

AGENDA

ALLIANCE
FOR
INVESTMENT



Board Members:

James Botts • Meagan Carr • Rick DeVries • Santiago Gomez • Kristian Grant • Tansy Harris • Dave Hill • Rachel Hood
Landon Jones • Nick Koster • Ning Liu • Ted Lott • Mark Miller • Nick Monoyios • Traci Montgomery • Kirt Ojala
Kevin Patterson • Sarah Rainero • Dave Riley • Mark Roys • Art Sebastian • Phil Skaggs • Lori Staggs • Jay Steffen • Tom Tilma
Roberto Torres • Brianna Vasquez de Pereira • Rick Winn • Kara Wood

March 8, 2016

3:30p – 5:00p

29 Pearl Street, NW Suite #1

- | | | | |
|----|---|------------------|-------------------------|
| 1. | Call to Order | | |
| 2. | New Member Introductions | | |
| 3. | Approval of February Minutes
(enclosure) | <i>Motion</i> | <i>Monoyios</i> |
| 4. | AFL and AFV Budget Process Updates
(enclosure) | <i>Info Item</i> | <i>Kirk / VanDriel</i> |
| 5. | GR 2030 District and Battle of the Buildings Presentation | <i>Info Item</i> | <i>Holman</i> |
| 6. | Pearl Street Bid Update and Discussion
(enclosure) | <i>Motion</i> | <i>Stam</i> |
| 7. | Michigan Street Greening
(enclosure) | <i>Info Item</i> | <i>Devries</i> |
| 8. | Laker Line Station Discussion
(enclosure) | <i>Info Item</i> | <i>Monoyios</i> |
| 9. | FY2017 Budget Prioritization
(enclosure) | <i>Info Item</i> | <i>Kelly / Monoyios</i> |



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AFI

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10. Upcoming Agenda Items
11. Public Comment
12. Adjournment



DOWNTOWN



Alliance for Investment

February 9th, 2016

1. Call to order: Monoyios called the meeting to order at 3:33pm
2. Members Present: Rick DeVries, Dave Hill, Rachel Hood, Ryan Kilpatrick, Nick Koster, Ted Lott, Mark Miller, Nick Monoyios, Sarah Rainero, Mark Roys, Phil Skaggs, Roberto Torres, Rick Winn, Kara Wood

Members Absent: James Botts, Eric Brown, Suriya Davenport, Kristian Grant, Kirt Ojala, Darius Quinn, Jay Steffen, Tom Tilma

Others Present: Tim Kelly, Jennie Kovalcik, Andy Guy

3. Approval of November and December Meeting Minutes:
Motion: Nick Koster supported by Rick DeVries, moved to approve November 10, 2015 and December 8, 2015 minutes as presented. Motion carried unanimously.
4. Updated Meeting Protocol:
Monoyios explained that legally the Alliance no longer has to abide by the quorum rule to approve meeting minutes. Monoyios added that the Alliance will continue to follow transparency guidelines.
5. Public Space Activation Follow Up Discussion:
Kelly said that the Veteran's Park construction is still happening and the funds from this project are coming from Brownfield. Kelly added that the financial estimate shows a delta for this park. Kelly said that the surplus from the library project could be used to cover the remaining cost of Veteran's Park. Kelly said the final recommendation from the Alliance could be made once final numbers are concluded.
6. FY2016 Priority Plan Follow Up Discussion:

Kelly presented past budget comparisons starting from 2013, including expenditures and ending fund balances for reference.

7. Tree Canopy Report:

Kelly presented the tree canopy report to the Alliance. Kelly said more opportunities to add to the canopy have been identified, including the river corridor. Kelly explained the main insights from the report, including: preservation of existing canopy; zoning restrictions to help with new planting; infrastructure for agriculture and maintenance; and incentive programs for city building. Monoyios asked where annual maintenance funding would come from. Kelly said it would be contributed from DDA income and private funding. Kelly added that once a final cost is determined a larger discussion would take place with interested parties. Winn asked if the Alliance would recommend fixing infrastructure in designated planting spots. Kelly said infrastructure changes would be part of the larger discussion as well. Winn asked if the salt used in the winter would negatively affect tree growth. Hood said alternative products could be used; adding encouraging the snow-melt system in the future. Lott asked who is currently responsible for maintaining the existing canopy. Kelly said the City owns the majority of that task.

8. Priority Planning Activity:

Kelly asked the Alliance to look over last year's goals to determine what priorities need to be changed or added to meet GR Forward and DGRI performance measures (see attached discussion summary).

** The Alliance broke into working groups to prioritize funding goals for 2016.*

The Alliance members identified the following priorities: river activation, internet infrastructure in popular Downtown areas, ease of transportation, Lyon Square and Calder Plaza connectivity, historic preservation, leveraging TIF funds, east-west connections, tree canopy, aligning incentives with priorities, and maintaining investments.

9. New Member Update:

Kelly said that eleven (11) new members will be added to the Alliance for Investment, and become fully active for the April meeting.

10. Next Meeting:

March 8, 2016

11. Public Comment:

None

12. Adjournment:

Monoyios adjourned the meeting at 4:53pm

Alliance for Investment
Minutes-February 9, 2016

UNAPPROVED MINUTES

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

Alliance for Investment Prioritization Discussion Summary

February 9, 2016

Group #1 (Monoyios, Wood, DeVries)

- Coordinate with other Alliances
 - Incentive programs to drive private development, and coordinate with River activation
 - River Activation
 - Mobility

Group #2 (Skaggs, Miller, Roys)

- Focus on what is achievable / feasible in the first year
 - River activation is highest goal, but likely several years out
 - Internet infrastructure @ key locations
 - Lyon Square connections – how do we get people focused on crossing the River
 - Connectivity: Calder Plaza node of activity – collaborate with private sector
 - Others: historic preservation
 - Smaller stuff: examining zoning policies
 - Sheldon Blvd.

Group #3 (Lott, Torres, Kilpatrick, Hood)

- Broad River Activation: Corridor Redevelopment
- Focus on methodology of investment / prioritization of projects (use TIF)
- Broad River Activation: Corridor Redevelopment

Group #4 (Koster, Winn, Hill, Rainero)

- Identify measurable activities
 - River activation
 - Revise incentives
 - Leverage resources
 - Lighting, trees, and snowmelt on all streets...

Group things outside of GR Forward framework: policies, projects, etc.

