

AGENDA

ALLIANCE
FOR
INVESTMENT



Board Members:

Rick Winn • Mark Roys • Kirt Ojala • Rick DeVries • Nick Monoyios • Nick Koster • James Botts • Phil Skaggs • Tom Tilma
Dave Hill • Ted Lott • Mark Miller • Rachel Hood • Jay Steffen • Eric Brown • Suriya Davenport • Sarah Rainero • Megan Sall
Kara Wood • Kristian Grant • Ryan Kilpatrick • Darius Quinn • Roberto Torres

January 12, 2016

3:30p – 5:00p

29 Pearl Street, NW Suite #1

1. Call to Order
2. Approval of November Minutes
3. GR Forward Implementation Discussion
4. FY2016 Priority Plan Update
5. Public Space Activation Discussion
6. Old Business
7. New Business
8. Next Meeting – February 9, 2016
9. Public Comment
10. Adjournment





Alliance for Investment

November 10th, 2015

1. Call to order: Monoyios called the meeting to order at 3:32pm.
2. Members Present: Dave Hill, Mark Miller, Nick Monoyious, Kirt Ojala, Darios Quinn, Sarah Rainero, Mark Roys, Jay Steffen, Tom Tilma, Rick Winn

Members Absent: James Botts, Eric Brown, Suriya Davenport, Rick DeVries, Kristian Grant, Rachel Hood, Ryan Kilpatrick, Nick Koster, Ted Lott, Megan Sall, Phil Skaggs, Roberto Torres, Kara Wood

Others Present: Tim Kelly, Jennie Kovalcik, Wes Steer, Ghassan Ghareeb

3. Approval of October Meeting Minutes:
Unable to approve October minutes due to lack of quorum
4. Pearl Street Project Update:
Steer showed a map of the proposed Pearl Street streetscape improvements. He said that the concept is to fix sidewalks and add planters to improve the sides of the street. Ghareeb explained that improvements to lighting would include new light posts, bridge lighting, and underpass lighting. He added that all lights would be LED, and that light colors could be changed electronically. Steer said that an overlook would be created by the Grand Rapids Public Museum, close to the bridge and stairs to the river. He explained that there would be irrigation in all of the new planters by tapping into the current systems of nearby businesses. Monoyios asked if the new design would impact the visibility of current transportation stops. He also asked if the proposed improvements could integrate a more visible structure for the stops. Steer said that it is possible to create more room around the current transportation stops. He added that the planter urns could be replaced with other structures for special events. Miller asked how the project was funded. Kelly responded that the DDA and City of Grand Rapids were funding the project. Mille asked how many individuals used the Pearl Street gate way. No one from the meeting was quite sure how to retrieve that information. Miller said he was concerned

that beautifying the highway and sidewalks seemed incomplete, compared to building a park, as an example. Tilma asked Miller what his exact concerns about the project were. Miller said that there was a large amount of money and effort in this project to improve a small sliver of space in a much larger public area. Miller added that the design itself was nice, but not enough to fix the look of a large amount of pavement in the area. Monoyios said that it would be helpful to see a total design layout of the project. Kelly asked the Alliance what could be done to improve the project. Roys said that some of the proposed lighting may be unnecessary. Kelly stated that the project is intended to soften the pedestrian experience in the particular area. Kelly added that the parties involved could continue to look further at the investment of the project.

5. GR Forward Update:

Kelly said that the public comment period feedback was used to focus on areas of improvement. Kelly added that events have been ongoing during and after the public comment period. Kelly said that a lot of feedback had been received and reviewed. He said that the main comments included formatting, diversity and inclusion, and rowing. Kelly said that there were a number of actionable comments that led to changes in the plan. Tilma asked if there was a pattern from interest groups comments being properly addressed. Kelly said yes, changes in the draft reflect the concerns that were made apparent since the beginning of the plan. Kelly briefly shared some changes that had been made based on public comments; including six new targets for diversity, inclusion, and equity and increasing the affordable housing goal from 25% to 30%. Kelly added that this is an action oriented plan and items are already in motion. Kelly said that new partners have signed on to help with the implementation process of the plan. He said that on December 15, the City Commissions Office will decide if they would like to approve the plan. Monoyios said that the approval of the plan would shape what work the Alliance would have in the next year.

6. Calder Plaza RFP:

Kelly said that the Calder Plaza RFP had been released to the public and had received a lot of interest from firms around the country. He added that DGRI will be working with the City Parks Department and County once all of the proposals are received. Kelly said that there was not a formal selection committee as of yet, but if anyone was interested to contact him. Tilma said that he would encourage contacting the Historic Preservation Commission. Kelly said that the Commission is already interested in being involved, along with other local art groups. Quinn asked for clarity on the project schedule. Kelly said that the intention is to have solid plans in hand by June 30, 2016, and that breaking ground timing would depend on the scope of the selected plan.

7. DGRI Performance Measures:

Kelly said that during the DGRI Board of Directors meeting the day before, performance measures were outlined for DGRI staff. Kelly reviewed which measures he thought would be most important to this Alliance. Monoyios asked how fixed the measures were to the mobility indicators. Kelly responded that the Board chose two targets in each category that were most applicable to DGRI. Rainero asked if the items that were not highlighted in the packet would be tracked. Kelly said that they will not be tracked through the Board of Advisors, but interest groups could track results. Roys

asked how the Alliance could stay informed on the tracking process. Kelly said that there is a link on the DGRI website that will be updated regularly. Tilma asked how the metrics goals chosen will track the progress of the project as a whole and how these metrics would show the success of the goals. Kelly said that the Board of Advisors had interest in specific goals at the beginning of the project, but that the process could evolve and change over time. Winn asked if the metrics of the goals would be part of DGRI staff evaluation. Kelly said yes.

8. Old Business:

None

9. New Business:

None

10. 2016 Meeting Time:

Kelly said that he would send an email to the Alliance to gather meeting time preferences from members. Monoyios added that there might be more enthusiasm and input once the GR Forward Plan is ready to be implemented.

11. Next Meeting – December 8, 2015:

12. Public Comment:

None

13. Adjourn:

Monoyios adjourned the meeting at Adjourned 4:55pm.

Minutes taken by:
Jennie Kovalcik
Administrative Assistant
Downtown Grand Rapids Inc.

Downtown Development Authority

Local Tax Increment Only

Proposed FY2016 Revenue and Appropriation Request and FY2017 - 2020 Forecasts

Updated 5/8/2015 by Jana Wallace

Table 1 - Projected Revenue	FY2015			FY2016	FY2017	FY2018	FY2019	FY2020	FY2016-20	NOTES
	Budget	YTD Actual ¹	Estimate	Budget	Forecast	Forecast	Forecast	Forecast	TOTAL	
Local Tax Increment - Calculated with Estimated Mills	\$ 4,237,009	\$ 4,338,852	\$ 4,237,009	\$ 4,695,425	\$ 4,718,902	\$ 4,742,497	\$ 4,766,209	\$ 4,790,040	\$ 23,713,073	Estimating 0.50% annual growth after FY2016
Public Transit Millage Increment	385,681	385,681	385,681	417,549	419,637	421,735	423,844	425,963	2,108,727	Estimating 0.50% annual growth after FY2016
Sub-Total Tax Increment Revenues	\$ 4,622,690	\$ 4,724,533	\$ 4,622,690	\$ 5,112,974	\$ 5,138,539	\$ 5,164,232	\$ 5,190,053	\$ 5,216,003	\$ 25,821,800	
Rebates to City of Grand Rapids and ITP	(278,682)	(133,590)	(133,590)	(150,850)	(303,209)	(304,725)	(306,248)	(307,779)	(1,372,811)	Rebates are 5% thru FY2016 then 10% beginning FY2017
Prior Year Tax Increment Adjustments	(100,000)	(3,092)	(75,000)	(100,000)	(100,000)	(50,000)	(50,000)	(50,000)	(350,000)	Adjustments due to appeals.
Sub-Total Tax Increment Revenues - Net	\$ 4,244,008	\$ 4,587,851	\$ 4,414,100	\$ 4,862,124	\$ 4,735,330	\$ 4,809,507	\$ 4,833,805	\$ 4,858,224	\$ 24,098,990	
Interest	50,644	2,202	57,000	60,500	49,466	70,467	93,546	167,769	441,749	Estimated 1.0% to 2.0% interest rates
Brownfield Redevelopmt Auth Reimbs - Grandville Ave	21,973	24,730	24,730	25,225	24,216	23,489	23,607	23,725	120,261	Custer STI-capture maxed out after 2012/FY2013
Brownfield Redevelopmt Auth Reimbs - Veterans Park	-	-	-	-	606,979	129,569	10,952	-	747,500	TIR from BRA-Fitzgerald by 12/31/2019 nte \$747,500
Reimb - Consumers Energy - Monroe Center Ph 3	-	81,679	81,679	-	-	-	-	-	-	Project reimbursement
Reimb - GR Public Schools - GR Forward Participation	-	37,010	67,290	5,000	-	-	-	-	5,000	GRPS' total commitment to the project is \$72,290
Miscellaneous Reimbursements & Fees	10,000	1,075	5,000	10,000	10,000	10,000	10,000	10,000	50,000	Bid packet fees, incentive applications, etc
TOTAL PROJECTED REVENUE AS AMENDED	\$ 4,326,625	\$ 4,734,547	\$ 4,649,799	\$ 4,962,848	\$ 5,425,991	\$ 5,043,033	\$ 4,971,910	\$ 5,059,717	\$ 25,463,499	
Table 2 - Administration										
General Administration	825,000	710,587	915,000	915,000	942,450	970,724	999,845	1,029,841	4,857,859	Staff, supplies, technology, legal, city costs, etc.
City of GR Legacy Costs	37,863	37,863	37,863	37,863	37,863	37,863	37,863	-	151,450	Share of former DDA emps' legacy costs - 5 yr payout
Sub-Total Administration	\$ 862,863	\$ 748,450	\$ 952,863	\$ 952,863	\$ 980,313	\$ 1,008,586	\$ 1,037,708	\$ 1,029,841	\$ 5,009,310	
Table 3 - Debt Service for Bond Issues										
Series 2003B/2013B CCBA Bonds - DeVos Place	333,700	293,100	333,700	333,650	328,550	327,100	324,225	326,125	1,639,650	Debt matures 02/01/2023
Series 2008 KCDC Bonds - Floodwall Refunding	50,151	46,318	50,151	50,891	51,437	51,537	16,032	15,933	185,830	Debt matures 11/01/2020
Series 2012A BRDA Bonds - Ionia South of Wealthy	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	375,000	Debt matures 06/01/2032
Series 2009A MMBA Van Andel Arena Refunding Bonds	-	500	500	500	500	500	500	500	2,500	Paying agent fees for Debt Increment Bonds
Sub-Total Debt Service	\$ 458,851	\$ 414,918	\$ 459,351	\$ 460,041	\$ 455,487	\$ 454,137	\$ 415,757	\$ 417,558	\$ 2,202,980	
Table 4 - Project Expenditures: Committed and Planned										
Investment: Development Incentive Programs										
Areaway Removal Incentive Program	35,000	35,000	35,000	70,000	35,000	35,000	35,000	35,000	210,000	Support for areaway abandonment
Building Re-Use Incentive Program	250,000	295,748	350,000	250,000	250,000	200,000	200,000	200,000	1,100,000	Historic preserv, ADA compliance, & façade improv
Development Project Guidance	-	42,330	65,000	80,000	85,000	85,000	90,000	90,000	430,000	Legal / staff time expended on behalf of devel projects
Project Tax Increment Reimbursements	750,000	686,700	686,700	600,000	600,000	650,000	650,000	700,000	3,200,000	Development Support Program Reimbursements
Streetscape Improvement Incentive Program	50,000	28,050	50,000	50,000	50,000	50,000	50,000	50,000	250,000	Partial support for streetscape enhancements
Sub-Total Development Incentives	\$ 1,085,000	\$ 1,087,828	\$ 1,186,700	\$ 1,050,000	\$ 1,020,000	\$ 1,020,000	\$ 1,025,000	\$ 1,075,000	\$ 5,190,000	
Investment: Planning										
Downtown Plan	\$ 350,000	\$ 361,329	\$ 467,290	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000	Scope expanded - see Reimbs-GRPS in Revenues above.
Investment: Public Infrastructure										
Arena South Implementation	-	672	5,000	200,000	500,000	250,000	-	-	950,000	Ionia festoon lights, Ottawa extension, arcade arena alley
Bostwick Avenue - Lyon St to Crescent St	50,000	-	-	-	225,000	-	-	-	225,000	Local match for State grant to reconstruct Bostwick
Bridge Street Streetscape / US 131 Underpass	125,000	-	1,500	225,000	-	-	-	-	225,000	Pedestrian and streetscape design / improvements
Grandville Area Public Improvements	-	-	-	850,000	-	-	-	-	850,000	Share of ornamental lighting & utility undergrounding
Grand River Activation	100,000	-	-	-	-	-	-	-	-	
Ionia Avenue 9 - Buckley to Wealthy	-	3,837	3,837	-	-	-	-	-	-	

