201	4,000.00	Plainfield	Cheshire	84,400	160,100	165,000	160,500	8.37	16.6705	160,500	64,812	116,302	121,419	121,054	2456-2462_Plainfield_LLC	2487_44th_Street_SE	Grand_Rapids	MI	49512
411408154001	2468	Plainfield_Avenue_NE	201	3,564.00	Plainfield	Cheshire	133,100	133,100	132,900	130,600	8.37	16.6705	130,600	108,873	104,598	109,201	108,873	Harpreet_S_&_Satvir_Kaur_Multani	1288_Applecreak_SE	Grand_Rapids	MI	49541
411407279012	2501	Plainfield_Avenue_NE	201	3,815.00	Plainfield	Cheshire	315,100	315,100	317,600	303,700	8.37	16.6705	303,700	302,737	312,399	317,600	303,700	Martin_Glenn_Hoffmeister_&_James_Suschli	3278_Wildridge_Avenue_NE	Grand_Rapids	MI	49525
411418306012	125	Quimby_Street_NE	202	-	Plainfield	Creston	10,800	10,800	8,300	8,300	8.37	16.6705	8,300	1,922	1,966	2,052	2,045	Obrian_&_Obrian_PC	1503_Coit_Avenue_NE	Grand_Rapids	MI	49505
411418322003	1218	-	202	-	Plainfield	Creston	12,200	12,200	43,700	43,800	8.37	16.6705	43,800	6,484	6,963	6,924	6,903	Coopersville_Enterprise_INC	539_S_Main_Street	Findlay	OH	45840
411418354020	1305	Plainfield_Avenue_NE	202	-	Plainfield	Creston	11,500	11,500	14,100	14,100	8.37	16.6705	14,100	9,016	9,016	9,412	9,383	1307_Plainfield_LLC	600_Monroe_NW_Suite_207	Grand_Rapids	MI	49503
				1,000,375.88																		
411313479024	15	Leonard_Street_NW	301	11,988.00	Monroe_Indu	Monroe	382,900	297,400	294,500	284,800	8.37	16.6705	284,800	382,900	297,400	294,500	284,800	15_Leonard_Properties_LLC	1230_Monroe_Avenue_NW	Grand_Rapids	MI	49505
411313479023	25	Leonard_Street_NW	301	17,494.00	Monroe_Indu	Monroe	425,000	290,100	287,600	282,600	8.37	16.6705	282,600	425,000	290,100	287,600	282,600	15_Leonard_Properties_LLC	1230_Monroe_Avenue_NW	Grand_Rapids	MI	49505
411324227013	1100	Monroe_Avenue_NW	301	-	Monroe_Indu	Belknap_Lookout	200,600	27,100	27,100	27,100	8.37	16.6705	27,100	200,600	27,100	27,100	27,018	Autodie_LLC	44_Coldbrook	Grand_Rapids	MI	49505
411324229010	1112	Ionia_Avenue_NW	301	432.00	Monroe_Indu	Belknap_Lookout	18,200	20,900	20,700	20,400	8.37	16.6705	20,400	12,843	13,138	13,716	13,674	NW_Par_Verison_Wireless	180_Washington_Valley_Road	Bedminster	NJ	07921
411313476010	1221	Monroe_Avenue_NW	301	5,000.00	Monroe_Indu	Monroe	167,800	172,900	172,200	167,700	8.37	16.6705	167,700	167,800	171,659	172,200	167,700	Do-Be_LLC	3341_Ashton_SE	Grand_Rapids	MI	49546
411313479012	1221	Taylor_Avenue_NE	301	2,773.00	Monroe_Indu	Monroe	58,466	73,300	72,700	70,700	8.37	16.6705	70,700	69,900	72,223	72,700	70,700	15_Leonard_Properties_LLC	1230_Monroe_Avenue_NW	Grand_Rapids	MI	49505
411313476009	1223	Monroe_Avenue_NW	301	-	Monroe_Indu	Monroe	66,300	62,800	62,800	62,800	8.37	16.6705	62,800	46,620	47,692	49,790	49,640	Consumers_Energy_Company	One_Energy_Plaza	Jackson	MI	49201
411313476008	1225	Monroe_Avenue_NW	301	24,100	Monroe_Indu	Monroe	37,200	37,200	37,200	37,200	8.37	16.6705	37,200	16,948	17,337	18,299	18,044	Arlene_L_Pitsch	1310_Payne_Lake_Road	Midleville	MI	49333
411313478025	1240	Monroe_Avenue_NW	301	88,760.00	Monroe_Indu	Monroe	1,820,700	1,296,500	1,284,400	1,259,700	8.37	16.6705	1,259,700	1,672,138	1,296,500	1,284,400	1,259,700	Hansen-Balk_Steel_Treating_Co	1230_Monroe_Avenue_NW	Grand_Rapids	MI	49505
411418352026	1310	Taylor_Avenue_NE	301	3,800.00	Monroe_Indu	Monroe	79,600	78,600	77,800	75,500	8.37	16.6705	75,500	57,681	59,007	61,603	61,418	Scott_Slenker	1310_Taylor_Avenue_N	Grand_Rapids	MI	49505
411418352027	1314	Taylor_Avenue_NE	301	-	Monroe_Indu	Monroe	2,500	8,200	8,200	8,200	8.37	16.6705	8,200	2,500	2,557	2,669	2,660	Hansen's_1330_LLC	1340_Monroe_Avenue_NW	Grand_Rapids	MI	49505
411418352027	1330	Taylor_Avenue_NE	301	7,600.00	Monroe_Indu	Monroe	90,500	90,100</														