When we do projects, integrate maintenance into the discussion

Alliance for Livability – March Update

At February's meeting, the budget planning process began, using the GRFWD Implementation Matrix as a guide. The following priorities were defined, which will be presented as a list of project areas at the March AFL meeting. They are grouped according to the work groups/focus areas currently in place within the Alliance:

- Clean/Safe/Beautiful:
 - Continuation/expansion of Public Art efforts: mural expansion on North Division, additional public art treatments on City-owned traffic signal boxes, identification of public art opportunities in current partnership projects (i.e. Calder Plaza, Canal Park/Coldbrook trail site, etc.).
 - Lighting and Façade improvements on Division Avenue: potential projects on the Avenue for the Arts to improve areas with insufficient lighting, as well as potential areas for façade and signage improvements.
 - Business corridor branding/wayfinding: potential enhancements to brand/identify specific corridors Downtown (Ionia, Commerce, etc.) via artistic wayfinding, light pole banners, etc.
- Mobility:
 - Infrastructure to compliment DASH reconfiguration and transit stops: enhanced stop infrastructure (informational kiosks, digital schedule information, vehicle rebranding, etc.).
 - Bike Friendly Enhancements: expansion of bike parking options (sidewalk and on-street), additional repair stations, bikeshare feasibility study, etc.
 - Wayfinding: audit of all current wayfinding amenities to identify areas for improvement and modernization.
- Engagement:
 - Resident Engagement: with the completion of the Downtown Census effort this year, funding to support the establishment of a Resident's Network is being recommended. This would focus on events and communications infrastructure to connect and engage Downtown residents with the goal of creating a platform for education, advocacy, and promotion of amenities/services for the Downtown neighborhood.
- Urban Recreation:
 - Skatepark/plaza planning: in conjunction with planning efforts at the Parks and Recreation Department, identification of potential sites for skateboarding amenities, as well as the potential of initial/preliminary design, is being explored.
 - Winter Recreation: in conjunction with Alliance for Vibrancy efforts related to Winter Recreation programming, Livability is exploring ideas for winter recreation infrastructure.

In addition to these efforts, line items for recurring, multi-year efforts will be included in AFL budget planning: accessibility and mobility repairs, project/fixed asset maintenance (Riverwalk, snowmelt, wayfinding, etc.), continued partnership with the City for tree well retrofitting, the Downtown Ambassador program, and Transportation Demand Management programs.

MEMORANDUM

CITY OF GRAND RAPIDS

DATE: March 3, 2016

TO: Kristopher Larson, AICP
Downtown Development Authority
Executive Director

FROM: Mark A. De Clercq, P.E., City Engineer *MAD*

SUBJECT: Streetscape Improvements in Pearl Street from Mt. Vernon Avenue to the Grand River

This project seeks to enhance a major gateway into downtown Grand Rapids with streetscape improvements within sidewalk and parkway areas in the limits shown, including new concrete sidewalk, landscape planters, brickscape, historic and decorative lighting, landscaping, street trees, irrigation and final restoration. Low impact development is part of the porous paver design and decorative lighting will be located through the underpass at US 131 and surrounding area. Planters will be equipped with controlled tree lighting capability. An interpretive sign adjacent to the Grand River will provide historic information for viewing. The street was reconstructed last year utilizing a Federal grant and Vital Streets funding.

The City received bids for this project on February 16, 2016, for the above-captioned project. The Consultant's estimate, prepared by O'Boyle, Cowell, Blalock & Associates, Inc. (OCBA), for the base bid is \$528,097.50 with \$20,875 for Alternate Bid Items 1,2 and 3 (\$548,972.50 total) and Diversco Construction Company, Inc. (Diversco) submitted a base bid of \$554,055.10 (low discounted bid of \$526,352.35) with \$18,674.00 for Alternate Bid Items 1,2 and 3 (\$572,729.10 total). The three alternate bid items include: 1) Four additional down lights on the US-131 emblems, 2) Eight additional colored specialty up-lights along the US-131 abutment, and 3) Wiring providing dimmer control on the new lights under the US-131 overpass on Pearl Street. Diversco will be utilizing 10.14% Micro Local Business Enterprise participation and will be subcontracting a total amount of \$335,313. Reference the attached Equal Business Opportunity – Construction Worksheet regarding the applicable bid discounts for this project.

The estimated total expenditures required for this project is \$786,800, which includes the public information program, OCBA's previously authorized design phase services, construction phase services including reimbursable expenses and subconsultant services, administration and an approximate twelve percent allowance for contingencies, are being financed by the Downtown Development Authority (DDA) (\$644,000), the City's Vital Streets Fund (\$121,200) and the City's Capital Improvement Fund (\$21,600).

The DDA's share of costs is for landscape planters, brickscape, historic and decorative lighting, landscaping, street trees, irrigation and final restoration. If the DDA elects not proceed with one or more of the alternate items, the DDA's share of costs will be reduced to reflect this change.

It is recommended that the DDA approve its share of costs in the amount of \$644,000. It is anticipated that at their meeting on March 15, 2016, the City Commission will consider a

recommendation to award the construction contract and authorize total expenditures in an amount currently estimated at \$786,800 for this project.

MAD/RDV/BWS/dwk

cc: Greg Sundstrom
James Hurt

Eric DeLong
Chris Zull

P:\CD16\DDA\Pearl Streetscape
030916 #15025

SUMMARY OF ESTIMATED COSTS

for

Streetscape Improvements in Pearl Street from Mt. Vernon Avenue to the Grand River

Project Funding Sources

	<u>Currently Approved</u>	<u>Budget Change Request(s)</u>	<u>Revised Project Estimate</u>
Capital Improvement Bonds Series 2014	\$0.00	\$121,200.00	\$121,200.00
Capital Improvement Fund	0.00	21,600.00	21,600.00
Downtown Development Authority	600,000.00	44,000.00	644,000.00
Total Project Sources	<u>\$600,000.00</u>	<u>\$186,800.00</u>	<u>\$786,800.00</u>

Breakdown of Project Uses

Construction Contract	\$572,729.10
Previously Authorized Design Phase	23,387.00
Services by OCBA	
Construction Phase Services including	40760.00
Inspection by OCBA	
Materials Testing	10,000.00
Public Information Program	2,000.00
Traffic Safety and Street Lighting Force	15,500.00
Account Work	
Administration	<u>36,193.00</u>
Sub-Total	\$705,569.10
Contingencies (12%)	<u>81,230.90</u>
Total Project Uses	<u>\$786,800.00</u>



