

# AGENDA

## DOWNTOWN DEVELOPMENT AUTHORITY



### Board Members:

Mayor Rosalynn Bliss • Kayem Dunn • Jermale Eddie • Dr. Wendy Falb  
Jane Gietzen • Brian Harris • Diana Sieger • Jim Talen • Rick Winn

---

Wednesday, December 13, 2017  
8:00 a.m. Meeting  
29 Pearl Street, NW Suite #1

- |   |           |           |
|---|-----------|-----------|
| 1. Call to order  |           |           |
| 2. Approve Meeting Minutes from November 8, 2017 (8:01)<br>(enclosure)          |           | Harris    |
| 3. Accept Financial Statements from October 30, 2017 (8:04)                     | Motion    | Wallace   |
| 4. Approve 2018 DDA Meeting Calendar (8:07)<br>(enclosure)                      | Motion    | Kelly     |
| 5. 401(k) Administrator Change (8:10)<br>(enclosure)                            | Motion    | Kelly     |
| 6. Swift Printing Industrial Facilities Exemption Request (8:13)<br>(enclosure) | Motion    | Klooster  |
| 7. Laugh Fest Support (8:23)<br>(enclosure)                                     | Motion    | Van Driel |
| 8. FY18 Downtown Winter Events Overview (8:33)                                  | Info Item | Van Driel |
| 9. Rose Center Recommendations (8:43)<br>(enclosure)                            | Info Item | Kelly     |
| 10. President & CEO Report (8:53)   | Info Item | Kelly     |
| 11. Public Comment (8:57)   |           |           |
| 12. Board Member Discussion (9:00)  |           |           |
| 13. Adjournment   |           |           |



## UNAPPROVED MINUTES

### MEETING OF THE DOWNTOWN DEVELOPMENT AUTHORITY

November 8, 2017

1. Call to Order – The meeting was called to order at 8:05am

2. Attendance

Present: Kayem Dunn, Jermale Eddie, Dr. Wendy Falb, Jane Gietzen, Brian Harris, Diana Sieger, Jim Talen, Rick Winn

Absent: Mayor Rosalynn Bliss

Others Present: Kristopher Larson (Executive Director), Murphy Ackerman (DDA Executive Assistant), Jana Wallace (DDA Treasurer), Jennie Schumacher, Tim Kelly, Stephanie Wong, Andy Guy, Megan Catcho, Kim Van Driel (DDA Staff), Breese Stamm, Melvin Eledge, Scott Bishop, Jim Harger

3. Approve Meeting Minutes from October 11, 2017

*Motion: Kayem Dunn, supported by Jane Gietzen, moved approval of the minutes from the October 11, 2017 meeting as presented. Motion carried unanimously.*

4. Accept Preliminary Financial Statements from October 31, 2017

Ms. Wallace introduced the financial statements through October 31. Ms. Wallace said the administrative line item is trending high, but this will be corrected when the payroll cost re-allocations are completed. Ms. Wallace said she will work to get these updated prior to Mr. Larson's departure.

*Motion: Diana Sieger, supported by Jane Gietzen, moved to approve Statement D: Schedule of October 31, 2017 Expenditures as recommended. Motion carried unanimously.*

5. Review Development Reimbursement Commitments

Mr. Kelly shared the current status of the various committed development support projects and how much is still owed on each project. Mr. Kelly said he was able to work with Economic Development to provide this information and can ensure that it is updated more frequently to provide a snapshot to the Board of current project commitments. Mr. Kelly said in the future he will provide the project names along with the address for reference. Mr. Talen asked for clarification on the projects not yet approved for repayment. Mr. Kelly said there is often a lag from the time a project is completed to the time it reimbursed. Mr. Larson said staff checks each project to ensure that they have fulfilled their obligation per their agreement. Ms. Wallace said there is also an internal process at the City to ensure that the developer is current on their tax bills. Mr. Larson said this work is done in partnership with the Economic Development office. Mr. Harris asked if this information could be presented yearly during budgeting season. Mr. Kelly said yes. Mr. Talen thanked staff for working to provide this update.

6. Amend Lyon Square Design Contract

Mr. Larson said this is a proposal to modify the current contract for Lyon Square Design. Mr. Larson said the original contract only included designing the portion of the square that is on dry land, but the new contract would include the in water work and the habitat conservation plan that is being submitted by Grand Rapids Whitewater. Mr. Larson said there was an opportunity to piggy-back on the required conservation plan being submitted by Whitewater, in lieu of embarking on a separate federal permitting process. Mr. Larson said these changes will require an expansion in scope of the DD work. Mr. Larson said because the original DD work was under budget, this will not require any budget amendments. Mr. Bishop gave an overview of the evolution and current standing of the process. Mr. Bishop said the work that will be done in the water is primarily where the changes are. Mr. Bishop shared various design elements that are envisioned for the plaza and the additional portion in the water. Mr. Eddie asked if Lyon Square is considered a City park. Mr. Larson said it is. Mr. Eddie asked if that means it will be maintained by the City's Park and Recreation staff. Mr. Larson said there is still a question of who will be responsible for the higher level of maintenance that will be required. Mr. Larson said there is a possibility that the DID could be used to provide an additional layer of service, but this will need to be further explored as the process moves forward. Mr. Larson said Mr. Richard Bishop brings a wealth of experience from managing a similar restoration in Georgia. Mr. Larson said they were able to expand their business improvement district to help manage the assets. Mr. Bishop noted that an asset management plan is included in the scope of work. Mr. Larson shared other highlights of the design such as the opportunity to designate areas and amenities for food trucks, providing a launching point for in water commercial tours, as well as a docking station for rafters and kayakers. Mr. Bishop said the preliminary designs for the upland area is being completed, while the in water work is not as far along. Mr. Harris said there will be a significant amount of maintenance cost and would like to ensure as the process moves forward that this is being budgeted for. Ms. Sieger said with the lessons learned from Rosa Parks Circle maintenance it may be crucial to explore funding opportunities outside of public funding for maintenance costs. Mr. Bishop reiterated that part of the project scope is to work in coordination with the City to produce an asset management plan to see the projected maintenance costs, evaluate them, and then decide whether to move forward with building the square.

*Motion: Kayem Dunn, supported by Jane Gietzen, moved to approve an increase in scope and fee for the improvements to Lyon Square not to exceed \$170,000. Motion carried unanimously.*

7. President & CEO Report

DDA 10/11/17

- Approved funding for Streetscape Guidelines Project
- Approved funding for pedestrian & bicycle safety interventions
- Approved support for façade improvements at 53-57 Monroe Center
- Received a presentation on ArtPrize pedestrian counts

DID 5/15/17

- Approved and recommended FY18 Budget
- Received update on spring plantings
- Received a report and overview on pedestrian counter data

MNTIFA (11/2/17)

- Approved funding for Streetscape Guidelines Project
- Approved financial support for GRWW

#### DGRI (11/8/17)

- Approved amendments to bylaws recognizing new Alliance structure
- Received an update on corporate recruitment activity / economic development gaps
- Accepted resignation from President & CEO, appointed Interim President & CEO

#### Alliances:

- Hosted New Alliance orientation Sep 21. 6-8 PM
- Goal 1 Alliance: Oct 18, 10:00 AM
  - Engagement Focus: River Train Design Guidelines
- Goal 2 Alliance: Oct 17, 3:30 PM
  - Engagement Focus: Residential Outreach Survey Design
- Goal 3 Alliance: Oct 23, 3:30 PM
  - Engagement Focus: Bike Share Feasibility
- Goal 4 Alliance: Oct 25, 3:30 PM
  - Engagement Focus: MWBE Recruitment RFP
- Goal 5 Alliance: Oct 19, 3:30 PM
  - Engagement Focus: Winter Programming / Outdoor Fitness Equipment

#### DGRI Staff Highlights

##### Events / Marketing / Communications / Engagement

- Collaborated on Oct 28<sup>th</sup> Event celebrating APA Award for RPC
- Finalizing Event Plan for Light Up Downtown – Dec 1
- Exploring sports-oriented ice rink at Heartside Park for Winter 2018
- Planning Women + City Building 2018 – Mar 21, 2018, 11:30 AM – 1:00 PM
- Hosting Grand Action Appreciation Reception Nov 20 in collaboration with Chamber, CAA, Experience GR, and The Right Place

##### Planning / Development / Infrastructure

- Collaborating with City of GR to install public restrooms in parking ramps
- Partnered with The Right Place, City of GR, MDOT, MEDC, and GRR on AHQ2 Proposal
- Collaborating with Frey Foundation on development of maintenance sustainability plan for RPC
- Lyon Square DD process ongoing – finalizing scope for in-river designs to be submitted with HCP – to DDA for funding Nov 8
- Calder Plaza – presented to City Commissioners, CoGR, Kent County on potential Pavilion plans & construction leading up to 50<sup>th</sup> anniversary of La Grande Vitesse. Drafted Pavilion design RFQ for review by City & County.
- Planning pedestrian safety improvements at several key intersections & crossings
  - Michigan / Bridge Street Trail Crossings
  - Pilot Protected bike lane – Division Ave (Leonard to Fountain)
- Daniel Rose Fellowship:
  - Hosted Grand Rapids Study Visit Mar 20-23 for Daniel Rose Fellowship.
  - Project page available on the website. Follow-up engagement opportunity currently underway.
  - KL attended Anchorage Study Visit Apr 3-7
  - Fellowship Team presented a mid-year fellowship in Seattle Tuesday, May 2<sup>nd</sup>

- Held 2<sup>nd</sup> Study Visit to Grand Rapids – September 18/19 – 60 attendees
- Presented recommendations to Rose Center 10/26 in LA
- Final Presentation to City Commission: November 14<sup>th</sup>
- Received Pinnacle Award for Leadership from International Downtown Association for Equity-Driven Growth Agenda in GR Forward
- Finalizing transition plan with Board leadership / Interim President & CEO

#### Advocacy

- Senator Horn has re-introduced TIF Reform bill (SB 393), Afendoulis to introduce Fee Fairness bill
- Transformational Brownfield (MIThrive)– Collaborating with The Right Place & CoGR on potential applications for use of tool
- Held a Lawmaker Breakfast Briefing Aug 28 @ 9 AM

#### 8. Resignation of Executive Director

Mr. Harris shared that Mr. Larson will be resigning as Executive Director of the Downtown Development Authority. Mr. Harris said this is separate from his position as President & CEO of DGRI, which he resigned from at the previous DGRI Board of Advisors meeting. Mr. Larson thanked the Board for the opportunity to be the Executive Director of this organization. Mr. Larson thanked staff for their work and noted how difficult this decision was to make. Mr. Larson said he would like to articulate his confidence in Mr. Kelly as Interim Executive Director. Mr. Larson said Mr. Kelly has been a critical part of the organization and the Board is lucky to have someone as ready as Mr. Kelly to assume this position. Mr. Harris noted that Mr. Kelly was previously nominated by the DGRI Board of Advisors to serve as Interim President & CEO of DGRI. Ms. Dunn said the Executive Committee is working diligently to ensure a smooth transition in light of Mr. Larson's departure.

*Motion: Kayem Dunn, supported by Rick Winn, moved to accept with regret the resignation of Kris Larson as Executive Director, effective upon acceptance by the DDA Board of Directors, and to designate Kayem Dunn and Brian Harris to memorialize with Mr. Larson the terms of his resignation under his employment agreement and the terms of a consulting arrangement with DGRI during a transition period. Motion carried unanimously.*

*Motion: Kayem Dunn, supported by Rick Winn, moved to appoint Tim Kelly as the interim Executive Director, and to designate Kayem Dunn and Brian Harris to work with Mr. Kelly on interim employee arrangements. Motion carried unanimously.*

#### 9. Public Comment

None

#### 10. Board Member Discussion

Dr. Falb said it is a mark of a great leader to create sustainability when you depart. Dr. Falb commended Mr. Larson on his leadership and noted that it is evident in the appointment of Mr. Kelly as Interim Executive Director.

#### 11. Adjournment

The meeting adjourned at 9:05am

# MEMORANDUM

CITY OF GRAND RAPIDS · DOWNTOWN DEVELOPMENT AUTHORITY

**Agenda Item 3.  
December 13, 2017  
DDA Meeting**

DATE: December 6, 2017

TO: Brian Harris  
Chairman

FROM: Jana M. Wallace  
Downtown Development Authority Treasurer

**SUBJECT: FY2018 Interim Financial Statements as of November 30, 2017**

Attached are the DDA's interim financial statements for the first five months of the fiscal year ending June 30, 2018. The attached statements include:

- Statement A: Balance Sheet
- Statement B: Comparison of FY2018 Budget vs Actual Results
- Statement C: Statement of Project Expenditures
- Statement D: Schedule of November, 2017 Expenditures
- Statement E: DDA Series 2017 Bond Proceeds Statements

On Statement B in the Local Tax Increment revenues section there is \$150,000 of non-budgeted revenue. These funds were received in November from Experience Grand Rapids and the Amway Grand Plaza Hotel in support of Lyon Square improvements.

On Statement D, there are a number of transactions related to the re-allocation of DGRI payroll expenditures which were transferred from the DDA Local Tax Increment Administration expenditures to various DDA projects, the Monroe North TIFA, and the Downtown Improvement District. These re-allocations are for DGRI staff wages and taxes, and for payroll fees incurred from July 1, 2017 through October 20, 2017.

Also on Statement B, the "Administration," line item is trending high. Tim Kelly, Murphy Ackerman and I will discuss possible changes to reduce future expenditures. The Authority has sufficient funds to pay budgeted expenditures.

Please contact me at 616-456-4514 or [jwallace@grcity.us](mailto:jwallace@grcity.us) if you have any questions.

