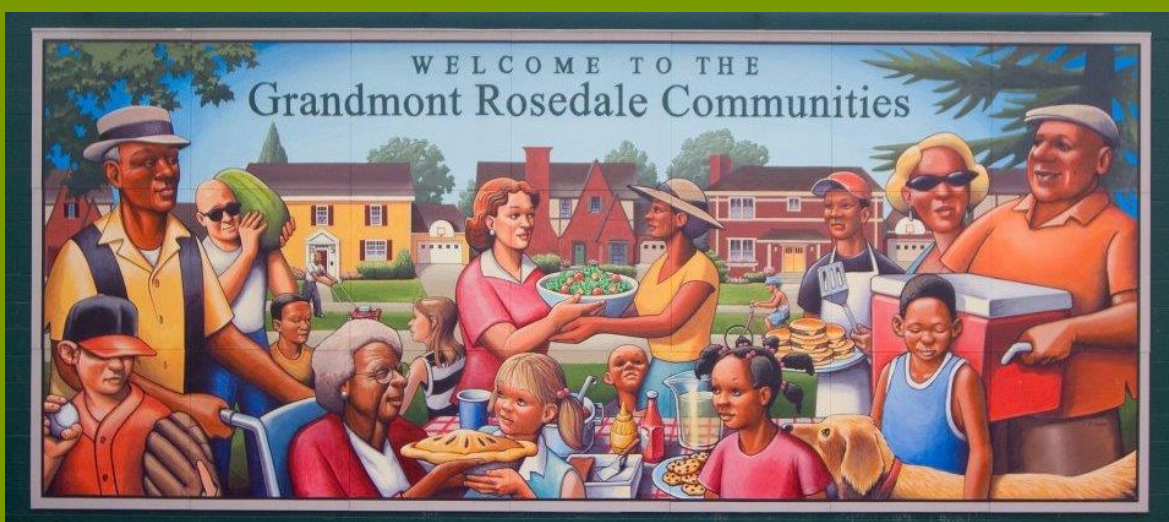


# **The Michigan District Council of the Urban Land Institute**

## **Robert C. Larson Center for Leadership Technical Assistance Panel Report**



# **Grandmont Rosedale, Detroit:**

## **Creating Density through Housing and Retail Diversification**

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# GRANDMONT ROSEDALE, DETROIT:

## Creating Density through Housing and Retail Diversification

January 21 – June 9, 2016

A Robert C. Larson Center for Leadership Study

The Michigan District Council of the Urban Land Institute

Robert C. Larson Center for Leadership

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# ABOUT THE URBAN LAND INSTITUTE

**T**he mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to:

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs.
- Fostering collaboration within and beyond ULI's membership, through mentoring, dialogue, and problem solving.
- Exploring issues of urbanization, conservation, regeneration, land use, capital information, and sustainable development.
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments.
- Sharing knowledge through education, applied research, publishing, and electronic media.
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 36,000 members worldwide, representing the entire spectrum of land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and more.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's more respected and widely quoted sources of objective information on urban planning, growth, and development.

# ABOUT THE LARSON CENTER FOR LEADERSHIP

**N**amed for the late Robert C. Larson—a nationally recognized and respected Michigan real estate professional, trustee of the Urban Land Institute, and former chair of the ULI Foundation—the Robert C. Larson Center for Leadership (also known as the Larson Center for Leadership) is a curriculum-based program designed to train and mentor the next generation of real estate and land use leaders in Michigan. The Center operates under ULI’s Larson Leadership Initiative, which has successfully implemented leadership-based initiatives at a national level, and within other District Councils, throughout the past several years.

The mission of the Larson Center for Leadership is to cultivate leadership development by informing a select group of future leaders of the evolving dynamics currently emerging within Michigan’s real estate and land use industries, and facilitating their engagement in this transformative process. The nine-month program comprises eight day-long program days, each with a specific topic of focus, such as infrastructure, regionalism, or the role of government. Participants are required to complete the Center’s Technical Assistance Panel (TAP) component—modeled after the Urban Land Institute Technical Assistance Program process—an integral component of leadership development in the Larson Center for Leadership. As part of the TAP, participants are presented with a “land-use challenge” and throughout the program they research and analyze the area of focus, conduct due diligence, seek additional input from stakeholders and/or industry experts, summarize their findings, and develop final recommendations to be compiled into the final report.

Participants of the program are mid-career, Michigan-based professionals who work either directly or indirectly with the real estate or land-use sectors, and have a strong commitment to the mission of the Urban Land Institute: to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

Participants consist of professionals from both the public and private sectors with diverse backgrounds in various fields related to real estate and land use, including but not limited to finance, law, development, planning, architecture, engineering, and economic and community development.

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# PROJECT OVERVIEW

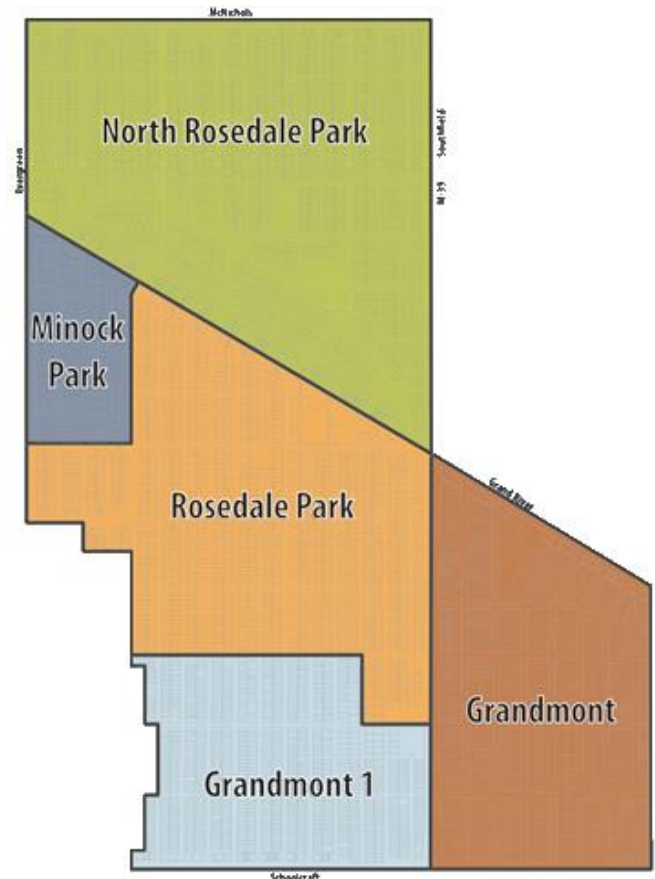
The Grandmont Rosedale community comprises five neighborhoods in northwest Detroit: Grandmont, Grandmont 1, Minock Park, North Rosedale Park, and Rosedale Park. Mapped out by city planners during Detroit's period of rapid growth in the 1920s, the area now encompasses about 2.5 square miles, 5,400 homes, and 14,400 residents.

Grandmont Rosedale is bordered by McNichols Road to the north and Schoolcraft Road to the south, with Evergreen Road, Southfield Freeway, Outer Drive, and Grand River Avenue crossing through to define the five neighborhoods. Beyond these commercial corridors and their 254 active businesses, the area is primarily made up of single-family homes. Each of the five neighborhoods has been affected by the foreclosure crisis, with the owner-occupancy rate dropping from 90% in 2000 to 83% in 2016, and the vacancy rate growing from 2% to 10% in the same period. The area is also challenged by its aging housing stock and population.

Still, Grandmont Rosedale maintains a relatively high homeownership rate and low vacancy rate compared with the rest of the city. And several other qualities make Grandmont Rosedale a place of opportunity. Each neighborhood has tree-lined, traditionally gridded streets demonstrating a variety of architectural styles. Area residents have relatively high levels of education and employment. Perhaps most important, the area is filled with neighbors active in community organizations that help Grandmont Rosedale remain vibrant, resilient, and a target for commercial and civic investment. Numerous homeowners associations and block clubs help their neighborhoods live up to the motto, "A place where you belong," supporting youth

sports leagues, a community theater group, a community house, an annual arts and crafts fair, and a farmers market.

Grandmont Rosedale Development Corporation (GRDC) has played a significant role in developing these amenities and stabilizing the area since its founding in 1989. GRDC purchases abandoned homes and rehabilitates them for sale, provides home repair grants, monitors and maintains vacant properties, renovates commercial buildings, invests in streetscape and facade improvements, cleans up parks and playgrounds, plants trees throughout the community, and coordinates public safety programs. In recent years, their efforts have helped attract several new small businesses to the area.



Today, GRDC sees an opportunity for Grandmont Rosedale to attract a new generation of residents to the type of middle-income, family-oriented neighborhood missing in many other relatively stabilized parts of the city. However, the area lacks the walkable retail amenities and diversity of housing options often preferred by both potential new residents and current residents as they age in place. Partnering also with the City of Detroit, the 2016 Larson Center for Leadership class convened as a Technical Assistance Panel (TAP) to advise GRDC on addressing these challenges while capitalizing on the five neighborhoods' existing advantages. Specifically, the panel was charged with analyzing the opportunities for activating retail and diversifying the housing stock of a traditional single-family residential neighborhood bisected by a pass-through commercial corridor.

This report details the TAP's recommendations, focused around four questions on the future of Grandmont Rosedale:

- I. What design and development opportunities exist to activate the shopping center block commonly known as "Grandland?"
- II. What neighborhood retail opportunities exist, and how can they be better connected to the adjacent residential neighborhoods?
- III. What multi-family residential opportunities could exist along Grand River? What are the constraints for this type of development based upon existing lot size and configuration?
- IV. What sites within the neighborhood are best suited for diversification of housing product type?

# SUMMARY OF RECOMMENDATIONS

## **I. Activate Grandland Shopping Center**

- Enhance Grandland by improving pedestrian connections, replacing surplus parking with green features, unifying signage, providing street furniture, incentivizing facade updates, and coordinating events, toward the goals of making Grandland a walkable, safe, and clean community focal point with a “city center” feel. In the long term, redevelop Grandland out to the street, consolidate parking, and begin pursuing strategic acquisitions as buildings reach end of viability.
- Establish an association for Grandland businesses and collectivize operations through shared contracting for snow removal, landscaping, and other services vital to an attractive retail space, with GRDC facilitating the association’s contracts and retail programming.

## **II. Invest in Neighborhood Retail**

- Activate retail spaces along the Grand River corridor through parking, access, and facade improvements. Increase retail exposure by developing a unique brand for the Grand River corridor (e.g., “My 5,” “River Row,” or a market-specific identity similar to the Avenue of Fashion), holding and marketing signature annual events, recruiting pop-up retailers, and adding food trucks and art in the parking lot and alley.
- Start a business association and later a Business Improvement District to connect businesses, community partners, and volunteers; streamline beautification and maintenance; and enable shared parking and event spaces.

## **III. Build Density in the Housing Market along Grand River**

- Focus on making multi-family projects financially viable in the future by stabilizing and renovating existing housing stock, directing facade improvement grants to improve Grand River streetscapes, incorporating public parks and amenities into infrastructure improvements, and acquiring prime properties to hold for future multi-family development.
- In the long term, attract multi-family housing developers by creating an RFP; assisting with identifying funding tools; conducting outreach; engaging the community to support multi-family, mixed-use development; and connecting developers with incentives that facilitate broader redevelopment.

