

AGENDA

ALLIANCE
FOR
INVESTMENT



Board Members:

James Botts • Meagan Carr • Rick DeVries • Santiago Gomez • Kristian Grant • Tansy Harris • Dave Hill • Rachel Hood
Landon Jones • Ryan Kilpatrick • 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 • Jay Steffen • Tom Tilma • Roberto Torres
Brianna Vasquez de Pereira • Rick Winn • Kara Wood

April 11, 2017

3:30p – 5:00p

29 Pearl Street, NW Suite #1

- | | | | |
|----|---|--------------------|----------------------|
| 1. | Call to Order | | |
| 2. | Approval of March Minutes
(enclosure) | <i>Motion</i> | <i>Monoyios</i> |
| 3. | DGRI Alliance 2.0 Follow Up | <i>Info Item</i> | <i>Larson</i> |
| 4. | Wealthy Street Ped Safety Improvements
(enclosure) | <i>Action Item</i> | <i>Re</i> |
| 5. | FY18 Budget Update | <i>Info Item</i> | <i>Kelly</i> |
| 6. | Rose Center Fellowship Update
(enclosure) | <i>Info Item</i> | <i>Kelly</i> |
| 7. | Open Alliance Discussion | <i>Info Item</i> | <i>Full Alliance</i> |
| 8. | Public Comment | | |
| 9. | Adjournment | | |





Alliance for Investment

March 14, 2017

1. Call to order: Monoyios called the meeting to order at 3:32pm
2. Members Present: James Botts, Meagan Carr, Rick DeVries, Dave Hill, Ryan Kilpatrick, Ted Lott, Mark Miller, Nick Monoyios, Traci Montgomery, Jay Steffen, Tom Tilma, Brianna Vasquez de Pereira, Rick Winn, Kara Wood

Members Absent: Santiago Gomez, Kristian Grant, Tansy Harris, Rachel Hood, Landon Jones, Nick Koster, Kirt Ojala, Kevin Patterson, Sarah Rainero, Dave Riley, Mark Roys, Art Sebastian, Phil Skaggs, Roberto Torres

Others Present: Tim Kelly, Jennie Kovalcik, Nick Nortier, Jennie Schumacher, Annamarie Buller, Breese Stam, Wes Steer, Al Pennington, Jeremy Kramer, Anthony Lazarro

3. Approval of February Meeting Minutes:
Motion: Moved to approve February 14, 2017 minutes as presented. Motion carried unanimously.
4. Proposed Michigan Street Improvements:
Breese Stam and Jeremy Kramer presented the proposed Michigan Street pedestrian enhancements. Kelly said the proposal will go before the DDA for approval in the April meeting if the Alliance approves of the design elements, noting there is capacity to fund the project in this fiscal year. Lott asked when work on Michigan Street will start. Stam responded as early as April. Miller asked if it is possible to add trees to the median on Michigan Street. Kramer said that is possible. Buller asked if power could be added to the block to light the trees during the holidays. Kramer said that is not in the plan as of now, but could be added. Tilma asked if the bike lane would change in the DID zone as cyclists come down Michigan Street. Kelly said more discussion on this topic needs to be had and he will look into it. Monoyios asked for a motion that includes the amendment of the trees being added in the median in the future and possible lighting components. Motion carried unanimously.

5. Sheldon and Fulton Intersection Improvements:

Kelly said the Alliance will hear concepts for the improvement of the busy intersection at Sheldon and Fulton, but no approval is needed today; instead this project will be rolled into the FY18 budget. Pennington presented the proposed concepts for the intersection, noting all require traffic signal improvements and all are approximately the same cost. Lott preferred option three (3) as it seemed to be the most pedestrian friendly. Kelly said the crosswalks would include countdown timers, adding to the pedestrian experience. Tilma asked if the bus stop near 20 East Fulton could be moved to create a more direct pedestrian route. Monoyios said yes. Monoyios asked if it is possible to add trees to this median and electrify the median, as well. Pennington responded yes. Kelly asked if the Alliance would approve the design, and a budget request with more refined concepts and drawings would be presented at future meetings. Monoyios asked for a motion to approve option three (3) that includes the amendment of the trees being added in the median and lighting components. Motion carried unanimously.

6. FY18 Budget Discussion:

Kelly presented a document that included all of the budget discussions and priorities from the Alliance, reminding the group of the budget process. Kelly said new recommendations and suggestions could be added to this list. Kelly continued, another item not on this list yet are policy discussions. Kelly asked the Alliance to review the material and consider what could feasibly be done in the next budget year, and email him any edits or new suggestions. Kilpatrick asked if there was a budget for phase one of the Calder Plaza project. Kelly responded no, year one items will include programming and other items that will come out of the Alliance for Vibrancy's budget with infrastructure coming later.

7. DGRI Alliance 2.0 Follow Up:

Kelly provided a brief overview of the presentation that Kris Larson presented during last month's meeting. Kelly also shared comments and feedback received by all three (3) Alliances so far. Kelly said a common concern was focused on diversity on boards and committees. Kelly said DGRI will make sure there is a policy in place to ensure this happens. Lott said the new structure seems like a project management burden that will be placed on DGRI. Winn said he is concerned about spending time on projects that do not interest him. Winn also asked how everyone will feel informed and involved with so many potential committees. Monoyios said it will be an administrative challenge, but the new structure puts more focus on projects that truly interest the individual and allows room to overlap with the work of the other Alliances. Kilpatrick suggested adding an additional tier between the larger Alliance and DGRU to maintain a time efficiency aspect for those that volunteer for multiple committees. Kilpatrick said there could be some groups that strictly focus on implementation and main projects, and possibly a larger group that prefers to float from topic to topic. Miller said he liked that DGRU allows everyone to participate in flexible ways, and requires Alliance members to be informed before joining committees. Tilma asked what the committees will be. Kelly said they will be determined by the budget. Tilma suggested testing the idea of committees while keeping the three (3) separate Alliances. Miller said that format sometimes happens with steering committees already, and agrees with Tilma's suggestion. DeVries said this idea would allow for continuation of projects to avoid stopping in the middle of a project and potentially adding all new people. DeVries said because

some goals in GR Forward are so heavy and the Alliances cannot meet more than once a month, smaller committees might be able to accomplish more in a focused group. Steffen said the Alliance is in implementation mode, and it is rewarding to continue work on projects and get them off the ground. Steffen said he likes the creative idea of DGRU, but did not understand why a change is needed if the current structure is working. Steffen added he is concerned about losing momentum with the addition of more administrative work. Montgomery said this is her first year on the Alliance and she was not aware of how steering committees were formed or started, so she likes the ideas of more committees. Nortier shared his experience with the Alliance for Vibrancy's current system, stating the group meets quarterly while working groups meet more regularly. Nortier said he finds this structure to be more productive, and updates are shared in the full Alliance meetings. Tilma said validating the membership and work of each committee is important. Monoyios suggested setting up a year-long transition plan that puts value on the momentum the Alliance currently has by keeping the three (3) Alliances, but forming committees to implement projects. Kelly presented the potential timeline for the structure change, stating more ideas and thoughts could be added in the April meeting.

8. Open Alliance Discussion:

None

9. Public Comment:

None

10. Adjournment:

Monoyios adjourned the meeting at 4:55pm

Minutes taken by:

Jennie Kovalcik

Administrative Assistant

Downtown Grand Rapids Inc.



Guide: Background | Statistics | Analysis | Implementation
Countermeasures: List | Tool | Matrices | **Case Studies** | Resources

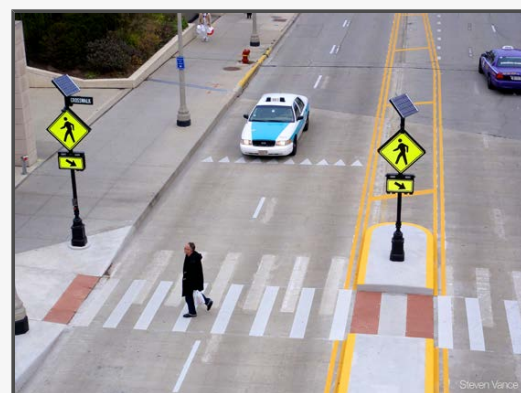
Rectangular Rapid Flash Beacon (RRFB)

The RRFB design differs from the standard flashing beacon by utilizing:

- A rapid flashing frequency (approximately 190 times per minute)
- Brighter light intensity
- Ability to aim the LED lighting

This device is currently not included in the MUTCD, but design, placement, and operation of RRFBs should be in accordance with FHWA's Interim Approval for Optional Use of Rectangular Rapid Flashing Beacons issued July 16, 2008

[View Other Signals and Signs Treatments](#)



A Rectangular Rapid Flash Beacon (RRFB) used in combination with pedestrian warning signs, to provide a high-visibility strobe-like warning to drivers when pedestrians use a crosswalk. *Source: Flickr - Steven Vance (2010)*



A Rectangular Rapid Flash Beacon (RRFB).
Source: Carol Kachadoorian (2012)

(http://mutcd.fhwa.dot.gov/resources/interim_approval/ia11/fhwamemo.htm). The interim FHWA approval for this device allows for usage as a warning beacon to supplement standard pedestrian crossing warning signs and markings at either a pedestrian or school crossing.