Attachments

# STATEMENT A

## DOWNTOWN DEVELOPMENT AUTHORITY

### Balance Sheet

As of November 30, 2017

	Non-Tax Funds	Debt Increment	Local Tax Increment	TOTAL
<b>ASSETS</b>				
Pooled Cash and Investments	\$ 3,967,777	\$ 4,293,948	\$ 7,846,257	\$ 16,107,982
Petty Cash	-	-	500	500
Debt Service Reserve - Series 1994 Bonds	-	4,849,267	-	4,849,267
Due from Other Governmental Units	-	162,623	-	162,623
Loan Receivable - Project Developer	563,848	-	-	563,848
Loan Receivable - Special Assessments	7,368	-	-	7,368
General Fixed Assets	-	-	90,051,736	90,051,736
Accumulated Depreciation on Fixed Assets	-	-	(53,295,150)	(53,295,150)
Future Tax Increment Revenues Anticipated	-	29,589,155	93,000	29,682,155
<b>TOTAL ASSETS</b>	<b>\$ 4,538,993</b>	<b>\$ 38,894,993</b>	<b>\$ 44,696,343</b>	<b>\$ 88,130,329</b>
<b>LIABILITIES AND FUND EQUITY</b>				
<b>Liabilities</b>				
Current Liabilities	\$ -	\$ -	\$ 115,529	\$ 115,529
Parking Revenue Payable	9,315	-	-	9,315
Project Increment Due to Developers	-	-	7,373	7,373
Current Year Excess Capture	-	623,005	-	623,005
Deposit - Area 5 Option to Buy	66,727	-	-	66,727
Net Retiree Health Care Obligation <sup>1</sup>	-	-	(5,720)	(5,720)
Deferred Revenue - Developer Loan	563,848	-	-	563,848
Contract Payable	-	-	93,000	93,000
Bonds Payable	-	29,589,155	-	29,589,155
<b>TOTAL LIABILITIES</b>	<b>639,890</b>	<b>30,212,160</b>	<b>210,182</b>	<b>31,062,232</b>
<b>Fund Balance / Equity:</b>				
Investments in General Fixed Assets, net of Accumulated Depreciation	-	-	36,756,586	36,756,586
Debt Service Reserve - Series 1994 Bonds	-	4,849,267	-	4,849,267
Non-Tax Increment Reserve	3,355,546	-	-	3,355,546
Reserve for Authorized Projects	-	-	7,592,982	7,592,982
Reserve for Brownfield Series 2012A Bonds	530,964	-	-	530,964
Reserve for Compensated Absences	-	-	7,791	7,791
Reserve for Eligible Obligations	-	3,833,566	-	3,833,566
Reserve for Encumbrances	12,593	-	128,802	141,395
<b>TOTAL FUND EQUITY</b>	<b>3,899,103</b>	<b>8,682,833</b>	<b>44,486,161</b>	<b>57,068,097</b>
<b>TOTAL LIABILITIES &amp; FUND EQUITY</b>	<b>\$ 4,538,993</b>	<b>\$ 38,894,993</b>	<b>\$ 44,696,343</b>	<b>\$ 88,130,329</b>

Note 1: This line is the accumulated amounts of the actuarially determined Annual Required Contributions (ARC) for pre-65 year old retiree health insurance in excess of the "pay as you go" charges disbursed from the Retiree Health Insurance Fund plus interest on the unpaid portion of the prior year liability. The trust fund is currently over-funded which is why the account has a negative balance.

## STATEMENT B

### DOWNTOWN DEVELOPMENT AUTHORITY Comparison of FY2018 Budget vs Actual Results July 1, 2017 - November 30, 2017

	Non-Tax Funds		Debt Tax Increment		Local Tax Increment	
	Budget	Actual	Budget	Actual	Budget	Actual
<b>REVENUES</b>						
Property Tax Increment - General	\$ -	\$ -	\$ 6,083,468	\$ 6,288,650 <sup>1</sup>	\$ 5,667,979	\$ 5,193,626
Property Tax Increment - Transit Millage	-	-	-	-	508,483	508,483
Property Tax Increment - Prior Year Appeals	-	-	(75,000)	(24,267)	(75,000)	(13,877)
Property Tax Increment - Rebates to City / ITP	-	-	-	-	(617,646)	-
Special Assessments - Areaway	15,000	-	-	-	-	-
Brownfield Authority - Grandville Avenue	-	-	-	-	26,696	28,257
Brownfield Authority - Veterans Park	-	-	-	-	736,548	-
Earnings from Investments - General	28,821	18,552	20,000	12,854	73,650	30,945
Earnings from Investments - Multi-Year Accrual Reversal	-	21,713	-	31,400	-	30,876
Interest Paid by Developer - The Gallery on Fulton Note	25,373	-	-	-	-	-
Property Rental - DASH Parking Lots	442,200	121,359	-	-	-	-
Property Rentals - YMCA Customer Parking	52,025	16,900	-	-	-	-
Event Sponsorships and Fees	75,000	4,925	-	-	-	-
Valent-ICE Sculpture Reimbursements	20,000	1,375	-	-	-	-
Contributions - Lyon Square Project	-	-	-	-	-	150,000
Principal Repayments - The Gallery on Fulton Note	75,000	-	-	-	-	-
Property Sale	4,074,108	-	-	-	-	-
Series 1994 Debt Service Reserve Fund	-	-	3,995,000	-	-	-
Reimbursements and Fees - Miscellaneous	600	-	-	-	10,000	632
From / (To) Fund Balance	(1,468,979)	-	(20,000)	-	2,211,790	-
<b>TOTAL REVENUES</b>	<b>\$ 3,339,148</b>	<b>\$ 184,824</b>	<b>\$ 10,003,468</b>	<b>\$ 6,308,637</b>	<b>\$ 8,542,500</b>	<b>\$ 5,928,942</b>
<b>EXPENDITURES</b>						
<b><u>GR Forward Projects:</u></b>						
Goal #1: Restore the River as the Draw and Create a Connected and Equitable River Corridor	\$ 30,000	\$ 4,800	\$ -	\$ -	\$ 1,625,000	\$ 154,616
Goal #2: Create a True Downtown Neighborhood Which is Home to a Diverse Population	-	-	-	-	1,790,000	713,211
Goal #3: Implement a 21st Century Mobility Strategy	40,000	25,722	-	-	1,430,000	124,962
Goal #4: Expand Job Opportunities and Ensure Continued Vitality of the Local Economy	25,000	18,498	-	-	100,000	-
Goal #5: Reinvest in Public Space, Culture, and Inclusive Programming	974,500	442,898	-	-	1,955,000	667,518
<b>Total GR Forward Projects</b>	<b>\$ 1,069,500</b>	<b>\$ 491,918</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,900,000</b>	<b>\$ 1,660,307</b>
Administration	4,200	1,714	-	-	1,187,863	522,602
Debt Service for Bond Issues	-	-	9,380,463	687,731	454,637	50,378
Estimated Capture to be Returned	-	-	623,005	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,073,700</b>	<b>\$ 493,632</b>	<b>\$ 10,003,468</b>	<b>\$ 687,731</b>	<b>\$ 8,542,500</b>	<b>\$ 2,233,287</b>
<b>EXCESS / (DEFICIT)</b>	<b>\$ 2,265,448</b>	<b>\$ (308,808)</b>	<b>\$ -</b>	<b>\$ 5,620,906</b>	<b>\$ -</b>	<b>\$ 3,695,655</b>

Note 1: Budgeted and Actual captured schools-related tax increment revenues are 60% of Authority's legal capture authority per the Authority's FY2018-22 Priority Plan.

ddastmts-Nov17.xls jmw 12052017



**STATEMENT C**

**DOWNTOWN DEVELOPMENT AUTHORITY**  
**Statement of FY2018 Project Expenditures**  
**As of November 30, 2017**

Project Name	FY2018 Project Budgets		EXPENDITURES		Available
	%	Amount	Month	Fiscal Year	FY2018 Budgets
Michigan Street Streetscape Improvements		\$ 180,000	\$ -	\$ 22,765	\$ 157,235
River Trail Improvements		228,000	2,261	28,071	199,929
Streetscape / Riverwalk Projects TBD		616,228	-	1,500	614,728
<b>GRForward Goal # 1 - Bond Proceeds</b>	<b>11.39%</b>	<b>\$ 1,024,228</b>	<b>\$ 2,261</b>	<b>\$ 52,336</b>	<b>\$ 971,892</b>
Arena South Implementation		150,000	7,828	14,492	135,508
Bridge Street Streetscape Improvs		100,000	-	6,664	93,336
Downtown Plan - Community Relations		325,000	-	-	325,000
Grand River Activation		100,000	-	-	100,000
Parks Design		700,000	76,153	133,460	566,540
Pearl Street Gateway Enhancements		100,000	-	-	100,000
State Street & Bostwick Ave Reconstruction		150,000	-	-	150,000
<b>GRForward Goal # 1 - Local Tax Increment</b>	<b>18.07%</b>	<b>\$ 1,625,000</b>	<b>\$ 83,981</b>	<b>\$ 154,616</b>	<b>\$ 1,470,384</b>
Downtown Speakers Series		10,000	-	4,800	5,200
Riverwalk Maintenance		20,000	-	-	20,000
<b>GRForward Goal # 1 - Non-Tax Increment</b>	<b>0.33%</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ 4,800</b>	<b>\$ 25,200</b>
Affordable Housing Support		250,000	-	-	250,000
Areaway Fill Program (ARIP)		35,000	-	-	35,000
Building Re-use Incentive Program (BRIP)		100,000	-	-	100,000
Development Project Guidance		90,000	22,254	40,500	49,500
Development Project Reimbursements		925,000	-	672,711	252,289
Downtown Census		15,000	-	-	15,000
Streetscape Improvement Incentive Program		375,000	-	-	375,000
<b>GRForward Goal # 2 - Local Tax Increment</b>	<b>19.90%</b>	<b>\$ 1,790,000</b>	<b>\$ 22,254</b>	<b>\$ 713,211</b>	<b>\$ 1,076,789</b>
Accessibility and Mobility Repairs		100,000	-	1,000	99,000
Bicycle Friendly Improvements		75,000	-	31,770	43,230
DASH North Shuttle Services		80,000	-	-	80,000
Grandville Ave Area Improvements		50,000	-	-	50,000
Michigan / Ottawa Gateway		50,000	-	-	50,000
New Downtown Circulator Infrastructure		500,000	-	-	500,000
Public Realm Improvements		150,000	2,671	23,527	126,473
Streetscape Imprvmts - CBD, Heartside, Arena S		350,000	17,966	53,296	296,704
Wayfinding System Improvements		75,000	-	15,369	59,631
<b>GRForward Goal # 3 - Local Tax Increment</b>	<b>15.90%</b>	<b>\$ 1,430,000</b>	<b>\$ 20,637</b>	<b>\$ 124,962</b>	<b>\$ 1,305,038</b>
Public Realm Improvements		-	-	610	(610)
Transportation Demand Mgmt Prog		40,000	25,112	25,112	14,888
<b>GRForward Goal # 3 - Non-Tax Increment</b>	<b>0.44%</b>	<b>\$ 40,000</b>	<b>\$ 25,112</b>	<b>\$ 25,722</b>	<b>\$ 14,278</b>
Econ Devel - Minority/Women Business Enterprises		100,000	-	-	100,000
<b>GRForward Goal # 4 - Local Tax Increment</b>	<b>1.11%</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
Downtown Workforce Programs		25,000	9,395	18,498	6,502
<b>GRForward Goal # 4 - Non-Tax Increment</b>	<b>0.28%</b>	<b>\$ 25,000</b>	<b>\$ 9,395</b>	<b>\$ 18,498</b>	<b>\$ 6,502</b>
Downtown Marketing & Inclusion		300,000	54,011	70,807	229,193
Heartside Public Restroom Facility		150,000	-	-	150,000
Sheldon Blvd - Weston to Cherry Street		300,000	-	-	300,000
Snowmelt System Repairs / Investigation		50,000	-	1,336	48,664
State of Dntn Event & Annual Reports		20,000	-	26,230	(6,230)
Tree Well Fill		150,000	-	-	150,000
Urban Recreation Plan		125,000	-	-	125,000
Veterans Park Improvements		860,000	-	569,145	290,855
<b>GRForward Goal # 5 - Local Tax Increment</b>	<b>21.74%</b>	<b>\$ 1,955,000</b>	<b>\$ 54,011</b>	<b>\$ 667,518</b>	<b>\$ 1,287,482</b>
African-American Museum and Archives		6,500	(2,897)	5,666	834
Bridge Lighting Operations		10,000	-	-	10,000
DGRI Event Production		245,000	31,257	119,723	125,277
Diversity / Inclusion Programming		30,000	2,348	18,798	11,202
Downtown Ambassadors		200,000	24,708	98,990	101,010
Educational Partnerships Initiatives		5,000	-	-	5,000
Experience - Miscellaneous		50,000	511	16,821	33,179
Holiday Décor Program		35,000	10,333	10,333	24,667
Major Event Sponsorship		60,000	50,000	55,000	5,000
Police Foot Patrols		35,000	27,390	27,390	7,610
Project and Fixed Asset Maintenance		15,000	5,202	5,202	9,798
Public Space Activation		36,000	13,126	22,146	13,854
Rosa Parks Circle Skating Operations		40,000	-	-	40,000
Special Events - Grants		30,000	1,000	12,950	17,050
Special Events - Office of		75,000	25,000	25,000	50,000
Special Events - Training Program		5,000	-	335	4,665
Stakeholder Engagement Programs		20,000	127	872	19,128
Street Trees Maintenance Program		5,000	-	-	5,000
Ticketed Events - Police Services		70,000	18,653	23,672	46,328
Winter Avenue Building Lease		2,000	-	-	2,000
<b>GRForward Goal # 5 - Non-Tax Increment</b>	<b>10.84%</b>	<b>\$ 974,500</b>	<b>\$ 206,758</b>	<b>\$ 442,898</b>	<b>\$ 531,602</b>
<b>TOTAL</b>	<b>100.00%</b>	<b>\$ 8,993,728</b>	<b>\$ 424,409</b>	<b>\$ 2,204,561</b>	<b>\$ 6,789,167</b>

