

AGENDA

DGRI BOARD OF ADVISORS



Board Members:

Stephanie Adams • Monica App • Rick Baker • Shaun Biel • Mayor Rosalynn Bliss • Mandy Bolter • Wayman Britt • Kayem Dunn
Jorge Gonzalez • Kristian Grant • Brian Harris • Bob Herr • Birgit Klohs • Nikos Monoyios • Doug Small • Eddie Tadlock • Mark
Washington • Rick Winn

February 27, 2020, 1:00p
29 Pearl Street, NW Suite #1

- | | | |
|--|-----------|----------|
| 1. Call to Order (1:00) | | Monoyios |
| 2. Member Resignation and New Member Introduction (1:01) | Info Item | Monoyios |
| 3. 2020 Officer Election (1:02) | Motion | Board |
| 4. Approve Minutes from November 19, 2019 (1:05)
(enclosed) | Motion | Chair |
| 5. 2020 Alliance Appointments (1:10)
(enclosed) | Motion | Chair |
| 6. 2020 Work Plan (1:20)
(enclosed) | Motion | Kelly |
| 7. Destination Asset Study Update (1:30) | Info item | Small |
| 8. River Governance Update (1:40) | Info Item | Guy |
| 9. DID Reauthorization Update (2:10)
(enclosed) | Info Item | Kelly |
| 10. President & CEO Report (2:20) | Info Item | Kelly |
| 11. Old Business | | |
| 12. New Business | | |
| 13. Public Comment | | |
| 14. Adjournment | | |



Teresa Weatherall Neal, M.Ed - President
Denishea Neal Killingham, M.Ed
Natasha M. Neal, JD

December 3, 2019

Mr. Tim Kelly
President & CEO
DGRI
29 Pearl St. NW Suite 1
Grand Rapids, MI, 49503

Dear Mr. Kelly:

I would like to express my appreciation for the opportunity to serve on the DGRI Board of Advisors. Due to my multiple commitments, it is necessary to reevaluate the use of my time and priorities.

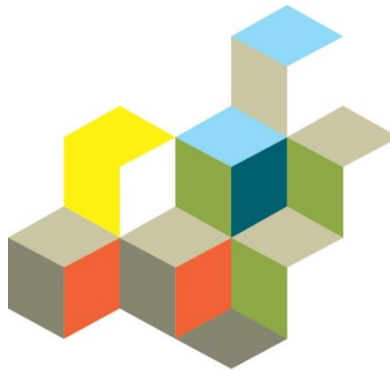
After careful thought and consideration, I feel it is necessary for me to resign from my seat on the board of advisors effective immediately. It has been an honor and privilege to serve on the board. Please know that you will have my continued support.

Sincerely,

A handwritten signature in blue ink, appearing to read "Teresa Weatherall Neal", written in a cursive style.

Teresa Weatherall Neal

UNAPPROVED MINUTES



DOWNTOWN
GRAND RAPIDS INC.

Board of Advisors Meeting

November 19, 2019

1. Call to Order – The meeting was called to order at 3:02 p.m. by Chair Nikos Monoyios

Attendance:

Present: Monica App, Mandy Bolter, Jorge Gonzalez, Kristian Grant, Brian Harris, Bob Herr, Birgit Klohs, Nikos Monoyios, Shaun Biel, Stephanie Adams, Eddie Tadlock, and Mark Washington.

Absent: Wayman Britt, Kayem Dunn, Teresa Weatherall Neal, Doug Small, and Rick Baker.

Others Present: Tim Kelly (President & CEO), Flor Valera, Dick Wendt, Marion Bonneaux, Melvin Eledge, Mark Miller, Andy Guy, Al Jano (representing Wayman Britt), and others,

2. Approve Minutes from September 17, 2019 DGRI Board Meeting
Motion: Shaun Biel, supported by Stephanie Adams, moved approval of the September 17, 2019 meeting minutes as presented. Motion carried unanimously.
3. 2020 Meeting Schedule
The 2020 DGRI Board of Advisors meeting schedule was presented to the board for approval. Mr. Kelly said if approved, calendar invites would follow.

Motion: Kristian Grant, supported by Stephanie Adams, moved to approve the 2020 DGRI Board of Advisors meeting calendar as presented. Motion carried unanimously.

4. Presentation: Austin Exchange Review

City Manager, Mark Washington gave a presentation on the recent 2019 Austin Exchange Delegation trip. Mr. Washington said a group of 17 individuals (city staff and community members) attended this trip to learn about Austin, Texas, one of the fastest-growing cities in the USA. The purpose of the trip was to analyze and learn from three main topics regarding housing, economic development, and mobility. Mr. Washington showed an image of Austin's future skyline along with a graph illustrating development projects recently completed, under construction and projects slated for the upcoming years. Mr. Washington said Austin's downtown residential population experienced a 92 percent increase since 2010. And with another 6,000 units either under construction or in planning, new housing development will continue to grow and attract more people to the City. In addition, the group learned about Austin's economic development, which is compromised through the support of cultural Arts, Global Business Expansion, Heritage Tourism, Music & Entertainment, Redevelopment, and Small Business. All of these different divisions work together to promote a competitive, sustainable and equitable economy for all. Mr. Washington said another important thing we learned is about Austin's Art in Public Places (AIPP) programs. Established by the City in 1985, AIPP program collaborates with local & nationally-known artists to include the history and values of the community into cultural landmarks that have become cornerstones of Austin's identity. Austin made the commitment to include works of art in construction projects. By ordinance, 2% of eligible capital improvement project budgets are allocated to commission or purchase art for that site. Austin is also very deliberate in creating museums without walls. Public art displays provide tangible public goods such as safety, cultural awareness, and economic opportunities. Other observations regarding hotel growth, mobility, and affordable housing solutions were also highlighted. He mentioned the Community First Village neighborhood. He said this is a 51-acre master-planned community that provides affordable, permanent housing and a supportive community for men and women coming out of chronic homelessness. The overall goal of the trip was to analyze similarities and differences between Austin and GR and evaluate how these lessons can be applied here. Ms. App and Ms. Adams took a moment to share some of the lessons they learned from this trip. Ms. App shared that she is impressed in the way their economic development department is structured and how each division/team is well organized. There is also a very strong commitment from the City towards city owned-property as well as a strong regional view on economic development opportunities. Mr. Kelly inquired about Austin's catalyst anchor companies responsible for their economic growth expansion. Mr. Washington said the founding of Dell, allowed Austin to become a growing hub for tech companies, startups and entrepreneurs looking to make their mark. Also, with the University of Texas residing in the heart of Austin, the City is not only a hub of tech innovation but also cultural activity. Mr. Washington concluded by stating that the group of attendees will be meeting soon to debrief the lessons learned and put together a report to share with those interested. The Board thanked Mr. Washington for the update.

5. Downtown Development Overview

Tim Kelly gave an overview of the development goals established in the GR Forward Plan specific to critical mass. Mr. Kelly said that since the Board's last discussion in September, DGRI staff has begun updating the GR Forward development analysis. The analysis includes updated numbers that reflect how these development goals are trending since the Plan was approved. Mr. Kelly said the overview will also provide the board with the opportunity to discuss competing goals in Downtown. He said in the GR Forward Plan we established the critical mass goal of 10,000 or over 12,000 residents. It is essential to underline that this goal wasn't just envisioned through development, but in combination of attracting and creating retail and vibrancy. Mr. Kelly said we did a Buildout Capacity Analysis and concluded that we have the potential to reach a critical mass goal of 13,000 households. To achieve this goal, Mr. Kelly presented some potential development projections for various areas in Downtown. He noted that since the Plan was approved, we have experienced success in the housing development sector. A map illustrating the current overall housing supply in Downtown was presented to the board. These 5,030 housing units (affordable, market, and mixed residential) represent that we are halfway to reaching our goal. Ms. Klohs asked what the occupancy rate is. Mr. Kelly said the occupancy rate in Downtown is around 85%. Furthermore, to address the questions regarding not having any residential development in the pipeline, DGRI staff went back and reviewed residential development projections slated for upcoming years. Mr. Kelly said within all these districts; we have two (2) pending proposed residential projects that would further our critical mass goal.

In addition, DGRI, the City, and various stakeholders will participate in the envisioning and planning process for Area 8 and other publicly owned lots in the Westside.

At the last meeting, the board also briefly discussed development height restrictions. Given the limited availability of development sites Downtown, allowing for increased height will improve the likelihood of achieving critical mass. Mr. Kelly said to bring the city zoning in line with GR Forward, changes regarding zoning and height regulations were recommended in the Plan and approved by City Commission. Mr. Kelly said we now have three (3) height ordinances within Downtown. He showed a map illustrating the height ordinance for various districts — the board discussed competing goals and possible solutions. Mr. Kelly also mentioned the development density bonus, this is an incentive-based tool that permits a developer to increase the maximum allowable development on a site in exchange for either funds or in-kind support for specified public policy goals. Mr. Harris wondered if the critical mass goal could potentially be achieved by establishing a strong mobility strategy to connect our surrounding adjacent neighborhoods. He said having a strategy like this in place could help ease the pressure on some of these competing goals. He also inquired whether staff could assist in gathering information from the building (developer) community on the delta financing associated from building a 12-story building to a 20-story building.

