

AGENDA



ALLIANCE FOR VIBRANCY

Board Members:

Bradley Comment • Trey Conner • Michael Couch • Janet Korn • Chad LeRoux
David Marquardt • Brandy Moeller • Ciciley Moore • Nick Nortier • Shane Philipsen
Evette Pittman • Joanne Roehm • Scott Stenstrom • Eddie Tadlock • Aaron Turner

February 17, 2016

11:00a – 12:30p

29 Pearl Street, NW Suite #1

- | | | | |
|-----|---|-----------|-------------|
| 1. | Call to order (11:00) | | Moeller |
| 2. | Approval of Minutes: 11/18/15 and 1/20/16 (11:02) | Motion | Moeller |
| 3. | Meeting Purpose: (11:04) <ul style="list-style-type: none">• Future of AFV with new members and working groups• Start working towards budget goals | Info Item | Moeller |
| 4. | AFV Structure (11:05) <ul style="list-style-type: none">• New Member Update• New Working Groups | Info Item | Moeller |
| 5. | DGRI Staff Update (11:10) | Info Item | AFV Staff |
| 6. | AFV Members update (11:15) | Info Item | AFV Members |
| 7. | Public Comment (11:20) | | |
| 8. | GR Forward Vibrancy Goals (11:22) | Info Item | Moeller |
| 9. | Working Groups (11:30) <ul style="list-style-type: none">• Discuss ideas, priorities and goals within our individual working groups.• Organize ideas into top priorities | | |
| 10. | Next Meeting – March 16 (12:29) | | |
| 11. | Adjournment (12:30) | | |





1. Call to Order- Moeller called the meeting to order at 11:05am
2. Members Present: Michael Couch, Janet Korn, Chad LeRoux, David Marquardt, Brandy Moeller, Ciciley Moore, Dennis Moosbrugger, Nick Nortier, Shane Philipsen, Scott Stenstrom, Eddie Tadlock, Aaron Turner

Members Absent: Kate Betts, Bradley Comment, Trey Conner, Christian Gaines, Evette Pittman, Joanne Roehm

Others Present: Kim Van Driel, Annamarie Buller, Andy Guy, Jennie Kovalcik, LaTarro Traylor, Gustavo Rotondaro, Kisha McPherson, Reb Roberts, Amelea Pegman
3. Approval of 9/16/15 & 10/21/15 Minutes-
Motion: Chad LeRoux, supported by Eddie Tadlock, moved approval of the September 16, 2015 and October 21, 2015 minutes as presented. Motion carried unanimously.
4. Meeting Purpose-
Moeller took a moment to give an overview of the meeting agenda. Moeller explained that DGRI Diversity and Inclusion efforts and Community Engagement efforts were the main focus of the meeting.
5. Downtown Census-
Rotondaro presented the Downtown Census Project. He said that the project overviews a baseline estimate of the downtown residential population, data acquisition, and benchmarking in the DGRI region. Rotondaro explained how data was collected from a variety of populations linked to ethnicity, work, transit, housing, growth, and more. He added that the data is compared from all

sources and will be used to target city block outreach efforts. Van Driel said that the information is helpful for the Alliance working groups and their marketing targets. Rotondaro stated that data is evolving and being used across the Alliances and DGRI staff. Moeller asked if there was data being collected in regards to preferred communication outreach. Rotondaro said that he will be getting information on the best way to accomplish outreach efforts based on census data.

