

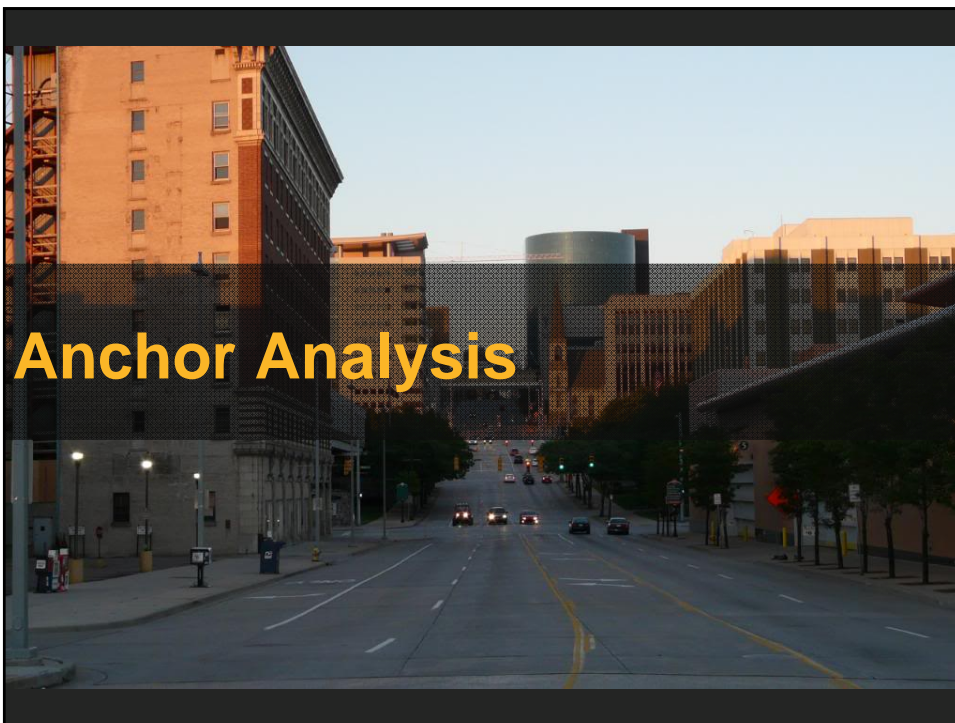


## Introduction

- Over the past 10 years Grand Rapids institutions have invested almost \$1 billion in the Michigan Street corridor
- These institutions represent 55% of the downtown workforce
- The City is now embarking on a planning process to improve and revitalize the Corridor
- The planning initiative creates the opportunity to refocus the economic capacity of the anchor institutions on the corridor and in greater downtown

## Goals of Anchor Study

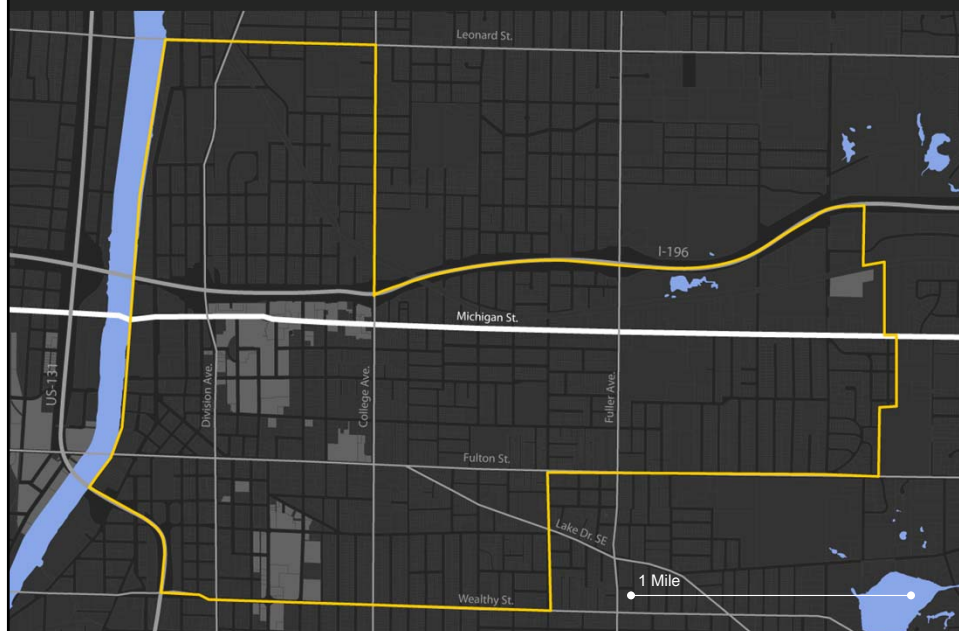
1. Inform the Michigan Street Corridor planning process by identifying opportunities to enliven the institutional district
2. Recommend place-based strategies for how the anchor institutions and City can influence their edges and the district



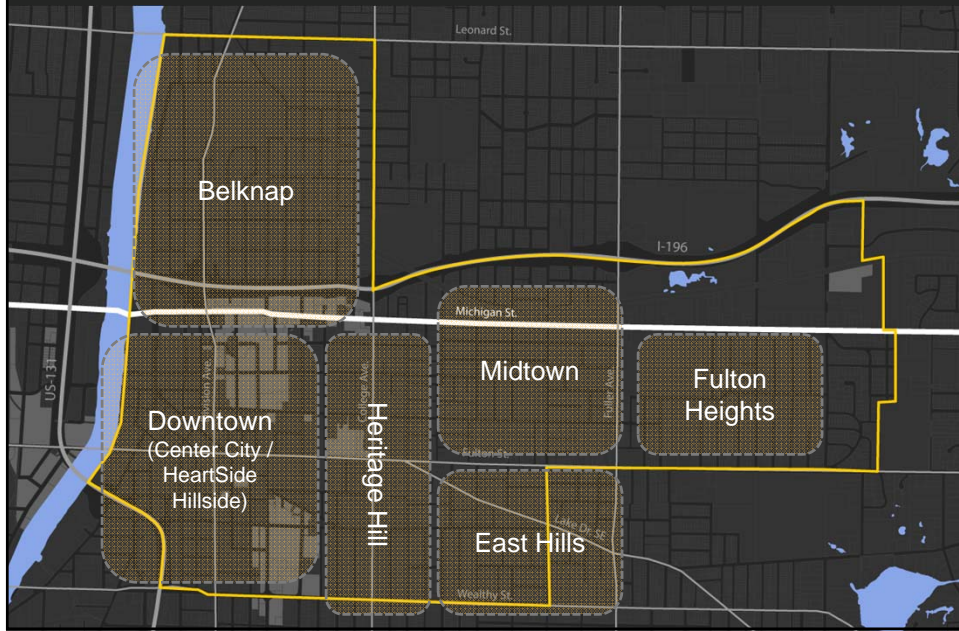
## Institutions as Enterprise

- Institutions of national and international significance
- Centers of employment
- Purchasers of goods and services
- Curator and generator of arts and culture
- Drivers of development and commercial activity

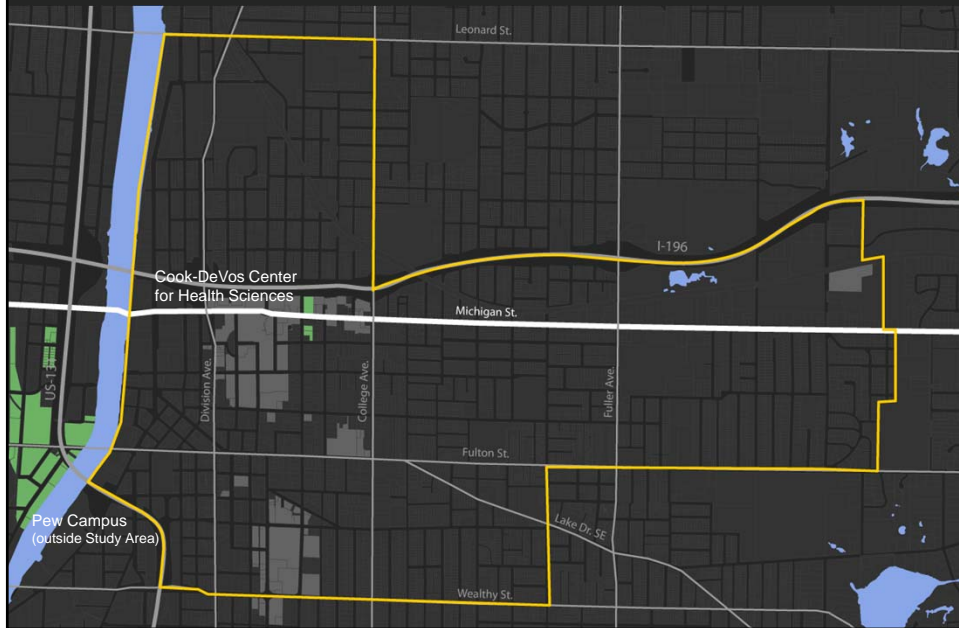
## Study Area



## Study Area

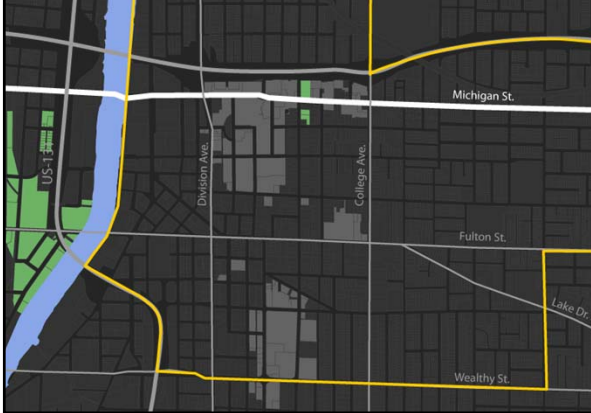


## Grand Valley State University





# Grand Valley State University



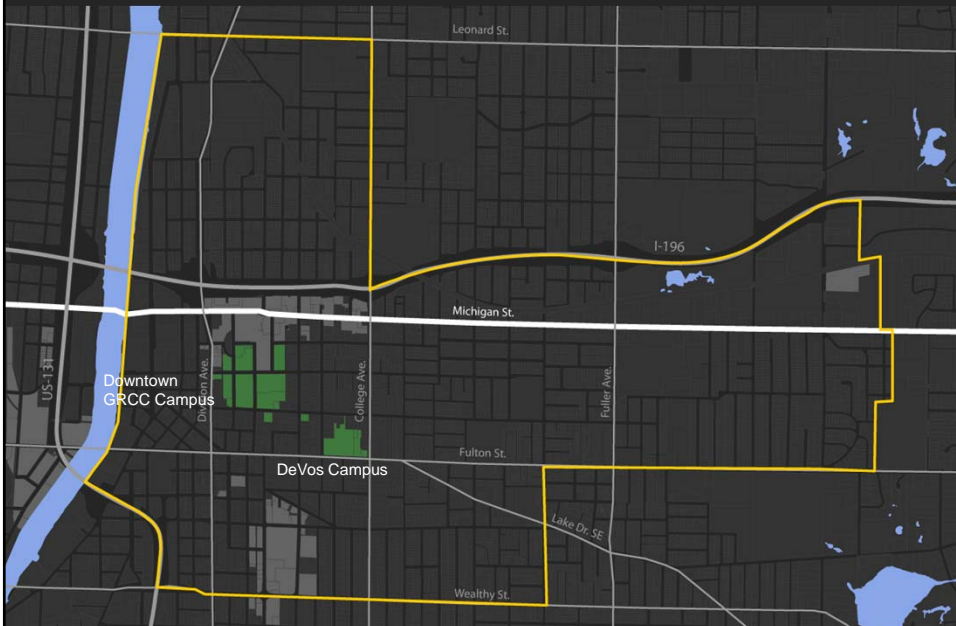
Students: 3,000 (enrolled at Cook-DeVos Center)

Employees: 254 (at Cook DeVos Center)

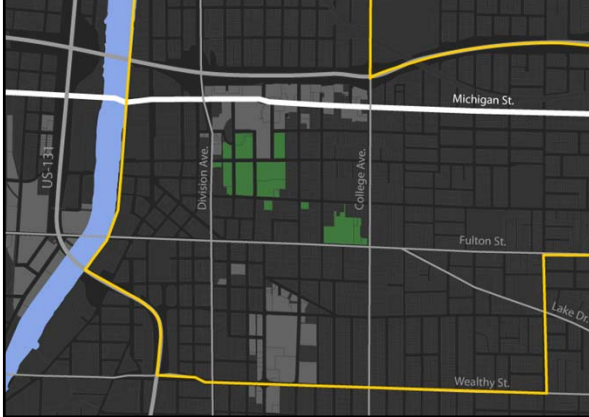

Operating Budget: \$340 million (system-wide)

