

DOWNTOWN MARKET GRAND RAPIDS



GRAND RAPIDS, MICHIGAN
MIMI FRITZ

2015 RUDY BRUNER AWARD PROJECT DATA



PROJECT DATA

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Project Name	Grand Rapids Downtown Market, 435 Ionia Ave, SW	Location	City	Grand Rapids	State	MI
Owner	Grand Rapids Downtown Market, Inc.					
Project Use(s)	Food Production/Retail; Culinary/Agriculture Education; Greenhouse; Commercial/Incubator Kitchen; Farmers Market; Event Rentals					
Project Size	138,000 square feet	Total Development Cost	\$32,034,164			
Annual Operating Budget (if appropriate)	Downtown Market, Inc. \$1,900,000/Education Foundation \$952,000 = Total \$2,852,000					
Date Initiated	February 2009	Percent Completed by December 1, 2014	100% with vacancies			
Project Completion Date (if appropriate)	September 1, 2013	Project Website (if appropriate)	www.downtownmarketgr.com			
Attach, if you wish, a list of relevant project dates						

Application submitted by:

Name	Mimi Fritz	Title	President/CEO
Organization	Grand Rapids Downtown Market		
Address	435 Ionia Avenue, SW	City/State/Zip	Grand Rapids, MI 49503
Telephone	(616) 805-5308	Fax	(616) 419-4943
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Perspective Sheets:

Organization	Name	E-mail
Public Agencies	City of Grand Rapids, Michigan	Kara Wood kwood@grand-rapids.mi.us
Architect/Designer	Hugh A. Boyd Architects	Hugh Boyd hughboyd.architect@verizon.net
Developer	Grand Action	Jon Nunn jrn143@aol.com
Professional Consultant	Market Ventures	Ted Spitzer tspitzer@marketventuresinc.com
Community Group	Spectrum Health	Juan Daniel Castro juandaniel.castro@spectrumhealth.org
Other	Malamiah Juice Bar	Anissa Eddie anissa@malamiahjuicebar.com
	The Frey Foundation	Steve Wilson wilson@freyfdn.org
	Grand Rapids Downtown Market	Mimi Fritz & Shannon Sadoski mimi@downtownmarketgr.com
	Kent Intermediate School District	Mike Hagerty mikehagerty@kentisd.org
	Michigan State University Extension Office	Kendra Wills willsk@anr.msu.edu

Please indicate how you learned of the Rudy Bruner Award for Urban Excellence. (Check all that apply).

☐ Direct Mailing	☐ Direct Email	☐ Previous Selection Committee member	☒ Other (please specify)
☐ Online Notice	☐ Previous RBA entrant	☐ Professional Organization	friend
☐ Social Media	☐ Bruner/Loeb Forum		

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Signature		Date	December 8, 2014
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GRAND RAPIDS DOWNTOWN MARKET TIMELINE AND RELEVANT DATES

2007

Downtown Development Authority (DDA) acquires the vacant 3.5 acre Sonneveldt Produce warehouse site at 435 Ionia for the temporary purpose of surface parking and possible future development. This property would eventually become home to the Downtown Market.

2008

DDA undertakes an interim response action to clean up impact from a leaking underground storage tank.

December - Grand Action, civic non-profit organization, sends RFP for consulting services to study the potential for an indoor/outdoor farmers market in downtown Grand Rapids.

2009

February– Grand Action interviews consultants and hires Market Ventures, Inc. of Portland, Maine as the consultant to conduct a feasibility study for the indoor/outdoor market concept.

October – Feasibility study is completed, recommending Sonneveldt warehouse site as home for Downtown Market. The concept plan describes a complex set of functions, including an indoor market hall, outdoor farmers’ market, commercial lease space, and innovative facilities for events and education.

2010

March – Grand Action announces that it is moving forward with development of the Downtown Market. Grand Action retains Market Ventures to assist throughout the predevelopment phase.

June – Following an RFP process, Grand Action selects design team consisting of Design Plus (later Progressive AE) and Hugh A. Boyd Architects.

August – DDA and Grand Action enter into a Memorandum of Understanding (MOU) expressing a desire to work collaboratively toward the development, financing, renovation and construction of the Downtown Market as a rehabilitation of the existing structures at the property.

October – Grand Rapids Brownfield Redevelopment Authority (BRA) approves the Brownfield Plan Amendment for the rehabilitation project, the first step in securing tax increment financing for certain eligible costs in connection with the redevelopment.

October – City of Grand Rapids (“City”) submits an application to the Michigan Department of Environmental Quality (DEQ) for grant funding for demolition and environmental cleanup.

October – DDA and Grand Action identify initial board members for new nonprofit organization that will run the Downtown Market.

November – The City Commission approves the Brownfield Plan Amendment for the rehabilitation project.

December – DEQ awards \$1M grant to the City for demolition and clean up of the contaminated site.

GRAND RAPIDS DOWNTOWN MARKET TIMELINE AND RELEVANT DATES

December – City submits a Section 106 Historic Preservation Review to State Historic Preservation Office for approval in advance of request to the U.S. Environmental Protection Agency (EPA) for grant funding for additional environmental cleanup of the property.

2011

January – DDA approves a First Amendment to the MOU between DDA and Grand Action redefining the project as a new construction project as opposed to rehabilitation.

January – City approves a \$200,000 sub-grant agreement to fund environmental cleanup from its EPA Revolving Loan Fund grant award.

April – December – Market Ventures leads comprehensive, eight month-long training and orientation program for nonprofit board.

August – BRA approves the Revised Brownfield Plan Amendment and Act 381 Work Plan for the new construction project.

September – City Commission approves Revised Brownfield Plan Amendment for the new construction project.

September – DDA, BRA and Grand Action enter into an MOU related to Urban Market Land, with the DDA agreeing to lease the property for purposes of the Downtown Market, and the BRA agreeing to issue bonds. The MOU also contemplates a method of servicing the bond debt by utilizing tax increment generated from the project and an annual contribution from the DDA.

October – Initial conversations with Kent Intermediate School District about expanding its culinary training facilities in the Downtown Market.

December – The City's Parking Services Department approves up to \$200,000 to assist with construction of parking at the Downtown Market.

2012 – 2013

City administers infrastructure work and grants funding demolition and cleanup.

2012

Spring – Fall – City undertakes public infrastructure improvements surrounding the project, completed prior to opening of the Downtown Market.

January – Demolition on the existing structure begins.

January – Board retains Grand Rapids-based M Retail to conduct leasing.

February – Downtown Market creates a Community Advisory Committee and a Food & Farmer Advisory Committee to ensure that community voices are well represented at the Market. Committees meet on an ongoing quarterly basis.

GRAND RAPIDS DOWNTOWN MARKET TIMELINE AND RELEVANT DATES

March - BRA and DDA approve a Payment and Repayment Agreement to arrange the debt service for bonds, including a DDA annual contribution of \$75,000.

March – Ground is broken for the project and construction begins.

May – City applies for a \$497,797 Federal Transportation Enhancement Grant for the public infrastructure surrounding the project.

June – BRA issues \$2,325,000 of tax increment bonds to fund public infrastructure improvements surrounding the project.

September – Following a national search, the Downtown Market hires its first employee, President and CEO Mimi Fritz.

2013

May – DDA approves special Development Area Liquor License for Aperitivo, a tenant at the Downtown Market.

May – Downtown Market staff moves into Market from temporary offices after occupancy is given for second floor.

May – The Grand Rapids Downtown Market Outdoor Market opens to the public three days a week, with weekly kids activities and chef presentations.

July – Kids Summer Camps begin.

July – First facility rental takes place at the Market, five weeks before the Market actually opens: a cocktail reception for the Grand Rapids Chamber of Commerce.

July – Pilot credit for Local Food Production awarded to Downtown Market.

August – Grand Rapids Downtown Market received first grant from Spectrum Health, providing funds for scholarship eligible classes, Produce Bucks, and transportation passes.

August – Greenhouse planting begins.

August – Downtown Market receives Class-C liquor license from State of Michigan

September – Grand opening of the Market Hall of the Grand Rapids Downtown Market with 17 vendors. After inspection approval, within 2 weeks another 2 businesses opened.

September – Culinary and yoga classes begin.

2014

January – Greenhouse classes begin.

January – Downtown Market retains Market Ventures to provide training to each Market Hall tenant.

GRAND RAPIDS DOWNTOWN MARKET TIMELINE AND RELEVANT DATES

May – Downtown Market opens Relish Green Grocer in the Market Hall, focusing on partnering with local, sustainable and organic farms.

May – second outdoor farmers' market season begins.

July – Downtown Market receives notification of award of LEED Gold certification.

September – Downtown Market Education Foundation receives 501c3 status.

September – Market receives approval for encroachment permit from City of Grand Rapids for a sidewalk café.

September – Downtown Market receives 2014 New Partner Of The Year Award from Goodwill Industries.

October – Greenhouse welcomes its first greenhouse incubator tenant, Global Gardens.

October – AIA New Jersey awards Hugh Boyd, FAIA, the project architect, the top design award in their annual design awards.

October – First Downtown Market Education Foundation fundraiser successfully takes place.

October – National Association of Produce Market Managers (NAPMM) holds its fall conference at the Downtown Market, highlighting the project's innovations to industry peers.

November – Pioneer Construction received the top award at the 2014 Excellence in Construction Awards for Sustainable Building More Than \$10 Million, by the Associated Builders and Contractors, Inc. of Western Michigan.

November – Quality Air, the HVAC subcontractor for the Downtown Market, received the top HVAC award at the 2014 Excellence in Construction Awards by the Associated Builders and Contractors, Inc. of Western Michigan.

November – Fishbeck, Thompson, Carr & Huber, Inc. receives Engineering Honorable Award for the ACED/Michigan Engineering & Surveying Excellence Awards Competition. The project has also been nominated to win The Eminent Conceptor award, which will be announced in February 2015.

2015 RUDY BRUNER AWARD PROJECT AT-A-GLANCE



PROJECT AT-A-GLANCE

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This sheet, the Project Data sheet, and the representative photo will be sent to the Committee in advance as the *Project Overview*.

Grand Rapids Downtown Market

Project Name

Address 435 Ionia Avenues SW

City/State/ZIP Grand Rapids, MI 49503

1. Give a brief overview of the project. Approximately 500 words.

Grand Rapids Downtown Market is a center of local food innovation, creating new opportunities for Michigan farmers and food producers in a LEED Gold public space that promotes good food, healthy living, and buying local. An economic development engine located on the underdeveloped edge of downtown, the project supports revitalization of the city core while setting a new national standard for public market development. Education and outreach efforts are designed to reach all segments of the community, including the neighborhood low-income and homeless population.

- A robust indoor market hall with 23 permanent vendors – small independent businesses featuring Michigan produce, meat, fish, dairy, and much more. Many vendor spaces are designed to accommodate food production and wholesale distribution, creating greater revenue potential and stability.
- A 52-stall outdoor market shed serves as a seasonal farmers' market, a low-cost means for area farmers to sell direct to consumers and a testing ground for value-added products made in the incubator kitchen.
- Rooftop greenhouses with warm and cool zones serve as the building's iconic design element, easily visible from the highway particularly in the evening when the space glows with light. Education includes classes for farmers on season-extension and emerging greenhouse-growing techniques. Herbs and vegetables are sold in the Market Hall.
- The country's first ever children's (teaching) kitchen, built with adjustable height work stations, provides hands-on learning opportunities for all ages to cook fresh, healthy foods harvested from the greenhouses and purchased from Market vendors.
- A shared commercial and incubator kitchen provides aspiring entrepreneurs a legal place to develop and produce value-added food products, ranging from baked goods to sauces, jams, and fermented products. The location also provides opportunities for food producers to test their products with direct sales to the public. Entrepreneurs rub elbows with experienced retailers and mentors who aid in business development and growth strategy.
- FoodWorks, the incubator kitchen program, assists start-up entrepreneurs with development and marketing of value-added food products. The program includes business planning, product formulation, input sourcing, food licensing, food safety education, and marketing assistance. The program has served more than 100 entrepreneurs in the area and currently houses 16 businesses in the incubator kitchen.
- Event spaces on the second floor provide flexibility for larger groups. The banquet space seats up to 200 people.
- Michigan State University Extension (MSUE) staff members work on local food aggregation and distribution to schools and other institutions. MSUE provides education, mentoring, and resource sharing through the Michigan State Product Center (an agri-business organization that supports the growth and development of Michigan entrepreneurs, both farmers and value-added producers).
- Grand Valley State University (GVSU) hosts the newly organized Heartside Gleaning Initiative, empowering neighboring low income residents to live healthier lives through nutrition education and access to food gleaned from Market farmers and producers.
- Classroom and lab spaces for Kent Intermediate School District (KISD) expand their high school culinary arts and health-related programs with six classrooms, two labs, hospitality training space, and incubator kitchen access for culinary training.

2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.) Approximately 500 words.

There is nothing more rewarding than watching a dozen lively children emerge from the greenhouse with handfuls of fresh herbs and vegetables, heading to their specially designed kids kitchen to cook their lunch. This is summer camp at the Grand Rapids Downtown Market. Culinary classes are just part of the excitement generated in the heart of the city with this creative new project.

The Grand Rapids Downtown Market, in addition to the modest goals of building community pride and enhancing the city as a tourist destination, serves three major objectives: downtown revitalization through place-making, economic and community development, and support of the local farm to table movement with a heavy dose of healthy food education thrown in for good measure. It is a complex project with multi-faceted impact on the urban environment. The location was previously referred to as a place-desert – a swath of cityscape with few safe, meaningful places for residents to meet and interact. Transformation is visible. Today, the urban environment is enhanced visually with a well-designed, first class facility that embodies tenets of new urbanism. First floor walls of glass activate the streetscape with views inside to the retail and restaurant spaces while broad terraces invite socializing (weather permitting) and reveal views of the adjacent park and downtown buildings. Café seating spills out onto broad sidewalks, enlivening the scene. Iconic rooftop greenhouses suggest a growing environment and connect to food and farming, right there in the middle of the city, further cementing the idea of a hub for everything food related.

As anticipated, the Market has accelerated development of the immediate neighborhood with one mixed use housing and first floor retail building completed and a second under construction. Both projects provide affordable rental housing in renovated factory buildings. Residents can and do walk to downtown office jobs. Currently, there are quiet rumors of additional development of adjacent properties and increased land values. Emergence of a full-fledged market district is underway. The farm to table movement has been gaining momentum in Grand Rapids for over a decade now along with interest in fresh food and healthy eating. The city is surrounded by rich farmland and a growing number of independent farmers. Farmers markets are popular. Centrally located, the Downtown Market is natural to be the "go to" place for food and food education. It is an ideal hub for food system work.

Facility design moves from the ordinary public market or downtown building to an extraordinary Downtown Market – a marketplace on steroids. Already nationally recognized for its outstanding design, the building deliberately includes revenue-generating commercial space to support the overall operation of the facility and mission accomplishment. Complementing the commercial space, Market Hall, and incubator kitchen, there are teaching spaces, social spaces, and growing spaces. Echoing Grand Rapids commitment to the environment and sustainability, materials from old buildings on the site were reused, rain gardens and green roofs grace the exterior space, and energy conservation strategies were implemented. With the intent of creating a market facility that could be used as a blueprint for future innovation, the project leaders successfully achieved the remarkable status of being the first Gold-LEED Certified public market in the country.

2015 RUDY BRUNER AWARD PROJECT DESCRIPTION



PROJECT DESCRIPTION

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1. Describe the underlying values and goals of the project. What, if any, significant trade-offs were required to implement the project? Approximately 500 words.

The mission of the Grand Rapids Downtown Market is to create a dynamic downtown hub for the West Michigan food system by providing a place for local farmers and food producers to connect with diverse customers, opportunities for independent entrepreneurs, and education about farming, food, nutrition, and healthy lifestyles. The Downtown Market was designed to provide a wide range of benefits to the downtown community and the region, sparking redevelopment of adjacent properties while aiding in the revitalization of downtown Grand Rapids by:

1. Supporting entrepreneurship and innovation, in part by providing affordable vending opportunities for farmers and traditionally marginalized entrepreneurs, resource sharing, and one-on-one mentoring.

2. Creating hundreds of jobs and providing a substantial economic impact. Businesses in the Market have created 215 jobs to date. The Market is estimated to stimulate the creation of 1,270 jobs and \$775 million of economic impact in the region over ten years.

3. Strengthening and celebrating the West Michigan local food system. The Downtown Market is fueled by the belief that diverse, locally owned and operated food businesses are key to vibrant, resilient, healthy places. Food businesses can and should seek to create social value beyond financial profit and have the opportunity to help address a broad array of environmental and social issues in West Michigan; providing education, building employment opportunities, and instilling workers with the skills needed to stage West Michigan as one of the world's leaders in food processing.

4. Promoting public health, particularly with innovative approaches to the area's obesity epidemic. The Downtown Market partners with Spectrum Health to promote healthy lifestyles through scholarship eligible culinary education and yoga classes. Each scholarship eligible individual is provided transportation passes to get to and from the Market, \$15 in market produce bucks, and a free class. Last year, 231 participants received scholarships.

5. Bringing diverse people together in an active public space through events like the annual fundraiser, Dia De Los Muertos, Spanish instructed culinary classes, ethnic cooking demonstrations and classes, event rentals, community partnerships, and more.

Significant tradeoffs required to implement the project include:

- Location in a previously marginal, or at best unknown, neighborhood means significant marketing is needed to generate audience and customers.
- Delay in opening the facility and challenges of leasing space with resulting compression of operating revenue.
- Commitment to local, independent small businesses and concern for both quality and distinctiveness that translates to avoiding chain or national restaurants. This increases the challenge of leasing space to vendors and restaurants.
- Desire for food and/or education focused tenants resulted in generous accommodation of institutional tenants such as the Intermediate School District.
- Site must include free parking, at least for a limited time, to attract grocery customers thus diminishing a revenue stream.

2. Briefly describe the project's urban context. How has the project impacted the local community? Who does the project serve?

How many people are served by the project? Approximately 500 words.

Over the past 30 years, leaders and residents worked to revitalize a half-dead downtown. The effort received a significant boost recently through community engagement that brought a cadre of young professionals into direct, on-going participation shaping the urban core. One well understood principle is the importance of a critical mass: a vibrant downtown needs people of all ages, backgrounds, and interests living, working, and playing in the core. The Market contributes to achieving that goal by attracting people from throughout the region and beyond. Standing at the front entry of the Market, it is easy to spot first-time visitors as they look around, somewhat in awe. Whether a two-person business meeting over coffee or a nonprofit fundraising event for hundreds, attractive spaces for social interaction increase traffic through the building. Marketplaces, especially those related to food, are inherently social venues and contribute to downtown vibrancy. As a well-designed and hospitable food-oriented destination, the Market serves the entire community. Foodies enjoy exploring the Market Hall. Tourists and convention-goers develop a deeper appreciation for the city as a destination and, hopefully, return. The Market, with its distinctive offerings, is another venue that brings all kinds of people downtown to enjoy the city.

Impact is achieved through educational programming and sensitive attention paid to the immediate neighborhoods. Classes are designed to present healthy eating options or simply a fun food adventure. Greenhouse classes focus on growing techniques for farmers and gardeners. Resident entrepreneurs, vendors and incubator kitchen tenants, are provided business and food safety sessions essential to start-up small food businesses.

The Market is located in the Heartside neighborhood, home to Grand Rapids' largest concentration of shelters, food pantries, social services, unemployed and homeless individuals. Other neighbors are residents of Roosevelt Park, and the South East Community—with Heartside, these are three of West Michigan's most challenged. They have a collective poverty rate of 38% and a 32% unemployment rate. Carrying out the intention of serving the entire community, the Market has formed partnerships/initiatives to ensure that neighbors participate in and receive value from the project.

- Heartside Gleaning Initiative: to encourage farmers who sell produce at the outdoor market to donate their excess fresh produce to the HGI for local food pantries. Between the Market and Fulton Street Market, more than 17,592 pounds of food were collected during the 2014 season.
- Goodwill: named the Market their "New Partner of the Year" for 2014 for assisting with workforce development. Scholarships with Spectrum Health provide the underserved with the opportunity to attend healthy living and cooking classes at the market; includes bus passes and "produce bucks."
- Healthy Eating for All programs for groups: classes created for Boys and Girls Club, FitKids 360, SECOM's Little Steps program, Access of West Michigan's NOW program, and Bethany Christian Services.
- Greenhouse volunteers: opportunity for community service workers who are required to complete court-ordered community service.
- Heartside agencies: partnering with social service agencies on volunteer opportunities.
- Spanish cooking classes: taught in Spanish with Spectrum's Programa Puente.

By the numbers: Classes: 4,526 • FoodWorks: 100 businesses • Incubator kitchen: 16 businesses • Incubator programs: 300 • Outdoor market customers: 70,000 • Market hall customers: 250,000 • Market hall tenant employees: 215 • Volunteers: 200 • KISD students: 300 • Tour groups: 2,000

3. Describe the key elements of the development process, including community participation where appropriate. Approximately 400 words.

Planning and development of the Grand Rapids Downtown Market has been a public/private partnership led by Grand Action, a private tax-exempt, nonprofit organization, and the public sector Grand Rapids Downtown Development Authority. Since 1993, Grand Action has sought to identify and then marshal the public and private sector resources to implement strategic downtown development projects. Major projects have included the arena, convention center, Civic Theater, and MSU College of Human Medicine, all successful initiatives that have sparked renewal in the downtown core. Leadership of Grand Action includes an executive board of business leaders, property owners, nonprofit executives, and philanthropists. The organization maintains a full time staff of two and retains local and national experts to perform much of its work. The DDA promotes economic growth and revitalization and encourages historic preservation within the Grand Rapids central business district. Since 1980, the DDA has invested about \$120 million in various improvement projects, leveraging over \$2 billion in private and institutional investment. The DDA has an appointed board of nine citizens. Taking the lead, Grand Action began their customary due diligence and engaged Ted Spitzer of Market Ventures (the man who wrote the book on farmers' markets) to conduct a feasibility study. Spitzer's process was thorough and deep, including: 180+ discussions retailers, farmers, food distributors, restaurateurs, wineries, farmers market managers, public officials, nonprofits, developers, educators, artists, health care, ethnic groups, and neighborhood social service agencies; focus groups: consumers and farmers, demographic research; and agricultural research and farm visits

Community interest was determined to be high and market potential was strong. With a growing number of small farms and demonstrated interest in direct to consumer sales, the marketplace seemed ripe for an urban market in a community with a robust farm to table movement underway. The next step was formation of a project oversight committee with representation from the City, Downtown Development Authority, Grand Action, economic development agencies, social services, and health sciences. The local firm, Design Plus, was selected along with New Jersey based architect Hugh Boyd, FAIA, recognized for his expertise in public markets and his role in the renaissance of public markets in the United States. With construction underway, Grand Action and the DDA worked together to identify community members for service on the newly-formed nonprofit corporation board of directors that would assume operating responsibility. The board began meeting monthly for orientation sessions and review of the proforma. Almost a year before the official opening of the market, the board hired a president/CEO. Two advisory committees also were formed to ensure continued communication and input: a Farmer's Advisory Committee and a Community Advisory Committee.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable. Approximately 400 words.

Grand Action launched their well-practiced fund raising strategies to secure the \$30 million in construction (\$22 million) and soft costs. Approximately half the funds came from private donors and foundations; \$4 million is a loan from the Michigan Economic Development Corporation, Michigan Strategic Fund. The Downtown Market's job generating potential and the repurposing of vacant, contaminated land in the downtown made the project a good candidate for State Brownfield Tax Credits, which brought \$4.9 million to the project. The City used \$200,000 from an existing EPA grant and received \$1 million from the Department of Environmental Quality to fund cleanup of the property. The City Parking System contributed \$200,000 to the project. Recently, the Market received a Michigan Economic Development Corporation grant of \$1.5 million to fund build-out of job producing restaurant spaces.

Meanwhile, the DDA agreed to lease the property to the market at the rate of \$1 for 99 years and to contribute \$75,000 a year to the 20-year Brownfield Authority Bonds of \$2,325 secured by the City for reconstruction of adjacent streets.

The Downtown Market was constructed for \$164 per square foot.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings? Approximately 400 words.

The Grand Rapids Downtown Market has drawn interest from widely divergent quarters, playing host to information sessions requested by, for example, the Mayor of Madison, Wisconsin and his entourage, a contingent of Japanese business people, and a delegation of Chinese director general and vice ministry level government officials. Additionally, the Market hosted, and was the focus of, the National Association of Produce Market Managers regional meeting in October 2013. Hearing about the Downtown Market, we have had interviews with, visits, or shared information with the following communities interested in doing a market similar to ours or learning more about our programming formats: Boulder, CO; Minneapolis, MN; Traverse City, MI; Kalamazoo, MI; Hudsonville, MI; Saginaw, MI; Cincinnati, OH; Boston, MA; Chicago, IL; Asheville, NC; Evanston, IL; Dallas, TX; Paris, Ontario, Canada; and many others.

Local interest has been high as well for a project that is unique in all its glorious complexity and multiple uses revolving around food. At the center is the Market Hall, providing the critical public market elements cited by Projects for Public Spaces: quality product, unique experiences, and personal connection to the vendors. Add to that a robust education offering in well-appointed kitchens, business support for start-up food producers, tenants with compatible food-related programs, greenhouses, and visible commitment to environmental sustainability and you see a unique complex.

The city is improved. A formerly blighted area now has an inviting building in a lighted, walkable area, free of trash, sporting new streets sidewalks, benches, and decorative lighting. People walk, bike, drive, and ride the bus to the Market. Residents and tourists add to downtown vibrancy, helping to build that critical mass of people essential to a successful downtown.

The Grand Rapids Downtown Market, with its rooftop greenhouses, can serve as a beacon to other communities interested in developing their local food culture. Partnerships with community organizations are inspired simply by a tour through the facility, generating ideas for ways to work together in the facility. Although designed specifically for the Grand Rapids community, dreams brought to life in the Downtown Market will serve as examples that can be used in other cities.

