



Alliance for Livability

“Purpose: Advise on DGRI-related programs, services, and investments related to cleanliness and safety, mobility, beautification, asset management, and urban recreation.”

February 22, 2016

11:00am – 12:30pm

29 Pearl Street, NW Suite #1

Agenda

Main work item: Prioritize concepts from the GRFWD Implementation Matrix to serve as a basis for project prioritization and FY 2017 budget planning.

1. Call to order
2. Public Comment, Current Business – 3 minutes per person
3. January minutes, Downtown Ambassador Report, GRPD report – 10 minutes – *motion*
4. Project Updates (DGRI Staff) – 15 minutes
 - a. Monroe North Gateway
 - b. Ionia Bikeway
 - c. ExitSpace / Signal Box
 - d. Food Trucks
 - e. Urban Recreation
5. Budget Planning: Phase 1 (Full Alliance) – 40 minutes
 - a. GRWFD Implementation Discussion & Concept Prioritization
6. Public Comment, Old/Other Business – 3 minutes per person
7. Adjourn



DOWNTOWN
GRAND RAPIDS INC.

Alliance for Livability

January 25, 2016

1. Call to order: Wells called the meeting to order at 11:02am
2. Members Present: Shaun Biel, Asante Cain, Amy Cogswell, Robert Dean, Joe Elliot, Stephen Faber, Johannah Jelks, Lance Marconi, Jenn Schaub, Jay Schrimpf, Marcia Rapp, Lynee Wells

Members Absent: Trevor Bosworth, Dr. Wendy Falb, Christian Frank, John Helmholdt, James Hurt, Matt Koning, Chris Muller

Others Present: Officer Eric Gizzi, Bill Kirk, Jennie Kovalcik, Annamarie Buller, Melvin Eledge, Jamie Hock, Kim Van Driel, Erika Hanson, Aaron Terpstra
3. Public Comment / Current Business:
Officer Gizzi said graffiti has been an increasing issue, with one arrest over the weekend. Officer Gizzi explained recent changes in the department, including the addition of new staff.
4. Approval of November Meeting Minutes:
Motion: Marcia Rapp supported by Jay Schrimpf, moved approval of November 23rd, 2015 minutes as presented. Motion carried unanimously.
5. Calder Plaza:
Wells said that the Calder Plaza improvement project is continuing. Wells said that she is on the steering committee, and the committee is focused on green efforts and historic preservation. Wells added that alliance members can get involved moving forward.
6. Downtown Ambassador – Annual Review:
Eledge presented the Downtown Ambassador annual review. Cain asked how and if the clean team and hospitality team work together. Eledge explained that both teams are cross-trained and can assist the other when needed. Marconi asked if there is a program cost increase from last year to this year.

Kirk said there is not a substantial increase, but rather funds coming from different places. Kirk added that funds will be transitioned to the DID as much as possible. Marconi asked if the program will be funded via tax dollars soon. Kirk said no; DID funds come from voluntary assessment on properties within the DID. Kirk added that DGRI has budgeted annual increases for expected expansion.

7. Working Groups:

** Alliance broke into working groups.*

- a. Discussion Topic – Clean/Safe/Beautiful: Monroe North Gateway and RFP goals (proposed steering committee)
 - i. Outcomes – Schaub said the group suggested names to add to the steering committee for this project. Schaub said the group added key points to the RFP, including a focus on pedestrian safety and an interactive engineering approach to tie all pedestrian experiences together. Schaub suggested adding banners and visible signage for businesses and organizations to use at a reduced cost, along with signage hardware for small businesses Downtown.
- b. Discussion Topic – Engagement: signal box art project; concept goals, parameters, partnership scan, resident's council, re-engagement plan
 - i. Outcomes – Buller said the group wanted to continue the signal box program with WMCAT. Buller said the group discussed themes, partners/funding, and artists for the future boxes; including partnering with students and community artists to create an ArtPrize entry. Buller added the signal boxes could become part of an annual or biannual series. Buller said it may be hard to get all incomes represented in the resident's council. Buller said the group suggested asking building managers to speak for different income types. Wells said that the Downtown census should be done before the next meeting, which may assist in this project.
- c. Discussion Topic – Mobility: local sidewalk closure policy review and comparison, plan development for policy enhancements, update on Downtown mobility initiatives
 - i. Outcomes – Wells said the group identified differences in sidewalk closure standards between other cities. Wells said the Alliance should promote sidewalk mobility and experience efforts for all pedestrians. Wells added the group discussed moving the time of meter hooding. Wells explained the current hooding time conflicts with the public's experience after work hours. Wells said the group discussed whether there is too much space designated to loading zones that could be used for additional meters. Wells added that the Alliance goals should focus on promoting business friendly and livable sidewalks.

8. Public Comment / Old & Other Business:

Kirk told the Alliance Grand Rapids was not awarded any funds from the HUD Grant. Kirk added that this decision does not slow down DGRI's projects or plans. Wells asked the Alliance to provide any feedback on how meetings were conducted because the Alliance Leads Meeting would occur later this

week. Schaub suggested providing specific questions addressed to working groups rather than discussion prompts. Kirk said he will make the appropriate changes.

9. Next Meeting:

February 22, 2016

10. Adjourn:

Wells adjourned the meeting at 12:24pm

Minutes taken by:

Jennie Kovalcik

Administrative Assistant

Downtown Grand Rapids Inc.



Downtown Grand Rapids Ambassador Program

January 2016 Report



Outreach Highlights



Rebecca provides first aid to a man on Monroe Center

Accomplishments

The Downtown Ambassador program was asked to participate in the 2016 Point in Time Count (P.I.T.). The count is conducted across the country every year in January and attempts to gain an accurate count of homeless individuals, sheltered or not, living in a specific area.

The Ambassador team was able to provide updates and information relating to possible locations where people may be staying and also assisted in the actual count in January.