Pearl Street Improvements

From Mount Vernon Avenue to the Grand River

City of Grand Rapids

1/20/2016



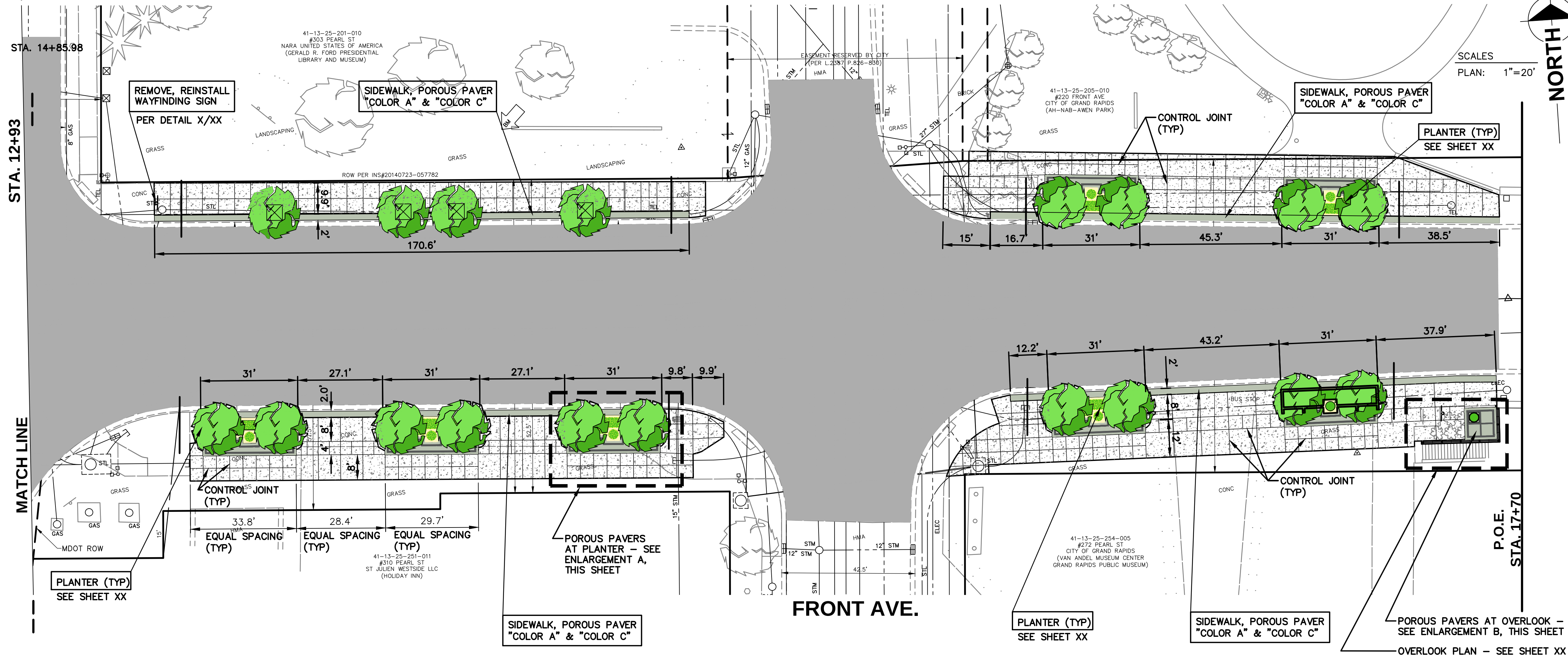
Pearl Street Improvements

From Mount Vernon Avenue to the Grand River

City of Grand Rapids

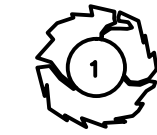
1/20/2016

FRONT AVE. (VACATED)



AeccDbAlignmentTable (AeccLand100)

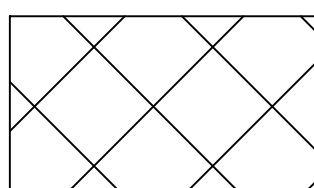
LEGEND



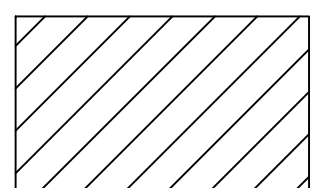
PLACE TREE 4" PER DETAIL X/XX



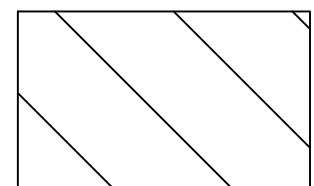
PLACE 4" CONCRETE SIDEWALK, INCLUDING
RAMPS



PLACE SIDEWALK, POROUS PAVER AND 4"
CONCRETE BASE



PLACE SIDEWALK, POROUS PAVER AND 4"
CONCRETE BASE



PLACE SIDEWALK, POROUS PAVER AND 4"
CONCRETE BASE

GENERAL NOTES

1. THE CONTRACTOR WILL REMOVE AND REPLACE ADDITIONAL SIDEWALK (IN POOR CONDITION OR TO ACHIEVE ADA COMPLIANCE FOR CROSS SLOPE) WHERE REQUIRED BY THE ENGINEER. THE QUANTITIES IN THE BID ITEMS FOR "SIDEWALK, REM. MODIFIED", "SIDEWALK, CONC. 4 INCH" AND "SIDEWALK, CONC. 6 INCH" HAVE BEEN INCREASED TO COVER THIS ANTICIPATED WORK.
2. ALL MANHOLE CASTINGS SHALL BE ADJUSTED TO GRADE IN THE ROADWAY OR SIDEWALK AS DIRECTED BY THE ENGINEER (PAID FOR AS "DR STRUCTURE COVER, ADJ. SPECIAL" AND/OR "DR STRUCTURE COVER, SPECIAL").
3. ALL VALVE BOXES SHALL BE ADJUSTED TO GRADE IN THE ROADWAY OR SIDEWALK AS DIRECTED BY THE ENGINEER (PAID FOR AS "VALVE BOX, FURNISH" AND/OR "VALVE BOX, ADJUST").

STREETSCAPE

City of Grand Rapids
Design, Development and Enterprise Services
Engineering Department