2015 RUDY BRUNER AWARD COMMUNITY REPRESENTATIVE PERSPECTIVE



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This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name	Juan Daniel Castro	Title	Community Programs Coordinator
Organization	Spectrum Health Healthier Communities	Telephone	(616) 391-6186
Address	75 Sheldon Blvd SE Suite 201	City/State/ZIP	Grand Rapids, MI 49507
Fax	(616) 391-6070	E-mail	juandaniel.castro@spectrumhealth.org

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Signature		Date	December 3, 2014
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1. How did you, or the organization you represent, become involved in this project? What role did you play? Approximately 400 words.

I was invited to join the Board of Directors of the Grand Rapids Downtown Market in the fall of 2011 and joined in 2012. The LEED certified building was almost complete when I joined the Board. A few months later, my employer, Spectrum Health Healthier Communities, awarded the Market a modest amount for educational programming aimed at underserved populations that live in proximity to the Market.

Healthier Communities is one way that Spectrum Health reaches out to its neighbors and the underserved-people whose demographic, economic or cultural characteristics hinder their access to health care or place them at risk for poor health outcomes. Spectrum Health dedicates \$6 million every year to Healthier Communities to provide programs and services for underserved residents of West Michigan.

Funding is monitored by an independent community board, the Community Commitment Advisory Committee (CCAC). In 2014 our programs and services helped us connect more than 600,000 times with community members. Healthier Communities offers hundreds of classes and support groups for children, expecting parents, and adults over the course of a year. Some classes and support groups are offered in Spanish - some of these are now at the Market.

My current role as a board member is to; (a) co-facilitate the Grand Rapids Downtown Market's Community Advisory Committee along with key Market staff, and (b) to serve as a board member of the Grand Rapids Downtown Market Education Foundation, a filial 501 (c) 3 organization. Here it is noteworthy to mention that the Market and the Foundation are two organizations with two different tax code statuses.

2. From the community's point of view, what were the major issues concerning this project? Approximately 400 words.

One of the original concerns was finding place in the community through partnerships across sectors to ensure the community had a voice in the development of the project. It is important that the Market not change the landscape of Heartside, but that it becomes a cohesive part of what exists in the district.

1. Focus on entrepreneurship and innovation for economic development
2. Job creation and economic impact
3. A hub for local farmers and local food producers
4. Education on healthy eating and living – concern of bringing in affordable ethnic options that meet the needs of current residents – opportunities to learn from all income levels
5. A public space where diverse people join

COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

3. Has this project made the community a better place to live or work? If so, how? Approximately 400 words.

Yes, the Market has significantly impacted the community and has made it a better place to live and work. For example:

Walkability and lighting in the neighborhood has improved tremendously and even public transportation services have been extended into the area, making the Market and downtown areas more accessible to people living nearby.

Startups as well as well established businesses with products and services new to Grand Rapids—such as a juice bar or the fish market—are milestones of local entrepreneurship and innovation. The shared commercial kitchen and its incubator program for micro-business is also a highlight of the Market.

The number of direct jobs at the market is 215.

Since day one, the Market has been a link between rural and urban communities, encouraging agri-tourism while educating local residents on the importance of fresh food and sustainable production.

Urban gardeners have been trained in the greenhouse; cooking classes have been offered for the community at large—with special emphasis on providing scholarships and transportation assistance to those in our community who need it the most.

The Market serves a diverse set of customers, bystanders, businesses and their employees. Age, ethnicity, gender orientation, disabilities, income and the rest of the socioeconomic dimensions can be appreciated when visiting the Market. Individuals and groups are claiming the public space at the Market as theirs.

4. Would you change anything about this project or the development process you went through? Approximately 400 words.

I am honored to serve with such a group of dedicated, passionate and highly skilled people working on this project, so in a way it is hard to tell. Scope, resources and timeline were managed with stellar ability, and in a way this question seems unnecessary. Quite possibly the only thing I would change is to put the fresh produce vendor by the main entrance instead of the baked pies, but only time will tell what difference it may have made. Sweetie-Licious (artisan pie vendor) recently claimed the best apple pie in America and is now opening a third location much due to their success at the Grand Rapids Downtown Market and their first store in Dewitt, MI.

2015 RUDY BRUNER AWARD PUBLIC AGENCY PERSPECTIVE



Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name	Kara Wood	Title	Economic Development Director
Organization	City of Grand Rapids, Michigan	Telephone	(616) 456-3196
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Signature		Date	December 4, 2014
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1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements). Approximately 400 words.

The City has been excited to play, and to continue to play, a large role in the development of the Downtown Market. The Downtown Development Authority (DDA) owns the property and leased it to the Downtown Market for \$1 for a 99 year lease. The City's Brownfield Redevelopment Authority issued \$2.3 million in general obligation bonds to fund significant public infrastructure improvement surrounding the property, and has approved approximately \$1 million in tax increment financing for additional costs at the property. The City's parking system contributed \$200,000 to the construction of parking at the property. The City utilized \$200,000 from an existing Environmental Protection Agency (EPA) grant, applied for and was awarded \$1 million from the Michigan Department of Environmental Quality to fund cleanup of the property.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them? Approximately 400 words.

The project was intended to highlight several key aspects that the City and the West Michigan region take pride in supporting – sustainability, entrepreneurship, and food processing and production. The development of the physical market includes many sustainability features and was recently certified as a LEED Gold building. The market encourages and supports entrepreneurship in several ways, including a commercial incubator kitchen, providing space for small businesses, and providing on-site business development services with partner organizations. Finally, the market promotes and enhances the region's diverse food production and processing sector, one of the largest sectors of the West Michigan economy. The City's work to extend its credit to fund public infrastructure supporting the project was a trade-off. Our agency examined the return on investment to the City and found no need for compromise. This project had little risk to the city and has resulted in major impacts in addition to the physical infrastructure improvements.

3. Describe the project's impact on your city. Please be as specific as possible. Approximately 400 words.

The project has had positive tangible and intangible impacts on the City of Grand Rapids. Completion of the project has resulted in the redevelopment of a vacant and underutilized brownfield property and millions of dollars of new taxable value which will translate into tax revenues to support city services. In addition, new jobs have been created and new businesses formed that will provide additional income tax revenues to the City.

Development of the Downtown Market has also spurred \$50 million in additional investment directly across the street from the Market, specifically investment in what were two vacant buildings. The Downtown Market, and the future tax revenues to be generated, were also the impetus for significant public investment in the surrounding infrastructure, which would not have occurred but for the project. Public infrastructure included the following:

1. Roads were brick paved.
2. Additional utilities were moved underground.
3. New decorative lighting was installed to increase safety of the area.
4. Benches and bump-outs were created and installed for pedestrian traffic.
5. Trash cans were installed throughout pedestrian areas.
6. Bus stops were not only installed, redirecting bus routes, but additional existing bus stops were improved.
7. Bike racks were installed around the Market building and a shower located in the building is accessible to employees who bike or use public transportation.
8. Landscaping was designed to showcase Michigan's native plants.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities? Approximately 400 words.

Although public/private partnerships are common-place in Grand Rapids, the Downtown Market development required cooperation and collaboration from many different agencies. Besides the financial contributions from various state and federal agencies, the participation in the project by both the Downtown Development Authority and the Brownfield Redevelopment Authority were significant. The DDA acquired the land in 2007 with a vision for future development in a public/private partnership. The DDA's contribution of the land to the project was a significant investment without which the project would not have been viable. Because the property was contaminated and qualified as a brownfield under Michigan law, the Brownfield Authority was able to issue bonds to fund the public infrastructure improvements surrounding the project. Because the tax increment revenues were not projected to be sufficient to service the bonds' debt, the DDA agreed to utilize a portion of its annual revenues to pay a portion of the debt service with the development entity also agreeing to provide debt service coverage as an additional backstop, ensuring that the City is protected from additional financial obligations in a recovering economy.

5. What do you consider to be the most and least successful aspects of this project? Approximately 400 words.

Among the most successful aspects of the project is the fact that a civic project of this scale could be financed through a variety of public, private, non-profit and philanthropic sources. Grand Action has exhibited their ability to identify important projects and lead the fundraising efforts, but these types of projects would not be possible without the active participation by so many partners in all sectors of the economy.

Likely the greatest challenge with the project from one perspective is the delay in securing larger tenants pre-opening. Two full service restaurants were vacant at open. Recently the Market announced that an internationally known, yet small locally-owned Detroit based restaurant will be opening in the Market. This announcement made national news. In addition, Grand Traverse Distillery, another Michigan born business, has been announced as a newest Market Hall vendor. Negotiations continue with a Michigan brewery to occupy the remaining full service restaurant space, bringing the Market closer to full occupancy and a new dynamic to an already exciting project.

2015 RUDY BRUNER AWARD DEVELOPER PERSPECTIVE



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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name	Jon Nunn	Title	Executive Director
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1. What role did you or your company play in the development of this project? Describe the scope of involvement. Approximately 400 words.

Grand Action was created in 1993 as an outgrowth of Grand Vision, an effort by diverse community leaders to explore downtown revitalization opportunities. Under the leadership of its co-chairs Dick DeVos, David Frey, and John Canepa, Grand Action became the vehicle to encourage philanthropic investment and public-private partnerships in Grand Rapids. Our major projects have included construction of Van Andel Arena, creation of DeVos Place Convention Center, restoration of the historic Civic Theater, and support for the construction of MSU Medical School, all in the downtown. Our approach is to "think boldly, plan collegially, and act urgently." We accomplish this through private sector leadership and upfront investments in due diligence and partnership development, before seeking public sector support. We have been particularly successful at funding high impact projects whose ripple effects are felt throughout the city.

In 2008, Grand Action was approached by the head of the Downtown Development Authority and the General Manager of the largest downtown hotel about developing a new public market. Through their travels, they had been impressed by the vibrancy they saw at permanent, year-round public markets in other communities. Intrigued by the idea, Grand Action retained the best national consultants to conduct a feasibility study and created a diverse Advisory Committee to help direct the effort.

We were struck by the level of community excitement created by the idea of a public market, and impressed by its potential economic impact, which estimated that the Market would stimulate 1,700 jobs and create \$775 million of economic impact over 10 years. Shortly after the concept was announced, a Facebook page created by someone unrelated to the project. The page was dedicated to supporting the concept of such a market within the Grand Rapids community. This page quickly garnered 8,000 followers, indicating to us, that we were on the right track.

Grand Action decided to lead the fundraising effort and oversee construction. We retained an experienced owner's representative, who helped us hire and manage the design team and construction manager. Our public market consultant continued to advise us throughout the predevelopment period. We partnered with the DDA (the property owner) to identify board members for the new nonprofit that we established to run the Market, called Grand Rapids Downtown Market, Inc. Once the Downtown Market was constructed, ownership and authority for its operation were turned over to the nonprofit.

2. What trade-offs or compromises were required during the development of the project? Approximately 400 words.

The initial plan for the Downtown Market called for utilizing the existing warehouse buildings, which were an eclectic mix of five interconnected wood, concrete and brick structures. While they had interesting character, the buildings suffered from severe structural deficiencies and fire damage and were not historically significant. The engineers determined that it would cost \$1million more to use them than to build new. Changing to new construction allowed the architects to create better circulation systems and integrate signature elements such as the rooftop greenhouse, which serves as an iconic beacon for the Downtown Market as well as a stunning education and event space. Luckily, we were able to capture and reuse a variety of building materials, including heavy wood beams, which help provide the Market's distinctive, local feel.

Through the generosity of the Wege Foundation, the project added a geothermal system that was not originally budgeted. This played an important role in achieving Gold LEED status and will help reduce operating costs, reducing the cost burden for independent entrepreneurs who use the Market. The Downtown Market is the first Gold LEED public market in the country.

3. How was the project financed? What, if any, innovative means of financing were used? Approximately 400 words.

The Downtown Development Authority leased the land for \$1 for a 99-year lease. The DDA used TIF financing to pay for roadway and streetscape improvements on the blocks surrounding the Downtown Market.

The Downtown Market's construction was financed with a mix of:

- State of Michigan grants and brownfield tax credits (20%)
- Private sector capital campaign (44%)
- Program related investments from area foundations (23%)
- Commercial loan (13%)

The Downtown Market's job generating potential and the repurposing of vacant, contaminated land in the downtown made the project a good candidate for state brownfield tax credits, which brought \$4.9 million to the project. The State of Michigan made a second allocation of \$1.5 million through economic development funding.

The capital campaign started with Grand Action's leadership, whose members made several lead seven figure gifts. The Grand Rapids Community Foundation was also a major contributor, reflecting the project's broad appeal. The capital campaign contributed \$14.1 million.

The project had expected to receive a substantial New Market Tax Credit allocation but the CDEs that planned to invest in the Downtown Market did not receive their federal allocation. This hole was filled by local foundations through program related investments in the form of loans to the Downtown Market and additional fundraising.

4. What do you consider to be the most and least successful aspects of the project? Approximately 400 words.

Grand Rapids is the second largest city in Michigan yet much less known or discussed than its larger neighbor to the east, Detroit. While we face many of the same challenges as any metropolitan area, Grand Rapids has navigated the erosion of manufacturing and social disruptions that have wracked many Michigan cities. Like other mid-size cities, we have worked hard to establish a positive national identity. During the past year Grand Rapids has been nationally recognized by Global Trade, Forbes, and AARP as one of the top ten cities to live in America in a number of categories including: emerging downtowns, best city for raising a family, most exciting mid-sized cities and best place to retire. Lonely Planet and Huffington Post have recognized Grand Rapids as "the top U.S. destination to check out for 2014."

We think the Downtown Market helps us stand apart. The Market embodies the unique qualities of our community, including our diverse agricultural region based on thousands of family farms, our vibrant downtown, and our generous citizens. We feel the Downtown Market will help cement Grand Rapids' reputation as a great American city with world-class attractions and amenities. By visiting the Downtown Market, a visitor gains an immediate sense of what makes this city special: its bold architecture and interest in sustainability, its focus on education and wellness, and its great food and drink (including top ranking as "Beer City USA" for the past three years). The Market is a convivial place, just like our city.

The development plan called for two full-service restaurants when the Market opened, which did not occur. This fall, the Downtown Market announced nationally renowned Slows Bar BQ as the first restaurant tenant. Slows is a fabulously successful restaurant in Detroit and will open in the Market this spring. This is an important step and should help attract another high quality restaurateur to fill the remaining restaurant space. While the Downtown Market has some terrific commercial tenants, including Kent County Intermediate School District (who bring 250+ students to the Market each day), MSU Extension, and Grand Valley State University, vacant commercial space remains. Once leased, the vision for the Downtown Market will be complete.

2015 RUDY BRUNER AWARD PROFESSIONAL CONSULTANT PERSPECTIVE



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This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

Name	Ted Spitzer	Title	President
Organization	Market Ventures	Telephone	(207) 321-2016
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Date December 4, 2014

1. What role did you or your organization play in the development of this project? Approximately 400 words.

Market Ventures, Inc. was hired by Grand Action in February 2009 to develop the concept for the Downtown Market and assess its feasibility. We evaluated potential sites within downtown, conducted extensive market research (including interviews with over 200 people and focus groups including downtown workers and residents, regional farmers, food producers, community leaders, and community organizations), developed the tenant mix plan and program of other uses, created design schematics, determined an ownership and management model, identified potential partnerships and innovations, created an operating and development proforma, and assessed the project's economic and social impacts. Throughout the study we worked with an Advisory Committee that included Grand Action staff and Executive Committee members as well as public officials. The feasibility study/concept plan was completed in September 2009.

Subsequently, Market Ventures helped evaluate several other potential sites until Grand Action decided in April 2010 to implement the plan at the originally proposed location. Following the public announcement, we assisted Grand Action during the predevelopment phase in a variety of ways:

1. Identification of potential funding sources and grant writing
2. Selection of the new Downtown Market board of directors and implementation of an eight month long board training program
3. Preparation of the RFP for architectural and engineering services and selection assistance
4. Participation in the executive director selection process, and
5. Ongoing community engagement through creation of a Community Advisory Committee, a Food and Farmers Advisory Committee, and other meetings and presentations

Once construction began, we were retained at several key points, such as meeting with the Downtown Market board in January 2013, several months after Mimi Fritz, the corporation's president, began service, to implore the board to expand her focus on leasing. Market Ventures was hired in early 2014 to meet with each Market tenant to provide feedback on ways to improve their businesses and we continue to advise on tenant relations.

2. Describe the project's impact on its community. Please be as specific as possible. Approximately 400 words.

The Downtown Market has had profound impacts on the community. These include:

1. **AFFIRMATION OF DOWNTOWN AS THE CENTER OF THE REGION.** The decision by public and private sector leaders to invest in a project like the Downtown Market signals the importance of downtown to the city and the region. Furthermore, the Downtown Market helps reconnect downtown Grand Rapids to the West Michigan agricultural region, one of the most diverse and productive growing areas in the country. While downtown revitalization efforts often focus on "eds and meds," this project shows a third effort, through local food and agriculture.
2. **REVITALIZATION OF THE IMMEDIATE NEIGHBORHOOD.** Some people criticized the Market's location as too far from the downtown core and outside of downtown's traditional southern border. The site was place desert: it appeared as a blank triangle on the city's neighborhoods map. Nearby buildings were vacant and the streets derelict. The chosen property included fire-damaged warehouses slated for demolition. Once Grand Action announced its decision to construct the Market, a private developer rehabbed the neighboring vacant Baker Building into 87 units of housing and retail. Located across the street from the Market, the historic Klingman Furniture Building, despite structural problems, will soon become 83 units of housing and retail. The DDA contributed by extending streetscape improvements to the surrounding blocks. The Downtown Market has helped transform a blighted area into a vibrant new downtown district, with investment rippling in every direction.
3. **JOBS AND ENTREPRENEURIAL OPPORTUNITIES.** The Downtown Market currently employs 215 people, even before the restaurants have opened and all the commercial spaces rented. Nineteen businesses have started within the Market, while 18 others expanded their operations into the Market. More than 80 businesses participated in the outdoor market over the course of the first two seasons. In addition, the Market's FoodWorks program has aided more than 100 entrepreneurs. The Market is continually creating new jobs and encouraging entrepreneurship, as intended.
4. **FOCUS ON FOOD AND NUTRITION EDUCATION.** During the feasibility study, we determined that the Downtown Market should be the "center of local food excitement." The Downtown Market's diverse programs and events have made this idea come to life. The county school district expanded its culinary and health services programs by renting 13,000 sf in the Market, exposing scores of high school students to food and cooking. To date, thousands have taken advantage of the Market's culinary and greenhouse classes, programs and events. The Downtown Market has brought the local food movement front and center in Grand Rapids.

3. How might this project be instructive to others in your profession? Approximately 400 words.

Throughout the country, there is tremendous interest in developing and revitalizing public markets and shared commercial kitchens but they are challenging to start and make successful economically. The Downtown Market offers a new model for how public markets and kitchen incubators can be planned, developed and operated.

The first lesson: professional managers are needed to run public markets, but this makes the cost of operation substantial. Multiple income streams, not just vendor rents and user fees, are needed to offset the costs of operation. As a result, public markets need to be larger, more complex facilities. In addition to vendor rents from both the market hall and outdoor farmers' market, the Downtown Market has significant income from commercial space, room rentals, restaurant leases, events and programs (including proceeds from alcohol sales via the Market's own liquor license). All of these income streams help offset the substantial costs of running a mission-driven, first-class facility.

Second, market vendors need food production spaces, not just retail outlets. Given the competitiveness of the retail sector (particularly with the proliferation of Whole Foods Market and other high quality stores), market vendors must continually innovate with both products and services to remain competitive. Food production spaces, while larger than traditional market stalls, provide the infrastructure that vendors need to make their own products. The shared commercial/incubator kitchen provides production capacity to both Market vendors and outside entrepreneurs, providing opportunities for mentoring and direct sales.

Third, vendors must pursue sales outside the market. There are many days a year when sales will be slow, particularly during the initial years as customers adapt to a new shopping style. By having multiple legs to their own business stool (such as wholesale, retail, mail order and catering channels), vendors have a more stable income stream.

Fourth, downtown edge locations offer significant advantages, including larger development parcels and customer parking. At 3.5 acres, the site for the Downtown Market allowed creation of a substantial building plus a parking lot allowing for 200+ cars.

Finally, public markets need well designed facilities to support vendors and create attractive public spaces. Design innovations in the Downtown Market, particular sustainable components such as LED lighting and the geothermal energy system help reduce operating costs and support the facility's economics. While many architects are enamored with public markets, few have the experience to design them well.

4. What do you consider to be the most and least successful aspects of this project? Approximately 400 words.

The Downtown Market's innovative approach to obesity and diet-related diseases within the community is the most successful aspect of the project. Obesity threatens to shorten average lifespans and drastically increase healthcare expenditures. Childhood obesity is particularly pernicious, as Type 2 diabetes affects children in unprecedented numbers. The root causes are clearly tied to diet and physical activity.

To address this problem, the Market provides access to fresh, healthy foods in an under-served part of the city. Not only is the facility within walking distance of the city's three lowest income neighborhoods, but the city re-routed buses to stop at the Market. By requiring all eligible indoor and outdoor vendors to take SNAP and participate in the Double Up Food Bucks program, the Market is also making high quality fresh foods financially accessible.

While access is important, it is not enough. People (including kids) must know what to buy and how to cook it, so education is the second essential ingredient. Education starts with knowledgeable farmers and vendors, who are passionate about fresh, healthy foods. The Downtown Market also offers cutting edge facilities, such as the rooftop greenhouse, so kids can learn how fresh vegetables grow and participate in harvesting them. Across the hall, the hands-on teaching kitchen provides adjustable height cooking surfaces so, at the push of a button, a seven year-old can learn how to cook at a real cooktop. A dining area models how meals should be shared with friends, not in front of a TV. Market staff members, along with partnering organizations, have developed wonderful cooking and nutrition programs for kids, families, and groups for all of these spaces.

Food access and education are critical, but even they are not enough. Rather, real food must be fun and cool if they have a chance to replace the space filled by fast and highly processed (and marketed) foods. The striking architecture and spaces within the Downtown Market, coupled with the innovative programs, offer a bold strategy to combat this critical public health threat.

The Downtown Market's challenge is to serve the entire community, including lower income and minority shoppers. Despite its easy access, some perceive the Market as upscale and not fully welcoming. The newness of the facility and the vendors' high quality offerings contribute to this perception. To meet its mission and serve everyone, the Market must strive to combat both the perception and reality of exclusivity, which I know it is doing.

2015
RUDY BRUNER AWARD
ARCHITECT
OR DESIGNER
PERSPECTIVE



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This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

Name	Hugh Boyd	Title	Principal
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Signature		Date	December 4, 2014
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1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc. Approximately 400 words.

The selection of the site was very important to the overall design concept since it would ultimately determine the arrangement of all the complex programming elements into a coherent whole. During the feasibility phase, a number of sites around downtown were considered. First and foremost, this project was to be designed as a large scale, food production facility and incubator for numerous small businesses. A site for a facility such as this requires good access along with substantial receiving and loading areas for semi-trailers. Balanced against that objective were the goals of making the facility accessible to the public for retail sales and educational purposes. The actual site selected, in an underutilized industrial area close to the downtown core, seemed to balance these conflicting objectives. The site was not only very walkable from downtown, it had good visibility and access from the adjacent highway for both trucks and shoppers arriving by car.

The design approach was simple. The building is essentially a brick wrapped box with a series of flat roofs for all the rooftop mechanical equipment required for the large food production facility. The Center's ground floor consists of a 34,000 sq. ft., indoor market hall with (21) independent food businesses designed as a "food production warehouse." All of the spaces are designed to allow for large scale commercial food processing, production and refrigeration and incorporate individual retail counters and displays for walk up traffic. Many of the spaces have glass walls so that the production can be viewed by the public. Retail and restaurants wrap the two public sides of the building, as well as an attached open-air farmers market shed for (52) farmers.

The second floor is comprised of greenhouses facing the raised highway, acting as huge lighted icons for the project, along with a series of public meeting and educational spaces with exterior terraces. All the seating areas are designed to provide views of the market hall, educational greenhouses or the outdoor farmers' market with the Grand Rapids skyline beyond. The two public facades are mostly glass, shaded by metal and wood canopies or trellises to protect the food products within. This also creates a variety of exterior retailing and seating experiences.

Wood from two old sheds on the site were recycled into the construction of the new farmers shed, finishing the exterior of the market's passenger elevator along with the wall, and ceiling paneling throughout the interior. The premise for the whole design was to create a facility where all the various uses could flow together and share that passion for food.

2. Describe the most important social and programmatic functions of the design. Approximately 400 words.

Developed by Grand Action, a community based non-profit, the purpose of the project is to strengthen and celebrate the West Michigan local food system while supporting entrepreneurship and food innovation. Partnerships have been established with the community's hospitals, universities and public health agencies to address public wellness issues.

The project's program is complex with public and educational spaces layered on top of the retail and food processing facilities. The whole purpose of the building's design is to encourage interaction between the various program users and to share common spaces. The uses are as diverse as a ground floor market hall, farm to table restaurant, micro-brewery, micro-distillery and offices for Michigan State University's Extension Services for Agriculture. The second floor includes classrooms and laboratories for Kenty County Intermediate School District's high school Health Sciences Early College Academy and Culinary/Hospitality programs, a 5,200 sq. ft. shared commercial/incubator kitchen, and the country's first kid's kitchen (teaching kitchen) which is a hands-on teaching lab with adjustable height cooking stations. A series of meeting rooms and seating areas provide views of the market hall below and is adjacent to the educational greenhouses and the banquet room/demonstration kitchen.

One of the earlier goals established for the project's program was encouraging good stewardship of the land. Issues such as sustainability were a priority in the overall design and further operation of the building. The Market has received a Gold LEED certification and is the first project ever to be a recipient of U.S. Green Building Council's local food production credit.

Reducing operating costs for the small food operators was a paramount concern and revolved around their heavy use of refrigeration. Five geo-thermal wells were drilled in the parking lot providing a very efficient and cost effective approach to the water-cooled refrigeration system whose excess heat is converted into energy needed to heat and cool the building. All the businesses' individual equipment as well the building's overall mechanical systems and lighting systems are tied to a computerized energy management system (E-Mon).