Feedback

"The Downtown Grand Rapids Ambassadors program and staff have been integral to providing information on the location of individuals in homeless situations in the Downtown Grand Rapids area to all outreach teams providing services to folks who are homeless in our community. From my personal experience as an Outreach Team Leader for The Salvation Army in our efforts to end homelessness, the DGRI Ambassadors are an important partner in our engagement with people and equally concerned about treating everyone with empathy, dignity, and respect."

Brian B., Salvation Army

QUICK VIEW

Jan 01, 2016 -- Jan 31, 2016

18 Panhandling - Aggressive

27 Panhandling - Passive

582 Outreach Contact

Hospitality Highlights



Sue provides assistance to a pedestrian inside at a convention



Accomplishments

The Ambassador team has participated in three conventions already in 2016, this is a continuation of our agreement with Showspan to provide hospitality services inside of the major conventions that come to Grand Rapids during the first quarter of the year.

This agreement allows our team an opportunity to engage convention attendees and educate them about the program, DGRI and the greater downtown area in an effort to extend someone's stay in the downtown and turn their trip to the convention into a full downtown experience.

QUICK VIEW

Jan 01, 2016 -- Jan 31, 2016

- 3** Umbrella Escorts
- 57** Safety Escort
- 144** Business Contact
- 2914** PA - Program Information
- 943** PA - Directions
- 1186** PA - Information
- 9148** PA - Other

Cleaning Highlights



Marcia replaces dog waste bags



Tyler and Melvin use the blower and billy goat to provide deep cleaning to Division Ave.

Initiatives

The Ambassador team is focusing on two cleaning projects for the 2016 calendar year. We will be installing cigarette urns around the downtown to allow for the collection and recycling of the cigarette butts in an effort to reduce the amount of waste that is deposited on the ground.

Our second initiative is to repair and enhance the trash cans in the Heartside neighborhood. Previously these cans did not have bags placed in them and many of the cans are in need of structural repairs. The Ambassador team has already started placing bags in the cans as part of our regular cleaning procedures and we will be making repairs, painting and logoing the cans to create a more uniform look between the cans in Heartside and the cans placed elsewhere downtown.

QUICK VIEW

Jan 01, 2016 -- Jan 31, 2016

- 1** Weed Abatement (block faces)
- 51** Graffiti - Removed
- 1222** Trash (Bags collected)
- 3370** Snow Removal - Block Faces

Stakeholder Feedback



Downtown Grand Rapids Inc.

January 13 at 5:11am · Grand Rapids, Michigan · 🌐

Thanks to the Downtown Ambassadors, who yesterday shoveled out 440+ parking meters, curb cuts and fire hydrants.



🔗 Share

Irene Biskey, Demi Welch, Linda Pierce and 364 others like this.

Chronological ▾

24 shares



Adam Tauno Williams Heroes!

👍 1 · January 13 at 5:33am



Laurie Fouty Johnson THANK YOU ALL!! God bless you!

👍 1 · January 13 at 8:27am



The Barking Mitten Thank you so much!

👍 1 · January 13 at 8:54am



Colliers International | West Michigan Way to go! Another reason why #GRMI is the greatest.

👍 2 · January 13 at 7:29am



Crystal Bush- Realtor Thank you Downtown Ambassadors! 🌟

👍 1 · January 13 at 10:22am



Shirley Tap Thank u

👍 1 · January 13 at 11:00am



Stacy Slikkers Noonan Love these folks....didn't think about what you do in the winter months....can't wait to get back downtown when out warms up

👍 2 · January 13 at 12:05pm

Feedback

"We love the Downtown Ambassadors! They have done a great job of getting to know our neighbors and offering help when needs arise. They also effectively spread the word about new services in the area or upcoming events. I really cannot speak highly enough about the value this wonderful group brings to the Heartside neighborhood."

Andy DeBraber, Heartside Ministries

Hi,

Yesterday I had a bad reaction because of combining my anxiety and pain medication. I found myself downtown, in the cold, very disoriented, and frankly pretty helpless. Rebecca came along and was very helpful. She brought me somewhere warm and made sure I had contacted someone to pick me up. She also offered to help me find medical attention. She was very kind, compassionate, and helpful. My wife and I are grateful for her and for the Downtown Ambassador service. Please extend my thanks to Rebecca. Sincerely,

Shawn N

Ran into Rebecca doing a great job snow plowing the sidewalks of downtown GR!! Keep it up!! Great job!!

Good Morning, just want you to know how much we appreciate Rick and the increased attention to detail by The Ambassadors. The sidewalks and particularly the sidewalk ramps have been much better maintained as compared to the last service. Thank you for all you do to serve our community.
Stuart P. Ray
Guiding Light

Highlights



Our new All Terrain Litter Vacuum arrives



The team picks up left over sand bags near Ottawa Ave.



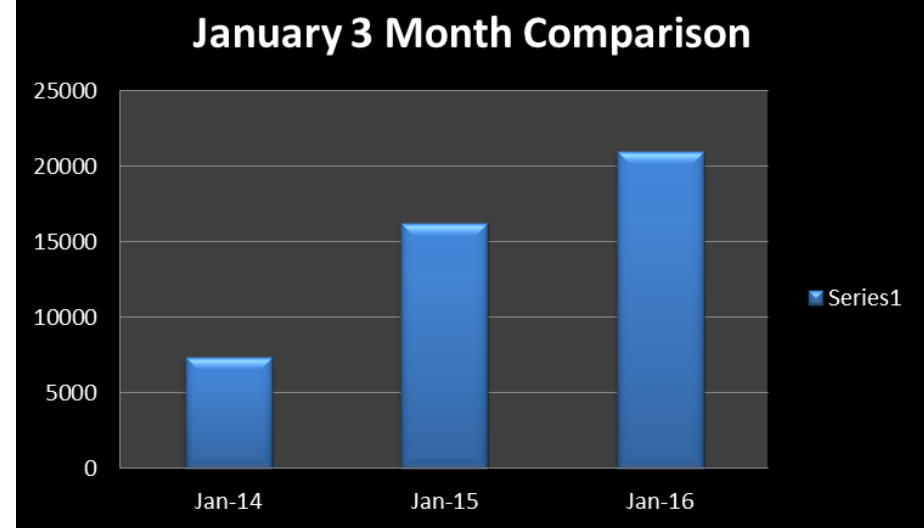
Assembling lockers in preparation for moving our operations center



