

AGENDA

ALLIANCE
FOR
LIVABILITY



AFL

Board Members:

Shaun Biel • Trevor Bosworth • Ben Bozek • Regina Bradley • Asante Cain • Lamont Cole • Robert Dean
Joe Elliot • Steve Faber • Christian Frank • Erika Hanson • Johanna Jelks • Nicole Kosheba • Lynn Locke • Lance Marconi
Jon Oeverman • Haley Patrone • Kelli Jo Peltier • Marcia Rapp • Jenn Schaub • Jay Schrimpf • Rachael Tamez • Aaron Terpstra
Lynnee Wells

March 27, 2017

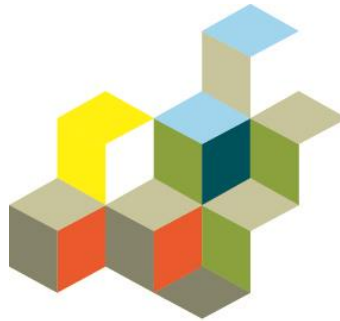
11:00a – 12:30p

29 Pearl Street, NW Suite #1

1. Call to order
2. Public Comment, Current Business – 3 minutes per person
3. February Minutes, Downtown Ambassador Report, GRPD Report – 10 minutes
4. Division Avenue Mural Update – 5 minutes
5. DGRI Alliance Structure Update (Larson) – 20 minutes
6. FY2018 Budget Discussion (Wells / Larson / Kelly) – 30 minutes
 - a. FY2017 Budget Review
 - b. Potential FY2018 Projects
7. Rose Center Fellowship Overview (Kelly) – 10 minutes
8. Public Comment, Old Business – 3 minutes per person
9. Adjourn



DOWNTOWN



DOWNTOWN
GRAND RAPIDS INC.

Alliance for Livability

February 27, 2017

1. Call to order- Cain called the meeting to order at 11:02am
2. Members Present- Trevor Bosworth, Regina Bradley, Asante Cain, Joe Elliot, Steve Faber, Johanna Jelks, Lynn Locke, Lance Marconi, Jon Oeverman, Haley Patrone, Kelli Jo Peltier, Marcia Rapp, Jenn Schaub, Jay Schrimpf, Aaron Terpstra

Members Absent- Shaun Biel, Ben Bozek, Lamont Cole, Robert Dean, Christian Frank, Erika Hanson, Nicole Kosheba, Rachael Tamez

Others Present: Kris Larson, Jennie Kovalcik, Jennie Schumacher, Annamarie Buller, Murphy Ackerman, Kim Van Driel, Kayem Dunn, Kristin Bennett, Officer Eric Gizzi, Melvin Eledge, Sarah Vander Werff, Anthony Lazarro

3. Approval of December Meeting Minutes-
Motion: Moved to approve December 19, 2016 minutes as presented. Motion carried unanimously.
4. Ambassador / GRPD Report-
Officer Gizzi said had nothing to report this month. Eledge said the Ambassador team is focusing on spring/summer recruiting and cleaning efforts. Eledge said a cigarette urn grant was completed with the help of Andy Guy; if received, the grant would provide two hundred (200) more urns and marketing efforts for the program.
5. DGRI Alliance Structure Update-
Larson said DGRI has been considering how to alter the Alliance structure to continue making it a successful and productive experience for members now that the GR Forward Plan is in the implementation stage. Larson added, DGRI wants to incorporate Alliance feedback into the restructuring, noting that everyone will have a chance to still participate and all modifications will be shown to each group before finalizing. Larson presented a list of DGRI functions and how these items

transition into leadership efforts in the community through civic engagement. Larson said all of the information will be provided to the group in a digital format. Larson presented a flow chart of the current DGRI Alliance structure. Larson provided an overview of the survey results from the Alliance members. Larson said overall DGRI heard that people still want to be involved, but prefer to be involved in individual projects, focus on implementation, and receive more information prior to meetings.

Larson presented the new Alliance 2.0 structure, saying it breaks down the walls that divide the Alliances right now by creating one larger pool of Alliance members. Larson said DGRI will provide education and capacity building through what is being called "DGRU" or Downtown Grand Rapids University. Larson said this allows for decision making on specific projects to be more flexible depending on timelines and groups. Larson explained there will be an unlimited number of standing committees and short term committees. Larson said the standing committees will involve things that are always ongoing, like streetscape design, versus something short term, like holiday lighting. Larson said the new structure will allow members to be passionate about different projects that may be covered in other Alliances and participate in multiple projects. Larson said the annual application process will remain, but now there will be three - two year terms for individuals. Larson explained there will be a point system for those who participate in DGRU activities, with the intention of points better preparing people to partake in committee work. Larson provided a list of proposed DGRU activities, saying DGRU is meant to create the most informed and prepared voices. Larson also noted that this is a working list that will continue to evolve. Larson said the point system will be self-reported to avoid any administrative burden, especially because members are volunteering their time. Larson said the committees can comprise of board members, Alliance members, and key partners in the community. Larson continued, Alliance members would identify what interests them the most, and depending on their workload and availability, committees will set their own meeting times. Larson said he hopes to get feedback from all of the Alliances in February and March to then bring a revised plan to the DGRI Board of Advisors for approval in April. Larson said the Alliances would work through the existing budget process, noting that budget recommendations will inform what committees will exist for fiscal year 2018.

Larson opened the Alliance for questions or thoughts on the proposed plan. Marconi asked how partnerships will be developed to ensure diversity. Larson said it will be up to DGRI to balance who is around the table and create a diverse stakeholder base. Locke asked how often the entire Alliance will meet. Larson said the group will meet a few times socially to network and during some important pieces of work, like budgeting. Schaub suggested opening DGRU resources to anyone, not just Alliance members, by creating a personal profile that tracks attendance and interests. Locke asked if DGRI will need to add staff to accommodate this new structure. Larson said DGRI will work with the current CRM system and adjust accordingly. Schaub said software exists to provide the profile, tracking, and recording service. Marconi said it will be important for committees to communicate with each other, and suggested using Warehouse Software to accomplish this. Cain asked why the change in the Alliance structure is happening. Larson said the concept was developed based on conversations with Alliance chairs at an open space meeting that focused on implementation and increased

involvement in projects. Cain asked if all meetings will be public and if DGRI staff will attend each meeting. Larson said yes. Bradley said the new structure allows for flexibility and better utilizes individual skillsets. Cain asked how committees will be determined. Larson said partly based on the DGRU point system, but also including important partnerships and diverse dialogue. Elliot said this transition is a great improvement and moving in the right direction.