Ms. App said Rockford Construction understands that projects like this will need a lot of support (local, state and financial) and added that they are committed to exploring these opportunities. She added that she would be happy to collaborate with DGRI and others to understand what these implications could look like.

Mr. Kelly added that the Housing and Market Analysis would further inform the current demand and further steer our recommendations associated with future development projects.

Mr. Harris added that it would be beneficial to conduct an inventory of our competing goals. He noted that perhaps we should form a task force or subcommittee to take on this task. Board members expressed interest to pursue this initiative further. Mr. Kelly said we will carry this discussion forward.

6. 2019 Work Plan Update and 2020 Preview

River Governance: Tim Kelly said the Organizational Steering Committee will meet again in December. We anticipate additional meetings in January and February 2020, but those are yet to be determined. Furthermore, consultant's site visits are scheduled for January and February; we will follow up with calendar invites to confirm. Mr. Kelly reminded the board that the River Governance Recommendations and Benefits Case is scheduled to be delivered in the second quarter of 2020. These draft recommendations will be shared with board for feedback.

Downtown Office Strategy: DGRI and partners recently hosted Chris Leinberger from October 23-24. Mr. Leinberger is a developer and land use strategist. He is leading the research examining how numerous companies across the US are relocating to vibrant urban places to help ramp up their competitive advantage. In 2015, Mr. Leinberger worked with the Michigan Economic Development Corporation and the Michigan State Housing Development Authority to publish *The WalkUp Wake-Up Call: Michigan Metros*, which detailed the demand in Michigan metropolitan areas for walkable urban places, including in Grand Rapids. DGRI and partners are currently working to determine how to build on Mr. Leinberger's previous work and conduct a more in-depth quantitative analysis of local conditions to help inform ongoing and upcoming planning initiatives. We hope to have the quantitative analysis developed by mid-2020.

Downtown Retail Innovation Strategy: The DDA recently authorized funding to support a Retail Retention and Attraction initiative. This initiative is in partnership with DGRI, the City, and the Grand Rapids Chamber of Commerce. Work to implement the initiative is expected to begin immediately. The Chamber will lead the recruitment process for a Retail Recruitment and Retention Specialist. This individual will be tasked with supporting existing businesses by providing information and access to resources as well as support the attraction of new retail businesses to Downtown and throughout the city. An RFP will also be going out soon to conduct a Market Analysis study. Milestones of the initiative will be tracked and posted to keep interested parties updated.

Furthermore, Legislative Priority sessions are being developed for the upcoming year. The purpose of the sessions is to gather ideas on shared priorities for Downtown; we are aiming to host our first session in January 2020. Finally, at our last meeting, the board engaged in a conversation regarding the Destination Asset Study. A presentation regarding this study is scheduled for our February board meeting

7. FY20 Performance Measures Update

Tim Kelly said during our September meeting, the Board recommended adding a land use and buildout analysis and a measurement acreage of parkland to the Key Projects and Performance Indicators. Mr. Kelly said these recommendations are now reflected in the FY20 Performance Measures. Mr. Kelly noted that DGRI staff has worked over the past several months in collaboration with Alliances and volunteers to finalize a qualitative rating for sidewalk cleanliness. An overview of the data gathered is included in the agenda packet. This quantitative perception tool will be review quarterly, allowing us to track and capture data for the first time. In conclusion, as part of the newly adopted Operating Agreement with the City of Grand Rapids, DGRI staff has assisted with creating a draft framework to identify maintenance responsibilities for infrastructure in the public right of way. This information available in the packet.

8. Board Chair Report

Mr. Monoyios congratulated Mr. Kelly on his recent appointment to the International Downtown Board of Directors as well as his appointment to the Downtown Market Board. He also took a moment to thanked board members and staff for the continued commitment and leadership.

9. President & CEO Report

DDA (10/9/19)

- Authorized funding for winter light installations
- Approved Retail Innovation Grant request from Mel Styles for 315 S. Division

DID (11/18/19)

- Reauthorization update
- Heartside restroom presentation
- Retail Retention and Attraction initiative presentation
- Presentation of streetspace assessment tool

MNTIFA (9/11/19)

- Approved funding for River Governance consultant

DGRI (11/19/19)

- Approve 2020 Meeting Schedule
- Land Use and Development Overview
- 2019 Work Plan Update and 2020 Outlook

10. Old Business

None

11. New Business

None

12. Public Comment

None

- 13 Adjournment
The meeting adjourned at 4:19 p.m.



MEMORANDUM

DATE: February 27, 2020

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP
DGRI President & CEO

SUBJECT: 2020 Alliance Appointments

On October 24th, 2013, the DGRI Board of Advisors (Board) approved the initial seating of the DGRI Alliances (Alliances) as a part of the new organizational structure. The three initial Alliances – Investment, Livability and Vibrancy - were designed to present opportunities for in-depth community engagement, and to create leadership development opportunities for both DGRI staff and community volunteers. In total, the Board has gone on to appoint six Alliance slates with more than 200 volunteers to serve within the organization.

With the adoption of GR Forward by the City Commission in December 2015, the goals for Downtown were memorialized, and the mission for DGRI was more clearly focused. To that end, in 2017 the Board approved a reconstitution of the Alliance structure to be aligned with 5 key goals from GR Forward. The main charge of each Alliance is to ensure the resources managed by DGRI are being deployed to implement the vision established by the community. As with the previous model, DGRI staff and leadership developed and continue to deploy a thoughtful, partnership-oriented outreach program to assist in making the Alliances both inclusionary and representative of the expertise needed to make insightful recommendations.

For 2020, the recommended slate includes 92 total members, 15 of which are new to the organization. In keeping with DGRI performance measures, the new slate renews the commitment to achieving representative diversity according to the factors considered, including age, sexual orientation, race, gender, and places where individuals live and work. There is also a strong representation from Downtown residential community, as 16% of the slate is comprised of individuals that live in Downtown Grand Rapids, with another 58% living within the City limits. Additional residential voices will participate in the new Downtown Neighbor Network (DNN).

The following is a summary of makeup of the Alliances from 2015 - 2020:

		City-wide	DGRI 2015	DGRI 2016	DGRI 2017	DGRI 2019	DGRI 2020
AGE	20-24	10%	0%	3%	2%	3%	3%
	25-34	19%	21%	38%	43%	47%	37%
	35-44	10%	41%	32%	30%	32%	42%
	45-54	10%	30%	21%	11%	8%	9%
	55-64	11%	8%	6%	14%	10%	9%
GENDER	Male	49%	71%	58%	50%	46%	53%
	Female	51%	29%	42%	50%	54%	47%
SEXUAL ORIENTATION	Heterosexual	96.20%	97%	92%	94%	90%	91%
	LGBT	3.8%*	3%	8%	6%	10%	9%
RACE	Asian	2%	3%	4%	4%	4%	2%
	African American	19%	19%	21%	16%	14%	13%
	Hispanic or Latino	16%	2%	6%	10%	8%	8%
	White	68%	76%	69%	65%	70%	75%
	Mixed Race	3%	-	-	5%	4%	2%

*Source: Movement Advanced Project

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: 37 privately owned companies represented

Not-for-profit interests: 36 community not-for-profit organizations represented

Government interests: 15 representatives of government represented, including 10 from the City of Grand Rapids

Academic interests: 2 educational institutions represented

Retirees: 2 retirees

Goal 1 Alliance: Restore the River and Reconnect the City

	First Name	Last Name	Employer
1	Laura	Cleypool	City of Grand Rapids Parks and Recreation
2	Joe	Elliot	RDV Corporation
3	Lindsey	Gadbois	Tower Pinkster
4	Rachel	Hood	Chase Park Grants
5	Tom	Hoving	Retired
6	Janet	Korn	Experience Grand Rapids
7	Ted	Lott	Lott3Metz Architecture
8	Traci	Montgomery	Bissell
9	Mark	Roys	CSM Group
10	Eddie	Tadlock	ASM Global
11	Matt	Chapman	GR White Water
12	Corinne	Farleigh	Tesla Engineering / Env'd Protection
13	Nolan	Miller	Progressive AE
14	Tyler	Kanczuzewski	Inovateus Solar
15	Maleah	Beatty	Williams & Works
16	Issac	Degraaf	Dwelling Place
17	Drake	Harper	Harper Tasty Foods
18	Elyse	Mathos	Spectrum Health Foundation
19	Sergio	Reyes	Latino Community Coalition

Goal 2 Alliance: Toward a Diverse and Vibrant Downtown Neighborhood

	First Name	Last Name	Employer
1	Monica	App	Rockford Construction
2	Sarah	Green	The Rapid
3	Brian	Grooms	Grand Rapids Police Department
4	Katy	Hallgren	RJM Design
5	Landon	Jones	Wolverine Building Group
6	Daniel	Kvamme	City of Grand Rapids
7	Latesha	Lipscomb	Amplify GR
8	Dave	Nitkiewicz	Experience Grand Rapids
9	Danielle	Rowland	Danielle Rowland State Farm
10	Jenn	Schaub	Dwelling Place of Grand Rapids
11	Latrisha	Sosebee	Dwelling Place of Grand Rapids
12	Aaron	Terpstra	Mobile GR Parking Services