6. DGRI Outreach and Engagement-Organization and Events-

Guy overviewed the importance and focus on additional inclusion, equity and diversity outreach efforts. He added that progress has already been made, and more are to come with the addition of LaTarro Traylor to focus on this goal. Guy said that Traylor works on diversity through event programming, workforce, and community engagement. Traylor said that there was an event matrix on each table, which listed organizations and events aimed towards inclusion, equity, and diversity. She said that the matrix puts these organization and events on our radar to start planning months ahead with appropriate support where needed. Traylor added that DGRI aims to be a resource to positively connect intentionally and impactfully, by collaborating and building new relationships. She said that Gustavo Rotondaro's census data and the GR Forward Plan are helping to outline this goal. Traylor asked the Alliance to add any events or organizations to the matrix, explaining that is an ongoing and growing list. Buller asked for an example of support given related to this goal and matrix. Traylor said that LLS reached out to DGRI for sponsorship, and she offered supplies for the kid's games rather than a monetary contribution. She explained that this allowed DGRI to be present at the event and helped make the event successful. Traylor said that the Boy Scouts of America luncheon was another example of support given, by buying a table at the event and inviting community members to see other professional works. She said that people and groups that are looking to diversity boards ask her for a point of connection. She added that there are other ways to help support these efforts besides just monetary, by being an overall leader in engagement and a helpful resource. Moeller suggested adding events that DGRI is currently involved in or working on, like Tate of Soul to the list.

*Alliance brainstormed events they know of amongst themselves.

Event Calendar – Data Entry, Notable Anniversaries:

Van Driel said that Broomball is happening this year, and currently has the best registration in its history. She said this event will activate Rosa Parks on every Monday and Tuesday night during the winter season. Van Driel added that the GR Forward Plan needs one more approval, from the City Commissions Office. She said that Tim Kelly received all of the Calder Plaza RFP applications, and a steering committee will be assembled to help with the selection process. Van Driel asked if anyone from the Alliance was interested in being on the committee to let her know.

7. DGRI Staff Update-



Traylor stated that the Beer, Wine and Food Festival, along with the Antique Fair, kick off this weekend at DeVos Place. Moeller asked if DGRI will have a presence at the Festival. Traylor said not professionally but some will be in attendance.

Buller said that the holiday lights are being put up all over downtown continuously. She added that there was a slight delay, but all of the lights will be up by December 3rd for Holiday Tree lighting and the opening of Rosa Parks Circle ice skating. Buller said that Window Wonderland voting is happening currently. She added that Grand Caroling will take place on all Friday's in December, and that Holiday's Cheer will be in multiple places in downtown throughout the season. Buller said that Valent-ICE is coming up as well, but will not be marketed strongly until mid-December. Van Driel said that starting December 18, DGRI and the UICA will offer five free holiday movies, first come first serve, to encourage the first round of Movie's in the Park voting. She added that impact results will be in soon. Moosbrugger asked if there would be a free parking incentive this year, similar to other years. Buller said that she is working on getting the parking to encourage shoppers

8. AFV Members Update-
None
9. Public Comment-
None
10. Next Meeting: December 16, 2015
11. Adjournment: Moeller adjourned the meeting at 12:13pm.

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



1. Call to order: Van Driel called the meeting to order at 11:05am
2. Members Present: Kate Betts, Bradley Comment, Michael Couch, Janet Korn, Chad LeRoux, David Marquardt, Ciciley Moore, Evette Pittman, Joanne Roehm, Scott Stenstrom, Eddie Tadlock

Members Absent: Trey Conner, Brandy Moeller, Dennis Moosbrugger, Christian Gaines, Nick Nortier, Shane Philipsen, Aaron Turner

Others Present: Kim Van Driel, Jennie Kovalcik, Tim Kelly, Annamarie Buller, LaTarro Traylor, Kayleigh Kramer, Amelia Pegman, Reb Roberts
3. Approval of Minutes:
Van Driel moved the approval of November meeting minutes to next month.
4. Meeting Purpose:
Van Driel went over the meeting purpose, starting with Kelly's presentation to discuss how the Alliance can contribute to the GR Forward initiatives.
 - i. Presentation on the final GR Forward Plan's initiative to understand how they align with AFV initiatives in 2016
 - ii. Discussion on the Calder Plaza Re-design
 1. Winter Programming Updates/Outcomes on WWL, Décor, and Valent-ICE

