



city of farmington response to mtc site rfq

**attn: Kevin Christiansen
city of farmington**

**response by River Caddis Development, LLC
november 13, 2020**



**"alone we can do so little.
together, we can do so
much."**

helen keller

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November 13, 2021

Mr. Kevin Christiansen
Economic and Community Development Director
The City of Farmington
23600 Liberty Street
Farmington, MI 48335

RE: Maxfield Training Center("MTC") Request for Qualifications Submission Cover Letter

Dear Mr. Christiansen,

I am pleased to present River Caddis Development's submission to the City of Farmington's Request for Qualifications on the MTC site redevelopment. We are eager to collaborate alongside the City to enhance its existing character for more people to call home.

The River Caddis teams believes strong relationships are the key to any successful development. We have created many mixed-use developments across the country and throughout the State of Michigan, and in each case, we have uniquely combined the desires of community leadership with the opportunities the market presents. Our team has a unique background in contaminated sites, municipal collaboration, and navigating the complexities associated with challenged downtown sites. We are only able to 'turn obstacles into opportunities' through collaboration and mutually beneficial arrangements.

Brownfield sites such as the MTC are typically viewed as liabilities that are risky to develop. Our team sees these sites as opportunities to transform Brownfield sites into assets that creates value for not only our development team but for the community. By having an integrated development team, we are able to identify and take advantage of opportunities that leverage costs through all phases from planning, funding, entitlements, and approvals to design, construction, operation, and maintenance. The success of this development will be measured by community support and our teams experience to deliver. Our team has the experience and poise to deliver a unique urban infill product that blends well with the adjoining historic neighborhood, contributes significantly to downtown Farmington, and leverages amazing natural elements of Shiawassee Park.

Collectively, we would be grateful for an opportunity to make a significant investment that will shape the future of the community for years to come.

Sincerely,

John McGraw
Director of Development
River Caddis Development

 1038 Trowbridge Road
East Lansing, MI

 Office: 517 703-2107
Mobile: 517 420-7393

 Email: jmcgraw@rivercaddis.com
Web: www.rivercaddis.com

summary overview

key development executive:
John McGraw
 jmcgraw@rivercaddis.com
 517.703.2107

development information:
River Caddis Development, LLC.
 1038 Trowbridge Road
 East Lansing, Michigan 48823

why river caddis?



full service and turn-key development team



extensive walkable/urban development experience



extensive P3 experience



collaborative community focus



strong financial capabilities and access to capital



extensive BRA experience



Michigan team, national experience



owners, managers, designers, collaborators

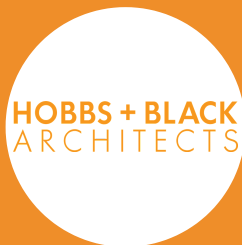
developer team



developer



consultant



architect



general contractor

developer experience

- \$200M+** MIXED-USE DEVELOPMENT EXPERIENCE
- \$150M+** OPERATIONS AND MAINTENANCE CURRENTLY
- \$250M+** DOWNTOWN REDEVELOPMENT EXPERIENCE
- \$150M+** CONTAMINATED BROWNFIELD REDEVELOPMENT EXPERIENCE
- \$300M+** MUNICIPAL GOVERNMENT EXPERIENCE
- 7 STATES** UNIQUE DESIGN EXPERIENCE IN US MARKETS

development details

- 3** ACRES
- 124** MARKET RATE UNITS
- 177** PARKING STALLS ONSITE
- 1.5** PARKING STALLS PER UNIT
- 4** STORIES
- 54'** HEIGHT



concept development proposal

"carrying development concept to implementation"

narrative



The MTC site is positioned to play a key role in the continued successes of downtown Farmington. The 3 acre parcel is geographically located within blocks of the downtown core, national retailers, and the expansive Shiawassee Park. Our proposed team is comprised of experts in each of their respective disciplines with experience on similar projects both in Michigan and nationally. River Caddis is excited to collaborate with the City of Farmington and local stakeholders to develop a multi-family residential project to bring upwards of 124 units and their residents to your neighborhood.

Our architect, Hobbs+Black, worked with the city and a previous developer in 2018 on a proposed development. As a team we understand there are some concerns surrounding the success of the project, with River Caddis comes an extensive background in successful high-quality developments of contaminated parcels nationally. Our collaborative approach of working with the city and community can bridge the downtown core with the surrounding developments and amenities. Our experience shows that the most successful projects are a result of this direct public/private collaboration. Prepared and submitted as a Planned Unit Development, we would begin the process by collaborating with the City and your representatives to orchestrate a series of community conversations to better understand the priorities and goals for the project. At these community events we will listen, but also challenge the stakeholders with ideas about the future. The results of the meetings will be organized and be evaluated as the project continues through the design process.

Upon review of the RFP and preliminary site analysis, the development team has identified several key elements that will drive the conversations moving through the design process.

connectivity and walkability

Our primary objective is to create logical and improved connections to Shiawassee Park; develop beautifully designed and intelligent pathways from the Historic Neighborhood to the west and to downtown. We believe that our project will greatly enhance the pedestrian framework in and around Thomas Street and Warner. We will accomplish this by thoughtful discussions with neighborhood stakeholders.

During the design process we would propose to work with the city to strengthen the connection between Riley and Shiawassee Parks by looking at strategies to utilize the two city owned lots at 22104 Grand River and 33107 Thomas Street. These lots will provide a direct pedestrian connection to the MTC site with options to continue to the historic neighborhood or down to Shiawassee Park. In addition to the path, our team would investigate an alternative approach to provide shared parking on the two lots. Collaborating with the City and the DDA we would look at the enhancement of the pedestrian connection around and through the MTC site. Our team is in favor of examining public art, including murals to introduce as part of the overall project design and way to activate public spaces and connection points. Along the paths, we would look at the idea of a series of nodes offering various points of interest and potential activities. The attached sketches illustrate concepts of how these connections might look, but when engaged with the city we will collaborate on the final solution.

parking and streets

The development team understands the City's desire to incorporate additional public parking in the area. With both public and private parking lots within the direct vicinity, but outside of the property boundaries, the team is open to collaborate with the City and DDA to explore potential

narrative cont.



opportunities. The design team proposes the reconfiguration and addition of parallel parking along Thomas Street. In addition, River Caddis is open to the exploration of street enhancements along Warner and Thomas Streets to connect to the neighboring infrastructure and natural transition. Our programming of the MTC would include the closure of access directly to Warner Street and allow public gathering and future natural transition to the park to the North. We also would be remiss if we failed identify the opportunities for bike parking for both project residence and visitors to the project site. Our team is very conscious of changing technology and the current market demand for EV's. Our team will also explore the viability of electric charging stations for both public and private uses.

transitional urban + sustainability

The team will approach the design with sensitivity, understanding that MTC is an infill development adjacent to an established single family neighborhood. The scale of our proposed development will bridge the density of downtown and the homes. We will listen to the neighbors but also design structures that contextually speak to both the past and the future. Understanding the advancements in building materials and technologies we will select those that compliment the surrounding structures while providing unique architecture that will age gracefully. The team will implement sustainable principles across the site, looking at the impact to the environment and natural resources. Overall, the MTC property is a transitional urban site. Our approach will promote walkability and connectivity but also acknowledge the need to support vehicles.

timeline

Through our collective experience nationwide, we believe if the collaboration between the City of Farmington and River Caddis goes as planned, our site planning preparation could begin late summer of 2021 and begin vertical construction fall of 2021.