## **IV. Diversify Housing Options**

- Reposition existing multi-family units on Minock and Longacre streets, adding senior-friendly features.
- Work toward developing new multi-family options at selected sites, building infill townhouses, and implementing adaptive reuse of a former school building as an affordable senior-living center. Ensure funds and partners are in place and due diligence is complete to facilitate quick action when worthwhile deals arise.

Lastly, the Appendix summarizes funding tools and incentive programs for GRDC to consider leveraging in pursuit of these recommendations.

# RECOMMENDATIONS

## I. ACTIVATE GRANDLAND SHOPPING CENTER

### BACKGROUND AND ANALYSIS

The Grandland shopping center and adjacent businesses occupy a 511,000-square-foot site along Grand River. Not far from the Southfield



Freeway, the center is situated in a prime location at the center of the Grandmont Rosedale community, but the property has become distressed and underutilized.

Upon visiting the site, the panelists noted that Grandland's suburban physical style, dominated by parking and lacking in pedestrian opportunity, is an anomaly in the area.

Local residents surveyed at a community meeting indicated a desire to see Grandland become a town center and community focal point. The group also expressed a preference for improved walkability, safety, and cleanliness. A Michigan Community Resources study and GRDC's Quality of Life Plan each recommend improving the business mix, intentionally creating opportunities for hardware stores, dine-in restaurants, destination retail, and entrepreneurs.

From an ownership perspective, Grandland property owners the panel met with mentioned challenges

related to lack of visibility and signage, trash dumping, car sales in the parking lots, and difficult leasing retail spaces that are too large (150 feet deep) or too far from Grand River. They expressed interest in cooperating with one another to improve the site, potentially on sharing services or exploring green features.

For residents, the panel's recommendations for Grandland offer both the commercial revitalization of the site and beautification and placemaking opportunities. Improving the shopping area's aesthetics would enhance the image of the surrounding neighborhoods, and greater visibility and accessibility would help the center maximize its location to become a regional destination. Making the Grandland shopping experience more pleasant would increase customer traffic, and when combined with operational efficiencies, would allow tenants to increase sales and enable landlords to collect more rent. Exhibit A contains an overview of the recommended Grandland improvement process, and Exhibit B contains site plan concepts.





## RECOMMENDATIONS

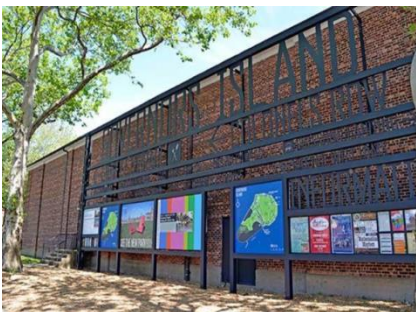
### Improve Infrastructure

In the near term, the panel recommended several tactical improvements to Grandland's infrastructure:

- Pedestrian connections:** GRDC should work with property owners to improve pedestrian connections from Fenkell to Grand River, focusing on the west side of the shopping center because several east side businesses have drive-through service. Adding new walkways and landscaping designed for foot traffic; repairing existing walkways, curbs, and driveways; and relamping to improve visibility at night would each help make the center more inviting to walkers and bikers.



- Parking:** Remove surplus parking and replace it with green infrastructure and stormwater management features.
- Signage:** A unified signage program, including a distinctive gateway marking the entrance to Grandland, would attract passersby and help shoppers navigate the center.



- Street furniture and facades:** Providing trash cans, benches, and other street furniture is a low-cost tool to activate the space. GRDC should also incentivize property owners to update their building facades, helping to refresh and streamline Grandland's image.

The estimated cost of implementing all of these infrastructure improvements to the site and existing buildings is \$1.64 million (see detailed cost breakdown at Exhibit C). Several of the financial tools described in the Appendix could be explored to offset these costs.



### Collectivize Operations

Service	Annual Cost Estimate
Litter Removal* <small>(including business and street sidewalks, parking lots, and driving paths)</small>	\$69,000
Landscaping (Upkeep & Maintenance) <small>(All in cost, assuming recommendations implemented)</small>	\$70,000
Snow Removal** <small>(including sidewalks, parking lots, and driving paths)</small>	\$75,000
<b>Total</b>	<b>\$214,000</b>

\*Assuming one 8 hour shift, 365 days a year.

\*\*Assuming 5 or less snow storms. 10 or less snow storms would increase the cost to an estimate \$150,000

Also in the near term, collectivizing operations would help create a consistent, attractive aesthetic at the shopping center and allow for cost savings from economies of scale. GRDC should work with the property owners to form Grandland Business Association, which would contract GRDC to provide property

management services. GRDC would then bid out contracts for centralized landscaping, snow removal, and litter removal services. The estimated cost of these collective operations for the entire site would be \$214,000 annually. See Exhibit D for the recommended contracting structure.

### Implement Retail Programming

Additionally, as part of this arrangement with Grandland Business Association, GRDC should provide business resources and leadership on coordinating community events and retail programs at Grandland. Working with the owners to bring their staff and merchandise outside their doors is an excellent place to start; this makes it easier for customers to browse, creates a fun market atmosphere, and conveys a sense of security. Retail programming would activate the shopping center's space and provide extra incentive for people to come from across the region to shop at Grandland.



### Redevelop the Site

Longer term, the panel recommended GRDC implement a large-scale redevelopment of the Grandland site. GRDC should develop a master plan for the entire 11-acre site, adding about 50,000 square feet to result in a 180,000 square foot retail area. The plan should:

- Prioritize commercial development along Grand River, developing buildings out to the street to engage pedestrians and drivers.



- Further develop the unified signage program and the signature gateway element.
- Implement a consolidated parking strategy with parking behind the buildings and clear pedestrian entry points.
- Include an acquisition strategy as older buildings reach the end of viability.



## II. INVEST IN NEIGHBORHOOD RETAIL

### BACKGROUND AND ANALYSIS

Outside of Grandland, the panel looked to expand Grandmont Rosedale's smaller scale, neighborhood retail options and better connect the Grand River commercial corridor (between Evergreen and Warwick) to adjacent residential areas.



Speaking with community members, the panel received feedback on safety, appearance, connectivity, property inventory, retail mix, traffic generation, parking availability, and other challenges to retail along Grand River. Currently, the street is dominated by businesses with seasonal or limited hours and no storefront presence. Residents have expressed a desire to see more dine-in restaurants and unique business types. The corridor has numerous individual property owners and most properties are not locally owned; many are under-maintained. However, the buildings are attractive overall and have a pedestrian-oriented appeal.

The panel's recommendations support the objective of establishing Grand River as a gathering place and go-to shopping corridor for surrounding residents. As GRDC works to shape Grandland into a regional destination with larger storefronts and some national chains, it should cultivate Grand River as a different type of space. Here, the focus should



be on unique, local products and a social “third place” experience. Strengthening neighborhood retail will serve existing Grandmont Rosedale residents, particularly those who want to age in place, while attracting new families that seek walkable urban amenities.

### RECOMMENDATIONS

#### Develop Unique Retail Brand

Developing a brand for the Grand River corridor will help differentiate Grandmont Rosedale from other neighborhoods and draw customers looking for a unique atmosphere. Livernois as the Avenue of Fashion and Hamilton as Antique Row each model how a corridor can develop an identity around a market niche. Given the challenge of establishing such a specific retail brand, Grand River should first consider a broader identity such as “My 5” (a play on M-5) or “River Row.” This brand could evolve over time into a collection of retailers catering to one market (e.g., record shops, resale stores) as the retail mix changes.



GRDC should lead the effort to establish a brand theme, starting with adding signage to increase retail exposure. Grand River has sufficient traffic from commuters to allow for branded street-side and banner marketing of featured businesses, events, and community assets. Signage would also add color to vacant portions of the corridor.

### Hold Annual Events

Signature events like Midtown's Dally in the Alley and Noel Night have helped generate traffic to and interest in local neighborhoods. Annual events centered around the Grand River retail corridor would offer unique experiences to visitors, advance the branding effort, and introduce local businesses to customers who will return to shop and dine. Events should be genuine and unique while incorporating Grand River into the theme. For example, GRDC could host a fireworks or light show ("Fireworks on the River"), a battle of the bands ("Rhapsody on the River"), a flower/produce market ("Greens on Grand"), or Grand River-themed holiday festivals, classic car shows, art/music festivals, culinary competitions, antique shows, sidewalk sales, and independent film showings.



### Improve Parking and Access

The panel found that a majority of the neighborhood's population is beyond typical walking distance from Grand River. In addition, the area's parking ratio is slightly below the level called for in traditional suburban zoning codes (with 4.8 rather than 5 spaces per 1,000 square feet of net building area). While the corridor's 517 spaces may be sufficient to support existing retailers, adding a new dine-in restaurant or similar business would stress parking. The panel calculated that available real estate could support about a 5% increase in parking spaces.

#### Short term:

- Perform a shared parking analysis to understand compatibility of uses and operation times.
- Request traffic calming devices to facilitate pedestrian accessibility, such as pedestrian-activated crossing lights, and improve crosswalk presence in the focus area with new pavement markings and warning signs.
- Add signage/wayfinding for public parking.
- Encourage biking by adding sidewalk bike racks, which could also be sculptural, and replacing some street parking with in-street bicycle parking.



#### Long term:

- Develop a shared parking agreement among the businesses for the benefit of the whole.
- Consider leasing and operating parking lots under a local business organization.
- Improve existing off-street parking lot conditions (lighting, landscaping, and surfacing) using Main Street Overlay guidelines.
- Strategically place additional off-street parking in underutilized areas.
- Study the benefits of a local ride-share program to improve connectivity within the neighborhood.

### Increase Neighborhood Connectivity

As previous sections have indicated, the retail corridor and residential areas could mutually benefit from being better connected. The panelists developed short- and long-term recommendations for GRDC's role in improving this connectivity.



Short term:

- Hold monthly business owner meetings, inviting residents and community partners; also invite city officials, police, etc. to give updates on safety and other issues.
- Organize a business district cleanup with volunteers.
- Serve as connector for B2B and community partnerships.

Long term:

- Form a business association, using Main Street model for committee organization.
- Engage volunteers to assist with events.
- Form a Corridor and/or Business Improvement District, with a special assessment for beautification and maintenance of neighborhood streets and gateways.

### Create More Usable Space

- **Activate clusters of key sites:** The panel analyzed successful retail sites on the corridor to see where GRDC could build upon existing activity to create a concentrated node. The panelists recommended GRDC focus on the north side of Grand River, in part to isolate pedestrian crossing issues, but also because the northern parcels are smaller and better suited to small businesses.