Pearl Street Gateway Enhancements	-	-	-	600,000	-	-	-	-	600,000	Pedestrian enhancements to gateway roadway
Michigan / Ottawa Gateway	-	-	-	-	-	-	-	-	-	
Monroe Avenue Resurfacing - Louis to I-196	165,000	76,196	100,000	-	-	-	-	-	-	
Monroe Center - Phase 3 / Monument Park	-	88,594	125,000	-	-	-	-	-	-	
Ottawa Ave. Public Improvements	200,000	186,633	186,633	130,000	-	-	-	-	130,000	Public Improvements associated with Arena Place
Rowe Hotel Public Improvements	-	-	-	120,000	-	-	-	-	120,000	Final costs for Arena Place streetscape work
Library Area Improvements	-	-	-	130,000	-	-	-	-	130,000	Additional streetscape amenities, bicycle parking, etc.
Lyon Square Improvements	-	-	-	200,000	-	-	-	-	200,000	DDA contribution to \$2M fiber downtown infrastructure
State Street - Jefferson Ave to Lafayette Ave	50,000	-	-	50,000	850,000	-	-	-	900,000	DDA share of \$1,060,000 project
Veterans Park Improvements	100,000	-	100,000	-	1,000,000	-	-	-	1,000,000	Construct new park designed by VMP Comm
Weston Street - Sheldon to LaGrave Ave.	100,000	-	-	-	100,000	-	-	-	100,000	DDA contribution to street redesign
Sub-Total Public Infrastructure	\$ 890,000	\$ 355,932	\$ 521,970	\$ 2,505,000	\$ 2,675,000	\$ 250,000	\$ -	\$ -	\$ 5,430,000	
Investment: ITP Millage Funded Transit-Related Investments										
Amtrak Station Re-Location	50,000	-	-	-	-	-	-	-	-	Project completed ahead of schedule
DASH North Shuttles Lease	75,000	31,250	75,000	80,000	80,000	-	-	-	160,000	DASH service from Monroe N area to main downtown
New Downtown Circulator Infrastructure	-	-	-	150,000	100,000	-	-	-	250,000	bus wraps, digital / infromation infrastructure, etc.
Sub-Total Transit-Related	\$ 125,000	\$ 31,250	\$ 75,000	\$ 230,000	\$ 180,000	\$ -	\$ -	\$ -	\$ 410,000	
Livability										
Accessibility and Mobility Repairs	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000	Repairs related to findings of FY2007 audit
Bicycle Friendly Improvements	100,000	-	20,000	150,000	500,000	500,000	-	-	1,150,000	On-street infrastructure, bikeshare study/plan, protected bike lane pilot, etc.
Downtown Census	30,000	-	5,000	25,000	-	15,000	-	-	40,000	Build/update comprehensive residential demographic census
Public Realm Improvements	200,000	45,298	50,000	300,000	100,000	100,000	-	-	500,000	Improving Calder Plaza; Monroe North Gateway; public art
Seward Avenue Non-Motorized Facility	-	17,858	17,858	-	-	-	-	-	-	Local match for \$952k bike facility, trail, & striping
Snowmelt System Capital Repairs	100,000	39,256	75,000	50,000	50,000	50,000	50,000	50,000	250,000	Electrical and alarm improvements
Urban Recreation Improvements	150,000	981	10,000	150,000	150,000	150,000	-	-	450,000	Running course, skate plaza, winter rec improvs, etc
Heartside Public Restroom Facility	-	-	-	100,000	-	-	-	-	100,000	Facility construction only. Operations paid by DID.
Tree Well Fill	-	-	-	50,000	50,000	50,000	-	-	150,000	Support half of cost, net of revenue for scrapped iron wells
Skywalk Wayfinding System	-	-	-	40,000	5,000	5,000	-	-	50,000	Electronic wayfinding tools for Skywalk system
Wayfinding System Improvements	110,000	33,324	75,000	120,000	120,000	120,000	-	-	360,000	Regular updates and repairs to wayfinding system
Sub-Total Livability	\$ 700,000	\$ 146,717	\$ 262,858	\$ 995,000	\$ 985,000	\$ 1,000,000	\$ 60,000	\$ 60,000	\$ 3,100,000	
Vibrancy										
Downtown Marketing and Inclusion Efforts	-	-	-	250,000	250,000	250,000	250,000	250,000	1,250,000	Grow vibrancy & diversity for a more welcoming Downtown
State of Downtown / Annual Report	-	-	-	20,000	20,000	20,000	20,000	20,000	100,000	Production of state-mandated reports and annual meeting
Sub-Total Vibrancy	\$ -	\$ -	\$ -	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 1,350,000	
Total Project Expenditures	\$ 3,150,000	\$ 1,983,056	\$ 2,513,818	\$ 5,125,000	\$ 5,130,000	\$ 2,540,000	\$ 1,355,000	\$ 1,405,000	\$ 15,555,000	
Total Expenditures	\$ 4,471,714	\$ 3,146,424	\$ 3,926,032	\$ 6,537,904	\$ 6,565,800	\$ 4,002,723	\$ 2,808,465	\$ 2,852,399	\$ 22,767,290	
Table 4 - Excess / (Deficit) of Revenues Over Expenses										
Fund Balance - Beginning	\$ 2,986,356	\$ 2,986,356	\$ 2,986,356	\$ 3,710,123	\$ 2,135,068	\$ 995,259	\$ 2,035,568	\$ 4,199,013	\$ 3,710,123	
Plus: Projected Revenue	4,326,625	4,734,547	4,649,799	4,962,848	5,425,991	5,043,033	4,971,910	5,059,717	25,463,499	
Less: Administration and Debt Service	(1,321,714)	(1,163,368)	(1,412,214)	(1,412,904)	(1,435,800)	(1,462,723)	(1,453,465)	(1,447,399)	(7,212,290)	
Less: Project Expenditures	(3,150,000)	(1,983,056)	(2,513,818)	(5,125,000)	(5,130,000)	(2,540,000)	(1,355,000)	(1,405,000)	(15,555,000)	
Fund Balance - Ending	\$ 2,841,267	\$ 4,574,479	\$ 3,710,123	\$ 2,135,068	\$ 995,259	\$ 2,035,568	\$ 4,199,013	\$ 6,406,332	\$ 6,406,332	

Note 1: Actual data through March 31, 2015

Downtown Development Authority

Non-Tax Fund Only

Proposed FY2016 Revenue and Appropriation Request and FY2017 - 2020 Forecasts

Updated 5/8/2015 by Jana Wallace

Cost Center : 7060UNREST

Table 1 - Projected Revenue	FY2015			FY2016	FY2017	FY2018	FY2019	FY2020	FY2016-20	NOTES
	Budget	YTD Actual ¹	Estimate	Budget	Forecast	Forecast	Forecast	Forecast	TOTAL	
Property Rental - Parking Lots	\$ 336,925	\$ 247,308	\$ 315,000	\$ 318,150	\$ 321,332	\$ 324,545	\$ 327,790	\$ 331,068	\$ 1,622,885	25% of gross beginning FY2014
Property Rental - Winter Avenue Building	9,000	-	9,000	9,000	9,000	9,000	9,000	9,000	45,000	Leased to DID
Property Rental - YMCA Parking Lot	52,000	38,025	52,000	53,000	54,000	55,000	56,000	57,000	275,000	Use of the original DASH 8 lot
Areaway Special Assessment (3)	15,000	1,289	1,289	15,000	15,000	15,000	15,000	15,000	75,000	City View, Mel Trotter, Touchstone
Interest on Investments	18,747	10,111	24,171	16,719	8,768	12,988	12,717	22,828	74,020	Estimated interest rates @ 0.5% to 1.5%
The Gallery Promissory Note - Interest	40,167	-	45,181	30,887	28,637	26,107	22,451	17,951	126,033	4.5% simple interest.
The Gallery Promissory Note - Principal	-	175,000	200,000	50,000	50,000	75,000	100,000	100,000	375,000	\$25k due 04/15. Developer pd \$175k 11/7/14
Movies in the Park Sponsorship	-	1,250	20,000	20,000	30,000	30,000	30,000	35,000	145,000	Food trucks and other vendors
Valent-ICE Sculpture Reimbursements	-	15,400	15,400	20,000	25,000	25,000	25,000	25,000	120,000	Offset costs of sponsor sculptures
Miscellaneous	500	-	500	500	515	530	546	563	2,655	Fees, reimbursements, etc.
TOTAL PROJECTED REVENUE	\$ 472,339	\$ 488,383	\$ 682,541	\$ 533,256	\$ 542,252	\$ 573,170	\$ 598,505	\$ 613,410	\$ 2,860,592	
Table 2 - Committed and Planned Expenditures										
Investment - Planning and Infrastructure										
Purchase Area 5 Parking Lot	2,051,451	-	-	2,051,451	-	-	-	-	2,051,451	Acquire Area 5 for future development
Debt Service Related to Area 5 Purchase	-	-	-	-	185,997	180,683	175,368	170,054	712,102	Principal and interest for Area 5 acquisition
Downtown Speaker Series	35,000	14,270	30,000	15,000	15,000	-	-	-	30,000	Events featuring city-building experts
Sub-Total Investment	2,086,451	14,270	30,000	2,066,451	200,997	180,683	175,368	170,054	2,793,553	
Livability										
Division Avenue Task Force Implementation	5,000	-	1,500	5,000	5,000	-	-	-	10,000	Implementation of Task Force findings
Downtown Recreational Walk / Tour Signage	25,000	9,715	10,000	15,000	10,000	-	-	-	25,000	Signage to improve walking
Downtown Ambassador Program	300,000	218,590	300,000	225,000	225,000	200,000	-	-	650,000	Hospitality and Safety Program
Educational Partnerships Initiatives	10,000	-	-	5,000	-	-	-	-	5,000	Growing partnerships to increase awareness
Project and Fixed Asset Maintenance	100,000	4,441	50,000	50,000	25,000	25,000	25,000	25,000	150,000	Asset maintenance not budgeted elsewhere
Riverwalk Maintenance	60,000	1,000	30,000	25,000	10,000	10,000	10,000	10,000	65,000	Walkway repairs and maintenance
Stakeholder Engagement Programs	5,000	4,387	5,000	7,500	7,500	7,500	7,500	7,500	37,500	Constituency-directed engagement
Street Trees Maintenance Program	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	25,000	Watering / tending trees within the district
Transportation Demand Mnmt Program	92,500	49,381	80,000	125,000	125,000	125,000	-	-	375,000	Enabling mobility options
Winter Avenue Building	2,500	-	-	2,500	2,500	2,500	2,500	2,500	12,500	Maintenance and repairs
Sub-Total Livability	605,000	292,514	481,500	465,000	415,000	375,000	50,000	50,000	1,355,000	
Vibrancy										
Bridge Lighting Operations	10,000	-	10,000	10,000	10,000	10,000	10,000	10,000	50,000	Electricity and maintenance for lighting
DGRI Event Production	45,000	63,956	65,000	60,000	60,000	60,000	-	-	180,000	DGRI-produced events, i.e. Movies in the Park
Diversity / Inclusion Programming	10,000	4,000	6,000	10,000	10,000	10,000	-	-	30,000	Increase Downtown awareness to new audiences
Downtown Marketing	225,000	128,065	225,000	-	-	-	-	-	-	Moved to Local Tax Increment fund
Downtown Workforce Program	15,000	4,277	15,000	20,000	22,500	22,500	-	-	65,000	Events engaging the Downtown workforce
Go-Site Visitor Center at GRAM	30,000	-	5,000	10,000	-	-	-	-	10,000	Support for visitor engagement center