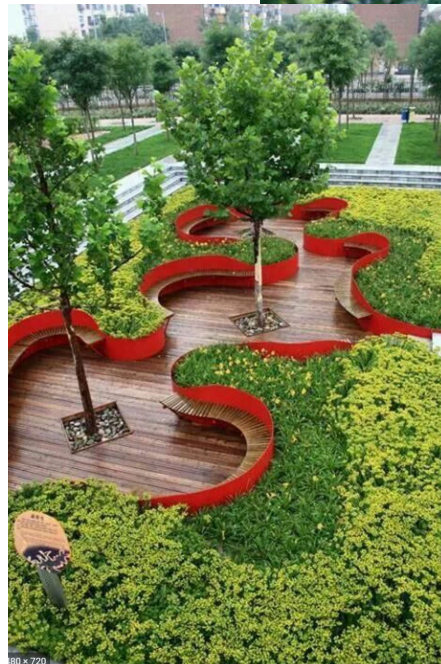
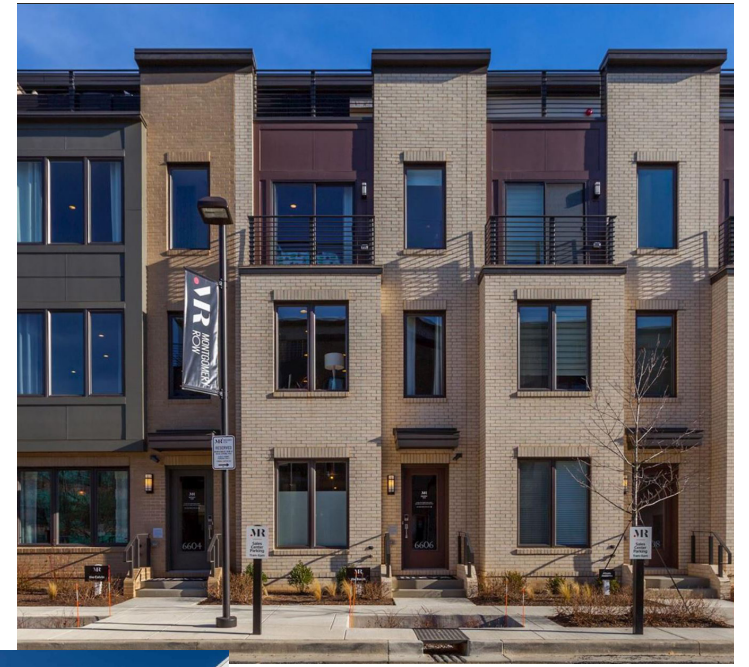
statement of constructability

Our team has gone through a conceptual cost analysis and its feasibility in this market compared to its local rents and our expertise in delivery. From this analysis, we feel confident, with collaboration and support from the City of Farmington, that we can construct an economically feasible project in this location. We can provide additional information upon request.

closing

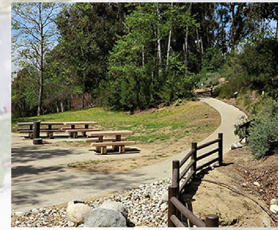
Our team has the experience to collaborate with the city and community to transition the MTC site into a successful bridge between the downtown core, Shiawasse Park and the historic neighborhood. We believe, based on this location of urban infill and brownfield redevelopment, it is most appropriate for a multifamily development. This multifamily development will bring more people downtown to patronage the local businesses and establish roots in the City of Farmington. We will communicate, evaluate and execute a plan that will serve not only as a successful creative multifamily project, but also a catalyst for continued downtown redevelopment. We understand what the residents of these transitional urban cores are looking for when selecting their home and will combine this with the goals of the City to create a thriving addition. We have developed a concept that we believe achieves the goals of the city and will yield a long-term, attractive solution through collaboration to the City of Farmington.