6. FY2017 Project Updates-

- a. Bike Share Feasibility Study: Bennett said the study has been approved by City Commission, and a steering committee will be formed for the project. Bennett said it will be important to educate the media about bike share and what it means for Grand Rapids. Bennett said the study is expected to start in April.
- b. DASH Infrastructure: Larson said there is an interest to improve and add infrastructure, like shelters, to revised DASH routes city-wide. Larson said this would provide a better outcome for the city as a whole, and act as more than just a shelter but also an information source at stops. Bennett said the City's Transportation Department is creating a way to collect data about all stops in Grand Rapids that would act as an inventory to prioritize need and information about the entire stop experience.
- c. Division Avenue: Schaub said there was a meeting with the City of Grand Rapids, DGRI, the Police Department, and other stakeholders last week to discuss lighting infrastructure improvements on Division Avenue. Schaub said the City is going to conduct an assessment and provide three (3) levels of improvement, each more involved than the last. Schaub continued, the assessment will be paired with outreach to building owners to preapprove changes that will utilize BRIP funding from DGRI. Schaub said once the City has completed the assessment, they will pay for baseline costs and DGRI will pay for the historic aspect to match the current corridor theme. Larson said this project is expected to start in June.
- d. Public Realm Improvements:
 - i. Accessibility Audit: Locke said the Disability Advocates of Kent County (DAKC) is working with Grand Rapids Public Schools to get students involved in the audit when the weather is more consistent. Locke added DAKC will work with Tim Kelly to identify priority intersections.
 - ii. Downtown Enhancement Grants: Larson said the new enhancement program is one of the biggest outcomes from the Alliance for Investment this year. Larson provided a brief overview of the old enhancement tools, explaining that the new program combines all three (3). Larson said the new program takes the focus off of the building itself and dedicates dollars to public amenities. Larson said in the past developers have said the size of the grant funds were not large enough to make a significant impact on the project. Larson explained that this feedback encouraged DGRI to increase funding participation up to fifty percent (50%) for public realm improvements. Bosworth asked who serves on the grant selection committee. Larson responded, right now the Alliance for Investment; but a committee will be formed for the new model.

7. Public Comment/Old Business-

Jennie Kovalcik announced a Heartside Clean Up event happening on March 25th from 10am-noon as part of Grand Valley State University's Community Outreach Week and invited anyone interested to share the event or participate.

8. Adjourn-

Cain adjourned the meeting at 12:26pm

Minutes taken by:

Jennie Kovalcik

Administrative Assistant

Downtown Grand Rapids Inc.

AFL:

- How often will the larger alliance meet?
 - How will we communicate between committees/stay updated?
 - Can we make DGRU open to anyone (not just the Alliance)?
 - Can DGRU be a digital hub where individuals can create profiles?
 - Why is the change necessary?
 - Will there be more meetings? Are they all public? How will this affect DGRI staff?
 - How will committees be selected? Solely based on the point system?
 - How will the committees have diverse representation?
-
- Likes the flexibility, and transition towards utilizing people's skillsets.
 - Better use of time.
 - Great improvement; appreciates the flexibility; moving in the right direction.

AFI:

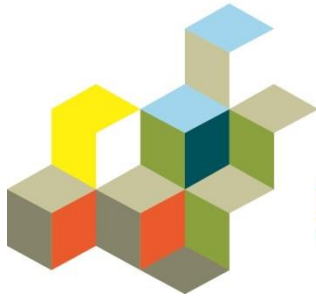
- Why is the change needed? Do you think it is too soon?
 - Would each committee still be advised by a DGRI staff member?
 - How will we communicate with other committees?
-
- Creates opportunities for collaboration with other Alliances and their projects.
 - Likes broader view and larger pool of members.
 - Likes that it has potential to represent the changing community.
 - Likes flexibility and adaptable factors.
 - Choice of committees means members are more engaged.

AFV:

- Would all members start at zero via the point system? Should members who have been here longer have seniority over committees?
 - Concern of losing long time members all at once.
 - What is the schedule of the larger Alliance?
 - How will the diverse voice still be heard on each committee?
 - Would we exist on an Alliance or just committees?
 - How would we communicate between committees?
 - Would we be meeting more or less with this structure?
 - How will advisory boards that already exist be incorporated?
-
- Likes the broader structure for choice and flexibility.
 - Likes the option of choice, and being able to overlap with projects in other Alliances.
 - Likes project implementation focus.

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 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	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	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	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

GOAL #	Recommendation	Action Step	Lead	Timeframe	Partners	DGRI Lead
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	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	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,	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



DOWNTOWN
GRAND RAPIDS INC.

FY 2017 Recommended Budget

Narrative

The following narrative document outlines priority project areas developed with all three Alliances of DGRi over the past few months. Projects and funding represent commitments to on-going obligations, as well as existing, on-going, and new projects in the next fiscal year.

Alliance for Investment

Development Incentive Programs

- *Areaway Fill*

Continued funding for the existing Areaway Removal Incentive Program. Program funds will be used cover existing obligations, and to continue to improve public safety through the removal of existing areaways. Funds are utilized to reimburse eligible activities, including removal of an areaway cap, construction of a new basement wall, sidewalk improvements, among others.

- *Building Reuse Incentive Program*

Request to continue funding the existing Building Reuse Incentive Program. Program funds will be used cover existing obligations, and to continue to assist property and business owners in the rehabilitation of buildings constructed pre-1950 in Downtown. Funds are utilized to reimburse eligible activities, including barrier free improvements, fire suppression upgrades, providing a second means of egress, and many others.