Holiday Décor Program	60,000	62,536	62,536	30,000	20,000	20,000	-	-	70,000	Adorning Downtown for the holiday season
Major Event Sponsorship	82,000	65,240	65,240	80,000	80,000	-	-	-	160,000	Artprize, LaughFest, and GRand Jazz Fest
Public Space Activation	30,000	1,174	25,000	35,000	15,000	15,000	-	-	65,000	Buskers, murals, & other enlivening interventions
Rosa Parks Circle Ice Skating Support	42,000	504	40,000	42,000	42,000	42,000	-	-	126,000	Skate rink operations
Special Events - Grant Programs	50,000	46,573	49,073	50,000	50,000	50,000	50,000	50,000	250,000	Support for new & emerging events
Special Events - Office of	100,000	29,219	86,000	100,000	75,000	-	-	-	175,000	Partial support for special events mnmt
Special Events Training Program	5,000	-	-	5,000	-	-	-	-	5,000	Workshops to assist and train event producers
State of the Dntn Event & Annual Report	22,500	150	10,000	-	-	-	-	-	-	Moved to Local Tax Increment fund
Ticketed Events - Police Services	80,000	50,702	80,000	80,000	80,000	-	-	-	160,000	Pedestrian safety - Arena & DeVos Place
Wayfinding Sign Maintenance	-	3,991	3,991	-	-	-	-	-	-	Moved to Local Tax Increment fund
Sub-Total Vibrancy	806,500	460,387	747,840	532,000	464,500	229,500	60,000	60,000	1,346,000	
Miscellaneous Projects										
Administration	1,500	1,315	2,000	2,200	2,500	2,700	2,900	3,100	13,400	Miscellaneous fees and expenditures
Monroe Avenue Phase 3 Services	-	30,261	55,000	-	-	-	-	-	-	Monument Park snowmelt and lighting
Experience Miscellaneous	100,000	14,263	80,000	50,000	50,000	50,000	50,000	50,000	250,000	Available for emerging ideas and opportunities
Sub-Total Miscellaneous	101,500	45,839	137,000	52,200	52,500	52,700	52,900	53,100	263,400	
TOTAL PROJECTED EXPENDITURES	\$ 3,599,451	\$ 813,010	\$ 1,396,340	\$ 3,115,651	\$ 1,132,997	\$ 837,883	\$ 338,268	\$ 333,154	\$ 5,757,953	
Table 3 - Excess / (Deficit) of Revenues Over Expenses										
Fund Balance - Beginning	\$ 5,439,588	\$ 5,439,588	\$ 5,439,588	\$ 4,725,789	\$ 2,143,394	\$ 1,552,648	\$ 1,287,936	\$ 1,548,172	\$ 4,725,789	
Plus: Projected Revenue	472,339	488,383	682,541	533,256	542,252	573,170	598,505	613,410	2,860,592	
Less: Committed & Planned Expenditures	(3,599,451)	(813,010)	(1,396,340)	(3,115,651)	(1,132,997)	(837,883)	(338,268)	(333,154)	(5,757,953)	
Ending Fund Balance - Before Reserve	\$ 2,312,476	\$ 5,114,961	\$ 4,725,789	\$ 2,143,394	\$ 1,552,648	\$ 1,287,936	\$ 1,548,172	\$ 1,828,428	\$ 1,828,428	
Reserve for Brownfield 2012A Bonds	(530,584)	(530,584)	(530,584)	(530,637)	(531,071)	(530,964)	(531,291)	(530,999)	(530,999)	Per Downtown Market Repayment Agreement
Ending Fund Balance - With Reserve	\$ 1,781,892	\$ 4,584,377	\$ 4,195,205	\$ 1,612,757	\$ 1,021,577	\$ 756,972	\$ 1,016,881	\$ 1,297,429	\$ 1,297,429	

Note 1 - Actual data as of March 31, 2015

CITY OF GRAND RAPIDS

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners
2.1	Change existing zoning and height regulations	Discuss and create new zoning language to guide heights including potential interim height overlays	City of Grand Rapids	1 Year	
2.1	Encourage infill development to close gaps within and between neighborhoods>MSU/City of Grand Rapids/Kent County site	Pursue full site control	City of Grand Rapids	1 Year	MSU / Kent County
2.1	Encourage infill development to close gaps within and between neighborhoods> Connect Heartside, Heritage Hill, and the Downtown core	Promote Division Avenue as a small business corridor - create ready-to-go "white box" space for new retail, business plan competition, matching grants for business expansion and/or equipment	City of Grand Rapids	1 Year	DGRI / Developers / local institutions
2.2	Expand youth programming	Reinforce and promote the Mayor's 100 Campaign - engage youth on Downtown beautification	City of Grand Rapids	1 Year	Local non-profits / GRPS / DGRI
2.3	Ensure that Downtown grows affordable housing opportunities for a range of incomes	Support preservation of low-income housing and social services - site acquisition for affordable housing development	City of Grand Rapids	1 Year	DGRI / local non-profits
2.3	Ensure that Downtown grows affordable housing opportunities for a range of incomes	Ensure that the supply of workforce housing meets demand - development incentives for workforce housing	City of Grand Rapids	1 Year	DGRI / local non-profits
3.1	Prioritize pedestrian safety and connectivity at intersections	Commit to install at least three Pedestrian Countdown Timer traffic signals in Downtown, annually, beginning in 2016. All intersections complete by 2022	City of Grand Rapids	1 Year	DGRI / private developers
3.1	Prioritize pedestrian safety and connectivity at intersections	A Barnes Dance/Pedestrian Scramble should be piloted at the intersection of Fulton and Ottawa and evaluated.	City of Grand Rapids	1 Year	DGRI / private developers
3.1	Develop, enhance and implement of 'Big Idea' policies for street design	Establish Vision Zero policy	City of Grand Rapids	1 Year	
3.1	Create a more walkable Division Avenue	Evaluate costs/benefits of transferring jurisdiction of US Business 131 to City	City of Grand Rapids	1 Year	DGRI/ MDOT/Rapid
3.2	Establish Mobile GR Organization	Hire new staff, update website, developing marketing materials	City of Grand Rapids	1 Year	
3.2	Manage parking assets to support the success of Downtown	Adjust parking pricing	City of Grand Rapids	1 Year	
3.2	Reconfigure existing DASH service	Pilot changes to one line	City of Grand Rapids	1 Year	The Rapid
3.4	Utilize apps and web tools to improve City services	Develop a new website for Mobile GR which makes it easy to find all transportation related information	City of Grand Rapids	1 Year	DGRI
3.4	Integrate Digital Signage/Changeable Signage	Install real-time digital signage for City-Owned parking facilities	City of Grand Rapids	1 Year	DGRI / Rapid / private partners
3.4	Integrate Digital Signage/Changeable Signage	Develop an App linked to parking map with real-time parking availability.	City of Grand Rapids	1 Year	DGRI / Rapid / private partners
4.2	Implement an inclusion module as a part of the business license application process	Continue to evaluate the potential structure of an inclusion module for business licensure - include area businesses in the process	City of Grand Rapids	1 Year	Local businesses
5.3	Develop Streetscape Designs to Upgrade Key Streets	Develop bilingual signage program for Grandville Ave to support cultivation of Latino-owned business corridor	City of Grand Rapids	1 Year	DGRI / Kent County / Local Non-Profits
D, I and E	Establish a regional equity framework and plan of action	Identify a coalition of racially and ethnically diverse partners to lead the development of a regional equity framework and plan of action that, among other things, defines: - Shared understanding of key terms, - baseline data, - common rationale and goals to achieve equity, - clear complementary roles for partners, - new implementation tools and strategies, and - measurable indicators to track progress.	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Establish a regional equity framework and plan of action	>> Work with community assets and partners to continue raising awareness of racial and economic disparities and help strengthen efforts that build the case for equity, inclusion and justice as an urgent economic and social priority.	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Cultivate an equity perspective in civic governance	Appointing entities should seek to diversify Downtown and Grand River corridor governance and leadership decision-making bodies to ensure a representative cross-section of the Grand Rapids community is at the table when deliberating key issues	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Cultivate an equity perspective in civic governance	Support training, networking activities, mentorship and other leadership development and recruitment efforts that support and engage emerging equity leaders.	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Cultivate an equity perspective in civic governance	Deploy proactive and targeted public engagement strategies that effectively bring traditionally marginalized communities into program design and decision-making processes.	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Foster racially and ethnically diverse business ownership	Identify a coalition of partners and mentors to advance and expand minority business ownership in Downtown	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Foster racially and ethnically diverse business ownership	Identify a funding source[s] dedicated to help support minority-owned business success in Downtown;	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Foster racially and ethnically diverse business ownership	Work with lending institutions to create a specialized lending program designed to foster minority-owned business success in Downtown;	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Foster racially and ethnically diverse business ownership	Modify incentive programs to create a more intentional and targeted approach to achieving greater racial equity;	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Foster racially and ethnically diverse business ownership	Support positive and effective youth development initiatives that provide opportunities for kids to explore their interests, build skills, and develop their ability	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits

CITY OF GRAND RAPIDS					
GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners
D, I and E	Achieve a more diverse Downtown workforce	Develop an outreach program and incentives that encourage Downtown employers to diversify the racial composition of the Downtown workforce, with a special emphasis on employing residents from Downtown's near neighborhoods	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Achieve a more diverse Downtown workforce	Work with community assets and partners to develop a campaign that encourages African American and Hispanic talent who left West Michigan to attend college out of state to return home	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Achieve a more diverse Downtown workforce	Facilitate opportunities for local small businesses to find and retain employees/ professionals of color;	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Achieve a more diverse Downtown workforce	Promote job growth and better Grand Rapids communities of color to overcome systemic barriers to living wage employment;	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Achieve a more diverse Downtown workforce	Create and expand successful workforce development and internship programs;	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Achieve a more diverse Downtown workforce	Support smarter criminal justice initiatives proposed by the Grand Rapids City Commission's 2014 SAFE Task Force. Measure: Racial and ethnic composition of the Downtown Grand Rapids workforce Target: By 2025, triple the percentage of nonwhite employees in Downtown Grand Rapids.	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Create a more welcoming and inclusive Downtown	Support and produce an expanded set of cultural and recreational events that attract diverse audiences	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Create a more welcoming and inclusive Downtown	For existing events, integrate more inclusive programming and adopt more intentional marketing efforts designed to attract more communities of color	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Create a more welcoming and inclusive Downtown	Work with community assets and partners to integrate a front-line employee training curriculum on intercultural sensitivity, unintentional bias and microaggressive behaviors into successful programs such as the Certified Tourism Ambassadors	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Create a more welcoming and inclusive Downtown	Assemble a task force charged with attracting an African-American Cultural Heritage Museum to Downtown Grand Rapids and re-establishing the African-American festival. Measure: Surveyed perception Downtown Grand Rapids as welcoming and inclusive by Grand Rapids citizens. Target: By 2025, at least 85% of all Grand Rapidsians surveyed regard Downtown Grand Rapids as welcoming and inclusive.	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Attract a diverse population to the Downtown neighborhood	Provide a diversity of housing types and options, at different price points, to appeal to a wide range of people and families;	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Attract a diverse population to the Downtown neighborhood	Protect affordable housing stock, and create tools to expand that supply. Modify incentive programs to assist in achieving GR Forward's target for affordable housing;	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Attract a diverse population to the Downtown neighborhood	Modify the zoning code to reduce the development costs for new housing to keep prices more attainable;	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
D, I and E	Attract a diverse population to the Downtown neighborhood	Identify effective approaches and tools to lower barriers to home ownership in Downtown.	City of Grand Rapids	Ongoing	DGRI / Kent County / Local Non-Profits
1.1	Create varied infrastructure to not only protect, but enhance and amenitize the river	Outside of the guidelines for the trail and concepts for the 15 priority opportunity sites, utilize proposed sectional typologies for future development that create resilient and dynamic flood infrastructure	City of Grand Rapids	Ongoing	DGRI/ State & Federal agencies
1.1	Follow the example of the Grand Rapids Public Museum in integrating education, infrastructure, and ecology	Identify other opportunities like the museum exhibit project and building renovation that support the expansion of knowledge and demonstrate how education, ecology and infrastructure can work together	City of Grand Rapids	Ongoing	DGRI/Foundation
1.3	Amenitize the river to make it a regional draw	Confirm and reinforce regional connection to GR and the other trail networks	City of Grand Rapids	Ongoing	DGRI / private & foundation support / DNR and Federal
1.3	Amenitize the river to make it a regional draw	Establish a marketing strategy for making Grand Rapids the center of the system	City of Grand Rapids	Ongoing	DGRI / private & foundation support / DNR and Federal
1.3	Amenitize the river to make it a regional draw	Establish regional programming that will reinforce and attract users of the trails	City of Grand Rapids	Ongoing	DGRI / private & foundation support / DNR and Federal
1.3	Amenitize the river to make it a regional draw	Coordinate with large infrastructure easement holders and the DNR to allow recreational access linking multiple trails in multiple locations	City of Grand Rapids	Ongoing	DGRI / private & foundation support / DNR and Federal
1.3	Create a robust trail system on both sides of the river	Continue to engage a leadership team to negotiate with landowners to create continuous access	City of Grand Rapids	Ongoing	DGRI / private & foundation support / State and Federal agencies / WMEAC
1.3	Create a robust trail system on both sides of the river	Continue to update scenarios that describe impacts on decision-making related to cost and time	City of Grand Rapids	Ongoing	DGRI / private & foundation support / State and Federal agencies / WMEAC
1.3	Create a robust trail system on both sides of the river	Outline the preferred method(s) that include time and cost constraints yet to be determined, such as construction timeline for FEMA work and/or GRWW	City of Grand Rapids	Ongoing	DGRI / private & foundation support / State and Federal agencies / WMEAC
1.3	Align access with the water trail and the rapids	Identify sites on the Westside where access is limited to be targeted for purchase, trade or redevelopment	City of Grand Rapids	Ongoing	DGRI / private & foundation support /State and Federal/GRWW
1.3	Align access with the water trail and the rapids	Identify privately owned parcels throughout the Corridor where public access can be gained via private and public development partnerships	City of Grand Rapids	Ongoing	DGRI / private & foundation support /State and Federal/GRWW
1.3	Align access with the water trail and the rapids	Provide additional boat access south of the rapids for greater access for motorcraft	City of Grand Rapids	Ongoing	DGRI / private & foundation support /State and Federal/GRWW
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Ann Street, The Northern Gateway	Analyze capacity for landscape, green infrastructure and roadway improvements	City of Grand Rapids	10 Years	State

CITY OF GRAND RAPIDS

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Ann Street, The Northern Gateway	Determine priority: a.) if maintenance cycle is coincidental with timeframe b.) proceed with retrofit regardless c.) coordinate with design/construction of riverfront open spaces	City of Grand Rapids	10 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Ann Street, The Northern Gateway	Design and construct streetscape and roadway	City of Grand Rapids	10 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Sweet/Richmond, The Parkway	Analyze capacity for landscape, green infrastructure and roadway improvements	City of Grand Rapids	10 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Sweet/Richmond, The Parkway	Determine priority: a.) if maintenance cycle is coincidental with timeframe b.) proceed with retrofit regardless c.) coordinate with design/construction of riverfront open spaces	City of Grand Rapids	10 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Sweet/Richmond, The Parkway	Design and construct streetscape and roadway	City of Grand Rapids	10 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Leonard, Street Life	Analyze capacity for landscape, green infrastructure and roadway improvements	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Leonard, Street Life	Determine priority: a.) if maintenance cycle is coincidental with timeframe b.) proceed with retrofit regardless c.) coordinate with design/construction of riverfront open spaces	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Leonard, Street Life	Design and construct streetscape and roadway	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> 6th/Newberry, The Waterway	Analyze capacity for landscape, green infrastructure and roadway improvements	City of Grand Rapids	5 Years	State, DGRI
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> 6th/Newberry, The Waterway	Determine priority: a.) if maintenance cycle is coincidental with timeframe b.) proceed with retrofit regardless c.) coordinate with design/construction of riverfront open spaces	City of Grand Rapids	5 Years	State, DGRI
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> 6th/Newberry, The Waterway	Design and construct streetscape and roadway	City of Grand Rapids	5 Years	State, DGRI
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Bridge/Michigan, Healthy	Analyze capacity for landscape, green infrastructure and roadway improvements	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Bridge/Michigan, Healthy	Determine priority: a.) if maintenance cycle is coincidental with timeframe b.) proceed with retrofit regardless c.) coordinate with design/construction of riverfront open spaces	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Bridge/Michigan, Healthy	Design and construct streetscape and roadway	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Pearl/Lyon, Downtown	Analyze capacity for landscape, green infrastructure and roadway improvements	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Pearl/Lyon, Downtown	Determine priority: a.) if maintenance cycle is coincidental with timeframe b.) proceed with retrofit regardless c.) coordinate with design/construction of riverfront open spaces	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Pearl/Lyon, Downtown	Design and construct streetscape and roadway	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Fulton, Entertainment	Analyze capacity for landscape, green infrastructure and roadway improvements	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Fulton, Entertainment	Determine priority: a.) if maintenance cycle is coincidental with timeframe b.) proceed with retrofit regardless c.) coordinate with design/construction of riverfront open spaces	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Fulton, Entertainment	Design and construct streetscape and roadway	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Wealthy, Innovation	Analyze capacity for landscape, green infrastructure and roadway improvements	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Wealthy, Innovation	Determine priority: a.) if maintenance cycle is coincidental with timeframe b.) proceed with retrofit regardless c.) coordinate with design/construction of riverfront open spaces	City of Grand Rapids	5 Years	State
1.4	Create a series of east/west green corridors to connect neighborhoods to the River> Wealthy, Innovation	Design and construct streetscape and roadway	City of Grand Rapids	5 Years	State
1.4	Improve streets that make important connections to riverfront parcels> Market	Analyze capacity for landscape, green infrastructure and roadway improvements	City of Grand Rapids	5 Years	State, DGRI
1.4	Improve streets that make important connections to riverfront parcels> Market	Determine priority: a.) if maintenance cycle is coincidental with timeframe b.) proceed with retrofit regardless c.) coordinate with design/construction of riverfront open spaces	City of Grand Rapids	5 Years	State, DGRI
1.4	Improve streets that make important connections to riverfront parcels> Market	Design and construct streetscape and roadway	City of Grand Rapids	5 Years	State, DGRI
1.4	Improve streets that make important connections to riverfront parcels> Cherry and Coldbrook	Analyze capacity for landscape, green infrastructure and roadway improvements	City of Grand Rapids	10 Years	State, DGRI
1.4	Improve streets that make important connections to riverfront parcels> Cherry and Coldbrook	Determine priority: a.) if maintenance cycle is coincidental with timeframe b.) proceed with retrofit regardless c.) coordinate with design/construction of riverfront open spaces	City of Grand Rapids	10 Years	State, DGRI
1.4	Improve streets that make important connections to riverfront parcels> Cherry and Coldbrook	Design and construct streetscape and roadway	City of Grand Rapids	10 Years	State, DGRI
1.4	Improve streets that make important connections to riverfront parcels> Webster and 10th	Analyze capacity for landscape, green infrastructure and roadway improvements	City of Grand Rapids	10 Years	State
1.4	Improve streets that make important connections to riverfront parcels> Webster and 10th	Determine priority: a.) if maintenance cycle is coincidental with timeframe b.) proceed with retrofit regardless c.) coordinate with design/construction of riverfront open spaces	City of Grand Rapids	10 Years	State
1.4	Improve streets that make important connections to riverfront parcels> Webster and 10th	Design and construct streetscape and roadway	City of Grand Rapids	10 Years	State
1.4	Create inviting gateways under US 131 that celebrate neighborhoods and the river	Identify and priority green corridors, riverfront connectors and new pedestrian underpasses	City of Grand Rapids	10 Years	DGRI