PLAZA + TRAILHEAD



TRAIL NODES

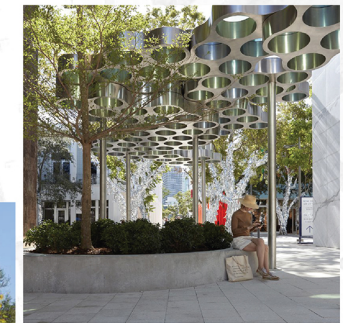
MINI PLAZA



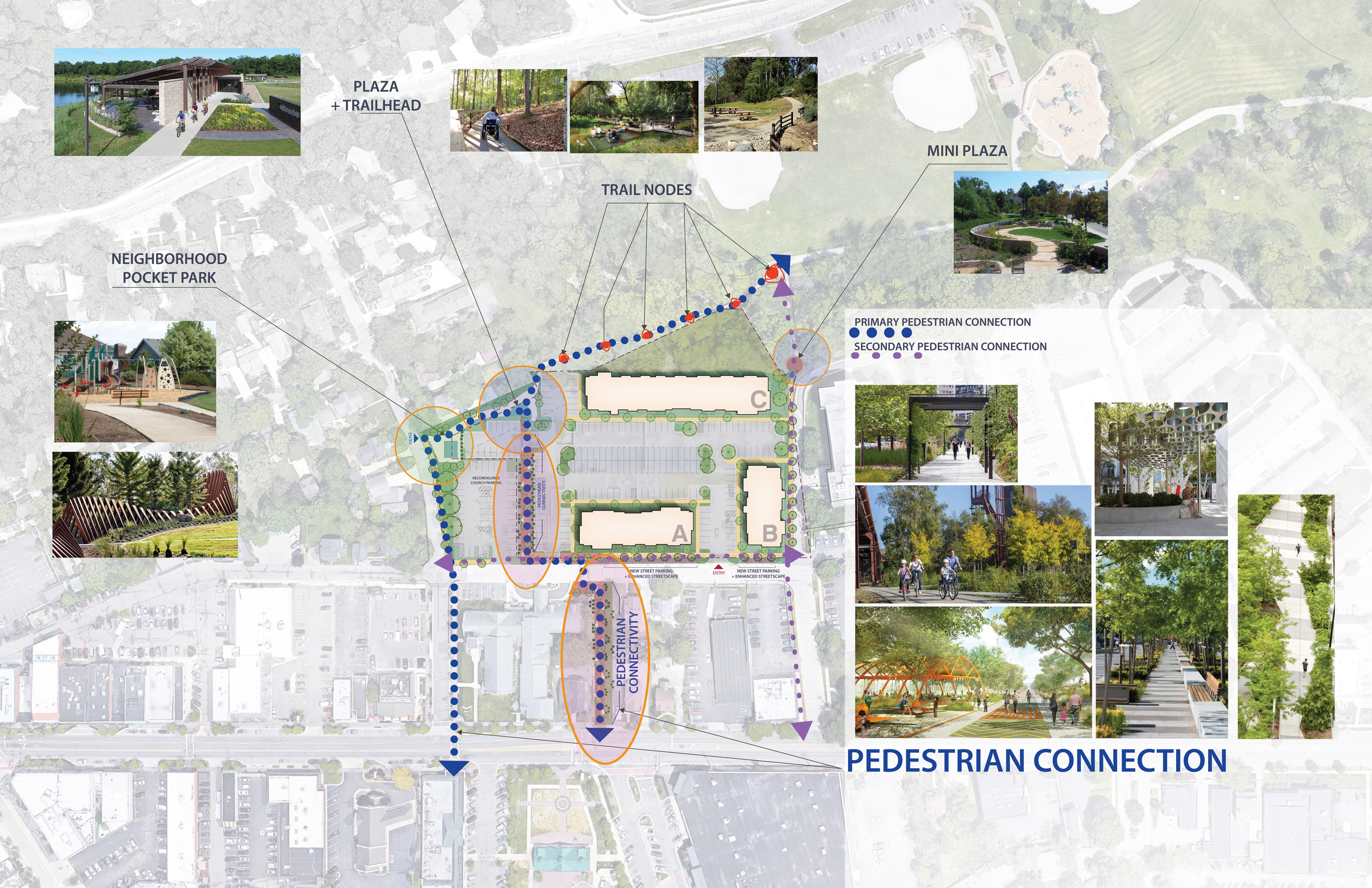
NEIGHBORHOOD POCKET PARK



PRIMARY PEDESTRIAN CONNECTION
SECONDARY PEDESTRIAN CONNECTION



PEDESTRIAN CONNECTION





NEIGHBORHOOD
POCKET PARK

PLAZA
+ TRAIL HEAD

TRAIL NODES

MINI PLAZA

PRIMARY PEDESTRIAN CONNECTION

SECONDARY PEDESTRIAN CONNECTION

RECONFIGURED
CHURCH PARKING

NEW STREET PARKING
+ ENHANCED STREETSCAPE

NEW STREET PARKING
+ ENHANCED STREETSCAPE

ENTRY

PEDESTRIAN
CONNECTIVITY

PEDESTRIAN
CONNECTIVITY

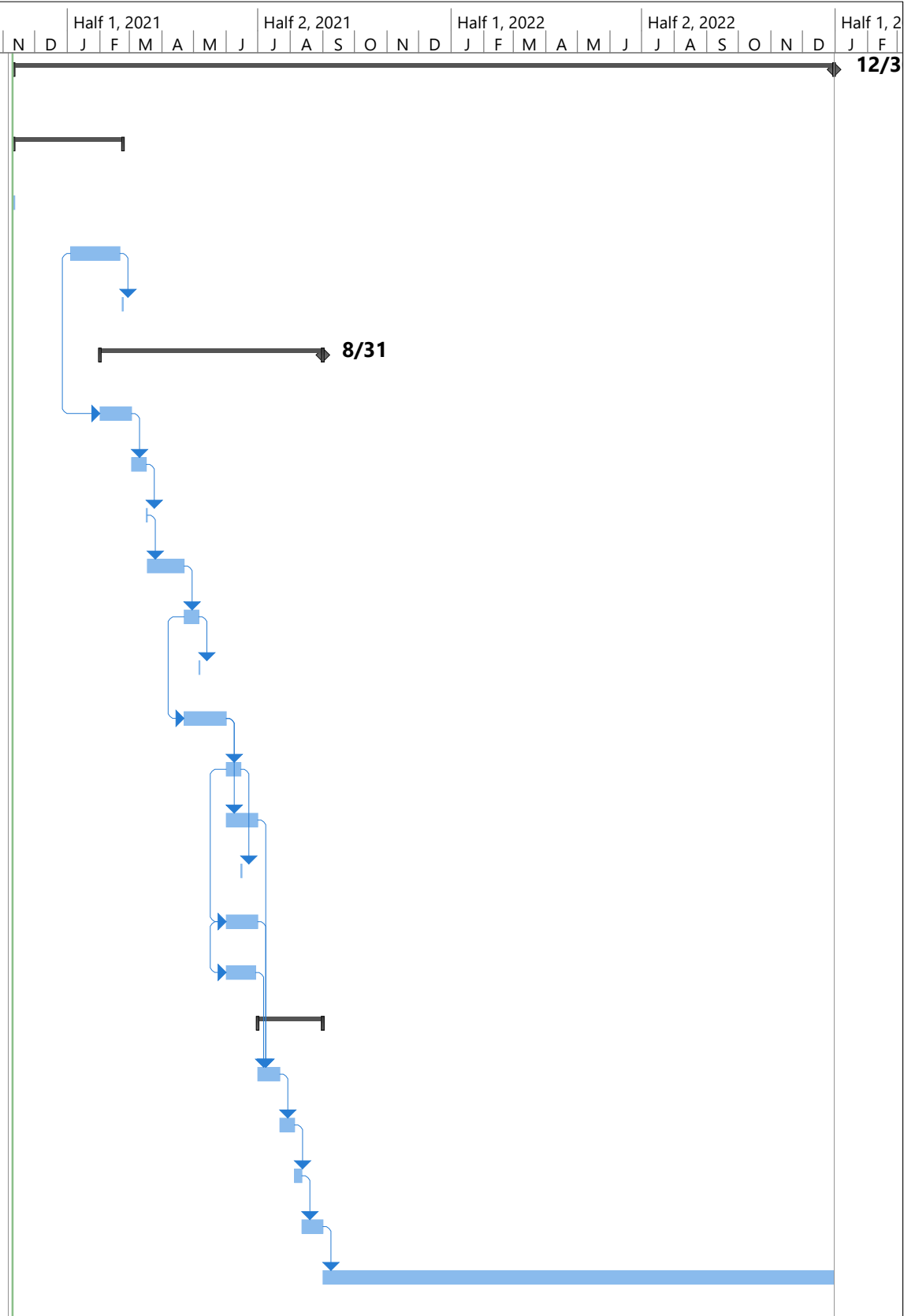
ENTRY

A

B

C

ID	Task Name	Duration	Start	Finish	Calendar											
					O	N	D	Half 1, 2021			Half 2, 2021			Half 1, 2022		
1	River Caddis - Farmington, MI	558 days	Wed 11/11/20	Fri 12/30/22	[Calendar grid showing project duration from 11/11/20 to 12/30/22]											
2	Developer Proposal & Selection	74 days	Wed 11/11/20	Mon 2/22/21	[Gantt bar for Developer Proposal & Selection]											
3	Submit RFQ to City of Farmington	1 day	Wed 11/11/20	Wed 11/11/20	[Gantt bar for Submit RFQ to City of Farmington]											
4	City Community Engagement	35 days	Mon 1/4/21	Fri 2/19/21	[Gantt bar for City Community Engagement]											
5	Final Purchase / Development Agreement	1 day	Mon 2/22/21	Mon 2/22/21	[Gantt bar for Final Purchase / Development Agreement]											
6	Pre-Construction	152 days	Mon 2/1/21	Tue 8/31/21	[Gantt bar for Pre-Construction]											
7	30% Schematic Design	22 days	Mon 2/1/21	Tue 3/2/21	[Gantt bar for 30% Schematic Design]											
8	In-House Design Budgeting	10 days	Wed 3/3/21	Tue 3/16/21	[Gantt bar for In-House Design Budgeting]											
9	OACM Review Meeting	1 day	Wed 3/17/21	Wed 3/17/21	[Gantt bar for OACM Review Meeting]											
10	60% Design Development	25 days	Thu 3/18/21	Wed 4/21/21	[Gantt bar for 60% Design Development]											
11	Select Subcontractor Budgeting	10 days	Thu 4/22/21	Wed 5/5/21	[Gantt bar for Select Subcontractor Budgeting]											
12	OACM Review Meeting	1 day	Thu 5/6/21	Thu 5/6/21	[Gantt bar for OACM Review Meeting]											
13	90% Permit Drawings	28 days	Thu 4/22/21	Mon 5/31/21	[Gantt bar for 90% Permit Drawings]											
14	Additional Subcontractor Budgeting	10 days	Tue 6/1/21	Mon 6/14/21	[Gantt bar for Additional Subcontractor Budgeting]											
15	Submit Permit Application / Permitting	22 days	Tue 6/1/21	Wed 6/30/21	[Gantt bar for Submit Permit Application / Permitting]											
16	OACM Review Meeting	1 day	Tue 6/15/21	Tue 6/15/21	[Gantt bar for OACM Review Meeting]											
17	Construction Drawings	22 days	Tue 6/1/21	Wed 6/30/21	[Gantt bar for Construction Drawings]											
18	Prepare Bid Documents / Scopes of Work	20 days	Tue 6/1/21	Mon 6/28/21	[Gantt bar for Prepare Bid Documents / Scopes of Work]											
19	Subcontractor and Material Vendor Procurement	44 days	Thu 7/1/21	Tue 8/31/21	[Gantt bar for Subcontractor and Material Vendor Procurement]											
20	Subcontractor Bidding	15 days	Thu 7/1/21	Wed 7/21/21	[Gantt bar for Subcontractor Bidding]											
21	Subcontractor and Vendor Post Bid Analysis and Interviews	10 days	Thu 7/22/21	Wed 8/4/21	[Gantt bar for Subcontractor and Vendor Post Bid Analysis and Interviews]											
22	Subcontractor Recommendations	5 days	Thu 8/5/21	Wed 8/11/21	[Gantt bar for Subcontractor Recommendations]											
23	Subcontractor Negotiations & Buyout	14 days	Thu 8/12/21	Tue 8/31/21	[Gantt bar for Subcontractor Negotiations & Buyout]											
24	Construction	348 days	Wed 9/1/21	Fri 12/30/22	[Gantt bar for Construction]											



Project: River Cadis - Farmingto Date: Tue 11/10/20	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			



development team profile

development profile

The development team is a carefully curated collection of experienced firms, led by principals who are committed to the creation and innovation of vibrant communities. With complementary skill sets and expertise in real estate development, financing, and operations, the development team is committed to collaborating with all community stakeholders to shape the future of downtown Farmington.

This team was carefully selected to help fulfill the potential of the MTC site and to address the needs and aspirations of the City of Farmington. This team consists of industry leaders in developing and operating both mixed-use properties and all varieties of commercial real estate (office, retail, mixed-use, innovative space, headquarter space, public/private infrastructure, social infrastructure, and parking structures).

