

# AGENDA

DOWNTOWN  
DEVELOPMENT  
AUTHORITY



## Board Members:

Luis Avila • Mayor Rosalynn Bliss • Kayem Dunn • Jermale Eddie • Brian Harris • Jen Schottke • Diana Sieger • Jim Talen  
Rick Winn

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Wednesday, June 12, 2019  
8:00 a.m. Meeting  
29 Pearl Street, NW Suite #1

- |  |           |           |
|--|-----------|-----------|
| 1. Call to Order   |           |           |
| 2. New Member Introduction   |           |           |
| 3. Approve Meeting Minutes from May 8, 2019 (8:01)<br>(enclosure)                    | Motion    | Harris    |
| 4. FY20 Budget Adoption (8:05)<br>(enclosure)  | Motion    | Kelly     |
| 5. Block by Block Contract Authorization (8:10)<br>(enclosure)                       | Motion    | Kelly     |
| 6. Disability Advocates of Kent County Accessibility Charette (8:20)<br>(enclosures) | Motion    | Kelly     |
| 7. Retail Innovation Grant Update – Tamales Mary (8:30)                              | Info Item | Kitavi    |
| 8. Public Space Activation Updates (8:45)  | Info Item | Van Driel |
| 9. President & CEO Report (9:00)   | Info Item | Kelly     |
| 10. Public Comment (9:10)  |           |           |
| 11. Board Member Discussion (9:15)   |           |           |
| 12. Adjournment  |           |           |





## MEETING OF THE DOWNTOWN DEVELOPMENT AUTHORITY

May 8, 2019

1. Call to Order – The meeting was called to order at 8:02 a.m. by Chair Brian Harris

2. Attendance

Present: Jim Talen, Kayem Dunn, Brian Harris, Diana Sieger, Jermale Eddie, Luis Avila, Rick Winn

Absent: None

Others Present: Tim Kelly (DDA Executive Director), Flor Valera, (DDA Recording Secretary) Jana Wallace (DDA Treasurer), Dick Wendt (DDA Legal Counsel), Kimberly Van Driel, Megan Catcho, Stephanie Wong, Kyama Kitavi, Mark Miller (DGRI Staff) David Davis, Breese Stam, Scott Atchison, Katherine Williams, Kristin Taylor, Jerry Powell, Bob Adcock, and others.

3. Approve Meeting Minutes from April 10, 2019

*Motion: Kayem Dunn, supported by Rick Winn, moved approval of the minutes from the April 10, 2019 meeting as presented. Motion carried unanimously.*

4. Accept Financial Statements from April 30, 2019

Jana Wallace introduced the financial statements for the first ten months of fiscal year ending June 30, 2019. Ms. Wallace stated that in April the DDA issued principal and interest payments totaling \$6,197,100 for the Authority's Series 2009 and 2017 Van Andel Arena Refunding and Improvement Bonds. Since both of these Series bonds are considered 'eligible obligations' under State law, these debt service payments were paid from the Authority's Debt Increment Fund ("DIF") using school tax increment revenues. As a result of the large outflow of cash, on Statement A the DIF now has a negative "Reserve for Eligible Obligations," or fund balance. The DIF's Cash balance would also be negative if not for the amount reserved to reimburse the State, Grand Rapids Public Schools, and Kent Intermediate School District for FY2019 property tax increment revenues captured in excess of the amounts required to pay the FY2019 annual eligible obligation debt service. These reimbursements are required by State law. The amount reserved for the excess capture reimbursements is on Statement A, "Current Year Estimated Excess Capture," in the Liabilities section. Ms. Wallace stated the DIF has sufficient annual revenues to pay annual principal and interest expenditures. She stated after conducting some research she discovered this negative Cash and negative Reserve for Eligible Obligations balances already existed, in part, as of June 30, 1997. There was another entry made by

the Comptroller's office that increased the negative balance in FY2000. She stated she had already notified the City's Chief Comptroller and the State of Michigan and along with Mr. Kelly, are being proactive about the situation and would keep board informed.

*Motion: Rick Winn, supported by Kayem Dunn, moved to approve Statement D: Schedule of April 30, 2019 Expenditures as recommended. Motion carried unanimously.*

5. Calder Plaza Parklet Funding

Stephanie Wong introduced the request to fund the fabrication and installation of a parklet for Calder Plaza. Ms. Wong reminded the Board that in 2015, DGRI collaborated with Kendall College students to design and fabricate the installation of a parklet at the DGRI Offices. The Calder Plaza parklet concept was introduced to the Goal 5 Placemaking working group this year for vetting and with their approval, DGRI Staff contacted Newco Design LLC. This company is based in Grand Rapids and they specialize in repurposing and retrofitting shipping containers. Ms. Wong showed images of the proposed parklet. She stated this parklet made out of shipping containers is designed to sit curbside and can be easily be transported. The parklet will occupy two parallel parking spaces in front of Calder Plaza along Ottawa Ave. The parklet includes seating and standing tables. Ms. Wong stated this was budgeted in the FY2019 line item under Public Space Activation. If approved, DGRI Staff will work to receive the necessary permits from the City to have the parklet installed in May 2019. Mr. Eddie inquired about the preventative maintenance for corrosion. Ms. Wong stated this material is weather resistant and won't rust or corrode. She stated the parklet will be kept outside until November and Newco Design will store it for us during the winter months. The requested funds also include the storage fee. Ms. Sieger expressed her concern in regards to the placement of the parklet, stating it could obstruct pedestrian visibility if placed near the crosswalk. Ms. Wong stated the parklet will be placed further north of the crosswalk and noted DGRI would be following Streetspace regulations associated with parklet placement. Mr. Talen asked if the DDA would be purchasing or leasing the parklet. Ms. Wong stated we are purchasing the parklet. Mr. Avila asked what had happened to the DGRI parklet. Ms. Wong explained the parklet was damaged after getting hit by cars a couple of times. Last year, the parklet was repurposed and turned into planter pots to decorate the "Movies on Monroe Lot". Mayor Bliss asked for an update on the analysis of Ottawa and Ionia. Mr. Kelly responded the HRC Engineering has completed the analysis and we will soon be able to examine the data gathered.

*Motion: Rick Winn, supported by Kayem Dunn, moved to approve funding in an amount not to exceed \$20,000 to fabricate and install a parklet for public realm improvements at Calder Plaza. Motion carried unanimously.*

6. Exit Space Mural Funding

Kimberly Van Driel reminded the Board of the Exit Space mural program that DGRI administers in partnership with the Urban Institute of Contemporary Arts (UICA). This program derived as a priority from the Goal 5 GR Forward Master Plan and it aims to reinvest and activate public spaces by adding art. Since 2015, the DDA has supported a total of five large public art installations. Ms. Van Driel mentioned the temporary improvements to the Van Andel Alley and explained how the Goal 5 Placemaking working group made the recommendation to work with one of the Grand Rapids Sister Cities from Poland, artist Natalia Rak. She stated the artist will paint a mural at the Richmond Stamp Works building located at 26 Ionia Ave. This mural would further help add life and increase pedestrian

activity in Downtown. The site was selected as it is a great connectivity area to the Van Andel Plaza, Studio C and all the recently added temporary improvements. If approved the mural would be completed in July 2019.

Ms. Van Driel introduced Katherine Williams and Kristen Taylor, from the UICA to provide an overview of the process. Ms. Williams stated Natalia Rak is an internationally recognized mural artists, painter, and illustrator with work in Poland, Austria, Germany, France, and the US. She stated both the artist and the building owner are supportive of this project. The UICA is working with the Historic Preservation Commission to receive approval of the materials. The Grand Rapids Sister Cities program will also be supporting this project by paying for the artist's accommodations. Over the course of the mural installation, the UICA will be contracting a videography crew to document the process and post interviews with the community. Furthermore, businesses and residents in the Hearthside neighborhood will be able to provide input on what that mural content will look like and to weigh in on the concept sketches.

Ms. Taylor stated all the funds will be used to directly compensate the artist's stipend and materials. The UICA has a reserve budget designated for maintenance and no overhead money will go to the UICA for this project. Mr. Winn asked if the artist gives permission to use images of the mural in marketing publications. Ms. Taylor stated the artist retains the copyrights, but will grant permission for marketing advertising. She stated if anything is ever to be sold with the image of the mural that would be a different legal issue concerning copyright and ownership of the work itself. She explained only the creator of the work enjoys the exclusive right to make and distribute copies. Mr. Avila inquired about the artist selection process. Ms. Williams stated she first learned about Natalia's work in 2017, while attending a meeting with a group Polish Delegates who were visiting Grand Rapids. During that meeting she received a pamphlet which illustrated Ms. Rak's large-scale murals. Last year, she connected with the GR Sister Cities and after reviewing the artist's portfolio, they knew she would be the right candidate for this type of project. Mr. Talen asked if a map of all the downtown murals is currently available to the public. Ms. Williams stated there is no official map, the UICA has an internal map and we are currently working on finalizing one that would include of all the UICA's projects. Mr. Talen stated it would a good idea to identify partners and work together to create a map for the community. Ms. Van Driel stated this is something DGRI could analyze further. Ms. Dunn mentioned the importance of adding an educational component both around the art and the culture of the Grand Rapids Sister Cities. The Board agreed.