STREETSCAPE IMPROVEMENTS
IN
PEARL STREET
FROM MOUNT VERNON AVE.
TO
THE GRAND RIVER

Drawn by WSS
Check: Field XX/XX
Check: Office BS

GPF No.
XXXX

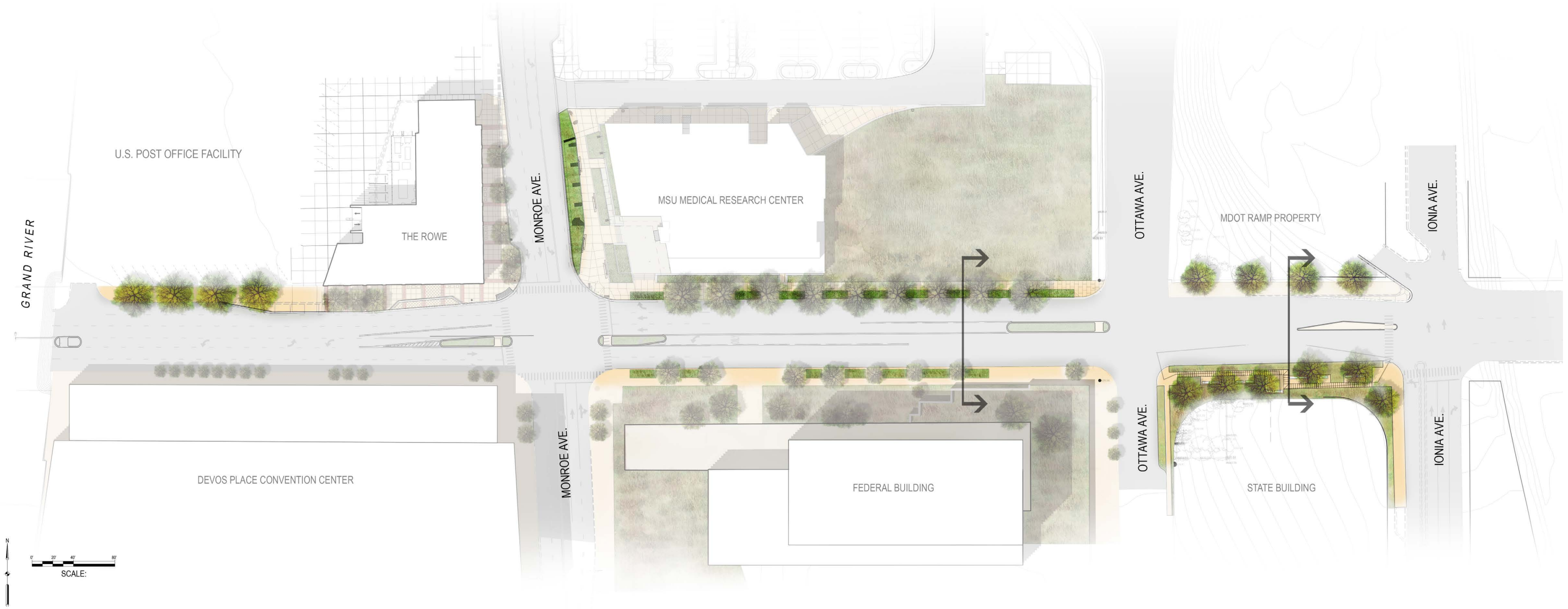
Sheet No.
4 of XX

ENLARGEMENT "A" - POROUS PAVERS AT PLANTER

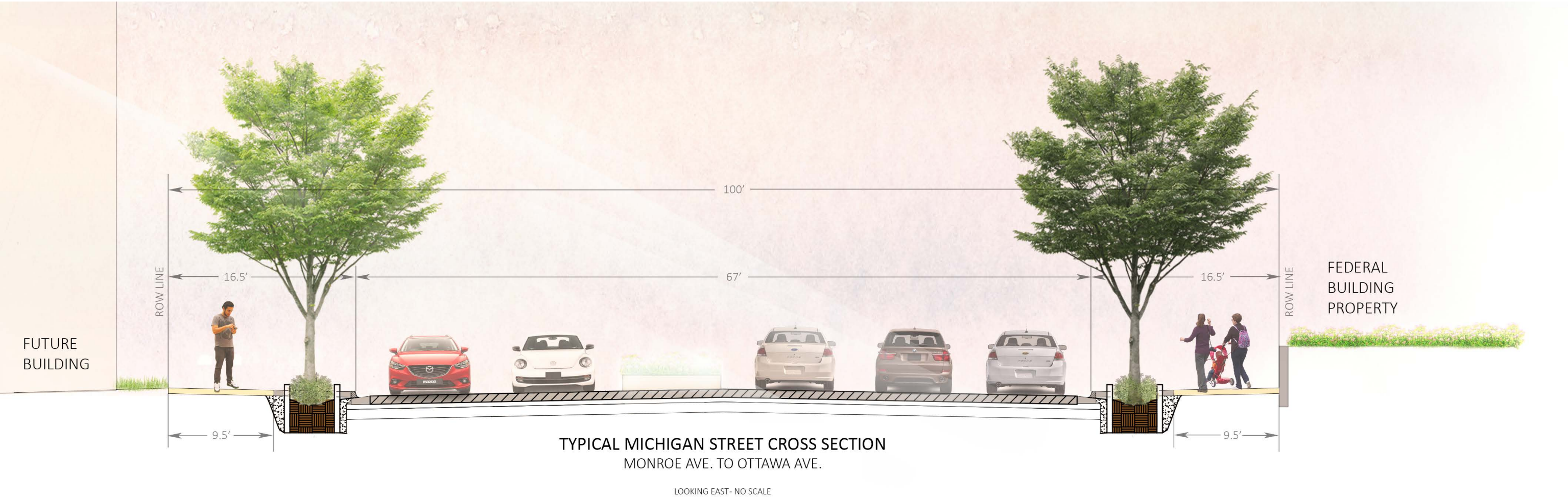
SCALE: 1/2" = 1'-0"

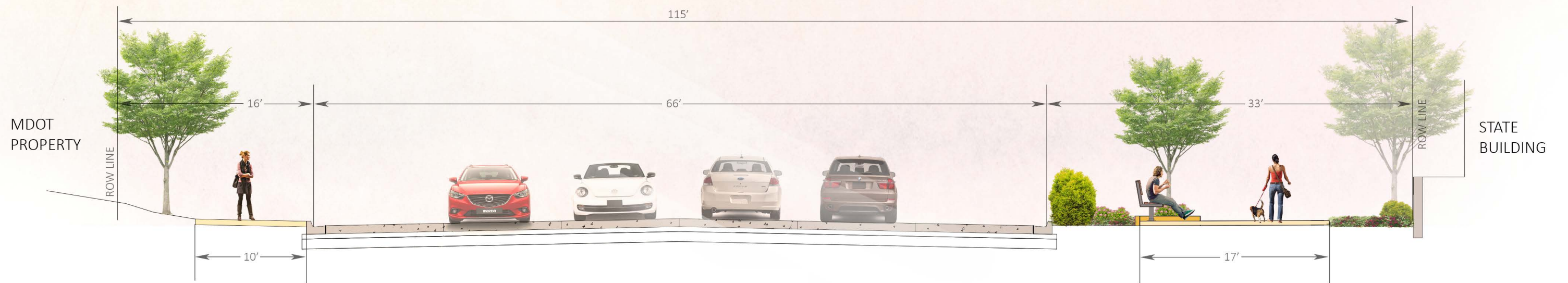
ENLARGEMENT "B" - POROUS PAVERS AT OVERLOOK

SCALE: 1/2" = 1'-0"