We are experts in development, financing, architecture, specialty construction, energy efficiency and sustainability, community engagement, and property management. With institutional knowledge and experience, we provide the qualifications needed to successfully partner with the City of Farmington and its local stakeholders and to transform the MTC Site into a well-designed and connected tie to the community.

Fundamental to each firm's operating model is collaboration, not just with

up to top

cont.

their self-selected partners, but also with the broader community. Meaningful engagement and two-way communication with public representatives, residents, community leaders, and local institutions is the only way we can deliver our ultimate goal to find the highest and best use to bring this vision to reality in the most economically efficient way possible. We view our response to this RFQ as the first step in our commitment to working hand-in-hand with the City of Farmington, DDA, and all community stakeholders to identify and deliver on a plan for the MTC site that achieves the vision and enhances the city.

"FOSTERING ENDLESS POSSIBILITIES"



who we are

Based in East Lansing, River Caddis Development is a premier developer of commercial real estate, having completed several hundred million dollars of development and redevelopment projects in multiple states. River Caddis Development is a premier developer of commercial real estate. The River Caddis Development team is made up of highly seasoned real estate professionals with backgrounds in development, engineering, brokerage, law, leasing, financial analysis, and property management, amongst others.

who we are cont.

We provide in-depth knowledge and collective experiences that enables us to deliver on a diverse gamut of projects with our unique attention to detail, creativity, commitment to collaborative processes, and focus on sustainability that are the trademark of River Caddis Development.

River Caddis Development is routinely asked to evaluate complex ground-up real estate development opportunities because of our proven track record of deploying creativity, and a willingness to collaborate to navigate from the site selection and approval process to construction completion and stabilized occupancy. The River Caddis Development team is excited to deploy these skills to creatively redevelop the MTC site. Details of projects undertaken by River Caddis Development, including a public-private partnership mixed-use development can be found in the River Caddis related projects tab. Within these project examples, you will find cases of market-rate and mixed-income multifamily properties, student housing, retail assets, and commercial spaces, as River Caddis Development is truly a well-rounded development partner.

River Caddis Development founders, stakeholders, and employees remain engaged in every community in which they undertake a development initiative, with the first step often involving coordinating with adjacent users and neighbors to ensure smooth transitions and compatibility of the proposed improvements. In addition, River Caddis Development team members serve as board members, trustees, and volunteers of numerous charities, hospitals, universities, and other non-profits in their quest to make a difference where they live and work.

key executives

The key River Caddis executive accountable for the MTC site redevelopment is **Director of Development John McGraw**. Based in East Lansing, McGraw has extensive experience working closely with project stakeholders to bring value to stakeholders and the communities that River Caddis Development serves. McGraw will oversee all of River Caddis Development's staffing and resources for the project. McGraw will work in tandem with Luke Bonner from Bonner AG, Wayne Chubb from Hobbs + Black Architecture and Matt Getchell from Wieland Building Company. **In support of John McGraw is the full strength of River Caddis Development.**

"LEARN, GROW, INSPIRE"



the team



BONNER *Advisory Group*

HOBBS + BLACK
ARCHITECTS

delivery partners



As the construction manager partner on the team, WIELAND possesses the experience and know how to successfully manage projects from the early stages of design through project closeout and warranty.

WIELAND has been providing construction management services since the mid-1980s. WIELAND has a longstanding track record of working in tandem with design and engineering firms. For this specific project, WIELAND has completed over 200 projects with Hobbs + Black architects and has an excellent relationship with the firm.

Over WIELAND's 63 history, hundreds of projects have been completed in 29 states and eight countries. Due to the travel, WIELAND understands the importance of the unique nature and characteristic of each municipality, the importance of contracting with as many local qualified subcontractors and being a good neighbor throughout the project on behalf of our clients who will be part of the community for years to come.

WIELAND has budgeted and constructed mixed-use/multifamily projects in Michigan, the Carolinas, Alabama, California and Florida.

up to top

wieland cont.

Totaled, these projects add up to approximately 7,000 individual residential units, from affordable housing to market rate apartments to luxury condominiums. WIELAND has constructed a variety of multifamily layouts from garden style with multiple buildings, to multiple stories above retail podium, to wraps around courtyards and prefabricated parking decks. Additionally, WIELAND has worked with a variety of site conditions from multiple acreage sites to brownfield redevelopment, including demolition of existing structures to sites with zero lot lines.

BONNER *Advisory Group*

Bonner Advisory Group is a full-service real estate and economic development consulting firm located in Ann Arbor, MI. Bonner AG has worked with public sector clients to create economic development strategies, real estate re-use and redevelopment feasibility studies, and project management services. Our team has also worked with private sector clients to secure federal, state, and local financial incentives; manage pre-development entitlement processes, and execute on project implementation from rehabilitation to ground-up development.

Their team is well positioned to support and partner with River Caddis Development. Bonner Advisory Group focuses on creating value and we utilize our network of real estate related professionals and vendors to ensure every development exceeds expectations. They approach every project with a fresh and creative perspective that is not bound by corporate restrictions or affiliations. Likewise, they have a passion for the communities we serve and take ownership of our projects. Most importantly, their team has the best reputation across the State of Michigan and have repeatedly shown the capability, knowledge and expertise to effectively execute projects.

delivery partners cont.

HOBBS + BLACK ARCHITECTS

Hobbs+Black Architects is a nationally recognized firm serving a diverse group of clients since 1965. Their professionals provide architectural, planning, design, and related consulting services from their offices in Ann Arbor, Lansing, and Phoenix.

As one of the largest architectural firms in Michigan, and ranked in the Top 300 Design Firms by Architectural Record (2019), their diversified practice meets design challenges that often require extensive research and innovation. Their diversity and flexibility make us uniquely qualified to solve complex problems with minimal resources and within stringent timelines.

To achieve success in today's market, each project must be approached with a focus on balancing scope, quality, and budget as well as creative planning. To achieve this objective, the owner's participation in the design process is critical. Their design team knows buildings, but only with the involvement of the ownership and local stakeholders can we understand the goals and objectives for the future of these structures. In a dynamic process, they combine ideas and knowledge about operations with their technical expertise and vision of design. The result is a solution that is strategic, affordable, and meets the schedule outlined

up to top

hobbs cont.

Hobbs+Black provides a team of veterans in the field of architecture, design, and planning with extensive background in the development of multi-family and mixed-use projects. The organizations that make up their team and the key individuals proposed for this project have the knowledge and talents reflecting the needs of the City of Farmington.

Hobbs+Black are a collaborative group that believes in working closely with all of the stakeholders to ensure that the goals set forth from the beginning of the project are carried through to completion. Their team has extensive experience with multi-building, mixed-use projects with multiple stakeholders, layered entitlement structures, and approval processes.

The team proposed has the strength and expertise to design and manage the best overall development. Their architectural team is very familiar with this site having worked on it previously for another potential development back in 2018 called Midtown Farmington. Hobbs+Black understands the value it brings to the overall community of Farmington with the walk-ability to town and the projects unique connection to the park. This development could be a great asset to attract a variety of people to a great community and a catalyst for the surrounding area.



development team representatives

WORK HISTORY

Director of Development

River Caddis Development, 2012 to Present

Associate Broker

Midwest Realty Group, 2010 to 2012

ACADEMIC HISTORY

Purdue University Global

MBA - Finance. 2019-Present (2021 Projected Graduation)

Grand Valley State University

Bachelor of Science, Liberal Studies - Focus in Real Estate Development

• Member of the Division II Grand Valley State Golf Team 2004-2006

FOCUS/ROLES

- Generation of all new developments
- Land/Property acquisition
- Mixed use development
- Student housing development
- Market rate, affordable, workforce housing development
- Multilevel parking garage
- Commercial/industrial development
- Market research and reports
- Commercial brokerage (retail, office, industrial)
- New tenant/development negotiation
- Reviewing potential opportunities in markets over the United States
- Commercial/residential property management
- Multifamily leasing and turn over
- Brownfield submissions/approvals
- Redevelopment/renovations of distressed properties
- Construction management
- General contractor of tenant build out and construction
- Get approvals for special use permits
- Rezoning/variances through ZBA

CONTACT DETAILS

Direct:517-703-2107

Mobile: 517-420-7393

Email: jmcgraw@rivercaddis.com

Website: www.rivercaddis.com

Address: 1038 Trowbridge Road East Lansing, MI



JOHN MCGRAW

DIRECTOR OF DEVELOPMENT

PROFILE SUMMARY

Experienced in all stages of the development process in a variety of different real estate assets. My role is to bring vision and mission to a tangible reality.