Ambassadors removing snow and breaking ice

Statistics

Activity	Jan-16	Jan-15	Jan-14
ATLV Hours	0	0	0
Backpack Blower (hours)	0	0	0
Bicycle (miles)	0	0	0
Billy Goat Hours	0	0	0
Segway Hours	0	0	0
Business Contact	144	390	159
Graffiti - Removed	51	95	4
Motorist Assist	4	3	3
Observation - Fighting	8	42	2
Outreach Contact	593	3072	1794
PA - Directions	967	1426	775
PA - Information	1260	2985	1228
PA - Other	10233	5098	1811
PA - Program Information	2933	2035	1003
Panhandling - Aggressive	19	107	14
Panhandling - Passive	30	61	47
Planters Watered	0	0	0
Power Washing (block faces)	0	0	0
Request for Fire/EMS	15	20	14
Request for Police	4	4	4
Safety Escort	61	357	259
Sidewalk Violation	34	129	104
Snow Removal	3370	0	0
Suspicious Package	2	72	7
Suspicious Person	29	356	37
Trash (Bags collected)	1222	0	0
Umbrella Escorts	3	1	99
Weed Abatement (block faces)	1	0	0
Total Contacts January 2016	20983	16253	7364
Total Contacts January 2015			
Total Contacts January 2014			



Comparison of total statistics for the month of January for years 2014, 2015, 2016.

The Ambassador team finished January 2016 with 20,983 total contacts. This represents a 23% increase from 2015 and a 65% increase from 2014. There was a significant drop off in outreach contacts this is due the outreach position currently being open on the team. We have identified a candidate to fill this position and they will likely be starting in the next two weeks.

We will be pushing out our trash can and cigarette recycling program in the next week; we have acquired trash cans from OSE and the stickers for our cigarette urns should be arriving by Monday so we will be getting those deployed in full force next week.

	ALLIANCE FOR LIVABILITY					
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	within 5 years	DGRI / Arts Community	AFL
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	within 5 years	DGRI / Arts Community	AFL
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	within 5 years	DGRI / Arts Community	AFL
1.1	Create a landscape gallery of public art along the river corridor	Develop interpretive materials – an “art trail” guide	City of Grand Rapids	within 5 years	DGRI / Arts Community	AFL
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	1st Year	DGRI	AFL
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	within 10 years	DGRI / Developers / local institutions	AFL
2.2	Foster civic engagement and strengthen community ties Downtown	Support efforts to establish a Downtown residents council	DGRI	within 5 years	City of Grand Rapids / Downtown property owners and institutions	AFL
2.2	Foster civic engagement and strengthen community ties Downtown	Educate residents about ways to be engaged in discussions around change Downtown	DGRI	within 5 years	City of Grand Rapids / Downtown property owners and institutions	AFL
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	within 5 years	Local institutions / DGRI	AFL
2.2	Increase access to fresh produce Downtown	Incentivize additional farmers markets Downtown	Health care providers	within 5 years	Local institutions / DGRI	AFL
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	within 5 years		AFL
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	within 5 years	City of Grand Rapids / local colleges and universities	AFL
2.3	Explore ways of expanding homeownership Downtown	Explore ways to better link homebuyers with available and potential real estate	DGRI	within 5 years	Private developers / Downtown prospective residents	AFL
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	within 5 years	DGRI / private developers	AFL
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	within 5 years	DGRI / private developers	AFL
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	within 5 years	DGRI / private developers	AFL
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	within 5 years	DGRI / private developers	AFL
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	1st Year		AFL
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	within 10 years [3 years for initial design]	DGRI	AFL
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	within 5 years	DGRI/ MDOT/Rapid	AFL
3.1	Create a more walkable Division Avenue	Design road diet on Division Avenue south of Oakes Street	City of Grand Rapids	within 5 years	DGRI/ MDOT/Rapid	AFL
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	within 5 years	DGRI/ MDOT	AFL
3.1	Invest in Cherry Street	Design and implement targeted improvements along Cherry to enhance safety - focus around US 131	City of Grand Rapids	within 5 years	DGRI/ MDOT	AFL
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	within 10 years	DGRI/ MDOT	AFL
3.1	Develop pedestrian-focused encouragement programs	Establish a Pedestrian Challenge; Partner with local employers to participate.	City of Grand Rapids	1st Year	DGRI/ local non-profits/health service providers	AFL
3.2	Reconfigure existing DASH service	Pilot changes to one line	City of Grand Rapids	1st Year	The Rapid	AFL
3.2	Provide New and Enhanced Mobility Options	Launch car share pilot	City of Grand Rapids	1-2 Years	DGRI / Rapid / Foundations / private businesses	AFL
3.2	Provide New and Enhanced Mobility Options	Complete bike share planning study	City of Grand Rapids	1-2 Years	DGRI / Rapid / Foundations / private businesses	AFL
3.2	Provide New and Enhanced Mobility Options	Pilot transit pass program	City of Grand Rapids	1-2 Years	DGRI / Rapid / Foundations / private businesses	AFL
3.2	Provide New and Enhanced Mobility Options	Improve paratransit options	City of Grand Rapids	1-2 Years	DGRI / Rapid / Foundations / private businesses	AFL
3.2	Programs and Policies	Conduct outreach to employers	City of Grand Rapids	1st Year	DGRI	AFL
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	within 5 years	City of Grand Rapids / DGRI	AFL
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	within 5 years	City of Grand Rapids / DGRI	AFL
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	within 5 years	City of Grand Rapids / DGRI	AFL
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	AFL
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	AFL
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	AFL
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	AFL
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	AFL
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	AFL
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	AFL
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	1st year	DGRI	AFL