**STATEMENT D**

**DOWNTOWN DEVELOPMENT AUTHORITY**

**Schedule of FY2018 Expenditures**

**November, 2017**

Source	Date Posted	Vendor	Purpose / Project	Description	Amount
Local	11/30/2017	Paychex	Administration	DDA Payroll Wages, 401, Taxes - November 2017	\$ 115,117.80
Local	11/8/2017	Bishop Land Design, LLC	Parks Design	Lyons Edge design services thru 10/20/2017	74,940.45
Non-Tax	11/15/2017	ArtPrize Grand Rapids	Major Event Sponsorship	Special Event Grant: ArtPrize 09/2017	50,000.00
Local	11/30/2017	Payroll Re-Allocation Entry	Downtown Marketing & Inclusion	07/01-10/20/2017 wages / taxes / 401K	44,646.92
Non-Tax	11/13/2017	City Treasurer - Police Dept	Police Foot Patrols	Police Foot Patrols	27,390.18
Non-Tax	11/15/2017	City Treasurer - Office of Special Events	Special Events - Office of	Office of Special Events Support - Payment 1 of 3	25,000.00
Non-Tax	11/30/2017	Payroll Re-Allocation Entry	Transportation Demand Mgmt Program	07/01-10/20/2017 wages / taxes / 401K	24,973.57
Non-Tax	11/26/2017	Mydatt Servcie Inc dba Block by Block	Downtown Ambassadors	Downtown Ambassadors 10/2017	24,510.78
Local	11/26/2017	Tabernacle Community Church	Streetscape Imprvmts - Various	Landscape installation and design 6/30/2017	13,970.00
Local	11/30/2017	Payroll Re-Allocation Entry	Development Project Guidance	07/01-10/20/2017 wages / taxes / 401K	13,113.40
Non-Tax	11/12/2017	LiveSpace, LLC	DGRI Event Production	Event - Movies in the Park Audio/Visual services	12,500.00
Local	11/15/2017	City Treasurer - Budget Office	Administration	Support services allocation - November, 2017	11,635.00
Non-Tax	11/26/2017	Michigan Landscape Services	Holiday Décor Program	Holiday D&A@cor Reinstallation	10,332.50
Non-Tax	11/28/2017	The High Five Program	DGRI Event Production	MITP Zero Waste Program July/August	10,050.00
Non-Tax	11/30/2017	Payroll Re-Allocation Entry	Public Space Activation	07/01-10/20/2017 wages / taxes / 401K	9,248.82
Local	11/30/2017	Payroll Re-Allocation Entry	Arena South Implementation	07/01-10/20/2017 wages / taxes / 401K	7,785.21
Local	11/13/2017	Dickinson Wright PLLC	Development Project Guidance	Legal Services: Area 4/5 Development	7,686.00
Non-Tax	11/15/2017	City Treasurer - Police Dept	Ticketed Events - Police Services	Police Overtime Costs	6,281.42
Non-Tax	11/15/2017	City Treasurer - Police Dept	Ticketed Events - Police Services	Police Overtime Costs 10/2017	6,241.42
Local	11/13/2017	Federal Square Building Co. #1, LLC	Administration	Office Lease: 29 Pearl Street 11/2017	5,616.23
Non-Tax	11/7/2017	Geotech Inc	Project and Fixed Asset Maintenance	Monroe Center Irrigation Repair 8/2017-9/2017	3,817.23
Non-Tax	11/17/2017	Fifth Third Bank P-Card	DGRI Event Production	10/17: Event Supplies	3,786.84
Local	11/29/2017	City Treasurer - Traffic Safety Dept	Streetscape Imprvmts - Arena South	1/2 rectangular flashing beacon @ Wealthy/Cass	3,546.10
Local	11/18/2017	City of Grand Rapids	Administration	Staff services - payroll period ended 11/18/2017	3,138.24
Non-Tax	11/15/2017	City Treasurer - Police Dept	Ticketed Events - Police Services	Police Overtime Costs 09/2017	3,086.49
Non-Tax	11/15/2017	City Treasurer - Police Dept	Ticketed Events - Police Services	Police Overtime Costs	3,044.14
Local	11/26/2017	McAlvey Merchant & Associates	Administration	Governmental Consulting 10/2017	3,000.00
Local	11/26/2017	HR Collaborative LLC	Administration	HR Consultant 10/2017	2,778.58
Non-Tax	11/28/2017	The High Five Program	Downtown Workforce Programs	Roll'N Out Food Truck Fest Zero Waste Program	2,700.00
Non-Tax	11/15/2017	City Treasurer - Parks & Rec Dept	Downtown Workforce Programs	Outdoor Fitness Classes June-August 2017	2,320.00
Non-Tax	11/15/2017	City Treasurer - MobilityGR / Parking Svcs	African-American Museum/Archives	89 Monroe Center NW - November, 2017 Rent	2,166.47
Local	11/26/2017	Swift Printing & Communications	Downtown Marketing & Inclusion	Marketing: GR Forward Palm Cards 09/2017	2,083.54
Local	11/26/2017	Grand Rapids Public Schools	Downtown Marketing & Inclusion	Advertisement: We are GR 11/14/2017	1,950.00
Local	11/26/2017	TGG, Inc.	Administration	Life Insurance Premium 1-3/2018	1,916.24
Local	11/4/2017	City of Grand Rapids	Administration	Staff services - payroll period ended 11/04/2017	1,899.99
Non-Tax	11/26/2017	Ice sculptures, Ltd.	Public Space Activation	Event Services: Live Pumpkin Carving 10/28/2017	1,800.00
Local	11/16/2017	City Treasurer - Risk Management	Administration	General insurance - November 2017	1,528.00
Non-Tax	11/7/2017	Business Ldrs Linked to Enc New Dirs BL2END	Diversity / Inclusion Programming	Event Grant: BL2END Comm Networking 12/2017	1,500.00
Non-Tax	11/14/2017	Joshua A Dunigan	Downtown Workforce Programs	Performance: Relax at Rosa 09/14/2017	1,500.00
Bonds	11/8/2017	Fishbeck, Thompson, Carr, & Huber Inc	River Trail Improvements	Construction engineering thru 07/14/2017	1,497.59
Local	11/26/2017	Grand Rapids Public Schools	Downtown Marketing & Inclusion	Advertisement: We are GR 7/20/2017	1,450.00
Non-Tax	11/14/2017	City of GR Treasurer Water Bills	Project and Fixed Asset Maintenance	Wealthy Street roundabout irrigation thru 10/31/2017	1,384.41
Non-Tax	11/7/2017	may belle erlewine	Downtown Workforce Programs	Performance: Relax at Rosa 06/13/2017	1,250.00
Local	11/30/2017	City Treasurer - MobilityGR / Parking Svcs	Administration	OCTOBER 2017 CITY VALIDATION BILLING	1,226.75
Local	11/13/2017	Dickinson Wright PLLC	Development Project Guidance	Legal Services: Area 4/5 Developmt & other matters	1,166.00
Local	11/22/2017	City Treasurer - MobilityGR / Parking Svcs	Public Realm Improvements	DGRI Parklet meter hooding August 2017	1,080.00
Local	11/22/2017	City Treasurer - MobilityGR / Parking Svcs	Public Realm Improvements	DGRI Parklet Meter Hooding September 2017	1,000.00
Non-Tax	11/26/2017	Grand Rapids Children's Museum	Special Events - Grants	Special Event Grant: Kids ArtFest 09/30/2017	1,000.00
Local	11/14/2017	Kayem Dunn	Administration	Travel Reimb: IDA Conference 08/2017	835.99
Local	11/27/2017	Dickinson Wright PLLC	Parks Design	Legal services - Bishop Lnd Des contract June 2017	817.00
Non-Tax	11/14/2017	Aaron Lee Stinson	Downtown Workforce Programs	Performance: Relax at Rosa 07/20/2017	800.00
Local	11/26/2017	Carrie Kolehuse	Downtown Marketing & Inclusion	Video Production: Grand Action tribute video 2017	800.00
Local	11/7/2017	The KR Group, Inc.	Administration	IT services 10/17	791.90
Local	11/26/2017	The KR Group, Inc.	Administration	IT services 11/17	791.90
Local	11/7/2017	Revue Holding 1	Downtown Marketing & Inclusion	Advertising: DGRI Events 10/2017	772.00
Local	11/26/2017	Revue Holding 1	Downtown Marketing & Inclusion	Advertising: DGRI Events 11/2017	772.00
Bonds	11/8/2017	Fishbeck, Thompson, Carr, & Huber Inc	River Trail Improvements	Construction engineering thru 10/06/2017	763.34
Local	11/26/2017	Dickinson Wright PLLC	Administration	Legal Services: DDA Board Agenda and Meeting	682.00
Local	11/26/2017	Blue Cross Blue Shield of Michigan	Administration	Dental Insurance Premium 1-3/2018	652.60
Non-Tax	11/7/2017	Mary Lewandoski	Public Space Activation	Pop up Performer at misc locations 7/2017-08/2017	562.50
Non-Tax	11/14/2017	Serita Crowley	DGRI Event Production	Performance: Rosa Parks Circle event 10/28/2017	550.00
Non-Tax	11/7/2017	Peter Lewandoski	Public Space Activation	Pop up Performer at misc locations 05-09/2017	525.00
Local	11/26/2017	Applied Imaging	Administration	Copier Lease 10/15-01/14/18; Overage 7/15-10/14/17	523.37
Local	11/13/2017	Dickinson Wright PLLC	Administration	Legal Services: DGRI Bd of Advisors mtg & agenda	522.65
Local	11/17/2017	Fifth Third Bank P-Card	Downtown Marketing & Inclusion	10/17: Website, CRM sub, Facebk ads, Snapchrt filter	507.60
Non-Tax	11/26/2017	Joshua David Leo	Diversity / Inclusion Programming	Black History Walking Tour development 2017	500.00
Local	11/26/2017	Fusion IT LLC	Administration	M. Catcho Adobe Creative Cloud License 10/2017	498.83
Local	11/13/2017	Federal Square Building Co. #1, LLC	Administration	Office Lease: 29 Pearl Mezzanine Office 11/2017	475.14
Local	11/26/2017	Professional Maintenance of Michigan Inc.	Administration	Cleaning Services 10/17	471.18
Non-Tax	11/22/2017	City Treasurer - MobilityGR / Parking Svcs	DGRI Event Production	MITP Heartside Park 09/08/17 Meter Hooding	450.00
Local	11/17/2017	Fifth Third Bank P-Card	Streetscape Imprvmts - CBD, Heartside, Aren	10/17: Bikeshare study lunch/learn catering	450.00

*continued on the next page*

**STATEMENT D - continued**  
**DOWNTOWN DEVELOPMENT AUTHORITY**  
**Schedule of Expenditures - FY2018**  
**Novemember, 2017**