Rectangular rapid-flash beacons are placed on both sides of a crosswalk below the pedestrian crossing sign and above the arrow indication pointing at the crossing. The crosswalk approach should not be controlled by a YIELD sign, STOP sign, traffic-control signal, or located at a roundabout. RRFBs should not be used without the presence of a pedestrian crossing sign. If there is a pedestrian refuge or other type of median, a beacon should be installed in the median rather than the far-side of the roadway. Advance yield or stop pavement markings and signs may be used to supplement RRFBs.

The flashing pattern can be activated with pushbuttons or automated (e.g., video or infrared) pedestrian detection, and should be unlit when not activated. Additionally, pauses can be incorporated at chosen intervals to create patterns and increase motorist recognition of accompanying information. The RRFB can be constructed using solar power to simplify installation. The installation may include an indication visible to pedestrians confirming that the device is activated and/or an audible message instructing pedestrians to wait until cars have stopped before crossing. The pushbutton and other components of the crosswalk must meet all other MUTCD accessibility requirements.

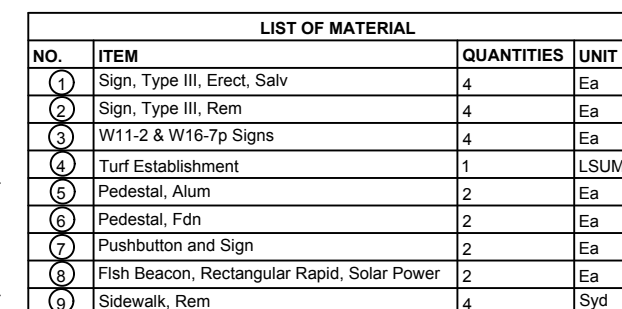
RRFBs have been used on crosswalk signs in a number of locations around the United States including Boulder, Colorado, Washington, D.C. and St. Petersburg, Florida. These jurisdictions have tested the effectiveness of the device and the results indicate that this device increases motorist compliance to a much higher percentage than crosswalks without beacons or standard flashing beacons.¹⁴

Purpose

The Rectangular Rapid Flash Beacon (RRFB) is a device using LED flashing beacons in combination with pedestrian warning signs, to provide a high-visibility strobe-like warning to drivers when pedestrians use a crosswalk.

Considerations

- RRFB should supplement standard crossing warning signage and markings.
- Should not be used in conjunction with YIELD, STOP, or traffic signal control.
- Solar-power panels can be used to eliminate the need for a power source.
- RRFB should be reserved for locations with significant pedestrian safety issues, as over-use of RFB treatments may diminish their effectiveness.



City of Grand Rapids
Public Works Services
Traffic Safety Department

**TRAFFIC SIGNAL PLAN
REMOVAL/INSTALL
FOR
MARY FREE BED
RRFB**

Drawn by <u>HRS</u>	GPF No.	Sheet No.
Check: Field <u>HRS/JMM</u>		
Check: Office <u>JMM</u>		<u>1</u> of <u>1</u>

REV. NO.	DESCRIPTION

Thanks to the following people for their support in making this panel possible:

- ❑ The Honorable Rosalynn Bliss, Mayor
- ❑ Kara Wood, Economic Development Services
- ❑ Josh Naramore, Mobile GR & Parking
- ❑ Kristopher Larson, Downtown Grand Rapids, Inc.
- ❑ Tim Kelly, Downtown Grand Rapids, Inc.
- ❑ Shannon Sclafani, J. Patrick Lennon, ULI Michigan



Grand Rapids, Michigan

Defining, aligning and building an equitable city

Mission:

To encourage and support excellence in
land use decision making.

“We should all be open-
minded and constantly
learning.”

--Daniel Rose

The Rose Center
FOR PUBLIC LEADERSHIP

NLC NATIONAL
LEAGUE
OF CITIES

ULI Urban Land
Institute

Mission:

Helping city leaders build better
communities



Mission:

Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide



Rose Center Programming



- ❑ Policy & Practice Forums
- ❑ Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences



Daniel Rose Fellowship

- ❑ Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- ❑ Mayor selects 3 fellows and team coordinator

Daniel Rose Fellowship: alumni mayors



Daniel Rose Fellowship: class of 2017



San José

Grand Rapids



Washington



Anchorage

City Study Visits

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city





The Panel

The Panel

- Co-Chair: Antonio Fiol-Silva, SITIO Architecture+Urbanism, Philadelphia, PA
- Co-Chair: Calvin Gladney, Mosaic Urban Partners, LLC, Washington, DC
- Maggie Campbell, Downtown Santa Barbara, CA
- Cristina Garmendia, Center on Law, Inequality and Metropolitan Equity, Rutgers University, Newark, NJ
- Ellen Harpel, Smart Incentives & Business Development Advisors, LLC, Arlington, VA
- Mara Kimmel, Office of the Mayor, Municipality of Anchorage, AK
- Nanci Klein, Office of Economic Development, City of San José, CA
- Christopher Kurz, Linden Associates, Inc., Baltimore, MD
- Troy Russ, Kimley-Horn, Denver, CO
- Eric Shaw, Office of Planning, District of Columbia

The Challenge

How can Grand Rapids align its community & economic development policies, practices and incentives to achieve a more equitable city?



Presentation Outline

1. Why equity?
2. High-level observations
3. Framing equity
4. Aligning policies, practices & incentives
5. Implementation ideas
6. Conclusions + Homework



Why Equity?

Prioritizing equity has a cost, but it also has big benefits:

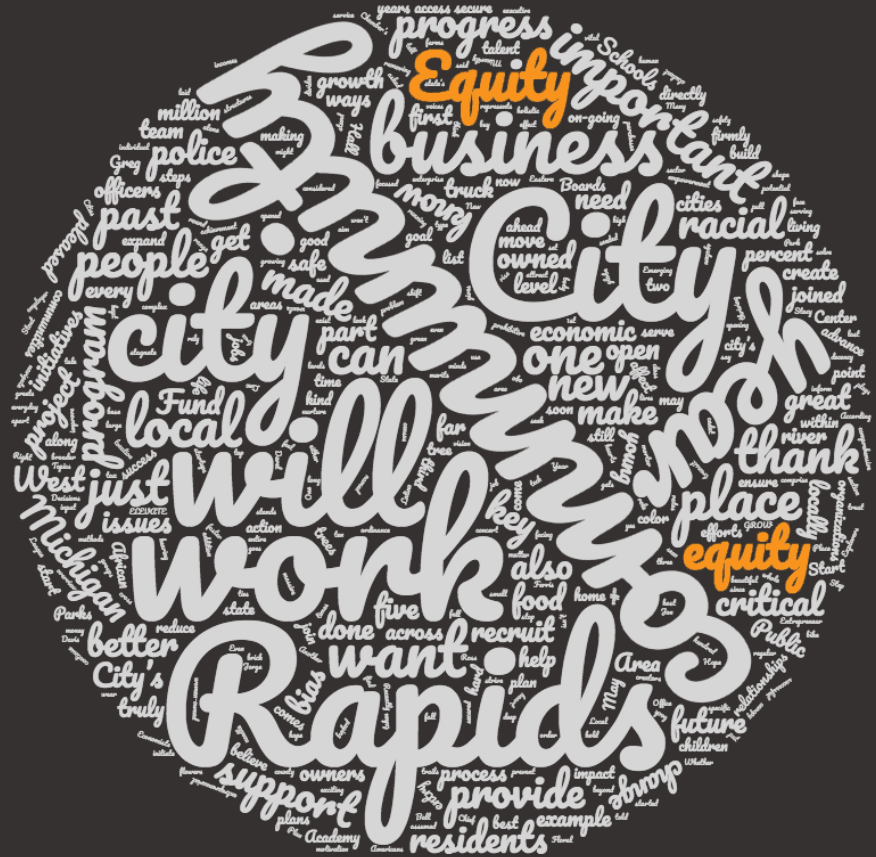
Equity improves fiscal health

Equity increases city competitiveness

Equity improves pro- formas

Equity (done right) lifts all boats

Equity is risk management



Equity Improves Fiscal Health

- ❑ Maximizes income levels across all populations
- ❑ Creates greater and more diversified income tax revenue and greater consumer purchasing power
- ❑ Maximizes supply of qualified labor to enable business sector growth and keeps businesses in GR

Equity Increases City Competitiveness

- Jobs
- Residents
- Workforce
- Attracts and improves talent, building a qualified work force
- Young people are more choosy about where they live and are choosing diverse cities
- Entrepreneurs look for places where similar entrepreneurs have been successful
- Cultural diversity in corporations is critical to attract and retain top talent

Equity Improves Pro-Formas

- ❑ Better income demographics attract retail tenants
- ❑ Better income demographics pay your rent
- ❑ Millennials want diversity that reflects them
- ❑ Equity creates critical mass
- ❑ Equity improves your workforce
- ❑ The frog and the scorpion

Equity (Done Right) Lifts All Boats

- ☐Increases choices
- ☐Improves neighborhoods
- ☐Increases jobs, small business opportunities and better wages

Equity Is Risk Management

What's the cost of maintaining the status quo?