Goal 3 Alliance: A 21st Century Mobility Strategy

	First Name	Last Name	Employer
1	Kristin	Bennett	City of Grand Rapids
2	Jim	Botts	Retired
3	Trey	Conner	Grand Rapids Drive
4	Meegan	Joyce	The Rapid
5	Ryan	Kilpatrick	Housing Next
6	Nikos	Monoyios	The Rapid
7	Kara	Peltier	Kendall College of Art and Design of Ferris State University
8	Andrew	Queenan	Tower Pinkster
9	Breese	Stam	City of Grand Rapids
10	Sulin	Kotowicz	Viridis Design Group
11	Hank	Kelley	City of Grand Rapids
12	Dustin	Corr	Nederveld
13	Maxwell	Dillivan	The Rapid
14	Johanna	Jelks	She Rides Her Own Way
15	Dave	Riley	The Right Place

Goal 4 Alliance: Expand Downtown Economic Opportunity

	First Name	Last Name	Employer
1	Ryan	Bolhuis	Downtown Market
2	Alex	Caceres	United Bank
3	Brent	Case	The Right Place
4	Trevor	Corlett	Madcap Coffee
5	Omar	Cuevas	Grand Rapids Area Chamber of Commerce
6	Jorge	Gonzalez	Start Garden
7	John	Hendershot	Rende Progress Capital
8	AJ	Hills	City of Grand Rapids
9	Caleb	Hollier	Gill Industries
10	Heather	Ibrahim	Dwelling Place
11	Alice	Jasper	Local First
12	Ana	Jose	Hispanic Chamber
13	Jono	Klooster	City of Grand Rapids
14	Alysha	Lach White	Little Space Studios
15	Brandy	McCallum	AHC Hospitality
16	Ingrid	Miller	Uptown CIA
17	Rick	Muschiana	Sovengard
18	Attah	Obande	Spring GR
19	Caylie	Peet	Rockford Construction Property Management

20	Tyler	Peterson	Opportunity Resource Fund
21	Kareem	Scales	New York Life
22	Scott	Stenstrom	Fifth Third
23	Briaanna	Vasques de Pereira	Kent School Services Network

Goal 5 Alliance: Create a Welcoming and Inclusive Downtown

	First Name	Last Name	Employer
1	Stephanie	Adams	Friends of GR Parks
2	Adrienne	Brown-Reasner	Grand Rapids Children's Museum
3	Emily	Evers	Artists Creating Together
4	Amanda	Gielczyk	Downtown Market
5	Lisa	Knight	Grand Rapids Urban League
7	Chad	LeRoux	AHC+Hospitality
8	Nick	Nortier	Old Growth Creative
9	Amelea	Gritter	Common Notice
10	Evette	Pittman	City of Grand Rapids
11	Reb	Roberts	Sanctuary Folk Art
12	Eddie	Tadlock	ASM Global
13	Alyson	Mabie	LGROW / GRWAMC
14	Derek	Call	ArtPrize
15	Hannah	Berry	Lions & Rabbits
16	Katherine	Williams	UICA
17	Catherine	Zietse	City of Grand Rapids Parks Dept.
18	Kyle	DeGroff	BarFly Ventures, LLC
19	Julio	Cano	Spectrum
20	Rachel	McKay	GR Children's Museum
21	Thomas	Pierce	GR Pride Center
22	Maddie	Schaub	Disability Advocates of Kent County
23	Amber	Kilpatrick	Blandford Nature Center, Mindful Vinyasa School of Yoga
24	Valerie	Wahna	VR Designs

RECOMMENDATION:

Appoint the 2020 DGRI Alliance slates as recommended.



DOWNTOWN
GRAND RAPIDS INC.

MEMORANDUM

DATE: February 27, 2020

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP
DGRI President & CEO

SUBJECT: 2020 Work Plan

To explicitly define the work of the Board of Advisors, a Work Plan (Plan) is proposed for the 2020 calendar year. The Plan is intended to help guide the development of Board agendas and ensure milestones are articulated and progress toward them is being tracked.

The three focus areas of the work plan were approved at the February 2019 meeting. While significant progress occurred in 2019, additional work remains for 2020. This is due both to the complexity of the initiatives, and the breadth of the work being undertaken. Completed milestones and work for the coming year is indicated below and in the attached process schedule.

1. Grand River Governance Model Recommendations

- Purpose: Establish a long-term governance structure to develop, manage and sustain the public assets associated with the revitalization and activation of the Grand River corridor, which the community envisions as a signature public amenity.
 - Issued RFQ to Select Consultant
 1. RFQ Issued: May 2019 – June 2019
 2. Consultant Selection and Funding Authorization: August 2019 – September 2019
 - Organize Lunch & Learn w/ Best Practice Models.
 1. River LA: Sept 4 – 5
 2. Gil Penalosa: Sept 23 - 24
 3. Highline Network: November 20
 - Engage with Consultants
 1. Site Visit October 23-24
 2. Site Visit December 9-10
 3. Site Visit February 4-5
 4. Site Visit February 27-28
 5. Site Visit March/April TBD
 - Consult with Partners to Form and Engage with Steering Committee
 1. July 31, 2019

2. October 24, 2019
 3. December 10, 2019
 4. February 4, 2020
 5. March/April Date TBD
- Review Governance Recommendations, Benefits Case and Funding Recommendations
 1. Leadership briefings in February, March and April
 2. Present governance / funding recommendations in May 2020
 3. Next steps for 2020 following governance recommendation may include:
 - Establishing leadership committee
 - Defining funding and staffing needs
 - Developing and presenting an organizational strategy and start up plan of action
 - Creating MOU with project partners.

2. Understanding Corporate Trends Toward Downtown

- Purpose: To develop a collaborative plan of action to achieve the community goal of continuing to grow a vibrant urban economy.
 - Host National Expertise
 1. Chris Leinberger: October 23-24
 - Engage Partners and Professional Services to Develop Quantitative Analysis and Action Strategy
 1. The DDA executed a contract with Chris Leinberger for an Economics of Place Assessment in December.
 2. Consultant team visit March 11-12 to review initial findings and conduct stakeholder interviews.
 3. Assessment to be complete in May 2020.
 - Local Consultations
 1. Conversations with local corporate leaders to discuss and better understand challenges, opportunities and considerations involved when companies deliberate potential location and options and decisions.
 2. Participated on retention and attractions for major corporate locations projects

3. Downtown Retail Innovation Strategy

- Purpose: Develop and employ a targeted strategy to attract and further support retail in Downtown Grand Rapids.
 - Identify and convene subcommittee of stakeholders for regular meetings to develop short- and long-term policy and incentive recommendations.
 1. Convened / participated in stakeholder groups of Downtown retailers and businesses and City staff
 - May 30, 2019
 - September 19, 2019
 - December 4, 2019
 2. Monroe Center businesses meeting monthly (second Tuesday of each month)
 - Identify and market tools to make businesses aware of opportunities available to do business Downtown.
 1. Hosted first annual Small Business Expo in partnership with City of GR – August 29
 2. Approved seven (7) Retail Innovation and Attraction Grants
 - Tamales Mary
 - Ambiance GR
 - Mosby's Popcorn (open)
 - Mel Styles

- GR Noir
 - Oh, Hello Co (open)
 - Art Caribbean
- 3. Completed holiday marketing campaign to promote businesses and encourage holiday shopping Downtown (attached).
- o Partnered with City and Chamber of Commerce on the development of a Retail Retention and Attraction Initiative. Next steps include:
 - 1. Chamber hired a Retail Recruitment & Retention Specialist to work specifically on retention and attraction for ground floor businesses in Downtown and in City Business Districts.
 - 2. Completing a market analysis (Q2 2020).
 - 3. Developing a strategy for recruitment and retention of retail (Q2 2020).
 - 4. Review outcomes towards goals and conducting data collection to support them (Q4 2020).

2020 Downtown Grand Rapids Inc. Board of Advisors Work Plan

[illegible]



DOWNTOWN
GRAND RAPIDS INC.

PARTNERSHIP RECAP

DECEMBER 2019 - JANUARY 2020



DEVELOPMENT GRANTS

GRAND RAPIDS

DOWNTOWN GRAND RAPIDS INC.
THREE GRANTS AWARDED:
GR NOIR
ART CARIBBEAN FUSION CUISINE
> OH, HELLO CO.



TOTAL PIECES OF COVERAGE:

[Link to report](#)

44



33
**TV/RADIO
INTERVIEWS**



11
**PRINT/ONLINE
ARTICLES**



5,000+
**SOCIAL SHARES +
ENGAGEMENTS**



Angela Cunningham

4 hrs · 🧑

This is my first visit to [Mosby's Popcorn](#) and I'm so impressed. They can make 125 flavors, sell your favorite old school candy and they serve cookies and ice cream too. This is a literal treat. And, thanks to a [@downtowngrinc](#) grant they are now in the heart of the city. Get [#UpWith13](#) and find out more. [@wzzm13](#)



The Grand Rapids Press

December 13, 2019 · 🌐

New wine bar, Caribbean restaurant, gift shop in downtown Grand Rapids get rent support



MLIVE.COM

New wine bar, Caribbean restaurant, gift shop in downtown Grand Rapids get rent support

👍❤️👎 121

22 Comments 18 Shares

NUMBER OF
RETAIL PARTNERS FEATURED:
10

RESULTING IN:
5,000+
SOCIAL
ENGAGEMENTS



FOX 17

December 16, 2019 at 6:30 AM · 🌐

"We're in one of the largest development booms in the city's history, and we know there's more to come," said Tim Kelly, president and CEO of Downtown Grand Rapids Inc.