*Motion: Kayem Dunn, supported by Diana Sieger, moved to approve funding in an amount not to exceed \$23,000 to support the completion of the Richmond Stamp Works mural building located at 26 Ionia Ave. SW as part of the UICA's Exit Space Project. Motion carried unanimously.*

7. Downtown Enhancement Gran- Division Ave Areaway

Mark Miller introduced the request for a Downtown Enhancement Grant for the areaway removal in front of 218 South Division Avenue. Mr. Miller stated this areaway was discovered during the evaluation process of the Division Avenue reconstruction project. Its abandonment and removal are in coordination with this larger project that will reconstruct Division Avenue (Cherry to Wealthy Street). This is the only remaining areaway within the project area and work is expected to start on June 1, 2019 and be completed by July 27. Mr. Miller made a correction to the requested amount outlined in the memo. The correct amount being requested is \$25,500.00, which still keeps the DDA's share of the



project cost at 35%. The City has committed to invest 34%, and the property owner (Right Spot LLC) has committed to pay 31% to the City over a course of ten-payment plan.

*Motion: Kayem Dunn, supported by Rick Winn, moved to approve the Downtown Enhancement Grant request in an amount not to exceed \$25,500.00 for the areaway removal at 218 South Division Avenue. Motion carried unanimously.*

8. DASH Memorandum of Understanding

Tim Kelly stated the City of Grand Rapids, MNTIFA and the DDA previously entered into Memorandum of Understanding (MOU) back in 2012 to collaborate and financially support the DASH North transit service. For this fiscal year, it is proposed that an additional one-year memorandum of understanding be entered for the period ending June 30, 2020. Mr. Kelly reminded the Board of the past contribution amounts. He stated for FY2020, the proposed contribution from the DDA will be \$270,000. The City will contribute \$2,340,000 and the MNTIFA will contribute \$80,000. He stated the increase in funding from the DDA is needed to continue the expanded late night and weekend service which were initiated in FY2019. The agenda packet also includes a DASH North ridership statistic report. He stated the "Parties" will be working to identify additional partners to contribute to the enhanced services. Mr. Talen sought to know where the funding to support the transit services was coming from. Mr. Kelly stated the funding is coming from both, local-tax increment fund (LTI) and the non-tax increment fund (NTI). He stated the DDA updated the parking agreement and is now receiving 85% of the parking revenue. To further help offset the additional cost, advertising opportunities within the vehicles will be pursue.

*Motion: Rick Winn, supported by Kayem Dunn, moved to approve the MOU, approved as to content by the DDA Executive Director and as to form by DDA/ MNTIFA legal counsel, extending DASH service through June 30, 2020. Motion carried unanimously.*

9. FY20 Budget Recommendations

Tim Kelly introduced the FY2020 budget and priority plan. Last month, the Board received an overview of the budget process and schedule. If approved the recommended FY20 budget will be presented to the Grand Rapids City Commission on May 14, 2019 requesting bottom-line authorization. The budget would then need to come back to the DDA for final adoption in June. Mr. Kelly reminded the Board that their approval of the budget does not authorize the expenditures of the funds instead this gives the Board the opportunity to do further vetting on the proposed projects. He proceeded to highlight the budget priorities and stated this is our fourth year using the GR Forward Master Plan as our guiding document.

Mr. Kelly took a moment to highlight two major projects, Lyon Square and Calder Plaza and explained that after a lot of work and community engagement we have refined the concepts and we believe we will have an opportunity to start construction next year. The intensive engagement process for both the Streetspace Guidelines and the River for All also allowed us to further understand our community priorities. Mr. Harris asked if the we had officially changed the name from "Reimagining the River" to "River for All". Mr. Kelly stated "River for All" was the process we went through to develop the design guidelines for the six opportunity sites, we are thinking of rebranding the name for the river corridor and this is a perfect opportunity to do further community outreach.

Mr. Kelly continued by presenting the FY2020 revenue—these are currently based on projections and will be adjusted as soon as the final estimates come in. Sources of revenue totaling \$17,678,536 include, potential partner contributions to support Lyon Square and Van Andel Arena Plaza; we also have revenue from the new parking services agreement, earned interest from investments, events sponsorships, DDA application fees and loans from development projects

Mr. Kelly stated the recommended FY20 budget between the local tax increment (LTI) and the non-tax increment (NTI) commits approximately \$11,204,000 to support 82 programs, projects and initiatives. He stated 94% of discretionary expenditures were vetted through the Alliances and 100% are related to GR Forward implementations. Committed expenditures for non-program/projects which include administration expenses, TIF reimbursements and committed debt service obligations. The current administrative costs for the DDA are approximately 10.9%, which is considered very lean for an organization such as ours. Under TIF Reimbursements, we have 15 development support agreements in place, six (6) have not been approved for reimbursement and we expect to have four (4) for FY19-FY20. The budget also continues to pay down debt on Van Andel Arena, DeVos Place Convention Center and flood protection enhancements. We are expecting to have debt service obligations for Lyon Square and that number is captured in our FY20 budget. We are pursuing a funding model through the issuing of bonds, to which the City would also participate in.

On the debt tax fund expenditures, Mr. Kelly gave an overview of the estimated capture reimbursements that will be returned to the State, GRPS, and KISD. Mr. Winn asked to be reminded when these bonds would expire. Mr. Kelly stated the last final debt service payment is scheduled for May 1, 2022. The Board took a moment to further discuss the debt service payments that were paid from the Authority Debt Increment Fund (DIF). Ms. Wallace gave a detailed explanation by outlining prior entries made in FY1997 and FY2000; She reassured the Board that the Authority will have sufficient revenue to cover debt service obligations all the way up to FY2021. To address a potential cash shortfall in FY2022, a one-time cash transfer could be made from the Authority's Local Tax Increment fund (LTI) to the Debt Increment Fund (DIF) as we cannot close a fund with a negative cash balance. Mr. Kelly summarized the next steps and mentioned we will keep the Board informed as we work to identify solutions.

Mr. Kelly continued with the budget presentation by reminding the board of the six goal areas outlined in GR Forward. At this time, each DGRI staff lead was invited to present an overview of each of the Goal Alliances FY20 priorities.

For Goal 1, Stephanie Wong shared the completion of the River for All and reminded the board this was not a stand-alone document. The creation of these design guidelines will further assist other projects such as the Phase 1 for Lyons Edge, and Lyons Plaza. Other priorities include inviting organizations to share their best practices through our GR Forward Speaker Series Events. We are also working on releasing an RFP/RFQ to hire a consultant to help evaluate and recommend a long-term governance and funding model for the revitalization of the Grand River corridor.

Goal 2 priorities include the Affordable Housing RFP (request for proposals) this was released last week and the focus is to gather ideas on how we can build affordable housing. We are keeping a loose framework to keep open for multiple proposals including a market study. We continue to support the Heartside Quality of Life recommendations—the HQoL plan just recently became final and in the

plan, we continue to explore and support the Heartside Public Restrooms Initiative. Mr. Kelly stated we have been approached by Mel Trotter Ministries to support the implementation of a Public Inebriate Center. We have money allocated in the FY20 budget, although we feel the importance to support this initiative, this request would still need to formally come back before the DDA for consideration. The Downtown Neighbor Network (DNN) advisory committee work continues and we will be supporting this pilot program so that we connect stakeholders and bring together Downtown Residents. Finally, we continue to focus on updating the Downtown Census on a biannual basis to better understand the changing dynamics of the Downtown residents, employees and visitors. Mr. Talen referred to the budget and inquired where the funds to support the Heartside recommendations were allocated. Mr. Kelly answered that we have a Heartside Quality of Life budget line item in the non-tax (NTI) fund.

Mark Miller shared the ongoing cross-collaboration between Goal 3 and Goal 5 on projects such as Calder Plaza and Van Andel Arena. Other priorities include street improvements for Division Avenue (Wealthy to Cherry Street), River Trail Street enhanced crossings and enhanced transit stops. He stated we are evaluating testing a bus bulb on Fulton Street and Sheldon Avenue to prevent buses from being delayed by having to pull back into traffic thus reducing risk of traffic collision and pedestrian exposure in crosswalks. The Alliance members will also be analyzing improving the wayfinding system.

