



Performance Management Integration

DRAFT CEO Goals and Objectives for FY17

I. Key Indicators

Why this matters: DGRI adopted a set of 15 indicators (Exhibit A) intended to help inform the overall performance and health of Downtown. While some of these items are outside of DGRI's direct control, they do help to indicate the direction that the community is moving relative to various ambitions associated with the economic, social, and environmental wellbeing of Downtown. The 15 indicators reflect respective priorities of the DDA, the DID, and the MNTIFA and were also informed by GR Forward and other community planning efforts such as Green Grand Rapids.

Objective 1: Finalize methodology, et al, for all performance measures (see Exhibit A), prepare an overview to be delivered to the DGRI Board of Advisors.

Objective 2: Develop analytic dashboard using available data to articulate the direction and progress of Downtown. Present said dashboard at 2017 State of Downtown Event.

Objective 3: Working with DGRI Board of Advisors, establish performance targets for FY18 and an implementation approach designed to reach them.

II. GR Forward Project Implementation

Why this matters: While completing the GR Forward Plan was important, ushering in that future will involve hundreds of smaller capital projects, programs, and policies. The more that DGRI and its partners collectively deliver on the promises made in the Plan, the more the community grows confident in the Plan's ability to continually inspire and align.

Key Objectives:

1. Plant 200 trees in Downtown
2. Complete the Coldbrook Edge Project
3. Redesign Calder Plaza

4. Enhance 131 Overpass conditions
5. Reboot the DASH system
6. Establish Downtown Residents Network
7. Complete Bikeshare feasibility study

III. Leadership and Advocacy:

Why this matters: DGRI is uniquely positioned to harness the power of partnerships to achieve community goals and inspire a best-in-class approach to city building. Accomplishing specific, targeted advocacy endeavors will expand on the organization's credibility as a can-and-will do agent for change and progress.

Key Internal Policy Objectives:

1. Amend private development support tools to reflect the priorities from GR Forward.
2. Amend DDA TIF and Development Plan to eliminate special millage capture.

Key Local Advocacy Objectives:

1. Lead effort to introduce new citywide food truck ordinance and mobilize support to ensure its approval.
2. Work with the Planning Department and Grand Rapids Planning Commission to amend Downtown zoning to reflect height and land use restrictions recommended by GR Forward.
3. Advance projects and initiatives that improve the status of community relations within Grand Rapids, particularly those that involve social equity.

Key State Level Advocacy Objectives:

1. Continue efforts to build and mobilize a coalition to support good legislative TIF reforms.
2. Identify state lawmakers to introduce modifications to the State property tax legislation that would enable owner-occupied residential property to be assessed by the DID.
3. As needed, develop collaborative strategies to effectively inform appropriate state officials about Grand Rapids' urban policy / investment priorities.

Exhibit A: Approved DGRI Organizational Performance Indicators

I. Key Investment Focus: Facilitating investment

Performance Measures:

- Change in tax valuation within district(s)
- Private investment leveraged vs. TIF dollars invested

II. Key Investment Focus: Mobility

Performance Measures:

- Pedestrian counts
- Perception of visitor parking availability

III. Key Investment Focus: Livability

Performance Measures:

- Number of households
- Household affordability mix

IV. Key Investment Focus: Inclusion and Participation

Performance Measures:

- Demographically representative leadership – Boards and Alliances
- Perception of Downtown as a welcoming and inclusive environment

V. Key Investment Focus: Marketing, Communications, and Vibrancy

Performance Measures:

- Social media followers
- Economic return generated via DGRI events

VI. Key Investment Focus: Safe, Clean and Beautiful

Performance Measures:

- Stakeholder-driven qualitative ratings on sidewalk cleanliness
- Percentage tree canopy in Downtown

VII. DGRI Efficiency Measures

Performance Measures:

- Percentage of DID budget returned as direct services and improvements
- Speed of project implementation
- Resources / leverage raised to assist in project implementation