Corridor Investments: \$57 million Cook-Devos Center

# Grand Rapids Community College



# Grand Rapids Community College



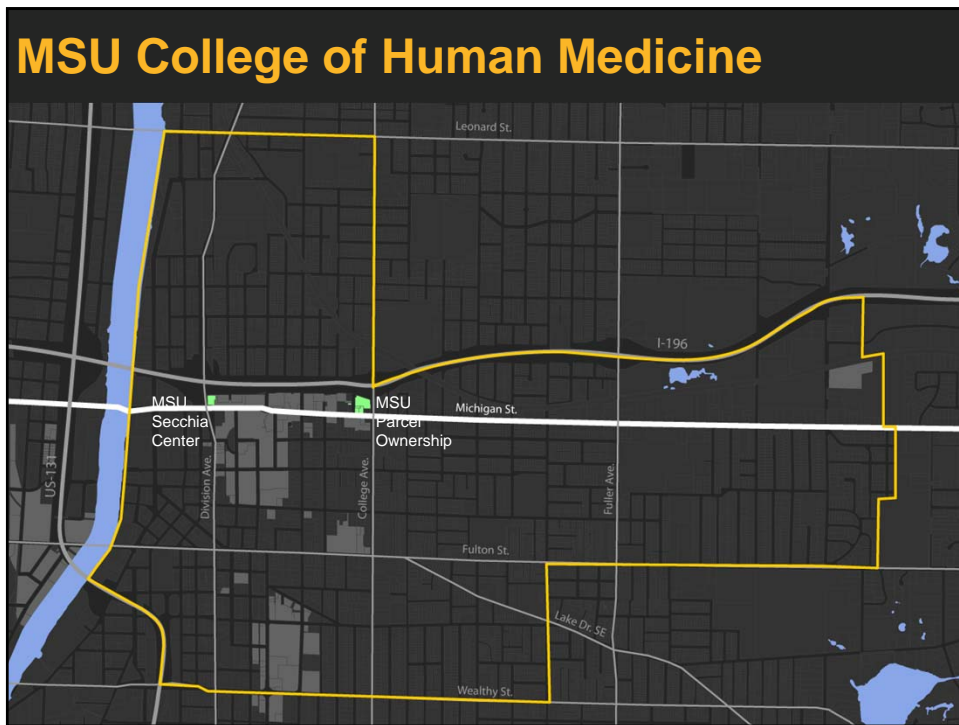
Students: 18,000

Employees: 700

Annual Operating Budget: \$100 million

Corridor Investment: \$15 million purchase and renovation of DeVos Campus + \$35 million capital campaign

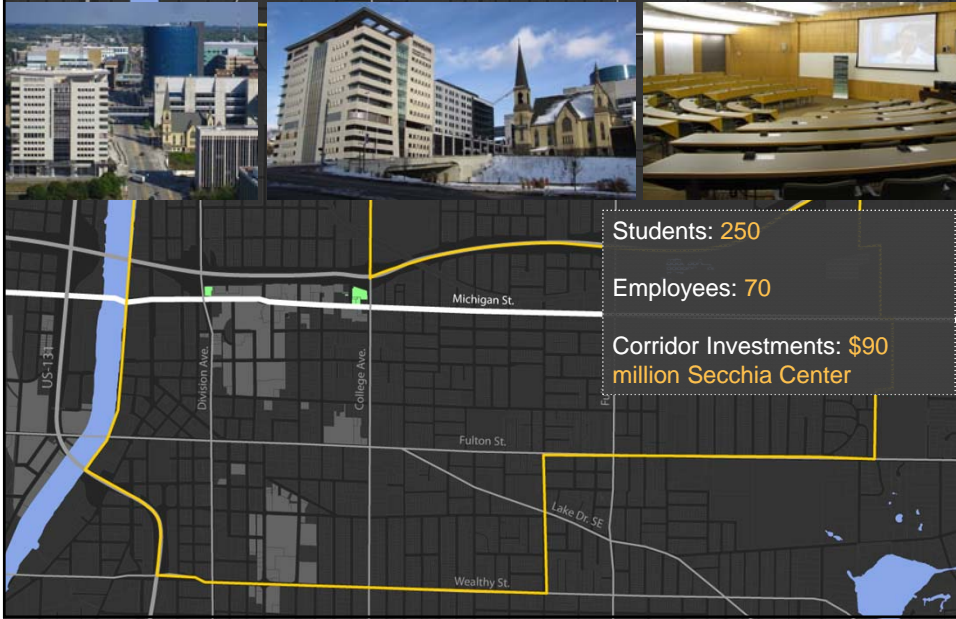
# MSU College of Human Medicine



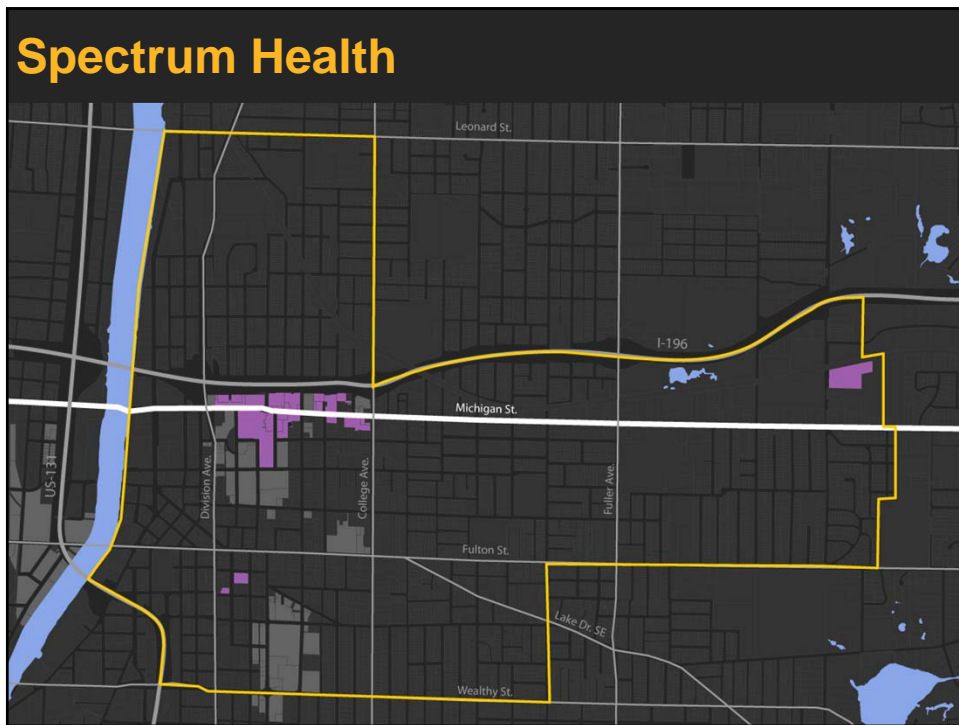
MSU Secchia Center

MSU Parcel Ownership

# MSU College of Human Medicine

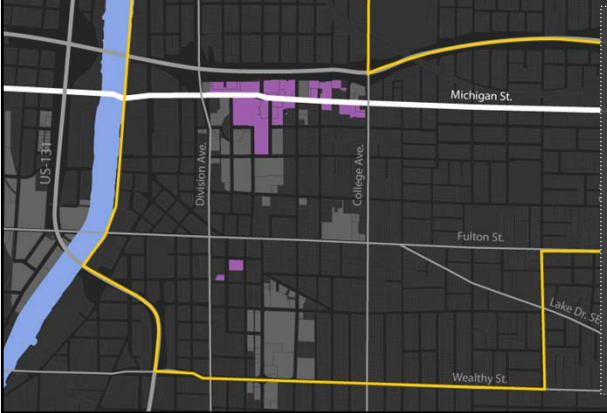


# Spectrum Health





# Spectrum Health



Employees:  
**16,000**

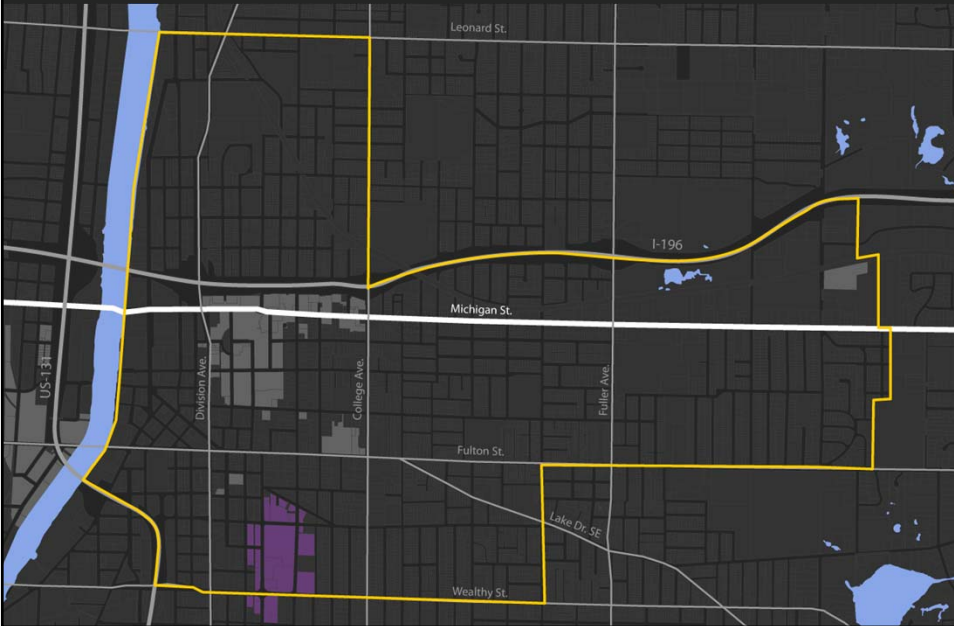
Beds / Visits: **964 / 56,000**

2012 Operating Budget:  
**\$3.9 Billion**

2012 Capital Budget:  
**\$242 million**

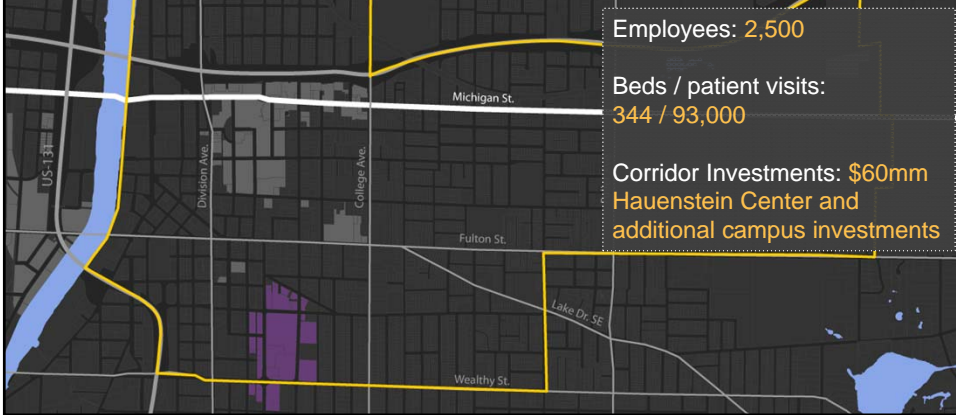
Corridor Investments: **\$627 million** for multiple projects