411407457015	2027	Plainfield_Avenue_NE	401	816.00	Plainfield	Cheshire	43,100	43,100	49,000	48,700	8.37	16.6705	48,700	32,615	33,365	34,833	34,728	Harry_Franklin_Burgess	5775_Wineberry_Lane_SW	Grandville	MI	49418
411407480030	2030	Plainfield_Avenue_NE	401	916.00	Plainfield	Cheshire	44,500	44,500	37,400	37,000	8.37	16.6705	37,000	33,368	34,135	35,636	35,529	Amy_S_Baar	2030_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407457014	2031	Plainfield_Avenue_NE	401	1,424.00	Plainfield	Cheshire	73,600	73,600	91,100	90,300	8.37	16.6705	90,300	62,822	64,266	67,093	66,891	Mark_G_Walters	2991_S_Derby_Road	Sidney	MI	48885
411407480015	2034	Plainfield_Avenue_NE	401	1,300.00	Plainfield	Cheshire	57,000	57,000	46,000	45,600	8.37	16.6705	45,600	39,755	40,669	42,458	42,330	Melvin_L_&_Helen_C_Barrett	2034_Plainfield_Avenue_NE	Grand_Rapids	MI	40505
411407480014	2038	Plainfield_Avenue_NE	401	793.00	Plainfield	Cheshire	44,500	44,500	42,100	41,700	8.37	16.6705	41,700	43,833	44,500	42,100	41,700	David_J_Grix	2038_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407480013	2042	Plainfield_Avenue_NE	401	624.00	Plainfield	Cheshire	57,500	57,500	40,800	40,400	8.37	16.6705	40,400	40,394	41,323	40,800	40,400	Daniel_L_&_Karen_B_Canniff	2042_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407480029	2046	Plainfield_Avenue_NE	401	876.00	Plainfield	Cheshire	72,100	72,100	64,000	63,300	8.37	16.6705	63,300	50,596	51,759	54,036	53,873	Patricia_M_Emkens	2046_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407455037	2047	Plainfield_Avenue_NE	401	720.00	Plainfield	Cheshire	41,700	39,000	38,900	38,200	8.37	16.6705	38,200	38,048	39,000	38,900	38,200	First_American_Funding_LLC	140_Mountain_Avenue_Suite_301	Springfield	NJ	07081
411407455016	2055	Plainfield_Avenue_NE	401	734.00	Plainfield	Cheshire	41,000	41,000	36,000	35,500	8.37	16.6705	35,500	28,724	29,384	30,676	30,583	Alan_W_Karr	2055_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407455015	2059	Plainfield_Avenue_NE	401	936.00	Plainfield	Cheshire	44,500	44,500	35,200	34,700	8.37	16.6705	34,700	36,231	37,064	35,200	34,700	Robert_DeYoung	537_Spencer_Street_NE	Grand_Rapids	MI	49505
411407476010	2116	Plainfield_Avenue_NE	401	800.00	Plainfield	Cheshire	84,800	84,800	45,400	44,800	8.37	16.6705	44,800	59,360	60,725	45,400	44,800	Angela_A_&_Richard_G_Jr_Gates	7459_Nine_Mile_Road	Grand_Rapids	MI	49341
411407451054	2147	Plainfield_Avenue_NE	401	964.00	Plainfield	Cheshire	54,900	54,900	50,500	50,000	8.37	16.6705	50,000	38,341	39,222	40,947	40,824	Jim_A_Morse	8935_Je-NE-BE_Drive_NE	Rockford	MI	49341
411407431002	2244	Plainfield_Avenue_NE	401	1,750.00	Plainfield	Cheshire	103,400	103,400	65,200	63,000	8.37	16.6705	63,000	43,406	44,404	46,357	46,217	Thomas_A_&_Connie_A_Avery	11320_Rooksby_Street	Sand_Lake	MI	49343
411407431001	2250	Plainfield_Avenue_NE	401	1,802.00	Plainfield	Cheshire	82,600	81,800	105,100	93,400	8.37	16.6705	93,400	82,600	81,800	85,399	85,142	Toni_Hart	2250_Plainfield_Ave	Grand_Rapids	MI	49505
411407427020	2301	Plainfield_Avenue_NE	401	1,392.00	Plainfield	Cheshire	65,500	64,200	76,400	70,500	8.37	16.6705	70,500	51,329	52,509	54,819	70,500	Erin_Leigh_Shupe_&_Michael_L_Miller	2301_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407427016	2307	Plainfield_Avenue_NE	401	1,760.00	Plainfield	Cheshire	67,100	65,800	68,900	68,900	8.37	16.6705	68,900	67,100	65,800	68,695	68,488	Aarpm_&_Allison_Adema	2307_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407430004	2308	Plainfield_Avenue_NE	401	1,769.30	Plainfield	Cheshire	85,700	84,800	100,300	96,000	8.37	16.6705	96,000	63,448	