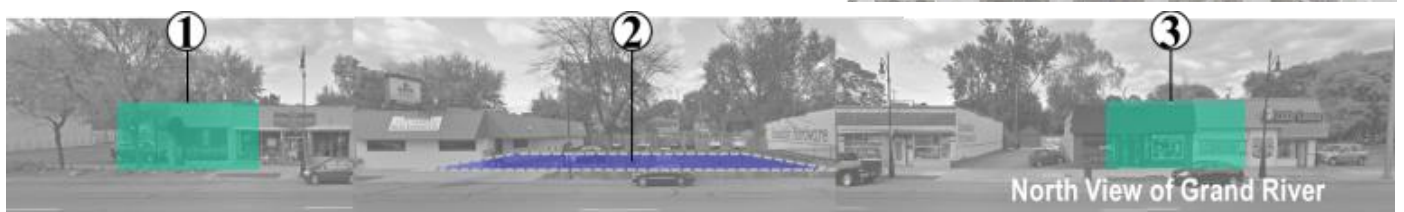
Three areas were identified for a potential activity node: **1) Always Brewing Detroit**, a successful coffee shop and “third place” bound by empty parking and less active businesses; **2) the adjacent large parking lot**, which is relatively inactive and interrupts the pedestrian experience; and **3) Grand River WorkPlace**, a coworking and pop-up retail space near an active corner. Eventually, nodes around these types of spaces could create a contiguous Grand River retail corridor east of Outer Drive, which could later expand a block west.

- **Entice pop-up retail:** Pop-ups can bring energy and foot traffic to a shopping district, and would allow Grandmont Rosedale to make use of unfinished spaces with minimal improvements. For a successful pop-up program:

- Recruit local businesses looking to expand or find temporary-to-permanent spaces; pop-ups are commonly food and beverage, apparel and jewelry, arts and crafts, or seasonal.



- Identify landlords with vision to invest in buildings and attract high quality tenants. For other landlords, evaluate potential for GRDC or another nonprofit to purchase their property, and work with Motor City Match to maintain a database of interested retailers.
- Renovate three of four proximate properties for immediate six-month lease opportunities to create extended shopping experience, targeting one or two unique, destination style uses complemented by others that appeal to



the same shopper and extend their trips and likelihood of spending in the district.

- Identify other segments of Grand River compatible with office uses for relocation of existing tenants, which creates a better concentration of retail and ensures that quality office tenants are not lost to other districts.
- **Improve building conditions and facades:** Add retail-appropriate color, plants, lighting, and lower windows to create a more inviting and open facade to the street. Ensure building conditions allow for immediate occupancy.



- **Activate parking lot and alley:** Enhance use of parking lot space, such as by adding food trucks and murals and converting to a beer garden during off-peak hours (like Bill's Beer Garden in Ann Arbor). Spread these features into the alley, which offers an opportunity for local artists to create an art walk out of an otherwise utilitarian area (like The Belt in downtown Detroit) and encourage walking with a unique pedestrian-only experience.



The panel recommended GRDC focus on minimizing retail rental rates, possibly by partnering with foundations to subsidize rents. Financial tools for implementing these retail recommendations are featured in the Appendix.

### III. BUILD DENSITY IN THE HOUSING MARKET ALONG GRAND RIVER

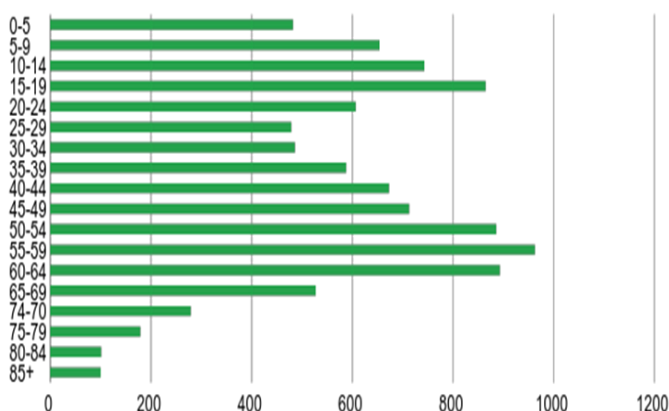
#### BACKGROUND AND ANALYSIS

In addition to retail, the panel studied the potential for growth in Grandmont Rosedale's residential market. This section focuses specifically on densifying housing along the Grand River commercial corridor. Section IV will offer recommendations for diversifying housing product types throughout the neighborhood.

Mixed-use development allows the residential and retail sectors to mutually benefit one another. Enlivening Grand River's sidewalks and storefronts will draw more people to want to live close-by; in turn, adding a concentration of potential customers with direct access to the corridor will make Grand River a better place to do business. However, the panel needed to determine whether and how building this type of dense new housing along Grand River would be feasible. The panel assessed a variety of market factors—including existing demand, rental rates, land costs, construction costs, and financing availability—before recommending a strategy for GRDC to ensure the corridor is development-ready.

Beginning with a demographic analysis (see Exhibit E), the panel noted that all five Grandmont Rosedale neighborhoods have above-average median incomes and a substantial baby-boomer population.

Age of Population



Panelists identified two primary types of renters who would be served by additional multi-family housing:

- **Renter type #1:** Millennials or young adults; relatively low-income; single.
- **Renter type #2:** “Empty nesters”; middle-to-high income; retired.

The neighborhood has a shortage of all non-single family housing types, with what appears to be a particular need for affordable rental housing and senior housing.

The panel also studied the existing rental market. Currently, in addition to single-family homes occupied by renters, Grand River has a minimal supply of multi-family housing, with only two buildings totaling 33 units. The current multi-family supply also has low rental rates of less than \$1 per square foot (PSF). By comparison, nearby retail spaces rent for an estimated \$10-12 PSF with operating expenses of about \$9-10 PSF.

Next, the panel identified three potential sites for building denser housing along Grand River. These sites were selected for being sufficiently large, with underutilized parcels and vacant buildings in succession, since the land cost of assembling a series of smaller parcels would be too costly for new development to succeed. This area is also poised to benefit from scheduled streetscape improvements.







The panel determined that apartments, micro-units, townhomes, or condos with parking under the building and first-floor retail could work well on the selected sites. Conceptual site layouts were developed using precedents from surrounding communities.

Finally, the panel conducted a financial analysis for apartment and townhome concepts under different construction costs and different percentages of affordable housing. (Exhibit F contains the comprehensive pro forma.) The finding was that, based on current economic conditions, any new construction of multi-family housing would require multiple layers of financing such as grant money, tax credits, or other types of subsidy. The panel highlighted the federal New Market Tax Credit (NMTC) subsidy—which would apply to the panel’s three target sites based on Census tract data for Minock Park—as one of several potential funding sources.

Following are the panel’s recommendations on how to build an attractive market for needed housing density on Grand River by improving housing stock, streetscapes, and amenities; pursuing all potential sources of financing; assembling cost-effective parcels; and actively engaging developers.

## RECOMMENDATIONS

### Stabilize Housing Stock

As an important aspect of improving the rental market, GRDC should continue its focus on preserving existing housing stock. These stabilization efforts include renovating vacant homes and helping current homeowners update exteriors through local grant initiatives, such as the Neighborhood Impact Program (NIP).

### Improve Streetscape and Amenities

GRDC should continue to create and direct and Community Development Block Grants (CDBGs) and other facade improvement funds to existing businesses, as well as to make streetscape improvements along Grand River. Ensuring parks and other public amenities are incorporated into future infrastructure improvements facilitated by GRDC and the City of Detroit will also help make the business case for denser housing.

### Acquire Properties for Future Development

Additionally, GRDC should seek to acquire properties (or enter into Purchase Option Agreements with property owners) along Grand River to hold for potential future development. These acquisitions could be

made possible through crowdfunding and other fundraising endeavors, grants, donations from area businesses, or working with the Land Bank and other public authorities. GRDC should particularly target properties likely to be eligible as brownfields. These acquisitions will ultimately allow GRDC more control over the few larger properties available for development.

### Attract Developers

Lastly, GRDC can move to accelerate housing densification through outreach, marketing area opportunities for new development and serving as the primary point of contact for developers interested in the Grand River corridor.

Once rental rates support development and viable sites have been assembled, GRDC can create requests for proposals for assembled parcels and facilitate community or grant programs to assist with project funding. GRDC could also allow for broader redevelopment

uses for underutilized sites, and should consider offering incentives like parking reductions, building height and density bonuses, or flexible non-conforming zoning standards to motivate developers.

Engaging the community to support multi-family, mixed-use development will further help create a positive climate for development. GRDC should communicate with residents about the potential for smart growth and strategic housing densification to activate key corridors in their neighborhood.

The Appendix offers details on how New Market Tax Credits, Low-Income Housing Tax Credits, Michigan Brownfield Tax Increment Financing, Michigan Community Revitalization Program incentives, and other relevant financial tools can be applied to facilitate denser housing development near Grand River.





## IV. DIVERSIFY HOUSING OPTIONS

### BACKGROUND AND ANALYSIS

The final issue the panel analyzed was the housing product mix in Grandmont Rosedale, focusing on opportunities for residents to age in place—a priority expressed by community members. The current predominance of larger, multi-story, single-family homes in the neighborhood means seniors, young people, and renting families often need to look elsewhere for housing options that meet their needs.

In order to identify viable ways to diversify housing product types, the panel reviewed Grandmont Rosedale's amenities and challenges; studied the existing housing market in the neighborhood; and searched for specific sites that could support a broader mix of housing types. One challenge the panelists encountered was that the City of Detroit's focus areas for multi-family housing exclude some viable sites in Grandmont Rosedale (see map at Exhibit G). They also found that multi-family demand is currently too low to support new construction, and the city's specifications for design excellence can make renovating existing properties costly. Transit options are limited, and Grandmont Rosedale is surrounded by challenged neighborhoods.

On the positive side, Grandmont Rosedale offers well-maintained, historic homes and streets; a variety of commercial and retail options; quick access to highways; and well-organized community groups. GRDC has a marketing effort in place for attracting younger families to affordable, historic homes; community capital support attracts new local businesses and new businesses; and GRDC has existing partnerships with banks and developers.

Synthesizing their research, the panel compared benefits, challenges, neighborhood applications, and possible locations for four potential new product types.

#### Single-Family Detached Home:

- **Benefits and costs:** The benefits of this product type include privacy, stability, tax incentives, the opportunity to build equity, and the ability to personalize and customize the dwelling. However, the owner is responsible for all costs, which can be prohibitive, and this product type can result in car dependence and present physical challenges.
- **Potential sites:** In Grandmont Rosedale, single-family detached homes are already much more prevalent than any other type. Some could be converted to multi-family housing by preparing secondary structures (e.g., garages as living space) on viable lots in Grandmont and Grandmont 1.



#### Townhome:

- **Benefits and costs:** The benefits of this attached housing type are similar to that of a single-family home, with the addition of some shared exterior expenses. But ongoing, often inconsistent condo or association fees present an additional challenge.
- **Potential sites:** In Grandmont Rosedale, townhomes could either be built on vacant lots or as renovations to existing homes, at such sites as NW Fenkell and Outer Drive, NW Fenkell and Auburn, NE Midland and Plainview, or 10422 Outer Drive.



## Multi-Family:

- **Benefits and costs:** The primary benefits of this product type are short-term lease commitments and consistent monthly expenses, with repair and maintenance costs paid by the landlord. But multi-family housing does not offer renters equity, tax advantages, or long-term security.
- **Potential sites:** Adding new multi-family housing in Grandmont Rosedale will require larger assembled sites, a developed market, and upfront investment by a developer. Potential sites for new construction include Vetal Elementary School (4.2 acres) and 16831 W. Grand River; also, Cooke Elementary could be repurposed and 14940 Longacre could be repositioned.