Rainwater is collected from the roofs and stored in an above-grade cistern to provide water to the greenhouses, greenroofs and living walls. To minimize the garbage going to land fill, the project uses a bio-digester which breaks down food and meat scraps so that most of the product is turned into nutrient neutral water that goes into the municipal water system. Several times a year the remaining slurry is composted or spread on market property for their own composting.

ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project. Approximately 400 words.

The greatest design challenge for a facility of this type is in the programming and the design of the supporting infrastructure that allows for the successful blending of not yet selected, one-of-a kind small businesses, into hopefully an energetic, yet economically sustainable project.

Because the economics of small food businesses is so fragile the design and budget considerations are always in play with trade-offs taking place. These small start-up food business traditionally have few funds, so the overall design of the facility was based on trying to provide as much of the build-out of each individual's businesses' facilities as possible without knowing the final occupant of a particular space. Part of the construction budget was set aside to help buy a great deal of the small businesses' food processing equipment. Typically these new market facilities around the country, are costing approximately \$350 to \$200 a square foot in construction. The Downtown Market was constructed for \$164 per square foot of which \$20 per square foot went to purchasing food processing equipment for the operators.

Another challenge was how to create welcoming retail and public spaces when the ideal design for a food processing facility is a single story building with four blank walls and a flat roof for mechanical. I think this was overcome by selectively choosing those parts of the exterior facades which would have the biggest visual impact with the public while adding transparency and some articulation.

The final major challenge was how to integrate the required refrigeration systems and (32) individual cooking exhaust and make-up air systems, including wood burning ovens, into a coherent design. Wherever possible the aesthetics of the technology was embraced and exposed to the public, partially for cost savings, but also for the purpose of showing the public how food is prepared and the type of equipment required.

4. Describe the ways in which the design relates to its urban context. Approximately 400 words.

The existing urban context of the project was a mixture of vacant brownfield sites, an elevated highway and a few, scattered, abandoned warehouses. The project fills these voids by creating a connecting piece of architecture that ties the scattered buildings into a more coherent streetscape. One of the difficulties with these startup facilities, with a sizable retail component, is the need for adjacent surface parking. Some mature marketplaces have evolved into a combination of surface parking lots and garages. But those startup projects that have gone immediately to covered parking have typically failed. Recognizing that fact, (200+) parking spaces were wrapped around the building. A large farmers market shed helps to provide an architectural edge along a portion of the parking and the street. It also provides a wonderful covered connection to the performance space under the highway overpass and the city park beyond.

In the context of the neighborhood, the project was seen as a major stimulus for the area and encouraged the City to make the large investment of extending a very elaborate streetscape program for several blocks. The streetscape improvements now connect the market, and several of the historic warehouse blocks, to the City's core. These improvements include new brick sidewalks and streets, landscaping and street lights that not only complement the new market, but also the development and renovation of several of the once vacant warehouses. These warehouses have been converted into housing units as part of the revitalization of this area. The project, in a broad sense, was always conceived as an opportunity to help revitalize a portion of the city's urban fabric that needed to be rebuilt and seems to have successfully accomplished that.

2015 RUDY BRUNER AWARD OTHER PERSPECTIVE

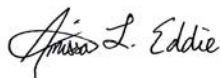


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Date December 6, 2014

1. What role did you play in the development of this project? Approximately 400 words.

My husband and I were looking to open a new small business in Grand Rapids. This would be our first business venture and the planning was quite daunting. As we met with other local business owners looking for insight and direction, the idea of submitting a proposal to the Downtown Market was suggested. After hearing information about the plans for the Downtown Market, we were very impressed by the whole concept. We did not feel we would be given the opportunity to connect our business with the project since we had little experience and no business background. Still, we submitted a proposal and were overjoyed when it was accepted. Not only did the Downtown Market take a chance on us, but we were also given significant support and encouragement through the process of getting started. Currently, we are running a successful juice bar business located within the Downtown Market offering fresh juice and smoothie products, healthy shots, and juice cleanse programs. We have added catering to our offerings as well.

Over the past year, the juice bar has grown to be a vehicle through which we invest in our community. We prioritize community involvement by participating in fundraisers, weight loss challenges, leadership training, health fairs, conferences, educational demonstrations, and wellness expos. For this we, have been recognized with two awards: Power Business Of The Year, and Emerging Black Business Of The Year. Below are some of the specific ways we give back to our community:

- **Classes/presentations:** We work hard to introduce people to healthier lifestyles and teach how juicing can offer targeted health benefits. In addition, we often share our journey and entrepreneurial insights to those just starting out.
- **Youth Employment:** We specifically offer opportunities to graduates of the Leadership and Employment, Achievement and Direction (LEAD) program, which provides youth training in civic engagement and leadership, and offers employability skills to young people ages 15 to 21.
- **Sustainability:** Our cups, lids, straws, bowls and spoons are made from sugar cane fiber, corn, and wheat straw, which compost in 3-6 months. We compost all our pulp. We use a triple box recycle bin to sort compostable products, glass and plastic.
- **Juicy Education Initiative:** This program educates grades K-12 on the health benefits of fresh fruits and vegetables. Our partner schools create a health challenge for their students which is directly related to physical activity and/or nutrition.

2. Describe the impact that this project has had on the your community. Please be as specific as possible. Approximately 400 words.

The community was very excited about this project as was evident when approximately 30,000 people came through the doors on opening day! Many people remain very excited about the Downtown Market and regularly shop here or stay connected through the fitness and cooking classes. One significant community concern has been prices within the Downtown Market. Many people feel that the prices are too high and not accessible within their budget. It is true that the prices of our beverages are higher when compared to other places where customers can purchase a beverage, but the cost is directly connected to the quality of the product. We use fresh, organic produce with no artificial ingredients, additives or preservatives. We hand craft each beverage using whole fruits and vegetables to customize flavors for individual taste preferences. All the food businesses within the Downtown Market have similar practices and great priority is given to the quality of the ingredients used and the artisan production process. As education continues around this issue, people will have a better understanding of how the price points are set. At the same time, businesses within the Downtown Market are working to diversify price points in order to be accessible to a wider range of consumers.

The Downtown Market opened in September of 2013 to phenomenal success. However, as the weather grew colder (we experienced the worst winter in over 30 years) and the initial intrigue faded, there was a significant drop in customer traffic. A year later, as we are going into the colder months again, we are certainly doing better. So many more people know about the Downtown Market and have experienced the incredible food focused environment that exists there. It has been great to go into the slower season with many more regular customers and a better sense of what attracts them. The Market Hall businesses along with the administration continue to work on marketing and outreach to maintain a strong customer base and continue to increase foot traffic.

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them? Approximately 400 words.

The Downtown Market has certainly made Grand Rapids a better place to live and work. It has become an attraction that local residents are proud to show off to out of town guests and at the same time it serves as a convenient daily lunch spot for countless downtown office staff. The Downtown market is a regular Saturday destination for families and a place that promotes food education through cooking classes and youth programming. It is also becoming part of the community fabric as it is a popular space for various types of events from corporate meetings to wedding receptions.

The Downtown Market has created a venue for local entrepreneurs to launch and grow small businesses both through the market hall merchants and the incubator kitchen tenants. The Downtown Market has become a hub for thoughtful conversations and work around the power of food and the local economy. As a newly constructed building in the Heartside Neighborhood, the Downtown Market has also inspired revitalization in the surrounding area. Mixed income housing is taking over what had been abandoned buildings, bus stops have been rerouted to stop directly in front of the Market, and the whole area is improving. To see the area be elevated in this way and to feel the energy that the Downtown Market has brought to Grand Rapids in the first year is very encouraging, and this is just the beginning.

4. What do you consider to be the the most and least successful aspects of this project? Approximately 400 words.

We are very thankful for the opportunity to be a part of the Downtown Market. The way that the Market staff walked with us through the initial process of getting everything off the ground was extremely supportive. We believe in ourselves more because the Downtown Market believes in us. The Downtown Market has also provided training and consultation resources that we have been able to take advantage of and apply to our work.

Now that we are over a year old, we would like to begin to place on emphasis on tenant partnerships and partnerships with Market activities and events. For the last year and a half tenants have been consumed with their individual business startups, and Market staff has been working to open the facility, hire staff, and develop programming. We look forward to working more collaboratively as a group.

Another change that I feel would have been helpful initially would have been soliciting more community input and cultivating buy-in from residents beyond those in the business community and local leadership positions. Grand Rapids is a diverse community with many different racial/ethnic groups and a wide variety of socioeconomic backgrounds. In hindsight, I feel that the Downtown Market could have done a bit more in asking neighborhood associations and community agencies to arrange focus groups for "would be customers" such as residents living in the specific surrounding neighborhoods and residents representing various demographics. Now that Market staff is in place, the work is now being done to help more consumers realize that the Downtown Market is indeed for everyone and is able to cater to diverse customer needs while serving many different demographic interests.

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Date December 3, 2014

1. What role did you play in the development of this project? Approximately 400 words.

The Frey Foundation provided a series of grants, from initial project feasibility to support of pre-development activities and the capital campaign. The grants totaled \$1.68 million. In addition, we are pleased to support the Market most recently by funding a consultant who is assisting the Market in further development of the Education Foundation.

2. Describe the impact that this project has had on the your community. Please be as specific as possible. Approximately 400 words.

During its first 18 months of operation, the Grand Rapids downtown Market has quickly become a community center for local food innovation, education, and excitement. The Market's year-round facilities and programs support the production, distribution, and selling of locally produced foods to a broad audience of city and regional residents, visitors, businesses and institutions. The Market has created a dynamic new place in downtown Grand Rapids spurring sustainable economic development throughout the region.

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them? Approximately 400 words.

Initially, there was much discussion resulting in trade-offs and compromises particularly around site selection, with multiple sites being considered. The site that was ultimately selected, adjacent to the interstate, brought many compromises with it as it was not a location which the general public was familiar with and was not generally perceived as easily accessible. However that seems to be overcome today, although in the long-term, a change to the nearby highway interchange might dramatically increase access to the facility by pedestrians.

Other trade-offs related to the financial package. New Market Tax Credits were planned to be a central component of the funding and financing. These did not materialize, after much effort, and therefore expanded the scope of the private fund raising efforts.

4. What do you consider to be the the most and least successful aspects of this project? Approximately 400 words.

Some of the most successful aspects of the project are:

- Enhancing the southward expansion of our downtown business/residential housing district.
- Spurring a “boom” in demand for market-rate residential housing in the form of loft apartments (rental) and the conversion of vacant warehouse/factory space to housing.
- Maintaining the highest quality of tenants, food product offerings, and services that has been welcomed by customers. This quality has been strictly maintained despite the typical challenges that come with a “startup.”
- Governing the Market with a long-term view. The Market’s board of directors is a strong connection to the community, a definite asset that has led the opening and startup with steady hands and a long-term view.
- Developing a spirit of adaptability among the merchants. These are small businesses, many of them startups, and they’ve displayed remarkable resiliency as they’ve adapted to maximize sales, for instance, establishing catering or wholesale relationships with other retailers in the community.
- Becoming a regional destination. The Downtown Market has quickly become a “showpiece” for local tourism, convention business, economic development and local business; state and national media frequently cite the Downtown Market as one of the leading examples of positive growth in Grand Rapids.

Some of the least successful aspects of the project are:

- Lacking two anchor restaurant tenants has put added pressure upon the market operations, including its smaller tenants. The anticipated rent revenues would have most likely gone into additional marketing and enhanced operations in the early months.
- Market tenants have overly relied on Market driven public relations efforts. This has impacted the Market’s efforts to build increased awareness, particularly in the off-seasons.
- The high cost of the food and products offered are most often a part of any community conversation about the Market. Therefore, our community’s low-income population—many residing nearby—realize the food products offered are not affordable and thus, many have not yet been drawn to shop at the market. However, the Market is working to combat the perception of having higher priced products by offering SNAP benefits, scholarship eligible classes and incentives, subsidized commercial/incubator kitchen use, transportation incentives (bus passes), and free market bucks to be used for produce sold by Relish Green Grocer. Attracting a diversity of economic groups to shop at the Market continues to be a goal, and we do see this being addressed.

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Date December 7, 2014

1. What role did you play in the development of this project? Approximately 400 words.

Staff Development: It was my responsibility to develop a qualified, experienced, diverse, and creative staff that had no fear of creating their own jobs while developing the programming they were to be responsible for. Initially, the projection was a small staff. Due to the complexity of the building, along with the programmatic desires of the community and tenants, our staff is now comprised of 40 individuals, (including FT, PT, and seasonal help).

Administration/Operations: As the President/CEO of the Market, I created the administrative and operational foundations of the project, including budgeting, benefits/payroll, consultant hiring, and policy setting. Additionally, I created the administrative guidelines for tenancy and tenant relations.

Leasing and Tenant Buildouts: The board appointed me responsible for full oversight of leasing in January 2013. I quickly simplified a very complicated lease, sought and met with prospects, negotiated leases, awarded allowances, connected tenants with investors, encouraged partnerships, and sought diversity amongst ownership. In order to ensure that tenant buildouts ran smoothly, I worked hand-in-hand with tenants, along with the general contractor, engineering firm, architect, electrical/HVAC/plumbing contractors, data designer, and city and state inspectors for each space.

Community Development: Because we wanted the Market to be a place where you can be next to someone who is different from you, I spent a lot of time meeting with, and listening to, the community (individuals, organizations, corporations). I sought out community partnerships, worked with neighborhood agencies to ensure the Market became a part of the neighborhood, networked extensively, and sought funding opportunities.

Program Development: Throughout the development process, a lot of my time was spent researching existing programs. What I found in similar programs could not be described as fun, creative or innovative. Based on that knowledge, I worked with and oversaw the staff in developing our education, greenhouse, incubator, outdoor market, event rental, and beverage programs to hit this mark. In addition, I oversaw the development and application for our Education Foundation 501c3 status.

Grand Opening: While there was a projected opening date, I wanted to open this very complex facility "smartly." Along with my teamwork-focused leadership style, this allowed the staff to work together to integrate their roles/responsibilities successfully into all parts of the building and programming. The outdoor market opened in May. Camps and event rentals opened in July, the incubator kitchen opened in August, and the Market Hall opened and educational programming started in September.

2. Describe the impact that this project has had on the your community. Please be as specific as possible. Approximately 400 words.

The development of the Downtown Market has impacted the community on many levels. It is exciting to see this take shape from the very start and I very much so look forward to future successes in this arena.

Neighborhood Revitalization/Downtown Expansion: The neighborhood is now a safe, walkable area. Daily, people can be seen walking to the Market from their neighboring homes and businesses. The surrounding infrastructure improvements have created a comfortable stage for getting to the Market. Additionally, two residential historical developments with over 160 affordable housing units have or will have opened right across the street. Moving downtown southward, additional residential, commercial, retail and restaurant developments are under discussion.

Job Creation/Workforce Development: To date, the Market has created 215 jobs. As our tenant businesses grow, the employment numbers do as well. Five or our current tenants have either opened new locations or are in the process of expanding. One has even had to outsource production due to significant wholesale sales to two major grocery chains. The Market itself has also been fortunate enough to hire individuals from various workforce development programs and works regularly with neighborhood agencies to assist in job skill training through volunteer opportunities.

Healthier Community: While we have focused our efforts on making Market programming fun and interactive, the underlying goal has been grow a healthier community, especially in the under-served population. We have seen a significant amount of individuals within the scholarship program return to take advantage of the programming, allowing continued learning of culinary and growing skills for a healthier lifestyle. To date, over 4,500 individuals of all ages have participated in our culinary, greenhouse and yoga classes. In addition to bringing fresh, locally-grown produce into an underserved area, our seasonal outdoor market offers free (and popular) health-focused (yet fun) weekly programming for kids and free cooking demos for all.

Community Place: On a daily basis, anytime one visits the Market, individuals and groups from all walks of life can be seen enjoying the space. The Market has become a comfortable place to work, play, enjoy friends and family, shop, and learn. With both indoor and outdoor public seating areas, the Market has become home to business meetings, birthday gatherings, book clubs, coffee gatherings, community meet-ups, job interviews, and people setting up a remote office for the day. We have also hosted various group happy hours and coffees within these areas encouraging comfort and the growth of diversity within the Market.

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them? Approximately 400 words.

During leasing, we focused on tenants that fit the mission and vision of the Market. This often meant little or no startup capital was available. In order to assist, we used 50% of the tenant allowance budgeted for startup loans, and purchased refrigerated cases which are now leased to tenants.

While the building has a tremendous amount of tenant ventilation, it became obvious during the leasing process that more was needed. We resolved this by using tenant allowance dollars to install new ventilation for two key spaces. While this hurt our available tenant allowance, we leased to two top-notch tenants who now have the ability to cook in order to reduce spoilage and become more profitable.

It was initially hoped that the education programs offered at the Market were to be created by outside agencies, that would simply lease the space. Agencies had no interest in leasing, however, they wanted to use the space for free. Since the proforma was built with revenue for this space, we had no choice but to develop our own educational programming, all on a zero dollar budget as no funds were budgeted under this model.

The greenhouse was initially slated as one rental space for growing. The cost for a farmer to lease the greenhouse was prohibitive, so we created our own programming, again on a zero budget. We also added event rentals, retail sales, and classes to generate revenue from this space. To use this as a multi-purpose space, we put the plant beds on wheels, created a quick disconnect watering system, and can easily move the beds out of the greenhouse.

With the incubator kitchen we had a space for incubating food businesses, but we were not the only one in town, nor the cheapest. We found ourselves working to create the need for the space itself, by creating programs for startups with office hours, consulting, technical assistance, as well as subsidized kitchen rates.

The largest compromise made is in regards to restaurant spaces. We our responsibility was to lease to tenants that benefit the Market, Market Hall tenants, the neighborhood, and the community as a whole. We had plenty of opportunity to lease the spaces, but it was to tenants that we strongly felt were not a fit. While it would have been a short-term benefit to open with restaurants in place, the long-term effect could have been devastating. We chose to wait and opened without restaurants. Recently we announced our first restaurant, Slows BBQ, a soul food restaurant.

4. What do you consider to be the the most and least successful aspects of this project? Approximately 400 words.

Site Redevelopment/Community Development: Previous to the construction of this project, the area included many abandoned and burned out buildings. For many years, the area reputation was one of homelessness, drugs and prostitution, which is the reason for so many social service agencies in the neighborhood. With the selection of the site, many public concerns we heard were those questioning whether or not the area would be safe for this type of project. Fighting this public perception has indeed been a challenge, but one that has been one of our largest success.

On opening day, we saw over 30,000 people come through the doors. We brought people to a neighborhood that, just a few years earlier, they would never have considered visiting. This was not done by moving people out, or gentrifying an area, this was done by working with others to create the foundation of a district that is home to all.

The Market has become part of a neighborhood with homeless shelters, market-rate housing, affordable housing, drug and alcohol rehabilitation programs, student housing, college campuses, food pantries, artists and gallery space, and even the likes of an urban collage preparatory school. Developers in the area stand on the same page in creating a space for everyone.

The Downtown Market is a hub for food innovation, but is also a place for startups and economic growth. While all Markets have turnover, one always hopes that it can be avoided. It is not enough to just "want" to be a food startup. It takes hard work, dedication, loyalty, the desire to learn, startup capital, and the understanding of the basics of running a business (accounting, marketing, etc.). It is the job of the leasing committee, and myself, to determine those particular prospective tenants that maintain, or are willing to learn these qualities and skills.

While we have tenants that have already expanded to other locations, are outgrowing their spaces, or producing wholesale quantities off-site, we have had a few businesses decide not to renew their leases. In retrospect, these businesses were clearly not ready to move to the step of a retail outlet. Moving forward, we have learned to recognize the red flags over the eagerness and excitement of a future business owner. We have become more strict on the format of business planning, and are now requiring detailed outlines for each of the three revenue streams that tenants are expected to follow to be successful.

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Date December 7, 2014

1. What role did you play in the development of this project? Approximately 400 words.

Kent ISD was one of the original tenants of the Downtown Market, and we were in discussions to be part of the project before construction even began. As the largest of the three educational tenants, Kent ISD felt strongly that the mission and vision of the Market closely matched the goals of many of our career and technical education programs. In addition Kent ISD did not have to invest in the build out of a new commercial kitchen to accommodate our growth. We were able to work with the Downtown Market architects, who took our needs into consideration in the overall design and equipment for the shared commercial/incubator kitchen, which is used during the day by our culinary students as an educational classroom. We were also excited about the possibility of the positive interaction between our students and the retail environment of a thriving market hall, and together, we have achieved bringing in students from around the county to an urban center. These students are the future talent in the health care and hospitality industries in the city of Grand Rapids and beyond.

2. Describe the impact that this project has had on the your community. Please be as specific as possible. Approximately 400 words.

The impact on the community is to innovatively deliver a high school educational experience to almost 300 students each year while immersed in an environment that not only emulates the workplace, but also is the workplace. This is the true definition of career readiness and relevance in learning. In addition, our two programs located at the Market, Health Sciences Early College Academy and Culinary/Hospitality, were able to expand into new spaces and accommodate student growth that would not have been possible without our involvement at the Market. One of the very positive impacts of the Market location is its central location in the county and the ease of accessibility for students from all areas.

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them? Approximately 400 words.

The biggest trade off we made was in the design of classroom/school space within a retail facility. School spaces are often designed very differently in terms of security and layout, and we had to make some compromises to fit within the existing building envelope and the space available to us. While there was some apprehension from our instructional staff early on, the actual use of the space has resulted in some creative instructional delivery that has proven to be very positive. In addition, we have had to make some operational changes in terms of how our space is managed. Most school sites are not leased spaces, and being a tenant has required us to develop a different operational plan for how we manage our space and abide by the requirements of our lease.

4. What do you consider to be the the most and least successful aspects of this project? Approximately 400 words.

The most successful aspect has been the immersion of students into an environment that allows access to the business and industry they have found a passion for. Additionally, the partnering that is occurring with the market staff and tenants makes for a rich and unique student experience. Examples of this include the inclusion of a Market Hall tenant on our Culinary/Hospitality advisory board, the placement of Kent ISD students as interns and employees of the Market and Market Hall tenants, mentoring by Market staff and tenants, and catering and other participation opportunities for Market hosted events. In addition, there are other collaborative efforts that take place including partnerships with the Kent ISD Agri-science program and the Downtown Market greenhouse program, and additional participation by the Kent ISD Agri-science program selling plants for the holidays at the holiday events and spring annuals at the outdoor market. Lastly, the Market administrative staff and the culinary staff located at the Market have frequent discussions on pursuing joint outside partnership opportunities.

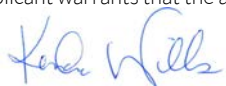
The most challenging aspect (but not least successful) has been the adaptation of curriculum to meet the available time schedule and in learning how to work efficiently in sharing the kitchen lab space. I don't know that any aspect has been unsuccessful. The kids love the location and the facility.

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Date December 7, 2014

1. What role did you play in the development of this project? Approximately 400 words.

Michigan State University Extension has been involved in supporting agriculture in Michigan for over 100 years. Our programs focus on providing farmers and food producers with the latest research and information to help them succeed. When Grand Rapids decided to pursue the development of the Downtown Market, it was a natural fit for MSU Extension to become involved. Our University President, Dr. Lou Anna K. Simon, is a supporter of the project and she appointed MSU Extension State Director Dr. Tom Coon as a member of the first Board of Directors of the Downtown Market. Dr. Coon also secured a lease in the building for three Extension educators to be housed in the facility.

MSU Extension programs at the Downtown Market have included food safety certification courses for food service professionals, workshops and consulting for food business owners and entrepreneurs, soil health and organic agricultural production techniques, and a hands-on nutrition education and cooking course for MSU College of Human Medicine students beginning in 2015.

In addition to classes and workshops, MSU Extension at the Downtown Market has conducted ten cooking demonstrations to promote locally grown foods. This will continue in 2015 in partnership with Relish Green Grocer, the indoor produce vendor, which is owned and operated by the Market. These demonstrations provide participants with basic knife skills and recipes using seasonal, local produce sold at the Market. Evaluation results of these demonstrations show that participants have made purchases and are eating more local foods as a result.

MSU Extension has been a frequent participant in FoodWorks office hours, a Downtown Market program designed to encourage and educate food entrepreneurs. This allows us to meet with future food businesses on a one-on-one basis, assisting in business planning and creating needed connections for industry growth.

Lastly, MSU Extension participates in both the outdoor market and the Market Hall with an onsite educational kiosk. During the outdoor market, MSU staff, interns, or master gardeners on-site to answer questions, hand out seasonal recipes, provide gardening tips, sample recipes using in-season products, and to assist in diagnosing growing issues. During the off season our MSU Extension kiosk is located in the Market Hall, which displays literature on seasonal recipes, using, storing and preserving products, promotions on Michigan produce, and supplies for kids to decorate brown paper bags which are then donated to Kids Food Basket. Kids Food Basket fights childhood hunger by serving 6,000 school-aged youth each weekday with a Sack Supper program. Each Sack Supper contains a well-rounded nutritious evening meal.

2. Describe the impact that this project has had on the your community. Please be as specific as possible. Approximately 400 words.

The Grand Rapids Downtown Market is located in a prime food-producing region. Kent County is home to 1,193 farms covering 170,117 acres. Our county is the state's leading producer of apples and Michigan ranks third in the nation for apple production. Our unique soils and climate due to the proximity to Lake Michigan make it an ideal fruit and vegetable-growing region, and we have sizable amounts of dairy, beef, egg, and turkey production.

Kent County is also home of the state's second largest city, Grand Rapids. Grand Rapids has a population of approximately 192,000 and our metropolitan region (MSA) has a population over one million. According to the Robert Wood Johnson Foundation 2014 county health rankings, Kent County has increasing rates of adult obesity, increasing rates of children living in poverty and increasing rates of unemployment. Out of 83 counties in Michigan, Kent County is ranked the 16th healthiest county. The Downtown Market addresses these health trends by offering access to healthy produce in an underserved neighborhood and by offering free or reduced-rate educational workshops, cooking classes, and wellness programs to support healthy lifestyles. The Market has been able to successfully partner with area hospitals and health care agencies to support this work.