3.4	Integrate Digital Signage/Changeable Signage	Install real-time digital signage for City-Owned parking facilities	City of Grand Rapids	1-2 years	DGRI / Rapid / private partners	AFL
3.4	Integrate Digital Signage/Changeable Signage	Develop an App linked to parking map with real-time parking availability.	City of Grand Rapids	1-2 years	DGRI / Rapid / private partners	AFL
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	within 5 years	DGRI / Rapid / private partners	AFL
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	within 5 years	DGRI / Rapid / private partners	AFL
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	within 5 years	DGRI / Rapid / private partners	AFL
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	within 5 years	DGRI / Rapid / private partners	AFL
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	within 5 years	DGRI / Rapid / private partners	AFL
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	within 5 years	DGRI / Rapid / private partners	AFL
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	within 2 years	City of Grand Rapids / Amtrak / Rapid / Airport	AFL
3.5	Market Grand Rapids's Regional Connections	Meet with representatives from all regional transportation connections to explore cross-promotional opportunities	DGRI	within 2 years	City of Grand Rapids / Amtrak / Rapid / Airport	AFL
3.5	Market Grand Rapids's Regional Connections	Highlight connections to regional transportation connections on all transportation map produced/released by the City	DGRI	within 2 years	City of Grand Rapids / Amtrak / Rapid / Airport	AFL
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	within 5 years	City of Grand Rapids / Rapid	AFL
3.5	Improve Navigation and Wayfinding	Evaluate the success of existing wayfinding programs in Downtown	DGRI	within 5 years	City of Grand Rapids / Rapid	AFL
3.5	Improve Navigation and Wayfinding	Choose the most successful system and explore expansion of this wayfinding typology throughout Downtown	DGRI	within 5 years	City of Grand Rapids / Rapid	AFL
3.5	Improve Navigation and Wayfinding	Procure an App to assist with wayfinding in Downtown - or integrate pedestrian wayfinding into parking/transit app	DGRI	within 5 years	City of Grand Rapids / Rapid	AFL
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	AFL
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Heartside Park	Develop design documents with the surrounding community	DGRI	5 to 10 years	Local non-profits / Convention & Visitors Bureau / Heartside neighbors & institutions	AFL
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	within 10 years	City of Grand Rapids / local property owners	AFL
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	within 10 years	City of Grand Rapids / local property owners	AFL
5.3	Turn up the volume on public art	Establish a percent for public art program [City of Grand Rapids]	City of Grand Rapids	within 5 years	DGRI / river art group*	AFL
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	within 5 years	DGRI / river art group*	AFL
5.3	Turn up the volume on public art	Reestablish Municipal Art Advisory Council	City of Grand Rapids	within 5 years	DGRI / river art group*	AFL
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	within 5 years	DGRI / river art group*	AFL
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	5-10 years	City of Grand Rapids / DGRI	AFL
5.4	Expand beautification management	Increase cleanings and graffiti removal targeting problem areas	DGRI	within 5 years		AFL
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	within 5 years	City of Grand Rapids / local non-profits	AFL
5.5	Build on the successes of the Downtown Ambassador Program	Discuss with DDA and Alliances the potential need for expansion and budget	DGRI	1st Year	DGRI	AFL
5.5	Evaluate snow removal practices	Conduct outreach and education on snow removal	City of Grand Rapids	within 5 years	DGRI	AFL
5.5	Evaluate snow removal practices	Explore options for reusing plowed snow to support winter programming	City of Grand Rapids	within 5 years	DGRI	AFL
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	within 10 years	Local institutions / DGRI / City of Grand Rapids	AFL
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	1st Year	DGRI/ local non-profits/health service providers	AFL / AFV

ALLIANCE FOR INVESTMENT

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners	DGRI Lead
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	1st Year	City of Grand Rapids	AFI
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	AFI
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	AFI
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	AFI
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	AFI
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	AFI
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	AFI
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	within 5 years	DGRI / private & foundation support /State and Federal/GRWW	AFI
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	within 5 years	DGRI / private & foundation support /State and Federal/GRWW	AFI
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	within 5 years	DGRI / private & foundation support /State and Federal/GRWW	AFI
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	AFI
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	AFI
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	AFI
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	AFI
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	AFI
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	AFI
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	AFI
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	AFI
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	within 10 years	State	AFI
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	within 5 years	State, DGRI	AFI
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	within 5 years	State, DGRI	AFI
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	within 5 years	State, DGRI	AFI
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	within 5 years	State	AFI
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	within 5 years	State	AFI
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	within 5 years	State	AFI

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners	DGRI Lead
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	within 5 years	State	AFI
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	within 5 years	State	AFI
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	within 5 years	State	AFI
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	within 5 years	State	AFI
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	within 5 years	State	AFI
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	within 5 years	State	AFI
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	within 5 years	State	AFI
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	within 5 years	State	AFI
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	within 5 years	State	AFI
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	within 5 years	State, DGRI	AFI
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	within 5 years	State, DGRI	AFI
1.4	Improve streets that make important connections to riverfront parcels> Market	Design and construct streetscape and roadway	City of Grand Rapids	within 5 years	State, DGRI	AFI
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	within 10 years	State, DGRI	AFI
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	within 10 years	State, DGRI	AFI
1.4	Improve streets that make important connections to riverfront parcels> Cherry and Coldbrook	Design and construct streetscape and roadway	City of Grand Rapids	within 10 years	State, DGRI	AFI
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	within 10 years	DGRI	AFI
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	within 10 years	DGRI	AFI
1.4	Create inviting gateways under US 131 that celebrate neighborhoods and the river	Design and construct gateways	City of Grand Rapids	within 10 years	DGRI	AFI
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	AFI
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	within 10 years	City of Grand Rapids	AFI
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	within 10 years	City of Grand Rapids	AFI
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	1st Year		AFI
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	1st Year		AFI
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	1st Year		AFI
2.1	Revisit development incentives	Develop a package of new incentives to encourage key goals of GR Forward	City of Grand Rapids	1st Year	DGRI / Developers	AFI
2.1	Remap the Existing City Center Zone	Introduce new City Center are for discussion	City of Grand Rapids	1st Year	DGRI	AFI
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	within 5 years		AFI
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	within 5 years		AFI
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	within 5 years		AFI
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	within 10 years		AFI