- *Development Project Guidance*

Funding for legal and staff time expended on behalf of facilitating development projects.

- *Development Support Reimbursements*

Continued funding for the existing Development Support Program. Program funds will be used to further promote economic growth and development in Downtown by funding approved eligible expenses in new construction projects over \$5 million in new investment and in rehabilitation projects featuring over \$1 million in new investment. Proposed funding is to cover existing obligations, and to capitalize on new opportunities.

- *Streetscape*

Continued funding for the existing Streetscape Improvement Incentive Program. Program funds will be used cover existing obligations, and to continue to assist property and business owners in the

rehabilitation of the Downtown public realm. Funds are utilized to reimburse eligible activities, including installation of street furniture, snowmelt, and other public realm improvements.

Economic Development

- *River Trail Economic Impact Analysis*

Economic analysis on the impact of the full build out of the Grand River trail for use in grant submissions and capital fundraising.

Infrastructure Projects

- *Pearl Street Public Improvements*

Completion of pedestrian improvements, including new pavers, street trees and decorative lighting, along Pearl Street between the Grand River and Mt. Vernon. *Total project cost is \$785,800, with additional contributions from the City's Vital Streets Oversight Fund (\$121,200), and the Capital Improvement Fund (\$20,600).*

- *Veteran's Park*

Construction of park improvements to implement the vision established by the Veterans and Monument Park Master Plan approved by the DDA Board in 2013. Costs for improvements will be reimbursed through the TIF from the Brownfield established for Fitzgerald condos. Construction is anticipated to begin fall 2016, and complete summer 2017.

- *Bridge / Cherry Street Improvements*

Contribution to improvements at Bridge and Cherry Street as a part of MDOT project. Improvements include installation of new lighting at both overpasses and a new sidewalk along Cherry Street. *This contribution is part of a larger project, totaling \$2,402,341, with contributions from the Vital Streets Fund (\$1,167,916), private foundations (\$53,000), Capital Improvement Fund (\$57,000) and a TAP Grant (\$973,425).*

- *Lyon Square*

Finalize schematic design and design development, bid construction drawings and project construction of Lyon Square consistent with the priorities identified in GR Forward.

- *Weston Street - Sheldon to LaGrave*

Reconstruction of the street and replacement of the watermain to coincide with the completion of the 20 E. Fulton development. *Total project cost is estimated at \$635,000, with additional funding from the City Water Fund (\$170,000), Sewer Fund (\$15,000) and TAP Grant (\$350,000.)*

- *Public Realm Improvements*

Installation of 200 street trees to eliminate vacancies in the public right of way Downtown.

- *Michigan Street – Barclay to Bostwick Improvements*

New street trees and green infrastructure to be installed as part of Spectrum Health public improvement project. *Total project costs are estimated at \$264,000, with additional \$189,000 being contributed by the City's Vital Street Fund, Sewer Fund and SmartZone. The City is also completing \$968,000 of improvements on Michigan Street from Monroe Avenue to Ionia Avenue, with funding from Vital Streets (\$94,000), TEDF (A) Grant (\$275,000) and STPU Grant (\$598,867).*

- *Pilot Bike Lane*

Installation of pilot bike lane on Ionia from Coldbrook to Fulton to test viability of permanent bike lane installation. The pilot bike lane will be done in partnership with the City's Vital Streets Oversight Commission.

Urban Planning / Design

- *Calder Plaza*

Completion of Calder Plaza conceptual planning process.

- *Downtown Intersection and Streetscape Designs*

Re-design of key Downtown intersections to improve pedestrian experience and safety. In addition, addition of green infrastructure components in the Central Business District and Arena South / Heartside. This project is being funded in partnership with the Monroe North TIFA.

Alliance for Vibrancy

Committed Obligations

- *Ticketed Events: Police Services*

DDA contribution for GRPD police services for ticketed special events include those located at Van Andel Arena and DeVos Place for pedestrian safety. Additional food patrol services are provided in entertainment districts throughout the warmer months.

- *City of Grand Rapids Office of Special Events Support*

DDA contribution for The City of Grand Rapids Office of Special Event (OSE) support financially helps maintain and run the office's management in order to schedule, process and permit events looking to host an event within The City of Grand Rapids.

- *Rosa Parks Circle Ice Skating*

DDA contribution to Rosa Parks Circle Ice Skating helps to support skate rink operations including operations of the Zamboni, maintenance and upkeep of the rink.

- *Major Event Sponsorship*

DDA contribution to Major Event Sponsorship helps to support Downtown signature events like ArtPrize, LaughFest and GRandJazzFest.

- *Bridge Lighting Operations*

DDA contribution to Bridge Lighting Operations helps to support electricity and maintenance for lighting on the Indiana Railroad Bridge (Blue Bridge) and the Gillett Bridge.

Vibrancy Projects

- *Downtown Marketing*

The DDA's contribution to Downtown Marketing helps support communications that promote Downtown events and initiatives to Downtown stakeholders and customer audiences. This includes but is not limited to paid advertising, the production of marketing collateral, and ongoing maintenance and enhancements of a digital media platform that serves more than 85,000 users and reaches tens of thousands more.

- *State of the Downtown Event/Annual Report*

DDA contribution to the State of the Downtown Event/Annual Report helps to support the programming activities and production for the annual event as well as the costs to support the marketing medium for DGRI's annual report

- *DGRI Event Production*

DDA contribution to DGRI Event Production contributes to the support of six Movies in the Park events, Valent-ICE, Rosa Parks Ice-skating programming, Movies NOT in the Park, Window Wonderland, and additional winter programming.

- *Community Relations and Engagement*

The DDA's contribution to Community Relations and Engagement helps support efforts to create a more welcoming and inclusive Downtown, attract and serve more multicultural audiences and strengthen community ties in and to the Downtown neighborhood. This work includes but is not limited

to event support and production, program sponsorship and partnership building to advance the collective vision of Downtown for the benefit of the entire community.