Kyama Kitavi (Goal 4 lead) presented the FY20 Goal 4 priorities which include; retail attraction and incubation support, business resource fair/expo, business seminar series for Downtown businesses, retail marketing and business association support. Mr. Kitavi stated each of these priorities aims towards creating a supportive retail ecosystem to create a vibrant Downtown. This approach is not necessarily a revamp of what use to be the Downtown Alliance, but instead it focuses on the idea of bringing together all the available resources and be able to make a collaborative impact for our downtown retail businesses. Mayor Bliss stated the City of Grand Rapids also allocated funds to support business retention and recruitment.

Kimberly Van Driel listed the Goal 5 priorities which include funding for public space activations for programs such as the pop-up performer, winter programming, and public artwork. She shared the launched of a new grant program called "Activate this Place". The RFP was launched in April, the program aspires to incentivize and support creative interventions for underutilized public spaces in the Downtown neighborhood and so far, eight (8) applications have been submitted. The Alliance continues their work toward implementing a crosswalk pilot program. We will be adding more improvements to the Van Andel Alley and greenery to the Calder Plaza. Ongoing support includes funding for Bridge lighting operations, Downtown Ambassador program, diversity & inclusion, special events training program, holiday décor, police services for ticketed events and support for the City's Office of Special Events.

Mr. Kelly concluded the budget overview by stating DGRI will be engaging in discussion with the City and stakeholders in the area to evaluate and put together a plan to determine the future of the DASH lots of Area 7, 8, and 9 as we've been receiving requests from developers regarding those lots. Lastly, we will be releasing an RFP for the remnant parcels of area 4 and 5 located at 158 Oakes Street NW. This property is adjacent to the Studio Park project. The DDA still owns this property and we want to

seek proposals to determine if there is any interest from developers in purchasing and developing this site.

*Motion: Kayem Dunn, supported by Jim Talen, moved to recommend the FY2020 DDA Budget Summary to the Grand Rapids City Commission and request fund appropriation. Motion carried unanimously.*

10. President & CEO Report

DDA (4/10/19)

- Approved Innovation Grant with Ambiance GR
- Consented to a Development Area Liquor License for Studio Park
- Authorized funding for a temporary Downtown Dog Park
- Received overviews on Project One, Rad Women and the FY20 Budget

DID (4/24/19)

- Recommended FY20 Budget to City Commission
- Discussed Downtown Retail
- Received a presentation on the temporary Downtown Dog Park
- Discussed the renewal process to be completed prior to FY21

MNTIFA (2/13/19)

- Elected 2019 Officers
- Received a presentation on FY18 Audit
- Approved extension to the DGRI Service Agreement
- Authorized funding of Downtown transit shelters
- Received a presentation on PA57

DGRI (3/22/19)

- Reviewed River Governance Strategy
- Discussed next steps related to a Downtown Retail Strategy
- Received overview of a proposed approach for a Downtown Corporate Recruitment and Retention Strategy

Goal 1 – Reestablish the Grand River as the draw to the City and Region

- Riverfront Governance Organizing
  - Finalizing dates for GR Forward Thinking Series
  - Reviewing RFQ for lead consultant with project partners with distribution scheduled for April
  - Final recommendations delivered before the end of 2019
  - US Army Corps of Engineers meeting 4/10
  - State Legislators briefing 4/15
- Lyon Square Opportunity Site
  - Bids for Phase 1 (Edge) opening May 13
  - Design underway for Phase 2 (Plaza)
  - MOU drafted and will be distributed to project partners for review and discussion
  - Finalizing funding structure

Goal 2 - Develop a true Downtown neighborhood home to a diverse population

- Downtown Neighbor Network
  - Planning committee finalized mission, vision and goals at June meeting
  - Network Board/Committee seated in early 2019 and met April 5
  - 5<sup>th</sup> Annual Mix, Mingle and Share Event April 10 at New Holland
- Downtown Affordable Housing
  - RFP released May 2019
  - Responses to be reviewed with Goal 2 Alliance
  - Recommendation(s) will be brought to DDA Board
- Development News
  - Studio Park
    - Ottawa extension summer 2019
    - Parking ramp September 2019
    - Theater and residential buildings summer/fall 2019
    - Hotel January 2020
  - 150 Ottawa
    - Interior build out underway
    - Warner Building will be complete spring 2019
    - Hyatt Place open summer 2019
  - 37 Ottawa and 50 Monroe
    - AC Hotel Grand Opening June 3
    - 37 Ottawa office space being leased
    - Both buildings to be complete and open spring 2019
  - 449 Bridge Street
    - Utility connection complete last week and will begin “going vertical” by December
    - Target completion September 2019
  - Embassy Suites (Monroe North)
    - Project complete
    - Grand opening occurred April 11 2019
  - 10 Ionia
    - Brownfield approvals received in 2018
    - Groundbreaking in January 2019
    - 18-month construction schedule
  - MSU GR Research Center Phase II
    - Ground lease negotiations underway with development team

- New building to be constructed on Michigan Street to support MSU research and health care innovation
- Construction anticipated to begin fall 2019 with substantial completion in late 2021

**Goal 3 – Implement a 21st century mobility strategy**

- Bus Shelter Enhancements
  - Held Meeting with Mobile GR and Rapid staff to outline project funding and schedule
  - Installation to begin spring 2019
  - Final install complete before end of 2019
- Pedestrian Safety Enhancements
  - Improvements complete on Division Avenue north of Lyon
  - Keeler Building areaway reinforcement complete
  - Michigan Street crossing designs are finalized and the project will be bid spring 2019
- Division Avenue Bike Lane
  - Construction complete
  - Survey distributed and analysis ongoing
  - Extensions being discussed for 2019
- Downtown Streetspace Guidelines
  - DDA/TIFA received presentation December 2018
  - DGRI Board of Advisor adopted February 2019

**Goal 4 – Grow more & better jobs & ensure continued vitality of the local economy**

- Recruit a major office tenant to Downtown
  - Working with City and Right Place to develop a more concerted and intentional recruitment strategy to attract larger office tenants Downtown
- Foster ground-floor businesses to diversify the mix of Downtown retail offerings
  - Working with Goal 4 and DDA Purchasing and Contracting Committee to provide considerations to the DDA in June 2019
  - Working with Studio C! to support diverse offerings as part of their tenant mix

**Goal 5 – Reinvest in public space, culture & inclusive programming**

- VandenBerg Plaza/Calder Plaza Improvements
  - Design of Phase 1 improvements ongoing
  - Designs complete spring 2019
  - June 2019 is the 50th anniversary of the plaza's opening and a key organizing point for a celebratory moment
- Public Realm Improvements
  - Tree plantings with FOGRP scheduled
  - Downtown Dog Park construction begins May 13

- Fitness equipment installation underway in North Monroe. Complete in May.
- Explore opportunities to beautify public plaza at Van Andel Arena
  - Consultant team work commenced in November
  - Exploring partnership/funding opportunities for FY2019
  - Alley activation to begin with former Art Prize installation (Ford Museum crocodiles)
  - Stakeholder and Alliance engagement ongoing
  - Designs complete spring 2019
- Division Avenue Safety and Cleanliness Improvements
  - Lighting
    - DDA authorized additional funding in December 2018
    - Fulton to Cherry construction to begin spring 2019
  - Public Restrooms
    - City and DGRI working with Heartside Quality of Life committee to finalize design and operation of new public facilities for Cherry / Commerce and Weston / Commerce parking ramps
    - City and DGRI partnering to develop a sustainable facility management protocol for the new facilities.
- Public Art
  - Work on 27 Rad Women murals underway. Complete May 2019
  - Collaborating with UICA Exit Space on Richmond Stamp building
  - Future opportunities include Ottawa and Michigan off ramp and riverfront mural down the stairwell near the Grand Rapids Public Museum
- Upcoming Events
  - Movies on Monroe – June 7 (Beetlejuice and Bohemian Rhapsody)
  - Festival of the Arts – June 8 (50 Year Celebration)
  - State of Our Downtown – September 5, 2019

12. Public Comment

Scott Atchison introduced himself to the Board and relayed his excitement for the number of scheduled events and conventions taking place in Grand Rapids this year. He stated we need an information center at Pearl and Monroe. The booth would contain a daily menu matrix (listing all local bars and restaurants hours of operation) and allow visitors, residents, and employees to scan a pdf with this info to their smartphone.