The Downtown Market is located within the Heartside Neighborhood, which is currently experiencing a significant amount of redevelopment spurred, in part, by the investment of the city and community leaders in the Downtown Market. Prior to the development of the Market, Heartside was filled with vacant or underutilized, aging industrial buildings. Since the Market has been open, four new residential apartment buildings in the neighborhood have been developed and pre-existing housing has become occupied. We are also seeing a resurgence in small businesses along Division Avenue one block to the east, which also houses many of Grand Rapids' soup kitchens and homeless shelters. With the Downtown Market and new residential projects, Heartside has the potential of becoming one of the most successful mixed income, multi-generational and multi-racial communities in West Michigan, if not the state.

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them? Approximately 400 words.

Because we were one of the first commercial tenants to sign a lease, Doctor Coon agreed to have flexibility in the design and build of our space as leasing continued. Prior to the start of construction, and in order to meet the needs of other tenants surrounding us, the MSU Extension space was redesigned multiple times, modifying both size of space and entry/exit points.

4. What do you consider to be the the most and least successful aspects of this project? Approximately 400 words.

In addition to being the first LEED certified Market in the nation, the Downtown Market is home to 21 Market Hall small food businesses, a high school culinary arts and health programs, offices for two four-year public universities, a seasonal outdoor farmers market, the first teaching kitchen in the nation that was built to accommodate youth, two second floor greenhouses, a large banquet room/demonstration kitchen for events and meetings, and a commercial/incubator kitchen supporting over 16 food businesses. This is one of the largest food projects in the state of Michigan. The Market will be expanding in 2015 with the addition of Detroit-based Slows BBQ restaurant and pub. We have heard that many of the Market Hall businesses have had a successful first year, and several are now expanding to a second location. This translates to increased jobs, investment, and a stronger local food economy.

We believe the Market is a great success story, but it is not without its faults. MSU Extension has conducted two Rapid Market Assessments to seek input from visitors on how the Market can improve. The most frequent comment we have heard is that the prices of many of the products sold are too high for low- and even median-income visitors.

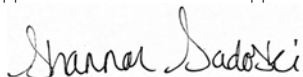
Market tenants are required to accept food assistance programs, if they are eligible. For the last two outdoor market seasons, the Market accepted SNAP (Supplemental Nutrition Assistance Program) and Double Up Food Bucks (matches SNAP recipients dollar amount spent up to \$20 per day for only Michigan-grown fruits and vegetables), Senior Fresh (vouchers for use by seniors to be spent at outdoor markets for approved items such as produce, herbs, and honey), and Market Fresh (an extension of WIC, with vouchers provided to women to use at outdoor markets on approved items) benefits on behalf of all outdoor market vendors. Once the Market Hall opened, the Market began working to organize a Market-run program that would enable most indoor market tenants to accept SNAP, even if they were not eligible as individual businesses. The Market received approval to move forward with this structure in September 2014, and the program is now in place. We also applaud the Market for securing scholarship funds for educational classes for income eligible participants and their continued work to do more to embrace low income and racially diverse customers.

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Name	Shannon Sadoski	Title	Education Manager
Organization	Grand Rapids Downtown Market	Telephone	(616) 805-5308
Address	435 Ionia Ave. SW	City/State/ZIP	Grand Rapids, MI 49503
Fax	(616) 419-4943	E-mail	Shannon@downtownmarketgr.com

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Signature ?



Date December 7, 2014

1. What role did you play in the development of this project? Approximately 400 words.

As the education manager, I utilized the mission of the Education Foundation to develop the narrative for the Market 501c3 application. This began the structure of the education programs for the Market. Beyond figuring out which classes would be the most beneficial for the community, I've played a role in the development of the education staff. I currently oversee the sous chefs, chefs, guest instructors, greenhouse and yoga instructors, bussers, project assistants and summer camp staff. I've worked to create standard operating procedures and budgets for hands-on culinary classes, demonstrations, greenhouse classes, and yoga.

My role included structuring a K-12 summer camp program and teen summer culinary camp program, both emphasizing the need to teach kids where food comes from, how to grow and harvest it, how it gets to farmers markets and grocery stores, and how to use it in hands-on cooking activities.

In partnership with Spectrum Heath, I developed a scholarship program for the underserved community, providing access to healthy food via produce bucks and transportation services, paired with community programs that provide education for improving health and lifestyle. This program was also designed to bring groups of individuals to learn these techniques within their current supporting peer group, increasing comfort and willingness to try something new.

The education manager role is an integral part of the Market's development with community partnerships. I worked to develop initial partnerships with community experts and educators, increasing the value of collaboration and continue to build new relationships to enhance current community programs. I also developed a Spanish-speaking culinary program, early childhood education efforts, and school field trips. Currently I work to develop programs, which enhance community efforts, and increase the value of the Market within the community.

Beyond community wellness programming, I also developed our teaching kitchen's private event opportunities. Private classes create a sustainable system of bringing groups to the Market, offering unique team building opportunities for corporate wellness and friends looking for a fun night out revolving around food. While these events are an exciting way to spend time, the underlying effort encourages people to understand the food system, appreciate small business and local community, and begin to find ease, enjoyment, and appreciation of healthy cooking.

2. Describe the impact that this project has had on the your community. Please be as specific as possible. Approximately 400 words.

The Market has reignited the excitement around the Heartside Neighborhood, which previously was an area of worn down buildings and struggling residents. The Market has become a shiny facility in a once dreary neighborhood, encouraging all members of the community to intermingle and appreciate what our community has to offer.

The Market offers a community space that attracts local business owners, city workers, hipsters, the underserved, students, and educators. Offering a diverse location focusing on a common need – food- improves the community of Grand Rapids by creating itself as a place to provoke conversation about community and struggling neighborhoods. This creates a space where the student can become the teacher and the teacher, the student.

From the standpoint of the Education Foundation, the Market provides a space where both corporate executives and the underserved youth can come to learn and appreciate how to grow food and create a meal to nourish their bodies. The Market has become home to startup food businesses that may not have otherwise been able to share their talents. This creates a place for community members to not only appreciate local food and small business, but also seek inspiration in achieving their own goals.

The Market opens all job opportunities to neighborhood residents and, through their work, the tenant's show the community how food is produced, and teach why it's important to shop local. With all of the opportunities and diversity in what's offered, the Market has become a unique venue supporting community gathering to learn, grow, and eat.

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them? Approximately 400 words.

Throughout the development of the Market, compromise has become a word to be expected. Compromise has been a challenge that has, while frustrating at times, truly helped to develop and shape the Market's education department.

Staffing and ability to provide programming has been, by far, the largest trade off. I've been forced to admit that we are only capable of doing one thing at a time, as we are human, even when we want to do it all.

The Market as a physical building has the capability to service hundreds of programs, touching thousands in the community in many different aspects. The amount of people that it takes to execute these programs successfully is also high. Accepting the amount of staff that we can financially sustain, knowing that all staff members are also passionate about the programming, that they are making personal lifestyle changes and sacrifices to help build the Market into a successful community entity, has determined the amount of programs that we are able to offer at any given time.

While we stretch this to the max, we often have the difficult task of turning away programs or events that we are equally as passionate about. We've also found, as a large startup business, we have to be creative about how to offer valuable programs, as affordable as possible to the public. This means reviewing class materials used, watching ingredient costs, limiting class capacities, sharing space with multiple programs, being creative when we do not have ideal equipment, and putting in a lot of extra hours.

The worth of these compromises in order to provide this necessary programming to the community is immeasurable. As a staff member, these compromises provoke difficult conversations, but have assisted us in determining the most important aspects of our programming and further fueled our drive to see our mission through. We've piloted many programs – some which remain, some that were put on the shelf for the future when we can truly grow them, and others that have been revisited and decided that the Market isn't the right place for them.

Remaining optimistic and focusing on the big picture and future of the Market, I have been able to accept and learn from the challenges; as well as motivate my staff to remain positive, appreciate those we touch, and continue to strive for sustainable growth and impact within our community.

4. What do you consider to be the the most and least successful aspects of this project? Approximately 400 words.

We have successfully touched the lives of infants to seniors from diverse backgrounds. The feedback we've received is a testament that we are on the right track. While we learn from every class, we find that no matter the class, our participants have taught us that we are providing experiences that change lives. Often times these lessons are deeper than we could have even planned for – providing more than culinary techniques or a delicious dinner; students have learned the acceptance of others, appreciation, and life skills, to name a few. Student's leave with a smile and this experience changes their day.

Our youth summer programs and Healthy Living for All programs have proved successful by achieving the mission we set forth. We have been able to introduce children to hands-on opportunities that combine coordination, math, sensory skills, vocabulary, and nutrition in a fun setting that invites exploration. Camps have become increasingly popular, and, while we have room to grow, we have developed a structure that meets our goals. Our Healthy Living for All program has brought community members into the Market who may not have known that this venue is for the whole community. The goal of this program is to provide access to healthy food and wellness education.

The most challenging aspect of the education department has been to create a sustainable structure with affordable programming that will continue for years to come. This, I believe, is a challenge for most non-profits. We are in the early stages of development, in which there is always an unexpected expense. We've had set backs, but we continue to strive forward in developing a strong base for our programming.

We've also had the challenge of getting the word out to the public about our programs, working through stigmas that the Market is not a place for everyone. While we have a gorgeous (and quite expensive) structure, the Market strives to be an all-inclusive community space. We are new, which makes us a bit of a mystery to those who have not been inside yet. We are working with community partners to show how we are working towards our mission and that the Market is a place that means something different to everyone. With 20+ independent businesses, and the variety of services the Market offers, it is not difficult to understand that it will take time for the community to truly see all of what the Market has to offer.

THE CONCEPT



MARKET HALL

The Market Hall hosts a culinary collective of butchers, bakers, fishmongers, and more. You'll see (and it's pretty obvious) that we're all huge fans of all things fresh, which is pretty much all you'll find. So fresh, in fact, that tasty morsel was likely made that morning—or even that hour.



TEACHING KITCHEN

The Teaching Kitchen features state-of-the-art technology, with fully height-adjustable cooking surfaces and sinks. From a plethora of classes, private parties, corporate team building to field trips, our teaching kitchen is a great place for hands-on culinary events. We invite you to cook it up at any event, celebration, or get-together—but because it's in our space, we'll need to organize your food, your drink, and your chef.



OUTDOOR FARMERS MARKET

Locally grown or produced, and straight from our vendors, the Outdoor Farmers Market's year-round farm tables feature Michigan's best—fresh fruits and vegetables, fragrant herbs, flowers, honey, eggs, sauces, jams, jellies, port, beef, fish, and more. Jugglers, dancers, musicians, and hula-hoopers can often be seen and heard showcasing their stuff.



INCUBATOR KITCHEN

Our incubator kitchens are a chef's dream come true. With industrial-grade ovens, walk-in coolers, deep fryers, Hobart mixers you'll die to get your hands on, and a covey of cooking tools, these professionally-furnished kitchens are at your disposal (we have those, too). They're perfectly primed for food production, catering, experimentation, packaging, prepping, and more. Mix, cook, boil, bake, fry, cut, taste, store, and serve. You can do it all, and you can do it all the time—our incubator kitchens are open 24/7.



FACILITY RENTALS

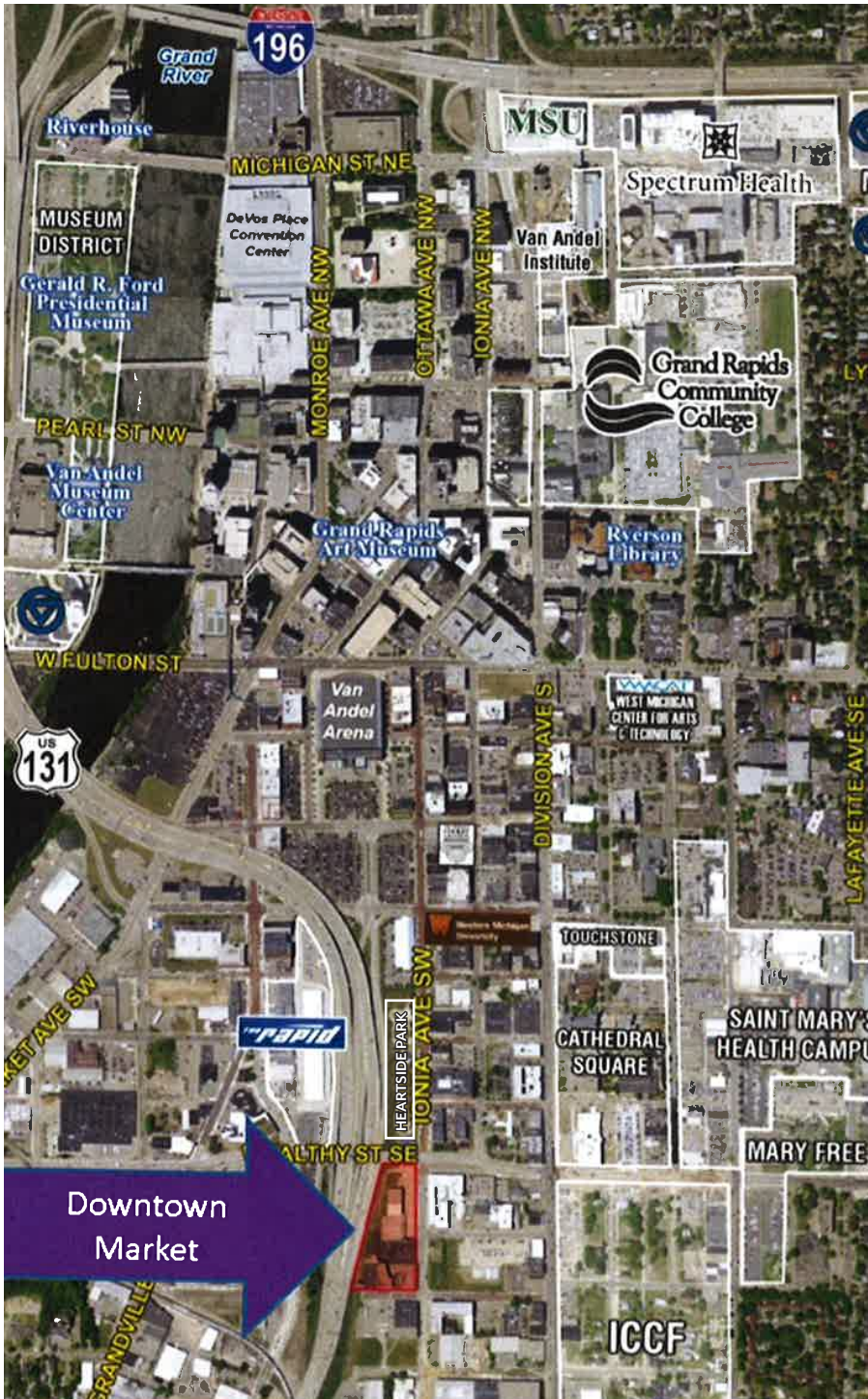
We love a good time. And we love when it happens here. Business or pleasure, big or small, day or night, we've got it covered. Spaces available for private party rentals include: Banquet Room/Demo Kitchen, two Meeting Rooms, Greenhouse, two Terraces, the Atrium, the Market Shed, and even private parties in the Teaching and Incubator Kitchens.



GREENHOUSE

The Market's Greenhouse is another example of our strong commitment to bringing fresh food to our community year-round. These two independently controlled greenhouses total 6,000 square feet, and feature various type of growing systems including hydroponic, trellis, and container gardening. The small greenhouse focuses on growing and educational programs, while the larger greenhouse focuses on growing, education and event rentals. Currently, products grown in the greenhouse help to fulfill tenant and Market education needs for fresh ingredients. Seasonal produce grown in our greenhouse can be found for sale at Relish Green Grocer in the Market Hall.

SITE SELECTION



VISIBILITY FROM A HIGHWAY OR MAJOR THOROUGHFARE: SUBERB VISIBILITY FROM THE BUSIEST HIGHWAY IN GRAND RAPIDS, WHICH CARRIES 85,000 CARS EACH DAY.

ACCESSIBILITY BY CAR, BUS AND FOOT: EASY ACCESS FROM US-131 FOR CUSTOMERS AND DELIVERIES, HAS ENTRANCE/EXIT RAMPs AT BOTH WEALTHY AND FRANKLIN STREETS, ACCESSIBLE BY TWO OF THE CITY'S BUSIEST BUS LINES, CLOSE TO RAPID CENTRAL STATION, SILVER LINE STOPS ONE BLOCK AWAY.

AVAILABILITY OF PARKING, INCLUDING ADJACENT SURFACE PARKING: ON-SITE PARKING, STREET PARKING, NEARBY LOT/ GARAGE PARKING.

SUPPORTIVE ADJACENT USES AND ENVIRONMENT: US-131 (WEST), HEARTSIDE PARK (NORTH), KLINGMAN LOFTS (EAST), BAKER LOFTS (SOUTH), CLOSE TO CATHOLIC DIOCESE AND SAINT MARY'S HEALTH COMPLEX.

ADEQUATE SIZE: APPROXIMATELY FOUR ACRES TO ACCOMMODATE THE PUBLIC MARKET AND PARKING (3.45 ACRES)

