

AGENDA

DGRI BOARD OF ADVISORS



Board Members:

Stephanie Adams • Monica App • Rick Baker • Shaun Biel • Mayor Rosalynn Bliss • Kayem Dunn • Jorge Gonzalez • Kristian Grant
Brian Harris • Bob Herr • Nikos Monoyios • Jon Nunn • Doug Small • Eddie Tadlock • Randy Thelen • Al Vanderberg
Mark Washington • Rick Winn

September 22, 2021 10:30a

Amway Grand Plaza Hotel – Governor's Room

- | | | |
|--|-----------|--------|
| 1. Call to Order (10:30) | | Harris |
| 2. Approve Minutes from May 19, 2021 (10:31)
(enclosed) | Motion | Harris |
| 3. New Board Member Nomination and Introduction (10:33)
(enclosed) | Info Item | Harris |
| 4. 29 Pearl Lease Amendment (10:40)
(enclosed) | Motion | Kelly |
| 5. DGRI Articles of Incorporation Amendment (10:45)
(enclosed) | Motion | Kelly |
| 6. FY21 & FY22 Performance Measures (10:50)
(enclosed) | Motion | Kelly |
| 7. FY2021 Priority Updates (11:05) <ul style="list-style-type: none">• River Governance• Lyon Square• Wayfinding• Retail Strategy | Info Item | Staff |
| 8. President & CEO Report (11:50)
(enclosed) | Info Item | Kelly |
| 9. Board Member Discussion | | |
| 10. Public Comment | | |
| 11. Adjournment | | |



DOWNTOWN
GRAND RAPIDS INC.

Board of Advisors Meeting

May 19, 2021

1. Call to Order – The virtual meeting was called to order at 3:02 p.m. by Chair Brian Harris.

Attendance:

Stephanie Adams announced she is participating remotely from Byron Center, MI. Monica App announced she is participating remotely from Grand Rapids, MI. Rick Baker announced he is participating remotely from St. Paul, MN. Shaun Biel announced he is participating remotely from Grand Rapids, MI. Mayor Rosalyn Bliss announced she is participating remotely from Grand Rapids, MI. Kayem Dunn announced she is participating remotely from Grand Rapids, MI. Brian Harris announced he is participating remotely from Grand Rapids, MI. Bob Herr announced he is participating remotely from Grand Rapids, MI. Nikos Monoyios announced he is participating remotely from Grand Rapids, MI. Jon Nunn announced he is participating remotely from Grand Rapids, MI. Doug Small announced he is participating remotely from Grand Rapids, MI. Eddie Tadlock announced he is participating remotely from Grand Rapids, MI. Mark Washington announced he is participating remotely from Grand Rapids, MI. Rick Winn announced he is participating remotely from Grand Rapids, MI.

Absent: Mandy Bolter, Wyman Britt, Jorge Gonzalez, and Kristian Grant

Others Present: Tim Kelly (President & CEO), Amanda Sloan (Recording Secretary), Jessica Wood (Legal Counsel), Marion Bonneaux, Melvin Eledge, Sam Suarez, Annamarie Buller, Kim Van Driel, Mandy McDaniel, Andy Guy (DGRI), and Joe Agostinelli.

2. Approve Minutes from February 24, 2021

Motion: Ms. Dunn, supported by Mr. Winn, moved to approve February 24, 2021 Meeting Minutes as presented. Motion carried unanimously.

3. New Board Member Nomination

Mr. Kelly stated Randy Thelen recently accepted the role of CEO of The Right Place after the retirement of Birgit Klohs. The executive committee is recommending his appointment to the Board of Advisors. Mr. Harris asserted he will be an excellent addition. Others agreed. On another note, a resignation letter was received from Mandy Bolter (our representative from Kent County) so another nomination will be forthcoming.

Motion: Mr. Washington, supported by Mayor Bliss, moved to approve the new board member nomination of Randy Thelen. Motion carried unanimously.

4. COVID Update

Mr. Kelly pointed out we continue to track some of the COVID impacts in what we are calling our reignition report. One primary focus of attention is on business workers returning to the workplace. As of May 24, workers are able to return to in-person work. Anecdotally, we expect to see more workers downtown next week with a gradual ramping up over the summer for a full(er) workforce target of Labor Day. Mr. Kelly shared the success of Our Town (matching gift card) program; GRABB and WMHCC partnered with Consumers Energy and Michigan Municipal League Foundation to award \$55,000 to be distributed over 40 minority-owned businesses in Grand Rapids. The Mayor's Revitalization Task Force is also participating in the Grand Sourcing Summit in June to virtually connect diverse buyers and suppliers.

5. FY2022 Budget Presentation

Mr. Kelly shared priorities that were delivered this past fiscal year despite significant challenges; projects included Public Realm Improvements (Van Andel Arena Plaza, Heartside Public Restroom, and the Skate Park), Public Activation (Retail Innovation Grants, public murals, art installations, Downtown Enhancement Grants, Social Zones, and World of Winter programming), as well as routine maintenance for creating a clean and beautiful downtown. Key private investment projects also currently under construction show a great momentum going into the next fiscal year as we are a little more than halfway through the GR Forward Plan. As a reminder, we engage with our alliances for participatory budgeting which started in January. In March and April our boards considered the final plan recommendations which (DDA and MNTIFA) were approved by City Commission last week. The DID, going through the reauthorization process again, held a public hearing this month and expects City Commission to consider the recommended budget on June 15. The total proposed expenditures for DDA and TIFA for FY22 is \$22,469,519 (with \$13,510,000 in total project expenditures for 97 different initiatives), including Debt Tax Increment. Themes within the FY22 budget include enhanced public spaces, a welcoming and inclusive neighborhood, and activation with events. We also continue to carry funding for TIF reimbursements and this year we estimate \$1.5 million to support projects like Studio Park and Residence Inn. Debt

service obligations are approximately \$750,000 for Van Andel, DeVos Place and Lyon Square (still unknown). FY22 will see the last debt service payment for Van Andel Arena (after a total of \$6,814,500 in debt service paid and \$4,773,716 returned to State, GRPS, and KISD). The total DDA investment since 1995 was \$139,090,896, a well worthy investment based on the value provided to Downtown, the City, and the region. Mr. Kelly also noted the gain sharing rebates (currently 10% of revenue) to City, County, GRCC, and ITP are estimated at \$771,777 for FY22 and noted the increase to 15% in FY23. These rates step up to 20% in FY28 and 25% in FY33 until the plan expires in FY46. Lastly, there will be opportunities that have not been accounted for in the budget but may need support in FY22 including Market Avenue corridor progress and Bridge South. Mr. Harris asked if once the debt tax increment is paid, does that open an opportunity to take on additional projects? Mr. Washington was curious as well. Mr. Kelly stated this is something we can dive into and discuss further at an executive committee meeting.

6. FY2021 Priority Updates

Mr. Guy provided a report on the progress of the governance model, endorsed by this body, to start organizing the leadership around implementing the community's vision for improvements along the Grand River corridor. We are moving forward on establishing an independent non-profit to take an increasing leadership role in implementing riverbank improvements. Funding was approved to retain Kathy Blaha for prospecting initial board members and to oversee the development of a business plan with mission and purpose documents. This is expected to be completed by the end of the year or very early next year. Another key recommendation was to establish a community engagement program to deepen our connections in the neighborhoods adjacent to the corridor. The Community Catalysts Initiative at WMCAT was hired to build out that engagement program which will kick off in June. Another vital recommendation was to establish an equity framework. This will define key terms and provide strategies, tactics, and metrics to determine our progress and hold ourselves accountable for our diversity and inclusion goals. Professional support for that project will be selected by the end of the month with a start of July or August.

Mr. Lott, Lott3Metz Architecture, provided a presentation on the development tools and scenario findings for Bridge South Area (DASH lots 7, 8, and 9) that currently holds 1400 surface parking spots. These development scenarios better utilize street parking, use centralized parking structures to increase supply while minimizing the impact on the overall site, provide housing, and support the entrepreneurial community. This also creates an opportunity to provide green space for the community, specifically for the YMCA, and increase access and connectivity to the area and nearby neighborhoods. Development scenarios consist of 3 different sites with different scales of density (from 550 housing units and 950 parking spaces to 1,000 housing units and 1,400 structured parking spaces). The Seward site is made up of residential units with on-site parking. The Fire Department site would offer a new city owned parking deck and contain the relocated fire department with proximity to needs and access points as well as 40 additional housing units. The DASH 7 and YMCA lot scenario represents dense housing solutions and would include workspace owned,

operated, and curated by DGRI for the use of a retail incubation and diverse entrepreneurial development. Mr. Lott noted that the YMCA has been very willing to work with a dispersed parking solution in favor of an outdoor program space. A few considerations in this implementation strategy include the overlap with the Housing Needs Assessment (finding 5,000 new rental units and 3,500 sale units are needed in GR by 2025 at all income levels). This strategy supports LIHTC development, leverages publicly owned property to support more affordability, re-calibrates economic development incentives to support affordability, and targets 20-30% of total project below 80% AMI. Mr. Lott noted market rate housing is still an important part of meeting the community housing needs and student housing must also be a consideration. Tools have been provided to DGRI to help them and the City understand the total impact of affordable housing and the gap in development from an income tax generation standpoint. Mr. Lott added transportation concerns during and after construction will also need to be addressed. Mr. Monoyios asked if there had been considerations for right of way reconfiguration in the area. Mr. Lott stated this certainly makes sense and should be determined during development.

Mr. Kelly highlighted the [Retail Analysis](#) presentation with Mike Berne from several weeks ago. A steering committee is being assembled to address some outstanding questions, mainly is it still a worthwhile endeavor to build a retail environment downtown. If so, where, what are the zoning incentives, and what is the marketing strategy? Mr. Biel commented our commitment to soft goods will take time and dedication, but it could produce a very positive outcome. Mr. Harris agreed. It is an important piece but requires intention and stamina.

7. President & CEO Report

Mr. Kelly shared Rosa Parks Circle is currently under construction in partnership with DDA, the City and The Ecliptic at Rosa Parks Circle Conservatory and expected to conclude mid-September. The design for Lyon Square is complete though a delay in the permitting process will push groundbreaking on this project to next year. Also, the Ottawa Avenue resurfacing project is moving forward. A new art mural has been completed at 2 Jefferson also several more are in process; The Dwelling Place will facilitate the Heartside Historical Mural series and Latino Community Coalition is to highlight Latino Heritage in GR. Social Zones are again in deployment with some upgrades. Also, DGRI has been highlighting local Asian Americans in a very successful social media campaign during Asian Pacific American Heritage Month. Lastly, we recently subscribed to Placer AI as an upgrade to our pedestrian counters giving us access to aggregated cell data of users throughout all of downtown as well as their demographic and spending data. As a point of reference, this subscription costs around \$10,000 where each pedestrian counter costs \$2,000.

8. Old Business/New Business/Public Comment

None

9. Adjournment

The meeting adjourned at 4:19 p.m.



DOWNTOWN
GRAND RAPIDS INC.

MEMORANDUM

DATE: September 22, 2021

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP
DGRI President & CEO

SUBJECT: Item #3 - DGRI Board Appointment

The charge of the Downtown Grand Rapids Inc. (DGRI) Board of Advisors is to provide a “long-term focus on visionary, collective impact, leadership and advocacy related to Downtown Grand Rapids”. The bylaws allow for no less than twelve and no more than 20 Advisors at a given time, and the Board may decide to add members at any meeting. Currently there are 17 Advisors on the Board.

Following discussions with the Executive Committee, it is recommended that Alan Vanderberg be appointed to the Board of Advisors and the Executive Committee. Mr. Vanderberg is the Kent County Administrator where he and the Administrative Office are responsible for assisting the County Board in meeting identified goals; developing annual budget recommendations; developing procedures to accompany Board policies; conducting program, departmental, and management analyses; coordinating the pursuit of the Board’s legislative agenda; and providing general administrative support. Prior to taking over as Kent County Administrator, Mr. Vanderberg served in the same role in Ottawa County where he was Chair of the County Brownfield Redevelopment Authority, president of the County Economic Development Corporation and a member of the Grand Valley Metro Council, Lakeshore Advantage and Housing Next boards.

Mr. Vanderberg’s appointment will allow for continued coordination between DGRI and Kent County. Further, it is expected to advance the vision for Downtown as outlined in GR Forward.

RECOMMENDATION:

Appoint Kent County Administrator Alan Vanderberg to the DGRI Board of Advisors and Executive Committee as allowed by the DGRI bylaws and recommended by the DGRI Executive Committee.



DOWNTOWN
GRAND RAPIDS INC.

MEMORANDUM

DATE: September 22, 2021

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP
DGRI President & CEO

SUBJECT: **Item #4 - DGRI Lease Extension**

In April 2013, the Downtown Development Authority Board approved an agreement for the lease of office space in the Federal Square Building at 29 Pearl Street NW for the operations of Downtown Grand Rapids Inc (DGRI). The site was selected for its ground floor location and accessibility, long term vacancy and its central location within Downtown. The initial lease provided a 7-year term and a payment schedule to amortize the cost of necessary improvements. As envisioned at the time of approval the lease was subsequently assigned to DGRI in September 2013 and was extended for a 1-year term in October 2020 to allow additional time to consider the organization's long-term space needs.

Through the course of the past year, staff has toured and solicited lease proposals from multiple locations, including from our current Landlord. Those were reviewed internally and periodically shared with the Executive Committee for discussion. Proposals were viewed through the lens of organizational operations, budget impact and the ability to meet community objectives.

While there were multiple viable options, following negotiations staff is recommending extending the lease in our current location for a 3-year term with an option to extend for an additional 3-years. As outlined in the attached Second Lease Amendment, the proposed term will begin October 1, 2021 and extend through September 30, 2024. Staff was able to work with the Landlord to negotiate a reduced rental fee that amounts to savings of \$1,155.58 / month, and \$41,600.88 over the 3-year term.

RECOMMENDATION:

Authorize the Board Chair to execute the attached Second Amendment to continue leasing space in the Federal Square Building at 29 Pearl St NW for the operations of DGRI.

SECOND AMENDMENT TO LEASE

THIS SECOND AMENDMENT TO LEASE ("**Second Amendment**") is made and entered into as of September _____, 2021, by and between FEDERAL SQUARE BUILDING CO. #1, LLC, a Michigan limited liability company, whose address is 29 Pearl Street NW, Suite 100, Grand Rapids, Michigan 49503 ("**Landlord**"), and DOWNTOWN GRAND RAPIDS INC., a Michigan nonprofit corporation ("DGRI"), of 29 Pearl Street, N.W. Grand Rapids, Michigan 49503 ("**Tenant**").

R E C I T A L S:

- A. Landlord and Tenant are parties to a Lease dated July 10, 2013 (the "**Original Lease**"), as amended by a First Amendment to Lease Agreement dated October 2020 (the "**First Amendment**"), and together with the Original Lease, the "**Lease**").
- B. The Lease covers certain premises containing 4,914 rentable square feet of space, located in the first floor of the Federal Square Building at 29 Pearl Street NW, Grand Rapids, Michigan, and more particularly described in the Lease as the "**Premises**".
- C. Landlord and Tenant desire to amend the Lease as more particularly set forth in this Second Amendment.

NOW THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereby agree to amend the Lease as follows:

1. **Initial Term; Extension Term.** Notwithstanding anything to the contrary contained in the Lease: the Initial Term is hereby extended to September 30, 2024, unless sooner terminated as provided in the Lease; and the Extension Term, if exercised, is hereby reduced to three (3) years.

2. **Certain Tenant Early Termination Rights Deleted.** Notwithstanding anything to the contrary contained in the Lease: Section 2(c) of the Original Lease is hereby deleted in its entirety; the first three sentences of Section 44 of the Original Lease are hereby deleted in their entirety; and the second sentence of (a) of the First Amendment giving the Tenant the right to terminate with 90 days of advance notice is hereby deleted in its entirety.

3. **Base Rent for Remainder of Initial Term.** Notwithstanding anything to the contrary contained in the Lease: Base Rent for October 1, 2021, through September 30, 2022, shall be \$74,938.56, which shall be payable in at the Landlord's office in equal monthly installments of \$6,244.88 due on the first day of each calendar month; Base Rent for October 1, 2022, through September 30, 2023, shall be \$76,437.33, which shall be payable in at the Landlord's office in equal monthly installments of \$6,369.78 due on the first day of each calendar month; Base Rent for October 1, 2023, through September 30, 2024, shall be \$77,966.08, which shall be payable in at the Landlord's office in equal monthly installments of \$6,497.17 due on the first day of each calendar month; and Section 3(b) of the Original Lease is hereby deleted in its entirety.

4. **Base Rent for Extension Term.** Notwithstanding anything to the contrary contained in the Lease, if the Extension Term option is duly exercised by Tenant: Base Rent for October 1, 2024, through September 30, 2025, shall be \$79,525.40, which shall be payable in at the Landlord's office in equal monthly installments of \$6,627.12 due on the first day of each calendar month; Base Rent for October 1, 2025, through September 30, 2026, shall be \$81,115.91, which shall be payable in at the Landlord's office in equal monthly installments of \$6,759.66 due on the first day of each calendar month; and Base Rent for October 1, 2026, through September 30, 2027, shall be \$82,738.23, which shall be payable in at the Landlord's office in equal monthly installments of \$6,894.85 due on the first day of each calendar month.

5. **ADA Modifications.** Notwithstanding anything to the contrary contained in the Lease, modifications required for the Premises under the ADA Laws shall be solely the responsibility of Tenant without any reimbursement from Landlord.

6. **Brokerage.** Each party agrees and represents to the other that no broker is involved in this transaction who is entitled to a commission, other than PURE, which represents Tenant ("**Broker**"). Landlord shall be solely responsible for paying the commission owing to PURE pursuant to a separate agreement between Landlord and PURE. If a broker, other than the Broker, makes a claim for remuneration in connection with this transaction, each party shall indemnify and hold harmless the other from any amount that the other may be required to pay to a broker that the other did not retain, including, without limitation, the legal costs and reasonable attorney fees expended to defend against the claim.

7. **"AS IS".** Landlord and Tenant each acknowledge that Tenant is in possession of the Premises as of the date of this Second Amendment. Tenant represents that it has inspected the Premises, found them to be in good order and satisfactory condition, and accepts the same in their "**AS IS**" condition. Without limiting the foregoing, Tenant agrees that all of Landlord's Work has been fully completed and in full compliance with the Lease.