64,907	67,762	67,558	Ronald_W_&_Mary_R_Savage	2308_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407427014	2313	Plainfield_Avenue_NE	401	1,741.30	Plainfield	Cheshire	61,300	60,100	58,700	54,100	8.37	16.6705	54,100	51,561	52,746	55,066	54,100	Brandis_L_&_Trust_Barnard	2313_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407430002	2314	Plainfield_Avenue_NE	401	1,770.00	Plainfield	Cheshire	97,000	96,000	92,200	86,800	8.37	16.6705	86,800	97,000	96,000	92,200	86,800	Christopher_Schichtel	2314_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407430001	2320	Plainfield_Avenue_NE	401	2,380.00	Plainfield	Cheshire	89,200	88,300	127,300	118,200	8.37	16.6705	118,200	89,200	88,300	92,185	91,908	Irene_Knoth	2320_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407427013	2325	Plainfield_Avenue_NE	401	2,113.00	Plainfield	Cheshire	82,200	80,600	94,100	86,800	8.37	16.6705	86,800	68,655	69,478	65,960	68,862	Jerry_A_&_Teresa_M_Knapp	2325_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407427012	2333	Plainfield_Avenue_NE	401	2,580.00	Plainfield	Cheshire	100,000	98,000	112,600	104,900	8.37	16.6705	104,900	78,292	80,092	83,616	83,365	James_A_&_Suzanne_Ens	2333_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407429003	2334	Plainfield_Avenue_NE	401	1,175.00	Plainfield	Cheshire	72,300	71,600	62,000	58,100	8.37	16.6705	58,100	53,510	54,740	57,148	56,976	Michael_Spielmacher	7536_Knapp_Street_NE	Ada	MI	49301
411407427011	2339	Plainfield_Avenue_NE	401	1,443.00	Plainfield	Cheshire	78,200	76,600	83,100	72,600	8.37	16.6705	72,600	65,866	67,380	70,344	72,600	David_K_Kuzee	2339_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407429002	2340	Plainfield_Avenue_NE	401	1,740.00	Plainfield	Cheshire	73,800	73,100	71,500	70,500	8.37	16.6705	70,500	73,800	73,100	71,500	70,500	Michael_Zonavetch_&_Amy_James	2340_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407427010	2345	Plainfield_Avenue_NE	401	2,892.00	Plainfield	Cheshire	95,600	93,700	118,300	109,200	8.37	16.6705	109,200	95,600	93,700	97,822	97,528	Christopher_&_Celeste_C_Haven	2345_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407427009	2351	Plainfield_Avenue_NE	401	1,664.00	Plainfield	Cheshire	62,400	61,200	62,800	57,900	8.37	16.6705	57,900	62,400	61,200	62,800	57,900	Andy_Parker	2351_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407280012	2401	Plainfield_Avenue_NE	401	2,151.00	Plainfield	Cheshire	86,800	85,100	70,300	64,900	8.37	16.6705	64,900	67,943	69,505	70,300	64,900	Eugene_C_&_Barbara_J_Sova	2401_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407280011	2407	Plainfield_Avenue_NE	401	1,128.00	Plainfield	Cheshire	61,200	60,000	52,500	47,800	8.37	16.6705	47,800	47,790	48,889	51,040	47,800	Amy_Liebertz	2407_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407280010	2413	Plainfield_Avenue_NE	401	1,272.00	Plainfield	Cheshire	55,900	54,800	49,700	45,400	8.37	16.6705	45,400	55,900	54,800	49,700	45,400	Morton_W_&_Vicki_Smith	2413_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407282004	2416	Plainfield_Avenue_NE	401	1,195.00	Plainfield	Cheshire	69,500	68,800	64,200	62,900	8.37	16.6705	62,900	69,500	68,800	64,200	62,900	Amy_L_Nelson	2416_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407282001	2420	Plainfield_Avenue_NE	401	1,935.00	Plainfield	Cheshire	60,900	60,300	66,900	66,100	8.37	16.6705	66,100	56,128	57,418	59,944	59,764	Robert_C_Briggs_Trust	7339_Orlin_Court_NE	Rockford	MI	49301
411407280009	2421	Plainfield_Avenue_NE	401	1,551.00	Plainfield	Cheshire	63,600	62,300	61,100	56,300	8.37	16.6705	56,300	50,194	51,348	61,100	56,300	Laurence_J_&_Jacqueline_Meal_Trust	2249_Beatrice_Drive_NE	Grand_Rapids	MI	49505