AVAILABILITY AND COST

POTENTIAL TO INFLUENCE THE ONGOING REVITALIZATION OF DOWNTOWN GRAND RAPIDS

POTENTIAL TO REUSE HISTORIC BUILDINGS/SUSTAINABLE DESIGN OPPORTUNITIES

THE OLD SONNEVELDT SITE

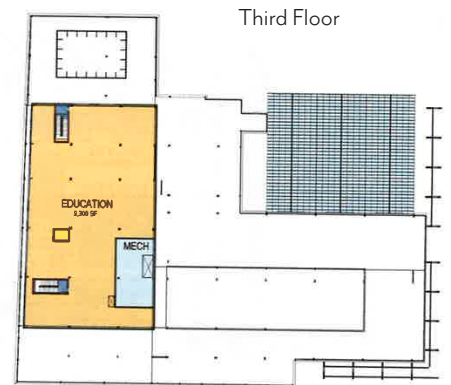


Previous Building South Side

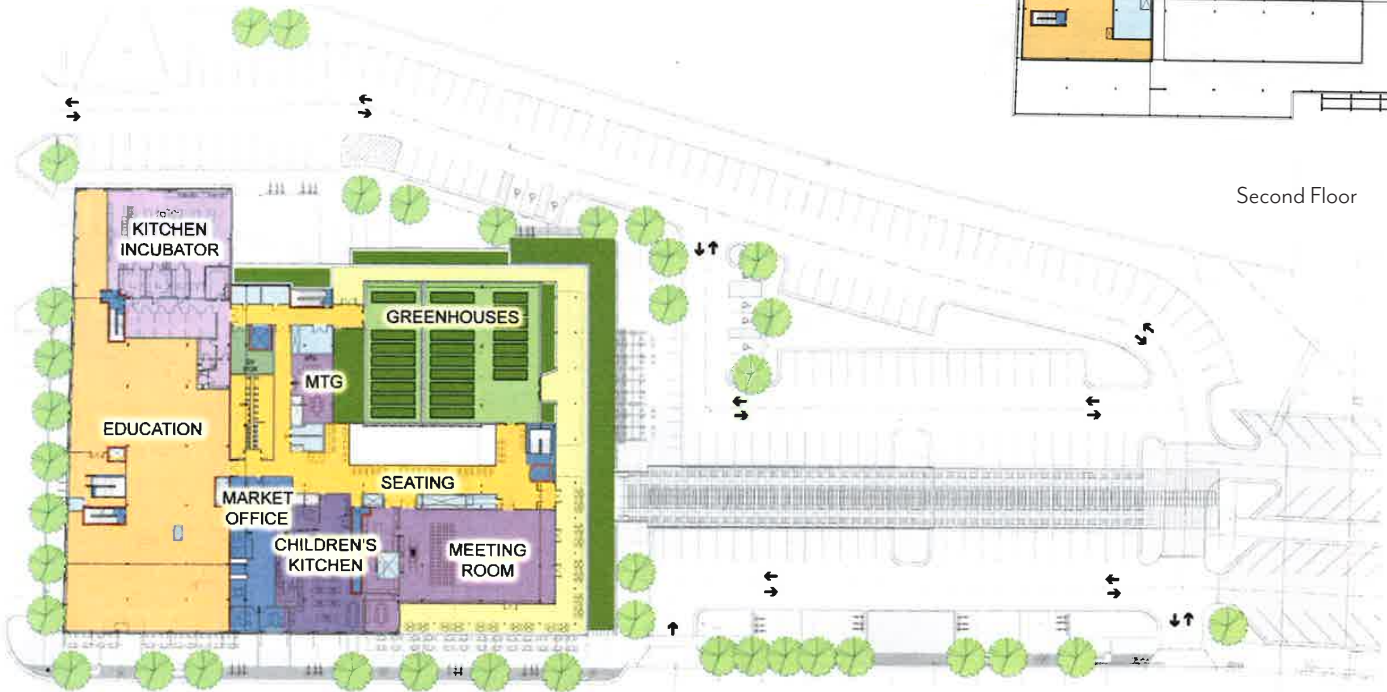


Previous Building East Side

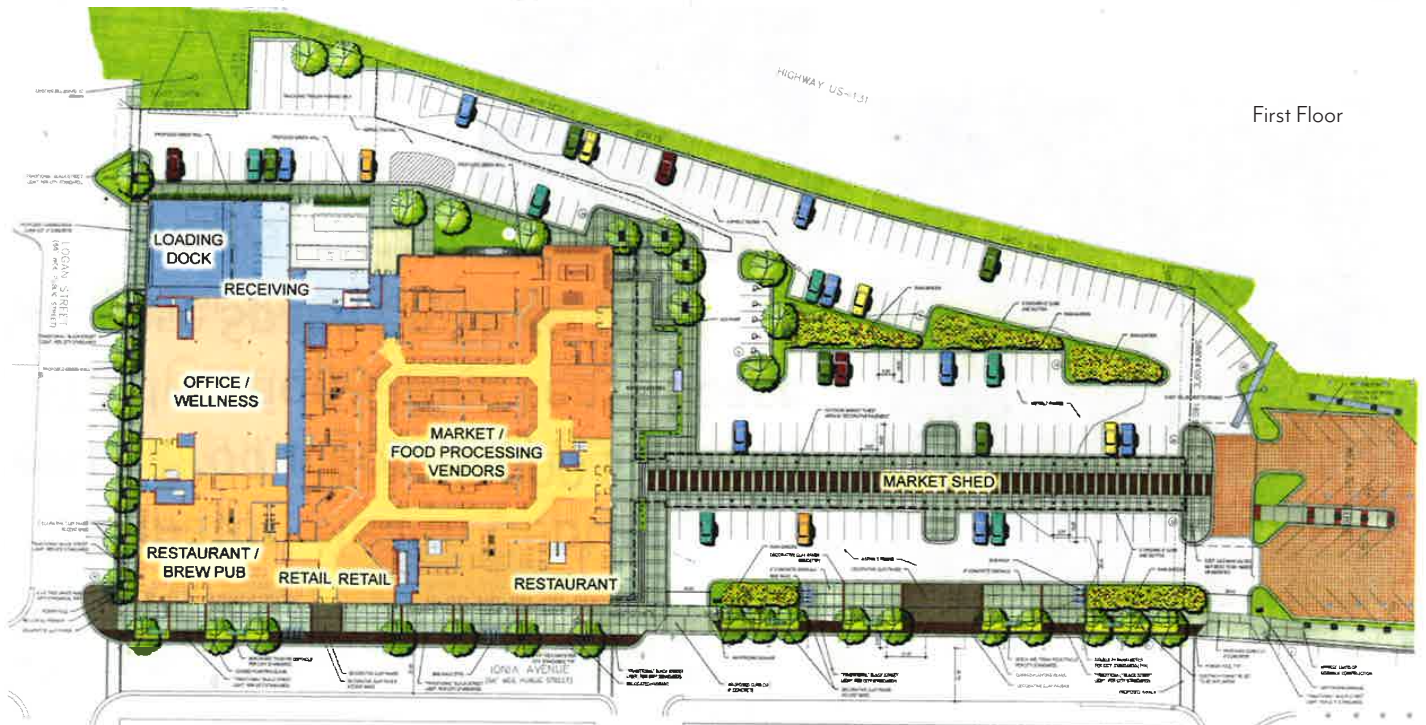
SITE PLANS



Third Floor



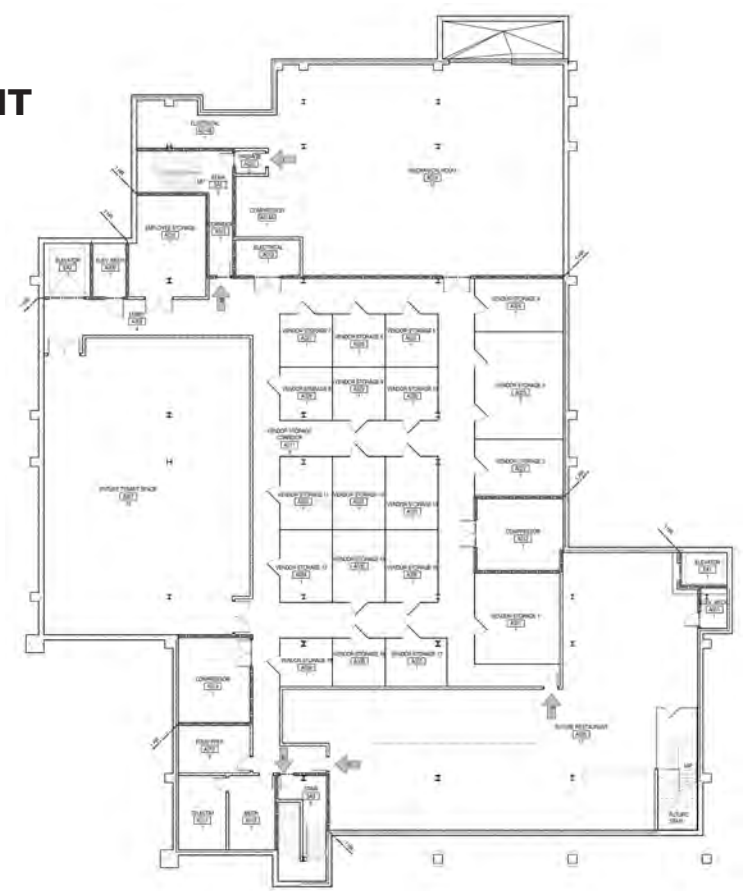
Second Floor



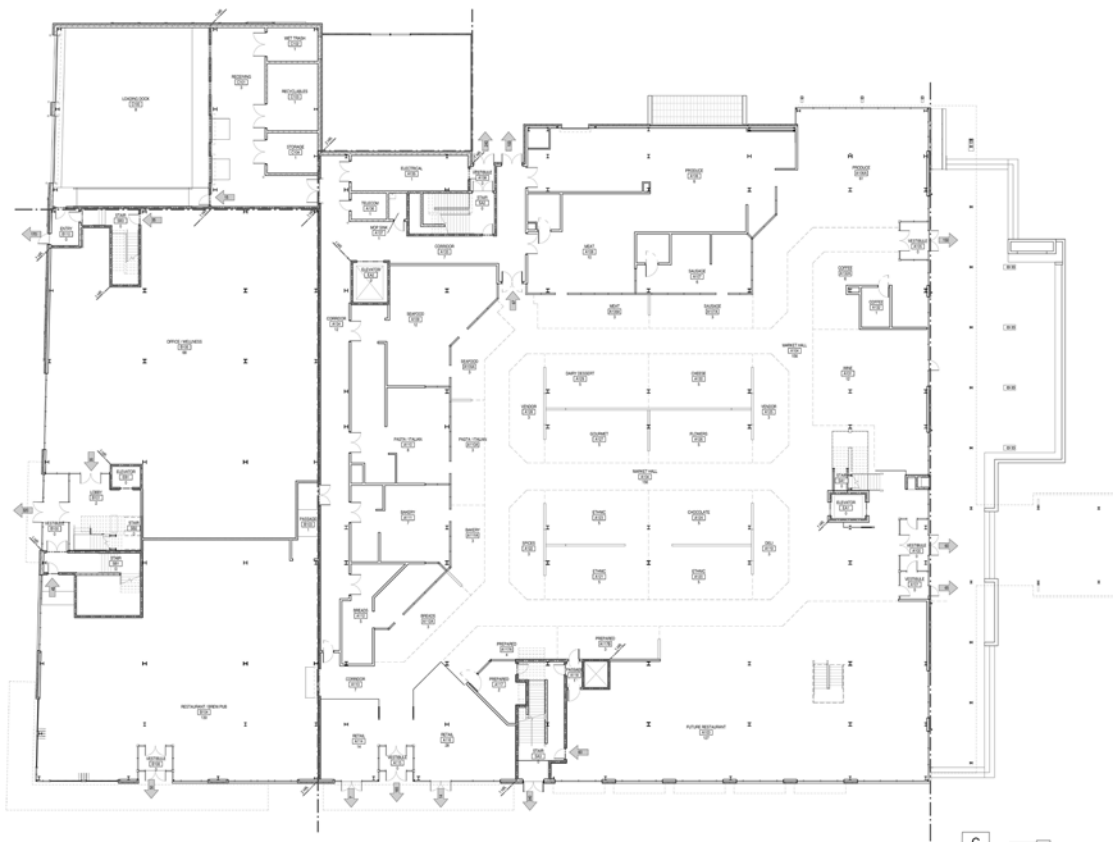
First Floor

ARCHITECTURAL LAYOUT

BASEMENT

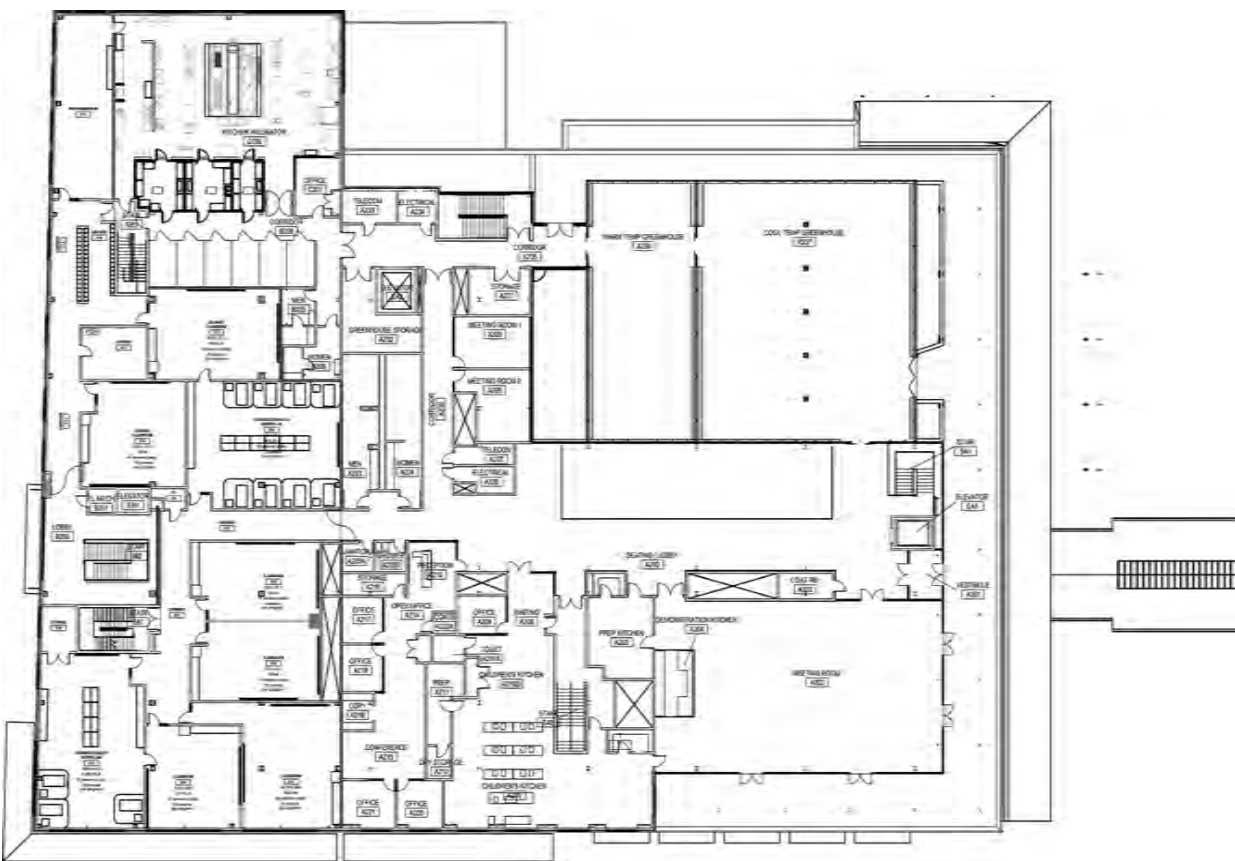


FIRST FLOOR



ARCHITECTURAL LAYOUT

SECOND FLOOR



THIRD FLOOR



EXTERIOR



Exterior of Market, concrete foundations from previous buildings ground up and used as parking lot base.

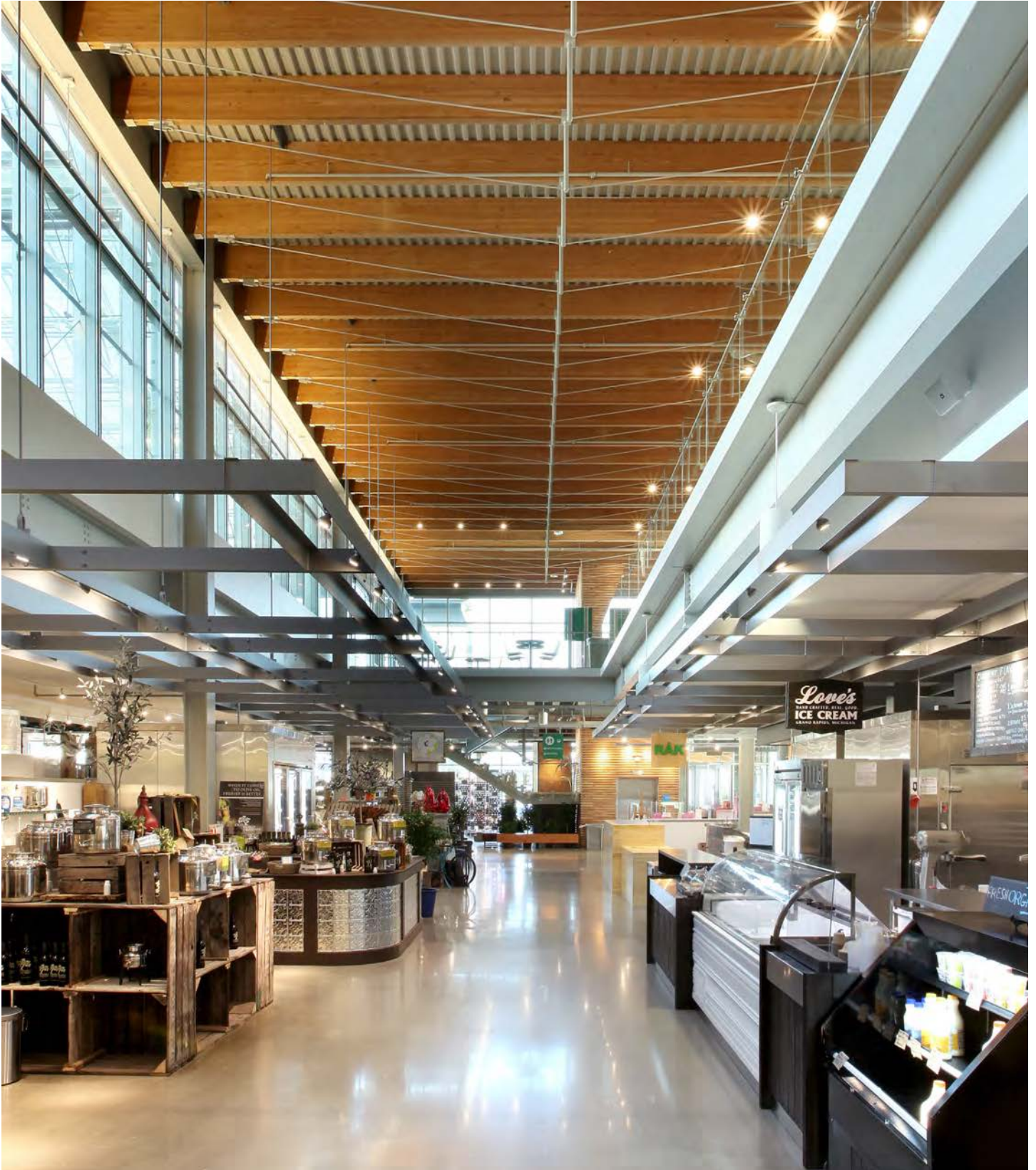


Market Shed features snowmelt, skylights, and recycled wood from previous buildings.



Water fountain feature, funds collected are donated to charity.

MARKET HALL



Interior, Market Hall, featuring 21 small, local independent retailers.

MARKET HALL



Interior, Market Hall.



Relish Green Grocer focuses on Michigan produce and Michigan made value added products, including those produced in the Incubator Kitchen.



Love's Ice Cream is now featured in local Grand Rapids restaurants and grocery stores.



Montello Meat Market is a locally-owned and family-run business offering locally-sourced meats and whole-animal butchery.

TEACHING KITCHEN



The Teaching Kitchen is home to classes, field trips, private parties, food demonstrations, corporate team building, and more.



The Teaching Kitchen offers space to enjoy dining together after learning and preparing the meal.

TEACHING KITCHEN



Youth cooking camps create opportunities for kids to make new friends.



Scholarship classes welcome chefs of all ages and culinary experience.



Private parties are available for friends, families, corporate events, and more.



Hands-on demonstrations teach healthy cooking and allow for a great tasting opportunity.

THE MARKET SHED/OUTDOOR MARKET



The Outdoor Farmers Market takes place 3 days a week in the Market Shed.



The Outdoor Farmers Market has a diverse family of vendors each week, including Abuelo's Farm



The Market Shed features 52 vendor spaces.



The Market hosts a popular monthly Vintage Market on Sundays in the summer.

INCUBATOR KITCHEN



The Incubator Kitchen can host up to 5 food entrepreneurs at once.



The Incubator Kitchen is open 24/7 and offers both cold and dry storage.

BANQUET ROOM/DEMO KITCHEN



The Banquet Room can seat up to 175 at round tables, 250 cocktail style, and 250 theatre style.



In 2014, the Banquet Room was used for weddings, receptions, cocktail parties, corporate trainings, fundraisers, annual meetings, non-profit organizations, community partnerships, and health and wellness programs.

BANQUET ROOM/DEMO KITCHEN



Over 20 private events were held at the Market in 2014.



The Downtown Market hosts monthly small business demos for the public.



The Banquet Room features a hearing loop system, full A/V services, and secure wifi.



Cooking demonstrations offer the opportunity for people to learn while enjoying a nutritious and healthy meal cooked before their eyes.

MEETING ROOMS



The Downtown Market features two meeting rooms that overlook the Zen Garden and rooftop greenhouses.



Available to rent by the hour, the meeting rooms feature full A/V, secure wifi, Apple TV, and phone conferencing services.

ROOFTOP GREENHOUSES



The Downtown Market features two independently controlled greenhouses using the Priva Integrated Process Management System.



Over 5,000 square feet of outdoor terrace space serves as a public gathering spot.

ROOFTOP GREENHOUSES



The greenhouses have become popular special event facilities.



Greenhouse classes and camps for all ages take place year-round.



ImaginEco Design is the Market's first Greenhouse Incubator Tenant growing Global Gardens.



Wheat grass being grown for Market Hall Tenant, Malamiah Juice Bar.

PUBLIC GATHERING SPACES



The second floor atrium features public seating 7 days a week and can be utilized for event space in the evening. All public spaces feature free wifi.



The second floor East Terrace is used to add outdoor space to evening event rentals and as public seating during the day.

KENT ISD LABORATORY SPACE



KISD Health Lab for students in the Health Services Early Collage Academy for highschool students.

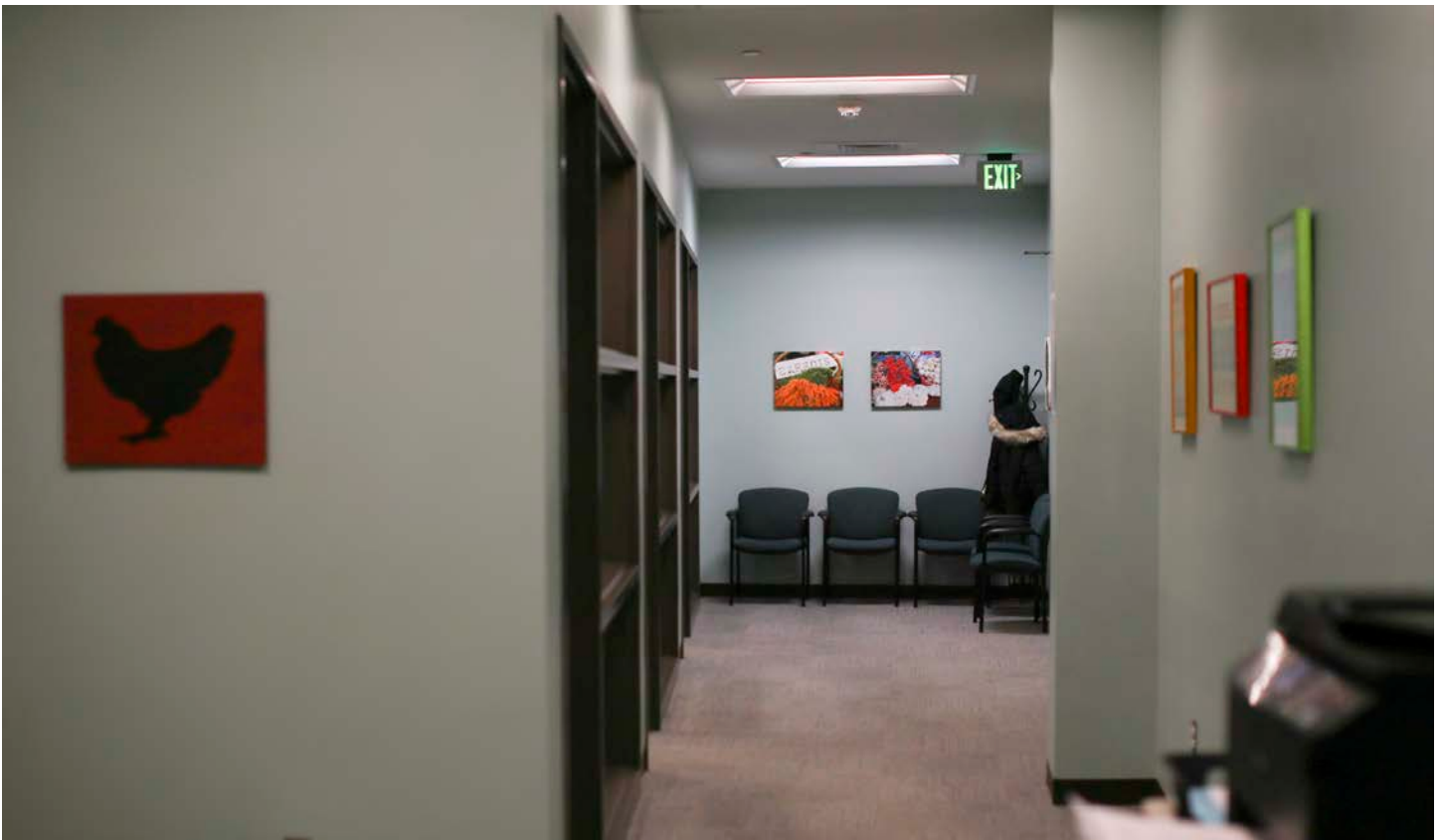


KISD leases 6 classrooms and 2 labs at the Downtown Market. Over 300 students visit the Market daily for their educational programming.

COMMERCIAL TENANTS



Grand Valley State University leases space at the Downtown Market and offers meeting space for university meetings.



Three Michigan State University Extension staff members call the Downtown Market Home.

RESTAURANT SPACES



The Northeast Restaurant Space features 5,382 square feet and is temporarily home to Market events and public seating.



The Southeast Restaurant Space features just under 8,000 square feet. Slows Bar-B-Q will begin construction in January 2015 with an expected opening date of May 1, 2015. While unleased, the space was rented for special events and photo shoots.

AVAILABLE COMMERCIAL SPACE



The third floor offers 9,000 square feet, floor to ceiling windows, and overlooks the second story green roofs.



The first floor remaining commercial space is just under 5,000 square feet and is adjacent to the Market's loading dock.

INNOVATIVE USES OF THE MARKET



Swing dancing under the Market Shed.



ArtPrize 2014 official venue, hosting six large scale art installations.



Weekly Chef Demos at the Outdoor Market features tenants and area chefs.



Yoga in the Greenhouse is offered 4 times a week.

INDOOR MARKET HALL

A - RELISH GREEN GROCER

A farm-fresh grocery experience focused on providing locally-sourced produce and food products.

B - SIMPATICO COFFEE

Coffee, espresso drinks, tea, and sitting area to enjoy.

C - APERITIVO

A delicious variety of imported and domestic cheeses, charcuterie, beer, and wine and a great place to enjoy them.

D - FISH LADS

Local, freshwater fish from the Great Lakes as well as high-quality seafood flown in fresh daily. Lunch and dinner items, as well as a fresh oyster bar.

E - SPICE MERCHANTS

Specialty gourmet spices, teas, and seasonings.

F - CRESCENT FLORAL

Boutique floral shop with a European feel.

G - RÁK THAI

Thai food with an American fusion.

H - SWEETIE-LICIOUS BAKE SHOPPE

Homemade goodness and award-winning pies.

I - MONTELLO MEAT MARKET

Dry-aged beef, 20+ brats made in-house, chicken, lamb, turkey, and expert preparation advice.

J - SUSHI MAKI

Fresh-casual sushi bar, serving sushi made on-site.

K - OLD WORLD OLIVE CO.

Over 50 varieties of extra-virgin olive oils and balsamic vinegars.

L - LOVE'S ICE CREAM

Healthy, organic, and locally-produced ice cream, gelato, and sorbet.

M - DOROTHY & TONY'S GOURMET POPCORN SHOP

Gourmet popcorn that is deliciously addictive.

N - PENELOPE'S CREPERIE

An entire menu of breakfast, lunch and dinner crepes, Mediterranean salads and yogurt parfaits, and a variety of imported gourmet Greek items.

O - MALAMIAH JUICE BAR

Fresh fruit and vegetable juices and smoothies.

PRODUCTS: Fresh juices, cleanse items, smoothies, energy shots.

P - THORNBURG & CO.

All made with local products when in season.

Q - GRAND TRAVERSE DISTILLERY

Distillery and tasting room offering multiple spirits.

R - FIELD & FIRE BAKERY

Handcrafted artisan breads, croissants, and buns.

S - MAKING THYME KITCHEN

Prepared meals, soups, sides, and salads that are flavorful, healthy and locally crafted, from scratch.

T - GROCER'S DAUGHTER CHOCOLATE

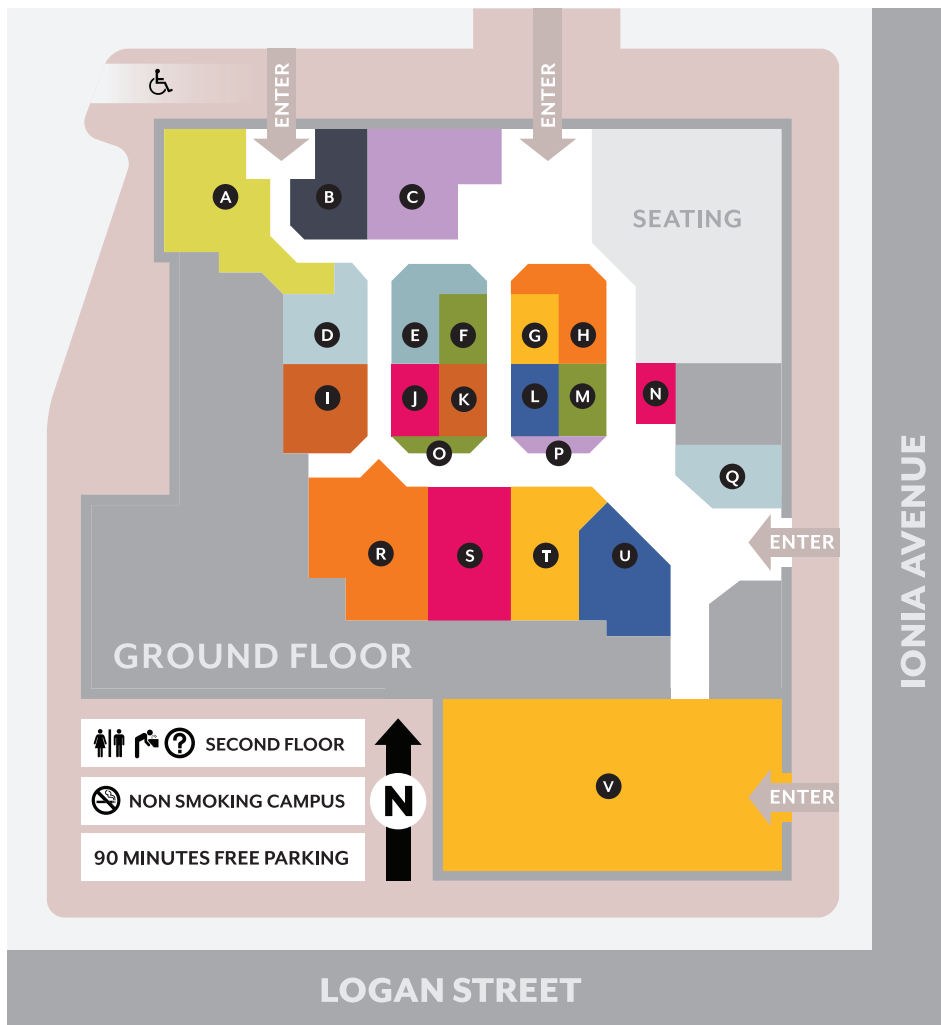
World-class, hand-made artisan chocolates, truffles, and sipping chocolate.

U - TACOS EL CUÑADO

Traditional Mexican street food, including burritos, quesadillas, tortas, and of course, tacos.

V - SLOWS BAR-B-Q

Award-winning Texas-style BBQ restaurant and bar.



MARKET HALL HOURS

MO-SA 9AM-7PM

SU 10AM-7PM

MARKET PROGRAMMING

TASTE SOMETHING NEW TODAY

DOWNTOWN MARKET GRAND RAPIDS

MARKET HALL MO-SA 9AM-7PM | SU 10AM-7PM

HOW TO GET HERE

FROM THE NORTH
Take southbound US-131 to exit 84A (Washburn Street). Turn left onto Washburn Street and right on Division Avenue. Turn right onto Lagoon Street. The Market entrance is located on the left side of the street on the right.

FROM THE SOUTH
From I-96, merge onto northbound US-131 to exit 83B (Franklin Street). Turn right onto Franklin Street and left on Lagoon Street. The Market entrance is located on the left side of the street on the right.

FROM THE WEST
From I-96, merge onto northbound US-131 to exit 84A (Washburn Street). Turn left onto Washburn Street and right on Division Avenue. Turn right onto Lagoon Street. The Market entrance is located on the left side of the street on the right.

FROM THE EAST
From I-96, merge onto northbound US-131 to exit 84A (Washburn Street). Turn left onto Washburn Street and right on Division Avenue. Turn right onto Lagoon Street. The Market entrance is located on the left side of the street on the right.