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners	DGRI Lead
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	within 10 years		AFI
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	within 10 years		AFI
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	within 10 years		AFI
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	within 5 years	City of Grand Rapids	AFI
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	1st Year	MSU / Kent County	AFI
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	within 10 years	DGRI / Developers / local institutions	AFI
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	City of Grand Rapids	within 10 years	DGRI / Developers / local institutions	AFI
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	within 10 years	DGRI / Developers / local institutions	AFI
2.1	Preserve historic character while accommodating growth	Update the Historic Preservation Guidelines for Heartside	City of Grand Rapids	within 5 years		AFI
2.1	Preserve historic character while accommodating growth	Discuss changes to Historic Preservation Commissioner appointments	City of Grand Rapids	within 5 years		AFI
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	within 5 years	City of Grand Rapids	AFI
2.1	Preserve historic character while accommodating growth	Create and maintain a list of historic preservation financing options and incentives	DGRI	within 5 years	City of Grand Rapids	AFI
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	within 5 years	City of Grand Rapids	AFI
2.2	Unlock the potential of municipal data and online tools	Explore a comprehensive Open Data policy	City of Grand Rapids	within 5 years	DGRI / GRPS / The Rapid	AFI
2.2	Unlock the potential of municipal data and online tools	Expand and centralize online tools	City of Grand Rapids	within 5 years	DGRI / GRPS / The Rapid	AFI
2.2	Expand youth programming	Reinforce and promote the Mayor’s 100 Campaign - engage youth on Downtown beautification	City of Grand Rapids	within 10 years	Local non-profits / GRPS / DGRI	AFI
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	1st year	DGRI / local non-profits	AFI
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	1st year	DGRI / local non-profits	AFI
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	AFI
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 bonuses and incentives	City of Grand Rapids	1st Year	DGRI / property owners	AFI
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	1st Year	DGRI / property owners	AFI
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	within 5 years	City of Grand Rapids	AFI
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	within 5 years	DGRI / WMEAC / developers	AFI
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	within 5 years	DGRI / USGBC	AFI
2.5	Promote green building	Deconstruction policies to promote material recycling should be considered	City of Grand Rapids	within 5 years	DGRI / USGBC	AFI
2.5	Embrace sustainable site design principles	Promote the City’s Low Impact Development Guidelines when complete	City of Grand Rapids	within 5 years	City of Grand Rapids / DGRI / developers	AFI
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	within 5 years	DGRI / private developers	AFI
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	within 5 years	DGRI / private developers	AFI
3.1	Develop, enhance and implement of ‘Big Idea’ policies for street design	Establish Vision Zero policy	City of Grand Rapids	1st Year		AFI
3.1	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	AFI
3.1	Create a more walkable Division Avenue	Evaluate costs/benefits of transferring jurisdiction of US Business 131 to City	City of Grand Rapids	within 5 years	DGRI/ MDOT/Rapid	AFI
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	within 5 years	DGRI/ MDOT	AFI
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 Elhers and Central Stations	City of Grand Rapids	within 10 years	DGRI/ MDOT	AFI
3.3	Designate Street “typologies” to guide investment decisions and policy	Develop a Street Typology Map for all key streets within Downtown	DGRI	1-2 Years	City of Grand Rapids	AFI

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners	DGRI Lead
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	1-2 Years	City of Grand Rapids	AFI
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	AFI
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	AFI
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	AFI
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	AFI
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	AFI
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	AFI
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	AFI
3.4	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	2nd year	DGRI	AFI
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	AFI
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	AFI
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	AFI
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	within 1 year	Smart Zone / City of Grand Rapids / Economic development organizations	AFI
4.3	Preserve opportunities for inexpensive, flexible work space close to Downtown	Initiate discussions on creating a Production Development and Space Modernization Entity	DGRI	within 1 year	Smart Zone / City of Grand Rapids / Economic development organizations	AFI
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	within 1 year	Smart Zone / City of Grand Rapids / Economic development organizations	AFI
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	within 1 year	Smart Zone / City of Grand Rapids / Economic development organizations	AFI
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	1st year	Right Place / Tourism & Convention Bureau / City of Grand Rapids / GR Current	AFI
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	1st-year	Local Colleges & Universities / local businesses	AFI
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	1st-year	Local Colleges & Universities / local businesses	AFI
5.1	Build upon local Institutions	Provide ADA upgrades	DGRI	within 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	AFI
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	within 5 years	Kent County / Calder Foundation / DGRI / local non-profits / Grand Action	AFI
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	within 5 years	Kent County / Calder Foundation / DGRI / local non-profits / Grand Action	AFI
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	within 5 years	Kent County / Calder Foundation / DGRI / local non-profits / Grand Action	AFI
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming	Update existing plans [as needed] and secure financing for construction	City of Grand Rapids	within 5 years	City of Grand Rapids	AFI
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	within 5 years	City of Grand Rapids	AFI