## Dedicated Senior:

- **Benefits and costs:** This housing type offers the same benefits as multi-family units, with the addition of healthcare, dining, recreational, and social amenities for residents. However, these amenities can be costly for renters, sites are sometimes isolated from the non-senior population, and development requires a sufficient population of area seniors.
- **Potential sites:** In Grandmont Rosedale, Vetal Elementary School could be repurposed as a senior living facility, and vacant lots along Stahelin could be assembled to facilitate new development.



## RECOMMENDATIONS

### Stabilize Commercial Corridors

In the short term, the panel recommended that GRDC continue to focus on stabilizing and revitalizing Grandmont Rosedale's retail areas. This allows the organization to address immediate community needs and minimize risk while positioning the neighborhood for residential growth in future years.

### Reposition Existing Multi-Family Units

In the medium term (three to five years), GRDC should seek opportunities to add senior-friendly features to existing multi-family buildings. While awaiting a feasible project, GRDC should assemble plans, funding, and partners to ensure efficient due diligence and closing. The panel identified two apartment buildings for potential repositioning. Both have proximity to both residential and retail amenities:

- **Site 1:** 15880 Minock Street, two stories, 23 units, 20,000 square feet on 0.6 acres.



- **Site 2:** 14940 Longacre Street, two stories, 28 units, 30,000 square feet on 0.9 acres.



Repositioning these sites to facilitate aging in place could involve adding elevators and universal design features—such as wider doors, curbless showers, grab bars, and wall-mounted sinks—to bathrooms. The facilities could even engage lifestyle curators to plan inclusive and senior-friendly activities for residents.

Lastly, the panel determined which of these sites and projects would be most feasible, and recommended a phased approach to diversifying housing products.



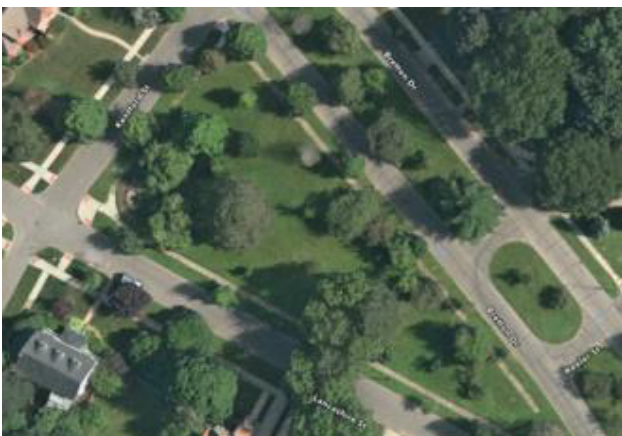
### Develop New Multi-Family Options and Build Infill Townhouses

After about five to seven years, GRDC should turn to new construction in order to diversify the housing supply in Grandmont Rosedale. (The approach will depend on whether GRDC chooses to be the new projects' developer; if not, GRDC should work to secure land, build additional expertise on funding and incentive options, build developer relationships, and mobilize community capital to support worthy projects.) After creating and analyzing a site comparison matrix, the panel recommended pursuing two vacant sites with proximity to neighborhood amenities and bus service:

**Site 1, for small apartments:** 18261 Lancashire Street, privately owned land, 0.18-acre site.



**Site 2, for large mixed-income apartments and townhomes:** Intersection of Lancashire and Bretton, publicly owned land, large site.



### Implement Adaptive Reuse of Former School Building

In the long term, GRDC should consider redeveloping the former Peter Vetal Elementary school building in southwest Grandmont Rosedale as affordable senior apartments. The 72,000-square-foot school building and 4.2-acre site are large enough to accommodate 60 to 80 one-bedroom units.



With daily bus service and space for health and recreational amenities, the school site is well suited to a senior living community, and could serve as a gathering place for seniors who live nearby. Adaptive reuse of this vacant building could also help stabilize—or serve as a catalyst for redeveloping—the surrounding area, which has higher vacancy rates and relatively more blight than other parts of the neighborhood.

The panel's precedents for this redevelopment proposal are Jackie Robinson Middle School in Milwaukee, WI; South Hills High School in Pittsburgh, PA; and West Cross Street in Ypsilanti, MI.

The Appendix discusses financial tools and incentives GRDC could apply to these recommendations on adding multi-family and senior-friendly housing.



# CONCLUSION

The panel's wide ranging recommendations for GRDC, including strategies for both the retail and residential markets, reflect the abundance of opportunities present in Grandmont Rosedale today.

First the panel's ideas for improving Grandland infrastructure have the potential to both beautify the area and increase sales. With GRDC facilitating shared services, events, and parking, Grandland could become the community focal point residents have requested. In time, strategic building acquisitions and street-oriented redevelopment would allow Grandland to thrive as a regional shopping destination.

Second, the recommended investments in neighborhood retail through branding, events, pop-ups, improved facades and accessibility, and connecting residents with business owners could attract new residents to Grandmont Rosedale while serving the many families who have remained committed to their neighborhood for decades. It is easy to visualize art alleys, food trucks, festivals, and other creative retail investments helping to enliven the Grand River main street.

Third, GRDC should build upon its robust program of work in the single-family-home area to make dense multi-family, mixed-use development on Grand River a reality. The panel's recommendations for strengthening the market, assembling prime properties, and attracting and assisting developers to construct needed multi-family units could help Grandmont Rosedale move toward symbiosis between the residential and retail sectors.

Finally, the panel's recommendations for repositioning aging multi-family buildings and redeveloping blighted sites to provide new, in-demand housing products would serve everyone well. Designing housing to be universally accessible and inviting residents to age in place will help cultivate a multi-generational, inclusive, and rooted community.

ULI Michigan, the Larson Center for Leadership, and the members of this Technical Assistance Panel hope these recommendations help GRDC continue to build positivity on Grandmont Rosedale's identity as "a place where you belong": a place for shopping, dining, and celebrating together; a place accessible to neighbors at all life stages; a place to thrive.

# ABOUT THE PANEL

## VADIM AVSHALUMOV



Vadim Avshalumov is a Program Associate at the William Davidson Foundation. He previously served as Program Manager at the Downtown Detroit Partnership (DDP), which develops and implements innovative programs and initiatives to enhance the downtown neighborhood. At DDP, Avshalumov helped lead the Business Improvement Zone, which strives to make downtown cleaner, safer, and more welcoming. He managed the critical relationships with various city departments on matters of tax assessments. He also created the city assessment collection reporting protocols, and calculated annual Business Improvement Zone tax assessments.

Prior to joining the DDP, Avshalumov played an integral role in Rock Ventures' Opportunity Detroit Initiative, which aims to attract businesses, residents, and visitors to Detroit by showcasing the city's exciting present and promising future. Prior to joining Rock Ventures, Avshalumov was an Economic Development Analyst at Focus: HOPE CDC, a non-profit civil and human rights organization whose aim is to help impoverished citizens by providing education and training programs in Detroit. Vadim also worked as a Research Analyst for Oakland County's department of Planning and Economic Development.

Avshalumov received a Bachelor of Arts Degree in Urban Studies from Columbia University in New York, and a Master of Urban Planning from the University of Michigan with a concentration in Economic and Real Estate Development. Avshalumov was born in Baku, Azerbaijan, and obtained much of his pre-college education in Metro Detroit. He has also lived in England, Israel, and New York. He currently resides in Midtown, Detroit.

## JONATHAN BRANOFF



Jonathan Branoff is Chief Investment Officer at Branoff Randle Real Estate Partners and has a decade of experience in commercial real estate, with a primary focus on multi-family housing. He also has expertise in financial modeling, underwriting, due diligence, asset strategy, and obtaining private equity and debt financing for acquisitions and developments.

Branoff has a history of optimizing property value by executing value-add opportunities and management strategy, and ensures the efficient use of investor capital. As Chief Investment Officer at WestPac, he was responsible for a \$200,000,000 real estate portfolio and oversaw a \$250,000,000 development pipeline. He received his undergraduate degree in Finance from Michigan State University and studied Real Estate Finance & Investment at New York University.

## CLIFFORD BROWN



Clifford A. Brown is the managing partner of Woodborn Partners, a small development firm with offices in Metro Detroit and Metro Washington, D.C. They are currently developing The Scott at Brush Park, a more than 300,000-square-foot mixed-use development, and are in the planning stages for a number of other projects in Toledo, Detroit, and Aurora, IL.

He has more than twenty years of corporate and investment finance and banking experience and is responsible for new business development, project management, private financing, broker relations, negotiations, planning, and sourcing private equity for Woodborn and its affiliate companies. Previously, he served as an analyst supporting a local automotive land development company. He provided financial analysis and support of the owner's hotel, landscaping company, and property/project managers for more than five million square feet of commercial space locally and nationally.

Clifford is a 1998 and 2002 graduate of The Ohio State University, where he graduated with a Bachelor of Science in Business Administration with a specialization in Finance and a Master of Business Administration with majors in Corporate and Investment Finance and minors in Real Estate and Marketing Strategy. In addition to his role in the real estate community, Clifford is active in a variety of charitable organizations, including serving on the board of the Downtown Boxing Gym Youth Program, Metropolitan Church of God Trustee Board, and Omega Psi Phi Fraternity, Inc. Southfield Graduate Chapter.

## AMANDA CASSIDY



Amanda Cassidy, SMSI, CDT is both an energetic people person and highly technical. As a building enclosure consultant for SME she is very knowledgeable in building enclosure materials and systems. She has more than 15 years of experience solving building problems in existing and new structures. Amanda specializes in historic rehabilitation and building forensics and feels honored to be able to pursue her passion for preserving and restoring historic buildings and helping people solve their building problems. Since joining SME in 2000, Amanda has completed her Master of Architecture degree from Lawrence Technological University and worked her

way up to being a successful project manager.

Seeing the finished product, whether a repair or a restoration, is most exciting for Amanda knowing she helped make the project better in some way. Amanda is known as the "Church Lady" in the restoration industry having helped many churches begin restoration programs that continue over the years. Her goal is to promote preservation of historic structures and restoration that maintains the character of the building.

Amanda is a founding member of the Building Enclosure Council of Greater Detroit (BEC-GD) and serves on the Board of Directors. As a Director, she promotes the exchange of information regarding the building enclosure and related science. In addition to the BEC she also has served as recording secretary and chairperson for the Masonry Advisory Board through the Masonry Institute of Michigan (MIM). For more than eight years, Amanda has promoted open communication about topics relating to the masonry industry. Amanda is also a member of the Historic Resource Council through the Michigan Historic Resource Network.

## ALEX DECAMP



Alex DeCamp is the mortgage Community Development Manager at Talmer Bank and Trust. Previously, he held the position of Residential Loan Officer at Flagstar Bank, where he earned Gold Producer distinction. Alex is a Detroit resident, treasurer of his neighborhood association, and passionate about making his community a more walkable and socially equitable place to live. He currently has four real estate projects in Detroit in various stages of development, with a projection of 31 residential and three commercial units under his ownership by the end of 2016.

He is a member of the Urban Land Institute and LOCUS, and serves on the Next Generation board at the Detroit Symphony Orchestra. He holds a Certificate in Real Estate Development and a Master of Urban Planning, both from the University of Michigan. While at U of M, Alex won the 2011 Hines ULI Student Design Competition, and was recognized by the school for his contributions to the real estate department.