Page 2

Source	Date Posted	Vendor	Activity # Purpose / Project	Description	Amount
<i>continued from previous page</i>					
Non-Tax	11/17/2017	Fifth Third Bank P-Card	Experience - Miscellaneous	10/17: Event sponsorship - John Ball Zoo event	\$ 400.00
Local	11/27/2017	Dickinson Wright PLLC	Parks Design	Legal services - Bishop Lnd Des contract July 2017	396.00
Local	11/17/2017	Fifth Third Bank P-Card	Administration	10/17: Training for Staff	365.60
Local	11/28/2017	Cellco Partnership	Administration	Cell Phone Service 10/2017	364.22
Non-Tax	11/26/2017	A Moveable Feast LLC	DGRI Event Production	Movies in the Park: food vendor refund 2017	350.00
Non-Tax	11/26/2017	bliss-ziehl llc	DGRI Event Production	Movies in the Park: food vendor refund 2017	350.00
Non-Tax	11/26/2017	Brian Darden Mosby	DGRI Event Production	Movies in the Park: food vendor refund 2017	350.00
Non-Tax	11/26/2017	Ferris Coffee & Nut Co	DGRI Event Production	Movies in the Park: food vendor refund 2017	350.00
Non-Tax	11/26/2017	Grow Respect LLC	DGRI Event Production	Movies in the Park: food vendor refund 2017	350.00
Non-Tax	11/26/2017	John Conrad Schaak	Downtown Workforce Programs	Performance: Relax at Rosa 06/29/2017	350.00
Non-Tax	11/26/2017	Ledder Food LLC	DGRI Event Production	Movies in the Park: food vendor refund 2017	350.00
Non-Tax	11/14/2017	Ricky Clarkson	Public Space Activation	Pop Up Performer: Various locations 6/2017-9/2017	350.00
Non-Tax	11/26/2017	Two Scotts Inc	DGRI Event Production	Movies in the Park: food vendor refund 2017	350.00
Non-Tax	11/26/2017	What the Truck	DGRI Event Production	Movies in the Park: food vendor refund 2017	350.00
Non-Tax	11/28/2017	Swift Printing & Communications	Diversity / Inclusion Programming	Marketing: Black History Tour Handbill 09/2017	348.30
Local	11/26/2017	MVP Sportsplex - GR, LLC	Administration	Paid via Payroll Deductions 10/2017	323.89
Local	11/26/2017	Landscape Forms Inc	Public Realm Improvements	Trash can liners 10/2017	315.00
Local	11/17/2017	Fifth Third Bank P-Card	Public Realm Improvements	10/17: Parklet Storage	276.00
Local	11/26/2017	Adam Bird	Downtown Marketing & Inclusion	Photographer: Misc event photography 10/2017	250.00
Non-Tax	11/26/2017	Daddy Pete's BBQ LLC	DGRI Event Production	Movies in the Park: food vendor refund 2017	250.00
Non-Tax	11/26/2017	Goodwill Industries of Greater Grand Rapids	DGRI Event Production	Movies in the Park: food vendor refund 2017	250.00
Local	11/7/2017	Mighty Co.	Downtown Marketing & Inclusion	Website care and maintenance 10/2017	250.00
Non-Tax	11/26/2017	Patty Matters LLC	DGRI Event Production	Movies in the Park: food vendor refund 2016	250.00
Non-Tax	11/26/2017	Steven Grinwis	DGRI Event Production	Movies in the Park: food vendor refund 2017	250.00
Non-Tax	11/26/2017	Ricky Clarkson	Public Space Activation	Pop Up Performer: Various locations August 2017	240.00
Local	11/13/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 9/2017	233.91
Non-Tax	11/7/2017	Aaron Roelofs	Public Space Activation	Pop up Performer: 10/2017	225.00
Non-Tax	11/28/2017	Geoffrey Adam Kartes	Downtown Workforce Programs	Relax at Rosa Performance: 08/03/2017	225.00
Local	11/13/2017	Dickinson Wright PLLC	Administration	Legal Services: Ottawa Avenue Extension	220.00
Local	11/30/2017	Payroll Re-Allocation Entry	Downtown Marketing & Inclusion	07/01-10/20/2017 Paychex processing fees	213.70
Local	11/26/2017	Federal Square Building Co. #1, LLC	Administration	Utility Service: Electricity 9/2017	212.34
Local	11/30/2017	Paychex	Administration	DDA Paychex fee - November 2017	204.55
Local	11/26/2017	Federal Square Building Co. #1, LLC	Administration	Utility Service: Electricity 10/2017	202.45
Local	11/26/2017	Vias, LLC	Downtown Marketing & Inclusion	Translate various materials 9/2017-10/2017	200.00
Local	11/13/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 8/2017	191.51
Local	11/16/2017	Kristopher M. Larson	Administration	Travel and training Reimbursement: 10/2017	184.87
Local	11/26/2017	GreatAmerica Financial Services Corp	Administration	Copier Lease 10/2017-11/2017	183.32
Local	11/26/2017	GreatAmerica Financial Services Corp	Administration	Copier Lease 9/2017-10/2017	183.32
Local	11/7/2017	The KR Group, Inc.	Administration	IT security services 10/17	177.42
Local	11/7/2017	The KR Group, Inc.	Administration	IT security services 9/17	177.42
Local	11/26/2017	The KR Group, Inc.	Administration	IT security services 10/17	177.42
Non-Tax	11/17/2017	Fifth Third Bank P-Card	Administration	10/17: Local Business Expenses	176.99
Local	11/30/2017	Paychex	Administration	DDA Payroll HRS fees - November 2017	167.50
Local	11/13/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 9/2017	165.26
Local	11/26/2017	PCS Gophers Ltd	Administration	Interoffice mail services - October, 2017	161.05
Local	11/26/2017	Dickinson Wright PLLC	Administration	Legal Services: DGRI Miscellaneous	156.80
Local	11/7/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 7/2017	136.52
Local	11/26/2017	The KR Group, Inc.	Administration	IT services: Telephone repair 10/2017	133.63
Local	11/17/2017	Fifth Third Bank P-Card	Administration	10/17: K. Larson travel & training	131.87
Non-Tax	11/17/2017	Fifth Third Bank P-Card	Stakeholder Engagement Programs	10/17: Meeting sups - Resident network mtg catering	126.57
Local	11/14/2017	Comcast	Administration	Internet at 29 Pearl St NW 11/07/2017-12/06/2017	126.19
Non-Tax	11/30/2017	Payroll Re-Allocation Entry	Transportation Demand Mnmt Program	07/01-10/20/2017 Paychex processing fees	122.37
Non-Tax	11/28/2017	R L Paine Ltd. Inc.	DGRI Event Production	Movies in the Park: food vendor refund 2016	120.00
Non-Tax	11/17/2017	Fifth Third Bank P-Card	Experience - Miscellaneous	10/17: K. Larson card, L. Traylor flowers	110.98
Local	11/13/2017	Dickinson Wright PLLC	Development Project Guidance	Legal Services: 150 Ottawa Development	110.00
Local	11/13/2017	Dickinson Wright PLLC	Development Project Guidance	Legal Services: 50 Monroe Development Support	110.00
Local	11/7/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 7/2017	106.66
Local	11/13/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 9/2017	105.66
Non-Tax	11/28/2017	Emily Prymula	Public Space Activation	Pop up Performer: Dancing at various locales 8/2017	100.00
Local	11/26/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 10/2017	95.76
Local	11/7/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 7/2017	89.61
Local	11/7/2017	Madcap Coffee Company	Administration	Meeting Supplies 10/2017	88.00
Local	11/26/2017	Swift Printing & Communications	Downtown Marketing & Inclusion	Supplies: K Larson 5 year Anniversary sign 09/2017	88.00
Local	11/13/2017	Dickinson Wright PLLC	Administration	Legal Services: DGRI Bylaw Amendments	87.11
Local	11/13/2017	Dickinson Wright PLLC	Administration	Legal Services: Inter-organizational Agreement	87.11
Local	11/7/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 7/2017	84.46
Local	11/13/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 9/2017	83.74
Local	11/16/2017	Jennie Schumacher	Administration	Travel and training Reimbursement: 10/2017-11/2017	83.14
Local	11/26/2017	Brandon Alman	Administration	Mezzanine offices wall Installations 09/2017	79.19
Non-Tax	11/26/2017	Two Scotts Inc	Downtown Workforce Programs	Relax at Rosa: food vendor refund 2017	75.00
Local	11/7/2017	Breck Graphics Inc dba Allegra	Administration	Business Cards S. Wong 8/2017	71.29

*continued on the next page*

**STATEMENT D - continued**  
**DOWNTOWN DEVELOPMENT AUTHORITY**  
**Schedule of Expenditures - FY2018**  
**November, 2017**

Page 3

Source	Date Posted	Vendor	Activity # Purpose / Project	Description	Amount
<i>continued from previous page</i>					
Local	11/26/2017	Breck Graphics Inc dba Allegra	Administration	Business Cards L. Traylor 10/2017	\$ 70.72
Local	11/7/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 7/2017	70.04
Local	11/7/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 7/2017	67.10
Local	11/26/2017	Creative Studio Promotions	Administration	Office supplies: M. Catcho employee jacket	66.51
Non-Tax	11/3/2017	Consumers Energy 1	Downtown Ambassadors	Share of electricity - 331 Winter Ave NW	61.51
Local	11/30/2017	Payroll Re-Allocation Entry	Development Project Guidance	07/01-10/20/2017 Paychex processing fees	60.90
Local	11/17/2017	Fifth Third Bank P-Card	Administration	10/17: Office Supplies (DDA Portion)	55.25
Non-Tax	11/26/2017	A Moveable Feast LLC	Downtown Workforce Programs	Relax at Rosa: food vendor refund 2017	50.00
Non-Tax	11/26/2017	Goodwill Industries of Greater Grand Rapids	Downtown Workforce Programs	Relax at Rosa: food vendor refund 2017	50.00
Non-Tax	11/26/2017	What the Truck	Downtown Workforce Programs	Relax at Rosa: food vendor refund 2017	50.00
Local	11/13/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 9/2017	49.48
Non-Tax	11/16/2017	City Treasurer - MobilityGR / Parking Svcs	Downtown Ambassadors	NOVEMBER 2017 MONTHLY PARKING BILLING	48.00
Local	11/13/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 9/2017	47.41
Local	11/26/2017	Madcap Coffee Company	Administration	Meeting Supplies 11/2017	45.53
Non-Tax	11/30/2017	Payroll Re-Allocation Entry	Public Space Activation	07/01-10/20/2017 Paychex processing fees	45.32
Non-Tax	11/27/2017	Consumers Energy 1	Downtown Ambassadors	Share of electricity - 331 Winter Ave NW	44.78
Local	11/13/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 9/2017	43.47
Local	11/26/2017	Madcap Coffee Company	Administration	Meeting Supplies 11/2017	42.47
Non-Tax	11/14/2017	Murphy Ackerman	Administration	Meeting Reimbursement: 10/2017	41.36
Local	11/30/2017	Payroll Re-Allocation Entry	Arena South Implementation	07/01-10/20/2017 Paychex processing fees	38.16
Local	11/13/2017	The KR Group, Inc.	Administration	IT supplies: M. Catcho adaptor	36.62
Non-Tax	11/14/2017	Andy Guy	Administration	Meeting Reimbursement: 10/2017	35.68
Local	11/7/2017	Model Coverall Services Inc	Administration	Floor Mat Rental 10/2017	32.05
Non-Tax	11/14/2017	DTE Energy	Downtown Ambassadors	Share of natural gas - 331 Winter Ave NW	29.36
Local	11/30/2017	Payroll Re-Allocation Entry	Downtown Marketing & Inclusion	07/01-10/20/2017 JP Morgan Chase bank fees	27.12
Non-Tax	11/26/2017	Getting' Fresh LLC	Downtown Workforce Programs	Relax at Rosa: food vendor refund 2017	25.00
Non-Tax	11/17/2017	Fifth Third Bank P-Card	Public Space Activation	10/17: Public Space Activation supplies	23.92
Non-Tax	11/28/2017	Jennie Schumacher	Administration	Meeting Reimbursement: 11/7/17	21.73
Local	11/7/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 7/2017	16.94
Non-Tax	11/30/2017	Payroll Re-Allocation Entry	Transportation Demand Mnmt Program	07/01-10/20/2017 JP Morgan Chase bank fees	15.53
Local	11/7/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 7/2017	15.28
Non-Tax	11/3/2017	DTE Energy	Downtown Ambassadors	Share of natural gas - 331 Winter Ave NW	13.45
Local	11/30/2017	JPMorganChase	Administration	DDA Payroll Bank Fee - November 2017	11.78
Local	11/30/2017	City Treasurer - MobilityGR / Parking Svcs	Administration	OCTOBER 2017 CITY VALIDATION	11.25
Local	11/17/2017	Fifth Third Bank P-Card	Administration	10/17: DDA Postage	11.05
Local	11/26/2017	Fusion IT LLC	Administration	Network Management 11/2017	9.50
Local	11/26/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 9/2017	8.86
Local	11/26/2017	Fusion IT LLC	Administration	M. Catcho Adobe Creative Cloud License 10/2017	7.81
Local	11/30/2017	Payroll Re-Allocation Entry	Development Project Guidance	07/01-10/20/2017 JP Morgan Chase bank fees	7.73
Local	11/13/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 9/2017	6.72
Non-Tax	11/30/2017	Payroll Re-Allocation Entry	Public Space Activation	07/01-10/20/2017 JP Morgan Chase bank fees	5.75
Local	11/7/2017	Staples Contract & Commercial Inc.	Administration	Office Supplies 7/2017	5.14
Local	11/30/2017	City Treasurer - MobilityGR / Parking Svcs	Administration	OCTOBER 2017 CITY VALIDATION BILLING	5.00
Local	11/30/2017	Payroll Re-Allocation Entry	Arena South Implementation	07/01-10/20/2017 JP Morgan Chase bank fees	4.84
Local	11/30/2017	Payroll Re-Allocation Entry	Administration	07/01-10/20/2017 JP Morgan Chase bank fees	(94.86)
Local	11/30/2017	Payroll Re-Allocation Entry	Administration	07/01-10/20/2017 Paychex processing fees	(747.48)
Non-Tax	11/6/2017	GR African American Museum/Archives	African-American Museum and Archives	Rent reimbursement	(5,063.50)
Local	11/30/2017	Payroll Re-Allocation Entry	Administration	07/01-10/20/2017 wages / taxes / 401K	(156,194.25)
<b>NOVEMBER, 2017 EXPENDITURES</b>					<b>\$428,129.04</b>

**STATEMENT E**  
**DOWNTOWN DEVELOPMENT AUTHORITY**  
**Series 2017 Improvement & Refunding Bonds**

**Balance Sheet**  
**As of November 30, 2017**

<b>Assets</b> - Pooled Cash and Investments	<u><u>\$ 768,875</u></u>
<b>Liabilities and Fund Balance</b>	
Current Liabilities	
Reserve for Encumbrances	-
Reserved for Projects	768,875
<b>Liabilities and Fund Balance</b>	<u><u>\$ 768,875</u></u>

**Activity**                      **Statement of FY2018 Revenues and Expenditures**  
**Code**                      **July 1, 2017 through November 30, 2017**

		<u>Budget</u>	<u>Actual</u>
<b>REVENUES</b>			
1000	Bond Proceeds	\$ - <sup>1</sup>	\$ -
	Interest Earned	5,161	2,624
	From / (To) Fund Balance	1,019,067	-
	<b>Total Revenues</b>	<b>\$ 1,024,228</b>	<b>\$ 2,624</b>
<b>EXPENDITURES</b>			
<b>GR Forward Projects:</b>			
Goal #1: Restore the River as the Draw and Create a Connected and Equitable River Corridor			
1077	River Trail Improvements	\$ 228,000	28,071
1078	Michigan Street Streetscape Improvements	180,000	22,765
tbd	Streetscape / Riverwalk Projects TBD	616,228	-
1000	Costs of Issuance	-	1,500
	<b>Total GR Forward Project Expenditures</b>	<b>\$ 1,024,228</b>	<b>\$ 52,336</b>
	<b>Excess / (Deficit)</b>	<u><u>\$ -</u></u>	<u><u>\$ (49,712)</u></u>

Note 1: \$1,250,808 from bond proceeds was deposited on March 8, 2017.

# MEETING NOTICE CITY OF GRAND RAPIDS

Downtown Development Authority

Second Wednesday of each month

8:00 a.m. – 10:00 a.m.

Downtown Grand Rapids Inc.