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners	DGRI Lead
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	1st-year	DGRI	AFI
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	5 to 10 years	DGRI / local non-profits	AFI
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	1st-year	DGRI / local non-profits	AFI
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	1st-year	DGRI / local non-profits	AFI
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	within 5 years	DGRI / local non-profits / local institutions	AFI
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	development proposed for near future	DGRI / local non-profits / private developers	AFI
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	development proposed for near future	DGRI / local non-profits / private developers	AFI
5.3	Make a statement with improved gateways	Design underpass improvements for Bridge Street and Monroe Avenue underpasses	City of Grand Rapids	ongoing	MDOT / DGRI / property owners	AFI
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	within 5 years	Friends of Grand Rapids Parks / Urban Forestry Committee / City of Grand Rapids	AFI
5.3	Develop Streetscape Designs to Upgrade Key Streets	Develop design plans for Bridge Street, Pearl and Fulton	City of Grand Rapids	1st Year [design plans]	DGRI	AFI
5.3	Develop Streetscape Designs to Upgrade Key Streets	Develop design plans for Cherry, Wealthy, Grandville, Division, Market	City of Grand Rapids	1st Year [design plans]	DGRI	AFI
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	within 5 years	City of Grand Rapids / Kent County / business owners	AFI
5.4	Expand beautification management	Determine locations for new Big Belly trash receptacles - coordinate with streetscape improvements on designated corridors	DGRI	within 5 years		AFI
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	within 5 years	City of Grand Rapids / local non-profits	AFI
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	within 5 years	City of Grand Rapids / local non-profits	AFI
VISION	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	AFI
VISION	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	AFI
VISION	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	AFI
VISION	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	AFI
VISION	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	AFI
VISION	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	AFI
VISION	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	AFI
VISION	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	AFI

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners	DGRI Lead
	ALLIANCE FOR LIVABILITY					
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	within 5 years	DGRI / Arts Community	AFL
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	within 5 years	DGRI / Arts Community	AFL
1.1	Create a landscape gallery of public art along the river corridor	Design and implement a community engagement component to allow Grand Rapidians opportunities to participate in decision-making	City of Grand Rapids	within 5 years	DGRI / Arts Community	AFL
1.1	Create a landscape gallery of public art along the river corridor	Develop interpretive materials – an “art trail” guide	City of Grand Rapids	within 5 years	DGRI / Arts Community	AFL
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	1st Year	DGRI	AFL
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	within 10 years	DGRI / Developers / local institutions	AFL
2.2	Foster civic engagement and strengthen community ties Downtown	Support efforts to establish a Downtown residents council	DGRI	within 5 years	City of Grand Rapids / Downtown property owners and institutions	AFL
2.2	Foster civic engagement and strengthen community ties Downtown	Educate residents about ways to be engaged in discussions around change Downtown	DGRI	within 5 years	City of Grand Rapids / Downtown property owners and institutions	AFL
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	within 5 years	Local institutions / DGRI	AFL
2.2	Increase access to fresh produce Downtown	Incentivize additional farmers markets Downtown	Health care providers	within 5 years	Local institutions / DGRI	AFL
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	within 5 years		AFL
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	within 5 years	City of Grand Rapids / local colleges and universities	AFL
2.3	Explore ways of expanding homeownership Downtown	Explore ways to better link homebuyers with available and potential real estate	DGRI	within 5 years	Private developers / Downtown prospective residents	AFL
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	within 5 years	DGRI / private developers	AFL
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	within 5 years	DGRI / private developers	AFL
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	within 5 years	DGRI / private developers	AFL
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	within 5 years	DGRI / private developers	AFL
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	1st Year		AFL
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	within 10 years [3 years for initial design]	DGRI	AFL
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	within 5 years	DGRI/ MDOT/Rapid	AFL
3.1	Create a more walkable Division Avenue	Design road diet on Division Avenue south of Oakes Street	City of Grand Rapids	within 5 years	DGRI/ MDOT/Rapid	AFL
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	within 5 years	DGRI/ MDOT	AFL
3.1	Invest in Cherry Street	Design and implement targeted improvements along Cherry to enhance safety - focus around US 131	City of Grand Rapids	within 5 years	DGRI/ MDOT	AFL
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	within 10 years	DGRI/ MDOT	AFL
3.1	Develop pedestrian-focused encouragement programs	Establish a Pedestrian Challenge; Partner with local employers to participate.	City of Grand Rapids	1st Year	DGRI/ local non-profits/health service providers	AFL
3.2	Reconfigure existing DASH service	Pilot changes to one line	City of Grand Rapids	1st Year	The Rapid	AFL
3.2	Provide New and Enhanced Mobility Options	Launch car share pilot	City of Grand Rapids	1-2 Years	DGRI / Rapid / Foundations / private businesses	AFL
3.2	Provide New and Enhanced Mobility Options	Complete bike share planning study	City of Grand Rapids	1-2 Years	DGRI / Rapid / Foundations / private businesses	AFL
3.2	Provide New and Enhanced Mobility Options	Pilot transit pass program	City of Grand Rapids	1-2 Years	DGRI / Rapid / Foundations / private businesses	AFL
3.2	Provide New and Enhanced Mobility Options	Improve paratransit options	City of Grand Rapids	1-2 Years	DGRI / Rapid / Foundations / private businesses	AFL
3.2	Programs and Policies	Conduct outreach to employers	City of Grand Rapids	1st Year	DGRI	AFL
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	within 5 years	City of Grand Rapids / DGRI	AFL