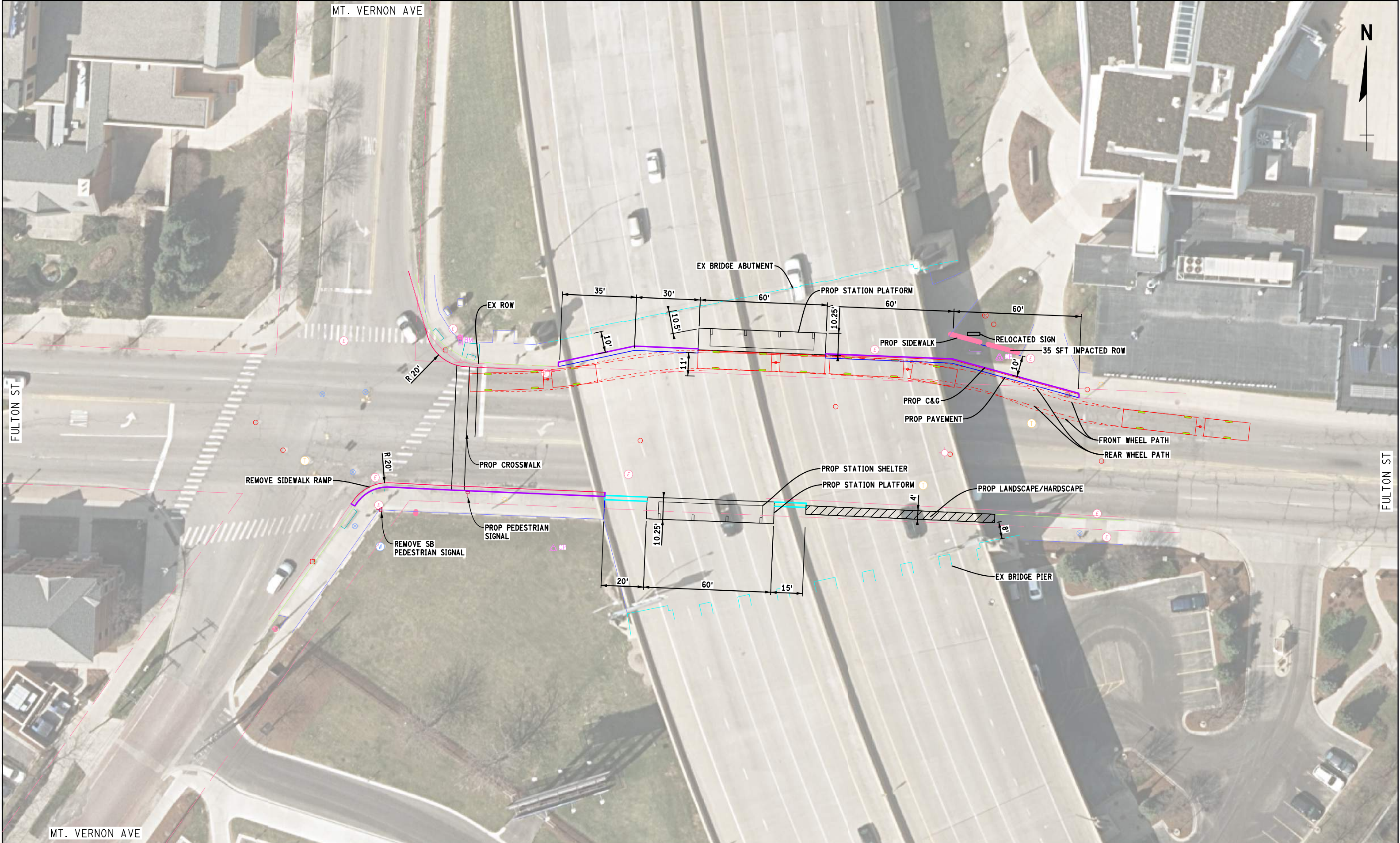
MICHIGAN STREET IMPROVEMENTS
THE GRAND RIVER TO IONIA AVE.





TYPICAL MICHIGAN STREET CROSS SECTION
OTTAWA AVE. TO IONIA AVE.