ACCREDITATIONS

- Corporate Commercial Investment Member (CCIM)
- Certified Property Manager (CPM) Designee (January 2020 Designation Ceremony)
- Housing Credit Certified Professional (HCCP)
- License - Real Estate Salesperson, Michigan

MEMBERSHIPS/BOARDS

- National Association of Realtors (NAR)
- Institute of Real Estate Management (IREM)
- Michigan Chapter CCIM
- International Association of Shopping Centers (ICSC)
- Lansing Board of Committees for Holy Cross
- Event Director for IREM West Michigan
- Junior Achievement-Mid Michigan Advisory Board Member

WORK HISTORY

President / Founder

River Caddis Development, 2007 to Present

President / Founder

KTM Development, 2000 to 2007

Senior Shareholder

Foster, Swift, Collins & Smith, P.C., 1986 to 2000

ACADEMIC HISTORY

Thomas M. Cooley Law School

Juris Doctorate, Cum laude

Central Michigan University

Bachelor of Science / Business Administration

FOCUS/ROLES

- Origination of new projects
- Acquisition of property
- Municipal entitlements
- Economic incentives
- Drafting of legal documents
- Negotiation and procurement of financing
- Provision of equity requirements
- Oversight of all functions of development

CONTACT DETAILS

Direct: 517-703-2132

Mobile: 517-420-2800

Email: kmcgraw@rivercaddis.com

Website: www.rivercaddis.com

Address: 1038 Trowbridge Road East Lansing, MI



KEVIN MCGRAW

PRESIDENT/FOUNDER

PROFILE SUMMARY

- Licensed broker, real estate investor / developer since 1998.
- Licensed to practice law since 1988.
- He has established, created and maintained numerous Brownfield projects, TIF districts, and has experience with dealing with several other types of economic incentives.
- Specializes in working with local governments and communities, and constantly thrives for a "win/win".

MEMBERSHIPS/BOARDS

- State Bar of Michigan
- Adjunct Professor at Thomas Cooley Law School 88' -98'
- Board Chair for Homeless Center for Holy Cross in Lansing
- Sparrow Hospital Foundation Board

WORK HISTORY

Chief Financial officer

River Caddis Development, 2013 to Present

President

Driver Consulting Group, 2010 to Present

Advisor

Ockerlund Capital & Wealth Management, 2006 to 2010

Controller

The Hinman Company, 2001 to 2006

Associate

PricewaterCoopers, 1999 to 2001

ACADEMIC HISTORY

Michigan State University

Accounting

Certified Public Accountant

2002

FOCUS/ROLES

- Tax Planning
- Financial Reporting
- Budgeting
- Debt/Equity Placement
- Governmental Incentives
- Asset Management
- Overall Corporate Strategy
- Risk Management



MICHAEL DRIVER

CHIEF FINANCIAL OFFICER

PROFILE SUMMARY

Responsible for the oversight of all financial functions at River Caddis, which include financial reporting, tax planning, new developments, project management and overall corporate strategy.

CONTACT DETAILS

Mobile: 269-377-1252

Email: mdriver@rivercaddis.com

Website: www.rivercaddis.com

Address: 1038 Trowbridge Road East
Lansing, MI



LUKE BONNER

ECONOMIC DEVELOPMENT, INCENTIVES, REAL
ESTATE STRATEGY & DEVELOPMENT

PROFILE

Seasoned Real Estate Strategist & Economic Development Professional providing value for private clients, municipalities and public entities

SKILLS

Economic Development

Brownfield Approvals

Incentives

Site Plan Approvals & Entitlements

Economic Strategy

Municipal Recommendations

Real Estate Strategy

Real Estate Development

Negotiation

Public Private Partnerships

EDUCATIONAL TRAINING

University of Michigan, 1999

Bachelor's of Arts Degree, Psychology
Two Time Big Ten Champion, Men's Baseball

Eastern Michigan University, 2001

Masters in Liberal Studies and Public Administration

CAREER SUMMARY

Bonner Advisory Group

CEO | 2014 - Present

- Developed community engagement strategies for \$200 million of mixed use projects in Ann Arbor
- Prepared Economic Development Strategic Plans for the City of Dexter, Grosse Ile Township, Detroit Port Authority and the City of Sterling Heights
- Successfully negotiated incentives for projects by Amazon, Huntington National Bank, GLP Associates, and Penske Logistics

Ann Arbor Spark

Vice President | 2011 - 2014

- Managed the MichAGAIN Talent Attraction Program for the MEDC
- Developed the Strategic Real Estate and Feasibility Plan for the American Center for Mobility

City of Sterling Heights

Economic Development Manager | 2006-2011

- Created the State's First Corridor Improvement Authority
- Successfully developed the Local Development Finance Authority and SmartZone for Business Incubator Programs

City of Taylor

Development & Brownfield Specialist | 2002-2006

HOW TO REACH ME

Cell: 734-846-9746

Email: luke.bonner@bonnerag.com

Address: 1054 S. Main St. Ann Arbor, MI 48104



TOM GRITTER

ECONOMIC DEVELOPMENT, INCENTIVES, REAL
ESTATE STRATEGY & DEVELOPMENT

PROFILE

Seasoned Real Estate, Project Management & Economic Development Executive who forms and leads teams to achieve desired outcomes

SKILLS

Real Estate Development

Real Estate Redevelopment

Incentives

Brokerage

Construction Management

Project Management

Property Management

Pro Forma Modeling

Economic Development

Owner's Representation

EDUCATIONAL TRAINING

University of Michigan, 2004

Bachelor's of Business Administration,
4-year letter winner, Men's Soccer team

Certified Commercial Investment Member (CCIM)

State of Michigan Real Estate Broker

CAREER SUMMARY

Bonner Advisory Group, Ann Arbor, MI

Principal | 2019 - Present

- Advisory firm specializing in economic development, incentives and real estate strategy

Gritter Real Estate Services, Ann Arbor, MI

Founder | 2019 - Present

- Boutique real estate firm focusing on project management, brokerage and owner's representation

Wickfield Properties, Ann Arbor, MI

President | 2017 - 2019

- Led commercial, multifamily and student housing activities along with overhauling company operations

McKinley Companies, Ann Arbor, MI

VP & Managing Director | 2007 - 2017

- Led development, redevelopment, property management and leasing activities throughout the United States

Victor International, Auburn Hills, MI

Project Manager | 2004 - 2007

- Worked on Bay Harbor in Petoskey, MI and Oil Nut Bay in Virgin Gorda, British Virgin Islands

HOW TO REACH ME

Cell: 734-476-8860

Email: tgritter@gritterRES.com

Address: 1054 S. Main St. Ann Arbor, MI 48104

Website: www.gritterRES.com



WIELAND
EXCELLENCE IN CONSTRUCTION.

MATT GETCHELL *PARTNER*

VICE PRESIDENT / REGIONAL DIRECTOR



mattg@wielandbuilds.com
517.719.2126

TOP 5 PROJECTS

1. **Breakwater - Mixed Use**
TRAVERSE CITY, MI
2. **Vista Blue - Singer Island**
WEST PALM BEACH, FL
3. **Willoughby Estates**
HOLT, MI
4. **Marketplace Apartments**
LANSING, MI
5. **EOS2.0 Apartments**
ORLANDO, FL

QUALIFICATIONS

- LEED AP Certified
- WIELAND employee since 1998
- Has worked as superintendent, estimator and project manager
- Certified Storm Water Operator
- CPR/First Aid Certified

EDUCATION

- BS, Construction Management, Michigan State University

PROJECT RESPONSIBILITIES

WIELAND

Vice President / Regional Director

- Responsible for oversight and guidance of the WIELAND project team
- Makes regular site visits to review project progress
- Oversees team to make sure they have appropriate tools and equipment

PERSONAL

- Active member at South Church in Lansing, MI
- Completed the Lansing Marathon in 2014
- Two time sky-diver
- Married to wife Theresa
- Father to three boys



WIELAND
EXCELLENCE IN CONSTRUCTION.