13. Board Member Discussion.

None

14. Adjournment

The meeting adjourned at 9:37 am

# MEMORANDUM

DOWNTOWN  
DEVELOPMENT  
AUTHORITY



DATE: June 7, 2019

TO: Downtown Development Authority

FROM: Tim Kelly, AICP  
Executive Director

SUBJECT: FY2020 Budget and Priority Plan

Agenda Item #4  
June 12, 2019  
DDA Meeting

On May 8, 2019 the DDA Board recommended the FY2020 budget to the Grand Rapids City Commission to request fund appropriation for the fiscal year beginning July 1, 2019. That budget was presented and unanimously approved by the City Commission on May 14, 2019 (attached). The final step in the budget process is adoption by the DDA Board. Additional information, including a summary of the budget process and the priorities included in the FY2019 budget is provided below.

Each year the Downtown Development Authority (DDA) recommends and adopts a one-year budget and five-year priority plan to reflect the priorities for Downtown investment. With the approval of GR Forward in December 2015 as amendment to the City's Master Plan, the DDA and DGRI now have clearly defined objectives and the proposed budgets are built to reflect the plan's recommendations and to implement the community objectives for Downtown. The DDA budgets, which include the local tax increment fund (LTI), non-tax increment fund (NTI), and school tax increment (STI) consist of both new projects from GR Forward and carry forward priorities that span multiple fiscal years.

Among the new projects proposed for FY2020 are a planning initiative to recommend a governance model for the future River Corridor improvements, Master Planning for the future development of Areas 7, 8 and 9, reconstruction of Division Avenue from Cherry Street to Wealthy Street, and partnering with the City of Grand Rapids to provide enhanced support for Downtown businesses. In addition, funding is recommended to initiate major capital improvements to Downtown public spaces, including Calder Plaza, Ecliptic at Rosa Parks Circle, Lyon Square, and the Van Andel Arena Plaza.

Carry-forward priorities from previous years include completing River trail improvements on Michigan and Bridge Streets, finalizing implementation of improved Downtown transit shelters, providing funding to grow the supply of affordable housing, and working to deploy a public restroom in the





Heartside neighborhood.

When examined by GR Forward goal the breakdown from the LTI and NTI budgets is as follows:

- Goal 1 (Restore the River as the Draw): \$1,530,000
- Goal 2 (Create a True Downtown Neighborhood Home to a Diverse Population): \$2,130,000
- Goal 3 (21<sup>st</sup> Century Mobility Strategy): \$1,915,000
- Goal 4 (Ensure Job Opportunities and Ensure Vitality of the Local Economy) \$500,000
- Goal 5 (Reinvest in Public Space, Culture and Inclusive Programming): \$5,129,000

As in previous years, the Downtown Grand Rapids Inc. Alliances played an important role in developing the budget. Beginning in February 2019, staff began soliciting input from the five goal Alliances charged with advising on projects and priorities. This 3-month, iterative process culminated in all five Alliances tendering recommendations to the three fiduciary Boards of DGRI (DDA, DID, and MNTIFA) regarding their ambitions for the coming fiscal year. The attached budget narrative provides additional detail on the various priorities that emerged during that process.

Following a recommendation from the DDA Board, DGRI staff will present the recommended DDA FY20 budgets to the City Commission on May 14, 2019, requesting bottom-line appropriation. After receiving City Commission appropriation, the Board will adopt their final annual budget and priority plans at the next scheduled meeting.

**Recommendation: Adopt the FY2020 DDA Budget.**

# MEMORANDUM

DOWNTOWN  
DEVELOPMENT  
AUTHORITY



DATE: June 7, 2019

TO: Downtown Development Authority

FROM: Tim Kelly, AICP  
Executive Director

**Agenda Item #5**  
**June 12, 2019**  
**DDA Meeting**

**SUBJECT: Funding Authorization for the Downtown Ambassador Program**

In September 2013, the Downtown Development Authority approved a Safety Services Agreement with Block by Block (BBB) to establish the Downtown Ambassador Program. Subsequently, in November 2015, the Downtown Improvement District (DID) and the Downtown Grand Rapids Inc. (DGRI) Board of Advisors approved a Maintenance and Cleaning Services Agreement with BBB for the deployment of the Downtown Clean Team.

Since being approved, the Ambassadors and Clean Team have made measurable impacts in Downtown Grand Rapids through the provision of maintenance, hospitality, informational, environmental, social, and safety-oriented services. The 2018 Year End Report accompanies this memo and gives a glimpse of some of the benefits bestowed through the Program during the prior calendar year. Among the highlights are:

- Business Contacts – 2,066
- Graffiti Removal – 2,102
- Block Faces Power Washed - 505
- Trash Bags Collected – 21,768
- Weed Abatements – 37,803

The term for both the Ambassador and Clean Team Agreements expires July 1, 2019 and based on the success of the program to date, both are recommended for extension. As proposed the amended term would run July 1, 2019 thru June 30, 2020 with the option for two one-year renewal terms at the conclusion. Further, to avoid having separate Agreements, the contracts will be combined so one Agreement covers both Programs.

In addition to the term extension, in an effort to keep wages for the Program competitive with similar jobs across the region, and to help with the retention of Ambassadors, a \$.50 raise was approved for FY2019 and is also recommended for FY2020. This wage increase was accounted for in the FY2020 budget and will bring the DDA's overall contribution to the Program to \$222,000, a \$13,000 increase from FY2019.

The total contract amount as proposed is \$901,000, and the additional funding for the provision of the Program is provided via the DID and is also accounted for in their recently approved FY2020 budget. The contract holder for the new Agreement will be DGRI, and the Board of Advisors will consider approval of the Agreement at its July 16, 2019 meeting.



Recommendation:

Authorize funding for the Agreement to be recommended to the Downtown Grand Rapids Inc. Board of Advisors with Block by Block to be approved as to content by the Executive Director, and to from by the DDA legal counsel, in an amount not to exceed \$222,000 for the Downtown Ambassador Program for FY2020.



DOWNTOWN  
GRAND RAPIDS INC.

# Downtown Grand Rapids Ambassador 2018 Annual Report



# Program Overview

2018 was a year of change! New events and temporary improvements provided chances for hospitality engagement. New construction and fenced off sidewalks meant no two days were the same for our clean team. Newly constructed planter beds & temporary planters at Movies on Monroe kept our horticulture team busy. 2018 saw a change in the way we collected our data and utilized the SMARTSystem app - we streamlined similar items to make it easier for Ambassadors to navigate and we found new ways to show our impact. Melvin Eledge was promoted to Project Manager with Block by Block and Rebecca Krenz took over the operations of the Downtown Grand Rapids Ambassador Program. We overcame struggles, stayed on a steady path and improved the program and downtown at every opportunity. For 2019, our team eagerly anticipates new challenges, prospects for growth, ongoing collaboration and joyful determination in the ever changing landscape of the Cool City, Grand Rapids.

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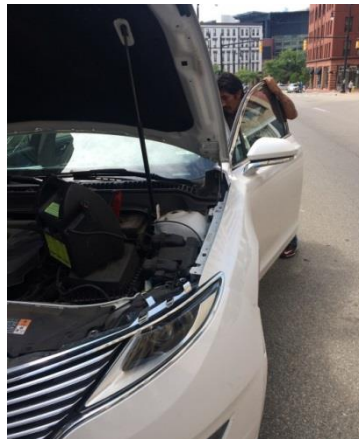
# Hospitality & Engagement

2018 saw a change in the way we collect our data. We streamlined items that were similar to make it easier for Ambassadors to navigate our SMARTSystem app. 2018 was a year of change. New events and temporary improvements kept our hospitality team busy.

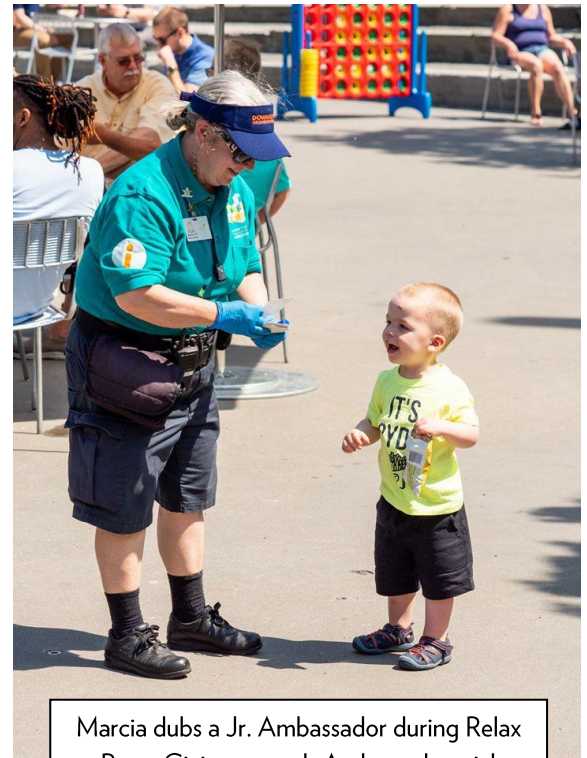
We participated in several events in 2018 including; *World of Winter*, *Art Prize*, *Light Up Downtown*, *Movies on Monroe*, *Relax at Rosa*, *Amway Family Fireworks*, *ADA Celebration*, *GVSU Welcome Week*, *National Night Out in Heartside*, and supported multiple cleanup events. We also participated in conversations regarding the Heartside Quality of Life Study spearheaded by the city as well as members and stakeholders of



Ellen provides first aid to a pedestrian.