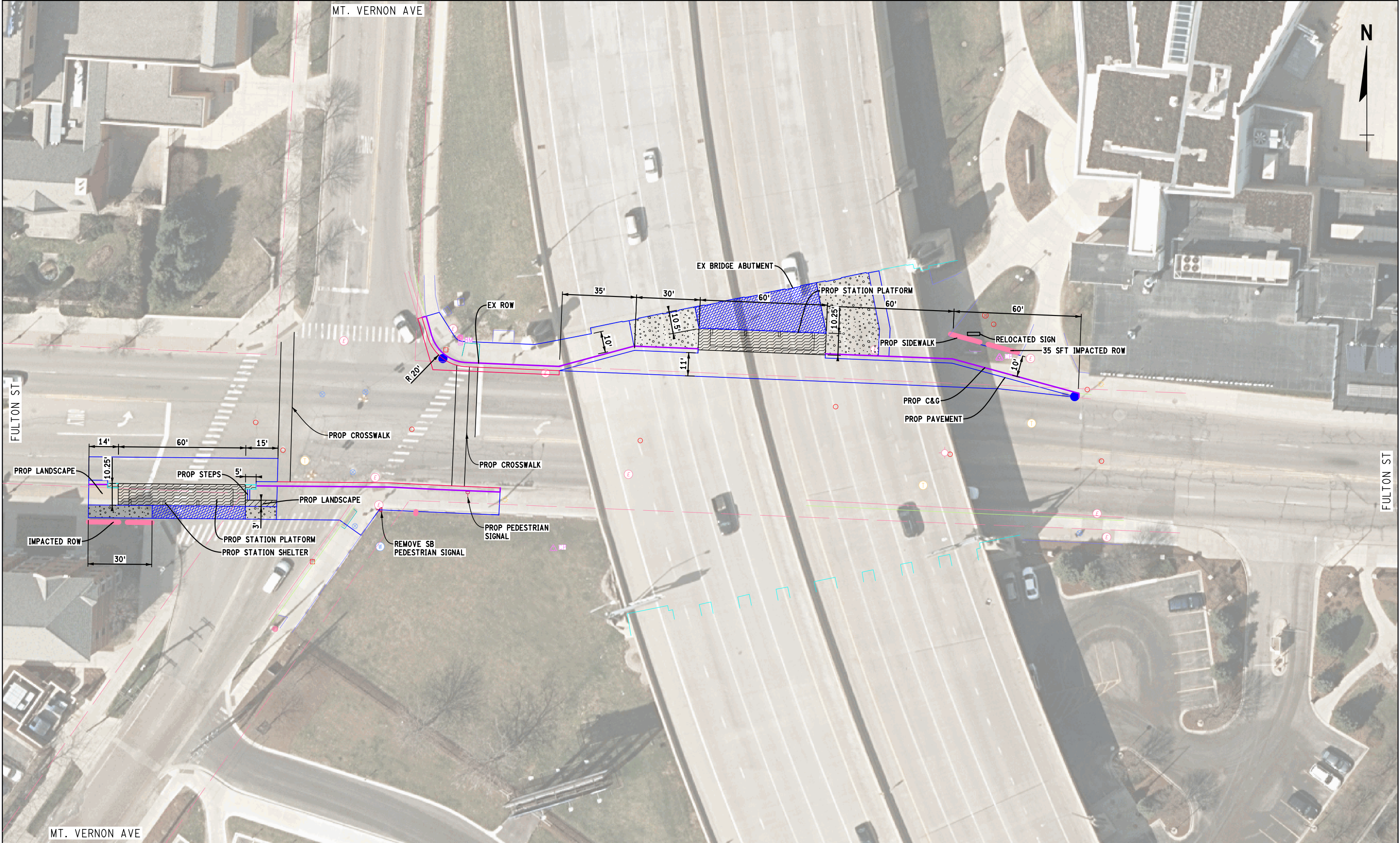
LOOKING EAST - NO SCALE



FINAL ROW PLAN REVISIONS (SUBMITTAL DATE:)											
NO.	DATE	AUTH	DESCRIPTION	NO.	DATE	AUTH	DESCRIPTION	NO.	DATE	AUTH	DESCRIPTION



	DATE:	PEW CAMPUS CONCEPT	DRAWING	SHEET
	DESIGN TEAM: CDM SMITH			
FILE:	PM: NICK MONOYIOS			SECT



FINAL ROW PLAN REVISIONS (SUBMITTAL DATE:)											
NO.	DATE	AUTH	DESCRIPTION	NO.	DATE	AUTH	DESCRIPTION	NO.	DATE	AUTH	DESCRIPTION



FILE: \$FILES\$

DATE:
DESIGN TEAM: CDM SMITH
PM: NICK MONOYIOS

PEW CAMPUS CONCEPT

DRAWING SHEET
SECT

ALLIANCE FOR INVESTMENT

Category	Recommendation	Action Step	Lead	Timeframe (Years)	Partners	DGRI Perfomance Measures
Design	Designate Street “typologies” to guide investment decisions and policy	Develop a Street Typology Map for all key streets within Downtown	DGRI	0	City of Grand Rapids (Vital Streets)	1, 3, 6, 8
Design	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	0	City of Grand Rapids (Vital Streets)	1, 3, 6, 8
Design	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	1	City of Grand Rapids	1, 3, 6, 8, 11
Design	Develop Streetscape Designs to Upgrade Key Streets	Develop design plans for Bridge Street, Pearl and Fulton	City of Grand Rapids	1	DGRI	1, 3, 7, 10, 13
Design	Develop Streetscape Designs to Upgrade Key Streets	Develop design plans for Cherry, Wealthy, Grandville, Division, Market	City of Grand Rapids	3	DGRI	1, 3, 7, 10, 13
Design	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	Local Colleges & Universities / local businesses	3, 7
Design	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	Local Colleges & Universities / local businesses	3, 7
Design	Enhance existing non-riverfront parks and open spaces through redesign and programming	Develop cycle track design for Phase 1	City of Grand Rapids	1	DGRI / local non-profits	1, 3, 4, 7
Design	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	DGRI / local non-profits	1, 3, 4, 7, 10
Design	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	5	DGRI / local non-profits	1, 3, 4, 7, 10
Design	Ensure sufficient river access	Identify solutions to address access deficiencies in proposed access >>>Design and construct downstream launches for motorcraft	City of Grand Rapids	3	DGRI/ State and Federal agencies	1
Design	Make a statement with improved gateways	Design underpass improvements for Bridge Street and Monroe Avenue underpasses	City of Grand Rapids	0	MDOT / DGRI / property owners	1, 3, 7
Design	Integrate freight and highway infrastructure into the existing grid and networks in Downtown.	Re-design Interstate 196 interchange ramps	City of Grand Rapids	2	MDOT / Grand Valley Metro Council	N/A
Design	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	5	MDOT / Grand Valley Metro Council	1
Design	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	3	MDOT / Grand Valley Metro Council	N/A
Design	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	5	MDOT / Grand Valley Metro Council	1, 3, 7
Design	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	3	DGRI / local non-profits / private developers	1, 3, 7, 10
Design	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	3	State, DGRI	1, 3, 10, 13
Design	Improve streets that make important connections to riverfront parcels> Cherry and Coldbrook	Design and construct streetscape and roadway	City of Grand Rapids	5	State, DGRI	1, 3, 10, 13
Design	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	5	City of Grand Rapids	1, 2, 3, 5, 7, 10, 13
Design	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	3	City of Grand Rapids	1, 2, 3, 5, 7, 10, 13
Design	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	3	City of Grand Rapids	1, 2, 3, 5, 7, 10, 13
Design	Re-design Fulton Street to build a seamless pedestrian connection	Begin planning study to develop ultimate vision for Fulton	City of Grand Rapids	2	DGRI	1, 3, 10
Design	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	0	DGRI / private & foundation support /State and Federal/GRWW	1, 2, 13
Design	Reinforce the Grand Rapids Whitewater Initiative >> Punk Island	Coordinate the planning, design, permitting and construction with the rapids restoration	City of Grand Rapids	5	DGRI / private & foundation support /State and Federal/GRWW	1, 2, 13
Design	Reinforce the Grand Rapids Whitewater Initiative >City Island	Coordinate the planning, design, permitting and construction with the rapids restoration	City of Grand Rapids	5	DGRI / private & foundation support /State and Federal/GRWW	1, 2, 13
Design	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	State, DGRI	1, 10, 13
Design	Create a series of east/west green corridors to connect neighborhoods to the River> 6th/Newberry, The Waterway	Design streetscape and roadway	City of Grand Rapids	3	State, DGRI	1, 2, 3, 10, 13
Design	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	1	State, DGRI	1, 2, 3, 10, 13
Design	Create a series of east/west green corridors to connect neighborhoods to the River> Bridge/Michigan, Healthy	Design streetscape and roadway	City of Grand Rapids	3	State, DGRI	1, 2, 3, 10, 13
Design	Create a series of east/west green corridors to connect neighborhoods to the River> Pearl/Lyon, Downtown	Design streetscape and roadway	City of Grand Rapids	3	State, DGRI	1, 2, 3, 10, 13