8. **Miscellaneous.** Except as modified in this Second Amendment, all the terms and conditions of the Lease remain in full force and effect and Landlord and Tenant hereby reaffirm their respective obligations under the Lease. All capitalized terms used in this Second Amendment and not defined in this Second Amendment shall have the meaning given to them in the Lease. This Second Amendment shall be binding upon and inure to the benefit of the parties and their respective successors and assigns. This Second Amendment contains the entire agreement of the parties regarding the subject matter of this Second Amendment, and all prior agreements concerning the subject matter of this Second Amendment, whether oral or written, are merged into this Second Amendment. Each party to this Second Amendment further represents and warrants to the other party that it is duly authorized to execute this Second Amendment and does not need consent from any person for the execution of this Second Amendment. This Second Amendment can be signed in counter-parts and facsimile or electronic signatures are acceptable.

This Second Amendment to Lease has been executed as of the date first written above.

FEDERAL SQUARE BUILDING CO. #1, LLC

By:_____

Name:_____

Its:_____

DOWNTOWN GRAND RAPIDS INC.

By:_____

Name:_____

Its:_____



DOWNTOWN
GRAND RAPIDS INC.

MEMORANDUM

DATE: September 22, 2021

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP
DGRI President & CEO

SUBJECT: Item #6 – Articles of Incorporation Amendment

The Articles of Incorporation (Articles) for Downtown Grand Rapids Inc. (DGRI) were endorsed by the State of Michigan's Department of Licensing and Regulatory Affairs on June 14, 2012. As indicated in the Articles, "the corporation is organized and at all times hereafter shall be operated for the benefits of the citizens of the City of Grand Rapids, Michigan and the economic development and improvement of business conditions of downtown Grand Rapids."

While the Articles established DGRI as a Michigan Non-Profit Corporation, which carries many of the same provisions and requirements as a Federally designated non-profit, legally DGRI is not a 501c3. This has created constraints in carrying out our mission, specifically because many grants require a 501c3 designation. Similarly, donors are hesitant and sometimes unwilling to make donations to entities that do not have 501c3 status.

Considering this, and to further carry out the mission of the organization, staff recommended and the DGRI Board approved the initiation of the filing to convert DGRI to a 501c3. Through the course of the application preparation, a review of the originally approved Articles revealed the need for an update to ensure the charitable aspects of DGRI's work were more embedded, thus increasing the likelihood that our application would be successful. Further, it more accurately reflects the meaningful work that DGRI does within the city.

A draft of the original and amended Articles are attached here for review. To highlight, the changes from the original articles are as follows:

- **Article II has been replaced in its entirety with the following language:**

The Corporation is incorporated and organized for the following purposes:

- (a) *To cultivate and amplify a vibrant and inclusive sense of place for a diverse community in downtown Grand Rapids, Michigan by supporting and sponsoring events, programs, and public spaces which are fun, safe, and welcoming to all.*
 - (b) *To engage in planning and engagement for the betterment of the community;*
 - (c) *To operate exclusively for charitable, religious, educational, and scientific purposes as set forth in Section 501(c)(3) of the Code without discriminating on the basis of race, color, creed, sex, sexual orientation, national origin, or other protected status.*
 - (d) *To engage in any and all lawful activities and to exercise any and all powers as may be necessary, incidental, or helpful to the achievement of the foregoing purposes, except as restricted by these Articles or by applicable law.*
- **Article III is replaced with the language found in the amendment made several years ago which made it a Directorship organization.**

It should be noted that changing the language in the Articles will in no way alter the mission or purpose of the organization, including our relationship with the City of Grand Rapids to manage the Downtown Development Authority, Monroe North Tax Increment Finance Authority and the Downtown Improvement District. Rather, transitioning DGR1 to a 501c3 would complement and enhance the overall mission.

If approved, staff will work with legal counsel to finalize the application. It is expected the application will be filed in Q4 2021, after which there is estimated to be a 6-month review process by the IRS.

RECOMMENDATION:

Approve the proposed amendment to the Articles of Incorporation to support the submission of the application to transition Downtown Grand Rapids Inc. to a 501c3 non-profit.

**AMENDED AND RESTATED ARTICLES OF INCORPORATION
OF
DOWNTOWN GRAND RAPIDS, INC.**

The undersigned certifies that:

1. They are the [officer title] of Downtown Grand Rapids, Inc., a Michigan nonprofit corporation (the “Corporation”).
2. The Amended and Restated Articles of Incorporation were approved and adopted by the board of directors of the Corporation on [●], 2021.
3. The Articles of Incorporation of this Corporation are amended and restated to read as follows:

ARTICLE I

The name of the corporation is:

DOWNTOWN GRAND RAPIDS, INC.

ARTICLE II

The Corporation is incorporated and organized for the following purposes:

- A. To cultivate and amplify a vibrant and inclusive sense of place for a diverse community in downtown Grand Rapids, Michigan by supporting and sponsoring events, programs, and public spaces which are fun, safe, and welcoming to all;
- B. To engage in planning and engagement for the betterment of the community;
- C. To operate exclusively for charitable, religious, educational, and scientific purposes as set forth in Section 501(c)(3) of the Code without discriminating on the basis of race, color, creed, sex, sexual orientation, national origin, or other protected status; and
- D. To engage in any and all lawful activities and to exercise any and all powers as may be necessary, incidental, or helpful to the achievement of the foregoing purposes, except as restricted by these Articles or by applicable law.

ARTICLE III

The corporation is organized upon a nonstock basis.

The description and value of its real property assets are: None

The description and value of its personal property assets are: None

The corporation is to be financed under the following general plan: Contributions from private and governmental sources, and other miscellaneous income.

The corporation is organized on a directorship basis.

ARTICLE IV

The name of the resident agent at the registered office is:

Tim Kelly

The address of its registered office in Michigan is:

29 Pearl Street NW #1
Grand Rapids, Michigan 49503

ARTICLE V

The name and address of the Incorporator are as follows:

Richard A. Wendt
Dickinson Wright PLLC
200 Ottawa Avenue, N.W., Suite 1000
Grand Rapids, Michigan 49503-2427

ARTICLE VI

The term of this corporation shall be perpetual.

ARTICLE VII

When a compromise or arrangement or a plan of reorganization of this Corporation is proposed between this Corporation and its creditors or any class of them or between this Corporation and its members or any class of them, a court of equity jurisdiction within the state, on application of this Corporation or of a creditor or member thereof or on application of a receiver appointed for the Corporation, may order a meeting of the creditors or class of creditors or of the members or class of members to be affected by the proposed compromise or arrangement or reorganization, to be summoned in such manner as the court directs. If a majority in number representing 3/4 in value of the creditors or class of creditors, or of the members or class of members to be affected by the proposed compromise or arrangement or a reorganization, agree to a compromise or arrangement or a reorganization of this Corporation as a consequence of the compromise or arrangement, the compromise or arrangement and the reorganization, if sanctioned

by the court to which the application has been made, shall be binding on all the creditors or class of creditors, or on all the members or class of members and also on this Corporation.

ARTICLE VIII

No volunteer director of the Corporation shall be personally liable to the Corporation or to its directors for monetary damages for breach of the director's fiduciary duty, except for liability (i) for a breach of the director's duty of loyalty to the Corporation or its directors, (ii) for acts or omissions not in good faith or which involve intentional misconduct or knowing violation of law, (iii) for a violation of Section 551(1) of the Michigan Nonprofit Corporation Act, (iv) for a transaction from which the director or derived an improper personal benefit, (v) for an act or omission occurring before the effective date of this Article VIII, or (vi) for an act or omission that is grossly negligent. Any repeal or modification of this Article VIII by the directors of the Corporation shall not adversely affect any right or protection of a director of the Corporation existing at the time of such repeal or modification.

ARTICLE IX

The Corporation is organized and operated exclusively for charitable purposes within the meaning of Section 501(c)(3) Internal Revenue Code.

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributed to its directors, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payment and distributions in furtherance of the purposes set forth in Article II hereof. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these Articles of Incorporation, the Corporation shall not carry on any other activities not permitted to be carried on by a Corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding successor provision of any future United States Internal Revenue law) or by a Corporation contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1986 (or corresponding provision of any future United States Internal Revenue law).

Upon the dissolution of the Corporation, assets shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code (or corresponding section of any future federal tax code), or shall be distributed to the federal government, or to a state or other local government, for a public purpose. Any such assets not so disposed of shall be disposed of by the circuit court of the county in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations as said Court shall determine which are organized and operated exclusively for such purposes.

ARTICLE X

No member of the board of directors of the Corporation who is a volunteer director, as that term is defined in the Michigan Nonprofit Corporation Act (the "Act"), shall be personally liable to this Corporation or its members for monetary damages for a breach of the director's fiduciary

duty; provided, however, that this provision shall not eliminate or limit the liability of a director for any of the following:

- A. a breach of the director's duty of loyalty to the Corporation or its members;
- B. acts or missions not in good faith or that involve intentional misconduct or a knowing violation of law;
- C. a violation of Section 551(1) of the Act;
- D. a transaction from which the director derived an improper personal benefit;
- E. an act or omission occurring before the filing of these Articles of Incorporation; or
- F. an act or omission that is grossly negligent.

ARTICLE XI

The Corporation assumes all liability to any person, other than the Corporation or its directors, for all acts or omissions of a director who is a volunteer director, volunteer officer, or other volunteer occurring on or after the effective date of the provision granting limited liability if all of the following are met:

- A. The volunteer was acting or reasonably believed he or she was acting within the scope of his or her authority.
- B. The volunteer was acting in good faith.
- C. The volunteer's conduct did not amount to gross negligence or willful and wanton misconduct.
- D. The volunteer's conduct was not an intentional tort.
- E. The volunteer's conduct was not a tort arising out of the ownership, maintenance, or use of a motor vehicle for which tort liability may be imposed as provided in Section 3135 of the Insurance Code of 1956, Act No. 218 of the Public Acts of 1956, being Section 500.3135 of the Michigan Compiled Laws.

However, the Corporation shall not be considered to have assumed any liability to the extent that such assumption is inconsistent with the status of the Corporation as an organization described in IRC 501(c)(3); or the corresponding section of any future federal tax code.

If the Act is amended after the filing, of these Articles of Incorporation to authorize the further elimination or limitation of the liability of directors of nonprofit corporations, then the liability of members of the board of directors, in addition to that described in Article VIII, shall be assumed by the Corporation or eliminated or limited to the fullest extent permitted by the Act as so amended. Such an elimination, limitation, or assumption of liability is not effective to the extent that it is inconsistent with the status of the Corporation as an organization described in IRC 501(c)(3) or corresponding section of any future federal tax code. No amendment or repeal or Article VIII shall apply to or have any effect on the liability or alleged liability of any member of

the board of directors of this Corporation for or with respect to any acts or omissions occurring before the effective date of any such amendment or repeal.

[Remainder of Page Left Intentionally Blank. Signature Page Follows.]

The undersigned authorized officer of the Corporation has executed these Amended and Restated Articles of Incorporation, certifying that the facts herein stated are true, this [●], 2021.

Dated: [INSERT DATE]

[INSERT NAME AND TITLE]

4836-0990-1307 v1 [57191-1]

Michigan Department of Licensing and Regulatory Affairs

Filing Endorsement

This is to Certify that the ARTICLES OF INCORPORATION - NONPROFIT

for

DOWNTOWN GRAND RAPIDS, INC.

ID NUMBER: 71236F

received by facsimile transmission on June 14, 2012 is hereby endorsed

Filed on June 14, 2012 by the Administrator.

The document is effective on the date filed, unless a subsequent effective date within 90 days after received date is stated in the document.



In testimony whereof, I have hereunto set my hand and affixed the Seal of the Department, in the City of Lansing, this 14TH day of June, 2012.

Director

MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS BUREAU OF COMMERCIAL SERVICES						
Date Received	(FOR BUREAU USE ONLY)					
	This document is effective on the date filed, unless a subsequent effective date within 90 days after received date is stated in the document.					
Name						
DICKINSON WRIGHT PLLC Attorneys at Law Attention: Richard A. Wendt						
Address						
200 Ottawa Avenue, N.W., Suite 1000						
City	Grand Rapids	State	MI	Zip Code	49503	EFFECTIVE DATE:

Document will be returned to the name and address you enter above.

ARTICLES OF INCORPORATION

OF

DOWNTOWN GRAND RAPIDS, INC.

For use by Domestic Nonprofit Corporations

(Please read information and instructions on the last page)

Pursuant to the provisions of Act 162, Public Acts of 1982, the undersigned corporation executes the following Articles:

ARTICLE I

The name of the corporation is:

DOWNTOWN GRAND RAPIDS, INC.

ARTICLE II

The purpose or purposes for which the corporation is organized are as follows:

The Corporation is organized and at all times hereafter shall be operated for the benefit of the citizens of the City of Grand Rapids, Michigan and the economic development and improvement of business conditions of downtown Grand Rapids.

The Corporation is further organized to encourage, plan and coordinate public and private development of the downtown Grand Rapids, Michigan to assure that the downtown area is able to support retail, commercial and residential activity.

The Corporation shall exercise its corporate powers to coordinate community and government interaction, strategic planning and implementation of public and private development projects within downtown Grand Rapids. The corporation shall cooperate with city officials and other organizations in developing and sustaining downtown Grand Rapids with particular reference to planning of proper and best land use and public improvements; establishment of business, institutional, cultural, governmental and recreational facilities; improvement of commercial, professional, financial and general business interests and conduct of business promotion activities, advertising, public relations and marketing. The corporation shall coordinate operational and capital financing for the development of downtown Grand Rapids.

Without limiting the generality of this Article, its purposes shall be to coordinate a plan of action and a unified effort to achieve the development and sustainability of downtown Grand Rapids, to cooperate with the City of Grand Rapids and other organizations and persons to revitalize downtown Grand Rapids, ~~to devise and implement plans for the delivery of services, to attract and hold private developers, to develop commercial areas within downtown Grand Rapids as a stimulus of economic growth, to develop strategies and implement strategies to provide sufficient parking and traffic circulation, to support development activities, to coordinate information on business financing and improved business services and to develop operational and capital financing plans and manage the budget for development.~~ The corporation shall exercise all rights and powers conferred by the laws of the State of Michigan upon nonprofit corporations.

Also, without limiting the foregoing, the Corporation is specifically authorized to perform such acts to accomplish such charitable purposes as the board of directors of the Corporation may from time to time determine to be appropriate and which are not forbidden (or as shall result in disqualification) by Section 501(c)(3) of the Internal Revenue Code, as amended, or any successor provision or any provision of the nonprofit corporation laws of the State of Michigan.

ARTICLE III

The corporation is organized upon a nonstock basis.

The description and value of its real property assets are: None

The description and value of its personal property assets are: None

The corporation is to be financed under the following general plan: Contributions from private and governmental sources, and other miscellaneous income.

The corporation is organized on a membership basis.

ARTICLE IV

The name of the resident agent at the registered office is:

Richard A. Wendt

The address of its registered office in Michigan is:

200 Ottawa Ave., N.W., Suite 1000
Grand Rapids, Michigan 49503

ARTICLE V

The name and address of the Incorporator are as follows:

Richard A. Wendt
Dickinson Wright PLLC
200 Ottawa Avenue, N.W., Suite 1000
Grand Rapids, Michigan 49503-2427

ARTICLE VI

The term of this corporation shall be perpetual.

ARTICLE VII

When a compromise or arrangement or a plan of reorganization of this Corporation is proposed between this Corporation and its creditors or any class of them or between this Corporation and its members or any class of them, a court of equity jurisdiction within the state, on application of this Corporation or of a creditor or member thereof, or on application of a receiver appointed for the Corporation, may order a meeting of the creditors or class of creditors or of the members or class of members to be affected by the proposed compromise or arrangement or reorganization, to be summoned in such manner as the court directs. If a majority in number representing 3/4 in value of the creditors or class of creditors, or of the members or class of members to be affected by the proposed compromise or arrangement or a reorganization, agree to a compromise or arrangement or a reorganization of this Corporation as a consequence of the compromise or arrangement, the compromise or arrangement and the reorganization, if sanctioned by the court to which the application has been made, shall be binding on all the creditors or class of creditors, or on all the members or class of members and also on this Corporation.

ARTICLE VIII

No volunteer director of the Corporation shall be personally liable to the Corporation or to its directors for monetary damages for breach of the director's fiduciary duty, except for liability (i) for a breach of the director's duty of loyalty to the Corporation or its directors, (ii) for acts or omissions not in good faith or which involve intentional misconduct or knowing violation of law, (iii) for a violation of Section 551(1) of the Michigan Nonprofit Corporation Act, (iv) for a transaction from which the director derived an improper personal benefit, (v) for an act or omission occurring before the effective date of this Article VIII, or (vi) for an act or omission that is grossly negligent. Any repeal or modification of this Article VIII by the directors of the Corporation shall not adversely affect any right or protection of a director of the Corporation existing at the time of such repeal or modification.

ARTICLE IX

The Corporation is organized and operated exclusively for charitable purposes within the meaning of Section 501(c)(3) Internal Revenue Code.

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributed to its directors, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article II hereof. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these Articles of Incorporation, the Corporation shall not carry on any other activities not permitted to be carried on by a Corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding successor provision of any future United States Internal Revenue law) or by a Corporation contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1986 (or corresponding provision of any future United States Internal Revenue law).

Upon the dissolution of the Corporation, assets shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code (or corresponding section of any future federal tax code), or shall be distributed to the federal government, or to a state or other local government, for a public purpose. Any such assets not so disposed of shall be disposed of by the circuit court of the county in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations as said Court shall determine, which are organized and operated exclusively for such purposes.

ARTICLE X

No member of the board of directors of the Corporation who is a volunteer director, as that term is defined in the Michigan Nonprofit Corporation Act (the "Act"), shall be personally liable to this Corporation or its members for monetary damages for a breach of the director's fiduciary duty; provided, however, that this provision shall not eliminate or limit the liability of a director for any of the following:

1. a breach of the director's duty of loyalty to the Corporation or its members;
2. acts or missions not in good faith or that involve intentional misconduct or a knowing violation of law;
3. a violation of Section 551(1) of the Act;
4. a transaction from which the director derived an improper personal benefit;
5. an act or omission occurring before the filing of these Articles of Incorporation; or
6. an act or omission that is grossly negligent.

ARTICLE XI

The Corporation assumes all liability to any person, other than the Corporation or its directors, for all acts or omissions of a director who is a volunteer director, volunteer officer, or other volunteer occurring on or after the effective date of the provision granting limited liability if all of the following are met:

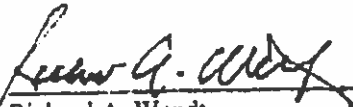
- A. The volunteer was acting or reasonably believed he or she was acting within the scope of his or her authority.
- B. The volunteer was acting in good faith.
- C. The volunteer's conduct did not amount to gross negligence or willful and wanton misconduct.
- D. The volunteer's conduct was not an intentional tort.
- E. The volunteer's conduct was not a tort arising out of the ownership, maintenance, or use of a motor vehicle for which tort liability may be imposed as provided in Section 3135 of the Insurance Code of 1956, Act No. 218 of the Public Acts of 1956, being Section 500.3135 of the Michigan Compiled Laws.