# St. Mary's Health

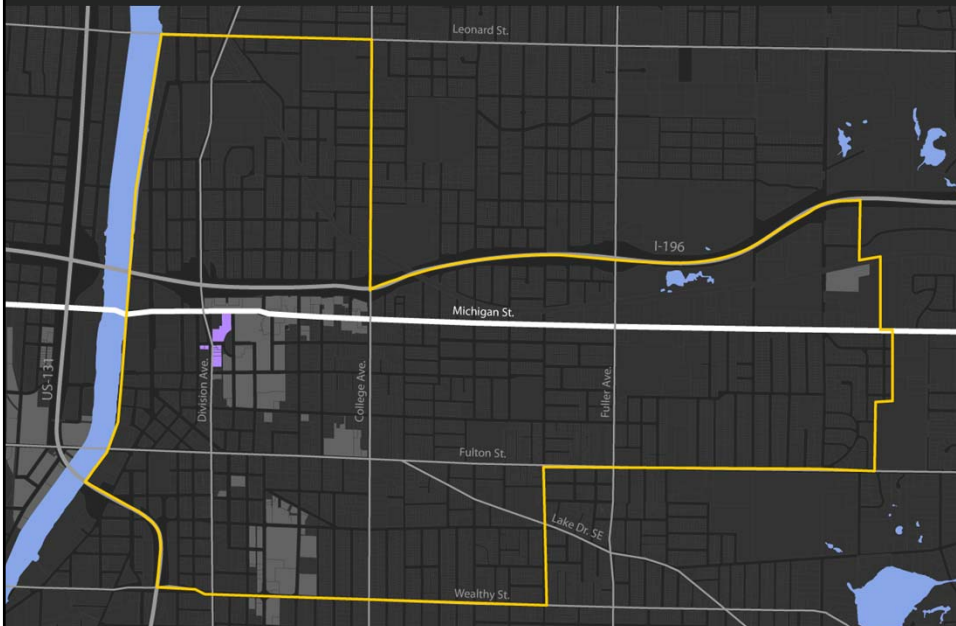




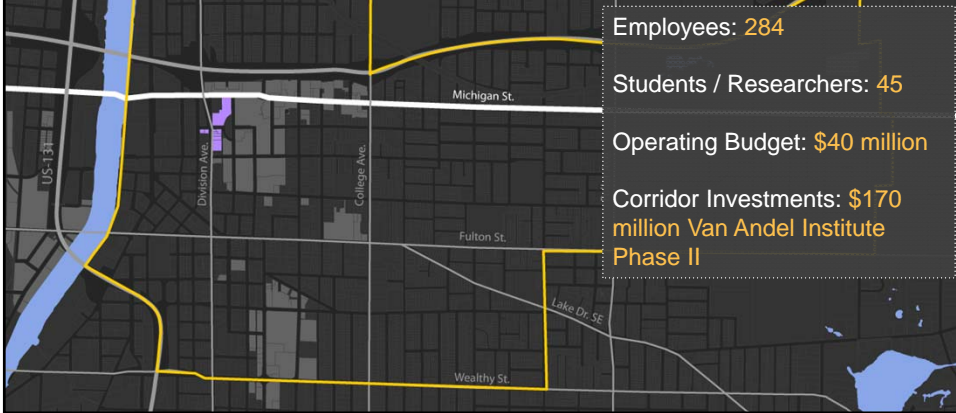
# St. Mary's Health



# Van Andel Institute

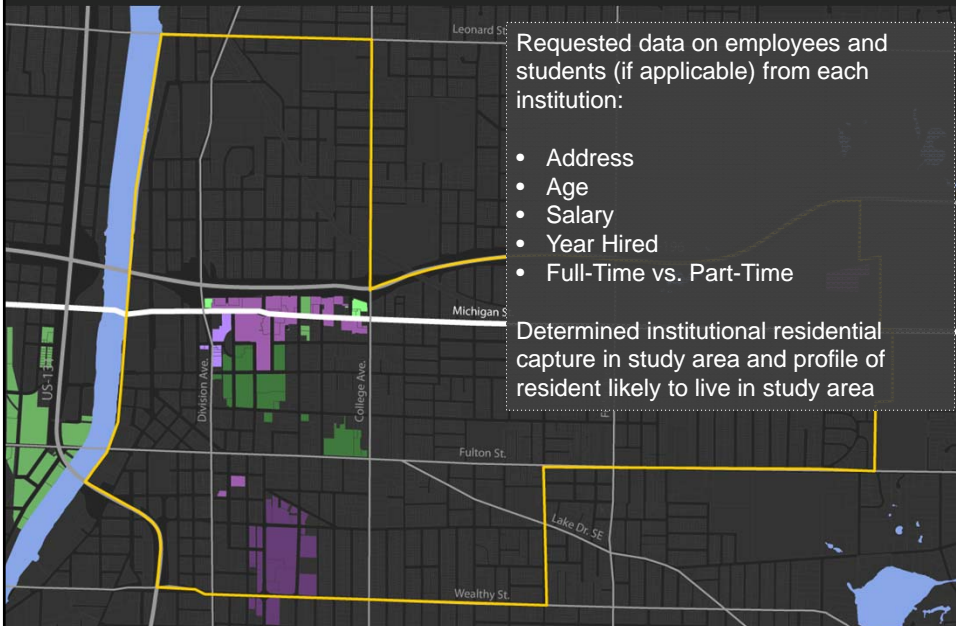


# Van Andel Institute



Employees: 284  
Students / Researchers: 45  
Operating Budget: \$40 million  
Corridor Investments: \$170 million Van Andel Institute Phase II

# Analysis

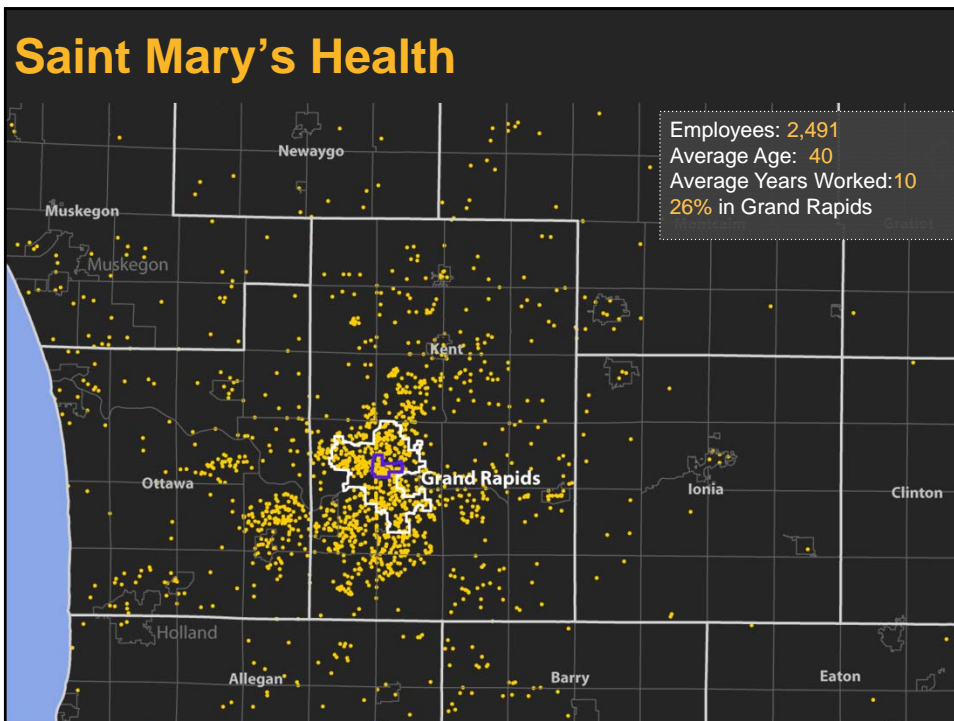


Requested data on employees and students (if applicable) from each institution:

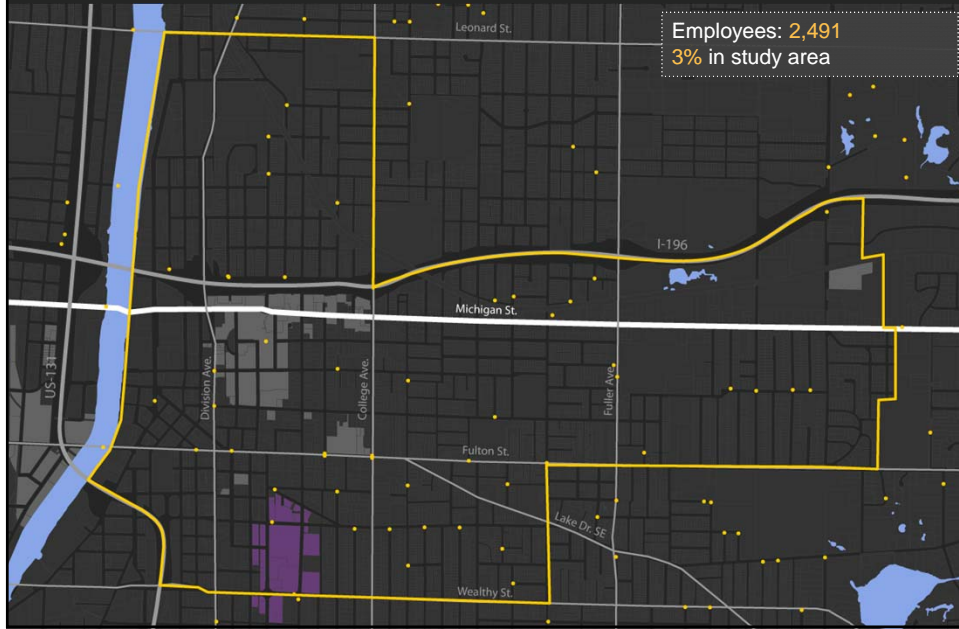
- Address
- Age
- Salary
- Year Hired
- Full-Time vs. Part-Time

Determined institutional residential capture in study area and profile of resident likely to live in study area