411407280008	2427	Plainfield_Avenue_NE	401	1,287.00	Plainfield	Cheshire	63,300	62,000	54,000	49,800	8.37	16.6705	49,800	63,300	62,000	54,000	49,800	Kelly_G_Wegenka	2427_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411407279011	2507	Plainfield_Avenue_NE	401	1,740.00	Plainfield	Cheshire	67,600	66,200	60,300	55,600	8.37	16.6705	55,600	62,938	54,155	56,537	55,600	Ralph_L_&_Marilyn_J_Wells	2507_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411418305004	7	Quimby_Street_NE	402	-	Monroe_Indu	Monroe	4,000	3,900	8,700	8,000	8.37	16.6705	8,000	3,963	3,900	4,071	4,058	Hasten's_1550_LLC	1340_Monroe_Avenue_NW	Grand_Rapids	MI	49505
411407282003	2418	Plainfield_Avenue_NE	402	-	Plainfield	Cheshire	6,300	6,200	10,400	9,500	8.37	16.6705	9,500	5,751	5,883	6,141	6,122	Robert_C_Briggs_Trust	7339_Orlin_Court_NE	Rockford	MI	49301
411407280014	2437	Plainfield_Avenue_NE	402	-	Plainfield	Cheshire	10,500	10,300	14,400	13,200	8.37	16.6705	13,200	8,164	8,351	8,718	8,691	Alan_L_Bishop_Trust	744_Sligh_Boulevard_NE	Grand_Rapids	MI	49505
				110,468.10																		
411418502001	13	Caledonia_Streett_NE	701	-	Monroe_Indu	Monroe	0	0	0	0	8.37	16.6705	0	0	0	0	0	Grand_Rapids_Eastern_Railroad	7411_Fullerton_Street_SF_Suit_300	Jacksonville	FI	32258
411418352020	15	Leonard_Street_NE	701	-	Monroe_Indu	Monroe	0	0	0	0	8.37	16.6705	0	0	0	0	0	Grand_Trunk_Western_RR_Co	131_W_Lafayette_Boulevard	Detroit	MI	48226
411418352021	17	Leonard_Street_NE	701	-	Monroe_Indu	Monroe	0	0	0	0	8.37	16.6705	0	0	0	0	0	Grand_Trunk_Western_RR_Co	131_W_Lafayette_Boulevard	Detroit	MI	48226
411418307022	122	Quimby_Street_NE	701	-	Plainfield	Creston	0	0	0	0	8.37	16.6705	0	0	0	0	0	City_of_Grand_Rapids	300_Monroe_Avenue_NW	Grand_Rapids	MI	49505
411418307040	123	Caledonia_Streett_NE	701	-	Plainfield	Creston	0	0	0	0	8.37	16.6705	0	0	0	0	0	City_of_Grand_Rapids	300_Monroe_Avenue_NW	Grand_Rapids	MI	49505
411418334012	223	Spencer_Street_NE	701	-	Plainfield	Creston	0	0	0	0	8.37	16.6705	0	0	0	0	0	City_of_Grand_Rapids	300_Monroe_Ave_NW	Grand_Rapids	MI	49503
411418502005	1207	Plainfield_Avenue_NE	701	-	Plainfield	Creston	0	0	0	0	8.37	16.6705	0	0	0	0	0	Grand_Rapids_Eastern_Railroad	430_East_Grove_Street	Grandville	MI	48838
411418380001	1264	Plainfield_Avenue_NE	701	3,268.00	Plainfield	Creston	0	0	0	0	8.37	16.6705	0	0	0	0	0	Society_of_Saint_Vincent_Depaul	1314_Division_Avenue_S	Grand_Rapids	MI	49507
411418357001	1364	Plainfield_Avenue_NE	701	8,631.00	Plainfield	Creston	0	0	0	0	8.37	16.6705	0	0	0	0	0	Methodist_Episcopal_Church	1364_Plainfield_Avenue_NE	Grand_Rapids	MI	49505
411313476002	1401	Monroe_Avenue_NW	701	22,367.00	Monroe_Indu	Monroe	0	0	0	0	8.37	16.6705	0	0	0	0	0	City_of_Grand_Rapids	300_Monroe_Avenue_NW	Grand_Rapids	MI	49503 Renaissance Zone
411313476001	1501	Monroe_Avenue_NW	701	6,656.00	Monroe_Indu	Monroe	0	0	0	0	8.37	16.6705	0	0	0	0	0	City_of_Grand_Rapids	300_Monroe_Avenue_NW	Grand_Rapids	MI	49503 Renaissance Zone
411418326022	1565	Plainfield_Avenue_NE	701	4,692.00	Plainfield	Creston	0	0	0	0	8.37	16.6705	0	0	0	0	0	City_of_Grand_Rapids	300_Monroe_Avenue_NW	Grand_Rapids	MI	49503
411418182032	1720	Plainfield_Avenue_NE	701	170,158.00	Plainfield	Creston	0	0	0	0	8.37	16.6705	0	0	0	0	0	Grand_Rapids_Public_Schools	1331_Franklin_Street	Grand_Rapids	MI	49506
411418201030	1935	Plainfield_Avenue_NE	701	2,115.00	Plainfield	Creston	0	0	0	0	8.37	16.6705	0	0	0	0	0	Catholic_Social_Services	40_Jefferson_Avenue_SE	Grand_Rapids	MI	49503
411407428002	2251	Plainfield_Avenue_NE																				