CITY OF GRAND RAPIDS

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners
1.4	Create inviting gateways under US 131 that celebrate neighborhoods and the river	Analyze highway overpass, and determine if maintenance cycle is coincidental with timeframe	City of Grand Rapids	10 Years	DGRI
1.4	Create inviting gateways under US 131 that celebrate neighborhoods and the river	Design and construct gateways	City of Grand Rapids	10 Years	DGRI
1.5	Ensure sufficient river access	Provide river access for construction and programming	City of Grand Rapids	Ongoing	DGRI/ State and Federal agencies
1.5	Ensure sufficient river access	Identify solutions to address access deficiencies in proposed access >>>Determine feasibility of Butterworth and Plaster Creek sites	City of Grand Rapids	Ongoing	DGRI/ State and Federal agencies
1.5	Ensure sufficient river access	Identify solutions to address access deficiencies in proposed access >>>Design and construct downstream launches for motorcraft	City of Grand Rapids	Ongoing	DGRI/ State and Federal agencies
1.5	Ensure sufficient river access	Initiate independent study to examine the impact of both dam removal and placement of a water elevation control mechanism on upper pool	City of Grand Rapids	Ongoing	DGRI/ State and Federal agencies
2.1	Change existing zoning and height regulations	Discuss moving height overlay boundaries from the middle of the road right-of-way to parcel boundaries to ensure good street design.	City of Grand Rapids	1 Year	
2.1	Change existing zoning and height regulations	Consider changes to allowable heights in the Downtown Overlay [A] and along Bridge Street in Downtown	City of Grand Rapids	1 Year	
2.1	Revisit development incentives	Develop a package of new incentives to encourage key goals of GR Forward	City of Grand Rapids	1 Year	DGRI / Developers
2.1	Remap the Existing City Center Zone	Introduce new City Center are for discussion	City of Grand Rapids	1 Year	DGRI
2.1	Change the Approach to Downtown Parking Requirements	Work with the Parking Commission (Mobile GR) to determine parking maximum policy and penalties for exceeding the maximum	City of Grand Rapids	1 Year	DGRI
2.1	Encourage infill development to close gaps within and between neighborhoods> 201 Market	Evaluate alternative sites for existing City facilities and develop a timeline for relocation	City of Grand Rapids	10 Years	
2.1	Encourage infill development to close gaps within and between neighborhoods> 201 Market	Demolish existing facilities and prep the land for new development	City of Grand Rapids	10 Years	
2.1	Encourage infill development to close gaps within and between neighborhoods> 201 Market	Finalize the site and landscape designs to guide development	City of Grand Rapids	10 Years	
2.1	Encourage infill development to close gaps within and between neighborhoods> 201 Market	Consider moving US-131 off-ramp to allow Cherry Street to better connect to the river.	City of Grand Rapids	10 Years	
2.1	Encourage infill development to close gaps within and between neighborhoods>MSU/City of Grand Rapids/Kent County site	Develop design approach to secure public access, improve flood infrastructure and shield the highway	City of Grand Rapids	10 Years	City of Grand Rapids
2.1	Encourage infill development to close gaps within and between neighborhoods> Connect Heartside, Heritage Hill, and the Downtown core	Encourage the redevelopment of State Street - with local institutions and property owners	City of Grand Rapids	10 Years	DGRI / Developers / local institutions
2.1	Encourage infill development to close gaps within and between neighborhoods> Connect Heartside, Heritage Hill, and the Downtown core	Encourage residential on Division - smaller housing units in upper floors targeted for single professionals and students	City of Grand Rapids	10 Years	DGRI / Developers / local institutions
2.1	Encourage infill development to close gaps within and between neighborhoods> Connect Heartside, Heritage Hill, and the Downtown core	Develop a lighting plan for Division Avenue	City of Grand Rapids	10 Years	DGRI / Developers / local institutions
2.1	Preserve historic character while accommodating growth	Update the Historic Preservation Guidelines for Heartside	City of Grand Rapids	5 Years	
2.1	Preserve historic character while accommodating growth	Discuss changes to Historic Preservation Commissioner appointments	City of Grand Rapids	5 Years	
2.2	Unlock the potential of municipal data and online tools	Explore a comprehensive Open Data policy	City of Grand Rapids	5 Years	DGRI / GRPS / The Rapid
2.2	Unlock the potential of municipal data and online tools	Expand and centralize online tools	City of Grand Rapids	5 Years	DGRI / GRPS / The Rapid
2.2	Expand youth programming	Design and organize 2-3 dedicated youth events each year - \$10,000 for marketing and organization per event	City of Grand Rapids	10 Years	Local non-profits / GRPS / DGRI
2.4	Revisit zoning regulations for ground floor commercial in the Downtown area	Concentrate active ground floor commercial uses on targeted Active Commercial Corridors through height, form, and location	City of Grand Rapids	1 Year	DGRI / property owners
2.4	Revisit zoning regulations for ground floor commercial in the Downtown area	Change zoning regulations to require ground floor retail on Targeted Retail and Entertainment Corridors	City of Grand Rapids	1 Year	DGRI / property owners
2.5	Manage stormwater at the micro level	Conduct stormwater workshops to educate developers, property owners and residents about stormwater collection techniques	City of Grand Rapids	5 Years	DGRI / WMEAC / developers
2.5	Promote green building	Educate developers and property owners about green building design - create a summary document on green building best practices	City of Grand Rapids	5 Years	DGRI / USGBC
2.5	Promote green building	Deconstruction policies to promote material recycling should be considered	City of Grand Rapids	5 Years	DGRI / USGBC
2.5	Embrace sustainable site design principles	Promote the City's Low Impact Development Guidelines when complete	City of Grand Rapids	5 Years	City of Grand Rapids / DGRI / developers
3.1	Prioritize pedestrian safety and connectivity at intersections	Establish a Department standard to upgrade crosswalks to international style crosswalks as a part of any street resurfacing or improvement project in Downtown.	City of Grand Rapids	5 Years	DGRI / private developers
3.1	Prioritize pedestrian safety and connectivity at intersections	Pilot Leading Pedestrian intervals at intersections of Monroe/Pearl, Monroe/Ottawa, and Fulton/Ionia	City of Grand Rapids	5 Years	DGRI / private developers
3.1	Prioritize pedestrian safety and connectivity at intersections	Establish prioritizations system for intersection improvements including pedestrian volume, crossing distance, proximity to transit, proximity to destinations.	City of Grand Rapids	5 Years	DGRI / private developers
3.1	Prioritize pedestrian safety and connectivity at intersections	Implement one year pilot program prohibiting right-turns on red in the area bounded by Michigan Street, Wealthy Street, the Grand River, and Division Avenue	City of Grand Rapids	5 Years	DGRI / private developers
3.1	Develop, enhance and implement of 'Big Idea' policies for street design	Revise existing Complete Streets Policy to take a more proactive attitude towards projects as part of Vital Streets Plan	City of Grand Rapids	1 Year	
3.1	Re-design Fulton Street to build a seamless pedestrian connection	Complete design for road diet on Fulton Street with three-lane cross section and bike lanes	City of Grand Rapids	10 Years	DGRI
4.1	Re-design Fulton Street to build a seamless pedestrian connection	Complete initial design for road diet on Fulton Street.	City of Grand Rapids	3 Years	DGRI
	Re-design Fulton Street to build a seamless pedestrian connection	Begin planning study to develop ultimate vision for Fulton	City of Grand Rapids	within 10 years [3 years for initial design]	DGRI
3.1	Re-design Fulton Street to build a seamless pedestrian connection	Begin planning study to develop ultimate vision for Fulton (Initial Design)	City of Grand Rapids	3 Years	DGRI
3.1	Create a more walkable Division Avenue	Monitor impact on bicycle activity on Division Avenue after Ionia Street cycle track is installed	City of Grand Rapids	5 Years	DGRI/ MDOT/Rapid
3.1	Create a more walkable Division Avenue	Design road diet on Division Avenue south of Oakes Street	City of Grand Rapids	5 Years	DGRI/ MDOT/Rapid
3.1	Redesign Market Avenue as the interface between Downtown and the River	Redesign Market Avenue to create a better connection with the green living room	City of Grand Rapids	5 Years	DGRI/ MDOT
3.1	Improve safety of the Michigan / Bridge corridor for all users	Redesign Michigan Street to improve clarity and safety for all users	City of Grand Rapids	5 Years	DGRI/ MDOT
3.1	Invest in Cherry Street	Design and implement targeted improvements along Cherry to enhance safety - focus around US 131	City of Grand Rapids	5 Years	DGRI/ MDOT

CITY OF GRAND RAPIDS					
GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners
3.1	Ensure safe passage for bikes and pedestrians to and from Ehlers Station and Central Station	Install pedestrian improvements at priority intersections connecting to Ehlers and Central Stations	City of Grand Rapids	10 Years	DGRI/ MDOT
3.1	Ensure safe passage for bikes and pedestrians to and from Ehlers Station and Central Station	Ensure developments in the area provide improvements for pedestrian safety and connectivity	City of Grand Rapids	10 Years	DGRI/ MDOT
3.1	Develop pedestrian-focused encouragement programs	Establish a Pedestrian Challenge; Partner with local employers to participate.	City of Grand Rapids	1 Year	DGRI/ local non-profits/health service providers
3.1	Develop pedestrian-focused encouragement programs	Organize at least one Open Streets event annually, in a high profile location Downtown, preferably Monroe or Fulton	City of Grand Rapids	1 Year	DGRI/ local non-profits/health service providers
3.1	Retrofit parking structures for upgrades	Note: SSE to review landscaping policy for specific changes	City of Grand Rapids	10 Years	DGRI
3.2	Manage parking assets to support the success of Downtown	Consolidate parking programs	City of Grand Rapids	1.5 Years	
3.2	Provide additional parking supply	Identify potential future parking ramp locations	City of Grand Rapids	ongoing	Private developers
3.2	Provide additional parking supply	Pilot remote parking on the Silver Line	City of Grand Rapids	ongoing	Private developers
3.2	Provide New and Enhanced Mobility Options	Launch car share pilot	City of Grand Rapids	2 Years	DGRI / Rapid / Foundations / private businesses
3.2	Provide New and Enhanced Mobility Options	Complete bike share planning study	City of Grand Rapids	2 Years	DGRI / Rapid / Foundations / private businesses
3.2	Provide New and Enhanced Mobility Options	Pilot transit pass program	City of Grand Rapids	2 Years	DGRI / Rapid / Foundations / private businesses
3.2	Provide New and Enhanced Mobility Options	Improve paratransit options	City of Grand Rapids	2 Years	DGRI / Rapid / Foundations / private businesses
3.2	Programs and Policies	Conduct outreach to employers	City of Grand Rapids	1 Year	DGRI
3.3	Create the most Bicycle Friendly Downtown in the Midwest	Include city-wide bike network as part of Vital Streets Plan and identify long-term east-west connection	City of Grand Rapids	Varies	DGRI / MDOT / local non-profits
3.3	Create the most Bicycle Friendly Downtown in the Midwest	Install two-way cycle track on Ionia between Fulton and Lyon; improve bike facilities south of Fulton to create a low-stress network	City of Grand Rapids	Varies	DGRI / MDOT / local non-profits
3.3	Create the most Bicycle Friendly Downtown in the Midwest	Develop low-stress routes from Cherry Street to State Street, to Weston Street and link to Ionia Cycle Track	City of Grand Rapids	Varies	DGRI / MDOT / local non-profits
3.3	Create the most Bicycle Friendly Downtown in the Midwest	Install bicycle connection on Lake Michigan Drive under US 131 connection to the Blue Bridge	City of Grand Rapids	Varies	DGRI / MDOT / local non-profits
3.3	Create the most Bicycle Friendly Downtown in the Midwest	Develop protected intersection design at Ionia/Monroe Center	City of Grand Rapids	Varies	DGRI / MDOT / local non-profits
3.3	Create the most Bicycle Friendly Downtown in the Midwest	Establish a Bicycle Friendly Business District; create incentive programs for patrons who bike to local businesses.	City of Grand Rapids	Varies	DGRI / MDOT / local non-profits
3.3	Create the most Bicycle Friendly Downtown in the Midwest	Increase promotional materials and participation with Bike to Work Week	City of Grand Rapids	Varies	DGRI / MDOT / local non-profits
3.3	Integrate freight and highway infrastructure into the existing grid and networks in Downtown.	Re-design Interstate 196 interchange ramps	City of Grand Rapids	Varies	MDOT / Grand Valley Metro Council
3.3	Integrate freight and highway infrastructure into the existing grid and networks in Downtown.	Undertake a feasibility study and cost benefit analysis of the long term future of the US-131, between Interstate I-196 and Burton.	City of Grand Rapids	Varies	MDOT / Grand Valley Metro Council
3.3	Integrate freight and highway infrastructure into the existing grid and networks in Downtown.	Develop a simplified preferred truck route map highlighting State/County designated truck routes.	City of Grand Rapids	Varies	MDOT / Grand Valley Metro Council
3.3	Integrate freight and highway infrastructure into the existing grid and networks in Downtown.	Circulate truck route map to local industry and commercial businesses; Make all truck route information easily available on the City's website with other business resources	City of Grand Rapids	Varies	MDOT / Grand Valley Metro Council
3.3	Integrate freight and highway infrastructure into the existing grid and networks in Downtown.	Convert Wealthy Street from its current condition as an overpass to an at or just below-grade crossing with US 131 enabling the ramps to go over the street.	City of Grand Rapids	Varies	MDOT / Grand Valley Metro Council
3.3	Integrate freight and highway infrastructure into the existing grid and networks in Downtown.	Expand existing Trucks, Prohibited Streets Ordinance to include key portions of Ionia, Monroe, Pearl, and Cherry	City of Grand Rapids	Varies	MDOT / Grand Valley Metro Council
3.3	Integrate freight and highway infrastructure into the existing grid and networks in Downtown.	Upgrade Streets that are designated for truck use to ensure smooth and efficient delivery of goods	City of Grand Rapids	Varies	MDOT / Grand Valley Metro Council
3.4	Utilize apps and web tools to improve City services	Develop a new app or modify gcity 311 to allow for more input from users regarding City service needs, and show where others have made requests	City of Grand Rapids	2 Years	DGRI
3.4	Integrate Digital Signage/Changeable Signage	Encourage advanced sale of parking spaces for large events with ticket purchase to manage demand	City of Grand Rapids	2 Years	DGRI / Rapid / private partners
3.4	Use new technology to improve conditions for transit riders	Work with DGRI and businesses to install monitors/screens in the public ROW and in businesses showing real-time Rapid/DASH schedule information	City of Grand Rapids	5 Years	DGRI / Rapid / private partners
3.4	Encourage open data for private transportation providers and companies	Increase regular communication with private transportation companies operating in Grand Rapids	City of Grand Rapids	5 Years	DGRI / Rapid / private partners
3.4	Encourage open data for private transportation providers and companies	Initiate a regular [Annual/Monthly] method of data sharing with willing companies	City of Grand Rapids	5 Years	DGRI / Rapid / private partners
3.4	Encourage open data for private transportation providers and companies	Consider passing open-data ordinance for private transportation companies operating within Downtown	City of Grand Rapids	5 Years	DGRI / Rapid / private partners
3.4	Improve reliability and information of taxi service and transportation network companies	Work with private transportation companies to develop safety and operational standards that benefit the City, businesses, and protect residents	City of Grand Rapids	5 Years	DGRI / Rapid / private partners
3.4	Improve reliability and information of taxi service and transportation network companies	Work with private transportation companies to understand their individual operation and growth targets	City of Grand Rapids	5 Years	DGRI / Rapid / private partners
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > VandenBerg Plaza	Coordinate with local partners on developing final designs	City of Grand Rapids	5 Years	Kent County / Calder Foundation / DGRI / local non-profits / Grand Action
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > VandenBerg Plaza	Secure agreements with adjacent property owners for space to accommodate a trail from the Medical Mile to the River	City of Grand Rapids	5 Years	Kent County / Calder Foundation / DGRI / local non-profits / Grand Action
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > VandenBerg Plaza	Explore Development Opportunities south of the plaza and along Lyon Street	City of Grand Rapids	5 Years	Kent County / Calder Foundation / DGRI / local non-profits / Grand Action
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Parklets	Continue outreach with local business owners on targeted corridors	City of Grand Rapids	5 Years	DGRI