- *Downtown Hospitality and Workforce Program*

DDA contribution to Downtown Workforce Program helps to support programming and other efforts in order to connect with the downtown workers of Grand Rapids. This could include, but not limited to; Broomball Leagues, exercise and fitness classes, Relax at Rosa event series, Downtown workforce network program, Downtown Resident Network Program, DGRI Volunteer Program, and marketing initiatives.

- *Non-Tax Administration*

DDA contribution to Non-Tax Administration helps to support legal fees and other miscellaneous items in support of DGRI events.

- *Holiday Décor Program*

DDA contribution to Holiday Décor Program helps to support the DDA's investment towards lighting and decorating the downtown during the holiday season. This continued support will allow DGRI to continue to decorate the downtown with the replacement of existing decoration investments.

- *Public Space Activation*

DDA contribution to Public Space Activation helps to continue and expand upon the new Pop-Up Performer Program, public games, public artwork programs, parks programming, and other enlivening interventions that help create an ambiance at atmosphere within the downtown.

- *Special Events: DGRI Sponsorship Support Program*

DDA contribution to Special Events Event Sponsorship Support Program will help to support events happening within the downtown that are seeking event support and that align with the community goals that were voiced through the Special Events Optimization process finalized in FY15. This program will help us to support 10 events at a minimum per year.

- *Special Events Training Program*

DDA contribution to Special Events Training Program will help to support 2 full day workshops per year for events training in order to help assist event planners and producers to successfully plan and manage an event within the downtown and the City of Grand Rapids.

Alliance for Livability

Clean, Safe, Beautiful

- *ExitSpace Project*

Funding to work with partner organizations on the continuation/completion of the North Division retaining wall mural, as well as potential projects at Wealthy Street underpass east of 131 (Downtown Market) and west of 131 (Amtrak Station).

- *Signal Box Project*

Funding for the continuation/completion of the mini-mural project on City-owned traffic signal boxes Downtown in partnership with various arts and community organizations.

- *District Identification / Wayfinding*

Funding for pilot projects focused on public art interventions that can serve a multiple purposes including wayfinding, district identification, and branding in partnership with commercial and business districts Downtown.

- *Downtown Refuse Container Expansion*

Funding for equipment to be utilized in partnership with the Downtown Ambassadors to repurpose and repair current refuse containers, as well as acquire new containers to address deficient areas with a focus on containers that can incorporate a public art component.

- *Division Avenue Enhancements*

Collaborative program to leverage current BRIP (Building Reuse Incentive Program) and Signage Grant Programs to improve facades and storefronts on South Division, as well as explore additional funding options and programs to improve the pedestrian experience from Fulton to Wealthy.

Engagement

- *Downtown Residents' Network*

Funding support for events and programs led by DGRI's Stakeholder Engagement Specialist to connect, educate, and inform Downtown residents with the intent of building and growing a leadership network.

Mobility

- *DASH 2.0 Infrastructure*

Funding for infrastructure enhancements to complement the DASH system reconfiguration in 2016-2017, including, but not limited to stop and shelter infrastructure, map/schedule/route information (stationary and digital), vehicle branding, etc.

- Bike Parking 2.0

Funding for bike parking infrastructure to expand the current program in partnership with MobileGR, the Traffic Safety Department, and the Greater Grand Rapids Bicycle Coalition to enhance and expand bike parking options Downtown with a comprehensive bike parking plan (including new corrals, off-street parking, etc.).

- Bikeshare Feasibility Study

Funding to conduct a demand/feasibility analysis for a citywide bikeshare system in partnership with the MobileGR department.

- Wayfinding and Accessibility Audit/Enhancement

Funding to assess all current wayfinding systems to analyze efficiency and effectiveness, and understand areas of opportunity for improvement (including an assessment resting spaces and paratransit access points – loading zones, proximity to entrances, etc., as well as the Downtown street sign system).

Urban Recreation

- Winter Recreation Equipment

Funding for winter recreation equipment for deployment in Downtown parks in partnership with the Parks and Recreation Department.

- Skate Park/Plaza Planning

Funding for potential planning opportunities with the City of Grand Rapids to assess sites and preliminary design considerations for a Downtown skate plaza or park.

- River Trail and Trailhead Planning/Infrastructure

Funding to plan and design amenities for an Ah-Nab-Awen recreational trailhead and river trail infrastructure enhancements

POTENTIAL FY18 PROJECTS

Clean, Safe, Beautiful

- Signal Box Project
- District Identity/Wayfinding
- Trash and Recycling Receptacles
- ExitSpace Project Murals
- ADA Upgrades per DAKC Assessment
- Downtown Ambassadors (Non-Tax)
- Maintenance – Riverwalk, Snowmelt, Fixed Asset, Tree Well

Engagement

- Downtown Resident Network
- Downtown Census Update

Mobility

- DASH 2.0 Infrastructure
- Bike Parking

Infrastructure Projects (*Committed*)

- Veteran's Park
 - 6th Street Flood Improvements
 - Canal Street Flood Improvements
 - Coldbrook Edge Completion
 - Tree Planting in Priority Areas
 - Weston Street – La Grave to Sheldon
-

Infrastructure Projects (*Potential*)

- Calder Plaza (Phase I Interventions)
- Sheldon Avenue (including safety improvements at Fulton intersection)
- Newberry Street (Including safety improvements at Ottawa intersection)
- Division Avenue Streetscape Improvements
- Michigan Street Riverwalk Crossing Improvements at Convention Center / Post Office
- Van Andel Arena Public Space Improvements
- Grandville Avenue Overpass Lighting
- 54 Jefferson Public Space Improvements

Design

- Switchback Park
- Interchange Park
- Heartside Park
- Fulton and Ottawa Intersection
- River Trail Design Guidelines (including mock-ups)
- Downtown Streetscape Design Guidelines
- Lyon Square Design and Construction Documents
- Fulton Street Re-Design
- Ionia Linear Park

About the Rose Center

The mission of the Rose Center for Public Leadership in Land Use is to encourage and support excellence in land use decision making by providing public officials with access to information, best practices, peer networks, and other resources to foster creative, efficient, practical, and sustainable land use policies.