29 Pearl St. NW, Suite 1

## 2018 Meeting Schedule

January 10

February 14

March 14

April 11

May 9

June 13

July 11

August 8

September 12

October 10

November 14

December 12

*Please contact Downtown Grand Rapids Inc. at 719-4610 if you  
have any questions prior to the meeting.*

# MEMORANDUM

DOWNTOWN  
DEVELOPMENT  
AUTHORITY



DATE: December 13, 2017

TO: Downtown Development Authority

FROM: Tim Kelly, AICP  
Interim President and CEO

SUBJECT: 401(k) Administrator Change

Agenda Item #4  
December 13, 2017  
DDA Meeting

As an employee benefit, Downtown Grand Rapids Inc. offers access to a 401(k)-retirement savings plan (Plan). Due to the recent resignation of the President and CEO Kristopher Larson, a new representative is needed to execute any documents necessary for the administration of the Plan.

While the Downtown Development Authority (DDA) does not technically have employees, the payroll account was established before the formation of Downtown Grand Rapids Inc. As such, the account is in the name of the DDA, and any changes to the Plan require an action by the DDA Board.

## Recommendation:

Approve the resolution naming Interim President and CEO Tim Kelly as Administrator of the DDA 401(k) Plan.



# Organization Resolution

By action of the \_\_\_\_\_ of \_\_\_\_\_,  
Board of Directors/Owners COMPANY NAME  
a(n) \_\_\_\_\_, taken \_\_\_\_\_, the following resolution was duly adopted.  
ORGANIZATION DATE

RESOLVED, that effective as of the close of business on \_\_\_\_\_, \_\_\_\_\_ is  
Date of Removal Individual to be Removed  
removed as the:

☐ Trustee ☐ Adopting Employer

for the \_\_\_\_\_ 401(k) Profit Sharing Plan & Trust (the "Plan"), and it is  
Name of Plan

FURTHER RESOLVED, that effective as of the opening of business \_\_\_\_\_,  
Date of Appointment

\_\_\_\_\_ is hereby appointed as  
Name of new Individual

☐ Trustee ☐ Adopting Employer

and it is FURTHER RESOLVED, that the \_\_\_\_\_ of this organization hereby authorizes  
[Board of Directors] [Partnership/Membership]  
\_\_\_\_\_ to execute any documents necessary and to make such changes therein  
Name of new Individual

as may be required or which they may deem appropriate, to take any other actions which they deem necessary or desirable or proper to carry out the intent of the foregoing Resolution.

IN WITNESS WHEREOF, I have executed this Resolution this date of \_\_\_\_\_.  
MONTH/DAY/YEAR

\_\_\_\_\_  
AUTHORIZED SIGNATURE

\_\_\_\_\_  
PRINTED NAME

\_\_\_\_\_  
PRINTED TITLE



# MEMORANDUM

CITY OF GRAND RAPIDS

**DATE:** December 4, 2017

**BOARD:** Downtown Development Authority Board

**FROM:** Jonathan Klooster, Economic Development Coordinator  
Economic Development Department

**SUBJECT:** **Industrial Facilities Tax Exemption Certificate for Swift Printing and Communications at 400-404 Bridge Street NW**

An application for a 12-year Industrial Facilities Exemption Certificate has been filed by Swift Printing and Communications for a project to be located at 400-404 Bridge Street NW (the "Property"). The Property was established as a Plant Rehabilitation District for the purposes of a tax exemption application in 2006, which district satisfies the statutory requirements for the proposed project. Because the Property is located in the Downtown Development Authority's (DDA) development district, a recommendation from the DDA board is being sought prior to presenting the application to the City Commission.

Swift Printing is a family owned and operated company that was founded in 1950 on the west side of Grand Rapids and continues to be a leader in innovation in the industry, offering a complete range of products from business cards and letterhead to postcards and brochures, labels, signs, custom folders, forms, and much more.

The current application filed by Swift Printing is for a project which involves the acquisition and installation of a new Heidelberg printing press, which will allow the company to be more efficient from the time a job comes in to the office to completion of the product. The new press will also expand the range of products the company is able to produce. Investment in the project is approximately \$1.7 million, with \$300,000 being invested in real property improvements, and \$1.4 million in the press and related equipment.

Due to the changes in Michigan tax law, Swift Printing currently qualifies for exemption from personal property taxes, and therefore, the application relates only to the real property portion of the project. The company employs nine individuals at its location on Bridge Street NW and anticipates hiring two new full-time employees at \$12/hr plus benefits.

There are no environmental or zoning concerns at the property, and the applicant is in compliance with the City's income tax ordinance. A recommendation from the DDA board will be required prior to proceeding to City Commission with the application. Should the DDA recommend the project to the City Commission, a request to schedule a public hearing would be presented to the Commission at its meeting on December 19,

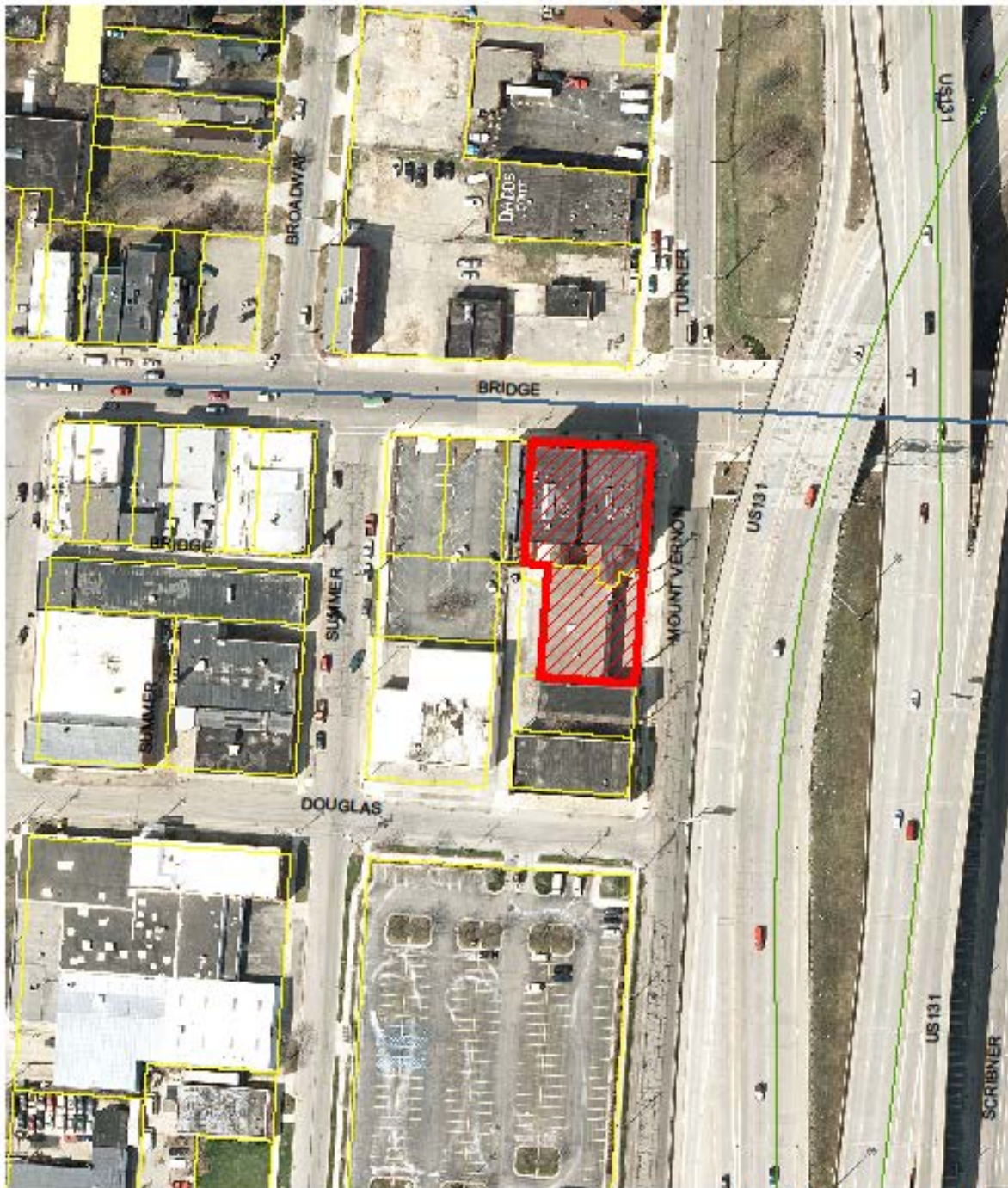
and the public hearing would be held on January 9, 2018.

Projections for the project are shown below. The DDA captures taxes that are levied on the Industrial Facilities Tax roll, and therefore, all new taxes paid are eligible to be captured by the DDA. Estimates are shown below for both one-year and 12-year totals.

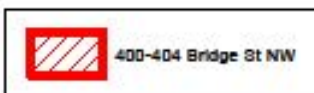
	Total Amount	City Portion (if no DDA)	DDA Portion	12-Year Total Estimate for DDA
Real Property Investment	\$300,000			<i>Assuming 1.6% property value increase, the total taxes exempted and captured by the DDA</i>
Personal Property Investment	\$1,400,000			
Existing Jobs Retained	9			
New Jobs to be Created	2			
Average Hourly Wage	\$12.00			
Total Taxes w/o Exemption	\$5,428	\$957	\$2,320	<b>\$30,449</b>
Taxes Abated w/ Exemption	\$2,396	\$479	\$1,160	<b>\$15,224</b>
Taxes Paid w/ Exemption	\$3,032	\$479	\$1,160	<b>\$15,224</b>
New City Income Taxes/Year		\$500		

KLW/jk

# 400-404 Bridge Street NW Plant Rehabilitation District



Economic Development Office  
December 2017



# MEMORANDUM

DOWNTOWN  
DEVELOPMENT  
AUTHORITY



DATE: December 13, 2017

TO: Downtown Development Authority

FROM: Kimberly Van Driel  
Special Events Manager

**Agenda Item #6**  
**December 13, 2017**  
**DDA Meeting**

**SUBJECT: Event Support for LaughFest**

DGRI staff is advancing recommendations to sponsor the last of the Major Events for FY18, LaughFest 2018. Major events have a very wide appeal and generally attract more than 25,000 people to Downtown, include aspects that provide a significant public benefit to the community, and are not a competitive road race. These events also have engaged 3<sup>rd</sup>-party experts to assist in quantifying their substantial economic impacts on Downtown.

Support from the DDA will be directed specifically toward enabling LaughFest to attract more diverse audiences to Downtown as well as expanded circulation and mobility options for event attendees and volunteers, plus the general public. This focused type of support is consistent with the results of DGRI's special event optimization community survey which identified "attracting diverse audiences" and incentivizing mobility choices as some of the community's priorities for refinement to Downtown special events. The DDA Board approved the results of the Special Events Optimization Process at its meeting in April 2015.

## Festival Overview

LaughFest honors laughter as an essential part of emotional health and well-being. And what better time for a laughter festival than when it's typically cold, icy, and distinctly un-funny outside! The festival raises awareness for a very important cause – supporting individuals and families that are on a cancer or grief journey in finding their smile and laughter in the midst of these life-changing circumstances.

LaughFest also puts Grand Rapids and West Michigan on the map. Since its inception in March 2011, LaughFest has benefitted not just Gilda's Club Grand Rapids, but also the local economy, businesses, government, and non-profit organizations. As detailed by the Chase retail spending analysis commissioned by DGRI, LaughFest has proven to leverage millions of dollars in induced retail spending in Downtown Grand Rapids (\$2.2 M in 2012, \$1.4 M in 2013), with total percentage



increases that range between 7% and 21% compared to average spending 3 weeks prior and post the festival.

### Support Area 1: Diversity and Inclusion Efforts

From its inception, LaughFest has purposefully worked to create a festival that is diverse, inclusive, and accessible to the community at large. However, there are always opportunities to improve their efforts to ensure the festival is welcoming and attracting attendees who are representative of the entire Grand Rapids community. DGRI's support in 2015, 2016 and 2017 helped them begin to establish more concentrated efforts which they would like to expand further in 2018.

DGRI support will be utilized in implementing diversity and inclusion efforts in the following ways:

- Additional targeted marketing dollars for minority publications.
- Outreach, presentations and promotions to relevant stakeholder and community groups.
- Feet on the street promotion in the downtown area and surrounding neighborhoods.
- Distribution of tickets and fast passes to free events to select organizations and groups.
- Continued work with DisArt & DAKC to ensure venue accessibility and communication.
- Hosting focus groups and 1:1 meetings with key community stakeholders to seek feedback on festival diversity and inclusion efforts.
- Creation of an outreach committee to assist in diversity and inclusion efforts and to represent the festival at key events.
- Enhanced methodology for surveying event attendees that is not reliant on e-mail only, Examples may include intercept surveys, better tracking of ticket giveaways, etc.
- Working with the DGRI team to understand the many initiatives used to increase audience diversity at Movies in the Park and implement those strategies that will work well for the festival.

In 2018, in addition to the above, we will be adding the following strategies:

- More attendee intercept surveying at targeted events (with the addition of increased number of shows for 2018).
- Diversification of festival vendors by contracting and partnering with more women and minority owned local businesses (2-3) in areas of signage, merchandise, venues, catering, etc. Currently the festival utilizes approximately 15 primary vendors in these areas. With the addition of 3 more, this would be a growth of 20%.
- Additional information tables at community events prior to the event festivals start date.

### Support Area 2: Mobility

With 40,000+ attendees to the festival and 1,000+ local volunteers, the festival sees great opportunity to better communicate downtown transportation options to their audiences while promoting the new DASH and Silver Line routes. Oftentimes, due to the weather during that time of year, attendees are

reluctant to walk between venues downtown and thus limit their event participation to just one show. Currently, festival volunteers also pay for their own event parking out of pocket.

DGRI support will be utilized in implementing mobility solutions in the following ways:

- Extension of DASH service until 2AM on peak festival nights to allow volunteers to park and ride for free, regardless of their event shift time.
- Extension of Silver Line service until 2AM on peak festival nights to allow attendees to easily move between festival venues and downtown bars/restaurants, hopefully extending their visit downtown and incentivizing attending multiple events on one night.