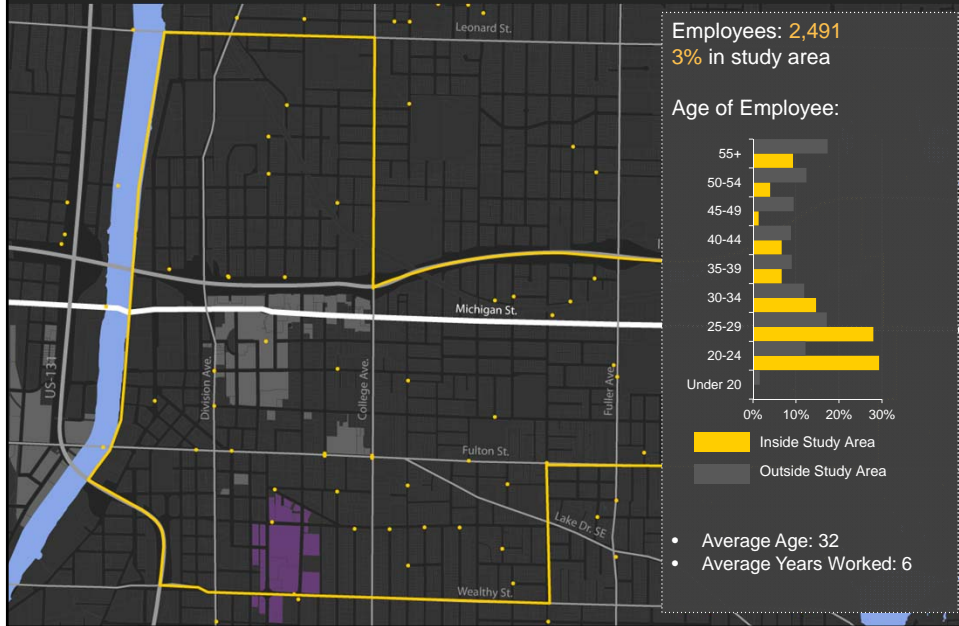
# EMPLOYEE ANALYSIS



# Saint Mary's Health

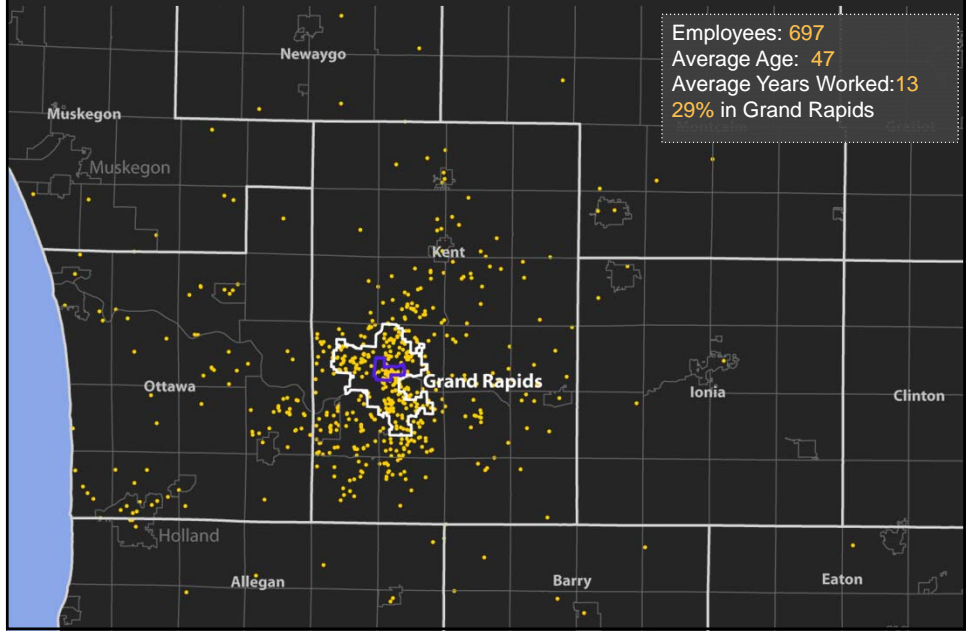


# Saint Mary's Health

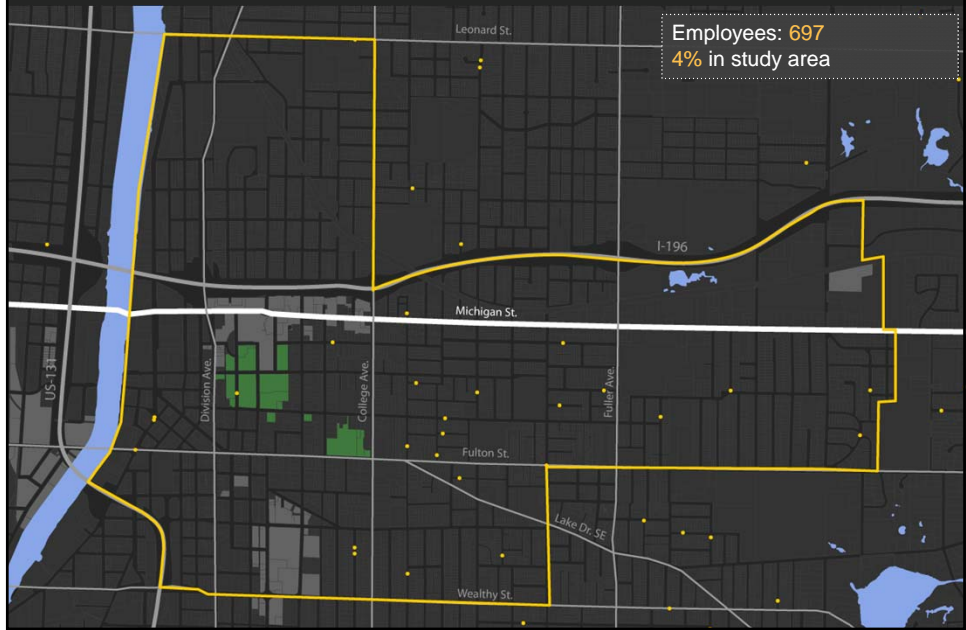




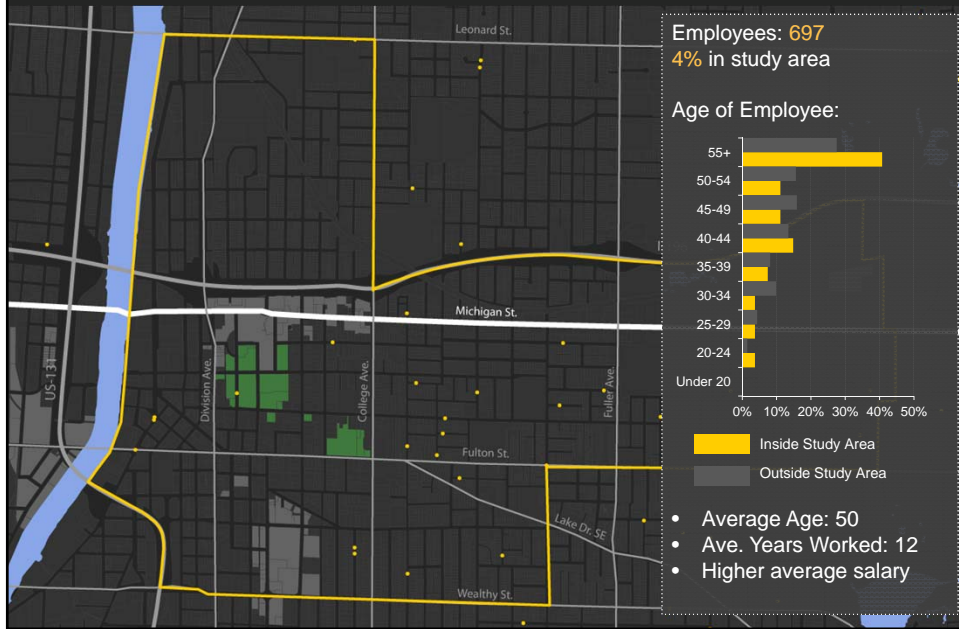
# Grand Rapids Community College



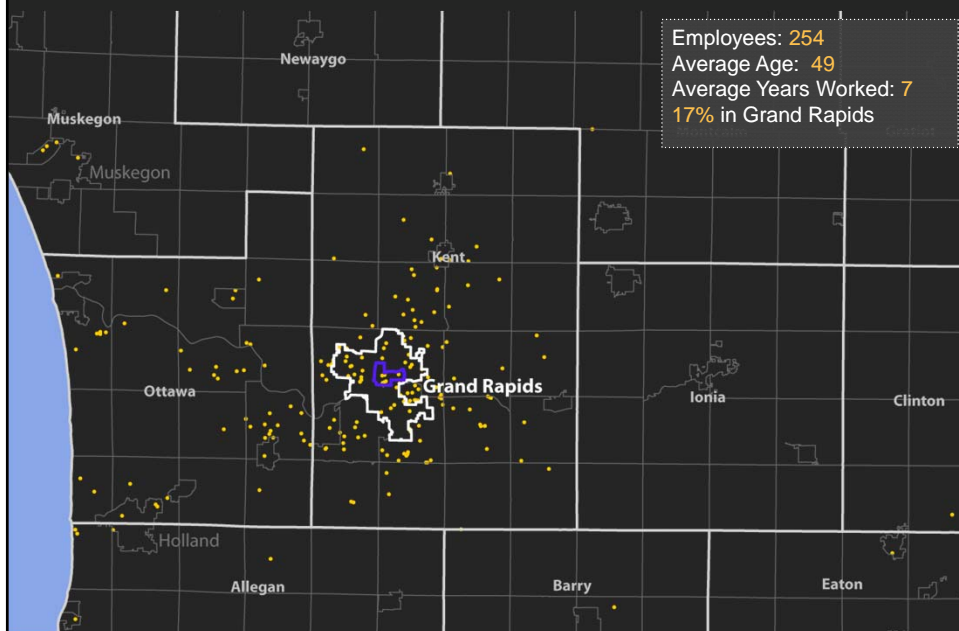
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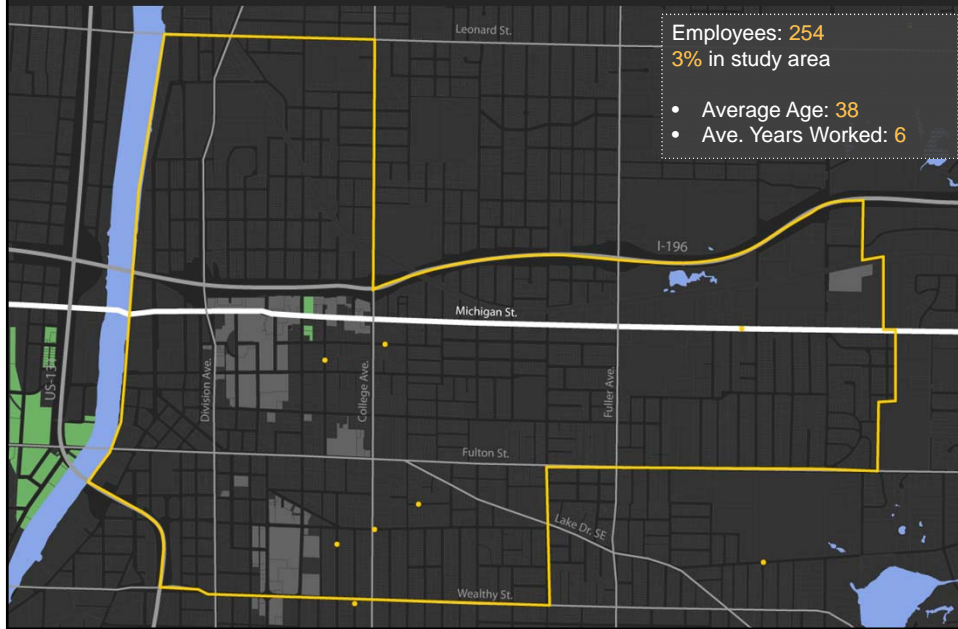
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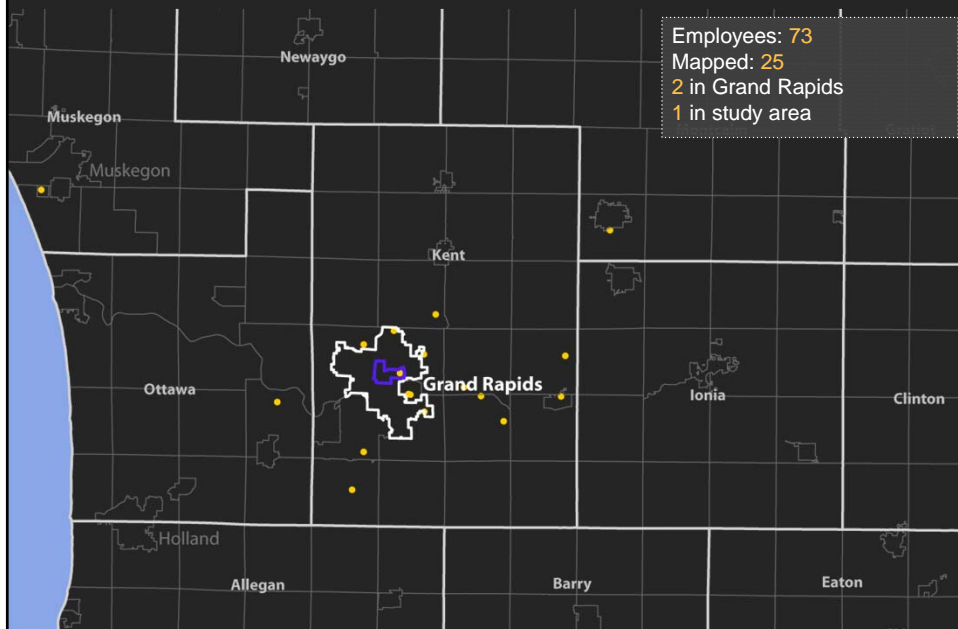
# GVSU Cook DeVos Center