The Rose Center was created in 2008 with a \$5 million gift to the Urban Land Institute (ULI) by Daniel Rose, chair of New York City-based Rose Associates, Inc. Rose's career has involved a broad range of professional, civic, and nonprofit activities; Rose Associates is a leading developer and manager of more than 30 million square feet of major office towers, commercial retail centers, mixed-use complexes, and high-rise residential buildings throughout the East Coast. In 2014, the Rose family and ULI formed a strategic partnership with the National League of Cities (NLC) to bring that organization's robust expertise in local government leadership to bear on the Rose Center's programs. Today, NLC operates the Rose Center with the ongoing programmatic, financial, and strategic support of both ULI and the Rose family. This new partnership allows the Rose Center to build on its track record and reach new audiences, explore new topics, and foster better relationships and ideas in the practice of city building. It is led by a national Advisory Board comprised of leaders in city government and real estate, and supported by a staff based in Washington.

The Rose Center hosts convenings of thought leaders and organizes educational workshops, webinars, and conference sessions focused on the intersection of public sector strategy and private sector expertise in real estate, land use, development, design, and planning. It runs two fellowship programs for city officials: the Daniel Rose Fellowship focused on land use, and an Equitable Economic Development Fellowship that seeks to transform city practice in that policy area.

The Daniel Rose Fellowship provides a year of technical assistance to an annual class of four cities on an urban development challenge of their choosing. Rose Fellows receive leadership training and professional development opportunities from NLC and ULI. The fellowship emphasizes leadership, integrated problem solving, public/private collaboration, and peer-to-peer learning.



Attendees touring multi-family housing at a joint Rose Center-Terwilliger Center Forum in Houston, TX, November 2011

Four mayors of large American cities are invited to serve as Rose Fellows each year, so far including:

- Austin, TX;
- Birmingham, AL;
- Boston, MA
- Charlotte, NC;
- Denver, CO;
- Detroit, MI;
- Hartford, CT;
- Honolulu, HI;
- Houston, TX;
- Indianapolis, IN;
- Kansas City, MO;
- Long Beach, CA;
- Louisville, KY;
- Memphis, TN;
- Minneapolis, MN;
- Nashville, TN;
- Oakland, CA;
- Omaha, NE;
- Philadelphia, PA;
- Pittsburgh, PA;
- Phoenix, AZ;
- Portland, OR;
- Providence, RI;
- Rochester, NY;
- Sacramento, CA;
- Seattle, WA
- Tacoma, WA and
- Tampa, FL.

About Daniel Rose

Daniel Rose, Chairman of Rose Associates, Inc., a New York-based 80- year old real estate organization, has pursued a career involving a broad range of professional, civic and non-profit activities. Professionally, he has developed such properties as the award-winning Pentagon City complex in Arlington, VA and the One Financial Center office tower in Boston, MA. As an institutional consultant, his credits include the creation and implementation of the “housing for the performing arts” concept for New York’s Manhattan Plaza.



Mr. Rose, who for a decade was a Director of U.S. Trust Corporation, now serves as a Director of over 20 Dreyfus-sponsored mutual funds and was a Trustee of Corporate Property Investors from 1972 to 1998. He also teaches, lectures and writes on a variety of real estate and planning subjects.

Mr. Rose was appointed by President Clinton as Vice Chairman of the Baltic-American Enterprise Fund, a U.S.-government-funded organization that for 10 years has stimulated free market business activity in Latvia, Lithuania and Estonia.

Winner of four national Cicero Speechwriting Awards, he has been awarded Honorary Doctorates in Engineering (Polytechnic University) and in Humane Letters (Long Island University). Mr. Rose has served as “Expert Advisor” to The Secretary, U.S. Department of Housing and Urban Development and as “Expert/Consultant” to the Commissioner of Education, U.S. Department of Health, Education and Welfare; and he has served on a number of New York State and City of New York panels and advisory boards on taxation, housing and economic development.

A military intelligence analyst and Russian language specialist with the U.S. Air Force during the Korean War, he has pursued his interest in foreign affairs as an officer or member of the Foreign Policy Association, the Council on Foreign Relations and the International Institute for Strategic Studies, and he was a founding board member of the EastWest Institute. Since 2004, he has been a frequent participant by telephone on Forum, an English language political discussion TV program broadcast from Tehran, Iran.

The educational institutions with which he has been most closely affiliated are the Horace Mann School (Board Chair) and Yale University (Associate Fellow, Pierson College; Class of 1951 delegate, Association of Yale Alumni). Mr. Rose founded (and is now Chairman Emeritus of) the highly-acclaimed Harlem Educational Activities Fund, whose inner-city students are flowing into the nation’s leading high schools and colleges and whose junior high school chess teams have ranked first in the nation; and he is a founding Board member of FC Harlem/Harlem Youth Soccer.

Other boards on which he has served include the Century Association, the New York State Council for the Humanities, the New York Institute for the Humanities (founding Board member), the Museum of the City of New York, the Urban Land Institute, The National Humanities Center, the Committee for Economic Development, the Citizens Housing & Planning Council of NY, Inc., the Forum for Urban Design (founding Chair), the New York Convention Center Development Corp., the Realty Foundation of New York, the Urban Land Foundation, the Police Athletic League, the Jewish Community Centers Association/NA (past Chair), the Jewish Publication Society and the Federation of Jewish Philanthropies of N.Y.

Over the years he has received many of the real estate industry’s most notable awards, including the American Society of Real Estate Counselors’ James E. Landauer Award, the Building Owners and Managers Association’s Award for Community Service, the Urban Land Institute’s Award for Excellence for Large Scale Mixed Use Development and the Realty Foundation of New York’s Man of the Year Award. In 2003 he was named Ernst & Young’s “Entrepreneur of the Year” in real estate.