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners	DGRI Lead
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	within 5 years	City of Grand Rapids / DGRI	AFL
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	within 5 years	City of Grand Rapids / DGRI	AFL
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	AFL
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	AFL
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	AFL
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	AFL
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	AFL
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	AFL
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	AFL
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	1st year	DGRI	AFL
3.4	Integrate Digital Signage/Changeable Signage	Install real-time digital signage for City-Owned parking facilities	City of Grand Rapids	1-2 years	DGRI / Rapid / private partners	AFL
3.4	Integrate Digital Signage/Changeable Signage	Develop an App linked to parking map with real-time parking availability.	City of Grand Rapids	1-2 years	DGRI / Rapid / private partners	AFL
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	within 5 years	DGRI / Rapid / private partners	AFL
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	within 5 years	DGRI / Rapid / private partners	AFL
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	within 5 years	DGRI / Rapid / private partners	AFL
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	within 5 years	DGRI / Rapid / private partners	AFL
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	within 5 years	DGRI / Rapid / private partners	AFL
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	within 5 years	DGRI / Rapid / private partners	AFL
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	within 2 years	City of Grand Rapids / Amtrak / Rapid / Airport	AFL
3.5	Market Grand Rapids's Regional Connections	Meet with representatives from all regional transportation connections to explore cross-promotional opportunities	DGRI	within 2 years	City of Grand Rapids / Amtrak / Rapid / Airport	AFL
3.5	Market Grand Rapids's Regional Connections	Highlight connections to regional transportation connections on all transportation map produced/released by the City	DGRI	within 2 years	City of Grand Rapids / Amtrak / Rapid / Airport	AFL
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	within 5 years	City of Grand Rapids / Rapid	AFL
3.5	Improve Navigation and Wayfinding	Evaluate the success of existing wayfinding programs in Downtown	DGRI	within 5 years	City of Grand Rapids / Rapid	AFL
3.5	Improve Navigation and Wayfinding	Choose the most successful system and explore expansion of this wayfinding typology throughout Downtown	DGRI	within 5 years	City of Grand Rapids / Rapid	AFL
3.5	Improve Navigation and Wayfinding	Procure an App to assist with wayfinding in Downtown - or integrate pedestrian wayfinding into parking/transit app	DGRI	within 5 years	City of Grand Rapids / Rapid	AFL
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	AFL
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Heartside Park	Develop design documents with the surrounding community	DGRI	5 to 10 years	Local non-profits / Convention & Visitors Bureau / Heartside neighbors & institutions	AFL
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	within 10 years	City of Grand Rapids / local property owners	AFL
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	within 10 years	City of Grand Rapids / local property owners	AFL
5.3	Turn up the volume on public art	Establish a percent for public art program [City of Grand Rapids]	City of Grand Rapids	within 5 years	DGRI / river art group*	AFL
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	within 5 years	DGRI / river art group*	AFL
5.3	Turn up the volume on public art	Reestablish Municipal Art Advisory Council	City of Grand Rapids	within 5 years	DGRI / river art group*	AFL
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	within 5 years	DGRI / river art group*	AFL

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners	DGRI Lead
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	5-10 years	City of Grand Rapids / DGRI	AFL
5.4	Expand beautification management	Increase cleanings and graffiti removal targeting problem areas	DGRI	within 5 years		AFL
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	within 5 years	City of Grand Rapids / local non-profits	AFL
5.5	Build on the successes of the Downtown Ambassador Program	Discuss with DDA and Alliances the potential need for expansion and budget	DGRI	1st Year	DGRI	AFL
5.5	Evaluate snow removal practices	Conduct outreach and education on snow removal	City of Grand Rapids	within 5 years	DGRI	AFL
5.5	Evaluate snow removal practices	Explore options for reusing plowed snow to support winter programming	City of Grand Rapids	within 5 years	DGRI	AFL
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	within 10 years	Local institutions / DGRI / City of Grand Rapids	AFL
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	1st Year	DGRI/ local non-profits/health service providers	AFL / AFV

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners	DGRI Lead
	ALLIANCE FOR VIBRANCY					
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	AFV
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	AFV
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	within 10 years	Local non-profits / GRPS / DGRI	AFV
2.2	Expand marketing efforts to promote Downtown living	Develop promotional video, tours and information packages for prospective Downtown residents	DGRI	1st Year		AFV
2.2	Promote zero waste infrastructure and services throughout Downtown	Plan and implement a zero waste event Downtown	DGRI	1st Year	City of Grand Rapids/ Property Owners	AFV
2.4	Employ a targeted marketing strategy to attract anchor retail	Targeted marketing strategies to retailers suitable for Downtown	DGRI	within 5 years	City of Grand Rapids	AFV
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	1-2 Years	City of Grand Rapids	AFV
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	1st year	Tourism & Convention Bureau / Hospitality industry	AFV
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	1st-year	Local Colleges & Universities / local businesses	AFV
5.1	Design and program public spaces to accommodate winter activities	Discuss the possibility of Winter-themed food trucks and river-oriented restaurants	DGRI	1st-year	Local Colleges & Universities / local businesses	AFV
5.1	Leverage the opportunity of Downtown events	Develop interactive competitions via social media for Downtown events	DGRI	ongoing	Local Colleges & Universities / local businesses	AFV
5.1	Leverage the opportunity of Downtown events	Develop a text alert notification service for Downtown events	DGRI	ongoing	Local Colleges & Universities / local businesses	AFV
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	AFV
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	AFV
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	AFV
5.1	Build upon local Institutions	Create a performing arts district	DGRI	within 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	AFV
5.1	Build upon local Institutions	Develop a coordinated calendar of performing art events and work with local institutions / businesses to promote tourism	DGRI	within 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	AFV
5.2	Enhance existing non-riverfront parks and open spaces through redesign and programming > Heartside Park	Form partnerships to provide park programming	DGRI	5 to 10 years	Local non-profits / Convention & Visitors Bureau / Heartside neighbors & institutions	AFV
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	AFV
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	within 5 years	City of Grand Rapids / Kent County / business owners	AFV
VISION	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	AFV
VISION	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	AFV
VISION	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	AFV

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners	DGRI Lead
VISION	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	AFV
VISION	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 Rapiidians surveyed regard Downtown Grand Rapids as welcoming and inclusive.	City of Grand Rapids	Ongoing	DGRI	AFV
2.2	Foster civic engagement and strengthen community ties Downtown	Ensure diverse representation on local boards	DGRI	within 5 years	City of Grand Rapids / Downtown property owners and institutions	All
VISION	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	All
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	N/A
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	N/A
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	N/A
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	within 10 years	State	N/A
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	within 10 years	State	N/A
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	within 10 years	State	N/A
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	within 10 years	State	N/A
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	within 10 years	State	N/A
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	within 5 years	State	N/A
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	within 5 years	State	N/A
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	within 5 years	State	N/A
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	within 10 years	State	N/A
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	within 10 years	State	N/A
1.4	Improve streets that make important connections to riverfront parcels> Webster and 10th	Design and construct streetscape and roadway	City of Grand Rapids	within 10 years	State	N/A
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	N/A
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	N/A
3.2	Establish Mobile GR Organization	Hire new staff, update website, developing marketing materials	City of Grand Rapids	1st year- 18 months		N/A
3.2	Manage parking assets to support the success of Downtown	Adjust parking pricing	City of Grand Rapids	1st year- 18 months		N/A
3.2	Manage parking assets to support the success of Downtown	Consolidate parking programs	City of Grand Rapids	1st year- 18 months		N/A
3.2	Provide additional parking supply	Identify potential future parking ramp locations	City of Grand Rapids	ongoing	Private developers	N/A
3.2	Provide additional parking supply	Pilot remote parking on the Silver Line	City of Grand Rapids	ongoing	Private developers	N/A