However, the Corporation shall not be considered to have assumed any liability to the extent that such assumption is inconsistent with the status of the Corporation as an organization described in IRC 501(c)(3); or the corresponding section of any future federal tax code.

If the Act is amended after the filing of these Articles of Incorporation to authorize the further elimination or limitation of the liability of directors of nonprofit corporations, then the liability of members of the board of directors, in addition to that described in Article VIII, shall be assumed by the Corporation or eliminated or limited to the fullest extent permitted by the Act as so amended. Such an elimination, limitation, or assumption of liability is not effective to the extent that it is inconsistent with the status of the Corporation as an organization described in IRC 501(c)(3) or corresponding section of any future federal tax code. No amendment or repeal of Article VIII shall apply to or have any effect on the liability or alleged liability of any member of the board of directors of this Corporation for or with respect to any acts or omissions occurring before the effective date of any such amendment or repeal.

[Remainder of Page Left Intentionally Blank. Signature Page Follows.]

I, the Incorporator of the above-named corporation, hereby sign these Articles of Incorporation on June 14, 2012.


Richard A. Wendt



MEMORANDUM

DATE: September 22, 2021

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP
DGRI President & CEO

SUBJECT: **Item #6 – FY22 Performance Measures**

I. Performance Indicators

In August 2016 (FY2017) the DGRI Board of Advisors adopted a set of 15 key performance indicators intended to help inform the overall performance and health of Downtown. The indicators are tracked annually and reflect respective priorities of the Downtown Development Authority, the Downtown Improvement District, the Monroe North Tax Increment Finance Authority, as well as the community as informed by GR Forward.

While it is recognized some of the indicators are outside of DGRI's direct control, tracking and comparing the trends each year does give some measure of the overall economic, social, and environmental health of Downtown. To ensure year over year comparison, no change is proposed to the performance indicators for FY22.

II. Key Projects

In addition to the broad indicators, each fiscal year a set of projects are selected that when implemented will underscore DGRI's commitment to implementing GR Forward (Plan). Given the Plan has a wide-ranging vision that requires collaboration to achieve, projects are selected from across five goals that will further grow confidence within the community that DGRI and our community partners are committed to delivering on the promises in the Plan. In addition, projects are selected that can be completed in the upcoming fiscal year and that will have some conclusive result, whether a capital project, a design document or plan, or some other tangible measure.

The key projects for FY2022 are as follows:

1. Implement recommendations from River Governance process, including developing an Equity Framework, completing an Engagement Plan, and delivering infrastructure improvement project(s).
2. Conduct an evaluation of the Alliance structure to optimize engagement within the community.
3. Participate in the continued efforts to redevelop 201 Market Avenue with community partners.
4. Execute Operating Agreement, finalize design and initiate construction of Lyon Square.
5. Publish an RFP to further evaluate development potential and implement the recommendations from the Bridge South planning initiative.
6. Begin implementation of new Downtown Wayfinding system based on recommendations from the re-design process.

7. Implement recommendations from the Disability Advocates of Kent County and Common Notice study.
8. Complete Downtown retail market analysis and strategic plan and begin strategy implementation.
9. Successfully deliver World of Winter 2022.
10. Complete engagement and design of the Van Andel Arena alley between Fulton and Oakes.
11. Complete design process of the Monroe North connections plan with stakeholder group and community partners.

III. Leadership and Advocacy Agenda

Lastly, 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. For FY2022, thirteen (13) key policy and advocacy items at the local, state, and federal level were selected that will help further the goals for Downtown and the entire community. Those recommended priorities are as follows:

Local Advocacy Objectives:

1. Establish Grand River Governance entity in collaboration with the City of Grand Rapids, Kent County and other community partners.
2. Continue to advocate business support policies that aid economic recovery and public space activation, including continuation of social zones.
3. Advance any necessary zoning changes to further implementation goals related to retail, housing and other Downtown specific initiatives.
4. Provide resources and participate in the development of a comprehensive plan to address security concerns and quality of life issues in Downtown.
5. Assist in the implementation of the Downtown Neighbor Network Safe Streets Agenda.
6. Complete the FY23 Downtown Improvement District reauthorization process.
7. Participate in projects and initiatives that improve the status of community relations within Grand Rapids, particularly those that involve social and racial equity.
8. Participate in the update to the City of Grand Rapids Master Plan.

State/Federal Level Advocacy Objectives:

1. Work with community partners to prioritize Downtown economic development projects for State and Federal funding.
2. Advocate for the continuation of State policies that support business recovery efforts, including continuation of social district liquor licenses.
3. Introduce amendments to clarify and simplify the issuance of DDA liquor licenses.
4. As needed, develop collaborative strategies to effectively inform appropriate state officials about Grand Rapids' urban policy / investment priorities.
5. Monitor TIF legislation discussions in legislature.

Recommendation: Approve the FY2022 Performance Measures, Key Projects and Leadership and Advocacy Agenda.

	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017
Facilitating Investment					
Tax Increment Value	\$ 8,066,635	\$ 7,284,426	\$ 6,664,106	\$ 6,543,477	\$ 5,927,709
% Change (since 2016)	46%	32%	21%	19%	8%
Tax \$ to Private Investment	\$ -	\$ 71	\$ 37	\$ 26	\$ 26
DDA/TIFA Pledge	\$ -	\$ 2,348,385	\$ 2,167,851	\$5,350,000	\$ 5,000,000
Total Development Under Construction	\$ 127,800,000	\$ 166,007,349	\$ 81,200,000	\$139,100,000	\$ 138,000,000
Mobility					
Pedestrian Counts Increase @ ArtPrize / Project One / The Bridge	N/A	BGR: 14%	P1: 23%	AP: 26%	AP: 38%
Pedestrian Count Increase @ Snow Days / WoW	WoW: 26%	WoW: 25%	WoW: 16%	WoW: 1%	SD: -1%
Livability					
Units Delivered	0	172	270	459	449
Total # of Households	4,791	4,791	4,619	4,349	3,890
Units in development planning	807	137	172	376	527
Household Affordability Mix (Market/Income Restricted)	70% / 30%	70% / 30%	69% / 31%	69% / 31%	66% / 34%
Inclusion and Participation					
Demographically Representative Leadership - Boards and Alliances					
White	72%	75%	70%	65%	-
Black	14%	13%	14%	16%	-
Hispanic or Latino	8%	8%	8%	10%	-
Mixed Race	3%	2%	4%	5%	-
Asian	2%	2%	4%	4%	-
Age					
20-24	4%	3%	3%	-	-
25-34	37%	37%	47%	-	-
35-44	41%	42%	32%	-	-
45-54	9%	9%	8%	-	-
55-64	9%	9%	10%	-	-
Gender					
Male	50%	53%	46%	-	-
Female	50%	47%	54%	-	-
Sexual Orientation					
Heterosexual	91%	91%	90%	-	-
LGBT	9%	9%	10%	-	-
Marketing Communications and Vibrancy					
Social Media Followers					
Twitter Audience	11,700	11,700	11,300	-	10,000
Twitter Growth	-			8%	24%
Facebook Audience	39,256	29,235	25,094	-	19,000

Facebook Growth	34%			12%	62%
Instagram Audience	25,300	18,200	11,600	-	4,300
Instagram Growth	39%			36%	97%
Safe, Clean and Beautiful					
Sidewalk Cleanliness					
Trash Removed (lbs)	365,275	465,150	544,200	390,400	312,575
Crosswalks, Parking Meters, and Fire Hydrants Cleared of Snow	8,285	11,674	9,850	-	-
Power washed Block Faces	170	278	505	276	226
Weeds Pulled (Changed to blockfaces cleared in 2020)	5,265	4034	37,803	12,403	11,400
Instances of Graffiti Removed	2,276	2253	2,102	-	-
Cigarette Butts Removed & Recycled	131,250	501,417	411,810	532,078	173,000
Percentage of Tree Canopy					
# of Trees Planted by DGRI & Partners	214	169	100	201	378
Total #	5,206	4,992	4,823	3640	3136
Goal of 10%	9.30%	8.91%	8.61%	6.50%	5.60%
Acres of Parkland / 1,000 residents					
Total Park Acreage	38.51	38.51	38.51	38.09	37.79
Estimated Total Residents (1.5 persons * HH)	7,187	7,187	6,929	6,524	5,835
Acres/1,000 Residents	5.4	5.4	5.6	5.8	6.5
DGRI Efficiency Measures					
% of DID Budget Returned as Direct Services and Improvements					
Direct Services & Improvements to Downtown	87%	87%	83%	89%	87%
Supported Administration & Overhead	13%	13%	17%	11%	13%
Public Resources Leveraged					
DDA/TIFA Investment into Infrastructure Projects	\$ 1,188,567	\$ 3,282,916	\$ 3,297,936	\$1,330,000	\$ 1,300,000
DDA/TIFA Leverage into Public Funding	\$ 5,237,929	\$ 6,549,468	\$ 7,203,154	\$6,200,000	\$ 6,200,000
ROI into Public Facilities (per \$1)	\$ 4.41	\$ 2.00	\$ 2.18	\$ 4.66	\$ 4.77
Speed of Project Implementation					
Completed Projects	9 of 10	7 of 11	7 of 9	12 of 17	6 of 7

THE TRANSFORMATIONAL 12

These twelve transformational projects represent bold community and economic growth initiatives that will have a dramatic and lasting impact on the region. From transforming the Grand River corridor and developing world class entertainment venues, to investing in higher education and affordable housing, this list creates the unified momentum to accelerate the next chapter of West Michigan's growth story.

AQUARIUM

WHAT: Develop one of the top aquariums in the US with over 1,000 unique species situated on 10 acres. The collection would include salt and freshwater species from around the world, including Michigan specific species. The scale and impact of the aquarium would serve as a tourism anchor for the region.

WHY: The aquarium would be an economic driver for the region, a source of education and scientific research, and provide hundreds of high paying jobs. Expected direct economic impact would be greater than \$100MM per year.

TOTAL COST: \$200M+



CONVENTION CENTER EXPANSION AND HOTEL

WHAT: A recent Destination Asset Study by an independent firm recommended a 400 room, 40,000 sq. feet meeting space, 20,000 sq. feet ballroom hotel for Grand Rapids. Additional recommendations include a 115,000 sq. ft. expansion of the DeVos Place convention center with new A/V technology investments.

WHY: As one of the fastest growing regions in the state, investments in the convention center and additional hotel are needed to enhance the area's competitive position in the industry, as well as keep up with growing convention with demand in Grand Rapids.

TOTAL COST: \$400M



COUNTYWIDE AFFORDABLE HOUSING

WHAT: Analysts currently estimate that within Kent County, the current Housing gap between demand and availability exceed 22,000 units. In addition, the rental demand versus availability exceeds 13,000 units. This initiative would begin to address those gaps through the implementation of a countywide housing strategy.

WHY: The data shows that housing supply has not kept pace with our growth, creating significant upward pressure on housing costs. To attract the future talent this region needs to fuel its economic growth, readily available housing for that talent is critical.

TOTAL COST: \$240M



GRAND RIVER GREENWAY INITIATIVE

WHAT: Transform the Grand River waterway and waterfront in Kent County's urban core into a 5-mile outdoor recreation corridor. The initiative will add nearly 2 miles of unique whitewater rapids, achieve a 1,700 acre urban riverfront park system and build out critical multi-use trail sections.

WHY: Investment in the Greenway will transform a dramatically underutilized reach of Grand River into a major new destination for visitors to Michigan and drive local growth towards an increasingly more livable, equitable and prosperous West Michigan region. The Initiative will also significantly increase the amount of parks and recreational opportunity accessible to low-income populations, communities of color and youth in the region.

TOTAL COST: \$500M



GRCC PUBLIC SAFETY TRAINING CENTER

WHAT: This center will accommodate comprehensive public safety training needs. It will include a classroom building, a large bay area for public safety vehicles, a burn tower, flashover simulator, firearm training range, a driving track, and other facilities needed for comprehensive training.

WHY: Communities throughout our region and state are increasingly integrating police, fire, and emergency medical response units. As a result, there is an increased need for these various units to collaborate together. Unfortunately, there is also a large gap in that type of educational environment. This new public safety training center will address this gap in fulfill the demand for more collaborative training.

TOTAL COST: \$45M

GRR AIRPORT CONTROL TOWER RELOCATION

WHAT: A project to move the air traffic control tower from its current location atop the airport terminal to the east side of the airfield to allow for diverse terminal-area developments and to bring it up to Federal Aviation Administration standards.

WHY: The current tower placement limits the ability of the airport to expand the terminal complex both out and up, hampering the development of aeronautical and non-aeronautical facilities and construction of new parking.

TOTAL COST: \$60M

GVSU BLUE DOT DIGITAL LEARNING LAB

WHAT: The Blue Dot Laboratory for the Future of Humanity is GVSU's proposed new digital learning initiative. It will include digital production labs, fabrication labs, start-ups, co-working spaces, and collaboration studios. The Grand Rapids dot will occupy space in the Eberhard Center on Fulton Street, expanded and remodeled to support student, community, and business interaction.

WHY: The nature of work is transforming workplaces and the workforce. In the past there were clear distinctions between employers and employees, between institutions of learning and institutions of working. In the present, those distinctions are becoming rapidly redrawn.

TOTAL COST: \$90M

MARKET AVENUE GATEWAY

WHAT: A comprehensive vision for future development on the east bank of the Grand River between Fulton and Wealthy Streets, transforming it into a showcased, sustainable district that connects and serves a diverse community.

WHY: The goal is to create a catalytic vision that will improve quality of life for today's Grand Rapidsians and guide the next phase of downtown development for the next generation.

TOTAL COST: \$270M+



MSU INNOVATION CENTER CAMPUS EXPANSION

WHAT: Expanding the Grand Rapids Innovation Park to create two world leading centers of excellence Big Data/AI Focused on Health Disparities and Cancer Research focused on Disparities and Health Equity.

WHY: Create centers of excellence in Grand Rapids that will draw new industries, startups and talent in biomedical and health innovation and research to our community, creating jobs, attracting talent, and making Grand Rapids the next Silicon Valley for healthcare innovation and research that includes a health equity lens.

TOTAL COST: \$39.5M

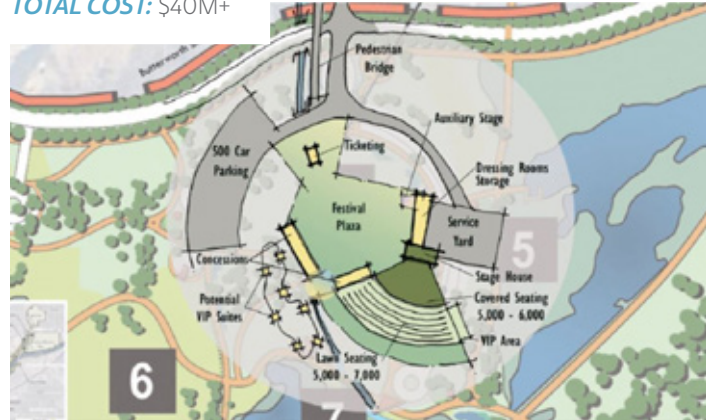


OUTDOOR AMPHITHEATER

WHAT: The development of a 14,000-seat amphitheater in downtown along the Grand River that would be owned and operated by the Grand Rapids-Kent County Convention Arena/Authority (CAA). The proposed location is on the 201 Market Ave site.

WHY: Based on the results of a comprehensive market research study, a new amphitheater could attract approximately 29 concerts with 223,000 attendees and 14 other events with 38,500 attendees on an average annual basis. Events are anticipated to cater to a broad audience, reflective of the cultures, ages and musical tastes of the entire community.

TOTAL COST: \$40M+



POST OFFICE RELOCATION

WHAT: The relocation of the downtown riverfront mail processing center at 225 Michigan St. NW.

WHY: The 3.6-acre property has been an optional location for several downtown project initiatives and remains a prime development opportunity in the heart of downtown.

TOTAL COST: \$70M+

SOCCER STADIUM

WHAT: Secure a USLC franchise for Grand Rapids and construct a stadium with total seating capacity of 7,000 seats.

WHY: Given the size of the Grand Rapids market, and based on the feedback from league officials, the USLC classification represents the best fit to maximize Grand Rapids' market potential. Soccer generally appeals to a millennial audience in addition to the families typically drawn to the affordable entertainment offered by minor league teams.

TOTAL COST: \$40M+





DOWNTOWN
GRAND RAPIDS INC.

Experience
GRAND RAPIDS
CONVENTION & VISITORS BUREAU

**GRAND
RAPIDS
CHAMBER**

 **THE
RIGHT PLACE**
Advancing the West Michigan Economy



President & CEO Report DGRI Highlights September 2021

DDA (9/8/21)

- Approved funding to complete improvements at Fish Ladder Park.
- Approved funding to complete additional enhancements at Michigan Street River crossing.
- Approved contract with Smith Group for design services on Hill and River network plan.
- Approved a resolution for a Downtown Liquor License for Woodrow's.
- Approved funding for ten art installations as part of the World of Winter 2022.
- Received an update on the Heartside Mural project.
- Next Meeting: October 13, 2021

DID (7/21/21)

- Received the July Downtown Ambassador Report.
- Discussed the ongoing Retail Strategic Plan.
- Discussed planning and process for the FY23 reauthorization.
- Next Meeting: September 23, 2021

MNTIFA (6/10/21)

- Adopted FY22 Budget
- Approved funding for FY22 DASH MOU
- Received update on North Monroe public space activation projects
- Next Meeting: TBD

DGRI (5/19/21)

- Appointed Randy Thelen to the Board of Advisors.
- Reviewed May COVID Report.
- Received and FY22 Budget presentation for the DDA, TIFA and DID.
- Receiving updates on FY21 Priority Projects including River Governance, Bridge South and Downtown Retail.
- Next Meeting: September 22, 2021

GR Forward Goal 1: Re-establish the Grand River as the draw to the city & region

Determine long-term governance strategy to develop, manage, activate and sustain the future revitalized

Grand River corridor

- Lead: Downtown Grand Rapids Inc. in partnership with City of Grand Rapids, Kent County and Grand Rapids Whitewater
- Recommendations of Organizational Leadership Committee presented to DGRI B of A in May 2021.
- Founding Board convening September 2021.
- Community engagement planning with WMCAT Public Agency in process.
- Briefed County Executive Committee May 2021.
- Presented to City's Economic Development Project Team August 10.