#### Implementation:

The LaughFest team would work directly with DGRI on all aspects of programming and marketing, providing regular updates and additional opportunities for collaboration and co-promotion, and welcome specific ideas/opportunities for enhancement that the DGRI team may provide.

In recognition of the benefits conferred and the publicity that the event produces for the community, DGRI staff recommends the approval of the request for \$15,000 to support the LaughFest's efforts to build a more diverse and inclusive event and expand available mobility options.

The funds to fill the request are currently available in the Non-Tax Fund line item Vibrancy: Major Event Sponsorship. The DDA supported LaughFest at the same level for the 2013-2017 events.

#### Recommendation:

**Approve the recommendation of supporting LaughFest 2018 in the amount of \$15,000.**

**General Festival Outcomes:**

More than 30,000 attendees engaged in all levels of laughter, participating in 174 free and ticketed events across LaughFest 2017 of which 120 were free to attend. LaughFest attendees came from 29 states plus Canada, and our showcase performers came from 25 states.

**DGRI Funding Specific Outcomes:**

LaughFest greatly appreciated the support of DGRI as a sustaining partner for the 2017 festival. DGRI funding was targeted in the areas of Diversity & Inclusion, and Mobility. The two areas of impact and their results are as follows:

**1. Diversity & Inclusion Strategies - Methodology & Implementation:**

DGRI support was to be utilized in implementing diversity and inclusion efforts in the following ways:

- Additional targeted marketing dollars for minority publications:
  - Spends with El Vocero, GR Times, Magic 104.9
- Outreach, presentations and promotions to relevant stakeholder and community groups:
  - Volunteer opportunity invitation, “festival at a glance” flyer, pre-festival e-blast, community kickoff invitation to BLEND, LINC, GRAAHI, WMAAA, WMHCC, Hispanic Center, LAUP, ACEH, LEDA.
  - Presentations to CIG and Urban League
  - Collaboration with Smash Productions on Katt Williams show
  - Reach-outs to minority owned restaurants for participation (Candied Yam, Malamiah, LINC Soul Food Café, etc.)
- Feet on the street promotion in the downtown area and surrounding neighborhoods
  - Team of GVSU students did targeted distribution of festival materials including strategic locations such as LINC, Spice of India, Mediterranean Island, GRAAH museum, Grandville Avenue Arts & Humanities
  - Materials distributed through Gilda’s Club Sister to Sister program, West Side Collaborative, and area church communities
- Distribution of tickets to free events to select organizations and groups
  - Sister to Sister program, Gilda’s Club members, Boys & Girls Clubs, GRPS students, Better Wiser Stronger teens.
- Continued work with DisArt & DAKC to ensure venue accessibility and communication
  - DAKC venue assessment and accessibility guide for festival
  - DisArt partnership on Samuel Comroe show
  - Specialized volunteer training for Samuel Comroe show
  - DAKC panel at GRAM
- Hosting focus groups and 1:1 meetings with key community stakeholders to seek feedback on festival D&I
  - Several summer focus groups at Gilda’s Club, DGRI, Experience Grand Rapids, Jamiel Robinson, Angela Nelson, CIG, Smash Productions, etc.
- Enhanced methodology for surveying event attendees that is not reliant on e-mail only
  - Implemented intercept survey modeled after Movies in the Park with guidance from DGRI in addition to post-event e-mail survey (data attached)



LaughFest Outcomes for 2017 Festival  
DGRI – Festival Sustaining Partner

- Working with the DGRI team to understand the many initiatives used to increase audience diversity at “Movies in the Park” and implement those strategies that will work well for the festival
  - LaughFest Project Coordinator met with DGRI team Fall of 2016
- Creation of an outreach committee to assist in our D&I efforts and to represent the festival at key events
  - We started laying the groundwork for this during the 2017 festival season and have 6-10 folks already committed to being a part of this committee that will begin meeting in summer of 2017. We welcome DGRI involvement as well as recommendations of additional stakeholders to invite to join the discussion and task force.

## **2. Mobility Strategies - Methodology & Implementation**

DGRI support was utilized in implementing mobility solutions in the following ways:

- Extension of DASH service until 2AM on peak festival nights to allow volunteers to park and ride for free, regardless of their event shift time.
  - DASH routes were extended on Fridays and Saturdays during the festival until 2AM
  - Red-line was the best fit for festival venue accessibility in this initial year
  - Currently awaiting post-event ridership data and details
- Extension of Silver Line service until 2AM on peak festival nights to allow attendees to easily move between festival venues and downtown bars/restaurants, hopefully elongating their visit downtown and incentivizing attending multiple events on one night.
  - After route consideration and working with the City/Mobile GR we determined that additional Silver Line service did not fit with weekend festival-going due to routes/venues, and did not make sense to bring on for the weekends at this time.
  - LaughFest did work to promote the weekday routes of the Silver Line during the festival itself.
- Better communicate downtown transportation options to our audiences, including promoting Mobile GR, various parking options, as well as DASH and Silver Line routes.
  - Dedicated website page including parking maps, park mobile info, DASH info, Silver Line info
  - Mobility call out in highest volume festival print piece, festival guide (20,000 pieces)
  - Consistent social media posts on all channels in the lead up to and during the festival
  - Digital communication and packet inserts to volunteers and showcase participants
  - Information included in volunteer handbook, volunteer day of event info sheets, and presented at all-volunteer meeting
  - Mobility flyer at LaughFest Central at the GRAM
  - Inclusion in festival e-blasts

### **Conclusion:**

We have from the inception of the festival been purposeful about the diversity of programming during the 10 days of LaughFest as well as the accessibility to events for the entire community – and will continue to elaborate on this year’s purposeful strategy and spend to elevate these initiatives further for 2018 and beyond. We are excited about the connections made in 2017 as well as the enhanced methodology and implementation efforts and look forward to taking these efforts further with the D&I festival task force that will activate in summer 2017.



LaughFest Outcomes for 2017 Festival  
DGRI – Festival Sustaining Partner

We were very pleased to further explore mobility options for our attendees, participants, and volunteers. We look forward to seeing data from DASH and evaluating that data. We feel accomplished in the additional festival understanding of downtown mobility options and our ability to convey that information to many different audiences. We look forward to exploring how we can take this a step further, as well as potentially grow our route extensions for 2018 to remove as many barriers as possible to navigating downtown during LaughFest and beyond.

Again, we thank DGRI for supporting these efforts and contributing to the success of the festival in 2017, and welcome continued feedback on how we can ensure that the festival is accessible to the entire Grand Rapids community as we begin planning for 2018 and beyond.

## Intercept Surveys 2017 - List of Venues/Events

32

Event Name	Date	Time	Location	# of Boxes	# of volunteers
Preview Show	Thursday, March 09, 2017	10:00 PM	The BOB - Dr. Grin's	<u>1</u>	2
LaughFest Stand-up Showcase	Friday, March 10, 2017	7:00 PM	Pyramid Scheme	<u>1</u>	2
Clean Comedy Showcase	Friday, March 10, 2017	9:30 PM	The BOB - Dr. Grin's	<u>1</u>	2
Family Improv	Saturday, March 11, 2017	10:00AM	Dog Story Theater	<u>1</u>	1
Prince, MARS, FELT	Saturday, March 11, 2017	7:00 PM	Dog Story Theater	<u>1</u>	1
Sinbad	Saturday, March 11, 2017	8:00 PM	Fountain Street Church	<u>3</u>	6
Joel McHale	Saturday, March 11, 2017	8:00 PM	DeVos Performance Hall	<u>3</u>	6
LaughFest Stand-up Showcase	Sunday, March 12, 2017	6:00 PM	The BOB - Dr. Grin's	<u>1</u>	2
Punchlines: How the funny things in life enhance	Tuesday, March 14, 2017	7:00 PM	Catholic Information Center	<u>1</u>	2
Samuel Comroe (DisArt)	Thursday, March 16, 2017	7:00 PM	The BOB - 3rd Floor	<u>1</u>	2
Funny Girls, Alexander Hamilton: Fully Loaded	Friday, March 17, 2017	7:00 PM	Dog Story Theater	<u>1</u>	1
Iliza	Friday, March 17, 2017	8:00 PM	Fountain Street Church	<u>3</u>	6
Baby Loves Disco	Saturday, March 18, 2017	11:00AM	The BOB - HOME	<u>1</u>	2
Jeannette Rizzi – Blindsided	Saturday, March 18, 2017	5:00 PM	Dog Story Theater	<u>1</u>	1
Hen Sapp Presents Colorblind Comedy Show	Saturday, March 18, 2017	7:00 PM	Godwin Heights Auditorium	<u>3</u>	4
Steve Lemme and Kevin Heffernan Live from	Saturday, March 18, 2017	10:00 PM	Wealthy Street Theatre	<u>1</u>	2
Laughther Yoga	Sunday, March 19, 2017	3:00 PM	Gilda's Club Grand Rapids	<u>1</u>	1
LaughFest Stand-up Showcase	Sunday, March 19, 2017	6:00 PM	The BOB - 3rd Floor	<u>1</u>	2
Katt Williams	Sunday, March 26, 2017	8:00 PM	Van Andel Arena	<u>6</u>	10

















## **LaughFest 2017 Intercept Survey Results**

### **PRELIMINARY ANALYSIS**

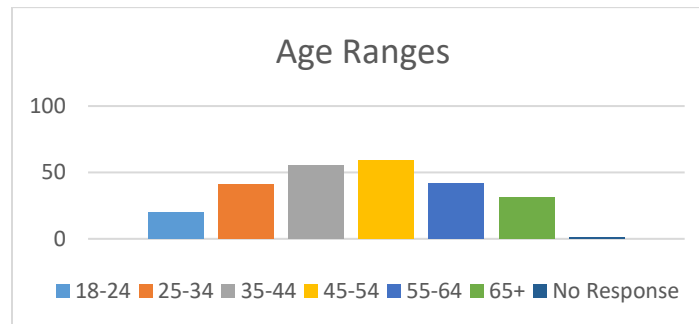
The following analysis is based on data collected from attendees on site at LaughFest events (a sampling of events was strategically selected to represent the festival as a whole). Survey takers at each event were randomly selected and could opt in or out.

[Note: A separate online survey with a broader audience was analyzed separately due to the difference in how the data will be gathered.]

- Overview
  - 245 people took the survey overall
    - 226 took the survey for the first time, and there were only 19 repeat survey takers.
    - Some took the survey on behalf of the others in their party as well, adding multiple genders and zip codes – all responses were accounted for.
  - 33.47% said LaughFest was their primary reason for visiting Grand Rapids
  - 22.37% response rate (1,095 total survey cards at 19 events)
- Accommodations
  - Most commuted from home (84.49%)
  - 4.90% stayed in a hotel
- Group Size
  - 49.39% of people came with just one other person (2 people in the group total)
  - The next most common group size was 4 people (16.33%)
  - Group size of 8 was also fairly popular at 4.49%
  - This question had a high no response rate of 13.06%
- Economic Sections
  - These questions saw higher amounts of no response (average of 56%)
    - Meals
      - Almost half of responses (42.45%) either indicated that they would not be spending any money on meals because of this event or did not respond.
      - The highest dollar amount range was \$21-50 (20.41%).
    - Lodging
      - 83.68% - no money on lodging or no response
      - Of those who indicated that they were staying in a hotel, 60% said they would be spending more than \$101.

- Transportation
  - 17.96% said they spent \$1-\$20 on transportation
    - There were multiple specifically “\$1” answers – Perhaps this was due to DASH utilization
  - Almost 69% said no money would be spent on transportation, or did not reply
  - Only 8% spent over \$20
- Other
  - 66.12% - no response or \$0 other expenses, with 59.18% being no response
  - The highest dollar amount range was \$1-\$20 (8.16%).
- Zip Codes
  - 260 total zip code responses
  - 6.92% did not respond with any zip code
  - 11 States
    - Michigan
    - Texas
    - Indiana
    - Ohio
    - California
    - New York
    - Kentucky
    - Illinois
    - Tennessee
    - Wisconsin
    - Missouri
  - 4.62% out of state
- Michigan
  - 50.77% from Grand Rapids
  - 24.23% of participants were from the area surrounding Grand Rapids
  - 3.46% from Metro Detroit
  - 2.31% from Holland area
- Events Attended
  - Most popular responses were 1 event (44.49%) and 2 to 3 events (42.86%).
  - Only 4.08% said that they would be attending 4 or more events

- Transportation
  - 90.61% used personal vehicles/carpool to get to event
  - 4.49% walked, 3.27% took some sort of fare paying route, and 1.22% took the bus.
- Gilda's Connection
  - 63.67% KNEW that LaughFest is connected to Gilda's Club.
  - 36.33% either selected no or did not respond to the question
- Demographics
  - Age
    - 45-54: 24.45%
    - 35-44: 22.45%
    - Other ranges were all fairly close in the teen % range
    - Least: 18-24 year-olds at 8.16%
    - Definite bell curve



- Gender
  - 249 total gender responses
    - 65.06% female, 32.93% male
- Ethnicity
  - 61.22% White or Caucasian
  - 26.94% Black or African-American
  - 3.27% Hispanic or Latino

From this data, it can be concluded that the most popular demographic was white women age 35-54. However, there were still 37% of respondents that were not white or Caucasian.