Appendix H

Estimated North Quarter Tax Increment Financing Projections



Annual Tax Increment Financing Estimates

Base Year	Taxable Value	City Mills	.5% growth rate	All Mills	.5% growth rate	City Mills	2% growth rate	All Mills	2% growth rate
2010	\$33,170,431.00	\$277,672.99		\$553,004.16		\$277,672.99		\$553,004.16	
2011	\$33,336,283.16	\$279,061.36	\$1,388.36	\$555,769.18	\$2,765.02	\$283,226.45	\$5,553.46	\$564,064.24	\$11,060.08
2012	\$33,502,964.57	\$280,456.67	\$2,783.67	\$558,548.02	\$5,543.87	\$288,890.98	\$11,217.99	\$575,345.53	\$22,341.37
2013	\$33,670,479.39	\$281,858.95	\$4,185.96	\$561,340.76	\$8,336.61	\$294,668.80	\$16,995.81	\$586,852.44	\$33,848.28
2014	\$33,838,831.79	\$283,268.24	\$5,595.25	\$564,147.47	\$11,143.31	\$300,562.18	\$22,889.18	\$598,589.48	\$45,585.33
2015	\$34,008,025.95	\$284,684.59	\$7,011.59	\$566,968.21	\$13,964.05	\$306,573.42	\$28,900.43	\$610,561.27	\$57,557.12
2016	\$34,178,066.08	\$286,108.01	\$8,435.01	\$569,803.05	\$16,798.89	\$312,704.89	\$35,031.90	\$622,772.50	\$69,768.34
2017	\$34,348,956.41	\$287,538.55	\$9,865.55	\$572,652.06	\$19,647.90	\$318,958.99	\$41,285.99	\$635,227.95	\$82,223.79
2018	\$34,520,701.19	\$288,976.24	\$11,303.25	\$575,515.32	\$22,511.16	\$325,338.17	\$47,665.17	\$647,932.51	\$94,928.35
2019	\$34,693,304.70	\$290,421.12	\$12,748.13	\$578,392.90	\$25,388.74	\$331,844.93	\$54,171.94	\$660,891.16	\$107,887.00
2020	\$34,866,771.22	\$291,873.23	\$14,200.23	\$581,284.86	\$28,280.71	\$338,481.83	\$60,808.84	\$674,108.98	\$121,104.82
2021	\$35,041,105.08	\$293,332.59	\$15,659.60	\$584,191.29	\$31,187.13	\$345,251.47	\$67,578.47	\$687,591.16	\$134,587.00
2022	\$35,216,310.60	\$294,799.26	\$17,126.26	\$587,112.24	\$34,108.09	\$352,156.50	\$74,483.50	\$701,342.99	\$148,338.83
2023	\$35,392,392.16	\$296,273.25	\$18,600.26	\$590,047.81	\$37,043.65	\$359,199.63	\$81,526.63	\$715,369.84	\$162,365.69
2024	\$35,569,354.12	\$297,754.62	\$20,081.63	\$592,998.04	\$39,993.89	\$366,383.62	\$88,710.62	\$729,677.24	\$176,673.08
2025	\$35,747,200.89	\$299,243.39	\$21,570.40	\$595,963.03	\$42,958.88	\$373,711.29	\$96,038.30	\$744,270.79	\$191,266.63
2026	\$35,925,936.89	\$300,739.61	\$23,066.62	\$598,942.85	\$45,938.69	\$381,185.52	\$103,512.52	\$759,156.20	\$206,152.04
2027	\$36,105,566.58	\$302,243.31	\$24,570.31	\$601,937.56	\$48,933.41	\$388,809.23	\$111,136.23	\$774,339.33	\$221,335.17