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners	DGRI Lead
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	within 5 years	City of Grand Rapids / DGRI	N/A
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	1-2 years	DGRI / Rapid / private partners	N/A
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	N/A
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	ongoing	Local businesses	N/A
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	N/A
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	N/A
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	within 5 years	GR Current / Start Garden / Hello West Michigan	N/A
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	within 5 years	GR Current / Start Garden / Hello West Michigan	N/A
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	within 5 years	City of Grand Rapids / Economic development organizations	N/A
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	1st year	Right Place / Tourism & Convention Bureau / City of Grand Rapids / GR Current	N/A
5.1	Build upon local Institutions	Renovate existing Innovation Central Auditorium	DGRI	within 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	N/A
6.1	Design, program, and implement the new GRPS Museum School @ VAMC	Program, design, & construct new 6-8 grade school at VAMC	GRPS	1st year	Local institutions / City of Grand Rapids	N/A
6.1	Design, program, and implement the new GRPS Museum School @ VAMC	Program, design, & construct new 6-8 GRPM offices at VAMC	GRPS	1st year	Local institutions / City of Grand Rapids	N/A
6.1	Design, program, and implement the new GRPS Museum School @ VAMC	Open school for first 6 grade class fall of 2015	GRPS	1st year	Local institutions / City of Grand Rapids	N/A
6.1	Design, program, and implement the new GRPS Museum School @ VAMC	Program new 9-12 grade school at 54 Jefferson	GRPS	1st year	Local institutions / City of Grand Rapids	N/A
6.1	Continue investment in Innovation Central and Montessori Schools	Provide maintenance upgrades on existing mechanical & electrical systems	GRPS	within 5 years	City of Grand Rapids	N/A
6.1	Continue investment in Innovation Central and Montessori Schools	Provide historical restoration maintenance & upgrades to existing building envelopes including windows & brickwork	GRPS	within 5 years	City of Grand Rapids	N/A
6.1	Continue investment in Innovation Central and Montessori Schools	Demolish old City High building	GRPS	within 5 years	City of Grand Rapids	N/A
6.1	Continue investment in Innovation Central and Montessori Schools	Begin implementation of Campus Grounds Master Plan	GRPS	within 5 years	City of Grand Rapids	N/A
6.1	Continue investment in Innovation Central and Montessori Schools	Provide new interior finishes in selected areas	GRPS	within 5 years	City of Grand Rapids	N/A
6.1	Continue investment in Innovation Central and Montessori Schools	Provide classroom technology upgrades	GRPS	within 5 years	City of Grand Rapids	N/A
6.1	Continue investment in Innovation Central and Montessori Schools	Provide ADA upgrades	GRPS	within 5 years	City of Grand Rapids	N/A
6.1	Continue investment in Innovation Central and Montessori Schools	Renovate existing Innovation Central Auditorium	GRPS	within 5 years	City of Grand Rapids	N/A
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	within 10 years	Health care providers / institutions / local business leaders	N/A
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	within 10 years	Health care providers / institutions / local business leaders	N/A
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	within 10 years	Health care providers / institutions / local business leaders	N/A
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	within 10 years	Health care providers / institutions / local business leaders	N/A
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	within 10 years	GRPS / local institutions / City of Grand Rapids	N/A
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	within 10 years	GRPS / local institutions / City of Grand Rapids	N/A

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners	DGRI Lead
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	within 10 years	Local institutions / DGRI / City of Grand Rapids	N/A
6.3	Continue collaboration and investment at Innovation Central High and Montessori campus	Continue purposeful and timely engagement with neighbors and HHA	GRPS	within 10 years	Neighbors / Students / Parents / City of Grand Rapids	N/A
6.3	Continue collaboration and investment at Innovation Central High and Montessori campus	Continue purposeful and timely engagement with students & parents of students	GRPS	within 10 years	Neighbors / Students / Parents / City of Grand Rapids	N/A
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	within 10 years	Neighbors / Students / Parents / City of Grand Rapids	N/A
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	within 10 years	Neighbors / Students / Parents / City of Grand Rapids	N/A
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	within 5 years	Local institutions / City of Grand Rapids	N/A
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	within 5 years	Local institutions / City of Grand Rapids	N/A
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	within 5 years	Local institutions / City of Grand Rapids	N/A
6.3	Renovate 54 Jefferson to build an innovative theme school in Downtown Grand Rapids	Contract with design & construction teams[s]	GRPS	within 5 years	Local institutions / City of Grand Rapids	N/A
VISION	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	N/A
VISION	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	N/A
VISION	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	N/A
VISION	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	N/A
VISION	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	N/A
VISION	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	N/A
VISION	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	N/A
VISION	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	N/A
VISION	Achieve a more diverse Downtown workforce	Create and expand successful workforce development and internship programs;	City of Grand Rapids	Ongoing	DGRI	N/A
VISION	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	N/A
1.5	Ensure sufficient river access	Provide river access for construction and programming	City of Grand Rapids	ongoing	DGRI/ State and Federal agencies	
3.1	Retrofit parking structures for upgrades	Note: SSE to review landscaping policy for specific changes	City of Grand Rapids	within 10 years	DGRI	
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 bilingual signage program for Grandville Ave to support cultivation of Latino-owned business corridor	City of Grand Rapids	1st Year [design plans]	DGRI	