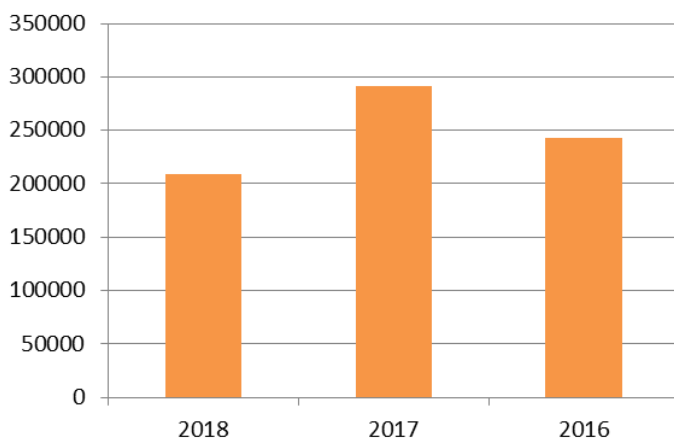


An Ambassador saves someone's day by providing a jump-start. Ambassadors are also trained in changing tires!



Marcia dubs a Jr. Ambassador during Relax at Rosa. Giving out a Jr Ambassador sticker provides an opportunity for us to engage families and make a child's day.

## Total Hospitality & Engagement



Grace pictured with Becky Currier Wheeler, Ms Michigan 2018 at the ADA Celebration

# Beautification



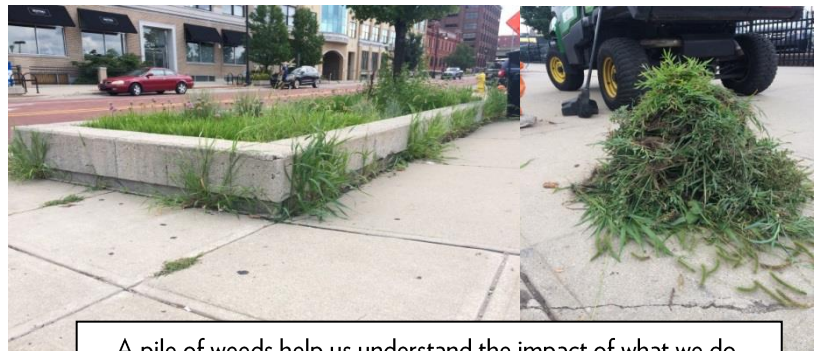
Newly promoted Clean Team Leader Evangeline learns how to maneuver the All-Terrain Litter Vacuum, or the “Seuss Machine” as we call it.

Fluctuations in weather threw us for a loop this year! Thaws in February allowed for an early spring cleanup. Sunny days in March jump started our peak season. Droughts in the summer kept our horticulture team filling up their water tanks and clearing weeds. A late leaf fall followed by heavy snow fall and a thaw made for mucky curb lines and heavy wet leaves. A dry and warm winter has meant less snow removal permitting us to continue removing leaves and weeds in the middle of winter! The team rolled with the punches and more than doubled our beautification statistics from 2017.

Due to the increase of trashcans in our downtown we removed over 6,000 more trash bags than in 2017. The addition of cigarette urns may have contributed to the 6% increase in cigarette butt recycling from the previous year.

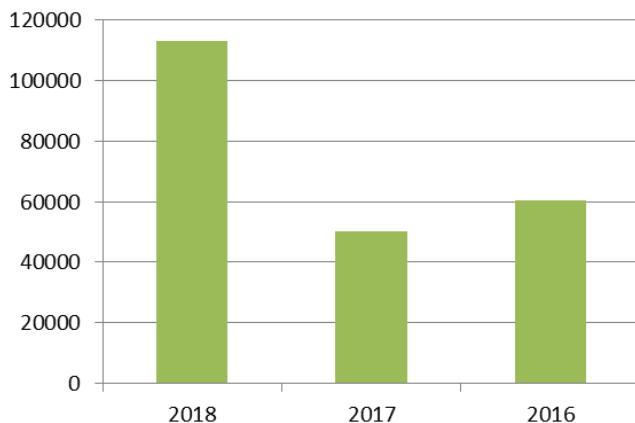


The pressure washing team gives new life to sidewalks.



A pile of weeds help us understand the impact of what we do.

## Total Beautification Activity



Melvin standing with 20 boxes of cigarette butts ready to go to Terracycle. Since its inception in 2016, the Grand Rapids cigarette recycling program has recycled 934,888 units (individual butts) or the equivalent of waste from almost 47,000 packs of cigarettes!

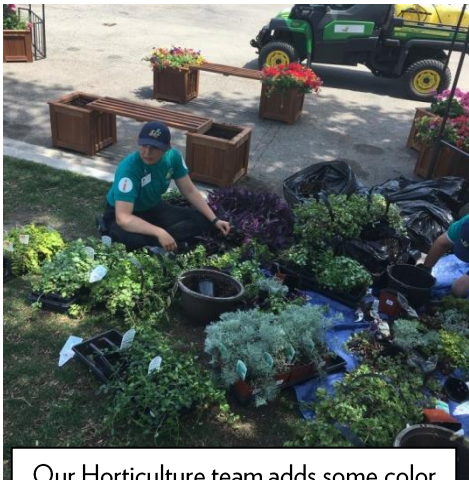


# Horticulture

Micandy Gardens continues to beautify downtown. They jumped at new opportunities to plant annuals in parklets, hanging wall baskets, pallets and even recycled tire planters. They contributed to the aesthetics of Kick it at Calder and at Movies on Monroe. Their excitement for creating an urban landscape is inspiring. We have cultivated a positive working relationship and they love the feedback they receive from employees & residents of downtown.



Ellen completed her 3<sup>rd</sup> season as a Horticulture Specialist with the Ambassador program. Her expertise and knowledge has made her an integral part of our team.



Our Horticulture team adds some color to 555 Monroe where the Movies on Monroe was hosted in 2018.



Heat, drought & heavy rains created the perfect environment for weeds to take over. The team pulled over 37,000 weeds this year, triple the amount pulled in 2017!

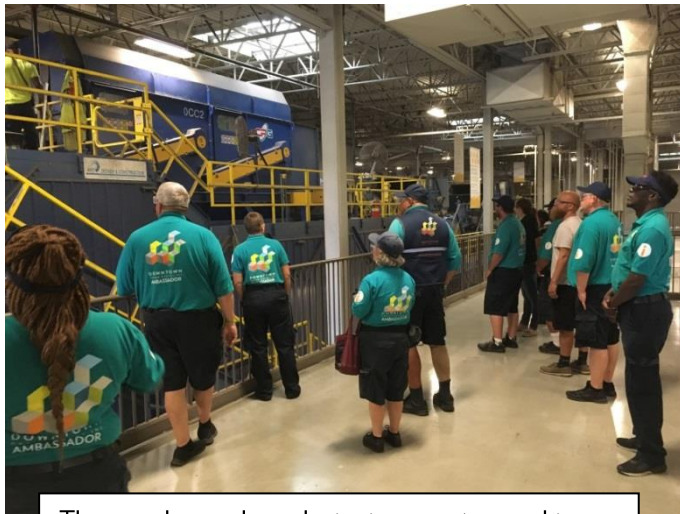




# Special Projects & Initiatives

Our recycling pilot launched along Monroe Center on June 26<sup>th</sup>. The 1 year pilot will help us understand how people recycle downtown. Bright stickers aligning with Kent County's SORT program draw attention to the 18 bins that are attached to existing trash cans. Pictures and descriptions of what is recyclable help guide pedestrians.

To prepare the team for this initiative we took a field trip to tour the Recycling Education Center to better understand the complexities of recycling.