FOX17ONLINE.COM

Grants bringing new businesses to downtown Grand Rapids
Downtown Grand Rapids Inc. is helping bring businesses downtown.

👍❤️👎 You and 40 others

18 Comments 9 Shares

28.7 MILLION

ESTIMATED VIEWS

 Savannah Fish is at Apothecary Off Main (Grand Rapids).
November 30, 2019 · Grand Rapids · 🌐

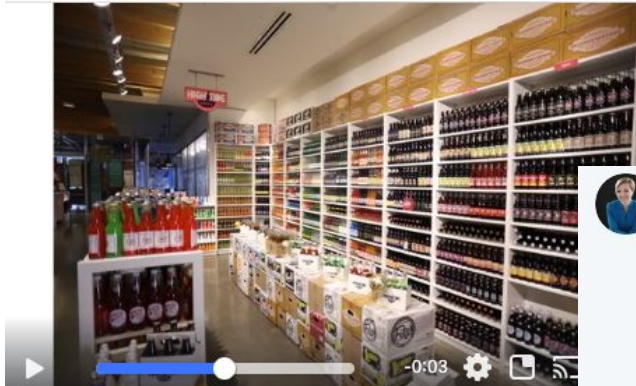
Shoutout to Apothecary Off Main for inviting us inside the store for Small Business Saturday! They have so many local products that are safe and natural. Make sure to check them out this holiday season! #shopsmall #smallbusinessaturday



WOOD TV8

January 7 at 12:26 PM · 🌐

The Grand Rapids area is growing! Here are 20 places you can expect to see open in 2020. (Dog owners, you'll love No. 1!)
<https://www.woodtv.com/.../growing-grand-rapids-and-beyond:.../>



startgarden @startgarden · Dec 20, 2019

We're excited to have community partners like @DowntownGRInc who invest in #entrepreneurs by prioritizing & supporting small businesses downtown. 🎉 Congratulations to #StartGarden member Ambiance GR and #5x5Night winner Mel Styles on their startup grants!



Rosalynn Bliss @mayorbliss · Dec 11, 2019

Grand Rapids grants allow small businesses to move downtown
@DowntownGRInc



Grand Rapids grants allow small businesses to move downtown
Mosby Popcorn receives DGRI grant and relocates downtown GR
🔗 wzzm13.com

we make brands



DGRI AGENDA + MONTHLY REPORTS

ACCOUNT LEAD: *Emma Wach, emma@gethappypr.com, (630) 390-8474*
Meredith TerHaar, meredith@gethappypr.com

JUMP TO:

- [For Review](#)
- [Campaign Timeline](#)
- [Live Media Links](#)

FOR REVIEW:

Partnership Wrap Up report:

https://docs.google.com/presentation/d/1mXRME0_-7r_AKpGBnZG5aX36_-O7y7ZNUbvP-cWNNxw/edit?usp=sharing

CAMPAIGN TIMELINE:

WEEK OF DECEMBER 9

- Media tour begins - Goal: TV live shots from Downtown, retailers / in-studio TV and radio interviews
- Monday, Dec. 2: Mosby's Popcorn featured on FOX-17 in-studio
- Tuesday, Dec. 3: Press release distributed to West MI media outlets
 - Distribute video news release - example video release for reference ([link](#))
- Monday, Dec. 9: Ambiance GR featured on FOX-17
- Tuesday, Dec. 10: Tim Kelly on WGVU's Community Connections
- HAPPY to send regular updates about upcoming media including:
 - Master media schedule
 - Calendar invite: includes location, arrival time, and other specifics in the "notes"

WEEKS OF DECEMBER 16 AND DECEMBER 23

- Pitch: Last minute local holiday shopping
- Monday, Dec 16: Gina's Boutique on the FOX-17 Morning News
- Monday, Dec. 23: Last Minute Gift Ideas at Local Retailers on WZZM-13 Noon News
- HAPPY to send regular updates about upcoming media including:
 - Master media schedule
 - Calendar invite: includes location, arrival time, and other specifics in the "notes"

POST HOLIDAYS

- Any remaining coverage or media about local economy/retail impact over holidays
- Meet to discuss campaign results and idea to leverage for 2020

LIVE MEDIA LINKS:

Retailers featured in West Michigan Woman:

Pending - will post early February

New Restaurants to Open in 2020 on Rapid Growth:

https://www.rapidgrowthmedia.com/features/new_restaurants_2020.aspx?fbclid=IwAR2sZZny5iwVjeU3ArECsbfsMAb9m7-Y7yMrjU-zgPodDW-mbVDs4motM-A

Interview with Tim Kelly on Rapid Growth:

<https://www.rapidgrowthmedia.com/devnews/011620DGRlgrants.aspx>

Overview of grantees on WOOD-TV:

https://www.woodtv.com/news/grand-rapids/growing-grand-rapids-and-beyond-20-places-opening-in-2020/?fbclid=IwAR1ZQzu7hPLnEjApJWHTQkCPWEcN-AAoFasUWMITqi8kl36kku8jJbzj3_Y

(Aired 2x) Mel Styles on WZZM-13:

<https://www.wzzm13.com/video/life/step-into-the-new-year-with-a-new-look/69-8357352b-3033-4c49-ae18-1f3715d7ca09>

Mel Styles on FOX-17 Morning Mix:

<https://www.fox17online.com/morning-mix/gentleman-can-look-dapper-in-these-new-years-eve-trends>

Oh, Hello in GR Mag:

<https://www.grmag.com/people-places/oh-hello-co-is-opening-a-shop/>

Oh, Hello in Grand Rapids Business Journal:

<https://www.grbj.com/articles/95022-stationery-store-opening-downtown>

(Print and online) Overview of grantees on MiBiz:

<https://mibiz.com/sections/real-estate-development/retail-outlook-retail-professionals-optimistic-for-2020?highlight=WyJzeWRuZXkiLCJzbWl0aCIsInNtaXRoJ3MiLCJzeWRuZXkgc21pdGgiXQ==>

Last Minute Holiday Gifts from Local Retailers on WZZM-13:

<https://www.wzzm13.com/video/life/shopping/holiday-gifts/last-minute-gifts-grand-rapids/69-fda97e02-f416-4054-9143-ee7b47b8a1bb>

Tim Kelly on WGVU's Community Connections PBS TV programming:

<https://www.pbs.org/video/gr-fire-department-and-downtown-grand-rapids-inc-kpkido/>

Last Minute Holiday Gifts at Local Retailers on WZZM-13 My West Michigan:

<https://www.wzzm13.com/article/entertainment/television/programs/my-west-michigan/last-minute-gifts-from-local-retailers/69-797d892a-f27f-4e84-8152-7d1a9b601ffa>

Last Minute Holiday Gifts at Local Retailers on FOX-17 Morning Mix:

<https://www.fox17online.com/morning-mix/last-minute-holiday-gift-ideas-found-at-retailers-in-downtown-grand-rapids>

Mosby's Popcorn & Mel Style's on WGVU Morning News with Shelley Irwin:

<https://www.wgvunews.org/post/shop-locally>

GR Noir on FOX-17 Morning Mix:

<https://drive.google.com/file/d/1MzOmkZ2bHs9m67468WLq1ZI1Nsy0ncc4/view?usp=sharing>

The Museum Store at the GRAM on FOX-17:

<https://www.fox17online.com/news/local-news/kent/find-great-holiday-gifts-at-the-gram-store>

(Aired 7x throughout the day) Ambiance GR & Tim Kelly on FOX-17:

<https://www.fox17online.com/news/local-news/grand-rapids/grants-bringing-new-businesses-to-downtown-grand-rapids?fbclid=IwAR1Bof0OlrTLurNnV2eQAmVg8-yCVcMZXY7cf5DoBiqznqs0jQCaeXmHez8>

(Print and online) Overview of grantees in Grand Rapids Business Journal

<https://www.grbj.com/articles/94949-dgri-offering-retail-grants>

Overview of grantees on MLive:

https://www.mlive.com/news/grand-rapids/2019/12/new-wine-bar-caribbean-restaurant-gift-shop-in-downtown-grand-rapids-get-rent-support.html?utm_source=facebook&utm_campaign=grandrapidspress_sf&utm_medium=social&fbclid=IwAR2mSJ6BGXRxfvyb7bXG_96j6avkCvCCavegka82Ybps1_cONT-g0o9TQ6o

Oh, Hello on WOOD-TV:

<https://www.woodtv.com/news/grand-rapids/now-open-oh-hello-touts-grand-rapids-gifts-artists/>

(4 live shots) Oh, Hello on FOX-17 Morning News:

<https://www.fox17online.com/new-funky-gift-shop-opens-in-downtown-grand-rapids>
https://drive.google.com/open?id=1MAI_Y-pUlx0N1clzoc2bcRQfPkJTrMVi
<https://drive.google.com/file/d/1qKDaBta9IfQnee1hzDL7ulwzvRpMc2xy/view?usp=sharing>
<https://drive.google.com/file/d/1X1YGe5ERSeH15BPfydrzDViqcPy7nOLY/view?usp=sharing>
https://drive.google.com/file/d/1NZh9gE_Rj5ScFc0p9kb-mcJOMvvSqYcR/view?usp=sharing

Overview of grantees on FOX-17 Evening News:

<https://drive.google.com/file/d/1caJyssiVCxkQbPN3ICzj2kgwkLOwMedz/view?usp=sharing>

Fido & Stitch on FOX-17 Morn News:

<https://drive.google.com/file/d/111CSCegNkkoA6M0EMbcWUtkxcoqjh1aw/view?usp=sharing>

Overview of grantees on WZZM-13:

<https://www.wzzm13.com/article/news/local/morning-features/downtown-grand-rapids-grants-help-small-businesses/69-cbc3d840-2266-492e-9579-72631b184a64>

(2 live shots) Mosby's on WZZM-13 Morn News:

https://drive.google.com/open?id=1jm6-PJgGZOGtq3dKuJvtSf3L_y8W92C6
https://drive.google.com/open?id=1e8MuhHDhXfxuhP24VrM3rK_qr1wY2M0

Mosby's on Grand Rapids Business Journal:

<https://www.grbj.com/articles/94889-couple-opens-popcorn-shop-downtown>

Mosby's on FOX-17 Morn News:

<https://fox17online.com/2019/12/02/mosbys-popcorn-opens-downtown-grand-rapids/>

(2 live shots) Apothecary off Main on FOX-17 Morn News for Small Biz Saturday:

<https://drive.google.com/file/d/1ve-ntTRmlQPG5ZFbR8CqWKkPFHTy8PBW/view?usp=sharing>

<https://drive.google.com/file/d/17LGrlqgHxUd1eAZ4OY8pCVoPpxHxxD3z/view?usp=sharing>

(2 live shots) Fido & Stich on FOX-17 Morn News for Small Biz Saturday:

**Segment was coordinated by HAPPY and cancelled by FOX-17 due to Breaking News*



MEMORANDUM

DATE: February 27, 2020

TO: DGRI Board of Advisors

FROM: Tim Kelly, AICP
DGRI President & CEO

SUBJECT: DID Reauthorization Process Update

In August 2019, DGRI issued a Request for Qualification (RFQ) for consultants to support the reauthorization of the Downtown Improvement District (attached). The existing five-year authorization is approved through June 30, 2020, and in order to continue to deliver enhanced services to Downtown, needs to be reauthorized by the City Commission before it expires.

At the conclusion of the RFQ process a total of four RFQ responses were received (attached). Based on review of the proposals and additional staff due diligence, Progressive Urban Management Associates (P.U.M.A) was identified as the strongest team with the expertise and experience required to support this important process. P.U.M.A's scope of work includes coordinating with DGRI staff and a Steering Committee comprised of DID Board members and Downtown stakeholders to evaluate various renewal scenarios, including analysis of existing and proposed services, boundaries, costs, funding formulas, and other related elements as directed.

P.U.M.A is a leading real estate economics and urban planning consultancy offering management, marketing and financial expertise to advance downtown and community development. They have an accomplished portfolio of working with urban place management organizations and come recommended by peer organizations/cities. Over their 26 years of practice they have helped establish and/or renew more than 80 DIDs nationwide. The firm also comes with familiarity of the local context, having served as the lead consultant for the Downtown Framework Plan in 2011 and a subsequent organizational plan for DGRI in 2012.

Since work began on the reauthorization in October 2019, there have been four sub-committee meetings, multiple stakeholder interviews, a survey, and a briefing with the full DID Board. As a result of those conversations a draft Authorization Plan and Supporting Memo have been compiled (attached). Additional committee meetings are happening in February and March, with the DID Board expected to consider the Plan at their March 23, 2020 meeting. Following this, the Plan will be recommended to the City Commission for a public hearing in May and formal approval in June 2020.



DOWNTOWN IMPROVEMENT DISTRICT (DID)
FY2021 – FY2025 AUTHORIZATION PLAN
DRAFT – FEBRUARY 10, 2020

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A. BACKGROUND

Established in 2000 pursuant to the provisions of the Principal Shopping Districts and Business Improvement Districts Act of Michigan (Act 120 of 1961), the Downtown Improvement District (DID) is an important tool supporting the ongoing revitalization of Downtown Grand Rapids. On August 22, 2000, the City Commission established the Downtown Improvement District Board, which was granted the responsibility and authority to recommend to the City Commission a list of enhanced services to be provided within the DID, and to recommend a budget for the provision of these services.

By state law, DID revenue is only used to enhance, not replace, the level of service that local government provides. Enhanced place-management services funded through the DID have included the following:

- Daily cleaning of sidewalks
- Flower planting and beautification
- Restaurant and retail-oriented marketing and promotions
- Snowmelt operations and maintenance
- Snow removal from intersections
- Advocacy efforts
- Special events
- The Downtown Ambassador Program

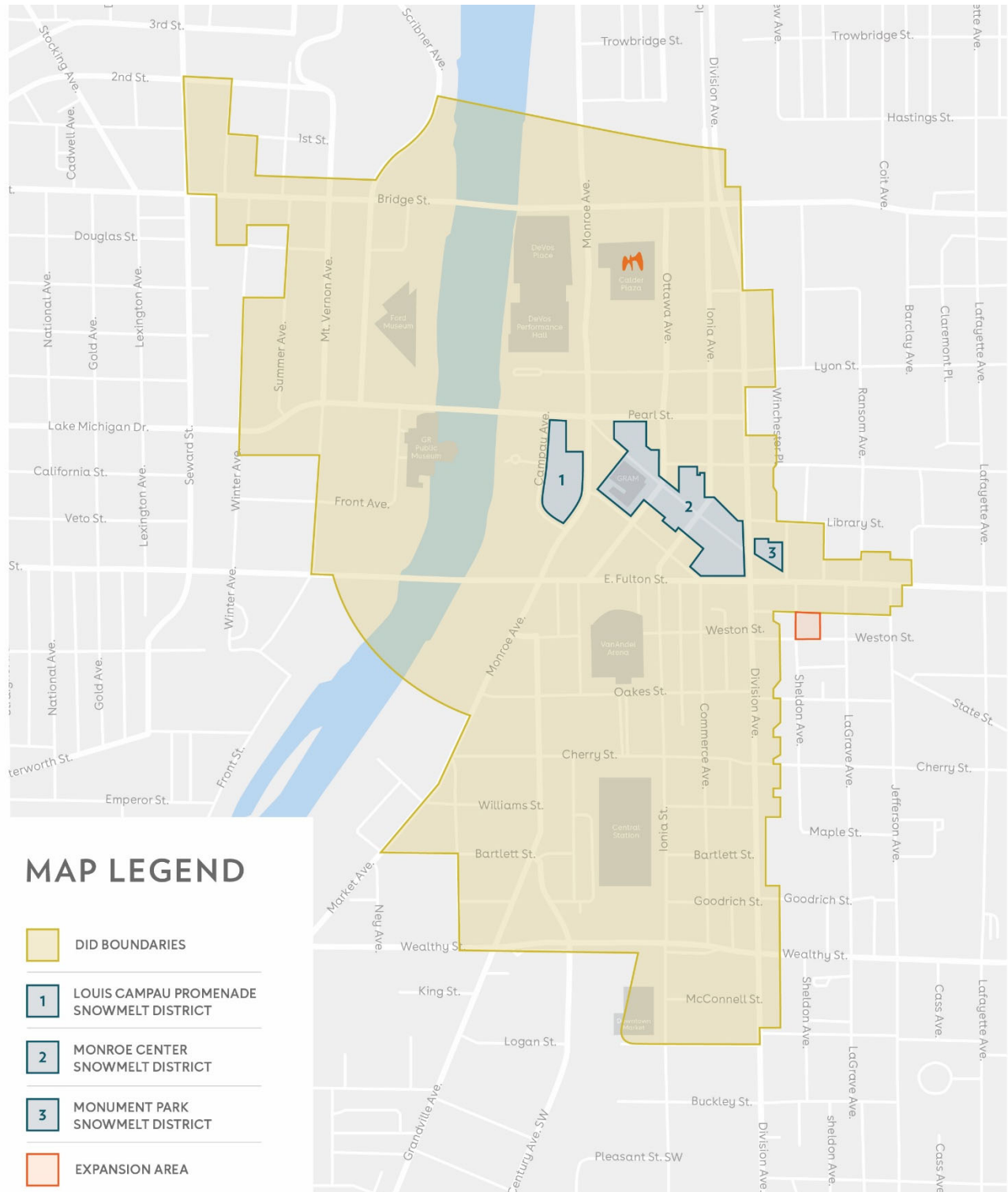
The DID is funded through special assessments on real property within the district, collected annually, and transformed into these enhanced services that are provided on a daily basis. The entire cost of providing enhanced services is spread amongst the various properties in the district, in proportion to the intensity of

development on the property. Components used to measure the intensity of development include: land area, building area, street frontage, and parking area.