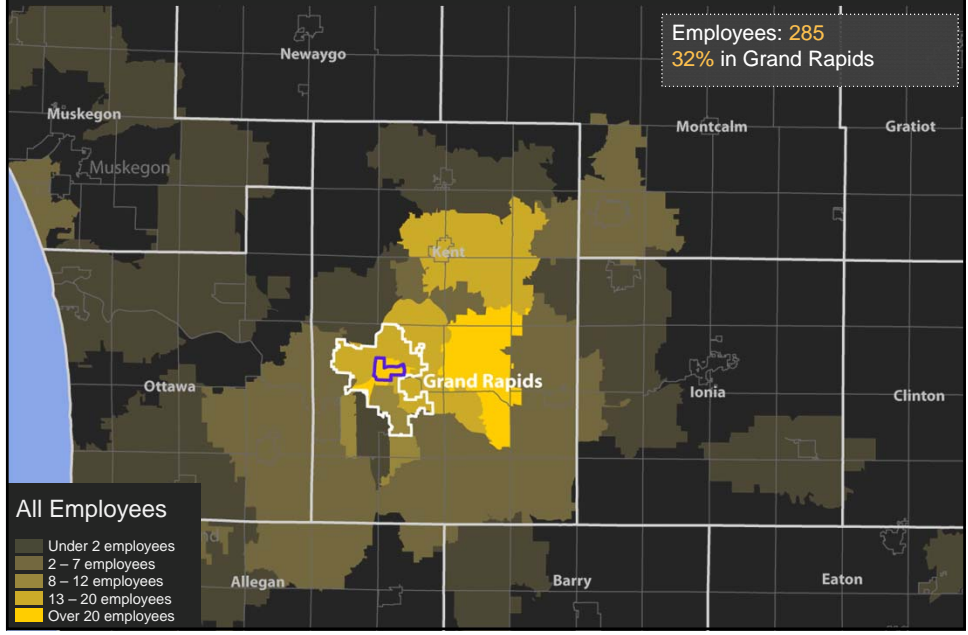
## GVSU Cook DeVos Center



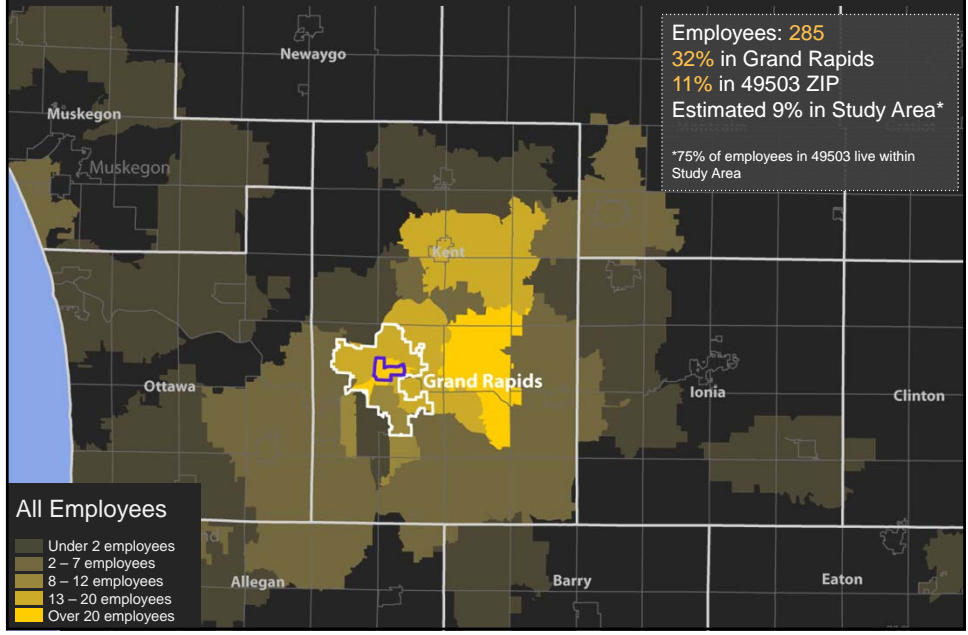
## MSU Employees



# Van Andel Institute

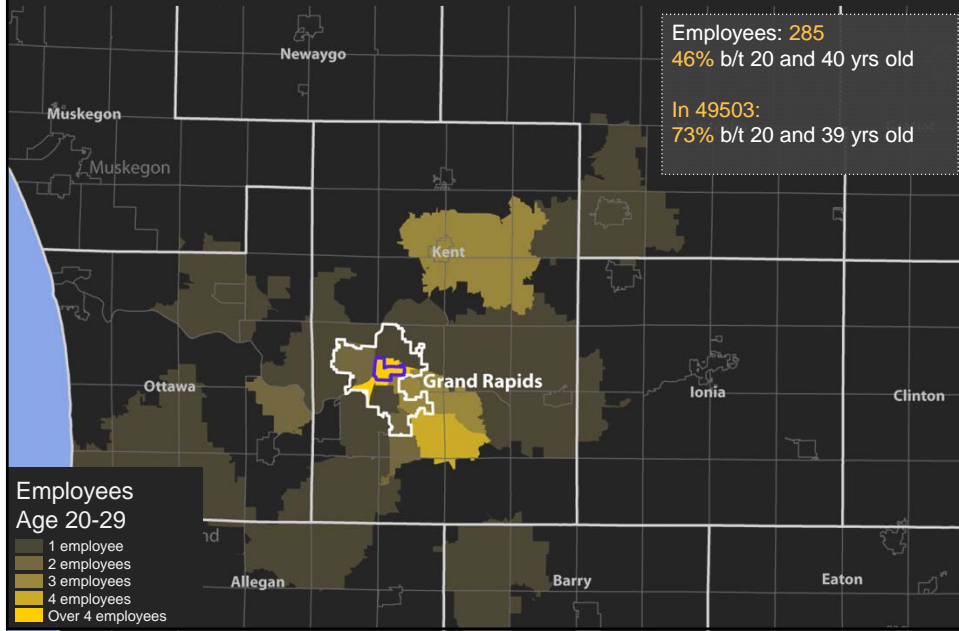


# Van Andel Institute

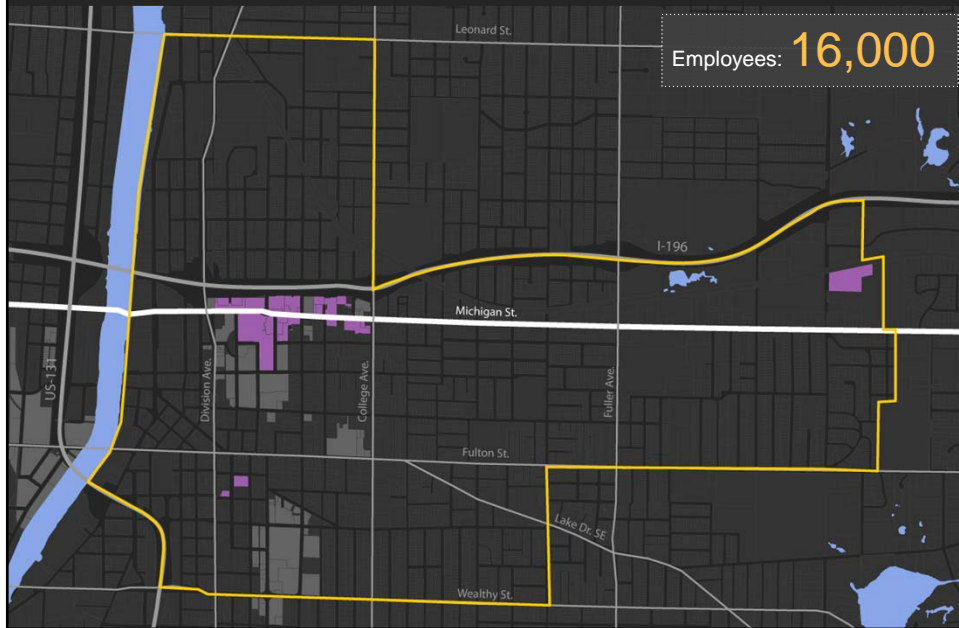




# Van Andel Institute



# Spectrum Health



## New Hires

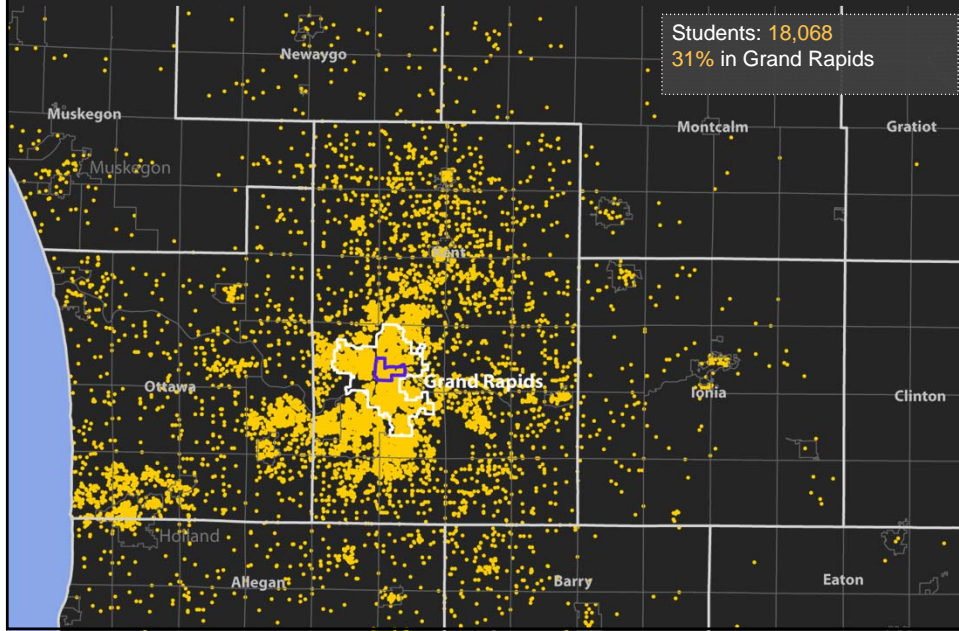
	2010 Employee Hires	Total Employees	% of Employee Population
GRCC	30	697	4%
GVSU	40	254	16%
MSU*	17	73	23%
SMH*	278	2,491	11%
Total	365	3,515	10%
VAI**	14	285	5%
Spectrum**	<u>800</u>	<u>16,000</u>	<u>5%</u>
Estimated Total	1,179	19,800	6%