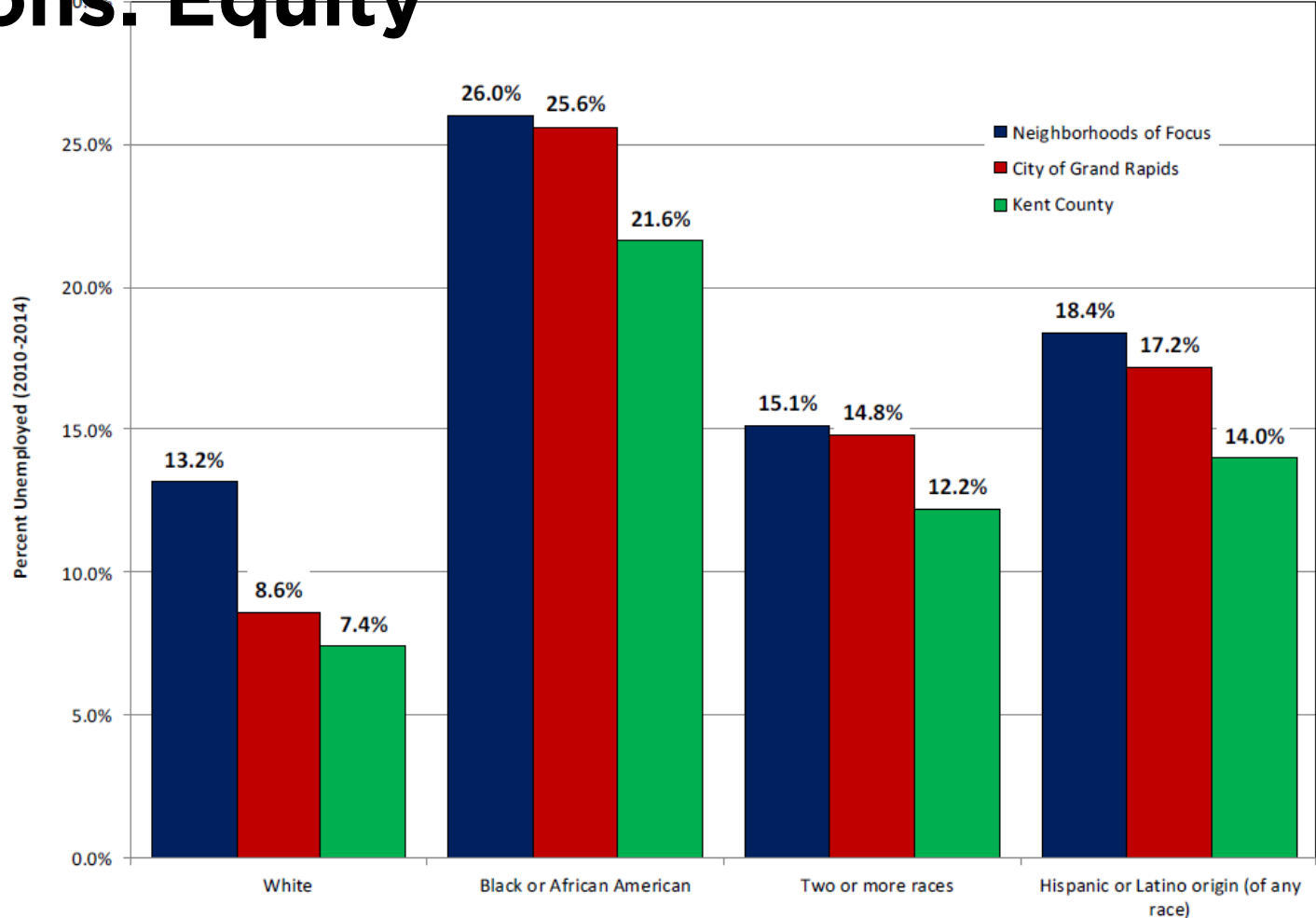
- ❑ Inequity reduces fiscal health and services
- ❑ Inequity suppresses city competitiveness
- ❑ Inequity inhibits development opportunities
- ❑ Inequity perpetuates economic and social barriers

Presentation Outline

1. Why equity?
2. High-level observations
3. Framing equity
4. Aligning policies, practices & incentives
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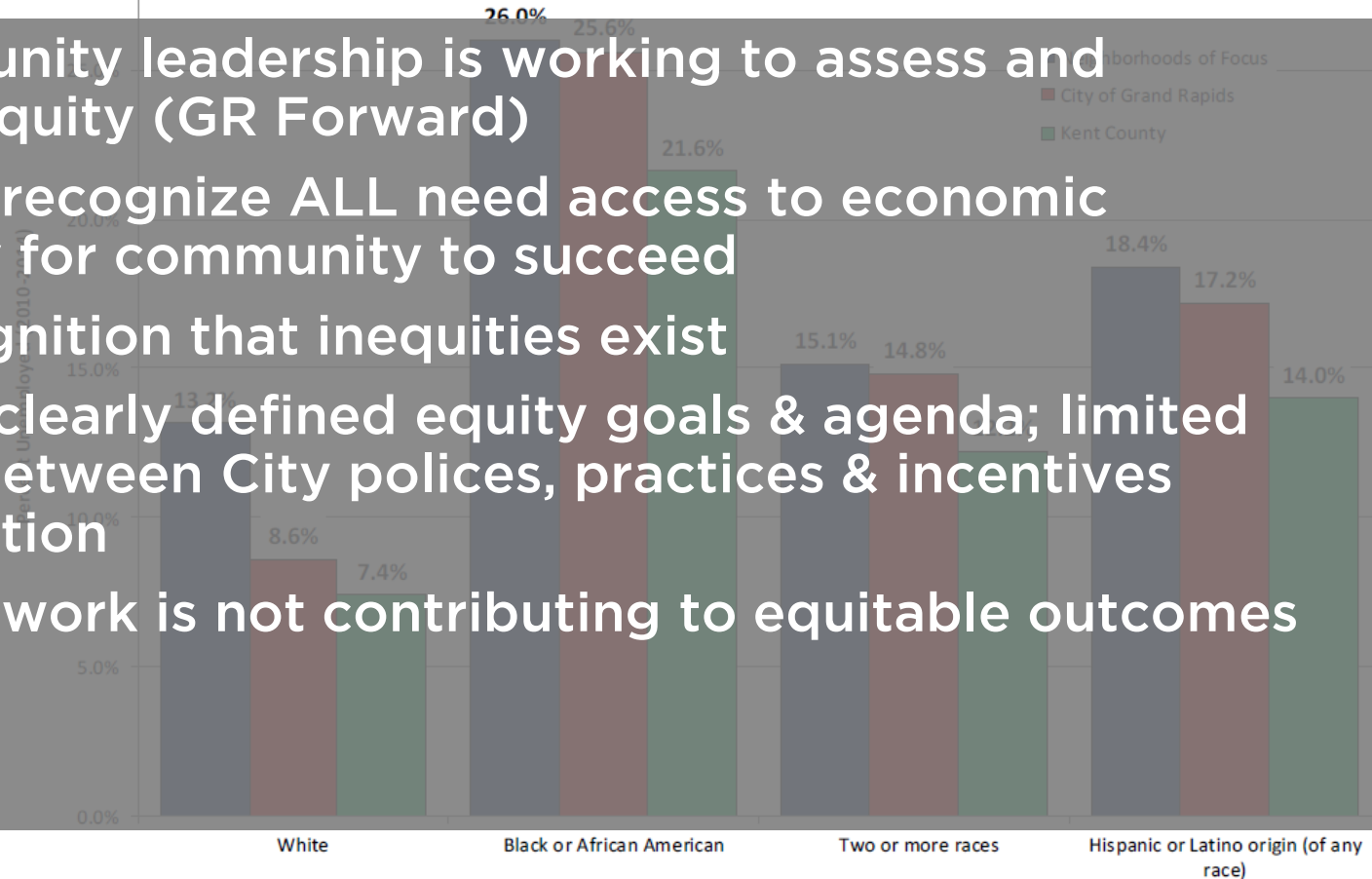