In October 2015, the DID Board and Grand Rapids City Commission approved a five-year authorization for operations of the DID for FY2016 through FY2020. With this authorization set to expire on June 30, 2020, the following DID Authorization Plan recommends the continuation of DID operations for a new five-year period, FY2021 – FY2025.

The following plan establishes the DID boundary, the formula for assessing properties, a description of proposed services, and a multiyear budget establishing the area-wide and sub-area assessments for FY2021 – FY2025. The Plan recommends a continuation of the existing DID services, while creating additional revenue to strengthen these services to ensure Downtown Grand Rapids remains vibrant, clean, and beautiful.

B. MAP OF THE DISTRICT



The only proposed change to the DID boundaries is a small expansion along the eastern edge of the district, adding approximately a half block to the Weston Street and Sheldon Avenue intersection. This will allow the DID to provide enhanced services to the full block on the eastern side of Sheldon Street, from Fulton Street to Weston Street, where streetscape improvements have been made.

C. MULTI-YEAR ASSESSMENT BUDGET

The following table illustrates DID special assessment for the FY2021 – FY2025 authorization period.

The budget has been restructured to create a consolidated Clean & Safe Services line item. Clean & Safe Services includes core DID area-wide services such as maintenance, beautification, and public safety, listed in more detail in Section D below.

	FY2021	FY2022	FY2023	FY2024	FY2025
AREA-WIDE SERVICES					
Clean & Safe Services	\$911,550	\$992,128	\$1,075,984	\$1,163,283	\$1,254,197
Marketing & Communications	\$110,000	\$120,000	\$130,000	\$140,000	\$150,000
Administration	\$141,715	\$148,801	\$156,241	\$164,053	\$172,256
City A-87 Costs	\$37,716	\$38,470	\$39,239	\$40,024	\$40,824
Total Assessments & Contributions	\$1,200,981	\$1,299,399	\$1,401,464	\$1,507,360	\$1,617,277
SPECIAL SUB-AREA SERVICES					
Monroe Center Snowmelt	\$173,891	\$179,108	\$184,481	\$190,015	\$195,716
Louis Campau Promenade Snowmelt	\$51,051	\$53,604	\$56,284	\$59,098	\$62,053
Monument Park Snowmelt	\$19,145	\$20,102	\$21,107	\$22,162	\$23,270
TOTAL DID ASSESSMENT	\$1,445,068	\$1,552,212	\$1,663,335	\$1,778,636	\$1,898,316

UNCOLLECTIBLE ASSESSMENTS

While the total DID assessments above will be used for setting the annual assessment rates, it is also important to note that there is approximately \$150,000 annually in uncollectible assessments. Because properties owned by government and tax-exempt not-for-profit organizations are not placed on the special assessment roll, these entities are instead asked for voluntary contributions. Historically, some have contributed while others have declined to. The result is that the DID's functional budget is reduced by approximately \$150,000 each year.

D. PROPOSED DID SERVICES

AREA-WIDE SERVICES

Clean & Safe Services

Maintenance: Clean Team program, litter pick-up, sidewalk sweeping and washing, graffiti removal, empty waste containers, street tree and grate maintenance, crosswalk and parking meter snow removal.

Beautification: Seasonal flower planting and care, weed removal, seasonal decorations, banners.

Special Projects: Unique projects selected on a year-to-year basis that help address current cleaning and/or safety needs.

Public Safety: Expanded Downtown Ambassador program, special uniformed police officer patrols, vacant storefront activation and lighting.

Marketing & Communications

Special events, specialized business outreach and referrals, retail- and restaurant-oriented support, advertising, marketing and promotions, communications, production of print materials, website management, video production.

Administration & City Costs

City administrative costs, advocate for quality services, staffing and overhead, office expenses, program evaluation.

SPECIAL SUB-AREA SERVICES

Monroe Center

Snowmelt operations and system maintenance

Louis Campau Promenade

Snowmelt operations and system maintenance

Monument Park

Snowmelt operations and system maintenance

E. DESCRIPTION OF PROPOSED MAJOR CHANGES TO SERVICES

The FY2021 – FY2025 Authorization Plan proposes to strengthen what is already the core DID priority of providing a clean and safe Downtown. To do so, two significant enhancements to DID services are proposed.

A strengthened Downtown Ambassador Program is proposed to allow the DID to increase deployment by adding 1-2 new Ambassadors, increase wages from approximately \$11/hour to approximately \$13/hour to encourage better retention, and improve overall skillsets of its Ambassadors. This will help the DID more effectively address new challenges facing Downtown and more effectively engage and interact with Downtown's growing number of people on the streets including residents, employees, and visitors, as well as a growing homeless population. Ambassador services may include, but are not limited to: offering information, directions, assistance, and safety escorts to Downtown visitors, workers, and residents; outreach and connection to local service providers for Downtown's homeless and transient population, in coordination with local social service providers; and management of nuisance and disruptive behaviors in close coordination with local law enforcement.

A new Special Projects Program is proposed to allow the DID to be nimble in addressing new clean and safe challenges on a year-to-year basis. This will give the DID Board the ability to adapt to changing market dynamics and new development in Downtown, and to capitalize on project opportunities as they arise. Special projects may include pilot programs, targeted geographical beautification, or short-term seasonal efforts.

F. CITY SERVICES

Properties within the DID receive special benefit from enhanced services because they receive services over and above those that are routinely provided by the City using general tax dollars. The DID does not replace any standard City services.

As part of this authorization, the City of Grand Rapids has documented a base level of service agreement (see Exhibit 1). This agreement provides details on regular services provided by the City within the DID and adds clarity for ratepayers on City services compared to DID services.

G. ASSESSMENT PARAMETERS & ASSUMPTIONS

1. Assessment assumptions and parameters are consistent with those used during the FY2015-2020 authorization period, and are based upon an assessment benefit study dated January 23, 2001 and prepared by S.B. Friedman & Co. Copies of the original report are available for viewing in the office of Downtown Grand Rapids, Inc., 29 Pearl St. NW, Suite 1.
2. Properties will be assessed as they exist on tax day of the year they are to be assessed (i.e., December 31 of the previous year). Therefore, the special assessment for FY2021 is based upon data provided by the City Assessor for properties as they existed on December 31, 2020.
3. Property features to be assessed include:
 - Property Area (Square Feet)
 - Property Street Frontage (Linear Feet)
 - Building Area (Gross Square Feet)
 - Parking Area (Square Feet)
4. For the Area-Wide, Monroe Center Snowmelt Assessment Districts, property street frontage is the length of one side of the property that fronts upon a public right-of-way where the property has its official address. The official address is the address as it exists in the records of the City Assessor. The following walkways and plazas are treated as street frontage: Monroe Center, Market Ave, Louis Campau Promenade, Lyon Square, and Ferry Street. The following are not treated as rights-of-way: alleys, river-edge walkways and the Midtown Arcade.

For the Louis Campau Promenade Snowmelt Assessment District, property street frontage is the length of each side of the property that fronts upon a public right-of-way benefiting from snowmelt services.

For the Monument Park Snowmelt Assessment District, property street frontage is the length of each side of the property that fronts upon a public right-of-way benefiting from snowmelt services.

5. Building Area in a basement is included only if finished for occupancy and “exposed”. Basements are “exposed” if they are visible through walkout grading, exterior walls or interior atriums.
6. Parking area includes surface parking lots and parking area in a building. Parking in a building includes basement level parking in multi-use buildings and parking structures.
7. Buildings are assessed whether occupied or not. New buildings under construction will not be assessed until an occupancy permit is issued for any portion of the building, at which time the building will be assessed as if completed. Existing buildings undergoing renovation are assessed as completed buildings.
8. Most privately-owned properties within the district are assessed. Michigan law provides an exemption only for certain residential properties and government properties. Single-family, tax-exempt, properties on the PILOT rolls, multi-family residential properties with four or fewer units, and privately owned condominiums in multi-family structures are exempt by law from DID assessments. **Governmental units owning downtown properties and certain tax-exempt properties are exempt by law from placement on the special assessment roll**, but will be asked to voluntarily contribute their fair share to the DID, except parks, walkways & public rights-of-way.
9. Properties in the district are divided into four classes according to primary use and ownership status of the property:

- Class 1 – Private Taxable Property
- Class 2 – Private Tax-exempt
- Class 3 – Public Tax-exempt
- Class 4 – Multi-Family Residential

10. The City Assessor has determined that because certain properties are owned by tax-exempt not-for-profit organizations (Class 2 properties), they cannot be placed on the special assessment roll. The DID Board's policy is to discount the share of cost for all Class 2 properties to 60% and request voluntary payments for enhanced services. Therefore, properties within the district will be assessed and/or billed at the following rates:

- Class 1 – 1.0
- Class 2 – 0.6
- Class 3 – 1.0
- Class 4 – 1.0

11. The cost of providing enhanced services benefiting properties in the district is spread to each property as follows:

$$\begin{aligned}
 & (\text{Budget} \times 30\% \times (\text{Property Area} / \text{Total Property Area in the District})) \\
 & + (\text{Budget} \times 30\% \times (\text{Property Street Frontage} / \text{Total Property Street Frontage in the District})) \\
 & + (\text{Budget} \times 30\% \times (\text{Building Area} / \text{Total Building Area in the District})) \\
 & + (\text{Budget} \times 10\% \times (\text{Parking Area} / \text{Total Parking Area in the District})) \\
 \hline
 & = \text{Assessment by property} \\
 & \times \text{Benefit factor} \\
 \hline
 & = \text{Initial assessment by property}
 \end{aligned}$$