[Click here to view raw data](#)

## LaughFest 2017 Customer Impact Survey

- 1) What types of event(s) did you just attend at LaughFest? (check all that apply)
  - a. Family Friendly
  - b. Stand-Up Comedy
  - c. Music/Theater/Dance
  - d. Film/Art/Photography
  - e. LaughteRx
  - f. Improv/Sketch Comedy
  - g. LaughFest Showcases
  - h. Funderwear 5K Run/Adventure Challenge
  - i. Other \_\_\_\_\_
- 2) Were the events you attended at LaughFest (check all that apply)..
  - a. Free?
  - b. Ticketed (at a cost)?
- 3) How many different events did you attend at this year's LaughFest? (drop down menu to make it easy)
  - a. 1
  - b. 2-3
  - c. 3-4
  - d. 4-5
  - e. 5+
- 4) What method of transportation did you use to get to your LaughFest event
  - a) Personal Vehicle or carpool \_\_\_\_
  - b) Bus
  - c) Taxi/Uber) \_
  - d) Walk, Bike or Skateboard \_\_\_\_
  - e) Other
- 5) How did you hear about LaughFest 2017? (check all that apply)
  - a. Internet/online
  - b. Email from LaughFest
  - c. Email from another source
  - d. Word of mouth
  - e. Social networks
  - f. TV/Radio
  - g. Print (magazines, newspapers, etc.)
  - h. Mobile device/application
  - i. In store/venue

- j. Attended previous years
  - k. Other (please specify) \_\_\_\_\_
- 6) Overall, how satisfied were you with LaughFest 2017?
- a. Very satisfied
  - b. Satisfied
  - c. Neither satisfied nor dissatisfied
  - d. Dissatisfied
  - e. Very Dissatisfied
- 7) Please describe why you gave your experience this rating. (optional)
- 8) Have you attended events at ...
- a. LaughFest 2016?
  - b. LaughFest 2015?
  - c. LaughFest 2014?
  - d. LaughFest 2013?
  - e. LaughFest 2012?
  - f. LaughFest 2011?
  - g. I've been every year
- 9) Based on your experience, would you attend LaughFest 2018?
- a. Yes
  - b. No
  - c. Maybe
- 10) What artist would you suggest for LaughFest 2018? (optional)
- 11) Besides LaughFest 2017, what other activities did you participate in while in Grand Rapids during LaughFest? (check all that apply)
- a. Dining
  - b. Shopping
  - c. Stay at a hotel
  - d. Business/networking
  - e. Natural area activities (e.g. parks)
  - f. Cultural/historical activities (e.g. museums)
  - g. Other events (please specify) \_\_\_\_\_
  - h. Other Grand Rapids attractions (please specify) \_\_\_\_\_

*For each, if they answer yes, ask how much they spent using drop down menu.*

12) Of the events you attended at LaughFest 2017, which one or ones did you enjoy the most?  
Explain why, if you wish.

13) For the ticketed events, in general, the prices charged for the tickets were...

- a. Lower than I expected
- b. About what I expected
- c. Higher than I expected.
- d. I did not attend events that required the purchase of tickets

14) How much of your ticket price do you think goes to benefit Gilda's Club?

- a. 100%
- b. More than 75%
- c. 50-75%
- d. 25-50%
- e. Less than 25%

15) Do you have any suggestions to improve LaughFest in future years?

16) For LaughFest 2017, we continued our efforts to broaden the Festival programming and to improve how we managed certain elements of the Festival. Please share your level of satisfaction for the following:

- a. Diversity of events/performances ("something for everybody")
- b. Festival content guidelines (e.g. Family Friendly, Clean Adult Laughs, Rated R, Really) were appropriate and helpful.
- c. The overall message of the health benefits of laughter and emotional health.
- d. Creating a festival that is inclusive, accessible and representative of the West Michigan community?

17) Did you know that LaughFest was developed, in part, to highlight the importance of the role of laughter in emotional health?

- a. Yes
- b. No

18) Please tell us what, if anything, you know about what Gilda's Club Grand Rapids does and the services the organization provides?

19) Were you aware that Gilda's Club Grand Rapids provides the following services MAKE THIS ONE QUESTIONS WITH YES/NO OPTIONS FOR EACH-do not show this until they have answered previous question

- a. Emotional support for individuals with cancer
- b. Emotional support for adults and children impacted by cancer (family member or friend has cancer)
- c. Emotional support for adults grieving the death of a loved one due to any cause (not just cancer)
- d. Emotional support for children grieving the death of a loved one due to any cause (not just cancer)
- e. In-Schools emotional support program to teach students skills in learning to deal with grief and loss experiences in their lives
- d. Off-site emotional support program held at various community centers, churches and organizations

19) Do you now, or have you previously, participated in the emotional support programming offered at/through Gilda's Club Grand Rapids?

- a. Yes
- b. No

20) Gender Identity:

- a. Male
- b. Female
- c. Nonbinary
- d. Other
- e. Prefer not to answer

21) What is your approximate age?

- f. Under 18
- g. 18 to 24
- h. 25 to 34
- i. 35 to 44
- j. 45 to 54
- k. 55 to 64
- l. 65 or better
- m. Prefer not to answer

22) Of the statements below, which best describes your TOTAL 2015 household income prior to taxes?

- a. \$25,000 or less
- b. \$25,001 - \$50,000
- c. \$50,001-\$75,000
- d. \$75,001-\$100,000



- e. \$100,001-\$125,000
- f. \$125,001-\$150,000
- g. \$150,001 or more
- h. Prefer not to answer

23) What is the highest level of education you have obtained?

- a. Did not graduate from high school
- b. High school graduate
- c. Some college
- d. Associate or technical degree
- e. Bachelor's degree
- f. Master's degree
- g. Doctorate or equivalent degree
- h. Prefer not to answer

24) What racial or ethnic background do you best identify with?

- a. White/ Caucasian
- b. African American/ Black
- c. Asian or Pacific Islander
- d. Hispanic
- e. Native American
- f. Other \_\_\_\_\_
- g. Prefer not to answer

25) What is your zip code? \_\_\_\_\_



# CITY OF GRAND RAPIDS AGENDA ACTION REQUEST

**DATE:** November 14, 2017

**TO:** Mayor Rosalyn Bliss

**FROM:** Grand Rapids Rose Center Fellows

**SUBJECT:** **Final Rose Center Fellowship Recommendations**

## **INTRODUCTION**

In November 2016, the National League of Cities (NLC) and the Urban Land Institute (ULI) announced that Grand Rapids, along with Anchorage, AK, San José, CA and Washington, D.C., were selected as the 2017 class of Daniel Rose Fellows by the Rose Center for Public Leadership in Land Use (Rose Center). The Mayors from each city appoint and lead multi-disciplinary teams that received technical assistance on a local land use challenge from NLC, ULI, two appointed advisors and their peers from other fellowship cities. The Fellowship is fully funded by the Rose Center without cost to any of the participating cities.

The Grand Rapids Fellowship team sought to develop recommendations on how the City of Grand Rapids can refine how it evaluates and participates in private development to ensure that public investment is used to further public policy goals. This aspiration included a desire to increase access to opportunity for communities that are increasingly disconnected from economic growth, and to clearly communicate with the development community about where and how it plans to partner on projects.

The yearlong Fellowship included working retreats at the NLC City Summit at the beginning and end of the program year, a ULI Spring Meeting at its mid-point, a study tour of another U.S. city, and study visits to each of the four fellowship cities. The Grand Rapids study visits occurred in March 2017, with a follow up in September 2017. During these visits, the Fellowship advisors, NLC staff and selected land use experts toured the City and met with local representatives to gain a better understanding of the development climate and the policies that help shape the City's financial participation in development projects.

Over the two study visits, more than 100 citizens representing a variety of interests and organizations participated and offered their insights on the opportunities and constraints facing Grand Rapids. Based on that feedback, and the advice of the project advisors and panelists, the following ten policy, advocacy and capacity-building recommendations are offered for your consideration. It is recognized that each of the recommendations require additional vetting and approval before being codified.

However, the Fellowship feels strongly that if taken collectively they will have significant impact on moving the City closer to aligning its policies with its economic and social equity goals.

## **RECOMMENDATIONS**

### **Policy Recommendation #1 – Establish a geographic focus for using incentives/development tools.**

*Recommended Implementation Lead: Economic Development Project Team*

The use of public financial incentives in Grand Rapids has historically benefited areas such as Downtown and certain commercial corridors. These partnerships have undoubtedly helped create a vibrant city. Recognizing that most development, and thus the municipal development toolbox, has followed market dynamics, the areas receiving market-driven and public incentive-derived support are predominantly those where traditional real estate considerations such as profitability, risk tolerance, and commercial lending are satisfied. Because these traditional considerations alone cannot help bridge a disparate economic gap, the Rose Fellowship highlighted the need to reevaluate how and where public incentives are used to achieve the City's equitable economic development goals. To accomplish this, it is recommended that City incentives and resources be focused on: a) transit corridors to take advantage of the potential of transit; and b) areas of the City where incentives and investments are needed to help ensure neighborhoods are sharing in the growth and development.

There was a sense throughout the Fellowship engagement that a disconnect exists between transit investment and land use planning. The result is a missed opportunity for transit to work better for citizens which may result in the reduction of the number of single occupancy vehicle trips generated by development. There is broad recognition these efforts could be bolstered by using public incentives to target development in current and future transit corridors, which might include those identified as "Transit Corridors" in Vital Streets.

This modified geographic approach does not imply incentives would no longer be used in Downtown or other areas of relative prosperity. Rather, there would be a policy to allow different levels of incentives to be available based on geography, and that public funds would be directed toward activities that drive community goals.

As an additional element to this approach, and to ensure development is benefitting those in the target investment areas, there is a need to cultivate new investors and developers through an equitable economic development strategy. This work would include proactive education and training on how investors and

developers can access the economic development tools and increase the viability of investment.

**Policy Recommendation #2 – Use the public land disposition process to provide more financial resources to support affordable housing.**

*Recommended Implementation Lead: Economic Development Project Team*

Like other cities with a growing economy and real estate market, certain areas of Grand Rapids have experienced significant increases in housing prices. In some neighborhoods of the City, this has resulted in displacement of long-term residents.

In part to address this, in 2017 the Mayor appointed a Housing Advisory Committee to review and recommend changes to existing ordinances, as well as to create new ordinances and policies to ensure there is housing in Grand Rapids that is attainable and affordable for all residents. As an element of that process, an Affordable Housing Fund (Fund) will be created that will be governed by an Affordable Housing Board. The purpose of the Fund is to aid in the funding of affordable housing projects throughout the City.

In an effort to increase the amount of financial resources available to the Affordable Housing Fund to accomplish these opportunistic goals, a policy amendment to City Commission Policy 900-41, Disposal of City of Grand Rapids Owned Non-Residential Property, could be considered to require the dedication of 25% of the revenue from the sale of all public assets for future land acquisition for strategically located affordable housing development sites to support equitable outcomes. This would create a financial mechanism that would allow the City to take a pro-active role in securing land in geographically-prioritized areas to support affordable housing.

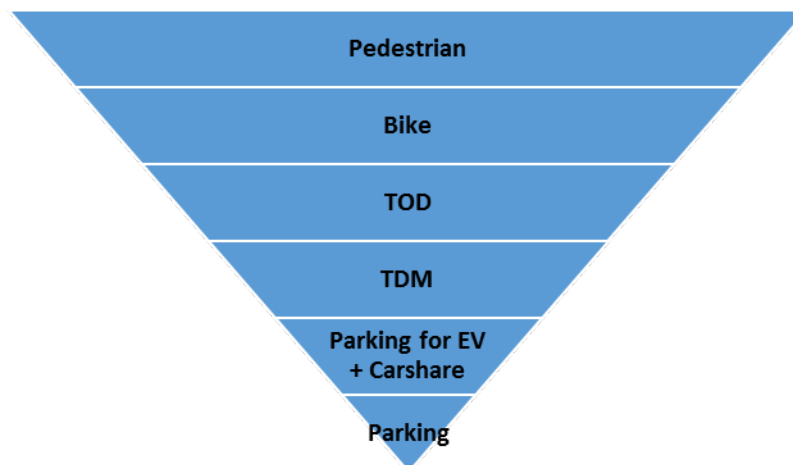
Resources from the Fund could be used via a place-based focus to recover from historic disinvestment as well as scattered-site efforts to be opportunistic and avoid overconcentration of affordable housing. Participants in the Housing Focus Groups stressed that affordability needs to be integrated throughout the City, and policymakers and City leaders need to communicate the importance of affordable housing to all residents. City leadership needs to make a bold statement of goals and values, and at the neighborhoods level this communication needs to be as diverse as Grand Rapids neighborhoods are different.

**Policy Recommendation #3 – Prioritize eligible activities for public financial incentives.**

### *Recommended Implementation Lead: Economic Development Project Team*

The Rose Fellowship work exposed the need for more investment in mobility and a more directed use of financial incentives to support transportation infrastructure. Currently, the largest eligible activity that qualifies for the use of public incentives is structured parking, which is the most expensive mode to accommodate, for both the City and for individual users.

To combat this reality and provide greater option within the transportation system, it is recommended the City establish a modal hierarchy that prioritizes the use of public incentives to support amenities that contribute to a more walkable, bikeable, transit accessible City. Cities like Grand Rapids need to meet the needs of all users and the Rose Fellowship highlighted the “last-mile” problem of transit could be addressed with a bike share program, as well as car share and, in general, better pedestrian infrastructure and intersection treatments.



Transportation is the second-highest household expense after housing. To the extent one can lower it, it allows households to spend money on other needs. When it functions well, transit can be an important tool for equity. But it needs a suite of supportive policies to make it effective, including those from employers which frequently encourage particular modes with subsidization policies. is the Rose Center Fellowship team recommends the City create policy to prioritize the use of financial incentives to support this hierarchy and explore mitigating and potentially eliminating structured parking as an eligible activity, except where it meets established City equity goals.

**Policy Recommendation #4 – When using public incentives, require Micro-Local Business Enterprise contracting and consider additional requirements for the purchase of local goods and services.**

*Recommended Implementation Lead: Economic Development Project Team*

As part of public investment through economic development incentives, the City should be asking investors what percentages of micro-local business enterprises (MLBE) they can hire, and hold them accountable to those goals. There are best practices that suggest how to implement this approach through legal agreements such as the Oakland Army Base redevelopment (<http://www.policylink.org/blog/oakland-army-base>). Although these may have been stretch goals for the project, a conversation with contractors to determine what is possible in Grand Rapids could lead to opportunities for more citizens to participate in the benefits of new investment. The Rose Center Fellowship advisors facilitated two focus groups on workforce development during the follow-up visit in September, 2017. During both focus group, participants universally suggested and agreed that the most effective mechanism the City could enact to support job and wealth creation among disadvantaged populations was through the establishment of MLBE hiring and contracting agreements for public projects or those development projects that utilize public incentives.