Category	Recommendation	Action Step	Lead	Timeframe (Years)	Partners	DGRI Perfomance Measures
Design	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	1	State, DGRI	1, 2, 3, 10, 13
Design	Create a series of east/west green corridors to connect neighborhoods to the River> Fulton, Entertainment	Design streetscape and roadway	City of Grand Rapids	3	State, DGRI	1, 2, 3, 10, 13
Design	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	1	State, DGRI	1, 2, 3, 10, 13
Design	Create a series of east/west green corridors to connect neighborhoods to the River> Wealthy, Innovation	Design streetscape and roadway	City of Grand Rapids	3	State, DGRI	1, 2, 3, 10, 13
Design	Create a series of east/west green corridors to connect neighborhoods to the River> Wealthy, Innovation	Construct streetscape and roadway	City of Grand Rapids	5	State, DGRI	1, 2, 3, 10, 13
Design	Improve streets that make important connections to riverfront parcels> Market	Analyze capacity for landscape, green infrastructure and roadway improvements	City of Grand Rapids	1	State, DGRI	1, 2, 3, 10, 13
Design	Improve streets that make important connections to riverfront parcels> Market	Design streetscape and roadway	City of Grand Rapids	3	State, DGRI	1, 2, 3, 10, 13
Design	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	3	City of Grand Rapids	1, 3, 10, 13
Design	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	1	DGRI/ MDOT	1, 3
Design	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	0	Kent County / Calder Foundation / DGRI / local non-profits / Grand Action	1, 3, 7, 8, 10, 13
Design	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	DGRI	0	City of Grand Rapids	1, 3, 7, 10, 13
Design	Enhance existing non-riverfront parks and open spaces through redesign and programming > Sheldon Linear Park	Develop full street re-design	City of Grand Rapids	1	DGRI / local non-profits / local institutions	1, 2, 3, 7, 8, 9, 10, 13
Design	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	3	City of Grand Rapids / Kent County / business owners	1, 3, 8, 10
Development	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	0	MSU / Kent County	1, 3, 6, 8, 11
Development	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	3	DGRI / local non-profits	1, 3, 5, 6, 7
Development	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	3	DGRI	1, 3, 5, 6, 7
Development	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	5	DGRI / local non-profits / private developers	1, 3, 7, 10
Development	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	2	City of Grand Rapids	1, 2, 3, 5, 7, 10, 13
Development	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	1	City of Grand Rapids, Private Developers	1, 2, 3, 5, 6, 13
Development	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	City of Grand Rapids, Private Developers	1, 2, 3, 7, 10, 13
Development	Encourage infill development to close gaps within and between neighborhoods> Near Westside	Offer opportunities to develop specific parcels through a developer RFP	DGRI	5	City of Grand Rapids, Private Developers	1, 2, 3, 5, 6, 13
Development	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	City of Grand Rapids	1, 5
Development	Employ a targeted marketing strategy to attract anchor retail	Explore unique shopping opportunities such as a centralized location for local crafts people	DGRI	5	City of Grand Rapids	1, 3, 7, 13
Infrastructure	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	0	Right Place / Tourism & Convention Bureau / City of Grand Rapids / GR Current	1, 13
Infrastructure	Utilize apps and web tools to improve City services	Develop a new app or modify grcity 311 to allow for more input from users regarding City service needs, and show where others have made requests	City of Grand Rapids	2	DGRI	7, 12
Infrastructure	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	5	DGRI/ State & Federal agencies	1, 3, 7, 10, 13
Infrastructure	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	1	DGRI/ Foundation/Grand River watershed municipalities/WMEAC/Governor’s Administration, Office of Great Lakes, MDEQ, MDNR, MDARD	1, 10

Category	Recommendation	Action Step	Lead	Timeframe (Years)	Partners	DGRI Perfomance Measures
Infrastructure	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	0	DGRI/ Foundation/Grand River watershed municipalities/WMEAC/Governor’s Administration, Office of Great Lakes, MDEQ, MDNR, MDARD	1, 2, 3, 7, 10
Infrastructure	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	0	DGRI / private & foundation support / DNR and Federal	1, 2, 3, 4, 7, 10, 13
Infrastructure	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	3	DGRI / private & foundation support /State and Federal/GRWW	1
Infrastructure	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	3	MDOT / Grand Valley Metro Council	N/A
Infrastructure	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	City of Grand Rapids	1, 2, 3, 5, 7, 10, 13
Infrastructure	Ensure safe passage for bikes and pedestrians to and from Ehlers Station and Central Station	Install pedestrian improvements at priority intersections connecting to Elhers and Central Stations	City of Grand Rapids	5	DGRI/ MDOT	3, 7
Infrastructure	Create a series of east/west green corridors to connect neighborhoods to the River> 6th/Newberry, The Waterway	Construct streetscape and roadway	City of Grand Rapids	5	State, DGRI	1, 2, 3, 10, 13
Infrastructure	Create a series of east/west green corridors to connect neighborhoods to the River> Bridge/Michigan, Healthy	Construct streetscape and roadway	City of Grand Rapids	5	State, DGRI	1, 2, 3, 10, 13
Infrastructure	Create a series of east/west green corridors to connect neighborhoods to the River> Pearl/Lyon, Downtown	Construct streetscape and roadway	City of Grand Rapids	5	State, DGRI	1, 2, 3, 10, 13
Infrastructure	Create a series of east/west green corridors to connect neighborhoods to the River> Fulton, Entertainment	Construct streetscape and roadway	City of Grand Rapids	5	State, DGRI	1, 2, 3, 10, 13
Infrastructure	Improve streets that make important connections to riverfront parcels> Market	Construct streetscape and roadway	City of Grand Rapids	5	State, DGRI	1, 2, 3, 10, 13
Infrastructure	Unlock the potential of municipal data and online tools	Expand and centralize online tools	City of Grand Rapids	5	DGRI / GRPS / The Rapid	12
Infrastructure	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	3	DGRI / private developers	3
Infrastructure	Build upon local Institutions	Provide ADA upgrades	DGRI	5	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	3
Infrastructure	Enhance existing non-riverfront parks and open spaces through redesign and programming > Veteran’s Park	Create new [non-riverfront] open space assets	DGRI	3	City of Grand Rapids	1, 3, 7, 10, 13
Infrastructure	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	1	Friends of Grand Rapids Parks / Urban Forestry Committee / City of Grand Rapids	10
Infrastructure	Expand beautification management	Determine locations for new Big Belly trash receptacles - coordinate with streetscape improvements on designated corridors	DGRI	3	City of Grand Rapids	3, 9, 11
Infrastructure	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	City of Grand Rapids / local non-profits	3, 9, 11
Infrastructure	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	0	City of Grand Rapids / local non-profits	3, 7
Outreach	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	0	DGRI	3, 7
Outreach	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	1	DGRI/ Foundation/Grand River watershed municipalities/WMEAC/Governor’s Administration, Office of Great Lakes, MDEQ, MDNR, MDARD	1, 10
Outreach	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	0	DGRI / private & foundation support / DNR and Federal	1, 2, 3, 4, 7, 10, 13
Outreach	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	0	DGRI / private & foundation support / State and Federal agencies / WMEAC	1, 2, 3, 4, 7, 10, 13
Outreach	Diversify types of housing available Downtown	Encourage developers to pursue alternative housing models - regularly provide data on housing preferences for Downtown residents	DGRI	0	Grand Rapids Alliance of Cooperative Communities / private developers	1, 2, 5, 6, 7, 13