Restore the Whitewater Rapids in the Grand River

- Lead: Grand Rapids Whitewater in partnership with the City of Grand Rapids
- Environmental Assessment continues for the lower reach from I-196 to Fulton Street
- GRWW continues to organize for permit filing with environmental regulatory authorities

Lyon Square Opportunity Site

- Lead: Downtown Grand Rapids Inc in partnership with the City of Grand Rapids, Convention/Arena Authority and Amway Grand Plaza Hotel
- Finalizing construction documents and permitting with Progressive A/E and stakeholder group. Anticipate bidding November 2021 and construction commencement Spring 2022.
- Memorandum of Understanding drafted for ongoing maintenance and operations of completed project.

Anchor the River with new Development on Select Sites

- Leads: City of Grand Rapids, Convention and Arena Authority, Grand Action 2.0, Downtown Grand Rapids Inc.
- City Commission approved resolution to enter an option with CAA to purchase a portion of the 201 Market site for a Downtown amphitheater.
- City currently has option on Kent County Road Commission site at 1500 Scribner Avenue for possible relocation of City facilities.
- Grand Action 2.0 completing proof of concept phase for amphitheater at 201 Market to be completed in 2021.

GR Forward Goal 2: Develop a true Downtown neighborhood home to a diverse population

Encourage infill development to close gaps within and between neighborhoods

- Leads: Downtown Grand Rapids Inc. and City of Grand Rapids
- Bridge South engagement continuing with neighborhood stakeholders and City of Grand Rapids staff.
- Recommendations and implementation plan finalized in March 2021.

Establish a Downtown resident organization

- Lead: Downtown Grand Rapids Inc.
- Downtown Neighbor Network Advisory Committee established Q1 2019
- Launched neighbor-focused website in 2020.
- Continuing monthly meetings and have established a pedestrian safety and communications sub-committee.

Expand public restroom options to ensure a clean and safe neighborhood

- Lead: Downtown Grand Rapids Inc. in partnership with City of Grand Rapids

- Portland Loo identified as a solution to pilot in Heartside Neighborhood at the corner of Weston/Division
- Install completed spring 2020.
- GR DDA approved funding to identify additional locations. Evaluations underway with installation expected in 2022.

GR Forward Goal 3: Implement a 21st-century mobility strategy

Improve navigation and wayfinding

- Lead: Downtown Grand Rapids Inc. in partnership with the City of Grand Rapids
- DDA approved a contract with Progressive A/E in June 2020
- 95 percent review of design types scheduled week of August 16 and will be at City Design Team on August 18
- Prioritizing list of initial install locations
- Final design delivered fall 2021 with bidding expected late fall 2021.

Complete the networks in and out of Downtown: Ottawa Avenue resurfacing

- Lead: City of Grand Rapids in partnership with Downtown Grand Rapids Inc and Michigan Department of Transportation
- DDA approved its share of funding contribution in May 2021.
- In addition to resurfacing, scope includes decorative streetlights, street trees, planters, landscaping, irrigation, street furniture, and infrastructure for future traffic signals that will be installed when the street is eventually restored to a two-way.
- Project is currently under construction and expected to be substantially complete before Art Prize.

Provide additional automobile parking supply

- Lead: City of Grand Rapids, various institutions and the private sector
- 3,600 spaces came online from Q2019 – Q2 2021 in Downtown.
- An additional 1,600 are under construction.
- Downtown Grand Rapids remains in the biggest parking construction boom in its history

GR Forward Goal 4: Grow more & better jobs & ensure the continued vitality of the local economy

Recruit major office anchors to Downtown

- Partners: City of Grand Rapids, The Right Place, Grand Rapids Area Chamber of Commerce, DGRI and key real estate leaders
- GR DDA authorized negotiations for major office user on DDA-owned land adjacent to Studio Park
- Acrisure construction complete at Studio Park.
- BAMF Health began construction in the Doug Meijer Medical Innovation Building with build out set to be complete in June 2022.
- Perrigo HQ \$45M development under construction and scheduled to be complete in summer 2022.
- Spectrum Center for Transformation and Innovation has begun demolition in Monroe North with an estimated completion date in 2023.

Foster ground-floor businesses to close retail gaps and diversify the mix of Downtown retail offerings

- Leads: Downtown Grand Rapids Inc., City of Grand Rapids, Grand Rapids Area Chamber of Commerce and The Right Place
- MJB Consulting initial outreach and engagement completed with stakeholders and industry experts.
- Phase 2 of the work is underway and will deliver next step recommendations and geographically focused strategic plan in fall 2021.

- Since 2019 the DDA has approved twelve new Downtown businesses through the Retail Incubation Grant.

GR Forward Goal 5: Reinvest in public space, culture & inclusive programming

Enhance existing non-riverfront parks and open spaces through redesign and programming: Ecliptic at Rosa

Parks Circle

- Lead: Ecliptic at Rosa Parks Circle Conservancy in partnership with the City of Grand Rapids and Downtown Grand Rapids Inc.
- DDA funding approved in April 2021.
- Construction underway and scheduled to be complete fall 2021.

Create new (non-riverfront) open space assets: Hill and River Network Plan

- Lead: Downtown Grand Rapids Inc. in partnership with the City of Grand Rapids, Monroe North Business Association, Grand Valley State University, Spectrum Health, Neighbors of Belknap Lookout.
- RFP issued in June 2021. 13 responses received and interviews were held the week of August 23rd.
- Recommendation for consultant approved at the DDA meeting in September. Funding accounted for in the FY22 DDA LTI budget.

Expand winter recreational programming in Downtown parks and public spaces

- Lead: Downtown Grand Rapids Inc and City of Grand Rapids
- Winter lighting and holiday décor switched on Dec. 2021.
- Request for Proposals issued for World of Winter festival of frozen fun in 2022.
- Committee reviewed more than 30 proposals and advanced proposal for DDA approval in September.

Expand arts and cultural events and temporary programming to further activate the public real year round

- Lead: Downtown Grand Rapids Inc. and City of Grand Rapids
- DDA approved event sponsorships for Art Prize, Confluence and the Global Water Festival in June 2021.
- Organizing with City and Art Prize teams about Art Prize 2021.
- Organized Silent Disco at Studio Park on Saturday 8/21.
- Bicentennial commemoration of the signing of the 1821 Treaty of Chicago at Ah-Nab-Awen occurred 8/29
- Upcoming Events:
 - Art Prize: 9/16 – 10/3 at various sites throughout Downtown and the City
 - Confluence: 9/23 – 9/25 at Calder Plaza
 - Global Water Fest: 9/25 at Canal Street Park

Continue turning up the volume on public art

- Lead: Downtown Grand Rapids Inc. and City of Grand Rapids
- Women's Way mural ribbon cuttings set for September:
 - Harriett Woods (9/1): GRPD Alley
 - Angeline Yob (9/8): Sheldon Avenue
 - Marilia Ortiz Blakely (9/15): San Chez Alley
 - Ethel B. Coe (9/22): GLC 20 Monroe Live Alley
 - GR Chicks (9/29): Garage Bar Alley
- Ella Smith mural to begin this month
- DDA approved funding for Heartside mural series in April. Artists to begin painting at 5 locations the week of August 9. Tours to begin fall 2021.
- Downtown Social Zone barrier mural projects are complete.
- Storm drain mural project to educate on the storm drain system is complete.

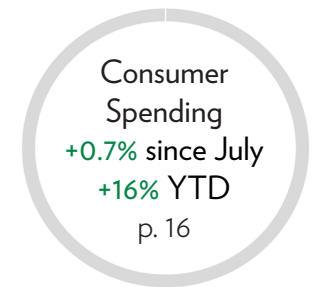
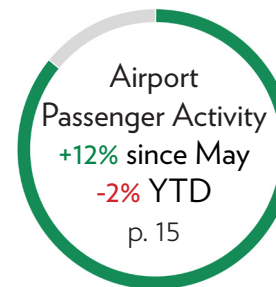
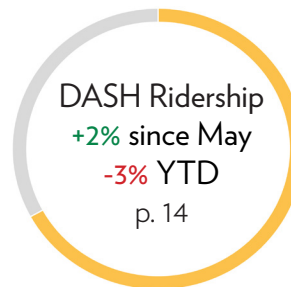
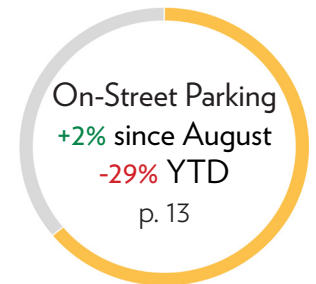
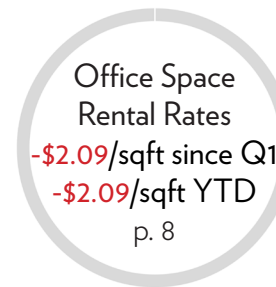
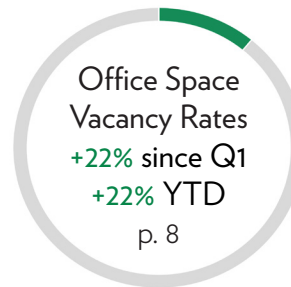
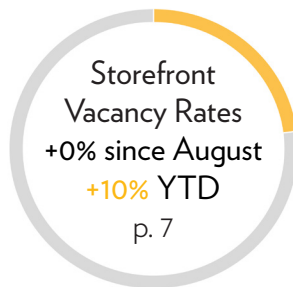
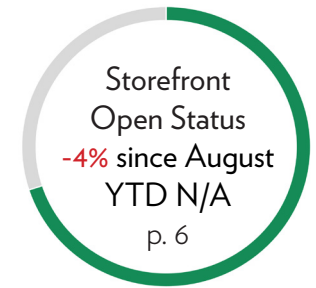
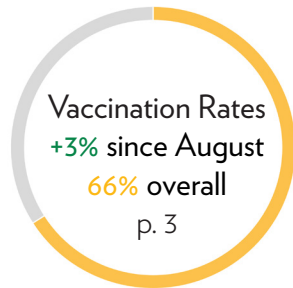


DOWNTOWN
GRAND RAPIDS INC.

COVID-19 Reignition Report
September 7, 2021

Summary of Downtown Vital Signs

Month over Month & Year to Date Changes



Kent County Vaccination Distribution & Administration

66%

of Michigan residents
have received 1st dose
as of September 1st

60%

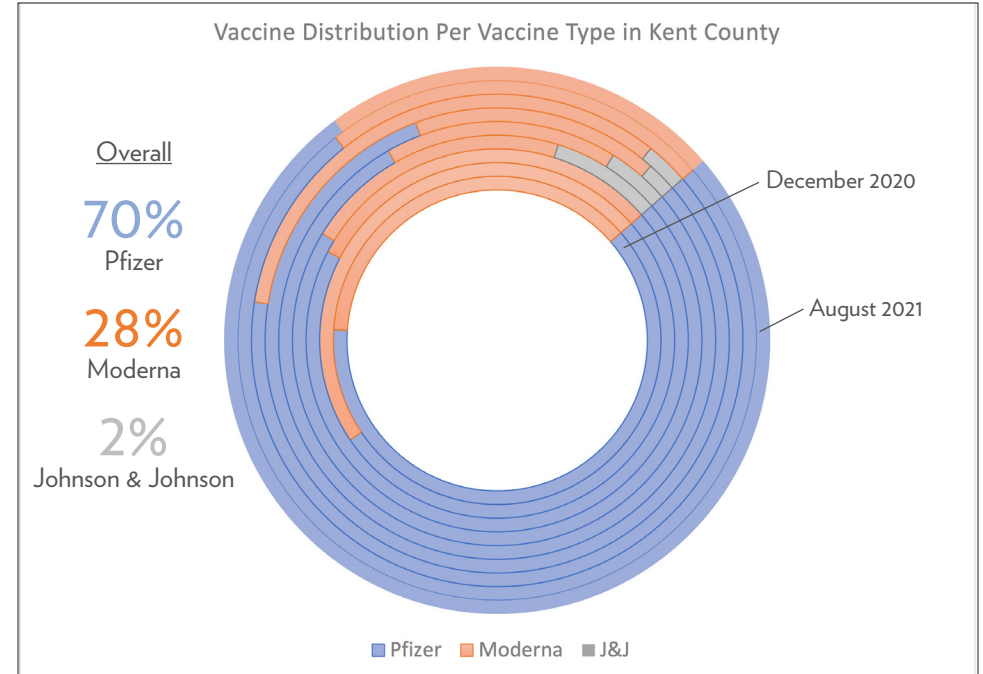
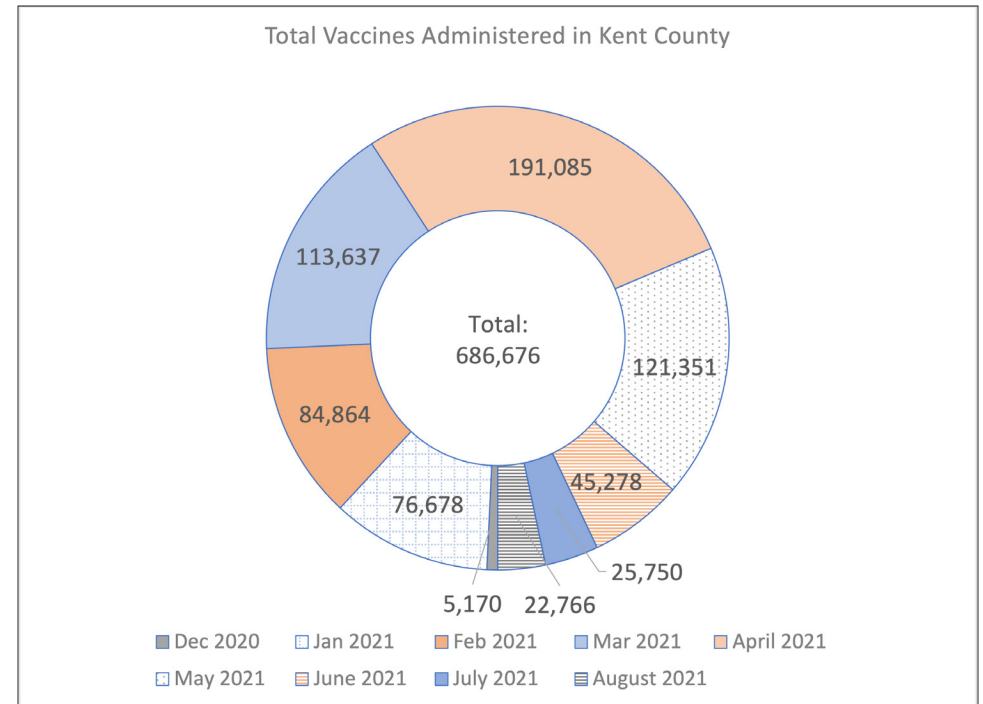
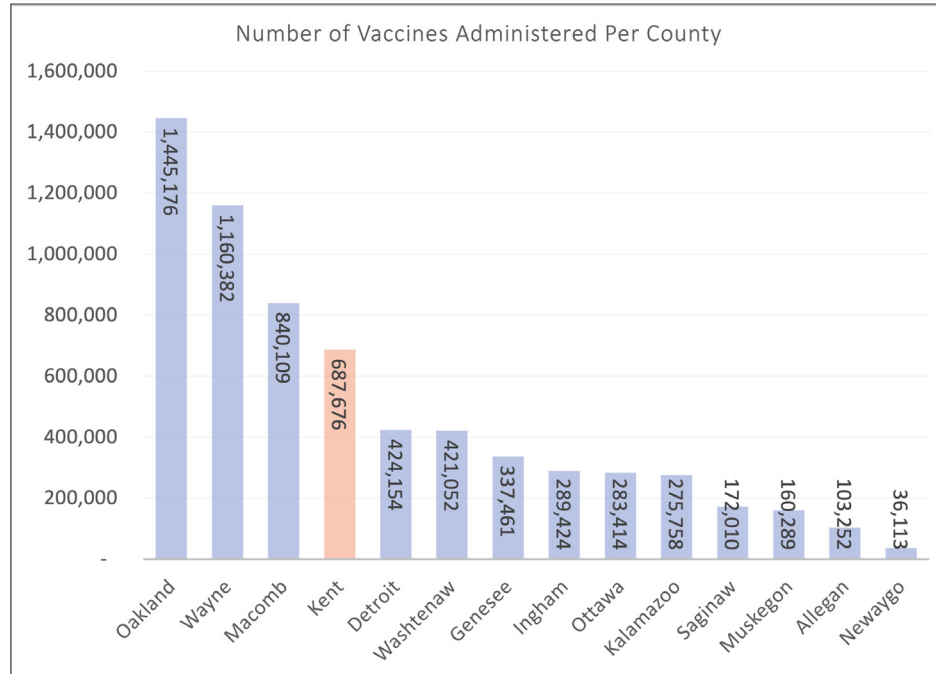
of doses administered
84% nation-wide
76% state-wide

63%

of Kent residents
fully vaccinated
53% nation-wide
56% state-wide

3,466

boosters doses
administered in Region 6
Grand Rapids is in Region 6



Business Openings

2020

- ① Daniel Gracie JiuJitsu (May 5)
- ② Sunny Boba (June)
- ③ Morning Belle (June 8)
- ④ Ding Tea (June 28)
- ⑤ Downtown Nutrition (June 29)
- ⑥ Art Caribbean Fusion Cuisine (July 10)*
- ⑦ The Color Forest (July 16)*
- ⑧ Insomnia Cookies (July 21)
- ⑨ Pump House (July 23)
- ⑩ Balke P&D Gallery (August 7)
- ⑪ Alt City Beverage @ DTM (August 20)
- ⑫ Portico & Knoop (September 8)
- ⑬ Mel Styles (September 19)*
- ⑭ Tupelo Honey (September 19)
- ⑮ Basic Bee Boutique (November 14)*
- ⑯ Purpose Training Studio (November 16)
- ⑰ GRNoir (December 4)*
- ⑱ Aggregate 136 (December 4)
- ⑲ House Rules Board Game Lounge (December 4)
- ⑳ Pack Elephant (December 10)*
- ㉑ Arktos Meadery (December 11)