5. GR Forward Plan:

Kelly briefly went over the GR Forward Goals and transition up until its final approval by the City Commission on December 15, 2015. Kelly said that the public comment period on the draft plan lasted seventy-three (73) days due to high public interest. Kelly explained how public comments were incorporated into the final draft of the plan. Kelly said that most of the one hundred and ninety four (194) actionable comments focused on Inclusion & Equity and concerns from the Rowing Community. Kelly went over specific changes that occurred due to these actionable comments, including: housing efforts, arts and culture, formatting, and diversity inclusion and equity. Kelly added that there were six specific, actionable goals focused on diversity, inclusion, and equity efforts. Kelly said that DGRI will use partner support, incentive programs, and the Alliances moving forward. Kelly added that some partners have already signed up to help with implementation, including volunteers. Kelly explained the implementation matrix that divides tasks into completion timeline and partners. Kelly explained he will be breaking down this matrix to create specific work items for each alliance to work on as the budgeting decisions are around the corner. Kelly added that the goal in the next month is to help with the budgeting process by showing main implementation goals specific to the Alliance.

6. Calder Plaza Re-design Update:

Kelly explained that the project is transitioning into the consultant hiring phase to create specific plans for the Calder Plaza area. Kelly said the Calder Plaza steering committee chose four (4) teams to interview in the next two weeks. He added that the planning of the project will be complete in six to eight months, with input from the City and County to ensure all considerations are addressed. Kelly said once a contractor is chosen, the committee can work with existing events to determine how the Alliance can contribute. Korn asked if the final planning will be done by end of summer 2016. Kelly responded yes, followed by a bid for the project and funding allocation. Kelly added the nature of the project will dictate the timeline of construction, but it is aimed for 2017.

7. Winter Programming Update:

Buller said that Window Wonderland was over and a success. Buller explained that the event featured window art displays created by Kendall College students that partnered with local businesses. Buller added that public voting was through our CRM program which allowed information to be gathered about voters. Buller then showed the winners of Window Wonderland. Buller said that there was some investment into the Downtown Holiday Décor, which will continue throughout the winter season. Buller explained that the tree lighting was possible by working with local partners in the community, which also launched ice skating in Rosa Parks Circle. Buller said that the numerous caroling events had a good turnout in the community, and the event will return in the 2016 season. Buller said Valent-ICE was currently underway, with voting on designs open today. She added that forty-one (41) venues are



participating thus far, exceeding the number last year. Buller explained that all of the sculptures will be unveiled on February 12, and the most popular vote will be announced on February 13. Buller added that the Downtown Market is creating an ice lounge during the weekend of Valent-ICE, featuring happy hours and activities each day. Buller said professional photographers will be available to capture moments on February 14.

8. Working Groups:

**Alliance broke into working groups.*

9. DGRI Staff Update:

Van Driel told the Alliance that the new Event Sponsorship Program was officially approved by the DDA. Van Driel added that if members knew of upcoming free events that DGRI could sponsor to email her. Van Driel went over the upcoming winter events, saying that Valent-ICE is coming up quickly and Human Hungry Hungry Hippos is now open for registration for the March event. Van Driel said that Movies Not in the Park, which occurred in December at the UICA, was successful. Van Driel added that a Movies in the Park promotion was played in all downtown movie theatres to encourage participation.

10. AFV Members Update:

Roehm said that Laughfest will be March 10-20 this year. Roehm added they will be announcing all free community programming soon, while other events are already posted. Roehm said that Laughfest will be collaborating with DGRI to help with diversity and inclusion efforts to target audiences. Van Driel added that Laughfest may be doing a rendition of Relax at Rosa, with family fun activities during the week.

11. Public Comment:

None

12. Next Meeting:

February 17, 2016

13. Adjournment:

Van Driel adjourned the meeting at 12:28pm

Minutes taken by:

Jennifer Kovalcik

Administrative Assistant

Downtown Grand Rapids Inc.



MEMORANDUM

TO: DGRI Board of Advisors

FROM: Kristopher Larson, AICP

DATE: February 11, 2016

SUBJECT: Appointments to DGRI Alliances

On October 24th, 2013, the DGRI Board of Advisors (DGRI BOA) approved the initial seating of the Alliances as a part of the new organizational structure. Most of the individuals involved were previously a part of the volunteer structures of the combining organizations. The compositions were based upon attempts to accommodate each individual's preference for volunteer contributions to a particular subject matter category germane to the organization.