Category	Recommendation	Action Step	Lead	Timeframe (Years)	Partners	DGRI Perfomance Measures
Outreach	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	1	DGRI/ workforce organizations / GRPS / Hello West Michigan / The Source / local businesses	7
Outreach	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	1	DGRI/ workforce organizations / GRPS / Hello West Michigan / The Source / local businesses	1, 7
Outreach	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	0	DGRI	1, 2, 7, 13
Outreach	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	1	DGRI	1, 2, 7, 13
Outreach	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	3	MDOT / Grand Valley Metro Council	N/A
Outreach	Preserve opportunities for inexpensive, flexible work space close to Downtown	Initiate discussions on creating a Production Development and Space Modernization Entity	DGRI	0	Smart Zone / City of Grand Rapids / Economic development organizations	1
Outreach	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	Smart Zone / City of Grand Rapids / Economic development organizations	1, 2, 13
Outreach	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	3	DGRI / Developers / local institutions	1, 2, 3, 5, 7, 10, 13
Outreach	Expand youth programming	Reinforce and promote the Mayor’s 100 Campaign - engage youth on Downtown beautification	City of Grand Rapids	1	Local non-profits / GRPS / DGRI	7, 9, 11
Outreach	Manage stormwater at the micro level	Conduct stormwater workshops to educate developers, property owners and residents about stormwater collection techniques	City of Grand Rapids	1	DGRI / WMEAC / developers	N/A
Outreach	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	1	DGRI / USGBC	N/A
Outreach	Embrace sustainable site design principles	Promote the City’s Low Impact Development Guidelines when complete	City of Grand Rapids	1	City of Grand Rapids / DGRI / developers	N/A
Outreach	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	3	Kent County / Calder Foundation / DGRI / local non-profits / Grand Action	1, 3, 7, 8, 10, 13
Policy	Change existing zoning and height regulations	Discuss and create new zoning language to guide heights including potential interim height overlays	City of Grand Rapids	0	City of Grand Rapids	1, 2, 3, 4, 5, 6, 11
Policy	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	0	City of Grand Rapids	n/a
Policy	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	0	City of Grand Rapids	1, 2, 3, 4, 5, 6, 11
Policy	Revisit development incentives	Develop a package of new incentives to encourage key goals of GR Forward	City of Grand Rapids	0	DGRI / Developers	1,2,3,4,5,6,7,8,9, 11
Policy	Remap the Existing City Center Zone	Introduce new City Center are for discussion	City of Grand Rapids	0	DGRI	1, 2, 3, 4, 5, 6, 11
Policy	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	2	DGRI / local non-profits	1, 3, 5, 6, 7
Policy	Revisit zoning regulations for ground floor commercial in the Downtown area	Concentrate active ground floor commercial uses on Targeted Active Commercial Corridors through height bonuses and incentives	City of Grand Rapids	1	DGRI / property owners	1, 3, 5, 6, 7
Policy	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	DGRI / property owners	1,3,7
Policy	Develop, enhance and implement of ‘Big Idea’ policies for street design	Establish Vision Zero policy	City of Grand Rapids	0	City of Grand Rapids	3, 7
Policy	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	1	DGRI/ Foundation/Grand River watershed municipalities/WMEAC/Governor’s Administration, Office of Great Lakes, MDEQ, MDNR, MDARD	1, 2, 3, 7, 10
Policy	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	1	City of Grand Rapids / Hello West Michigan / The Source	1
Policy	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	1	DGRI	1, 2, 7, 13
Policy	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	3	DGRI	1, 3, 5, 6, 7
Policy	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	0	DGRI	1, 3, 5, 6, 7

Category	Recommendation	Action Step	Lead	Timeframe (Years)	Partners	DGRI Perfomance Measures
Policy	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	0	DGRI	1, 3, 5, 6, 7
Policy	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	3	MDOT / Grand Valley Metro Council	1, 3
Policy	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	0	Smart Zone / City of Grand Rapids / Economic development organizations	1, 2, 13
Policy	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	5	DGRI / Developers / local institutions	1, 3, 7, 13
Policy	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	5	DGRI / Developers / local institutions	1, 5, 6, 7
Policy	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	1	State, DGRI	1, 2, 12, 13
Policy	Preserve historic character while accommodating growth	Update the Historic Preservation Guidelines for Heartside	City of Grand Rapids	0	DGRI	1
Policy	Preserve historic character while accommodating growth	Discuss changes to Historic Preservation Commissioner appointments	City of Grand Rapids	3	DGRI	N/A
Policy	Unlock the potential of municipal data and online tools	Explore a comprehensive Open Data policy	City of Grand Rapids	1	DGRI / GRPS / The Rapid	12, 13
Policy	Promote green building	Deconstruction policies to promote material recycling should be considered	City of Grand Rapids	1	DGRI / USGBC	N/A
Policy	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	3	DGRI / private developers	3
Research	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	1	DGRI/Foundation	N/A
Research	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	0	DGRI / private & foundation support / State and Federal agencies / WMEAC	1, 2, 3, 4, 7, 10, 13
Research	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	0	DGRI / private & foundation support / State and Federal agencies / WMEAC	1, 2, 3, 4, 7, 10, 13
Research	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	0	DGRI / private & foundation support /State and Federal/GRWW	1, 2, 3, 4, 7, 10, 13
Research	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	0	DGRI / private & foundation support /State and Federal/GRWW	1, 2, 3, 4, 7, 10, 13
Research	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	1	DGRI	1, 2, 7, 13
Research	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	0	Smart Zone / City of Grand Rapids / Economic development organizations	1
Research	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	0	City of Grand Rapids	1, 2, 3, 5, 7, 10, 13
Research	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	1	State, DGRI	1, 2, 3, 10, 13
Research	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	1	City of Grand Rapids	1
Research	Preserve historic character while accommodating growth	Create and maintain a list of historic preservation financing options and incentives	DGRI	5	City of Grand Rapids	1
Research	Create a more walkable Division Avenue	Evaluate costs/benefits of transferring jurisdiction of US Business 131 to City	City of Grand Rapids	1	DGRI/ MDOT/Rapid	1, 3
Research	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	Kent County / Calder Foundation / DGRI / local non-profits / Grand Action	1, 2, 3, 5, 6, 7, 10, 13