The team learns about the intricate sorting machinery



Rebecca & Ellen install a recycling bin along Monroe Center



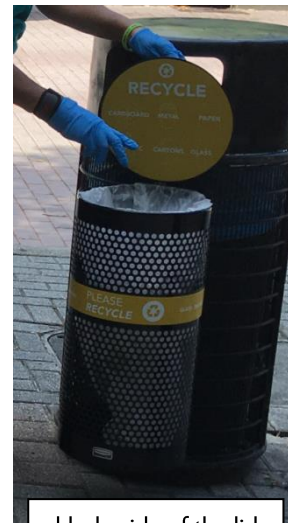
Stickering the new recycling bins



Funnel with symbols



Lid with recycling symbol



Underside of the lid with descriptions



# Special Projects & Initiatives



180 pieces of seating, cushions, tables and footrests arrive at our building

The Ambassadors were heavily involved with installing and maintaining the Calder Plaza temporary improvements. Living room style outdoor seating, umbrellas, hammocks, & outdoor games were open to the public daily.



An almost completed "living room" style pod.



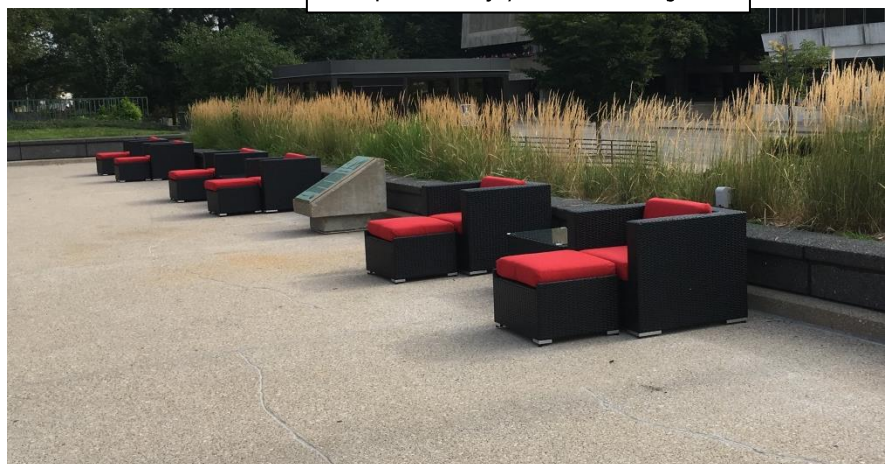
Taking lunch in the shade of a giant umbrella.



Seating near the food trucks provides a place to enjoy outdoor dining.



Ellen sets up ping pong.





# Special Projects & Initiatives



The ambassador team was tasked with clearing the way for the ArtPrize mural, Anishinaabek, to be painted beneath the Pearl St. bridge on the Riverwalk. Among the debris we removed 8 bags of trash, an oscillating fan, a tube TV, a headboard, 1 folding chair, 1 snow shovel, and several pounds of untouched food.

The summer brought an uptick in graffiti vandalism downtown. The Ambassadors worked with different entities, including businesses, to remove some of this graffiti.



On 8/13/2018, the Ambassadors found graffiti tags in several areas along Monroe Center & Ionia. We worked to remove over 1 dozen of these tags and reported them to the police.





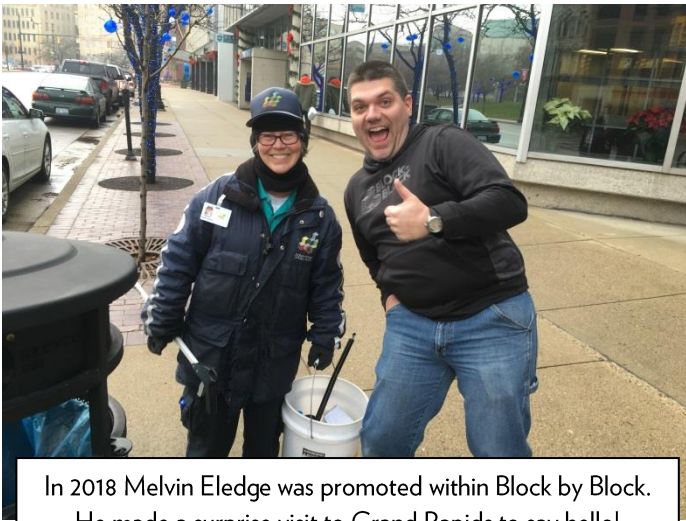
# Highlights



The Ambassador program received Employer of the Year in 2018 for our work with InterAct. InterAct is an organization that helps people with barriers to employment find meaningful and long-term employment opportunities.



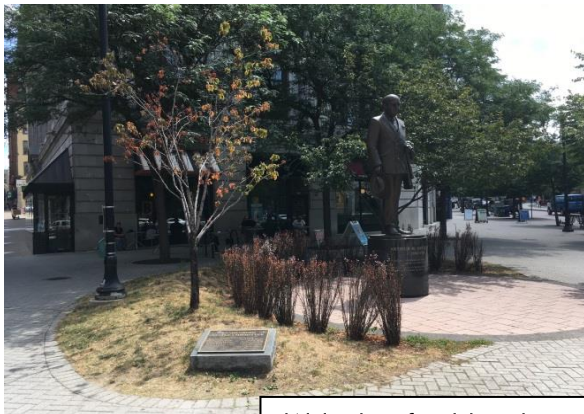
Rick uses a new weed snatcher to safely & easily remove weeds from sidewalk cracks.



In 2018 Melvin Eledge was promoted within Block by Block. He made a surprise visit to Grand Rapids to say hello!



It's a dirty job, but somebody's gotta do it! Evangeline pressure washes trash can liners to keep them fresh and in great shape.



With a bit of mulch and some tall grasses, we were able to spruce up the area around Senator Author Vandenberg.



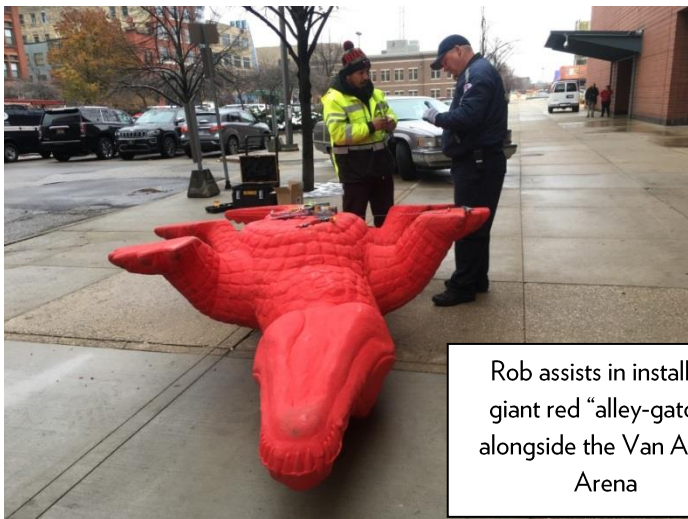
# Highlights



Grace & Marcia rock the table at the Amway Family Fireworks



Jonah takes time to help children write letters to Santa at the Light Up Downtown event.



Rob assists in installing giant red "alley-gators" alongside the Van Andel Arena



Have you ever considered what goes into keeping trashcans beautiful? Ellen sweeps cobwebs, leaves and other debris from Monroe Center trash cans.

Jared takes a break from installing infrastructure to provide directions to a downtown visitor.



Martel of SpokeFolks provided general maintenance and repair training to the Ambassadors. He was able to focus on the tools we could utilize at the 5 DGRI owned bike stations downtown.



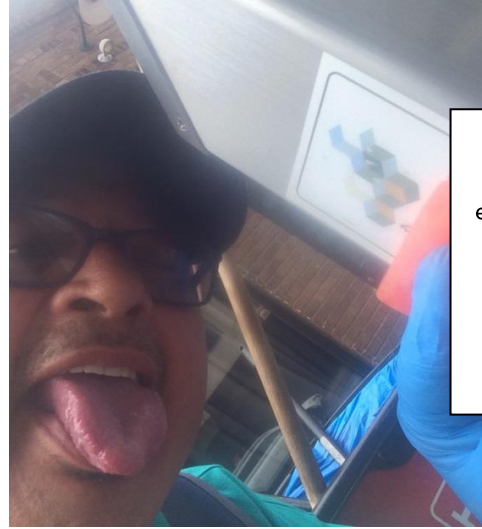


# Highlights

Grace has perfected the art of tying trash bags, a task that requires patience & precision!



A selfie day competition sparked enthusiasm in the team when they were challenged to take a selfie while they remove graffiti.



Winter creates new challenges for the spring. Snow plows deposit a large amount of gravel and silt on the sidewalks. The Ambassadors armed with shovels and buckets clear up the sidewalks for safe passage.



Marcia passes out candy canes from a stocking during the holidays



Talina poses with Mr & Mrs Claus at the annual Light Up Downtown event.