12. After the cost of providing enhanced services is spread to each property within the district, the City Assessor will calculate an annual assessment rate or charge for each property characteristic as follows:

$$\begin{aligned}
 (\text{Budget} \times 30\%) / (\text{Total Property Area in the District}) & = \text{Assessment rate 1} \\
 (\text{Budget} \times 30\%) / (\text{Total Property Street Frontage in the District}) & = \text{Assessment rate 2} \\
 (\text{Budget} \times 30\%) / (\text{Total Building Area in the District}) & = \text{Assessment rate 3} \\
 (\text{Budget} \times 10\%) / (\text{Total Parking Area in the District}) & = \text{Assessment rate 4}
 \end{aligned}$$

13. The annual assessment/charge rate will be used to calculate a property's final amount to be assessed and/or charged:

$$\begin{aligned}
 & \text{Property Area} \times \text{Assessment rate 1} \\
 & + \text{Property Street Frontage} \times \text{Assessment rate 2} \\
 & + \text{Property Building Area} \times \text{Assessment rate 3} \\
 & + \text{Property Parking Area} \times \text{Assessment rate 4} \\
 \hline
 & = \text{Initial assessment by property} \\
 & \times \text{Benefit factor} \\
 \hline
 & = \text{Final assessment by property}
 \end{aligned}$$

14. Those expenses related to enhanced services described as Area-Wide Services in Section D are spread to all eligible properties in the district as shown on the map in Section B.

15. Those expenses related to Monroe Center Snowmelt operations and maintenance are spread to properties with frontage on Monroe Center. The amount spread to property owners is reduced by a contribution from the City of Grand Rapids.
16. Those expenses related to Louis Campau Promenade Snowmelt operations & maintenance are spread to properties with frontage on Louis Campau Promenade.
17. Those expenses related to Monument Park Snowmelt operations & maintenance are spread to properties with frontage onto Monument Park.
18. The characteristics of the properties within the area-wide services assessment district are projected as follows:

Projected Number of Properties by Class in FY2021:*

- Class 1 – 404
- Class 2 – 87
- Class 3 – 82
- Class 4 – 21

Projected Percentage of Assessment Payers by Class in FY2021:*

- Class 1 – 68%
- Class 2 – 15%
- Class 3 – 14%
- Class 4 – 4%

Projected Assessment Amount by Class in FY2021:*

- Class 1 – \$679,600
- Class 2 – \$100,949
- Class 3 – \$388,529
- Class 4 – \$69,371

** FY2020 data is used for the above projections until the FY2021 database is available.*

H. SPECIAL ASSESSMENT SCHEDULE

MILESTONES – SPECIAL ASSESSMENT ROLL	
Date	Milestone
March 2020	DID Board considers recommendation of new five-year necessity and FY2021 to City Commission
April 2020	City Commission considers adoption of resolution setting date, time, and place for public hearing of necessity for special assessment.
May 2020	City Commission conducts Public Hearing concerning necessity of special assessment.
May 2020	City Commission considers adoption of resolution establishing necessity for enhanced services to be financed by special assessment.
July 2020	Special assessment Roll open for public inspection in City Assessor's Office.
July 2020	Board of Review hearing (City Commission sitting as Board of Review)
August 2020	City Commission considers adoption of resolution confirming Special Assessment Roll.
October 2020	Billing of Special Assessment Roll.

EXHIBIT 1: BASE LEVEL OF SERVICE AGREEMENT

DGRI to insert base level agreement

MEMORANDUM (DRAFT)

DATE: February 19, 2020

TO: Downtown Improvement District Board & Reauthorization Committee

FROM: Progressive Urban Management Associates (P.U.M.A.)

SUBJECT: **FY2021-FY2025 DID Authorization Plan: Supporting Materials**

CONTENTS

The following is a supplement to the FY2021-FY2025 DID Authorization Plan. This memo provides additional details on the following topics:

- Analysis of Assessment Methodology & Formula
- Overview of Budget Adjustments
- "Clean & Safe" Service Adjustments
- Uncollectible Assessments
- Five-Year Budget Tables
- Assessment of New Development
- Future Boundary Considerations
- Themes from Stakeholder Feedback
- Online Survey Results

ANALYSIS OF ASSESSMENT METHODOLOGY & FORMULA

The existing assessment methodology was analyzed as part of this authorization process. The formula currently uses a mix of property characteristics – including property area, building area, street frontage, and parking area – to determine the annual DID assessment for each property. This formula has been used since the DID's inception. The assessment methodology used by the DID aligns with best practices found across the country. Most DID-like entities rely on some combination of property characteristics (as the Grand Rapids DID does) or utilize assessed value. Property characteristics are found to best correlate to the amount of benefit received from enhanced services, especially clean and safety-related services, and when different characteristics are blended into the formula it helps minimize large variance in rates for different types of properties. Furthermore, this methodology and formula have been used for 20 years since the DID's inception. Transitioning to a new model would create distortion – that is, increases and decreases in what different properties pay to the district that are not equitable. For these reasons, it is recommended that the DID continue to use its existing methodology and formula.

OVERVIEW OF BUDGET ADJUSTMENTS

Overall, flexibility will be added to the DID operations by combining "Maintenance & Beautification" and the "Ambassador Program" into a new "Clean & Safe" activity center. This is the more standard best practice nationally, and affords the ability to shift resources among these activities if needed year-to-year. "Special Projects" is the third line item in the "Clean & Safe" activity center. This is a replacement for the former "Capital & Operating Improvements" line item. "Special Projects" will be used annually to support either maintenance, beautification, or safety/Ambassador efforts.

Budget recommendations for the “Clean & Safe” activity center include:

- Maintenance & Beautification: A \$75,000 increase in FY2021 and 5% annual adjustments.
- Ambassador Program: A \$150,000 increase in FY2021; a \$20,000 additional increase each year, principally to reduce the burden that’s placed on the DDA to help fund the Ambassadors; and 5% annual adjustments.
- Special Projects: A budget of \$75,000/year, but using DID surplus to phase-in annually. In FY2021, the full \$75,000 will be drawn from the DID surplus. This will then be phased in to the assessment by \$15,000 each year, until the full \$75,000 is accounted for in the assessment (see following budget tables for additional detail). This allows for a more gradual change to individual property’s bills over the five-year period. Over the five years, a total of \$225,000 will be drawn from the surplus.
 - *Note on DID Surplus*: As of year-end from FY2019, the total fund balance was \$903,749 (broken down as follows: \$427,258 District Wide; \$23,285 Campau; \$446,912 Monroe Center; \$6,294 Monument Park).

Budget adjustments for the remaining line items include:

- Marketing & Communications: Increases \$10,000 annually. Stakeholder feedback has shown that ratepayers are interested in seeing additional marketing efforts, primarily to support retail and restaurants in downtown. To supplement DID funds allocated here, the DDA funds a large portion of marketing and communications for Downtown as well.
- Administration: Increases 5% annually, from a FY2020 base amount that does not include reauthorization costs.
- Capital & Operating Improvements: Removed as this is replaced with Special Projects.
- City A-87 Costs: An annual fee that increases slightly year-to-year, to cover overhead and City employee time for DID needs.
- Snowmelts: Consistent with historical budget adjustments for Snowmelt districts, Monroe Center Snowmelt increases 3% annually, and Monument Park and Louis Campau Promenade Snowmelts increase 5% annually.

“CLEAN & SAFE” SERVICE ADJUSTMENTS

Maintenance & Beautification: Over the last five years, since the DID was last authorized and annual assessments were set, Downtown has seen significant private and public investment. With new investment and redevelopment, along with the resulting increased amount of foot traffic from residents, employees, and visitors, comes a greater need for daily maintenance.

Further, the online survey has shown that stakeholders would like to see additional emphasis on snow removal from crosswalks, around parking meters, etc. Strengthening the Maintenance & Beautification budget will help the Clean Team better address these needs.

Downtown Ambassador Program: A significant challenge in Downtown continues to be homelessness, aggressive panhandling, and other disruptive behaviors. The desire for the DID to play a more active role in combating homelessness and working toward curbing these disruptive behaviors was expressed in stakeholder meetings, as well as evident in online survey results where a majority of respondents said these characteristics have become worse over the last five years.

A bolstered Ambassador Program can help better address this challenge as well as simply improve the overall effectiveness of the program. It will allow the DID to:

1. Increase deployment – this will put Ambassadors on the street more frequently, to help serve the needs of Downtown’s growing foot traffic and its street population. 1-2 new Ambassadors will be added to the team to help boost deployment.
2. Increase compensation – Ambassador compensation is not up to 2020 standards. This has created a quality and retention challenge. Increased compensation, preliminarily from \$11/hour to \$13/hour will give the DID the ability to better retain Ambassadors. Wages should then increase accordingly over the five-year budget period, in order to not let the region’s job market outpace Ambassador wages, which has happened in the past. Continuity is critical in this program – a familiar uniform is valuable, but a familiar face is most effective.
3. Improve skillsets – the Ambassador role is a challenging one, requiring interaction with the whole range of people who use Downtown’s streets on a daily basis. Increased compensation will make this a more attractive job, allowing the DID to be more selective about Ambassador skillsets.