NORMAN FARHAT *PROFESSIONAL ENGINEER*

DIRECTOR OF PRE-CONSTRUCTION



nfarhat@wielandbuilds.com
517.898.0473

TOP 5 PROJECTS

1. **Breakwater - Mixed Use**
TRAVERSE CITY, MI
2. **Springs at Posner Park Apts.**
288 Units
DAVENPORT, FL
3. **Parc at Wesley Chapel Apts.**
248 Units
WESLEY CHAPEL, FL
4. **Volaris Apartments**
LANSING, MI
5. **Mosaic at Oak Creek Apartments, 273 Units**
BONITA SPRINGS, FL

QUALIFICATIONS

- 26 years experience in commercial construction, design and engineering
- Successfully bid multi-family units throughout the U.S.
- Knowledgeable in multi-family design and construction

EDUCATION

- BS, Civil Engineering, emphasis in Structural, Michigan Technological University

PROJECT RESPONSIBILITIES

WIELAND

Director of Pre-Construction

- Works with business development groups to develop budgets and concepts for perspective clients
- Provides leadership and over-sight to pre-construction team members.
- Assign and maintain balanced work load for team
- Foster and enhance relationships with new clients

PERSONAL

- Professional Engineer: MI, IN, KY, MN, AZ, FL, NM, AL
- National Council of Examiners: Engineering & Surveying
- American Society of Civil Engineers (ASCE)
- American Institute of Steel Construction
- Married with two boys



WIELAND
EXCELLENCE IN CONSTRUCTION.

CHRIS RUDOLPH

SENIOR PROJECT MANAGER *LEED® AP*



crudolph@wielandbuilds.com
517.977.7407

TOP 5 PROJECTS

1. **Capitol View Apartments**
LANSING, MI
2. **Willoughby Estates**
HOLT, MI
3. **Breakwater - Mixed Use**
TRAVERSE CITY, MI
4. **Mt. Pleasant Library/Police**
MOUNT PLEASANT, TX
5. **Tatum ISD, Phases 1-4**
TATUM, TX

QUALIFICATIONS

- LEED® AP Certified
- OSHA 30 Hour
- Certified Storm water Management Operator
- AIC Constructor Certification Commission - Associate Constructor

EDUCATION

- BS, Construction Management, Michigan State University

PROJECT RESPONSIBILITIES

WIELAND

Senior Project Manager

- Main point of contact between Owner and Wieland
- Has overall responsibility for project success
- Has overall responsibility for budget compliance
- Oversees the procurement of sub-contractors
- Works with Site Superintendent to ensure quality, safety and schedule

PERSONAL

- Enjoys spending time with friends and family
- Has visited Jamaica
- Born in Jackson, MI
- Favorite Sports Team - Detroit Tigers
- Married with two sons



WAYNE CHUBB, AIA, NCARB

Senior Vice President | Project Director

Wayne oversees the project manager and all project team members throughout the entire process. Wayne serves as Project Director because of his unique, very specific expertise to ensure overall quality, schedule, and costs. He works with local jurisdictions to navigate complicated entitlement and permitting processes, often serving as client liaison with city staff.

Education

- Master of Architecture, University of Detroit Mercy (UDM), 2002
- Bachelor of Architecture, University of Detroit Mercy, 2000

Registrations

- Registered Architect | MI, IL, CO, TN, TX, FL, MD, NV
- National Council of Architectural Registration Boards (NCARB)

Affiliations

- American Institute of Architects (AIA)
- President, AIA Huron Valley Chapter
- City of South Lyon Planning Commission
- UDM School of Architecture, Adjunct Instructor
- UDM Alumni Council
- UDM School of Architecture Alumni Association, Past President
- Michigan Association of Planners
- Detroit Volterra Foundation Task Force
- International Council of Shopping Centers
- Urban Land Institute (ULI) Associate Member

Tenure

- With Hobbs+Black since 2000
- In the industry since 1998

Wayne is past President of the Huron Valley Chapter of the AIA and currently sits on his local Planning Commission. He has specific experience in large, complex retail, residential, mixed-use, and office developments throughout the country.

Relevant Experience

Liberty Lofts - Project Architect

Ann Arbor, MI

- Adaptive reuse of the historic Eaton Building site, once an industrial assembly plant that was formerly abandoned into a luxury residential project.

Wellington on the Willow - Project Director

Canton, MI

- New multi-family residential condominium development comprised of 270 units.

Woodview - Project Director

Scio Township, MI

- New 90 acre mixed-use development with (3) multi-family residential product types comprised of 425 units, retail, senior living and storage facility.

City Creek Center - Project Manager

Salt Lake City, UT

- Mixed-use urban redevelopment of two levels of retail, two anchors, food court, multi-level residential buildings (120 units) as part of a new 20-acre urban lifestyle center.

Clay Terrace Redevelopment - Project Director

Carmel, IN

- Transforming underutilized existing mall real estate into a mixed-use development with new retail, residential (300 units), over commercial, office, parking, and hotel surrounding a new central park hosting amenities for visitors year round.

325 N Old Woodward - Project Architect

Birmingham, MI

- New four-story, multi-family residential, retail, and office building. This 184,000-square-foot building blends a high-density mixed-use development in an urban setting.

Trailhead Townes of West Bloomfield - Project Director

West Bloomfield, MI

- New multi-family residential apartment development comprised of 110 units.

Additional Projects

Balmoral Place Mixed-Use Development | Birmingham, MI

The Mall of San Juan | San Juan, Puerto Rico

Woodward Corners - Mixed-use Lifestyle Center | Royal Oak, MI

State of Michigan House of Representatives Building | Lansing, MI

New Life Church Adaptive Reuse Restoration | Ann Arbor, MI



DAVID NIMS

Senior Associate | Project Designer

As Project Designer, David works with the owner to establish goals and objectives. He develops program square footages and adjacencies, and translates the owner's vision into a conceptual building design. Tangentially, he follows the project through all phases to ensure the project design intent is fulfilled.

David is a senior designer with Hobbs+Black and has experience in residential, healthcare, office, high-end retail, and specialty commercial projects.

Education

- Masters of Architecture
University of Detroit Mercy,
2008
- Architecture/Urban Planning
Politechnika Warszawska,
Poland
- Sculpture
Istituto De'Arte, Italy

Tenure

- With Hobbs+Black since
2007

Relevant Experience

United Artists Building - Planner/Programmer

Detroit, MI

- Renovation and conversion of a historic 18-story office building into apartments located on 150 Bagley Street in Detroit.

Village of Okemos - Project Designer

Okemos, MI

- New downtown mixed-use development consisting of residential and retail/commercial spaces, including seven buildings on two city blocks.

Avant Condominiums & Community Building - Project Designer

Ann Arbor, MI

- New condominium development and community building on a 20-acre site. Facilities include 192 apartment-type condo units and 48 townhouse units.

Wellington on the Willow - Project Designer

Canton, MI

- New multi-family residential condominium development comprised of 270 units.

Woodview - Project Designer

Scio Township, MI

New 90 acre mixed-use development with (3) multi-family residential product types comprised of 425 units, retail, senior living and storage facility.

Consumers Energy Jackson Innovation Center - Project Designer

Jackson, MI

- Renovation of a 1930s three-story Woolworths building into a center for innovative thought for Consumers Energy and its business partners Jackson Innovation Center.

Additional Projects

1959 E Jefferson Study | Detroit, MI

Balmoral Place Mixed-Use Development | Birmingham, MI

The Vic South & North | Ann Arbor, MI

Trailhead Townes of West Bloomfield | West Bloomfield, MI

Consumers Energy Jackson Innovation Center | Canton, MI



STEVEN DYKSTRA

Vice President | Project Architect

As Project Manager, Steve is responsible for providing outstanding technical and architectural expertise to the project and support for all project team members throughout the entire process. He uses his expertise to work with the owner and contractor/construction manager to develop and monitor budgets and schedules.

As a Vice President, Steve manages the schematic, design development, contract documents, specification preparation, estimating and scheduling efforts of the project. He has over 25 years of experience with multi-family housing, senior living facilities, student housing, and commercial developments.