2028	\$36,286,094.41	\$303,754.52	\$26,081.53	\$604,947.25	\$51,943.09	\$396,585.41	\$118,912.42	\$789,826.11	\$236,821.96
2029	\$36,467,524.88	\$305,273.30	\$27,600.30	\$607,971.99	\$54,967.83	\$404,517.12	\$126,844.13	\$805,622.64	\$252,618.48
2030	\$36,649,862.51	\$306,799.66	\$29,126.67	\$611,011.85	\$58,007.69	\$412,607.46	\$134,934.47	\$821,735.09	\$268,730.93
TOTAL			\$301,000.58		\$599,462.60		\$1,328,198.01		\$2,645,194.30

Appendix I

Community Visioning & Consensus Building Session Results/Project List



Corridor Improvement District Project List

Plainfield/Leonard gateway signage
planters, banners,
façade improvements,
street lighting (ornamental),
storefront windows (transparency)
traffic calming, bike lanes/shared lanes,
bus shelters, bike racks, surface
treatments (street & sidewalk),
decorative walkways,
banner across Plainfield,
infill buildings, lattice/arbors on
buildings, wayfinding signs
improve public spaces, free WiFi,
pocket parks, street trees & tree wells,
amphitheater, trash cans, recycling,
historic markers, public art,
parking lot improvements (permeable
paving, rain gardens),
business recruitment & retention,
business incubators, public fountain
improved crosswalks (ADA access,
flashing signal), historic preservation,
better (more) street lighting,
benches, drinking fountain, public
restrooms/diaper changing station,
snow melt system/heated sidewalks,
public marquee, suspended crosswalk,
Plaza at Coit & Quimby,
property acquisition, land bank,

business build-out grants,
youth community center,
marketing/branding, brochure, map,
web site, logo, business directory,
farmers market, parking lot signs,
irrigation, trolley/shuttle for events,
riverside projects/wayfinding tie in,
community collaboration (ArtPrize, HS),
Traffic study, Monroe North (bike path)
to Plainfield “connector”,
pedicabs/alternate people moving,
convert vacant property to commercial
or mixed-use, create an inventory of
existing businesses, develop a sign
“master plan” to establish district
identity, recruit grocery store/co-op,
cigarette receptacles, develop a
revolving business micro-loan fund,
develop a courtyard adjacent to Van
Belkum library branch, light rail line to
downtown/bus rapid transit (BRT),
boulevards, streetcar or trolley,
development support for infrastructure,
bike rentals, compost bins, outdoor
mounted speakers, museum, dog
park/dog clean up stations, community
garden, demolition/abatement, mixed
income housing.