Special Projects: How the Special Projects line item is spent can vary year-to-year to address maintenance, beautification, or safety-related goals. This provides the DID with year-to-year flexibility. Examples of potential Special Projects include:

- Expanded tree plantings
- Targeted installation of irrigation
- Targeted streetscape amenities
- Recycling Pilot Program along Monroe Center
- Expanded banner program
- Additional Downtown gateways
- Outreach/social service Pilot Program

UNCOLLECTIBLE ASSESSMENTS

Government-owned properties (Class 3 properties) are exempt by state law from placement on the special assessment roll. However, governmental units owning Downtown properties within the DID are asked to voluntarily contribute their fair share (not including parks, walkways, and public ROW).

Properties that are owned by tax-exempt not-for-profit organizations (Class 2 properties), are also not placed on the special assessment roll. However, this is not a legal requirement. It is currently City policy not to collect from not-for-profits. The DID Board’s policy has been to discount the share of cost for all Class 2 properties to 60% and request voluntary payments for enhanced services.

As a result, there is approximately \$150,000 per year in uncollectible DID assessments from Class 2 and 3 properties – equating to 11% of the total budget. In FY2020, the full estimated assessment amounts (i.e., the potential revenue if all paid voluntarily), compared to the uncollected is as follows:

- Class 2 (private, tax-exempt): \$101,000 potential; \$20,000 uncollected
- Class 3 (governmental): \$421,000 potential; \$130,000 uncollected

Uncollectible assessments primarily impact area-wide funds, but also have an impact on the Monument Park Snowmelt fund. For Monument Park Snowmelt, in FY2020, \$18,233 was the budgeted total, and \$11,000 was uncollected from Class 3 properties.

FIVE-YEAR DETAILED BUDGETS

As described above, the overall layout of the budget has been reordered to group line items related to the DID's core clean and safe services into one category. The new "Clean & Safe" category includes line items for Maintenance & Beautification, Special Projects, and the Ambassador Program. Special Projects will be phased-in to assessments, by drawing from the DID Surplus annually to make up the difference, as *illustrated below in red*.

DID Detailed Assessment Budget

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
AREA-WIDE SERVICES						
Clean & Safe Services	\$636,000	\$911,550	\$992,128	\$1,075,984	\$1,163,283	\$1,254,197
Maintenance & Beautification	\$536,000	\$641,550	\$673,628	\$707,309	\$742,674	\$779,808
<i>Special Projects</i>	<i>n/a</i>	<i>--</i>	<i>\$15,000</i>	<i>\$30,000</i>	<i>\$45,000</i>	<i>\$60,000</i>
Ambassador Program	\$100,000	\$270,000	\$303,500	\$338,675	\$375,609	\$414,389
Marketing & Communications	\$100,000	\$110,000	\$120,000	\$130,000	\$140,000	\$150,000
Administration	\$184,967	\$141,715	\$148,801	\$156,241	\$164,053	\$172,256
Capital & Operating Improvements	\$150,000	--	--	--	--	--
City A-87 Costs	\$35,149	\$37,716	\$38,470	\$39,239	\$40,024	\$40,824
AREA-WIDE TOTAL	\$1,106,116	\$1,200,981	\$1,299,399	\$1,401,464	\$1,507,360	\$1,617,277
SPECIAL SUB-AREA SERVICES						
Monroe Center Snowmelt	\$168,826	\$173,891	\$179,108	\$184,481	\$190,015	\$195,716
Louis Campau Promenade Snowmelt	\$48,620	\$51,051	\$53,604	\$56,284	\$59,098	\$62,053
Monument Park Snowmelt	\$18,233	\$19,145	\$20,102	\$21,107	\$22,162	\$23,270
TOTAL DID ASSESSMENT	\$1,341,795	\$1,445,068	\$1,552,212	\$1,663,335	\$1,778,636	\$1,898,316
<i>Percentage change</i>		<i>7.7%</i>	<i>7.4%</i>	<i>7.2%</i>	<i>6.9%</i>	<i>6.7%</i>
UNCOLLECTIBLE ASSESSMENT ESTIMATES						
Area-Wide & Snowmelt	(\$150,000)	(\$150,000)	(\$150,000)	(\$150,000)	(\$150,000)	(\$150,000)

DID Detailed Functional Budget

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
AREA-WIDE SERVICES						
Clean & Safe Services	\$636,000	\$986,550	\$1,052,128	\$1,120,984	\$1,193,283	\$1,269,197
Maintenance & Beautification	\$536,000	\$641,550	\$673,628	\$707,309	\$742,674	\$779,808
<i>Special Projects</i>	<i>n/a</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>
Ambassador Program	\$100,000	\$270,000	\$303,500	\$338,675	\$375,609	\$414,389
Marketing & Communications	\$100,000	\$110,000	\$120,000	\$130,000	\$140,000	\$150,000
Administration	\$184,967	\$141,715	\$148,801	\$156,241	\$164,053	\$172,256
Capital & Operating Improvements	\$150,000	--	--	--	--	--
City A-87 Costs	\$35,149	\$37,716	\$38,470	\$39,239	\$40,024	\$40,824
AREA-WIDE TOTAL	\$1,106,116	\$1,275,981	\$1,359,399	\$1,446,464	\$1,537,360	\$1,632,277
SPECIAL SUB-AREA SERVICES						
Monroe Center Snowmelt	\$168,826	\$173,891	\$179,108	\$184,481	\$190,015	\$195,716
Louis Campau Promenade Snowmelt	\$48,620	\$51,051	\$53,604	\$56,284	\$59,098	\$62,053
Monument Park Snowmelt	\$18,233	\$19,145	\$20,102	\$21,107	\$22,162	\$23,270
TOTAL DID ASSESSMENT	\$1,341,795	\$1,520,068	\$1,612,212	\$1,708,335	\$1,808,636	\$1,913,316
<i>Percentage change</i>		<i>13.3%</i>	<i>6.1%</i>	<i>6.0%</i>	<i>5.9%</i>	<i>5.8%</i>
UNCOLLECTIBLE ASSESSMENT ESTIMATES						
Area-Wide & Snowmelt	(\$150,000)	(\$150,000)	(\$150,000)	(\$150,000)	(\$150,000)	(\$150,000)
TOTAL ESTIMATED BUDGET MINUS UNCOLLECTIBLE	\$1,191,795	\$1,370,068	\$1,462,212	\$1,558,335	\$1,658,636	\$1,763,316

ASSESSMENT OF NEW DEVELOPMENT

New development is incorporated annually into the assessment roll. New buildings under construction are not assessed until an occupancy permit is issued for any portion of the building. However, once an occupancy permit is issued, the building is assessed as if completed, and will be added to the DID assessment roll for the upcoming year. In turn, this will spread the total DID assessment amongst, presumably, a larger amount of building area each year. Over the course of the last five years, the DID's total building area has increased from approximately 13.3 million square feet to 14.1 million square feet.

FUTURE BOUNDARY CONSIDERATIONS

Expansion was considered along all edges of the existing boundaries.

The online survey showed that if the DID were to expand, there is the most interest in expanding to the north to include Monroe North. However, the survey also showed strong interest for not expanding.

Many stakeholders offered input that it is too early to expand to the north. Stakeholders felt that the 2025 authorization makes more sense for northward expansion, as that timing likely aligns better with timing for anticipated new development and public investments in Monroe North. Given that it is challenging for the DID to collect assessments and/or contributions from private tax-exempt and governmental properties, ownership is critical to consider when evaluating possible expansion areas. This is most likely to impact areas to the east of the DID where hospitals own a large amount of property, and to the southwest where there is a large amount of City-owned property.

Many stakeholders expressed that this authorization should concentrate on strengthening and reinforcing DID services within the existing area, rather than spreading into new surroundings.

THEMES FROM STAKEHOLDER FEEDBACK

A variety of one-on-one interviews and small roundtables were held with key stakeholders during two site visits in November 2019 and January 2020. The follow is a summary of themes from this outreach.

- The downtown Grand Rapids market is strong and has current momentum
- Clean and safe services/Ambassador program is viewed positively but could be bolstered, energized
- General satisfaction and appreciation for downtown events and festivals
- DID budget increases aren't increasing at the same rate of overall investments downtown
- Reserving some DID funds with built-in flexibility each year would be beneficial
- Overall lack of desire to expand – focus instead on quality within existing district; some feeling that expansion of the DID in the past has diluted the effectiveness of the services
- DGRI and City roles need to be clearly defined; right now, there is a gap between capital improvements and maintenance of those improvements; a Maintenance/Base Level Agreement would be beneficial to both parties
- DID and DDA roles need further clarity; stakeholders are challenged in understanding what does/doesn't happen depending on if you're in the DID boundary, DDA boundary, or both

STAKEHOLDER SURVEY RESULTS

The following pages show in-progress results from the online stakeholder survey, as of February 5, 2020. At the time, there was a total of 141 respondents.