Observations: Equity



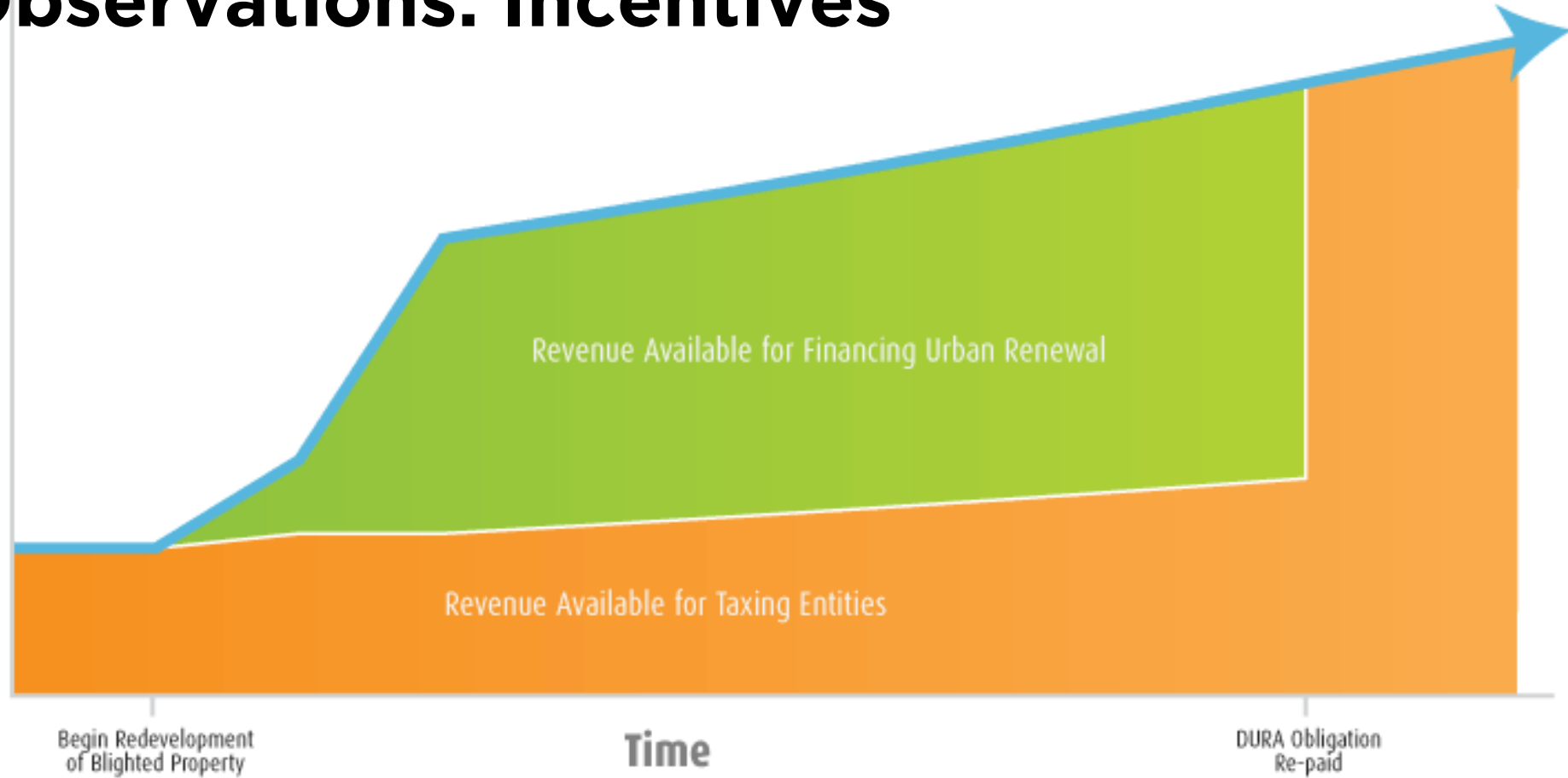
Observations: Equity

- ❑ City/community leadership is working to assess and champion equity (GR Forward)
- ❑ Mayor/City recognize ALL need access to economic opportunity for community to succeed
- ❑ Broad recognition that inequities exist
- ❑ GR has not clearly defined equity goals & agenda; limited alignment between City policies, practices & incentives implementation
- ❑ Mobility network is not contributing to equitable outcomes



Observations: Incentives

Tax Revenue



Observations: Incentives

- ❑ Incentives are just one set of tools to achieve equity, GR lacks some tools other communities have
- ❑ City recognizes land use decisions are powerful means to further equity goals
- ❑ City acknowledges public & private investment can be harnessed to provide opportunity for all
- ❑ Developers agree inequities exist—some believe it's better addressed by other actors using other tools
- ❑ Incentives currently seen as an entitlement, City may not fully perceive their real cost and fiscal impact
- ❑ Some developers say incentives are needed for every project; others question whether that's true today
- ❑ City acknowledges economic development incentives could be retooled to better support equity initiatives
- ❑ GR would benefit from additional financial analysis of incentives to determine success bringing return on investment

Observations: Partners



From **Grand Vision** to **Grand Action**

REVITALIZING A DOWNTOWN AND
DEMONSTRATING PHILANTHROPY



Observations: Partners

- ❑ GR blessed with rich portfolio of companies & philanthropic interests
- ❑ Will next generation of philanthropic leaders be as engaged, dedicated, giving?
- ❑ Alignment between non-profit organizations and philanthropies, developers and non-profits could be better leveraged to achieve equity goals
- ❑ Lack of trust from community; some wonder if their voice is being heard & if system is “fixed”



Observations: Other Challenges

- ❑ Limited consensus on the aggregate “ROI” of public investment & subsidy
- ❑ City is risk averse; taking incremental steps & concerned about interpreting legal strictures on application of incentives
- ❑ A perceived “closed” system of developers may limit opportunities for more investment

Presentation Outline

1. Why equity?
2. High-level observations
3. **Framing equity**
4. Aligning policies, practices & incentives
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A Framework for Equity

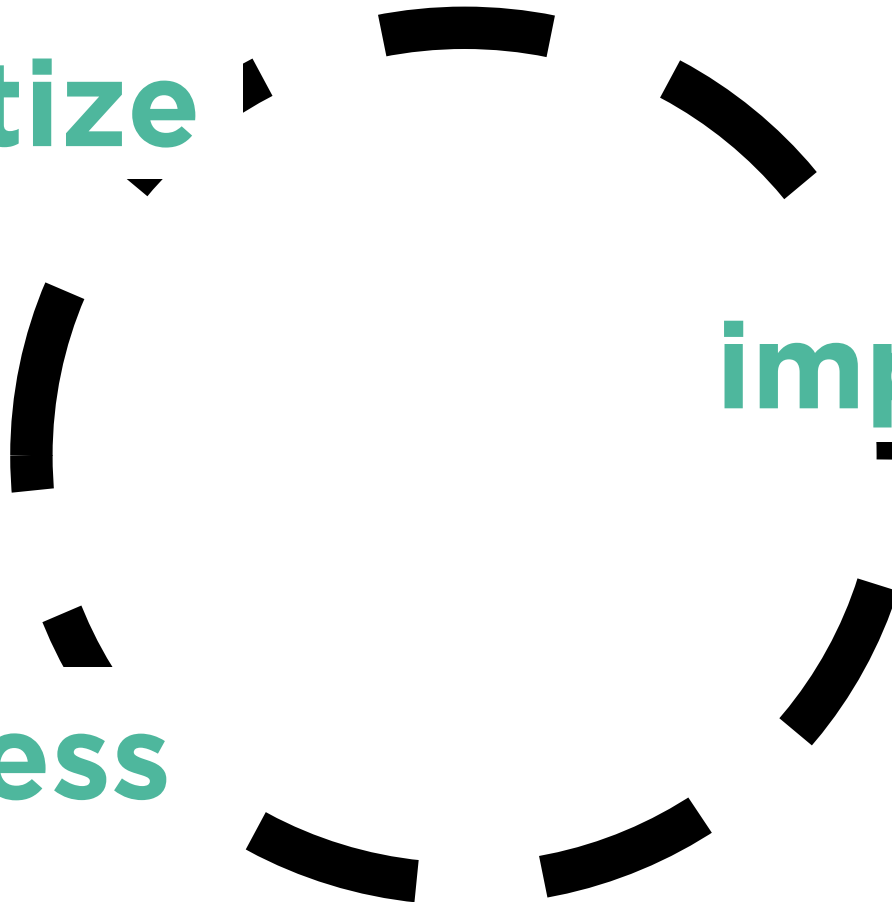
Using an inclusive process (e.g., residents, non-profits, philanthropies, businesses, developers, etc.):