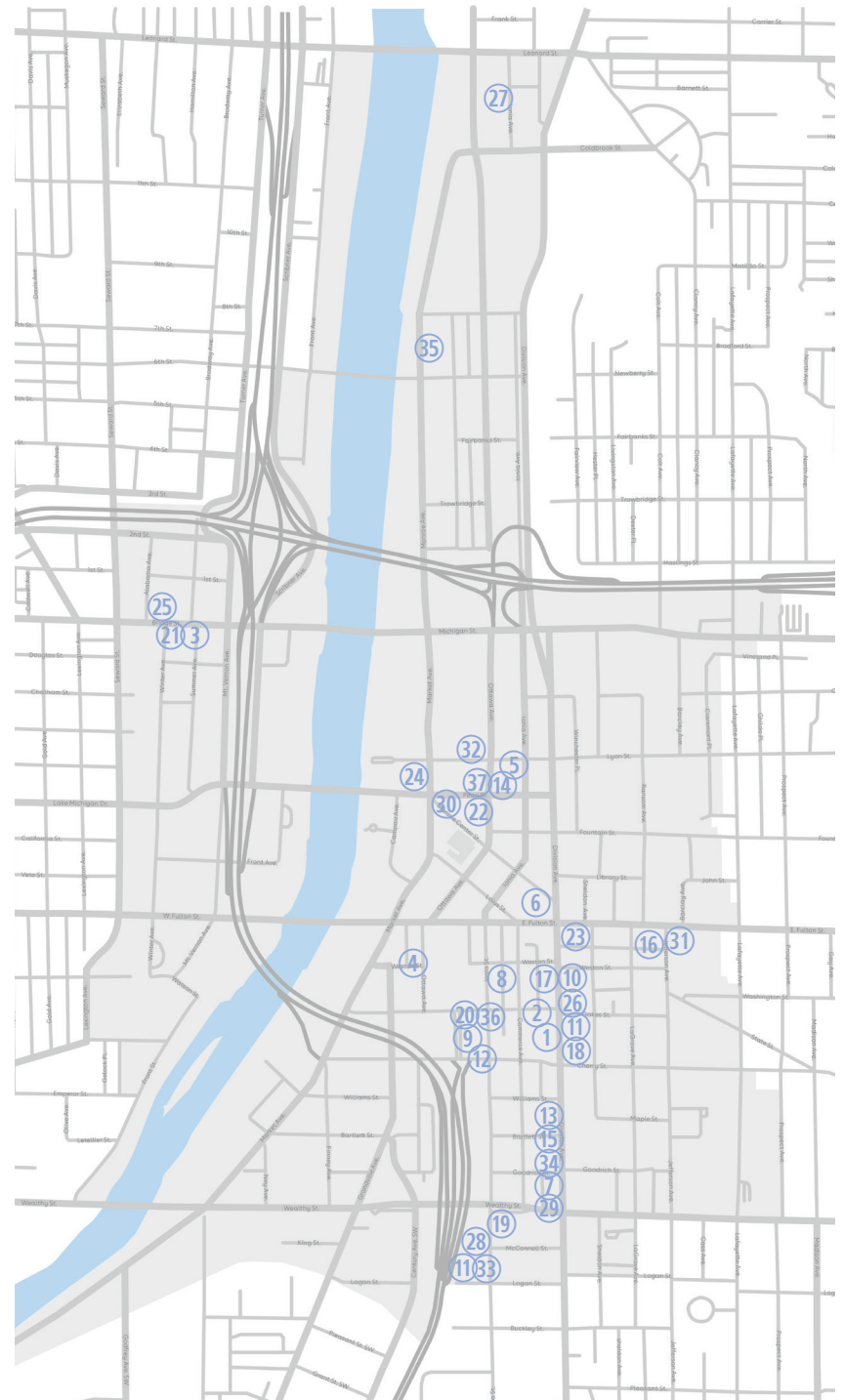
2021

- ㉒ Marissa's Jewels (January)
- ㉓ Poké Poké & Boba (January 19)
- ㉔ MDRD (February 2)
- ㉕ Condado Tacos (February 4)
- ㉖ Blonde Theory (March 1)*
- ㉗ Spinful.Bike (March 9)
- ㉘ Gaby's Gourmandise @ DTM (May 8)
- ㉙ Eagle Eye Tattoo (May 10)
- ㉚ Wise Men Distillery (June 2)
- ㉛ The 12th House GR (June 2)*
- ㉜ DGX Market (June 21)
- ㉝ Squibb Café @ DTM (June 25)
- ㉞ The Dream Garden (July 17)
- ㉟ High Point Tattoo (August 21)
- ㊱ Starbucks @ Studio Park (September 1)
- ㊲ Webster's Market (September 3)

17% BIPOC-Owned
35% Women-Owned
43 businesses opened
 in the same time
 frame pre-COVID

*received DDA Retail Incubation Grant

Source: Downtown Grand Rapids Inc.



Business Closings

2020

- ① Zoey Ashwood Fine Art (May)
- ② Charley's Crab (May 15)
- ③ Grand Central Market (June 1)
- ④ The Wheelhouse (June 4)*
- ⑤ Madcap @ DTM (June 8)
- ⑥ UICA (June 17)*
- ⑦ Dog Story Theatre (June 27)*
- ⑧ Sloppy Joe's Snack Shack (July)
- ⑨ Bend Gallery (July)
- ⑩ Perrigo Printing (July 1)*
- ⑪ Social Kitchen (July 7)
- ⑫ Gina's Boutique (August 8)
- ⑬ Sin Republic Salon (August 28)
- ⑭ GRAM Store (August 30)
- ⑮ GP Sports (Summer)
- ⑯ Craft Beer Cellar (September 26)*
- ⑰ Beer City Barre (October 31)
- ⑱ Bultema Group (December 14)*
- ⑲ The Dog Pit (December 19)*

2021

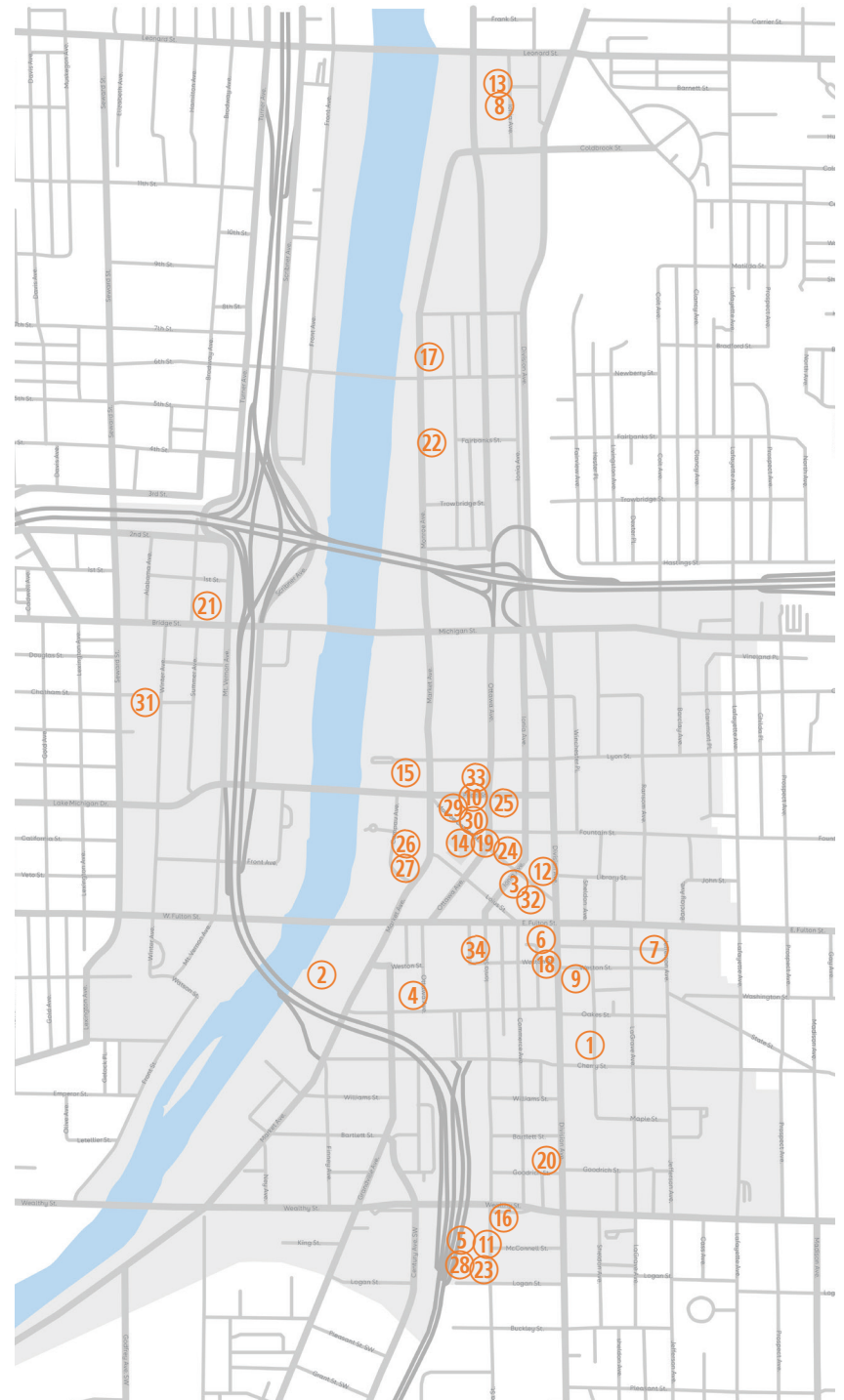
- ⑳ Iyengar Yoga Center (2021)
- ㉑ The Mitten State (February 9)
- ㉒ Big E's Sports Grill (February 18)
- ㉓ Sweetie-Licious @ DTM (February 25)
- ㉔ Apothecary Off Main (February 28)
- ㉕ Downtown Ferris Coffee (March 14)
- ㉖ MLive (April)
- ㉗ Monroe Ave Subway (April)
- ㉘ Bliss & Vinegar @ DTM (April 25)
- ㉙ Marissa's Jewels (May)
- ㉚ Electric Hero (May 20)
- ㉛ West Side Ferris Coffee (May 22)
- ㉜ Art Caribbean Fusion Cuisine (June 21)
- ㉝ Jam'N Bean (June 28)
- ㉞ Go Java Coffee (July 18)

businesses opening
1.09x
faster than closing

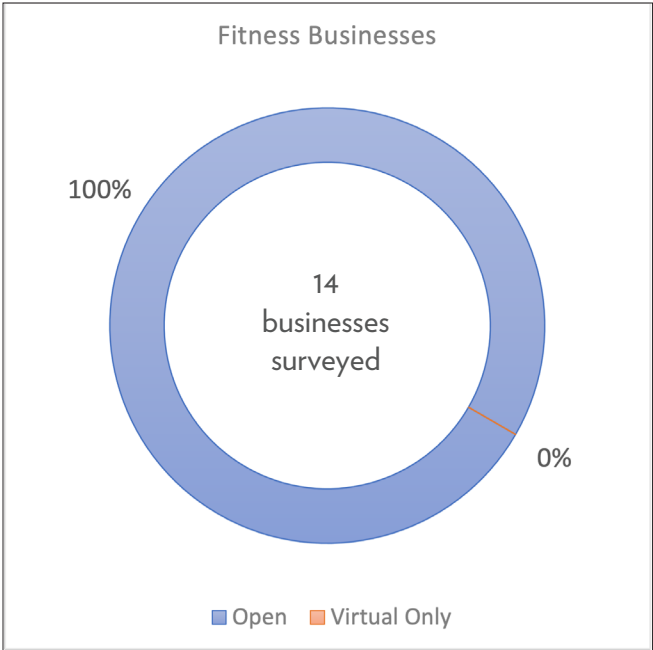
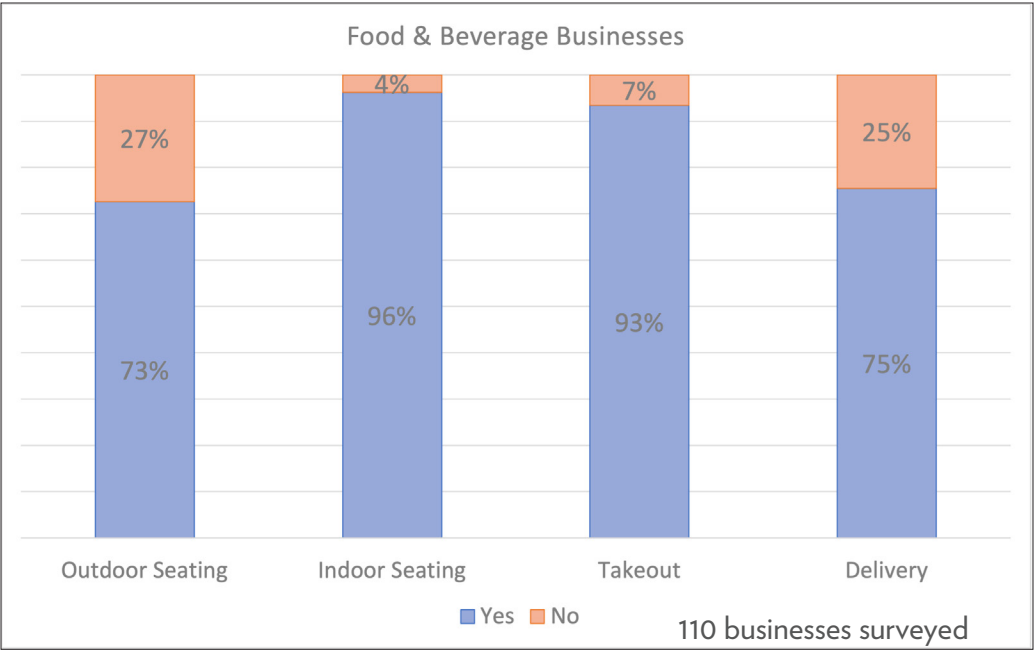
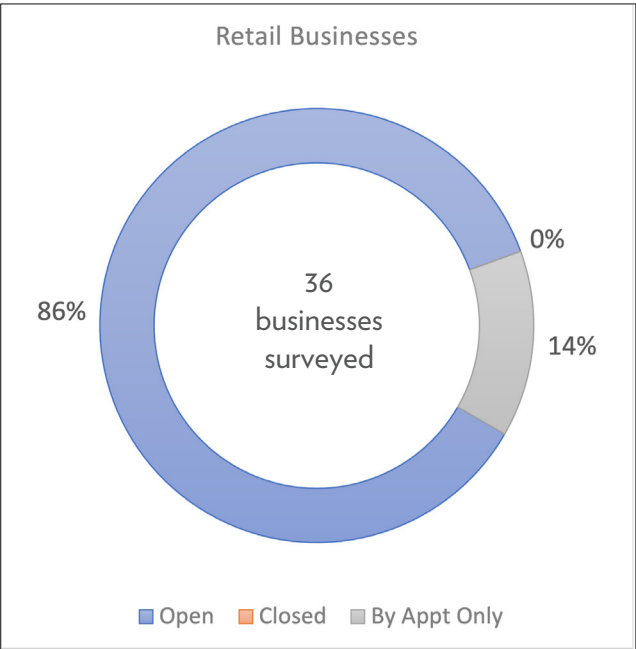
20
businesses closed
in the same time
frame pre-COVID

*business transitioned or moved

Source: Downtown Grand Rapids Inc.



Storefront Business State of Operations Tracking



Calculations made on September 1st, 2021.
Source: Downtown Grand Rapids Inc.

Ground-Floor Storefront Vacancies

346
ground-floor
businesses in DT

23%
current
vacancy rate

2.3 yr
average vacancy
duration

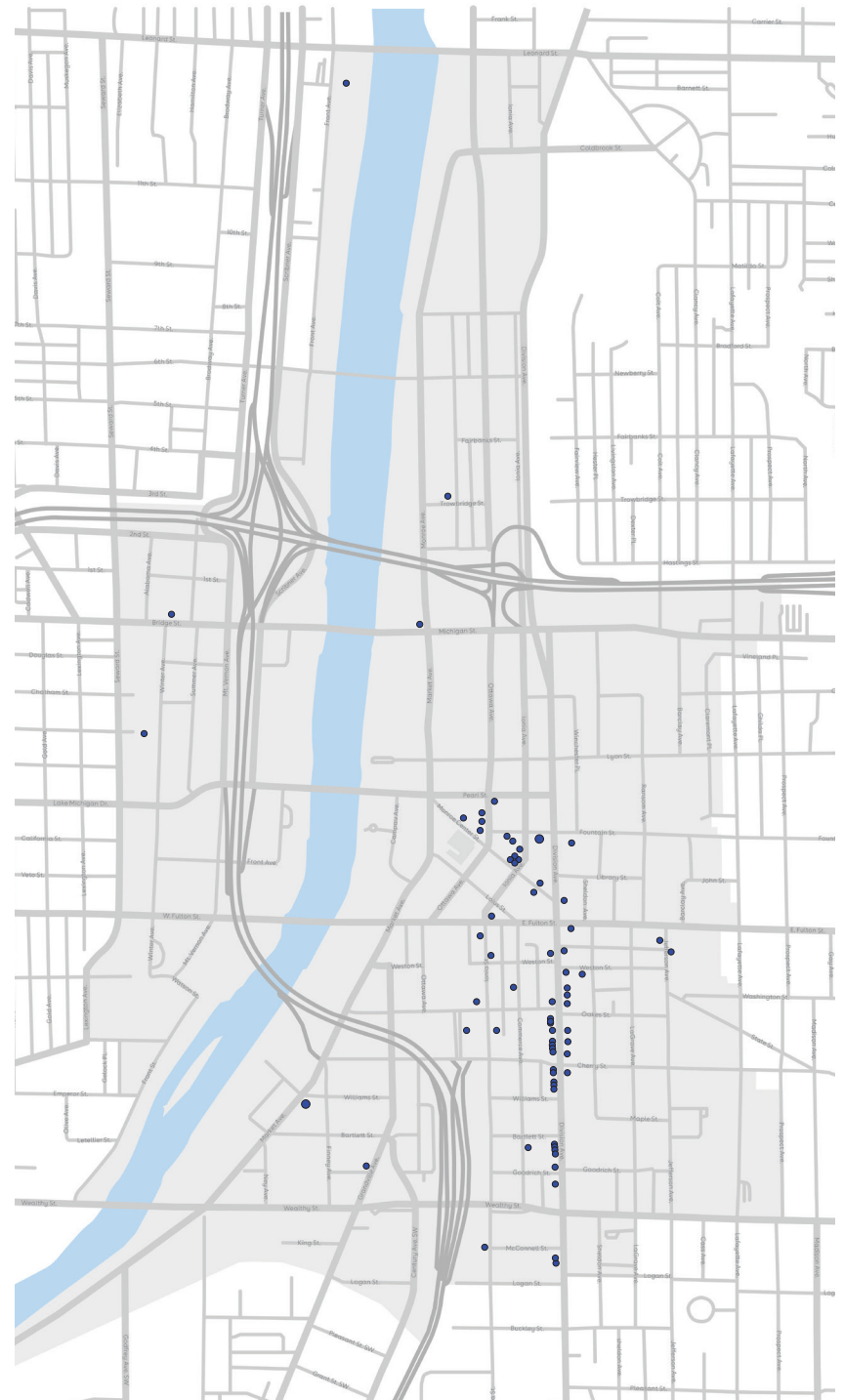
This equates to
407k
square feet of
available space

7 new storefront businesses in the last 12 months:

- 449 Bridge St NW #1 (Condado Tacos @ Bridge St Lofts)
- 449 Bridge St NW #2 (Vacant @ Bridge St Lofts)
- 10 Ionia Ave NW #1 (Wahlburgers @ Residence Inn)
- 10 Ionia Ave NW #2 (Social Misfits @ Residence Inn)
- 111 Lyon St NW #1 (Vacant)
- 111 Lyon St NW #2 (Real Seafood Co)
- 111 Lyon St NW #3 (DGX)
- 121 Ionia Ave SW #105 (Starbucks @ Studio Park)

Anticipated new storefront businesses:

- 430 Monroe Ave NW development - 2022
- 446 Grandville redevelopment - 2022
- ICCF Tapestry Square - 2022
- Spectrum T&I Center - 2023



Downtown Office Space Vacancy

Updated Quarterly

2%

overall **increase** in
vacancy rates through
2020 and 2021

Colliers estimates

5.7M

square feet of occupied
space in Q2 2021, a

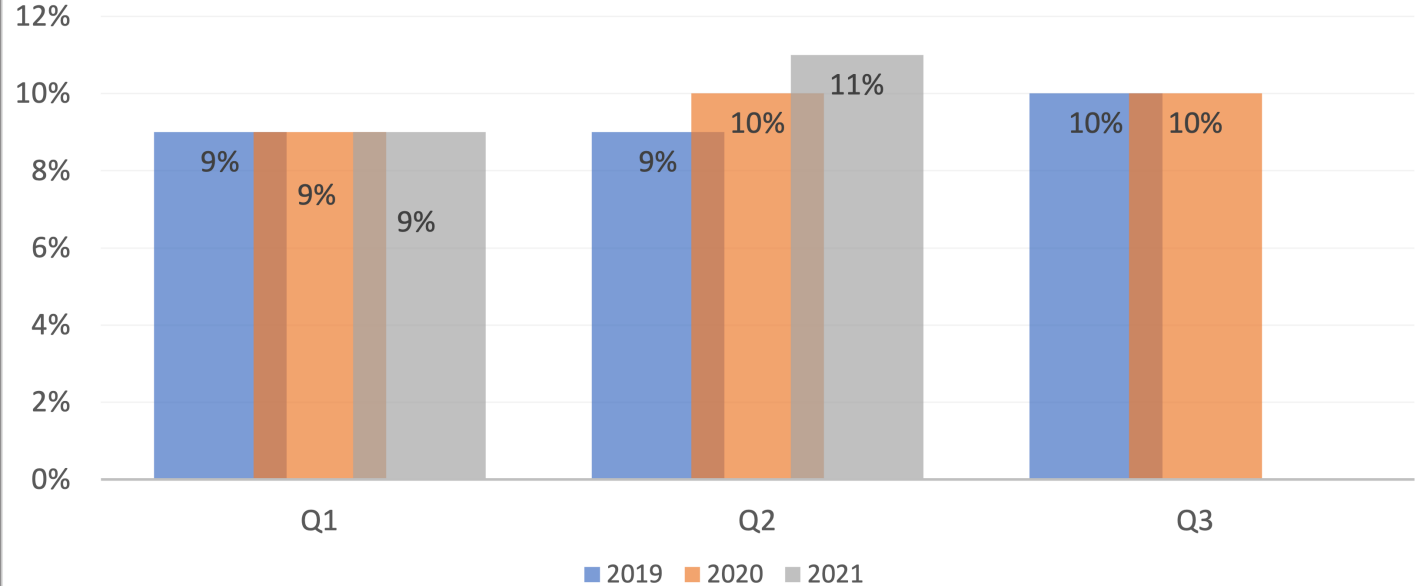
2%

decrease since
Q2 2020

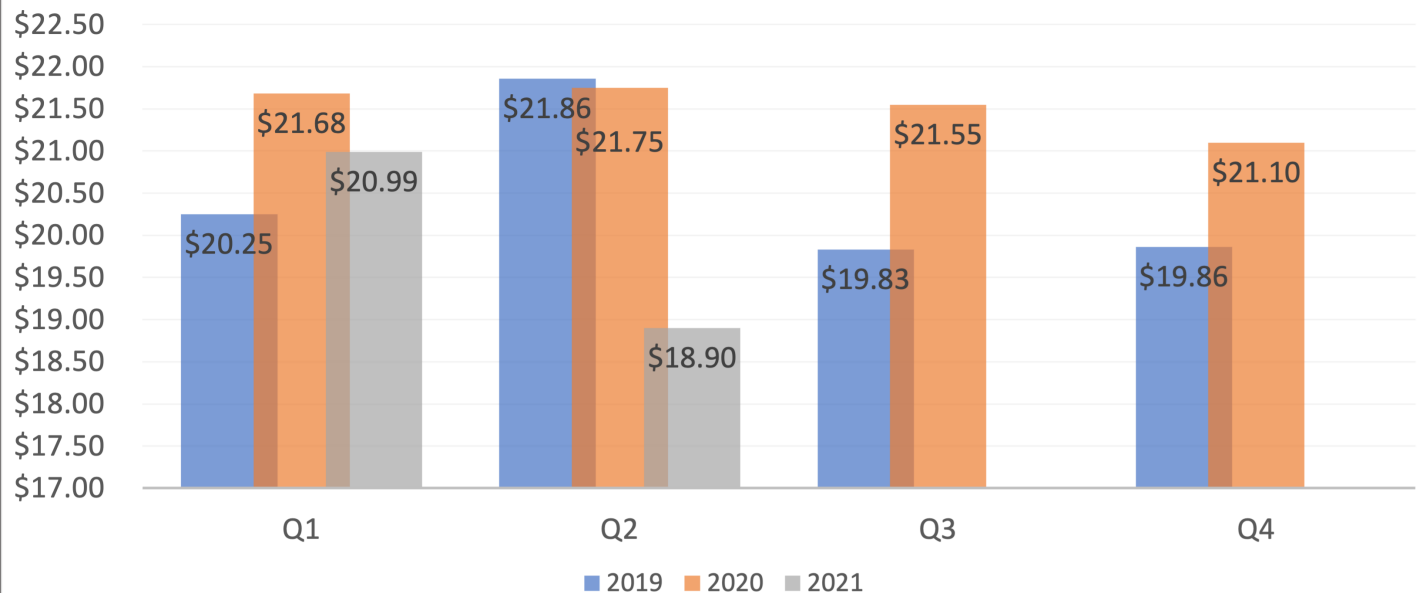
13%

overall **decrease** in
rental rates (\$2.78)
in 2020 and 2021

Downtown Office Space Vacancies Rates
2019 vs. 2020 vs. 2021



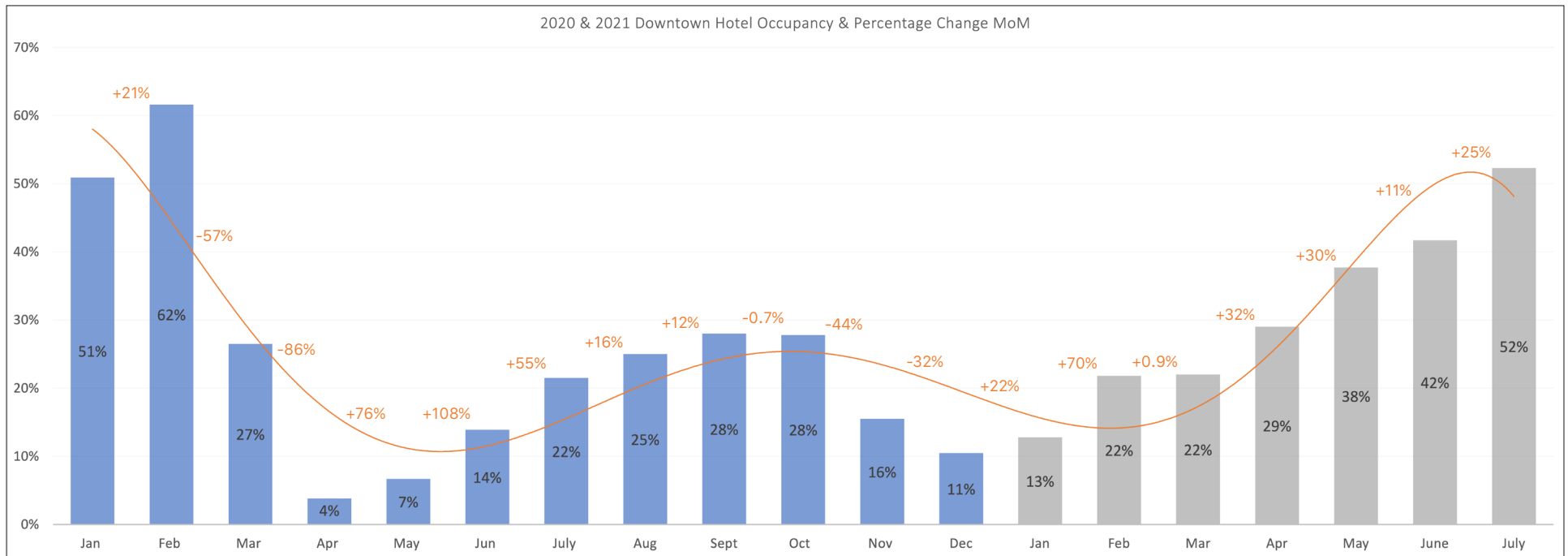
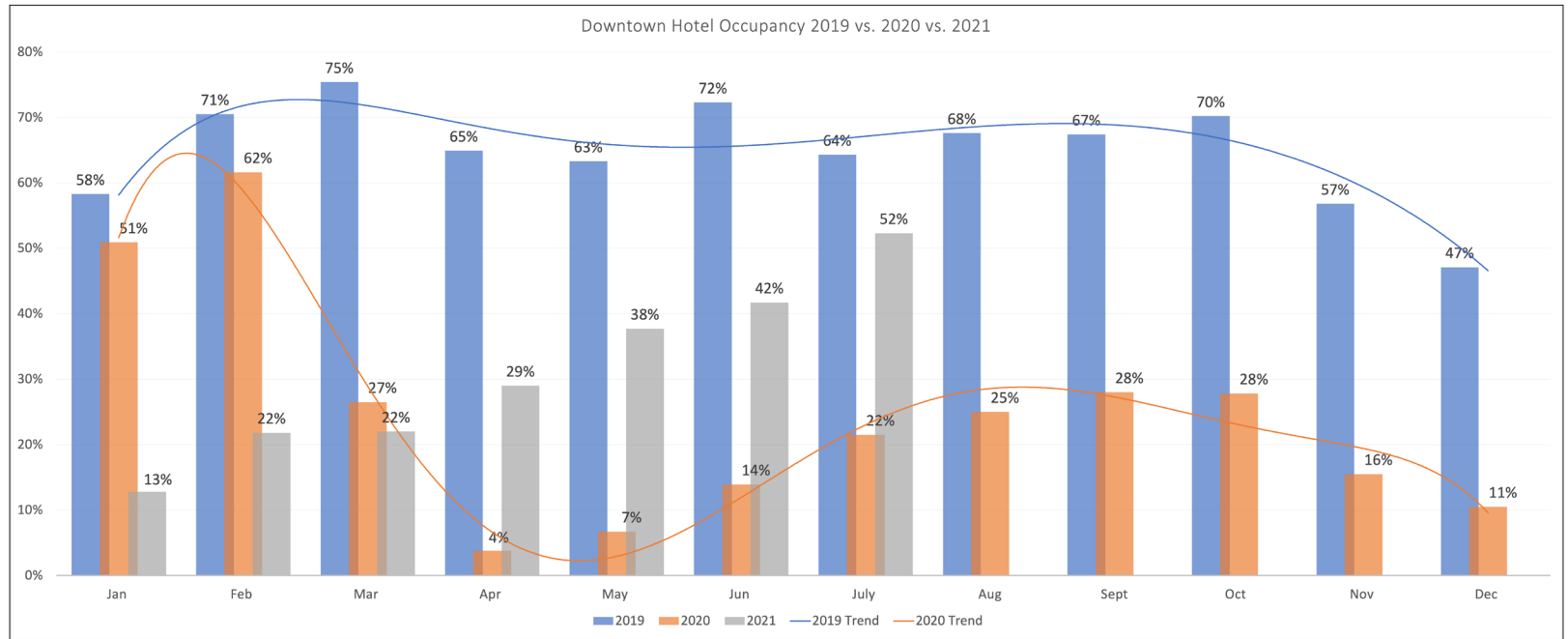
Downtown Office Space Rental Rates
2019 vs. 2020 vs. 2021



Hotel Occupancy

64%
average **decrease**
in hotel occupancy
during COVID

399%
overall **increase** in
hotel occupancy in
2021 since Dec 2020



City Employment Rates

7%

average **decrease** in
employment during COVID

Key Dates

March 15, 2020

bars/restaurants closed for dine-in, gyms, theaters and other public places.

June 8, 2020

restaurants & bars reopen at limited capacity.

September 9, 2020

gyms, pools and organized sports can reopen/resume.

July 1, 2020

indoor service at bars recloses.

November 18, 2020

indoor dining, theaters, bowling alleys, casinos, group fitness classes, organized sports reclose.

December 18, 2020

some businesses (casinos, cinemas, bowling alleys) reopen. Indoor dining remains closed.

February 1, 2021

indoor dining reopens with capacity restrictions, 10 p.m. curfew.

March 5, 2021

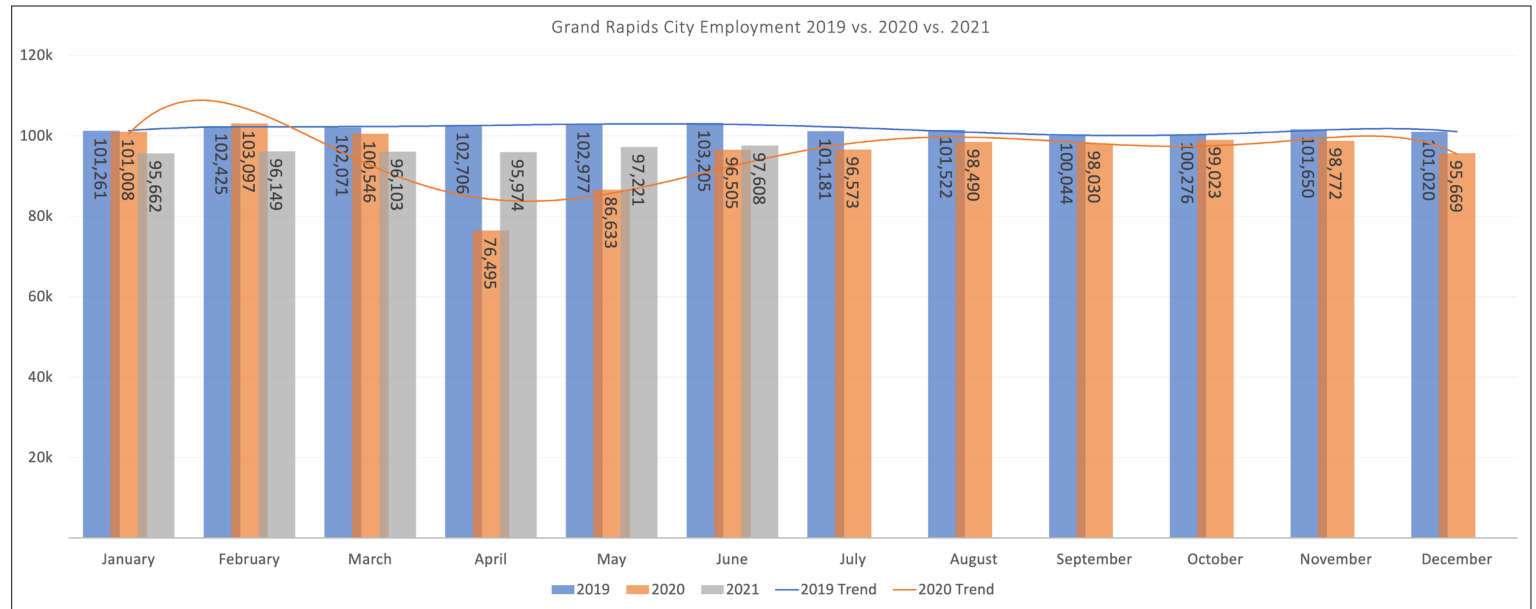
restaurants reopen to 50%, other business capacity augmentations.