## STACY ESBROOK



Stacy Esbrook is the Senior Community Assistance Team Specialist at the Michigan Economic Development Corporation (MEDC), supporting Prosperity Region 10 (Oakland, Wayne, and Macomb Counties). In this role, Stacy facilitates financing to complex real estate developments to create vibrant, sustainable, and unique places. She also serves as a resource to communities looking to build capacity, restore their tax base, and plan for a prosperous future. Prior to joining the Community Assistance Team, Stacy worked as a Brownfield Specialist at MEDC. Her professional history also includes tenures with the United States Department of Agriculture, the United

States Department of Labor, the Michigan State Senate, and the Kalamazoo Child Abuse and Neglect Council.

Stacy holds a Master of Public Policy from the University of Michigan-Dearborn and a Bachelor of Arts from Western Michigan University. Stacy lives in Clarkston with her husband and two children. Whenever she can, Stacy likes to get into the outdoors. She enjoys camping, hiking, and lake adventures. Of course, soccer and dance lessons keep her pretty busy too!

## ELEANORE EVELETH



Eleanore Eveleth is a passionate, energetic leader of community development in Detroit with an in-depth understanding of the city's history, assets, and challenges. She currently works for North End Christian CDC, and previously served as Vanguard Community Development Corporation's Vice President, Planning and Programs. She has brought a unique combination of leadership in strategic planning, policy development, technical planning, and community organizing to bear on efforts to revitalize Detroit's North End neighborhood. Eleanore led Vanguard CDC's neighborhood master planning process, housing strategy design, program development, and also served as project manager on two real estate development projects.

Previously, Eleanore was the Community Development Projects Manager at Data Driven Detroit (D3), where she developed analyses of neighborhood dynamics to inform neighborhood revitalization and strategic planning processes in Detroit. Prior to joining D3, as a consultant to the Detroit Office of Foreclosure Prevention and Response, she developed tools to analyze Detroit's housing market and abandonment challenges and worked on teams to craft the city's policy and programmatic responses to the housing crisis.

Eleanore received her Bachelor of Arts in Sociology from the University of Michigan and Master of Urban Planning (MUP) from Wayne State University.

## MICHAEL FERLITO



Michael Ferlito is passionate about developing real estate and businesses in the City of Detroit. He leads the Detroit real estate development arm of The Ferlito Group, analyzing opportunities and creating as many as he can. Mike is co-founder of Bamboo Detroit, a creative co-working space with more than 105 businesses located in downtown Detroit. He also co-developed and co-operates Detroit's only 24-hour fitness facility, Anytime Fitness Detroit.

Michael received his MBA with a concentration in Finance from Wayne State University in 2014, and plans to continue his work driving new business forward in Detroit. He is a member of St. John's Guild and a part of several forward thinking Detroit organizations, such as the Urban Land Institute, the Detroit Economic Club, and the Association for Corporate Growth.

## THOMAS HABITZ



Thomas Habitz has been with Henry Ford Health System as an Urban Planning Specialist since 2007, and is primarily dedicated to the visioning, planning, and administration of neighborhood redevelopment activities in Detroit. In this role, he leads in areas of developer attraction, fundraising, financing and incentives, land mapping, community engagement, and transportation planning. He has represented HFHS in several venues of collaboration, including economic development, area transportation, and workforce development.

Tom holds a Master of Urban Planning from Wayne State University and a bachelor's degree in Economics from the University of Michigan. He was a 2011-2013 Detroit Revitalization Fellow, and a 2014 Marshall Memorial Fellow of the German Marshall Fund of the United States. He holds board positions with Detroit Employment Solutions Corp., the Friends of Historic Hamtramck Stadium, and Zion Lutheran Church, and sits on the Zoning Appeals Board of Hamtramck. He also coaches little league baseball and officiates high school level basketball and baseball.



## DIANA KHADR



Diana Khadr is an architect and associate with SmithGroupJJR, an interdisciplinary architecture and engineering firm, and works out of the historic Guardian Building in downtown Detroit. As part of the workplace practice, Diana's interests lie in transforming workplace culture, and creating inclusionary, inspiring, and healthy spaces. She is currently working on a large renovation for Google in Ann Arbor and recently completed a new headquarters project for Lake Trust Credit Union in Brighton, MI. As a recent attendee of the AIA Women's Leadership Summit, Diana is also interested in promoting equity and diversity within the design profession.

## ASHLEY LESSER



As a civil engineer with 5+ years of experience in environmental consulting and construction management, Ashley's professional interests include water resources, infrastructure, green building, sustainability, and risk assessment. She considers client service and communication to be her specialties.

Ashley graduated from Princeton University in 2006. Ashley began her career working for Shaw Environmental & Infrastructure (now CB&I) in the Atlanta area, focusing on federal remediation and environmental monitoring projects. By 2008, Ashley was looking to move to Detroit to join her now-husband,

Scott, whom she had met at Princeton. She also wanted to explore a different career path within the industry, so she went to work for Turner Construction as a field engineer.

In 2012, Ashley joined the Environmental Assessment department at Testing Engineers & Consultants, Inc. (TEC). She works mostly with private-sector and municipal clients, and has more responsibility for designing environmental investigations, compliance plans, and scopes of work. She is also involved in a broader set of business functions (e.g., proposals, billing, business development). Recently, taking advantage of her civil engineering background, Ashley began working on projects in the geotechnical engineering department as well. So far, the most exciting aspect has been getting involved in the new arena for the Detroit Red Wings, performing ground monitoring on behalf of the earth retention contractor.

## TIM LOUGHRIN



Tim has been working in the real estate development and planning disciplines since beginning his career more than 15 years ago. He has led the development of many large scale development projects and has been successful in two very different metropolitan regions—the Phoenix and Detroit markets. His current role as the Manager of Land Acquisition and Development at Robertson Brothers Homes is a culmination of a career that began in city planning in Peoria, Arizona, with stops in project management, land acquisition, and purchasing for major home builders in the Phoenix market. Moving to Southeast Michigan in 2011 to be closer to his wife's family

led Tim to a consulting career with Plante Moran, improving operations for several regional contractors.

Tim possesses an undergraduate degree in urban planning and a master's degree in business administration, both from Arizona State University. He also has a current Michigan builder's license. He has been involved with civic groups in both the Phoenix and Detroit markets, most recently with the Detroit Economic Club and the Home Builders Association of Southeastern Michigan.

## ADAM MANIX



Adam D. Manix serves as Director of Business Development for Kirco Manix Construction. He is responsible for expanding Kirco Manix's footprint in Southeastern Michigan through the aggressive pursuit of automobile construction and corporate build-to-suit assignments. In addition, Adam's responsibilities include strategic growth plans, sale, customer relations, and business oversight. Adam has held positions in field operations and project management, and represents the third generation of family to serve in the business. After graduating from Kalamazoo College in 2010, Adam went to work for Colliers International as an industrial broker, where he concentrated

on tenant-landlord representation in the Metro Detroit area. During his tenure, he completed transactions that included building and land sales, build-to-suit projects, and leasing of hi-tech space ranging from 5,000 to 500,000 square feet. When he's not working, Adam spends much of his time outdoors, boating in the summer and snowboarding in the winter.

## TORI MANIX



Tori focuses primarily on project analysis and research-driven projects throughout all stages of a project's life cycle. Her background and education bring a strong foundation for providing key reporting functions and detailed analyses of project feasibility, market demand, capital markets, real estate transactions, and finance. In her current role, Tori serves as a project manager on The District Detroit team by assisting in the oversight of the new state-of-the-art hockey arena for the Detroit Red Wings and the new 50-block sports and entertainment district that will connect downtown Detroit with Midtown.

Prior to joining Plante Moran CRESA, Tori was an intern at both Henry Ford Health System and Kirco Manix. At Henry Ford, Tori was responsible for enhancing service lines and product development through market research and social media analytics. At Kirco Manix, she assisted with the analysis of multiple developments and transactions on a range of client types. Tori received her bachelor's degree from the University of Pennsylvania's Wharton School of Business with a concentration in marketing. She was also a four-year member and senior captain of Penn's Women's Varsity Volleyball Team. Tori is a licensed real estate broker in the state of Michigan.

## DARIN MCLESKEY



Darin obtained his undergraduate and master's degrees in Civil and Environmental Engineering from the University of Michigan two years ago at the age of 22. He minored in Environmental Studies with a strong emphasis on "green development" and urban planning. As a co-founder of the Michigan Urban Farming Initiative, his team set up a demonstrative and experimental urban farm in the city's North End neighborhood. He has been strategically purchasing land in the city for development purposes over the past four years, having bought his first property at 18 years old. Darin initially worked full time as an Environmental Engineering Consultant for Soil and Materials

Engineers, Inc. and previously worked in their Construction Management, Pavement, and Environmental Services groups. He focused on due diligence, Baseline Environmental Assessments, continuous site monitoring, soil gas sampling, and exploratory excavations. He recently became a full time real estate salesperson at The Loft Warehouse and finished a year-long fellowship with Challenge Detroit. His career goals are specific to facilitating mixed-use brownfield redevelopments, repurposing and reusing vacant land, and increasing human-sized connectivity in our sprawling urban region. Through his company, Detroit Denovo LLC, Darin has purchased more than 40 properties, with many already productive and income-producing.

## KYLE MILLER



Kyle is currently a Manager of Capital Markets and Financial Analysis at the Taubman Company. His responsibilities include identifying and vetting acquisition opportunities, providing support on debt and equity transactions, and assisting various groups in all aspects of financial analysis.

Kyle spent two years working for a commercial real estate developer in downtown Chicago. He worked as a tenant representative for commercial office tenants. He was an integral member of the team that represented Northwestern Memorial Hospital in all real estate transactions and decisions.

He recently completed a Master of Business Administration from the University of Michigan—Ann Arbor, through an evening program. As an undergraduate, Kyle was an active member of the varsity baseball team at U of M, and is still active in youth baseball today. He is also an avid golfer.

## CEARA O'LEARY



Ceara O'Leary is a Senior Project Manager at the Detroit Collaborative Design Center (DCDC), where she leads collaborative community design and planning projects that support neighborhood revitalization efforts citywide. Ceara joined the DCDC in January 2012 as an Enterprise Rose Architectural fellow.

Previously, Ceara worked as a Community Designer with Dallas-based bcWORKSHOP, setting up a satellite office in the Lower Rio Grande Valley, and contributing to a community-based planning project in eight colonias across Hidalgo and Cameron Counties. From 2010-2011, Ceara was the inaugural public Design Intern at the Gulf Coast Community Design Studio (GCCDS) in Biloxi, Mississippi, where she worked



on community design and development projects in collaboration with local stakeholders along the Mississippi Gulf Coast. Ceara graduated from the University of California, Berkeley in 2010 with master's degrees in Architecture and City and Regional planning, and she earned her undergraduate degree from Brown University. She sits on the American Institute of Architects (AIA) Housing and Community Development network Advisory Group and was recently named a "top Urban Innovator" and 2015 Vanguard by Next City.

## MATTEO PASSALACQUA



Matteo Passalacqua developed an interest in real estate and urban development at a young age after being exposed to urban areas by his family's business in Eastern Market and frequent trips to Detroit. After travels both nationally and internationally, he sought and obtained a Masters in Urban Studies and Planning from Wayne State University.