Among his many other awards for a broad range of governmental, philanthropic and cultural activities are the City of New York Mayor’s Award of Honor for Arts and Culture, the Foundation for Ethnic Understanding’s Joseph Papp Racial Harmony Award and the Abyssinian Development Corporation’s Harlem Renaissance Award.

Grand Rapid's Land Use Challenge Problem Statement

The City of Grand Rapids is seeking guidance to refine how it evaluates and participates in private development to ensure that public investment is used to further public policy goals, such as increasing access to opportunity for communities that are increasingly disconnected from economic growth, and to clearly communicate with the development community about where and how it plans to partner on projects. As a test case, the City will use this new framework to evaluate development options on publicly owned sites Downtown slated for near-term disposition.

Over the past 35 years, local leaders, foundations and public agencies have collaborated to transform Downtown Grand Rapids into a growing destination. The collective result is a range of unique and world-class amenities including the Grand Rapids Art Museum, Downtown Market, Van Andel Research Institute, Cook-DeVos Center for Health Sciences, Secchia Center Medical School, Spectrum Health, and the internationally recognized ArtPrize competition, in addition to Van Andel Arena, DeVos Place Convention Center and a growing density of local breweries that have helped Grand Rapids earn the designation “Beer City USA” in 2013 and 2014. This Downtown vibrancy has contributed to growing demand for urban housing, and has helped establish metropolitan Grand Rapids as one of the fastest growing regions in the country.

Underlying this concentration of jobs, destinations, housing and nightlife, are public investments designed to create a more sustainable city. The Downtown Development Authority (DDA) has contributed more than \$100 million to catalyze development since 1980. For its part, since 2003 the City has directly participated in 549 projects through a variety of programs, including tax abatements, land sales, and direct investments in infrastructure, including parking facilities. In total, the collective public contributions in the past 13 years have spurred more than \$3 billion of private investment.

Despite these successes, challenges remain. The high rate of growth is contrasted by a costly degree racial inequity that appears to be deepening. Poverty, for example, grew faster across greater Grand Rapids in recent years than it did in Detroit. The unemployment rate exceeds 25 percent for Latino, and 50 percent and African-American citizens, respectively. Even in Downtown, which is generally perceived as affluent, 66 percent of residents earn less than the area median income.

This inequity undermines the city's values of fairness, decency and justice and weakens the local economy. Based on research by the National Equity Atlas, the metro Grand Rapids economy would generate \$3.3 billion more annually absent existing racial income gaps. As the community to become more diverse, it is feared that the costs of inequity—low wages, decreased workforce skill, and reduced purchasing power to cite a few indicators—will only grow. Without intentional action, these disparities will widen and result in increasingly diminished quality-of-life outlook for thousands of Grand Rapidians.

Given the involvement of the City and DDA in the current development climate, an expectation exists that new development will include public participation. This entitlement environment, along with political pressures from the development community, frequently put the public sector at a disadvantage when negotiating real estate deals. Further, the State of Michigan has barriers in place that prevent municipalities from requiring community benefit agreements, or simply requiring developers to provide additional funding for necessary infrastructure to keep pace with development. Other policy limitations prohibit measures such as inclusionary housing zoning requirements, despite a growing disparity in housing affordability.

To combat these challenges, and to establish a new framework for public participation in development projects, the City is exploring disposition opportunities for approximately 10 acres of publicly owned land on the Westside of Downtown. The area is defined by Grand Valley State University, the up-and-coming Bridge Street Corridor, and large expanses of surface parking. In general, the area lacks a cohesive identity and is disconnected from the broader Westside, Riverfront and Downtown core. The elevated sections of US 131 only reinforce these lack of connections. Recent planning efforts, including GR Forward and the Westside Area Specific Plan, have sought to overcome these barriers by proposing mixed-use infill development.

To help move Grand Rapids toward a more sustainable and equitable growth model, the City is seeking guidance from the Rose Center on the following questions:

1. What evaluative criteria should be utilized to objectively review a development project's ability to advance community goals and guide the determination of the appropriate type and level of public participation?
2. How can the City tailor its development tools to ensure it is incentivizing the types of development needed to improve the condition of specific geographic areas and neighborhoods?
3. What policies and tools can be used to successfully drive the community's affordable housing goals?
4. How can public investment assist in addressing challenges posed by racial inequities?
5. How can the City clearly signal its community and economic development priorities and implement policy changes in a manner that will be least disruptive to the development community?
6. How should the City define success through participation in development and create a transactional approach toward development projects?

The intended outcome of the Rose Fellowship is to help the City develop customizable evaluation criteria that ensure public investment is being utilized to further community goals, and define where and how and the City will partner with the private development community on projects.

Antonio Fiol-Silva, Co-Chair



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Antonio Fiol-Silva, a nationally recognized leader in sustainable planning and design, is the founding principal of SITIO. His work has garnered numerous design awards and recognition, including: a ULI Global Award of Excellence for the SteelStacks Art and Cultural Campus in Bethlehem, PA; an AIA National Urban Design Award for the US House of Representatives Office Buildings & South Capitol Area Plan in Washington, DC; a Cover Feature in GreenSource, the U.S. Green Building Council's magazine, for the Downtown Transit and Visitor Center in Charlottesville, VA; and a USGBC Project of the Year Award for Paseo Verde, the nation's first LEED ND Platinum certified project.

He is the current District Council Chair of the Urban Land Institute of Philadelphia, and was President of both AIA Philadelphia and the Center for Architecture + Design. Antonio serves on the boards of the Central Philadelphia Development Corporation and the Center for Architecture + Design, and he is a Commissioner of the Delaware River Port Authority, of the Philadelphia Historical Commission, and of the Governor's Advisory Commission on Latino Affairs. He is a Faculty and National Advisory Board member of the Rose Center for Public Leadership, and lectures widely on urban development.

Antonio has a Bachelor of Architecture from Cornell University, a Master of Architecture in Urban Design from Harvard University and was a Fulbright Fellow in Barcelona, Spain.

Calvin Gladney, Co-Chair

Calvin Gladney, LEED AP, is Managing Partner of Mosaic Urban, and is a trusted advisor to cities and non-profits seeking to sustainably regenerate urban communities. Mr. Gladney is also a nationally-recognized public speaker on the revitalization of cities and urban neighborhoods.