\* Have hired more in 2011 than 2010

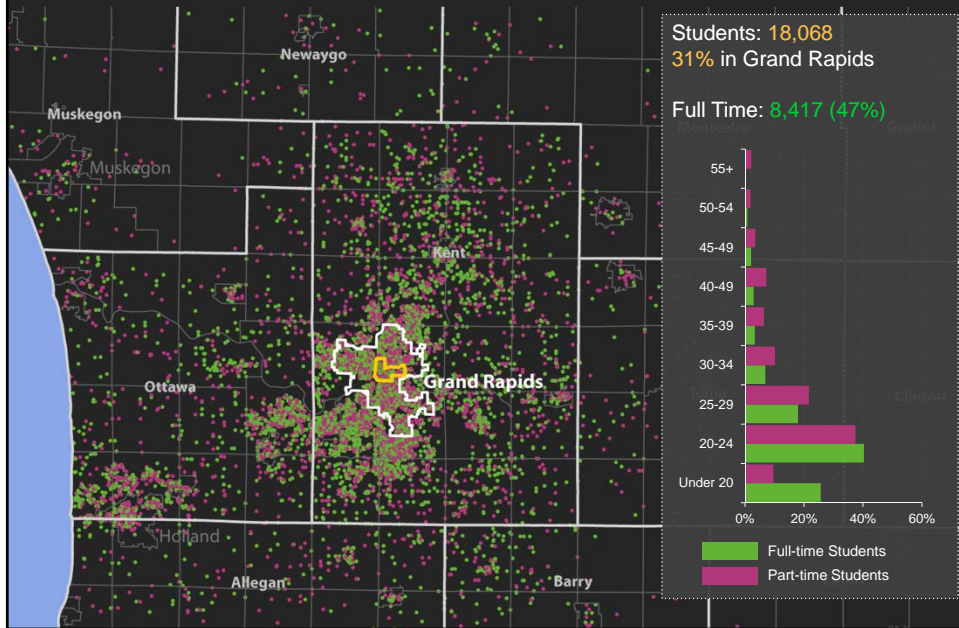
\*\* Estimated 5% hire rate

## STUDENT ANALYSIS

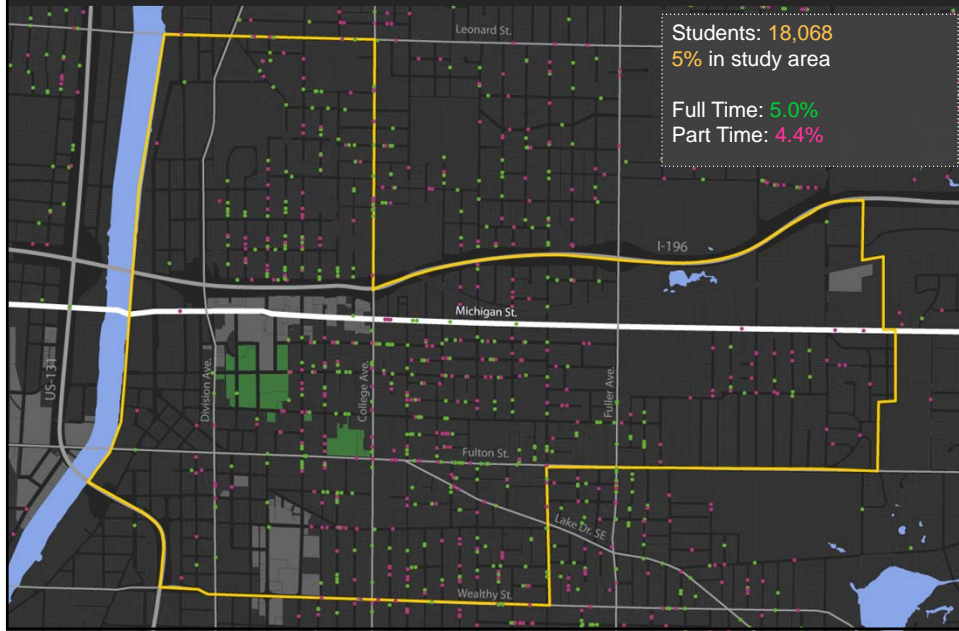
# Grand Rapids Community College



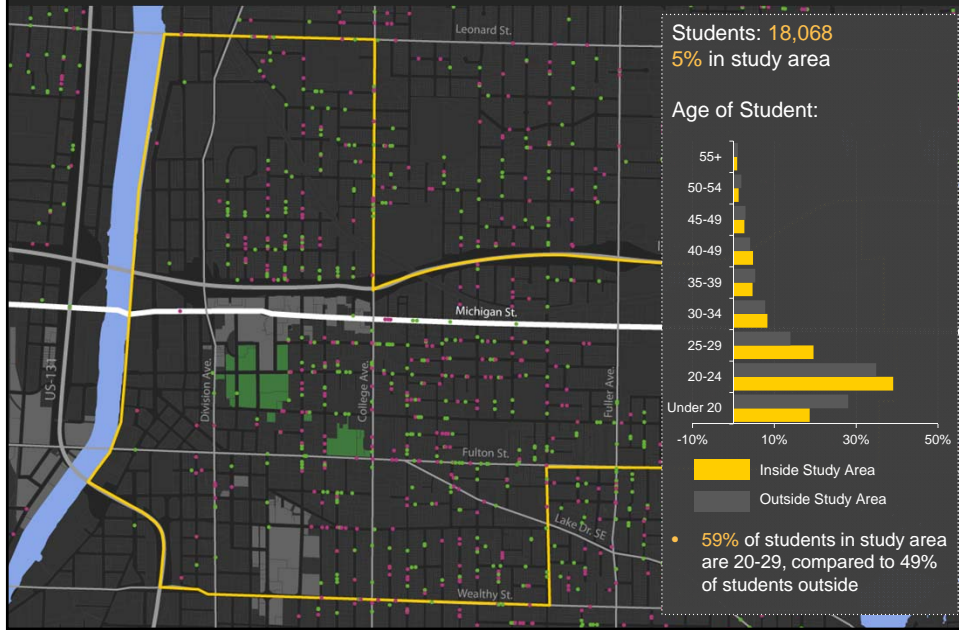
# Grand Rapids Community College



# Grand Rapids Community College

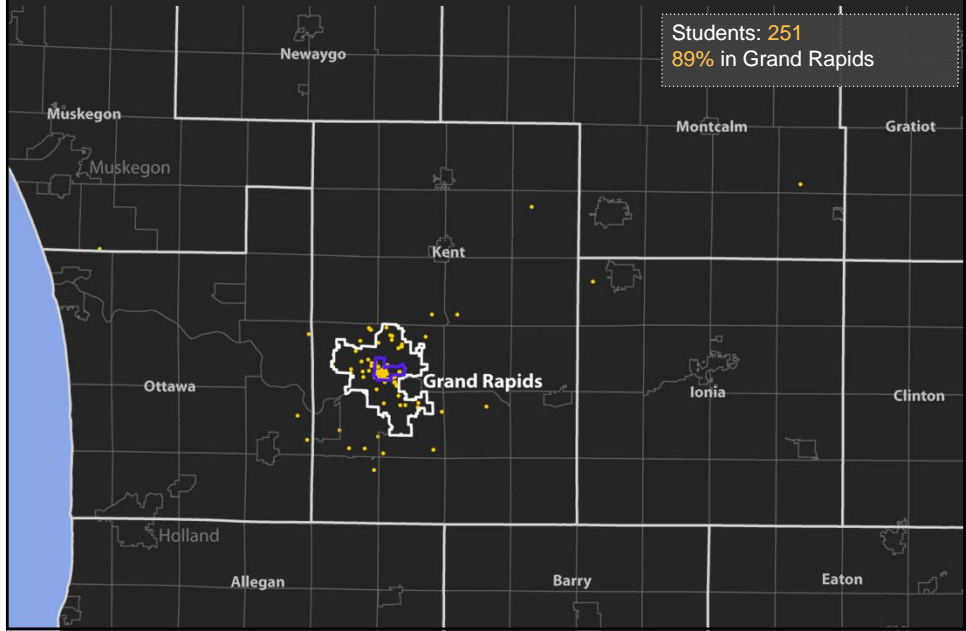


# Grand Rapids Community College

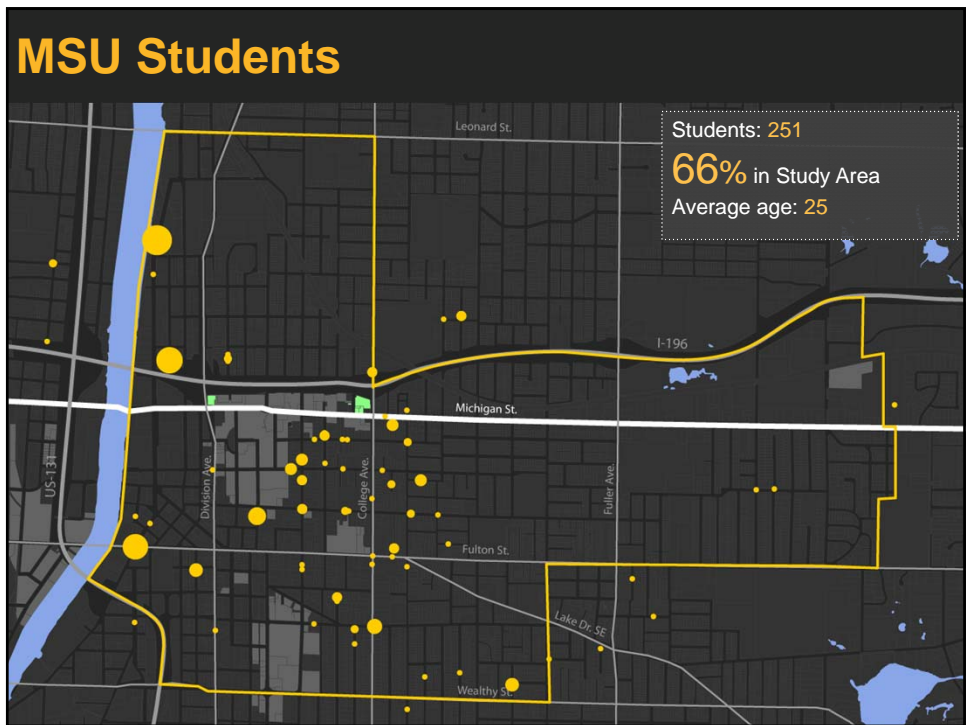




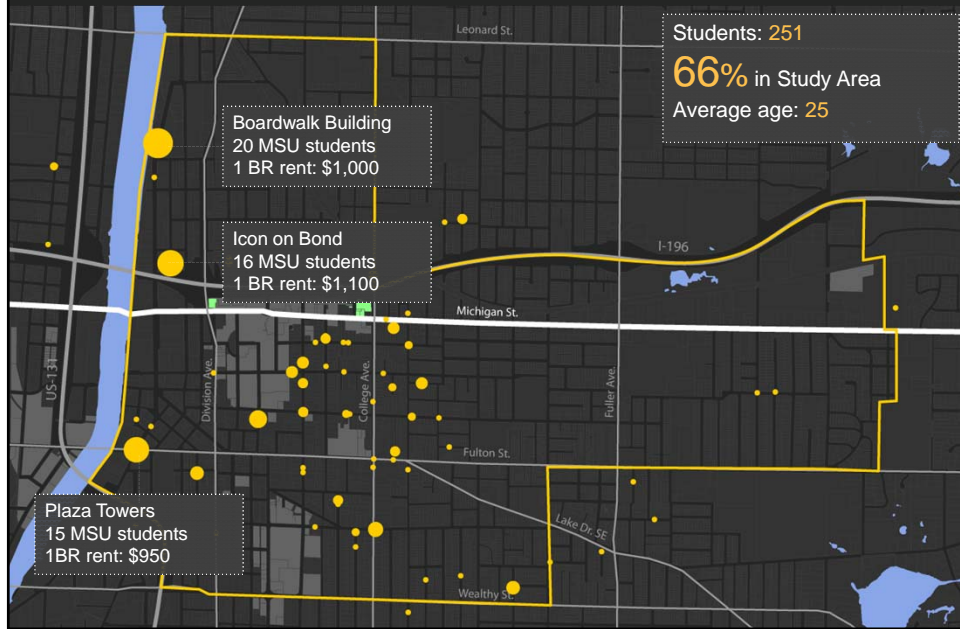
# MSU College of Human Medicine



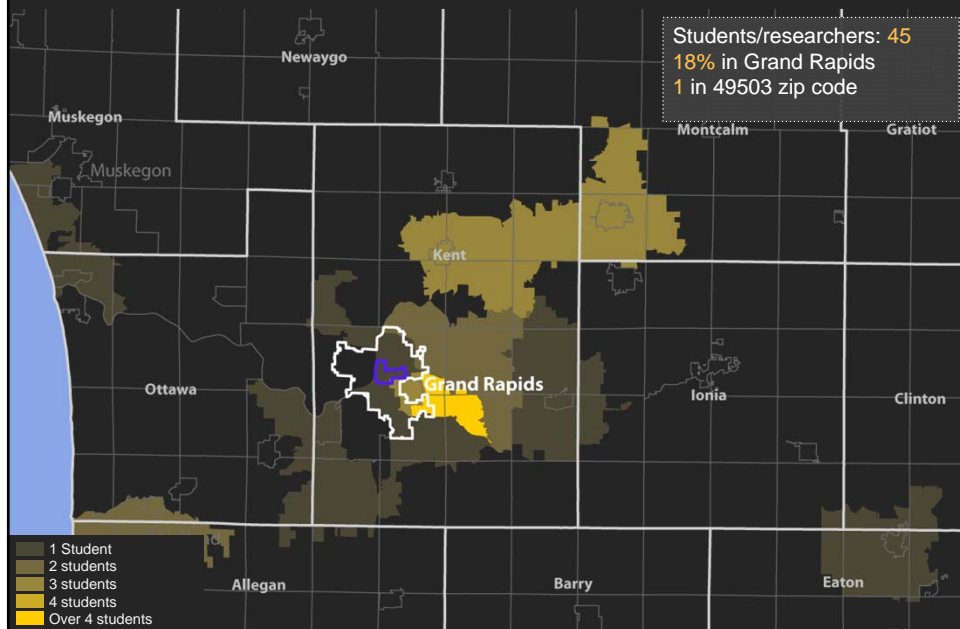
# MSU Students



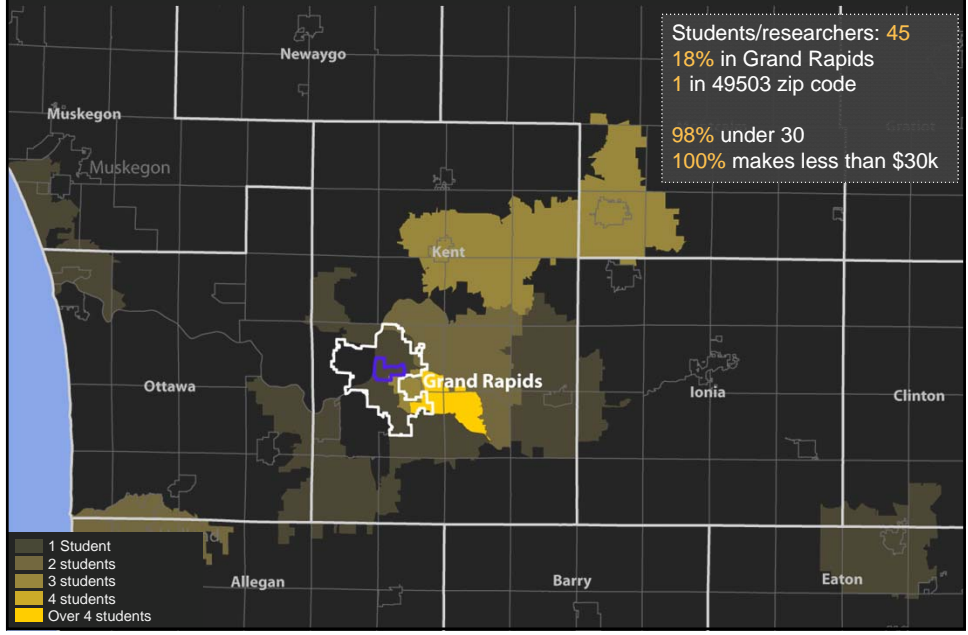
# MSU Students



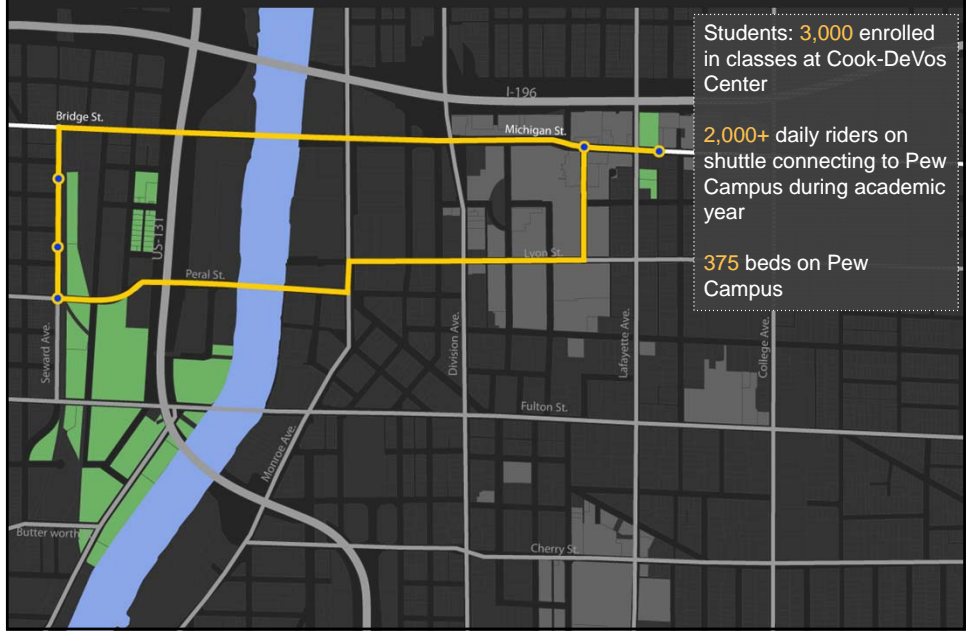
# Van Andel Institute



# Van Andel Institute



# GVSU Students



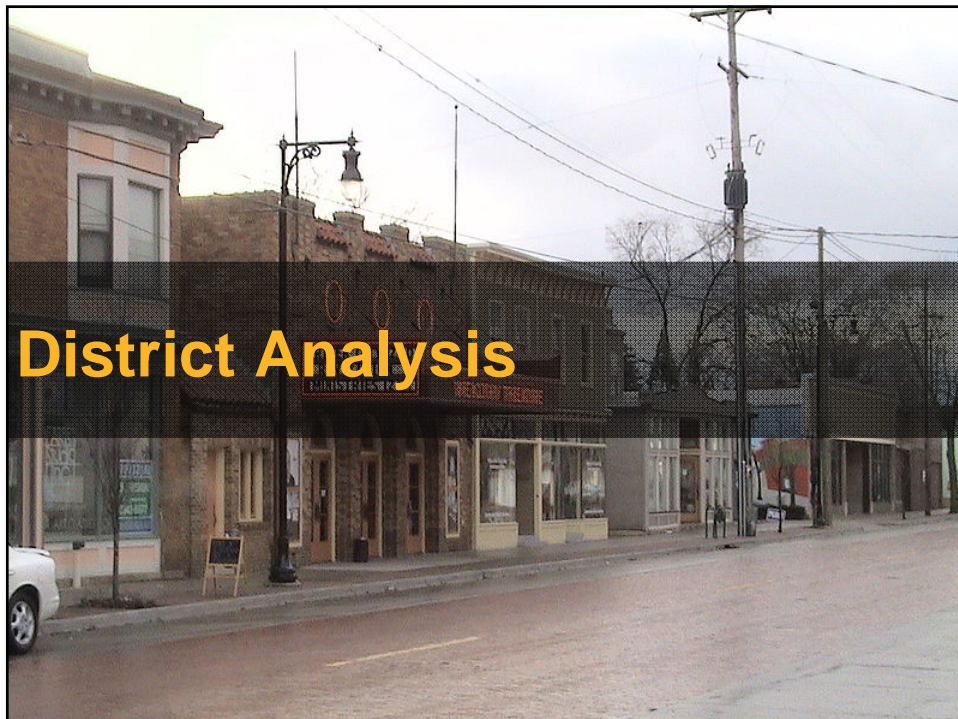
## Analysis Conclusions

### Employees

- The six institutions employ 20,000, but of those only a very small portion live in the same district (3%, not including Spectrum)
- Employees in the Study Area tend to be younger and worked for less time at their institution, consistent with a “downtown” population