Education

- Bachelor of Science in Architecture, University of Wisconsin - Milwaukee, 1987

Tenure

- With Hobbs+Black since 1989
- In the industry since 1987

Relevant Experience

Avant Condominiums & Community Building - Project Manager

Ann Arbor, MI

- New condominium development and community building on a 20-acre site. Facilities include 192 apartment-type condo units and 48 townhouse units.

Wellington on the Willow - Project Manager

Canton, MI

- New multi-family residential condominium development comprised of 270 units in two styles of living, stacked flats and townhomes.

Liberty Lofts - Project Manager

Ann Arbor, MI

Adaptive reuse of the historic Eaton Building site, once an industrial assembly plant that was formerly abandoned into a luxury residential project.

Benton Harbor Hope VI Housing Development - Project Manager

Benton Harbor, MI

- 70 units of infill housing; the homes were modular units on poured concrete basements, and governed by HUD accessibility and visitability requirements.

Oakcliff Apartments & Condominiums - Project Manager

Ann Arbor, MI

- New multi-family residential development and community building on a 20-acre site.

City Creek Center – Residential Team

Salt Lake City, UT

- Mixed-use urban redevelopment including two levels of retail, two anchors, a food court, multi-level residential buildings as part of a new 20-acre, 1.5 billion dollar urban lifestyle center.

Additional Projects

Midtown Farmington – PUD submission | Farmington, MI

Uptown Arts Mixed-Use Development | Toledo, OH

Georgia State University Graduate Student Housing | Atlanta, GA

Graduate Hotel Guest Room & Public Space Renovations | Ann Arbor, MI

Sigma Phi Epsilon House Renovation | Ann Arbor, MI



RYAN WRIGLEY, IIDA

Senior Associate | Director of Interior Design

As the Director of Interior Design, Ryan works with our team and the client to create a unique, thoughtful space. She is committed to creating environments that engage users, foster collaboration, and achieve the goals of the organization. She understands the importance of listening and working closely with her clients to design spaces that reflect the program and culture for each individual client. With over 18 years of experience, she has expertise in a variety of project types from workplace, retail, healthcare, and education design.

Education

- Bachelor of Interior Design, Michigan State University

Tenure

- With Hobbs+Black since 2010
- In the industry since 2002

Relevant Experience

United Artists Building - Interior Designer
Detroit, MI

- Renovation and conversion of a historic 18-story office building into apartments located on 150 Bagley Street in Detroit.

Lansing Housing Commission Low Income Housing Development Renovations - Interior Designer
Lansing, MI

- Modernization and rehabilitation of low-income multi-family townhome communities with management office, community room, playground, and mixed-use storefront lease spaces

Avant Condominiums & Community Building - Director of Interior Design
Ann Arbor, MI

- New condominium development and community building on a 20-acre site. Facilities include 192 apartment-type condo units and 48 townhouse units.

St John's Episcopal Church Undercroft & Admin Wing Renovations & Addition - Director of Interior Design
Detroit, MI

- Renovation of administration wing, administrative area, meeting and educational rooms, church social areas, and nursery in undercroft. Creation of new accessible entrance on Woodward Avenue in Detroit.

Consumers Energy Jackson Innovation Center - Interior Designer
Jackson, MI

- Renovation of a 1930s three-story Woolworths building into a center for innovative thought for Consumers Energy and its business partners Jackson Innovation Center. **LEED v4 pending**

CityLoft at Somerset Collection - Director of Interior Design
Detroit, MI

- A pop-up mall in the Somerset Collection; the 4,000-square-foot space rotates retail selections from the various 41 stores within the mall. The space was designed to function as a retail event venue hosting events ranging from fashion shows to upscale catered events.

Additional Projects

Google Office Space Renovations | Birmingham & Ann Arbor, MI

The Graduate Hotel Guest Room & Public Space Renovations | Ann Arbor, MI

Sunset Retirement Communities Waterford Place Phase III | Jenison, MI

The Mall at Green Hills Phased Expansion, Renovation & Parking | Nashville, TN

St Andrews Faith Formation Center Renovation & Columbarium | Saline, MI



**development team
relevant experience**

River Caddis Development

mixed-use market rate apartments,
downtown urban redevelopment site



Jules on Third. Boise, Idaho

Boise Caddis Apartments, currently under construction, will occupy most of a city block in Downtown Boise. The development underway includes both the parking structure and Boise Caddis Apartments, which will be located above the parking garage. Upon completion, the parking garage will be sold to the County, intended to primarily serve the nearby Ada County Courthouse. River Caddis Development will bring the experience gained from this process to East Lansing.

The project development cost is projected at approximately \$50 million and will feature mixed-use space and 174 apartment units constructed on top of the parking structure. The parking structure will have 400 parking spaces and serve both the residential tenants and Ada County.



Size

175 Units



Date

2021



Delivery Method

JV River Caddis &
Standard Companies



Cost

52M



Architect

OPUS AE



Contractor

OPUS Design Build

River Caddis Development

mixed-use student housing, downtown
urban redevelopment site



The Union. Ames, IA

The site initially consisted of seven properties totaling 1.8 acres, all of which housed a combination of residential dwellings and commercial buildings, including a gas station. The vision was to create a pedestrian-to-campus location and amenity offering directly across the street from top-tier Iowa State University given its steady growth. Located on the prominent Lincoln Way at Sheldon corner and bordered by Hyland, the 6-story project was designed to enhance the vitality of the site. Obstacles included environmental contamination, multiple lot consolidation, and varying grades. An exceptionally well designed and aesthetically pleasing 320,000 square foot, 6-story mixed-use building consisting of 537 beds in a mix of studio, one-, two-, three- and four-bedroom floor plans, along with a small boutique hotel and 7,500 square feet of retail to the market. In addition, 20 boutique hotel rooms are provided to the public catering to professors, future students, parents and professionals visiting the campus. The additional rooms provide ultimate convenience with immediate proximity to campus that no other hotel provides in the area.



Size

225 Units



Date

2018



Delivery Method

Developer: River
Caddis



Cost

48M



Architect

OPUS AE



Contractor

OPUS Design Build

River Caddis Development

mixed-use downtown urban
redevelopment site



East End. Midland, Michigan

River Caddis Development and the Gillespie Group were selected by community stakeholders to plan, design, construct and manage a "live/work/play" environment in downtown Midland, Michigan. River Caddis and Gillespie Group formed Midland Downtown Partners, LLC, which collectively designed a multi-phase redevelopment project which includes retail, professional office, and medical clinic/office, appropriately labeled "East End." This 224,000 square foot mixed-use building is complete with office, medical, and retail users on the ground floor (restaurants, medical clinic, retail banking), and the upper three floors are comprised of professional offices. East End delivers a "Sense of Place" by tying the formerly underutilized north area to the existing downtown, creating vibrancy. This vibrancy was created by numerous aspects, including: 1. Walkable Community; 2. Flexible retail space; 3. Convenient parking for retailers; 4. Pedestrian circulation, coordinated with the Great Lake Loons Stadium; 5. Mix of commercial and non-commercial activity; 6. Casual social interaction areas.



Size

+220,000 SF



Date

2014



Delivery Method

JV River Caddis &
Gillespie Group



Cost

52M



Architect

Neumann Smith



Contractor

Spence Brothers



WIELAND
EXCELLENCE IN CONSTRUCTION.



Breakwater

Traverse City, MI

Project Type

Multi-Family

Contract Type

Construction Management

Owner

INNOVO Development Group
1321 S. Westnedge Avenue
Kalamazoo, MI 49008

Architect

Studio Intrigue
1114 S. Washington Avenue, Suite #100
Lansing, MI 48910
517.372.8804

Completion Date

May 2020

Size

85,000 SF

Cost

\$24.5 Million



WIELAND
EXCELLENCE IN CONSTRUCTION.



Capitol View

Lansing, MI

Project Type

Multi-Family

Contract Type

CM/GMP

Owner

The Eyde Company

300 S. Washington Square, Suite 400

Lansing, MI 48933

Architect

Progressive AE Architects

1811 4 Mile Road NE

Grand Rapids, MI 49525

Completion Date

December 2019

Size

54,000 SF

96 Units

Cost

\$12.4 Million



WIELAND
EXCELLENCE IN CONSTRUCTION.