After graduating in 2010, he was selected by the Center for Community Progress in Flint, Michigan, as an Annual Americorps Intern, working closely with Congressman Dan Kildee and his staff on issues affecting the country's urban centers. In 2011, Matteo was selected to be one of 29 Detroit

Revitalization Fellows, beginning the fellowship as Real Estate Manager with Vanguard CDC, overseeing existing residential portfolios and working to incentivize new development in Detroit's North End. In 2013, he began work for Wayne State University managing and redeveloping the Block at Cass Park—formerly the Kresge World Headquarters—a 250,000-square-foot development in the heart of the District Detroit development. Today, Matteo works as a property manager for Etkin Real Estate Solutions. He is currently pursuing a Real Estate Property Administrator Designation through BOMI and is an active member of ULI Michigan and the Berkley DDA.

## NICOLE SCOTT



In 2007, Nicole took an educational buyout from Ford Motor Company to pursue a career in the non-profit sector. In 2009, she decided to focus her career on community development. She joined the Community Economic Development Association of Michigan and joined the Policy Committee. Nicole has worked for community development corporations for the past eight years, and several focused on housing development. She obtained her real estate license in 2011 after becoming employed with a CDC that also managed residential properties.

In 2014, Nicole began utilizing this license representing both buyers and sellers. She has a Bachelor of Arts with a concentration in communication and a Master of Public Administration with a focus on non-profit management and leadership. Currently, she is honored to be fulfilling a three-year board term as the personnel chair for the Women's International League for Peace and Freedom, a century-old international peace organization.

## JULIE SOYER



Julie Soyer joined Hines in 1990, after spending several years in various accounting assignments in Southeast Michigan. She was responsible for all reporting for development and operational activities at Comerica Tower at One Detroit Center and Detroit Center Garage. She was also responsible for reporting on the development activities at GM Global Headquarters. She is currently responsible for reporting on the operations and capital at the Coleman A. Young Municipal Center. Prior to joining Hines, Soyer worked for KPMG Peat Marwick and Lutheran Social Services of Michigan.

She is an active volunteer at St. Francis of Assisi in Ann Arbor, where she has been a past member of several committees, including chairing the Finance Council. She also has been the Site Coordinator for the IRS Volunteer Tax Assistance Program at St. Francis since 2004. When time allows, Soyer also is a volunteer with the Detroit Sports Commission, providing services for various events in the City of Detroit.

## IAN STUDDERS



Ian Studders currently serves as Senior Project Manager at Princeton Enterprises. He previously served as Associate Director, Leasing & Retail Services at Wayne State University. He attended Miami University in Oxford, Ohio, where he earned his undergraduate degree in 2008 and studied Geography, Political Science, and Mandarin. He then moved to Columbus, Ohio, where he worked in community and housing development and attended The Ohio State University for his graduate degree in city planning and public administration.

Ian enjoys spending his free time on the water, having grown up as a sailor on Lake Michigan. He can also be found poking around Detroit's neighborhoods, where he loves to discover new places, people, and buildings.

## DANIEL STYS



Daniel was born and raised in Southeastern Michigan. He has experienced many of the ups and downs of the region throughout his life, and the area's rebirth gives him great pride in saying he is from Michigan. He grew up in Troy with two brothers and parents who owned a small business, and Daniel experienced what it takes to run a business and developed a strong work ethic. This work ethic allowed him to study engineering at the University of Michigan in Ann Arbor. He was introduced to Professional Engineering Associates (PEA) during his second year of studies and greatly enjoyed the people and building projects. With the exception of running his own small

business for three years, all of Daniel's subsequent engineering experience was with PEA, which he calls a great company with great people. After years of practicing engineering, Daniel also developed a passion for helping manage the business, creating opportunities for the staff, and helping clients. He currently resides in Macomb Township with his wife of ten years and his nine-year-old daughter.

## JAMES WITHERSPOON



James Witherspoon is a Project Architect with the development team at Bedrock Real Estate Services. He received his Master of Architecture degree from the University of Michigan and his bachelor's degree in Architectural History and Philosophy from Connecticut College. His work has been published in *The Journal of Architectural Education*, *The Plan*, *MONU*, *Plat Journal*, and *Metropolis*. James was selected for the AIA Descours 2010 Exhibition in New Orleans, and received 2013 Design Awards from AIA Michigan and AIA Detroit. James also received an AmeriCorps Award for a collaborative program he developed with Young Detroit Builders to design and build sustainable homes in Detroit. His recent projects include adaptive reuse studies for decommissioned industrial sites and the Detroit Future City framework.

## KARA WOOD



Kara Wood leads economic development efforts for the City of Grand Rapids, guides community business leaders in the advancement of the city's economic growth through public-private partnerships, and assists developers in implementing a variety of development finance programs. She has worked collaboratively with other public and private partners to negotiate urban redevelopment projects and financial incentives related to the projects. She has worked with tax incentives, grants, and tax increment financing to leverage private investment and the creation of jobs. In addition, she advocates for legislative issues to support economic development in the West

Michigan region.

Kara holds a Bachelor of Arts in Business Administration from Michigan State University and an Economic Development Finance Professional Certification from the National Development Council, and is a Certified Economic Developer. She also holds a Master of Public Administration from Western Michigan University's School of Public Affairs and Administration, where she is also a part-time instructor. She serves on a variety of professional boards and associations such as the Michigan Municipal League Land Use and Economic Development Committee, Michigan Magnet Fund Board of Directors, and the Michigan Economic Developers Association Board of Directors.

# EXHIBITS

## EXHIBIT A



Urban Land  
Institute

### Grand Land Improvement Process

*We are recommending a two-phase solution. Phase 1 is a shorter-term, tactical improvement plan. Phase 2 is a longer-term, large-scale redevelopment as the Grand Rosemont corridor redevelops itself*

**Phase I Improvement Plan is focused on three areas**

#### 1) Infrastructure Improvements

- Pedestrian Walkways
- Consolidated Parking with Green Features
- Shared Signage & Entry Gateway
- Trash Cans, Benches and other Street Furniture
- Facade Improvements

#### 2) Centralized Operations

- Landscaping
- Snow Plowing
- Sidewalk & Parking Lot Trash Sweeping
- Landscaping

#### 3) Business Resources

- Retail Programming
- Community Events

#### Business Case for Current Property Owners

##### Increased Traffic / Ease of Use for Customer

Better defined pedestrian walkways, consolidated parking, improved signage and a cleaner center will help increase customer traffic at Grandland and make it a more pleasurable shopping experience



##### Improved Tenant Sales

Increased customer traffic and improved experience should lead to increased sales



##### Increased Occupancy Costs

As tenant sales increase and leases turn, tenants will be able to pay more for rent (due to increased sales). These site improvements and operational efficiencies will help improve tenants sales, eventually resulting in more rent to landlords



## EXHIBIT B







# Grand Land Improvements – Cost Estimates

PROJECT: Grandland Shopping Center  
 CLIENT: Grandmont Rosedale Residents  
 CONTACT: Tom Goddeeris

EMAIL: tgoddeeris@grandmontrosedale.com  
 LOCATION: Detroit, MI

	SITE	BUILDING AREA	VERSION #	1
TOTAL SITE AREA	385,300 SF	0 SF		
BLDG AREA - SHELL	0 SF	108,050 SF		
BLDG AREA - T.I.	0 SF	0 SF		
MISC	0 SF	0 SF		
TOTAL SITE AREA	385,300 SF	108,050 SF		

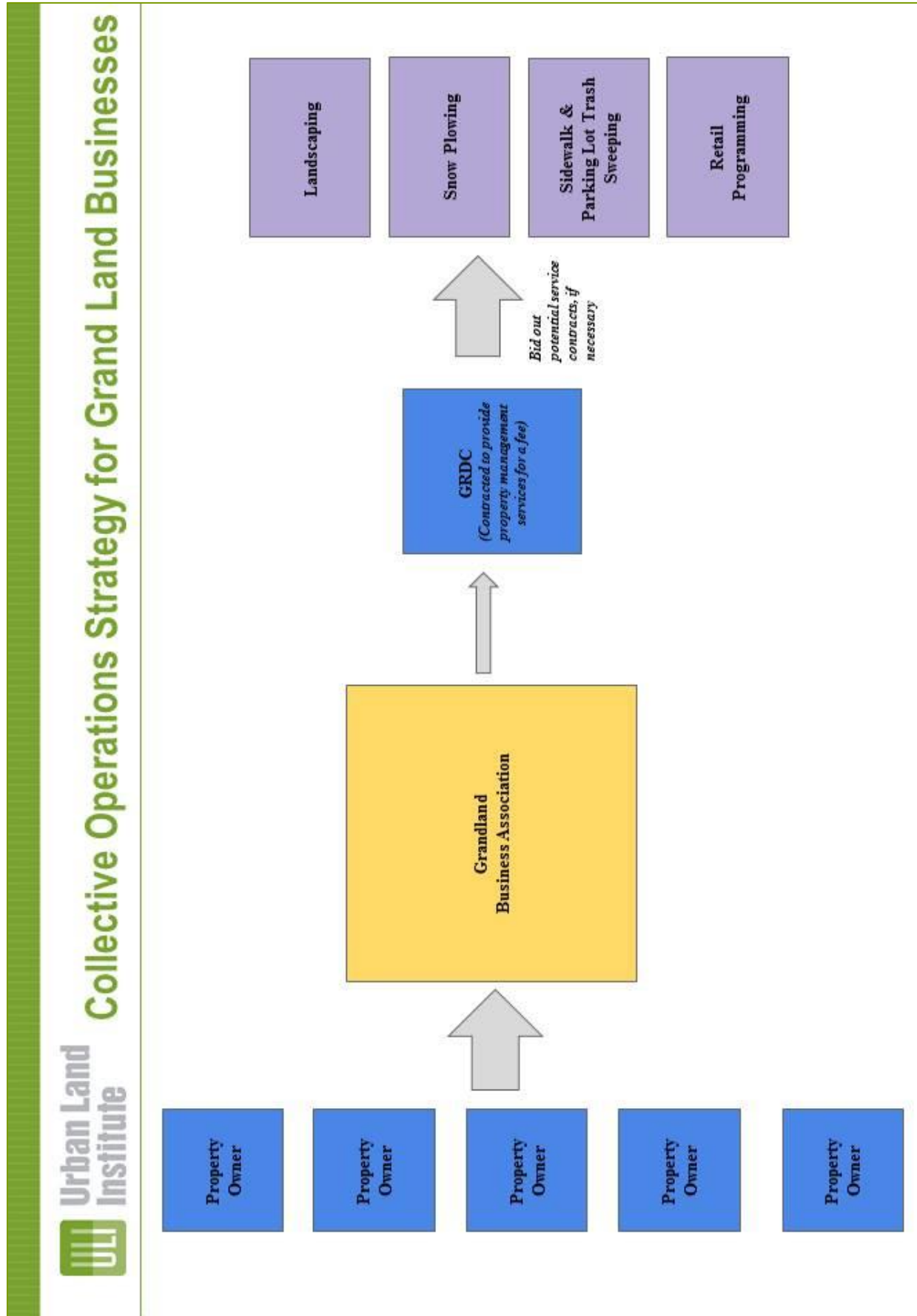
COST CODE	DESCRIPTION	SITE	SF = 385,300	SHELL/T.I.	SF = 108,050	GRAND TOTAL	SF = 385,300
1000	GENERAL CONDITIONS	\$115,000	\$0.30	\$0	\$0.00	\$115,000	\$0.30
1220	PLANS & ENGINEERING	\$74,295	\$0.19	\$0	\$0.00	\$74,295	\$0.19
2100	DEMOLITION	\$153,500	\$0.40	\$0	\$0.00	\$153,500	\$0.40
2200	LANDSCAPING - ALLOWANCE	\$188,000	\$0.49	\$0	\$0.00	\$188,000	\$0.49
2210	SIGNAGE	\$165,000	\$0.43	\$0	\$0.00	\$165,000	\$0.43
2220	EARTHWORK / GRADING - ALLOWANCE	\$14,250	\$0.04	\$0	\$0.00	\$14,250	\$0.04
2500	ASPHALT PAVING	\$39,143	\$0.10	\$0	\$0.00	\$39,143	\$0.10
2580	PAVEMENT MARKINGS	\$8,368	\$0.02	\$0	\$0.00	\$8,368	\$0.02
2710	SITE FENCING	\$28,500	\$0.07	\$0	\$0.00	\$28,500	\$0.07
2800	SITE CONCRETE	\$115,680	\$0.30	\$0	\$0.00	\$115,680	\$0.30
3200	REBAR	\$3,900	\$0.01	\$0	\$0.00	\$3,900	\$0.01
5100	STRUCTURAL & MISCELLANEOUS STEEL	\$13,200	\$0.03	\$0	\$0.00	\$13,200	\$0.03
5300	MASONRY BLOCK	\$29,160	\$0.08	\$0	\$0.00	\$29,160	\$0.08
6100	CARPENTRY	\$0	\$0.00	\$525,000	\$4.86	\$525,000	\$1.36
7500	ROOFING/FLAT	\$10,805	\$0.03	\$0	\$0.00	\$10,805	\$0.03
8800	GLASS & GLAZING	\$12,000	\$0.03	\$0	\$0.00	\$12,000	\$0.03
9900	PAINTING	\$122,900	\$0.32	\$0	\$0.00	\$122,900	\$0.32
16000	ELECTRICAL	\$23,950	\$0.06	\$0	\$0.00	\$23,950	\$0.06
	SUBTOTAL	\$1,117,651	\$2.90	\$525,000	\$4.86	\$1,642,651	\$4.26
	OVERHEAD & PROFIT	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00
	TOTAL	\$1,117,651	\$2.90	\$525,000	\$4.86	\$1,642,651	\$4.26