90 MINUTES FREE PARKING

THE MARKET HALL

GROUND FLOOR

SEATING

WELCOME TO THE ONE STOP SHOP FOR EVERYTHING FOOD.

435 IONIA AVE SW
GRAND RAPIDS, MI 49503

WWW.DOWNTOWNMARKETGR.COM
616.805.5308

FIELD & FIRE BAKERY*
A wood fired bakery you'll tell your friends about. European-inspired breads, artisanal pastries and more French pastries. Everything is hand-mixed and baked in a wood-fired oven. We're using local baking flour from a local mill.

MAKING THYME KITCHEN*
The original wet shop offering over 100 items. Choose from fresh, locally sourced meats and seafood or meat and seafood. We're using local baking flour from a local mill.

GROCER'S DAUGHTER CHOCOLATE
The first local chocolate maker and chocolatier in the region. Offering chocolate honeycomb, bark, truffles, pralines, bonbons, and more. All made with organic and locally sourced ingredients. Prepare for a truly decadent treat.

TACOS EL CUÑADO*
Handmade tacos and burritos from throughout Latin America. Tacos, quesadillas, burritos, tamales, and more. We're using local baking flour from a local mill.

MONTELO MEAT MARKET
The original wet shop offering over 100 items. Choose from fresh, locally sourced meats and seafood or meat and seafood. We're using local baking flour from a local mill.

FISH LADS*
Handmade fish and seafood, locally sourced fish and seafood. We're using local baking flour from a local mill.

CITY PRODUCE
Handmade produce and seafood, locally sourced produce and seafood. We're using local baking flour from a local mill.

SIMPATICO COFFEE JOINT
Handmade coffee and pastries, locally sourced coffee and pastries. We're using local baking flour from a local mill.

APERITIVO WINE & CHEESE BAR*
Handmade wine and cheese, locally sourced wine and cheese. We're using local baking flour from a local mill.

MALAMIAN JUICE BAR
Handmade juice and smoothies, locally sourced juice and smoothies. We're using local baking flour from a local mill.

MISS MADDIE'S FINE FOODS*
Handmade food and pastries, locally sourced food and pastries. We're using local baking flour from a local mill.

SPICE MERCHANTS
Handmade spices and pastries, locally sourced spices and pastries. We're using local baking flour from a local mill.

OLD WORLD OLIVE PRESS
Handmade olive oil and pastries, locally sourced olive oil and pastries. We're using local baking flour from a local mill.

CRESCENT FLORAL
Handmade floral and pastries, locally sourced floral and pastries. We're using local baking flour from a local mill.

THORNBERG & CO.*
Handmade pastries and pastries, locally sourced pastries and pastries. We're using local baking flour from a local mill.

LOVE'S ICE CREAM
Handmade ice cream and pastries, locally sourced ice cream and pastries. We're using local baking flour from a local mill.

BAK THAI BISTRO*
Handmade Thai food and pastries, locally sourced Thai food and pastries. We're using local baking flour from a local mill.

DOROTHY & TONY'S GOURMET POPCORN
Handmade popcorn and pastries, locally sourced popcorn and pastries. We're using local baking flour from a local mill.

SWEETIE LICKIOUS BAKE SHOPPE*
Handmade baked goods and pastries, locally sourced baked goods and pastries. We're using local baking flour from a local mill.

* OFFERS BREAKFAST, LUNCH OR DINNER DINE-IN OPTIONS

CLASS SCHEDULE FEB-MAR 2014

DOWNTOWN MARKET GRAND RAPIDS

CLASS SCHEDULE

FEB-MAR 2014

CLASS INFO

Don't Miss

TEEN CLASSES

KIDS CLASSES

INSTRUCTOR BIOS

CLASS SCHEDULE FEB-MAR 2014

THE MARKET HALL

FEB-MAR 2014

CLASS SCHEDULE

FEBRUARY

MARCH

FOR FURTHER DESCRIPTIONS AND TO REGISTER, VISIT:

WWW.DOWNTOWNMARKETGR.EVENTBRITE.COM

435 IONIA AVE SW
GRAND RAPIDS, MI 49503

616.805.5308

MARKET PROGRAMMING

SHINDIGS & SOIRÉES AT THE MARKET

DOWNTOWNMARKETGR.COM
435 IONIA AVENUE SW
GRAND RAPIDS, MI 49503

DOWNTOWN MARKET

ATIONS, GET-TOGETHERS,
S, OR SOIRÉES—WHATEVER
H, WHY NOT CENTER
UN AROUND FOOD?

WITH FRIENDS & FAM

- Bachelorette Parties
- Rehearsal Dinners
- Baby Showers
- Graduation Parties
- Dinner Parties
- Reunions

THE CORPORATE CROW

- Client Meetings
- Holiday Parties
- Office Outings
- Fundraisers
- Manager Retreats
- Employee Incentives

ORE FUN!

get-together with these options*:

- Customized Cuisine
- Cakes/Cupcakes

*Please call for pricing



GATHERINGS FOR 10-30 GUESTS

PAELLA PARTY

Our chef will share you and your friends with paella techniques, tips, and tricks that create this beautiful Spanish favorite! Then, it's your turn! Party attendees will head to one of our cooking stations to put those tips to work as they cook up delicious sides and delicious desserts that pair well with paella.

PERFECT FOR: Couples party, adult birthday

ADD ON: Wine pairing experience.

MARKET MENU WARS

Teams will compete to create their own award-winning dish with secret products found in the Market. Then you or our culinary experts will judge for taste, presentation, and creative use of Market ingredients.

PERFECT FOR: Team building

ADD ON: Wine pairing experience.

ROLL YOUR OWN SUSHI

Sushi parties are all the rage! And, by the end of this hands-on gathering, you and your guests will be sushi-making masters! Your attendees will create classic sushi combinations as well as their own signature rolls, using their favorite ingredients.

PERFECT FOR: Office party

ADD ON: Sake bar

TAPAS PARTY

Your own private chef? Yes, but just for the night. You and your guests will join our chef as they create delicious small bites right before your eyes. Party guests are then turned loose to create their own tapas at our private cooking stations. Afterwards, you can share, or bring them home for later!

PERFECT FOR: Bachelorette party

ADD ON: Wine pairing experience.

BRUNCH BUNCH

Our chef will join your gathering and create classic brunch favorites, pastries, and chocolate covered strawberries for sharing. Then it's time to let your guests give it a try!

PERFECT FOR: Bridal shower

ADD ON: Mimosa bar

CHAMPAGNE & CUPCAKES

Cupcakes covered in luscious ganache? No more! Bring your pals and join our pastry chef to make simple cupcakes that look like works of art! First, you'll all whip up some custom-topped cupcakes. Then, you'll be topping your treats with delicious fondant designs, sugared edible flowers, and big beautiful roses, all delicately made by you!

PERFECT FOR: Baby shower

ADD ON: Custom cocktail bar, special order cake.

MIXOLOGY 101

A cocktail party in a classroom? Kind of. Our Market Mixologist will use fresh herbs and infused simple syrups to teach your special someone how to transform basic spirits into libations of complex flavor. After a toast to you, guests will create their own signature drinks at our interactive stations. Appetizers made by Market chefs will be enjoyed at your gathering.

PERFECT FOR: Coworker get-together

ADD ON: Extended hours

TOUR OF ITALY

Strawberry cake, and let our chef create a four-course dinner that's a full of tips and techniques that your guests will put to use at their own cooking stations. The theme for the night (or day) is Italy, and an experience in style, culture, and food of Italian families.

PERFECT FOR: Holiday party

ADD ON: Wine pairing experience.

PLATES, PLATTERS, & APPS AT THE MARKET

DOWNTOWNMARKETGR.COM
435 IONIA AVENUE SW
GRAND RAPIDS, MI 49503

DOWNTOWN MARKET

YOUR NEXT EVENT FULL MARKET EXPERIENCE

USE CONTACT INDIVIDUAL BUSINESSES
TO PLACE YOUR CATERING ORDER.

Cheese Plates	\$15.00 - \$25.00
Chicken Plates	\$15.00 - \$25.00
Beef Plates	\$15.00 - \$25.00
Pork Plates	\$15.00 - \$25.00
Salmon Plates	\$15.00 - \$25.00
Vegetarian Plates	\$15.00 - \$25.00
Seafood Plates	\$15.00 - \$25.00
Meat Plates	\$15.00 - \$25.00
Chicken Plates	\$15.00 - \$25.00
Beef Plates	\$15.00 - \$25.00
Pork Plates	\$15.00 - \$25.00
Salmon Plates	\$15.00 - \$25.00
Vegetarian Plates	\$15.00 - \$25.00
Seafood Plates	\$15.00 - \$25.00
Meat Plates	\$15.00 - \$25.00

BEVERAGES

BLOOM FERMENTS	
Prosecco (12-pack)	\$12.00
Prosecco (6-pack)	\$6.00
Prosecco (3-pack)	\$3.00
Prosecco (1-pack)	\$1.00
GROCEER'S DAUGHTER CHOCOLATE	
Dark Chocolate (12-pack)	\$12.00
Dark Chocolate (6-pack)	\$6.00
Dark Chocolate (3-pack)	\$3.00
Dark Chocolate (1-pack)	\$1.00
MAKING THYME KITCHEN	
Prosecco (12-pack)	\$12.00
Prosecco (6-pack)	\$6.00
Prosecco (3-pack)	\$3.00
Prosecco (1-pack)	\$1.00
MALAMIAN JUICE BAR	
Prosecco (12-pack)	\$12.00
Prosecco (6-pack)	\$6.00
Prosecco (3-pack)	\$3.00
Prosecco (1-pack)	\$1.00
PROSPECTORS	
Prosecco (12-pack)	\$12.00
Prosecco (6-pack)	\$6.00
Prosecco (3-pack)	\$3.00
Prosecco (1-pack)	\$1.00
R&K THAI	
Prosecco (12-pack)	\$12.00
Prosecco (6-pack)	\$6.00
Prosecco (3-pack)	\$3.00
Prosecco (1-pack)	\$1.00
TACOS EL CUÑADO	
Prosecco (12-pack)	\$12.00
Prosecco (6-pack)	\$6.00
Prosecco (3-pack)	\$3.00
Prosecco (1-pack)	\$1.00

PS

MAKING THYME KITCHEN	
Prosecco (12-pack)	\$12.00
Prosecco (6-pack)	\$6.00
Prosecco (3-pack)	\$3.00
Prosecco (1-pack)	\$1.00
RELISH GREEN GROCER	
Prosecco (12-pack)	\$12.00
Prosecco (6-pack)	\$6.00
Prosecco (3-pack)	\$3.00
Prosecco (1-pack)	\$1.00
SUSHI MAKI	
Prosecco (12-pack)	\$12.00
Prosecco (6-pack)	\$6.00
Prosecco (3-pack)	\$3.00
Prosecco (1-pack)	\$1.00
ROLL PARTY TRAY	
Prosecco (12-pack)	\$12.00
Prosecco (6-pack)	\$6.00
Prosecco (3-pack)	\$3.00
Prosecco (1-pack)	\$1.00
BAK THAI	
Prosecco (12-pack)	\$12.00
Prosecco (6-pack)	\$6.00
Prosecco (3-pack)	\$3.00
Prosecco (1-pack)	\$1.00
BAK THAI	
Prosecco (12-pack)	\$12.00
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Prosecco (3-pack)	\$3.00
Prosecco (1-pack)	\$1.00

EVENT RENTALS

Grand Rapids Downtown Market

DOWNTOWN MARKET

435 IONIA AVE SW
GRAND RAPIDS, MICHIGAN
49503

616.805.5338
EVENTS@DOWNTOWNMARKETGR.COM
WWW.DOWNTOWNMARKETGR.COM

SECOND FLOOR

Grand Rapids Downtown Market

MEETING ROOMS

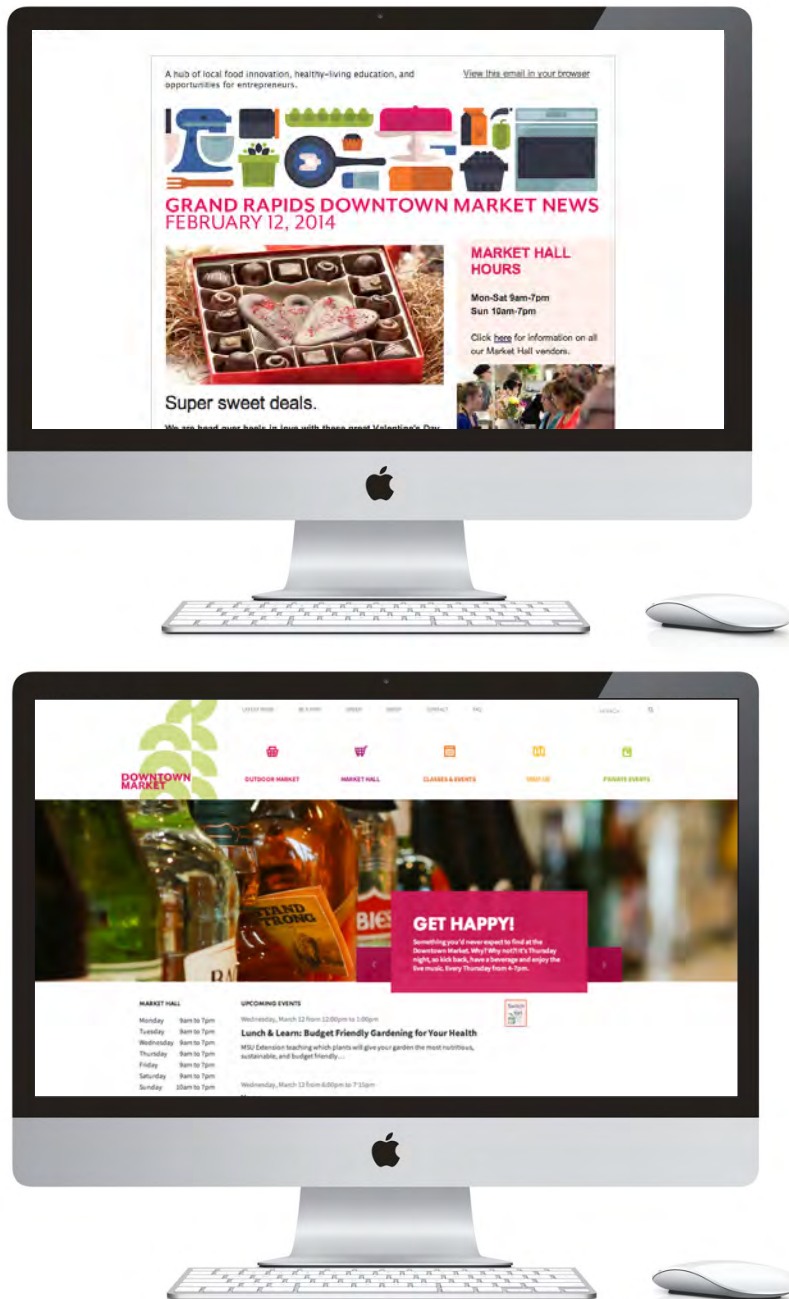
Grand Rapids Downtown Market

GRAND RAPIDS DOWNTOWN MARKET SECOND FLOOR RENTAL FACILITIES

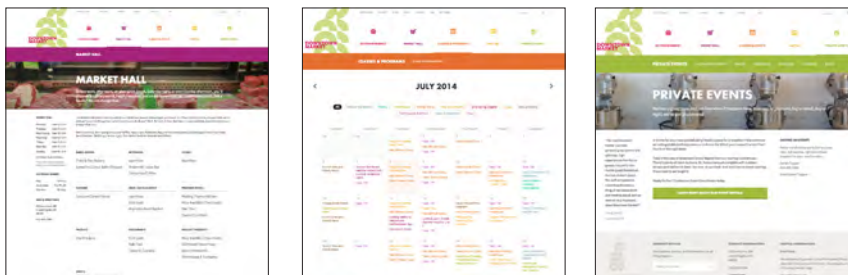
CAPACITY

Room 10
Day Rates
\$100 - \$150
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ONLINE PRESENCE



Email Marketing



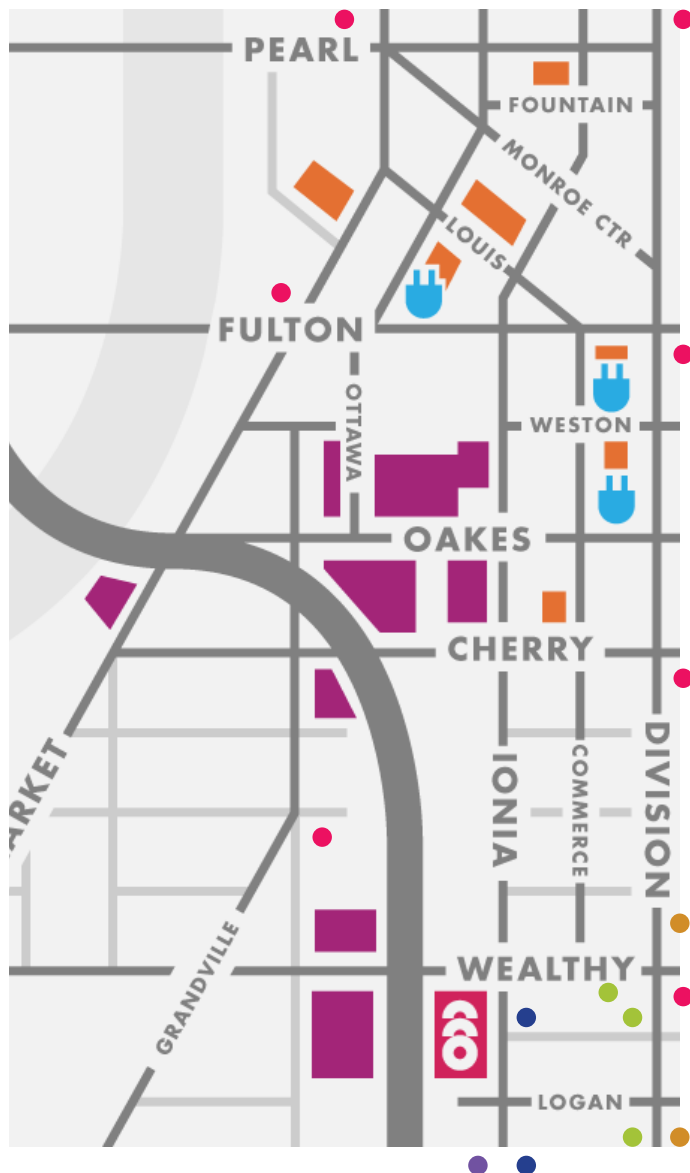
MARKET HOSTED SPECIAL EVENTS



PARKING & ACCESSIBILITY

● BUS RAPID TRANSIT*	● RAPID ROUTE 1 NB	ON-SITE PARKING	NEARBY SURFACE LOTS
● RAPID ROUTE 2 NB	● RAPID ROUTE 2 SB	CHARGING STATIONS	NEARBY COVERED RAMPS
● RAPID ROUTE 1 SB			

* After a decade of planning, the \$39 million Division Avenue Bus Rapid Transit service, the “Silver Line,” is a first in the state. The express transit service runs 10 miles from the south to downtown Grand Rapids, largely on Division Avenue. The service takes on the aspect of a light-rail, and became operational in August 2014. The BRT stop closest to the Market is just one block to the east at Logan and Division.



TAKE A WALK

WE'RE JUST A TEN TO FIFTEEN MINUTE WALK FROM DOWNTOWN

RIDE YOUR BIKE

WE ARE THE FIRST LEED-CERTIFIED MARKET IN THE COUNTRY. OF COURSE WE HAVE BIKE RACKS—AND PLENTY OF THEM, TOO!

- 200+ PARKING SPOTS WITHIN THE LOT; FREE PARKING FOR 90 MINUTES
- 118 ON-STREET SPACES WITHIN 1/8 MILE OF THE DOWNTOWN MARKET
- 183 ON-STREET SPACES BETWEEN 1/8 – 1/4 MILE FROM THE DOWNTOWN MARKET
- THE CITY OWNED PARKING RAMP ON CHERRY STREET (APPROXIMATELY 5 BLOCKS FROM MARKET) HAS 318 SPACES AVAILABLE FOR PUBLIC USE

DOWNTOWN MARKET EDUCATION FOUNDATION 501C3 NARRATIVE

Form 1023, Part IV, Narrative Description of Your Activities

The purpose of the Downtown Market Education Foundation is to support educational and charitable activities at the Downtown Market including, but not limited to, culinary and nutrition education; training in entrepreneurship, food production and gardening; obesity prevention and other wellness issues and concerns. In addition, the organization supports access to, and promotion of, fresh healthy foods for all, including disadvantaged families and children.

The Education Foundation carries out the mission in a facility owned and operated by the Grand Rapids Downtown Market, Inc., a Michigan Nonprofit Corporation. The Downtown Market includes a demonstration kitchen, community event space, greenhouses, incubator kitchen, teaching kitchen, classrooms/meeting rooms, commercial office space, an outdoor farmers market shed, and a market hall with space for over 20 independent fresh food vendors.

Formal and informal educational opportunities exist throughout the facility:

- The **demonstration kitchen** and event space accommodates groups from 10-350 people and hosts food/health related educational opportunities including, nutrition, wellness, and culinary skills.
- The 6,000 square foot **rooftop greenhouses** have both a warm and cool zone for growing a variety of herbs and vegetables, and provide hands-on experience for learning how to plant, prune, and harvest. The greenhouses also offer various agriculture educational opportunities, including hydroponics, vertical gardens, soil composition, plus composting and vermiculture (worm farming).
- The country's first **children's (teaching) kitchen** has hydraulic cooking surfaces that include induction stoves and sinks, which adjust to appropriate heights, allowing the Downtown Market to serve various ages and abilities, and provides a dynamic learning environment complete with video screens for instruction (at each station) and a pastry/dining area to taste test recipes.
- The **outdoor market shed** and adjacent **Heartside Park** offer the ability to integrate food and education programming, provide structured activities, and enhance the atmosphere of the surrounding area to serve all members of the community.

The **Market Hall** houses 20+ independent food entrepreneurs featuring a wide range of local, fresh and prepared foods including produce, meats, seafood, dairy, spices, and ethnic foods, maximizing food production inside the Market (bread baking, butchering, sausage making, cheese making, ice cream production, pickling and fermenting) and, through deliberately enhanced customer interaction with food producers, expands knowledge of food sources and preparation.

The Grand Rapids Downtown Market Education Foundation coordinates classes and programs using the entire facility, and partners with experts from all areas of the community to achieve five major objectives:

1. To improve culinary skills and nutrition and knowledge,
2. To increase understanding of growing and food production,
3. To decrease obesity and move towards healthy living and wellness,
4. To strengthen entrepreneurship in the food growing and producing community,
5. To expand access to healthy food for all segments of the local population.

Building upon our mission and goals, the Grand Rapids Downtown Market Education Foundation will continue to evolve and grow. Program expansion plans include increasing the number of quality educational programs and working to increase local and regional sources of financial support. This growth will specifically benefit community outreach programs, especially those within the diverse Heartside neighborhood, and adjacent Heartside Park. In addition, the Foundation will continue to grow community partnerships in order to showcase local expertise and talent.

As the program offerings grow, the Education Foundation will grow in value as a community resource for all age groups. Growth allows us the opportunity continually audit and improve our programs, further develop curriculum, , increase the number of programs dedicated to healthy food access, and offer additional opportunities in agriculture, culinary, nutrition, wellness, and entrepreneurship education.

DOWNTOWN MARKET EDUCATION FOUNDATION 501C3 NARRATIVE

Operating Plan

1. Classes and Programs:

Coordinate **Classes and Programs** presented inside the Market facilities that provide education opportunities to the community that fall in line with the five objectives

Programs are offered daily, from pre-scheduled, structured curricula, to customized programs, building as the Market matures, providing education opportunities for a wide range of audiences.

A. Culinary/Nutrition Education

- a. Sponsor, underwrite, and host culinary education classes and workshops for all ages and backgrounds, using hands-on and demonstration experiences, to teach the community a variety of skills and uses for all types of food.
- b. Sponsor, underwrite, and host nutrition education classes and workshops for all ages and backgrounds, using hands on and demonstration experiences, to teach the community how food supports health and prevents disease, to make healthy food choices, and to improve overall nutritional knowledge.
- c. Host free public chef demonstrations at the outdoor market to influence food experimentation, introducing new foods, and providing knowledge from ingredient use to food preservation.
- d. Encourage, facilitate, and host classes and workshops presented by registered dietitians and skilled chefs to offer community education regarding nutritious food meeting culinary imagination.
- e. Provide a commercial kitchen and basic training for food producers to test recipes, develop products, and provide catering services.

B. Growing/Producing Food

- a. Sponsor, underwrite, and host hands on and demonstration gardening classes and workshops for all ages and backgrounds, in two fully functioning greenhouses.
- b. Sponsor, underwrite, and host classes and workshops for all ages and backgrounds, to teach food production, preservation, and fermentation.
- c. Support continued learning and understanding of local foods by providing tours of the future LEED certified Downtown Market facility, by highlighting local farmers and chefs, and LEED certification elements, and by enhancing recipes to educate on the benefits of using locally produced food.
- d. Sponsor, underwrite, and host food education and production programs for tenants and potential tenants of the incubator kitchen focusing on food, nutrition, and sustainability, and provide entrepreneurial education to support development of small local businesses.
- e. Design and maintain scheduling, programing, and support for small food producers to become licensed in and make use of our large commercial kitchen for recipe testing, production, and packaging of sustainable, local, food products.