400 North

Maitland, FL

Project Type

Multi-Family/Retail

Contract Type

Cost of Work Plus Fee with GMP

Owner

Millenia Multi Family LLC
1500 Cordova Road, Suite 300
Fort Lauderdale, FL 33316

Architect

ACI Studios
955 N Pennsylvania Ave
Winter Park, FL 32789
Larry Adams
407.740.8407

Completion Date

April 2019

Size

**25,996 Retail Space;
300 Units; 5 Stories**

Cost

\$39.5 Million



WIELAND
EXCELLENCE IN CONSTRUCTION.



Marketplace Apartments - Phase II

Lansing, MI

Project Type

Multi-Family

Contract Type

GMP

Owner

Gillespie Group

330 Marshall Street, Suite 100

Lansing, MI 48912

Architect

Studio Intrigue

114 S. Washington Ave., Suite 100

Lansing, MI 48910

Matt Guzinski

517.372.8804

Completion Date

March 2018

Size

64,781 SF, 79 Units

Cost

\$8.2 Million



WIELAND
EXCELLENCE IN CONSTRUCTION.



Volaris

Lansing, MI

Project Type

Multi-Family

Renovation

Contract Type

GMP

Owner

Waypoint Residential Services, LLC

13355 Noel Road

One Galleria Tower, Suite 1310

Dallas, TX 75240

Architect

Phillips Partnership

5901 Peachtree Dunwoody Road

Building A, Suite 450

Atlanta, GA 30328

Completion Date

September 2020

Size

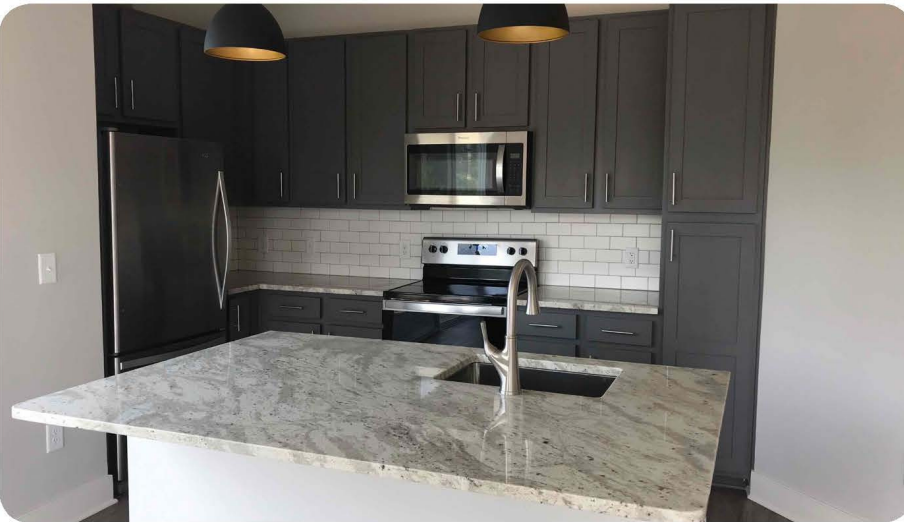
364,786 SF, 4-Stories , 289 Units

Cost

\$36 Million



WIELAND
EXCELLENCE IN CONSTRUCTION.



The Cardinal

Columbia, SC

Project Type

Multi-Family

Contract Type

Construction Management/GMP

Owner

The Beach Company
211 King Street, Suite 300
Charleston, SC

Architect

JDavis Architects
510 S. Wilmington Street
Raleigh, NC 27601
919.835.1500

Completion Date

January 2020

Size

256 Units

43,000 SF Retail

5-Story Parking

Cost

\$46.3 Million



Scope

- Transforming underutilized real estate at an existing retail mall into a mixed-use development with new retail, residential, office, parking, and hotel surrounding a new central park hosting amenities for visitors and residents year round

Size

- 100,000 sf retail
- 170,000 sf office
- 300 residential units
- 5 level/1,000 space parking structure

In Collaboration With

- Washington Prime / Edward Rose & Rezark Design Studio Partnership

Schedule

- Design: Fall/Winter 2020
- Construction: 2020-2021

Reference

Lisa Callahan
Senior Vice President, Development
Washington Prime Group
317.986.8501
lisa.callahan@washingtonprime.com



Scope

- Schematic design for downtown mixed-use development consisting of residential and retail/commercial spaces

Size

- 7 buildings on 2 city blocks
 - 200 apartments (230,000 sf)
 - 50,000 sf retail/commercial
 - 600 parking spaces (200 structured)

Cost

- \$50 million (budget)

Schedule

- Design: Jan 2019 - Present
- Construction: Feb 2020 - Fall 2021 (anticipated)

Constructor

- Wolverine Building Group



Scope

- Adaptive re-use of historic building into multi-family residential, retail, and parking spaces

Size

- 66,200 sf total
 - 6 floors
 - 68 loft units
 - 15 penthouses (3,600 sf)
 - 46,400 sf renovation
 - 19,800 sf addition

Cost

- \$5.2 million budget
- \$5.17 actual

Schedule

- Design: 2004
- Construction: 2006

Reference

Ron Mucha
Senior VP / Principal
Morningside Equities Group
734.761.8449
rmucha@morningsideUSA.com



financial stability



November 12, 2020

Patricia Barnas
Market President, Lansing

Mr. Kevin Christiansen
Economic and Community Development Director
The City of Farmington
23600 Liberty Street
Farmington, MI 48335

Dear Mr. Christiansen:

I am pleased to provide a letter of reference for River Caddis. River Caddis has been a client of First National Bank of Michigan for several years. We have financed many projects for this group and all transactions have been handled in an excellent manner. We consider them to be on our list of top clients. They provide information in a timely manner and have always followed through on all transactions and agreements.

The owners of River Caddis have high integrity and are financially strong borrowers. We welcome opportunities to do additional business with them.

Sincerely,

A handwritten signature in black ink, appearing to be 'Patricia Barnas', written over a light blue horizontal line.

Patricia Barnas
Market President, Lansing



101 S. Washington Square, Suite 100
Lansing, MI 48933
Fax 517-574-4160
Direct 517.318.3344
Cell 517.897.2611

www.fnbmichigan.com

fnbmichigan.com

<i>Downtown Kalamazoo</i>	<i>Portage</i>	<i>West Kalamazoo</i>	<i>Grand Rapids</i>	<i>Holland</i>	<i>Lansing</i>
348 W. Michigan Ave. Kalamazoo, MI 49007 269.349.0100	2700 W. Centre Ave. Portage, MI 49024 269.488.0290	5313 W. Main St. Kalamazoo, MI 49009 269.250.8860	141 Ionia Ave. NW, Suite 1 Grand Rapids, MI 49503 616.242.6500	1 West 8 th St. Holland, MI 49423 616.251.1200	101 S. Washington Sq., Suite 100 Lansing, MI 48933 517.319.8000



**SWORN STATEMENT/
STATEMENT OF NON-DELINQUENCY**

State of Michigan)
)ss
County of Ingham)

I, Michael C. Driver, Chief Financial Officer of River Caddis Development in which capacity I review all internal documents and coordinate all payments to taxing jurisdictions, being first duly sworn, hereby depose and sayeth:

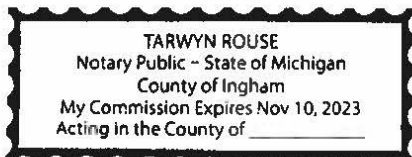
River Caddis Development, LLC, nor any of its affiliate limited liability companies or corporations, currently is not delinquent on any local, county, state or federal tax payments for any property, income or business taxes to the best of my knowledge, information and belief.

And further Affiant sayeth not.

Dated: 11-03-20

Michael C. Driver, CFO

On this 3rd day of November, 2020, before me personally appeared Michael C. Driver, Chief Financial Officer of River Caddis Development, LLC, known to me personally to be the person who executed this Sworn Statement/Statement of Non-Delinquency and who acknowledged before me that he is duly authorized and did execute same on behalf of River Caddis Development, LLC.



Tarwyn Rouse, Notary Public, Ingham County, MI
My Commission Expires: November 10, 2023



**we shape our buildings,
thereafter they shape us.**

winston churchill