June 1, 2021

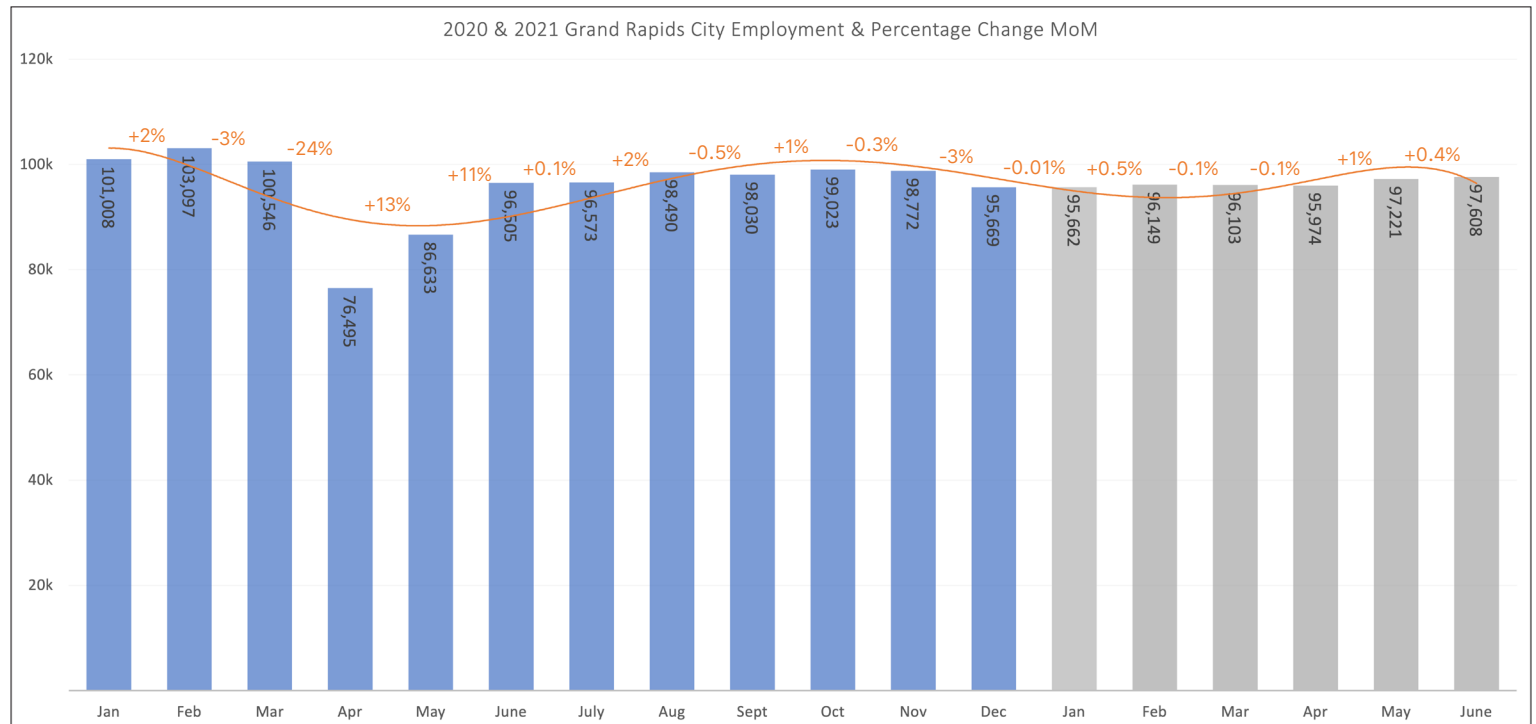
outdoor restrictions lifted, curfew and capacity restrictions reduced

June 1, 2021

Capacity limits, mask restrictions lifted

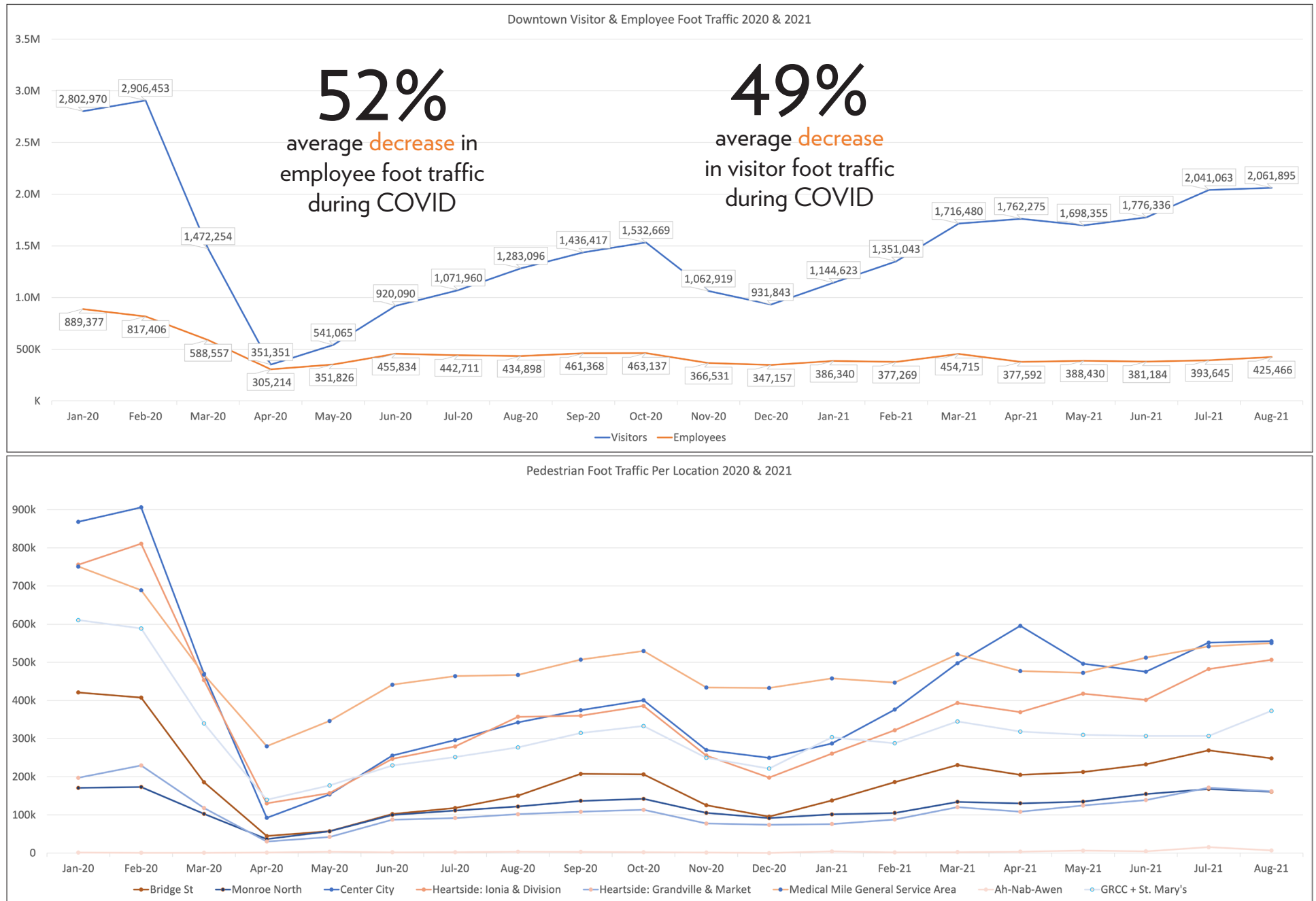


	Jan Δ	Feb Δ	March Δ	April Δ	May Δ	June Δ	July Δ	Aug Δ	Sept Δ	Oct Δ	Nov Δ	Dec Δ
2019 vs. 2020	-0.2%	1%	-1%	-26%	-16%	-6%	-5%	-3%	-2%	-1%	-3%	-5%
2020 vs. 2021	-5%	1%	-0.05%	-0.1%	1%	0.4%	-	-	-	-	-	-



Source: U.S. Bureau of Labor Statistics
via City of Grand Rapids

Downtown Foot Traffic Tracking



Counts are Estimated Number of Visits (per month)

Source: Placer.ai

via Downtown Grand Rapids Inc.

Current Downtown Construction and Development

- ① Amway Grand Plaza Renovation - anticipated Fall 2021
- ② The Finnley Hotel - anticipated Fall 2021
+5 hotel units
- ③ Dégagé Ministries Redevelopment - anticipated March 2022
+4,000 square feet of commercial space
- ④ MSU Innovation Park - anticipated March 2022
+200,000 square feet of office space
+4,000 square feet of commercial space
+600 parking spaces
+450 jobs
- ⑤ Perrigo Headquarters - anticipated 2022
+63,550 square feet of office space
+4,000 square feet of commercial space
+170 jobs
- ⑥ Spectrum Transformation & Innovation Center - anticipated 2023
+303,000 square feet of office space
+1,090 parking spaces
+1,200 jobs
- ⑦ 470 Market Ave Redevelopment - anticipated May 2022
+173 housing units
- ⑧ ICCF Tapestry Square - anticipated Q4 2022
+10,000 square feet of commercial space
+56 housing units

567k
square feet of
office space

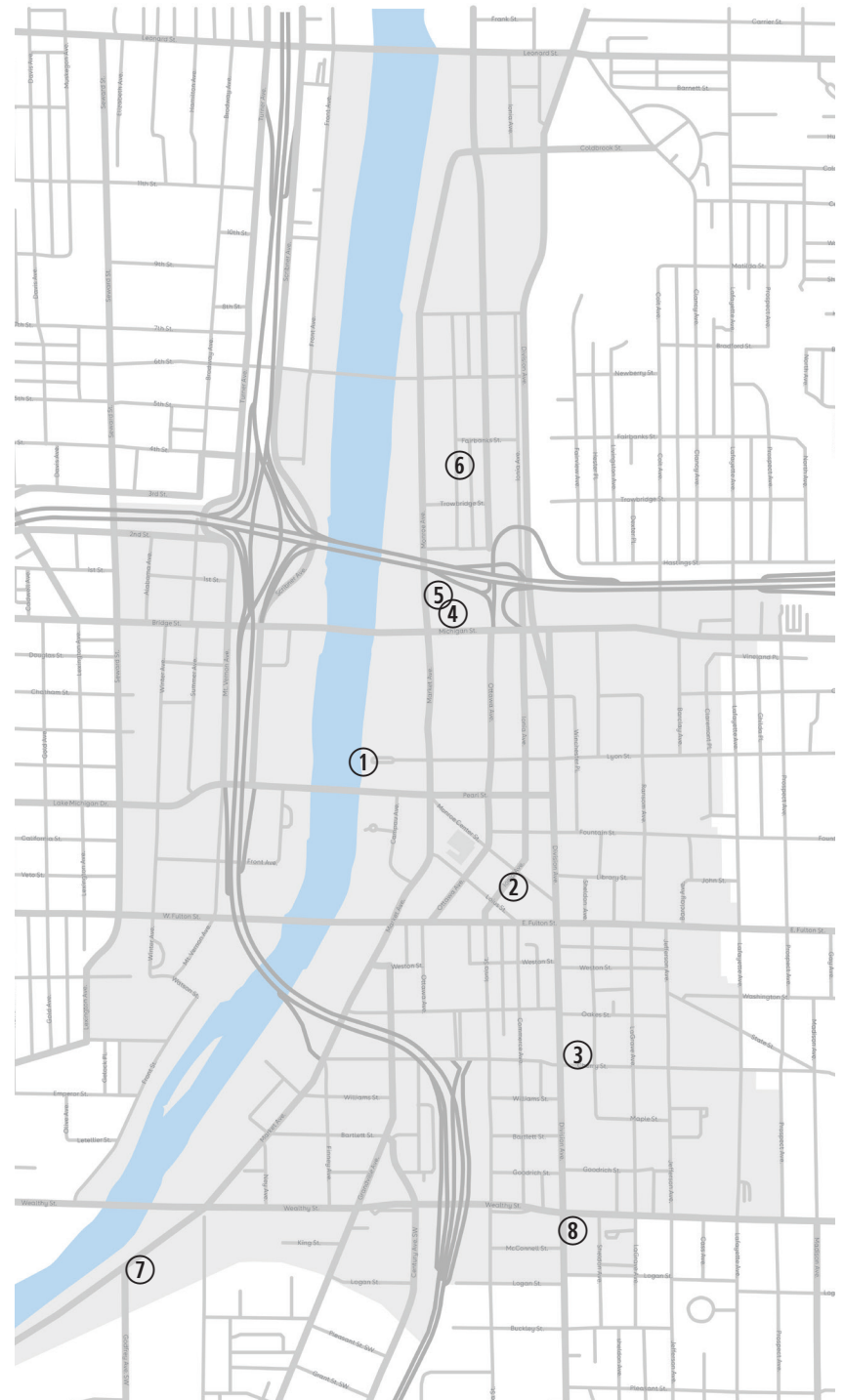
22k
square feet of
commercial space

5
hotel rooms

1,690
parking spaces

1,820
new jobs

229
housing units



On- and Off-Street Parking

23%
average **decrease** in
off-street occupancy
during COVID

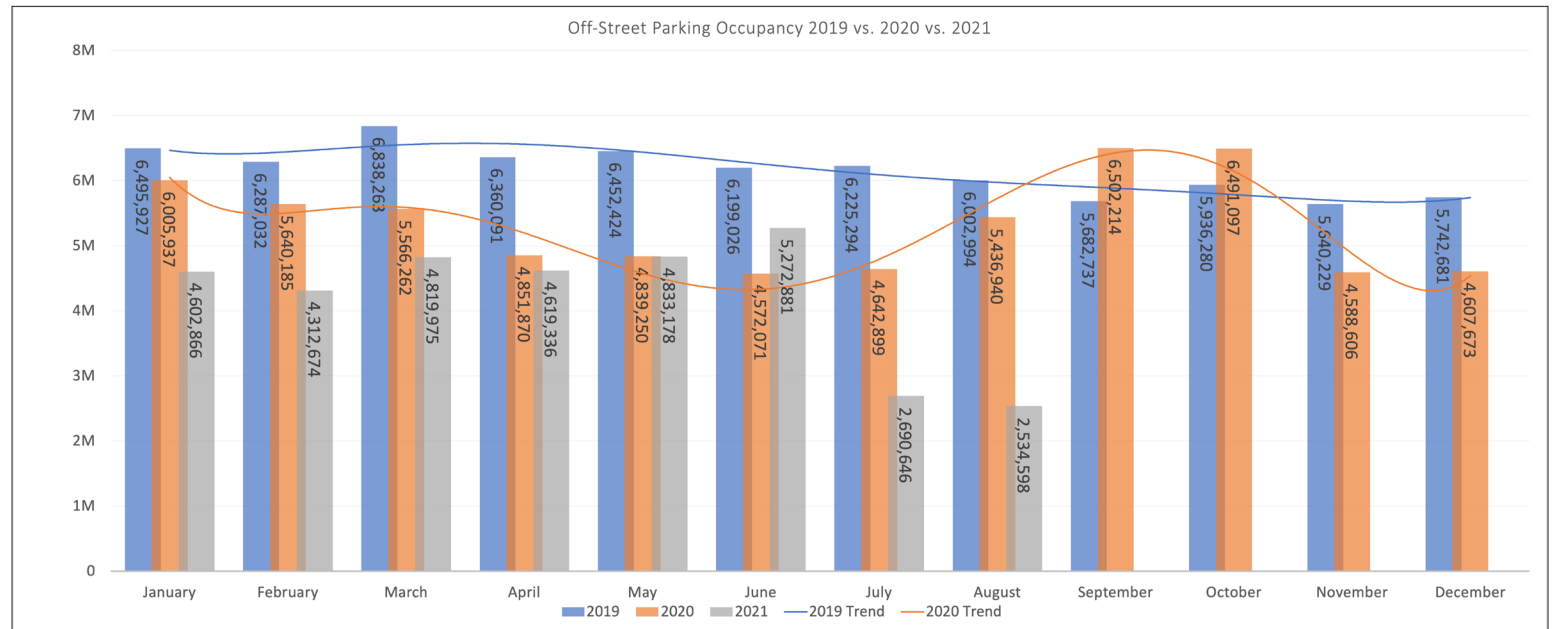
5%
average **decrease** in
on-street occupancy
during COVID, but

22%
average **decrease** in
on-street occupancy
from 2019 to 2020

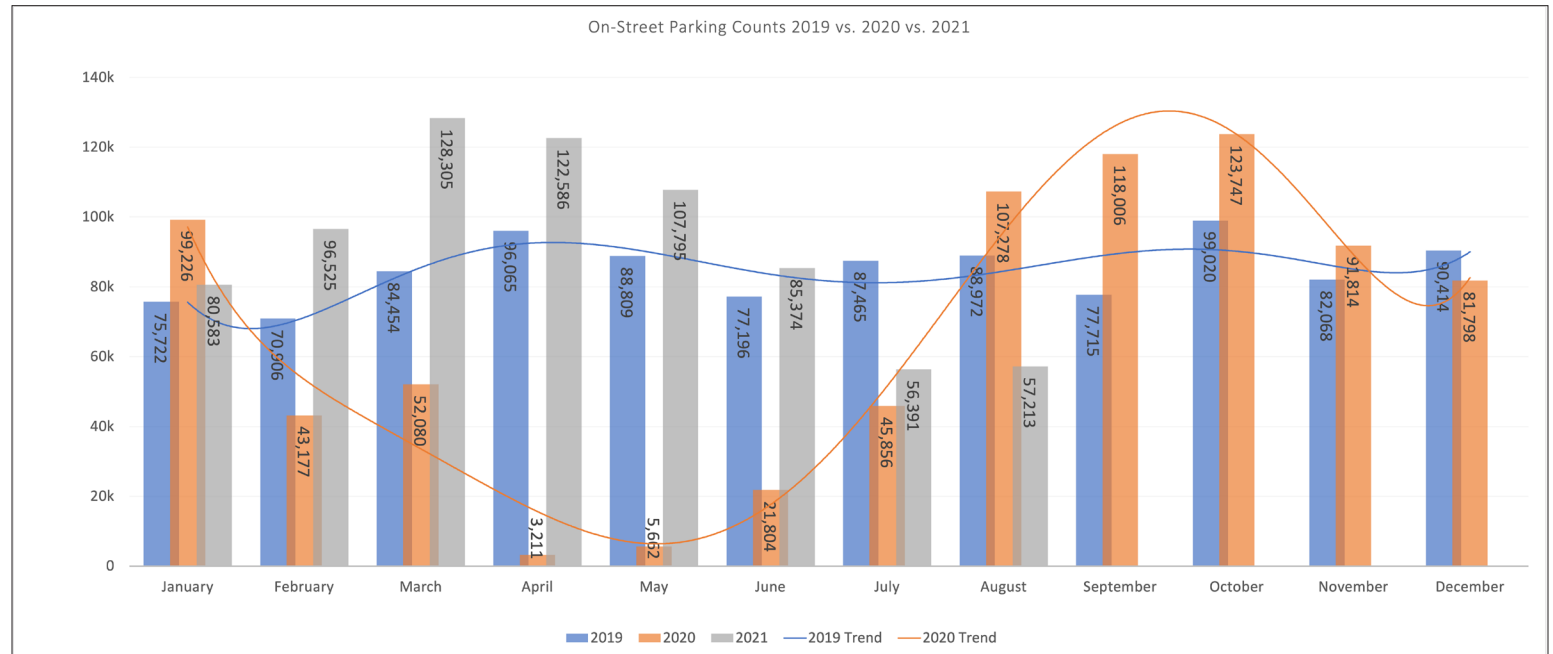
There were
128k
more on-street
parking instances
in Jan-June
2021 than in
Jan-June 2019

March 24th, 2020 - July 6th 2020:
meter enforcement was suspended

Source: MobileGR



	Jan Δ	Feb Δ	March Δ	April Δ	May Δ	June Δ	July Δ	Aug Δ	Sept Δ	Oct Δ	Nov Δ	Dec Δ
2019 vs. 2020	-8%	-10%	-19%	-24%	-25%	-26%	-25%	-9%	14%	9%	-19%	-20%
2020 vs. 2021	-23%	-24%	-13%	-5%	-0.1%	15%	-42%	-53%	-	-	-	-



	Jan Δ	Feb Δ	March Δ	April Δ	May Δ	June Δ	July Δ	Aug Δ	Sept Δ	Oct Δ	Nov Δ	Dec Δ
2019 vs. 2020	31%	-39%	-38%	-97%	-94%	-72%	-48%	21%	52%	25%	12%	-10%
2020 vs. 2021	-19%	124%	146%	3718%	1804%	292%	23%	-47%	-	-	-	-