C. Wellness/Obesity Prevention

- a. Sponsor, underwrite, and host participation-based fitness classes and workshops using the facility, as well as the neighboring Heartside Park, to improve cardiovascular health, endurance, and strength.
- b. Sponsor, underwrite, and host wellness classes, providing hands-on lectures and demonstrations for all ages and backgrounds that involve preventative approaches, weight control, balanced lifestyle, stress and disease management, and overall health promotion.
- c. Provide a venue for health care providers to offer courses for the community as well as continuing education courses for medical professionals.
- d. Promote collaboration between health care providers, both conventional and holistic care, as well as service providers, such as chefs and wellness coaches, for enhanced courses in complete wellness.
- e. Offer periodic community wellness opportunities and health fairs that include prevention screenings and develop awareness of current health issues and prevention options.
- f. Host courses teaching specific food uses and safe food preservation techniques, as well as applying culinary techniques to support obesity reduction and disease prevention.

D. Access to Healthy Foods

- a. Facilitate engagement of community nonprofit agencies to host programs for the underserved
- b. Create scholarship and fee-reduction programs for classes and workshops offered at the Market to accommodate the underserved in the community.

DOWNTOWN MARKET EDUCATION FOUNDATION 501C3 NARRATIVE

- g. Promote benefits programs for low income residents (SNAP, WIC Project Fresh, Double Up Food Bucks, Senior Fresh) accepted by Market vendors to increase healthy food access in a neighborhood identified as a food desert prior to the Market opening.

E. Entrepreneurship

- a. Offer certification, credit, and general courses that support continued growth for small business owners and farmers in conjunction with local and national education institutions.
- b. Develop and maintain programs that provide additional financial and technical assistance to ensure that the incubator kitchen is accessible to low-income entrepreneurs and others who are traditionally marginalized.

2. Community Outreach:

Develop and host educational **events** for a variety of community members, using the unique Market facilities

A. Children's Groups

- a. Sponsor, underwrite, and host programs for children's gatherings supporting education about the Market, vendors, fresh foods, healthy lifestyles, and culinary and/or greenhouse skills.
- b. Host and customize private events for children's groups, identifying specific needs regarding nutrition, growing, fitness and/or sensory and tailoring instruction to meet those needs.

B. Leadership Groups/Corporate Team Building

- a. Sponsor, underwrite, and host programs for adult team work, critical thinking, community bonding, and skill development through nutrition and food focused education.
- b. Host public and private events and tours, that include courses in the greenhouses, kitchens, and indoor/outdoor markets, specifically scheduled to provide a unique opportunity for groups to work together, learning about nutrition and local food businesses.
- c. Offer team building and leadership programs that bring groups together in the kitchens, greenhouses, meeting rooms, where teamwork is required to complete a task; instructional objectives focus on growing healthy foods, nutrition, and culinary skill building in environments built for team interaction.

C. Families

- a. Sponsor, underwrite, and host events supporting family nutrition, sustainability, food production, and local growing education, allowing families to gain knowledge while working with their own and other families, developing team building skills, bonding opportunities, and various learning experiences between family members through, all supporting healthy lifestyle education and experiences.

D. Community

- a. Sponsor, underwrite, and host events for the community involving nutrition and wellness education by bringing together organizations and community members for specific causes and interests.
- b. Influence community growth by offering a variety of public events that support diversity and interest of multiple demographics, providing a venue for learning, understanding, and supporting diverse socio-economic and cultural backgrounds, and sharing a common bond between local business, food, nutrition, and wellness.
- c. Host public and private food, health, and nutrition events that support collaborative learning among friends, couples, or groups.

3. Continuing Education:

Offer **continuing education opportunities** for community educators and professionals, as well as leadership and teambuilding opportunities for corporations, working with a variety of organizations throughout the community

A. Educators

- a. Sponsor, underwrite, and host classes and workshops for educators, supporting continued growth in a variety of fields by offering certifications and/or credits.

B. Community

- a. Sponsor, underwrite, and host classes and workshops for farmers, corporations, and organizations in a variety of fields by offering certifications, credits, and/or leadership programming and support.

C. Medical and other health professionals

- a. Organize and host continuing medical education programs and classes.
- b. Host public and private health and nutrition events and conferences highlighting knowledge and research for health education, including instruction and/or participation from local medical and health professionals.

DOWNTOWN MARKET EDUCATION FOUNDATION 501C3 NARRATIVE

4. Field trip and school break programs:

Provide field trip and school break programs

A. **Early Childhood**

- a. Sponsor, underwrite, and host field trips for pre-k children, providing knowledge and experience from greenhouse education to basic kitchen safety and development of fine motor and sensory skills, adhering to the State of Michigan standards, in addition to including literature references for lessons and activity packs for parents and educators to continue the learning using healthy food introduction and sensory skills at home.
- b. Sponsor, underwrite, and host education opportunities and programs for parents and early childhood education/care providers on teaching food, wellness, and nutrition objectives for students, and improve knowledge base for providing environments for children prior to school age to thrive.
- c. Provide opportunities, programs, and a venue for students and parents from pre-k and play and learn groups, as well as those who do not have the opportunity to enroll in existing pre-school programs, that involve greenhouse, market, and kitchen lessons, in order to begin education early in development, improving cognitive abilities, and enhancing experiences with science and health knowledge, as well as basic life skills.

B. **K-12**

- a. Sponsor, underwrite, and host field trips for K-12 students with varying age-appropriate curricula providing lessons in food production, culinary skills, agriculture, and science, following the State of Michigan guidelines and education objectives for each grade level.
- b. Provide camps, workshops, and programs for grades K-12 during school breaks, giving children a unique learning experience, enhancing growth and development, while participating in programs that feature learning in the area of health, wellness, nutrition, and culinary and agricultural education.

C. **Special Interest Groups**

- a. Sponsor, underwrite, and host field trips and tours for groups to experience and learn about the Market, from agriculture to culinary arts to LEED criteria to farm to table experiences, both in a formatted and customized approach to learning based on the groups needs.
- b. Develop all inclusive education programming to customize field trips for non-traditional groups such as home school based educators and students, individuals with special needs, and senior specific.

Education Foundation Programming

Topic	Programs	Partners	Audience
Culinary/Nutrition Education	Chef Demonstrations	Local Chefs	Cooks, culinary students, restaurant personnel
	Buying Local- how and why: seasonal eating, local, plant-based, farm raised, pasture-raised	Farmers	Adults
	Healthy Cooking: Holiday, Seasonal Produce, Baking and Desserts, Incorporating Greens, Herbs and Spices, Appetizers and Dips, For Parties, For Kids, Grilling, Soups and Stews, Hearty Cooking, Improving America's Favorites, Salsas	Local chefs, health care providers	All ages
	Basics: Culinary boot camps, knife skills, appetizers, soups/stews, salads, cooking with proteins, grains, produce, kitchen safety, know your utensils and appliances, cooking with different cookware	Culinary school instructors: Secchia Institute for Culinary Education, Kent Intermediate School District	All ages, general population, students, chefs,
	World Cuisine: Italian, Latin America, Asian, Thai, North American, Mediterranean, Cajun, Tapas, Indian, German	Local Chefs	Cooks, culinary students, restaurant personnel, adults,
	Food for Health: specific ingredients to support specific health concerns	Medical staff, holistic nutrition educators, farmers, food foundations	Special populations, fitness enthusiasts, general public
	Protein specific: beef, poultry, egg, fish, vegetarian proteins		
	Food for Seniors	Area Agency on Aging, Medical staff,	Mature individuals, caregivers
	Kids Cook	Secchia Institute for Culinary Education; local educators	Children
	Couples cooking- relationship building	Local Chefs	Adult
	Passport to Healthy Eating; Taste Tours	Market staff and vendors	Children
	Lesson Plans for food	KISD	Elementary teachers
	Know Your Fats: Proper cooking with oils, smoke-points, rancidity, etc.	Olive oil vendor, health professional	Adults
	Chocolate Making, Candy Making, Desserts	Bakery, chocolate vendors	All ages

DOWNTOWN MARKET EDUCATION FOUNDATION 501C3 NARRATIVE

	Condiment Making: sauces, chutneys, aioli, marinades, salad dressings, bottle of the month theme, vinaigrette tastings, infusions	Condiment vendor, preserves vendor, chefs	All ages
	Raw food classes: snacks, entrees, desserts, specialties	Chefs, raw food experts	All ages
	Beverages: Smoothie, Latte Art, Juicing, Barista Classes	Coffee baristas, chefs	All ages
	Bread making and baking	Bread vendor, chefs	All ages
	Special Diets: Food allergies, gluten-free, Paleo, Grain Free, Egg Free, Refined Sugar-Free (not using artificial sweeteners), Preserving Food		
		Michigan State University Extension, Blandford Nature Center	All Ages
Gardening/ Food Production	How Things Grow	Blandford Nature Center; C.A. Frost School	Children
	Fermented Foods: how to and why (sauerkrauts, kim chee, kombucha, fermented nut cheese, yogurts,)		
	Backyard Gardening	Michigan State University Extension	Adults
	Landscaping		
	Making Perfect Compost	MSU Extension	Adults
	Design: Floral arrangements, fruit baskets, decorating with produce, herbs, plants; European dish gardens		
	Mushroom cultivation	Local provider	Adults
	Smart Lawns- low maintenance, eco-friendly, lush	Local provider, MSU extension	Adults
	Reducing "pests" in your garden- eco friendly		
	Bees and Pollinators		
	Cheese Making	Market hall vendor	Adults
	Farming Practices	MSU Extension Services	Farmers
	Food Safety for Small Producers		Market Vendors, Kent County Health Department, community businesses
	Reducing your Carbon Footprint	Local educators	Adults
	Seed Saving		Adults
Wellness/Obesity Prevention	Fitness Classes	Local trainers, educators; YMCA	All ages
	Understanding the Terms: knowing what organic, local, pasture-raised, cage-free, etc. – understanding the buzz words	Farmers, nutritionists	Adults
	Smarter Shopping; Weekly Planning	Nutritionists	Adults
	Diets Explained	Local nutritionists	All ages
	City Walks	Tour guides	All ages
	Mommy Stroller Club	Local trainers, educators	Mothers
	Downtown Runner's Club	Local trainers	Adults
	Prevention classes: diabetes education, heart health, cancer (prevention/post treatment), weight management, stress, endocrine (hormones), allergies (pulmonary), cardiovascular health, pre/post natal, blood pressure, cholesterol, men's and women's health, pain management, tobacco cessation, building immunity, intergenerational care		
	Food is the Best Medicine	Medical providers	Doctors (CMU) and nurse practitioners
Entrepreneurship	Incubating Your Success	Small Business Development Center, Grand Valley State University	Market vendors
	Growing Your Business	Small Business Development Center, Grand Valley State University	Market vendors, commercial kitchen users
	Team building activities	Culinary, business, fitness, wellness providers	All ages
	Leadership activities	Business educators, professors,	All ages
	Learning to Budget, Using QuickBooks, Financial Boot Camp, Accounting for Small Business Owners, E-commerce,	Business educators, professors	Market vendors; Adults
	Starting Your Business: writing a business plan, developing partnerships	Small Business Development Center, Grand Valley State University	New Market vendors; Adults
	Using Social Media, Marketing, Website Development	Business educators; local	Market vendors, small

DOWNTOWN MARKET EDUCATION FOUNDATION 501C3 NARRATIVE

		professionals	business owners
Events	Monthly Community Fitness: Dancing/Zumba in the Park, Community Cardio Kickboxing, Yoga in the Park,	Local fitness professionals	All ages
	Annual Fitness Runs	All local businesses,	All ages
	Private events: Children's Birthday Culinary Gatherings – celebrate with healthy food & learn culinary skills while celebrating special milestones; Children's Birthday Greenhouse Adventures; Girls night out –develop skills; Team building – Iron Chef Style; Community Gardens; Private Market Tasting Tour w/ Farm to Table Luncheon;	Chefs, Horticulturists, local businesses, community members	All ages
	Community gatherings celebrating food	All local businesses/ community members	All ages

Current Partners and Future Partners

The community has a host of educational institutions, life science and medical facilities, and research institutes, and is home to the Michigan State University Medical School. There is a robust farm-to-fork movement and a strong buy-local organization, Local First. In addition, West Michigan has a growing and diverse agriculture economy. This presents many opportunities to draw on the expertise of local organizations for partnerships to deliver programs through the Grand Rapids Downtown Market Education Foundation.

Spectrum Health
Blandford Nature Center
Feeding America
Goodwill Industries
Grand Rapids Public Schools
Greater Grand Rapids Food Systems Council
GVSU Business Development Center
LINC
Master Gardeners
Michigan Department of Agriculture
MSU Organic Farming Certificate Program
Starting Block

Spectrum Health Healthier Communities
Cherry Street Clinic
Fredrik Meijer Gardens
Grand Rapids Children's Museum
Grand Rapids YMCA Healthy Living Hub
GVSU School of Public, Nonprofit, and Health Administration
Kent County Health Department
Local Chefs and Foodies
Mel Trotter Ministries
Michigan State University Extension
Organicycle
Value Health Partners

Bethany Christian Services
Fair Food Network
Fulton Street Farmers Market
Grand Rapids Cooking School
GRCC Secchia Institute for Culinary Education
Kent Intermediate School District
Local First
Mercy Health, Saint Mary's Health Care
Michigan State University Medical School
Real Food Wellness
Western Michigan Greenhouse Association

PROGRAMA PUENTE

Hands-On Culinary Classes

- **The Basics:**
 - All Spanish Speaking Hands-On Culinary Classes
 - Offered to Program Apuente participants on first come, first serve basis
 - 1 class will be offered quarterly
 - Max participants per class: 18
- **Class Themes:**
 - **Culinary Basics –**
 - Proper Techniques to make home cooking simple
 - Knife Skills & basic cuts
 - Food Safety
 - Basic cooking methods (dry heat, moist heat, etc.)
 - Quick reference guides – culinary terms, measurements, scaling, temperatures, basic cuts, fat comparison, cuts of animal proteins
 - Practice techniques by mastering simple recipes that can be translated into any meal; standard practices
 - **Spanish Cuisine – Tradition meets the Dietician**
 - Ingredient Influences that have impacted Spanish food
 - Techniques to improve or create healthier versions of the following, without losing flavor
 - Tapas
 - Egg & Vegetable dishes
 - Gazpacho tradicional & Sopa de ajo Manchega
 - Tortilla Espanola
 - **Traditional Grains, Sea Food, & Dessert**
 - Learn simple techniques and ingredients to make dishes at home that support health
 - Selecting Grains
 - Selecting Meats
 - Preparing Sea Food
 - Desserts to feel good about
 - Paella
 - Flat Bread
 - Empanadas
 - Rice Pudding or Crème Caramel
 - **Fundamentals of Spanish Cooking** (Originally 2nd class; moved to June for seasonality)
 - Adapt traditional techniques that can be used in any meal
 - Using Seasonal Ingredients
 - Allioli
 - Romesco
 - Salsa Brava
 - Canning/Preserving
- **Classes will be taught by Spanish Speaking Chef in Hands on Teaching Kitchen**
 - Requirements of Chef:
 - Fluent in Spanish; primary language preferred
 - Dietician or work with dietician for menu development & lesson planning
 - Very familiar with American Culture, as well as Hispanic Culture

- **Each participant will receive:**
 - 2.5 hour class experience
 - Copy of all class recipes
 - \$10 produce bucks voucher to purchase ingredients to re-create recipes
 - Meal shared with class after preparing
 - Take home leftovers appropriate for travel (within food safety standards)
 - Parking validation or transportation via Rapid bus passes

Fitness Classes

- **The Basics:**
 - All Spanish Speaking Fitness Classes
 - Offered to Program Apuente participants on first come, first serve basis
 - 1 class will be offered per week for 8 weeks
 - Max participants per class: 30
 - Classes offered in the Greenhouse
 - Pre-registration and drop-in options available
 - For drop-in: Programma Puente will provide list of all pre-approved students.
 - Any student not on the list will pay a \$12 drop in fee and cannot receive produce bucks, unless participant can verify eligibility into Healthy Eating for All program (ex. documentation requirement). This is only to ensure that program funds are only allocated to pre-approved candidates.
- **Class Options:**
 - Option 1:
 - All 8 weeks All Level Yoga
 - Option 2:
 - All 8 weeks Zumba /Pound/Groove
 - Option 3:
 - All 8 weeks Kickboxing/ Group Kick
 - Option 5:
 - Rotation of all 3
 - Option 6:
 - Rotation of 2 of the above, offered 4x each
- **Classes will be taught by Spanish Speaking Fitness Instructor**
 - We will work with Spectrum Health Advisors and Local Fitness Centers to obtain fitness instructor and assist with any language barriers in the development process
- **Each participant will receive:**
 - 1.25 hour class experience
 - \$10 produce bucks voucher to purchase fresh foods (every 2 classes attended – max 4 per 8 week session)
 - Parking validation or transportation via Rapid bus passes

INTRODUCTION TO THE INCUBATOR KITCHEN

The Grand Rapids Downtown Market recognizes the community's need for new and innovative economic development opportunities. The incubator kitchen works as a catalyst for both cooperative education and small business development, allowing participants to reinvent the local food economy. The Market aims to be an inclusive space for food start-ups and entrepreneurs who are seeking resources, support, and technical assistance by offering space at support rates for start-up businesses and the resources needed to train and support new endeavors. From inception to build-out, farm to table, the Grand Rapids Downtown Market is equipped to support emerging entrepreneurial ideas into regionally recognized, locally owned and operated brick and mortar businesses.

Grand Rapids Downtown Market Incubator Kitchen Mission

Building upon Grand Rapids' growing local food movement, the Grand Rapids Downtown Market strives to create entrepreneurship, good food, and community while embracing triple bottom line values. Affordable kitchen rates and practical business tools give budding entrepreneurs a leg up in starting good food businesses. Our diverse community enables us to create, build, and cultivate processes to develop an ecosystem of good food businesses as part of Grand Rapids' identity. We are committed to:

- Creating a space for Good Food Craftsmanship: by providing an Incubator Kitchen that is well equipped with equipment, supplies, resources and one-on-one business counseling needed to start a good food business.
- Triple Bottom Line Values: helping businesses operate in a way that will be financially viable over the long term, *and* have a positive social and environmental impact on the community.
- Providing pathways to good food entrepreneurship: by working to provide additional financial and technical assistance to ensure that the Grand Rapids Downtown Market Incubator Kitchen is accessible to low-income entrepreneurs and others who are traditionally marginalized.
- Developing the community's definition of good food: We aim to change the way Grand Rapids approaches good food entrepreneurship.

Supportive Shared Space

The Incubator Kitchen provides a supportive, efficient, flexible environment for you to develop and produce your product or service. Our goal is to break barriers to entry, including financial and institutional limitations, by providing a shared use space; which means that you may work alongside other producers.

Equipment/Small wares

The Incubator Kitchen is well equipped with maintained professional appliances. Please bring your own small wares (pots, pans, cutting boards, knives, thermometers, utensils, etc.). You must provide your own food grade containers and labeling materials, foil, plastic wrap, etc. The Market provides all cleaning supplies and towels, and a thorough training on all equipment prior to your first use of the Kitchen.

Incubator Rates

Per Michigan law, all food products sold (outside of the [Cottage Food Law](#)) must be produced in a commercial kitchen. Building and maintaining a commercial kitchen is expensive and often a barrier to entry for entrepreneurs. The Grand Rapids Downtown Market aims to break barriers of entry by taking on the financial risk of opening and operating a commercial kitchen (open 24/7) and reducing all expenses to a fixed cost. Please call or email with questions regarding incubator rates and to determine which rate applies to your business.

	Prep	Pastry	Production	Catering	Packaging
Market Rate	\$16/hr	\$30/hr	\$30/hr	\$30/hr	\$12/hr
Support Rate*	\$12/hr	\$22/hr	\$22/hr	\$22/hr	\$10/hr
Scholarships**	\$10/hr	\$16/hr	\$16/hr	\$16/hr	\$10/hr

The whole kitchen may be rented for \$150 per hour. Please inquire for availability.

* The Downtown Market provides its target population with a commercial kitchen rental support rate in an effort to expand these endeavors into viable micro-enterprises. The Grand Rapids Downtown Market's target population can be described as a start-up food entrepreneur who lives in the city of Grand Rapids and/or a Grand Rapids Downtown Market incubator program member and/or a Grand Rapids Downtown Market tenant/vendor. This program model includes an incubation stage to prepare

INTRODUCTION TO THE INCUBATOR KITCHEN

entrepreneurs for the cost of the full market rental rate and is designed to support these businesses for only one to two years at the support rate.

** The Grand Rapids Downtown Market is committed to creating paths to entrepreneurship for low income individuals. Following Michigan guidelines, we offer subsidized rates to individuals and families based on household income before taxes and other criteria. Scholarship criteria depends on the applicant receiving some form of social assistance. A limited number of scholarships will be rewarded on a demonstrated need basis.

A limited number of scholarships are awarded on a demonstrated need basis, if you are not receiving any social assistance, but would like to be considered for a scholarship, please explain your current financial situation, demonstrating a need for this scholarship funding on the application.

Monthly Storage Rates

Storage Space	Dry Storage 24x48	Cooler Storage 18x60	Cooler Storage 24x30	Cooler Storage 24x36	Cooler, Freezer Storage 24x48	Cooler, Freezer Storage 24x54	Cooler Storage 24x60
Rates	\$24/m	\$24/m	\$18/m	\$20/m	\$26/m	\$30/m	\$32/m

All supplies and ingredients used in the production process must be stored on site. Temperature controlled storage includes dry, freezer, cooler, and protein cooler storage areas. All meat stored on site must be stored in the protein cooler. Pallet spaces are available for \$30 (basement storage) and \$50 (Incubator Kitchen dry storage) a month. Pallets are only allowed to have bulk supplies and product on them in addition to dry storage production (fermentation and brewing). This includes bulk packaging (bottles, jars, boxes, crates, etc.) and ingredients (flour, spices, canned items, etc.). Smallwares must be housed on provided shelves. Dry storage production must take place in the Incubator Kitchen dry storage area.

Reserving Kitchen Time

The Grand Rapids Downtown Market books reservations monthly and gives priority to anchor tenants. New reservations are available on a first come first serve basis. The Incubator Kitchen calendar is available online for incubator kitchen tenants. To make a reservation more than seventy-two (72) hours in advance, please email incubator@downtownmarketgr.com. If you do not receive a confirmation within 48 hours, please call to confirm. Please include the following for all reservations:

1. Desired kitchen space(s) (see Exhibit A of the Rental Contract)
2. Date
3. Desired start time and end time
4. Any additional equipment requests or notes

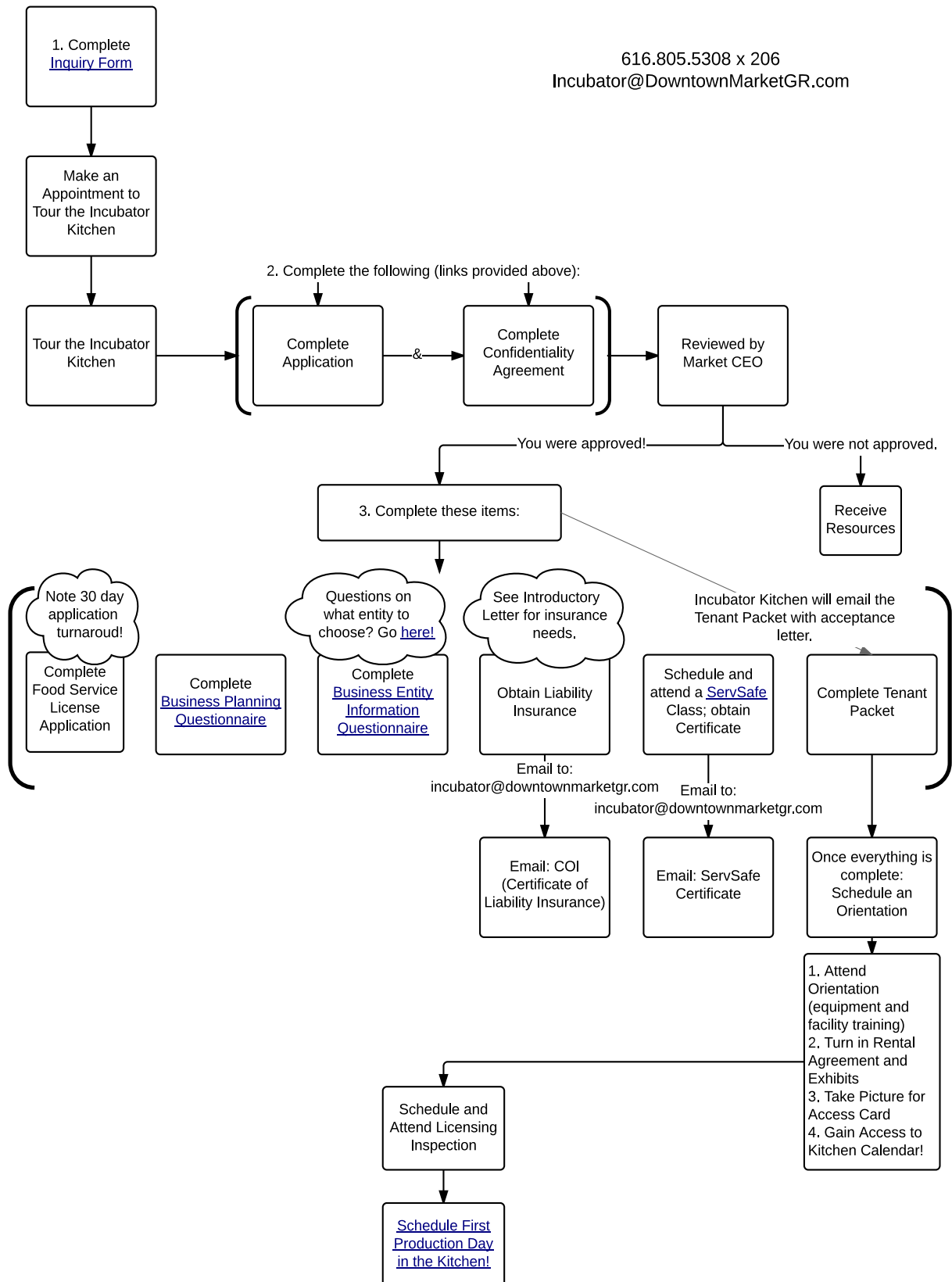
Please do this for each reservation you make. To make a reservation within 72 hours of Tenant's requested time, Tenant must call the Kitchen Manager at 616.805.5308 ext. 206.