Appendix J

North Quarter Stakeholder Involvement

Name	Business	Business	Prop Owner	Resident		Steering 4-May-11	Steering 1-Jun-11	Steering 29-Jun-11	Steering 27-Jul-11	Steering 24-Aug-11	Walking 28-Sep-11	Steering 28-Sep-11	Visioning 4-Oct-11	Visioning 6-Oct-11	Consensus 18-Oct-11	Steering 26-Oct-11	Steering 30-Nov-11	Steering 28-Dec-11	
Duane Culver	Culver CPA Group	x	x	x	456-6464	dculver@cwccpas.com	1	1	1	1	1	1	1	1	1	1	1		
Brett Alward	Sazerac Lounge	x			299-8666	sazeraclounge@tds.net							1						
Boyd Griswold	Griswold Group	x	x		364-3118	boyd@thegriswoldgroup.com	1	1	1	1	1	1			1	1			
Sandy Stuckhardt	Creston NA			x	364-4098	s.stuckhardt@sbcglobal.net							1				1		
Larry Zeiser	Graydon's Crossings	x	x		581-7223	larry@weluvbeer-wine.com		1		1	1	1	1	1	1	1	1		
Lauren Baker	Resident			x		lauren.vanderplas@gmail.com							1						
Breese Stam	GR Engineering				456-3078	bstam@grcity.us							1						
Sandy Bloem	EDF	x			459-4825	sandy@growmichigan.com						1	1						
Pam Hudelson-Amante		x		x	363-4349								1						
Roger Williams	Star Collision	x	x		364-6222	roger@starcollisioncarstar.com	1					1	1			1	1		
Ruth Harper	American Opinion	x			318-2002	rsh7272@gmail.com							1						
Katey Morse	Resident			x	334-8870	katey.morse@gmail.com							1						
Megan Kruis	Resident			x	558-8166	megan.kruis@gmail.com							1						
Tom Mort	CNA Board			x	361-0320	tom_mort@sbcglobal.net							1		1	1			
Ruth Kelly	Resident			x	238-9370	ruth@grcity.us			1	1	1		1			1			
Helen Lehman	New Development	x			361-7500	helen@newdevelopmentcorp.org								1	1				
Teresa Newmarch	Resident			x	402-3019	teresanewmarch@gmail.com								1					
Ashley Gutierrez	My Personal CU	x			252-2561	agutierrez@mpcu.org								1					
Joe Beckwith	My Personal CU	x			252-2508	jbeckwith@mpcu.org								1	1				
Jessa Dutton	NV				301-3929	duttonj@neighborhoodventures.org				1	1	1		1	1		1		
Kaylee Milanowski	Creston NA			x	617-4765	kaylee.milanowski@gmail.com			1	1	1			1	1				
Patrick Kruisenga	Red Ball Jet	x			719-5500	pkruisenga@gilmorec.com								1	1	1			
Omar Cuevas	Fifth Third	x			771-5849	omar.cuevas@53.com								1	1				
Jim Freiburger					451-3016	jrf414@sbcglobal.net								1					
Kathleen Lett	GR Econ Dev				456-3681	klett@grcity.us								1					
Laurie Williams	Star Collision	x			364-6222	lauriew@starcollisioacarstar.com	1	1	1	1	1	1		1		1	1		
Shaun Biel	DeVries	x			913-2234	sbiel@devriescompanies.com	1			1		1		1	1				
Gord Huizen	Stonesthrow	x	x		459-4167	ghuizen@aol.com								1					
Rinck Heule	Innerworkings	x	x		458-8284									1					
Cathy Raidna	Greater Hopes	x			451-0245	cathyr@greaterhopes.org								1					
Deborah Eid	Creston NA	x			454-7900	deid@crestongr.org	1	1	1	1	1	1	1	1		1	1		
Mark C. Lewis	NV				301-3929	lewism@neighborhoodventures.org		1	1	1	1	1	1	1	1	1	1		
Deck Andrecziak	Property Owner		x		560-5878	deck.andrejczak@sbcglobal.net	1	1	1						1	1	1		
Kyle Naumann	Naumann Group		x			naumannngroup@gmail.com									1				
Patricia Hollemans	Gr8 Tastes	x			334-0801	gr8tastes@gmail.com									1	1			
Bob Kingma	Kingma's	x	x		363-7575	bobkingma@comcast.net		1	1	1					1	1	1		
Kristen Gibbons	GRPD														1				
Brandon Wilkey	Aquinas					bjwoo@aquinas.edu					1	1				1	1		
Jenny Mikrut	ICON Sign	x	x		726-7200	jenny@iconsigncompany.com		1		1									
Mike Koelzer	Kay Pharmacy	x	x		361-7319	mike@kaypharmacy.com			1	1						1			
Greg Wyma	Edward Jones	x			365-3093											1			
Troy Corrigan	KCCU	x			336-3490											1			
Missy Lobezoo	KCCU	x			336-3490											1			
Greg Sundstrom	City of GR			x	456-3000											1			
147 Participant Totals							7	9	10	8	12	7	11	17	19	17	19	11	
							Steering 4-May-11	Steering 1-Jun-11	Steering 29-Jun-11	Steering 27-Jul-11	Steering 24-Aug-11	Walking 28-Sep-11	Steering 28-Sep-11	Visioning 4-Oct-11	Visioning 6-Oct-11	Consensus 18-Oct-11	Steering 26-Oct-11	Steering 30-Nov-11	Steering 28-Dec-11