In early 2014, DGRI staff engaged each of the Alliances in exercises to determine "who was missing", and to expand upon the definition of diversity for their respective functions. Following the completion of these exercises, DGRI staff worked to develop an analytic tool to help guide the strategic expansion of the composition of the three Alliances. On January 9, 2014, the DGRI Board of Advisors approved the approach of using this analytic tool, an asset mapping survey instrument, to be administered to all DGRI Alliance and Board members.

The survey instrument was designed to capture general demographic information, such as: age, gender, and race, psychographic and personality-based information such as: generational affiliation, people's hometowns, where they live, where they work, educational attainment, profession, years of experience within the profession, and areas of passion. Each individual respondent was then asked to provide opinions on their ideal composition of DGRI Alliances, based upon their respective roles and areas of focus. When combined with the objectives for demographic diversification, the resulting gaps between the current composition and ideal functional compositions helped to inform the strategic direction for moving forward in recruiting new members to each of the Alliances.

The DGRI Board of Advisors has since approved two additional slates, with this slate being the fourth set of recommendations for each of the three Alliances. The work to populate the 2016 Alliances was guided by the following direction:

1. The approved DGRI Organizational Performance Measures, specifically:

IV. Key Investment Focus: Inclusion and Participation

- A. Demographically representative leadership – Boards and Alliances

2. The 2014 & 2015 Asset Mapping Studies that evaluated needs to bolster diverse gender, racial, and age oriented representation combined with appropriate professional experiences and passions needed to make sound recommendations to the DGRI fiduciary boards. That analysis yielded the following needs:

Vibrancy

- General demographic diversity needed: people under 40, males, non-whites
- Expertise / passions needed: events, promotions, economic development, art, restaurant / retail, urban living.

Livability

- General demographic diversity needed: people under 35, females, non-whites
- Expertise / passions needed: public safety, transportation planning, landscape architecture, art, design, housing

Investment

- General demographic diversity needed: people under 40, females, non-whites
- Investment expertise / passions needed: economic development, real estate brokerage, accounting / finance, business owners & managers, housing, urban planning, urban living

Using this detailed understanding and roadmap for building diverse, productive recommendation committees, in November of 2015 DGRI launched its annual effort to recruit new and diverse talent to serve on the Alliances. To accomplish this task, DGRI staff and leadership developed a thoughtful, partnership-oriented outreach program to assist in strategically positioning the Alliances both from inclusionary and expertise-driven orientations. That effort yielded the submission of **93 applications** to serve on one of the three DGRI Alliances, *by far the most interest DGRI has received to date.*

These appointments will make further, incremental progress in assisting DGRI in achieving representative diversity according to the factors considered, including age, sexual orientation, race, gender, and places where individuals live and work. On topics such as educational attainment, the Alliance slates significantly exceed (>90%) the citywide percentages (31%) for individuals having completed at least a bachelor's degree.

The following is a summary of the significant progress made between the 2015 and 2016 Alliance slates:

| AGE | | | |
|--------|-----------|--------|---------------|
| | City Stat | 2015 | 2016 |
| 20-24 | 16.90% | 0.00% | 2.56% |
| 25-34 | 29.71% | 20.64% | 38.46% |
| 34-44 | 19.26% | 41.27% | 32.05% |
| 45-54 | 18.19% | 30.16% | 20.51% |
| 55-64 | 15.94% | 7.93% | 6.41% |
| GENDER | | | |
| M | 48.76% | 71.43% | 57.69% |
| F | 51.24% | 28.57% | 42.31% |

| RACE | | | |
|---------------------|--------|--------|---------------|
| White Alone | 59.00% | 76.19% | 69.23% |
| Asian | 1.90% | 3.17% | 3.85% |
| African American | 20.90% | 19.05% | 20.51% |
| Hispanic or Latino | 15.60% | 1.59% | 6.41% |
| | | | |
| SEXUAL ORIENTATION* | | | |
| Heterosexual | 90% | 96.83% | 92.31% |
| LGBT | 10% | 3.17% | 7.89% |

For the 2016 slates, DGRI staff followed the same path of strategically broadening the composition of the Alliances while ensuring that the most needed perspectives, expertise, and passions were around each of the respective tables. The lists on the following pages detail a slate of recommended appointments for 2016. The names in bold represent the **32 new members** whom will be joining the Alliances to assist and guide the work of DGRI. If approved as presented, each Alliance will have an average of 26 members, with a total of 78 members of the community volunteering in the three Alliances.