- GR has to define its equity priorities
- Turn vision into policies
- Turn policy into actionable steps
- Actions have to be quantifiable and measurable
- Iterative approach to adjust strategies

prioritize

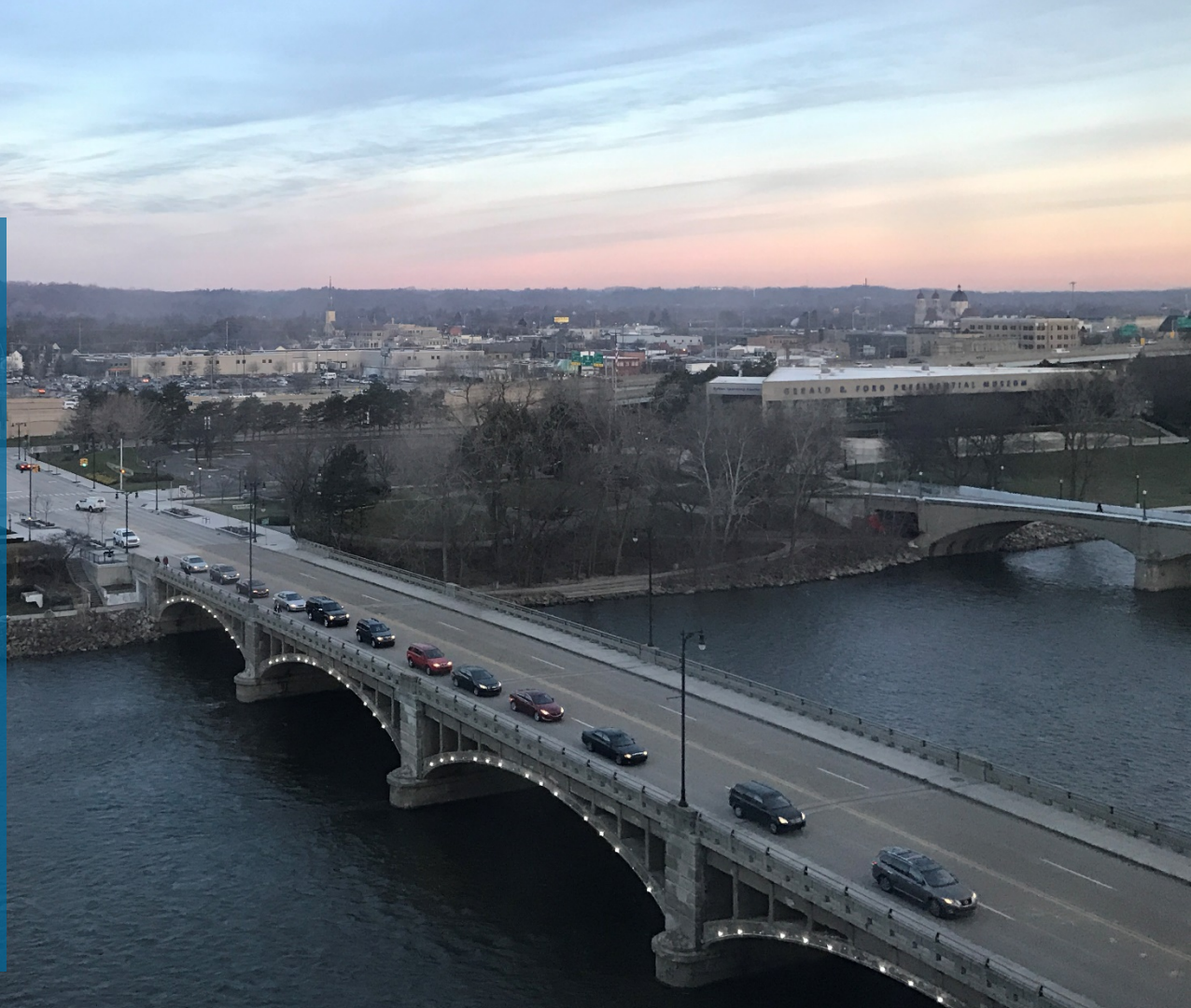
implement

assess



Presentation Outline

1. Why equity?
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3. Framing equity
4. **Aligning policies, practices & incentives**
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6. Conclusions + Homework



Getting to Alignment on Outcomes and Equity

- ❑ Reframing outcomes of existing programs through equity lens
- ❑ Partnering with affiliate institutions on common outcomes
- ❑ Synthesizing stakeholder priorities into program/project outcomes
- ❑ Knowing when “shoehorning” alignment on a new/existing outcome that does not really align

Assessment and Framing

Public life profile

Crossing the Street Project Sites
Wards 7 + 8

How do people spend time in this place?

- Standing
- Waiting for Transit
- Bench Seating
- Cafe Seating
- Secondary Seating
- Movable Seating
- Lying Down
- Commercial Activity

Ward 7, Weekday 20 October



Ward 8, Weekday 21 September



How often do people visit?



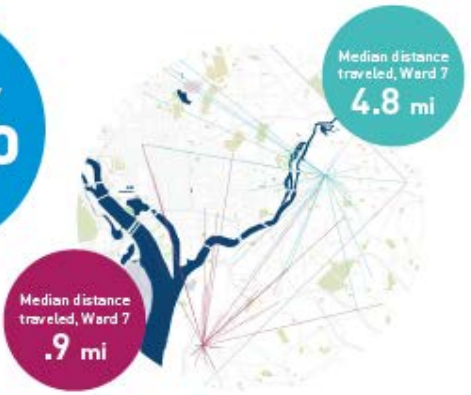
How do people get to the space?



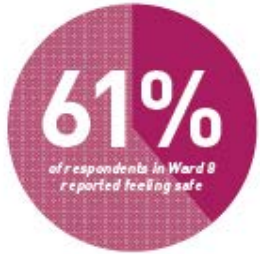
Does this place have the potential to be a gathering space?



How far are people traveling to get from their home to the site?



Do people feel safe in their neighborhoods?



What would make people want to visit more often?



* According to respondents at the sites in both wards

Assessment and Framing

- Performing an assessment of public sector authority
 - What does the city control?
 - What are the levers of influence?
 - Responsibility/ authority that comes from managing the public trust
- Establish open ended statement, or policy questions that can actually be addressed using public sector authority

Open/Flat Engagement



Open/Flat Engagement

- ❑ Open meeting to jumpstart conversations on the question/ statement
 - ❑ Preferably in an immersive environment, where participants actually reference issues in real time
- ❑ Flat engagement where participants can share ideas directly with city leaders and one another
- ❑ Goal is to create shared experience where participant can reference, debate and build upon their input

Enacting the First Fixes

Synthesizing the community feedback

- Feedback loop with the community
- Share department heads and implementation agencies

Use feedback to identify underperformance and barriers created by existing policies

- Housing, small business, incentive programs

Sharing synthesized feedback with affiliate institutions to create common cross-institutional outcomes

Aligning Investments and Equity Outcomes



Aligning Investments and Equity Outcomes



Columbia Heights. Source: greatergreaterwashington.org



NoMa. Source: elevationmedia.com

- ❑ Establishing an integrated, people equity-forward public investment strategy
 - ❑ Implementation/ outcomes are realized in the budget of multiple agencies and funding sources
 - ❑ Leverage with resources from affiliate institutions with common outcome
- ❑ Last step is gap analysis of program/ funding, and establishment of gap financing

Other Examples

- Salt Lake City - *Can we get more out of what we are doing with new transportation infrastructure?*
- Washington DC - *Can we dispose of public lands in a manner that better serves the public?*