- Over 1,000 new employees entering the market every year

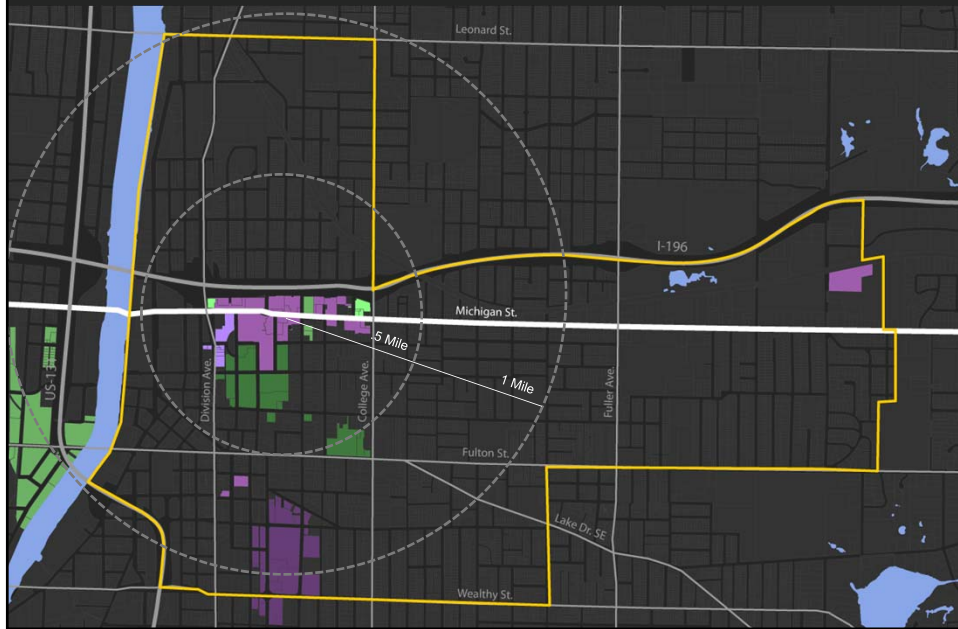
### Students

- MSU has set the template for downtown living, while the potential sits with GRCC and GVSU

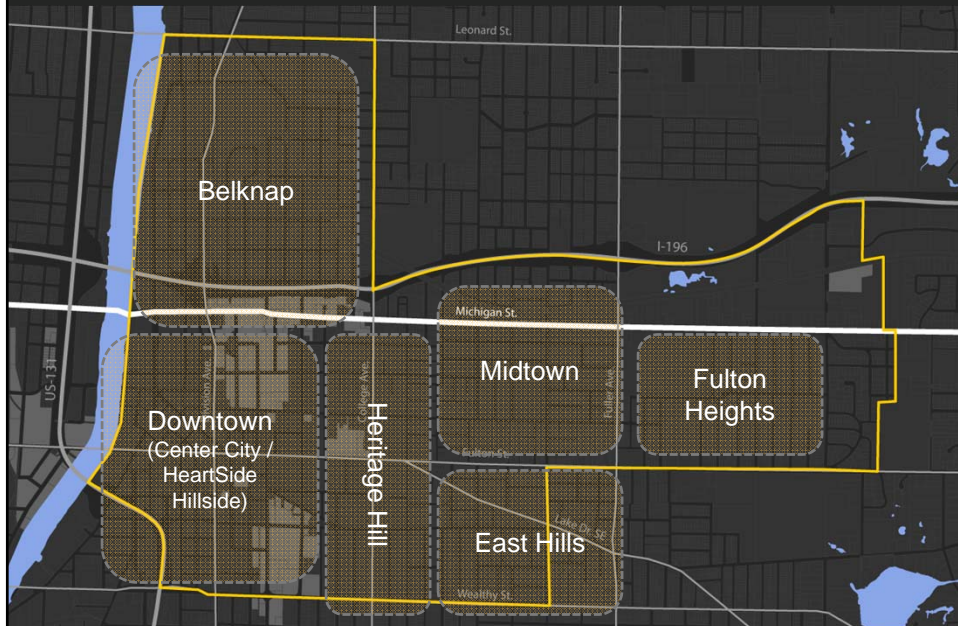




## Institutions



## Neighborhoods



# Residential Population

Demographics	Study Area	Grand Rapids
Square Miles	3.36	45.28
Population (Census 2010)	19,233	188,040
Median Household Income 2010 (ESRI)	\$35,569	\$47,496
Median Age 2010 (ESRI)	30.9	31.9
% Associates Degree or Higher 2010 (ESRI)	39%	35%
% of Workers 16+ Who Walked to Work (Census 2000)	9%	4%
% of Households with No Vehicle (Census 2000)	20%	12%

Racial Breakdown	Study Area	Grand Rapids
Population Reporting One Race	18,388	180,209
White	72.6%	64.6%
Black or African American	16.3%	20.9%
American Indian and Alaska Native	0.8%	0.7%
Asian	1.5%	1.9%
Native Hawaiian and Other Pacific Islander	0.1%	0.1%
Some Other Race	4.3%	7.7%
Population Reporting Two or More Races	4.4%	4.2%
Hispanic Population	1,859	2,9261