Over the past three years, Mr. Gladney has served as a strategic advisor on projects with estimated development costs of over \$1B and totaling more than 5 million square feet of planned development. He has worked on urban revitalization projects throughout the United States including projects in Baltimore, Baton Rouge, Boston, Denver, Detroit, the District of Columbia, Houston, Jacksonville, Kansas City, Memphis, Oakland, Pittsburgh and Prince George's County, Maryland.

Prior to founding Mosaic, Mr. Gladney served as Vice President of the Anacostia Waterfront Corp. (AWC), a D.C. quasi-public real estate corporation where he assisted the CEO with the management of the Corporation and was the project manager for a master-planned, mixed-use redevelopment of 67 acres of City land. Mr. Gladney also previously served as the General Counsel and Transactions Manager at BRIDGE Housing Corporation, a private developer in San Francisco, CA. At BRIDGE Mr. Gladney was the lead business person in the investment of \$60M of CalPERS equity in multiple real estate development deals. He also provided strategic advice on the development or management of more than 2,700 apartments throughout California.

Mr. Gladney graduated cum laude from Harvard Law School, received his B.S. from Cornell University and is a LEED Accredited Professional. He is a Trustee of the Urban Land Institute and a member of ULI's Executive Committee for the Americas. He is also a member of ULI's national Public/Private Partnership Council (Blue Flight). Mr. Gladney also serves as an adjunct professor at Georgetown University's Masters in Real Estate Program where he teaches a class on real estate entrepreneurship.



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Maggie Campbell is the Executive Director for Downtown Santa Barbara, where she leads efforts to continue the revitalization of Downtown Santa Barbara and manages the Downtown Santa Barbara Business Improvement Districts.

Ms. Campbell has a 25-year history of leading downtown organizations. She served as President & CEO of the Partnership for Downtown St. Louis, Missouri, managing a large downtown organization and BID-funded programs, ranging from economic development to advocacy. She was instrumental in establishing the National Blues Museum and the award-winning TRex business incubator in downtown St. Louis. Ms. Campbell also led the Downtown Arlington Management District in her home state of Texas, working on city center redevelopment efforts between the new Dallas Cowboys Stadium and the University of Texas at Arlington, including the Levitt Pavilion. Her experience includes six years as the first President & CEO of the Old Pasadena Management District in California, where she set up and managed Old Pasadena's first Business Improvement District and also managed the City's parking garages.

Prior positions include: Executive Director of the Historic West End District in downtown Dallas, and Special Events Director for Downtown Ft. Worth, Inc. Ms. Campbell previously worked in the public sector as Special Projects Coordinator, Department of Planning and Development for the City of Jackson, Mississippi. Maggie worked with the National Main Street Program in small-to-medium size cities early in her career in Texas, Oklahoma, and Mississippi. She has a BA in History from the University of Texas at Austin, and has been active in professional organizations such as the Urban Land Institute and the International Downtown Association, including serving on their Board of Directors.

Cristina Garmendia

Cristina Garmendia is a Senior Research Fellow at the Rutgers University Center on Law, Inequality and Metropolitan Equity (CLiME). She is a policy wonk, civic technologist, and impact advocate. At CLiME, she leads our research on place-based inequality, bringing to bear her unique background in real estate, government innovation, and impact assessment.

She earned her Masters in Public Policy from the Harvard Kennedy School of Government, where she was a MPP Fellow at the Taubman Center for State and Local Government, and her Bachelors of Arts in Architecture from Washington University in St. Louis. While at Harvard, she founded both the Harvard Journal of Real Estate and civic technology company OpportunitySpace, whose platform brings data-driven decisionmaking to government asset management. Previously, she led pioneering research on impact investing in development finance institutions for Pacific Community Ventures and health impact assessment for Washington University School of Medicine. She began her career as an independent redevelopment consultant for nonprofit developers in St. Louis, MO.

In 2014, she was named a NextCity Vanguard Fellow, one of country's top 40 urban innovators under 40. Her work has been profiled in several publications, including the New York Times, The Atlantic CityLab, and Government Technology. She serves as a Core Collaborator for the Open Architecture Collaborative and is an active member of the Urban Land Institute.



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Ellen Harpel is the founder of Smart Incentives (www.smartincentives.org), which helps communities make sound decisions throughout the economic development incentives process. She is also president of Business Development Advisors, LLC (BDA), an economic development and market intelligence consulting firm.

Launched in 2013, Smart Incentives serves economic development organizations by using data and analysis to make incentives work better for states and communities. Smart Incentives is also at the forefront of efforts to develop better processes for monitoring compliance and evaluating the effectiveness of incentive programs.

Dr. Harpel speaks and writes frequently on incentive policies and programs for national audiences comprising economic developers, elected officials and finance professionals. Recent projects have addressed data management and reporting for evaluations, competitive analyses of state and local incentive policies, and assessments of incentive management and evaluation practices. Dr. Harpel contributed the chapter on “Cost-Benefit Analysis of Investment Incentives” for *Rethinking Investment Incentives: Trends and Policy Options* (Columbia University Press 2016). She is currently a member of a team preparing a Comprehensive Economic Incentives Analysis for Kansas City, MO.

Dr. Harpel is a Senior Research Fellow with the Center for Regional Economic Competitiveness and an affiliate with the Center for Regional Analysis at George Mason University. She serves on the Alexandria Arlington Regional Workforce Council and the Council’s Executive Committee. She holds a Bachelor of Science in Foreign Service from Georgetown University, an MBA from the University of North Carolina, and a doctoral degree in regional economics from George Mason University’s School of Public Policy.

Mara Kimmel, Rose Fellow

Mara Kimmel has a long career in Alaskan public policy and practice in areas related to legal and human rights and social justice. Her current work analyzes, designs and implements innovative and responsive governance strategies. As First Lady of Anchorage, Mara combined and leads two signature initiatives directed at community resilience and community equity and inclusion.