## EXCLUSIONS/CLARIFICATIONS:

PERMITS & FEES  
 TESTING & INSPECTION - \$10,000 ALLOWANCE INCL.  
 BOND  
 COURSE OF CONSTRUCTION INSURANCE  
 UNKNOWN SITE CONDITIONS

UTILITY COMPANY AND TELEPHONE CHARGES  
 OFFSITE IMPROVEMENTS  
 SECURITY CAMERAS/CONDUIT BY OWNER  
 METERS AND METER HOOK-UP FEES  
 SITE LIGHT POLES PAINTING/RE-LAMPING ONLY

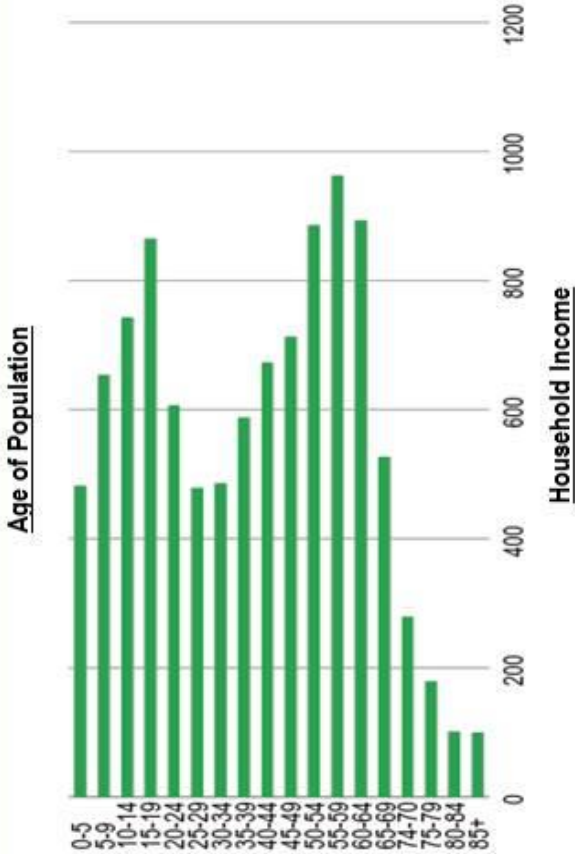
## EXHIBIT D



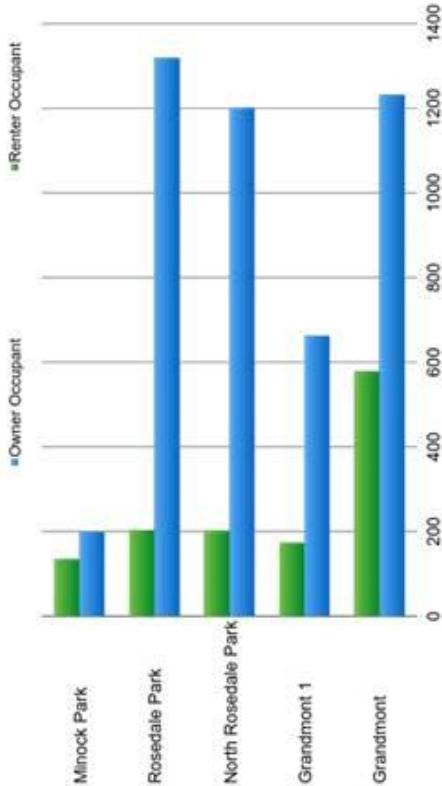
Multi-Family Housing Market Demographics

Typical Renter Profiles

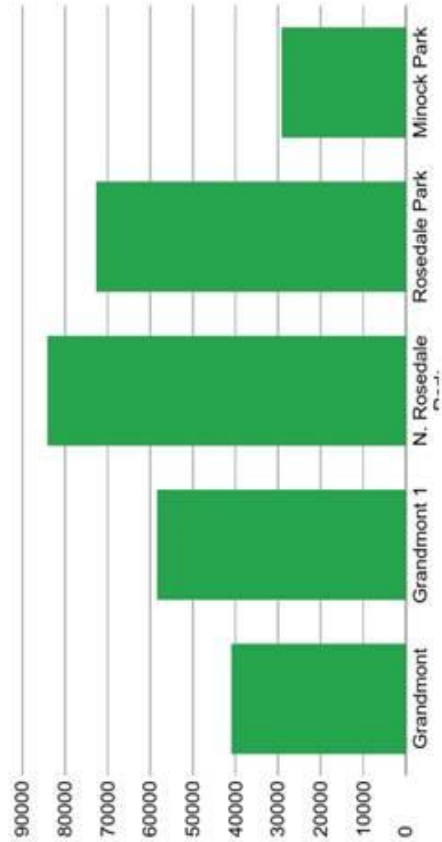
- Renter Type #1
  - Millennial/Young Adults
  - Low-Income
  - Single
- Renter Type #2
  - Empty Nester
  - Middle to High Income/Retired



Owner vs Renter Occupied Housing



Household Income





Urban Land Institute

Financial Analysis – Apartments Rental

Conceptual Program

Scenario Variables		Scenario 1		Scenario 2		Scenario 3		Scenario 4		Scenario 5	
Residential Mix		All Market/Rent/No Subsidies		40% Affordable		70% Affordable		40% Affordable		70% Affordable	
Construction Cost		\$155 PSF Hard Construction		\$155 PSF Hard Construction		\$155 PSF Hard Construction		\$140 PSF Hard Construction		\$140 PSF Hard Construction	
Program Headlines											
Total GSF		34,800		34,800		34,800		34,800		34,800	
Total NRSF		30,210		30,210		30,210		30,210		30,210	
Residential											
Market Rate											
# of Units		50		20		10		20		10	
SF per Unit		485		692		692		692		692	
Monthly Rent (PSF)		\$1.50		\$1.50		\$1.50		\$1.50		\$1.50	
Affordable											
# of Units		N/A		15		25		15		25	
SF per Unit		N/A		692		692		692		692	
Monthly Rent (PSF)		N/A		\$1.00		\$1.00		\$1.00		\$1.00	
Retail											
GSF		6,300		6,300		6,300		6,300		6,300	
Subs		5		5		5		5		5	
Rent PSF (NNN)		\$12.00		\$12.00		\$12.00		\$12.00		\$12.00	



## Financial Analysis – Apartments Rental

### Sources and Uses

Scenario Variables	Scenario 1		Scenario 2		Scenario 3		Scenario 4		Scenario 5	
	All Market Rate/No Subsidies		40% Affordable		70% Affordable		40% Affordable		70% Affordable	
Construction Cost	\$155 PSF Hard Construction		\$155 PSF Hard Construction		\$155 PSF Hard Construction		\$140 PSF Hard Construction		\$140 PSF Hard Construction	
Uses										
Land	\$	304,920	\$	304,920	\$	304,920	\$	304,920	\$	304,920
Construction Costs	\$	5,394,000	\$	5,394,000	\$	5,394,000	\$	4,872,000	\$	4,872,000
Tenant Improvements	\$	95,760	\$	95,760	\$	95,760	\$	95,760	\$	95,760
Soft Costs	\$	539,400	\$	539,400	\$	539,400	\$	487,200	\$	487,200
Contingency	\$	26,970	\$	26,970	\$	26,970	\$	24,360	\$	24,360
<b>Total</b>	<b>\$</b>	<b>6,361,050</b>	<b>\$</b>	<b>6,361,050</b>	<b>\$</b>	<b>6,361,050</b>	<b>\$</b>	<b>5,784,240</b>	<b>\$</b>	<b>5,784,240</b>
Sources										
CRP Grant	\$	-	\$	1,000,000	\$	1,000,000	\$	1,000,000	\$	1,000,000
LIHTC	\$	-	\$	1,868,749	\$	3,114,581	\$	1,690,762	\$	2,817,936
Developer Equity	\$	4,985,488	\$	1,910,145	\$	942,739	\$	1,511,322	\$	662,574
Construction Loan	\$	1,375,562	\$	1,582,156	\$	1,303,730	\$	1,582,156	\$	1,303,730
<b>Total</b>	<b>\$</b>	<b>6,361,050</b>	<b>\$</b>	<b>6,361,050</b>	<b>\$</b>	<b>6,361,050</b>	<b>\$</b>	<b>5,784,240</b>	<b>\$</b>	<b>5,784,240</b>
Returns										
Return on Cost	3.2%		3.7%		3.1%		4.1%		3.4%	
Levered IRR	-5.2%		6.4%		12.2%		9.0%		16.3%	
Levered Cash on Cash Return (10 Yr. Avg.)	1.7%		5.4%		8.4%		6.7%		11.4%	