CITY OF GRAND RAPIDS

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Switchback Park	Undertake initial engineering and park concept development	City of Grand Rapids	10 Years	DGRI / local non-profits
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Ionia Street Linear Park	Develop cycle track design for Phase 1	City of Grand Rapids	1 Year	DGRI / local non-profits
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Ionia Street Linear Park	Develop full park design north of 196 [landscaping attached to cycle track] for Phase 2	City of Grand Rapids	1 Year	DGRI / local non-profits
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Sheldon Linear Park	Develop full street re-design	City of Grand Rapids	5 Years	DGRI / local non-profits / local institutions
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Near Westside Plaza	Designate protected park space within DDA-owned land	City of Grand Rapids	with new development proposed for near Westside	DGRI / local non-profits / private developers
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Near Westside Plaza	Support developer partners through assistance in park design	City of Grand Rapids	with new development proposed for near Westside	DGRI / local non-profits / private developers
5.3	Make a statement with improved gateways	Design underpass improvements for Bridge Street and Monroe Avenue underpasses	DGRI	ongoing	MDOT / City of Grand Rapids / property owners
5.3	Make a statement with improved gateways	Design gateways for key underpasses, streets, and parks	City of Grand Rapids	ongoing	MDOT / DGRI / property owners
5.3	Develop Streetscape Designs to Upgrade Key Streets	Develop design plans for Bridge Street, Pearl and Fulton	City of Grand Rapids	1 Year	DGRI
5.3	Develop Streetscape Designs to Upgrade Key Streets	Develop design plans for Cherry, Wealthy, Grandville, Division, Market	City of Grand Rapids	1 Year	DGRI
5.3	Develop Streetscape Designs to Upgrade Key Streets	Develop bilingual signage program for Grandville Ave to support cultivation of Latino-owned business corridor	City of Grand Rapids	1 Year	DGRI
5.3	Turn up the volume on public art	Establish a percent for public art program [City of Grand Rapids]	City of Grand Rapids	5 Years	DGRI / river art group*
5.3	Turn up the volume on public art	Determine priority sites for public art [City of Grand Rapids, DGRI / river art group to continue discussion on potential sites for public art]	City of Grand Rapids	6 Years	DGRI / river art group*
5.3	Turn up the volume on public art	Reestablish Municipal Art Advisory Council	City of Grand Rapids	7 Years	DGRI / river art group*
5.3	Turn up the volume on public art	Require public art proposals to include review and recommendations from a certified conservation consultant	City of Grand Rapids	8 Years	DGRI / river art group*
5.5	Evaluate snow removal practices	Conduct outreach and education on snow removal	City of Grand Rapids	9 Years	DGRI
5.5	Evaluate snow removal practices	Explore options for reusing plowed snow to support winter programming	City of Grand Rapids	10 Years	DGRI
1.1	Focus on improving water quality for the Grand River system to ensure healthy use and access	Recruit a leadership team and embed it in the GR Forward and river restoration processes to achieve the water quality agenda working with the region and state	City of Grand Rapids	Ongoing	DGRI / Foundation/Grand River watershed municipalities/WMEAC/Governor's Administration, Office of Great Lakes, MDEQ, MDNR, MDARD
1.1	Focus on improving water quality for the Grand River system to ensure healthy use and access	Address regional water quality agenda and identify areas of alignment with existing State strategies	City of Grand Rapids	Ongoing	DGRI / Foundation/Grand River watershed municipalities/WMEAC/Governor's Administration, Office of Great Lakes, MDEQ, MDNR, MDARD
1.1	Focus on improving water quality for the Grand River system to ensure healthy use and access	Embed water quality in the messaging, branding and funding initiatives of the river restoration effort	City of Grand Rapids	Ongoing	DGRI / Foundation/Grand River watershed municipalities/WMEAC/Governor's Administration, Office of Great Lakes, MDEQ, MDNR, MDARD
1.1	Focus on improving water quality for the Grand River system to ensure healthy use and access	Plant buffer and filter strips along priority acreage adjacent to, and encompassing the Direct Drainage Subwatershed and Urban Waters Federal Partnership area	City of Grand Rapids	Ongoing	DGRI / Foundation/Grand River watershed municipalities/WMEAC/Governor's Administration, Office of Great Lakes, MDEQ, MDNR, MDARD
1.1	Focus on improving water quality for the Grand River system to ensure healthy use and access	Encourage local, regional, and state policies and incentives that favor low impact development	City of Grand Rapids	Ongoing	DGRI / Foundation/Grand River watershed municipalities/WMEAC/Governor's Administration, Office of Great Lakes, MDEQ, MDNR, MDARD
1.1	Focus on improving water quality for the Grand River system to ensure healthy use and access	Prioritize addressing pathogen pollutants contributed to the Grand River watershed by failing septic systems by advocating for statewide septic rules and improved septic regulation practices in counties [initially prioritizing Kent County] within the Grand River Watershed	City of Grand Rapids	Ongoing	DGRI / Foundation/Grand River watershed municipalities/WMEAC/Governor's Administration, Office of Great Lakes, MDEQ, MDNR, MDARD
1.1	Focus on improving water quality for the Grand River system to ensure healthy use and access	Implement projects identified by the City of Grand Rapids Green Infrastructure Opportunity Assessment	City of Grand Rapids	Ongoing	DGRI / Foundation/Grand River watershed municipalities/WMEAC/Governor's Administration, Office of Great Lakes, MDEQ, MDNR, MDARD
1.1	Create a landscape gallery of public art along the river corridor	Recruit a leadership team to oversee fundraising, selection process, permitting, maintenance and liability responsibilities, etc.	City of Grand Rapids	5 Years	DGRI / Arts Community
1.1	Create a landscape gallery of public art along the river corridor	Hire a conservation/restoration consultant to advise on installation details	City of Grand Rapids	5 Years	DGRI / Arts Community
1.1	Create a landscape gallery of public art along the river corridor	Design and implement a community engagement component to allow Grand Rapidsians opportunities to participate in decision-making	City of Grand Rapids	5 Years	DGRI / Arts Community
1.1	Create a landscape gallery of public art along the river corridor	Develop interpretive materials – an “art trail” guide	City of Grand Rapids	5 Years	DGRI / Arts Community
1.2	Reinforce the Grand Rapids Whitewater Initiative > Grand Rapids Whitewater Rapid Restoration	Continue coordination of River Edges with GRWW regarding construction phasing and access [costs include the rapids restoration]	City of Grand Rapids	5 Years	DGRI / private & foundation support /State and Federal/GRWW
1.2	Reinforce the Grand Rapids Whitewater Initiative >> Park Island	Coordinate the planning, design, permitting and construction with the rapids restoration	City of Grand Rapids	5 Years	DGRI / private & foundation support /State and Federal/GRWW
1.2	Reinforce the Grand Rapids Whitewater Initiative >City Island	Coordinate the planning, design, permitting and construction with the rapids restoration	City of Grand Rapids	5 Years	DGRI / private & foundation support /State and Federal/GRWW
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Veteran's Park	Update existing plans [as needed] and secure financing for construction	City of Grand Rapids	5 Years	City of Grand Rapids

CITY OF GRAND RAPIDS					
GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Veteran's Park	Create new [non-riverfront] open space assets	City of Grand Rapids	5 Years	City of Grand Rapids
4.1	Formalize a leadership team among City decision makers and major employers to ensure equal access to opportunities	Develop industry partnership programs between employers and workforce representatives with targeted recruitment efforts in Downtown Grand Rapids and neighboring communities	City of Grands Rapids	Ongoing	DGRI/ workforce organizations / GRPS / Hello West Michigan / The Source / local businesses
4.1	Formalize a leadership team among City decision makers and major employers to ensure equal access to opportunities	Expand and promote youth workforce and internship programs including the Mayor's 100 Campaign	City of Grands Rapids	Ongoing	DGRI/ workforce organizations / GRPS / Hello West Michigan / The Source / local businesses
4.1	Formalize a leadership team among City decision makers and major employers to ensure equal access to opportunities	Expand entrepreneurship and capacity building programs to support the growth of minority-and women-owned business enterprises in Downtown Grand Rapids	City of Grands Rapids	Ongoing	DGRI/ workforce organizations / GRPS / Hello West Michigan / The Source / local businesses
4.1	Formalize a leadership team among City decision makers and major employers to ensure equal access to opportunities	Promote corporate and institutional policies that increase workforce diversity [especially at management levels], and the hiring of ex-offenders	City of Grands Rapids	Ongoing	DGRI/ workforce organizations / GRPS / Hello West Michigan / The Source / local businesses