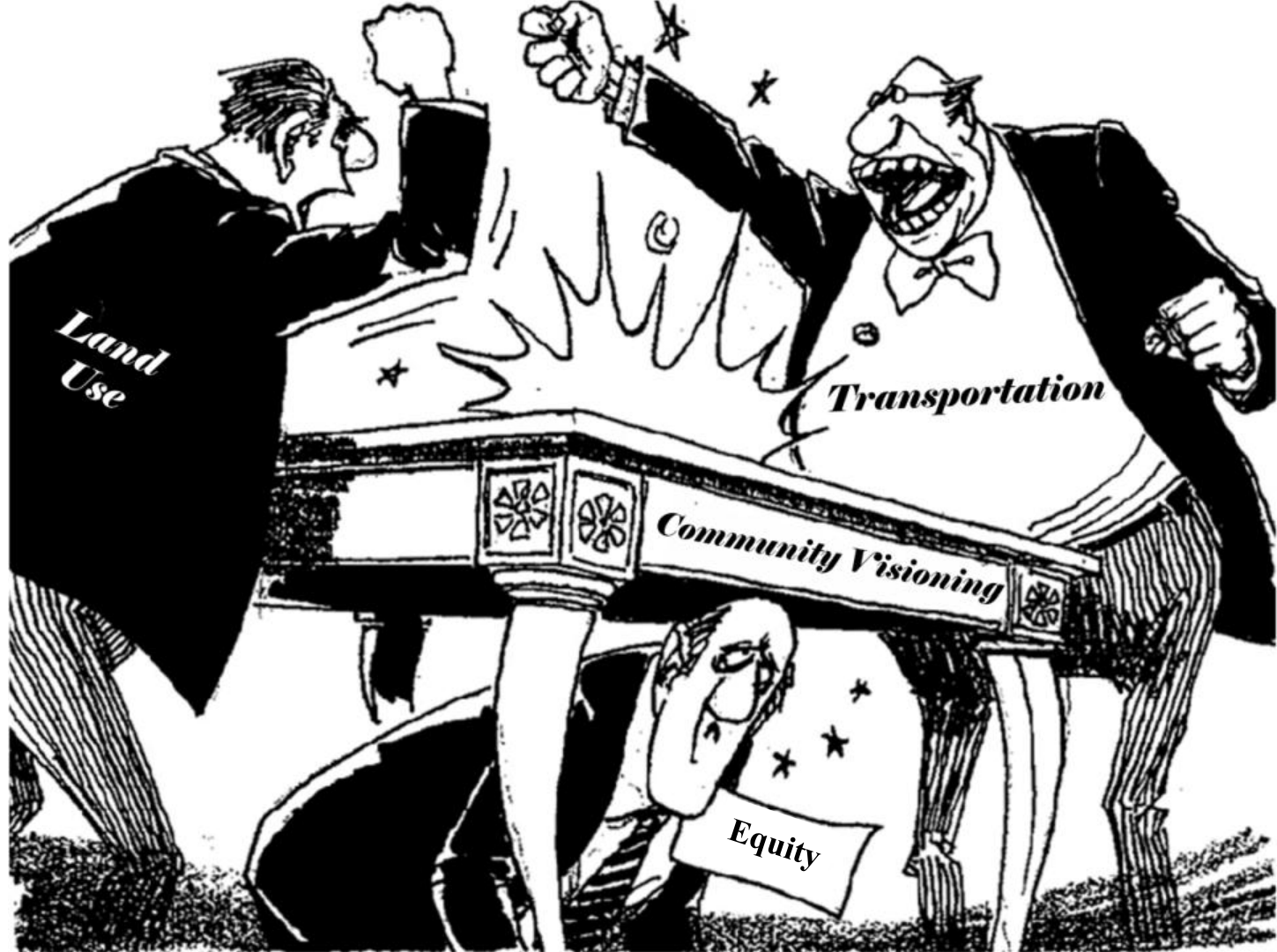
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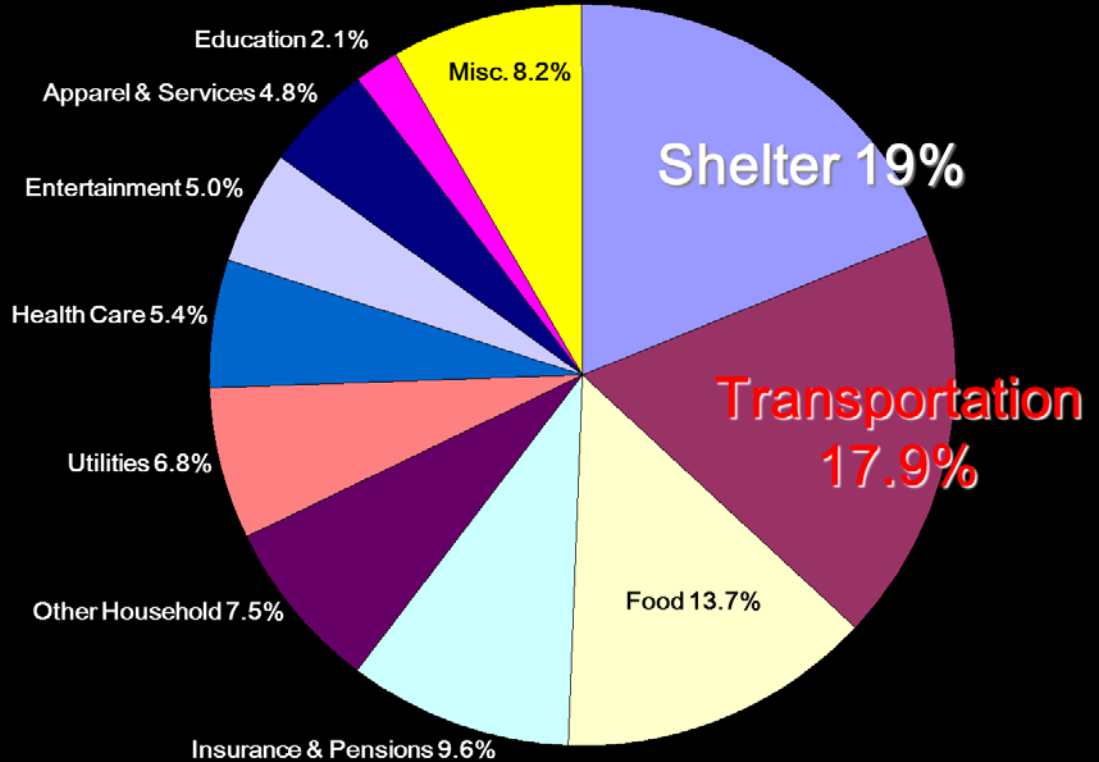


Implementation Ideas

1. **Mobility**
2. Engagement Process
3. Incentives
4. Workforce Development
5. Disposition Process



How does mobility relate to equity?



Household expenditures in Tampa, FL

What is mobility?

It's more than parking and buses

- ☐ Multimodal
- ☐ Connected
- ☐ Efficient



Mobility is multimodal

Pedestrians, bikes, transit and cars all have to be:

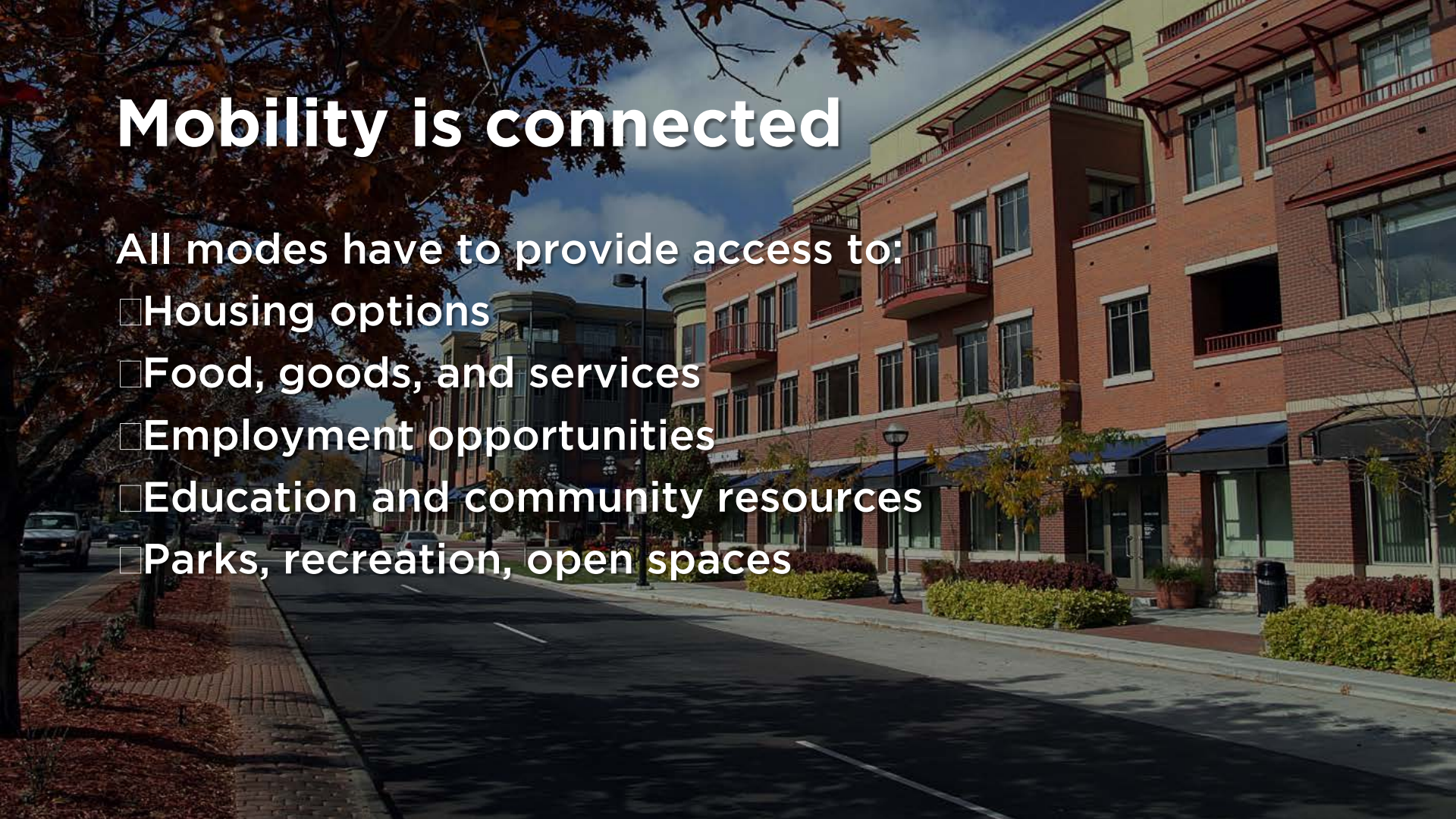
- ☐ Safe
- ☐ Accessible
- ☐ Affordable



Mobility is connected

All modes have to provide access to:

- ❑ Housing options
- ❑ Food, goods, and services
- ❑ Employment opportunities
- ❑ Education and community resources
- ❑ Parks, recreation, open spaces



Mobility is efficient

All modes have to be:

- ❑ Reliable
- ❑ Convenient (15 minute headways for transit)



Parking is a tool, NOT a problem

You can utilize revenues to better manage parking resources and improve equity

☐ Understand the situation



☐ Maximize resources



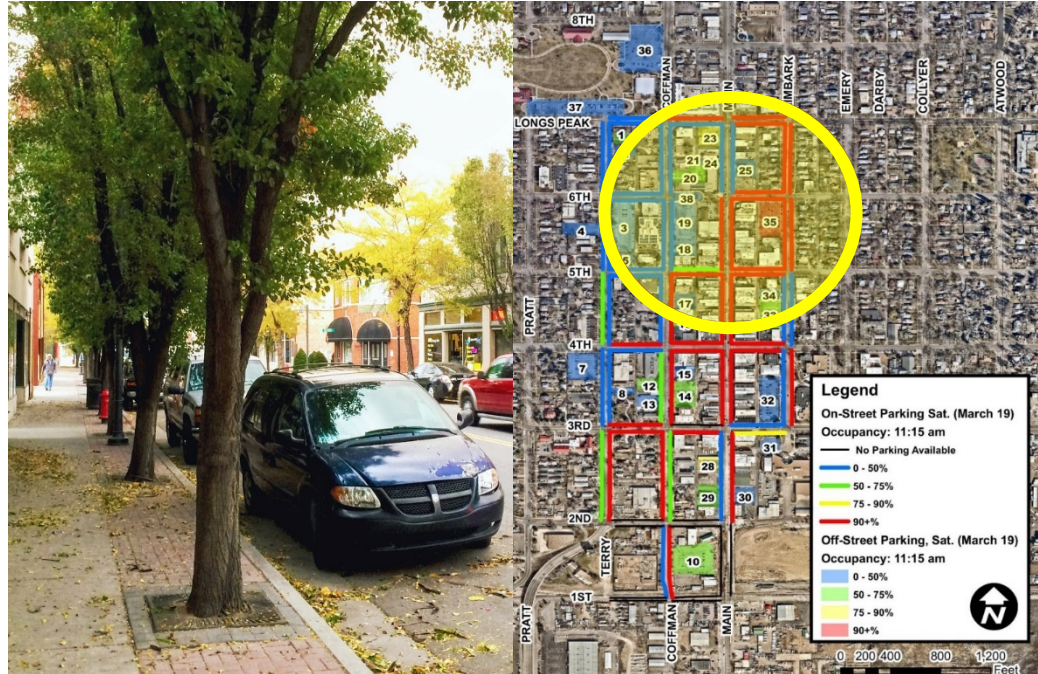
☐ Manage parking demand



☐ Shift demand



☐ Expand supply



Parking is a tool, NOT a problem

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☐ Shift demand

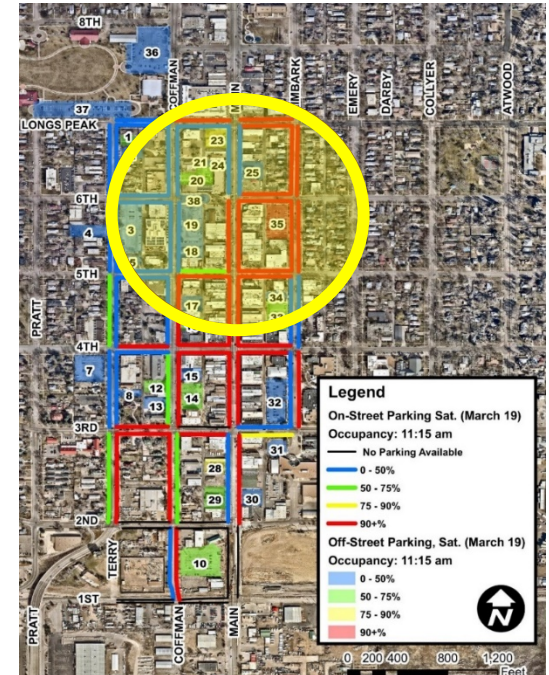


- ☐ Transit
- ☐ TDM measures (Trip reduction commitments)
- ☐ Update land development regulations

☐ Expand supply



Equity



Implementation Ideas

1. Mobility
2. Engagement Process
3. Incentives
4. Workforce Development
5. Disposition Process

Engagement is a “Full Contact Sport”



Engagement is a “Full Contact Sport”

- ☐ It is messy and mistakes will be made
- ☐ It is uncomfortable
- ☐ It is a long-term commitment
- ☐ It requires acknowledging the past to overcome distrust to make meaningful change



Engagement is Essential to Equity



Engagement is Essential to Equity

- ❑ Bridges understanding of different perspectives and needs
- ❑ Remedies distrust and historic government programs that failed to address and sometimes exacerbated inequity
- ❑ Informs development of equity-based policies and practices that reflect and support community needs, including strategic public investment
- ❑ Provides process for meaningful participation in development projects
- ❑ Gives voice to those most disadvantaged
- ❑ Cultivates future diverse leadership

Structuring Engagement to Create Equity: Frameworks and Organizations



Structuring Engagement to Create Equity: Frameworks and Organizations

The background image shows the storefront of Cafe ConLeche, a building with a large window and a sign that reads "CAFE CONLECHE". A green street sign above the entrance indicates "Vernor W". The address "4200" is visible on the right side of the window. A traffic light and a fire hydrant are also visible in the scene.

- ☐ Act with intention and begin now
- ☐ Shift from public input to public engagement process
- ☐ Meet residents where they are
- ☐ Build neighborhood capacity



Structuring Engagement to Create Equity: People and Places

Structuring Engagement to Create Equity: People and Places

- ☐ Make meetings “user friendly”
 - ☐ Offer food and child care, provide stipends
 - ☐ Have nonprofits and City department representatives at every public meeting provide wraparound services
 - ☐ Consider transportation support and access
- ☐ Design additional public gathering spaces that engage residents
 - ☐ Reflects community character and history
 - ☐ Welcomes people with free, regular programming

It Takes All of Us: Partnering to Create Equity



It Takes All of Us: Partnering to Create Equity

- ☐ **Partner with trusted neighborhood advocates and organizations to improve engagement and communication between the City and residents**
 - ☐ **Philanthropies**
 - ☐ **Social, legal, and medical service providers**
 - ☐ **Ecumenical councils and churches**
 - ☐ **Schools, teachers, PTAs**
- ☐ **Work with business organizations to educate their members on importance of equity and engagement**

Implementation Ideas

1. Mobility
2. Engagement Process
3. Incentives
4. Workforce Development
5. Disposition Process

Why do we use incentives?

- To achieve our community's economic development goals

- Jobs
- Business Development
- Investment
- Downtown revitalization
- Brownfield redevelopment
- Quality of life and quality of place
- Strengthen tax base

- Incentives are **not just about winning a deal**. Smart incentive use is always connected to a **larger economic development strategy**.

Grand Rapids Brownfield Redevelopment

- Brownfield Redevelopment Authority (BRA) can provide tax increment financing to help pay for certain eligible costs associated with a redevelopment project for:
 - Demolition
 - Asbestos abatement
 - Due care and environmental response activities
 - Site preparation
 - Public infrastructure improvements
 - Ramped and underground parking
 - Urban stormwater management systems

The Grand Rapids Brownfield Redevelopment Authority (BRA) was established in 1996 to assist with the redevelopment of blighted or contaminated properties in the City.