Appendix K

Letters of Support

Appendix L

North Quarter
Work Plan Committee Matrix



Design

Plainfield/Leonard gateway signage	Medium
Planters	Medium
Banners	Medium
Façade improvements	Long Term
Street lighting (ornamental)	Long Term
Storefront windows (transparency)	Easy Win
Traffic calming	Medium
Bike lanes/shared lanes	Medium
Bus shelters	Medium
Bike racks	Easy Win
Surface treatments (street & sidewalk)	Long Term
Banner across Plainfield	Easy Win
Infill buildings	Long Term
Lattice/arbors on buildings	Long Term
Wayfinding signs	Medium
Improve public spaces	Long Term
Free Wi-Fi	Medium
Pocket parks	Long Term
Street trees and tree wells	Medium
Amphitheatre	Long Term
Trash cans	Medium
Recycling containers	Easy Win
Historic markers	Medium
Public art	Medium
Parking lot improvements (permeable paving, rain gardens)	Medium
Public fountain	Long Term
Improved crosswalks (ADA access, flashing signal)	Medium

Design cont.

Historic preservation	Medium
Better (more) street lighting	Long Term
Benches	Medium
Drinking fountain	Long Term
Public restrooms/diaper changing station	Long Term
Snow melt system/heated sidewalks	Long Term
Suspended crosswalk	Long Term
Plaza at Coit & Quimby	Long Term
Parking lot signs	Medium
Irrigation	Long Term
Monroe North (bike path) to Plainfield "connector"	Easy Win
Develop a sign "master plan" to establish district identity	Easy Win
Cigarette butt receptacles	Easy Win
Develop a courtyard adjacent to VanBelkum library branch	Long Term
Light rail line to downtown or bus rapid transit (BRT)	Long Term
Boulevards	Long Term
Develop support for infrastructure	Long Term
Compost bins	Medium
Outdoor mounted speakers	Long Term
Museum	Long Term
Dog park/clean-up stations	Medium
Community garden	Easy Win
Mixed-income housing	Long Term
Decorative walkways	Long Term

Economic Restructuring

Business recruitment & retention	Easy Win
Business incubators	Medium
Property acquisition	Long Term
Land bank	Long Term
Business build-out grants	Long Term
Convert vacant property to commercial or mixed-use	Long Term
Create an inventory of existing businesses	Easy Win
Recruit grocery store/co-op	Medium
Develop a revolving business micro-loan fund	Medium
Demolition/abatement	Long Term

Organization

Traffic study	Easy Win
Contract out ongoing project administrative services	Medium
Volunteer recruitment/management/recognition	Easy Win
Fundraising/grant writing	Easy Win
Develop a corridor maintenance plan (BID)	Medium

Promotion/Marketing

Pedicabs/alternate people moving	Easy Win
Youth community center	Long Term
Public marquee	Long Term
Marketing/branding	Easy Win
Brochure & Map	Easy Win
Web site	Easy Win
Logo	Easy Win
Business directory	Easy Win
Farmer's market	Medium
Trolley/shuttle for events	Easy Win
Riverside projects/Wayfinding tie-in	Medium
Community collaborations (ArtPrize, Creston High School)	Easy Win
Streetcar or trolley	Long Term
Bike rentals	Medium