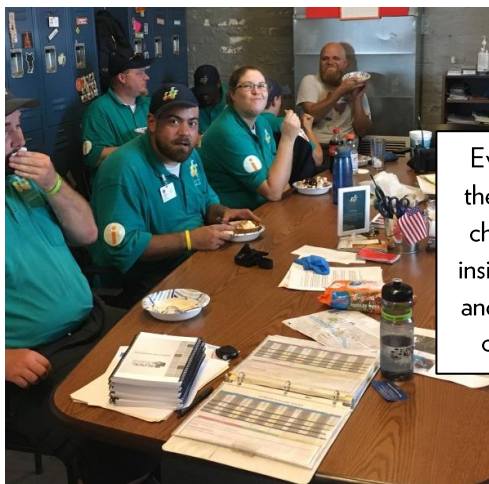


# The Team



The Grand Rapids Ambassador Team started a “props box” as a way to recognize our co-workers for their hard work & model Ambassador behavior. In January Block by Block made this a Best Practice and rolled out the “fishbowl” nationwide.

**Treat employees like they make a difference & they will. – Jim Goodnight**



Every summer the team gets a chance to step inside to cool off and enjoy an ice cream social



In June we were awarded money to purchase healthy food options for the team. Making healthy choices was the theme of the summer.



A scavenger hunt provided an opportunity for team building. The Ambassadors had to utilize the SMARTSystem to make reports, input statistics and create maintenance requests. Marcia and Daniel are pictured here pointing out a missing brick.

**Each day learn something new, and just as important, relearn something old.**

**– Robert Breault**

Ellen shows ambassadors how to use equipment during our annual “Back to Basics” training.



To celebrate the end of the season, the Ambassadors headed to Craig’s Cruiser to play laser tag, race go karts and enjoy each other’s company.

# Statistics Overview

Total Annual Activity		2018	2017	2016
Equipment Usage	ATLV Hours	52	186.25	267
	Bicycle (miles)	59	652.2	460.3
	Segway (Hours)	329	438	82.25
	Small Equipment (Hours)	136	278	365
	<b>Total Equipment Usage</b>	<b>576</b>	<b>1554.45</b>	<b>1174.55</b>
Beautification	Biohazard Clean Up	2,587	4,800	NA
	Biohazard - Human	364	NA	NA
	Infrastructure Management	14,403	NA	NA
	Graffiti - Removed	2,102	3,323	6,915
	Planters Watered	6,173	4,533	18,042
	Power Washing (block faces)	505	276	226
	Snow Removal	9,850	9,653	11,419
	Special Projects - Other	17,647	NA	NA
	Trash (Bags collected)	21,768	15,616	12,503
	Weed Abatement	37,803	12,043	11,477
	Cigarette Waste Recycled (Unit)	411,810	350,168	172,910
	<b>Total Beautification Activity</b>	<b>113,202</b>	<b>50,244</b>	<b>60,582</b>
Hospitality & Engagement	Business Contact	2,066	2,079	1,473
	Mobility Assist	620	1,456	2,487
	Observation - Fighting	569	939	221
	PA - Directions	4,918	11,890	13,846
	PA - Information	38,730	50,911	49,591
	PA - Other	151,226	205,882	154,340
	Panhandling - Aggressive	375	1,244	233
	Panhandling - Passive	868	1,686	429
	Request for Emergency Services	36	56	260
	Sidewalk Violation	5,483	8,875	5,002
	Social Services Assist	3,951	5,756	14,996
	Suspicious Package	25	18	44
	Suspicious Person	34	302	165
	<b>Total Hospitality &amp; Engagement Activity</b>	<b>208,901</b>	<b>291,094</b>	<b>243,087</b>
<b>Total Ambassador Activity</b>		<b>322,103</b>	<b>341,338</b>	<b>303,669</b>



# MEMORANDUM

DOWNTOWN  
DEVELOPMENT  
AUTHORITY



DATE: June 12, 2019

TO: Downtown Development Authority

FROM: Mark F. Miller, Managing Director of Planning & Design

SUBJECT: Disability Advocates of Kent County Accessibility Charrette

Agenda Item #6  
June 12, 2019  
DDA Meeting

Goal 2 of GR Forward recommends **Creating a True Downtown Neighborhood that is Home to a Diverse Population** by requiring “*universal design principles in projects with local subsidy*” (page 172). Specifically Goal 2 states that “*by incorporating these design principles into public projects, the City will send a powerful message of support for all of its residents.*”

Goal 3 of GR Forward recommends, as part of its **Implementation of a 21<sup>st</sup> Century Mobility Strategy**, to “*provide a stress-free pedestrian experience for all ages and abilities*” (page 186).

Finally, Goal 5 of GR Forward recommends to **Reinvest in Public Space, Culture, and Inclusive Programming** by “*rethinking our parks and public spaces to better serve the entire community*” (page 264).

To encourage universal design principles, provide stress-free pedestrian experiences for all ages and abilities, and to rethink our parks and public spaces to better serve the entire community, DGRI has collaborated with Disability Advocates of Kent County (DAKC) to focus the lens of universal and inclusive design for various projects and programs. This collaboration includes integrating DAKC into the design process for Calder Plaza and Van Andel Arena plaza; incorporating DAKC’s expertise into the City’s Design Team (through collaborative efforts with the City of Grand Rapids); and conducting a Downtown Accessibility Audit in 2017.

This 2017 audit accomplished a number of critical items, including:

- A detailed audit of the accessibility of Downtown’s public spaces and infrastructure according to the ADA’s minimum standards.
- An increased awareness of the current barriers by DGRI staff, boards, and additional stakeholders.
- The beginnings of a commitment to go beyond the ADA when addressing these barriers by establishing more inclusive ways to remove them.
- The recognition that we need to define what universal design/inclusive design means in concrete terms and develop a consensus around the preferred solution path.



To build upon this previous and ongoing work, DAKC and DGRI have had discussions to broaden our collective goals of building an inclusive and accessible Downtown. These discussions have led to the current initiative of an Accessibility Charrette, to be conducted Common Notice, a human-centered design firm led by Amelea Gritter and Todd Herring. This proposed work, which focuses on creating accessible events, will assist community leaders, planners, and event producers in creating accessible spaces and events through universal design principles. Expected key outcomes of this initiative will be:

- Filling out the definitions and realities of “accessibility” and “inclusive design” more fully with the lived experiences of persons with disabilities Downtown.
- Developing the “next set” of design principles that incorporate inclusive design so that when barriers identified in the DDA audit are removed, there are design solutions that can be selected.
- Developing an informed and purposeful framework for various prototypes (urban design, policies, resources, community event production, etc.) and a process for future engagement with businesses and venues.
- Designing the framework for DAKC’s site and plan review work for individual projects within the DDA boundary (and through further collaboration with the City, expanding this work to the entire city).
- Elevating accessible and inclusive design within the planning and design processes of DGRI and the City of Grand Rapids through professional facilitation and supportive research by Common Notice.

This work will continue to place Grand Rapids at the leading edge for inclusive design while expanding the opportunities for persons with disabilities in Downtown. The charrette and related work will build on the awareness and momentum of the accessibility audit and other DAKC initiatives, by focusing on downtown events and public spaces.

The charrette proposal (attached) includes a 3-part scope of work with Common Notice with DAKC providing a supportive role that includes:

- Providing project oversight and management of all aspects of the charrette and follow up work.
- Recruitment and support of the test pilot group of persons with disabilities throughout the duration of the project.
- The provision of technical assistance during the charrette for participants and DGRI staff to ensure understanding of all accessibility laws and regulations along with the fundamentals of Universal Design/Inclusive Design.
- Support for the accessibility and accommodation needs of the test pilot group.

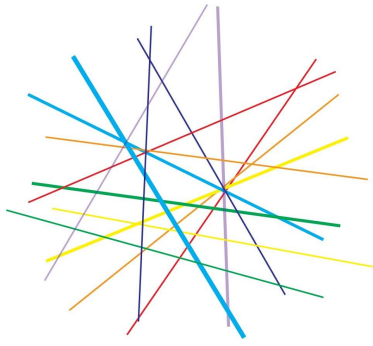
The 3-part Common Notice scope includes a range of costs that are associated with potential enhancements to the scope as the project and engagement develops. These enhancements are dependent upon the outcomes of the research and engagement, and the various paths that may develop as the project evolves. As such, it is recommended that the higher end of the proposed fee be approved to provide latitude to DAKC and Common Notice in the work effort so that the project can be responsive to the needs of the stakeholders and provide the optimal solutions for inclusive design.

Total proposed fees include:

- DAKC scope as outlined above is not to exceed \$10,000.00
  1. DAKC staff time will be \$75.00 per hour, with total hours estimated at 120 (total of \$9,000.00)
  2. Costs of direct support of Test Pilot group (e.g. bus tickets and accommodations): \$1,000.00
- Common Notice scope is in the range of \$57,200 - \$62,700; see attached for further details.