DGRI & PARTNERS

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners
1.5	Match preferred spaces, program and activities with opportunity sites> 15 Priority Opportunity Sites	Per the plan recommendation, develop initial 15 opportunity sites based on coordination with public and private owners	DGRI	10 Years	City of Grand Rapids
1.5	Match preferred spaces, program and activities with opportunity sites> 13 Phase 2 Opportunity Sites	Per the plan recommendation, initiate a 2nd concept development phase	DGRI	10 Years	City of Grand Rapids
3.3	Designate Street “typologies” to guide investment decisions and policy	Develop a Street Typology Map for all key streets within Downtown	DGRI	2 Years	City of Grand Rapids
3.3	Designate Street “typologies” to guide investment decisions and policy	Establish desired atmosphere and development types for each street typology as part of the Vital Streets Plan	DGRI	2 Years	City of Grand Rapids
3.3	Designate Street “typologies” to guide investment decisions and policy	Engage local businesses in establishing marketing and branding in line with the desired street typology	DGRI	2 Years	City of Grand Rapids
3.5	Market Grand Rapids's Regional Connections	Provide web links to all regional transportation connections in one place on the City's website	DGRI	2 Years	City of Grand Rapids / Amtrak / Rapid / Airport
3.5	Market Grand Rapids's Regional Connections	Meet with representatives from all regional transportation connections to explore cross-promotional opportunities	DGRI	2 Years	City of Grand Rapids / Amtrak / Rapid / Airport
3.5	Market Grand Rapids's Regional Connections	Highlight connections to regional transportation connections on all transportation map produced/released by the City	DGRI	2 Years	City of Grand Rapids / Amtrak / Rapid / Airport
3.5	Improve Navigation and Wayfinding	Conduct a survey of all of the existing formal and informal wayfinding systems in the Downtown area. [Walk Your City, Michigan Street Wayfinding, Arena directional signage, GRTagTour]	DGRI	5 Years	City of Grand Rapids / Rapid
3.5	Improve Navigation and Wayfinding	Evaluate the success of existing wayfinding programs in Downtown	DGRI	5 Years	City of Grand Rapids / Rapid
3.5	Improve Navigation and Wayfinding	Choose the most successful system and explore expansion of this wayfinding typology throughout Downtown	DGRI	5 Years	City of Grand Rapids / Rapid
3.5	Improve Navigation and Wayfinding	Procure an App to assist with wayfinding in Downtown - or integrate pedestrian wayfinding into parking/transit app	DGRI	5 Years	City of Grand Rapids / Rapid
4.2	Leverage/expand programs to address the trailing spouse issue to enhance recruitment for small business	Work with existing groups to include start ups and small businesses in potential employment pool	DGRI	5 Years	GR Current / Start Garden / Hello West Michigan
4.2	Leverage/expand programs to address the trailing spouse issue to enhance recruitment for small business	Tailor a trailing spouse “product” for small businesses & start ups	DGRI	5 Years	GR Current / Start Garden / Hello West Michigan
4.3	Preserve opportunities for inexpensive, flexible work space close to Downtown	Create an inventory of flexible work space and landlords in or near the Downtown, including institutional space	DGRI	1 Year	Smart Zone / City of Grand Rapids / Economic development organizations
4.3	Preserve opportunities for inexpensive, flexible work space close to Downtown	Initiate discussions on creating a Production Development and Space Modernization Entity	DGRI	1 Year	Smart Zone / City of Grand Rapids / Economic development organizations
4.3	Preserve opportunities for inexpensive, flexible work space close to Downtown	Consider zoning regulations and expansion of financial tools to include Westside riverfront production space	DGRI	1 Year	Smart Zone / City of Grand Rapids / Economic development organizations
4.3	Preserve opportunities for inexpensive, flexible work space close to Downtown	Work with institutional users and other single-use building owners to identify non-traditional spaces to incubate small businesses in Downtown	DGRI	1 Year	Smart Zone / City of Grand Rapids / Economic development organizations
4.3	Recruit an anchor for a new Downtown office building	Target companies farther out from Downtown that have a substantial design or innovation component that may find recruiting creative class type workers difficult into far flung suburban locations	DGRI	5 Years	City of Grand Rapids / Economic development organizations
4.4	Position the Downtown as a Strategic Asset for Greater Grand Rapids in the Global Competition for Talent and Innovation Investment	Undertake direct marketing to strategically chosen “Top American Cities” list	DGRI	1 Year	Right Place / Tourism & Convention Bureau / City of Grand Rapids / GR Current
4.4	Position the Downtown as a Strategic Asset for Greater Grand Rapids in the Global Competition for Talent and Innovation Investment	Evaluate the current fiber infrastructure Downtown, coordinate with local utilities and assess opportunities for the development of Fiber to support the growth of start-up businesses	DGRI	1 Year	Right Place / Tourism & Convention Bureau / City of Grand Rapids / GR Current
5.1	Design and program public spaces to accommodate winter activities	Design a winter parklet & identify 2-3 locations to pilot the design - launch a design competition to beat the cold	DGRI	1 Year	Local Colleges & Universities / local businesses
5.1	Design and program public spaces to accommodate winter activities	Discuss the possibility of Winter-specific menus and events with Downtown restaurant owners	DGRI	1 Year	Local Colleges & Universities / local businesses
5.1	Design and program public spaces to accommodate winter activities	Discuss the possibility of Winter-themed food trucks and river-oriented restaurants	DGRI	1 Year	Local Colleges & Universities / local businesses
5.1	Design and program public spaces to accommodate winter activities	Host a collaborative design-build competition resulting in the installation of site-specific winter retreats and programs, accompanied by a week-long festival	DGRI	1 Year	Local Colleges & Universities / local businesses
5.1	Leverage the opportunity of Downtown events	Develop interactive competitions via social media for Downtown events	DGRI	Ongoing	Local Colleges & Universities / local businesses
5.1	Leverage the opportunity of Downtown events	Develop a text alert notification service for Downtown events	DGRI	Ongoing	Local Colleges & Universities / local businesses
5.1	Leverage the opportunity of Downtown events	Create a “stay open late” campaign for businesses to encourage active participation in Downtown events	DGRI	Ongoing	Local Colleges & Universities / local businesses
5.1	Leverage the opportunity of Downtown events	Coordinate with local universities on the distribution of information on Downtown events	DGRI	Ongoing	Local Colleges & Universities / local businesses
5.1	Leverage the opportunity of Downtown events	Direct market events to people of color to ensure that all feel welcome at Downtown events	DGRI	Ongoing	Local Colleges & Universities / local businesses
5.1	Build upon local Institutions	Create a performing arts district	DGRI	5 Years	Avenue for the Arts / UICA / Ladies Literary Club / Civic Theater / Spectrum Theater / Dog Story Theater / St. Cecilia Music Center / GRAM / Grand Rapids Children Museum / VanAndel Public Museum / Tourism and Convention Bureau / Hospitality Industry

DGRI & PARTNERS					
GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners
5.1	Build upon local Institutions	Develop a coordinated calendar of performing art events and work with local institutions / businesses to promote tourism	DGRI	5 Years	Avenue for the Arts / UICA / Ladies Literary Club / Civic Theater / Spectrum Theater / Dog Story Theater / St. Cecilia Music Center / GRAM / Grand Rapids Children Museum / VanAndel Public Museum / Tourism and Convention Bureau / Hospitality Industry
5.1	Build upon local Institutions	Provide ADA upgrades	DGRI	5 Years	Avenue for the Arts / UICA / Ladies Literary Club / Civic Theater / Spectrum Theater / Dog Story Theater / St. Cecilia Music Center / GRAM / Grand Rapids Children Museum / VanAndel Public Museum / Tourism and Convention Bureau / Hospitality Industry
5.1	Build upon local Institutions	Renovate existing Innovation Central Auditorium	DGRI	5 Years	Avenue for the Arts / UICA / Ladies Literary Club / Civic Theater / Spectrum Theater / Dog Story Theater / St. Cecilia Music Center / GRAM / Grand Rapids Children Museum / VanAndel Public Museum / Tourism and Convention Bureau / Hospitality Industry
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Heartside Park	Develop design documents with the surrounding community	DGRI	10 Years	Local non-profits / Convention & Visitors Bureau / Heartside neighbors & institutions
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Heartside Park	Form partnerships to provide park programming	DGRI	10 Years	Local non-profits / Convention & Visitors Bureau / Heartside neighbors & institutions
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Bridge Street Skate Park	Coordinate with MDOT on use of space under US 131	DGRI	10 Years	City of Grand Rapids / local property owners
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Bridge Street Skate Park	Develop initial designs with local property owners	DGRI	10 Years	City of Grand Rapids / local property owners
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > River Corridor Parks	See Goal 1	DGRI	Varies	City of Grand Rapids
5.3	Plant and maintain more shade trees to increase the Downtown tree canopy	Retrofit and install new infrastructure with the capacity to provide adequate soil volume for healthy tree growth Target tree plantings on east-west streets	DGRI	5 Years	Friends of Grand Rapids Parks / Urban Forestry Committee / City of Grand Rapids
5.3	Develop a Design Approach for the 'Event Corridor' and 'Outdoor Entertainment Corridors'	Initiate design work for Ottawa Street in coordination with potential conversion to a two-way street [City of Grand Rapids / DGRI / Kent County] - consider realignment at Fulton	DGRI	5 Years	City of Grand Rapids / Kent County / business owners
5.3	Develop a Design Approach for the 'Event Corridor' and 'Outdoor Entertainment Corridors'	Create design and programming guide for outdoor entertainment corridors - conduct targeted outreach to business owners [DGRI] - fund bumpouts, speed tables, street furniture and special events	DGRI	5 Years	City of Grand Rapids / Kent County / business owners
5.4	Expand beautification management	Determine locations for new Big Belly trash receptacles - coordinate with streetscape improvements on designated corridors	DGRI	5 Years	
5.4	Expand beautification management	Increase cleanings and graffiti removal targeting problem areas	DGRI	5 Years	
5.5	Improve lighting on streets and in public spaces	Install pedestrian-scale lighting on key streets - start with Bridge & Fulton - 100 pedestrian fixtures @ \$10,000 each	DGRI	5 Years	City of Grand Rapids / local non-profits
5.5	Improve lighting on streets and in public spaces	Work with property owners to create a façade lighting corridor on Division Avenue - target 2-3 blocks and conduct outreach to property owners - Target 20 facades @ \$5,000	DGRI	5 Years	City of Grand Rapids / local non-profits
5.5	Improve lighting on streets and in public spaces	Integrate lighting concepts in park and public space improvements [Friends of Grand Rapids Parks / City of Grand Rapids / DGRI] - TBD for costs	DGRI	5 Years	City of Grand Rapids / local non-profits
5.5	Build on the successes of the Downtown Ambassador Program	Discuss with DDA and Alliances the potential need for expansion and budget	DGRI	1 Year	DGRI
2.1	Encourage infill development to close gaps within and between neighborhoods> Near Westside	Assemble and prepare the land for redevelopment - site prep costs to be determined	DGRI	5 Years	
2.1	Encourage infill development to close gaps within and between neighborhoods> Near Westside	Develop small plaza as a development anchor - see section 5.2b	DGRI	5 Years	
2.1	Encourage infill development to close gaps within and between neighborhoods> Near Westside	Offer opportunities to develop specific parcels through a developer RFP	DGRI	5 Years	
2.1	Preserve historic character while accommodating growth	Create and maintain a list of historic structures [designated or not] in Downtown including their condition, use and ownership status - maintain contact with owners	DGRI	5 Years	City of Grand Rapids
2.1	Preserve historic character while accommodating growth	Create and maintain a list of historic preservation financing options and incentives	DGRI	5 Years	City of Grand Rapids
2.1	Preserve historic character while accommodating growth	Consider a purchase of development rights approach to enable denser development in exchange for salvaging structures that add character to Downtown.	DGRI	5 Years	City of Grand Rapids
2.2	Foster civic engagement and strengthen community ties Downtown	Support efforts to establish a Downtown residents council	DGRI	5 Years	City of Grand Rapids / Downtown property owners and institutions
2.2	Foster civic engagement and strengthen community ties Downtown	Ensure diverse representation on local boards	DGRI	5 Years	City of Grand Rapids / Downtown property owners and institutions