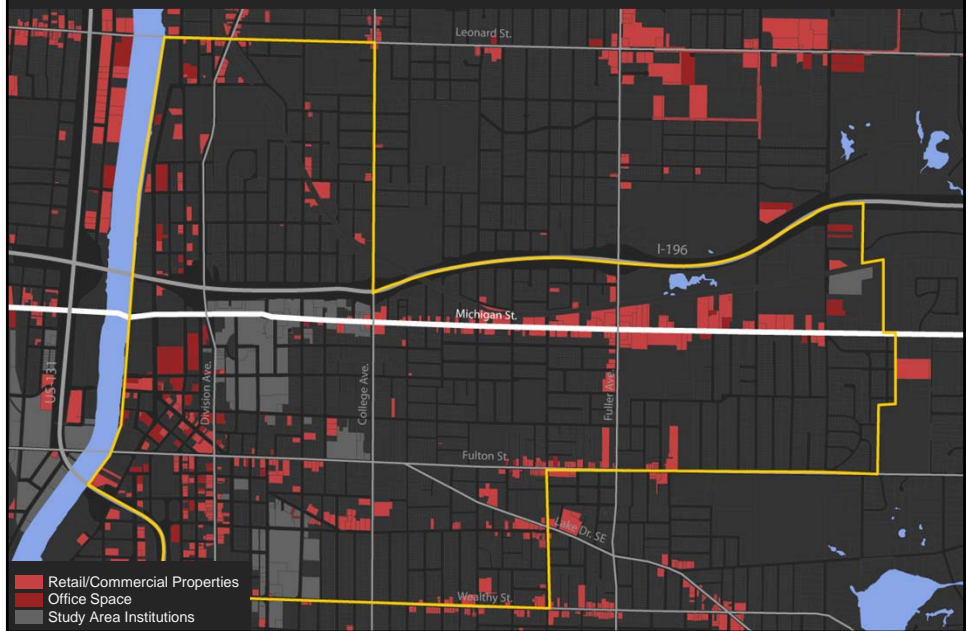
# Housing Stock



# Housing Stock

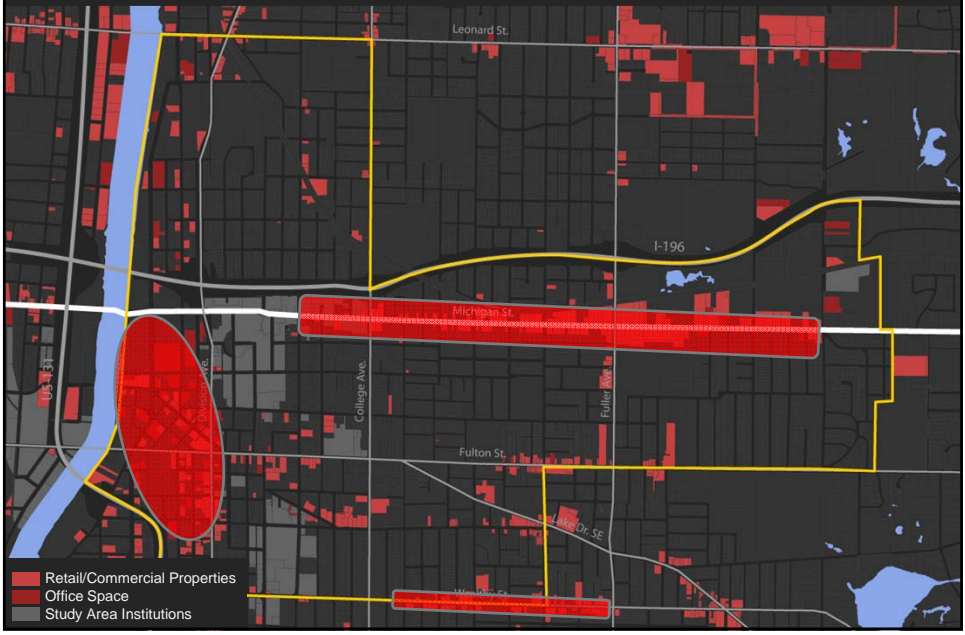
	Study Area	Grand Rapids
Housing Units (Census 2010)	10,612	72,126
Vacant Housing Units (Census 2010)	11.4%	10.5%
% Owned 2010 (ESRI)	33%	58%
% Rented 2010 (ESRI)	67%	42%
Median Year Structure Built (Census 2000)	1932	1951
Housing Units by Structure (Census 2000)		
1, Detached	32.2%	58.6%
1, Attached	1.5%	4.4%
2	19.2%	13.4%
3 or 4	14.1%	6.7%
5 to 9	10.1%	5.4%
10 to 19	5.1%	3.9%
20+	17.8%	7.4%
Mobile Home	0.2%	0.3%

# Commercial

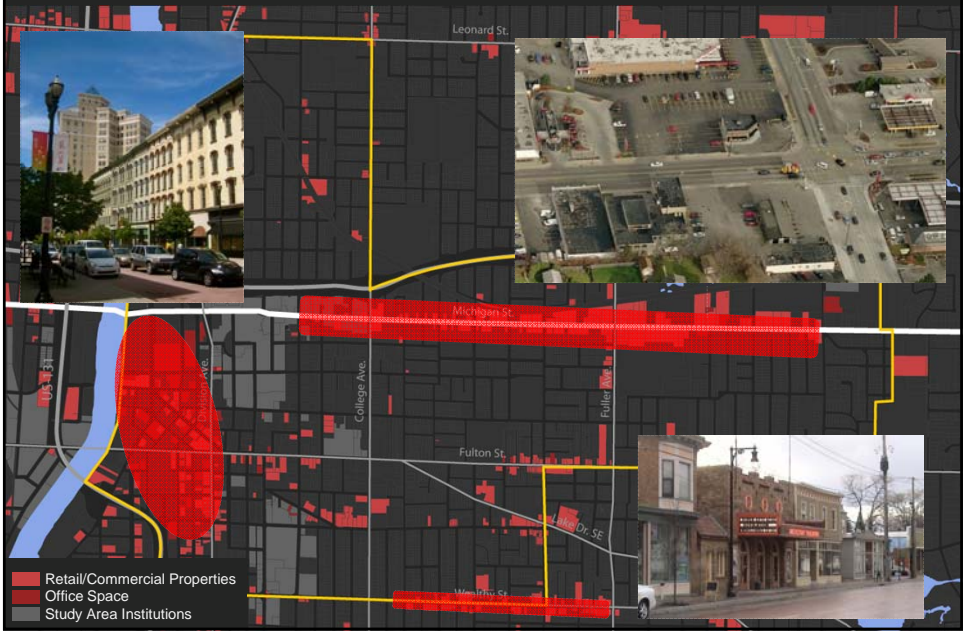




# Retail

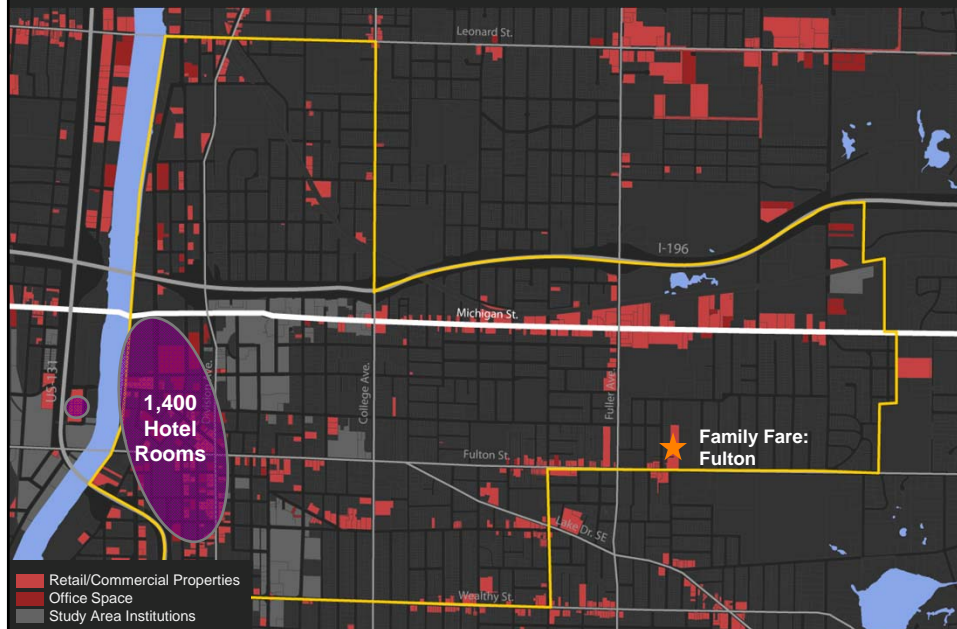


# Retail



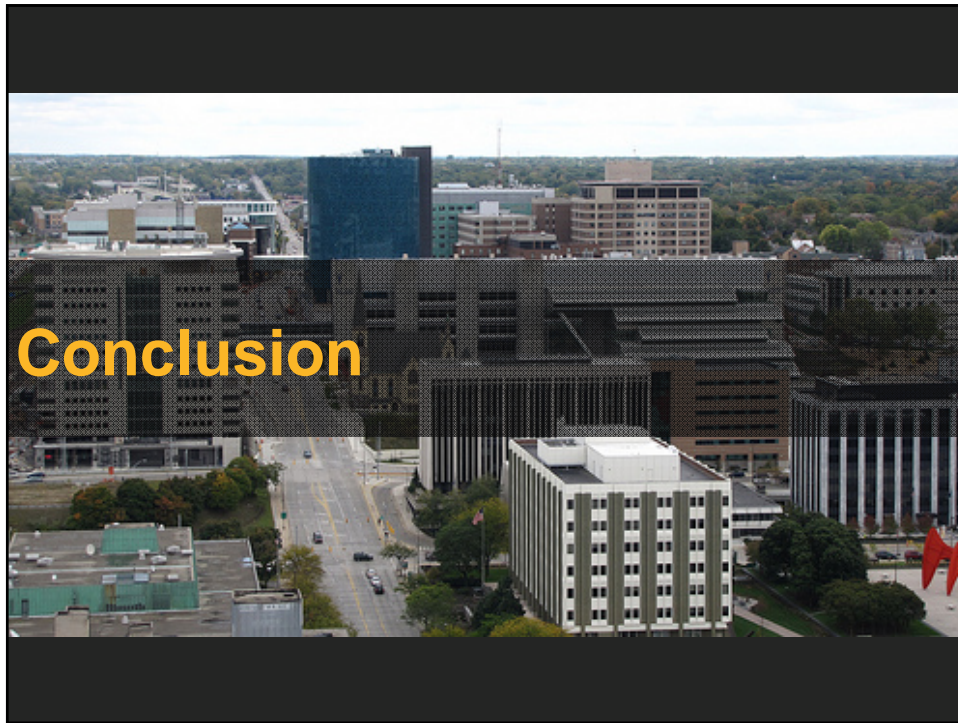


## Hotels / Grocery Stores ( / Cinema?)



## District Conclusions

- Incredible concentration of anchor institutions within tight confines
- Michigan Street offers little to neighborhood residents beyond place of employment
- Young, educated, mobile residential base within the Study Area
- High quality, diverse housing stock with generally higher densities than the City at large
- Mixes of uses are not concentrated anywhere beyond Downtown



## Opportunities

- Coordinate growth on Grand Rapids anchor institutions
  - Each is expanding
  - Real estate is scarce, but not necessarily productive
  - Can knit together the institutional district, Downtown, and surrounding neighborhoods
- *Interventions:*
  - *Adopt a common vision and development plan*
  - *Institutional collaboration and leadership*

## Opportunities

- Increase the number of residents who live and study close to Michigan Street
  - Reduce commuter traffic
  - Offer quality of life benefits to those who move to the district
  - Increase demand for retail and amenities in neighborhoods
- *Interventions:*
  - *Offer housing options and amenities targeted towards a likely demographic for urban living*
  - *Create incentives that will attract additional employees to the district*

## Next Steps

- Provision of case studies
- Analysis of development potential
- Define a common vision for the district



## Retail Study: Downtown Retail

Monroe Center Street



Division St. (Avenue of the Arts)





## Retail Study: Auto-Oriented Retail

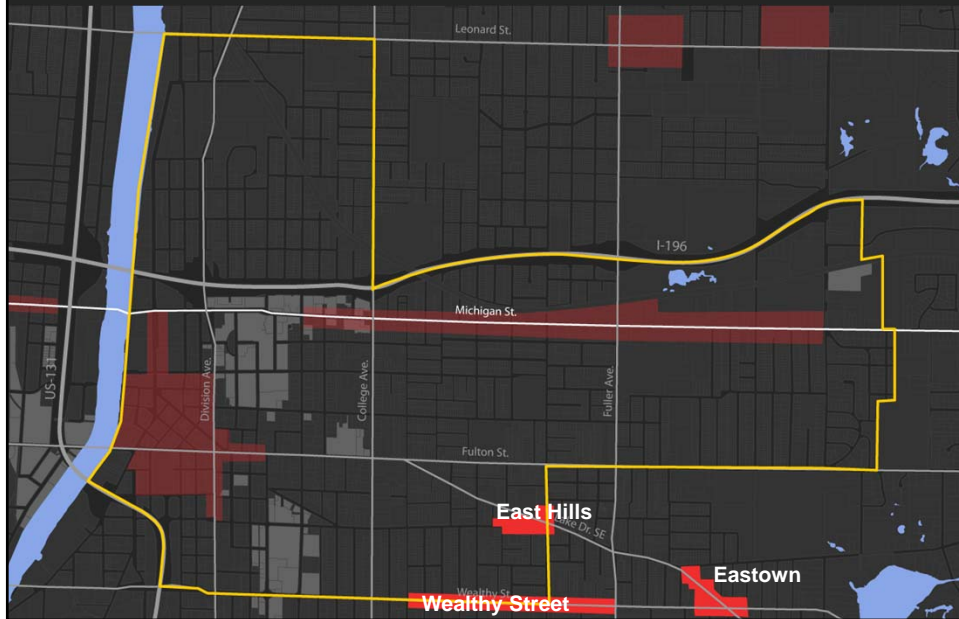
Michigan St. Retail



Bayshore Plaza



## Retail Study: Neighborhood Retail



## Retail Study: Neighborhood Retail

### Wealthy Street/East Hills



### Easttown



## Hotel Analysis



Luxury: 1,019 rooms

Amway Grand Plaza Hotel  
682 rooms; \$174-\$229

J.W. Marriott  
337 rooms; \$209-\$249

Standard: 382 rooms

Courtyard Marriott  
207 rooms; \$159-\$189

Holiday Inn  
175 rooms; ~\$122

Boutique: 33 rooms

City Flats  
28 rooms; ~\$139

Peaches B&B  
5 rooms; ~\$127

**Total Rooms: 1,434**

# Grocery Stores

## Save – A – Lot

~ 35,000 sq. ft.

### Hours:

9am – 9pm, 7 days/wk  
84 weekly hours

## Family Fare: Leonard

~50,000 sq. ft.

24 hrs/day, 7 days/wk  
168 weekly hours

## Family Fare: Fulton

~ 33,000 sq. ft.

6am – 11pm, 7day/wk  
119 weekly hours