The Rose Center Fellowship panel also recommended, endorsed by the workshop participants, that there be a conversation around creating an inter-agency, public-private working group to assess workforce development programming and investments to address redundancies and gaps (collective impact model). Clearly, Grand Rapids has a rich community of local philanthropies and non-profits who are already working in this space and will be critical partners to making these efforts more strategic and successful.

**Policy Recommendation #5 – Develop an Equitable Economic Development Strategy.**

*Recommended Implementation Lead: Economic Development*

Throughout the Fellowship term, the need for strategies to empower existing residents and businesses to participate and benefit from the new development and economic activity planned in the City were discussed. By building on and connecting existing programs, an Equitable Economic Development Strategy that encompasses quantitative and qualitative measures, benchmarking program evaluation and encompasses all aspects of equitable economic development could provide a clear and transparent vision for investors, residents, partners, entrepreneurs and businesses and establishes criteria for success. A formal engagement process, evaluation of current programs and resources evaluated through an equity lens could lead to a vision outlined by an action plan for how the City plans to achieve the vision.

## **Policy Recommendation #6 – Develop a Comprehensive Transportation Vision to Support Equitable Development.**

*Recommended Implementation Lead: Mobile GR*

Cities like Grand Rapids need to increase capacity to build a 21<sup>st</sup> century transportation system to meet the needs of all users. Transportation planning is rapidly changing and requires more than a maintenance activity focus. The Rose Fellowship highlighted the limited mobility options that impact residents and employees, restricting the economy and quality of life. Transportation and mobility need to be elevated by creating a structure in Grand Rapids to more rapidly advance improvements to transit, biking and walking. The City should have its own transportation plan that makes explicit goals such as future mode share split, and also links to other policy goals such as sustainability. A transportation plan could establish strategies that enable the City to:

- a) Adopt a people-first priority for transportation investments to reflect the eligible activities for public incentives and ensure investments are equally balanced across modes,
- b) Adopt metrics to measure performance for all modes focusing on safety, mobility and accessibility, and;
- c) Address internal City structure for delivering transportation services to support development.

Like many mid-sized cities, the City of Grand Rapids does not have a Department of Transportation. Other cities across the country have wrestled with similar challenges in creating a transportation system to better address equity challenges. Most notably, the City of Oakland recently completed a strategic plan and created a new Department of Transportation to better connect residents and employees to transportation and create a more equitable, safer city. A shift to a people-first strategy requires a new approach to decision-making and implementation of a new transportation vision.

It is recommended to evaluate the role of transportation service delivery between Mobile GR and Parking Services, Traffic Safety, Lighting, Signals and Signs, Engineering and Planning for a potential new structure. This structure will expand the City's capacity to work more actively to bring The Rapid, private mobility companies, and communities together to ensure that equity considerations are included within all forms of mobility including bike share and car share. By using better data in decision-making, including socioeconomic information alongside more conventional safety and traffic data, the City can improve outcomes for all community members.

## **Advocacy Recommendation #1 - Qualified Action Plan Updates**

*Recommended Implementation Lead: Executive Office, Community Development*

It was discussed heavily by stakeholders participating in the Grand Rapids study visit and the follow-up (see Appendix A for more detail) that advocacy efforts related to the Michigan State Housing Development Authority's Qualified Action Plan (QAP) for 2019-2020 be considered to ensure equitable development of affordable housing within City neighborhoods. Advocates noted that the state Low Income Housing Tax Credit QAP criteria can reinforce concentration of affordable units. There were many suggested state policy changes, the political feasibility of which are unknown, but one suggestion was to award extra points for locating affordable units in otherwise "unaffordable" neighborhoods. As a result, through review of the QAP, submission of comments and recommendations for modification along with participation at hearings or other advocacy opportunities should be pursued alongside housing partners and advocates before the deadline.

## **Advocacy Recommendation #2 - Align Local and State Economic Incentives**

*Recommended Implementation Lead: Executive Office*

In addition to the advocacy efforts related to the Michigan State Housing Development QAP, the City and its partners should seek alignment between the various state tools administered by the Michigan Economic Development Corporation (MEDC) and local development tools. While the intent of the tools are related, different state policies have unintended effects locally which have unintended consequences. As an example, MEDC's most powerful urban revitalization tool, Community Revitalization Program (CRP) offers limited eligibility outside of Downtown Grand Rapids and within the neighborhoods and commercial corridors most in need of investment and sound growth planning. Where the City Commission directs staff to pursue modifications to the use of its development tools, the Rose Center Fellowship teams recommends the complementary pursuit of policy changes to state tools to ensure that various tools can help direct the intended local outcomes.

## **Capacity Building Recommendation #1 - Establish a Chief Participation Officer**

*Recommended Implementation Lead: Mayor and City Commission*

During the Grand Rapids discovery period, The Rose Center Advisory Panel observed that the term "engagement" elicited frustrations and unmet expectations from citizens and stakeholders. Further, among both practitioners and policy makers there exists disagreement about a common, local definition and best practice for civic participation and engagement. Despite this, in some communities it is understood by those in the development industry that well



managed citizen involvement can lead to more appropriate and sustainable development solutions and ultimately yield stronger citizen groups and communities as a by-product.

While there is agreement on the benefits of productive community participation, there remains almost universal uncertainty as to the best way of involving local communities in the process. Compounding the challenge is the reality that there exists no perfect formula for citizen involvement during local decision making. The approaches and mechanisms for engagement in urban planning can vary quite significantly, and each consultation design should be tailored to the assets and needs of the community it aims to impact. Meanwhile, dozens of different departments within the City of Grand Rapids manage various types and qualities of citizen participation and engagement efforts yielding vastly different experiences for the citizens that provide their time, passion, and insight.

“The question of how to meaningfully and authentically engage community members in planning and development efforts is both difficult and important. Achieving equitable neighborhood revitalization takes fusing the hopes, dreams, wisdom and creative problem-solving of community members with the expertise, resources and knowledge of planners, community developers, artists, public officials, the private sector and others working to strengthen our communities” (Mehta). The process needed to delicately fuse the aforementioned assets requires an empathetic and prescient-grade skillset. Given the lofty aspirations, it is most critical that the architect of those processes be an individual whom the City Commission trusts to design and / or certify the means by which the City of Grand Rapids manages the voices of its citizens as a component of municipal decision making. As such, the Rose Center Fellowship Team recommends establishing a new position, perhaps even a new City Commission-appointed position, described herein as the Chief Participation Officer (CPO), whom would oversee all municipal plans, policies, and projects that intend to tap into the intelligence of citizens.

In this capacity, the CPO would understand the needs of the departments intending to engage with the community, design, review or augment their plans accordingly, and certify the participation plan in a manner similar to the City Clerk or City Engineer’s respective stamp or certification. Similarly, the CPO can also develop more uniform, predictable standards and timelines for the interface between the development community and neighborhood groups. Such practice should eventually grow into a clear expectation for those development projects seeking to utilize local financial incentives.

Through this investment, the City Commission could establish an office that learns from each and every consultation, more formally integrates the ‘public’ in

the use of public incentives, creates an environment for continual improvement, and ultimately – builds trust between the development community, City Hall, and the citizens it serves. Moreover, the CPO would be responsible for designing public consultations processes to maximize meaningful involvement, particularly of those who are most directly affected by inequities, and build the community's capacity and infrastructure to participate in future processes. As a sample of key considerations, the Interaction Institute for Social Change developed a set of sample questions (see Appendix B) that should be answered as a part of designed equity into public participation and engagement processes.

## **Capacity Building Recommendation #2 - Invest in a Citizen Learning Institute**

*Recommended Implementation Lead: Executive Office*

While sometimes contentious, but more often productive and rewarding, community engagement involves the process of working collaboratively with individuals and groups to achieve specific goals. Well-designed and implemented community engagement processes allow public officials to directly involve their constituencies in the ongoing design, planning, and management of limited municipal resources (Parker). Just as good process is a predictor of success, the inverse is unfortunately also highly probable. Where consultation processes are deficient in educational resources and involving citizens new to the trade-offs and limitations of municipal decision making, participants may view the process as predetermined or disorganized. Worse still, it may discourage them from future participation in local government and lose confidence and trust in their elected and local leadership.

In addition to fortifying the City's internal capacity to design and implement exceptional public participation strategies, there also exists the need to develop capacity amongst the neighborhoods and community leaders that are engaged by municipal leaders. Participants in the various Rose Fellowship focus groups noted that years of declining resources to support neighborhood and business associations resulted in a diminished basis of understanding of the development process. In the place of good information, citizens work with imperfect information and / or incorrect assumptions. As a mechanism intended to support the development of informed, prepared citizens, the Rose Center Fellowship team recommends the establishment of a Citizen Learning Institute. A similar recommendation was included in GR Forward (Goal 2, page 157) and is currently being explored by Stacy Stout in the office of the City Manager.

A CLI would create an opportunity to spread knowledge further and empower citizens across the City to better understand, and engage in, local planning and design issues. One example of this kind of initiative is Philadelphia's Citizen's Planning Institute [CPI], the education and outreach arm of the Philadelphia City

Planning Commission. CPI offers courses and events designed to inform civic-minded community members about planning principles and municipal procedures around development and City decision making, including how to engage in opportunities for public input. Other cities pursue this idea outside of City government, relying instead on local non-profits and development agencies. The City, Downtown Grand Rapids Inc. and their partners should consider tapping into local expertise to develop a program focused on citizenship education. More informed and engaged citizens would benefit Downtown and communities across the City as well. As with the Citizen's Planning Institute, accommodations must be made to ensure the broadest participation possible across incomes and neighborhoods. CPI tracks participation in their programs in order to identify and address gaps in their services.

## **CLOSING**

The Daniel Rose Fellowship was a tremendous opportunity for Grand Rapids to receive considerable insight and guidance from nationally recognized industry experts to help respond to our land use challenge. Over the course of the Fellowship year, that challenge broadened to address more macro level realities and as such, these recommendations reflect a broader imperative to address economic disparities exasperated by racial inequity. This collection of recommendations is intended to address the key concerns raised by citizens that engaged in the process, and is meant to inspire additional creative consideration for how municipal tools can evolve to meet contemporary understanding of the local condition. The Rose Fellowship team would like to thank Mayor Bliss for her support and motivation to think broadly and boldly through the Fellowship year, and encourages the Grand Rapids City Commission to evaluate the recommendations included herein as a component of their charge to build a better Grand Rapids for all of its citizens.

## **Appendix A**

Some of the challenges and gaps in the current landscape of Housing Policies and Ordinances that participants identified included:

- Rents have doubled or even tripled in some neighborhoods in recent years, fueling displacement of existing residents and businesses
- In those transitioning parts of the City, they have seen predatory purchase offers are being made to entice financially vulnerable existing property owners to sell and leave
- There is evidence that lead paint laws are being abused by landlords, creating health concerns for more affordable rental properties
- Language is a barrier to access support programs and make sure tenants know their rights in Hispanic neighborhoods
- The perception that City staff and housing organizations are already over capacity
- At the same time, they believe that community development needs to be more than just distribution of dwindling federal funding, and the City should take a more comprehensive approach
- State law does not allow rent control, owner eviction protections, tenant opportunity to purchase
- The use of Walkscore as a criteria by the state housing finance agency in awarding tax credits can lead to concentration of affordable units
- The perspective from developers that the process of doing business with the city is getting more difficult, adding cost and time that results in more expense asking prices upon completion
- In direct contrast to that, there is a perception from neighborhood advocates that for major developments, the City already has a plan worked out, there is no real engagement, and the approval process is “rubber stamp”
- Perhaps a more even observation was that some developers are doing good engagement, others just hire a consultant and check the box
- And while some neighborhood associations are aggressive and demand engagement and enforce compliance, others do not have that capacity
- Some participants urged the City to not assume neighborhood associations are representative, pointing to changing demographics
- Some neighborhood advocates acknowledged that that transiency is leading to decline in neighborhood associations’ participation and asked for city support for them to do more community engagement

## **Appendix B**

### **Key Process Design Decisions in Which to Engage People who Face Inequities**

- What staff and consulting roles will be needed for the planning process, including organizers, interpreters, facilitators, and others necessary to support broad-based engagement, as well as technical consultants?
- Does the project budget ensure that adequate resources are invested in the public engagement process and in the process of discovering solutions that will achieve more equitable outcomes?
- What working groups, commissions, task forces, and other groups will be involved in developing and adopting the plans? How will residents be involved in each? If there is a separate working group focused on equity issues, how will its members overlap with and interact with other groups in the process?
- Who is making which decisions? What is the relationship between the various working groups, staff and consultants?
- Does the project timeline ensure adequate time for community engagement to inform the issue framing, vision, solutions, and priorities within the plan?
- Does the team of consultants and resource people have expertise in equity as well as technical expertise? Does everyone supporting the process understand and support the goal of weaving equity into the planning process and the plans themselves?
- What are the multiple ways to engage members of the public, including ongoing participation in working groups or committees, periodic participation in public events, online options, and informal dialogues?
- What is a communications strategy that will support the various forms of community engagement in the planning process?
- What strategies, including communications, organizing, public education and network building, can the process employ during the planning process to begin to build public support for the plans?

## **CITATIONS**

Mehta, Neeraj. The First Steps to Meaningful Community Engagement. Next City. October 31, 2012

Parker, Cynthia Silva. Equity and Urban Planning – Engage those most directly affected by inequities. Interaction Institute for Social Change. November 13, 2015.

**Prepared by Grand Rapids Rose Fellows**