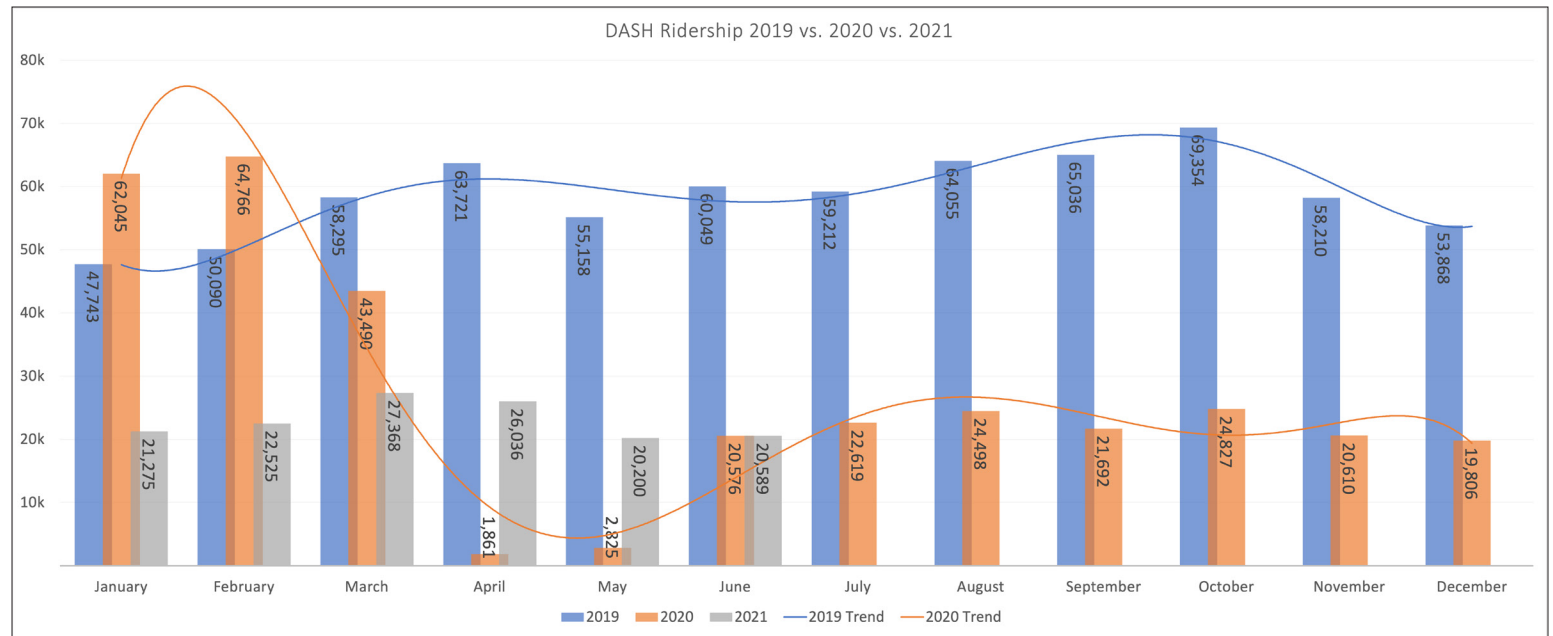
DASH Ridership

Updated Quarterly

DASH ridership is

37%*
recovered

67%
average **decrease**
in ridership
during COVID



Timeline of DASH Schedule Changes

March 26th, 2020:

DASH West changed to 15-minute frequency;
DASH North changed to 20-minute frequency;
Hours changed to 7am-7pm, Mon-Fri

April 10th, 2020:

Services were temporarily suspended

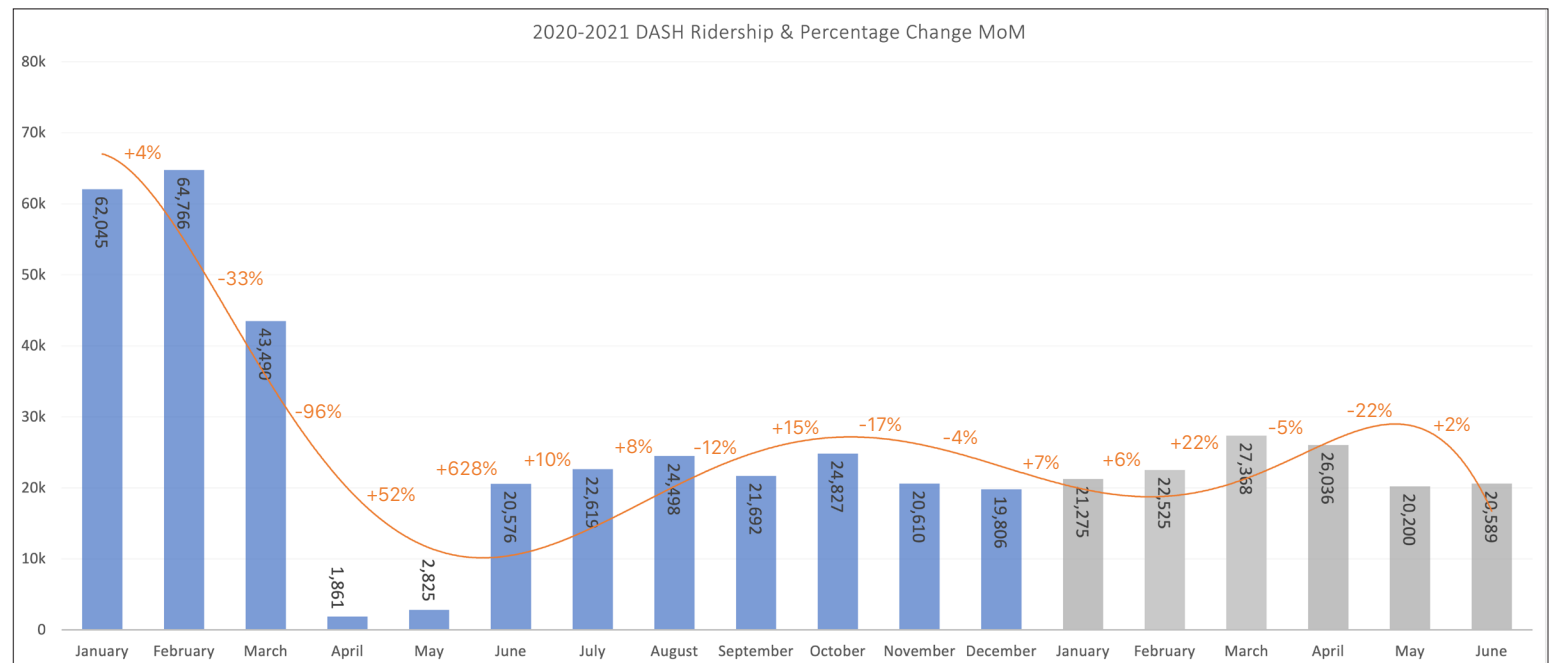
May 26th, 2020:

Number of vehicles was reduced;
Hours changed to 6am-10 pm, Mon-Sat

May 10th, 2021:

Hours changed to 7am-8:30pm, Mon-Fri

	Jan Δ	Feb Δ	March Δ	April Δ	May Δ	June Δ	July Δ	Aug Δ	Sept Δ	Oct Δ	Nov Δ	Dec Δ
2019 vs. 2020	30%	29%	-25%	-97%	-95%	-66%	-62%	-62%	-67%	-64%	-65%	-63%
2020 vs. 2021	-66%	-65%	-37%	1299%	629%	0.1%	-	-	-	-	-	-



*not on full schedule

Source: The Rapid

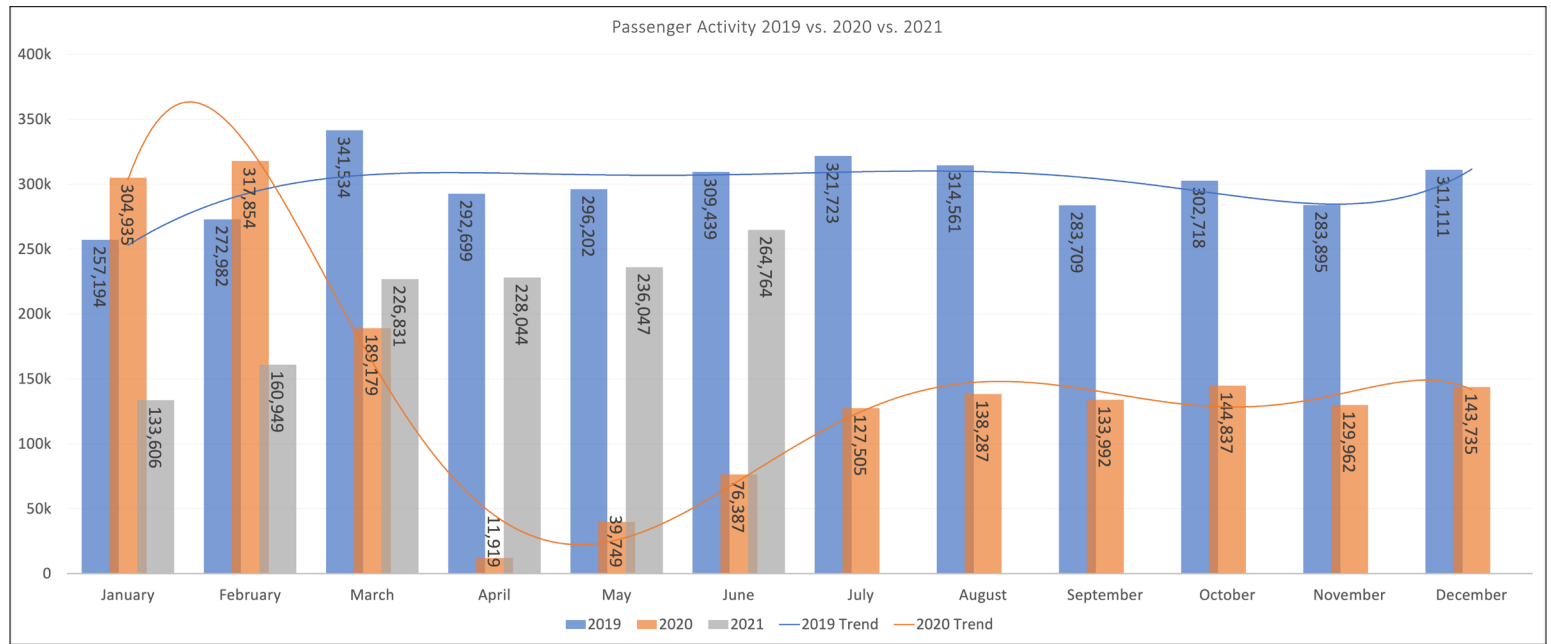
Airport Activity

Passenger activity is

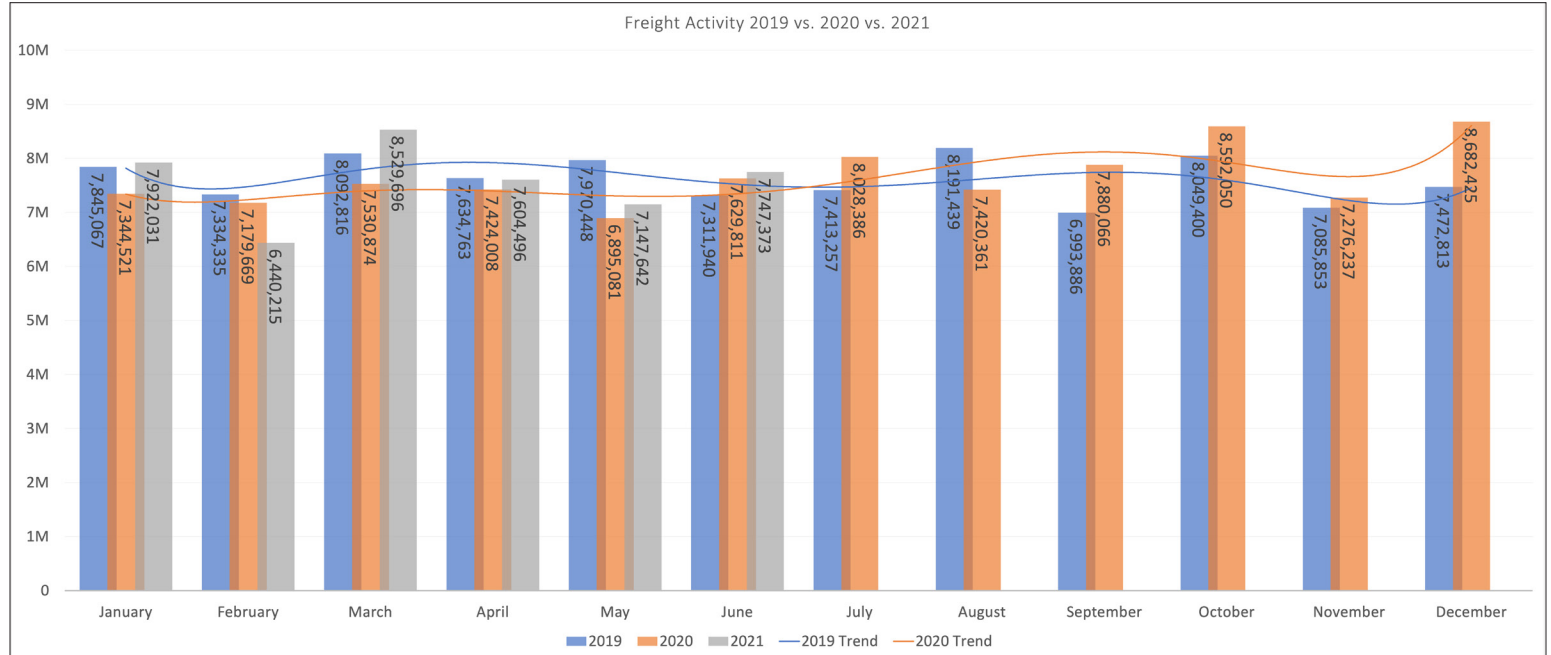
86%
recovered

51%

average **decrease** in
passenger activity
during COVID



	Jan Δ	Feb Δ	March Δ	April Δ	May Δ	June Δ	July Δ	Aug Δ	Sept Δ	Oct Δ	Nov Δ	Dec Δ
2019 vs. 2020	19%	16%	-45%	-96%	-87%	-75%	-60%	-56%	-53%	-52%	-54%	-54%
2020 vs. 2021	-56%	-49%	20%	1813%	-494%	247%	-	-	-	-	-	-



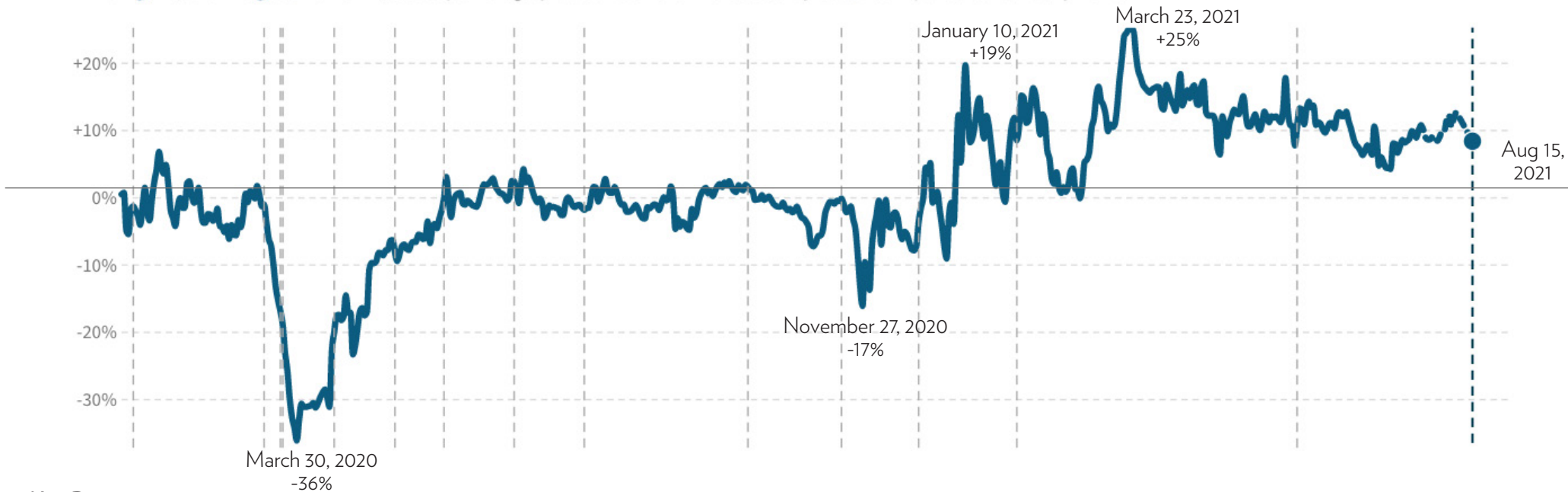
	Jan Δ	Feb Δ	March Δ	April Δ	May Δ	June Δ	July Δ	Aug Δ	Sept Δ	Oct Δ	Nov Δ	Dec Δ
2019 vs. 2020	-6%	-2%	-7%	-3%	-13%	4%	8%	-9%	13%	7%	3%	16%
2020 vs. 2021	8%	-10%	13%	2%	-13%	4%	-	-	-	-	-	-

Source: Gerald R. Ford Airport

Michigan Consumer Spending

Percent Change in All Consumer Spending*

In **Michigan**, as of **August 15, 2021**, total spending by all consumers **increased** by **8.3%** compared to January 2020.



Key Dates

March 10, 2020 - Michigan confirms its first two COVID cases; State of Emergency declared
March 13, 2020 - Gov. Whitmer closes all K-12 schools; bans gatherings of 250 or more
March 15, 2020 - Gov. Whitmer orders the closure of bars/restaurants for dine-in, gyms, theaters, and other public places
March 24, 2020 - statewide stay-at-home order begins (subsequently extended 4 times)
April 13, 2020 - first round of stimulus payments begins
June 19, 2020 - stay-at-home order expires
September 9, 2020 - gyms, pools, and organized sports are allowed to reopen/resume
October 9, 2020 - movie theaters, performance venues, arcades, and other businesses can reopen at limited capacity
November 15, 2020 - Gov. Whitmer orders the closure of high schools and universities, as well as other businesses (extended on December 7, 2020)
December 18, 2020 - partial shutdown extended but allows for some businesses like theaters, casinos, and bowling alleys to reopen at limited capacity

December 18, 2020 - first COVID vaccine administered in Kent County
December 29, 2020 - second round of stimulus payments begins
February 1, 2021 - indoor dining reopens with 25% capacity, curfew, and other requirements
March 5, 2021 - restaurants reopen to 50%, other business capacity augmentations
March 31, 2021 - all population groups eligible for the COVID vaccine in MI
May 10, 2021 - Michigan hits milestone of 55% first-dose vaccinations
May 24, 2021 - all in-person work can resume
June 1, 2021 - outdoor capacity limits end, full capacity allowed at outdoor sports and entertainment venues, indoor capacity for many businesses increases to 50%, curfew ends, table limits and social distancing between tables ends
June 22, 2021 - Michigan lifts capacity limits, mask restrictions
August 1, 2021 - Kent County risk level moves to 'moderate'
August 13, 2021 - Kent County risk level moves to 'substantial'
August 17, 2021 - GRPS requires masks indoors
August 20, 2021 - Kent County risk level moves to 'high'
August 23, 2021 - FDA fully approves Pfizer vaccine