Cleaning Responsibilities

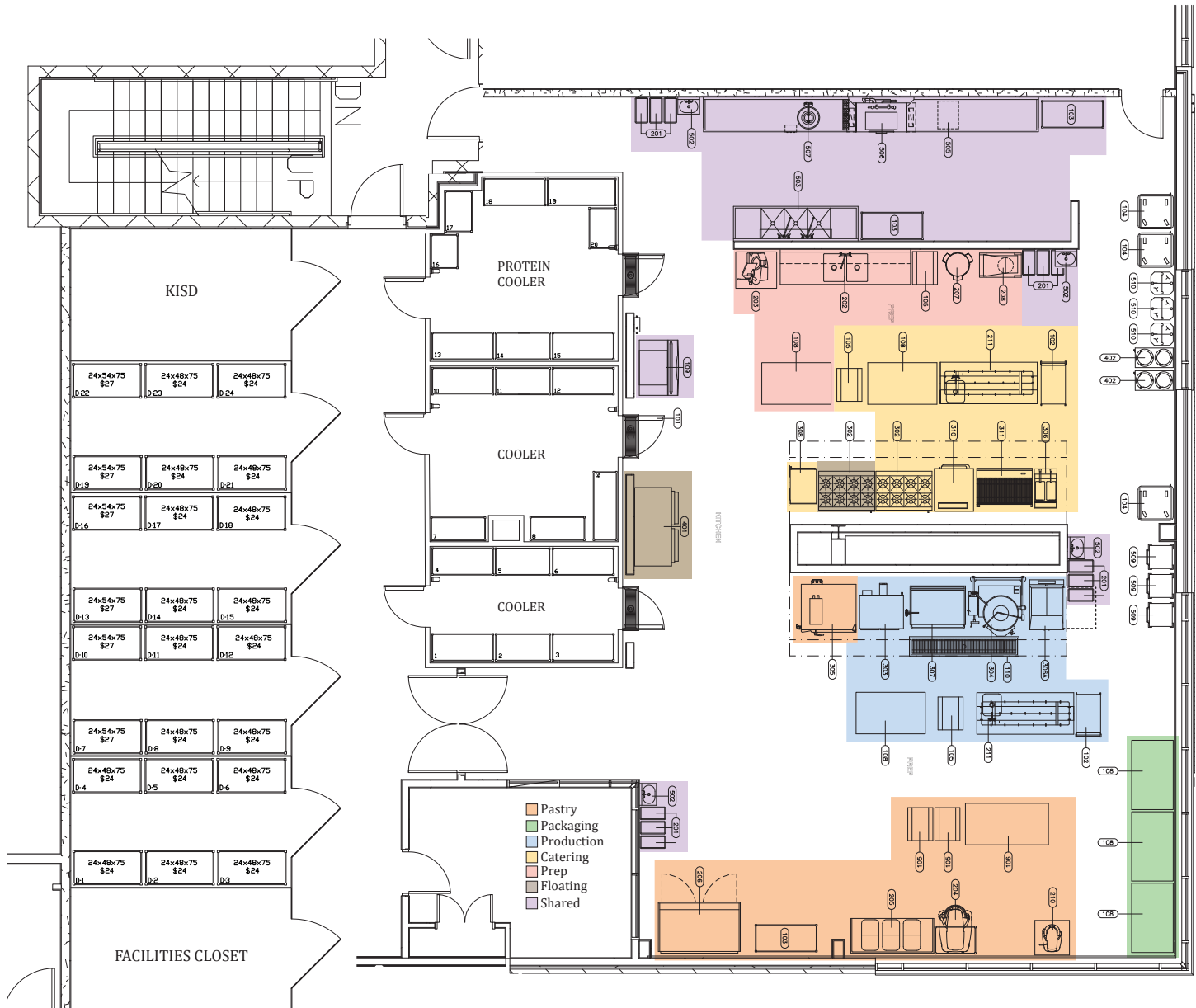
We aim to maintain an impeccably clean workspace. The Grand Rapids Downtown Market provides all supplies (brooms, mops, clean mop heads, sanitizers, cleaners, etc.) and towels needed to clean the Kitchen equipment and premise. You are expected to:

- Allot enough time for cleanup as this is part of your scheduled reservation.
- Complete the Kitchen checklist sign in/sign out sheet at the beginning and end of every scheduled shift.
- Return all equipment to its original location.
- Turn off any equipment used.
- Leave the Kitchen coolers and dry storage areas free of food and debris. Sweep and mop coolers after each use.
- Pull apart, clean, and dry all surfaces, interior and exterior, of all equipment, tables, preparation surfaces and floor spaces used.
- Flatten boxes, remove debris from them and place them in the correct recycling bin in the facilities cage.
- Empty trashcans and place all waste in appropriate collection bins (trash, compost, recycling) in the facilities cage. Wash cans when necessary (when spills and tears in bags occur) and replace liners after each use.
- Dispose of oil in the appropriate collection bin, located in the loading dock.
- Sweep and mop all areas used.
- Turn off the hood and hood lights if used; turn off kitchen lights if empty.
- In the event of an emergency please contact the Kitchen Manager right away (Emergency Cell: 616.581.0356)

INCUBATOR KITCHEN REQUIREMENTS



INCUBATOR KITCHEN SHARED SPACES & EQUIPMENT LIST



NO	Qty	Divison	Description
102	1	Catering	Utility Cart
105	1	Catering	Pan Rack
108	1	Catering	Portable Table
211	1	Catering	Cook's Table
302	1	Catering	Range
306	1	Catering	Fryer
308	1	Catering	Cook & Hold Smoker Oven
310	1	Catering	Broiler
311	1	Catering	Charbroiler
109	1	Floating	Ice Maker
302	1	Floating	Range
401	1	Floating	Roll-In Refrigerator
108	1	Packaging	Portable Table

NO	Qty	Divison	Description
103	1	Pastry	Shelving
105	2	Pastry	Pan Rack
106	1	Pastry	Work Table
204	1	Pastry	60qt Mixer & Utensil Rack
206	1	Pastry	Proofer/Retarder
210	1	Pastry	20qt Mixer & Mixer Stand
305	1	Pastry	Combi Oven
108	1	Prep	Portable Table
202	1	Prep	Prep Table
203	1	Prep	Slicer & Slicer Stand
207	1	Prep	Salad Dryer
208	1	Prep	Vegetable Cutter & Cart

NO	Qty	Divison	Description
105	1	Production	Pan Rack
102	1	Production	Utility Cart
105	1	Production	Pan Rack
108	3	Production	Portable Table
211	1	Production	Cook's Table
303	1	Production	Convention Oven
304	1	Production	Tilting Kettle - 40gal
306A	1	Production	Donut Fryer
307	1	Production	Tilt Skillet
103	2	Shared	Shelving
201	12	Shared	Trash, Recycle, Compost Bins
502	4	Shared	Hand Sink
505	1	Shared	Booster Heater
503	1	Shared	Pot Sink
507	1	Shared	Disposal
506	1	Shared	Dishwasher
104	3	Additional Rental	Heated Banquet Cart
402	2	Additional Rental	Heated Dish Dispenser
509	3	Additional Rental	Cup/Glass Rack Dolly
510	3	Additional Rental	Dish Cart

GOLD LEED CERTIFIED

BUILDING ARCHITECTURE

- Warehouse Industrial
- A Blend of Old and New
- Brick Masonry, Steel, Re-Sawn Timbers, Metal
- Plenty of Transparency- Curtain wall Glass
- Prominent Meeting Room, Roof top Terrace and Greenhouses
- Exposed Structure, Trellis, Details

GREEN FEATURES

- Development Density
- Community Connectivity and Alternative Transportation
- Storm Water Design- Quantity and Quality Control
- Heat Island Effect- Light Roof
- 5,000 SF Green Roofs and 1,400 SF Live Wall
- Water Use Reduction- Low Flow Plumbing Fixtures
- 8,000 Gallon Rain water Harvesting System for Greenhouse Irrigation
- Building System Commissioning- Optimize Energy Performance
- Energy Star Rated Kitchen Equipment
- Fundamental Refrigeration Management
- Individual Vendor Metering
- New High Efficiency Building Envelope
- Heat Pump System- HVAC and Food Service Equipment
- Geo-Thermal Well System (50 400 Ft. Wells) Provides 2/3 of Building's Heating and Cooling Needs- \$20,000 per Year Savings in Energy Costs
- Variable Speed Fans and Pumps, Energy Recovery Wheels, Carbon Dioxide and Occupancy Sensors, Direct Digital Controls, Outdoor Air Delivery Monitoring
- Variable Air Volume Kitchen Hood Make-up Air Units
- 98% High Efficiency Boilers and Water Heaters
- LED Lighting- Saving \$18,000 per Year in Energy Costs
- Storage and Collection of Recyclables
- Construction Waste Management, Construction Air Quality Management, Construction Activity Pollution Prevention
- Low VOC Emitting Materials
- Recycled Content, Regional Materials, Certified Wood
- Tenant Design and Construction Guidelines
- Education Program
- Biodigester



Reclaimed wood from previous buildings.



Geo-thermal well system.



5,000 square feet of green roofs.



1,400 square feet of exterior live walls.



Biodigester for organic waste.

LOCAL FOOD PRODUCTION PILOT CREDIT

The Downtown Market is the one of the first projects to seek the LEED Core and Shell v2009 Pilot Credit 82: Location Food Production. The project team is submitting this credit under Option 1: Food Production for the BD+C project metric requiring at least one square food per Full Time Equivalent (excluding visitors):

- The FTE for the market is 194
- The greenhouse is 6,500 square feet
- The total growing space is 1,525 square feet

The Downtown Market greenhouse will serve many functions to provide a space for a variety of activities that engage the local community including the following:

- A place to grow micro-greens, spices, herbs, fruits and vegetables for market vendors and educational classes
- Event space for weddings and corporate meetings
- Educational programming for children including camps and field trips, adult cooking classes, and team building activities

The greenhouse manager will design the planting season around the market needs in terms of vendor requests, educational classes and event needs, however, it should be noted that the greenhouse will closely follow the suggestions outlined in the Resources Tab for this Pilot Credit. This includes following organic growing practices, and employing Integrated Pest Management strategies before using non-toxic pest control.

Most of the greenhouse plants will use low-flow mechanical misters and watering infrastructure with the water provided by cistern located on the west side of the parking lot. Hand watering is also an available option for the plants that require this attention.

Mimi Fritz, the Executive Director of the Downtown Market, has signed a required three-year commitment letter to the local food production program and Integrated Pest Management requirements as outlined in the documentation provided in this credit.

Integrated Pest Management at the Downtown Market

The Downtown Market is committed to using Integrated Pest Management (IPM) practices to maintain a pest free building. The Downtown Market will employ the following strategies for managing pests:

1. Inspect and monitor the greenhouse for pests
2. Use non-chemical strategies, such as sanitation, and the elimination of potential sources of food, water and shelter as primary methods of pest management
3. Investigate the source of the problem – and eliminate it – before applying pesticides
4. Use pesticides only when absolutely necessary. This step requires the consent from the Downtown Market before pesticides are applied to any area of the property.

Pest management in a greenhouse will require additional IPM strategies to maintain a pest free space. Large rodents may be an issue, but there are plant specific pests and diseases that can become an issue when growing food. For example, the most common pests that the Downtown Market greenhouse may encounter include the following:

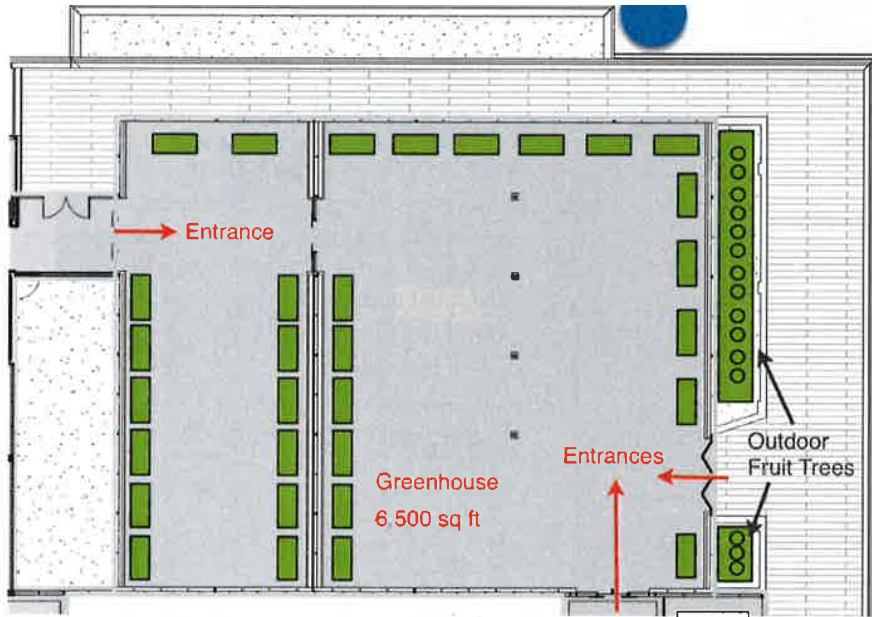
- | | | |
|------------|----------------|-------------------|
| • Aphids | • Cabbage Worm | • Powdery Mildew |
| • Whitefly | • Spider Mites | • Tomato Hornworm |
| • Thrip | • Botritis | |

These pests will have very specific pest management methods that they respond to in order to not have them negatively affect the health of the plant. The first and most important method in growing healthy plants is by using nutrient rich and appropriate types of soil based on individual plant needs.

Garden pests are inevitable, and thus the Downtown Market will implement the applicable strategies suggested in the Resources tab for the Pilot Credit 82, including the following:

1. Apply fertilizer based on plant needs
2. Test soil every other year for nutrient content and pH and will use the test results to optimize the type and frequency of nutrient applications
3. Work with the MSU Extension Office that is located in the Downtown Market
4. Will not use ammonia-based fertilizers, biosolid-based fertilizers formulated for continue application, synthetic quick-release fertilizers, or “weed and fee” formulations
5. Will use fertilizer derived from animal or vegetable matter, organic/natural fertilizer and slow-release formulas
6. Use only fertilizers and herbicides that comply with the U.S.-based Organic Materials Review Institute
7. Will not apply blanket applications of herbicides

LOCAL FOOD PRODUCTION PILOT CREDIT



Inside of the greenhouse looking NE



Outdoor fruit trees



Growing Space	Length	Width	Square Ft
30 indoor raised bed tables	10 ft	4 ft	1200 sq ft
Large outdoor raised bed	40 ft	6.5 ft	260 sq ft
Small outdoor raised bed	10 ft	6.5 ft	65 sq ft
Total:			1525 sq ft
<i>Square footage required is 1 sq ft per FTE (194)</i>			





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Downtown Market thriving in Grand Rapids

The **Downtown Market**, which opened to overflow crowds last Labor Day weekend, was intended to be a "a gritty urban experience that also supported local agriculture," said David Frey, a co-chair of **Grand Action**, the nonprofit that leads much of the economic development activity in downtown Grand Rapids and led fundraising for the market's construction.

The early indication, Frey said, is that what they intended is what they got: an urban experience that not only is supporting agriculture but one that also is helping grow small businesses and clean up a Grand Rapids neighborhood that had been badly in need of improvement.

The market has attracted a principal from an Ann Arbor baking school and a fishmonger who moved from Seattle. It also has encouraged people in Grand Rapids to leave their day jobs and open businesses, and helped to persuade an Ann Arbor developer to turn two abandoned warehouses into housing.

The Downtown Market includes the Market Hall, where 20 vendors are located on the first floor; an outdoor area for a farmer's market; outdoor rain gardens; a green roof covered with plants and vegetation; walls that include plants and an irrigation system; and 50 wells drilled 400 feet deep to bring heat from the Earth to heat the market.



CRAIN'S DETROIT BUSINESS
PHOTO BY JEFFREY M. HARRIS FOR CRAIN'S DETROIT BUSINESS
CRAIN'S DETROIT BUSINESS
PHOTO BY JEFFREY M. HARRIS FOR CRAIN'S DETROIT BUSINESS



Food vendor Shelby Kibler takes a break to enjoy his own culinary handiwork at Grand Rapids' Downtown Market.

On the second floor of the Market Hall are rental incubator kitchens, rooftop greenhouses and what Brian Burch, a spokesman for the market, described as the first educational kitchen in the nation designed around "accessibility for children."

Six classrooms onsite are used by the **Kent Intermediate School District** for 195 students who are studying culinary arts and health care.

"We were invited into the dialogue very early on," said Ron Koehler, an assistant superintendent with the district, "and we saw that we had a lot of programming that could mesh with the Downtown Market."

The market's second floor also has office space for Kendra Wills and two other educators from the **Michigan State University Cooperative Extension Service**.

"Since there are 20 businesses in the market and more in the Grand Rapids area, the market is kind of a local community hub for local food innovation and education," Wills said. "It is a really good spot for us to be."

Mimi Fritz, president and CEO of the Downtown Market, said some retail space is still available. The market is looking for two restaurants to add to the Market Hall. Fritz also hopes to find a farm-to-table restaurant to take

4,000 square feet in the front of the hall, then another beverage-focused restaurant — a brewery, winery or distillery — for the back of the Market Hall.

The outdoor farmer's market, which opened in May 2013 while the Market Hall was still being built, will open again May 3. Fritz said space is available for 54 booths under the covered market shed and for an additional 30 farmers under the Wealthy Street Bridge on the southern edge of the market.

"We were just shy of 100 vendors last year," Fritz said. "The market shed was full every Saturday, and sometimes the space under Wealthy Street filled up on Saturday, too."

Jeff Butzow, owner of **Fish Lads**, the Market's only fishmonger, said Downtown Market representatives came looking for him in Seattle, where he ran two retail outlets selling fresh fish and seafood at **Pike Place Market**.

Being a Traverse City native, he was familiar with Grand Rapids and said coming back to Michigan "seemed liked a good fit."

So far, his biggest problem has been explaining to customers that a "fishmonger" is a person or shop that sells fish.

"It is a new experience and a new product for people to come in and deal one-on-one with a food professional that knows what he is talking about," Butzow said.

Shelby Kibler left the **Zingerman's Bakehouse** baking school in Ann Arbor, where he was the principal, to start his own business in the Downtown Market, an artisan bakery called **Field & Fire**.

"A downtown market in a downtown area that is purveying artisan food sounded like a perfect spot for me," he said.

Jermale Eddie, the director of education for the **Grand Rapids Urban League**, and his wife, Anissa, are first-time business owners. They opened the **Malamiah Juice Bar** after Jermale discovered juicing and created a drink that even his son liked.

"We are getting a lot of love from the community," he said. Better than that, he said, sales have met his expectations.

Kibler and Butzow said their sales were either meeting the goals of their business plans or were close enough to make them feel good about the decision to set up shop in the market.

Fritz said most of the vendors are telling similar stories, although she added that market officials don't have numbers yet on sales per square foot. She did not have foot traffic numbers, either, but said market officials are thinking about installing a counter to keep track of how many people are coming in.

The market also has become a hub for the redevelopment of the south side of downtown Grand Rapids, which is filled with vacant warehouses, empty storefronts and homeless shelters behind one of the city's landmarks, **Van Andel Arena**.

Stuart Ray, executive director of **Guiding Light Mission**, one of the homeless shelters on the south side, has seen the change in the neighborhood.

"South Division was full of prostitutes and winos," he said. "We may still have some individuals who are struggling with substances, but we don't have the prostitutes we had 10 years ago, and most of the doorways are cleaned up."

Mike Jacobsen, an Ann Arbor-based developer who owns **LC Cos.**, has turned one empty furniture warehouse into the \$18.5 million **Baker Lofts** residential and retail building. He now is working to turn the old Klingman's Furniture warehouse into apartments for the 20- to 40-year-old crowd.

Jacobsen said the market can't take all the credit for the construction projects on the south side of downtown Grand Rapids. He also pointed to **The Rapid** mass transit system; the new **Grand Rapids Public Schools University Prep**

Academy, in the same neighborhood as the Downtown Market; and the work the **Diocese of Grand Rapids** and **Mercy Health Saint Mary's** have done to create **Cathedral Square**, linking their campuses near the market.

But the impact of the market can't be ignored, Jacobsen said.

"It's the Downtown Market and other things, as well," he said. "It was a whole series of events that made this a solid area."

The New York Times

November 13, 2012

A Michigan City Bets on Food for Its Growth

By KEITH SCHNEIDER

GRAND RAPIDS, Mich. — The idea of building a year-round public market to tie the city's skilled chefs to the region's big complement of young farmers had already attained an air of inevitability by the time this Midwestern city held its first Restaurant Week three summers ago.

Next year, just in time for the fourth annual Restaurant Week, Grand Rapids is scheduled to open the \$30 million, 130,000-square-foot Downtown Market, a destination that is expected to attract 500,000 visitors a year. The three-story brick and glass building, under construction in a neighborhood of vacant turn-of-the-20th century warehouses, is intended by its developers to be a state-of-the-art center of commerce for the culinary arts and fresh local foods.

It is also seen as having the potential to accomplish much more.

"This project fills a variety of needs," said David Frey, chairman of the Frey Foundation and co-chairman of Grand Action, a nonprofit group of local business leaders that joined the city's Downtown Development Authority to raise money for the market and to build it. "It creates a lot of synergy for the development that's been happening in Grand Rapids for some time now."

The Downtown Market, in effect, is the newest piece of civic equipment built here since the mid-1990s to leverage the same urban economic trends of the 21st century — higher education, hospitals and health care, housing, entertainment, transit, and cleaner air and water — that are reviving most large American cities.

Few small cities, and possibly none in the industrial Midwest, have been nearly as successful. One reason is the distinctive partnerships formed between this city's redevelopment agencies and wealthy industrialists and philanthropists. Hundreds of millions of private dollars have been raised here to build a downtown that encourages entrepreneurs, develops career-track jobs and attracts new residents.

The civic projects built in the urban core by public-private partnerships since 1996 include the 12,000-seat Van Andel Arena, the \$60 million new home for the Grand Rapids Art Museum, the \$220 million DeVos Place convention center, \$1 billion in hospitals and the new headquarters of the Michigan State University College of Human Medicine, several parks and the downtown campus of Grand Valley State University.

This small city, Michigan's second-largest behind Detroit, was floundering a generation ago with a shrinking and aging population and poor job prospects for young people.

But it has been transformed. Today, Grand Rapids is full of young professionals in good careers, who enjoy a low cost of living, first-rate restaurants with locally brewed beer and a variety of residential options near work. The population has rebounded to nearly 190,000, from a post World War II low of 181,000 in 1980, and the region's jobless rate fell to 6.7 percent in September, 1.8 percentage points below a year ago and well below the state rate of 9.3 percent, according to the Bureau of Labor Statistics.

"One of the elements that serves what we're doing here is to build pedestrian corridors downtown," said Mike VanGessel, president and chief executive of Rockford Construction. Rockford has invested more than \$60 million to convert 13 mostly vacant warehouses and office buildings near the Downtown Market into 400,000 square feet of residential, retail and office space. One of the projects is GRid 70, a four-story office building a few blocks north of the market, where top designers for the region's sport shoe and office furniture manufacturers work.

"The people this city attracts now want to be near things," Mr. VanGessel said. "They want to walk, not drive. The Downtown Market is close. It's part of the answer to, 'How do we keep doing the next right thing for retaining our talent?'"

It turned out that the next right thing was to focus on fresh local food. Like hundreds of other cities, Grand Rapids has an outdoor seasonal farmers market that operates on Fulton Street four days a week. The Downtown Market fills what city leaders saw as a different need — a year-round, seven-days-a-week public market that would be a place to shop for local foods and a destination for residents and visitors.

The Downtown Development Authority and Grand Action looked to Boston's Faneuil Hall, the market in Grand Central Station in New York, the Ferry Building in San Francisco, and Detroit's Eastern Market as institutions that encouraged commerce and civic spirit by acting as urban squares. Good local food set the table, so to speak.

The design plan for the Downtown Market includes space for food production and processing, a commercial kitchen to provide an incubator for new businesses

and another to educate students in food preparation and healthful eating. A greenhouse will occupy the roof and two restaurants are planned. Enough space is available indoors and out for banquets, civic events and more than 60 vendors. The market was built with nontoxic materials, and has advanced systems for energy efficiency, natural lighting, waste management, recycling and water conservation.

A feasibility study, completed in March 2010 by Market Ventures of Portland, Me., found ample reason for Grand Rapids to pursue the project. Some 12,220 farms in the 11-county agricultural region that surrounds Grand Rapids bring in a total of \$2 billion in annual revenue. Many of the growers produce fruits and vegetables, including specialty crops, for sale at a public market.

The study forecast that the Downtown Market, which occupies a 3.5-acre site close to highway exits and the Grand River, would achieve gross annual sales around \$25 million, and generate more than 600 jobs. A small staff could manage the market, and its annual income is expected to total \$2 million, with expenses reaching \$1.5 million.

One measure of the market's popularity is that nearly 8,000 people have already signed on to a Facebook page supporting the market that was posted by an enthusiastic resident. Another measure of its visibility is that developers are adding 312 apartments, and 33,000 square feet of retail space in 13 new and renovated buildings in the neighborhoods closest to the Downtown Market, according to city figures.

The city's transit agency plans to build a \$39.8 million rapid transit bus line, Michigan's first, the agency said. The line, with dedicated lanes and station stops, is intended to transport passengers from the suburbs to downtown much faster than an ordinary city bus route. Construction starts next year and a station stop is planned on Division Avenue, one block from the market.

Mimi Fritz, the market's new executive director, is hiring five staff members and developing a mix of local farmers, businesses, restaurants and programs to inhabit the building.

"It has to be good, feel authentic and develop into a distinctly Grand Rapids experience," she said.

Helping with those choices is Chris Muller, president of M Retail Solutions and a specialist in developing public markets. "We are being careful and selective about what goes in the market," he said. "People will come if it's a pretty cool platform for food."