With regards to organizational representations, the following highlight summary breaks down the organizational representation according to For-profit, not-for-profit, and governmental representatives.

For profit interests: *36 companies represented*

Some examples include: CD Barnes Construction, Nederveld, CWD, 5/3rd Bank, Amway Hotel Group, RDV Corp, Spectrum Health, Viridis Design Group, Gentex, SMG, Central District Cyclery, Sanctuary Folk Art, and Sydney's Boutique

Not-for-profit interests: *20 community not-for-profit organizations represented*

Some examples include: LINC, The Right Place, Inc., LaughFest, Grand Rapids Area Chamber of Commerce, She Rides, Disability Advocates of Kent County, Downtown Market, Heritage Hill Association, WMEAC, The Rapid, Hispanic Center of West Michigan, Make-A-Wish Foundation, and Experience Grand Rapids

Government interests: *9 units of government represented*

Some examples include: City of Grand Rapids (8), GRCC, GVSU, MDOT, MEDC, Library Commission, and City of East Grand Rapids City Commission

Joe Elliot
Shaun Biel
Lynee Wells
Christian Frank
Robert Dean
Jay Schrimpf
Trevor Bosworth
Asante Cain
Marcia Rapp
Jenn Schaub
Amy Cogswell
Johanna Jelks
Lance Marconi
Haley Patrone – Meijer
Lynn Locke – Disability Advocates of Kent County
Jon Oeverman – City of Grand Rapids
Aaron Terpstra – City of Grand Rapids
Kelli Jo Peltier – Make-A-Wish Foundation
Lamont Cole – Grand Rapids Urban League
Erika Hanson – Central District Cyclery
Nicole Kosheba - FTCH
Rachel Tamez - Gentex
Ben Bozek – MDOT
Regina Bradley – Dwelling Place

Alliance for Investment

James Botts
Meagan Carr – SecureOne Benefit Advisors
Rick DeVries
Santiago Gomez – Blu House Properties
Kristian Grant
Tansy Harris – Heritage Hill Association
Dave Hill
Rachel Hood
Landon Jones – Wolverine Building Group
Nick Koster
Ning Liu – Haworth Inc.
Ted Lott
Mark Miller
Nick Monoyios
Traci Montgomery - Meijer
Kirt Ojala
Kevin Patterson – BDO USA, LLP
Sarah Rainero
Dave Riley – The Right Place, Inc.

Mark Roys
Art Sebastian - Meijer
Phil Skaggs
Lori Staggs - GVSU
Jay Steffen
Tom Tilma
Roberto Torres
Brianna Vasquez de Pereira – Kent School Services Network
Rick Winn
Kara Wood

Alliance for Vibrancy

Janet Korn
Chad LeRoux
Eddie Tadlock
Evette Pittman
Brandy Moeller
Amelea Pegman - ArtPrize
Joanne Roehm
Scott Strenstrom
Ciciley Moore
Nick Nortier
Bradley Comment
Trey Conner
David Marquardt
Michael Couch
Aaron Turner
Reb Roberts – Artist, Downtown Business Owner
Todd Tofferi – Former City Special Events Coordinator
Jacklyn Hernandez - LINC
Latesha Lipscomb - ICCF
Kisha McPherson – Spectrum Health
Elijah Steinmetz – Homewood Suites
Mark Breon – Spectrum Health
Adrienne Brown – Grand Rapids Children’s Museum
Sarah Tupper – Downtown Market
Jermale Eddie – Malamiah Juice Bar

RECOMMENDATION:

Appoint the 2016 Alliance slates as recommended.

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 |
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| 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 |
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| | 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 |
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| 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 Rapidsians 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 | |