## Financial Analysis – Townhomes For Sale

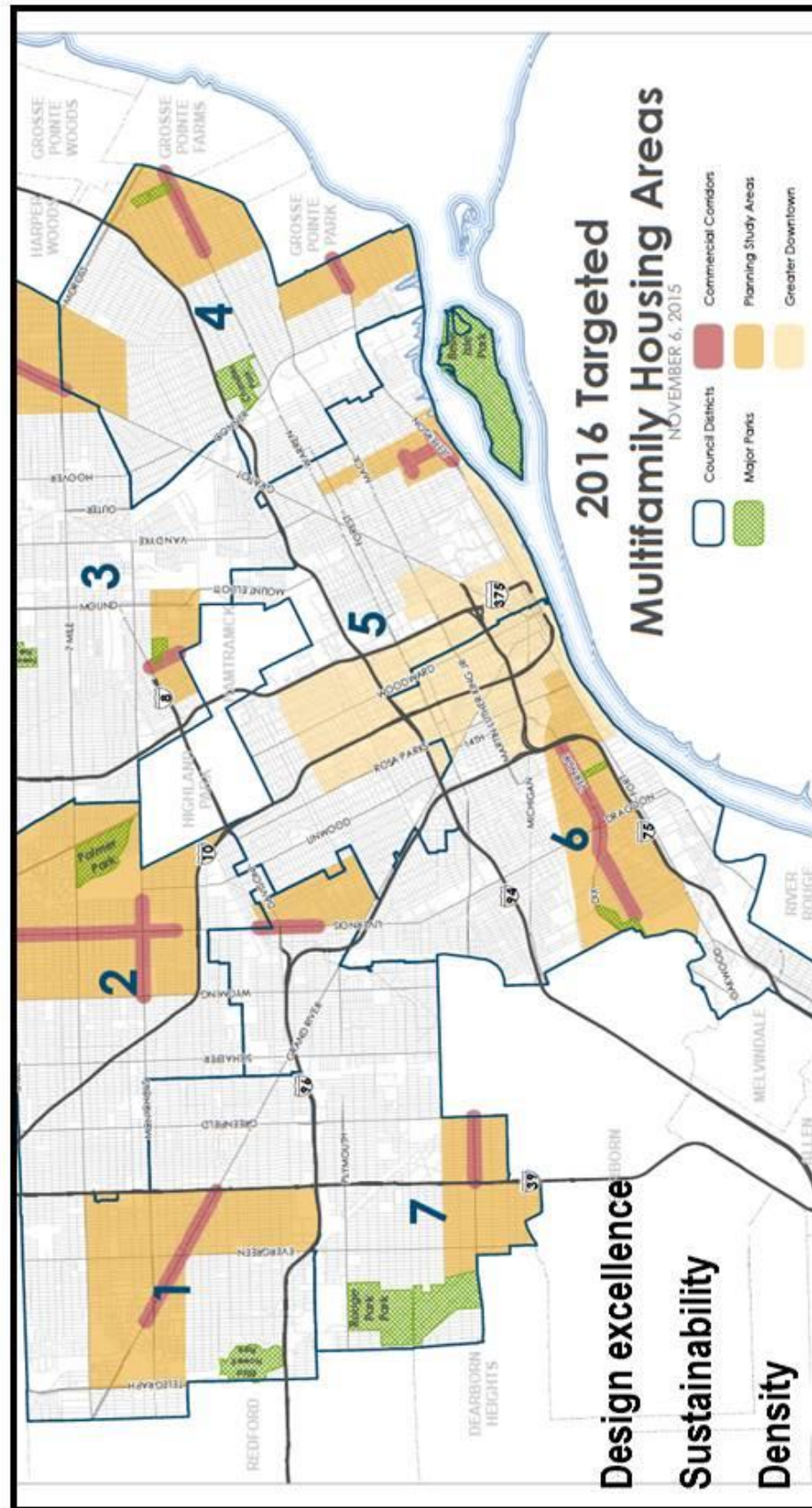
### Conceptual Program

Acreage	2 Acres
Unit Size	1,350 square feet with 1 car garage
Construction Cost	\$66.67 per sf
Land Development and Demolition Cost	\$25,000 per unit
Years in Development	3.5
Soft Costs	20%
<b>Market Rate</b>	
# of Units	36
SF per Unit	1,350
Sales Price PSF	\$90.45
Sales Price Per Unit	\$122,108

### Sources & Uses

Land Acquisition & Development	\$	1,204,920
Construction Costs	\$	3,240,000
Variances and Construction Fees	\$	214,031
Soft Costs	\$	943,866
<b>Total</b>		<b>\$5,602,817</b>
<b>Sources</b>		
CRP Grant	\$	-
LIHTC	\$	-
Brownfield	\$	150,000
Developer Equity	\$	1,120,563
Construction Loan	\$	1,796,450
<b>Total</b>		<b>\$3,067,013</b>
<b>Returns</b>		
Total Return		(\$1,206,947)
Return on Cost		(27.4%)
Return on Investment		(59.4%)

## City of Detroit – Multi-family Focus Areas





# APPENDIX

## SECTION I: RECOMMENDED FUNDING TOOLS FOR INFRASTRUCTURE UPGRADES

**Michigan Brownfield Tax Increment Financing (TIF):** This program can provide reimbursement for certain eligible costs based on the availability of tax increment revenue. Property owners are encouraged to work collectively when exploring TIF. Owners should also work with the Michigan Economic Development Corporation (MEDC), Department of Environmental Quality (DEQ), and local Brownfield Authority early on to verify eligible costs, timing, and process. Generally eligible costs include: demolition, lead and asbestos abatement, public infrastructure, and site improvements (such as site grading). For example, at Grand Land, TIF could perhaps be applied the pedestrian walkway, green parking, stormwater management, and facade improvements.

<http://www.michiganbusiness.org/community/development-assistance/#brownfield>

**Public Spaces, Community Places:** MEDC offers this matching crowdfunding program, which provides matching grants up to \$50,000 for eligible projects that activate public space. At Grand Land, these funds might apply to pedestrian and parking improvements as well as new gateway signage and street furniture. <https://www.patronicity.com/puremichigan>

**Redevelopment and Rehabilitation Abatements:** Property owners should evaluate Michigan's Commercial Development Abatement (PA 255) and Commercial Rehabilitation Abatement (PA210). GRDC should coordinate with owners to collectively petition the city for the creation of a district and approval of abatement to support facade improvements at Grand Land and on Grand River.

[http://www.michiganbusiness.org/cm/files/fact-sheets/com\\_redev\\_act-255.pdf?rnd=1465238635069](http://www.michiganbusiness.org/cm/files/fact-sheets/com_redev_act-255.pdf?rnd=1465238635069) ||  
<http://www.michiganbusiness.org/cm/files/fact-sheets/commercialrehabilitationact.pdf?rnd=1465238716986>

## SECTION II: RECOMMENDED FUNDING SOURCES FOR RETAIL PROGRAMMING

- Detroit Business to Business (D2D)
- Detroit Development Fund (Late Stage Pre-Development Loans, Small Business Loans, Pre-Construction Loans, contractor Lines of Credit)
- Detroit Local Initiatives Support Corporation (LISC)
- Detroit Micro-Enterprise Fund
- Develop Michigan
- Economic Development Foundation
- Family Tree Funds
- Hatch Detroit
- Invest Detroit (Business and Equipment Loans, Emerging Business Loans, First Step Fund, Invest Detroit Foundation, Urban Retail Loan Fund, Neighborhood Retail Loans)
- InvestMichigan! Fund
- Kiva Detroit
- Local Initiatives Support Corporation (LISC)
- Michigan 21st Century Investment Fund
- Michigan Certified Development Corporation
- Michigan Economic Developers Association



- Michigan Economic Development Corporation/MEDC (Pure Michigan Micro Lending Initiative, M-TRAC, Business Accelerator Fund, Michigan Emerging Tech Fund, Great Lakes Entrepreneur's Quest Comp, Pure Michigan Venture Match Fund, Michigan Angel Fund)
- Michigan Women's Foundation
- Motor City Match
- New Economy Initiative (NEIdeas)
- Nonprofit Finance Fund (NFF)
- Obsolete Property Rehabilitation Act Exemption
- Opportunity Resource Fund
- REVOLVE Detroit
- Section 108 Loan Guarantee Program
- Small Business Detroit!
- State of Michigan
- Urban Partnership Bank
- Wayne State University

### SECTION III: RECOMMENDED FUNDING/INCENTIVE TOOLS FOR HOUSING DENSIFICATION

**Brownfield TIF:** As described in relation to Section I, Michigan property tax incentive enacted to encourage the redevelopment of environmentally contaminated, blighted and functionally obsolete properties throughout Michigan in qualified Core Communities.

**Low-Income Housing Tax Credits (LIHTC):** The Low-Income Housing Tax Credit was enacted to encourage the development of affordable housing by providing a tax credit to developers of residential rental property who commit to restrict their rental rates and to rent a certain percentage of the units to low-income individuals.

**Michigan Community Revitalization Program (MCRP):** This state incentive program is designed to promote community revitalization that will accelerate private investment in areas of historical disinvestment through the use of grants and loans.

**New Market Tax Credits (NMTC):** This federal tax credit is intended to encourage investment in low-income communities by subsidizing the economic return of lenders and investors, enabling them to pass the subsidy along to businesses that are located in and/or serve low-income communities. Note that the only neighborhood within the Grandmont Rosedale community that is eligible for NMTC is Minock Park, based on census tract data. <https://www.cdfifund.gov/Pages/cims3.aspx>

### SECTION IV: POTENTIAL PARTNERSHIPS FOR DIVERSIFYING HOUSING OPTIONS

Many of the funding sources listed above would also apply to Grandmont Rosedale's efforts to reposition and redevelop neighborhood sites into multi-family and senior housing. Additionally, GRDC could explore partnerships centered around diversifying product types with the following organizations:

- Capital Impact
- City of Detroit
- IFF (Michigan office)
- Invest Detroit
- Local Initiatives Support Corporation (LISC)
- Michigan State Housing Development Authority (MSHDA)

## SOURCES

**Capital Impact Partners: Detroit Corridor Initiative**, “Toward Inclusive Growth in Detroit,” fall 2015, <http://www.capitalimpact.org/wp-content/uploads/2015/10/2015-Towards-Inclusive-Growth-in-Detroit.pdf>

**Community meeting**, “America in 2015: A Community Stakeholder Discussion,” North Rosedale Park Community House, 1/21/2016

**Grandmont Rosedale Development Corporation**, “Grandmont Rosedale Quality of Life Plan,” 2012, [http://www.grandmontrosedale.com/images/safety\\_pdfs/GRDC\\_QoL\\_CS5\\_v13c\\_LOWRES.pdf](http://www.grandmontrosedale.com/images/safety_pdfs/GRDC_QoL_CS5_v13c_LOWRES.pdf)

**GRDC**, website, <http://www.grandmontrosedale.com/>

**GRDC**, Facebook, <https://www.facebook.com/GrandmontRosedaleDevelopment/>

**Michigan Community Resources**, “Grand River Commercial Vacancy and Market Analysis,” September 2013

**Michigan Community Resources**, “Revitalizing the Corridor: Grandmont Rosedale,” April 2015, <http://mi-community.org/wp-content/uploads/2015/10/05-Grandmont-Rosedale-for-Pagination.pdf>

**Stakeholder discussions**, Marsha Bruhn: North Rosedale Park; David Camilleri: Grand Land Shopping Center; Joy Santiago: Dwellings Unlimited, LLC; Sam Yaldo: Grand Land Shopping Center, 4/21/2016

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