Mara has been on faculty at the University of Alaska Anchorage, Alaska Pacific University, and currently teaches at Seattle University School of Law (Anchorage Satellite Campus). She is a Senior Fellow at the Institute of the North, where her portfolio includes land rights and governance. Mara cofounded the Alaska Institute for Justice, a statewide human rights organization providing legal and language services to immigrants and refugees. In addition, Mara has worked with indigenous tribes on environmental governance issues.

She is the recipient of the Alaska Bar Association's Distinguished Service Award, and currently serves on the Supreme Court's Access to Civil Justice Committee. Mara recently completed a Ph.D. (summa cum laude) in Environmental Sciences and Policy from Central European University; her dissertation explained the relationship between land rights, governance, and community wellbeing in the American Arctic. She holds a J.D. (cum laude) from the University of Minnesota, a master's degree from the University of Alaska Fairbanks in natural resources management, and a bachelor's degree from the University of California, Berkeley in political science.



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Nanci Klein, Rose Fellow



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Nanci has more than 20 years of experience in economic development, negotiations, redevelopment, and policy budget work in local government. She is a consensus builder and creative thinker committed to developing solutions that work.

Her projects include the successful expansion of Cisco and eBay within the City of San José, and the City's purchase of 75 acres adjacent to the San Jose Norman Y. Mineta Airport. Nanci was one of a three individuals that conceived of and designed the City's landmark Demonstration Policy, and has been a key negotiator in implementing most of the demonstration partnerships that are now underway. Nanci has participated as a key member of the team that has developed the strategy and 25 year vision to realign North San José. Nanci also served as project manager for the redevelopment of the Hitachi Campus in South San José.

She joined the City of San José, Office of Economic Development, in January of 1998. Her responsibilities include directing the Office's economic development activities, holding key contacts with San José key business clients, development facilitation, revenue generation through effective sales and use tax and the attraction and redevelopment of key retail sites throughout the City in addition to directing the City's real estate activities.

Prior to joining the Office of Economic Development, she served as the Economic Development manager for the City of San Leandro. During her tenure in San Leandro she led several major projects including a Downtown Plan, the design of a major marketing campaign, the initiation of an extensive new industrial redevelopment project area, and negotiation of several development deals on behalf of the City. Prior to that Nanci, worked for the San José Redevelopment Agency for several years in project management, negotiations, and redevelopment plan formation.

Nanci has a Masters of Public Administration from San Jose State University.

Christopher Kurz, Rose Center Advisory Board

Christopher W. Kurz is currently President and CEO of Linden Associates, Inc., a regional real estate services and mortgage banking company engaged in the financing, acquisition, development and management of commercial property. The firm also consults for corporations on real estate matters. Previously, he was a Co-Founder, Chairman and CEO of McGill Development Company, which grew into the fourth largest commercial real estate development company in the Baltimore Metropolitan Area. Kurz served as Chairman of the Board of Directors and Co-Founder of Columbia Bancorp and The Columbia Bank that is a \$500 million, publicly traded bank holding company. As a Principal at Alex Brown Real Estate Group, Inc. he acquired investments for pension fund clients. Other companies with which Kurz has been involved include J.G. Smithy Company, Maryland National Corporation, and the Rouse Company.

Kurz holds a Master of Business Administration from The Wharton School at the University of Pennsylvania and a Bachelor of Arts degree from the University of Pennsylvania. Some of his professional affiliations include memberships in the Urban Land Institute where he has been a member of the national leadership group, Chair of the Baltimore District Council, Vice-Chair of the Small Scale Blue Development Council, and a National Program Committee member. He is also a member of the international Council of Shopping Centers, past member of NAIOP, the Mortgage Bankers Association and past board member of the Catherine McAuley Housing Foundation in Denver.



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Troy Russ is a land use and transportation planner with 24 years of experience in both public and private sector planning, public facilitation, and the integration of urban design and transportation. Troy is a recognized leader in integrated land use and transportation policy, creating pedestrian environments, and successfully leveraging transportation investments to create livable communities.

Prior to joining Kimley-Horn, Troy was the Planning Director of Louisville, CO (Money Magazine's most livable small town in 2009 and 2011) and prior to that a Principal at Glatting Jackson, a national transportation and urban design consultancy based in Orlando, FL.

Throughout his career, Troy has successfully conceptualized, negotiated, and implemented a full range of transportation investments from complete street corridor retrofits, integrated parking strategies, and transit investments in redeveloping urban and suburban environments. Troy understands the internal and external coordination needs of local municipalities necessary to insure complete street retrofits have successful ownership from local stakeholders and elected officials.

Eric Shaw, Rose Fellow

Eric D. Shaw was appointed by Mayor Muriel Bowser to serve as director of the DC Office of Planning January 2015. As director, he manages a staff of 75, who are responsible for neighborhood and systems planning, urban design strategies, data and mapping, historic preservation and development review. Shaw also represents the mayor on a number of federal and regional planning bodies. He is a strong proponent of equitable development, innovative community engagement and community led implementation of plans.

Before joining the Bowser administration, Eric was the director of Community and Economic Development for Salt Lake City, where he was the lead city official on placed based and development policy. He managed a number of high-profile projects including a new citywide engagement program, the restructuring of the small business loan program, and updates to nine city plans including the City's general plan.

He was a leader in planning efforts in post Katrina Louisiana as the director of Community Planning for the Louisiana Recovery Authority and Vice President of Programs and Policy for Foundation for Louisiana. As director of Community Planning, Shaw provided direct technical assistance to local leaders and managed the \$10 million Comprehensive Resilience Pilot Program. At Foundation for Louisiana, he edited the nationally recognized Citizens' Guide to Land Use, and Citizens' Guide to Urban Design that trained residents on the principles of land use and urban design.

Eric has also worked in the public, nonprofit, and philanthropic sectors in Silicon Valley and Miami. He earned a Bachelor's of Arts in international development and policy studies from the University of California, Los Angeles, and a master's degree in urban planning from the Harvard University Graduate School of Design.



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