DGRI & PARTNERS

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners
2.2	Foster civic engagement and strengthen community ties Downtown	Educate residents about ways to be engaged in discussions around change Downtown	DGRI	5 Years	City of Grand Rapids / Downtown property owners and institutions
2.2	Explore financial incentives to attract new Downtown residents	Coordinate discussions with major employers to discuss options for incentive packages to encourage employees to live close to where they work	DGRI	5 Years	
2.2	Expand marketing efforts to promote Downtown living	Develop promotional video, tours and information packages for prospective Downtown residents	DGRI	1 Year	
2.2	Promote zero waste infrastructure and services throughout Downtown	Plan and implement a zero waste event Downtown	DGRI	1 Year	City of Grand Rapids/ Property Owners
2.3	Diversify types of housing available Downtown	Encourage developers to pursue alternative housing models - regularly provide data on housing preferences for Downtown residents	DGRI	Ongoing	Grand Rapids Alliance of Cooperative Communities / private developers
2.3	Encourage more students to live Downtown	Encourage new student housing on the near Westside and along Division Avenue through the development of micro-units	DGRI	5 Years	City of Grand Rapids / local colleges and universities
2.3	Explore ways of expanding homeownership Downtown	Explore ways to better link homebuyers with available and potential real estate	DGRI	5 Years	Private developers / Downtown prospective residents
2.4	Employ a targeted marketing strategy to attract anchor retail	Targeted marketing strategies to retailers suitable for Downtown	DGRI	5 Years	City of Grand Rapids
2.4	Employ a targeted marketing strategy to attract anchor retail	Explore unique shopping opportunities such as a centralized location for local crafts people	DGRI	5 Years	City of Grand Rapids
4.4	Market and brand Grand Rapids as a visitor destination in the region and beyond	Coordinate and enhance with activities in 5.1	DGRI	1 Year	Tourism & Convention Bureau / Hospitality industry
6.1	Design, program, and implement the new GRPS Museum School @ VAMC	Program, design, & construct new 6-8 grade school at VAMC	GRPS	1 Year	Local institutions / City of Grand Rapids
6.1	Design, program, and implement the new GRPS Museum School @ VAMC	Program, design, & construct new 6-8 GRPM offices at VAMC	GRPS	1 Year	Local institutions / City of Grand Rapids
6.1	Design, program, and implement the new GRPS Museum School @ VAMC	Open school for first 6 grade class fall of 2015	GRPS	1 Year	Local institutions / City of Grand Rapids
6.1	Design, program, and implement the new GRPS Museum School @ VAMC	Program new 9-12 grade school at 54 Jefferson	GRPS	1 Year	Local institutions / City of Grand Rapids
6.1	Continue investment in Innovation Central and Montessori Schools	Provide maintenance upgrades on existing mechanical & electrical systems	GRPS	5 Years	City of Grand Rapids
6.1	Continue investment in Innovation Central and Montessori Schools	Provide historical restoration maintenance & upgrades to existing building envelopes including windows & brickwork	GRPS	5 Years	City of Grand Rapids
6.1	Continue investment in Innovation Central and Montessori Schools	Demolish old City High building	GRPS	5 Years	City of Grand Rapids
6.1	Continue investment in Innovation Central and Montessori Schools	Begin implementation of Campus Grounds Master Plan	GRPS	5 Years	City of Grand Rapids
6.1	Continue investment in Innovation Central and Montessori Schools	Provide new interior finishes in selected areas	GRPS	5 Years	City of Grand Rapids
6.1	Continue investment in Innovation Central and Montessori Schools	Provide classroom technology upgrades	GRPS	5 Years	City of Grand Rapids
6.1	Continue investment in Innovation Central and Montessori Schools	Provide ADA upgrades	GRPS	5 Years	City of Grand Rapids
6.1	Continue investment in Innovation Central and Montessori Schools	Renovate existing Innovation Central Auditorium	GRPS	5 Years	City of Grand Rapids
6.2	Partner with leaders from the fields of business, construction, engineering, and health to build relationships and strengthen quality of instruction at Innovation Central High School	Academy of Health, Science, & Technology to expand relations with growth Grand Rapids bio tech industry	GRPS	10 Years	Health care providers / institutions / local business leaders
6.2	Partner with leaders from the fields of business, construction, engineering, and health to build relationships and strengthen quality of instruction at Innovation Central High School	Academy of Modern Engineering to expand relations with start up manufacturers	GRPS	10 Years	Health care providers / institutions / local business leaders
6.2	Partner with leaders from the fields of business, construction, engineering, and health to build relationships and strengthen quality of instruction at Innovation Central High School	Academy of Design & Construction to expand relations with local designers and craftspeople to expose students to the many career opportunities in design and construction	GRPS	10 Years	Health care providers / institutions / local business leaders
6.2	Partner with leaders from the fields of business, construction, engineering, and health to build relationships and strengthen quality of instruction at Innovation Central High School	Academy of Business, Leadership, & Entrepreneurship to expand relations with business, non-profit, & community organizations to expose students	GRPS	10 Years	Health care providers / institutions / local business leaders
6.2	Continue and reinforce partnership with Grand Rapids Public Museum to provide a unique educational experience at GRPS Museum School	Expand student and public access to GRPM archives	GRPS	10 Years	GRPS / local institutions / City of Grand Rapids
6.2	Continue and reinforce partnership with Grand Rapids Public Museum to provide a unique educational experience at GRPS Museum School	Expand partnered curriculum development for both Immerse & Museum Schools students	GRPS	10 Years	GRPS / local institutions / City of Grand Rapids
6.2	Continue and reinforce partnerships with City of Grand Rapids and DGRI to find opportunities to retain and attract talent	Finalize ownership and operational agreements for 54 Jefferson	GRPS	10 Years	Local institutions / DGRI / City of Grand Rapids
6.2	Continue and reinforce partnerships with City of Grand Rapids and DGRI to find opportunities to retain and attract talent	Partner with DGRI to integrate students into the broader Downtown community	GRPS	10 Years	Local institutions / DGRI / City of Grand Rapids
6.3	Continue collaboration and investment at Innovation Central High and Montessori campus	Continue purposeful and timely engagement with neighbors and HHA	GRPS	10 Years	Neighbors / Students / Parents / City of Grand Rapids
6.3	Continue collaboration and investment at Innovation Central High and Montessori campus	Continue purposeful and timely engagement with students & parents of students	GRPS	10 Years	Neighbors / Students / Parents / City of Grand Rapids
6.3	Continue collaboration and investment at Innovation Central High and Montessori campus	Collaboration between GRPS, Neighbors, & City of Grand Rapids to explore and implement two way traffic solutions, increased transit options, & safe routes to school	GRPS	10 Years	Neighbors / Students / Parents / City of Grand Rapids
6.3	Continue collaboration and investment at Innovation Central High and Montessori campus	Remove obsolete building at the corner of College and Fountain Streets and build a corner park that engages neighborhood and provides a gateway to the campus.	GRPS	10 Years	Neighbors / Students / Parents / City of Grand Rapids
6.3	Renovate 54 Jefferson to build an innovative theme school in Downtown Grand Rapids	GRPS & City of Grand Rapids to continue collaboration on ownership of facility & facility upgrades	GRPS	5 Years	Local institutions / City of Grand Rapids
6.3	Renovate 54 Jefferson to build an innovative theme school in Downtown Grand Rapids	GRPS & GRPM to continue collaboration on educational partnership opportunities	GRPS	5 Years	Local institutions / City of Grand Rapids
6.3	Renovate 54 Jefferson to build an innovative theme school in Downtown Grand Rapids	GRPS & GRPM to continue collaboration on use of spaces at 54 Jefferson & GRPM Archives	GRPS	5 Years	Local institutions / City of Grand Rapids
6.3	Renovate 54 Jefferson to build an innovative theme school in Downtown Grand Rapids	Contract with design & construction teams[s]	GRPS	5 Years	Local institutions / City of Grand Rapids
2.2	Increase access to fresh produce Downtown	Work with local institutions and Downtown residents to explore the option of tapping into a CSA	Health care providers	5 Years	Local institutions / DGRI
2.2	Increase access to fresh produce Downtown	Incentivize additional farmers markets Downtown	Health care providers	5 Years	Local institutions / DGRI

DGRI & PARTNERS

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners
4.2	Build the talent pool to support the emerging tech entrepreneurs and the region's innovation and creatively driven firms	Begin an active engagement program with college Millennials including a range of internships and co-ops programs to increase their access to entry level jobs and support their retention in Grand Rapids	Local Institutions	Ongoing	City of Grand Rapids / Hello West Michigan / The Source
4.2	Build the talent pool to support the emerging tech entrepreneurs and the region's innovation and creatively driven firms	Ensure pathways exist so that Grand Rapids residents can develop and maintain the needed skills to have access to jobs in the City's growing technology sector	Local Institutions	Ongoing	City of Grand Rapids / Hello West Michigan / The Source
4.2	Build the talent pool to support the emerging tech entrepreneurs and the region's innovation and creatively driven firms	Support micro-enterprise opportunities and entrepreneurial activity by establishing partnerships with local incubators and start-up funds	Local Institutions	Ongoing	City of Grand Rapids / Hello West Michigan / The Source
5.3	Highlight the presence of the Grand River with enhanced lighting	Identify bridges slated for reconstruction / improvements in the coming years / begin discussion on possible design solutions	MDOT	10 Years	City of Grand Rapids / DGRI
2.1	Encourage infill development to close gaps within and between neighborhoods>Fulton & Market	Coordinate with property owners on flood infrastructure and public space design	Private Owners	5 Years	City of Grand Rapids
3.3	Enhance physical and perceived connections to neighborhoods surrounding Downtown for all modes	Install 2 high-profile, weather protective transit stations per year along streets within neighborhoods surrounding Downtown which provide a direct transit link, or transfer into Downtown.	The Rapid	5 Years	City of Grand Rapids / DGRI
3.3	Enhance physical and perceived connections to neighborhoods surrounding Downtown for all modes	Survey the condition of all transit stops along routes connecting to Central Station within 1 mile of Downtown; add seating, weather protection, and lighting where possible.	The Rapid	5 Years	City of Grand Rapids / DGRI
3.3	Enhance physical and perceived connections to neighborhoods surrounding Downtown for all modes	Identify potential advertising partner for cost share of improved map panels	The Rapid	5 Years	City of Grand Rapids / DGRI
3.3	Enhance physical and perceived connections to neighborhoods surrounding Downtown for all modes	Integrate remote parking facilities with BRT nodes through physical [sidewalks, lighting, landscaping] and visual [wayfinding, signage] improvements	The Rapid	5 Years	City of Grand Rapids / DGRI