Total proposed not to exceed fee (DAKC + Common Notice) is \$72,700. It is requested that this allocation go to DAKC for administration of the funding to Common Notice in DGRI FY2019. This allocation is from the Goal 3 Accessibility and Mobility Repairs line item. In the event that the project path ends up netting the lower range of fee, DGRI intends to collaborate with DAKC to utilize the funds not used to continue implementation of increased accessibility within Downtown.

**Recommendation:** Approve the allocation of \$72,700 to Disability Advocates of Kent County for the purpose of hiring Common Notice, executing an inclusive design charrette, and further implementing Goals 2, 3, and 5 of GR Forward.



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**DOWNTOWN GRAND RAPIDS, INC  
DISABILITY ADVOCATES OF KENT COUNTY**

# **CHARRETTE: INCLUSIVE DESIGN AND EVENT PLANNING**

STATEMENT OF WORK ONE OF THREE

## STATEMENT OF WORK

(one of three)

Common Notice will develop a design charrette to assist community leaders, planners and event producers in creating accessible events through universal design principles. The charrette will be a 3-4 hour facilitated encounter with a thoughtfully curated multi-disciplinary team of experts and community members that will lead into the development of resources rooted in the needs of our disabled community.

### Charrett Preparation:

Preparation of Facilitation Guide: 40 Hours  
Event Planning and Production: 20 Hours  
Impact / Outcomes Assessment Meeting: 2 Hours  
Participant Selection Process and Protocol: 10 Hours  
Meetings and Admin: 8 Hours  
Total: 80 Hours @ \$75/hr  
**\$6,000.00**

### Charrette Facilitation:

Facilitation of and debrief following the Charrette experience and workshop.  
On-site preparation, charrette facilitation and tear down: 14 Hours  
Research Review: 8 Hours  
Debrief meeting: 4 Hours  
Meetings and Admin: 2 Hours  
Total: 28 Hours @ \$75/hr  
**\$2,100.00**

### Additional Charrett Events:

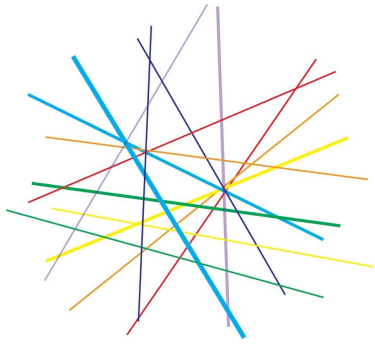
Event Planning and Production: 8 Hours  
Participant Selection: 6 Hours  
On-site preparation, charrette facilitation and tear down: 14 Hours  
Research Review: 8 Hours  
Debrief meeting: 4 Hours  
Meetings and Admin: 2 Hours  
Total: 42 Hours @ \$75/hr  
**\$3,150.00**

### Additional Production Costs:

Video capture and production: \$5,000 (est)  
Event production (Catering, printing, facilitation materials, etc.) \$1,500

**Total: \$11,250 + \$6,500 (Production) = \$17,750**





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DISABILITY ADVOCATES OF KENT COUNTY**

# **PROTOTYPE: IDEATING AND TESTING INCLUSIVE DESIGN SOLUTIONS**

STATEMENT OF WORK TWO OF THREE

## STATEMENT OF WORK

(two of three)

Rooted in the outcomes of the charrette, we will create a research plan involving participants at multiple community gatherings (festivals, concerts, movies, ect). This research will clarify what DGRI + DAKC know about their community members (disabled and non-disabled), what they are uncertain of, and what they do not yet know.

Methods designed will explore the insights and hypothesis that were uncovered in the Charrette, giving us the opportunity to more broadly test our findings and specific prototypes, ultimately bringing more context, value, and story to proposed resources and tools.

Research will be conducted with our Design Research “Test Pilots”. This highly committed group of community advocates will be recruited by DAKC, representing the diversity of the community we hope to design for. This group will be committed to the duration of the project to ideate, implement and review the collective research.

### Prototype Ideation

Insights and Themes: 20 Hours  
Charrette Review Workshop: 12 Hours  
Prototype Concepting: 20 Hours  
Prototype Selection: 4 Hours  
Prototype Production Plan: 4 Hours  
Total 60 Hours @ \$75/hr.  
**\$4,500.00**

### Prototype Production | 1-2 prototypes

Design: \$2500 - \$5000  
Research Methodology: 20 - 40 Hours  
Test Production: 20 - 40 hours  
Total: 40 - 80 Hours @ \$75/hr  
**\$5,500 - \$11,000**

### Prototype Testing

Testing: 100 Hours @\$75/hr  
Video Production: estimated cost \$5,000  
**\$12,500**

### “Test Pilot” Advocates

Admin: 50 hours @ \$75/hr  
Incentives: \$2,000  
**\$5,700**

### Research Summary

Insights and Themes: 30 hours  
Summary Report: 20 hours  
Total: 50 Hours @\$75/hr  
**\$3,750**

**Total: \$31,950 - \$37,450**

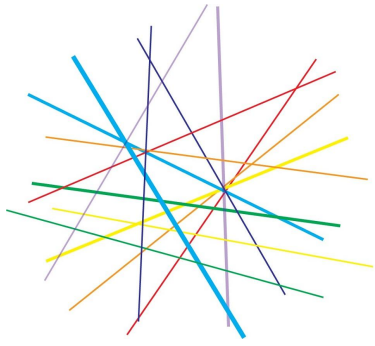
### Possible Prototype Concepts to address and engage:

- Communication Strategy
- Policy Recommendations
- Online Tools and Resources
- Mobile Applications opportunities
- Urban Design | Streetscapes
- Universal Design considerations
- New Construction requirements
- Community Event production
- Traffic and Pedestrian patterns
- Parking Management solutions
- Public Programs or Services addressing access
- Public Parks | Recreational Activities

### Testing Methodologies:

- Intercept Surveying at Events
- Ethnographic Interviews
- Email Market Research
- Trends Research
- Focus Group Facilitation





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DISABILITY ADVOCATES OF KENT COUNTY**

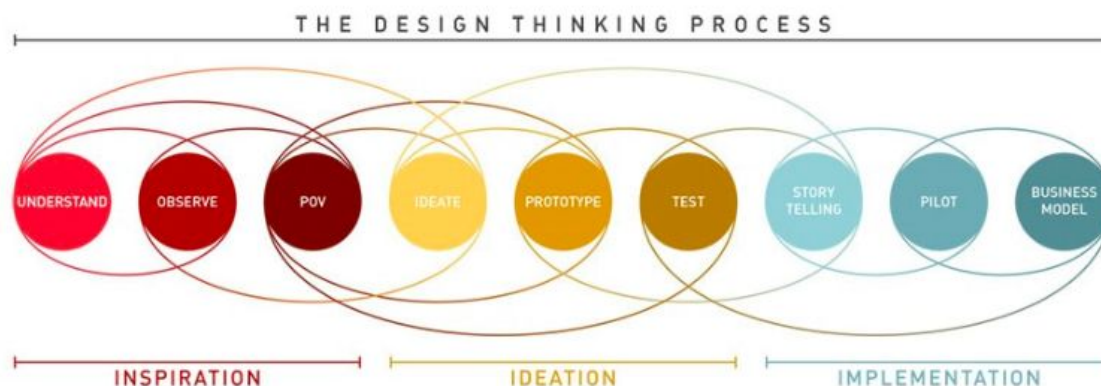
# **INNOVATION AND IMPLEMENTATION PLAN**

STATEMENT OF WORK THREE OF THREE



## STATEMENT OF WORK

(three of three)



By using a framework of Design Thinking, we will surface solutions that address the needs and opportunities that were uncovered in the charrette and explored through prototyping, testing and research. These solutions will be rooted in empathy and grounded in the principles of Universal and Inclusive design.

The outcomes and innovations will be outlined in a summary of design principles, recommendations and an implementation plan that includes next steps for the best use of the resources and tools that were generated through this design process.

### The Final Report will include and consider:

- Documentation of the work through visual storytelling
- Full Research Summary
- Summary of the Charette Insights / Themes
- Summary of Prototype creation and testing
- Stakeholder specific recommendations
- Innovations for further impact
- Implementation Plan for the generated Tools and Resources
- Strategy to hit near, mid and long term Goals
- “Test Pilot” Cohort: continued engagements and opportunities

It is our hope to take these learnings and build upon them, supporting a vision and commitment to create a community known for its commitment to standards of innovation, usability and access for everyone. It is our hope that this is just the beginning.

### Final Reporting

100 hours @ 75/hr

**\$7,500**

### Total Project Estimate

**\$57,200 - \$62,700**