\$77m TIF (est. annual cost of 2016 projects \$7.6m)

\$476m announced investments for 2016

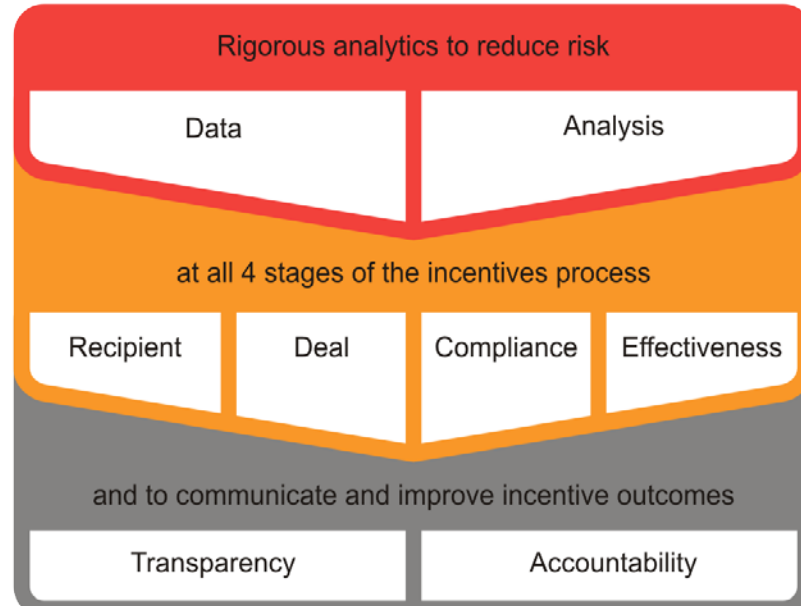
Incentive/Investment ratio: **16%**

Brownfield Plan Project Summary – City of Grand Rapids

Connecting Incentives to Equity Goals

Be intentional

- **Recipient: RFQ**
- **Deal: Upfront project review**
 - Scorecard – Austin example
 - Prioritize – should all eligible projects be funded?
- **Compliance: Performance agreement**
 - Could be difficult given Brownfield program rules
- **Effectiveness: Outcomes evaluation**



Outcome Evaluation: Equity

Match the outcomes with your policies (e.g.):

- ☐ Number/character of housing units
- ☐ Employment characteristics (local residents, by race/ethnicity, by city zipcode)
- ☐ Wages paid to employees at incentivized projects
- ☐ Construction employment characteristics
- ☐ Construction subcontractor characteristics
- ☐ Public benefit in neighborhood: amenities, infrastructure, community facilities
- ☐ Mobility metrics
- ☐ Use of city-based workforce training/placement resources

Responsibilities of Cities: Communication

□ Communicating Expectations

- Consistent, sustained language on what the city is trying to achieve
- City as an investment partner, not a project supplicant – define equity objectives from your investment

□ Communicating Results

- Transparent data on program usage
- Reporting equity outcomes

□ Bonus thought: Program Design

- Is the current slate of incentives sufficient to meet equity objectives?

Implementation Ideas

1. Mobility
2. Engagement Process
3. Incentives
- 4. Workforce Development**
5. Disposition Process

Workforce Development Is Critical To Equity

- A robust equity policy must include workforce development throughout the economy
- Racial and geographic income & employment disparities seem to indicate need for progress
- Workforce development solutions cannot occur in a vacuum--connect transportation & housing
- Workforce development must include a full spectrum of jobs--not just construction

Workforce Development: Initial Recommendations

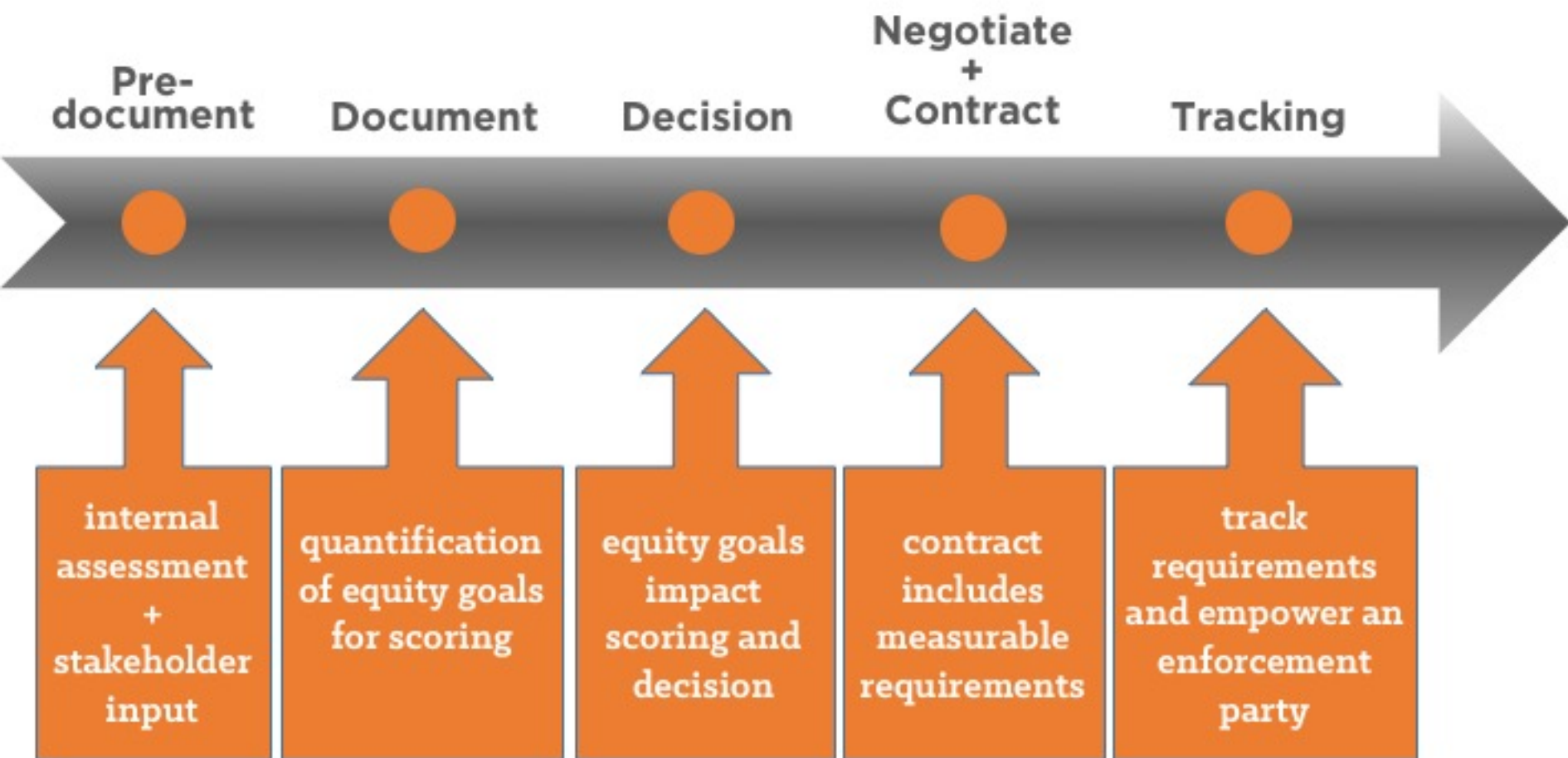
- Human resources professionals at key employers must be collaborative partners
- Local non-profits and philanthropic community must be investors and partners
- Create inter-departmental working group (coordinate workforce development, mobility & housing decisions & investments)

Implementation Ideas

1. Mobility
2. Engagement Process
3. Incentives
4. Workforce Development
5. Disposition Process

Embed equity into every stage of the disposition process:

Embed equity into every stage of the disposition process:



What Would This Mean for 201 Market?



Presentation Outline

1. Why equity?
2. High-level observations
3. Framing equity
4. Aligning policies, practices & incentives
5. Implementation ideas
6. **Conclusions + Homework**



Conclusions

- ❑ Equity is an investment with a positive value proposition for everyone
- ❑ Equity goals need to be clearly defined and measurable
- ❑ Align policy, practice and partnerships
- ❑ Neighborhood engagement is critical
- ❑ Incentives are only tools if they support strategy
- ❑ Achieving equity is an economic imperative

Homework

1. Identify your top three equity priorities
2. Come up with examples that align policy with practice in the five implementation areas
3. Explore how you can embed equity into the current solicitation process for 201 Market

Next check-in:
Rose Fellowship Retreat
Seattle, May 2

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